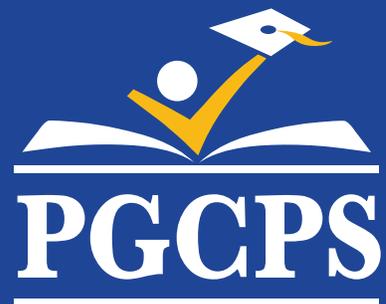
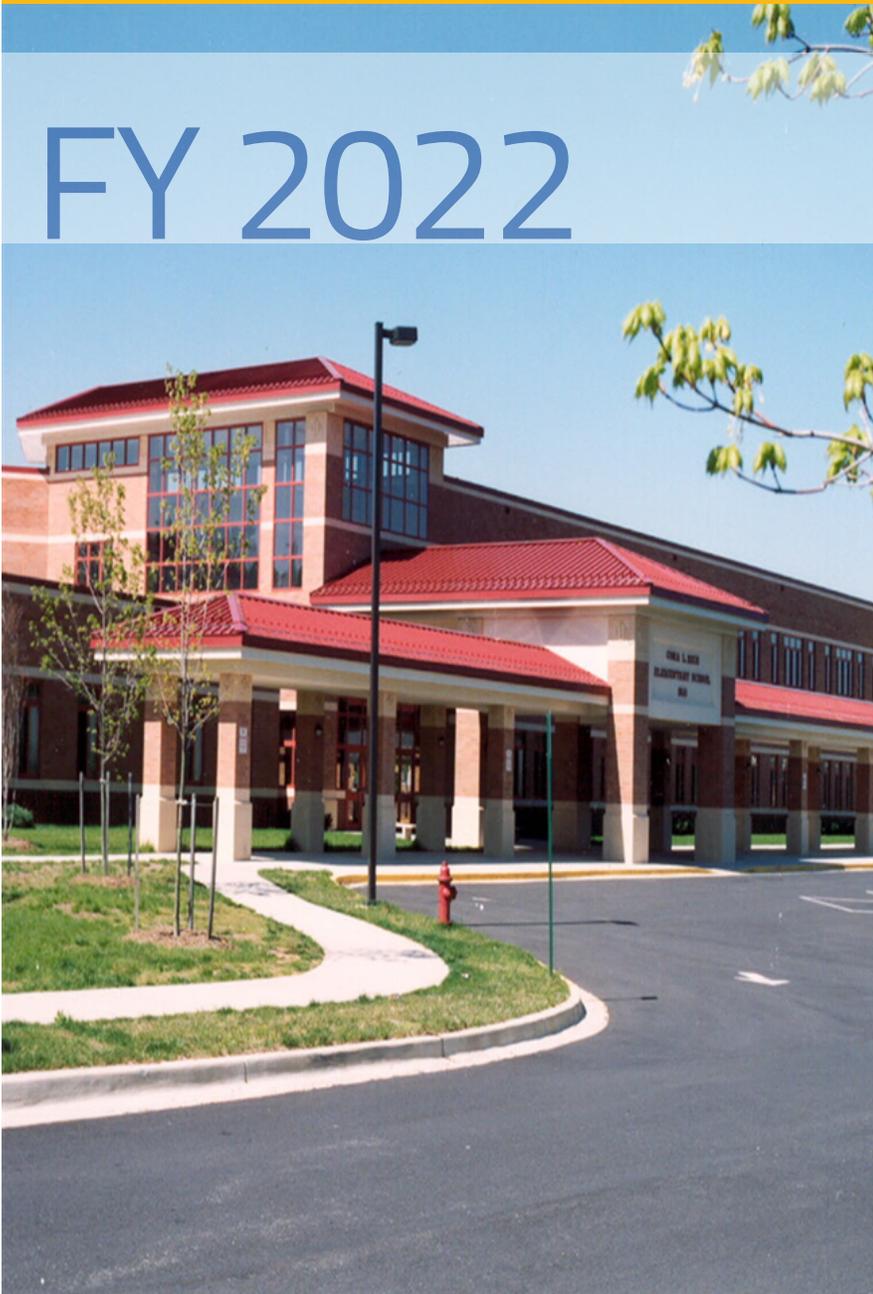


Board of Education

Approved Annual Operating Budget

July 1, 2021 - June 30, 2022

FY 2022



Prince George's County Public Schools

14201 School Lane

Upper Marlboro, MD 20772

www.pgcps.org

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Chief Executive Officer

Monica E. Goldson, Ed.D.

Mission

To provide a great education that empowers all students and contributes to thriving communities.

Vision

PGCPS will be a GREAT school system recognized for providing education services which ensure that every student in our diverse school district graduates ready for college and careers in a global society.

Core Values

Our core values articulate our key beliefs about students, academic achievement, and the elements necessary to achieve excellence in education and learning.

- > Student are our priority and all students can achieve high academic levels
- > Families, students, and educators share the responsibility for student success
- > High expectations inspire high performance
- > All staff share the responsibility for a safe and supportive school environment contributing to excellence in education
- > The support of everyone in our community is essential to the success of our schools and students, and this success enriches our community
- > Continuous improvement in teaching, leadership and accountability is the key to our destiny

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Introduction

INTRODUCTION

FINANCIAL PLAN

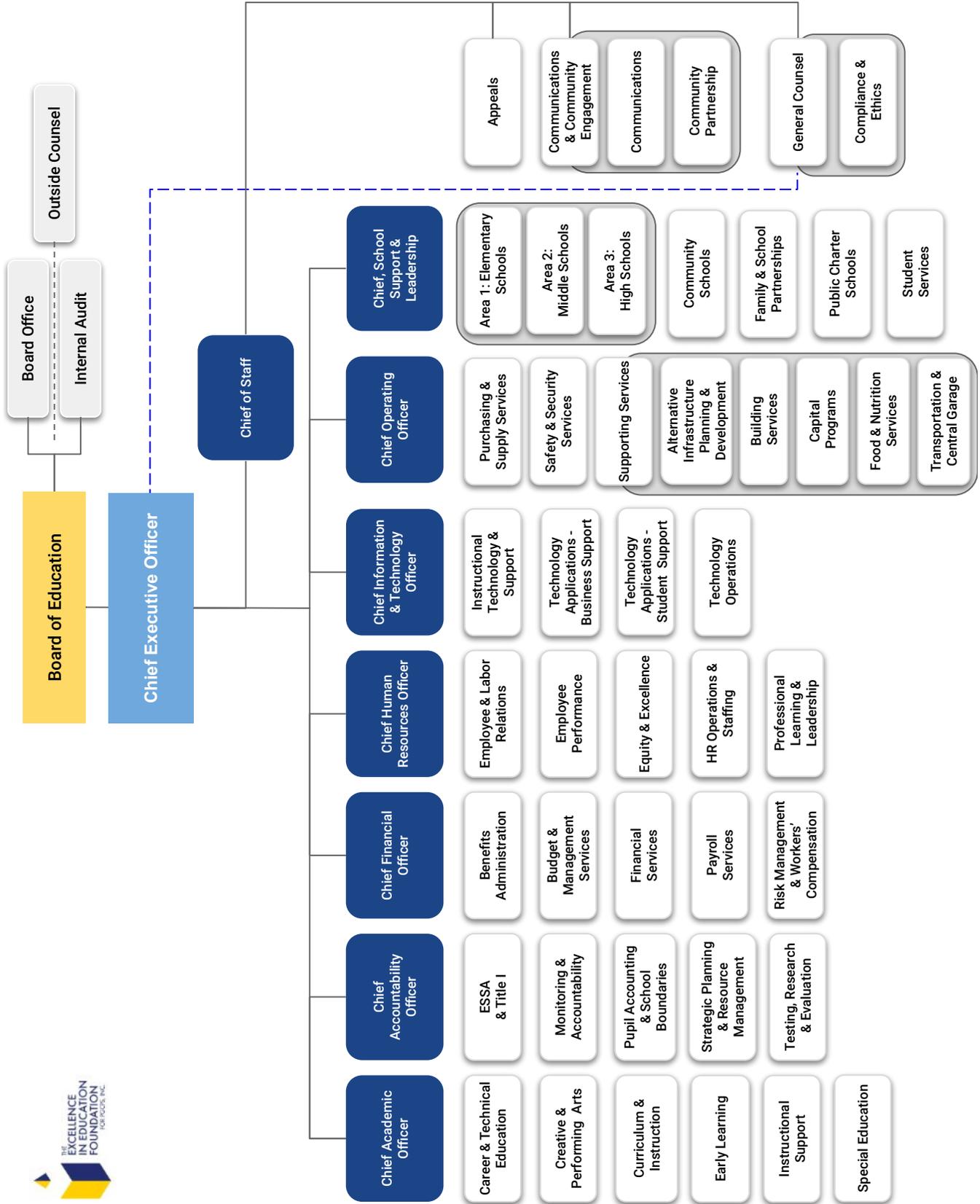
SCHOOL-BASED RESOURCES

ORGANIZATIONS

SUPPLEMENTAL INFORMATION



Systemic Organization Chart



Statement of Budget Process

Why Publish a Budget?

Maryland law requires the Chief Executive Officer to prepare and present an annual operating budget that seeks *"in every way to secure adequate funds from local authorities for the support and development of the public schools in the county"* (Md. EDUCATION Ann. Code § 4 -205).

Budget Development...

Maryland law requires the Chief Executive Officer to submit an estimate of the funds deemed to be needed during the next fiscal year for support of the public schools.

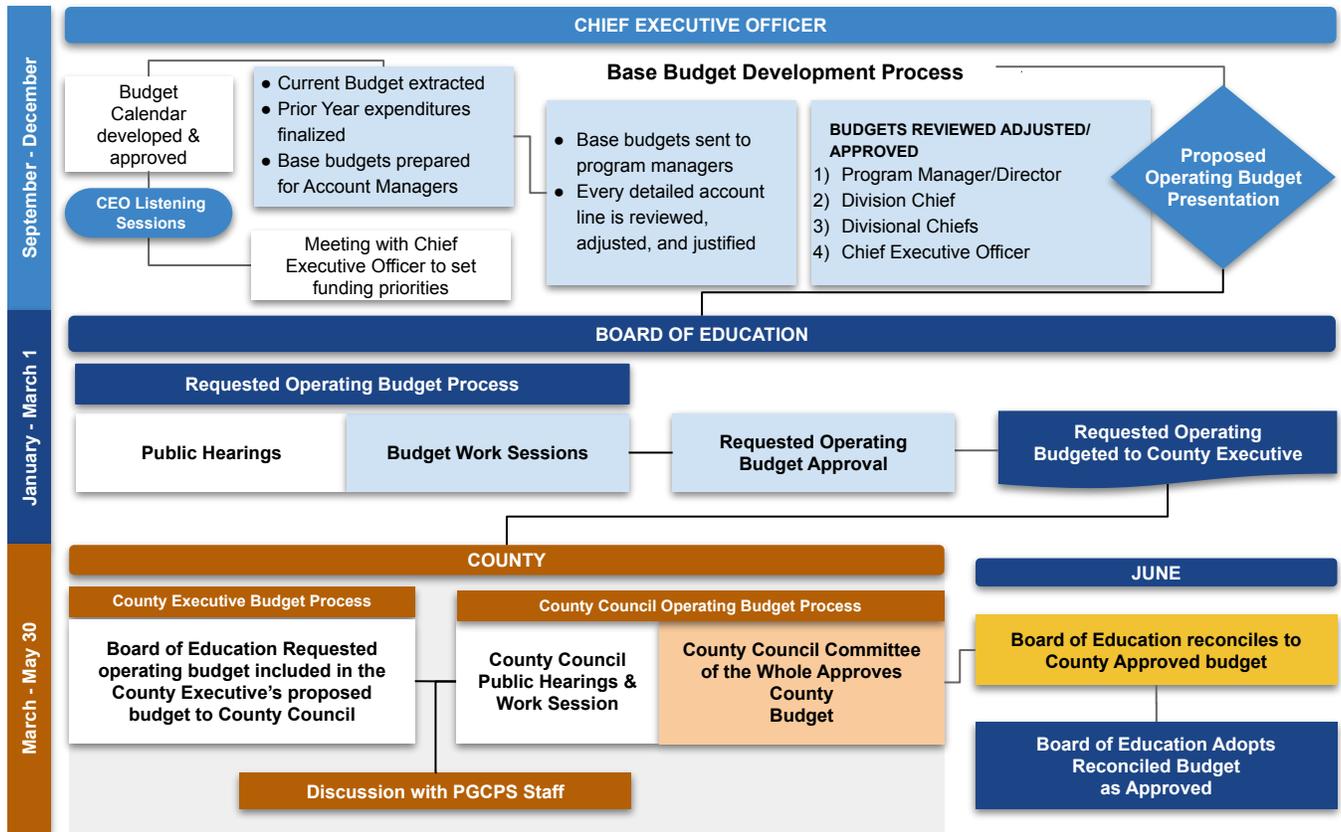
In October/November, the Chief Executive Officer holds a community forum to receive public comment on educational priorities and holds several Budget Retreats with cabinet members to discuss short- and long-term priorities for the system and to balance any revenue gap. The Chief Executive Officer then prepares a budget and presents it to the Board of Education in December.

The Board then holds public hearings during January and February. Once the hearings are concluded, the Board makes any changes to the Chief Executive Officer's proposal that it deems appropriate for public education in the County and adopts its Requested Budget. Board action to accept or amend the Chief Executive Officer's budget proposal is conducted in public session after the public hearings have concluded. That budget must then be presented to the County Executive by March 1.

The County Executive prepares the County's proposed budget including recommendations for public school funding. The County Executive is required by the County Charter to hold a budget hearing before approving the County budget and another hearing after releasing it. The budget is submitted to the County Council by March 15.

The County Council must adopt a budget for the County, including the Board of Education, by June 1. The Board then reconvenes in June to reconcile its budget request within approved funding levels, making needed changes by June 30.

OPERATING BUDGET DEVELOPMENT PROCESS



Elements of the Budget Book...

The FY 2022 approved budget book consists of information covering four periods, which are presented as “FY 2020 Actual,” “FY 2021 Approved,” “FY 2021 Estimated,” and “FY 2022 Approved.” The FY 2020 Actual column represents the fiscal year 2020 actual expenditures as reported in the Annual Comprehensive Financial Report (ACFR) for fiscal year ending June 30, 2020. The “FY 2021 Approved” column represents the Board of Education’s approved spending on programs for fiscal year 2021. The “FY 2021 Estimated” column reflects categorical adjustments made subsequent to July 1 of the current budget year. The “FY 2022 Approved” column represents the Board of Education approved spending levels on programs for the 2022 fiscal year.

The annual operating budget document includes the following sections:

INTRODUCTION: Provides the systemic organization chart, a statement of budgeting processes, operating budget calendar, PGCPs Equity Strategic Plan Executive Summary, fiscal highlights, pupil population, and an overview of the Capital Improvement Program.

FINANCIAL PLAN: Provides a statement of budgeting basis for all funds; a description of funds subject to appropriation; budget highlights; a description of revenue sources and revenue; expenditures by category, object and organization; and staffing by category, organization and position type.

SCHOOL-BASED RESOURCES: Provides an overview of student-based budgeting, weighted student formula, locked staffing formula, alternative school staffing, specialty school locations, school-based staffing and expenditures and public charter schools allocation formula.

ORGANIZATION OVERVIEW AND ANALYSIS: Provides the mission, how the strategic plan is supported, core services, expected outcomes, and operating staffing and expenditures for each organization within the school system.

SUPPLEMENTAL INFORMATION: Contains proposed program enhancements; restricted grants by category; a description of non-operating funds; non-operating staffing and expenditures; ten-year histories for revenue, budget, pupil population and school facilities; acknowledgements; acronyms and a glossary.

FY 2022 Budget Development Calendar

EVENT	MONTH
Chief Executive Officer's Budget Presentation to the Board of Education	December 10, 2020
Board of Education Budget Work Sessions and Public Hearings:	January / February 2021
Board Budget Work Session - 5 PM ZOOM Virtual Meeting	January 19, 2021
Board Budget Public Hearing - 7 PM ZOOM Virtual Community Teleconference	January 19, 2021
Board Budget Work Session - 5 PM ZOOM Virtual Meeting	February 2, 2021
Board Budget Public Hearing - 7 PM ZOOM Virtual Community Teleconference	February 2, 2021
Board of Education Meeting – 7 PM ZOOM Virtual Meeting	February 25, 2021
Board of Education submits Requested Budget to the County Executive	March 1, 2021
County Executive submits Requested Budget to the County Council	March 2021
Maryland State Legislature adopts its final budget including school funded amounts	April 2021
County Council holds two budget hearings	April / May 2021
County Council approves budget for Prince George's County	May 2021
Board of Education reconciles to the County approved budget	June 2021
Board of Education Budget Adoption	June 24, 2021
Fiscal Year 2022 budget takes effect	July 1, 2021



The 2021-2026 PGCPSS Equity Strategic Plan is the road map that will guide the decisions, priorities, resources and work of the school system over the next five years. This plan sets forth a path for Prince George's County Public Schools to create a safe, rigorous, culturally responsive environment in which all PGCPSS students can successfully matriculate and graduate prepared for success in college, careers and life plans of their choice. It is centered on our fundamental belief and commitment to excellence in education equity.

In the wake of a global pandemic, an environment of turbulent change, and heightened consciousness of educational inequities and barriers, the challenge to re-imagine public education is evident. The demand for educational equity in opportunities, access, content and practice – enhanced through innovation – is more significant now than ever before. Our Equity Strategic Plan has been shaped by the realities of challenges we face and the intensity of our commitment to students to prepare them for success in a global society.

This plan is anchored by an inspired vision and renewed mission that emphasize our responsibility to ensure every student in our diverse school district not only graduates prepared for success in his/her chosen life path, but also contributes, as responsible citizens, to creating an inclusive and just society. The plan sets forth a clear direction and framework for transformation in PGCPSS. The transformation begins with an effective recovery from the impact of the pandemic and moves aggressively to shift the trajectory of educational success and engagement forward for every student and stakeholder in our school district.

Equity in PGCPSS means ensuring each student has what they need to receive a safe, student-centered education that empowers them to be active participants in their learning experience and contributors in creating and sustaining thriving communities. We believe that students are our first priority and every student can achieve at high academic levels when engaged in a supportive, inclusive and culturally responsive environment.

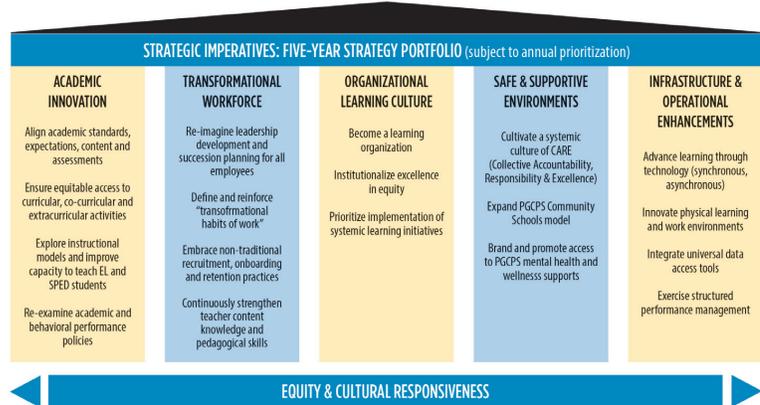
This plan is the product of a focused, collaborative body of work boldly embarked upon under the leadership of Chief Executive Officer Dr. Monica Goldson.

During the 2020-21 school year, in the midst of pandemic uncertainty, PGCPSS partnered with Hanover Research, an independent K-12 research organization, to support the district's strategic planning work. The planning effort, spanning a 10-month period, was research-based, stakeholder-voice informed and data-driven. Through diagnostic surveys, focus groups, culture and climate surveys, student equity data analyses, and small group work sessions, valued input and insights were collected from a wide range of staff, parents, students, business leaders, civic leaders, board executives and the general community.

PGCPSS Strategic Framework



EQUITY-BASED CRITICAL SUCCESS INDICATORS



Both quantitative and qualitative feedback about district strengths, challenges, priorities and performance demands of greatest importance for PGCPs were provided. The PGCPs Strategic Framework emerged and formed the strategic foundation for PGCPs' path forward. We are proud to present this plan as the collective work of the school district and the broader PGCPs community.

With an intense focus to empower all students with a distinctive education that contributes to thriving communities, our renewed mission challenges us to raise the bar in teaching and learning to close substantial gaps in academic achievement. Feedback and analyses further emphasized the need to confront and eliminate inequities, aspire to higher standards, nurture the unique brilliance of every student, continue to develop a highly-skilled and engaged workforce, and invest in innovative learning environments.

Four discrete Outcome Goals that define our desired state for PGCPs reinforce the promise of this plan to address the challenges and needs identified:

1. Educational excellence
2. Excellence in equity
3. Workforce and operational excellence
4. Increased mental health and wellness for the PGCPs community

In establishing these four Outcome Goals, we make clear that our commitment demands that every student, in every grade is respected, receives rigorous, engaging, and relevant educational experiences, and has access to the tools, technology and social-emotional supports that fully prepare each for college, careers and life success in the 21st century global society. We further embrace continuous learning and development of our highly-skilled workforce. We recognize that empowering staff to be creative, collaborative and innovative problem solvers and ensuring our physical environments are enhanced with 21st century tools, technology and wellness supports are all vital factors in achieving our goals.

Ultimate success of this Equity Strategic Plan will be measured by our ability to meet or exceed targets set for a portfolio of Critical Success Indicators (CSIs). Structured in layered tiers for ease of monitoring and reporting transparency, more than 100 CSIs representing both leading and lagging indicators have been defined through an equity lens for the four Outcome Goals. These CSIs include, but are not limited to academic measures (e.g., English Language Arts and Math proficiency, student progress, and equity gaps), behavioral measures (e.g., attendance, discipline); culture and climate (e.g., connectedness, inclusion, cultural responsiveness); and operational efficiency (e.g., resource allocation, productivity). A mechanized CSI score-card will be developed and monitored regularly for evidence of progress against the CSI portfolio.

Building on our foundation of an aspiring vision, mission, outcome goals and CSIs, PGCPs' Equity Strategic Plan establishes five Strategic Imperatives that directly address the needs communicated by our stakeholders, and sets forth the priorities by which resources will be invested over the course of this plan's implementation toward goal achievement. The Strategic Imperatives are:

1. Academic Innovation
2. Transformational Workforce
3. Organizational Learning Culture
4. Safe and Supportive Environments
5. Infrastructure & Operational Enhancements

Within each Strategic Imperative, prioritized strategies will guide the development and execution of annual plans reflecting specific, measurable, attainable, relevant and time-bound (S.M.A.R.T.) goals, objectives, and milestone activities, across district schools and offices. Identified by stakeholder input and confirmed by research and data analyses, the strategies are deemed the highest priority areas of focus necessary to achieve excellence in equity, transformational change in student academic and non-academic outcomes, and staff development—while also driving overall school and district workplace excellence. Woven through all strategies remains a strong emphasis on equity and cultural responsiveness, execution, evaluation, and evidence of progress via measurable results.

Finally, as responsible stewards of the resources entrusted to us, the PGCPs Equity Strategic Plan communicates and documents our investment priorities. The Strategic Imperatives, strategies, and goals inform and guide resource allocation decisions that are most crucial to ensuring excellence in equity and the educational success of our students.

The entire PGCPs community embodies a passion for excellence and equity in carrying out our mission. The district is poised, agile and committed to the implementation of this five-year Equity Strategic Plan and the transformation that disciplined execution, transparent and frequent progress monitoring, agile adaptation, and strategic resource investments will continue to reveal. We are confident that innovative approaches to teaching and learning executed in tandem with proven SEL and organizational learning strategies – demanded by the adaptive environment that has emerged – will yield positive outcomes in learning, achievement and holistic student development.

PGCPs is committed to working with all stakeholders to carry out its bold mission. We take pride in charting the path toward bright, innovative and thriving futures for our brilliant scholars, school district and communities. Together, we are #PGCPStrong!



Fiscal Highlights

The FY 2022 approved operating budget for Prince George's County Public Schools (PGCPS) totals \$2,775,176,835. This represents an overall increase of \$455,670,601 or 19.6% over the FY 2021 approved budget of \$2,319,506,234. Base changes required to maintain existing programs total \$20.9 million.

Factors Affecting the Budget – Expenditures

Base Changes:

Base Changes reflect expenditures changes that are required to support prior FY 2021 approved operating budget obligations. These expenditures support costs to cover the roll-over balance of mid-year employee compensation improvements for FY 2021. The increase in Base Changes for FY 2022 totals \$20,881,019.

Mandatory Costs:

Mandatory Costs reflect expenditures that are required by law, and support contract commitments. These expenditures support costs to cover employer obligations including retirement, unemployment insurance and other employee benefits; fund existing employee contracts covering compensation; charter school contracts and special education. The increase in Mandatory Costs for FY 2022 totals \$43,297,283. Mandatory Costs include:

EXPENDITURES	FTE Change	Amount Change	Total Budget
FY 2021 Approved Operating Budget	19,998.09	\$ 2,319,506,234	
Base Changes	0.00	\$ 20,881,019	
Mandatory Costs:			
Internal Services and Other Essential Support:			
Compensation Negotiated Commitments	-	42,547,283	
Unemployment	-	750,000	
	0.00	\$ 43,297,283	
Total Mandatory Costs	0.00	\$ 43,297,283	

Cost of Doing Business reflect expenditures that provide essential health/safety services and maintains existing workforce. These expenditures support costs for employer obligations including pending employee compensation, social security, employee and retiree health insurance and other employee benefits; manage risk for the school system through self-insured programs supporting worker's compensation, general liability and excess property claims; and leases. The increase in Cost of Doing Business for FY 2022 is \$462,780,640. Cost of Doing Business costs include:

EXPENDITURES	FTE Change	Amount Change	Total Budget
Cost of Doing Business:			
Employer Obligations:			
Health Insurance	-	17,000,000	
Life Insurance	-	2,300,000	
	0.00	19,300,000	
Essential Supports:			
Restricted Programs (Grants)	161.00	412,955,176	
Alternative Construction Financing	-	15,000,000	
Maintenance	-	8,450,824	
Lease Purchase	-	6,636,345	
Part-Time	-	438,295	
	161.00	\$ 443,480,640	
Total Costs of Doing Business	161.00	\$ 462,780,640	

Redirected Resources reflect reductions from amounts appropriated in FY 2021 for selected programs and services totaling (\$73,001,227). These reductions are redirected to fund mandatory/costs of doing business and organizational improvement increases. Redirected Resources cost include:

EXPENDITURES	FTE Change	Amount Change	Total Budget
Redirected Resources			
Academics*	(133.40)	(1,429,321)	
Accountability	(1.00)	(212,799)	
Board of Education / Internal Audit	2.00	21,521	
Business Management Services	6.50	196,430	
Chief Executive Officer	-	(11,320)	
Chief of Staff	4.00	(227,220)	
Chief Operating Officer	(19.00)	(6,216,713)	
Human Resources	(2.00)	(1,000,534)	
Information Technology	-	(1,312,984)	
School Support & Leadership	(14.70)	(3,088,221)	
Lease Purchase Prepayment	-	(29,647,116)	
OPEB Prepayment	-	(15,000,000)	
Program Efficiencies	-	(7,322,950)	
Lapse	-	(4,000,000)	
Utilities	-	(2,000,000)	
Worker's Compensation	-	(1,000,000)	
Retirement & Admin Fee	-	(750,000)	
	(157.60)	\$ (73,001,227)	
Total Redirected Resources	(157.60)	\$ (73,001,227)	

Program Continuations reflect expenditures that provide for phased program implementations. These expenditures support costs for Academic Immersion programs. The increase in Program Continuations for FY 2022 totals \$1,111,808. Program Continuation costs include:

EXPENDITURES	FTE Change	Amount Change	Total Budget
Program Continuations			
Immersion Programs	11.00	1,111,808	
	11.00	\$ 1,111,808	
Total Program Continuations	11.00	\$ 1,111,808	

Organization Improvements fund instructional programs, facilities, and services that are consistent with the Strategic Plan that enhances teaching and learning for all students and strengthens accountability and support systems. The increase in Organizational Improvements for FY 2022 totals \$601,078. Organizational Improvements include:

EXPENDITURES	FTE Change	Amount Change	Total Budget
Organization Improvements:			
Goal 2: Excellence in Equity			
Equity & Excellence	0.00	271,378	
Goal 3: Workforce and Operational Excellence			
Substitute Teacher Orientation	0.00	329,700	
	0.00	\$ 601,078	
Total Organization Improvements	0.00	\$ 601,078	
Total Change from FY 2021 Approved	14.40	\$ 455,670,601	
FY 2022 Board of Education Approved Operating Budget	20,012.49	\$ 2,775,176,835	

*The reduction in FTE includes the Before & After School Program which is in the Non-Operating Fund. See Supplemental Information section for more details.

Pupil Population

	FY 2020 Actual as of 09/30/19	FY 2021 Actual for 09/30/20	FY 2022 Projected as of 06/30/21	Change from FY 2021 Actual to FY 2022 Projected Number	
Full-Time					
<u>Regular and Special Education Day Programs:</u>					
Kindergarten @ 100%	9,952	8,639	10,883	2,244	26.0%
Elementary Grades 1 to 6	62,161	60,535	60,250	(285)	-0.5%
Middle School Grades 7 and 8	20,385	20,669	20,869	200	1.0%
High School Grades 9 to 12	38,181	37,898	39,207	1,309	3.5%
Total Regular and Special Education	130,679	127,741	131,209	3,468	2.7%
<u>Pre-school:</u>					
Prekindergarten	4,947	3,553	5,570	2,017	56.8%
Montessori	336	364	352	(12)	-3.3%
Total Pre-School	5,283	3,917	5,922	2,005	51.2%
Total Pre-K to 12 Enrollment	135,962	131,658	137,131	5,473	4.2%
Nonpublic Schools - Students with Disabilities	960	910	910	-	0.0%
Total Full-Time Enrollment	136,922	132,568	138,041	5,473	4.1%
Part-Time					
<u>Summer School:</u>					
Regular Instructional Programs	6,693	8,256	8,256	-	0.0%
Extended School Year Services for Students with Disabilities	1,867	1,345	3,710	2,365	175.8%
Total Summer School	8,560	9,601	11,966	2,365	24.6%
Evening High School ⁽¹⁾	310	773	773	-	0.0%
Home and Hospital Teaching	431	11	325	314	2854.5%
Total Part-Time	9,301	10,385	13,064	2,679	25.8%

(1) Evening High School - Some of the Evening HS student enrollment numbers are also included in grades 9 - 12 full time.

Capital Project Funds

Budget Process...

The Capital Improvement Program (CIP) is prepared, approved and published under separate cover. The following summarizes the budget formulation process for the CIP. The process commences with the release of the Chief Executive Officer's recommended CIP representing a period of six years. Prior to September 1 of each year, the Board of Education receives the Chief Executive Officer's proposal for consideration. A minimum of one public hearing is held between August 10 and September 15 and is scheduled at least one week after the CIP has been made available to the public. The proposal prepared by the Chief Executive Officer includes a listing of individual capital projects with each project detailing the proposed expenditures and revenues by funding year. A breakdown of revenues by source (i.e., State, County and other) is included. Board action to accept or amend the Chief Executive Officer's proposal is conducted in public session after the public hearings have concluded. The budget is then submitted to the County Executive and the State of Maryland Interagency Commission on School Construction (IAC). The IAC oversees and implements the Public School Construction Program (PSCP).

Similar to the operating budget process, the County Executive prepares the County's CIP, including recommendations for public school construction funding. The County Executive is required by the County Charter to hold a budget hearing before proposing the County budget and another hearing after releasing it. The County CIP, including proposals for the Board, is approved and authorized by individual project and funding year. The budget is submitted to the County Council by March 15. The County Council must adopt a budget for the County, including the Board of Education, by June 1. Amounts appropriated to fund capital projects become available July 1.

Concurrent with the County's review process of the Board's budget request, the IAC conducts hearings on the submissions from each Local Education Agency (LEA) within the State. Following the hearings by the IAC, a capital projects budget is considered by the Governor and the State Legislature. The latter approves a funding program, by project, for each LEA within the state of Maryland.



Capital Improvement Program...

The Capital Improvement Program (CIP) represents the plan of the Chief Executive Officer and the Board of Education to fund capital projects during the fiscal year covered by the capital budget and the succeeding five fiscal years. Through the CIP, educational facilities are planned, designed, renovated and constructed in support of the Educational Facility Master Plan (EFMP) of Prince George's County Public Schools. The Capital budget provides the funds needed for projects scheduled to begin planning, design, and/or construction during the first fiscal year included in the Six-Year Capital Improvement Program, and for

projects that require construction funds in addition to those previously allocated.

School construction and renovation projects are prioritized each year in the Educational Facilities Master Plan (EFMP) and subsequent updates available on the PGCPs web site. The overall goal of the CIP is to coordinate future facility modifications and improvements supportive of educational objectives on a priority basis that is realistic, achievable, and sustainable subject to the annual availability of funds. The FY 2022 EFMP is aligned with projected State and County funding streams for future requests for modernizing and renovating schools. With the introduction of less expensive Staged Renovations, a number of schools will receive 'staged renovations' over a five to seven-year period instead of gutting and fully renovating a school over a two-year period. This, along with a reduction in overall construction costs through different delivery methods, reduced scope and quality controls, will reduce funding requests for the next six years. The introduction of Alternative Construction Financing (ACF) will further reduce the upfront funding required for several new and replacement schools that are critically needed by allowing the County to stretch the cost of construction from large chunks over a three-year period to smaller payments over 30+ years.

In September 2020, the Board of Education approved the Chief Executive Officer's request for the FY 2022 Capital Improvement Program (CIP) budget in the amount of **\$256.1 million**. The top State and County funding request priorities are for construction funding for four major projects. Further priorities are requests for 'State Planning Approval' and local funds for design and

implementation. In addition to contributing its portion of the State supported projects, Prince George's County locally funds many CIP funding categories to address code compliance, ADA and site specific needs. These needed repairs and replacements are an often unseen, but critical, component to operating a large school system with older buildings.

In May/June 2021, the State and Prince George's County Council approved the FY 2022 CIP budget of \$171.4 million including \$1.209 million in Aging School Program State funding. This amount includes a \$35.5 million commitment from the State (including enrollment growth and relocatable classrooms) and \$135.9 million from the County. The adopted CIP allows for the execution of critically needed systemic replacements, compliance mandates, major repairs, County-wide initiatives and the furtherance of major modernizations.

As the system progresses into fiscal year 2023, the FY 2022 CIP will pave the way for the implementation of a modernization program that supports the long-term vision for Prince George's County Public Schools.

Capital Improvement Program Approved FY 2022 - 2027 Budget

FISCAL YEAR	BUDGET SOURCE			TOTAL
	STATE	COUNTY	OTHER [1]	
FY 2022	\$ 35,531,000	\$ 116,960,000	\$ 19,000,000	\$ 171,491,000
FY 2023	63,172,000	146,522,000	15,000,000	224,694,000
FY 2024	47,957,000	136,818,000	15,000,000	199,775,000
FY 2025	55,846,000	122,531,000	15,000,000	193,377,000
FY 2026	66,096,000	122,349,000	15,000,000	203,445,000
FY 2027	65,559,000	133,432,000	15,000,000	213,991,000
TOTAL FUNDING	\$ 334,161,000	\$ 778,612,000	\$ 94,000,000	\$ 1,206,773,000

[1] Funding for Alternative Construction Financial (Public Private Partnerships)

Board of Education Approved FY 2022 CIP Funding \$171,491,000



FY 2022 Capital Improvement Projects

	FY 2022 Approved Budget		
	Total Estimated Projected Cost	State Approved	County/Other Approved [1]
Major Projects and Modernizations (State & County Funded)			
Cherokee Lane ES Replacement @ Buck Lodge Site	64,375,000	-	14,208,000
Cool Spring ES Renovation/Addition	85,221,000	-	3,020,000
High Point HS Modernization	253,752,000	-	8,000,000
Margaret Brent Regional ES	66,865,000	-	-
New Glenridge Area MS	93,081,000	11,036,000	2,500,000
New International HS at Langley Park	39,875,000	-	-
New Northern Adelphi Area HS	209,089,000	-	3,000,000
Suitland HS Campus - Renovation/Replacement	227,758,000	-	4,100,000
William Schmidt Outdoor Ed. Center Reno/Add	48,525,000	10,539,000	1,000,000
William Wirt MS Replacement	94,057,000	10,566,000	9,538,000
Major Projects and Modernizations Sub Total	\$ 1,182,598,000	\$ 32,141,000	\$ 45,366,000

	FY 2022 Approved Budget		
	Total Estimated Projected Cost	State Approved	County/Other Approved
FY 2021 Future Funded Modernizations & Replacements (State & County Funded)			
Beacon Heights ES Addition & ADA Upgrades	30,579,914	-	-
Bladensburg ES Addition & ADA Upgrades	10,000,000	-	-
Cooper Lane ES Addition & ADA Upgrades	25,417,948	-	-
Frances Fuchs Regional ECC	58,154,000	-	-
Future Major Projects and Modernizations Sub Total	\$ 124,151,862	\$ -	\$ -

	FY 2022 Approved Budget		
	Total Estimated Projected Cost	State Approved	County/Other Approved
Alternative Financing Construction (ACF) Projects (County Funded) (#1 Package)			
Drew-Freeman MS	-	-	-
Hyattsville MS	-	-	-
Kenmoor MS	-	-	-
New Adelphi Area MS	-	-	-
New Potomac Area K-8	-	-	-
Walker Mill MS	-	-	-
ACF Projects Sub Total [2]	\$ -	\$ -	\$ 19,000,000

	FY 2022 Approved Budget		
	Total Estimated Projected Cost	State Approved	County/Other Approved
Systemic Projects (State & County Funded)			
Charles Flowers HS HVAC Upgrade	12,000,000	2,181,000	9,819,000
Systemic Projects Sub Total	\$ 12,000,000	\$ 2,181,000	\$ 9,819,000

[1] County Adjustments per CB 35-2021 to reflect \$2.854M in FY22 VLT funding overall

[2] The contract amounts for the six ACF projects have not been determined and as such, the downpayment not disaggregated.

FY 2022 Capital Improvement Projects

	FY 2022 Approved Budget		
	Total Estimated Projected Cost	State Approved	County/Other Approved
Staged Renovation Projects (County Funded Only)			
Core Enhancements	30,000,000	-	1,000,000
Future Ready Teaching & Learning	21,150,000	-	1,000,000
Healthy Schools (HVAC)	60,000,000	-	1,000,000
Safe Passages to Schools (SPS)	11,200,000	-	500,000
Secure Accessible Facilities Entrances Projects (SAFE)	4,500,000	-	750,000
Staged Renovation Projects Sub Total	\$ 126,850,000	\$ -	\$ 4,250,000

	FY 2022 Approved Budget		
	Total Estimated Projected Cost	State Approved	County/Other Approved
Compliance Mandate Projects (County Funded Only)			
ADA Upgrades	6,000,000	-	1,190,000
Asbestos Abatement (HCT & HFT)	4,875,000	-	850,000
Buried Fuel Tank Replacements	3,000,000	-	500,000
Code Corrections (Fire Alarms, Hydrants)	11,045,000	-	1,889,000
Lead Remediation	2,100,000	-	500,000
Compliance Mandate Projects Sub Total	\$ 27,020,000	\$ -	\$ 4,929,000

	FY 2022 Approved Budget		
	Total Estimated Projected Cost	State Approved	County/Other Approved
Other Countywide Projects (State & County Funded)			
A/C / HVAC Upgrades	90,000,000	-	9,300,000
Aging Schools [3]	N/A	1,209,000	-
Central Garage/ Transportation Dept. Improvements	40,000,000	-	3,000,000
Kitchen and Food Services	18,000,000	-	3,000,000
Land, Building and Infrastructure	17,550,000	-	2,710,000
Major Repairs Lifecycle Replacements	67,095,000	-	9,076,000
Parking lots/Driveways	9,000,000	-	1,500,000
Planning & Design	35,000,000	-	4,000,000
Playground/ Playing Field Replacements	3,000,000	-	525,000
Roof Replacements [4]	60,300,000	-	10,795,000
Security Upgrades	18,000,000	-	3,190,000
Stadium Upgrades	21,000,000	-	3,500,000
Stand-Alone Classrooms	36,000,000	-	2,000,000
Other Countywide Projects Sub Total	\$ 414,945,000	\$ 1,209,000	\$ 52,596,000
Grand Total	\$ 1,887,564,862	\$ 35,531,000	\$ 135,960,000

[3] State funds approved separately by IAC, (\$1,209,426.00). Spending authorization rounded to \$1,209,000 as per CB-35-2021

[4] County Adjustments per CB 35-2021 to reflect \$1.468M in FY22 VLT funding increased from \$1.073M for new Roof Replacement funding category

Capital Improvement Program Budget Development Calendar

Key dates in the develop process for the fiscal year 2022 Capital Improvement Program budget area presented below:

Event	Date
First Reader of Requested CIP	August 2020
Public Hearing	September 2020
Board of Education Approval of CIP	September 2020
CIP submitted to County Executive and County Council	October 2020
First submission to the State Interagency Committee	October 2020
Final submission to the State Interagency Committee	November 2020
PSCP recommends projects to IAC and LEAs are subsequently notified of Designees' recommendations	December 2020
Interagency Commission (IAC) Hearing	December 2020
County Executive holds public hearing for County Budget	January 2021
IAC approves 90% of the submitted FY2022 Capital Budget	February 2021
County Executive submits Requested Budget to the County Council	February/March 2021
County Executive's second required Budget Hearing	March 2021
Maryland State Legislature adopts its final budget, including school funded amounts	April 2021
County Council holds two budget hearings	April/May 2021
IAC approves 100% of the submitted FY2022 Capital Budget	May 2021
State allocations available	June 1, 2021
County Council approves budget for Prince George's County	June 2021
Fiscal Year 2022 budget takes effect	July 1, 2021

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Financial Plan

INTRODUCTION

FINANCIAL PLAN

SCHOOL-BASED RESOURCES

ORGANIZATIONS

SUPPLEMENTAL INFORMATION



Statement of Budgeting Basis for All Funds

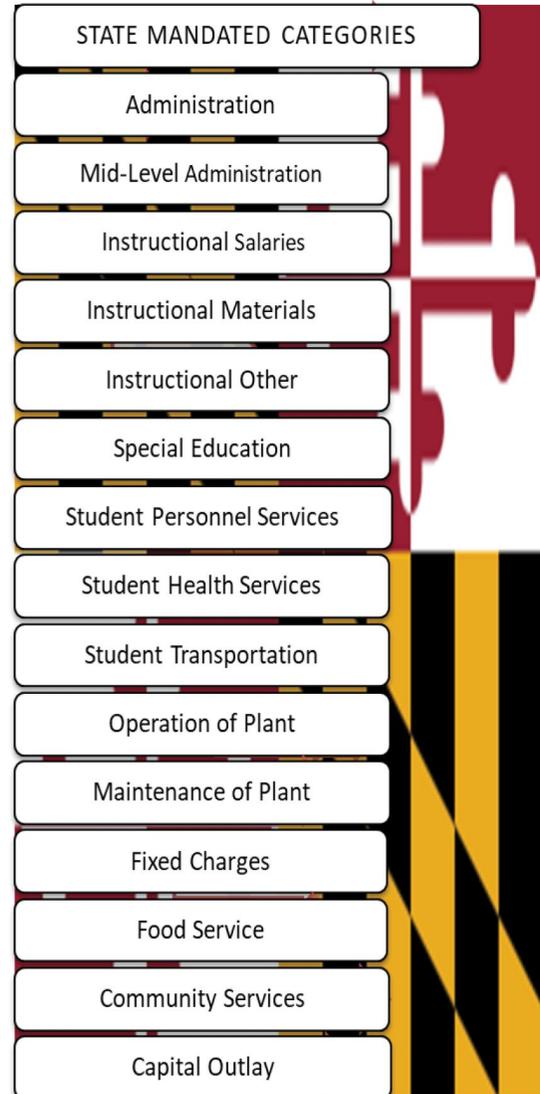
Basis of Budgeting...

In Accordance with §5-101 of the Education Article of the Annotated Code of Maryland, and with the advice of the Chief Executive Officer, the Board of Education prepares and adopts an annual budget. The general fund is subdivided into state mandated categories. Categories include: Administration, Mid-level Administration, Instructional Salaries, Instructional Materials, Instructional Other, Special Education, Student Personnel Services, Student Health Services, Student Transportation Services, Operation of Plant and Maintenance of Plant, Fixed Charges, Food Service, Community Services, and Capital Outlay. With the annual budget, the Board shall provide the number of full-time equivalent positions included within each major category, and a description of any fund balances or other monies held by any outside source, including insurers that are undesignated or unreserved and are under the direction and control of the Board of Education.

The Chief Executive Officer is responsible for the management of the Operating Budget so as to make the most effective use of resources in meeting the objectives of the school system, and for limiting expenditures to prevent exceeding the appropriations authorized in the annual operating budget. The Board of Education may approve changes to the budget recommended by the Chief Executive Officer by transferring funds within categories. However, transfers between categories must be approved by the Board of Education and the County Council in accordance with Board Policy 3160 – Transfer of Funds (Adopted 8/24/78, Amended 3/13/03) and pursuant to Education Article, Section 5-105 of the Annotated Code of Maryland (Revised 2009) prior to actual transfer. All unexpended or unencumbered appropriations terminate at year-end and are not available for use in subsequent periods.

The legal level of budgetary control is at the category level (the level at which expenditures cannot legally exceed the approved budget). However, school and office budgets contain detail by object class (i.e., salaries and wages, supply and materials, contracted services, etc.), and by line item within each object class (i.e., full-time salaries, health insurance, life insurance, etc.). Through the use of summary templates, a functionality of the software used by the Board of Education, schools and offices have the flexibility of expending funds as needed, as long as the total of their budgets are not exceeded. Adjustments to the budget that are within category and below \$100,000 for unrestricted funds and \$500,000 for restricted funds require the approval of the Chief Financial Officer, or designee. Adjustments above \$100,000 unrestricted funds and \$500,000 restricted funds within category or that changes the authorized position total, require Board approval. Any adjustment that changes category totals, regardless of the amount, requires Board and County Council approval.

A budget is not adopted by the County Council for the Special Revenue fund supporting the Food and Nutrition Services program, but expense appropriations are made under the Division of Supporting Services by the Board of Education.



Summary of Significant Accounting Policies...

The accounting policies of the Board conform to generally accepted accounting principles as applicable to state and local government entities. The significant accounting policies applicable to various funds and account groups of the Board are outlined below:

BASIS OF FUND ACCOUNTING: The Board maintains accounts based on funds, each of which is considered a separate accounting entity with separate sets of self-balancing accounts that comprise its assets, liabilities, fund balance/retained earnings and revenue and expenditures/expenses. The basis used for all funds is in accordance with generally accepted accounting principles applicable to state and local governments.

BASIS OF ACCOUNTING: All governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. PGCPs primary sources of revenue are funds appropriated by other governmental units. Accordingly, most revenues are considered to be available at the time they are appropriated. Governmental fund expenditures are recognized when the liability is incurred. PGCPs uses the modified accrual basis of accounting for governmental funds. All proprietary and trust funds follow the accrual basis of accounting. These funds are accounted for on a flow of economic resources measurement focus (i.e., internal service funds).

ENCUMBRANCE METHOD OF ACCOUNTING: The Board's legal budget for the General Fund is prepared using the encumbrance method of accounting. Under this method, commitments such as purchase orders and contracts are recorded or accrued as expenditures when liabilities are incurred for goods received or services rendered. When the actual expenditure takes place, the accounts are adjusted for any difference between the actual expenditure and the commitment previously recorded. Any outstanding commitments at the end of the fiscal year are reserved in the fund balance.

Budgetary control is maintained at various levels by the encumbrance of estimated purchase amounts prior to release of purchase orders to vendors. Purchase orders that result in an over-obligation of available balances are not released until additional appropriations are made available. Open encumbrances are reported as reservations of fund balance. All unexpended or unencumbered appropriations terminate at year-end and are not available for use in subsequent periods.

Fund Classification Structure...

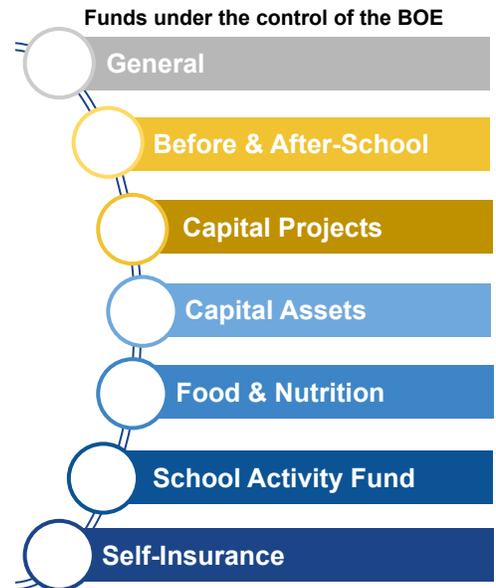
The budget consists of seven funds under the control of the Board of Education. These funds are:

GENERAL (CURRENT EXPENSE) FUND: The General Fund (also known as the "Current Expense Fund") accounts for all financial transactions in support of the educational process which are not recorded in other funds. Maryland law requires that this fund operate under a legally adopted annual budget. The General Fund budget is prepared using the encumbrance method for budget accounting and is approved by the Board of Education and the Prince George's County Council. Budgetary Control – the General Fund operates under a legally adopted, annual budget.

The "restricted" revenues and expenditures of the Current Expense Fund relate primarily to grant activities for which the Board receives funding by various sponsoring governmental agencies and others. Revenues from these activities are recognized when funds are expended for the purposes of the grant award. Accordingly, funds received for grant activities for which expenditures have not yet been made are recorded as deferred revenue.

BEFORE AND AFTER-SCHOOL FUND: The Before and After-School Fund, a special revenue fund, accounts for financial transactions relating to providing school age child care services before and after school hours. This fund is dependent upon fees collected from participants.

The Before and After-School Fund is maintained on a modified accrual basis. Under this method of accounting, revenues and other governmental fund financial resource increments are recognized in the accounting period in which they become susceptible to accrual; that is, when they become both measurable and available to finance expenditures of the fiscal period. The measurement focus for Before- and After-School funds is on changes in the net current assets. Commitments such as purchase orders and contracts are not recorded as expenditures until a liability is incurred for goods received



or services rendered. However, these outstanding commitments, if any, are reserved in the fund balance of the fund at the end of the fiscal year.

CAPITAL PROJECTS FUND: The Capital Projects Fund accounts for all financial transactions relating to the Capital Improvement Program (CIP) that includes construction or major renovation of buildings and facilities, purchase and installation of related equipment, and other purchases of fixed assets not accounted for in other funds. The CIP operates under an annual budget legally adopted at the County government level. (This budget is presented in a separate document.)

The Capital Projects Fund is maintained on a modified accrual basis and operates under an annual budget legally adopted at the County level. Under this method of accounting, revenues and other governmental fund financial resource increments are recognized in the accounting period in which they become susceptible to accrual; that is, when they become both measurable and available to finance expenditures of the fiscal period. The primary revenue sources susceptible to accrual under the modified accrual basis are from the County and State Government. Approved County funded projects are to be paid through proceeds of County School Construction Bond sales and reimbursed to the Board for approved capital project expenditures. Periodically, the Board enters into lease purchase agreements to fund large expenditures for school buses, utility vehicles and major durable equipment that are reported as part of the Capital Projects Fund. Due to the length of time required for production between ordering and receiving these items, a portion of the expenditures related to these items occur in the fiscal year preceding the agreement.

CAPITAL ASSETS FUND: Expenditures of the Capital Assets Fund, as well as purchases of major durable equipment charged to the General and Food Nutrition Services funds, are capitalized in accordance with the school system's capitalization policy and reported in the statement of Net Assets (one of the two school system-wide financial statements). Land, buildings, site improvements, vehicles, equipment and construction-in-progress with an initial cost of \$5,000 or more and estimated useful lives in excess of one year are classified as capital assets. Capital assets are recorded at historical cost when the value is known and at estimated historical cost when the actual acquisition cost is not known. Depreciation is calculated using the straight-line method.

FOOD AND NUTRITION SERVICES FUND: The Food and Nutrition Service Fund, a special revenue fund, accounts for financial transactions relating to the school breakfast, school lunch, and child and adult nutrition care programs. This fund is dependent upon federal and state subsidies to supplement and support the breakfast and lunch programs. Federal subsidies are the sole support of the child and adult nutrition care programs.

The Food and Nutrition Services Fund is maintained on a modified accrual basis. Under this method of accounting, revenues and other governmental fund financial resources. Increments are recognized in the accounting period in which they become susceptible to accrual; that is, when they become both measurable and available to finance measurement expenditures of the fiscal period. The primary revenue sources susceptible to accrual under the modified accrual basis are from the State and Federal Government. The measurement focus for the Food and Nutrition Services Fund is on changes in the net current assets. Commitments such as purchase orders and contracts are not recorded as expenditures until a liability is incurred for goods received or services rendered. However, these outstanding commitments, if any, are reserved in the fund balance of the fund at the end of the fiscal year.

SCHOOL ACTIVITY FUND: Each individual school maintains a school activity fund to account for cash resources of various clubs, organizations, and annual Board allotments. These agency funds, classified as fiduciary funds, are subject to annual review by the Board's Internal Audit Department.

These funds account for all monies raised in the name of schools or school organizations, monies collected from students and all monies collected at school sponsored activities. Responsibility for administering the funds rests with each school principal. Board of Education procedures require uniform financial accountability for receipts and disbursements. School activity funds are administered at all schools and special centers; each has its own bank account and is subject to review by the Board's Internal Audit Department. The students and community populations generate the majority of the cash receipts which flow through school activity funds. The balance originates from the Board's General Fund.

SELF-INSURANCE FUND: The Self-Insurance Fund is a proprietary fund where revenues are recorded when earned and expenses are recorded when liabilities are incurred. This fund is an internal service fund and accounts for activities relating to funding the Board's Vehicle Liability, Group Life and Health Insurance programs. Services provided are exclusive to the Board and are distinguishable from activities provided by other funds.

The Board is self-insured for group and vehicle claim liabilities. The commercial insurance carrier, for a fee based on the claims and participation, performs processing of claims and other administrative matters. Under the arrangement, the Board is required to pay additional amounts to the insurance carrier if actual annual claims are more than an "aggregate claims target." Administrative costs, such as printing, legal services and clerical support are borne by the fund. The Board is fully insured for group life insurance.

Budget Highlights

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
REVENUE				
Board Sources	17,579,085	18,231,442	18,231,442	18,231,442
County Sources	786,783,509	815,795,000	815,795,000	816,947,300
Federal Sources	93,659,067	154,414,451	154,414,451	574,278,154
State Sources	1,211,574,147	1,287,369,279	1,287,369,279	1,281,784,203
Fund Balance - Prior Year	-	43,696,062	43,696,062	83,935,736
Total Revenue:	\$ 2,109,595,808	\$ 2,319,506,234	\$ 2,319,506,234	\$ 2,775,176,835
EXPENDITURES				
Restricted and Unrestricted				
Unrestricted Programs	1,951,583,571	2,106,302,811	2,106,302,811	2,143,518,234
Restricted Programs	127,372,737	213,203,423	213,203,423	631,658,601
Total Expenditures	\$ 2,078,956,309	\$ 2,319,506,234	\$ 2,319,506,234	\$ 2,775,176,835
Category				
Administration	62,021,999	88,810,485	71,306,318	81,780,532
Mid-Level Administration	131,543,945	145,052,729	139,644,242	155,172,224
Instructional Salaries	698,953,670	787,584,442	771,119,915	908,416,096
Textbooks and Instructional Materials	18,176,872	21,260,815	44,213,913	145,021,406
Other Instructional Costs	105,649,745	92,650,021	129,874,716	174,317,900
Special Education	296,775,387	322,436,030	317,815,708	350,987,225
Student Personnel Services	22,119,069	45,521,577	31,758,474	63,073,534
Student Health Services	17,876,345	24,951,102	23,085,222	24,482,580
Student Transportation Services	110,507,134	111,716,468	99,083,585	112,382,053
Operation of Plant	126,767,810	142,519,545	139,926,064	160,733,464
Maintenance of Plant	53,690,443	48,241,782	51,323,826	56,674,527
Fixed Charges	432,180,421	476,294,339	476,568,325	512,884,031
Food Service Subsidy	200,000	7,416,889	21,761,544	8,553,304
Community Services	2,493,468	4,775,010	1,749,382	5,447,959
Capital Outlay	-	275,000	275,000	15,250,000
Total Expenditures:	\$ 2,078,956,309	\$ 2,319,506,234	\$ 2,319,506,234	\$ 2,775,176,835
Enrollment				
K - 12	130,679	132,535	127,741	131,209
Pre-K - 12	135,962	138,267	131,658	137,131
Cost Per Pupil*				
K - 12	\$ 14,930	\$ 16,570	\$ 17,195	\$ 20,110
Pre-K - 12	\$ 14,596	\$ 16,145	\$ 16,959	\$ 19,522
Schools In Operation**				
Elementary	121	121	121	120
Academies	13	13	13	13
Secondary	52	52	52	54
Special Centers	7	7	7	6
Charters	11	12	11	9
Other	5	5	5	8
Total School Facilities:	209	210	209	210
Temporary Buildings***				
Temporaries	566	574	503	528
Estimated number of students in temporary classrooms	14,150	14,350	12,575	13,200
Percent of students in temporary classrooms	10.4%	10.4%	9.6%	9.4%

* The Per Pupil Cost calculation is based on the State formula which excludes equipment, community services, and outgoing transfers, from total school system costs.

**Includes Charter Schools

***FY 2021 Estimated decline reflects a change to illustrate temporary buildings used for classroom use only.

Description of Revenue Sources

Revenue sources supporting the Board of Education's Operating Budget are appropriated in five major categories as required by the Education Articles of the Public School Laws of Maryland, §5-101:

FEDERAL: Restricted grant programs comprise the majority of federal source revenue and includes programs such as Title I, Title II, Junior ROTC, Medicaid reimbursement and the State Pass through Grant for Special Education. Amounts budgeted for restricted federal programs are based on information provided by federal agencies supporting the grants, information provided by MSDE as the pass through State Educational Agency for certain federal grants, and historical trend. FY 2022 Approved budget includes increased funds for new and carry over grants from the Elementary and Secondary School Emergency Relief (ESSER) I, II and III grants under the Coronavirus Aid Relief and Economic Security (CARES) Act, as well as American Rescue Plan State Supplemental funds. Unrestricted federal revenue is from Impact Aid, which assists local school districts that have lost property tax revenue due to the presence of tax exempt Federal property.

STATE: The General Assembly passed the Bridge to Excellence in Public Schools Act during the 2002 legislative session. This act established the Major State Aid Programs unrestricted funding structure. Amounts budgeted for the State Share of the Foundation Program, State Compensatory Education, Limited English Proficiency Aid, Student Transportation Aid and Students with Disabilities are all formula-based calculations provided by the Maryland State Department of Education (MSDE). Also included in state revenue is the Geographic Cost of Education Index (GCEI). Net Taxable Income (NTI) is also considered unrestricted state revenue, and it is budgeted at a 100% phase-in rate. Restricted grants that are competitive in nature are estimated based on historical trends for similar programs.

BOARD: Amounts budgeted as Board Source revenue include non-government sources such as tuition for non-resident students, community building use fees and reimbursements, interest earnings on cash investments, and other miscellaneous revenues. These revenue sources do not vary greatly; and therefore are budgeted based on historical trends, but adjusted for anticipated fees and/or participation changes.

Revenue Estimates

Federal Revenue for FY 2022 is approved at \$574,278,154, supporting 20.7% of the operating budget. This amount is \$419,863,703 above the FY 2021 approved funding level and is mainly attributable to increases in the ESSER/CARES Act Grants as well as American Rescue Plan State Supplemental grants.

State Revenue for FY 2022 is approved at \$1,281,784,203, supporting 46.2% of the operating budget. This amount is \$5,585,076 under the FY 2021 approved funding level, and is mainly attributable to the expiration of carryover funding for the Blueprint for Maryland's Future Act, other grants, and a decrease in formula aid.

Board Revenue for FY 2022 is approved at \$18,231,442, supporting 0.7% of the operating budget. This amount remains unchanged from the FY 2021 approved funding level.

COUNTY: County revenue is provided through appropriation by the County Council. Property taxes, income taxes, telecommunications tax (HB 949), fines and fees are the sources for the majority of the local revenues. FY 2022 amounts include \$13.5 million estimated from telecommunications tax and \$36.6 million estimated from energy taxes. Telecommunications Tax rate is 9%, an increase of 1% per County Council CB 32 2015. In FY 2016, Prince George's County Board of Education received a new dedicated real property tax revenue increase of \$0.04 per County Council CB-32-2015 applied to the assessable real property base to \$1.00 per \$100 of assessed value. This is included in the Minimum Required County Contribution for all future years. County Charter limits taxable assessment growth from the prior year for owner occupied residential property to the growth in the Consumer Price Index from the previous 12 months, but not to exceed 5%. The Charter also require voter approval of most other fee increases.

FUND BALANCE: Amounts budgeted as the unreserved fund balance are a one-time source that may be needed to provide a funding bridge in support of school system priorities, fund one-time purchases, unanticipated expenditure requirements or offset an unanticipated shortfall in revenue.

County Revenue for FY 2022 is approved at \$816,947,300, supporting 29.4% of the operating budget. This amount is \$1,152,300 above the FY 2021 approved funding level and is mainly attributable to increased County contribution.

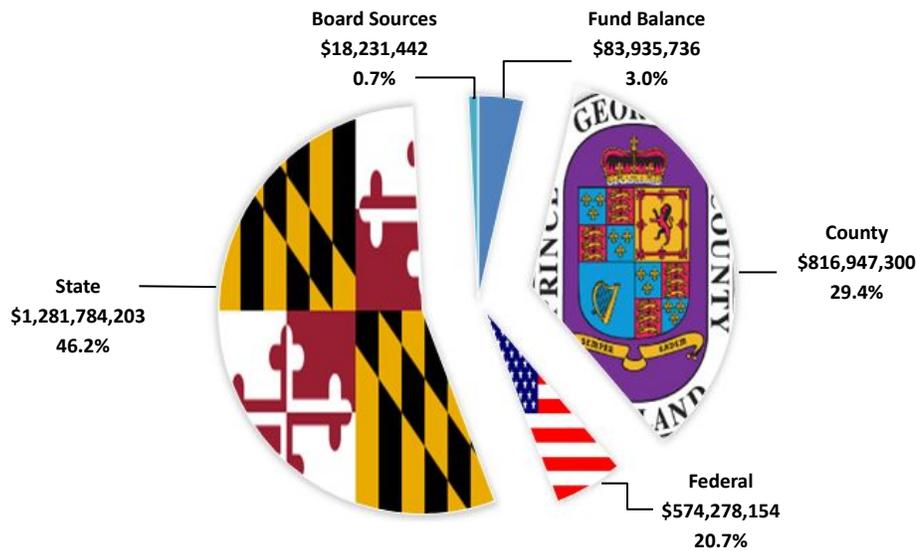
Fund Balance for FY 2022 is approved at \$83,935,736, supporting 3.0% of the operating budget. This amount is \$40,239,674 above the FY 2021 approved funding level.

Maintenance of Effort

State law requires each County to at least provide local funds for the next fiscal year at the same per pupil level as the current fiscal year. The formula, also known as the "Maintenance of Effort" (MOE) funding level, compares enrollment for the current fiscal year with enrollment from the previous fiscal year to determine the required local funding level for the next fiscal year. The MOE requirement, when met, ensures that local funds change by at least the rate of enrollment growth from the prior year. Local funds may be appropriated above the MOE, and those will be included in future years' calculations, unless excluded in certain cases under state law. For the FY 2022 Approved budget, the County Contribution is projected to exceed the MOE requirement by \$28,538,700 which includes the contribution for Alternative Construction Financing.

Five-Year History of County Maintenance of Effort Calculation					
Fiscal Year	Minimum Required County Contribution	Amount Over Maintenance of Effort	Alternative Construction Financing	Approved County Contribution	
2022	\$ 738,223,500	\$ 13,538,700	\$ 15,000,000	\$ 816,947,300	
2021	\$ 738,032,937	\$ 190,563	\$ -	\$ 815,795,000	
2020	\$ 701,107,580	\$ 18,818,252	\$ -	\$ 786,469,600	
2019	\$ 685,509,195	\$ 13,597,599	\$ -	\$ 763,562,900	
2018	\$ 642,966,558	\$ 30,098,342	\$ -	\$ 739,181,200	

FY 2022 Revenue as Percent of Total Approved Budget \$2,775,176,835

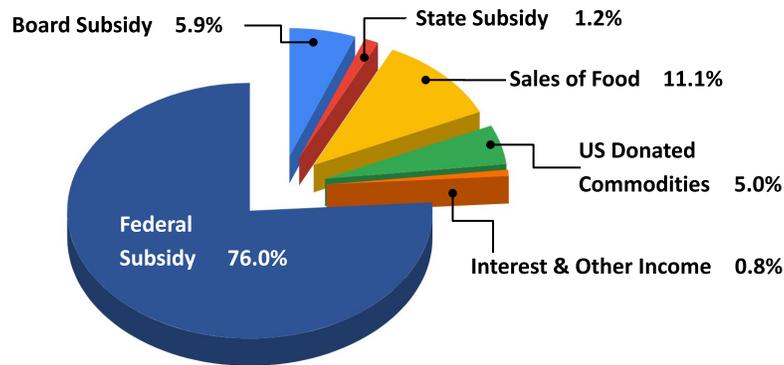


Special Revenue Funds

Food and Nutrition Services...

The Food and Nutrition Services program is not included in the Board of Education’s Operating Budget total that is appropriated by the County Council. It is reported in the budget document under the heading “Non-Operating Budget.” As a Special Revenue Fund, revenues related to the Food and Nutrition Services operations are set apart or limited to support the preparation and distribution of meals for students and to sponsor the Adult Care Food Program. Budgeted revenues for the program are comprised of Board subsidies, US Donated Commodities, Federal Subsidies, Interest and Other Income, Sales and State subsidies. Federal subsidies and Sales of Food provide the majority of the revenues for the program comprising 76.0% and 11.1% of the total budget respectively. Board and State subsidies, donated commodities, and other income make up the remaining 12.9%.

FY 2022 Revenue as Percent of Food and Nutrition Services
\$80,436,330



Revenue Assumptions and Trends...

Federal and state subsidies supporting the Food and Nutrition program are estimated based on the formula applied to the number of students eligible for free and reduced meals and estimated participation. Revenues valuing United States donated commodities are based on historical trends adjusted for anticipated availability. Sales estimates reflect student participation trends adjusted for anticipated meal price changes, if any. The Board subsidy funds ongoing Food and Nutrition Services expenses.

Changes in Revenue

Revenue Source	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved	Change FY 2021 Estimated to FY 2022 Approved	% Change FY 2021 Estimated to FY 2022 Approved
Federal Sources						
<i>Unrestricted:</i>						
Impact Aid	\$ 63,494	\$ 98,140	\$ 98,140	\$ 98,140	\$ -	0.0%
<i>Restricted:</i>						
Medicaid Reimbursement	1,755,936	9,144,754	9,144,754	9,144,754	-	0.0%
Federal Coronavirus Grants	2,385,706	23,531,745	23,531,745	407,568,109	384,036,364	1632.0%
Federal Restricted Grants	89,453,931	121,639,812	121,639,812	105,136,247	(16,503,565)	(13.6%)
American Rescue Plan State Supplemental	-	-	-	52,330,904	52,330,904	100%
Total Restricted:	\$ 93,595,573	\$ 154,316,311	\$ 154,316,311	\$ 574,180,014	\$ 419,863,703	272.1%
Total Federal Sources	\$ 93,659,067	\$ 154,414,451	\$ 154,414,451	\$ 574,278,154	\$ 419,863,703	271.9%
State Sources						
<i>Unrestricted:</i>						
Limited English Proficiency Aid	113,918,817	126,626,576	126,626,576	117,340,015	(9,286,561)	(7.3%)
Foundation Program	549,243,367	567,228,429	567,228,429	555,666,216	(11,562,213)	(2.0%)
Geographic Cost of Education Index	44,290,251	45,949,535	45,949,535	45,228,485	(721,050)	(1.6%)
Compensatory Education	289,088,420	298,753,795	298,753,795	254,469,286	(44,284,509)	(14.8%)
Special Education	45,841,198	47,575,984	47,575,984	46,875,097	(700,887)	(1.5%)
Nonpublic Placements	24,202,750	23,863,801	23,863,801	22,770,300	(1,093,501)	(4.6%)
Transportation Aid	44,368,583	45,654,473	45,654,473	41,502,028	(4,152,445)	(9.1%)
Supplemental Grant	20,505,652	20,505,652	20,505,652	20,505,652	-	0.0%
Net Taxable Income ⁽¹⁾	27,763,521	29,908,768	29,908,768	17,209,770	(12,698,998)	(42.5%)
Other State Aid	336,111	-	-	-	-	0.0%
Tax Incremental Financing	546,785	880,030	880,030	605,377	(274,653)	(31.2%)
Blueprint for Maryland's Future - Declining Enrollment Hold Harmless	-	-	-	79,209,766	79,209,766	0.0%
Blueprint for Maryland's Future - Disabled Transportation Hold Harmless	-	-	-	4,563,000	4,563,000	0.0%
Blueprint for Maryland's Future - Prekindergarten	14,026,871	15,555,578	15,555,578	12,381,078	(3,174,500)	(20.4%)
Blueprint for Maryland's Future - Teacher Salary Incentive	13,386,052	13,386,052	13,386,052	13,386,052	-	0.0%
Total Unrestricted:	\$ 1,187,518,378	\$ 1,235,888,673	\$ 1,235,888,673	\$ 1,231,712,122	\$ (4,176,551)	(0.3%)
<i>Restricted:</i>						
State Restricted Grants	5,889,666	16,710,583	16,710,583	7,331,910	(9,378,673)	(56.1%)
Blueprint for Maryland's Future - Concentration of Poverty	2,752,577	16,174,145	16,174,145	27,029,394	10,855,249	67.1%
Blueprint for Maryland's Future - Mental Health Coordinator	83,333	83,333	83,333	83,333	-	0.0%
Blueprint for Maryland's Future - Special Education	9,957,730	10,114,897	10,114,897	10,114,898	1	0.0%
Blueprint for Maryland's Future - Transitional Supplemental Instruction	3,554,091	4,819,614	4,819,614	4,819,614	-	0.0%

Revenue Source	FY 2020	FY 2021	FY 2021	FY 2022	Change	% Change
	Actual	Approved	Estimated	Approved	FY 2021 Estimated to FY 2022 Approved	FY 2021 Estimated to FY 2022 Approved
Blueprint for Maryland's Future -Transitional Supplemental Instruction - Tutoring	-	-	-	692,932	692,932	0.0%
Maryland Safe Schools Grant	1,818,372	3,578,034	3,578,034	-	(3,578,034)	(100.0%)
Total Restricted:	\$ 24,055,769	\$ 51,480,606	\$ 51,480,606	\$ 50,072,081	\$ (1,408,525)	(2.7%)
Total State Sources	\$ 1,211,574,147	\$ 1,287,369,279	\$ 1,287,369,279	\$ 1,281,784,203	\$ (5,585,076)	(0.4%)
Board Sources						
Unrestricted:						
Tuition and Texts						
General	2,375,162	2,024,657	2,024,657	2,024,657	-	0.0%
Reimbursement for use of Buildings & Vehicles	2,885,899	4,084,779	4,084,779	4,084,779	-	0.0%
Interest Earned	5,372,765	6,300,000	6,300,000	6,300,000	-	0.0%
Miscellaneous	5,622,758	3,412,400	3,412,400	3,412,400	-	0.0%
Total Unrestricted:	\$ 16,256,584	\$ 15,821,836	\$ 15,821,836	\$ 15,821,836	\$ -	0.0%
Restricted:						
Board Sources	1,322,501	2,409,606	2,409,606	2,409,606	-	0.0%
Total Restricted:	\$ 1,322,501	\$ 2,409,606	\$ 2,409,606	\$ 2,409,606	\$ -	0.0%
Total Board Sources	\$ 17,579,085	\$ 18,231,442	\$ 18,231,442	\$ 18,231,442	\$ -	0.0%
County Sources						
Unrestricted:						
County Contribution	783,116,288	810,798,100	810,798,100	811,950,400	1,152,300	0.1%
Restricted:						
County Restricted Contribution	3,477,869	4,356,810	4,356,810	4,356,810	-	0.0%
County Restricted Other Agencies	189,352	640,090	640,090	640,090	-	0.0%
Total Restricted:	\$ 3,667,221	\$ 4,996,900	\$ 4,996,900	\$ 4,996,900	\$ -	0.0%
Total County Sources	\$ 786,783,509	\$ 815,795,000	\$ 815,795,000	\$ 816,947,300	\$ 1,152,300	0.1%
Prior Year Fund Balance	\$ -	\$ 43,696,062	\$ 43,696,062	\$ 83,935,736	\$ 40,239,674	92.1%
TOTAL REVENUE	\$ 2,109,595,808	\$ 2,319,506,234	\$ 2,319,506,234	\$ 2,775,176,835	\$ 455,670,601	19.6%

⁽¹⁾ Senate Bill 0277 Requires that state education aid formulas that are dependent upon local wealth be calculated twice, using wealth figures that are based upon a net taxable income (NTI) amount for each county using tax return data filed by September 1 and again using data filed by November 1. Each local school system will receive the greater total State aid amount of the results from the two calculations.

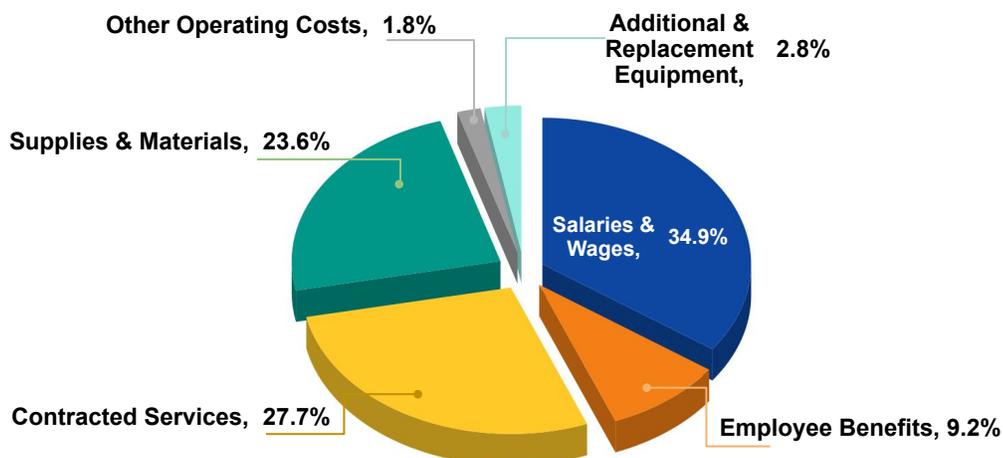
Restricted Program Summary

Restricted Program	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved	Change FY 2021 Estimated to FY 2022 Approved	% Change FY 2021 Estimated to FY 2022 Approved
MAJOR FEDERAL AID FORMULA GRANT PROGRAMS:						
TITLE I	\$ 30,874,505	\$ 34,802,004	34,802,004	\$ 34,322,110	\$ (479,894)	-1.4%
TITLE II - Eisenhower Teacher Quality	1,021,823	3,708,870	3,708,870	3,696,137	(12,733)	-0.3%
TITLE III - Emergency Immigrant Ed	2,172,923	3,043,951	3,043,951	3,421,754	377,803	12.4%
TITLE IV - Safe & Drug Free Schools/SAES Grant	106,913	2,665,293	2,665,293	2,712,485	47,192	1.8%
Perkins CTE Program	995,983	1,364,821	1,364,821	1,325,326	(39,495)	-2.9%
Special Education Grants - IDEA Part B	24,730,304	26,171,570	26,171,570	27,145,599	974,029	3.7%
Total Major Federal Aid Formula Grant Programs:	\$ 59,902,451	\$ 71,756,509	\$ 71,756,509	\$ 72,623,411	\$ 866,902	1.2%
FEDERAL/STATE PROJECT GRANTS:						
Adolescent Single Parenting Program	\$ 167,281	\$ 185,000	185,000	\$ 185,000	-	0.0%
American Rescue Plan State Supplemental	-	-	-	52,330,904	52,330,904	100.0%
Blueprint for Maryland's Future Grants	16,881,933	39,433,898	39,433,898	42,740,171	3,306,273	8.4%
Federal Coronavirus Grants	2,385,706	23,531,745	23,531,745	407,568,109	384,036,364	1632.0%
Fine Arts Initiative Grant	22,767	70,367	70,367	70,367	-	0.0%
Homeless Education	26,373	88,129	88,129	585,388	497,259	564.2%
JP Hoyer Early Care & Education Grant	152,609	250,000	250,000	660,000	410,000	164.0%
JP Hoyer Enhancement Grant	11,006	117,504	117,504	117,504	-	0.0%
JROTC	4,529,900	4,673,575	4,673,575	4,679,751	6,176	0.1%
Other Restricted Programs	27,781,207	59,318,540	59,318,540	35,773,303	(23,545,237)	-39.7%
PG Community Television - COMCAST	2,638	75,000	75,000	75,000	-	0.0%
Special Education Grants	7,131,317	13,703,156	13,703,156	14,249,693	546,537	4.0%
Teacher & School Leaders Incentive Grant	8,377,549	-	-	-	-	0.0%
TOTAL Federal/State/Local Project Grant Programs:	\$ 67,470,286	\$ 141,446,914	\$ 141,446,914	\$ 559,035,190	\$ 417,588,276	295.2%
GRAND TOTAL GRANT PROGRAMS:	\$ 127,372,737	\$ 213,203,423	\$ 213,203,423	\$ 631,658,601	\$ 418,455,178	196.3%

Notes:

1. Formula Grants are allocations of money to states or their subdivisions in accordance with distribution formulas prescribed by law or administrative regulation, for activities of a continuing nature not confined to a specific project.
2. Project Grants are funds for fixed or known periods, for a specific project which can include fellowships, scholarships, research grants, training grants, traineeships, experimental and demonstration grants. Also, grants for evaluation, planning, technical assistance and construction fall in this classification.

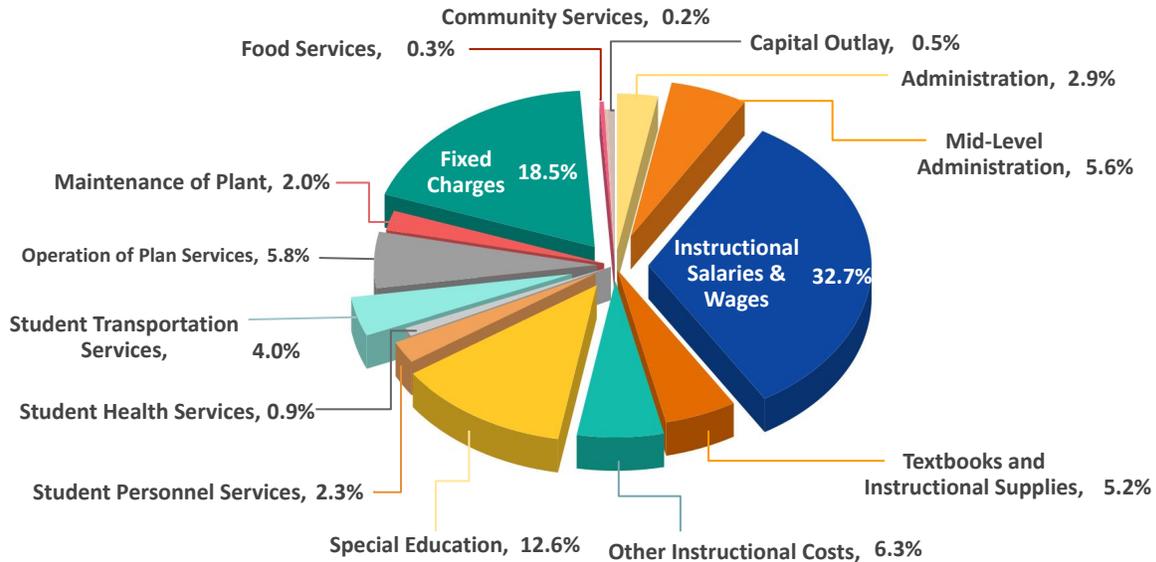
Percent of Total Restricted Expenditures by Object Restricted Budget Total \$631,658,801



Changes in Operating Expenditures by Category

Expenditures by Category	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved	Change FY 2021 Estimated to FY 2022 Approved	% Change FY 2021 Estimated to FY 2022 Approved
Administration	\$ 62,021,999	\$ 88,810,485	\$ 71,306,318	\$ 81,780,532	\$ 10,474,214	14.7%
Mid-Level Administration	131,543,945	145,052,729	139,644,242	155,172,224	15,527,982	11.1%
Instructional Salaries and Wages	698,953,670	787,584,442	771,119,915	908,416,096	137,296,181	17.8%
Textbooks and Instructional Supplies	18,176,872	21,260,815	44,213,913	145,021,406	100,807,493	228.0%
Other Instructional Costs	105,649,745	92,650,021	129,874,716	174,317,900	44,443,184	34.2%
Special Education	296,775,387	322,436,030	317,815,708	350,987,225	33,171,517	10.4%
Student Personnel Services	22,119,069	45,521,577	31,758,474	63,073,534	31,315,060	98.6%
Student Health Services	17,876,345	24,951,102	23,085,222	24,482,580	1,397,358	6.1%
Student Transportation Services	110,507,134	111,716,468	99,083,585	112,382,053	13,298,468	13.4%
Operation of Plant Services	126,767,810	142,519,545	139,926,064	160,733,464	20,807,400	14.9%
Maintenance of Plant	53,690,443	48,241,782	51,323,826	56,674,527	5,350,701	10.4%
Fixed Charges	432,180,421	476,294,339	476,568,325	512,884,031	36,315,706	7.6%
Food Service	200,000	7,416,889	21,761,544	8,553,304	(13,208,240)	-60.7%
Community Services	2,493,468	4,775,010	1,749,382	5,447,959	3,698,577	211.4%
Capital Outlay	-	275,000	275,000	15,250,000	14,975,000	5445.5%
Total Expenditures by Category:	\$ 2,078,956,309	\$ 2,319,506,234	\$ 2,319,506,234	\$ 2,775,176,835	\$ 455,670,601	19.6%

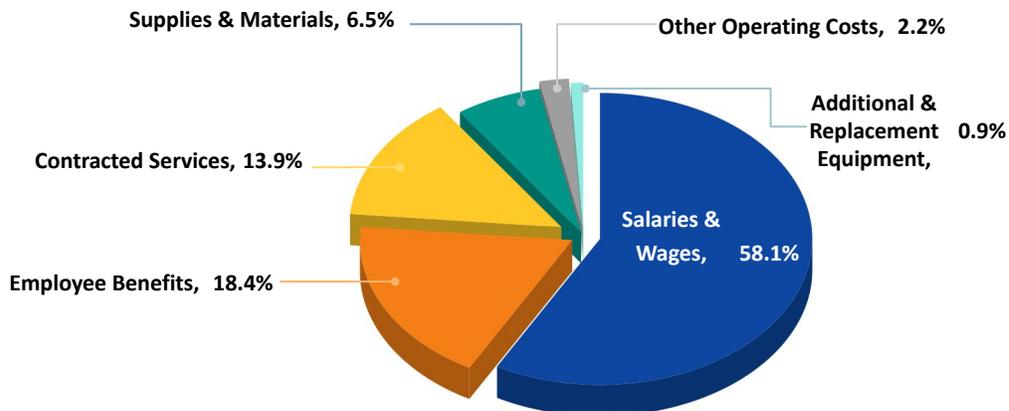
Percent of Total Operating Expenditures by Category \$2,775,176,835



Changes in Operating Expenditures by Object

Operating Expenditures by Object	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved	Change FY 2021 Estimated to FY 2022 Approved	% Change FY 2021 Estimated to FY 2022 Approved
Salaries & Wages	\$ 1,273,936,703	\$ 1,458,225,955	\$ 1,382,026,168	\$ 1,611,128,371	\$ 229,102,203	16.6%
Employee Benefits	412,246,772	458,722,648	442,262,634	510,359,656	68,097,022	15.4%
Contracted Services	282,455,693	282,262,628	349,589,439	385,754,391	36,164,952	10.3%
Supplies & Materials	35,525,867	46,136,380	67,062,976	180,064,270	113,001,294	168.5%
Other Operating Costs	48,409,533	58,655,889	59,658,475	62,030,709	2,372,234	4.0%
Additional & Replacement Equipment	26,381,740	15,502,734	18,906,542	25,839,438	6,932,896	36.7%
Total Expenditures by Object:	\$ 2,078,956,309	\$ 2,319,506,234	\$ 2,319,506,234	\$ 2,775,176,835	\$ 455,670,601	19.6%

Percent of Total Operating Expenditures by Object \$2,775,176,835



Changes in Operating Expenditures by Organization

OPERATING	FY 2021 Estimated		FY 2022 Approved		Change from FY 2021 Estimated to FY 2022 Approved	
	Total	Restricted	Total	Restricted	Total	Restricted
Board of Education	\$ 3,334,673	\$ -	\$ 3,116,436	\$ -	\$ (218,237)	\$ -
Internal Audit	1,978,707	-	2,205,199	-	226,492	-
Total Board of Education	\$ 5,313,380	\$ -	\$ 5,321,635	\$ -	\$ 8,255	\$ -
Chief Executive Officer	\$ 927,935	\$ -	\$ 933,511	\$ -	\$ 5,576	\$ -
Chief of Staff	3,099,324	380,000	2,403,237	180,000	(696,087)	(200,000)
Appeals	662,698	-	699,489	-	36,791	-
Communications & Community Engagement	451,115	-	558,025	-	106,910	-
Communications Office	5,920,025	1,039,022	4,881,337	401,993	(1,038,688)	(637,029)
Community Partnerships	668,798	52,041	689,489	56,196	20,691	4,155
General Counsel	3,638,934	-	3,232,003	-	(406,931)	-
Compliance & Ethics	532,690	-	722,619	-	189,929	-
Total Chief Executive Officer	\$ 15,901,519	\$ 1,471,063	\$ 14,119,710	\$ 638,189	\$ (1,781,809)	\$ (832,874)
Chief Academic Officer	\$ 593,752	\$ -	\$ 629,175	\$ 51,861	\$ 35,423	\$ 51,861
Career & Technical Education	9,690,952	2,714,214	9,476,819	2,459,569	(214,133)	(254,645)
Creative & Performing Arts	4,155,355	157,700	4,092,278	250,385	(63,077)	92,685
Curriculum & Instruction	62,991,335	33,329,879	44,905,062	14,738,527	(18,086,273)	(18,591,352)
Early Learning	9,595,880	3,717,928	9,113,735	3,460,983	(482,145)	(256,945)
Instructional Support	23,433,735	-	6,068,429	-	(17,365,306)	-
Special Education	174,856,239	56,817,772	159,351,395	36,461,500	(15,504,844)	(20,356,272)
Total Chief Academic Officer	\$ 285,317,248	\$ 96,737,493	\$ 233,636,893	\$ 57,422,825	\$ (51,680,355)	\$ (39,314,668)
Chief Accountability Officer	\$ 376,024	\$ -	\$ 536,423	\$ -	\$ 160,399	\$ -
ESSA & Title I	8,613,883	8,146,885	5,629,451	5,255,005	(2,984,432)	(2,891,880)
Monitoring and Accountability	2,027,469	-	1,899,021	-	(128,448)	-
Pupil Accounting & School Boundaries	1,516,638	-	1,568,118	-	51,480	-
Strategic Planning & Resource Management	1,014,663	-	995,087	-	(19,576)	-
Testing, Research & Evaluation	6,499,337	-	6,522,527	-	23,190	-
Total Chief Accountability Officer	\$ 20,048,014	\$ 8,146,885	\$ 17,150,627	\$ 5,255,005	\$ (2,897,387)	\$ (2,891,880)
Chief Financial Officer	\$ 1,161,510	\$ 79,811	\$ 782,527	\$ 79,728	\$ (378,983)	\$ (83)
Benefits Administration*	473,665	7,604	496,973	7,604	23,308	-
Budget & Management Services	3,066,360	-	3,127,781	-	61,421	-
Financial Services	7,600,499	1,847,506	8,065,015	1,796,659	464,516	(50,847)
Payroll Services	2,731,321	-	2,947,671	-	216,350	-
Risk Management & Worker's Compensation*	6,596,372	-	4,500,480	-	(2,095,892)	-
Other Fixed Charges	117,223,666	-	94,723,912	-	(22,499,754)	-
Total Chief Financial Officer	\$ 138,853,393	\$ 1,934,921	\$ 114,644,359	\$ 1,883,991	\$ (24,209,034)	\$ (50,930)
Chief Human Resources Officer	\$ 403,099	\$ -	\$ 439,364	\$ -	\$ 36,265	\$ -
Employee & Labor Relations	1,650,431	-	1,700,830	-	50,399	-
Employee Performance	5,624,213	-	2,172,814	-	(3,451,399)	-
Equity & Excellence	709,856	145,000	1,209,783	17,200	499,927	(127,800)
HR Operations & Staffing	13,699,712	769,680	13,057,546	293,522	(642,166)	(476,158)
Professional Learning & Leadership	11,473,536	5,089,994	11,051,874	1,033,914	(421,662)	(4,056,080)
Total Human Resources	\$ 33,560,847	\$ 6,004,674	\$ 29,632,211	\$ 1,344,636	\$ (3,928,636)	\$ (4,660,038)

*Non-Operating Organizations – see the Supplemental Information section for details.

Changes in Operating Expenditures by Organization

OPERATING	FY 2021 Estimated		FY 2022 Approved		Change from FY 2021 Estimated to FY 2022 Approved	
	Total	Restricted	Total	Restricted	Total	Restricted
Chief Information & Technology Officer	\$ 37,063,761	\$ 26,487,944	\$ 2,309,424	\$ 799,332	\$ (34,754,337)	\$ (25,688,612)
Instructional Technology Support	18,121,387	3,385,816	17,226,610	1,333,164	(894,777)	(2,052,652)
Technology Applications – Business Support	4,151,127	-	4,402,175	-	251,048	-
Technology Applications – Student Support	2,878,378	-	2,885,589	-	7,211	-
Technology Operations	19,794,244	2,861,113	16,086,051	24,600	(3,708,193)	(2,836,513)
Total Information & Technology	\$ 82,008,897	\$ 32,734,873	\$ 42,909,849	\$ 2,157,096	\$ (39,099,048)	\$ (30,577,777)
Chief Operating Officer	\$ 519,824	\$ -	\$ 1,133,994	\$ -	\$ 614,170	\$ -
Purchasing & Supply Services	7,180,355	357,263	7,242,404	131,612	62,049	(225,651)
Safety & Security Services	16,940,330	-	15,815,412	-	(1,124,918)	-
Supporting Services	334,418	-	346,835	-	12,417	-
Alternative Infrastructure Planning & Development	0	-	15,000,000	-	15,000,000	-
Building Services	98,119,090	11,598,062	75,789,709	2,221,391	(22,329,381)	(9,376,671)
Capital Programs*	580,477	-	261,105	-	(319,372)	-
Food & Nutrition Services*	1,557,999	1,557,645	556,391	556,391	(1,001,608)	(1,001,254)
Transportation & Central Garage*	119,816,451	-	118,746,091	-	(1,070,360)	-
Total Chief Operating Officer	\$ 245,048,944	\$ 13,512,970	\$ 234,891,941	\$ 2,909,394	\$ (10,157,003)	\$ (10,603,576)
Chief, School Support & Leadership	\$ 605,464	\$ -	\$ 632,860	\$ -	\$ 27,396	\$ -
Area Associate Superintendents	48,898,063	2,202,080	51,685,733	1,104,434	2,787,670	(1,097,646)
Community Schools Office	14,439,639	9,664,323	10,977,877	6,763,481	(3,461,762)	(2,900,842)
Family & School Partnerships	901,981	-	738,583	-	(163,398)	-
Public Charter Schools Office	377,830	-	410,742	-	32,912	-
Student Services	58,264,605	8,453,738	57,235,692	4,461,881	(1,028,913)	(3,991,857)
Total School Support and Leadership	\$ 123,487,582	\$ 20,320,141	\$ 121,681,487	\$ 12,329,796	\$ (1,806,095)	\$ (7,990,345)
School-Based Resources	1,369,966,410	32,340,403	1,961,188,123	547,717,669	591,221,713	515,377,266
Total School-Based Resources	\$ 1,369,966,410	\$ 32,340,403	\$ 1,961,188,123	\$ 547,717,669	\$ 591,221,713	\$ 515,377,266
Total FY 2021 Approved Operating Budget	\$ 2,319,506,234	\$ 213,203,423	\$ 2,775,176,835	\$ 631,658,601	\$ 455,670,601	\$ 418,455,178

*Non-Operating Organizations – see the Supplemental Information section for details.

Changes in Operating Staffing by Category

CATEGORY	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved	Change	% Change
					FY 2021 Estimated to FY 2022 Approved	FY 2021 Estimated to FY 2022 Approved
General Programs						
Administration	447.00	451.00	452.00	464.00	12.00	2.7%
Mid-Level Administration	1,319.10	1,329.60	1,331.60	1,335.60	4.00	0.3%
Instructional Salaries and Wages	8,908.62	9,118.12	9,118.12	9,106.22	(11.90)	(0.1%)
Special Education	3,126.41	3,132.41	3,132.41	3,134.41	2.00	0.1%
Student Personnel Services	296.12	300.12	300.12	241.72	(58.40)	(19.5%)
Student Health Services	240.00	240.00	240.00	250.00	10.00	4.2%
Student Transportation Services	1,481.27	1,485.27	1,485.27	1,485.27	0.00	0.0%
Operation of Plant Services	1,458.63	1,507.13	1,507.13	1,476.13	(31.00)	(2.1%)
Maintenance of Plant	283.00	283.00	282.00	282.00	0.00	0.0%
Community Services	1.00	1.00	0.00	0.00	0.00	0.0%
Total General Programs	17,561.15	17,847.65	17,848.65	17,775.35	(73.30)	(0.4%)
Restricted Projects						
Administration	6.00	0.00	0.00	0.00	0.00	0.0%
Mid-Level Administration	29.00	29.50	30.50	29.50	(1.00)	(3.3%)
Instructional Salaries and Wages	429.64	398.64	397.64	592.64	195.00	49.0%
Special Education	282.30	285.30	286.30	296.30	10.00	3.5%
Student Personnel Services	57.00	80.00	80.00	94.00	14.00	17.5%
Student Transportation Services	1.00	1.00	1.00	1.00	0.00	0.0%
Maintenance of Plant	0.00	1.00	1.00	1.00	0.00	0.0%
Community Services	1.00	3.00	3.00	5.00	2.00	66.7%
Total Restricted Projects	805.94	798.44	799.44	1,019.44	220.00	27.5%
TOTAL OPERATING POSITIONS	18,367.09	18,646.09	18,648.09	18,794.79	146.70	0.8%

Changes in Operating Staffing by Organization

Organization	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved	Change FY 2021 Estimated to FY 2022 Approved
Board of Education	25.00	25.00	27.00	27.00	0.00
Internal Audit	15.00	15.00	15.00	15.00	0.00
Chief Executive Officer	4.00	4.00	4.00	4.00	0.00
Chief of Staff	5.00	7.00	5.00	8.00	3.00
Appeals	4.00	4.00	4.00	4.00	0.00
Communications & Community Engagement	3.00	2.00	3.00	3.00	0.00
Communications	25.00	24.00	24.00	24.00	0.00
Community Partnerships	5.00	5.00	5.00	5.00	0.00
General Counsel	14.00	14.00	13.00	14.00	1.00
Compliance & Ethics	3.00	3.00	4.00	4.00	0.00
Chief Academic Officer	4.00	3.00	3.00	3.00	0.00
Career & Technical Education	34.00	34.00	34.00	34.00	0.00
Creative & Performing Arts	18.00	19.00	19.00	19.00	0.00
Curriculum and Instruction	187.10	188.10	188.10	191.10	3.00
Early Learning	26.00	28.00	28.00	30.00	2.00
Instructional Support	8.00	8.00	8.00	8.00	0.00
Special Education	518.91	535.91	536.91	555.91	19.00
Chief Accountability Officer	2.00	2.00	3.00	3.00	0.00
ESSA & Title I	30.00	30.00	30.00	26.00	(4.00)
Monitoring and Accountability	11.00	11.00	11.00	11.00	0.00
Pupil Accounting & School Boundaries	10.00	10.00	10.00	10.00	0.00
Strategic Planning & Resource Management	6.00	6.00	6.00	6.00	0.00
Testing, Research & Evaluation	30.00	29.00	29.00	29.00	0.00
Chief Financial Officer	3.00	3.00	3.00	3.00	0.00
Benefits Administration*	3.00	3.00	3.00	3.00	0.00
Budget and Management Services	15.00	15.00	15.00	15.00	0.00
Financial Services	52.00	56.00	56.00	57.00	1.00
Payroll Services	26.00	26.00	26.00	26.00	0.00
Risk Management & Worker's Compensation*	8.00	8.00	8.00	8.00	0.00
Chief Human Resources Officer	3.00	2.00	2.00	2.00	0.00
Employee and Labor Relations	10.00	11.00	11.00	11.00	0.00
Employee Performance	42.00	39.00	39.00	11.00	(28.00)
Equity & Excellence	0.00	3.00	3.00	5.00	2.00
HR Operations & Staffing	75.00	78.00	78.00	78.00	0.00
Professional Learning & Leadership	55.50	48.00	48.00	72.00	24.00
Chief Information & Technology Officer	3.00	3.00	3.00	3.00	0.00
Instructional Technology & Support	124.50	124.50	124.50	124.50	0.00
Technology Applications - Business Support	17.00	17.00	17.00	17.00	0.00
Technology Applications - Student Support	13.00	12.00	12.00	12.00	0.00
Technology Operations*	36.00	35.00	35.00	35.00	0.00

*Non-operating organizations - see the Supplemental Information Section for additional staffing details.

Changes in Operating Staffing by Organization

Organization	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved	Change FY 2021 Estimated to FY 2022 Approved
Chief Operating Officer	3.00	3.00	3.00	3.00	0.00
Purchasing & Supply Services	56.00	59.00	59.00	59.00	0.00
Safety & Security Services	236.00	248.00	248.00	226.00	(22.00)
Supporting Services	2.00	2.00	2.00	2.00	0.00
Building Services	354.50	354.50	353.50	353.50	0.00
Capital Programs*	1.00	1.00	2.00	2.00	0.00
Transportation & Central Garage*	1,481.27	1,485.27	1,485.27	1,485.27	0.00
Chief of School Support & Leadership	2.00	3.00	3.00	3.00	0.00
Area Offices	307.50	297.00	296.00	293.00	(3.00)
Community Schools	6.00	6.00	6.00	6.00	0.00
Family & School Partnerships	5.00	5.00	5.00	5.00	0.00
Public Charter Schools	2.00	2.00	2.00	2.00	0.00
Student Services	446.12	450.12	451.12	461.12	10.00
School-Based Resources	13,990.69	14,239.69	14,238.69	14,377.39	138.70
Grand Total Staffing	18,367.09	18,646.09	18,648.09	18,794.79	146.70

*Non-operating organizations - see the Supplemental Information Section for additional staffing details.

Operating Staffing by Position Type

POSITION TYPE	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved	Change	% Change
					FY 2021 Estimated to FY 2022 Approved	FY 2021 Estimated to FY 2022 Approved
Superintendent, Deputy, Assoc, Assistant Superintendent	15.00	16.00	16.00	16.00	0.00	0.0%
Directors, Coordinators, Supervisors, Specialists	456.50	457.50	457.50	452.50	(5.00)	(1.1%)
Principal	216.50	212.00	212.00	211.00	(1.00)	(0.5%)
Vice/Assistant Principal	315.00	322.00	322.00	333.00	11.00	3.3%
Teacher	9,697.50	9,892.50	9,892.50	10,048.10	155.60	1.5%
Therapists	171.51	172.51	172.51	172.51	0.00	0.0%
Guidance Counselor	375.00	386.00	386.00	395.50	9.50	2.4%
Librarian	126.50	128.00	128.00	126.00	(2.00)	(1.6%)
Psychologist	101.00	99.00	99.00	99.00	0.00	0.0%
Pupil Personnel Worker/School Social Worker	65.00	70.50	70.50	74.50	4.00	5.4%
Nurse	234.00	234.00	234.00	244.00	10.00	4.1%
Other Professional Staff	364.00	387.00	391.00	414.00	23.00	5.6%
Secretaries and Clerks	839.62	855.12	855.12	852.12	(3.00)	(0.4%)
Bus Drivers	1,441.27	1,441.27	1,441.27	1,441.27	0.00	0.0%
Paraprofessionals	2,130.06	2,106.56	2,106.56	2,081.16	(25.40)	(1.2%)
Other Staff	1,818.63	1,866.13	1,864.13	1,834.13	(30.00)	(1.6%)
TOTAL OPERATING POSITIONS	18,367.09	18,646.09	18,648.09	18,794.79	146.70	0.8%

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Student-Based Budgeting Overview

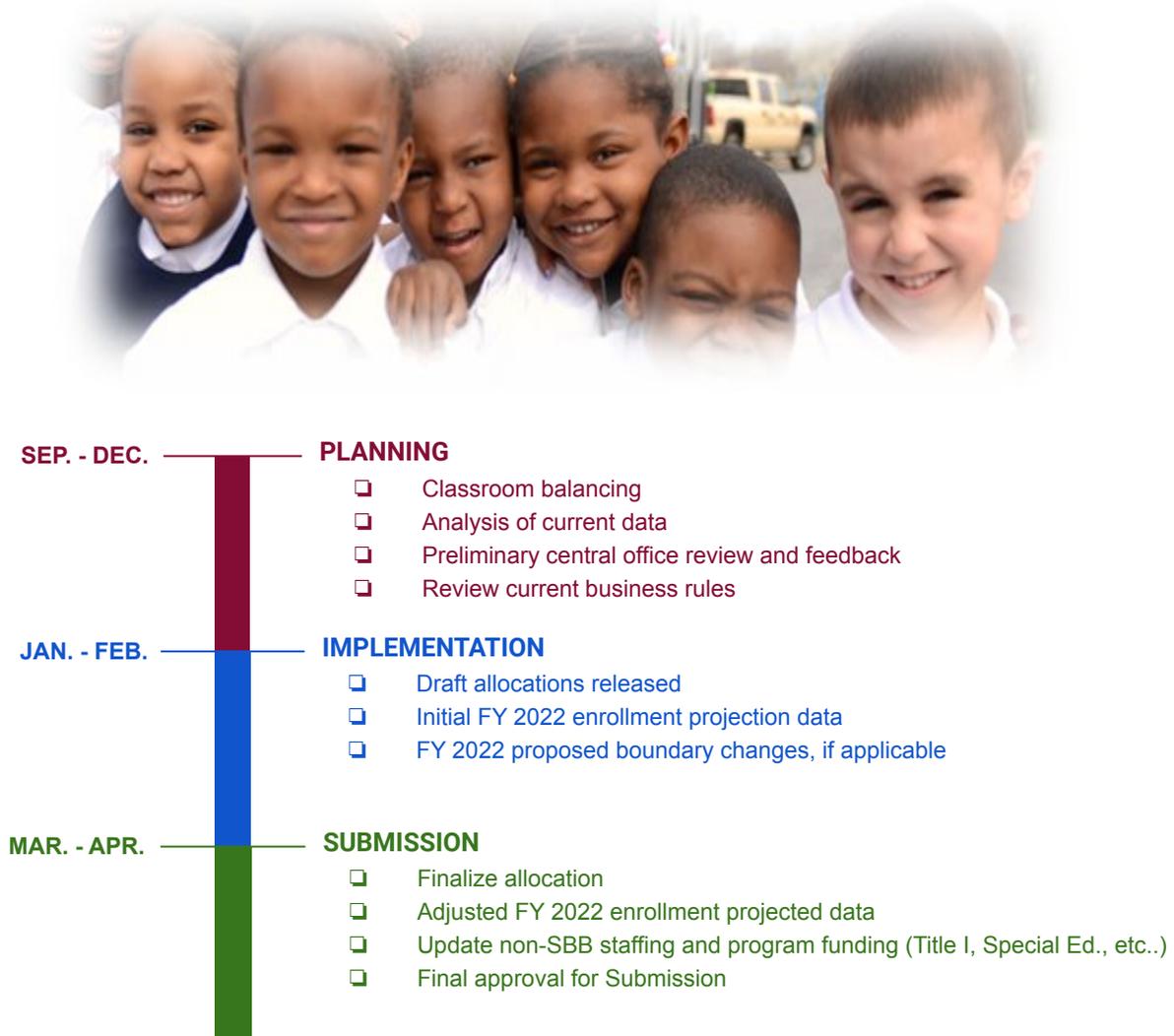
Prior to the 2012-2013 school year, Prince George's County, like many school systems, had traditionally given dollars to schools based on student/teacher ratios. Funding for supplies and materials was also allocated on a formula based on student enrollment. Every student and every school are not the same. PGCPs is committed to making transparent budget decisions that work in the best interests of all students regardless of what school they attend. Our goal in this new paradigm is to increase equity in funding, empower school leaders and support systemic priorities.

- > **STUDENT-FOCUSED** – provides resources based on students not on buildings, adults or programs.
- > **EQUITABLE** – funds will be equitably allocated to each student at each school based on his or her educational needs. Funding will be allocated to students with similar characteristics, regardless of which school they attend.
- > **FLEXIBLE** – principals are empowered and given more flexibility in their budgetary and operational decisions. Central office departments will operate in a supporting role to meet the demands and needs through timely and high quality service while providing clear parameters and guidelines to schools.
- > **TRANSPARENT** – PGCPs budgeting process will be easily understood by all stakeholders.

SBB allocates dollars directly to schools based on the number of students enrolled and the specific needs of those students. Certain student needs and characteristics, such as English language learners or students in particular grade levels, will be given a predetermined weight that translates to real dollar amounts. It is a more equitable and transparent way to fund schools, and will allow PGCPs to more efficiently direct resources to meet our students' needs.

Other large school districts across the country have adopted this approach including Houston, San Francisco, Boston, Philadelphia, Denver, Indianapolis, Cleveland, San Diego and Baltimore City. Under the leadership of the Chief Financial Officer and the Chief of School Support & Leadership, working committees have studied these districts and made recommendations to inform our strategy. PGCPs continues to collaborate with many of these partners to identify lessons learned, tools and best practices.

Student-Based Budgeting Timeline



Schools **NOT** using the SBB model include:

Early Childhood Centers (ECC): Chapel Forge, Francis Fuchs, H. Winship Wheatley, James Ryder Randall and Kenmoor.

Alternative and Specialty Schools: Annapolis Road Academy, Green Valley Academy, Croom High School, Tall Oaks High School, Community-Based Classroom, International high schools, Incarcerated Youth Program, Evening High School, and Academy of Health Sciences and Teacher Prep Academy at Prince George's Community College

Charter Schools: Chesapeake Math & IT North, Chesapeake Math & IT South, Excel Academy, Imagine Andrews, Imagine Foundations at Leeland PCS, Imagine Foundations at Morningside PCS, Imagine Lincoln, College Park Academy and Legends Public Charter

Regional Centers: C. Elizabeth Reig, James E. Duckworth, and Margaret Brent

Per-Pupil Weights

How Schools Were Funded...

In past years, the number of staff was provided based on the number of programs and students in each school. Schools also received funding for classroom supplies and materials in the same manner. This did not take into account the specific needs of students in each school.

SBB Funds Student Needs...

Under Student-Based Budgeting (SBB), school budgets are built based on the unique mix of students that are being served in each building. Furthermore, students with the same characteristics should get the same level of resources regardless of what grade or the school they attend.

How Weights Were Determined...

Weights are designed to reflect fair and objective criteria that could be applied to all schools in an equitable and transparent way. A committee representing various schools and central offices developed the per pupil formula. There is never a perfect way to place values on the needs of all students, and we do anticipate making adjustments and changes to both the weighted categories and the weights, themselves. The weights are reviewed on an annual basis to ensure that they adequately reflect the goals of the school system and SBB.



- **BASE FUNDING** is attached to every PGCPs student attending an SBB eligible school, regardless of need. The funding level was set to allow each school to support a baseline level of services (teachers, administrative staff, and supplies).
- **GRADE LEVEL:** students in Kindergarten, 1st, 2nd and 3rd grades are weighted which reflects the system's phase-in of class size monitoring.
- **STUDENT ACHIEVEMENT:** weights are spread proportionately across the K-12 spectrum based on student-identified needs. Weights are calculated as follows:
 - **Performance Low – Elementary and K-8 Schools**

The percentage of students identified as not demonstrating readiness for Kindergarten as shown on the Kindergarten Readiness Assessment (KRA-M) for K-2. For grades 3-8, student reading scores, specifically those below district average and/or grade level based on Northwest Evaluation Association's (NWEA) reading assessment tool, Measures of Academic Progress-Reading (MAP-R), plus PARCC ELA and Math Scale Scores and PARCC Levels for students in grades 3-8.
 - **Performance – Early Warning Indicator – Middle and High Schools**

Using multivariate analysis, students are identified for intervention based on several factors designed to predict 9th grade promotion and on-time graduation.

Middle Schools – data from rising 7th graders is used as a proxy for “at risk;” the factor is applied to all grades within the school to fund interventions. Factors include:

- 7th Grade Q1
- Q1 GPA
- Last year's GPA
- Last year's attendance rate
- Last year's number of suspensions and expulsion requests
- Last year's MAP-R Lexile score (Beginning of Year)

High Schools – data from rising 9th graders is used as a proxy and the factor is applied to the school 9-12 enrollment to fund interventions. Factors include:

- Full-year 8th grade GPA
- First Quarter 9th grade GPA
- First Quarter 9th grade attendance rate
- Suspension rates
- 9th grade retention

- **ENGLISH LANGUAGE LEARNERS (ELL)** – PGCPs has seen a rise in ELL students in recent years. The ELL weights were determined to support specific students based on a combination of their language proficiency level and grade level, as determined by the LAS Links English Proficiency Test administered through the English for Speakers of Other Languages (ESOL) Office. Higher weights were assigned to Newcomer students as well as those testing at a basic level.

Weighted Student Formula

The table below summarizes the current formula, detailing the number of students in each category and both the per-pupil and system-wide dollars used to fund those student:

Category	Description	Number of Identified Students	Dollars Per Eligible Student**	Funds Allocated
Base Funding	Variable Base Funding - per student in the school	118,356	\$3,026 - \$3,954	\$ 406,671,785
Early Grades - Class size monitoring	Kindergarten	9,572	\$455 - \$592	\$ 4,887,145
	Grades 1, 2 and 3	25,682	\$274 - \$513	\$ 7,907,363
Performance: Elementary & K-8 School	Identified as below grade level; using KRA-M, MAP-R, PARCC	18,178	\$1,879 - \$1,883	\$ 87,133,825
Performance: Middle & High School	Early Warning Indicator - Middle School (9th grade promotion probability)	28,104		
English Language Learner (ELL)*	Based on proficiency test and grade level	30,526	\$1,095 - \$3,642 ***	\$ 45,391,365
SBB Funds Allocated to Schools				\$ 551,991,483
Allocation for Elementary Pilot Schools				\$ 18,464,577
Reserve for Classroom Balancing				\$ 2,062,195
Total FY 2022 SBB Allocation to school				\$ 572,518,255

* 13 of 177 schools do not receive ESOL funding (<12 students, staffed by centrally managed itinerant ESOL teachers)

** Minimum and maximum base per pupil

*** Minimum and maximum school per pupil based on the school's combination of number of ELL students, their proficiency levels, and school concentration/service delivery model

Type	School (1)		FY22 Projected Enrollment (2)	
	School-Level Student Weights ⁽³⁾	Foundation ⁽⁴⁾	Number of Students Receiving Weights ⁽⁵⁾	Student Weights x Foundation x Receiving Weights
Base	1.004	\$3,423	625	\$2,147,933
Performance	0.55	\$3,423	110	\$207,092
ESOL	0.69	\$3,423	113	\$266,891
Kindergarten	0.17	\$3,423	47	\$27,350 ⁽⁶⁾
Grade 1- 3	0.09	\$3,423	129	\$39,741
Total SBB Dollars				\$2,689,006 ⁽⁷⁾
PP SBB Dollars				\$4,302

Table 2: Sample SBB Budget Model (Continued)**Final SBB Dollars (Compared to FY 2021)**

PP 2021 SBB \$	PP 2022 SBB \$	PP Difference 2021 & 2022	% Change
\$4,007	\$4,302	\$295	7.37%

⁽⁸⁾⁽¹⁾ School Name⁽²⁾ Projected Enrollment⁽³⁾ Calculated School-specific weight for each weighted category.⁽⁴⁾ Foundation amount used to calculate the per-pupil dollar amount for a given weight (e.g. for a weight of 1.004 the per pupil value of the weight is \$3,437).⁽⁵⁾ Number of students receiving a given weight (e.g., in the example above, the school has 113 students who receive an ESOL weight).⁽⁶⁾ Total gross dollar amount for each weight category.⁽⁷⁾ The Total FY 2022 SBB Dollars and FY 2022 PP Dollars are the school's total gross dollar amount and the per-pupil dollar amount (gross divided by enrollment)⁽⁸⁾ Comparison for the school's FY 2021 SBB dollars and FY 2022 SBB dollars. PP (per-pupil) Difference FY 2021 and FY 2022 refers to the percentage point difference between per-pupil dollar amount in FY 2021 and the per-pupil dollar amount in FY 2022 (e.g., in this example, \$4,302 is a 7.37% increase over the school's FY 2021 per-pupil of \$4,007).**Elementary Equity Pilot**

The FY 2022 Equity Pilot consists of a diverse set of nine elementary schools, representing each of the nine Board districts within the school system and a broad set of student, staff, and community characteristics. Each school was allocated at least 2.00 FTE for out of the classroom positions based on the school enrollment, to include an Assistant Principal, Testing Coordinator, Data Coach, Reading Specialist, Instructional Lead Teacher and 2.00 FTE for front office support. All continued to receive a baseline of 1.00 Professional School Counselor per the previous elementary school staffing formula. Classroom Teachers were allocated using the student/teacher ratios previously established for the class size monitoring initiative implemented in FY 2020. The impact of the pilot will be monitored in FY 2022 and evaluated for expansion during the FY 2023 budget-building process.

Elementary Equity Pilot Schools: Baden, Mary Harris "Mother" Jones, Montpelier, Oxon Hill, Patuxent, Perrywood, Riverdale, Seabrook and William Beanes

School Level Flexibility

Why increase school level flexibility?

With Student-Based Budgeting (SBB), schools have the flexibility to plan and use SBB funds towards instructional staff, administrative and school support staff, and discretionary resources to best meet the needs of their students. A primary goal of SBB is to balance accountability for student outcomes with flexibility to allow schools to be more strategic with their resources.

What is an “Unlocked,” “Locked” and “Locked+” position?

- > **UNLOCKED** – positions that can be purchased using SBB funds; schools determine the composition and mix.

Example: School “A” is able to purchase additional classroom teachers if sufficient SBB funds are available.

- > **LOCKED** – positions and resources that are funded and staffed by central office; positions typically have special requirements or restricted funding.

Example: school “A” receives Special Education staff (teachers, paraprofessional educators, secretaries, etc.) based on staffing policies and procedures of the Special Education department.

- > **LOCKED+** – positions and resources that are funded and staffed by the central office; schools may supplement existing allocation using SBB funds.

Example: Central office provides a 0.5 Library Media Specialist position to elementary school “A;” school “A” may then decide to purchase an additional 0.5 Library Media Specialist position to make it a full 1.00 position.

While schools will have increased flexibility in selecting the mix of positions, they will also be provided with support in developing their budgets. Schools will still need to meet standards set by federal and state regulations, negotiated labor agreements, and will need to be consistent with internal policies and procedures.

Note: Unlocked, Locked, and Locked+ positions are reviewed and determined on an annual basis.

Position Status: Unlocked, Locked and Locked+

Position	Status	Comments
LOCKED POSITIONS: Centrally allocated positions unless otherwise noted.		
Academic Dean	Locked	Unlocked in Turnaround schools ONLY
Athletic Director	Locked	0.5 FTE HIGH SCHOOLS ONLY
Auditorium Technician	Locked	
Building Supervisor	Locked	
Bus Drivers	Locked	
Cleaner	Locked	
Food Services Staff	Locked	
Grant Funded Positions	Locked	
Nursing and Health Service Staff	Locked	
Other Program Positions	Locked	Advanced Placement, Middle College, Project Lead the Way, ROTC, Secondary School Reform, Career and Technical Education, etc.
Prekindergarten Positions	Locked	Classroom teachers, paraprofessionals
Principal	Locked	
Special Education Positions	Locked	
Specialty Program Positions	Locked	Visual and Performing Arts, Creative and Performing Arts, Talented and Gifted, International Baccalaureate, Biotechnology, Montessori, Language Immersion, etc.
Title I Positions	Locked	
LOCKED+ POSITIONS: Centrally allocated positions that can be supplemented using SBB funds.		
Art Teacher	Locked+	Elementary and K-8 Schools ONLY
Classroom Teacher, AVID	Locked+	
In School Suspension Room Monitor	Locked+	
Media Specialist	Locked+	
Parent & Community Outreach Assistant	Locked+	
Physical Education Teacher	Locked+	Elementary and K-8 Schools
Professional School Counselor	Locked+	Elementary and K-8 Schools
Pupil Personnel Worker	Locked+	
School Registrar	Locked+	
Security Assistant	Locked+	
Vocal Music Teacher	Locked+	Elementary and K-8 Schools ONLY
UNLOCKED POSITIONS – Positions purchased using SBB funds; schools determine the composition and mix to fit their need.		
Art Teacher	Unlocked	Middle and High Schools ONLY
Assistant Principal	Unlocked	
Classroom Teacher	Unlocked	
Data Coach	Unlocked	
ESOL Teacher	Unlocked	
Instructional Lead Teacher	Unlocked	
Instructional Media Aide	Unlocked	
Paraprofessional – ESOL, General	Unlocked	
Peer Mediator	Unlocked	
Physical Education Teacher	Unlocked	Middle and High Schools ONLY

Position Status: Unlocked, Locked and Locked+

<i>Position</i>	<i>Status</i>	<i>Comments</i>
UNLOCKED POSITIONS (continued)		
Professional School Counselor	Unlocked	Middle and High Schools ONLY
Reading Specialist	Unlocked	
School Accounting Secretary	Unlocked	
School Business Accounting Tech	Unlocked	
School Guidance Secretary	Unlocked	
Secretary I	Unlocked	
Secretary II	Unlocked	
Testing Coordinator	Unlocked	
Vocal Music Teacher	Unlocked	Middle and High Schools ONLY

Locked Staffing Formula

POSITION	ELEMENTARY FORMULA	K - 8 FORMULA	MIDDLE SCHOOL FORMULA	HIGH SCHOOL FORMULA
3-D Scholars				
3-D Scholars Program Teacher	N/A	N/A	N/A	1.00 Charles Herbert Flowers
3-D Scholars Program Coordinator	N/A	N/A	N/A	1.00 Charles Herbert Flowers
3-D Scholars Program Professional School Counselor	N/A	N/A	N/A	1.00 Charles Herbert Flowers
Aeronautics				
Aeronautics Coordinator	N/A	N/A	N/A	1.00 Duval
Aeronautics Teacher	N/A	N/A	N/A	4.00 Duval
Aeronautics Assistant Principal	N/A	N/A	N/A	1.00 Duval
Career Academy Programs				
3 Dimensional Education Instructional Specialist	N/A	N/A	N/A	1.00 Potomac
3 Dimensional Education Teacher	N/A	N/A	N/A	1.00 Potomac
3 Dimensional Business & Finance Teacher	N/A	N/A	N/A	2.00 Potomac
Architecture & Design Teacher	N/A	N/A	N/A	2.00 Bladensburg 1.00 Bowie 2.00 Croom 3.00 Crossland 4.00 Suitland
Assistant Principal	N/A	N/A	N/A	1.00 Bladensburg 1.00 Crossland 1.00 Gwynn Park 1.00 Laurel 1.00 Suitland
Business & Finance Teacher	N/A	N/A	N/A	2.00 Charles Herbert Flowers 1.00 Crossland 2.00 Dr. Henry A Wise, Jr. 1.00 Fairmont Heights 3.00 Largo 1.00 Northwestern 1.00 Oxon Hill 2.00 Parkdale 3.50 Suitland
Consumer Services, Hospitality & Tourism Teacher	N/A	N/A	N/A	6.00 Bladensburg 6.00 Crossland 2.00 Duval 3.00 Gwynn Park 2.00 Laurel 2.00 Oxon Hill 4.00 Suitland
Engineering & Science Teacher	N/A	N/A	1.00 Ernest Everett Just 1.00 Nicholas Orem 1.00 Stephen Decatur	1.50 Charles Herbert Flowers 1.00 Crossland 2.00 Duval 1.50 Northwestern 2.00 Oxon Hill
Environmental Studies Teacher	N/A	N/A	N/A	1.00 Fairmont Heights 1.00 Gwynn Park 1.00 High Point
Global Studies Teacher	N/A	N/A	N/A	3.00 Parkdale

POSITION	ELEMENTARY FORMULA	K - 8 FORMULA	MIDDLE SCHOOL FORMULA	HIGH SCHOOL FORMULA
Graphic Arts, Media & Comm. Teacher	N/A	N/A	N/A	1.00 Crossland 2.00 Duval 1.00 Oxon Hill 1.00 Suitland 1.00 Surrattsville
Health & Biosciences Teacher	N/A	N/A	N/A	4.00 Bladensburg 1.00 Crossland 3.00 Dr. Henry A Wise, Jr. 1.00 Friendly 1.00 Largo 1.00 Laurel 1.00 Suitland
Homeland Security & Military Science Teacher	N/A	N/A	N/A	2.00 High Point 2.00 Parkdale 2.00 Potomac 1.00 Suitland
Information Technology Teacher	N/A	N/A	N/A	1.00 Croom 1.00 Crossland 2.00 Dr. Henry A Wise, Jr. 2.00 Duval 1.00 Fairmont Heights 2.00 Gwynn Park 1.00 Laurel 1.00 Suitland 1.00 Tall Oaks
Law, Education & Public Services Teacher	N/A	N/A	N/A	3.00 Bowie 3.00 Central 1.00 Charles Herbert Flowers 1.00 Crossland 1.00 Gwynn Park 4.00 Laurel 3.00 Surrattsville
Transportation Teacher	N/A	N/A	N/A	1.00 Crossland 1.00 Gwynn Park 2.00 Laurel 1.00 Suitland
Business & Finance Talent Ready Teacher	N/A	N/A	N/A	2.00 Largo
P-TECH Teacher	N/A	N/A	N/A	2.00 Frederick Douglass
P-TECH Coordinator	N/A	N/A	N/A	1.00 Frederick Douglass
P-TECH Professional School Counselor	N/A	N/A	N/A	1.00 Frederick Douglass
CTE - HUB				
Academic Resource Teacher	N/A	N/A	N/A	2.00 Crossland
Behavior Intervention Teacher	N/A	N/A	N/A	1.00 Crossland
Business & Finance Teacher	N/A	N/A	N/A	2.00 Crossland
Classroom Teacher	N/A	N/A	N/A	1.00 Crossland
Health & Biosciences Teacher	N/A	N/A	N/A	1.00 Crossland
Information Technology Teacher	N/A	N/A	N/A	1.00 Crossland
Creative & Performing Arts				
Creative & Performing Arts Coordinator	1.00 Edward M Felegy	1.00 Benjamin Foulois 1.00 Thomas Pullen	1.00 Hyattsville	N/A
Creative & Performing Arts Teacher	7.00 Edward M Felegy	12.00 Benjamin Foulois 12.00 Thomas Pullen	4.00 Hyattsville	N/A
Immersion Programs				

POSITION	ELEMENTARY FORMULA	K - 8 FORMULA	MIDDLE SCHOOL FORMULA	HIGH SCHOOL FORMULA
Chinese Immersion Academic Dean	1.00 Paint Branch	N/A	1.00 Greenbelt	N/A
Chinese Immersion Teacher	15.00 Paint Branch	N/A	1.00 Greenbelt	N/A
French Immersion Academic Dean	N/A	1.00 Dora Kennedy French Immersion 1.00 Maya Angelou French Immersion	N/A	1.00 Central
French Immersion Teacher (Reading/ Language Arts)	N/A	8.00 Dora Kennedy French Immersion 7.00 Maya Angelou French Immersion	N/A	3.00 Central
Spanish Immersion Academic Dean	1.00 Cool Spring 1.00 Overlook 1.00 Phyllis E Williams	N/A	1.00 Kettering	N/A
Dual Spanish Immersion Academic Dean	1.00 Capitol Heights	N/A	N/A	N/A
Spanish Partial Immersion Academic Dean	1.00 Cesar Chavez	N/A	N/A	N/A
Spanish Immersion Teacher	7.00 Capitol Heights	N/A	N/A	N/A
	7.00 Cesar Chavez	N/A	N/A	N/A
	5.00 Cool Spring 5.00 Overlook 5.00 Phyllis E Williams	N/A	16.00 Kettering	N/A
International Baccalaureate				
Coordinator	1.00 Melwood	2.00 Maya Angelou French Immersion	1.00 Dwight D Eisenhower 1.00 James Madison	1.00 Central 1.00 Crossland 2.00 Frederick Douglass 1.00 Laurel 1.00 Parkdale 1.00 Suitland
Media Specialist	0.50 Melwood	N/A	0.50 Dwight D Eisenhower 0.50 James Madison	N/A
Professional School Counselor	N/A	N/A	N/A	0.50 Central 0.50 Crossland 0.50 Frederick Douglass 0.50 Laurel 0.50 Parkdale 0.50 Suitland
Teacher	2.00 Melwood	1.00 Maya Angelou French Immersion	3.00 Dwight D Eisenhower 3.00 James Madison	3.00 Central 3.00 Crossland 6.00 Frederick Douglass 3.00 Laurel 3.00 Parkdale 3.00 Suitland
Montessori				
Montessori Coordinator	N/A	1.00 John Hanson Montessori 1.00 Judith P Hoyer Montessori 1.00 Robert Goddard Montessori	N/A	N/A
Montessori Teacher	N/A	7.00 John Hanson Montessori 1.00 Judith P Hoyer Montessori 5.00 Judith P Hoyer Montessori 6.00 Robert Goddard Montessori	N/A	N/A

POSITION	ELEMENTARY FORMULA	K - 8 FORMULA	MIDDLE SCHOOL FORMULA	HIGH SCHOOL FORMULA
Montessori Paraprofessional	N/A	8.00 John Hanson Montessori 6.00 Judith P Hoyer Montessori 9.00 Robert Goddard Montessori	N/A	N/A
Science & Technology				
Science and Technology Assistant Principal	N/A	N/A	N/A	1.00 Charles Herbert Flowers 1.00 Eleanor Roosevelt 1.00 Oxon Hill
Science & Technology Coordinator	N/A	N/A	N/A	1.00 Charles Herbert Flowers 1.00 Eleanor Roosevelt 1.00 Oxon Hill
Science & Technology Professional School Counselor	N/A	N/A	N/A	1.00 Charles Herbert Flowers 1.00 Eleanor Roosevelt 1.00 Oxon Hill
Science & Technology Computer Apps Teacher	N/A	N/A	N/A	1.00 Charles Herbert Flowers 1.00 Eleanor Roosevelt 1.00 Oxon Hill
Science & Technology Internship Coordinator	N/A	N/A	N/A	0.50 Charles Herbert Flowers 0.50 Eleanor Roosevelt 0.50 Oxon Hill
Science, Technology, Engineering & Math (STEM)				
STEM Middle Program Coordinator	N/A	N/A	1.00 Oxon Hill 1.00 Thomas Johnson	N/A
STEM Middle School Teacher	N/A	N/A	4.00 Oxon Hill 5.00 Thomas Johnson	N/A
Talented & Gifted				
TAG Coordinator	1.00 Capitol Heights 1.00 Glenarden Woods 1.00 Heather Hills 1.00 Longfields 1.00 Mattaponi 1.00 Valley View	2.00 Accokeek Academy	1.00 Benjamin Tasker 1.00 Greenbelt 1.00 Kenmoor 1.00 Walker Mill	N/A
Talented and Gifted World Language Teacher	1.00 Capitol Heights 2.00 Glenarden Woods 2.00 Heather Hills 1.00 Longfields 1.00 Mattaponi 1.00 Valley View	3.00 Accokeek Academy	2.00 Benjamin Tasker 2.00 Greenbelt 3.50 Kenmoor 3.50 Walker Mill	N/A
Talented and Gifted (TAG) Teacher	1.00 Longfields 3.00 Mattaponi 1.00 Valley View	1.00 Accokeek Academy	N/A	N/A
Visual & Performing Arts				
VPA Coordinator	N/A	N/A	N/A	1.00 Northwestern 1.00 Suitland
Professional School Counselor	N/A	N/A	N/A	0.50 Suitland
Instructional Lead Teacher	N/A	N/A	N/A	1.00 Northwestern
Teacher	N/A	N/A	N/A	13.00 Northwestern 18.00 Suitland
All Other Locked Positions				
Athletic Director / Classroom Teacher	N/A	N/A	N/A	0.50 per school

POSITION	ELEMENTARY FORMULA	K - 8 FORMULA	MIDDLE SCHOOL FORMULA	HIGH SCHOOL FORMULA
Advanced Placement Teacher	N/A	N/A	N/A	1.00 Bladensburg 7.00 Bowie 2.00 Central 4.00 Charles Herbert Flowers 2.00 Crossland 2.00 Dr. Henry A Wise, Jr. 2.00 Duval 5.00 Eleanor Roosevelt 2.00 Fairmont Heights 2.00 Frederick Douglass 2.00 Friendly 2.00 Gwynn Park 2.00 High Point 2.00 Largo 2.00 Laurel 2.00 Northwestern 5.00 Oxon Hill 2.00 Parkdale 2.00 Potomac 2.00 Suitland 2.00 Surrattsville
Art Teacher	101.10 total authorization for distribution to designated ES and K-8	101.10 total authorization for distribution to designated ES and K-8	Can be purchased with SBB funding	Can be purchased with SBB funding
AVID Teacher	N/A	1.00 Accokeek Academy	1.00 Benjamin Stoddert 1.00 Benjamin Tasker 1.00 Buck Lodge 1.00 Charles Carroll 1.00 Drew-Freeman 1.00 Dwight Eisenhower 1.00 Ernest E. Just 1.00 G James Gholson 1.00 Gwynn Park 1.00 Isaac Gourdine 1.00 Kenmoor 1.00 Martin L King, Jr 1.00 Nicholas Orem 1.00 Oxon Hill 1.00 Samuel Ogle 1.00 Stephen Decatur 1.00 Thomas Johnson 1.00 Thurgood Marshall 1.00 Walker Mill 1.00 William Wirt	1.00 Bladensburg 1.00 Central 1.00 High Point 1.00 Largo 1.00 Potomac 1.00 Suitland
Colours Coordinator	1.00 Paint Branch	N/A	N/A	N/A
In-School Suspension Monitors	N/A	1.00 per school	1.00 per school	1.00 per school
Instrumental Music Teacher	55.00 total authorization for distribution to designated ES and K-8 schools	55.00 total authorization for distribution to designated ES and K-8 schools	Can be purchased with SBB funding	Can be purchased with SBB funding
JROTC Instructor	N/A	N/A	N/A	47.00 authorized
Media Specialist	0.50 per school	1.00 per school	0.50 per school	1.00 per school

POSITION	ELEMENTARY FORMULA	K - 8 FORMULA	MIDDLE SCHOOL FORMULA	HIGH SCHOOL FORMULA
Physical Education Teacher	Projected Enrollment: 1-290 allocated: 0.50 teacher 291-490 allocated: 1.00 teacher 491-690 allocated: 1.50 teacher 691-800 allocated: 2.00 teacher 801-900 allocated: 2.50 teacher > 900 allocated: 3.00 teacher	Projected Enrollment: 1-290 allocated: 0.50 teacher 291-490 allocated: 1.00 teacher 491-690 allocated: 1.50 teacher 691-800 allocated: 2.00 teacher 801-900 allocated: 2.50 teacher > 900 allocated: 3.00 teacher	Can be purchased with SBB funding	Can be purchased with SBB funding
Prekindergarten Teacher	20.00 to 1 at designated schools	20.00 to 1 at designated schools	N/A	N/A
Prekindergarten Paraprofessional	1.00 for each classroom teacher allocated	1.00 for each classroom teacher allocated	N/A	N/A
Principal	1.00 per school	1.00 per school	1.00 per school	1.00 per school
Professional School Counselor	1.00 per school	1.00 per school	Can be purchased with SBB funding	Can be purchased with SBB funding
Resident Principal	TBD distribution to designated ES, MS and K-8 schools	TBD distribution to designated ES, MS and K-8 schools	TBD distribution to designated ES, MS and K-8 schools	N/A
School Registrar – 12 month	N/A	N/A	N/A	1.00 per school
Vocal Music Teachers	Projected Enrollment: 1-290 allocated: 0.50 teacher 291-490 allocated: 1.00 teacher 491-690 allocated: 1.50 teacher 691-800 allocated: 2.00 teacher 801-900 allocated: 2.50 teacher > 900 allocated: 3.00 teacher	Projected Enrollment: 1-290 allocated: 0.50 teacher 291-490 allocated: 1.00 teacher 491-690 allocated: 1.50 teacher 691-800 allocated: 2.00 teacher 801-900 allocated: 2.50 teacher 900 allocated: 3.00 teacher	Can be purchased with SBB funding	Can be purchased with SBB funding
World Language	2.00 Ardmore 3.00 Barack Obama 2.00 Berwyn Heights 1.00 Fort Foote 2.00 Greenbelt 2.00 Melwood 1.00 Montpelier 2.00 Northview 1.00 Oaklands 2.00 Patuxent 2.00 Rosaryville 1.00 Tulip Grove 1.00 University Park	2.00 John Hanson 2.00 Judith P Hoyer 1.00 Maya Angelou 2.00 Robert Goddard	1.00 Benjamin Tasker 3.00 Greenbelt 1.00 Hyattsville 1.00 Oxon Hill 1.00 Samuel Ogle 1.00 Thomas Johnson	0.50 Eleanor Roosevelt

Alternative High School Staffing Allocations

School	FTE	Position
Alternative Programs, Incarcerated Youth	4.50	Classroom Teacher
	1.00	Instructional Lead Teacher
TOTAL	5.50	
Annapolis Road Academy	1.00	Behavior Intervention Specialist
	12.00	Classroom Teacher
	1.00	In School Suspension Room Monitor
	1.00	Instructional Specialist
	1.00	Media Specialist
	3.00	Paraprofessional Educator
	1.00	Principal
	1.00	Professional School Counselor
	1.00	Resource Teacher
	1.00	School Accounting Secretary - 12 month
	1.00	School Registrar - 12 month
	0.50	School Social Worker
	1.00	Testing Coordinator
TOTAL	25.50	
Community Based Classroom	5.00	Classroom Teacher
	1.00	Principal
	1.00	Professional School Counselor
	1.00	School Social Worker
	1.00	Secretary II
TOTAL	9.00	
Croom High School	1.00	Behavior Intervention Specialist
	1.00	Building Supervisor IV
	13.00	Classroom Teacher
	2.00	Classroom Teacher - Architecture & Design
	1.00	Classroom Teacher - Information Technology
	1.00	Classroom Teacher - Transition
	1.50	Cleaner
	1.00	In School Suspension Room Monitor
	1.00	Instructional Specialist
	1.00	Media Specialist
	1.00	Night Foreman
	1.00	Paraprofessional Educator
	1.00	Principal
	1.00	Professional School Counselor
	2.00	Resource Teacher
	1.00	School Registrar - 12 month
1.00	School Secretary II	
1.00	Testing Coordinator	
TOTAL	32.50	

School	FTE	Position
Green Valley Academy	1.00	Behavior Intervention Specialist
	1.00	Building Supervisor II
	18.00	Classroom Teacher
	1.00	Classroom Teacher - Transition
	1.00	Cleaner
	1.00	Community School Coordinator
	1.00	In School Suspension Room Monitor
	1.00	Instructional Lead Teacher
	1.00	Media Specialist
	1.00	Night Cleaner Leadman
	2.00	Paraprofessional Educator
	1.00	Principal
	2.00	Professional School Counselor
	1.00	Program Coordinator
	2.00	Resource Teacher
	1.00	School Registrar - 12 month
	1.00	School Secretary II
	1.00	School Social Worker
	1.00	Substance Abuse Counselor
	1.00	Testing Coordinator
TOTAL	40.00	
International High School - Langley Park	1.00	Athletic Director
	1.00	Building Supervisor III
	20.00	Classroom Teacher
	3.50	Classroom Teacher, ESOL
	1.00	Community School Coordinator
	1.00	Instructional Specialist
	1.00	Media Specialist
	1.00	Night Cleaner Leadman
	1.00	Outreach Caseworker - International High School
	1.00	Principal
	2.00	Professional School Counselor
	0.50	Resource Teacher
	1.00	School Business Accounting Technician
	1.00	School Registrar - 12 month
	1.00	School Secretary II
	2.00	School Social Worker
1.00	Security Assistant	
TOTAL	40.00	
International High School - Largo	1.00	Athletic Director
	20.50	Classroom Teacher
	3.00	Classroom Teacher, ESOL
	1.00	Community School Coordinator
	1.00	Instructional Specialist
	1.00	Outreach Caseworker - International High School
	1.00	Paraprofessional Educator
	1.00	Principal
	1.00	Professional School Counselor

School	FTE	Position
	2.00	Resource Teacher
	1.00	School Business Accounting Technician
	1.00	School Secretary II
	1.00	School Social Worker
	1.00	Testing Coordinator
TOTAL	36.50	
Tall Oaks High School	1.00	Behavior Intervention Specialist
	1.00	Building Supervisor III
	12.50	Classroom Teacher
	1.00	Classroom Teacher - Information Technology
	1.00	Classroom Teacher - Transition
	1.00	Cleaner
	1.00	In School Suspension Room Monitor
	1.00	Night Cleaner
	1.00	Night Cleaner Leadman
	2.00	Paraprofessional Educator
	1.00	Principal
	1.00	Professional School Counselor
	2.00	Resource Teacher
	1.00	School Registrar - 12 month
	1.00	School Secretary II
	1.00	Testing Coordinator
TOTAL	29.50	
The Academy for Health Sciences at Prince George's Community College	2.00	Academic Resource Teacher
	20.00	Classroom Teacher
	1.00	Graduation Program Specialist
	1.00	Instructional Specialist
	1.00	Principal
	3.00	Professional School Counselor
	0.50	Resource Teacher
	1.00	School Registrar - 12 month
	1.00	Secretary II
	1.00	Testing Coordinator
TOTAL	31.50	
GRAND TOTAL	250.00	

FY 2022 Specialty School Locations

Program	Admission	Elementary School	K - 8 Locations	Middle School	High School
3-D Scholars	Application/Entrance Exam				Charles H. Flowers
Academy of Aerospace Engineering and Aviation Technology	Academic Performance/Entrance Exam				DuVal
Academy of Health Sciences	Application/Entrance Exam				Prince Georges Community College
Academy of Teacher Preparedness	Application/Entrance Exam				Prince Georges Community College
Chinese Immersion	Boundary, Whole School Program K-5 Greenbelt is a continuity program / Entrance Exam Grades 1 and above	Paint Branch		Greenbelt	
Creative and Performing Arts	Elementary lottery application and middle school audition, K-8 Audition Grades 6-8		Benjamin Foulois Thomas Pullen	Hyattsville	
Dual Language	Lottery	Cesar Chavez			
French Immersion	Lottery		Maya Angelou Dora Kennedy		Central
International Baccalaureate	Boundary, Whole School Program K-8 Application / Academic Performance 9-12	Melwood	Maya Angelou	Dwight. Eisenhower James Madison	Central Crossland Frederick Douglass Laurel Parkdale Suitland
International School	Application/Lottery				Largo Annapolis Road Academy
Montessori	Lottery		John Hanson Robert Goddard Judith P. Hoyer		
Pathways in Technology Early College High School (P-Tech): Hospitality Services Management & Health Information Management	Application/Lottery				Frederick Douglass
Science and Technology	Academic Performance/ Entrance Exam				Charles H. Flowers Eleanor Roosevelt Oxon Hill
Spanish Immersion	Lottery	Overlook Phillyis E Williams		Kettering	
	Boundary	Capitol Heights Cool Spring			
Talented & Gifted	Lottery / TAG Identified	Capitol Heights Glenarden Woods Heather Hills Longfields Mattaponi Valley View	Accokeek Academy	Benjamin Tasker Greenbelt Kenmoor Walker Mill	
Visual and Performing Arts	Audition				Northwestern Suitland

Note: Specialty programs are programs that require application, lottery, and/or testing for student admittance.

School-Based Resources Operating Budget Staffing by Position

School Operating Resources	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	0.00	0.00	0.00	3.00
Admin Support Technician	2.00	1.00	1.00	1.00
Assistant Building Supervisor	43.00	46.00	46.00	46.00
Assistant Principal	313.00	321.00	321.00	332.00
Attorney	0.00	0.00	0.00	1.00
Auditorium Technician	13.00	13.00	13.00	13.00
Building Supervisor	187.00	187.00	187.00	186.00
Child Care Assistant	447.42	448.42	448.42	447.42
Cleaner	492.63	505.63	505.63	504.63
Coordinating Manager	0.00	0.00	0.00	1.00
Custodial Equipment Mechanic	1.00	1.00	1.00	1.00
Custodial Equipment Operator	50.00	61.00	61.00	61.00
Elementary Classroom Teacher	4,301.90	4,357.10	4,358.10	4,345.80
Financial Analyst	0.00	0.00	0.00	1.00
Financial Assistant	7.00	11.00	11.00	10.00
Guidance Counselor	345.00	358.00	358.00	359.50
In School Suspension Monitor	81.00	79.00	79.00	76.00
Instr Program Coordinator	55.50	58.50	58.50	53.50
Instructional Assistant	7.00	7.00	7.00	7.00
Instructional Media Aide	9.00	9.00	9.00	8.00
Instructional Specialist	3.00	3.00	3.00	4.00
Media Specialist	122.50	124.00	124.00	122.00
Mentor Teacher	5.00	6.00	6.00	7.00
Night Cleaner Lead	168.00	166.00	166.00	165.00
Officer	1.00	0.00	0.00	0.00
Other Classroom Teacher	5.70	4.00	4.00	5.00
Paraprofessional Educator	1,242.00	1,236.00	1,236.00	1,217.00
Principal	197.00	199.00	199.00	198.00
Program Liaison	102.00	102.50	102.50	46.10
Program Specialist	1.00	1.00	1.00	1.00
Reading Specialist	50.00	44.00	44.00	40.00
Resident Principal	4.00	0.00	0.00	0.00
Resource Teacher	980.00	984.00	983.00	971.00
Secondary Classroom Teacher	3,407.70	3,553.70	3,553.70	3,588.60
Secretary	554.50	556.50	555.50	554.50
Security Assistant	27.00	37.00	37.00	31.00
Social Service Worker	2.00	3.00	3.00	4.00
Teacher Trainer	55.00	56.00	56.00	47.00
Testing Coordinator	56.00	53.00	53.00	53.00
Wing Coordinator	28.00	26.00	26.00	25.00
Total UNRESTRICTED	13,366.85	13,618.35	13,617.35	13,537.05

School Operating Resources	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
Admin Support Specialist	42.00	61.00	61.00	74.00
Assistant Principal	1.00	1.00	1.00	1.00
Child Care Assistant	4.64	4.64	4.64	4.64
Coordinating Supervisor	0.00	0.00	0.00	1.00
Elementary Classroom Teacher	149.00	148.00	148.00	214.00
Guidance Counselor	6.00	5.00	5.00	13.00
Instructional Specialist	0.00	0.00	0.00	1.00
Paraprofessional Educator	175.00	160.00	160.00	213.00
Program Liaison	11.00	11.00	11.00	14.00
Reading Specialist	1.00	1.00	1.00	1.00
Resource Teacher	113.20	113.20	113.20	143.20
ROTC Instructor	47.00	47.00	47.00	47.00
Secondary Classroom Teacher	61.00	59.00	59.00	96.00
Secretary	2.00	2.50	2.50	3.50
Social Service Worker	1.00	1.00	1.00	1.00
Teacher Trainer	8.00	5.00	5.00	11.00
Wing Coordinator	2.00	2.00	2.00	2.00
Total RESTRICTED	623.84	621.34	621.34	840.34
TOTAL OPERATING STAFFING	13,990.69	14,239.69	14,238.69	14,377.39

Operating Expenditures by Object /Sub-Object

School Operating Resources	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Salaries & Wages				
2250 Certification Differentials Annual	5,327	-	-	-
2250 Tool Allowance	3,225	-	-	-
2nd Assignment - Instructional	511,453	969,924	597,168	744,626
2nd Assignment - Support	342,881	677,729	377,107	610,931
Assistant/Vice-Principal/Admin	34,495,640	35,498,677	35,201,852	38,606,568
Classroom Teacher	549,714,242	591,048,356	589,624,195	602,848,033
Coaches	22,582	926,214	10,254	926,214
Dedicated Aide	3,312,835	5,921,044	3,654,725	6,079,089
Extracurricular Advisors	5,552,470	5,885,866	5,990,905	6,049,266
Hourly Instructional	832,040	5,877,212	1,402,291	6,156,266
Hourly Interpreter	-	1,988	1,988	1,988
Librarian/Media Specialist	9,866,287	10,695,452	10,609,647	11,019,355
Lunch/Recess Monitor	1,248,594	-	-	-
Other Admin/Professionals/Specialists	1,101,646	1,761,714	1,565,944	2,417,530
Other Stipends	1,672,948	-	18,191	11,800
Other Support Staff	7,099,303	7,860,457	7,825,155	8,653,882
Other Teacher	124,450,691	130,381,464	130,156,937	133,009,212
Overtime	1,494,169	2,093,354	277,848	2,093,854
PGCEA Senior Teacher Differential	423,515	-	-	-
PGCEA Sp Ed Step 1 Pay Differential	3,518,556	-	-	-
Principal	27,339,376	27,068,443	27,058,985	28,179,528
Secretaries / Clerks	27,372,466	28,579,310	28,527,772	30,877,326
SEIU Staff Development Stipends	211,289	-	18,134	9,700
Service Worker	38,372,575	40,204,639	40,204,639	41,596,298
Sick / Safe Leave - Substitutes	89,179	-	-	-
Sick / Safe Leave - Temporary Employees	37,808	-	-	-
Skilled Crafts	3,452,401	4,178,965	4,178,965	4,317,771
Substitute Administrator	975,213	-	926,190	-
Substitute Food Services Assistant	891	-	-	-
Substitute Nurses	-	90,000	90,000	90,000
Substitute Paraprofessional Educators	658,592	94,454	113,515	148,106
Substitute School Secretary	4,249	-	-	-
Substitute Teacher	17,921,197	14,233,625	12,936,066	13,345,893
Substitute Transpr Attendant	15,307	-	-	-
Substitutes - Workshop	2,363	23,138	23,138	23,138
Summer Assignment	-	1,400	12,331	1,400
Support Staff	-	658	658	658
Teaching Aide	46,690,748	52,986,987	52,879,814	56,400,981
Technician	586,550	627,370	666,642	931,403
Temp Classroom Assistant	-	17,553	17,553	17,553
Temp Custodian	1,110,553	119,000	485,019	119,000
Temp Office Worker	9,218	29,433	27,827	19,686
Terminal Leave Payout	2,272,028	-	-	-
Therapists	463	-	-	-

School Operating Resources	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Unrestricted Unallocated Full-Time	719,644	89,373,962	80,216,753	87,907,137
Workshop / Staff Development Pay	205,570	466,777	440,214	560,458
Salaries & Wages Total	913,812,561	1,057,695,165	1,036,170,213	1,083,793,894
<u>Employee Benefits</u>				
FICA / Medicare	67,939,694	79,986,854	78,533,188	81,798,022
Insurance Benefits - Active Employees	121,567,348	120,724,620	120,694,725	131,622,188
Life Insurance	2,815,114	3,065,165	3,042,434	3,234,642
Retirement/Pension - Employee	4,553,620	6,225,436	6,210,126	7,129,780
Retirement/Pension - Teachers	46,511	-	-	-
Worker's Compensation	4,355,447	16,350,870	13,809,839	16,941,870
Employee Benefits Total	201,277,735	226,352,945	222,293,995	240,726,502
<u>Contracted Services</u>				
Catering Services	199,656	460,097	292,643	533,189
Food Service - Catering	6,130	22,403	2,223	12,300
Instructional Contracted Services	118,759	419,949	83,774	156,300
M&R Buildings	-	61,509	-	-
M&R Equipment	2,106	59,925	11,275	15,395
Other Contracted Services	-	4,664	3,382	2,750
Outside Printing	20,383	57,722	24,754	27,665
Printing In-House	107,065	162,520	141,008	117,339
Professional Contracted Services	29,952,429	37,729,399	36,853,866	37,394,566
Rental - Buildings	571,421	571,421	571,421	571,421
Rental - Equipment	-	1,250	-	1,250
Rental - Vehicles	29,086	174,108	10,025	55,000
School Activity Transportation	1,466,181	2,391,505	1,867,902	1,886,190
Software License	579,157	697,011	358,757	423,677
Technical Contracted Services	824,435	928,305	944,505	14,000
Contracted Services Total	33,876,808	43,741,788	41,165,535	41,211,042
<u>Supplies & Materials</u>				
Awards / Recognition Certification	125,174	291,715	257,147	266,476
Classroom Teacher Supplies	3,491,462	4,246,643	4,347,472	3,654,411
Custodial Supplies	158,306	317,255	457,536	367,818
Health Supplies	64,056	119,578	240,357	198,653
Library Books	38,866	64,232	60,986	43,858
Maintenance Supplies	-	36	36	-
Non-Catered Misc Food Supplies	113,652	228,323	161,994	206,384
Office Supplies	306,202	515,029	506,692	519,420
Other Misc Supplies	509,447	827,470	530,218	5,691,518
Postage / Delivery	150,933	137,191	172,312	145,527
Staff Development Supplies	67,295	140,845	144,482	148,278
Student Supplies	540,573	673,688	1,057,070	828,400
Textbooks	85,037	125,351	112,843	105,700
Supplies & Materials Total	5,651,002	7,687,356	8,049,145	12,176,443
<u>Other Operating Expenses</u>				
Dues / Subscriptions	59,775	158,254	129,940	143,375
Electricity	8,853,826	10,123,581	8,428,442	9,945,087
Field Trip Expense Non-Transportation	14,594	66,850	9,603	49,149
Fuel Oil	1,823,551	4,257,550	2,003,331	3,759,550

School Operating Resources	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Other Operating Expenses</u>				
General Liability-RMF	17,207	34,414	34,414	-
Local Travel - Per Mile Basis	21,685	53,283	31,312	31,417
Meeting Expense	-	63,349	49,819	49,819
Meetings, Conferences, Conventions	-	124,024	124,024	124,024
Natural Gas	12,375,577	15,219,971	12,213,045	14,946,465
Non-Local Travel Expenses	50,835	184,925	16,175	38,950
Non-Local Travel Transportation	7,520	61,501	36,501	35,704
Other Miscellaneous Expense	1,904	203,651	361	838,914
Other Travel Related Expenditures	-	(556,086)	459,064	24,600
Propane Gas	21,737	68,532	68,532	68,500
Registration Fees	109,462	178,490	83,815	148,026
Telephone -Centrex	-	313,748	313,748	303,969
Water / Sewage	4,434,583	3,237,125	3,237,125	3,217,125
Other Operating Expenses Total	27,792,256	33,793,162	27,239,251	33,724,674
<u>Capital Outlay</u>				
Cafeteria Equipment / Furniture	7,380	-	-	-
Classroom Equipment / Furniture	365,636	1,656,539	534,035	369,726
Computers - Instructional	1,152,294	1,027,431	1,057,055	675,427
Computers - Non-Instructional	33,362	66,693	98,560	71,774
Custodial Equipment	-	500	25,991	-
Educational Communication Equipment	153,562	243,421	358,630	206,101
Equipment Purchases Under \$500	163,882	212,111	282,444	213,244
Misc Other Equip Over \$499	19,650	69,000	7,500	24,900
Office Furniture / Equipment	70,428	147,615	236,115	180,486
Security Alarm Systems	52,422	115,923	107,538	94,750
Site Improvements	-	1,491	-	1,491
Capital Outlay Total	2,018,616	3,540,724	2,707,868	1,837,899
Total UNRESTRICTED	\$ 1,184,428,977	\$ 1,372,811,140	\$ 1,337,626,007	\$ 1,413,470,454
RESTRICTED				
<u>Salaries & Wages</u>				
2250 Tool Allowance	1,445	-	-	-
2nd Assignment - Instructional	478,476	546,110	1,757,954	1,610,476
2nd Assignment - Support	66,780	108,411	173,590	221,035
Assistant/Vice-Principal/Admin	57,400	116,731	106,825	96,811
Extracurricular Advisors	30,088	-	2,771	9,150
Grants Unallocated Full-Time	-	13,886,649	2,514,609	10,293,374
Hourly Instructional	130,827	-	119,128	9,005
Lunch/Recess Monitor	5,700	-	-	-
Other	-	21,465,467	1,153,512	114,978,283
Other Admin/Professionals/Specialists	366,189	4,208,617	4,194,494	6,151,952
Other Stipends	22,101	-	3,336	-
Other Support Staff	477,426	610,296	548,750	957,062
Other Teacher	13,087,066	14,374,850	10,415,296	18,660,533
Overtime	2,372	-	-	-
PGCEA Nat'l Bd Prof Teaching Standards	5,000	-	-	-
PGCEA Senior Teacher Differential	860	-	-	-
PGCEA Sp Ed Step 1 Pay Differential	31,386	-	-	-
Secretaries / Clerks	67,076	105,360	112,938	185,928

School Operating Resources	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Salaries & Wages</u>				
School Nurses / Aides	-	-	83,782	-
Sick / Safe Leave - Temporary Employees	1,919	-	-	-
Substitute Paraprofessional Educators	541	-	-	-
Substitute Teacher	403,686	544,159	114,263	121,003
Summer Assignment	56,025	1,023,068	13,098	28,227
Summer Program Assignment	380,658	11,718	256,091	484,150
Teaching Aide	5,236,104	5,680,790	2,165,117	8,102,898
Temp Child Care	10,545	-	209,849	19,780
Temp Office Worker	1,951	-	-	-
Terminal Leave Payout	11,491	-	-	-
Unrestricted Unallocated Full-Time	14,539	-	-	-
Workshop / Staff Development Pay	288,937	686,324	1,349,448	1,346,645
Salaries & Wages Total	34,674,481	78,317,489	37,079,740	187,509,445
<u>Employee Benefits</u>				
FICA / Medicare	2,339,531	7,866,343	4,613,771	20,125,456
Insurance Benefits - Active Employees	4,279,018	8,792,272	3,517,688	15,768,978
Life Insurance	103,862	138,692	115,439	1,213,941
Misc Other Employee Benefits	-	14,113	13,263	14,113
Retirement/Pension - Employee	102,812	631,832	461,440	3,306,101
Retirement/Pension - Teachers	4,381,625	5,480,640	3,478,168	7,196,127
Worker's Compensation	155,682	1,441,202	695,459	2,891,564
Employee Benefits Total	11,362,531	24,365,094	12,895,228	50,516,280
<u>Contracted Services</u>				
Catering Services	14,223	32,807	10,100	13,500
Indirect Cost Recovery	257	1,790,873	916,681	216,923
Instructional Contracted Services	115,906	133,650	740,105	476,477
M&R Equipment	74,131	312,731	371,562	353,337
Other Contracted Services	118,440	10,556,114	(6,410,534)	144,458,083
Professional Contracted Services	3,895	8,641	775,243	106,931
Rental - Vehicles	9,525	86,988	2,500	11,175
School Activity Transportation	53,327	198,051	10,672	35,426
Software License	204,219	259,769	694,495	787,785
Technical Contracted Services	-	-	252,712	157,864
Contracted Services Total	593,921	13,379,624	(2,636,464)	146,617,501
<u>Supplies and Materials</u>				
Awards / Recognition Certification	32,048	34,307	52,832	52,832
Classroom Teacher Supplies	306,199	362,585	936,496	835,313
Non-Catered Misc Food Supplies	16,085	17,153	64,948	99,818
Office Supplies	52,039	-	584,437	406,992
Other Misc Supplies	143,529	8,680,149	(10,743,450)	134,878,079
Staff Development Supplies	48,384	67,966	252,246	215,076
Student Supplies	296,721	238,848	2,940,325	2,387,895
Supplies and Materials Total	895,006	9,401,008	(5,912,166)	138,876,005
<u>Other Operating Expenses</u>				
Dues / Subscriptions	18,509	19,357	49,296	49,296
Field Trip Expense Non-Transportation	7,605	22,915	24,023	24,023
Meeting Expense	44	-	-	-
Non-Local Travel Expenses	70,898	151,194	17,376	38,685
Non-Local Travel Lodging	2,165	-	-	6,000

School Operating Resources	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
Non-Local Travel Related Meals	-	-	-	600
<u>Other Operating Expenses</u>				
Non-Local Travel Transportation	-	-	1,500	1,500
Other Miscellaneous Expense	-	2,663,855	(2,739,230)	8,379,781
Other Travel Related Expenditures	400	-	500	5,000
Registration Fees	38,274	90,878	124,900	153,458
Stipends - AIT/Nonpublic School Teachers	7,339	9,000	17,911	17,911
Other Operating Expenses Total	145,235	2,957,199	(2,503,724)	8,676,254
<u>Capital Outlay</u>				
Athletic Equipment	7,089	9,815	12,726	2,726
Classroom Equipment / Furniture	21,670	30,569	14,865	19,795
Computers - Instructional	469,340	479,706	1,362,957	1,148,344
Educational Communication Equipment	100,989	117,860	722,483	722,483
Equipment Purchases Under \$500	18,623	20,072	42,046	15,359
Misc Other Equip Over \$499	7,818	1,769,154	(8,748,753)	13,602,012
Office Furniture / Equipment	-	5,000	5,000	5,000
Security Alarm Systems	6,623	13,089	6,465	6,465
Capital Outlay Total	632,151	2,445,265	(6,582,211)	15,522,184
Total RESTRICTED	\$ 48,303,325	\$ 130,865,679	\$ 32,340,403	\$ 547,717,669

TOTAL OPERATING EXPENDITURES	\$ 1,232,732,302	\$ 1,503,676,819	\$ 1,369,966,410	\$ 1,961,188,123
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School-Based Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
00000-09999		\$ 1,961,188,123
TOTAL OPERATING EXPENDITURES		\$ 1,961,188,123

FY 2022 Approved Charter School Per-Pupil Allocation Formula

Total Approved Operating Budget	\$ 2,775,176,835
Restricted Budget	(631,658,601)
Charter School Allocation	(80,634,776)
Fund Balance	(83,935,736)
Tax Incremental Financing	(605,377)
Total Unrestricted Budget	\$ 1,978,342,345
Deductions:	
Special Education - FTE and Related Costs	(287,422,218)
Special Education - Fixed Charges	(49,753,587)
Lease Purchase	(7,785,019)
Total Deductions:	\$ (344,960,824)
Total Budget after Adjustments	\$ 1,633,381,521
PGCPS Actual Enrollment (based on enrollment projections on 6/30/21)	137,131
Per Pupil Amount	\$ 11,911
2% Administration Adjustment (Backed out Admin)	\$ (289)
Per Pupil Allocation	\$ 11,623
Prior Year Approved PPC	\$ 11,347
Total Budget Impact Per Student (increase / decrease over prior year)	\$ 276

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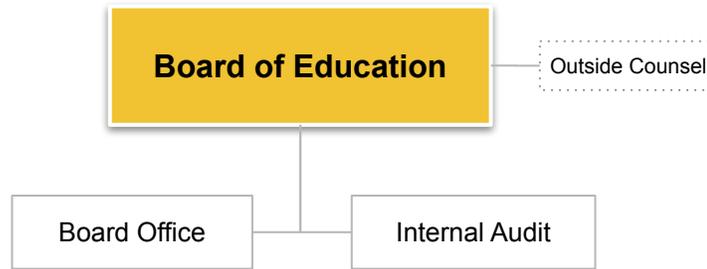
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Organization Summary

Organization	FY 2022 Approved FTE		FY 2022 Approved Funding
Board of Education	27.00	\$	3,116,436
Internal Audit	15.00		2,205,199
TOTAL OPERATING STAFFING & EXPENDITURES	42.00	\$	5,321,635

Board of Education

Budget Accountability: Juanita Miller, Board Chair

Mission

The mission of the Board of Education is "to provide a great education that empowers all students and contributes to thriving communities." In addition, the Board of Education works to advance the achievement of its diverse student body through community engagement, sound policy governance, accountability and fiscal responsibility.

Supporting the Strategic Plan

- The Board of Education supports all areas of the Strategic Plan through its community engagement efforts, committee work and public work sessions and meetings.

Core Services

- Increased family and community engagement through Board meetings and community events.
- Increased dialogue among county and PGCPs leadership, PGCPs staff, students and community members regarding the future of PGCPs.
- Budget and policy development that supports the expressed goals and outcomes of the Strategic Plan.



Board Seeks Public Comment on Proposed Policies

Comment on a proposed board policy.



Participate in a Board Meeting or a Public Hearing

PGCPs is recognized for providing education services which ensure that every student in our diverse school district graduates ready for college and careers in a global society.



Highlights From Our Events

See photos from previous Board of Education events.

Operating Budget Staffing By Position

Board of Education	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	6.00	6.00	6.00	6.00
Administrative Secretary	4.00	4.00	4.00	3.00
Board of Education Members	13.00	13.00	13.00	13.00
Financial Administrator	1.00	1.00	1.00	0.00
Officer	1.00	1.00	1.00	0.00
Program Manager	0.00	0.00	1.00	4.00
Support Officer	0.00	0.00	1.00	1.00
Total UNRESTRICTED	25.00	25.00	27.00	27.00
TOTAL OPERATING STAFFING	25.00	25.00	27.00	27.00

Operating Budget Expenditures By Object / Sub-Object

Board of Education	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages Total</u>				
Board Members	230,723	235,000	235,004	235,000
Grievance Settlements	6,468	-	-	-
Other Admin/Professionals/Specialists	273,600	950,270	1,042,583	922,154
Overtime	1,397	9,475	3,000	8,527
Secretaries / Clerks	290,436	309,455	309,455	218,718
Temp Office Worker	21,362	5,000	5,000	4,500
Salaries & Wages Total	823,987	1,509,200	1,595,042	1,388,899
<u>Employee Benefits</u>				
FICA / Medicare	61,337	84,143	91,206	105,613
Insurance Benefits - Active Employees	126,981	204,032	211,480	316,735
Life Insurance	1,989	5,008	5,316	4,618
Retirement/Pension - Employee	44,540	111,803	125,078	103,080
Worker's Compensation	1,797	24,000	9,412	22,098
Employee Benefits Total	236,643	428,986	442,492	552,144
<u>Contracted Services</u>				
Annual Auditing Fees	192,785	225,000	225,000	202,500
Catering Services	26,723	38,970	35,670	36,170
Other Legal Expenses	128,018	600,000	600,000	540,000
Printing In-House	20,780	16,450	19,218	16,750
Professional Contracted Services	-	4,500	59,500	4,050
School Activity Transportation	2,603	1,500	1,500	1,350
Contracted Services Total	370,909	886,420	940,888	800,820
<u>Supplies & Materials</u>				
Awards / Recognition Certification	817	46,700	47,235	43,400
Non-Catered Misc Food Supplies	1,921	4,100	8,804	4,100
Office Supplies	27,084	23,366	26,116	21,349
Supplies & Materials Total	29,822	74,166	82,155	68,849
<u>Other Operating Expenses</u>				
Dues / Subscriptions	64,699	90,350	92,520	81,450
Local Travel - Per Mile Basis	14,056	29,200	26,097	28,100
Meeting Expense	4,150	43,100	44,408	39,300

Board of Education	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Other Operating Expenses				
Non-Local Travel Expenses	21,605	75,572	16,468	69,495
Other Miscellaneous Expense	14,723	43,973	42,724	41,379
Other Travel Related Expenditures	2,179	3,400	4,300	3,400
Registration Fees	20,540	37,100	37,579	33,600
Other Operating Expenses Total	141,951	322,695	264,096	296,724
Capital Outlay				
Office Furniture / Equipment	10,000	10,000	10,000	9,000
Capital Outlay Total	10,000	10,000	10,000	9,000
Total UNRESTRICTED	\$ 1,613,312	\$ 3,231,467	\$ 3,334,673	\$ 3,116,436
TOTAL OPERATING EXPENDITURES	\$ 1,613,312	\$ 3,231,467	\$ 3,334,673	\$ 3,116,436

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
10001	Board of Education	\$ 2,707,857
10110	Bd Member - Student	7,000
10115	Bd Member - Burroughs, III	32,706
10121	Bd Member - Valentine	26,726
10123	Bd Member - Williams	44,246
10128	Bd Member - R. Ahmed	26,726
10129	Bd Member - D. Murray	26,726
10131	Bd Member - Joshua Thomas	26,726
10132	Bd Member - Pamela Boozer-Strother	40,589
10133	Bd Member - Belinda Queen	31,975
10134	Bd Member - Paul Monteiro	27,159
10138	Bd Member - S. Adams-Stafford	36,726
10139	Bd Member - Kenneth Harris II	26,726
10140	Bd Member - Dr. Juanita Miller	27,822
10141	Bd Member - J. Mickens-Murray	26,726
TOTAL OPERATING EXPENDITURES		\$ 3,116,436

Internal Audit

Budget Accountability: Michelle Winston, Director

Mission

To support members of the Board of Education in the effective discharge of their responsibilities. To this end, Internal Audit will furnish them with analysis, recommendations, advisory services, and information concerning the activities intended. Internal Audit will further evaluate the school system's control procedures to protect its assets and to ensure the preparation of fair and reliable reports to management.

Supporting the Strategic Plan

- Supports Organizational Effectiveness by improvement of processes designed for enhancing organizational effectiveness. Internal Audits are designed to add value while strengthening internal controls.
- Supports Safe and Supportive Environments by identifying best practices necessary for development and improvement of policies and procedures that will ensure staff and students can thrive within PGCPs with governance and oversight that contribute toward success.

Core Services

- Internal audits of schools and operations performed to ensure effective and efficient use of resources, compliance with policies and procedures and accountability.
- Investigations of hotline complaints reported via an anonymous call, web and by affected parties to identify and reduce fraud, waste and abuse.
- Financial analysis and support to the Board Office and members to monitor budgetary resources and fiscal accountability.

Expected Outcomes

- > By June 30, 2022, provide information to management and the Board of Education regarding the condition of internal controls over processes as well as whether process owners are complying with established policies and procedures.
- > By June 30, 2022, provide results to management and the Board of Education from investigations of fraud, waste and abuse.
- > By June 30, 2022, assess accountability for PGCPs assets through performance of property assessments.

Operating Budget Staffing by Position

Internal Audit	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Technician	3.00	3.00	3.00	3.00
Director	1.00	1.00	1.00	1.00
Financial Administrator	2.00	2.00	2.00	2.00
Financial Analyst	9.00	9.00	9.00	9.00
Total UNRESTRICTED	15.00	15.00	15.00	15.00

TOTAL OPERATING STAFFING	15.00	15.00	15.00	15.00
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Operating Budget Expenditures By Object / Sub-Object

Internal Audit	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages Total</u>				
Other Admin/Professionals/Specialists	1,210,242	1,265,577	1,265,577	1,410,140
Other Stipends	4,952	-	-	-
Other Support Staff	206,781	205,197	205,197	220,425
Unrestricted Unallocated Full-Time	808	-	-	-
Salaries & Wages Total	1,422,783	1,470,774	1,470,774	1,630,565
<u>Employee Benefits</u>				
FICA / Medicare	107,443	110,751	110,751	122,902
Insurance Benefits - Active Employees	166,087	164,049	164,049	182,170
Life Insurance	5,083	4,919	4,919	5,454
Retirement/Pension - Employee	117,770	126,652	126,652	143,998
Worker's Compensation	7,853	23,540	6,062	26,096
Employee Benefits Total	404,236	429,911	412,433	480,620
<u>Contracted Services</u>				
Printing In-House	36,909	40,950	40,950	40,950
Technical Contracted Services	35,041	33,780	33,780	34,000
Contracted Services Total	71,950	74,730	74,730	74,950
<u>Supplies & materials</u>				
Office Supplies	2,353	3,790	3,790	3,411
Supplies & Materials Total	2,353	3,790	3,790	3,411
<u>Other Operating Expenses</u>				
Dues / Subscriptions	1,570	2,477	2,477	2,600
Local Travel - Per Mile Basis	1,851	5,178	5,178	4,660
Non-Local Travel Expenses	209	-	-	-
Registration Fees	5,792	9,325	9,325	8,393
Other Operating Expenses Total	9,423	16,980	16,980	15,653
Total UNRESTRICTED	\$ 1,910,745	\$ 1,996,185	\$ 1,978,707	\$ 2,205,199

TOTAL OPERATING EXPENDITURES	\$ 1,910,745	\$ 1,996,185	\$ 1,978,707	\$ 2,205,199
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Operating Budget Expenditures By Cost Center

Cost Center Number	Description		FY 2022 Approved
30201	Internal Audit	\$	2,205,199
TOTAL OPERATING EXPENDITURES			\$ 2,205,199

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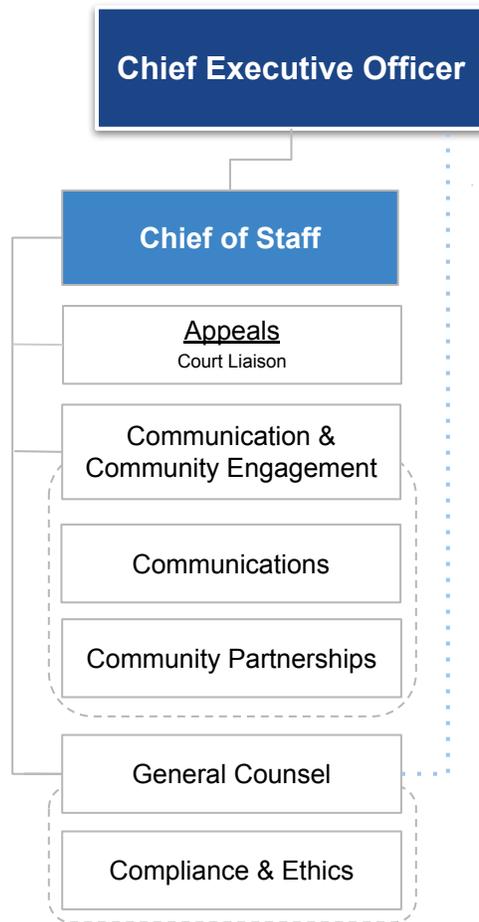
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Organization Summary

Organization	FY 2022 Approved FTE	FY 2022 Approved Funding
Chief Executive Officer	4.00	933,511
Chief of Staff	8.00	2,403,237
Appeals	4.00	699,489
Communications & Community Engagement	3.00	558,025
Communications	24.00	4,881,337
Community Partnerships	5.00	689,489
General Counsel	14.00	3,232,003
Compliance & Ethics	4.00	722,619
TOTAL OPERATING STAFFING & EXPENDITURES	66.00 \$	14,119,710

Chief Executive Officer

Budget Accountability: Monica Goldson, Chief Executive Officer

Mission

To provide leadership in developing and maintaining academically rigorous educational programs and services to meet the needs of each of the approximately 134,000 students in the Prince George's County Public Schools. The Chief Executive Officer guides and directs the administrative, instructional, and support functions of the school system and provides leadership in setting and achieving district goals focused on accelerating student achievement. Through the establishment of measurable district goals, the office oversees the use of all facilities, property, and funds, keeping the best interests of students and the school system at the forefront.

Supporting The Strategic Plan

- Provide leadership in the development, implementation, advocacy, and accountability of the Strategic Plan.

Core Services

- To ensure academic excellence by providing high academic achievement for all students.
- To ensure a high performing workforce supporting the goal of high academic achievement for all students.
- To provide a safe and supportive environment for all students.

Expected Outcomes

- > By June 30, 2022, Curriculum and Instruction will continue to conduct informal observations at all BTE schools in the district at least 16 times during the 2021-22 school year.
- > By June 30, 2022, increase the number of randomly audited Individualized Education Programs (IEPs) including functional behavior assessments and behavior intervention plans that meet 100% of targeted requirements from 38.99% to 60%
- > By June 30, 2022 PGCPs will complete implementation of a new learning management system (LMS).
- > By June 30, 2022, chronic absenteeism data will decrease by 5% in the identified 34 Community Schools with the highest absenteeism rates through support extended by community schools office stakeholders.



Operating Budget Staffing By Position

Chief Executive Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Secretary	2.00	2.00	2.00	2.00
Officer	1.00	1.00	1.00	1.00
Superintendent	1.00	1.00	1.00	1.00
Total UNRESTRICTED	4.00	4.00	4.00	4.00
TOTAL OPERATING STAFFING	4.00	4.00	4.00	4.00

Operating Budget Expenditures by Object / Sub-Object

Chief Executive Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Hourly Administration	24,256	-	-	-
Other Admin/Professionals/Specialists	158,418	181,619	181,619	185,251
Other Stipends	4,526	-	-	-
Secretaries / Clerks	220,742	218,940	218,940	223,318
Superintendent	303,672	302,000	302,000	309,550
Terminal Leave Payout	36,637	57,260	57,260	57,260
Unrestricted Unallocated Full-Time	712	-	-	-
Salaries & Wages Total	748,963	759,819	759,819	775,379
<u>Employee Benefits</u>				
FICA / Medicare	41,042	40,243	40,243	41,967
Insurance Benefits - Active Employees	46,722	47,883	47,883	45,094
Life Insurance	1,857	2,348	2,348	2,399
Supplemental Annual Benefits	7,054	-	-	-
Worker's Compensation	2,595	11,242	11,242	11,492
Employee Benefits Total	99,270	101,716	101,716	100,952
<u>Contracted Services</u>				
Catering Services	6,941	10,000	10,000	8,000
Printing In-House	4,271	12,000	12,000	12,000
School Activity Transportation	-	2,000	-	1,000
Contracted Services Total	11,213	24,000	22,000	21,000
<u>Supplies & Materials</u>				
Non-Catered Misc Food Supplies	-	1,000	1,000	1,000
Office Supplies	4,491	5,000	5,000	600
Other Misc Supplies	4,080	-	-	-
Supplies & Materials Total	8,571	6,000	6,000	1,600
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	151	200	100	180
Meeting Expense	11,962	13,100	13,100	-
Non-Local Travel Expenses	122	200	200	-

Chief Executive Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Other Operating Expenses</u>				
Other Miscellaneous Expense	19,355	25,000	25,000	22,500
Registration Fees	-	-	-	11,900
Other Operating Expenses Total	31,591	38,500	38,400	34,580
Total UNRESTRICTED	\$ 899,609	\$ 930,035	\$ 927,935	\$ 933,511
TOTAL OPERATING EXPENDITURES	\$ 899,609	\$ 930,035	\$ 927,935	\$ 933,511

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
20001	Chief Executive Officer	\$ 933,511
TOTAL OPERATING EXPENDITURES		\$ 933,511

Chief of Staff

Budget Accountability: Mychael Dickerson, Chief of Staff

Mission

To support the Chief Executive Officer's (CEO) management and administration of the school system; to ensure the quality and timeliness of reports, position papers, correspondence, and related items due to and emanating from the CEO's office; to represent the CEO's interests, to the Board of Education, its Members, and their staff; to advance the intergovernmental relations agenda of the Board and the school system, and to oversee the units for which the Chief of Staff is assigned direct responsibility.

Supporting The Strategic Plan

- Support Organizational Effectiveness by promoting excellent, frequent, collaborative and transparent communications to staff, parents, stakeholders, and the public at large.
- Support Organizational Effectiveness by promoting a culture of excellent customer service in schools and offices to ensure responsiveness and foster satisfaction with a concentration on the five focus areas outlined in the CEO's work plan.

Core Services

- Provide effective advice to the Chief Executive Officer, Executive Cabinet members, and senior staff, to facilitate the day-to-day workings of the school system and the relationships with its many constituencies and partnerships.
- Oversee the direction and timely, efficient and proper delivery of the legal services; public information, equity and inclusion policies and procedures; and intergovernmental relations of the school system, in a manner that serves the interests of Prince George's County Public Schools.

Expected Outcomes

- > By June 30, 2022, increase outreach to Latino families through customized Spanish-language website, social media and communications tools with the goal of 20% of Spanish-speaking families accessing platforms.
- > By June 30, 2022, release quarterly report cards to the Executive Leadership Team on PGCPs perception and engagement.
- > By June 30, 2022, release two targeted training videos for staff on working with interpreters in in-person/virtual settings and effectively using Language Link for third-party calling and conference bridging.

Operating Budget Staffing by Position

Chief of Staff	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Assistant	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Admin Support Specialist	2.00	2.00	0.00	2.00
Associate Superintendent	1.00	1.00	1.00	1.00
Officer	0.00	1.00	1.00	1.00
Secretary	0.00	0.00	0.00	1.00
Support Officer	0.00	1.00	1.00	1.00
Total UNRESTRICTED	5.00	7.00	5.00	8.00
TOTAL OPERATING STAFFING	5.00	7.00	5.00	8.00

Operating Budget Expenditures By Object / Sub-Object

Chief of Staff	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	507,737	713,987	838,460	910,708
Secretaries / Clerks	106,491	105,514	105,514	190,491
Other Stipends	60	-	-	-
Temp Office Worker	-	-	3,000	-
Salaries & Wages Total	614,289	819,501	946,974	1,101,199
<u>Employee Benefits</u>				
FICA / Medicare	41,043	53,989	63,511	74,969
Insurance Benefits - Active Employees	64,012	71,258	80,258	98,488
Life Insurance	2,155	2,741	3,165	3,685
Retirement/Pension - Employee	47,831	66,975	84,874	80,056
Worker's Compensation	2,034	13,115	15,106	17,627
Employee Benefits Total	157,074	208,078	246,914	274,825
<u>Contracted Services</u>				
Instructional Contracted Services	2,525,331	747,518	755,518	250,000
Other Contracted Services	87,191	87,500	137,500	69,375
Outside Printing	69,000	-	-	-
Printing In-House	2,140	6,100	6,100	6,100
Professional Contracted Services	1,295,185	72,900	543,900	490,010
School Activity Transportation	1,160	-	-	-
Software License	15,054	18,000	3,000	16,200
Technical Contracted Services	-	-	57,000	-
Contracted Services Total	3,995,061	932,018	1,503,018	831,685
<u>Supplies & Materials</u>				
Awards / Recognition Certification	606	-	-	-
Non-Catered Misc Food Supplies	358	1,225	225	225
Office Supplies	817	3,250	6,250	800
Supplies & Materials Total	1,781	4,475	6,475	1,025
<u>Other Operating Expenses</u>				
Dues / Subscriptions	1,103	1,435	1,435	931
Local Travel - Per Mile Basis	263	5,650	2,825	1,813

Chief of Staff	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Other Operating Expenses</u>				
Meeting Expense	10,751	9,900	5,900	4,455
Non-Local Travel Expenses	5,189	19,288	-	-
Non-Local Travel Transportation	-	-	-	3,000
Other Miscellaneous Expense	703	877	877	789
Other Travel Related Expenditures	-	1,000	1,000	-
Registration Fees	4,166	3,906	3,906	3,515
Other Operating Expenses Total	22,176	42,056	15,943	14,503
<u>Capital Outlay</u>				
Office Furniture / Equipment	2,674	-	-	-
Capital Outlay Total	2,674	-	-	-
Total UNRESTRICTED	\$ 4,793,056	\$ 2,006,128	\$ 2,719,324	\$ 2,223,237
RESTRICTED				
<u>Contracted Services</u>				
Professional Contracted Services	-	-	375,000	175,000
Contracted Services Total	-	-	375,000	175,000
<u>Supplies & Materials</u>				
Other Misc Supplies	-	-	2,392	2,392
Supplies & Materials Total	-	-	2,392	2,392
<u>Other Operating Expenses</u>				
Indirect Cost Recovery	-	-	2,608	2,608
Other Operating Expenses Total	-	-	2,608	2,608
Total RESTRICTED	-	-	380,000	180,000
TOTAL OPERATING EXPENDITURES	\$ 4,793,056	\$ 2,006,128	\$ 3,099,324	\$ 2,403,237

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30002	Chief of Staff	1,767,977
30103	Strategic Initiatives Office	635,260
TOTAL OPERATING EXPENDITURES		\$ 2,403,237

Appeals Office

Budget Accountability: Shauna Battle, Senior Hearing Administrator

Mission

To support the Chief Executive Officer (CEO), administrators, students, parents/guardians, and student advocates by ensuring due process in the area of transfers, employment, homeless, tuition waivers, and such duties as assigned by the CEO to ensure all students are educated in learning environments that are safe, drug free, and conducive to learning.

Supporting The Strategic Plan

- The largest percentage of program operations support the Quality Schools Program Strategic Plan Goal 4: All students will be educated in learning environments that are safe, drug free, and conducive to learning. The Office conducts expulsion conferences to determine disciplinary consequences for students to ensure that schools are safe.

Core Services

- Respond to appeals related to transfers, homeless, athletic, kinship care and tuition waiver, lottery and grade appeals.
- Hear 4-205 employee appeals for non-certificated employees.

Expected Outcomes

- > By June 30, 2022, establish and report baseline data, for this office, on the number of days to render a decision on appeals, with a goal of reducing the number of days in subsequent years.
- > By June 30, 2022, establish and report baseline data, for this office, on the number of days to hold an expulsion conference or schedule an employee appeal, with a goal of reducing the number of days in subsequent years.
- > By June 30, 2022, establish and report baseline data on the number of students referred to an alternative program in lieu of expulsion, with a goal of decreasing the number of students who have to be expelled.

Operating Budget Staffing by Position

Appeals	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Assistant	2.00	2.00	2.00	2.00
Instructional Specialist	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Total UNRESTRICTED	4.00	4.00	4.00	4.00
TOTAL OPERATING STAFFING	4.00	4.00	4.00	4.00

Operating Budget Expenditures by Object / Sub-Object

Appeals	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	281,104	473,230	473,230	482,695
Other Stipends	2,886	-	-	-
Overtime	7	-	-	-
Secretaries / Clerks	65,319	65,772	65,772	75,377
Temp Office Worker	12,877	-	-	-
Salaries & Wages Total	362,193	539,002	539,002	558,072
<u>Employee Benefits</u>				
FICA / Medicare	24,539	36,615	36,615	39,009
Insurance Benefits - Active Employees	31,778	42,978	42,978	54,896
Life Insurance	1,201	1,802	1,802	1,865
Retirement/Pension - Employee	13,913	31,733	31,733	35,554
Worker's Compensation	1,126	8,628	8,628	8,931
Employee Benefits Total	72,558	121,756	121,756	140,255
<u>Contracted Services</u>				
Printing In-House	987	500	500	500
Contracted Services Total	987	500	500	500
<u>Supplies & Materials</u>				
Non-Catered Misc Food Supplies	194	-	-	-
Office Supplies	-	630	630	500
Other Misc Supplies	115	540	540	-
Supplies & Materials Total	309	1,170	1,170	500
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	-	180	90	162
Meeting Expense	-	180	180	-
Other Operating Expenses Total	-	360	270	162
Total UNRESTRICTED	\$ 436,046	\$ 662,788	\$ 662,698	\$ 699,489
TOTAL OPERATING EXPENDITURES	\$ 436,046	\$ 662,788	\$ 662,698	\$ 699,489

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30501	Student Appeals	529,704
44162	Court Liaison	169,785
TOTAL OPERATING EXPENDITURES		\$ 699,489

Communications & Community Engagement

Budget Accountability: Raven L. Hill, Associate Superintendent

Mission

To create programs and opportunities with internal and external Partners in Education which will benefit students and schools, secure funding for strategic priorities, execute and oversee community events through strategic marketing and public relations opportunities while raising the PGCPs brand profile.

Supporting The Strategic Plan

- Support the vision and assist with guiding the work of the Communication and Transparency Plan outlined in the CEO's Work Plan.
- Develop strategies and focus on areas to support the district in improving how, when, and what we communicate to our stakeholders along with engaging our core customers.

Core Services

- Synchronizes endeavors among offices with distinct responsibilities for employee/student diversity matters; family and community outreach/engagement; and business/corporate partnerships so as to ensure that efforts are coherent, consistent, cost-effective, and coordinated, staying on message.
- Create and implement a marketing program that enhances PGCPs' image in the eye of the public and elected officials, as well as the corporate and grant community, with a recognizable "brand" reflective of a school district on an upward trajectory to meet the needs of all its students.
- Develop a strategic communication plan aligned with PGCPs' mission, vision and goals, to enhance the district's image and "brand" while imparting public information in a transparent manner.

Expected Outcomes

- > By June 30, 2022, increase outreach to Latino families through customized Spanish-language websites, social media and communication tools with the goal of 20% of Spanish-speaking families accessing platforms.
- > By June 30, 2022, release quarterly report cards to the Executive Leadership Team on PGCPs perception and engagement.
- > By June 30, 2022, release two targeted training videos for staff on working with interpreters in in-person/virtual settings and effectively using Language Link for third-party calling and conference bridging.

Operating Budget Staffing by Position

Communications & Community Engagement	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	0.00	0.00	1.00	1.00
Administrative Secretary	1.00	0.00	1.00	1.00
Associate Superintendent	1.00	1.00	1.00	1.00
Secretary	0.00	1.00	0.00	0.00
Support Officer	1.00	0.00	0.00	0.00
Total UNRESTRICTED	3.00	2.00	3.00	3.00
TOTAL OPERATING STAFFING	3.00	2.00	3.00	3.00

Operating Budget Expenditures by Object / Sub-Object

Communications & Community Engagement	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	118,443	263,697	139,224	229,166
Other Stipends	2,250	-	-	-
Secretaries / Clerks	110,371	109,470	109,470	111,659
Salaries & Wages Total	231,064	373,167	248,694	340,825
<u>Employee Benefits</u>				
FICA / Medicare	17,096	27,733	18,211	25,692
Insurance Benefits - Active Employees	33,998	41,066	32,066	34,894
Life Insurance	802	1,248	824	1,140
Retirement/Pension - Employee	11,164	24,737	6,838	23,469
Worker's Compensation	654	5,973	3,982	5,455
Employee Benefits Total	63,714	100,757	61,921	90,650
<u>Contracted Services</u>				
Other Contracted Services	89,000	-	-	-
Printing In-House	525	1,000	1,000	1,000
Professional Contracted Services	-	117,000	117,000	105,300
Technical Contracted Services	-	22,500	22,500	20,250
Contracted Services Total	89,525	140,500	140,500	126,550
Total UNRESTRICTED	\$ 384,302	\$ 614,424	\$ 451,115	\$ 558,025
TOTAL OPERATING EXPENDITURES	\$ 384,302	\$ 614,424	\$ 451,115	\$ 558,025

Operating Expenditures by Cost Center

Cost Center Number	Description	FY 2022 Approved
20101	Communications & Community Engagement	558,025
TOTAL OPERATING EXPENDITURES		\$ 558,025

Communications

Budget Accountability: Raven L. Hill, Associate Superintendent

Mission

To serve as principal advisor providing comprehensive and proactive communications, strategies and planning media relations, and new analysis to the Board of Education and Chief Executive Officer (CEO). The stakeholders target audience includes the Board of Education, the CEO's leadership team, school district employees, and new media and community leaders.

Supporting The Strategic Plan

- Support the vision and assist with guiding the work of the Communication and Transparency Plan outlined in the CEO's Work Plan.
- Develop strategies and focus on areas to support the district in improving how, when and what we communicate to our stakeholders along with engaging our core customers.

Core Services

- Develop a strategic communication plan aligned with PGCP's mission, vision and goals, to enhance the district's image and "brand" while imparting public information in a transparent manner.
- Synchronizes endeavors among offices with district responsibilities for employee/student diversity matters; family and community outreach/engagement; and business/corporate partnerships so as to ensure that efforts are coherent, consistent, cost-effective and coordinated, and stay on message.
- Create and implement a marketing program that enhances PGCP's image in the eye of the public and elected officials, as well as the corporate and grant community with a recognizable "brand" reflective of a school district on an upward trajectory, able to meet the needs of all its students.

Expected Outcomes

- > By June 30, 2022, roll out new Staff Portal to increase employee and internal stakeholder engagement.
- > By June 30, 2022, launch expand social media presence by one additional platform.
- > By June 30, 2022, increase YouTube views by 10%.

Operating Budget Staffing by Position

Communications	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	12.00	12.00	12.00	12.00
Admin Support Technician	2.00	2.00	2.00	2.00
Director	2.00	1.00	1.00	1.00
Instructional Supervisor	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Translator	6.00	6.00	6.00	6.00
Total UNRESTRICTED	25.00	24.00	24.00	24.00
TOTAL OPERATING STAFFING	25.00	24.00	24.00	24.00

Operating Budget Expenditures by Object / Sub-Object

Communications	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Hourly Interpreter	631,139	579,850	559,850	526,771
Other Admin/Professionals/Specialists	1,648,705	1,528,389	1,528,389	1,557,215
Other Stipends	11,906	-	-	-
Other Support Staff	451,949	479,806	479,806	515,690
Overtime	10,696	3,600	3,600	3,600
Secretaries / Clerks	164,756	163,283	163,283	152,651
SEIU Staff Development Stipends	1,821	-	-	-
Sick / Safe Leave - Temporary Employees	1,935	-	-	-
Temp Classroom Assistant	26	-	-	-
Temp Office Worker	200,907	54,545	54,545	45,807
Unrestricted Unallocated Full-Time	115	-	-	-
Salaries & Wages Total	3,123,956	2,809,473	2,789,473	2,801,734
<u>Employee Benefits</u>				
FICA / Medicare	217,529	211,756	211,756	213,448
Insurance Benefits - Active Employees	268,819	238,273	238,273	268,103
Life Insurance	8,013	7,264	7,264	7,449
Retirement/Pension - Employee	131,622	132,543	132,543	156,762
Worker's Compensation	10,555	44,909	28,026	44,786
Employee Benefits Total	636,539	634,745	617,862	690,548
<u>Contracted Services</u>				
Advertising / Other Costs	42,079	2,700	2,700	2,430
Instructional Contracted Services	79,186	60,000	60,000	54,000
Other Contracted Services	-	70,000	70,000	63,000
Professional Contracted Services	99,603	32,694	153,694	37,014
Technical Contracted Services	317,856	172,332	442,332	147,510
Printing In-House	42,936	32,102	32,102	32,102
Software License	690,468	581,000	615,550	622,574
Contracted Services Total	1,272,126	950,828	1,376,378	958,630

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Communications				
UNRESTRICTED				
<u>Supplies & Materials</u>				
Other Misc Supplies	63	450	450	200
Office Supplies	3,237	2,435	2,435	1,697
Supplies & Materials Total	3,299	2,885	2,885	1,897
<u>Other Operating Expenses</u>				
Dues / Subscriptions	461	720	720	461
Local Travel - Per Mile Basis	4,037	5,850	4,349	2,500
Non-Local Travel Expenses	2,611	2,250	-	-
Registration Fees	2,359	2,363	2,363	1,300
Other Operating Expenses Total	9,468	11,183	7,432	4,261
<u>Capital Outlay</u>				
Educational Communication Equipment	22,274	186,973	86,973	22,274
Capital Outlay Total	22,274	186,973	86,973	22,274
Total UNRESTRICTED	\$ 5,067,663	\$ 4,596,087	\$ 4,881,003	\$ 4,479,344
RESTRICTED				
<u>Salaries & Wages</u>				
Hourly Interpreter	-	-	136,125	-
Overtime	23	-	-	-
Salaries & Wages Total	23	-	136,125	-
<u>Employee Benefits</u>				
FICA / Medicare	150	-	11,475	-
Worker's Compensation	0	-	2,400	-
Employee Benefits Total	150	-	13,875	-
<u>Contracted Services</u>				
Other Contracted Services	-	-	193,079	-
Professional Contracted Services	179,771	180,000	300,000	200,000
Software License	-	-	21,000	21,000
Contracted Services Total	179,771	180,000	514,079	221,000
<u>Capital Outlay</u>				
Educational Communication Equipment	30,932	83,600	153,643	180,993
Misc Other Equip Over \$499	-	-	221,300	-
Capital Outlay Total	30,932	83,600	374,943	180,993
Total RESTRICTED	\$ 210,877	\$ 263,600	\$ 1,039,022	\$ 401,993
TOTAL OPERATING EXPENDITURES	\$ 5,278,540	\$ 4,859,687	\$ 5,920,025	\$ 4,881,337

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
20100	Communications	2,949,833
42411	Interpreting & Translation	1,931,504
TOTAL OPERATING EXPENDITURES		\$ 4,881,337

Community Partnerships

Budget Accountability: Barbara Holt Streeter, Partnerships Officer

Mission

To create programs and opportunities with internal and external Partners in Education which will benefit students and schools, secure funding for strategic priorities, execute and oversee community events through strategic marketing and public relations opportunities while raising the PGCPs brand profile.

Supporting The Strategic Plan

- Provide opportunities for collaboration and support of businesses, non-profits, volunteers and community organizations to provide direct services to the schools which will support students and staff.

Core Services

- Manage the Adopt-A-School Program to create a system-wide opportunities with external partners to provide academic/scholastic enrichment, literacy improvement, college and career readiness, donation/ sponsorship, facilities support, job shadowing/ internship, social-emotional development/mentoring and staff development.
- Expand existing sponsor relations while building new opportunities to supplement the cost of budget expenses; provide a funding source for programs and create opportunities for school centered events that will financially support students through strategic marketing and public relation opportunities.
- Provide strategic relationship building with internal and external organizations, building relationships with elected officials, corporate executives and community leaders through direct communication and serving in leadership roles on various boards and committees.

Expected Outcomes

- > By June 30, 2022, increase engagement with partnership programs (our external partners) by 15% from 88 to 101 partners through the Adopt-A-School Program..
- > By June 30, 2022, host eight students and community events promoting relationships to support students' needs, recognize PGCPs employees and build communication bridges with executive leadership and internal and external partners. In addition, increase financial and in-kind donations through external partnerships by 15% from \$78,000 to \$89,700..
- > By June 30, 2022, increase the number of schools with at least one external partner by 15% from 115 to 132 schools.

Operating Budget Staffing by Position

Community Partnerships	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	3.00	3.00	3.00	3.00
Officer	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Total UNRESTRICTED	5.00	5.00	5.00	5.00
TOTAL OPERATING STAFFING	5.00	5.00	5.00	5.00

Operating Budget Expenditures by Object / Sub-Object

Community Partnerships	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	383,714	380,647	380,647	398,312
Other Stipends	27	-	-	-
Secretaries / Clerks	58,345	57,253	57,253	60,761
Salaries & Wages Total	442,086	437,900	437,900	459,073
<u>Employee Benefits</u>				
FICA / Medicare	33,221	33,502	33,502	35,121
Insurance Benefits - Active Employees	33,056	31,268	31,268	34,395
Life Insurance	1,550	1,466	1,466	1,536
Retirement/Pension - Employee	36,119	35,708	35,708	40,892
Worker's Compensation	1,856	7,009	7,009	7,348
Employee Benefits Total	105,802	108,953	108,953	119,292
<u>Contracted Services</u>				
Other Contracted Services	19,502	18,037	18,037	22,233
Printing In-House	12,835	11,500	11,500	11,500
Professional Contracted Services	-	15,750	13,040	7,175
School Activity Transportation	2,515	1,350	1,350	-
Contracted Services Total	34,852	46,637	43,927	40,908
<u>Supplies & Materials</u>				
Office Supplies	1,447	1,500	2,800	500
Student Supplies	18,457	16,142	16,142	5,000
Supplies & Materials Total	19,904	17,642	18,942	5,500
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	3,917	4,950	1,175	1,097
Meeting Expense	2,015	2,250	2,250	1,823
Other Miscellaneous Expense	1,000	-	-	-
Registration Fees	667	900	1,050	-
Other Operating Expenses Total	7,599	8,100	4,475	2,920
<u>Capital Outlay</u>				
Computers - Non-Instructional	-	-	2,560	5,600
Capital Outlay Total	-	-	2,560	5,600
Total UNRESTRICTED	\$ 610,243	\$ 619,232	\$ 616,757	\$ 633,293

Community Partnerships	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Salaries & Wages</u>				
Unrestricted Unallocated Full-Time	3,551	-	-	-
Salaries & Wages Total	3,551	-	-	-
<u>Employee Benefits</u>				
FICA / Medicare	67	-	-	-
Worker's Compensation	5	-	-	-
Employee Benefits Total	72	-	-	-
<u>Contracted Services</u>				
Rental - Buildings	-	11,831	-	38,592
Contracted Services Total	-	11,831	-	38,592
<u>Supplies & Materials</u>				
Other Misc Supplies	23,939	-	50,611	2,533
Supplies & Materials Total	23,939	-	50,611	2,533
<u>Other Operating Expenses</u>				
Other Miscellaneous Expense	1,538	15,071	1,430	15,071
Other Operating Expenses Total	1,538	15,071	1,430	15,071
Total RESTRICTED	\$ 29,099	\$ 26,902	\$ 52,041	\$ 56,196
TOTAL OPERATING EXPENDITURES	\$ 639,342	\$ 646,134	\$ 668,798	\$ 689,489

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
20303	Community Partnerships	689,489
TOTAL OPERATING EXPENDITURES		\$ 689,489

General Counsel

Budget Accountability: Tammy Turner, General Counsel

Mission

To provide advice of counsel, legal services and representation to Prince George's County Board of Education, Chief Executive Officer, executive staff, principals and other school-based staff that support the management and organizational goals of the school system and contribute to ensuring success and achievement for students and staff of Prince George's County Public Schools.

Supporting The Strategic Plan

- Organizational Effectiveness - Provide efficient, cost effective, legal services and resources to ensure compliance with all applicable laws, policies, regulations and negotiated agreements; provide exceptional customer service while minimizing legal costs to the district.
- Ensure safe and supportive environments by developing and improving school system policies and procedures.

Core Services

- Provide efficient, cost effective legal services to ensure compliance with all applicable laws, policies, regulations and negotiated agreements, including the development of policies, procedures and training to ensure proper implementation.
- Provide timely customer service support that ensures the effective operation of the school system.

Expected Outcomes

- > Increase the number of employees who have completed all of the mandatory SafeSchools training modules assigned for the 2022 school year by 5%.
- > By June 30, 2022, upon completion of an analysis and evaluation of all Board of Education policies and PGCPs administrative procedures and corresponding laws and regulations, begin the process of conducting a compliance risk analysis, by completing in-depth risk assessments for five administrative procedures.
- > By June 30, 2022, increase by 10% the compliance rate of the number of paid and voluntary coaches properly vetted using a composite metric.

Operating Budget Staffing by Position

General Counsel	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	2.00	2.00	1.00	1.00
Attorney	5.00	5.00	6.00	7.00
Deputy General Counsel	1.00	1.00	1.00	1.00
General Counsel	1.00	1.00	1.00	1.00
Paralegal	3.00	3.00	3.00	3.00
Secretary	1.00	1.00	1.00	1.00
Special Assistant	1.00	1.00	0.00	0.00
Total UNRESTRICTED	14.00	14.00	13.00	14.00
TOTAL OPERATING STAFFING	14.00	14.00	13.00	14.00

Operating Budget Expenditures by Object / Sub-Object

General Counsel	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	1,172,476	1,317,213	1,317,213	1,362,438
Other Stipends	193	-	-	-
Secretaries / Clerks	279,234	275,868	275,868	300,570
Support Staff	3,207	-	-	-
Temp Office Worker	-	-	8,215	-
Unrestricted Unallocated Full-Time	459	-	-	-
Salaries & Wages Total	1,455,569	1,593,081	1,601,296	1,663,008
<u>Employee Benefits</u>				
FICA / Medicare	101,236	117,035	117,663	122,814
Insurance Benefits - Active Employees	154,761	157,276	157,276	146,716
Life Insurance	5,454	5,328	5,328	5,562
Retirement/Pension - Employee	139,167	143,269	143,269	162,607
Worker's Compensation	1,680	25,496	11,222	26,616
Employee Benefits Total	402,299	448,404	434,758	464,315
<u>Contracted Services</u>				
Other Legal Expenses	1,017,467	1,061,819	1,553,604	1,061,819
Printing In-House	3,434	3,316	3,316	3,316
Contracted Services Total	1,020,901	1,065,135	1,556,920	1,065,135
<u>Supplies & Materials</u>				
Office Supplies	2,443	1,980	1,980	1,600
Supplies & Materials Total	2,443	1,980	1,980	1,600
<u>Other Operating Expenses</u>				
Dues / Subscriptions	8,749	15,000	15,000	10,000
Local Travel - Per Mile Basis	3,099	4,950	2,700	4,455
Non-Local Travel Expenses	-	900	-	-
Registration Fees	-	180	180	-
Other Miscellaneous Expense	58,887	26,100	26,100	23,490
Other Operating Expenses Total	70,735	47,130	43,980	37,945
Total UNRESTRICTED	\$ 2,951,947	\$ 3,155,730	\$ 3,638,934	\$ 3,232,003
TOTAL OPERATING EXPENDITURES	\$ 2,951,947	\$ 3,155,730	\$ 3,638,934	\$ 3,232,003

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30301	Office of General Counsel	3,232,003
TOTAL OPERATING EXPENDITURES		\$ 3,232,003

Compliance & Ethics Office

Budget Accountability: Robin Welsh, Director

Mission

To create a more compliance oriented school system by working collaboratively with schools and officers to enhance safe and supportive learning and working environments, meeting financial responsibilities, and following policies and administrative procedures.

Supporting The Strategic Plan

- Safe and Supportive Environment - Monitor and provide training and resources so that administrative procedures are implemented with fidelity ensuring that learning and working environments are safe and supportive for achieving the goal of outstanding academic achievement for all students.
- Organizational Effectiveness - Monitor and provide training to staff to ensure appropriate implementation of administrative procedures that staff must adhere to when dealing with school funds and school-based inventory assets and the compliance with system expectations for the collection, handling, record keeping and oversight of school activity funds.

Core Services

- Provide training and resources to ensure appropriate implementation of selected administrative procedures addressing student welfare and safety, fiscal responsibility, other federal and state-wide mandates related to fiduciary responsibilities of staff.
- Provide technical assistance to offices and school leadership to create an organizational culture that encourages ethical conduct and a commitment to compliance with policy, procedure, regulation and law.
- Provide training and resources to assist with the implementation of Board policies and procedures reflecting PGCPs' commitment to educational equity in order to foster conditions that reduce disproportionality in student achievement and performance.

Expected Outcomes

- > Increase the number of employees who have completed all of the mandatory SafeSchools training modules assigned for the 2022 school year by 5%. (98.5% completion)
- > By June 30, 2022, upon completion of an analysis and evaluation of all Board of Education policies and PGCPs administrative procedures and corresponding laws and regulations, begin the process of conducting a compliance risk analysis, by completing in-depth risk assessments for five administrative procedures.
- > By June 30, 2022, increase by 10% the compliance rate of the number of paid and voluntary coaches properly vetted using a composite metric.

Operating Budget Staffing by Position

Compliance & Ethics	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Assistant	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Special Assistant	0.00	0.00	1.00	1.00
Total UNRESTRICTED	3.00	3.00	4.00	4.00
TOTAL OPERATING STAFFING				
	3.00	3.00	4.00	4.00

Operating Budget Expenditures by Object / Sub-Object

Compliance & Ethics	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	325,395	322,905	322,905	476,985
Overtime	193	-	-	-
Secretaries / Clerks	1,844	72,176	72,176	91,000
Sick / Safe Leave - Temporary Employees	337	-	-	-
Temp Office Worker	28,568	-	13,000	-
Salaries & Wages Total	356,337	395,081	408,081	567,985
<u>Employee Benefits</u>				
FICA / Medicare	23,798	26,684	26,684	40,010
Insurance Benefits - Active Employees	23,071	30,760	30,760	41,555
Life Insurance	1,148	1,321	1,321	1,898
Retirement/Pension - Employee	-	6,771	6,771	13,912
Worker's Compensation	994	6,323	6,323	9,089
Employee Benefits Total	49,010	71,859	71,859	106,464
<u>Contracted Services</u>				
Printing In-House	1,073	500	500	500
Professional Contracted Services	42,500	50,000	50,000	46,560
Contracted Services Total	43,573	50,500	50,500	47,060
<u>Supplies & Materials</u>				
Office Supplies	-	1,350	1,350	300
Supplies & Materials Total	-	1,350	1,350	300
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	-	900	450	810
Non-Local Travel Expenses	-	1,350	-	-
Registration Fees	-	450	450	-
Other Operating Expenses Total	-	2,700	900	810
Total UNRESTRICTED	\$ 448,921	\$ 521,490	\$ 532,690	\$ 722,619
TOTAL OPERATING EXPENDITURES				
	\$ 448,921	\$ 521,490	\$ 532,690	\$ 722,619

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
20210	Compliance & Ethics	722,619
TOTAL OPERATING EXPENDITURES		\$ 722,619

INTRODUCTION

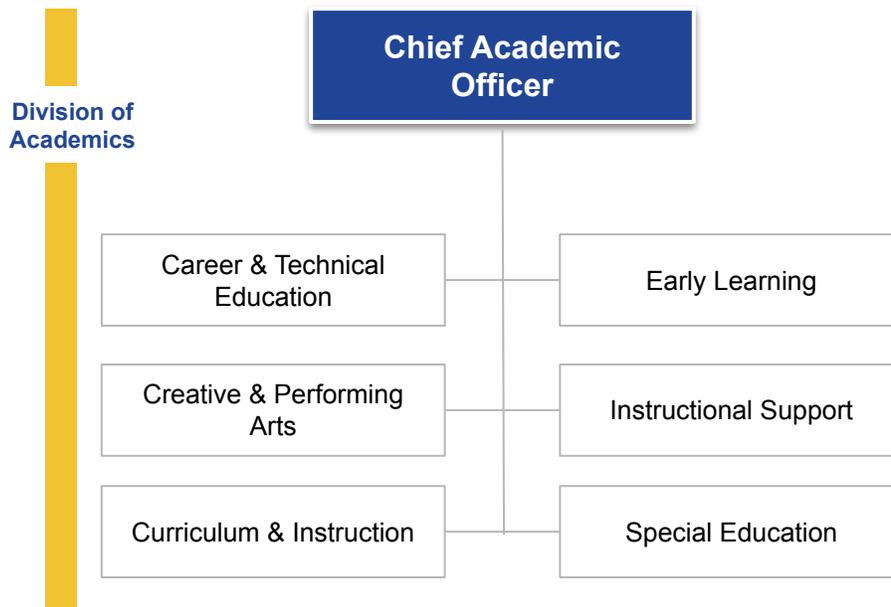
FINANCIAL PLAN

SCHOOL-BASED RESOURCES

ORGANIZATIONS

SUPPLEMENTAL INFORMATION





Organization Summary

Organization	FY 2022 Approved FTE	FY 2022 Approved Funding
Chief Academic Officer	3.00	629,175
Career & Technical Education	34.00	9,476,819
Creative & Performing Arts	19.00	4,092,278
Curriculum and Instruction	191.10	44,905,062
Early Learning	30.00	9,113,735
Instructional Support	8.00	6,068,429
Special Education	555.91	159,351,395
TOTAL OPERATING STAFFING & EXPENDITURES	841.01	\$ 233,636,893

Chief Academic Officer

Budget Accountability: Judith White, Chief

Mission

To provide system-wide leadership to accomplish the school system's mission of ensuring all students are college and career ready upon graduation.

Supporting The Strategic Plan

- Ensure outstanding Academic Achievement for all students, pre-kindergarten through grade 12, by providing leadership and guidance across all departments within the Division of Academics.
- Support Early Learning, rigorous Literacy and Numeracy Plans, College and Career Readiness, Career and Technical Education (CTE), and Specialty programs for all departments within the Division of Academics.

Core Services

- Support efforts surrounding literacy and numeracy implementation and provide guidance for the management of specialty programs such as: International Baccalaureate (IB), Science, Technology, Engineering and Mathematics (STEM), Montessori, and Creative and Performing Arts.
- Support the work and provide guidance for Early Learning services.
- Support the Career and Technical Education program by providing resources to help students earn technical skills assessment certifications (TSA).

Expected Outcomes

- > By June 30, 2022, members of the Early Learning Department will conduct a data analysis meeting with the PreKindergarten and Kindergarten teams in 10 schools whose KRA was less than 35%.
- > By June 30, 2022, increase the percentage of time students with disabilities are educated in general education classes from 73% to 74%.
- > By June 30, 2022, each academic department in Curriculum and Instruction will develop 1 module for 2 academic courses per quarter for implementation in the Canvas Learning Management System. Fiscal year 2022 will be the baseline year.

Operating Budget Staffing by Position

Chief Academic Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Secretary	2.00	1.00	1.00	1.00
Associate Superintendent	2.00	1.00	1.00	1.00
Officer	0.00	1.00	1.00	1.00
Total UNRESTRICTED	4.00	3.00	3.00	3.00
TOTAL OPERATING STAFFING	4.00	3.00	3.00	3.00

Operating Budget Expenditures by Object / Sub-Object

Chief Academic Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	-	45,767	-	-
Hourly Instructional	943	-	-	-
Other Admin/Professionals/Specialists	414,210	561,221	348,425	384,245
Other Stipends	2,250	-	540	540
Overtime	-	500	-	-
Secretaries / Clerks	186,831	185,228	94,225	80,172
Salaries & Wages Total	604,233	792,716	443,190	464,957
<u>Employee Benefits</u>				
FICA / Medicare	37,059	50,532	28,906	21,646
Insurance Benefits - Active Employees	40,560	46,981	31,852	54,896
Life Insurance	2,085	2,495	1,472	1,552
Retirement/Pension - Employee	19,803	34,255	14,063	-
Worker's Compensation	2,287	12,679	6,763	5,807
Employee Benefits Total	101,794	146,942	83,056	83,901
<u>Contracted Services</u>				
Printing In-House	7,156	500	206	206
Professional Contracted Services	18,225	25,000	-	-
Contracted Services Total	25,381	25,500	206	206
<u>Supplies & Materials</u>				
Non-Catered Misc Food Supplies	34,963	46,136	38,000	19,200
Office Supplies	7,175	3,129	5,000	200
Supplies & Materials Total	42,138	49,265	43,000	19,400
<u>Other Operating Expenses</u>				
Dues / Subscriptions	373	500	500	2,000
Local Travel - Per Mile Basis	2,118	4,999	3,000	1,350
Meetings, Conferences, Conventions	14,937	15,000	15,000	5,500
Non-Local Travel Expenses	44	-	-	-
Non-Local Travel Transportation	4,698	9,000	5,800	-
Other Travel Related Expenditures	308	-	-	-
Registration Fees	-	400	-	-
Other Operating Expenses Total	22,480	29,899	24,300	8,850

Chief Academic Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Capital Outlay</u>				
Computers - Non-Instructional	12	500	-	-
Capital Outlay Total	12	500	-	-
Total UNRESTRICTED	\$ 796,039	\$ 1,044,822	\$ 593,752	\$ 577,314

RESTRICTED				
<u>Contracted Services</u>				
Other Contracted Services	73,198	51,861	-	51,861
Contracted Services Total	73,198	51,861	-	51,861
Total RESTRICTED	\$ 73,198	\$ 51,861	\$ -	\$ 51,861

TOTAL OPERATING EXPENDITURES	869,236.79	\$ 1,096,683	\$ 593,752	\$ 629,175
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
40001	Chief Academic Officer	629,175

TOTAL OPERATING EXPENDITURES	\$ 629,175
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Career & Technical Education

Budget Accountability: Jean Paul Cadet, Director

Mission

To provide high quality instructional programs that will prepare students for high demand, high skills, and high wage opportunities by offering experiential learning, post-secondary credits and industry certifications. Students will gain technical and high-level academic skills, equipping them to be lifelong learners and contributing members of society.

Supporting The Strategic Plan

- Support Academic Excellence by providing programs and services which aid in reaching the benchmark of 90% of our students graduating on-time.
- Support Academic Excellence by providing programs and services that prepare students for matriculation to two-year and four-year higher education institutions, as well as earn professional licenses and certifications.

Core Services

- Assist students with meeting or exceeding graduation requirements and industry standards.
- Provide authentic teaching and learning experiences through programs and services that enhance academic opportunities and support college and career readiness.
- Support principals, teachers, parents, and students by managing key instructional initiatives that ensure college and career readiness.

Expected Outcomes

- > By June 30, 2022, complete a series of scheduled workshops, bootcamps, and tutorials aimed at increasing assessment literacy for students taking the Technical Skills Assessment (TSA) from 0 (FY 2021) to 8 (FY 2022).
- > By June 30, 2022, meet or exceed the annual 7% increase of the total percentage of students that either (1) complete a CTE Program of Study; (2) earn an industry recognized credential; (3) complete an Apprenticeship program from 24.3% (FY 2021) to 31.3% (FY 2022).
- > By June 30, 2022, increase the number of CTE students who pass and gain industry recognized certifications, licensure, and endorsements through the Technical Skills Assessments (TSA) by 10% from 44% (FY 2021) to 54% (FY 2022).

Operating Budget Staffing by Position

Career & Technical Education	FY 2020 Actuals	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
<u>UNRESTRICTED</u>				
Admin Support Specialist	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	0.00	0.00	0.00
Clerk	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Instr Program Coordinator	11.00	11.00	11.00	11.00
Instructional Specialist	5.00	5.00	5.00	5.00
Instructional Supervisor	4.00	5.00	5.00	5.00
Resource Teacher	2.00	2.00	2.00	2.00
Secretary	4.00	4.00	4.00	4.00
Support Supervisor	1.00	1.00	1.00	1.00
Total UNRESTRICTED	33.00	33.00	33.00	33.00
<u>RESTRICTED</u>				
Program Liaison	1.00	1.00	1.00	1.00
Total RESTRICTED	1.00	1.00	1.00	1.00
TOTAL OPERATING STAFFING	34.00	34.00	34.00	34.00

Operating Budget Expenditures by Object / Sub-Object

Career & Technical Education	FY 2020 Actuals	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
<u>UNRESTRICTED</u>				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	1,821	2,500	2,500	-
Hourly Instructional	26,098	1,000	1,000	-
Other Admin/Professionals/Specialists	1,566,355	1,860,123	1,844,760	1,899,865
Other Stipends	7,775	-	-	-
Other Support Staff	18,112	-	-	-
Other Teacher	1,157,657	1,306,271	1,306,271	1,331,204
Overtime	1,463	-	-	-
Secretaries / Clerks	231,664	317,581	317,581	321,533
SEIU Staff Development Stipends	5,962	-	-	-
Substitute Teacher	75,853	25,320	9,320	4,852
Substitutes - Workshop	102	-	-	-
Summer Assignment	-	7,000	6,164	6,300
Summer Program Assignment	238,576	170,225	164,791	156,406
Unrestricted Unallocated Full-Time	1,483	-	-	-
Workshop / Staff Development Pay	197,375	216,016	210,028	152,426
Salaries & Wages Total	3,530,296	3,906,036	3,862,415	3,872,586
<u>Employee Benefits</u>				
FICA / Medicare	227,759	295,359	294,184	301,600
Insurance Benefits - Active Employees	339,979	367,906	367,906	384,715
Life Insurance	10,359	11,655	11,602	11,883

Career & Technical Education	FY 2020 Actuals	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Employee Benefits</u>				
Retirement/Pension - Employee	58,305	70,815	68,606	71,109
Worker's Compensation	16,150	62,649	62,403	63,615
Employee Benefits Total	652,553	808,384	804,701	832,922
<u>Contracted Services</u>				
Food Service - Catering	19,783	30,000	29,850	20,393
Instructional Contracted Services	192,947	308,040	308,274	233,552
M&R Buildings	-	200,000	200,000	200,000
M&R Equipment	354	6,700	12,700	9,911
M&R Vehicles	4,012	8,000	8,000	8,000
Other Contracted Services	58,238	-	11,393	-
Outside Printing	1,500	-	-	-
Printing In-House	38,217	15,558	15,571	15,558
Professional Contracted Services	109,347	54,361	88,534	31,491
Rental - Buildings	-	2,000	-	-
School Activity Transportation	153,885	162,207	22,897	118,892
Contracted Services Total	578,282	786,866	697,219	637,797
<u>Supplies & Materials</u>				
Awards / Recognition Certification	5,467	3,150	3,150	2,938
Classroom Teacher Supplies	522,217	421,581	477,853	559,516
Non-Catered Misc Food Supplies	641	-	-	912
Office Supplies	17,224	17,500	17,500	3,300
Other Misc Supplies	11,488	-	-	-
Postage / Delivery	3,000	1,000	1,000	236
Staff Development Supplies	3,260	12,850	12,850	-
Student Supplies	23,890	13,029	13,029	13,852
Textbooks	79,625	132,000	132,000	126,800
Supplies & Materials Total	666,812	601,110	657,382	707,554
<u>Other Operating Expenses</u>				
Dues / Subscriptions	450	-	-	-
Electricity	1,771	5,000	3,531	4,500
Field Trip Expense Non-Transportation	-	1,000	1,000	900
Local Travel - Per Mile Basis	12,532	19,450	9,725	10,505
Non-Local Travel Expenses	19,723	33,880	6,600	-
Other Miscellaneous Expense	500	-	-	-
Other Travel Related Expenditures	1,670	4,188	4,188	-
Registration Fees	163,399	293,749	273,039	229,387
Other Operating Expenses Total	200,046	357,267	298,083	245,292
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	475,272	445,965	440,211	579,435
Computers - Instructional	45,684	200,000	200,000	137,464
Computers - Non-Instructional	21,968	16,727	16,727	4,200
Capital Outlay Total	542,923	662,692	656,938	721,099
Total UNRESTRICTED	\$ 6,170,911	\$ 7,122,355	\$ 6,976,738	\$ 7,017,250

	FY 2020 Actuals	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Career & Technical Education				
<u>RESTRICTED</u>				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	63,110	-	88,596	105,808
2nd Assignment - Support	561	-	-	-
Hourly Instructional	17,657	17,167	21,000	17,167
Other Stipends	13,000	13,000	95,305	95,305
Other Support Staff	43,560	60,861	69,255	69,837
Substitute Teacher	224	-	3,042	3,042
Summer Program Assignment	208,532	-	-	-
Temp Child Care	1,760	-	-	-
Workshop / Staff Development Pay	7,963	10,891	51,631	23,803
<i>Salaries & Wages Total</i>	356,367	101,919	328,829	314,962
<u>Employee Benefits</u>				
FICA / Medicare	14,163	7,799	25,894	24,101
Insurance Benefits - Active Employees	-	-	502	1,396
Life Insurance	185	204	279	234
Retirement/Pension - Employee	5,354	5,709	8,734	7,152
Worker's Compensation	1,023	1,633	2,795	5,046
<i>Employee Benefits Total</i>	20,726	15,345	38,204	37,929
<u>Contracted Services</u>				
Catering Services	-	-	3,000	3,000
Indirect Cost Recovery	13,663	34,458	48,341	51,601
Instructional Contracted Services	7,810	2,640	65,906	71,776
Other Contracted Services	118,429	279,121	289,534	277,991
Professional Contracted Services	25,020	87,883	193,083	227,086
Rental - Buildings	11,088	-	-	-
Rental - Vehicles	-	-	3,000	3,000
Software License	32,200	38,561	12,401	44,922
Tuition - Maryland LEAs	-	-	1,000	7,500
<i>Contracted Services Total</i>	208,210	442,663	616,265	686,876
<u>Supplies & Materials</u>				
Awards / Recognition Certification	-	150	300	150
Classroom Teacher Supplies	57,020	85,409	309,769	187,190
Other Misc Supplies	-	-	32,095	3,000
Postage / Delivery	-	-	1,796	796
Staff Development Supplies	7,779	150	3,054	3,454
Student Supplies	(210)	2,320	11,614	11,854
Testing Supplies & Materials	110,399	151,919	345,994	250,533
Textbooks	-	40,000	40,000	80,000
<i>Supplies & Materials Total</i>	174,987	279,948	744,622	536,977
<u>Other Operating Expenses</u>				
Dues / Subscriptions	40,373	50,370	8,177	56,447
Local Travel - Per Mile Basis	-	1,282	1,625	2,907
Non-Local Travel Expenses	39,529	105,359	18,237	107,084
Other Miscellaneous Expense	387	762	6,782	762
Other Travel Related Expenditures	11,272	-	-	-
Stipends - AIT/Nonpublic School Teachers	-	-	10,000	-
<u>Other Operating Expenses</u>				
Registration Fees	38,261	101,512	180,904	132,766
<i>Other Operating Expenses Total</i>	129,823	259,285	225,725	299,966

Career & Technical Education	FY 2020 Actuals	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	321,748	173,263	526,295	238,133
Computers - Instructional	182,460	304,758	199,758	320,210
Misc Other Equip Over \$499	-	24,516	34,516	24,516
Capital Outlay Total	504,208	502,537	760,569	582,859
Total RESTRICTED	\$ 1,394,321	\$ 1,601,697	\$ 2,714,214	\$ 2,459,569
TOTAL OPERATING EXPENDITURES	\$ 7,565,232	\$ 8,724,052	\$ 9,690,952	\$ 9,476,819

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
41000	Career & Technical Education	\$ 3,367,349
42131	CTE- Information & Technology & Computer Science Programs	931,791
42134	CTE - Technology, Engineering & Design Programs	1,385,026
42135	CTE - Business, Experiential Learning & Health Professions Program	1,442,423
42136	CTE - Family & Consumer Sciences Program	1,265,511
42138	CTE- Public Safety, Security & Services Program	1,084,719
TOTAL OPERATING EXPENDITURES		\$ 9,476,819

Creative Arts & Performing Arts

Budget Accountability: Lee Gibbs, Officer

Mission

For all students - pre-kindergarten to grade 12 - to receive experience in and exposure to educational opportunities of art forms including: instrumental music, vocal and general music, visual art, theatre, dance, and media arts. In addition, to offer all students a curriculum embedded with Arts Integration (AI) strategies for learning through the arts, and to have multiple pathways for success.

Supporting The Strategic Plan

- **Academic Excellence:** all students have access to rigorous arts instruction, provided by highly qualified and certified teachers, allotted with adequate and appropriate instructional time, and the necessary materials of instruction essential to the discipline.
- **Safe and Supportive Environments:** students receive arts instruction in spaces that are safe, secure, and conducive to quality education in that art form.

Core Services

- Provide professional development and appropriate instructional materials, based on national, state and county arts, literacy and numeracy standards.
- Provide performance opportunities and assessments to prepare students for college auditions, local and national career opportunities, as well as collect data to inform instruction, targeted professional development and staffing.
- Collaborate with colleagues and stakeholders with a lens on teaching and learning: develop curricula, schedules and courses; provide recommendations for arts staffing, receive support in Title grants, provide guidance to facilities, purchasing and all offices.

Expected Outcomes

- > By June 30, 2022, there will be an increase of 5% in direct instructional support from 439 (FY 2021) to 461 (FY 2022).
- > By June 30, 2022, each of the six (6) Arts Content offices will update their curriculum for one grade level band (Elementary, Middle, High) to include SEL, Culturally Responsive Teaching, and Technology Integration instruction.
- > By June 30, 2022, there will be a 10% increase in the number of CPA/VPA students who demonstrate proficiency in their designated art form from 263 (FY 2021) to 289 (FY 2022).

Operating Budget Staffing by Position

Creative & Performing Arts	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Coordinating Supervisor	1.00	1.00	1.00	1.00
Instructional Specialist	2.00	3.00	3.00	3.00
Instructional Supervisor	5.00	5.00	5.00	5.00
Officer	1.00	1.00	1.00	1.00
Resource Teacher	4.00	4.00	4.00	4.00
Secretary	4.00	4.00	4.00	4.00
Technical Resource Analyst	1.00	1.00	1.00	1.00
Total UNRESTRICTED	18.00	19.00	19.00	19.00
TOTAL OPERATING STAFFING	18.00	19.00	19.00	19.00

Operating Budget Expenditures by Object / Sub-Object

Creative & Performing Arts	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	58,274	48,025	50,771	45,224
2nd Assignment - Support	1,748	-	-	-
Hourly Instructional	1,000	14,139	14,139	12,725
Other Admin/Professionals/Specialists	1,310,980	1,413,999	1,413,999	1,479,795
Other Stipends	15,291	-	-	-
Other Teacher	361,520	364,988	364,988	385,381
Overtime	4,972	3,500	-	3,150
Secretaries / Clerks	222,925	221,016	221,016	250,102
Substitute Teacher	8,775	35,700	7,390	5,400
Workshop / Staff Development Pay	192,130	137,495	171,281	134,438
Salaries & Wages Total	2,177,615	2,238,862	2,243,584	2,316,215
<u>Employee Benefits</u>				
FICA / Medicare	143,844	164,041	164,041	174,873
Insurance Benefits - Active Employees	227,055	220,817	220,817	244,696
Life Insurance	6,520	6,691	6,691	7,074
Retirement/Pension - Employee	30,332	33,973	33,973	28,190
Worker's Compensation	9,619	35,051	35,051	37,026
Employee Benefits Total	417,369	460,573	460,573	491,859
<u>Contracted Services</u>				
Catering Services	385	-	-	-
Instructional Contracted Services	-	3,500	10,300	34,000
M&R Equipment	88,935	95,486	62,897	77,737
Other Contracted Services	47,839	55,000	65,800	17,100
Printing In-House	26,192	15,195	10,662	15,195
Professional Contracted Services	29,829	35,000	32,162	4,500
Rental - Buildings	5,449	7,000	5,500	6,450
School Activity Transportation	44,590	85,000	-	75,012
Software License	55,544	60,500	90,420	67,770

Creative & Performing Arts	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY2022 Approved
UNRESTRICTED				
<u>Contracted Services</u>				
Technical Contracted Services	36,664	54,000	32,145	85,950
Contracted Services Total	335,427	410,681	309,886	383,714
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	193,417	161,017	230,335	149,865
Office Supplies	24,343	14,870	14,132	1,800
Other Misc Supplies	200,000	200,000	200,000	-
Student Supplies	66,130	78,000	71,822	70,050
Supplies & Materials Total	483,889	453,887	516,289	221,715
<u>Other Operating Expenses</u>				
Fees Fines & Licenses	1,859	1,500	1,500	1,350
Local Travel - Per Mile Basis	10,171	13,055	4,422	12,369
Non-Local Travel Expenses	17,532	15,000	-	-
Other Travel Related Expenditures	97	-	-	-
Registration Fees	8,071	5,770	5,247	4,743
Other Operating Expenses Total	37,729	35,325	11,169	18,462
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	199,626	178,467	386,165	160,034
Computers - Instructional	69,714	67,989	69,989	248,494
Computers - Non-Instructional	-	-	-	1,400
Capital Outlay Total	269,340	246,456	456,154	409,928
Total UNRESTRICTED	\$ 3,721,370	\$ 3,845,784	\$ 3,997,655	\$ 3,841,893
RESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	-	3,775	3,775	3,775
Other Stipends	8,500	16,500	17,000	21,500
Substitute Teacher	2,534	20,400	350	20,400
Workshop / Staff Development Pay	17,588	52,513	11,611	57,999
Salaries & Wages Total	28,622	93,188	32,736	103,674
<u>Employee Benefits</u>				
FICA / Medicare	2,121	7,135	2,515	7,937
Worker's Compensation	134	1,493	-	1,661
Employee Benefits Total	2,255	8,628	2,515	9,598
<u>Contracted Services</u>				
Catering Services	1,408	4,388	3,747	4,388
Indirect Cost Recovery	1,178	3,760	3,900	5,577
Other Contracted Services	-	5,200	10,100	5,200
Professional Contracted Services	26,202	32,690	4,500	32,690
Rental - Vehicles	1,500	5,398	3,398	5,398
School Activity Transportation	2,510	3,301	-	3,301
Contracted Services Total	32,798	54,737	25,645	56,554
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	19,249	14,512	49,973	41,419
Other Misc Supplies	2,276	5,843	18,596	13,964
Student Supplies	1,285	1,892	5,936	1,936
Supplies & Materials Total	22,810	22,247	74,505	57,319

Creative & Performing Arts	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY2022 Approved
RESTRICTED				
<u>Other Operating Expenses</u>				
Dues / Subscriptions	564	840	220	840
Non-Local Travel Expenses	5,390	14,026	712	14,738
Other Miscellaneous Expense	4,974	3,780	19,548	3,780
Registration Fees	1,645	3,704	1,819	3,882
Other Operating Expenses Total	12,572	22,350	22,299	23,240
Total RESTRICTED	\$ 99,056	\$ 201,150	\$ 157,700	\$ 250,385
TOTAL OPERATING EXPENDITURES	\$ 3,820,426	\$ 4,046,934	\$ 4,155,355	\$ 4,092,278

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
42154	Creative & Performing Arts Office	\$ 1,861,910
42157	Creative & Performing Arts - Vocal/General Music	566,439
42158	Creative & Performing Arts - Instrumental Music	675,011
42159	Creative & Performing Arts - Visual Arts	800,685
42162	Dance	104,926
42163	Theatre	83,307
TOTAL OPERATING EXPENDITURES		\$ 4,092,278

Curriculum & Instruction

Budget Accountability: Kia McDaniel, Director

Mission

To provide curriculum, instructional materials, and resources, along with professional development to teachers, students, parents, the community, school administration, and other central offices to increase teacher capacity in an effort to impact outstanding academic achievement for all students, across all content areas and to prepare students for college and careers.

Supporting The Strategic Plan

- Outstanding Academic Achievement for all students by ensuring the allocation and use of resources are aligned to supporting the goals of academic excellence, across all departmental budgets.
- Support the work of the Strategic Plan through providing access to programs that focus on well-rounded curriculums.

Core Services

- Provide curricula that are aligned with Maryland College and Career Ready Standards (MCCR) and appropriate content standards as well as support schools.
- Provide professional development to teachers and school leaders on the systems and structures that support instructional implementation, teaching best practices, and system curricula.
- Maintain partnerships, opportunities, equity, and access in all Specialty programs.

Expected Outcomes

- > By June 30, 2022, there will be a 10% increase in the number of teachers of English Learners who participate in professional development (ESOL CPD Courses).
- > By June 30, 2022, continue to conduct informal observations at all BTE schools in the district at least 16 times during the 2021-22 school year.
- > By June 30, 2022, each academic office in Curriculum and Instruction will develop one module for two academic courses per quarter for implementation in the Canvas Learning Management System. Fiscal year 2022 will be the baseline year.

Operating Budget Staffing by Position

Curriculum and Instruction	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Technician	2.00	2.00	2.00	2.00
Building Supervisor	2.00	2.00	2.00	2.00
Cleaner	0.50	0.50	0.50	0.50
Clerk	1.00	1.00	1.00	1.00
Coordinating Supervisor	2.00	2.00	2.00	2.00
Director	1.00	1.00	1.00	1.00
Financial Analyst	2.00	2.00	2.00	2.00
Instr Program Coordinator	1.00	1.00	1.00	1.00
Instructional Assistant	1.00	1.00	1.00	1.00
Instructional Specialist	28.00	28.00	28.00	28.00
Instructional Supervisor	19.00	19.00	19.00	19.00
Mentor Teacher	2.00	2.00	2.00	0.00
Night Cleaner Lead	2.00	2.00	2.00	2.00
Other Classroom Teacher	8.00	8.00	8.00	8.00
Outreach Teacher	7.00	7.00	7.00	7.00
Program Specialist	6.60	6.60	6.60	6.60
Resource Teacher	42.00	43.00	43.00	43.00
Secretary	16.00	16.00	16.00	16.00
Teacher Trainer	43.00	43.00	43.00	45.00
Total UNRESTRICTED	186.10	187.10	187.10	187.10
RESTRICTED				
Teacher Trainer	1.00	1.00	1.00	4.00
Total RESTRICTED	1.00	1.00	1.00	4.00
TOTAL OPERATING STAFFING	187.10	188.10	188.10	191.10

Operating Budget Expenditures by Object / Sub-Object

Curriculum and Instruction	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	79,656	111,611	223,148	224,147
2nd Assignment - Support	7,572	12,600	-	-
Classroom Teacher	756,650	748,320	748,320	816,315
Extracurricular Advisors	7,204	-	-	-
Hourly Instructional	26,710	22,328	56,719	57,801
Hourly Interpreter	61	-	381	-
Lunch/Recess Monitor	653	-	-	-
Other Admin/Professionals/Specialists	7,341,931	7,214,873	7,214,873	7,681,899
Other Stipends	62,029	-	-	-
Other Stipends	-	20,377	20,377	20,377
Other Support Staff	140,257	138,519	138,519	154,805
Other Teacher	8,198,440	8,792,101	8,792,101	9,263,431
Overtime	7,331	8,215	459	4,785
PGCEA Senior Teacher Differential	994	-	-	-

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Curriculum and Instruction				
UNRESTRICTED				
Salaries & Wages				
PGCEA Sp Ed Step 1 Pay Differential	15,315	-	-	-
Secretaries / Clerks	1,077,058	1,062,214	1,062,214	1,171,160
SEIU Staff Development Stipends	13,479	-	-	-
Service Worker	222,308	199,991	199,991	218,116
Sick / Safe Leave - Temporary Employees	1,421	-	-	-
Substitute Teacher	207,269	443,967	57,575	23,053
Substitutes - Workshop	102	5,188	-	-
Temp Office Worker	-	-	5,089	11,500
Terminal Leave Payout	118,533	-	-	-
Unrestricted Unallocated Full-Time	19,142	-	-	-
Workshop / Staff Development Pay	1,004,455	983,603	1,394,248	1,191,289
Salaries & Wages Total	19,308,570	19,763,907	19,914,014	20,838,678
Employee Benefits				
FICA / Medicare	1,370,215	1,488,060	1,501,147	1,584,717
Insurance Benefits - Active Employees	2,314,912	2,176,702	2,176,702	2,461,945
Life Insurance	60,913	60,731	60,731	64,583
Retirement/Pension - Employee	61,424	57,106	57,106	82,556
Worker's Compensation	98,859	315,864	198,453	333,069
Employee Benefits Total	3,906,323	4,098,463	3,994,139	4,526,870
Contracted Services				
Instructional Contracted Services	316,895	366,976	411,976	337,598
M&R Equipment	3,636	8,000	8,000	7,200
M&R Vehicles	23,942	28,000	28,000	28,000
Other Contracted Services	43,636	51,000	51,000	-
Printing In-House	527,175	233,358	232,455	233,358
Professional Contracted Services	227,347	254,439	332,999	272,800
Rental - Buildings	33,546	87,000	42,000	38,500
School Activity Transportation	297,445	479,750	-	275,824
Software License	688,037	598,070	598,070	550,701
Technical Contracted Services	4,000	5,000	15,000	11,500
Contracted Services Total	2,165,661	2,111,593	1,719,500	1,755,481
Supplies & Materials				
Awards / Recognition Certification	4,362	5,700	5,700	4,720
Classroom Teacher Supplies	1,385,360	1,198,915	1,382,110	1,066,306
Custodial Supplies	6,941	8,845	8,845	4,061
Library Books	314,202	414,175	414,175	372,758
Maintenance Supplies	275	1,000	1,000	900
Non-Catered Misc Food Supplies	43,632	55,000	55,000	55,000
Office Supplies	104,210	136,916	147,005	49,820
Other Library Media	5,419	5,419	5,419	4,877
Other Misc Supplies	4,726	12,170	43,730	7,353
Postage / Delivery	-	75	575	68
Staff Development Supplies	12,963	21,294	21,294	15,865
Student Supplies	133,535	140,200	140,200	180,400
Testing Supplies & Materials	1,161,853	814,226	959,226	697,269
Textbooks	39,954	10,000	10,000	4,500
Supplies & Materials Total	3,217,431	2,823,935	3,194,279	2,463,897

Curriculum and Instruction	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Other Operating Expenses</u>				
Dues / Subscriptions	222,003	191,373	498,481	182,477
Electricity	76,106	60,000	78,832	54,000
Fees Fines & Licenses	13,711	13,634	13,634	13,711
Fuel Oil	-	15,000	-	13,500
Local Travel - Per Mile Basis	37,646	49,715	14,188	40,849
Meetings, Conferences, Conventions	19,872	20,000	20,000	18,000
Natural Gas	8,132	85,000	26,371	76,500
Non-Local Travel Expenses	66,058	62,311	-	8,830
Non-Local Travel Transportation	16,874	54,695	-	10,000
Other Travel Related Expenditures	476	-	-	-
Propane Gas	4,581	16,000	16,000	14,400
Registration Fees	64,369	47,575	51,968	79,518
Other Operating Expenses Total	529,828	615,303	719,474	511,785
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	42,065	99,558	99,558	49,424
Computers - Instructional	8,786	15,000	15,000	13,500
Computers - Non-Instructional	999	4,600	5,492	6,900
Capital Outlay Total	51,850	119,158	120,050	69,824
Total UNRESTRICTED	\$ 29,179,663	\$ 29,532,359	\$ 29,661,456	\$ 30,166,535
RESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	1,086,703	1,615,370	841,025	177,892
2nd Assignment - Support	11,898	86,832	16,890	103,722
Hourly Instructional	130,536	9,497	193,375	116,497
Hourly Interpreter	146,281	18,200	59,269	25,805
Other Stipends	1,481,216	1,233,451	1,795,708	1,632,395
Other Support Staff	62,208	-	93,158	-
Other Teacher	18,815	78,912	-	363,946
Sick / Safe Leave - Temporary Employees	596	-	-	-
Substitute Teacher	214,238	444,480	414,178	664,933
Workshop / Staff Development Pay	278,132	1,058,551	2,174,798	1,331,123
Salaries & Wages Total	3,430,623	4,545,293	5,588,401	4,416,313
<u>Employee Benefits</u>				
FICA / Medicare	252,597	347,729	385,930	337,869
Insurance Benefits - Active Employees	7,475	6,925	10,319	37,618
Life Insurance	284	264	331	1,217
Retirement/Pension - Teachers	12,605	12,303	14,473	54,447
Worker's Compensation	15,862	72,736	114,083	70,679
Employee Benefits Total	288,823	439,957	525,136	501,830
<u>Contracted Services</u>				
Catering Services	3,015	12,018	6,126	12,018
Indirect Cost Recovery	219,921	204,125	490,030	504,192
Instructional Contracted Services	487,360	428,917	1,099,953	551,734
Other Contracted Services	96,256	99,997	3,372,181	167,267
Outside Printing	128,541	10,000	-	121,717

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Curriculum and Instruction				
<u>RESTRICTED</u>				
<u>Contracted Services</u>				
Printing In-House	18,799	38,819	28,198	38,819
Professional Contracted Services	2,655,538	2,820,887	3,125,351	2,023,831
Rental - Buildings	171,380	253,457	495,880	253,457
Rental - Vehicles	6,600	20,524	1,600	20,524
School Activity Transportation	155,016	167,821	-	190,518
Software License	759,903	1,018,570	3,051,001	2,092,863
Technical Contracted Services	-	-	150,000	-
Tuition - Maryland LEAs	219,047	390,117	100,709	490,916
Contracted Services Total	4,921,376	5,465,252	11,921,029	6,467,856
<u>Supplies & Materials</u>				
Awards / Recognition Certification	1,013	-	-	-
Classroom Teacher Supplies	1,862,437	1,847,041	2,768,124	1,039,329
Library Books	20,257	-	117,832	117,832
Non-Catered Misc Food Supplies	6,241	36,673	15,898	36,673
Other Misc Supplies	782,508	227,928	1,463,579	369,444
Staff Development Supplies	78,362	244,463	512,049	638,845
Student Supplies	-	-	6,931	6,625
Testing Supplies & Materials	-	-	3,344	970
Textbooks	3,413	3,450	37,132	45,744
Supplies & Materials Total	2,754,232	2,359,555	4,924,889	2,255,462
<u>Other Operating Expenses</u>				
Dues / Subscriptions	3,019	2,828	9,496,862	18,427
Field Trip Expense Non-Transportation	400	220	220	220
Local Travel - Per Mile Basis	29,567	51,029	111,168	115,578
Non-Local Travel Expenses	153,782	155,181	202,348	256,029
Other Miscellaneous Expense	35,450	-	-	26,625
Other Travel Related Expenditures	557	2,995	961	3,956
Registration Fees	144,507	97,337	179,759	181,282
Relocation Expense	42,295	229,425	266,398	425,823
Stipends - AIT/Nonpublic School Teachers	4,898	8,069	56,002	19,071
Other Operating Expenses Total	414,475	547,084	10,313,718	1,047,011
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	-	-	6,093	-
Educational Communication Equipment	-	-	1,500	1,500
Equipment Purchases Under \$500	6,955	-	-	72
Misc Other Equip Over \$499	3,895	4,395	49,113	48,483
Capital Outlay Total	10,850	4,395	56,706	50,055
Total RESTRICTED	\$ 11,820,379	\$ 13,361,536	\$ 33,329,879	\$ 14,738,527
TOTAL OPERATING EXPENDITURES	\$ 41,000,042	\$ 42,893,895	\$ 62,991,335	\$ 44,905,062

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
42109	Curriculum & Instruction - Literacy	\$ 3,959,039
42110	Curriculum & Instruction	8,893,116
42112	Curriculum & Instruction - Reading/English/Language Arts	9,985,818
42113	Curriculum & Instruction - Math	4,607,826
42114	Curriculum & Instruction - Science	1,011,252
42115	H. B. Owens Science Center	1,578,664
42116	Wm Schmidt Environmental Center	2,469,454
42117	Curriculum & Instruction - Social Studies	742,280
42118	Curriculum & Instruction - World Language	673,033
42119	Curriculum & Instruction - Talented and Gifted	1,339,074
42121	STEM	129,058
42122	Curriculum & Instruction - Immersion	755,922
42152	Curriculum & Instruction - Library Media Services	1,703,819
42155	Curriculum & Instruction - Health Education	433,770
42156	Curriculum & Instruction - Physical Education	402,632
42410	ESOL - English for Speakers of Other Languages	6,220,305
TOTAL OPERATING EXPENDITURES		\$ 44,905,062

Early Learning

Budget Accountability: Gladys Whitehead, Director

Mission

To provide and enhance support and professional practice in teaching and learning, through the development of curriculum and the identification of supporting resources and provide professional development activities with an emphasis on mathematics, science, social studies, and reading/English language arts for early learning.

Supporting The Strategic Plan

- Academic Excellence: provide necessary leadership of Early Learning initiatives including the federal and state grant opportunities, as well as universal prekindergarten.
- Academic Excellence: provide summer enrichment opportunities for students as well as expansion of prekindergarten and before and after care opportunities for students in the community.

Core Services

- Provide oversight and guidance to all areas, including prekindergarten, the Before and After School Extended Learning Program (BASELP), early learning centers, and the Judy Center to ensure achievement for all students.
- Provide opportunities for all staff to participate in professional development to build capacity and skills.

Expected Outcomes

- > By June 30, 2022, staff members will conduct a data analysis meeting with the PreKindergarten and Kindergarten teams in 10 schools whose KRA was less than 35%.
- > By June 30, 2022, the average mathematics achievement score as measured by Hatch for Riverdale, Rosa Parks, and Cool Spring will increase from a Level 2 to a Level 4.
- > By June 30, 2022, the number of students identified for receiving early intervention mental health support will increase from 1.6% (n=66) of the prekindergarten student population to 1.8% (n=75) of the prekindergarten student population.

Operating Budget Staffing by Position

Early Learning	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	2.00	2.00	3.00	3.00
Coordinating Supervisor	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Instructional Assistant	1.00	1.00	1.00	1.00
Instructional Specialist	3.00	3.00	3.00	3.00
Instructional Supervisor	3.00	3.00	3.00	3.00
Night Cleaner Lead	2.00	2.00	2.00	2.00
Program Liaison	2.00	2.00	2.00	2.00
Resource Teacher	5.00	5.00	5.00	5.00
Secretary	4.00	4.00	4.00	4.00
Support Supervisor	1.00	1.00	0.00	0.00
Total UNRESTRICTED	25.00	25.00	25.00	25.00
RESTRICTED				
Instructional Specialist	0.00	0.00	0.00	1.00
Program Liaison	1.00	2.00	2.00	3.00
Secretary	0.00	1.00	1.00	1.00
Total RESTRICTED	1.00	3.00	3.00	5.00
TOTAL OPERATING STAFFING	26.00	28.00	28.00	30.00

Operating Budget Expenditures by Object / Sub-Object

Early Learning	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Salaries & Wages				
2nd Assignment - Instructional	70,166	81,000	88,838	67,500
2nd Assignment - Support	7,846	575	6,838	31,037
Extracurricular Advisors	1,222	-	-	-
Grievance Settlements	28,329	-	-	-
Hourly Instructional	39,229	69,974	69,974	7,222
Lunch/Recess Monitor	840	-	-	-
Other Admin/Professionals/Specialists	1,389,854	1,513,865	1,513,865	1,547,740
Other Stipends	5,779	-	40,000	-
Other Support Staff	138,514	138,686	138,686	155,327
Other Teacher	391,956	392,458	392,458	416,851
Overtime	249	-	-	-
PGCEA Senior Teacher Differential	37	-	-	-
Secretaries / Clerks	217,704	265,093	265,093	277,749
SEIU Staff Development Stipends	2,517	-	-	-
Service Worker	86,676	97,093	97,093	93,481
Substitute Paraprofessional Educators	7,889	-	-	-
Substitute Teacher	21,088	33,954	33,954	-
Temp Custodian	5,658	1,380	-	1,242
Temp Office Worker	22,774	123,306	110,133	110,975
Unrestricted Unallocated Full-Time	4,100	-	-	-

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Early Learning				
UNRESTRICTED				
Salaries & Wages				
Workshop / Staff Development Pay	40,425	59,500	56,670	139,130
Salaries & Wages Total	2,482,854	2,776,884	2,813,602	2,848,254
Employee Benefits				
FICA / Medicare	180,774	205,859	207,062	212,871
Insurance Benefits - Active Employees	257,173	265,686	265,686	302,815
Life Insurance	7,700	8,055	8,055	8,335
Retirement/Pension - Employee	71,484	91,554	91,554	99,620
Retirement/Pension - Teachers	2,174	-	-	-
Worker's Compensation	13,693	44,448	43,245	45,587
Employee Benefits Total	532,997	615,602	615,602	669,228
Contracted Services				
Instructional Contracted Services	386,765	646,000	646,000	581,400
Printing In-House	61,387	157,159	157,159	157,159
Professional Contracted Services	140,191	184,191	146,631	44,772
Rental - Buildings	34,349	50,000	50,000	35,000
School Activity Transportation	8,952	15,117	-	-
Contracted Services Total	631,645	1,052,467	999,790	818,331
Supplies & Materials				
Classroom Teacher Supplies	1,231,019	1,057,092	1,093,092	724,458
Non-Catered Misc Food Supplies	417,138	449,220	49,220	449,220
Office Supplies	20,648	28,147	31,429	1,899
Staff Development Supplies	2,604	4,083	4,083	17,280
Supplies & Materials Total	1,671,408	1,538,542	1,177,824	1,192,857
Other Operating Expenses				
Dues / Subscriptions	7,887	11,944	19,944	18,750
Local Travel - Per Mile Basis	7,354	20,337	10,180	18,303
Non-Local Travel Expenses	(166)	1,000	-	-
Registration Fees	14,336	20,000	25,000	35,900
Other Operating Expenses Total	29,410	53,281	55,124	72,953
Capital Outlay				
Classroom Equipment / Furniture	215,837	216,010	216,010	48,329
Computers - Non-Instructional	-	-	-	2,800
Capital Outlay Total	215,837	216,010	216,010	51,129
Total UNRESTRICTED	\$ 5,564,152	\$ 6,252,786	\$ 5,877,952	\$ 5,652,752
RESTRICTED				
Salaries & Wages				
2nd Assignment - Instructional	4,906	388,078	794,778	338,476
2nd Assignment - Support	24,825	63,000	85,500	69,000
Classroom Teacher	456,744	-	280,057	-
Grants Unallocated Full-Time	-	50,000	105,000	50,000
Hourly Interpreter	-	-	6,250	-
Hourly Instructional	322	-	-	-
Nurse Specialist	-	7,200	7,200	14,400
Other Admin/Professionals/Specialists	-	-	-	125,961
Other Support Staff	3,176	73,612	123,824	197,122
Secretaries / Clerks	-	-	50,336	68,474
Substitute Paraprofessional Educators	2,547	-	21,600	21,600
Substitute Teacher	44,342	17,871	15,000	67,192

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Early Learning				
RESTRICTED				
<u>Salaries & Wages</u>				
Summer Assignment	-	18,000	9,586	3,135
Summer Program Assignment	529,943	-	-	-
Teaching Aide	193,222	-	75,470	-
Temp Office Worker	178	-	46,320	40,380
Workshop / Staff Development Pay	34,114	72,650	141,954	83,504
Salaries & Wages Total	1,294,321	690,411	1,762,875	1,079,244
<u>Employee Benefits</u>				
FICA / Medicare	71,946	48,997	128,894	78,752
Insurance Benefits - Active Employees	64,336	9,000	176,417	49,874
Life Insurance	1,741	246	7,723	1,310
Retirement/Pension - Employee	937	6,905	25,051	27,199
Retirement/Pension - Teachers	66,895	-	49,773	18,844
Worker's Compensation	4,980	10,253	13,075	16,480
Employee Benefits Total	210,835	75,401	400,933	192,459
<u>Contracted Services</u>				
Indirect Cost Recovery	40,103	52,494	71,492	63,874
Instructional Contracted Services	848,485	877,336	236,205	935,951
Other Contracted Services	186,526	377,891	200,267	215,476
Printing In-House	586	9,586	21,506	11,961
Professional Contracted Services	73,263	205,606	157,826	320,008
Rental - Buildings	-	-	6,500	6,500
School Activity Transportation	21,422	80,536	29,273	27,237
Technical Contracted Services	5,960	6,000	40	-
Contracted Services Total	1,176,344	1,609,449	723,109	1,581,007
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	51,795	109,549	373,487	277,285
Library Books	1,200	1,200	-	1,200
Non-Catered Misc Food Supplies	4,506	11,000	7,769	11,770
Office Supplies	6,210	4,226	12,627	12,627
Other Misc Supplies	91,004	23,071	261,346	134,729
Supplies & Materials Total	154,716	149,046	655,229	437,611
<u>Other Operating Expenses</u>				
Dues / Subscriptions	8,005	9,198	1,193	10,391
Field Trip Expense Non-Transportation	405	2,600	2,195	2,795
Local Travel - Per Mile Basis	2,366	7,466	6,365	6,365
Non-Local Travel Expenses	280	793	-	-
Non-Local Travel Lodging	-	-	2,875	2,875
Other Travel Related Expenditures	2,622	2,622	-	2,622
Registration Fees	3,537	14,669	11,948	11,948
Other Operating Expenses Total	17,214	37,348	24,576	36,996
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	9,316	11,660	151,206	126,866
Computers - Instructional	-	6,800	-	6,800
Misc Other Equip Over \$499	19,000	-	-	-
Capital Outlay Total	28,316	18,460	151,206	133,666
Total RESTRICTED	\$ 2,881,746	\$ 2,580,115	\$ 3,717,928	\$ 3,460,983
TOTAL OPERATING EXPENDITURES	\$ 8,445,898	\$ 8,832,901	\$ 9,595,880	\$ 9,113,735

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
42001	Early Learning Office	\$ 1,626,635
42420	Early Childhood	5,850,452
42421	Judith Hoyer Family Learning Center	1,636,532
42434	Before and After School	116
TOTAL OPERATING EXPENDITURES		\$ 9,113,735

Instructional Support

Budget Accountability: Toni C. Brooks, Supervisor

Mission

To provide and enhance support and professional practice in teaching and learning, through the management of instructional materials and summer programs that support college and career ready students.

Supporting The Strategic Plan

- Organizational Effectiveness: provide excellent customer service and communication to schools and offices.
- Academic Excellence: support student achievement through coordination of resources and programs.

Core Services

- Adopting, contracting, procuring, distributing, and ensuring inventory services for adopted textbooks for students and teachers in schools.
- Coordinating supporting services for summer programs to include human resources, payroll, food services, transportation, security, communications, nursing, budget, and facilities.
- Leadership in planning and implementing services to include: scheduling and leading meetings, conducting annual planning, communicating services to related stakeholders, establishing and maintaining artifacts, and documenting materials.

Expected Outcomes

- > By June 30, 2022, reduce delivery time of materials in schools from 30 days to 27 days.
- > By June 30, 2022, reduce Warehouse Inventory by 5% from 131,226 to 125,324.
- > By June 30, 2022, increase general training sessions with school staff on the topic of audits and closings from one to two sessions in order to increase trained staff.

Operating Budget Staffing by Position

Instructional Support	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Technician	4.00	4.00	4.00	4.00
Clerk	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Support Supervisor	1.00	1.00	1.00	1.00
Technical Resource Analyst	1.00	1.00	1.00	1.00
Total UNRESTRICTED	8.00	8.00	8.00	8.00
TOTAL OPERATING STAFFING	8.00	8.00	8.00	8.00

Operating Budget Expenditures by Object / Sub-Object

Instructional Support	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	2,954	28,694	28,694	-
2nd Assignment - Support	136,744	209,461	209,461	6,270
Hourly Instructional	700	150,589	11,515	-
Other Admin/Professionals/Specialists	211,539	235,454	235,454	224,942
Other Stipends	108	-	-	166,622
Other Support Staff	192,581	215,191	215,191	256,345
Overtime	3,387	-	-	-
PGCEA Curriculum Development Workshop	-	-	294,605	-
PGCEA Workshops For College Credits	-	-	88	-
Secretaries / Clerks	110,826	112,398	112,398	108,201
Sick / Safe Leave - Temporary Employees	574	-	-	-
Substitute Teacher	-	40,301	40,301	11,635
Substitutes - Workshop	51	-	-	-
Summer Program Assignment	224,207	240,000	84,381	248,636
Temp Child Care	1,569	-	-	-
Temp Office Worker	38,509	40,000	43,736	33,530
Temp Warehouseman	-	-	-	6,812
Workshop / Staff Development Pay	-	-	672,000	-
Unrestricted Unallocated Full-Time	1,112	-	-	-
Salaries & Wages Total	924,860	1,272,088	1,947,824	1,062,993
<u>Employee Benefits</u>				
FICA / Medicare	42,058	96,465	147,873	80,905
Insurance Benefits - Active Employees	89,522	84,748	84,748	108,498
Life Insurance	1,812	1,884	1,884	1,973
Retirement/Pension - Employee	8,672	14,202	14,202	7,347
Worker's Compensation	2,903	20,360	31,112	17,014
Employee Benefits Total	144,968	217,659	279,819	215,737
<u>Contracted Services</u>				
Lease/Purchases - Non-Energy	17,839,620	9,733,519	19,065,709	3,372,392
Printing In-House	4,496	16,304	16,304	16,304
Professional Contracted Services	16,141	59,700	59,700	44,040

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Instructional Support				
UNRESTRICTED				
<u>Contracted Services</u>				
Technical Contracted Services	96,904	96,904	96,904	96,904
Contracted Services Total	17,957,161	9,906,427	19,238,617	3,529,640
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	-	-	588,456	29,985
Office Supplies	2,634	4,300	4,300	3,870
Postage / Delivery	-	100	100	54
Textbooks	638,026	1,358,873	1,370,417	1,222,986
Supplies & Materials Total	640,660	1,363,273	1,963,273	1,256,895
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	-	404	202	364
Other Operating Expenses Total	-	404	202	364
<u>Capital Outlay</u>				
Computers - Non-Instructional	942	4,000	4,000	2,800
Capital Outlay Total	942	4,000	4,000	2,800
Total UNRESTRICTED	\$ 19,668,590	\$ 12,763,851	\$ 23,433,735	\$ 6,068,429
TOTAL OPERATING EXPENDITURES	\$ 19,668,590	\$ 12,763,851	\$ 23,433,735	\$ 6,068,429

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
42153	Instructional Support	\$ 6,056,125
42433	Summer School	12,304
TOTAL OPERATING EXPENDITURES		\$ 6,068,429

Special Education

Budget Accountability: Trinell Bowman, Associate Superintendent

Mission

To provide specially-designed instruction and related services through a continuum of services to children and students with disabilities from birth to age 21; to ensure that the rights of students with disabilities are protected and that federal and state regulatory requirements are met; and to provide resources to parents guardians and families of children and students with disabilities.

Supporting The Strategic Plan

- Support Academic Achievement of students with disabilities by implementing Individualized Education Programs (IEPs) and increasing program monitoring, effectiveness and accountability.
- Support Family and Community Engagement by coordinating and participating in a wide variety of activities that bring schools, families and community stakeholders together for the benefit of students with disabilities.

Core Services

- Ensure children and students with disabilities are provided appropriate education services.
- Ensure high-quality professional learning opportunities to improve teaching and enhance student learning.
- Provide resources to families to enable them to engage meaningfully in their child's growth and development.

Expected Outcomes

- > By June 30, 2022, increase the percentage of time students with disabilities are educated in general education classes from 73% to 74%.
- > By June 30, 2022, increase the number of randomly audited Individualized Education Programs (IEPs) including functional behavior assessments and behavior intervention plans that meet 100% of targeted requirements from 38.99% to 60%.
- > By June 30, 2022, increase central office staff direct specially designed instructional support to general and special education teachers by 20% from (1,200) FY 2021 to (1,492) FY 2022.

Operating Budget Staffing by Position

Special Education	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
<u>UNRESTRICTED</u>				
Admin Support Specialist	2.00	1.00	1.00	1.00
Admin Support Technician	1.00	1.00	1.00	1.00
Assistant Supervisor	4.00	4.00	4.00	4.00
Associate Superintendent	0.00	1.00	1.00	1.00
Audiologist	2.00	2.00	2.00	2.00
Building Supervisor	1.00	1.00	1.00	1.00
Child Care Assistant	9.00	9.00	6.00	7.00
Cleaner	0.50	0.50	0.50	0.50
Clerk	5.00	5.00	5.00	5.00
Coordinating Supervisor	1.00	1.00	1.00	1.00
Director	1.00	0.00	0.00	0.00
Elementary Classroom Teacher	83.70	86.70	86.70	86.70
Guidance Counselor	2.00	2.00	2.00	2.00
Hearing Interpreter	4.00	4.00	4.00	3.00
Instructional Assistant	1.00	1.00	1.00	1.00
Instructional Specialist	39.40	40.40	40.40	40.40
Instructional Supervisor	6.00	6.00	6.00	6.00
Night Cleaner Lead	1.00	1.00	1.00	1.00
Occupational Therapist	32.61	32.61	32.61	32.61
Paralegal	0.00	1.00	1.00	1.00
Paraprofessional Educator	12.00	13.00	2.00	2.00
Physical Therapist	26.40	27.40	27.40	27.40
Physical Therapy Assistant	2.00	0.00	0.00	0.00
Program Liaison	0.00	0.00	14.00	14.00
Program Specialist	5.00	5.00	5.00	5.00
Resource Teacher	42.00	53.00	53.00	66.00
Secondary Classroom Teacher	6.00	3.00	3.00	4.00
Secretary	18.00	18.00	18.00	18.00
Social Service Worker	1.00	1.00	1.00	2.00
Speech Therapist	91.20	91.20	91.20	91.20
Support Supervisor	2.00	2.00	2.00	2.00
Technical Resource Analyst	4.00	4.00	4.00	4.00
Wing Coordinator	4.00	5.00	5.00	7.00
Total UNRESTRICTED	409.81	422.81	422.81	439.81
<u>RESTRICTED</u>				
Admin Support Specialist	1.00	1.00	1.00	1.00
Clerk	8.00	10.00	10.00	10.00
Coordinating Manager	1.00	1.00	1.00	1.00
Coordinating Supervisor	3.00	3.00	3.00	3.00
Elementary Classroom Teacher	3.00	3.00	3.00	3.00
Financial Analyst	1.00	1.00	1.00	1.00
Hearing Interpreter	0.00	1.00	1.00	1.00
Instr Program Coordinator	2.00	2.00	2.00	2.00
Instructional Specialist	26.00	28.00	28.00	28.00
Instructional Supervisor	2.00	2.00	2.00	2.00

Special Education	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
Occupational Therapist	7.00	7.00	7.00	7.00
Physical Therapist	3.30	3.30	3.30	3.30
Program Liaison	1.00	1.00	1.00	1.00
Program Specialist	4.00	2.00	2.00	2.00
Resource Teacher	25.80	24.80	24.80	24.80
School Psychologist	3.00	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Social Service Worker	7.00	11.00	11.00	13.00
Speech Therapist	9.00	9.00	9.00	9.00
Support Supervisor	0.00	0.00	1.00	1.00
Total RESTRICTED	109.10	113.10	114.10	116.10
TOTAL OPERATING STAFFING	518.91	535.91	536.91	555.91

Operating Budget Expenditures by Object / Sub-Object

Special Education	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Salaries & Wages				
2nd Assignment - Instructional	41,232	103,437	121,937	84,425
2nd Assignment - Support	866	-	2,000	-
Classroom Teacher	6,612,242	6,992,481	6,992,481	7,698,771
Discretionary Support	510	-	-	-
Hourly Instructional	57,236	223,124	42,000	246,577
Lunch/Recess Monitor	55	-	-	-
Other Admin/Professionals/Specialists	7,401,514	7,839,912	7,839,912	8,244,769
Other Stipends	126,881	-	-	-
Other Support Staff	66,179	65,668	65,668	958,186
Other Teacher	3,659,060	5,346,886	5,346,886	7,112,265
Overtime	2,658	-	-	-
PGCEA Senior Teacher Differential	4,376	-	-	-
PGCEA Sp Ed Step 1 Pay Differential	698,573	-	-	-
Secretaries / Clerks	1,126,205	1,368,350	1,368,350	1,460,315
SEIU Staff Development Stipends	11,582	-	-	-
Service Worker	128,348	126,723	126,723	133,216
Substitute Teacher	20,098	14,587	14,787	2,701
Summer Program Assignment	3,122,681	2,865,093	3,061,751	2,618,943
Teaching Aide	577,373	815,136	815,136	388,454
Terminal Leave Payout	222,483	-	-	-
Therapists	13,503,763	14,024,214	14,024,214	14,187,667
Unrestricted Unallocated Full-Time	16,714	-	-	-
Workshop / Staff Development Pay	15,312	20,000	-	-
Salaries & Wages Total	37,415,939	39,805,611	39,821,845	43,136,289

Special Education	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Employee Benefits</u>				
FICA / Medicare	2,626,957	3,023,688	3,023,688	3,233,108
Insurance Benefits - Active Employees	4,496,008	4,078,250	4,078,250	4,676,994
Life Insurance	111,103	122,481	122,481	134,430
Retirement/Pension - Employee	339,969	189,177	189,177	339,648
Retirement/Pension - Teachers	5,513	-	-	-
Worker's Compensation	173,114	636,625	250,570	640,416
Employee Benefits Total	7,752,664	8,050,221	7,664,166	9,024,596
<u>Contracted Services</u>				
Catering Services	(351)	-	-	-
Instructional Contracted Services	453,955	316,964	959,992	331,497
Lawsuits	458,290	160,000	160,000	150,090
M&R Equipment	1,132	1,500	1,500	1,350
M&R Vehicles	4,317	11,346	11,346	11,346
Other Contracted Services	302,352	311,233	311,233	280,110
Other Vendors-Legal Services	261,768	127,294	105,794	114,564
Printing In-House	69,690	20,000	22,700	20,000
Professional Contracted Services	4,238,445	4,475,344	4,165,591	4,837,689
Software License	6,764	5,900	5,900	2,700
Transport Handicap Nonpublic	6,368	2,000	2,000	1,800
Tuition - Maryland LEAs	376,228	126,523	193,473	157,371
Tuition Private School - School Age	63,226,199	64,541,264	64,202,505	64,437,885
Contracted Services Total	69,405,155	70,099,368	70,142,034	70,346,402
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	162,067	211,166	209,234	177,878
Office Supplies	12,059	8,792	12,292	7,521
Other Misc Supplies	1,180	-	150	1,200
Staff Development Supplies	745	1,400	1,400	900
Student Supplies	3,347	6,847	8,847	3,012
Supplies & Materials Total	179,398	228,205	231,923	190,511
<u>Other Operating Expenses</u>				
Dues / Subscriptions	15,883	13,252	13,252	13,927
Fees Fines & Licenses	2,585	-	-	-
Local Travel - Per Mile Basis	186,964	341,915	56,028	90,813
Non-Local Travel Expenses	152	-	-	-
Other Miscellaneous Expense	200	-	-	-
Other Operating Expenses Total	205,784	355,167	69,280	104,740
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	21,462	22,108	22,108	19,897
Computers - Non-Instructional	32,450	24,600	24,600	11,200
Educational Communication Equipment	61,889	62,511	62,511	56,260
Office Furniture / Equipment	16,235	-	-	-
Capital Outlay Total	132,036	109,219	109,219	87,357
Total UNRESTRICTED	\$ 115,090,976	\$ 118,647,791	\$ 118,038,467	\$ 122,889,895

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Special Education				
RESTRICTED				
Salaries & Wages				
2nd Assignment - Instructional	418,312	978,565	1,265,307	2,289,331
2nd Assignment - Support	12,374	-	400	400
Classroom Teacher	126,888	201,025	2,556,049	229,235
Dedicated Aide	-	-	237,162	-
Hourly Instructional	134,070	181,216	1,310,777	275,604
Lunch/Recess Monitor	8,768	-	-	-
Other Admin/Professionals/Specialists	3,952,362	5,590,141	5,756,731	6,169,766
Other Stipends	2,306	-	-	-
Other Support Staff	64,387	68,904	70,282	78,927
Other Teacher	1,991,316	2,124,941	6,176,758	2,361,028
PGCEA Senior Teacher Differential	(137)	-	-	-
PGCEA Sp Ed Step 1 Pay Differential	54,206	-	-	-
Psychological Service Personnel	87,147	88,052	87,147	92,509
Secretaries / Clerks	507,099	523,070	609,460	673,882
SEIU Staff Development Stipends	(464)	-	-	-
Substitute Teacher	930,330	1,419,068	255,242	555,242
Summer Program Assignment	26,131	26,126	-	-
Teaching Aide	-	38,371	3,594,579	41,363
Temp Custodian	-	725	600	600
Temp Office Worker	-	-	3,500	3,500
Therapists	1,637,860	1,907,753	1,890,963	1,959,662
Unrestricted Unallocated Full-Time	999	-	-	-
Workshop / Staff Development Pay	552,915	948,581	1,242,383	2,560,028
Salaries & Wages Total	10,506,868	14,096,538	25,057,340	17,291,077
Employee Benefits				
FICA / Medicare	741,431	1,062,460	1,911,491	1,287,361
Insurance Benefits - Active Employees	982,626	1,166,940	2,664,000	1,309,401
Life Insurance	28,423	35,305	69,839	38,823
Retirement/Pension - Employee	52,807	59,106	584,456	108,538
Retirement/Pension - Teachers	1,179,636	1,567,241	2,129,655	1,598,612
Worker's Compensation	60,813	225,828	408,369	276,724
Employee Benefits Total	3,045,736	4,116,880	7,767,810	4,619,459
Contracted Services				
Catering Services	6,365	16,400	1,400	1,400
Instructional Contracted Services	4,811,820	4,775,551	8,925,254	5,816,760
Other Contracted Services	35,575	36,375	10,375	9,800
Outside Printing	12,500	-	456	-
Printing In-House	202,778	243,238	90,991	79,256
Professional Contracted Services	2,911,118	4,116,842	6,527,650	3,982,957
Rental - Buildings	46,813	52,986	328	27,000
School Activity Transportation	706	4,800	-	-
Software License	-	1,300	-	-
Transport Handicap Nonpublic	-	-	1,000	1,000
Contracted Services Total	8,027,674	9,247,492	15,557,454	9,918,173

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Special Education				
RESTRICTED				
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	3,844,877	4,806,668	7,278,854	3,564,087
Office Supplies	19,845	20,650	19,525	20,650
Other Misc Supplies	5,839	15,570	19,404	19,404
Staff Development Supplies	11,522	37,557	142,026	147,126
Student Supplies	7,536	10,000	10,000	10,000
Textbooks	-	-	369,528	370,000
Supplies & Materials Total	3,889,618	4,890,445	7,839,337	4,131,267
<u>Other Operating Expenses</u>				
Dues / Subscriptions	53,536	67,110	107,308	109,308
Local Travel - Per Mile Basis	7,837	14,063	5,063	5,063
Non-Local Travel Expenses	61,417	125,919	49,205	86,624
Other Travel Related Expenditures	720	1,500	-	-
Registration Fees	67,807	93,669	59,446	83,168
Telephone -Equipment	79,530	80,000	80,000	80,000
Other Operating Expenses Total	270,846	382,261	301,022	364,163
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	81,876	655,689	219,592	112,427
Computers - Instructional	195,641	-	52,788	14,934
Computers - Non-Instructional	25,955	26,500	22,429	10,000
Capital Outlay Total	303,471	682,189	294,809	137,361
Total RESTRICTED	\$ 26,044,214	\$ 33,415,805	\$ 56,817,772	\$ 36,461,500
TOTAL OPERATING EXPENDITURES	\$ 141,135,191	\$ 152,063,596	\$ 174,856,239	\$ 159,351,395

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
44201	Director of Special Education	\$ 5,437,275
44202	Special Education - Operations	437,893
44205	Special Education - Compliance Office	2,079,124
44206	Special Education - Data Management	848,452
44207	Special Education - Instructional Supports Assessment & Accountability	12,266,564
44210	Special Education - K- 12 Services	15,312,737
44215	Special Education - Support Programs & Related Services	39,888,500
44220	Special Education Early Childhood	16,225,557
44230	Special Education - NonPublic Education	66,855,293
TOTAL OPERATING EXPENDITURES		\$ 159,351,395

INTRODUCTION

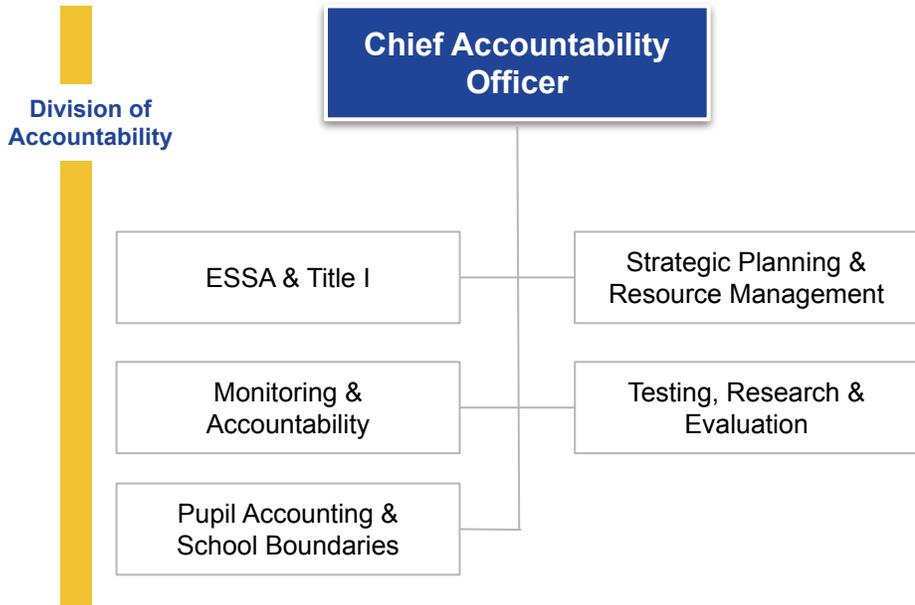
FINANCIAL PLAN

SCHOOL-BASED RESOURCES

ORGANIZATIONS

SUPPLEMENTAL INFORMATION





Organization Summary

Organization	FY 2022 Approved FTE	FY 2022 Approved Funding
Chief Accountability Officer	3.00	\$ 536,423
ESSA & Title I	26.00	5,629,451
Monitoring and Accountability	11.00	1,899,021
Pupil Accounting & School Boundaries	10.00	1,568,118
Strategic Planning & Resource Management	6.00	995,087
Testing, Research & Evaluation	29.00	6,522,527
TOTAL OPERATING STAFFING & EXPENDITURES	85.00	\$ 17,150,627

Chief Accountability Officer

Budget Accountability: Doug Strader, Chief

Mission

To provide, manage, and support transparent accountability measures for Prince George's County Public Schools that will lead to students prepared for college and careers.

Supporting The Strategic Plan

- Academic Excellence: define and steward the district's education accountability program which includes the monitoring of student performance to inform the district's instruction program.
- Organizational Effectiveness: steward the development and implementation of the district's Strategic Plan.

Core Services

- Support student achievement by providing testing, research, program evaluation services, actionable data, and excellent committed support to schools and the community.
- Identify, secure, and manage external grant funding resources.
- Manage performance by implementing Prince George's County Public Schools' accountability system.

Expected Outcomes

- > By December 31, 2021, obtain Maryland State Board of Education's approval of PGCPs' Annual Local ESSA Consolidated Strategic Plan to sustain FY 2021 entitlement grant funding levels and accelerate the award of continuation grant funding resources for our diverse student population.
- > By June 30, 2022, the Department of Testing, Research and Evaluation will provide data and reporting best practices and strategies to enhance data literacy for national, state, and district assessments to all 208 PGCPs school test coordinators to inform instructional planning.
- > By June 30, 2022, 90% of data of the State's data collections/reports that require official signatures will be reviewed and signed-off by the due date (as prescribed for each individual data collection and reflected in the Monitoring and Accountability Project Schedule).

Operating Budget Staffing by Position

Chief Accountability Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	0.00	0.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Associate Superintendent	1.00	1.00	1.00	1.00
Total UNRESTRICTED	2.00	2.00	3.00	3.00
TOTAL OPERATING STAFFING	2.00	2.00	3.00	3.00

Operating Budget Expenditures by Object / Sub-Object

Chief Accountability Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	178,104	176,826	176,826	301,422
Other Stipends	2,250	-	-	-
Secretaries / Clerks	110,371	109,470	109,470	111,659
Salaries & Wages Total	290,724	286,296	286,296	413,081
<u>Employee Benefits</u>				
FICA / Medicare	19,173	19,179	19,179	29,030
Insurance Benefits - Active Employees	34,899	32,916	32,916	46,208
Life Insurance	1,009	957	957	1,381
Retirement/Pension - Employee	16,775	16,587	16,587	30,867
Worker's Compensation	984	4,582	4,582	6,611
Employee Benefits Total	72,840	74,221	74,221	114,097
<u>Contracted Services</u>				
Printing In-House	1,100	1,000	1,000	1,000
Contracted Services Total	1,100	1,000	1,000	1,000
<u>Supplies & Materials</u>				
Office Supplies	761	2,000	2,000	600
Supplies & Materials Total	761	2,000	2,000	600
<u>Other Operating Expenses</u>				
Dues / Subscriptions	-	1,500	1,500	1,345
Local Travel - Per Mile Basis	1,741	2,000	1,007	1,800
Meeting Expense	420	6,500	6,500	3,000
Non-Local Travel Expenses	3,071	4,000	-	1,500
Other Travel Related Expenditures	-	500	500	-
Registration Fees	2,530	3,000	3,000	-
Other Operating Expenses Total	7,762	17,500	12,507	7,645
<u>Capital Outlay</u>				
Computers - Instructional	626	-	-	-
Capital Outlay Total	626	-	-	-
Total UNRESTRICTED	\$ 373,814	\$ 381,017	\$ 376,024	\$ 536,423
TOTAL OPERATING EXPENDITURES	\$ 373,814	\$ 381,017	\$ 376,024	\$ 536,423

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
46001	Chief Accountability Officer	\$ 536,423
TOTAL OPERATING EXPENDITURES		\$ 536,423

ESSA (*Every Student Succeeds Act*) & Title I

Budget Accountability: Tracey J. Adesegun, Director

Mission

To provide supplemental resources and manage grant funds that support Title I students for college and career readiness.

Supporting The Strategic Plan

- Academic Excellence: increase the percentage of students having access to a well-rounded curriculum.
- Family and Community Engagement: increase the percentage of collaborative partnership that will create opportunities for engaging parents/families in supporting student learning and success.

Core Services

- Providing technical support for designing a Title I program based on a comprehensive needs assessment.
- Supporting activities to increase parent, family, and community engagement in order to bridge the gap between home, school, and community.
- Provide sound fiscal management to strengthen fiscal processes and guidance for better decision-making and more efficient operations to maximize grant resources.

Expected Outcomes

- > By June 30, 2022, Title I staff provide at least 100 differentiated, relevant, and timely technical assistance sessions to train and monitor school-level staff on the implementation of the Title I programs.
- > By June 30, 2022, Title I Parent & Family Engagement participation with a focus on student learning will increase by 750 participants for Central Office sponsored sessions.
- > By June 30, 2022, in order to remain compliant with Maryland State Department of Education, 85% of FY 2022 Title I grant funds earmarked for discretionary resources will be encumbered.

Operating Budget Staffing by Position

ESSA & Title I	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
<u>UNRESTRICTED</u>				
Director	1.00	1.00	1.00	1.00
Instr Program Coordinator	1.00	1.00	1.00	0.00
Secretary	1.00	1.00	1.00	1.00
Total UNRESTRICTED	3.00	3.00	3.00	2.00
<u>RESTRICTED</u>				
Admin Support Technician	1.00	1.00	1.00	1.00
Coordinating Supervisor	1.00	1.00	1.00	1.00
Financial Administrator	1.00	1.00	1.00	1.00
Financial Analyst	4.00	4.00	4.00	4.00
Instr Program Coordinator	1.00	1.00	1.00	1.00
Instructional Specialist	13.00	13.00	13.00	11.00
Instructional Supervisor	2.00	2.00	2.00	1.00
Resource Teacher	3.00	3.00	3.00	3.00
Secretary	1.00	1.00	1.00	1.00
Total RESTRICTED	27.00	27.00	27.00	24.00
TOTAL OPERATING STAFFING	30.00	30.00	30.00	26.00

Operating Budget Expenditures by Object / Sub-Object

ESSA & Title I	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
<u>UNRESTRICTED</u>				
<u>Salaries & Wages</u>				
2nd Assignment - Support	792	-	-	-
Hourly Interpreter	108	-	-	-
Other Admin/Professionals/Specialists	185,942	184,520	184,520	196,056
Other Stipends	50	-	-	-
Other Teacher	109,890	110,211	110,211	4,367
Overtime	435	-	-	-
Secretaries / Clerks	137,831	87,801	87,801	93,188
SEIU Staff Development Stipends	116	-	-	-
Summer Program Assignment	1,965	-	-	-
Unrestricted Unallocated Full-Time	309	-	-	-
Salaries & Wages Total	437,439	382,532	382,532	293,611
<u>Employee Benefits</u>				
FICA / Medicare	29,867	26,065	26,065	19,161
Insurance Benefits - Active Employees	40,956	29,359	29,359	40,543
Life Insurance	1,532	1,280	1,280	982
Worker's Compensation	2,397	6,122	6,122	4,699
Employee Benefits Total	74,752	62,826	62,826	65,385
<u>Contracted Services</u>				
Instructional Contracted Services	-	3,000	-	1,350
Printing In-House	1,643	1,500	1,500	1,500
Contracted Services Total	1,643	4,500	1,500	2,850

ESSA & Title I	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Supplies & Materials</u>				
Office Supplies	5,089	7,000	10,500	3,000
Postage / Delivery	-	-	-	700
Staff Development Supplies	2,152	9,500	9,500	5,000
Supplies & Materials Total	7,241	16,500	20,000	8,700
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	843	1,000	140	900
Registration Fees	-	-	-	3,000
Other Operating Expenses Total	843	1,000	140	3,900
<u>Capital Outlay</u>				
Computers - Non-Instructional	1,500	-	-	-
Capital Outlay Total	1,500	-	-	-
Total UNRESTRICTED	\$ 523,417	\$ 467,358	\$ 466,998	\$ 374,446
RESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	3,588	-	-	-
Hourly Interpreter	102,419	153,700	130,560	70,280
Other Admin/Professionals/Specialists	2,357,692	2,402,926	2,065,771	2,150,362
Other Stipends	11,160	-	-	-
Other Support Staff	74,546	73,519	77,257	77,256
Other Teacher	445,134	448,445	470,230	470,230
PGCEA Senior Teacher Differential	176	-	-	-
Secretaries / Clerks	55,615	57,253	60,760	60,761
SEIU Staff Development Stipends	17,620	-	-	-
Substitute Administrator	6,129	29,747	-	4,000
Substitute Teacher	4,960	73,000	-	-
Summer Assignment	95,733	216,000	-	-
Summer Program Assignment	744,771	-	-	-
Temp Office Worker	2,248	7,847	-	2,200
Terminal Leave Payout	50,657	-	-	-
Unrestricted Unallocated Full-Time	(5,771)	-	-	-
Workshop / Staff Development Pay	124,598	346,586	64,725	32,650
Salaries & Wages Total	4,091,274	3,809,023	2,869,303	2,867,739
<u>Employee Benefits</u>				
FICA / Medicare	300,677	290,140	207,158	219,198
Insurance Benefits - Active Employees	352,884	338,484	215,000	344,685
Life Insurance	10,403	9,972	10,918	9,227
Retirement/Pension - Employee	53,524	55,378	30,588	64,952
Retirement/Pension - Teachers	372,306	376,233	329,047	321,639
Worker's Compensation	20,836	60,965	43,327	45,905
Employee Benefits Total	1,110,629	1,131,172	836,038	1,005,606
<u>Contracted Services</u>				
Catering Services	10,355	8,500	2,500	2,500
Indirect Cost Recovery	982,451	1,184,734	1,061,670	561,669
Instructional Contracted Services	3,108,309	6,679,037	1,173,697	557,817
M&R Equipment	356	5,000	-	-
M&R Vehicles	1,680	7,000	-	-

ESSA & Title I	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Contracted Services</u>				
Printing In-House	-	19,800	-	-
Rental - Vehicles	47,459	198,834	-	10,000
School Activity Transportation	145,292	9,146	-	10,000
Software License	11,930	18,817	-	-
Contracted Services Total	4,307,832	8,130,868	2,237,867	1,141,986
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	17,558	515,582	5,934	25,000
Non-Catered Misc Food Supplies	2,190	6,807	-	-
Office Supplies	6,561	28,276	16,394	23,124
Other Misc Supplies	44,504	50,032	83,554	58,000
Postage / Delivery	-	650	650	650
Staff Development Supplies	12,476	26,619	1,986	15,000
Student Supplies	-	-	-	25,000
Supplies & Materials Total	83,289	627,966	108,518	146,774
<u>Other Operating Expenses</u>				
Dues / Subscriptions	10,467	25,855	6,674	15,000
Internet Service	-	500	-	-
Local Travel - Per Mile Basis	6,006	49,515	47	2,500
Non-Local Travel Expenses	48,843	172,880	-	-
Other Travel Related Expenditures	951	10,981	-	-
Registration Fees	32,212	47,952	17,924	50,400
Other Operating Expenses Total	98,478	307,683	24,645	67,900
<u>Capital Outlay</u>				
Computers - Instructional	5,047,691	58,991	-	-
Computers - Non-Instructional	13,351	28,000	12,133	25,000
Educational Communication Equipment	-	-	2,058,381	-
Capital Outlay Total	5,061,042	86,991	2,070,514	25,000
Total RESTRICTED	\$ 14,752,544	\$ 14,093,703	\$ 8,146,885	\$ 5,255,005

TOTAL OPERATING EXPENDITURES	\$ 15,275,961	\$ 14,561,061	\$ 8,613,883	\$ 5,629,451
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
42205	ESSA (Every Student Succeeds Act)	\$ 374,450
42210	Title I, Office	5,255,001
TOTAL OPERATING EXPENDITURES		\$ 5,629,451

Monitoring & Accountability

Budget Accountability: Anthony E. Whittington, Director

Mission

To improve student achievement by providing reliable, actionable information and cultivating a culture of data-based decision making to support the monitoring of district and school level efforts in improving student achievement.

Supporting The Strategic Plan

- Academic Excellence: define and steward the district's accountability program, which includes the monitoring of student performance to inform the district's instruction program; assist schools in the creation of goal- and objective-based school performance plans; support schools' and area offices' capacity to create, follow; and monitor progress within those plans.
- Organizational Effectiveness: organize structures for holding schools and offices accountable for the work they perform and the effects of that work.

Core Services

- Managing Performance: refine and implement PGCPs' accountability system.
- Turning Accountability Data Into Information: provide decision makers with accurate, unbiased data to support their accountability efforts.
- Supporting Data Structures and Reporting: support the data management and reporting systems used for accountability.

Expected Outcomes

- > By June 30, 2022, 80% of Targeted Support and Improvement (TSI) schools will have completed at least two progress monitoring periods for all identified TSI student and/or service groups.
- > By June 30, 2022, 90% of data of the State's data collections/reports that require official signatures will be reviewed and signed-off by the due date (as prescribed for each individual data collection and reflected in the Monitoring and Accountability Project Schedule).
- > By June 30, 2022, Phase 1 of the internal Data Dashboard Student Cohort Tracker will be released to all high schools (34).

Operating Budget Staffing by Position

Monitoring & Accountability	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Director	1.00	1.00	1.00	1.00
Instructional Specialist	4.00	4.00	4.00	4.00
Secretary	1.00	1.00	1.00	1.00
Support Officer	1.00	0.00	0.00	0.00
Support Supervisor	1.00	1.00	1.00	1.00
Technical Resource Analyst	3.00	4.00	4.00	4.00
Total UNRESTRICTED	11.00	11.00	11.00	11.00
TOTAL OPERATING STAFFING	11.00	11.00	11.00	11.00

Operating Budget Expenditures by Object / Sub-Object

Monitoring & Accountability	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	1,168,366	1,557,151	1,557,151	1,419,651
Other Stipends	9,591	-	-	-
Secretaries / Clerks	37,799	72,176	72,176	91,350
SEIU Staff Development Stipends	2,517	-	-	-
Salaries & Wages Total	1,218,273	1,629,327	1,629,327	1,511,001
<u>Employee Benefits</u>				
FICA / Medicare	89,383	120,746	120,746	112,818
Life Insurance	4,269	5,447	5,447	5,052
Insurance Benefits - Active Employees	102,829	115,813	115,813	127,543
Retirement/Pension - Employee	66,132	103,629	103,629	86,074
Worker's Compensation	5,895	26,077	14,507	24,183
Employee Benefits Total	268,508	371,712	360,142	355,670
<u>Contracted Services</u>				
Printing In-House	10,865	2,500	2,500	2,500
Software License	500	1,000	-	900
Contracted Services Total	11,365	3,500	2,500	3,400
<u>Supplies & Materials</u>				
Office Supplies	13,842	1,500	17,168	1,000
Supplies & Materials Total	13,842	1,500	17,168	1,000
<u>Other Operating Expenses</u>				
Dues / Subscriptions	822	2,500	393	1,000
Local Travel - Per Mile Basis	3,945	15,000	-	11,800
Non-Local Travel Expenses	7,626	19,000	-	-
Other Travel Related Expenditures	40	-	-	-
Registration Fees	6,811	5,000	17,939	12,350
Other Operating Expenses Total	19,243	41,500	18,332	25,150

Monitoring & Accountability	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Capital Outlay				
Computers - Instructional	13,197	-	-	2,800
Capital Outlay Total	13,197	-	-	2,800
Total UNRESTRICTED	\$ 1,544,428	\$ 2,047,539	\$ 2,027,469	\$ 1,899,021
TOTAL OPERATING EXPENDITURES	\$ 1,544,428	\$ 2,047,539	\$ 2,027,469	\$ 1,899,021

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
20301	Monitoring and Accountability, Office of	\$ 1,899,021
TOTAL OPERATING EXPENDITURES		\$ 1,899,021

Pupil Accounting & School Boundaries

Budget Accountability: David Dove, Supervisor

Mission

To accurately maintain pupil information in a secure environment to provide historical, current and projected enrollment data for determining necessary facility, human, and fiscal resources; administer tuition and tuition waivers; and generate formal reports for the Maryland State Department of Education.

Supporting The Strategic Plan

- Support Organizational Effectiveness by embracing efficient processes to ensure accurate, coherent information on enrollment is acquired and made available through the Student Information System.
- Provide consultation for district offices in logistical planning of reliable forecasts of future enrollments, school and program service areas which balance neighborhood interests with facility and program capacity and transportation requirements.

Core Services

- Provide consistent, accessible and reliable guidance to schools and parents regarding registration and enrollment requirements and accurate state reporting on enrollment.
- Provide and monitor school enrollment in an effort to provide accurate data to Capital Improvement for decision making in providing reliable projections of future enrollments for use in allocating staffing, educational resources and planning of facility needs.
- Provide efficient, effective administration of state and local policies and procedures regarding Informal Kinship Care process and tuition matters.

Expected Outcomes

- > By June 30, 2022, Tasks 8-9 of the comprehensive boundary review will be complete. (Tasks 1-7 are to have been completed by June 30, 2021.)
- > By March 30, 2022, increase Federal Impact Aid participation by 10% of parents completing and submitting.
- > By June 30, 2022, implement an electronic tracking system to effectively record and track Kinship Waiver approval and denials.

Operating Budget Staffing by Position

Pupil Accounting & School Boundaries	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	1.00	1.00	1.00	1.00
Clerk	2.00	2.00	2.00	2.00
Instructional Specialist	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Secretary	4.00	4.00	4.00	4.00
Support Supervisor	1.00	1.00	1.00	1.00
Total UNRESTRICTED	10.00	10.00	10.00	10.00
TOTAL OPERATING STAFFING	10.00	10.00	10.00	10.00

Operating Budget Expenditures by Object / Sub-Object

Pupil Accounting & School Boundaries	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Hourly Instructional	747	-	-	-
Other Admin/Professionals/Specialists	445,147	496,972	496,972	508,585
Other Stipends	5,301	-	-	-
Overtime	208	-	-	-
Secretaries / Clerks	372,463	380,874	380,874	418,353
Terminal Leave Payout	18,180	-	-	-
Salaries & Wages Total	842,045	877,846	877,846	926,938
<u>Employee Benefits</u>				
FICA / Medicare	61,081	66,611	66,611	70,916
Insurance Benefits - Active Employees	101,577	98,954	98,954	119,661
Life Insurance	2,873	2,936	2,936	3,101
Retirement/Pension - Employee	5,564	5,478	5,478	6,381
Worker's Compensation	4,543	14,051	14,051	14,837
Employee Benefits Total	175,638	188,030	188,030	214,896
<u>Contracted Services</u>				
Printing In-House	47,931	25,584	25,584	25,584
Technical Contracted Services	60,000	60,000	180,000	180,000
Tuition - Maryland LEAs	361,274	244,858	244,858	220,372
Contracted Services Total	469,205	330,442	450,442	425,956
<u>Supplies & Materials</u>				
Office Supplies	428	275	275	247
Supplies & Materials Total	428	275	275	247
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	-	90	45	81
Other Operating Expenses Total	-	90	45	81
Total UNRESTRICTED	\$ 1,487,317	\$ 1,396,683	\$ 1,516,638	\$ 1,568,118
TOTAL OPERATING EXPENDITURES	\$ 1,487,317	\$ 1,396,683	\$ 1,516,638	\$ 1,568,118

Operating Budget by Cost Center

Cost Center Number	Description		FY 2022 Approved
30601	Pupil Accounting & School Boundaries	\$	1,568,118
TOTAL OPERATING EXPENDITURES			\$ 1,568,118

Strategic Planning & Resource Management

Budget Accountability: Veronica Harrison, Director

Mission

To facilitate disciplined strategic planning processes; coordinate grants development and funding acquisition; and advance a culture of critical thinking, grants accountability, compliance, and management in support of PGCPs' systemic priorities.

Supporting The Strategic Plan

- Operational Effectiveness: facilitate development and implementation of PGCPs' strategic planning initiatives and alignment of systemic priorities among stakeholders. Enables program conceptualization, development and implementation through acquisition of supplemental grant funding resources. Ensure systemic stewardship and compliance in managing external grant funds.

Core Services

- Facilitate PGCPs' legislative compliance through development, compilation, and submission of the annual Local ESSA Consolidated Strategic Plan and support executive leadership in the development of PGCPs' strategic priorities.
- Partner with district staff in the identification and pursuit of grant opportunities in excess of \$20,000, facilitating the development and submission of compelling grant applications, and securing competitive grant awards to support the achievement of PGCPs strategic priorities.
- Provide monitoring and oversight for the grant programs valued over \$20,000 and select mini grants to ensure administrative requirements and assurance obligations are met and in compliance with federal, state, local, and foundation regulations and the standards.

Expected Outcomes

- > By December 31, 2021, obtain Maryland State Board of Education's approval of PGCPs' Annual Local ESSA Consolidated Strategic Plan to sustain FY 2021 entitlement grant funding levels and accelerate the award of continuation grant funding resources for our diverse student population.
- > By June 30, 2022, secure new systemic competitive non-continuation grant awards valued at a minimum of \$10 million in aggregate, toward the implementation of PGCPs strategic priorities while achieving a 92% grant management compliance rate.
- > By February 1, 2022, at least 80% of all active PGCPs employees will have completed a professional learning program designed to communicate the essence of the PGCPs Equity Strategic Plan and to assist employees in understanding their unique role in plan execution and impact.

Operating Budget Staffing by Position

Strategic Planning & Resource Management	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	3.00	3.00	3.00	3.00
Admin Support Technician	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Total UNRESTRICTED	6.00	6.00	6.00	6.00
TOTAL OPERATING STAFFING	6.00	6.00	6.00	6.00

Operating Budget Expenditures by Object / Sub-Object

Strategic Planning & Resource Management	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	566,560	562,302	562,302	581,220
Other Stipends	6,740	-	-	-
Other Support Staff	98,581	97,218	97,218	102,145
Secretaries / Clerks	60,354	59,884	59,884	78,948
Salaries & Wages Total	732,235	719,404	719,404	762,313
<u>Employee Benefits</u>				
FICA / Medicare	52,213	50,972	50,972	54,838
Insurance Benefits - Active Employees	73,335	69,078	69,078	76,421
Life Insurance	2,578	2,406	2,406	2,549
Retirement/Pension - Employee	53,358	52,765	52,765	59,746
Worker's Compensation	4,042	11,514	11,514	12,201
Employee Benefits Total	185,526	186,735	186,735	205,755
<u>Contracted Services</u>				
Printing In-House	4,136	6,170	8,470	8,470
Other Contracted Services	-	-	70,000	-
Contracted Services Total	4,136	6,170	78,470	8,470
<u>Supplies & Materials</u>				
Office Supplies	703	1,000	4,236	600
Supplies & Materials Total	703	1,000	4,236	600
<u>Other Operating Expenses</u>				
Dues / Subscriptions	12,298	10,398	13,398	12,743
Local Travel - Per Mile Basis	95	803	1,006	304
Registration Fees	4,073	6,585	9,443	3,502
Other Operating Expenses Total	16,466	17,786	23,847	16,549
<u>Capital Outlay</u>				
Computers - Non-Instructional	-	1,971	1,971	1,400
Capital Outlay Total	-	1,971	1,971	1,400
Total UNRESTRICTED	\$ 939,066	\$ 933,066	\$ 1,014,663	\$ 995,087
TOTAL OPERATING EXPENDITURES	\$ 939,066	\$ 933,066	\$ 1,014,663	\$ 995,087

Operating Budget by Cost Center

Cost Center Number	Description		FY 2022 Approved
42140	Strategic Planning & Resource Management	\$	995,087
TOTAL OPERATING EXPENDITURES			\$ 995,087

Testing, Research & Evaluation

Budget Accountability: Jaime Bowers, Director

Mission

To support all PGCPs stakeholders through effective testing, research, and evaluation services and to provide assistance to schools and offices in utilizing and analyzing data.

Supporting The Strategic Plan

- Academic Excellence: assess student performance providing meaningful/actionable information to stakeholders including parents, schools and central offices to improve upon the instructional program.
- Safe and Supportive Environments: conduct the School Climate Survey capturing student, staff and parents' opinions and attitudes concerning the school system.

Core Services

- Oversee and monitor national, state, and district assessments, providing resources, professional development, and ongoing support to schools and offices.
- Develop and administer fair, reliable, and valid assessments that measure student learning and provide consultations, professional development, and related assessment services including oversight of the online, paper test, and scanning platform used by the district.
- Provide data quality, valid reporting, and applied research services to support effective and efficient data and reporting processes and to provide actionable data and information.

Expected Outcomes

- > By June 30, 2022, provide data and reporting best practices and strategies to enhance data literacy for national, state, and district assessments to all 208 PGCPs school test coordinators to inform instructional planning.
- > By June 30, 2022, provide strategic training sessions to enhance assessment literacy and assessment development to at least 40 schools utilizing the district's assessment item bank to create quality assessments.
- > By June 30, 2022, complete four in-depth, major research/evaluation projects aligned with the PGCPs' Local ESSA Consolidated Strategic Plan in collaboration with the PGCPs Research Advisory Committee and share the research findings with internal and external stakeholders.

Operating Budget Staffing by Position

Testing, Research & Evaluation	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	11.00	11.00	11.00	11.00
Admin Support Technician	4.00	4.00	4.00	4.00
Building Supervisor	1.00	1.00	1.00	1.00
Clerk	2.00	2.00	2.00	2.00
Director	1.00	1.00	1.00	1.00
Instructional Specialist	1.00	1.00	1.00	1.00
Night Cleaner Lead	1.00	1.00	1.00	1.00
Secretary	3.00	2.00	2.00	2.00
Support Supervisor	5.00	5.00	5.00	5.00
Technical Resource Analyst	1.00	1.00	1.00	1.00
Total UNRESTRICTED	30.00	29.00	29.00	29.00
TOTAL OPERATING STAFFING	30.00	29.00	29.00	29.00

Operating Budget Expenditures by Object / Sub-Object

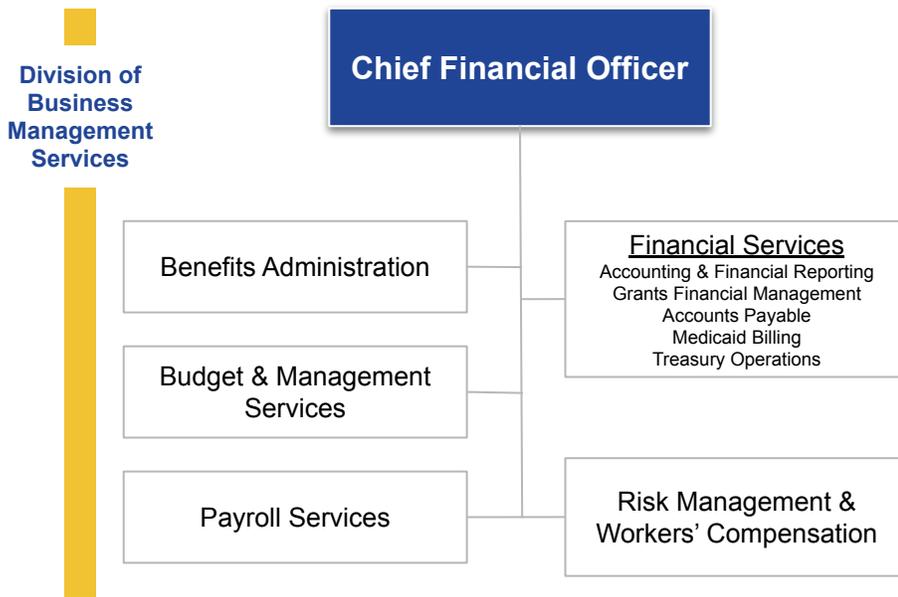
Testing, Research & Evaluation	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	5,958	10,000	10,000	10,000
Other Admin/Professionals/Specialists	1,991,554	2,139,887	2,139,887	2,255,715
Other Stipends	14,101	-	-	-
Other Support Staff	282,160	279,589	279,589	304,034
Overtime	1,013	1,000	-	1,000
Secretaries / Clerks	346,110	384,598	384,598	306,855
SEIU Staff Development Stipends	12,238	-	-	-
Service Worker	113,476	95,527	95,527	103,357
Terminal Leave Payout	10,587	-	-	-
Unrestricted Unallocated Full-Time	1,063	-	-	-
Salaries & Wages Total	2,778,260	2,910,601	2,909,601	2,980,961
<u>Employee Benefits</u>				
FICA / Medicare	203,397	220,781	220,781	227,559
Insurance Benefits - Active Employees	330,762	329,391	329,391	355,886
Life Insurance	9,601	9,702	9,702	9,936
Retirement/Pension - Employee	123,894	126,963	126,963	160,933
Worker's Compensation	15,243	46,574	21,329	47,696
Employee Benefits Total	682,897	733,411	708,166	802,010
<u>Contracted Services</u>				
Instructional Contracted Services	1,593,218	2,236,774	2,248,549	50,000
M&R Equipment	20,697	19,700	12,700	17,500
Other Contracted Services	-	-	-	2,421,243
Printing In-House	212,046	109,140	109,140	109,140
Software License	26,316	31,775	20,000	27,977
Technical Contracted Services	6,732	-	-	-
Contracted Services Total	1,859,009	2,397,389	2,390,389	2,625,860

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Testing, Research & Evaluation				
UNRESTRICTED				
<u>Supplies & Materials</u>				
Office Supplies	10,578	10,800	19,000	3,000
Postage / Delivery	11	5,418	5,418	4,426
Testing Supplies & Materials	1,167,173	437,984	437,984	95,000
Supplies & Materials Total	1,177,762	454,202	462,402	102,426
<u>Other Operating Expenses</u>				
Dues / Subscriptions	299	1,300	1,300	1,370
Local Travel - Per Mile Basis	2,920	4,300	950	4,200
Meetings, Conferences, Conventions	7,662	18,500	1,195	-
Non-Local Travel Expenses	17,433	16,250	2,029	-
Other Travel Related Expenditures	557	-	-	-
Registration Fees	8,866	6,000	6,000	5,700
Other Operating Expenses Total	37,737	46,350	11,474	11,270
<u>Capital Outlay</u>				
Computers - Non-Instructional	27,806	-	17,305	-
Capital Outlay Total	27,806	-	17,305	-
Total UNRESTRICTED	\$ 6,563,471	\$ 6,541,953	\$ 6,499,337	\$ 6,522,527

TOTAL OPERATING EXPENDITURES	\$ 6,563,471	\$ 6,541,953	\$ 6,499,337	\$ 6,522,527
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
46101	Testing	\$ 5,759,541
46401	Research & Evaluation	762,986
TOTAL OPERATING EXPENDITURES		\$ 6,522,527



Organization Summary

Organization	FY 2022 Approved FTE	FY 2022 Approved Funding
Chief Financial Officer	3.00	\$ 782,527
Benefits Administration	3.00	496,973
Budget and Management Services	15.00	3,127,781
Financial Services	57.00	8,065,015
Payroll Services	26.00	2,947,671
Risk Management & Workers' Compensation	8.00	4,500,480
Other Fixed Charges	0.00	94,723,912
TOTAL OPERATING STAFFING & EXPENDITURES	112.00	\$ 114,644,359

*Contains a Non-operating budget component. See the Supplemental Information section details.

Chief Financial Officer

Budget Accountability: Michael Herbstman, Chief

Mission

To provide financial oversight, integrity and effective use of school system resources. Providing quality service that is effective, efficient, and accountable. Services and products provided must meet our customers' needs with fiscal responsibility, innovation, and accuracy; while providing customer service that is professional and responsive to the needs of students, staff, the community and regulatory agencies. Our work directly supports the adults who support students to ensure that all students are academically prepared for success.

Supporting The Strategic Plan

- Supports Organizational Effectiveness by ensuring services guide, innovate, support and facilitate the management of all fiscal and organizational school system resources.
- Supports a High-Performing Workforce by ensuring staff have access to professional development and training opportunities.

Core Services

- Guide effective planning, management and accountability for all fiscal and organizational school system resources.
- Ensure all departments provide exceptional customer service.
- Continuously improve effectiveness and efficiency of operations and services.

Expected Outcomes

- > By June 30, 2022, maintain payment requests within 30 days from receipt by Accounts Payable at 92%.
- > By June 30, 2022, Budget & Management Services will complete the first Quarterly Variance Review meeting with 50% of the Central Office Divisions. This is a new initiative to complete in-depth budget vs actual variance analysis, expenditure projection and monitoring on all centralized budgets by FY 2023.
- > By June 30, 2022, increase the amount of Flexible Spending Account (FSA) employee contributions by 1% from \$2,290,672 in FY 2020 to \$2,313,579 in FY 2022.

Operating Budget Staffing by Position

Chief Financial Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Secretary	1.00	1.00	1.00	1.00
Associate Superintendent	1.00	1.00	1.00	1.00
Support Officer	1.00	1.00	1.00	1.00
Total UNRESTRICTED	3.00	3.00	3.00	3.00
TOTAL OPERATING STAFFING	3.00	3.00	3.00	3.00

Operating Budget Expenditures by Object / Sub-Object

Chief Financial Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	315,441	313,111	313,111	328,505
Other Stipends	2,250	-	-	-
Secretaries / Clerks	110,371	109,470	109,470	111,659
Salaries & Wages Total	428,062	422,581	422,581	440,164
<u>Employee Benefits</u>				
FICA / Medicare	29,348	29,395	29,395	31,013
Insurance Benefits - Active Employees	30,514	29,125	29,125	32,512
Life Insurance	1,490	1,413	1,413	1,471
Retirement/Pension - Employee	29,710	29,371	29,371	33,640
Worker's Compensation	1,742	6,763	6,763	7,044
Employee Benefits Total	92,805	96,067	96,067	105,680
<u>Contracted Services</u>				
Catering Services	-	10,500	10,500	-
Printing In-House	2,819	950	950	950
Technical Contracted Services	-	535,000	523,880	153,500
Contracted Services Total	2,819	546,450	535,330	154,450
<u>Supplies & Materials</u>				
Office Supplies	386	725	725	1,025
Supplies & Materials Total	386	725	725	1,025
<u>Other Operating Expenses</u>				
Dues / Subscriptions	321	760	760	760
Local Travel - Per Mile Basis	199	522	261	250
Meeting Expense	-	24,500	24,500	-
Non-Local Travel Expenses	-	3,200	-	-
Other Travel Related Expenditures	-	225	225	-
Registration Fees	1,124	1,250	1,250	470
Other Operating Expenses Total	1,644	30,457	26,996	1,480
Total UNRESTRICTED	\$ 525,716	\$ 1,096,280	\$ 1,081,699	\$ 702,799

Chief Financial Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Salaries & Wages</u>				
Hourly Administration	-	-	68,400	68,400
Salaries & Wages Total	-	-	68,400	68,400
<u>Employee Benefits</u>				
FICA / Medicare	-	-	4,543	5,233
Worker's Compensation	-	-	1,368	1,095
Employee Benefits Total	-	-	5,911	6,328
<u>Supplies & Materials</u>				
Other Misc Supplies	-	-	5,500	5,000
Supplies & Materials Total	-	-	5,500	5,000
Total RESTRICTED	\$ -	\$ -	\$ 79,811	\$ 79,728

TOTAL OPERATING EXPENDITURES	\$ 525,716	\$ 1,096,280	\$ 1,161,510	\$ 782,527
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
35001	Chief Financial Officer	\$ 782,527
TOTAL OPERATING EXPENDITURES		\$ 782,527

Benefits Administration

Budget Accountability: Nick Venturini, Director

Mission

To provide exceptional service and administration of all benefit plans for school system employees and retirees including medical, dental, prescription drug, life insurance, disability insurance, tax sheltered annuities, flexible spending, employee assistance plan, and deferred compensation plans. To assist employees with enrollment in the Maryland State and Retirement and Pension System (MSRPS) upon hire and to coordinate timely processing with MSRPS upon retirement.

Supporting The Strategic Plan

- Support Organizational Effectiveness by balancing a competitive, valuable benefits program for employees and retirees with financial sustainability and fiscally sound use of dollars.
- Supports Safe and Supportive Environments by supporting the health and wellness of all staff members.

Core Services

- Administer the medical, dental, prescription drug, life insurance, disability insurance, tax sheltered annuities, flexible spending, employee assistance plan, and deferred compensation plans.
- Balance competitive and valuable benefits programs with financial stability and fiscally sound use of dollars.
- Promote and support health and wellness of staff members.

Expected Outcomes

- > By June 30, 2022, maintain or exceed the FY 2020 participation rates in Health Care coverage: 65% for active employees and 35% for retirees.
- > By June 30, 2022, increase the number of employee wellness events from 4,944 in FY 2020 to 5,000 in FY 2022.
- > By June 30, 2022, increase the amount of Flexible Spending Account (FSA) employee contributions by 1% from \$2,290,672 in FY 2020 to \$2,313,579 in FY 2022.

Operating Budget Staffing by Position

Benefits Administration	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Clerk	2.00	2.00	2.00	2.00
Support Supervisor	1.00	1.00	1.00	1.00
Total UNRESTRICTED	3.00	3.00	3.00	3.00
TOTAL OPERATING STAFFING	3.00	3.00	3.00	3.00

Operating Budget Expenditures by Object / Sub-Object

Benefits Administration	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	121,514	120,584	120,584	132,394
Other Stipends	1,704	-	-	-
Overtime	753	3,900	3,900	3,900
Secretaries / Clerks	163,589	161,320	161,320	169,504
Salaries & Wages Total	287,560	285,804	285,804	305,798
<u>Employee Benefits</u>				
FICA / Medicare	21,055	21,567	21,567	23,097
Insurance Benefits - Active Employees	42,465	40,053	40,053	44,058
Life Insurance	1,003	943	943	1,011
Retirement/Pension - Employee	11,458	11,311	11,311	13,558
Worker's Compensation	1,585	4,512	4,512	4,833
Employee Benefits Total	77,567	78,386	78,386	86,557
<u>Contracted Services</u>				
Printing In-House	87	5,000	5,000	5,000
Professional Contracted Services	-	17,000	17,000	-
Technical Contracted Services	126,374	64,381	64,381	78,000
Contracted Services Total	126,461	86,381	86,381	83,000
<u>Supplies & Materials</u>				
Office Supplies	2,322	4,500	4,500	3,350
Other Misc Supplies	(446)	-	-	-
Postage / Delivery	-	2,000	2,000	1,800
Staff Development Supplies	-	1,000	1,000	600
Supplies & Materials Total	1,877	7,500	7,500	5,750
<u>Other Operating Expenses</u>				
Dues / Subscriptions	-	586	586	-
Fees Fines & Licenses	10,700	5,000	5,000	4,500
Local Travel - Per Mile Basis	432	1,200	600	2,160
Other Operating Expenses Total	11,132	6,786	6,186	6,660
<u>Capital Outlay</u>				
Medical / Health Equipment	-	500	500	300
Office Furniture / Equipment	1,525	2,000	1,304	1,304
Capital Outlay Total	1,525	2,500	1,804	1,604
Total UNRESTRICTED	\$ 506,122	\$ 467,357	\$ 466,061	\$ 489,369

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Benefits Administration				
RESTRICTED				
<u>Salaries & Wages</u>				
Overtime	-	3,029	3,029	3,029
Salaries & Wages Total	-	3,029	3,029	3,029
<u>Contracted Services</u>				
Other Contracted Services	1,381	-	-	-
Contracted Services Total	1,381	-	-	-
<u>Other Operating Expenses</u>				
Registration Fees	-	4,575	4,575	4,575
Other Operating Expenses Total	-	4,575	4,575	4,575
Total RESTRICTED	\$ 1,381	\$ 7,604	\$ 7,604	\$ 7,604
TOTAL OPERATING EXPENDITURES	\$ 507,503	\$ 474,961	\$ 473,665	\$ 496,973

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
35222	Benefits Administration	496,973
TOTAL OPERATING EXPENDITURES		\$ 496,973

Budget & Management Services

Budget Accountability: Lisa Howell, Director

Mission

As the central analytical unit of Prince George's County Public Schools (PGCPS), provides timely, accurate, and complete information and analyses services. Its members actively partner with PGCPS leaders in guiding strategic resource appropriation and allocation to ensure the most effective use of resources, fostering new initiatives, and supporting dynamic decision-making.

Supporting The Strategic Plan

- Supports Organizational Effectiveness by ensuring the allocation and use of resources are aligned to supporting the Strategic Plan, across all departmental budgets.
- Supports Family and Community Engagement by developing materials and processes to garner more community stakeholder input into the budget process.

Core Services

- Budget Formulation by managing the process for identifying and acquiring its annual budgetary resources.
- Budget Execution by ensuring that the current budget is obligated in compliance with all applicable federal, state, county and Board policies and procedures. The office tracks and reports current and prior year data for all departments and schools and tracks and manages all authorized full time equivalent (FTE) positions.
- Budget Management, Analyses and Financial systems by providing information and analyses for decision making and reviewing methodologies to improve resource allocation and availability.

Expected Outcomes

- > By June 30, 2022, expenditure efficiency will be between 100% and 105% for FY 2022. The actual FY 2020 result was 101%. This will be updated with final actuals for FY 2021.
- > By June 30, 2022, the Operating Fund Balance ratio will remain between 8% and 12%. The final ratio for FY 2020 was 12%. This will be updated with final actuals for FY 2021.
- > By June 30, 2022, Budget & Management Services will complete the first Quarterly Variance Review meeting with 50% of the Central Office Divisions. This is a new initiative to complete in-depth budget vs actual variance analysis, expenditure projection and monitoring on all centralized budgets by FY 2023.

Operating Budget Staffing by Position

Budget & Management Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Director	1.00	1.00	1.00	1.00
Financial Administrator	6.00	6.00	6.00	6.00
Financial Analyst	8.00	7.00	7.00	7.00
Secretary	0.00	1.00	1.00	1.00
Total UNRESTRICTED	15.00	15.00	15.00	15.00
TOTAL OPERATING STAFFING	15.00	15.00	15.00	15.00

Operating Budget Expenditures by Object / Sub-Object

Budget & Management Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	1,149,879	1,612,827	1,612,827	1,686,286
Other Stipends	5,416	-	-	-
Overtime	171	-	-	-
Secretaries / Clerks	-	72,176	72,176	82,535
Temp Office Worker	23,342	-	39,390	11,000
Terminal Leave Payout	19,590	-	-	-
Unrestricted Unallocated Full-Time	(303)	-	-	-
Salaries & Wages Total	1,198,094	1,685,003	1,724,393	1,779,821
<u>Employee Benefits</u>				
FICA / Medicare	88,675	120,948	120,948	135,049
Insurance Benefits - Active Employees	126,139	162,410	162,410	173,496
Life Insurance	4,069	5,637	5,637	5,912
Retirement/Pension - Employee	91,635	138,560	138,560	167,194
Worker's Compensation	6,375	26,971	6,945	28,485
Employee Benefits Total	316,893	454,526	434,500	510,136
<u>Contracted Services</u>				
Printing In-House	20,334	17,835	17,835	17,835
Professional Contracted Services	33,562	78,314	154,114	52,752
Software License	92,552	188,114	166,794	195,863
Technical Contracted Services	-	639,312	553,842	559,847
Contracted Services Total	146,448	923,575	892,585	826,297
<u>Supplies & Materials</u>				
Office Supplies	1,008	2,250	2,250	1,500
Supplies & Materials Total	1,008	2,250	2,250	1,500
<u>Other Operating Expenses</u>				
Dues / Subscriptions	321	450	450	450
Local Travel - Per Mile Basis	87	1,125	562	750
Non-Local Travel Expenses	-	5,600	-	100
Registration Fees	2,397	6,030	530	5,427
Other Operating Expenses Total	2,804	13,205	1,542	6,727

Budget & Management Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Capital Outlay				
Computers - Non-Instructional	-	8,490	8,490	2,800
Office Furniture / Equipment	1,226	-	2,600	500
Capital Outlay Total	1,226	8,490	11,090	3,300
Total UNRESTRICTED	\$ 1,666,474	\$ 3,087,049	\$ 3,066,360	\$ 3,127,781
TOTAL OPERATING EXPENDITURES	\$ 1,666,474	\$ 3,087,049	\$ 3,066,360	\$ 3,127,781

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
35101	Budget & Management Services	3,127,781
TOTAL OPERATING EXPENDITURES		\$ 3,127,781

Financial Services

Budget Accountability: J. Michael Dougherty, Director

Mission

To offer the highest degree of customer service, open communications, strong internal controls and financial transparency – utilizing training and technology – geared towards enhancement of student success.

Supporting The Strategic Plan

- Support Organizational Effectiveness by ensuring that finance practices and processes are collaborative, efficient, properly planned, prioritized, managed and aligned with strategic goals.
- Support a High Performing Workforce by valuing employees through clear rewards, recognition, and professional development as a means of fostering collaboration and exceptional customer service.

Core Services

- Provide accurate, timely accounting and reporting of financial position and result of operations by expeditious periodic closing of the books and completion of reconciliations soon thereafter.
- Guarantee quality service, timely and accurate payments to vendors, so schools and offices get the goods and services they need to educate students and make a difference.
- Ensure efficient and sound fiscal management so that grant awards are fully spent, on time, and in compliance with statutory and other requirements.

Expected Outcomes

- > By June 30, 2022, maintain payment requests within 30 days from receipt by Accounts Payable at 92%.
- > By June 30, 2022, ensure that 98% of accounts receivable invoices are billed within 48 hours of receipt by Treasury Operations.
- > By June 30, 2022, increase the percentage of service logs completed for Medicaid-eligible students with an Individualized Education Program (IEP) from 92% to 93%.

Operating Budget Staffing by Position

Financial Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	1.00	3.00	3.00	3.00
Admin Support Technician	1.00	3.00	2.00	2.00
Clerk	13.00	13.00	13.00	13.00
Director	1.00	1.00	1.00	1.00
Financial Administrator	6.00	6.00	6.00	6.00
Financial Analyst	13.00	13.00	13.00	14.00
Financial Assistant	2.00	2.00	3.00	3.00
Program Manager	1.00	1.00	1.00	1.00
Secretary	2.00	2.00	2.00	2.00
Support Supervisor	2.00	2.00	2.00	2.00
Total UNRESTRICTED	42.00	46.00	46.00	47.00
RESTRICTED				
Admin Support Specialist	3.00	3.00	3.00	3.00
Admin Support Technician	3.00	3.00	3.00	3.00
Clerk	2.00	2.00	2.00	2.00
Program Manager	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Total RESTRICTED	10.00	10.00	10.00	10.00
TOTAL OPERATING STAFFING	52.00	56.00	56.00	57.00

Operating Budget Expenditures by Object / Sub-Object

Financial Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Salaries & Wages				
Other Admin/Professionals/Specialists	2,721,014	2,971,599	2,971,599	3,257,409
Other Stipends	17,353	-	-	-
Other Support Staff	89,714	218,194	218,194	201,895
Overtime	723	2,150	2,150	2,150
Secretaries / Clerks	971,262	976,522	976,522	1,050,936
Technician	144,100	141,546	141,546	239,045
Terminal Leave Payout	16,606	-	-	-
Salaries & Wages Total	3,960,772	4,310,011	4,310,011	4,751,435
Employee Benefits				
FICA / Medicare	290,452	322,768	322,768	351,948
Insurance Benefits - Active Employees	379,563	413,107	413,107	441,667
Life Insurance	13,894	14,406	14,406	15,886
Retirement/Pension - Employee	202,273	237,115	237,115	296,341
Retirement/Pension - Teachers	12,805	-	-	-
Worker's Compensation	21,767	68,950	36,955	76,013
Employee Benefits Total	920,753	1,056,346	1,024,351	1,181,855

Financial Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Contracted Services</u>				
Catering Services	605	-	-	-
M&R Equipment	5,341	3,300	3,300	3,100
Outside Printing	3,391	3,612	3,612	3,100
Printing In-House	25,552	9,077	9,077	9,077
Software License	101,080	150,500	150,500	126,500
Technical Contracted Services	20,346	36,560	36,560	31,000
Contracted Services Total	156,314	203,049	203,049	172,777
<u>Supplies & Materials</u>				
Non-Catered Misc Food Supplies	44	-	-	-
Office Supplies	6,942	15,210	17,780	8,350
Other Misc Supplies	-	2,100	2,100	-
Postage / Delivery	16	150	150	190
Supplies & Materials Total	7,002	17,460	20,030	8,540
<u>Other Operating Expenses</u>				
Bank Analysis Fees	78,000	125,000	125,000	110,000
Dues / Subscriptions	6,246	5,956	5,956	5,157
Fees Fines & Licenses	15,955	11,250	11,250	12,000
Local Travel - Per Mile Basis	72	4,575	2,328	1,180
Non-Local Travel Expenses	620	1,600	-	-
Other Travel Related Expenditures	-	2,050	1,350	600
Performance Bonds	695	980	980	1,078
Registration Fees	13,312	21,908	21,908	14,484
Other Operating Expenses Total	114,900	173,319	168,772	144,499
<u>Capital Outlay</u>				
Computers - Non-Instructional	6,345	10,000	23,980	7,600
Office Furniture / Equipment	5,007	18,650	2,800	1,650
Capital Outlay Total	11,352	28,650	26,780	9,250
Total UNRESTRICTED	\$ 5,171,094	\$ 5,788,835	\$ 5,752,993	\$ 6,268,356
RESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	397,444	394,461	394,461	417,616
Other Stipends	439	-	-	-
Other Support Staff	259,308	255,928	333,852	277,726
Secretaries / Clerks	147,733	151,840	155,744	168,357
Unrestricted Unallocated Full-Time	2,674	-	-	-
Salaries & Wages Total	807,597	802,229	884,057	863,699
<u>Employee Benefits</u>				
FICA / Medicare	8,576	61,375	67,514	66,078
Insurance Benefits - Active Employees	126,280	119,933	104,938	131,926
Life Insurance	2,836	2,684	2,953	2,890
Retirement/Pension - Employee	44,423	43,857	116,657	51,598
Retirement/Pension - Teachers	36,528	36,710	30,218	38,864
Worker's Compensation	644	12,839	13,389	13,824
Employee Benefits Total	219,288	277,398	335,669	305,180

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Financial Services				
RESTRICTED				
<u>Contracted Services</u>				
Instructional Contracted Services	640	15,500	15,500	15,500
Printing In-House	509	5,530	5,530	5,530
Rental - Buildings	-	600	600	600
Software License	12,500	90,000	90,000	90,000
Contracted Services Total	13,649	111,630	111,630	111,630
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	70,807	277,200	277,200	277,200
Health Supplies	2,561	30,000	30,000	30,000
Office Supplies	102	3,000	3,000	3,000
Postage / Delivery	868	8,450	8,450	8,450
Supplies & Materials Total	74,337	318,650	318,650	318,650
<u>Other Operating Expenses</u>				
Fees Fines & Licenses	100,000	115,000	115,000	115,000
Insurance	-	45,600	45,600	45,600
Local Travel - Per Mile Basis	1,973	2,800	2,800	2,800
Non-Local Travel Lodging	-	2,500	2,500	2,500
Non-Local Travel Transportation	-	1,800	1,800	1,800
Registration Fees	4,530	5,500	10,500	10,500
Other Operating Expenses Total	106,504	173,200	178,200	178,200
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	5,573	13,000	13,000	13,000
Computers - Non-Instructional	-	6,300	6,300	6,300
Capital Outlay Total	5,573	19,300	19,300	19,300
Total RESTRICTED	\$ 1,226,948	\$ 1,702,407	\$ 1,847,506	\$ 1,796,659
TOTAL OPERATING EXPENDITURES	\$ 6,398,040	\$ 7,491,242	\$ 7,600,499	\$ 8,065,015

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
35201	Financial Services	330,783
35210	Accounting and Financial Reporting	2,504,347
35211	Accounts Payable	1,305,121
35225	Grants Financial Management	1,447,704
35227	Medicaid Office	1,796,659
35230	Treasury Operations	680,401
TOTAL OPERATING EXPENDITURES		\$ 8,065,015

Payroll Services

Budget Accountability: Delfrieda Waithe, Director

Mission

To compensate employees correctly, to maintain fiscal and human accountability by complying with school system, county, state and federal accountability requirements for time and leave, tax compliance, and financial reporting.

Supporting The Strategic Plan

- Supports a High Performance Workforce by hiring highly qualified and skilled staff.
- Supports Organizational Effectiveness by ensuring internal and external customers are aware of our processes and procedures.

Core Services

- Provide excellent customer services.
- Ensure that all employee time is appropriately tracked and employees are paid correctly and on-time.
- Automate processes within Oracle to make processes and procedures more customer friendly.

Expected Outcomes

- > By June 30, 2022, increase the number of employees using the Oracle Leave Management module from 75% to 77%.
- > By June 30, 2022, increase the percentage of supplemental payments accurate by the timecard deadline from 85% to 87%.
- > By June 30, 2022, reduce the average number of quick pay checks and direct deposits that are processed outside of each regular payroll cycle from 300 to 200 checks or deposits.

Operating Budget Staffing by Position

Payroll Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	1.00	1.00	1.00	1.00
Clerk	14.00	14.00	14.00	14.00
Director	1.00	1.00	1.00	1.00
Financial Analyst	3.00	3.00	3.00	3.00
Financial Assistant	3.00	3.00	3.00	3.00
Secretary	1.00	1.00	1.00	1.00
Support Supervisor	3.00	3.00	3.00	3.00
Total UNRESTRICTED	26.00	26.00	26.00	26.00
TOTAL OPERATING STAFFING	26.00	26.00	26.00	26.00

Operating Budget Expenditures by Object / Sub-Object

Payroll Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	933,330	993,012	993,012	1,048,570
Other Stipends	7,628	-	-	-
Overtime	6,244	14,000	14,000	14,000
Secretaries / Clerks	839,504	868,018	868,018	972,061
Sick / Safe Leave - Temporary Employees	868	-	-	-
Technician	245,207	241,416	241,416	254,696
Temp Office Worker	11,723	7,200	18,320	5,626
Terminal Leave Payout	10,175	-	-	-
Unrestricted Unallocated Full-Time	(50)	-	-	-
Salaries & Wages Total	2,054,629	2,123,646	2,134,766	2,294,953
<u>Employee Benefits</u>				
FICA / Medicare	151,892	159,025	159,025	172,908
Insurance Benefits - Active Employees	273,327	271,437	271,437	292,275
Life Insurance	7,164	7,035	7,035	7,616
Retirement/Pension - Employee	78,466	89,442	89,442	101,406
Worker's Compensation	11,193	33,769	14,030	36,509
Employee Benefits Total	522,042	560,708	540,969	610,714
<u>Contracted Services</u>				
Outside Printing	15,262	11,000	11,000	11,000
Printing In-House	6,706	7,282	7,282	7,282
Contracted Services Total	21,969	18,282	18,282	18,282
<u>Supplies & Materials</u>				
Office Supplies	6,512	4,500	4,982	3,900
Postage / Delivery	-	3,000	3,000	2,700
Supplies & Materials Total	6,512	7,500	7,982	6,600
<u>Other Operating Expenses</u>				
Dues / Subscriptions	-	1,076	219	1,076
Fees Fines & Licenses	2,753	1,930	2,140	2,140
Local Travel - Per Mile Basis	242	342	132	308

Payroll Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Other Operating Expenses</u>				
Registration Fees	7,417	16,056	16,056	7,998
Other Operating Expenses Total	10,411	19,404	18,547	11,522
<u>Capital Outlay</u>				
Office Furniture / Equipment	4,540	10,400	10,775	5,600
Capital Outlay Total	4,540	10,400	10,775	5,600
Total UNRESTRICTED	\$ 2,620,102	\$ 2,739,940	\$ 2,731,321	\$ 2,947,671

TOTAL OPERATING EXPENDITURES	\$ 2,620,102	\$ 2,739,940	\$ 2,731,321	\$ 2,947,671
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
35220	Payroll Services	2,947,671
TOTAL OPERATING EXPENDITURES		\$ 2,947,671

Risk Management & Workers' Compensation

Budget Accountability: Philip Hughes, Manager

Mission

To create a safe working environment for employees and students while protecting the financial assets of the school system. Some of the strategies that we will implement to achieve our mission are the identification and analysis of risk, the implementation of loss control programs and the purchasing of insurance to transfer risk. In addition, we will return employees back to work through our Transition to Work Program.

Supporting The Strategic Plan

- Creating safe and supportive school environments by implementing strategies that identify risk and eliminate/reduce injuries for students, employees and community.
- Supporting schools that have incurred a property loss while looking for ways to transfer our risk and exposure.

Core Services

- Reduce injuries for students, staff and the community.
- Return injured employees to work through the Transition to Work Program.
- Reduce the district's financial liability through the transfer of risk and the management of the self-insured fund.

Expected Outcomes

- > By June 30, 2022, reduce worker's compensation expenditures by 2% from the FY 2021 target of \$17,914,990 to \$17,556,690 for FY 2022.
- > By June 30, 2022, maintain worker's compensation average reserves within 3% of the FY 2021 projection of \$13,134,272, not to exceed \$13,528,300 for FY 2022.
- > By June 30, 2022, maintain the annual rate of 130 employees transitioned through the Transition to Work Program for worker's compensation only.

Operating Budget Staffing by Position

Risk Management & Workers' Compensation	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	2.00	2.00	2.00	2.00
Clerk	1.00	1.00	1.00	1.00
Financial Administrator	1.00	1.00	1.00	1.00
Secretary	3.00	3.00	3.00	3.00
Technical Resource Analyst	1.00	1.00	1.00	1.00
Total UNRESTRICTED	8.00	8.00	8.00	8.00
TOTAL OPERATING STAFFING	8.00	8.00	8.00	8.00

Operating Budget by Object / Sub-Object

Risk Management & Workers' Compensation	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	340,923	438,710	438,710	452,618
Other Stipends	803	-	-	-
Overtime	13,134	25,000	8,754	25,000
Secretaries / Clerks	256,216	257,618	257,618	278,728
Terminal Leave Payout	36,026	-	-	-
Unrestricted Unallocated Full-Time	459	-	-	-
Salaries & Wages Total	647,562	721,328	705,082	756,346
<u>Employee Benefits</u>				
FICA / Medicare	43,326	53,274	53,274	55,953
Insurance Benefits - Active Employees	93,269	99,218	99,218	109,221
Life Insurance	2,082	2,329	2,329	2,447
Retirement/Pension - Employee	31,985	41,153	41,153	46,452
Worker's Compensation	954,514	11,146	11,146	11,706
Employee Benefits Total	1,125,175	207,120	207,120	225,779
<u>Contracted Services</u>				
Printing In-House	7,527	14,432	14,432	14,432
Professional Contracted Services	-	48,000	48,000	-
Technical Contracted Services	-	80,013	80,013	84,014
Contracted Services Total	7,527	142,445	142,445	98,446
<u>Supplies & Materials</u>				
Office Supplies	3,693	2,000	13,570	2,700
Staff Development Supplies	477	3,500	3,500	1,500
Supplies & Materials Total	4,169	5,500	17,070	4,200
<u>Other Operating Expenses</u>				
Auto Liability-Self Insurance	1,433,000	1,433,000	1,433,000	1,433,000
Equipment Property-Self Insurance	156,358	275,000	275,000	250,000
Excess Property-RMF	913,730	825,000	1,475,000	767,974
General Liability-RMF	1,822,657	832,870	2,203,870	832,870
Local Travel - Per Mile Basis	1,826	2,500	1,000	2,250
Loss Prevention	2,175	10,000	10,000	9,000
Non-Local Travel Expenses	-	6,750	-	-

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Risk Management & Workers' Compensation				
UNRESTRICTED				
<u>Other Operating Expenses</u>				
Registration Fees	455	3,320	-	1,000
Dues / Subscriptions	-	1,085	1,085	1,035
Insurance	67,535	72,000	72,000	81,741
Other Miscellaneous Expense	862	2,500	2,500	2,500
Underground Storage Insurance	67,678	50,000	50,000	33,839
Other Operating Expenses Total	4,466,276	3,514,025	5,523,455	3,415,209
<u>Capital Outlay</u>				
Equipment Purchases Under \$500	793	1,200	1,200	500
Capital Outlay Total	793	1,200	1,200	500
Total UNRESTRICTED	\$ 6,251,502	\$ 4,591,618	\$ 6,596,372	\$ 4,500,480

TOTAL OPERATING EXPENDITURES	\$ 6,251,502	\$ 4,591,618	\$ 6,596,372	\$ 4,500,480
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
35240	Risk Management & Workers' Compensation	4,500,480
TOTAL OPERATING EXPENDITURES		\$ 4,500,480

Other Fixed Charges

Budget Accountability: Michael Herbstman, Chief Financial Officer

Other Fixed Charges reflect employee benefits, insurance, reserves and other expenditures that are not distributed to other cost centers. There is no FTE associated with Fixed Charges.

Operating Budget Expenditures by Object / Sub-Object

Other Fixed Charges	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2250 Certification Differentials Annual	-	200,638	200,638	200,638
Extracurricular Advisors	42,595	380,000	380,000	380,000
Other Admin/Professionals/Specialists	(2,290,997)	-	-	-
Other Stipends	-	58,975	58,975	58,975
PGCEA Nat'l Bd Prof Teaching Standards	1,022,000	1,209,958	1,209,958	1,209,958
PGCEA Nat'l Prof Certification	465,400	808,182	808,182	808,182
PGCEA Senior Teacher Differential	1,122	325,000	325,000	325,000
PGCEA Sp Ed Step 1 Pay Differential	275,686	3,451,900	3,451,900	3,491,900
Substitute Teacher	31	-	-	-
Terminal Leave Payout	560,517	4,816,276	7,316,276	4,816,276
Unit II Stipends Longevity / Performance	679,000	1,010,500	900,500	1,000,500
Unit III Stipends	36,000	1,752,608	464,608	1,286,608
Unrestricted Unallocated Full-Time	-	(40,081,346)	(65,176,467)	(40,081,346)
Salaries & Wages Total	791,353	(26,067,309)	(50,060,430)	(26,503,309)
<u>Employee Benefits</u>				
Employee Retirement	-	80,000	80,000	-
FICA / Medicare	142,806	(1,925,690)	(3,896,099)	(1,959,044)
Insurance Benefits - Active Employees	87,323	20,604,056	14,604,056	13,939,869
Insurance Benefits - Retirees	55,023,402	54,796,973	57,796,973	63,896,973
Life Insurance	5,800,704	3,432,689	4,932,689	5,732,689
Retirement/Pension - Employee	974,604	19,399	19,399	19,399
Retirement/Pension - Teachers	39,457,545	41,560,955	40,560,955	40,810,955
Unemployment Insurance	2,108,865	750,000	3,650,000	1,500,000
Worker's Compensation	11,947,024	(583,299)	(665,000)	(528,964)
Employee Benefits Total	115,542,272	118,735,083	117,082,973	123,411,877
<u>Contracted Services</u>				
Indirect Cost Recovery	(1,466,648)	(1,814,656)	(1,814,656)	(7,314,656)
OPEB	15,000,000	15,000,000	30,000,000	-
Other Financing Use	610,000	5,119,000	22,004,779	5,119,000
Contracted Services Total	14,143,352	18,304,344	50,190,123	(2,195,656)
<u>Supplies & Materials</u>				
Other Misc Supplies	-	10,000	10,000	10,000
Supplies & Materials Total	-	10,000	10,000	10,000
<u>Other Operating Expenses</u>				
Other Miscellaneous Expense	670,250	1,000	1,000	1,000
Other Operating Expenses Total	670,250	1,000	1,000	1,000
Total UNRESTRICTED	\$ 131,147,227	\$ 110,983,118	\$ 117,223,666	\$ 94,723,912

TOTAL OPERATING EXPENDITURES	\$ 131,147,227	\$ 110,983,118	\$ 117,223,666	\$ 94,723,912
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
80001	PGCPS District Wide Cost Center - Finance	
	Brava Subsidy	410,000
	Extracurricular Advisors	380,000
	FICA	(1,959,044)
	Food Services Subsidy	4,709,000
	Health Insurance - Active Employees	13,939,869
	Health Insurance - Retirees	63,896,973
	Indirect Cost Recovery	(7,314,656)
	Life Insurance	5,732,689
	Other Miscellaneous Expense	1,000
	Other Miscellaneous Supplies	10,000
	Retirement - Employees	19,399
	Retirement - Teachers	40,810,955
	Salary Lapse	(40,081,346)
	Stipends	8,381,761
	Terminal Leave Payout	4,816,276
	Unemployment Insurance	1,500,000
	Workman's Compensation	(528,964)
TOTAL OPERATING EXPENDITURES		\$ 94,723,912



Organization Summary

Organization	FY 2022 Approved FTE		FY 2022 Approved Funding
Chief Human Resources Officer	2.00	\$	439,364
Employee and Labor Relations	11.00		1,700,830
Employee Performance	11.00		2,172,814
Equity & Excellence	5.00		1,209,783
HR Operations & Staffing	78.00		13,057,546
Professional Learning & Leadership	72.00		11,051,874
TOTAL OPERATING STAFFING & EXPENDITURES	179.00	\$	29,632,211

Chief Human Resources Officer

Budget Accountability: Kristi I. Murphy, Chief

Mission

To recruit, develop and retain a high-quality, diverse workforce that is dedicated to educational excellence for our students and extended professional growth opportunities for all employees.

Supporting The Strategic Plan

- Support through strategic staffing to recruit and retain a high-performing, culturally diverse workforce that is focused on academic excellence with operations and staffing focused on overall organizational effectiveness.
- Support a high-performing culturally diverse workforce by ensuring all staff have access to professional development and training opportunities.

Core Services

- Provide quality service through responsive actions that provide a solution that supports internal and external stakeholders feeling heard and valued.
- Provide a robust offering of professional learning opportunities for all employees through a wide range of specialized programs based on a comprehensive performance development framework in alignment with the Maryland State Department of Education and COMAR.
- Cultivate and maintain a positive labor and management relationship that engages and supports all employees throughout the district.

Expected Outcomes

- > By September 1, 2021, attain a 81% vacancy fill rate for all instructional school based positions.
- > By June 30, 2022, based on FY 2020 data, decrease the number of teachers who have a conditional certificate from 12% to 8%.
- > By June 30, 2022, 75% of central office employees who supervise others and 90% of school-based administrators will have documented how they modeled equity leadership dispositions 1 and 2.

Operating Budget Staffing by Position

Chief Human Resource Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Secretary	1.00	1.00	1.00	1.00
Associate Superintendent	1.00	1.00	1.00	1.00
Director	1.00	0.00	0.00	0.00
Total UNRESTRICTED	3.00	2.00	2.00	2.00
TOTAL OPERATING STAFFING	3.00	2.00	2.00	2.00

Operating Budget Expenditures by Object / Sub-Object

Chief Human Resource Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	269,592	192,199	192,199	199,964
Other Stipends	2,356	-	-	-
Principal	102,990	-	-	-
Secretaries / Clerks	110,371	109,470	109,470	111,659
SEIU Staff Development Stipends	2,169	-	-	-
Salaries & Wages Total	487,478	301,669	301,669	311,623
<u>Employee Benefits</u>				
FICA / Medicare	31,899	19,403	19,403	20,296
Insurance Benefits - Active Employees	39,303	22,632	22,632	24,894
Life Insurance	1,656	1,009	1,009	1,041
Retirement/Pension - Employee	34,863	28,307	28,307	32,023
Worker's Compensation	2,010	4,829	4,829	4,987
Employee Benefits Total	109,731	76,180	76,180	83,241
<u>Contracted Services</u>				
Printing In-House	1,643	5,000	5,000	5,000
Professional Contracted Services	17,500	12,000	12,000	-
Contracted Services Total	19,143	17,000	17,000	5,000
<u>Supplies & Materials</u>				
Non-Catered Misc Food Supplies	4,108	35,000	-	35,000
Office Supplies	2,745	5,500	5,500	200
Postage / Delivery	-	-	-	2,500
Supplies & Materials Total	6,852	40,500	5,500	37,700
<u>Other Operating Expenses</u>				
Dues / Subscriptions	4,951	1,500	1,500	1,350
Local Travel - Per Mile Basis	143	1,000	500	-
Non-Local Travel Expenses	2,542	3,500	-	-
Other Miscellaneous Expense	1,398	500	500	450
Other Travel Related Expenditures	682	250	250	-
Other Operating Expenses Total	9,716	6,750	2,750	1,800
Total UNRESTRICTED	\$ 632,920	\$ 442,099	\$ 403,099	\$ 439,364
TOTAL OPERATING EXPENDITURES	\$ 632,920	\$ 442,099	\$ 403,099	\$ 439,364

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
31001	Chief Human Resources Officer	\$ 439,364
TOTAL OPERATING EXPENDITURES		\$ 439,364

Employee & Labor Relations

Budget Accountability: Jeffrey Carpenter, Jr., Director

Mission

To provide clear communication, collaboration, and consistency to Prince George's County Public Schools by balancing the rights and responsibilities of the system with those of its employees.

Supporting The Strategic Plan

- **Organizational Effectiveness:** work with management and other staff to ensure compliance with procedures, policies and binding agreements; work with management and others to foster effective labor relationships and engaged employee groups.
- **High-Performing Workforce:** ensure employees are afforded due process and assists them in identifying avenues for further development of their skill-sets.

Core Services

- Resolve and facilitate resolution of employment centered disputes and alleged policy violations within the school system.
- Ensure that decisions and recommendations are consistent and in alignment with the Negotiated Agreements, Board policies, administrative procedures, as well as local, state and federal laws.
- Conduct negotiations with employee bargaining units; administer and interpret collective bargaining agreements. The office maintains positive labor/management relationships and empowers employees as a result of ratified negotiated agreements.

Expected Outcomes

- > By June 30, 2022, ensure 95% of cases entered into the Employee Incident Tracking System (EITS) are assigned to an Advisor within 48 hours (two business days) of approval by EITS administrator.
- > By June 30, 2022, ensure that 65% of employee conduct matters that require a Loudermill are closed with a final disposition within 45 business days of completion of Loudermill.
- > By June 30, 2022, ensure no more than 20% of ELRO open cases are on Administrative Leave each quarter (point in time data).

Operating Budget Staffing by Position

Employee and Labor Relations	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	6.00	6.00	6.00	6.00
Attorney	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Secretary	2.00	3.00	3.00	3.00
Total UNRESTRICTED	10.00	11.00	11.00	11.00
TOTAL OPERATING STAFFING	10.00	11.00	11.00	11.00

Operating Budget Expenditures by Object / Sub-Object

Employee and Labor Relations	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Dedicated Aide	49,831	-	-	-
Other Admin/Professionals/Specialists	827,795	954,373	954,373	988,123
Other Stipends	2,841	-	-	-
Secretaries / Clerks	143,753	195,990	195,990	204,020
Sick / Safe Leave - Temporary Employees	665	-	-	-
Temp Classroom Assistant	15,284	-	-	-
Temp Office Worker	2,246	5,000	-	-
Terminal Leave Payout	21,533	-	-	-
Salaries & Wages Total	1,063,948	1,155,363	1,150,363	1,192,143
<u>Employee Benefits</u>				
FICA / Medicare	78,088	86,373	86,373	89,363
Insurance Benefits - Active Employees	106,465	122,921	122,921	129,342
Life Insurance	3,417	3,848	3,848	3,987
Retirement/Pension - Employee	71,265	90,686	90,686	95,046
Worker's Compensation	4,847	18,492	4,762	19,080
Employee Benefits Total	264,082	322,320	308,590	336,818
<u>Contracted Services</u>				
Other Legal Expenses	24,505	97,714	97,714	87,942
Printing In-House	46,461	33,489	33,489	33,489
Professional Contracted Services	1,200	11,531	7,300	10,378
Third Party Processing-Active	28,000	40,000	28,000	28,000
Contracted Services Total	100,166	182,734	166,503	159,809
<u>Supplies & Materials</u>				
Non-Catered Misc Food Supplies	237	-	-	-
Office Supplies	3,034	2,400	6,259	1,100
Postage / Delivery	8	-	-	-
Supplies & Materials Total	3,279	2,400	6,259	1,100
<u>Other Operating Expenses</u>				
Dues / Subscriptions	2,303	5,300	6,300	4,770
Local Travel - Per Mile Basis	1,090	1,150	575	800
Non-Local Travel Expenses	1,878	15,000	-	-
Other Travel Related Expenditures	-	1,000	-	-

Employee and Labor Relations	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Other Operating Expenses</u>				
Registration Fees	4,194	6,000	9,200	5,390
<i>Other Operating Expenses Total</i>	9,464	28,450	16,075	10,960
<u>Capital Outlay</u>				
Office Furniture / Equipment	-	-	2,641	-
<i>Capital Outlay Total</i>	-	-	2,641	-
Total UNRESTRICTED	\$ 1,440,939	\$ 1,691,267	\$ 1,650,431	\$ 1,700,830
TOTAL OPERATING EXPENDITURES	\$ 1,440,939	\$ 1,691,267	\$ 1,650,431	\$ 1,700,830

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
31140	Employee and Labor Relations	\$ 1,700,830
TOTAL OPERATING EXPENDITURES		\$ 1,700,830

Employee Performance

Budget Accountability: Karen L. Gregory, Director

Mission

To build the capacity and capabilities of the PGCPs workforce by providing an effective performance management growth system that promotes continuous improvement, professional growth of employees and facilitates improved outcomes.

Supporting The Strategic Plan

- High-Performing Workforce: provide clear and equitable evaluation processes with established criteria for determining what constitutes highly effective, effective, and ineffective performance.
- Support improved employee performance through the development and implementation of annual performance management processes that support professional growth for all employees, leading to organizational effectiveness and a well-developed, high-performing workforce.

Core Services

- Develop and implement evaluation processes for all employees in accordance with Maryland State Department of Education (MSDE), Prince George's County Public Schools, and contractual requirements set forth in negotiated agreements with ASASP, PGCEA, and Local 2250/400.
- Utilize the Peer Assistance and Review (PAR) Program to support developing competencies of fully certificated, non-tenured teachers to ensure they are successful during the first three years as an educator.
- Provide opportunities for all employees to engage in professional learning experiences that deepen their understanding of the evaluation system and how it supports reflection and growth.

Expected Outcomes

- > By June 30, 2022, four out of five employee groups utilize the OEP online platform for completion of evaluation activities.
- > By June 30, 2022, 15% of scoring for Unit 1 Educators who are evaluated using the Danielson Framework for Teaching (FFT) will include qualitative components for both Professional Practice (70% of overall evaluation) and Student Growth Measures (30% of overall evaluation).
- > By June 30, 2022, increase the percentage of evaluations completed by hiring managers for 2250/400 (bargaining units) employees by 10%.

Operating Budget Staffing by Position

Employee Performance	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	2.00	1.00	0.00	0.00
Building Supervisor	1.00	1.00	1.00	1.00
Cleaner	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Instructional Specialist	4.00	4.00	5.00	4.00
Instructional Supervisor	2.00	2.00	2.00	1.00
Mentor Teacher	24.00	24.00	24.00	0.00
Night Cleaner Lead	1.00	1.00	1.00	1.00
Program Specialist	1.00	1.00	1.00	0.00
Secretary	2.00	2.00	2.00	1.00
Technical Resource Analyst	1.00	1.00	1.00	1.00
Total UNRESTRICTED	40.00	39.00	39.00	11.00
RESTRICTED				
Mentor Teacher	2.00	0.00	0.00	0.00
Total RESTRICTED	2.00	0.00	0.00	0.00
TOTAL OPERATING STAFFING	42.00	39.00	39.00	11.00

Operating Budget Expenditures by Object / Sub-Object

Employee Performance	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	57,082	60,000	60,000	30,000
Extracurricular Advisors	-	1,000	1,000	1,000
Other Admin/Professionals/Specialists	1,146,626	1,415,384	1,281,752	981,283
Other Stipends	65,701	36,000	48,000	-
Other Teacher	2,366,219	2,341,763	2,341,763	-
PGCEA Senior Teacher Differential	95	500	500	500
PGCEA Sp Ed Step 1 Pay Differential	113	-	-	-
Secretaries / Clerks	163,772	162,910	162,910	92,831
Service Worker	129,138	128,705	128,705	136,828
SEIU Staff Development Stipends	10,069	-	-	-
Substitute Teacher	4,379	23,000	11,000	-
Unrestricted Unallocated Full-Time	8,259	-	-	-
Workshop / Staff Development Pay	6,400	25,000	25,000	22,700
Salaries & Wages Total	3,957,851	4,194,262	4,060,630	1,265,142
<u>Employee Benefits</u>				
FICA / Medicare	295,812	318,980	308,757	95,737
Insurance Benefits - Active Employees	442,128	396,230	387,230	149,463
Life Insurance	12,951	13,542	13,088	4,067
Retirement/Pension - Employee	45,615	38,761	19,545	24,632
Worker's Compensation	21,455	67,132	22,876	20,268
Employee Benefits Total	817,962	834,645	751,496	294,167

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Employee Performance				
UNRESTRICTED				
<u>Contracted Services</u>				
Instructional Contracted Services	389,681	447,100	412,917	447,100
Printing In-House	11,809	10,000	10,000	10,000
Professional Contracted Services	26,249	172,500	206,683	67,250
Contracted Services Total	427,739	629,600	629,600	524,350
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	9,490	6,000	4,210	5,400
Office Supplies	11,774	15,000	57,980	3,600
Staff Development Supplies	14,010	37,000	37,000	6,000
Supplies & Materials Total	35,275	58,000	99,190	15,000
<u>Other Operating Expenses</u>				
Dues / Subscriptions	7,326	8,000	8,000	3,600
Local Travel - Per Mile Basis	26,401	45,194	22,597	40,675
Non-Local Travel Expenses	29,328	40,000	-	-
Other Travel Related Expenditures	612	2,000	2,000	1,800
Registration Fees	20,139	38,000	38,000	24,000
Other Operating Expenses Total	83,806	133,194	70,597	70,075
<u>Capital Outlay</u>				
Computers - Non-Instructional	2,991	10,700	10,700	4,080
Office Furniture / Equipment	1,444	2,000	2,000	-
Capital Outlay Total	4,435	12,700	12,700	4,080
Total UNRESTRICTED	\$ 5,327,068	\$ 5,862,401	\$ 5,624,213	\$ 2,172,814
RESTRICTED				
<u>Salaries & Wages</u>				
Other Teacher	200,154	-	-	-
Unrestricted Unallocated Full-Time	611	-	-	-
Salaries & Wages Total	200,765	-	-	-
<u>Employee Benefits</u>				
FICA / Medicare	13,826	-	-	-
Insurance Benefits - Active Employees	24,310	-	-	-
Life Insurance	678	-	-	-
Retirement/Pension - Teachers	31,166	-	-	-
Worker's Compensation	992	-	-	-
Employee Benefits Total	70,971	-	-	-
Total RESTRICTED	\$ 271,736	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENDITURES	\$ 5,598,804	\$ 5,862,401	\$ 5,624,213	\$ 2,172,814

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
31110	Employee Performance	\$ 2,172,814
TOTAL OPERATING EXPENDITURES		\$ 2,172,814

Equity & Excellence

Budget Accountability: David Rease, Jr., Director

Mission

To enhance systemic capacity to improve and create conditions that enable all students to access vibrant educational opportunities from staff who are culturally responsive and engaged.

Supporting The Strategic Plan

- Develop and direct the implementation of PGCPs' systemic 5-year Strategic Plan.
- Operationalize the PGCPs' Educational Equity Policy (0101).

Core Services

- Guide the design of a coherent approach to achieving educational equity via strategic plan creation and implementation.
- Provide professional learning to all staff to support confronting our biased-based beliefs about adults and students that inhibit access to learning and opportunity.

Expected Outcomes

- > By September 30, 2021, identify three strategies that can be implemented to reduce access inequities for targeted student populations to specialty programs (including early childhood programs) and lottery admissions schools and programs (based on the equity analysis from spring 2021).
- > By June 30, 2022, 75% of central office employees who supervise others and 90% of school-based administrators will have documented how they modeled equity leadership dispositions 1 and 2.
- > By June 30, 2022, ensure that at least 85 % of presentations and *Professional Learning (PL) offered by the Office of Equity and Excellence emphasizes aspects of equity and cultural responsiveness (PSEL Standard 3). *Represents the professional learning buckets identified by OPPL.

Operating Budget Staffing by Position

Equity & Excellence	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Director	0.00	1.00	1.00	1.00
Instructional Supervisor	0.00	1.00	1.00	3.00
Secretary	0.00	1.00	1.00	1.00
Total UNRESTRICTED	0.00	3.00	3.00	5.00
TOTAL OPERATING STAFFING	0.00	3.00	3.00	5.00

Operating Budget Expenditures by Object / Sub-Object

Equity & Excellence	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	4,685	157,604	303,629	606,012
Other Stipends	46	-	-	248,400
Secretaries / Clerks	2,226	72,176	72,176	91,350
Salaries & Wages Total	6,957	229,780	375,805	945,762
<u>Employee Benefits</u>				
FICA / Medicare	519	16,048	27,219	70,068
Insurance Benefits - Active Employees	695	18,000	27,000	64,518
Life Insurance	23	769	1,266	2,332
Retirement/Pension - Employee	486	21,555	42,553	18,068
Worker's Compensation	38	3,677	6,013	15,135
Employee Benefits Total	1,763	60,049	104,051	170,121
<u>Contracted Services</u>				
Instructional Contracted Services	-	-	79,000	75,000
Contracted Services Total	-	-	79,000	75,000
<u>Supplies & Materials</u>				
Office Supplies	-	-	500	300
Staff Development Supplies	-	-	1,605	920
Supplies & Materials Total	-	-	2,105	1,220
<u>Other Operating Expense</u>				
Dues / Subscriptions	-	-	1,395	-
Registration Fees	-	-	2,500	480
Other Operating Expense Total	-	-	3,895	480
Total UNRESTRICTED	\$ 8,720	\$ 289,829	\$ 564,856	\$ 1,192,583
RESTRICTED				
<u>Contracted Services</u>				
Indirect Cost Recovery	-	-	4,727	4,727
Professional Contracted Services	-	-	127,800	-
Contracted Services Total	-	-	132,527	4,727
<u>Office Supplies</u>				
Office Supplies	-	-	1,693	1,693
Office Supplies Total	-	-	1,693	1,693

Equity & Excellence	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
Other Operating Expense				
Registration Fees	-	-	10,780	10,780
Other Operating Expense Total	-	-	10,780	10,780
Total RESTRICTED	\$ -	\$ -	\$ 145,000	\$ 17,200
TOTAL OPERATING EXPENDITURES	\$ 8,720	\$ 289,829	\$ 709,856	\$ 1,209,783

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
31113	Equity & Excellence	\$ 1,209,783
TOTAL OPERATING EXPENDITURES		\$ 1,209,783

Program Enhancement

Equity & Excellence	FTE	Position Costs	Discretionary Funds	Total Cost
Other Stipends	0.00	\$ -	\$ 271,377	\$ 271,377
Supports stipends to compensate school-based equity leads identified by principals to facilitate and support professional learning tied to the system's equity vision.				
TOTAL PROGRAM ENHANCEMENT	0.00	\$ -	\$ 271,377	\$ 271,377

HR Operations & Staffing

Budget Accountability: Pearl Harmon, Director

Mission

To recruit, develop and retain a high-quality culturally diverse workforce that is dedicated to educational excellence for PGCPs scholars.

Supporting The Strategic Plan

- Provide strategic staffing to recruit and retain a high-performing culturally diverse workforce that is focused on academic excellence.
- Organizational Effectiveness: provide equity responsive services to internal and external stakeholders.

Core Services

- Provide quality service through responsive actions that provide a solution that supports internal and external stakeholders feeling heard and valued.
- Provide an effective and efficient hiring and onboarding program that yields a positive experience for internal and external stakeholders through a strong recruitment and hiring initiative based on continuous improvement.
- Provide seamless and accurate operational support through responsive employee services; timely data entry and management; and industry and market-rate compensation and classification reporting and record management.

Expected Outcomes

- > By September 1, 2021, attain a 81% vacancy fill rate for all instructional school based positions.
- > By June 2022, 80% of all employees not requiring Board of Education approval will be established as a new hire (finished in Oracle) within 45 business days of the confirmed fingerprinting (background check initiation) date.
- > By June 30, 2022, based on FY 2020 data, the number of teachers who have a conditional certificate will decrease from 12% to 8%.

Operating Budget Staffing by Position

Human Resources Operations & Staffing	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	35.00	38.00	38.00	38.00
Admin Support Technician	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	0.00	0.00	0.00
Clerk	1.00	1.00	1.00	1.00
Coordinating Manager	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Secretary	17.00	18.00	18.00	18.00
Security Investigator	1.00	1.00	1.00	1.00
Support Supervisor	11.00	11.00	11.00	11.00
Total UNRESTRICTED	73.00	76.00	76.00	76.00
RESTRICTED				
Admin Support Specialist	1.00	0.00	0.00	0.00
Reimbursable Personnel	1.00	2.00	2.00	2.00
Total RESTRICTED	2.00	2.00	2.00	2.00
TOTAL OPERATING STAFFING	75.00	78.00	78.00	78.00

Operating Budget Expenditures by Object / Sub-Object

Human Resources Operations & Staffing	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	15,179	24,000	24,000	3,600
Other Admin/Professionals/Specialists	5,043,230	5,505,140	5,595,792	5,614,339
Other Stipends	28,422	-	-	-
Other Support Staff	315,042	314,559	314,559	346,902
Overtime	34,084	33,523	12,000	-
Secretaries / Clerks	889,499	1,045,950	1,045,950	1,110,142
SEIU Staff Development Stipends	10,185	-	-	-
Sick / Safe Leave - Temporary Employees	1,609	-	-	-
Substitute School Secretary	1,174	56,494	56,494	50,845
Substitute Teacher	-	5,000	5,000	301,784
Technician	87,461	87,279	87,279	95,359
Temp Office Worker	191,067	24,000	24,000	12,600
Unrestricted Unallocated Full-Time	4,908	-	-	-
Workshop / Staff Development Pay	1,000	-	-	-
Salaries & Wages Total	6,622,859	7,095,945	7,165,074	7,535,571
<u>Employee Benefits</u>				
FICA / Medicare	488,331	529,348	539,571	569,618
Insurance Benefits - Active Employees	700,922	730,342	739,342	725,221
Life Insurance	22,244	23,258	23,712	23,978
Retirement/Pension - Employee	282,323	352,908	372,124	363,755
Tuition Reimburse - Cert Renew	1,434,836	2,930,330	2,235,000	2,275,000
Worker's Compensation	32,202	113,041	36,703	20,613
Employee Benefits Total	2,960,859	4,679,227	3,946,452	3,978,185

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Human Resources Operations & Staffing				
<u>UNRESTRICTED</u>				
<u>Contracted Services</u>				
Advertising / Other Costs	73,819	94,700	94,700	85,722
M&R Equipment	5,406	5,000	5,000	4,500
Other Contracted Services	-	-	1,000	340,932
Outside Printing	-	1,000	1,000	-
Printing In-House	49,310	41,686	41,686	41,686
Professional Contracted Services	679,836	816,477	812,352	249,000
Technical Contracted Services	-	-	-	80,000
<i>Contracted Services Total</i>	808,370	958,863	955,738	801,840
<u>Supplies & Materials</u>				
Exams/Retakes/Fees Reimbursements	5,375	-	10,000	9,000
Non-Catered Misc Food Supplies	307	-	-	-
Office Supplies	17,601	20,000	20,000	7,600
Other Misc Supplies	341	2,000	2,000	1,000
Postage / Delivery	952	50	50	-
Staff Development Supplies	897	1,000	1,000	900
<i>Supplies & Materials Total</i>	25,473	23,050	33,050	18,500
<u>Other Operating Expenses</u>				
Dues / Subscriptions	702	2,300	2,300	2,153
Fees Fines & Licenses	3,125	-	3,125	-
Local Travel - Per Mile Basis	3,896	8,500	(4,250)	5,000
Non-Local Travel Expenses	55,438	93,773	8,839	72,000
Other Miscellaneous Expense	59,893	142,664	53,374	128,398
Other Travel Related Expenditures	799	1,500	1,500	750
Registration Fees	26,335	17,000	712,330	183,977
<i>Other Operating Expenses Total</i>	150,188	265,737	777,218	392,278
<u>Capital Outlay</u>				
Computers - Non-Instructional	7,363	10,000	10,000	8,400
Equipment Purchases Under \$500	150	32,500	32,500	29,250
Office Furniture / Equipment	-	10,000	10,000	-
<i>Capital Outlay Total</i>	7,513	52,500	52,500	37,650
Total UNRESTRICTED	\$ 10,575,262	\$ 13,075,322	\$ 12,930,032	\$ 12,764,024

RESTRICTEDSalaries & Wages

Other Admin/Professionals/Specialists	124,109	130,244	130,244	205,637
Other Stipends	842	-	-	-
PGCEA Nat'l Bd Prof Teaching Standards	553,500	-	590,500	-
Unrestricted Unallocated Full-Time	219	-	-	-
<i>Salaries & Wages Total</i>	678,671	130,244	720,744	205,637

Employee Benefits

FICA / Medicare	9,035	9,964	9,964	15,732
Insurance Benefits - Active Employees	20,635	16,139	16,139	40,830
Life Insurance	444	436	436	688
Retirement/Pension - Employee	9,760	-	-	7,454
Retirement/Pension - Teachers	3,299	20,313	20,313	19,890

Human Resources Operations & Staffing	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
Employee Benefits				
Worker's Compensation	691	2,084	2,084	3,291
Employee Benefits Total	43,864	48,936	48,936	87,885
Total RESTRICTED	\$ 722,535	\$ 179,180	\$ 769,680	\$ 293,522
TOTAL OPERATING EXPENDITURES	\$ 11,297,797	\$ 13,254,502	\$ 13,699,712	\$ 13,057,546

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
31130	Human Resources Operations & Staffing	\$ 12,764,024
62002	Reimbursed Positions	\$ 293,522
TOTAL OPERATING EXPENDITURES		\$ 13,057,546

Program Enhancement

HR Operations & Staffing	FTE	Position Costs	Discretionary Funds	Total Cost
Substitute Orientation Pay	0.00	\$ -	\$ 329,699	\$ 329,699
Supports a two-day orientation for degreed, non-degreed and dedicated aide substitutes.				
TOTAL PROGRAM ENHANCEMENT	0.00	\$ -	\$ 329,699	\$ 329,699

Professional Learning & Leadership

Budget Accountability: Kristi L. Holden, Director

Mission

To provide meaningful, high quality professional development learning opportunities that address systemic needs in a variety of contexts and formats, including school-based and employee group-based. Ensure that training and development opportunities are specific and prescribed based upon systemic priorities, performance management needs, and student achievement.

Supporting The Strategic Plan

- **High-Performing Workforce:** ensure that staff development is aligned to system goals; provide mentoring and coaching support to schools, principals and teachers around academic priorities, including the Rigorous Literacy Instruction initiative.
- **Organizational Effectiveness:** ensure that staff development and training are available on culture as part of an introductory process and an on-going experience for employees throughout the school year.

Core Services

- Enhance the professional practice of school leaders and educators through the development of a wide range of specialized leadership programs.
- Identify and cultivate professional learning for all employee groups that will maximize their talents and lead to satisfactory employee performance and growth.
- Develop, and support effective teachers and administrators through training, mentoring and coaching relative to requisite skill sets, and identifying career pathways for key positions.

Expected Outcomes

- > By June 30, 2022, increase diversity of enrollment in the aspiring leaders program by 2% over the current baseline in the areas of gender (male) and race (non-African American).
- > By June 30, 2022, 80% of conditional educators will successfully complete year one of the three-year conditional educators program as evidenced by securing another conditional certification or moving to a professional certification.
- > By June 30, 2022, increase the number of National Board Certified Teachers (NBCT) in Bridge to Excellence/Title 1 schools by 1% where there is zero NBCT presence.

Operating Budget Staffing by Position

Professional Learning and Leadership	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	0.00	1.00	1.00	1.00
Administrative Secretary	1.00	0.00	0.00	0.00
Director	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00	1.00
Instr Program Coordinator	1.00	1.00	1.00	1.00
Instructional Specialist	5.00	4.00	4.00	4.00
Instructional Supervisor	2.00	2.00	2.00	2.00
Mentor Teacher	27.00	27.00	27.00	51.00
Principal	1.50	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Program Specialist	1.00	0.00	0.00	0.00
Support Supervisor	0.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Technical Resource Analyst	1.00	1.00	1.00	1.00
Total UNRESTRICTED	43.50	42.00	42.00	66.00
RESTRICTED				
Admin Support Specialist	1.00	0.00	0.00	0.00
Financial Analyst	1.00	0.00	0.00	0.00
Instructional Specialist	1.00	0.00	0.00	0.00
Mentor Teacher	8.00	6.00	6.00	6.00
Support Supervisor	1.00	0.00	0.00	0.00
Total RESTRICTED	12.00	6.00	6.00	6.00
TOTAL OPERATING STAFFING	55.50	48.00	48.00	72.00

Operating Budget Expenditures by Object / Sub-Object

Professional Learning and Leadership	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Salaries & Wages				
2nd Assignment - Instructional	7,455	-	14,000	13,200
Other Admin/Professionals/Specialists	1,194,596	1,519,243	1,519,243	1,601,654
Other Stipends	21,847	-	-	-
Other Teacher	2,198,193	2,782,165	2,782,165	5,415,675
Overtime	9,880	7,000	147	2,500
PGCEA Senior Teacher Differential	95	-	-	-
Principal	237,292	147,576	147,576	150,527
Secretaries / Clerks	176,335	175,355	175,355	101,275
SEIU Staff Development Stipends	6,716	-	-	-
Substitute Teacher	5,606	50,000	-	29,600
Terminal Leave Payout	101,722	-	-	-
Unrestricted Unallocated Full-Time	162	-	-	-
Workshop / Staff Development Pay	622,961	107,688	352,071	479,125
Salaries & Wages Total	4,582,861	4,789,027	4,990,557	7,793,556

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Professional Learning and Leadership				
UNRESTRICTED				
<u>Employee Benefits</u>				
Employee Tuition-Outside Institution	73,978	163,289	163,289	163,289
FICA / Medicare	311,110	317,151	317,916	587,507
Insurance Benefits - Active Employees	436,712	423,841	423,841	756,909
Life Insurance	13,389	15,464	15,464	24,300
Retirement/Pension - Employee	25,566	43,859	43,859	41,284
Worker's Compensation	22,248	76,536	33,765	124,681
Employee Benefits Total	883,004	1,040,140	998,134	1,697,970
<u>Contracted Services</u>				
Catering Services	50,045	20,000	-	-
Instructional Contracted Services	91,260	155,000	215,000	75,600
Printing In-House	23,422	5,500	5,500	5,500
Professional Contracted Services	264,008	216,193	44,597	254,287
School Activity Transportation	21,563	5,000	-	-
Contracted Services Total	450,298	401,693	265,097	335,387
<u>Supplies & Materials</u>				
Awards / Recognition Certification	1,194	2,400	2,400	-
Non-Catered Misc Food Supplies	-	-	500	500
Office Supplies	57,568	4,935	4,935	4,600
Staff Development Supplies	40,697	83,496	81,609	59,564
Supplies & Materials Total	99,459	90,831	89,444	64,664
<u>Other Operating Expenses</u>				
Dues / Subscriptions	1,332	600	600	4,140
Fees Fines & Licenses	7,500	6,600	6,600	-
Local Travel - Per Mile Basis	20,021	30,000	15,000	4,000
Non-Local Travel Expenses	6,231	5,000	-	-
Other Miscellaneous Expense	-	-	-	108,993
Other Travel Related Expenditures	5,080	-	-	-
Registration Fees	21,203	1,500	1,500	1,000
Other Operating Expenses Total	61,367	43,700	23,700	118,133
<u>Capital Outlay</u>				
Computers - Non-Instructional	5,764	6,500	6,500	8,250
Office Furniture / Equipment	500	10,110	10,110	-
Capital Outlay Total	6,264	16,610	16,610	8,250
Total UNRESTRICTED	\$ 6,083,251	\$ 6,382,001	\$ 6,383,542	\$ 10,017,960
RESTRICTED				
<u>Salaries & Wages</u>				
Classroom Teacher	2,146	-	-	-
Hourly Instructional	4,830	-	-	-
Other	-	3,751,000	-	-
Other Admin/Professionals/Specialists	408,063	-	-	-
Other Stipends	1,610,355	-	781,434	-
Other Teacher	758,792	595,584	594,528	620,695
Substitute Teacher	3,131	-	-	-
Temp Office Worker	46,442	-	41,449	11,000
Workshop / Staff Development Pay	225,700	83,737	474,625	111,237
Salaries & Wages Total	3,059,459	4,430,321	1,892,036	742,932

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Professional Learning and Leadership				
RESTRICTED				
<u>Employee Benefits</u>				
FICA / Medicare	223,085	338,923	87,719	56,839
Insurance Benefits - Active Employees	159,355	69,003	51,744	76,972
Life Insurance	3,941	1,992	5,381	2,075
Retirement/Pension - Employee	19,079	-	56,881	-
Retirement/Pension - Teachers	153,215	92,872	85,493	92,905
Worker's Compensation	15,580	70,892	84,627	11,891
Employee Benefits Total	574,255	573,682	371,845	240,682
<u>Contracted Services</u>				
Catering Services	-	3,000	-	3,000
Indirect Cost Recovery	142,680	-	-	-
Instructional Contracted Services	-	6,500	6,500	6,500
Other Contracted Services	-	2,388,000	-	-
Outside Printing	-	-	3,000	-
Printing In-House	2,622	1,180	4,600	1,180
Professional Contracted Services	4,211,022	31,459	2,188,774	31,459
Tuition - Maryland LEAs	522,081	-	296,031	-
Contracted Services Total	4,878,404	2,430,139	2,498,905	42,139
<u>Supplies & Materials</u>				
Non-Catered Misc Food Supplies	-	350	-	350
Office Supplies	81,954	-	131,254	-
Other Misc Supplies	-	119,214	1,800	1,800
Staff Development Supplies	4,216	1,361	15,631	1,361
Supplies & Materials Total	86,170	120,925	148,685	3,511
<u>Other Operating Expenses</u>				
Dues / Subscriptions	3,110	-	4,886	-
Local Travel - Per Mile Basis	748	-	1,150	1,150
Meeting Expense	43,724	-	-	-
Non-Local Travel Expenses	53,503	1,175	4,005	1,175
Other Miscellaneous Expense	-	438,327	-	-
Other Travel Related Expenditures	9,518	-	-	-
Registration Fees	103,214	2,325	168,482	2,325
Other Operating Expenses Total	213,817	441,827	178,523	4,650
<u>Capital Outlay</u>				
Misc Other Equip Over \$499	-	500,000	-	-
Capital Outlay Total	-	500,000	-	-
Total RESTRICTED	\$ 8,812,105	\$ 8,496,894	\$ 5,089,994	\$ 1,033,914

TOTAL OPERATING EXPENDITURES	\$ 14,895,356	\$ 14,878,895	\$ 11,473,536	\$ 11,051,874
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
31120	Professional Learning and Leadership	\$ 11,051,874
TOTAL OPERATING EXPENDITURES		\$ 11,051,874

INTRODUCTION

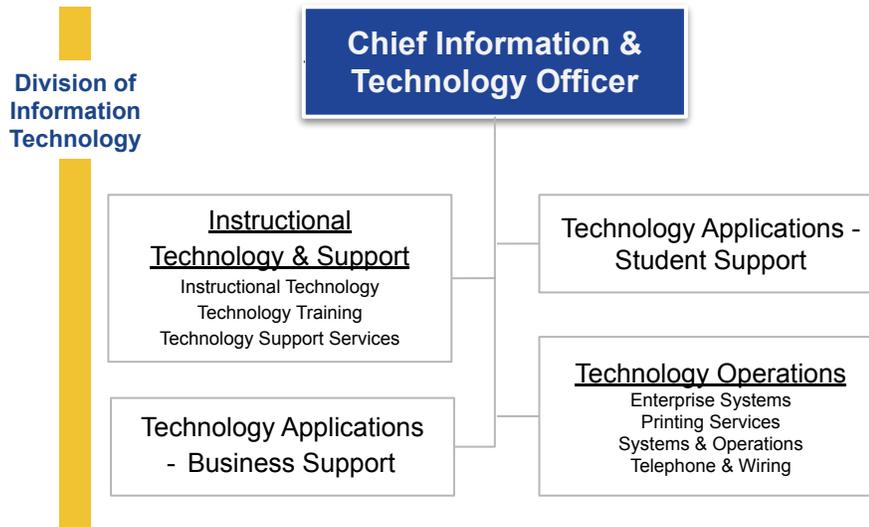
FINANCIAL PLAN

SCHOOL-BASED RESOURCES

ORGANIZATIONS

SUPPLEMENTAL INFORMATION





Organization Summary

Organization	FY 2022 Approved FTE		FY 2022 Approved Funding
Chief Information & Technology Officer	3.00	\$	2,309,424
Instructional Technology & Support	124.50		17,226,610
Technology Applications - Business Support	17.00		4,402,175
Technology Applications - Student Support	12.00		2,885,589
Technology Operations	35.00		16,086,051
TOTAL OPERATING STAFFING & EXPENDITURES	191.50	\$	42,909,849

*Contains a Non-operating budget component. See Supplemental Information section for details.

Chief Information & Technology Officer

Budget Accountability: Andrew Zuckerman, Chief

Mission

To ensure the technology infrastructure, including all information systems needed to support instructional and administrative programs, are available to perform the functions necessary to properly operate each business within the school system.

Supporting The Strategic Plan

- Improve policies and procedures aligned to data privacy, access, and technology usage.
- Work with other divisions to improve business processes to potentially save time and money through the use of technology.

Core Services

- Provide oversight and management of the Technology Refresh Program.
- Ensure that all schools have a computing infrastructure at each school to support online testing.

Expected Outcomes

- > By June 30, 2022, implementation of a new learning management system (LMS) will be completed.
- > By June 30, 2022, ensure every PGCPs student has access to a mobile computer.
- > By June 30, 2022, the Division of Information Technology will achieve 90% customer satisfaction.

Operating Budget Staffing by Position

Chief Information & Technology Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Technician	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Associate Superintendent	1.00	1.00	1.00	1.00
Total UNRESTRICTED	3.00	3.00	3.00	3.00
TOTAL OPERATING STAFFING	3.00	3.00	3.00	3.00

Operating Budget Expenditures by Object / Sub-Object

Chief Information & Technology Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	232,266	230,639	230,639	235,252
Other Stipends	3,428	-	-	-
Other Support Staff	98,581	97,218	97,218	102,145
Secretaries / Clerks	110,371	109,470	109,470	111,659
Salaries & Wages Total	444,646	437,327	437,327	449,056
<u>Employee Benefits</u>				
FICA / Medicare	27,857	27,398	27,398	28,622
Insurance Benefits - Active Employees	43,366	40,903	40,903	44,994
Life Insurance	1,546	1,462	1,462	1,501
Retirement/Pension - Employee	9,313	9,123	9,123	10,468
Worker's Compensation	1,833	6,999	6,999	7,187
Employee Benefits Total	83,914	85,885	85,885	92,772
<u>Contracted Services</u>				
Lease/Purchases - Non-Energy	9,236,752	5,078,752	9,942,160	825,488
Printing In-House	1,340	2,916	2,916	2,916
Software License	101,554	114,400	91,950	102,960
Contracted Services Total	9,339,645	5,196,068	10,037,026	931,364
<u>Supplies & Materials</u>				
Office Supplies	-	-	-	200
Supplies & Materials Total	-	-	-	200
<u>Other Operating Expenses</u>				
Non-Local Travel Expenses	5,597	4,285	1,680	-
Other Miscellaneous Expense	-	-	168	-
Registration Fees	-	380	-	342
Other Operating Expenses Total	5,597	4,665	1,848	342
<u>Capital Outlay</u>				
Computers - Instructional	10,333	13,731	13,731	36,358
IT High School Equipment	7,513,738	-	-	-
Capital Outlay Total	7,524,071	13,731	13,731	36,358
Total UNRESTRICTED	\$ 17,397,873	\$ 5,737,676	\$ 10,575,817	\$ 1,510,092

Chief Information & Technology Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Contracted Services</u>				
Indirect Cost Recovery	-	-	62,708	62,708
Contracted Services Total	-	-	62,708	62,708
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	-	-	33,866	49,993
Student Supplies	1,334,433	-	24,957,377	440,477
Supplies & Materials Total	1,334,433	-	24,991,243	490,470
<u>Other Operating Expenses</u>				
Other Miscellaneous Expense	-	-	69,035	40,154
Other Operating Total	-	-	69,035	40,154
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	-	-	306,000	206,000
Computers - Instructional	-	-	1,049,840	-
Educational Communication Equipment	-	-	7,919	-
Misc Other Equip Over \$499	-	-	1,199	-
Capital Outlay Total	-	-	1,364,958	206,000
Total RESTRICTED	\$ 1,334,433	\$ -	\$ 26,487,944	\$ 799,332

TOTAL OPERATING EXPENDITURES	\$ 18,732,307	\$ 5,737,676	\$ 37,063,761	\$ 2,309,424
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30801	Chief Information & Technology Officer	\$ 558,286
30815	Technology REFRESH	1,751,138
TOTAL OPERATING EXPENDITURES		\$ 2,309,424

Instructional Technology & Support

Budget Accountability: Lisa Spencer, Director

Mission

To support, train and equip staff with skills and opportunities to access, evaluate and use of information systems and tools for productivity and instructional delivery.

Supporting The Strategic Plan

- Increase the effective and efficient use of technology for content delivery.
- Train teachers for efficient instructional technology integration to prepare students for college and career readiness.

Core Services

- Support staff in effective use and integration of technology.
- Provide timely technical support by IT Technicians in response to Help Desk tickets submitted by end users.
- Assist schools and offices in managing technology assets which allow the district to forecast technology needs across the school district.
-

Expected Outcomes

- > By June 30, 2022, a minimum of five (5) instructional technology training courses will be developed and delivered from within the district's Learning Management System, Canvas, for professional learning.
- > By June 30, 2022, 50% of the teachers will post class content in Canvas (calendar for due dates, links to class resources, videos, posted homework assignments, etc.)
- > By June 30, 2022, the response time to Priority 1 and Priority 2 Help Desk Tickets will be 85% within 48 hours.

Operating Budget Staffing by Position

Instructional Technology & Support	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	2.00	2.00	2.00	2.00
Admin Support Technician	86.00	82.00	82.00	82.00
Building Supervisor	1.00	1.00	1.00	1.00
Cleaner	0.50	0.50	0.50	0.50
Director	1.00	1.00	1.00	1.00
Financial Assistant	1.00	1.00	1.00	1.00
Instructional Specialist	8.00	8.00	8.00	8.00
Night Cleaner Lead	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Regional Tech Coordinator	6.00	6.00	6.00	6.00
Secretary	1.00	1.00	1.00	1.00
Support Supervisor	4.00	4.00	4.00	4.00
Technical Resource Analyst	12.00	16.00	16.00	16.00
Total UNRESTRICTED	124.50	124.50	124.50	124.50
TOTAL OPERATING STAFFING	124.50	124.50	124.50	124.50

Operating Budget Expenditures by Object / Sub-Object

Instructional Technology & Support	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Salaries & Wages				
Other Admin/Professionals/Specialists	3,496,035	4,175,842	4,175,842	4,459,828
Other Stipends	29,276	-	-	-
Other Support Staff	6,744,335	6,319,816	6,319,816	6,985,635
Overtime	275,754	15,000	27,908	13,500
PGCEA Senior Teacher Differential	10	-	-	-
Secretaries / Clerks	98,581	97,218	97,218	82,535
Service Worker	105,186	106,270	106,270	113,151
Substitute Teacher	1,734	4,350	-	-
Technician	81,789	85,319	85,319	84,752
Terminal Leave Payout	61,288	-	-	-
Unrestricted Unallocated Full-Time	10,884	-	-	-
Workshop / Staff Development Pay	-	-	4,350	3,584
Salaries & Wages Total	10,904,872	10,803,815	10,816,723	11,742,985
Employee Benefits				
FICA / Medicare	808,939	819,937	819,937	893,235
Insurance Benefits - Active Employees	1,339,215	1,287,705	1,287,705	1,439,008
Life Insurance	36,984	36,074	36,074	39,235
Retirement/Pension - Employee	539,631	561,260	561,260	681,965
Worker's Compensation	56,656	172,677	98,840	87,741
Employee Benefits Total	2,781,424	2,877,653	2,803,816	3,141,184
Contracted Services				
Printing In-House	7,520	8,572	8,572	8,572
Software License	922,721	1,085,371	1,085,371	976,834
Contracted Services Total	930,242	1,093,943	1,093,943	985,406

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Instructional Technology & Support				
UNRESTRICTED				
<u>Supplies & Materials</u>				
Office Supplies	3,601	3,234	3,234	4,000
Supplies & Materials Total	3,601	3,234	3,234	4,000
<u>Other Operating Expenses</u>				
Dues / Subscriptions	-	10,525	10,525	9,341
Local Travel - Per Mile Basis	6,918	10,450	6,080	9,405
Registration Fees	3,600	1,250	1,250	1,125
Other Operating Expenses Total	10,518	22,225	17,855	19,871
Total UNRESTRICTED	\$ 14,630,658	\$ 14,800,870	\$ 14,735,571	\$ 15,893,446
RESTRICTED				
<u>Salaries & Wages</u>				
Other Stipends	-	34,838	9,975	34,838
Overtime	4,431	-	-	-
Substitute Teacher	5,291	118,741	-	118,741
Workshop / Staff Development Pay	20,025	69,538	218,750	69,538
Salaries & Wages Total	29,747	223,117	228,725	223,117
<u>Employee Benefits</u>				
FICA / Medicare	2,060	17,070	16,531	17,070
Worker's Compensation	152	3,571	1,000	3,571
Employee Benefits Total	2,212	20,641	17,531	20,641
<u>Contracted Services</u>				
Catering Services	13,170	5,895	5,895	5,895
Other Contracted Services	-	7,500	56,116	13,616
Printing In-House	-	50	50	50
Professional Contracted Services	8,000	8,000	-	8,000
Software License	-	-	57,686	27,247
Contracted Services Total	21,170	21,445	119,747	54,808
<u>Supplies & Materials</u>				
Other Misc Supplies	88,476	88,044	249,524	334,935
Staff Development Supplies	-	-	35,407	-
Supplies & Materials Total	88,476	88,044	284,931	334,935
<u>Other Operating Expenses</u>				
Dues / Subscriptions	1,000	1,300	1,280,916	1,300
Registration Fees	47,498	52,584	9,349	57,209
Other Operating Expenses Total	48,498	53,884	1,290,265	58,509
<u>Capital Outlay</u>				
Computers - Instructional	71,377	37,641	1,392,545	626,312
Educational Communication Equipment	9,430	4,755	15,685	8,523
Equipment Purchases Under \$500	18,180	625	31,676	3,638
Misc Other Equip Over \$499	3,650	1,168	4,711	2,681
Capital Outlay Total	102,637	44,189	1,444,617	641,154
Total RESTRICTED	\$ 292,738	\$ 451,320	\$ 3,385,816	\$ 1,333,164
TOTAL OPERATING EXPENDITURES	\$ 14,923,396	\$ 15,252,190	\$ 18,121,387	\$ 17,226,610

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30802	Instructional Technology Support	\$ 426,106
30812	Technology Support Services	10,275,617
30814	Technology Training & Support	2,694,900
30830	Instructional Technology	3,829,987
TOTAL OPERATING EXPENDITURES		\$ 17,226,610

Technology Applications – Business Support

Budget Accountability: Claude Charles, Director

Mission

To provide implementation, upgrade and operational support for all IT Business Applications, Student Information System, Data Warehouse systems and all data systems integration with district operational systems, while fulfilling the overall goal of the Prince George's County Public Schools' strategic plan. We will accomplish this mission by collaboratively working with stakeholders to improve operational performance through revision of practices and the development and acquisition of web and mobile based software, decision support and reporting systems.

Supporting The Strategic Plan

- Modernize technology and ensure data privacy and protection.
- Improve policies and procedures.

Core Services

- Application Management: ensure critical business systems are implemented and operating optimally to support instructional and support personnel, and executives staff across the district.
- Improve visibility, usability, reliability, effectiveness and accuracy of systems.
- Decision Support and Customer Care: fulfill staff requests for decision support reports, and dashboards as a means for users to monitor, manage, evaluate, and improve operational performance.

Expected Outcomes

- > By June 30, 2022, complete implementation of mobile application extensions project Oracle E-Business Suite version 12.2x.
- > By August 30 2021, complete implementation of Bid Day web-based system for the Department of Transportation, including all training of administrators, bus drivers, and attendants.
- > By June 30, 2022, reduce the completion time of all priority one service requests from 48 hours to 24 hours.

Operating Budget Staffing by Position

Technology Applications - Business Support	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Director	0.00	1.00	1.00	1.00
Officer	1.00	0.00	0.00	0.00
Secretary	0.00	1.00	1.00	1.00
Support Supervisor	0.00	1.00	1.00	1.00
Technical Resource Analyst	15.00	14.00	14.00	14.00
Total UNRESTRICTED	16.00	17.00	17.00	17.00
RESTRICTED				
Technical Resource Analyst	1.00	0.00	0.00	0.00
Total RESTRICTED	1.00	0.00	0.00	0.00
TOTAL OPERATING STAFFING	17.00	17.00	17.00	17.00

Operating Budget Expenditures by Object / Sub-Object

Technology Applications - Business Support	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	1,619,438	2,053,571	2,053,571	2,135,597
Other Stipends	14,446	-	-	-
Secretaries / Clerks	-	-	-	82,535
Salaries & Wages Total	1,633,884	2,053,571	2,053,571	2,218,132
<u>Employee Benefits</u>				
FICA / Medicare	118,003	151,375	151,375	165,275
Insurance Benefits - Active Employees	186,344	210,014	210,014	247,333
Life Insurance	5,268	6,869	6,869	7,417
Retirement/Pension - Employee	140,732	180,196	180,196	214,315
Worker's Compensation	9,018	32,865	8,463	35,500
Employee Benefits Total	459,365	581,319	556,917	669,840
<u>Contracted Services</u>				
Printing In-House	155	12,610	12,610	12,610
Software License	1,239,981	1,167,667	1,167,667	1,177,267
Technical Contracted Services	426,487	360,000	360,000	324,000
Contracted Services Total	1,666,624	1,540,277	1,540,277	1,513,877
<u>Supplies & Materials</u>				
Office Supplies	-	362	362	326
Supplies & Materials Total	-	362	362	326
<u>Other Operating Expenses</u>				
Non-Local Travel Expenses	372	-	-	-
Other Operating Expenses Total	372	-	-	-
Total UNRESTRICTED	\$ 3,760,244	\$ 4,175,529	\$ 4,151,127	\$ 4,402,175

Technology Applications - Business Support	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	134,045	-	-	-
Other Stipends	27	-	-	-
Salaries & Wages Total	134,072	-	-	-
<u>Employee Benefits</u>				
FICA / Medicare	9,828	-	-	-
Insurance Benefits - Active Employees	13,057	-	-	-
Life Insurance	470	-	-	-
Retirement/Pension - Employee	12,618	-	-	-
Worker's Compensation	740	-	-	-
Employee Benefits Total	36,713	-	-	-
Total RESTRICTED	\$ 170,786	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENDITURES	\$ 3,931,030	\$ 4,175,529	\$ 4,151,127	\$ 4,402,175

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30813	Technology Applications - Business Support	4,402,175
TOTAL OPERATING EXPENDITURES		\$ 4,402,175

Technology Applications - Student Support

Budget Accountability: Jinghong Gao, Director

Mission

To provide technology based solutions to enable schools and educators to educate students and meet organizational strategic objectives and share outcomes with educators, students and parents via secured tools. We will accomplish this mission by collaboratively working with stakeholders to improve operational performance through refinement of practices and the development and acquisition of web and mobile based software, decision support and reporting systems.

Supporting The Strategic Plan

- Modernize technology and ensure data privacy and protection.
- Improve policies and procedures.

Core Services

- Ensure critical student information systems are implemented and operating optimally to support instructional and support personnel, and executives across the district.
- Support accurate federal and state reporting, and develop integration of data and technology into academics.
- Provide technology solutions to support educators, supporting personnel, students, and parents to assist in the effective student-focused business operations.

Expected Outcomes

- > By June 30, 2022, complete implementation of SchoolMax upgrade from version 2.8.5.004 to 2.8.x.
- > By June 30, 2022, develop an electronic absence reporting system for parents to report absence and submit excuse notes online.
- > By June 30, 2022, improve the Next Year Enrolment (NYE) and the End of Year (YEP) process to reduce SchoolMax down time to eight days.

Operating Budget Staffing by Position

Technology Applications - Student Support	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Director	1.00	1.00	1.00	1.00
Officer	1.00	0.00	0.00	0.00
Secretary	1.00	1.00	1.00	1.00
Technical Resource Analyst	10.00	10.00	10.00	10.00
Total UNRESTRICTED	13.00	12.00	12.00	12.00
TOTAL OPERATING STAFFING	13.00	12.00	12.00	12.00

Operating Budget Expenditures by Object / Sub-Object

Technology Applications - Student Support	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	1,009,653	1,228,298	1,228,298	1,336,769
Other Stipends	1,052	-	-	-
Secretaries / Clerks	81,789	80,660	80,660	91,000
Salaries & Wages Total	1,092,495	1,308,958	1,308,958	1,427,769
<u>Employee Benefits</u>				
FICA / Medicare	78,864	97,602	97,602	106,810
Insurance Benefits - Active Employees	129,352	140,273	140,273	164,360
Life Insurance	3,852	4,380	4,380	4,774
Retirement/Pension - Employee	64,199	84,681	84,681	89,937
Worker's Compensation	6,030	20,951	5,395	22,849
Employee Benefits Total	282,298	347,887	332,331	388,730
<u>Contracted Services</u>				
Printing In-House	119	2,610	2,610	2,610
Professional Contracted Services	242,814	693,905	743,905	571,101
Software License	439,000	483,898	483,898	488,921
Contracted Services Total	681,933	1,180,413	1,230,413	1,062,632
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	-	1,000	500	900
Registration Fees	-	6,176	6,176	5,558
Other Operating Expenses Total	-	7,176	6,676	6,458
Total UNRESTRICTED	\$ 2,056,726	\$ 2,844,434	\$ 2,878,378	\$ 2,885,589
TOTAL OPERATING EXPENDITURES	\$ 2,056,726	\$ 2,844,434	\$ 2,878,378	\$ 2,885,589

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30811	Technology Applications - Student Support	2,885,589
TOTAL OPERATING EXPENDITURES		\$ 2,885,589

Technology Operations

Budget Accountability: Senthil Parameswaran, Director

Mission

To provide a modern technology infrastructure in support of the school system's work in advancing student achievement and an efficient administration. To that end, the department enables secure and efficient access to information and services via a high speed network within all instructional and administrative facilities.

Supporting The Strategic Plan

- Maintain a modern technology data center and network infrastructure that supports evolving educational and business needs.
- Enable a technology environment where systems are secure, students and staff are safe online, and data privacy standards are accommodated and compliant with the law.

Core Services

- Maintain, secure and support enterprise systems, business/student applications and cloud deployments.
- Provide data center servers and storage capacity planning, implementation, performance optimization and user support.
- Plan and deploy wired/wireless network and telecommunications services to all district locations.

Expected Outcomes

- > By December 31, 2021, complete upgrade of server and storage infrastructure for Oracle E-Business Suite to support version 12.2.X.
- > By June 30, 2022, implement enhancements to onboarding capabilities of the Identity Management platform to ensure all staff and student accounts are provisioned with accurate roles and responsibilities within 24 hours.
- > By June 30, 2022, complete Wide Area Network (WAN) upgrades for up to 60% of the schools and administrative buildings, providing up to 10Gb bandwidth per location, in support of digital learning.

Operating Budget Staffing by Position

Technology Operations	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	1.00	1.00	1.00	1.00
Admin Support Technician	3.00	2.00	2.00	2.00
Director	1.00	1.00	1.00	1.00
Mail Clerk	6.00	6.00	6.00	6.00
Secretary	1.00	1.00	1.00	1.00
Support Supervisor	1.00	1.00	1.00	1.00
Technical Resource Analyst	19.00	19.00	19.00	19.00
Truck Driver	3.00	3.00	3.00	3.00
Warehouse Operator	1.00	1.00	1.00	1.00
Total UNRESTRICTED	36.00	35.00	35.00	35.00
TOTAL OPERATING STAFFING	36.00	35.00	35.00	35.00

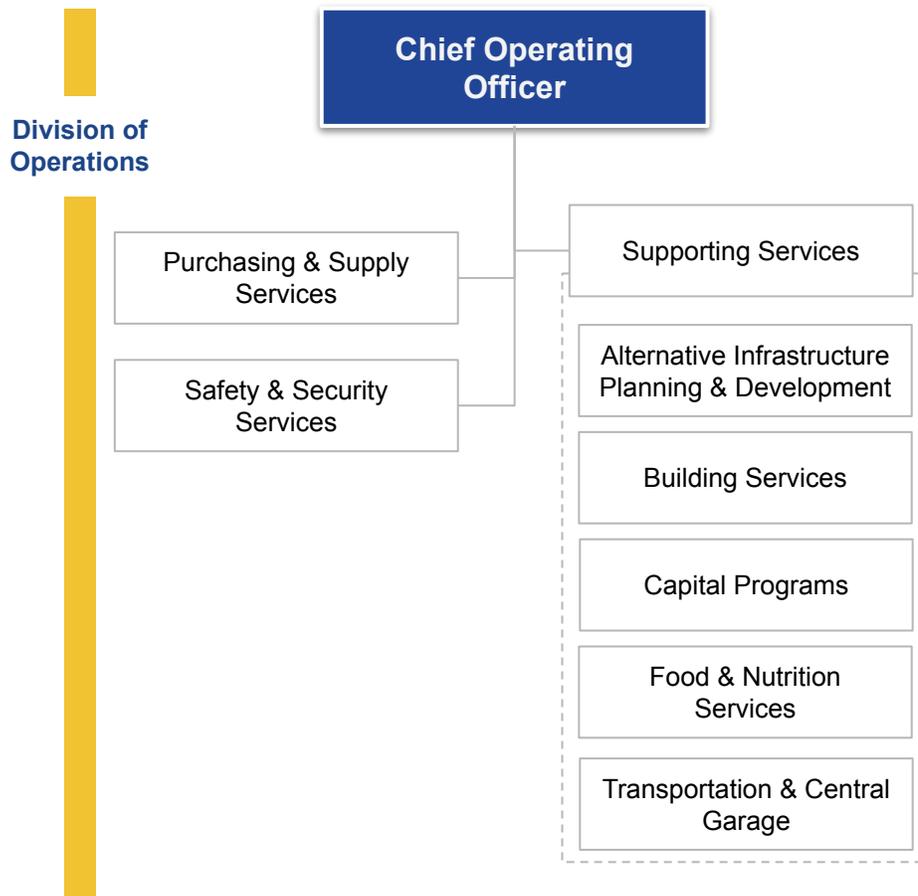
Operating Budget Expenditures by Object / Sub-Object

Technology Operations	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Drivers - Vehicles	176,578	172,829	172,829	188,819
Other Admin/Professionals/Specialists	2,515,671	2,610,413	2,610,413	2,756,448
Other Stipends	14,957	-	-	-
Other Support Staff	152,316	151,570	151,570	168,403
Overtime	9,283	800	315	800
Secretaries / Clerks	357,088	367,988	367,988	411,084
Service Worker	46,804	46,709	46,709	50,802
SEIU Staff Development Stipends	2,517	-	-	-
Temp Working Truck Driver	-	8,000	-	-
Terminal Leave Payout	9,554	-	-	-
Unrestricted Unallocated Full-Time	370	-	-	-
Salaries & Wages Total	3,285,138	3,358,309	3,349,824	3,576,356
<u>Employee Benefits</u>				
FICA / Medicare	239,402	251,060	251,060	268,461
Insurance Benefits - Active Employees	402,078	395,059	395,059	429,971
Life Insurance	11,425	11,207	11,207	11,957
Retirement/Pension - Employee	256,672	264,713	264,713	315,822
Worker's Compensation	32,997	53,739	24,688	57,228
Employee Benefits Total	942,575	975,778	946,727	1,083,439
<u>Contracted Services</u>				
M&R Equipment	903,458	855,134	855,134	769,621
M&R Vehicles	35,984	153,112	153,112	153,112
Other Contracted Services	228,688	242,000	242,000	226,000
Printing In-House	3,201	194,185	194,185	194,185
Rental - Equipment	4,614,367	2,984,120	2,984,120	2,685,708
Software License	1,339,324	1,719,135	1,705,059	1,548,522
Technical Contracted Services	94,407	136,000	136,000	122,400
Contracted Services Total	7,219,430	6,283,686	6,269,610	5,699,548

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Technology Operations				
UNRESTRICTED				
<u>Supplies & Materials</u>				
Office Supplies	28,454	8,578	4,590	3,200
Postage / Delivery	249,053	245,034	288,034	220,531
Supplies & Materials Total	277,508	253,612	292,624	223,731
<u>Other Operating Expenses</u>				
Cellular Phones	321,848	80,000	280,696	71,400
High Speed Data	2,421,861	2,555,000	2,512,000	2,268,900
Internet Service	278,360	319,200	319,200	319,200
Local Travel - Per Mile Basis	-	500	250	450
Registration Fees	1,200	2,474	1,200	2,227
Special Phone Project	32,850	50,000	50,000	35,000
Telephone -Centrex	2,713,549	2,873,000	2,873,000	2,750,000
Telephone -Equipment	33,000	33,000	33,000	29,700
Telephone- Long Distance	1,000	5,000	5,000	1,500
Other Operating Expenses Total	5,803,668	5,918,174	6,074,346	5,478,377
Total UNRESTRICTED	17,528,318	16,789,559	16,933,131	16,061,451
RESTRICTED				
<u>Contracted Services</u>				
Other Contracted Services	887,282	-	2,169,085	24,600
Software License	-	-	689,028	-
Other Misc Supplies	-	-	3,000	-
Contracted Services Total	887,282	-	2,861,113	24,600
Total RESTRICTED	887,282	-	2,861,113	24,600
TOTAL OPERATING EXPENDITURES	18,415,600	16,789,559	19,794,244	16,086,051

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30810	Technology Systems/Operations	\$ 2,992,568
30817	Enterprise Systems Office	2,553,313
30819	Telephone & Wiring	6,330,982
30870	Printing Services	1,206,949
30871	Copier Program	3,002,239
TOTAL OPERATING EXPENDITURES		\$ 16,086,051



Organization Summary

Organization	FY 2022 Approved FTE	FY 2022 Approved Funding
Chief Operating Officer	3.00	\$ 1,133,994
Purchasing & Supply Services	59.00	7,242,404
Safety & Security Services	226.00	15,815,412
Supporting Services	2.00	346,835
Alternative Infrastructure Planning & Development *	0.00	15,000,000
Building Services	353.50	75,789,709
Capital Programs *	2.00	261,105
Food & Nutrition Services *	0.00	556,391
Transportation & Central Garage *	1,485.27	118,746,091
TOTAL OPERATING STAFFING & EXPENDITURES	2,130.77	\$ 234,891,941

*Contains a Non-operating budget component. See Supplemental Information section for details.

Chief Operating Officer

Budget Accountability: Barry L. Stanton, Chief

Mission

To provide the highest quality business operations and supporting services that are essential to the educational success of students through staff committed to continuous improvement and excellence.

Supporting The Strategic Plan

- Support Safe and Supportive Environments by ensuring all environments are inviting, welcoming, technologically equipped, culturally sensitive and healthy.
- Support Organizational Effectiveness by ensuring the efficient use of resources enables effective non-instructional operations and optimal support of schools.

Core Services

- Provide safe environments for staff, students and the community.
- Modernize facilities and increase the use of technological devices in the classroom.
- Provide exceptional customer service.

Expected Outcomes

- > By June 30, 2022, the Department of Purchasing and Supply Services will reduce the use of rider contracts utilized by building services by 25% (five Rider Contracts).
- > By June 30, 2022, the Department of Transportation and Central Garage will improve overall transportation customer support and vehicle maintenance needs by the reduction of the numbers of vacant positions in support-based positions by 10% from 179 (as of June 30, 2021) to 161.1. Data Range: June 30, 2021 through June 30, 2022.
- > By June 30, 2022, the Department of Building Services will increase the ratio of completed preventative maintenance work orders to corrective maintenance from 12% to 18%.

Operating Budget Staffing by Position

Chief Operating Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Secretary	1.00	1.00	1.00	1.00
Associate Superintendent	1.00	1.00	1.00	1.00
Technical Resource Analyst	1.00	1.00	1.00	1.00
Total UNRESTRICTED	3.00	3.00	3.00	3.00
TOTAL OPERATING STAFFING	3.00	3.00	3.00	3.00

Operating Budget Expenditures by Object / Sub-Object

Chief Operating Officer	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	330,963	328,572	328,572	342,781
Other Stipends	27	-	-	-
Secretaries / Clerks	98,933	98,025	98,025	103,735
Salaries & Wages Total	429,923	426,597	426,597	446,516
<u>Employee Benefits</u>				
FICA / Medicare	26,850	26,576	26,576	28,427
Insurance Benefits - Active Employees	15,158	16,139	16,139	14,044
Life Insurance	1,506	1,427	1,427	1,493
Retirement/Pension - Employee	21,869	21,634	21,634	24,193
Worker's Compensation	1,827	6,827	6,827	7,146
Employee Benefits Total	67,211	72,603	72,603	75,303
<u>Contracted Services</u>				
Catering Services	-	7,000	7,000	3,150
Printing In-House	2,227	-	-	-
Rental - Buildings	-	-	-	600,000
Contracted Services Total	2,227	7,000	7,000	603,150
<u>Supplies & Materials</u>				
Awards / Recognition Certification	-	2,000	2,000	1,000
Non-Catered Misc Food Supplies	-	2,000	2,000	2,000
Office Supplies	-	3,000	3,000	600
Supplies & Materials Total	-	7,000	7,000	3,600
<u>Other Operating Expenses</u>				
Dues / Subscriptions	1,014	2,058	2,058	1,200
Local Travel - Per Mile Basis	208	4,060	2,030	1,000
Meeting Expense	11,563	2,000	2,000	1,800
Non-Local Travel Expenses	-	8,000	536	-
Other Miscellaneous Expense	448	-	-	-
Registration Fees	-	-	-	1,425
Other Operating Expenses Total	13,232	16,118	6,624	5,425
Total UNRESTRICTED	\$ 512,593	\$ 529,318	\$ 519,824	\$ 1,133,994
TOTAL OPERATING EXPENDITURES	\$ 512,593	\$ 529,318	\$ 519,824	\$ 1,133,994

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30003	Chief Operating Officer	1,133,994
TOTAL OPERATING EXPENDITURES		\$ 1,133,994

Purchasing & Supply Services

Budget Accountability: Keith Stewart, Director

Mission

To provide for quality acquisition and timely facilitation for delivery of goods and services to the system's instructional and non-instructional departments. The mission is extended by our commitment to Minority, Women and Local Business Participation Program in Prince George's County and the state of Maryland businesses.

Supporting The Strategic Plan

- Provide efficient value add services that maximize the school system's resources - this is an essential component of the work and functionality of the Purchasing office.
- Cultivate resources that provide the highest level of service at best cost and value to the system - the process of competitive bidding and contract pricing negotiation is to maximize value on dollars expended by the system for goods, materials, and services.

Core Services

- Procuring Goods and Services: enter into contracts for the procurement of goods and services as the centralized purchasing agency for PGCPs. This includes treating vendors in a fair manner, administrating agreements, and compliance with laws and regulations.
- Solicitation, Contract Management, Requisitions and Purchase Orders: honor the confidentiality of pricing and terms and conditions of proposals to do business with the school system; negotiate and administer contracts, issuing solicitations for supplies and services needed by schools and offices.
- Minority Business Enterprise (MBE) Participation: fostering a business environment, which encourages local, minority and small business vendor participation in systemic projects and purchases.

Expected Outcomes

- > By June 30, 2022, reduce Procurement Lead Time for Invitation for Bids (IFB's) by 5% (six calendar days).
- > By June 30, 2022, reduce the use of rider contracts utilized by building services by 25% (five Rider Contracts).
- > By June 30, 2022, implement and roll out a Cloud Base Materials Transfer Management System to school base staff between Quarters 1-3 and central office staff within Quarter 4.

Operating Budget Staffing by Position

Purchasing & Supply Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	8.00	9.00	10.00	10.00
Admin Support Technician	4.00	4.00	3.00	3.00
Clerk	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Secretary	3.00	3.00	3.00	3.00
Supply Clerk I	4.00	4.00	4.00	4.00
Supply Clerk II	2.00	2.00	2.00	2.00
Support Supervisor	2.00	4.00	4.00	4.00
Truck Driver	14.00	14.00	14.00	14.00
Warehouse Operator	16.00	16.00	16.00	16.00
Warehouse Supervisor	1.00	1.00	1.00	1.00
Total UNRESTRICTED	56.00	59.00	59.00	59.00
TOTAL OPERATING STAFFING	56.00	59.00	59.00	59.00

Operating Budget Expenditures by Object / Sub-Object

Purchasing & Supply Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Support	6,310	5,485	4,202	4,983
Drivers - Vehicles	726,503	835,493	835,493	822,104
Other Admin/Professionals/Specialists	767,305	1,149,797	1,348,450	1,690,080
Other Stipends	9,804	-	-	-
Other Support Staff	224,961	304,949	486,841	246,991
Overtime	75,400	40,000	25,317	36,000
Secretaries / Clerks	549,325	592,349	592,349	667,517
Service Worker	956,111	948,634	948,634	1,022,033
Sick / Safe Leave - Temporary Employees	550	-	-	-
Summer Assignment	6,866	47,000	29,375	31,439
Temp Custodian	10,074	-	-	-
Temp Office Worker	11,954	-	-	-
Temp Warehouseman	19,919	38,039	23,774	23,094
Terminal Leave Payout	11,534	-	-	-
Unrestricted Unallocated Full-Time	457	-	-	-
Salaries & Wages Total	3,377,074	3,961,746	4,294,435	4,544,241
<u>Employee Benefits</u>				
FICA / Medicare	249,064	299,623	328,735	308,173
Insurance Benefits - Active Employees	510,601	523,057	550,057	599,805
Life Insurance	11,412	12,827	14,098	14,887
Retirement/Pension - Employee	236,700	288,870	343,593	381,025
Worker's Compensation	83,816	62,775	18,808	72,161
Employee Benefits Total	1,091,593	1,187,152	1,255,291	1,376,051
<u>Contracted Services</u>				
M&R Equipment	13,077	25,000	25,000	20,000
M&R Vehicles	252,049	384,382	384,382	384,382
-				

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Purchasing & Supply Services				
UNRESTRICTED				
<u>Contracted Services</u>				
Printing In-House	13,612	24,367	24,367	24,367
Professional Contracted Services	35,000	100,000	96,059	75,000
Software License	9,275	19,568	19,568	11,511
Contracted Services Total	323,013	553,317	549,376	515,260
<u>Supplies & Materials</u>				
Office Supplies	4,164	3,400	3,400	2,200
Other Misc Supplies	-	-	-	20,900
Supplies & Materials Total	4,164	3,400	3,400	23,100
<u>Other Operating Expenses</u>				
Cellular Phones	9,000	5,000	5,000	9,000
Dues / Subscriptions	14,779	3,540	3,540	-
Fees Fines & Licenses	(230)	-	-	-
Local Travel - Per Mile Basis	72	500	250	100
Non-Local Travel Expenses	5	3,000	-	-
Other Miscellaneous Expense	30,000	25,000	25,000	22,500
Registration Fees	3,861	1,800	1,800	4,040
Other Operating Expenses Total	57,487	38,840	35,590	35,640
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	666,412	685,000	685,000	616,500
Capital Outlay Total	666,412	685,000	685,000	616,500
Total UNRESTRICTED	\$ 5,519,743	\$ 6,429,455	\$ 6,823,092	\$ 7,110,792
RESTRICTED				
<u>Supplies & Materials</u>				
Maintenance Supplies	-	-	191,323	68,041
Student Supplies	-	-	2,338	-
Technical Contracted Services	-	-	18,000	-
Supplies & Materials Total	-	-	211,661	68,041
<u>Capital Outlay</u>				
Misc Other Equip Over \$499	-	-	142,201	63,571
Educational Communication Equipment	-	-	3,401	-
Capital Outlay Total	-	-	145,602	63,571
Total RESTRICTED	\$ -	\$ -	\$ 357,263	\$ 131,612
TOTAL OPERATING EXPENDITURES	\$ 5,519,743	\$ 6,429,455	\$ 7,180,355	\$ 7,242,404

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
35301	Purchasing & Supply	2,955,317
35320	Warehouse Operations	4,287,087
TOTAL OPERATING EXPENDITURES		\$ 7,242,404

Safety & Security Services

Budget Accountability: Archie O'Neil, Director

Mission

To provide a safe and orderly learning environment that reasonably ensures the safety and security of students, faculty and staff, visitors and parents. Safety and Security Services also attempts to ensure the students and staff have a safe and secure learning environment in which to learn and teach, enabling each student to achieve his or her maximum potential and future success.

Supporting The Strategic Plan

- Support Organizational Effectiveness by ensuring all plans, resources, processes, programs, technology and support services are strategically aligned and with the success of all students, teachers and administrators.

Core Services

- Ensure that all staff members have written guidance and adequate training on how to perform their duties.
- Provide safe environments for staff, students and the community.
- Ensure all investigations are completed in a timely manner and the quality of the investigation is beyond reproach.

Expected Outcomes

- > By June 30, 2022, install new servers identified (54 or 45%) that need to be replaced to meet the requirements of Genetec Security Center 5.9. Currently, PGCPSS has 121 (100%) servers which 67 (55%) servers are in compliance.
- > By June 30, 2022, provide safe environments for all students, staff and community by increasing the digital surveillance capabilities of our schools by 10% from 58.39 % to 64.19%.
- > By June 30, 2022, ensure that all 211 (100%) security employees receive the mandatory SRO / Security related training set by the state of Maryland. Currently, there are six (3%) employees who have not completed the process.

Operating Budget Staffing by Position

Safety & Security Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Coordinating Manager	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Dispatcher	2.00	2.00	2.00	2.00
Journeyman	12.00	14.00	14.00	14.00
Secretary	3.00	3.00	3.00	3.00
Security Assistant	145.00	155.00	155.00	155.00
Security Investigator	66.00	66.00	66.00	44.00
Support Supervisor	6.00	6.00	6.00	6.00
Total UNRESTRICTED	236.00	248.00	248.00	226.00
TOTAL OPERATING STAFFING	236.00	248.00	248.00	226.00

Operating Budget Expenditures by Object / Sub-Object

Safety & Security Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Salaries & Wages				
2nd Assignment - Support	110,932	80,776	50,485	66,728
Grievance Settlements	95,337	-	-	-
Other Admin/Professionals/Specialists	823,124	850,531	850,531	911,631
Other Stipends	12,265	-	-	-
Other Support Staff	113,013	112,482	112,482	124,175
Overtime	399,255	300,000	362,263	250,000
Secretaries / Clerks	179,843	177,899	177,899	204,772
Service Worker	5,008,589	5,562,298	5,562,298	6,152,849
Skilled Crafts	928,443	1,010,857	1,010,857	1,158,490
Technician	3,463,825	3,833,707	3,833,707	2,352,487
Temp Security Monitor	22,130	39,000	34,423	35,430
Terminal Leave Payout	1,162	-	-	-
Unrestricted Unallocated Full-Time	34,740	-	-	-
Salaries & Wages Total	11,192,657	11,967,550	11,994,945	11,256,562
Employee Benefits				
FICA / Medicare	839,568	857,204	857,204	792,445
Insurance Benefits - Active Employees	1,526,537	1,657,187	1,657,187	1,537,496
Life Insurance	33,963	38,669	38,669	36,535
Retirement/Pension - Employee	904,204	994,320	994,320	1,005,271
Worker's Compensation	48,632	186,801	57,386	76,208
Employee Benefits Total	3,352,904	3,734,181	3,604,766	3,447,955
Contracted Services				
M&R Equipment	14,975	15,000	15,000	13,500
M&R Vehicles	91,907	77,435	77,435	77,435
Other Contracted Services	193,120	181,026	181,026	206,366
Printing In-House	1,311	6,500	6,500	6,500
Professional Contracted Services	139,021	131,526	131,526	-
Contracted Services Total	440,335	411,487	411,487	303,801

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Safety & Security Services				
UNRESTRICTED				
<u>Supplies & Materials</u>				
Office Supplies	1,853	21,632	21,632	19,468
Other Misc Supplies	154,612	100,000	100,000	61,126
Tool/Uniform Allotment - Reimbursement	-	2,000	2,000	2,000
Supplies & Materials Total	156,464	123,632	123,632	82,594
<u>Other Operating Expenses</u>				
Fees Fines & Licenses	(155)	-	-	-
Local Travel - Per Mile Basis	216	-	-	-
Meeting Expense	139	500	500	-
Other Miscellaneous Expense	-	220,000	220,000	198,000
Registration Fees	118	-	-	-
Other Operating Expenses Total	318	220,500	220,500	198,000
<u>Capital Outlay</u>				
Misc Other Equip Over \$499	523,097	500,000	500,000	450,000
Security Alarm Systems	84,999	85,000	85,000	76,500
Capital Outlay Total	608,097	585,000	585,000	526,500
Total UNRESTRICTED	\$ 15,750,776	\$ 17,042,350	\$ 16,940,330	\$ 15,815,412

RESTRICTEDSalaries & Wages

Overtime

16,685

-

-

-

Salaries & Wages Total**16,685****-****-****-**Employee Benefits

FICA / Medicare

1,276

-

-

-

Worker's Compensation

92

-

-

-

Employee Benefits Total**1,368****-****-****-**Contracted Services

Other Contracted Services

249,512

-

-

-

Contracted Services Total**249,512****-****-****-**Supplies & Materials

Other Misc Supplies

14,940

-

-

-

Supplies & Materials Total**14,940****-****-****-**Capital Outlay

Misc Other Equip Over \$499

166,080

-

-

-

Capital Outlay Total**166,080****-****-****-****Total RESTRICTED** \$ **448,585** \$ **-** \$ **-** \$ **-****TOTAL OPERATING EXPENDITURES** \$ **16,199,361** \$ **17,042,350** \$ **16,940,330** \$ **15,815,412****Operating Budget by Cost Center**

Cost Center Number	Description	FY 2022 Approved
30701	Safety & Security Services	15,815,412
TOTAL OPERATING EXPENDITURES		\$ 15,815,412

Supporting Service

Budget Accountability: Mark E. Fossett, Associate Superintendent

Mission

To provide a safe, healthy and welcoming environment for students, staff and the community; while efficiently and safely transporting students and providing appealing, nutritious meals daily. To accomplish this mission, Supporting Services will adhere to the highest standards of customer service.

Supporting The Strategic Plan

- Modernize facilities to promote safe and supportive learning environments.
- Improve communications to support enhanced customer service to all our constituents (students, parents and co-workers).

Core Services

- Transportation
- Facilities
- Capital Programs

Expected Outcomes

- > By June 30, 2022, the Department of Purchasing and Supply Services will reduce the use of rider contracts utilized by building services by 25% (five (5) Rider Contracts).
- > By June 30, 2022, the Department of Transportation and Central Garage will improve overall transportation customer support and vehicle maintenance needs by the reduction of the numbers of vacant positions in support-based positions by 10% from 179 (as of June 30, 2021) to 161.1. Data Range: June 30, 2021 through June 30, 2022.
- > By June 30, 2022, the Department of Building Services will increase the ratio of completed preventative maintenance work orders to corrective maintenance from 12% to 18%.

Operating Budget Staffing by Position

Supporting Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Secretary	1.00	1.00	1.00	1.00
Associate Superintendent	1.00	1.00	1.00	1.00
Total UNRESTRICTED	2.00	2.00	2.00	2.00
TOTAL OPERATING STAFFING	2.00	2.00	2.00	2.00

Operating Budget Expenditures by Object / Sub-Object

Supporting Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	201,231	199,891	199,891	211,731
Secretaries / Clerks	77,530	76,737	76,737	84,251
Salaries & Wages Total	278,761	276,628	276,628	295,982
<u>Employee Benefits</u>				
FICA / Medicare	17,144	17,010	17,010	18,370
Insurance Benefits - Active Employees	35,124	33,128	33,128	26,306
Life Insurance	977	925	925	990
Worker's Compensation	1,112	4,427	4,427	4,737
Employee Benefits Total	54,356	55,490	55,490	50,403
<u>Contracted Services</u>				
Printing In-House	416	250	250	250
Contracted Services Total	416	250	250	250
<u>Supplies & Materials</u>				
Office Supplies	1,964	2,000	2,000	200
Supplies & Materials Total	1,964	2,000	2,000	200
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	-	100	50	-
Other Operating Expenses Total	-	100	50	-
Total UNRESTRICTED	\$ 335,497	\$ 334,468	\$ 334,418	\$ 346,835
TOTAL OPERATING EXPENDITURES	\$ 335,497	\$ 334,468	\$ 334,418	\$ 346,835

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
32001	Supporting Services	346,835
TOTAL OPERATING EXPENDITURES		\$ 346,835

Alternative Infrastructure Planning & Development

Budget Accountability: Jason Washington, Director

Mission

To develop, manage and provide oversight to the Alternative Construction Finance (ACF) program; and to ensure that ACF schools are delivered on time, on budget and reflective of the communities in which they will be built.

Supporting The Strategic Plan

- Leading the building of high-quality, world-class schools/facilities through innovation.
- Transparent and active engagement and outreach to ensure community inclusion.

Core Services

- Development of alternative construction finance opportunities.
- Development of a robust MBD contractor engagement program.
- Management of the Community Investment Program.

Expected Outcomes

- > By June 30, 2022, develop and release four Quarterly Blueprint Schools reports to the Blueprint Schools Steering Committee documenting the progress and compliance of the Blueprint Schools.
- > By June 30, 2022, conduct a comprehensive survey for each Blueprint School Initiative school project planning committee (for a total of six) to determine baseline satisfaction of the Department's structuring of the Design-Build Period.
- > By June 30, 2022, issue five periodic newsletters to update the public on procurement activities, community investment initiatives and implementation, community partnerships and general public updates to the community.

Staffing and expenditures for Alternative Infrastructure Planning and Development are mainly supported by non-operating funds. Please refer to the Supplemental Information section of this document for Non-operating budget details.

Operating Budget Expenditures by Object / Sub-Object

Alternative Infrastructure Planning & Development	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Contracted Services</u>				
Direct Construction Costs	-	-	-	15,000,000
Contracted Services Total	-	-	-	15,000,000
Total UNRESTRICTED	\$ -	\$ -	\$ -	\$ 15,000,000
TOTAL OPERATING EXPENDITURES	\$ -	\$ -	\$ -	\$ 15,000,000

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
32220	Alternative Infrastructure Planning & Development	15,000,000
TOTAL OPERATING EXPENDITURES		\$ 15,000,000

Building Services

Budget Accountability: Sam Stefanelli, Director

Mission

To provide custodial services, preventive maintenance, real estate services, and maintenance services to students, schools and administrative personnel in order to provide clean, healthy, and safe work environments. We strive to minimize disruptions to instructional time due to the failure of equipment and building systems.

Supporting The Strategic Plan

- Support Safe and Supportive Environments by ensuring all environments are inviting, welcoming and healthy which creates uninterrupted facilities supportive of highly effective teaching.
- Support Organizational Effectiveness by ensuring that building services operations are judiciously planned, prioritized, and managed to maximize resources and provide support to schools and the classroom.

Core Services

- Improve program prioritization, accountability and monitoring.
- Provide outstanding customer service.
- Provide safe and supportive environments.

Expected Outcomes

- > By June 30, 2022, reduce the average days to complete a work order from 105 to 100.
- > By June 30, 2022, increase the ratio of completed preventative maintenance work orders to corrective maintenance from 12% to 18%.
- > By June 30, 2022, ensure 100% of schools will receive 70% or better on their semi-annual custodial inspections.

Operating Budget Staffing by Position

Building Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	1.00	1.00	1.00	1.00
Admin Support Technician	5.00	5.00	5.00	6.00
Assistant Building Supervisor	1.00	1.00	1.00	1.00
Auxiliary Building Supervisor	21.00	21.00	21.00	21.00
Building Supervisor	8.00	8.00	8.00	8.00
Cleaner	13.50	13.50	13.50	13.50
Clerk	3.00	3.00	3.00	3.00
Custodial Equipment Mechanic	3.00	3.00	3.00	3.00
Custodial Equipment Operator	1.00	1.00	1.00	1.00
Director	1.00	1.00	1.00	1.00
Equipment Operator	21.00	21.00	21.00	21.00
Financial Analyst	1.00	1.00	0.00	0.00
Journeyman	141.00	141.00	139.00	139.00
Laborer	3.00	3.00	2.00	2.00
Licensed Journeyman	34.00	34.00	34.00	34.00
Licensed Trades Supervisor	6.00	6.00	6.00	6.00
Maintenance Coordinator	7.00	7.00	7.00	7.00
Maintenance Planner	6.00	6.00	6.00	6.00
Night Cleaner Lead	6.00	6.00	6.00	6.00
Pest Controller	6.00	6.00	6.00	6.00
Secretary	9.00	9.00	9.00	8.00
Support Supervisor	2.00	2.00	2.00	2.00
Technical Resource Analyst	5.00	5.00	5.00	5.00
Trades Helper	29.00	29.00	32.00	32.00
Trades Supervisor	14.00	14.00	14.00	14.00
Truck Driver	7.00	7.00	7.00	7.00
Total UNRESTRICTED	354.50	354.50	353.50	353.50
TOTAL OPERATING STAFFING	354.50	354.50	353.50	353.50

Operating Budget Expenditures by Object / Sub-Object

Building Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Salaries & Wages				
2250 Certification Differentials Annual	136,097	-	-	-
2nd Assignment - Support	1,200	-	-	-
Drivers - Vehicles	440,341	438,273	438,273	465,879
Hourly Instructional	153	-	-	-
Laborers, Unskilled	1,122,667	1,590,508	1,590,508	1,796,555
Other Admin/Professionals/Specialists	1,732,673	2,368,031	2,368,031	2,382,459
Other Stipends	62,271	-	-	-
Other Support Staff	377,730	370,205	370,205	503,425
Overtime	4,845,380	3,935,115	3,523,852	3,082,831
Secretaries / Clerks	702,482	757,137	757,137	713,468
Service Worker	2,519,631	2,616,593	2,616,593	2,742,991

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Building Services				
UNRESTRICTED				
<u>Salaries & Wages</u>				
Sick / Safe Leave - Temporary Employees	5,489	-	-	-
Skilled Crafts	14,427,678	16,499,411	15,999,411	17,465,838
Summer Assignment	157,668	64,305	148,780	57,452
Support Staff	-	158,077	158,077	158,077
Temp Custodian	496,732	1,868,691	1,219,580	1,868,691
Temp Office Worker	-	3,000	3,000	253
Temp Warehouseman	-	-	20,000	-
Terminal Leave Payout	162,028	-	-	-
Unrestricted Unallocated Full-Time	19,403	-	-	-
Salaries & Wages Total	27,209,623	30,669,346	29,213,447	31,237,919
<u>Employee Benefits</u>				
FICA / Medicare	1,828,045	2,016,957	1,978,707	2,137,980
Insurance Benefits - Active Employees	3,580,194	3,755,628	3,755,628	4,270,616
Life Insurance	75,495	82,470	82,470	87,963
Retirement/Pension - Employee	1,930,379	2,240,944	2,240,944	2,596,460
Worker's Compensation	603,772	427,910	140,093	454,204
Employee Benefits Total	8,017,885	8,523,909	8,197,842	9,547,223
<u>Contracted Services</u>				
Asbestos Removal / Related Testing	1,076,114	750,000	1,125,000	850,000
Lease/Purchases - Energy Management	10,006,527	6,983,999	18,074,038	602,008
M&R Buildings	508,123	2,964,484	3,093,484	2,418,347
M&R Equipment	339,236	48,280	48,280	248,280
M&R Vehicles	2,926,760	3,479,741	3,479,741	3,479,741
Other Contracted Services	12,050,423	2,899,554	7,184,554	8,350,378
Printing In-House	50,654	33,429	33,429	33,429
Professional Contracted Services	-	-	200,000	-
Software License	93,476	131,545	131,545	144,700
Technical Contracted Services	11,800	39,865	39,865	20,000
Contracted Services Total	27,063,114	17,330,897	33,409,936	16,146,883
<u>Supplies & Materials</u>				
Custodial Supplies	1,952,531	1,515,402	1,515,402	1,515,877
Maintenance Supplies	7,851,313	8,268,010	7,864,615	9,524,834
Office Supplies	9,509	7,100	7,100	2,100
Other Misc Supplies	274,431	334,000	334,000	249,000
Tool/Uniform Allotment - Reimbursement	49,381	70,000	70,000	70,000
Supplies & Materials Total	10,137,165	10,194,512	9,791,117	11,361,811
<u>Other Operating Expenses</u>				
Cellular Phones	100,000	22,360	22,360	60,000
Fuel Oil	18,927	1,088,235	15,680	88,235
Local Travel - Per Mile Basis	1,703	1,813	906	1,138
Non-Local Travel Expenses	16,408	25,000	-	-
Other Travel Related Expenditures	162	-	-	-
Registration Fees	650	900	900	3,000
Water / Sewage	12,892	528,152	528,152	548,152
Electricity	233,644	165,625	192,438	165,625
Fees Fines & Licenses	1,286,597	961,655	961,655	1,500,000
Natural Gas	525,963	260,000	348,263	210,000

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Building Services				
UNRESTRICTED				
<u>Other Operating Expenses</u>				
Propane Gas	15,559	201,000	101,000	201,000
Other Operating Expenses Total	2,212,505	3,254,740	2,171,354	2,777,150
<u>Capital Outlay</u>				
Buildings / Additions	4,997,636	2,900,000	2,900,000	2,000,000
Custodial Equipment	-	-	40,000	-
Misc Other Equip Over \$499	782,093	497,332	797,332	497,332
Capital Outlay Total	5,779,729	3,397,332	3,737,332	2,497,332
Total UNRESTRICTED	\$ 80,420,021	\$ 73,370,736	\$ 86,521,028	\$ 73,568,318
RESTRICTED				
<u>Salaries & Wages</u>				
Overtime	-	-	1,786,309	1,786,309
Salaries & Wages Total	-	-	1,786,309	1,786,309
<u>Employee Benefits</u>				
FICA / Medicare	-	-	136,652	-
Worker's Compensation	-	-	35,726	-
Employee Benefits Total	-	-	172,378	-
<u>Contracted Services</u>				
Technical Contracted Services	536,000	552,400	1,481,000	-
Contracted Services Total	536,000	552,400	1,481,000	-
<u>Supplies & Materials</u>				
Maintenance Supplies	-	-	1,089,601	-
Supplies & Materials Total	-	-	1,089,601	-
<u>Other Operating Expenses</u>				
Electricity	-	-	92,137	92,137
Fuel Oil	-	-	33,201	33,201
Natural Gas	-	-	137,142	137,142
Other Miscellaneous Expense	1,907,602	828,600	1,138,000	75,388
Propane Gas	-	-	753	753
Water / Sewage	-	-	56,461	56,461
Other Operating Expenses Total	1,907,602	828,600	1,457,694	395,082
<u>Capital Outlay</u>				
Custodial Equipment	-	-	5,571,080	-
Misc Other Equip Over \$499	-	-	40,000	40,000
Capital Outlay Total	-	-	5,611,080	40,000
Total RESTRICTED	\$ 2,443,602	\$ 1,381,000	\$ 11,598,062	\$ 2,221,391
TOTAL OPERATING EXPENDITURES	\$ 82,863,624	\$ 74,751,736	\$ 98,119,090	\$ 75,789,709

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
32030	Building Services - Maintenance	29,778,142
32032	Building Services - Preventative Maintenance	567,128
32033	Building Services - Electric Shop	5,163,724
32034	Building Services - Paint Shop	2,858,971
32035	Building Services - Refuse Shop	641,494
32036	Building Services - Roofing/Sheet Metal	2,847,297
32037	Building Services - Grounds Shop	5,845,978
32038	Building Services - Carpenter Shop	4,511,383
32039	Building Services - Plumbing/HVAC Shop	9,896,396
32040	Building Services - Plant Operations	10,957,383
35245	Environmental and Safety Office	2,721,813
TOTAL OPERATING EXPENDITURES		\$ 75,789,709

Capital Programs

Budget Accountability: Shawn A. Matlock, Director

Mission

To deliver new or replacement educational facilities or improve existing educational facilities that are appropriate and correctly sized physical facilities to the Prince George's County Public Schools' community in order to provide sustainable, safe and healthy environments conducive to teaching and learning.

Supporting The Strategic Plan

- Support organizational effectiveness by ensuring school facilities support educational programs and are sized appropriately for their projected enrollment.
- Maximize the impact and reach of limited capital funding to improve the quality of PGCPs learning environments.

Core Services

- Plan, design, and implement capital improvement projects.
- Develop an annual six-year Capital Improvement Program.
- Develop an annual Long-Range Educational Facility Master Plan.

Expected Outcomes

- > By June 30, 2022, increase the amount of annual spending of the approved CIP budget from 67% to 70% (\$105 million) to provide evidence that projects are starting timely and moving towards completion.
- > By June 30, 2022, conduct a structural assessment of 50% of the 90 buildings that are at least 50 years old and have steam heating systems.
- > By September 30, 2022, complete 90% of projects designated as "SummerTime Projects."

The majority of Capital Programs' staffing and expenditures is supported by non-operating funds. Please refer to the Supplemental Information section of this document for Non-operating budget details.

Operating Budget Staffing by Position

Capital Programs	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	1.00	1.00	1.00	1.00
Financial Analyst	0.00	0.00	1.00	1.00
Total UNRESTRICTED	1.00	1.00	2.00	2.00
TOTAL OPERATING STAFFING	1.00	1.00	2.00	2.00

Operating Budget Expenditures by Object / Sub-Object

Capital Programs	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	130,977	101,609	101,609	194,938
Overtime	643,074	-	443,670	-
Salaries & Wages Total	774,050	101,609	545,279	194,938
<u>Employee Benefits</u>				
FICA / Medicare	9,520	7,774	7,774	14,913
Insurance Benefits - Active Employees	18,884	15,927	15,927	27,520
Life Insurance	471	340	340	652
Retirement/Pension - Employee	12,326	9,531	9,531	19,962
Worker's Compensation	723	1,626	1,626	3,120
Employee Benefits Total	41,924	35,198	35,198	66,167
<u>Contracted Services</u>				
Printing In-House	57	-	-	-
Contracted Services Total	57	-	-	-
Total UNRESTRICTED	\$ 816,031	\$ 136,807	\$ 580,477	\$ 261,105
TOTAL OPERATING EXPENDITURES	\$ 816,031	\$ 136,807	\$ 580,477	\$ 261,105

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
32010	Capital Programs	261,105
TOTAL OPERATING EXPENDITURES		\$ 261,105

Food & Nutrition Services

Budget Accountability: Joan Shorter, Director

Mission

To provide Meal Service Management for students, staff, schools, administration, parents and the community by providing a variety of high quality, nutritious meals at affordable prices and providing relevant nutrition education materials to enhance student's ability to learn..

Supporting The Strategic Plan

- Support Safe and Supportive Environments by promoting healthy lifestyles and to ensure all students have access to nutritious meals.
- Support Organizational Effectiveness by ensuring maximization of resources and meal programs to support schools.

Core Services

- Provide nutritious meals to all students.
- Provide exceptional customer service.

Expected Outcomes

- > By June 30, 2022, increase after-school supper meal participation by 1% from 517,777 annual meals served to 522,955.
- > By June 30, 2022, conduct two comprehensive surveys among high school students that will establish a baseline to gauge the level of satisfaction to increase participation.
- > By June 30, 2022, increase the number of targeted professional development training offered from one to four.

The majority of Food & Nutrition Services' staffing and expenditures is supported by non-operating funds. Please refer to the Supplemental Information section of this document for non-operating budget details.

Operating Budget Expenditures by Object / Sub-Object

Food & Nutrition Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Overtime	167	-	354	-
Salaries & Wages Total	167	-	354	-
Worker's Compensation	2	-	-	-
Employee Benefits Total	2	-	-	-
Total UNRESTRICTED	\$ 169	\$ -	\$ 354	\$ -
RESTRICTED				
<u>Salaries & Wages</u>				
Other	-	-	216,039	-
Salaries & Wages Total	-	-	216,039	-
<u>Supplies & Materials</u>				
Non-Catered Misc Food Supplies	-	-	505,048	505,048
Other Misc Supplies	11,954	-	6,046	6,046
Supplies & Materials Total	11,954	-	511,094	511,094
<u>Capital Outlay</u>				
Cafeteria Equipment / Furniture	9,979	9,979	527,815	45,297
Computers - Non-Instructional	-	-	302,697	-
Capital Outlay Total	9,979	9,979	830,512	45,297
Total RESTRICTED	\$ 21,933	\$ 9,979	\$ 1,557,645	\$ 556,391
TOTAL OPERATING EXPENDITURES	\$ 22,103	\$ 9,979	\$ 1,557,999	\$ 556,391

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
32020	Food & Nutrition Services	556,391
TOTAL OPERATING EXPENDITURES		\$ 556,391

Transportation & Central Garage Services

Budget Accountability: Rudolph Saunders, Jr., Director

Mission

To deliver efficient transportation and fleet services that enable all students to arrive at their destination safely and on-time every day. Transportation services should be an integral asset to students' educational experience.

Supporting The Strategic Plan

- Support safe and supportive environments by providing safe transportation and reliable fleet services.
- Support organizational effectiveness through improved communications and customer service that helps parents and stakeholders.

Core Services

- Promote a safe and supportive environment on school buses and in offices.
- Maintain a safe and reliable school bus fleet.
- Be proactive and responsive in communications with stakeholders.

Expected Outcomes

- > By June 30, 2022, improve On-Time transportation performance by decreasing the number of late bus arrivals by 10% from AM - 20.8% to 18.72% and PM 30.3 % to 27.27%. Data Range: June 30, 2021 through June 30, 2022.
- > By June 30, 2022, improve overall transportation customer support and vehicle maintenance needs by the reduction of the numbers of vacant positions in support-based positions by 10% from 179 (as of June 30, 2021) to 161.1. Data Range: June 30, 2021 through June 30, 2022.
- > By June 30, 2022, improve fiscal management and budgetary considerations by reducing overtime costs by 10% from \$10,147,81 to \$9,133,032. Data Range: June 30, 2021 through June 30, 2022.

Operating Budget Staffing by Position

Transportation & Central Garage	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	4.00	4.00	4.00	4.00
Admin Support Technician	10.00	10.00	10.00	10.00
Assistant Foreman	13.00	13.00	13.00	13.00
Auxiliary Bus Driver	21.00	21.00	21.00	21.00
Bus Driver	1,079.30	1,079.30	1,079.30	1,079.30
Bus Driver Foreman	12.00	12.00	12.00	12.00
Bus Driver Trainer	13.00	13.00	13.00	13.00
Clerk	8.00	12.00	12.00	12.00
Director	1.00	1.00	1.00	1.00
Dispatcher	2.00	2.00	2.00	2.00
Secretary	5.00	5.00	5.00	5.00
Support Supervisor	9.00	9.00	9.00	9.00
Technical Resource Analyst	1.00	1.00	1.00	1.00
Transportation Attendant	302.97	302.97	302.97	302.97
Total UNRESTRICTED	1,481.27	1,485.27	1,485.27	1,485.27
TOTAL OPERATING STAFFING	1,481.27	1,485.27	1,485.27	1,485.27

Operating Budget Expenditures by Object / Sub-Object

Transportation & Central Garage	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Salaries & Wages				
2nd Assignment - Support	226,465	-	-	-
Drivers - Vehicles	41,279,202	45,877,204	45,877,204	49,760,358
Grievance Settlements	540	-	-	-
Non-Discretionary Other Aide	485,015	-	26,314	-
Other Admin/Professionals/Specialists	1,693,796	1,791,144	1,791,144	1,895,999
Other Aides	7,895,591	8,882,424	8,882,424	9,603,626
Other Stipends	85,787	-	-	-
Other Support Staff	798,982	755,799	755,799	832,599
Overtime	5,268,232	2,567,432	1,492,883	2,241,689
Secretaries / Clerks	619,511	786,749	786,749	858,715
Sick / Safe Leave - Temporary Employees	26,083	-	-	-
Substitute Bus Driver	396,278	536,228	360,716	487,146
Substitute Paraprofessional Educators	40	-	-	-
Substitute Teacher	129	-	-	-
Substitute Transpr Attendant	1,720,766	1,963,865	649,865	1,856,558
Summer Assignment	-	2,800	1,750	2,800
Temp Bus Driver	1,616	-	3,014	-
Temp Custodian	230	-	-	-
Temp Office Worker	435,074	37,000	23,210	97,686
Terminal Leave Payout	463,544	-	-	-
Unrestricted Unallocated Full-Time	125,546	-	-	-
Salaries & Wages Total	61,522,428	63,200,645	60,651,072	67,637,176

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Transportation & Central Garage				
UNRESTRICTED				
<u>Employee Benefits</u>				
FICA / Medicare	4,696,080	4,238,935	4,138,935	4,548,505
Insurance Benefits - Active Employees	9,549,216	10,724,607	10,724,607	11,475,258
Life Insurance	154,865	194,723	194,723	211,179
Retirement/Pension - Employee	3,644,739	4,341,682	4,341,682	5,173,419
Worker's Compensation	4,294,275	970,870	250,000	648,112
Employee Benefits Total	22,339,176	20,470,817	19,649,947	22,056,473
<u>Contracted Services</u>				
Lease/Purchases - Non-Energy	18,631,128	7,729,830	15,127,602	2,572,386
M&R Vehicles	23,434,955	23,425,115	19,640,966	23,198,484
M&R Vehicle Insurance Related	985,462	386,000	386,000	386,000
Other Contracted Services	242,153	250,000	250,000	250,000
Printing In-House	33,794	26,438	26,438	26,438
Rental - Buildings	844,487	787,526	787,526	787,526
Rental - Vehicles	391,221	-	400,000	400,000
School Activity Transportation	-	40,176	40,176	36,158
Software License	537,153	750,000	750,000	504,000
Contracted Services Total	45,100,353	33,395,085	37,408,708	28,160,992
<u>Supplies & Materials</u>				
Office Supplies	30,562	26,988	26,988	10,800
Other Misc Supplies	15,144	54,396	54,396	74,000
Supplies & Materials Total	45,707	81,384	81,384	84,800
<u>Other Operating Expenses</u>				
Cellular Phones	23,500	26,000	26,000	23,250
Dues / Subscriptions	1,140	1,000	1,000	900
Electricity	92,974	85,000	97,929	85,000
Fees Fines & Licenses	(7,650)	-	-	-
Fuel Oil	18,157	-	-	-
Natural Gas	38,710	50,000	40,746	50,000
Non-Local Travel Expenses	5,541	2,500	1,165	-
Propane Gas	(3)	2,000	2,000	2,000
Water / Sewage	24,147	40,000	40,000	40,000
Other Operating Expenses Total	196,516	206,500	208,840	201,150
<u>Capital Outlay</u>				
Misc Other Equip Over \$499	114,076	100,000	100,000	90,000
Motor Vehicles - School Buses	919,560	915,500	1,716,500	515,500
Capital Outlay Total	1,033,636	1,015,500	1,816,500	605,500
Total UNRESTRICTED	\$ 130,237,815	\$ 118,369,931	\$ 119,816,451	\$ 118,746,091
RESTRICTED				
<u>Salaries & Wages</u>				
Other Stipends	132,249	225,866	-	-
Substitute Bus Driver	16,942	4,876	-	-
Substitute Transpr Attendant	14,095	64,428	-	-
Salaries & Wages Total	163,286	295,170	-	-

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Transportation & Central Garage				
RESTRICTED				
Employee Benefits				
FICA / Medicare	2,374	22,582	-	-
Worker's Compensation	171	4,724	-	-
Employee Benefits Total	2,546	27,306	-	-
Total RESTRICTED	\$ 165,832	\$ 322,476	\$ -	\$ -
TOTAL OPERATING EXPENDITURES	\$ 130,403,646	\$ 118,692,407	\$ 119,816,451	\$ 118,746,091

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
32101	Transportation and Central Garage	13,311,456
32110	Bus Lot Operations	104,043,135
32120	Central Garage Services	1,391,500
TOTAL OPERATING EXPENDITURES		\$ 118,746,091

INTRODUCTION

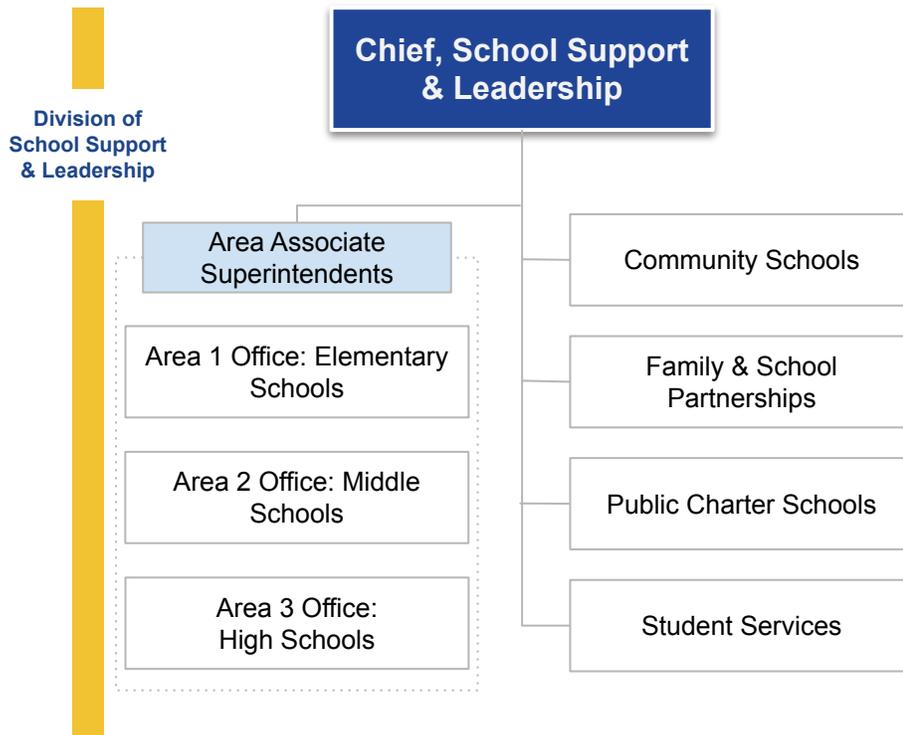
FINANCIAL PLAN

SCHOOL-BASED RESOURCES

ORGANIZATIONS

SUPPLEMENTAL INFORMATION





Organization Summary

Organization	FY 2022 Approved FTE	FY 2022 Approved Funding
Chief of School Support & Leadership	3.00	\$ 632,860
Area Offices	293.00	51,685,733
Community Schools	6.00	10,977,877
Family & School Partnerships	5.00	738,583
Public Charter Schools	2.00	410,742
Student Services	461.12	57,235,692
TOTAL OPERATING STAFFING & EXPENDITURES	770.12	\$ 121,681,487

Chief of School Support & Leadership

Budget Accountability: Helen Coley, Chief

Mission

To provide evidence-based professional learning and monetary support to elementary, middle and high schools; and to solidify structures and systems which ultimately lead to increased student achievement.

Supporting The Strategic Plan

- Academic Excellence: an intentional focus on academic excellence will be executed by the Area offices. Professional development will occur for Unit 1 employees as an extension of the regular school day. Data analysis systems will be utilized to ensure increased knowledge on effective data use.
- Operational Effectiveness: scheduled Area Office retreats will occur mid and end-of-year to assess performance data.

Core Services

- Provide leadership and actionable feedback to Area Associate Superintendents to build principals' leadership and management capacities.
- Provide onsite support to school leaders through professional learning opportunities.
- Partner with other departments for the purpose of developing a School Performance Plan (SPP) tool.
-

Expected Outcomes

- > By June 30, 2022, division team leaders will convene once per quarter to assess implementation of data-driven deliverables identified during FY 2021, via needs assessment data, for each of the five Crossland feeder pattern schools.
- > By June 30, 2022, the number of full-time mental health clinicians at schools will increase from from 93 to 140.
- > By June 30, 2022, each Community School Coordinator will provide workshops/activities, one per quarter, for families on the Community Schools Six Pillars (73 Community schools).

Operating Budget Staffing by Position

Chief, School Support & Leadership	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Secretary	1.00	1.00	1.00	1.00
Associate Superintendent	1.00	1.00	1.00	1.00
Officer	0.00	1.00	1.00	1.00
Total UNRESTRICTED	2.00	3.00	3.00	3.00
TOTAL OPERATING STAFFING	2.00	3.00	3.00	3.00

Operating Budget Expenditures by Object / Sub-Object

Chief, School Support & Leadership	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	216,834	352,495	352,495	387,968
Other Stipends	2,250	-	-	-
Secretaries / Clerks	110,371	109,470	109,470	111,659
Temp Office Worker	-	-	6,500	-
Workshop / Staff Development Pay	-	7,000	-	6,000
Salaries & Wages Total	329,455	468,965	468,465	505,627
<u>Employee Benefits</u>				
FICA / Medicare	20,261	30,503	30,505	32,335
Insurance Benefits - Active Employees	24,838	32,865	40,854	35,370
Life Insurance	1,145	1,544	1,546	1,670
Retirement/Pension - Employee	-	12,873	12,873	16,442
Worker's Compensation	1,197	7,505	7,507	8,091
Employee Benefits Total	47,442	85,290	93,285	93,908
<u>Contracted Services</u>				
Printing In-House	4,011	4,000	4,000	4,000
Professional Contracted Services	-	10,000	9,500	-
School Activity Transportation	8,934	-	-	-
Contracted Services Total	12,945	14,000	13,500	4,000
<u>Supplies & Materials</u>				
Awards / Recognition Certification	-	3,500	3,500	-
Non-Catered Misc Food Supplies	157	-	-	-
Office Supplies	6,254	11,600	13,651	200
Other Misc Supplies	-	-	5,700	-
Staff Development Supplies	1,715	-	-	-
Supplies & Materials Total	8,126	15,100	22,851	200
<u>Other Operating Expenses</u>				
Dues / Subscriptions	718	4,370	4,770	4,000
Local Travel - Per Mile Basis	-	100	1,050	-
Meetings, Conferences, Conventions	42,290	54,000	1,543	24,300
Miscellaneous Other Expense	5,780	-	-	-
Non-Local Travel Expenses	4,463	5,000	-	-

Chief, School Support & Leadership	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Other Operating Expenses				
Registration Fees	1,500	1,500	-	825
Other Operating Expenses Total	54,751	64,970	7,363	29,125
Total UNRESTRICTED	\$ 452,718	\$ 648,325	\$ 605,464	\$ 632,860
TOTAL OPERATING EXPENDITURES	\$ 452,718	\$ 648,325	\$ 605,464	\$ 632,860

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
42401	Chief of School Support & Leadership	\$ 632,860
TOTAL OPERATING EXPENDITURES		\$ 632,860

Area Associate Superintendents

Budget Accountability: Cassandra Lassiter: Area 1 - David Curry: Area 2 - Carletta Marrow: Area 3

Mission

To supervise and support schools on the implementation of strategic plans to improve student achievement for all students and to enhance lines of communication among schools, central offices, and parents and community stakeholders.

Supporting The Strategic Plan

- Optimize employee performance through effective coaching, evaluation, and professional development to support continuous learning and improvement of practice.
- Increase cross-functional collaboration and support to improve processes and service levels, establish performance standards, and increase instructional and operational effectiveness.

Core Services

- Supervise school administrators around their effective use of data to drive instructional decisions that improve overall school performance; relationships with parents and community stakeholders; and school operations.
- Supervise school administrators to ensure organizational clarity of PGCPs strategic direction and aligned execution of systemic priorities among all stakeholders.
- Supervise school administrators to ensure safe, secure, culturally responsive learning and working environments for every student, employee, and visitor of PGCPs.

Expected Outcomes

- > By June 30, 2022, principals will participate in three professional learning sessions on effective coaching and feedback designed to increase teacher practice and student learning. Principals will identify two learning outcomes from each session and will create a plan for execution.
- > By June 30, 2022, principal supervisors will participate in four sessions on the development of consistent strategies for providing effective feedback, aligned PSEL Standards, in order to promote effective strategies for improvement.
- > By June 30, 2022, inquiry cycle models, focused on developing instructional capacity within each Bridge to Excellence schools, via a cross divisional approach, will increase from three to four.

Operating Budget Staffing by Position

Area Offices	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
<u>UNRESTRICTED</u>				
Admin Support Specialist	4.00	4.00	4.00	4.00
Administrative Secretary	4.00	4.00	4.00	4.00
Assistant Principal	1.00	0.00	0.00	0.00
Associate Superintendent	3.00	3.00	3.00	3.00
Building Supervisor	4.00	4.00	4.00	4.00
Child Care Assistant	1.00	0.00	0.00	0.00
Cleaner	3.00	4.50	4.50	4.50
Coordinating Supervisor	1.00	1.00	1.00	1.00
Director	11.00	12.00	12.00	12.00
Financial Assistant	1.00	2.00	2.00	2.00
Guidance Counselor	15.00	13.00	13.00	13.00
In School Suspension Monitor	3.00	4.00	4.00	4.00
Instr Program Coordinator	1.00	1.00	1.00	1.00
Instructional Specialist	9.00	9.00	9.00	9.00
Instructional Supervisor	1.00	1.00	1.00	1.00
Media Specialist	4.00	4.00	4.00	4.00
Night Cleaner Lead	4.00	4.00	4.00	4.00
Other Classroom Teacher	2.00	2.00	2.00	2.00
Outreach Teacher	2.00	2.00	2.00	2.00
Paraprofessional Educator	7.00	8.00	8.00	8.00
Principal	14.00	12.00	12.00	12.00
Program Liaison	1.00	0.00	0.00	0.00
Program Specialist	5.00	4.00	4.00	4.00
Registered Nurse	1.00	1.00	0.00	0.00
Resource Teacher	15.00	15.00	15.00	14.00
Secondary Classroom Teacher	141.50	138.00	138.00	139.00
Secretary	28.00	24.00	24.00	24.00
Security Assistant	1.00	1.00	1.00	1.00
Social Service Worker	5.00	5.50	5.50	5.50
Testing Coordinator	5.00	6.00	6.00	6.00
Wing Coordinator	1.00	1.00	1.00	1.00
Total UNRESTRICTED	298.50	290.00	289.00	289.00
<u>RESTRICTED</u>				
Admin Support Specialist	3.00	4.00	4.00	3.00
In School Suspension Monitor	1.00	0.00	0.00	0.00
Paraprofessional Educator	5.00	3.00	3.00	1.00
Total RESTRICTED	9.00	7.00	7.00	4.00
TOTAL OPERATING STAFFING	307.50	297.00	296.00	293.00

Operating Budget Expenditures by Object / Sub Object

Area Offices	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	1,403,587	2,699,051	3,053,568	2,722,852
2nd Assignment - Support	42,374	45,689	65,126	45,326
Assistant/Vice-Principal/Admin	106,825	-	-	-
Classroom Teacher	10,953,125	11,635,912	11,635,912	12,357,673
Coaches	3,412,651	3,756,253	2,087,139	3,756,253
Extracurricular Advisors	347,679	-	35,000	-
Hourly Instructional	4,158	19,408	23,266	19,408
Librarian/Media Specialist	372,258	372,258	372,258	382,202
Lunch/Recess Monitor	18,278	-	-	-
Other Admin/Professionals/Specialists	4,697,120	5,272,554	5,272,554	5,424,892
Other Stipends	75,505	-	-	-
Other Support Staff	187,641	111,682	111,682	177,017
Other Teacher	3,596,136	3,611,922	3,611,922	3,662,169
Overtime	95,362	80,663	2,749	26,963
PGCEA Senior Teacher Differential	591	-	-	-
PGCEA Sp Ed Step 1 Pay Differential	39,431	-	-	-
Principal	2,130,770	1,858,412	1,858,412	1,941,938
School Nurses / Aides	-	95,452	95,452	-
Secretaries / Clerks	2,097,949	2,023,181	2,023,181	2,125,700
SEIU Staff Development Stipends	24,572	-	-	-
Service Worker	528,406	577,336	577,336	596,174
Sick / Safe Leave - Temporary Employees	50	-	-	-
Substitute Teacher	355,416	170,284	138,940	152,214
Summer Program Assignment	1,818,765	792,340	791,965	792,340
Teaching Aide	201,470	273,133	273,133	292,458
Technician	62,943	62,808	62,808	153,323
Temp Classroom Assistant	-	18,255	18,255	18,255
Temp Custodian	28,739	1,000	230	1,000
Temp Office Worker	10,348	-	-	-
Temp Security	9,651	36,271	16,969	36,271
Temp Security Monitor	-	21,534	21,534	21,534
Terminal Leave Payout	41,309	-	-	-
Unrestricted Unallocated Full-Time	31,951	-	-	-
Workshop / Staff Development Pay	52,213	208,640	177,176	169,096
Salaries & Wages Total	32,747,271	33,744,038	32,326,567	34,875,058
<u>Employee Benefits</u>				
FICA / Medicare	2,077,410	2,509,757	2,520,949	2,605,183
Insurance Benefits - Active Employees	3,041,825	2,956,401	2,956,401	3,213,417
Life Insurance	84,779	86,656	86,656	90,725
Retirement/Pension - Employee	156,886	235,943	235,943	232,805
Retirement/Pension - Teachers	7,066	-	-	-
Worker's Compensation	124,422	538,807	363,693	557,737
Employee Benefits Total	5,492,388	6,327,564	6,163,642	6,699,867

Area Offices	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Contracted Services</u>				
Advertising / Other Costs	8,461	5,000	5,000	5,000
Catering Services	16,597	24,500	18,009	29,000
Commencement Expenses	59,099	677,544	865,109	531,724
Instructional Contracted Services	1,699,442	2,495,014	2,356,068	2,460,242
M&R Equipment	412,533	451,560	216,317	95,000
Other Contracted Services	28,315	89,500	89,500	110,000
Other Transfers	1,029,837	1,522,898	1,415,638	1,310,608
Outside Printing	-	-	36,000	-
Printing In-House	274,104	199,924	201,624	184,944
Professional Contracted Services	471,160	284,275	206,975	206,874
School Activity Transportation	291,520	735,606	89,339	669,987
Software License	27,037	25,170	71,257	28,000
Technical Contracted Services	1,031,072	1,139,384	470,000	1,397,446
Contracted Services Total	5,349,176	7,650,375	6,040,836	7,028,825
<u>Supplies & Materials</u>				
Awards / Recognition Certification	4,176	14,299	16,919	30,946
Classroom Teacher Supplies	275,886	220,849	274,459	159,681
Custodial Supplies	684	7,450	11,050	5,150
Health Supplies	2,071	4,350	58,550	4,900
Library Books	-	-	-	1,950
Non-Catered Misc Food Supplies	1,333	-	-	3,500
Office Supplies	100,342	92,205	151,022	21,580
Other Misc Supplies	203,039	223,918	188,255	51,500
Postage / Delivery	4,107	3,433	4,296	4,400
Staff Development Supplies	30,940	20,988	27,165	14,000
Student Supplies	62,714	107,264	117,539	91,019
Testing Supplies & Materials	2,007	3,750	3,750	3,750
Textbooks	134,261	168,750	168,750	170,750
Supplies & Materials Total	821,561	867,256	1,021,755	563,126
<u>Other Operating Expenses</u>				
Dues / Subscriptions	32,362	18,507	16,210	18,227
Electricity	74,743	165,000	93,090	165,000
Field Trip Expense Non-Transportation	-	1,000	-	1,967
Fuel Oil	39,594	85,000	48,512	85,000
Interscholastic Athletics	33,075	34,000	34,000	30,600
Local Travel - Per Mile Basis	30,508	43,603	17,851	29,650
Meeting Expense	51,171	46,076	31,736	29,250
Natural Gas	53,301	80,000	58,731	80,000
Non-Local Travel Expenses	37,518	49,668	2,250	31,500
Other Miscellaneous Expense	550,347	553,000	553,000	497,700
Other Travel Related Expenditures	249	300	-	-
Propane Gas	8,571	25,000	25,000	25,000
Registration Fees	19,845	66,995	69,283	13,050
Water / Sewage	16,210	50,000	50,000	50,000
Other Operating Expenses Total	947,491	1,218,149	999,663	1,056,944

Area Offices	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Capital Outlay</u>				
Athletic Equipment	-	-	-	70,000
Classroom Equipment / Furniture	61,300	29,728	43,228	58,728
Computers - Instructional	324,940	84,951	65,787	204,051
Computers - Non-Instructional	29,697	6,900	27,005	11,200
Equipment Purchases Under \$500	-	1,500	4,500	7,000
Office Furniture / Equipment	-	-	-	2,000
Security Alarm Systems	3,525	3,000	3,000	4,500
Capital Outlay Total	419,461	126,079	143,520	357,479
Total UNRESTRICTED	\$ 45,777,349	\$ 49,933,461	\$ 46,695,983	\$ 50,581,299
RESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	-	-	14,237	9,713
2nd Assignment - Support	133	-	2,009	2,671
Hourly Instructional	275	-	162	162
Other Admin/Professionals/Specialists	24,780	133,932	200,898	228,402
Other Stipends	963	-	-	-
Other Support Staff	-	37,201	-	-
School Nurses / Aides	-	-	83,782	-
Teaching Aide	161,551	136,828	40,937	49,837
Workshop / Staff Development Pay	10,425	17,250	32,721	66,384
Salaries & Wages Total	198,126	325,211	374,746	357,169
<u>Employee Benefits</u>				
FICA / Medicare	13,160	24,883	34,062	27,334
Insurance Benefits - Active Employees	30,722	56,989	60,015	22,785
Life Insurance	587	1,033	1,497	933
Retirement/Pension - Employee	2,741	18,982	47,479	23,391
Retirement/Pension - Teachers	22,982	27,141	-	7,456
Worker's Compensation	1,012	5,208	7,178	5,724
Employee Benefits Total	71,205	134,236	150,231	87,623
<u>Contracted Services</u>				
Catering Services	6,000	-	-	-
Instructional Contracted Services	3,250	9,000	15,260	8,800
Other Contracted Services	1,005	1,000	372,395	164,957
Software License	-	-	300,000	300,000
Technical Contracted Services	-	-	6,912	3,000
Contracted Services Total	10,255	10,000	694,567	476,757
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	8,135	-	4,082	-
Non-Catered Misc Food Supplies	401	1,900	2,700	3,900
Office Supplies	-	-	23,317	38,189
Other Misc Supplies	2,470	-	30	30
Other Teacher	-	-	80,877	-
Staff Development Supplies	2,105	2,106	12,765	19,500
Student Supplies	-	-	88,172	107,923
Supplies & Materials Total	13,111	4,006	211,943	169,542

Area Offices	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Other Operating Expenses</u>				
Dues / Subscriptions	-	-	756,250	-
Field Trip Expense Non-Transportation	-	-	1,000	2,000
Non-Local Travel Related Meals	792	-	-	-
Registration Fees	-	-	13,000	11,000
Other Operating Expenses Total	792	-	770,250	13,000
<u>Capital Outlay</u>				
Athletic Equipment	20,000	-	-	-
Misc Other Equip Over \$499	-	343	343	343
Capital Outlay Total	20,000	343	343	343
Total RESTRICTED	\$ 313,489	\$ 473,796	\$ 2,202,080	\$ 1,104,434
TOTAL OPERATING EXPENDITURES	\$ 46,090,838	\$ 50,407,257	\$ 48,898,063	\$ 51,685,733

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
00303	Croom High School	\$ 3,374,478
00705	Tall Oaks High School	2,998,686
01350	Academy of Health Sciences	6,753,462
01352	International High School - Largo	4,602,013
01732	International High School - Langley Park	4,607,952
42430	Incarcerated Youth Program (IYP)	698,801
42151	Athletics	6,756,772
42431	Community Based Classroom	1,102,602
42432	Evening High School	3,393,319
42440	Green Valley Academy	4,018,468
42441	Annapolis Road Academy	2,656,934
48011	Area 1 Office: Elementary Schools	2,731,390
48012	Area Office 2: Middle Schools	2,406,253
48610	Area Office 3: High Schools	5,584,603
TOTAL OPERATING EXPENDITURES		\$ 51,685,733

Community Schools Office

Budget Accountability: Ingrid Williams-Horton, Director

Mission

To provide support and services to schools endeavoring designation as a PGCPs-recognized Community School wherein students and parents of participating schools have access to wrap-around services which promote strategic alignment to their overall social, emotional and academic wellbeing.

Supporting The Strategic Plan

- Support Family and Community Engagement by promoting opportunities for working with parents and families through meaningful activities that build the capacity of parents to support their children educationally.
- Support Academic Excellence by working with schools to enhance their academic programs to ensure students' academic needs are being enhanced through wrap around programs and integrated social support services.

Core Services

- Design, implement and monitor comprehensive strategic plans that remove barriers to student academic success and provide targeted cross-governmental resources to students and families.
- Institute and monitor structures for interagency collaboration, communication and execution of efforts to meet the physical, emotional, mental and social needs of participating students and families.
- Provide expanded and unique learning opportunities that develop cognitive, social, emotional, physical and civic competencies of students.

Expected Outcomes

- > By June 30, 2022, chronic absenteeism data will decrease by 5% in the identified 34 Community Schools with the highest absenteeism rates through support extended by community schools office stakeholders.
- > By June 30, 2022, each Community School Coordinator will provide workshops/activities, one per quarter, for parents on the Community Schools Six Pillars.
- > By June 30, 2022, all Community Schools will be provided with four Wrap Around Services to students and families in order to support them in achieving positive goals and improving their well-being.

Operating Budget Staffing by Position

Community Schools	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Director	1.00	1.00	1.00	1.00
Instructional Specialist	4.00	4.00	4.00	4.00
Secretary	1.00	1.00	1.00	1.00
Total UNRESTRICTED	6.00	6.00	6.00	6.00
TOTAL OPERATING STAFFING	6.00	6.00	6.00	6.00

Operating Budget Expenditures by Object / Sub-Object

Community Schools	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	537,543	646,495	646,495	620,682
Other Stipends	1,856	-	-	-
Secretaries / Clerks	70,649	70,096	70,096	71,490
SEIU Staff Development Stipends	2,517	-	-	-
Terminal Leave Payout	3,500	-	-	-
Unrestricted Unallocated Full-Time	(227)	-	-	-
Salaries & Wages Total	615,838	716,591	716,591	692,172
<u>Employee Benefits</u>				
FICA / Medicare	45,132	52,337	52,337	52,955
Insurance Benefits - Active Employees	60,982	70,671	70,671	79,180
Life Insurance	2,102	2,396	2,396	2,314
Retirement/Pension - Employee	34,695	28,439	28,439	25,916
Worker's Compensation	3,380	11,469	11,469	11,077
Employee Benefits Total	146,290	165,312	165,312	171,442
<u>Contracted Services</u>				
Instructional Contracted Services	2,395,968	4,844,540	3,878,300	3,326,782
Printing In-House	3,396	5,000	5,000	5,000
Contracted Services Total	2,399,363	4,849,540	3,883,300	3,331,782
<u>Supplies & Materials</u>				
Office Supplies	10,020	7,500	7,500	6,000
Supplies & Materials Total	10,020	7,500	7,500	6,000
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	5,089	4,500	2,613	9,000
Registration Fees	-	-	-	4,000
Non-Local Travel Expenses	2,079	11,500	-	-
Other Operating Expenses Total	7,169	16,000	2,613	13,000
Total UNRESTRICTED	\$ 3,178,680	\$ 5,754,943	\$ 4,775,316	\$ 4,214,396

Community Schools	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Salaries & Wages</u>				
Other Support Staff	-	-	990,000	-
Salaries & Wages Total	-	-	990,000	-
<u>Employee Benefits</u>				
FICA / Medicare	-	-	75,736	-
Insurance Benefits - Active Employees	-	-	14,018	-
Life Insurance	-	-	3,306	-
Retirement/Pension - Employee	-	-	138,600	-
Worker's Compensation	-	-	15,840	-
Employee Benefits Total	-	-	247,500	-
<u>Contracted Services</u>				
Other Contracted Services	2,164,733	-	-	-
Professional Contracted Services	12,000	-	7,029,056	6,763,481
Contracted Services Total	2,176,733	-	7,029,056	6,763,481
<u>Supplies & Materials</u>				
Student Supplies	-	-	1,397,767	-
Supplies & Materials Total	-	-	1,397,767	-
Total RESTRICTED	\$ 2,176,733	\$ -	\$ 9,664,323	\$ 6,763,481
TOTAL OPERATING EXPENDITURES	\$ 5,355,413	\$ 5,754,943	\$ 14,439,639	\$ 10,977,877

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
48110	Community Schools Office	\$ 10,977,877
TOTAL OPERATING EXPENDITURES		\$ 10,977,877

Family & School Partnerships

Budget Accountability: Sheila Jackson, Officer

Mission

To increase participation and intentional collaboration between families, schools, and the broader PGCPs' community in support of the district goal of Outstanding Academic Achievement for all students.

Supporting The Strategic Plan

- Develop, implement and assess strategies and resources to increase family and community engagement as well as strengthen community partnerships.
- Provide increased learning, development and partnership opportunities for parents /families to support all children in the educational process.

Core Services

- Increase family engagement by providing training/ learning opportunities for parents and families.
- Provide training and support to all school system staff to build capacity and provide resources to equip them to build effective relationships with parents, family, and community for increased engagement through a positive "culturally proficient customer service orientation;
- Provide targeted professional development and coaching for the system's cadre of school-based Parent Engagement Assistants (PEAs) for site-based focused and intentional engagement services and activities.

Expected Outcomes

- > By June 30, 2022, the number of schools that have an established parent leadership organization (Parent Teacher Association [PTA] / Parent Teacher Organization [PTO] or an organized parent group) will increase from 200 (97%) to 206 (100%).
- > By June 30, 2022, professional development sessions for all parent engagement assistants (75) will increase from 0 to 4 on the tenets of effective parental engagement with an applied equity lens.
- > By June 30, 2022, the Director and Instructional Specialist staff will participate in four parent leadership (PTA/PTO/PTSA) meetings (one per quarter).

Operating Budget Staffing by Position

Family & School Partnerships	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Admin Support Specialist	3.00	3.00	3.00	3.00
Director	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Total UNRESTRICTED	5.00	5.00	5.00	5.00
TOTAL OPERATING STAFFING	5.00	5.00	5.00	5.00

Operating Budget Expenditures by Object / Sub-Object

Family & School Partnerships	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	401,050	398,787	398,787	430,043
Other Stipends	2,144	66,836	66,836	66,836
Overtime	6,737	1,000	211,593	1,800
Secretaries / Clerks	58,615	58,402	58,402	75,168
Substitute Teacher	145	900	900	-
Temp Office Worker	-	2,000	-	900
Terminal Leave Payout	11,985	-	-	-
Unrestricted Unallocated Full-Time	220	-	-	-
Salaries & Wages Total	480,896	527,925	736,518	574,747
<u>Employee Benefits</u>				
FICA / Medicare	32,518	38,305	38,305	41,748
Insurance Benefits - Active Employees	53,781	51,483	51,483	55,695
Life Insurance	1,608	1,530	1,530	1,691
Retirement/Pension - Employee	6,595	6,518	6,518	7,530
Worker's Compensation	2,549	8,434	8,434	9,172
Employee Benefits Total	97,051	106,270	106,270	115,836
<u>Contracted Services</u>				
Other Contracted Services	9,472	12,000	1,800	9,000
Printing In-House	40,558	20,000	20,000	20,000
School Activity Transportation	-	1,500	-	-
Contracted Services Total	50,030	33,500	21,800	29,000
<u>Supplies & Materials</u>				
Office Supplies	17,909	15,000	15,000	6,500
Staff Development Supplies	18,399	10,000	10,000	3,000
Supplies & Materials Total	36,308	25,000	25,000	9,500
<u>Other Operating Expenses</u>				
Local Travel - Per Mile Basis	3,336	7,000	4,845	6,300
Non-Local Travel Expenses	7,848	4,000	548	-
Other Miscellaneous Expense	913	5,000	7,000	2,000
Other Travel Related Expenditures	-	500	-	-
Registration Fees	-	-	-	1,200
Other Operating Expenses Total	12,096	16,500	12,393	9,500
Total UNRESTRICTED	\$ 676,381	\$ 709,195	\$ 901,981	\$ 738,583

Family & School Partnerships	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Supplies & Materials</u>				
Office Supplies	327	-	-	-
Supplies & Materials Total	327	-	-	-
Total RESTRICTED	\$ 327	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENDITURES	\$ 676,709	\$ 709,195	\$ 901,981	\$ 738,583

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
42445	Family & School Partnerships	\$ 738,583
TOTAL OPERATING EXPENDITURES		\$ 738,583

Public Charter Schools Office

Budget Accountability: Elizabeth Saunders, Instructional Director

Mission

To ensure that Public Charter schools are unique, high-quality schools with learning environments that yield academic success for Prince George's County public charter school students, through the authorizing process.

Supporting The Strategic Plan

- Implement a comprehensive authorizing program that supports the district's efforts to establish and sustain high-quality charter schools that increase options and opportunities for all students to be college and career ready.

Core Services

- Facilitate the application processes for new, renewing and revocation of charter schools.
- Support of school leadership and programs.

Expected Outcomes

- > By June 30, 2022, office staff will observe seven Operator/Governing Board meetings and provide feedback respectively. Feedback will be utilized to inform the authorizing process and the monitoring and capacity of charter school governance.
- > By June 30, 2022, office staff will lead the reauthorization process of two charter schools, Imagine Lincoln and Imagine Morningside, inclusive of both performance framework ratings and renewal application criteria to support the district's efforts to establish and sustain high-quality charter schools.
- > By June 30, 2022, principals will attend three professional learning sessions on coaching and feedback to improve teacher practice around content and student learning. Principals will identify two learning outcomes from each session and will create a plan for execution.

Operating Budget Staffing by Position

Public Charter Schools	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
Administrative Assistant	1.00	1.00	0.00	0.00
Director	1.00	1.00	1.00	1.00
Program Manager	0.00	0.00	1.00	1.00
Total UNRESTRICTED	2.00	2.00	2.00	2.00
TOTAL OPERATING STAFFING	2.00	2.00	2.00	2.00

Operating Budget Expenditures by Object / Sub-Object

Public Charter Schools	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
Other Admin/Professionals/Specialists	310,478	308,147	308,147	322,153
Other Stipends	3,004	-	-	-
Salaries & Wages Total	313,482	308,147	308,147	322,153
<u>Employee Benefits</u>				
FICA / Medicare	21,779	20,948	20,948	22,381
Insurance Benefits - Active Employees	14,683	13,850	13,850	17,618
Life Insurance	1,087	1,030	1,030	1,078
Retirement/Pension - Employee	-	-	-	15,323
Worker's Compensation	898	4,932	4,932	5,157
Employee Benefits Total	38,446	40,760	40,760	61,557
<u>Contracted Services</u>				
Printing In-House	2,336	2,000	2,000	2,000
Technical Contracted Services	20,434	20,389	20,389	21,532
Contracted Services Total	22,769	22,389	22,389	23,532
<u>Supplies & Materials</u>				
Office Supplies	813	550	1,300	200
Other Misc Supplies	619	-	-	-
Supplies & Materials Total	1,432	550	1,300	200
<u>Other Operating Expenses</u>				
Dues / Subscriptions	78	1,550	1,550	300
Local Travel - Per Mile Basis	2,253	1,930	984	2,500
Other Travel Related Expenditures	3,075	2,700	2,700	-
Registration Fees	-	750	-	500
Other Operating Expenses Total	5,406	6,930	5,234	3,300
Total UNRESTRICTED	\$ 381,536	\$ 378,776	\$ 377,830	\$ 410,742
TOTAL OPERATING EXPENDITURES	\$ 381,536	\$ 378,776	\$ 377,830	\$ 410,742

Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
30901	Public Charter Schools	\$ 410,742
TOTAL OPERATING EXPENDITURES		\$ 410,742

Student Services

Budget Accountability: Elizabeth Faison, Acting Associate Superintendent

Mission

To provide integrated and coordinated services to students, who upon completion of high school, will be college and career ready. Each member within the department is committed to serve as student advocates by providing quality information, resources, services, and technical assistance to students, parents and school system staff members in collaboration with community partners, thereby supporting the effective delivery of services to promote student academic achievement and positive psycho-social development.

Supporting The Strategic Plan

- Supports Safe and Supportive Environments by promoting health and wellness, helping schools address issues of safety and discipline, and working to improve student behaviors.
- Supports Academic Excellence by working with schools to improve student attendance, scheduling students for more rigorous coursework, and serving on school committees examining data using the Data Wise protocols.

Core Services

- Provide exemplary customer services to schools, central office, and parents in our service delivery of a coordinated pupil services program in accordance with COMAR.
- Ensure schools have trained staff (i.e., professional school counselors, psychologists, pupil personnel workers, and nurses), who can meet the social/emotional needs and health and mental health needs of students.
- Examine and revise policies and processes to support educational equity for students whereby their age, gender, sex, sexual orientation, race, ethnicity, socio-economic status and learning ability are not barriers to their academic success.

Expected Outcomes

- > By June 30, 2022, increase the implementation of Restorative Approaches (Peer Mediation) from 65% to 85%.
- > By June 30, 2022, reduce chronic absenteeism by an average three percentage points (3%) at targeted schools identified (32 schools) with high chronic absenteeism through evidence-based strategies.
- > By June 30, 2022, professional school counselors will provide mental health lessons through Everfi/Safe Schools for 8th graders in 100% of middle and K-8 schools.

Operating Budget Staffing by Position

Student Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
<u>UNRESTRICTED</u>				
Admin Support Specialist	9.00	9.00	9.00	9.00
Admin Support Technician	1.00	1.00	1.00	1.00
Administrative Secretary	0.00	0.00	1.00	1.00
Assistant Supervisor	1.00	1.00	1.00	1.00
Associate Superintendent	0.00	1.00	1.00	1.00
Building Supervisor	1.00	1.00	1.00	1.00
Clerk	4.12	4.12	4.12	4.12
Director	1.00	0.00	0.00	0.00
Guidance Counselor	7.00	8.00	8.00	8.00
Instr Program Coordinator	1.00	1.00	1.00	1.00
Instructional Assistant	1.00	1.00	1.00	1.00
Instructional Specialist	7.00	8.00	8.00	8.00
Instructional Supervisor	6.00	6.00	6.00	6.00
Intntl Student Specialist	1.00	1.00	1.00	1.00
Licensed Practical Nurse	21.00	21.00	21.00	21.00
Night Cleaner Lead	1.00	1.00	1.00	1.00
Nurse Administrator	2.00	2.00	2.00	2.00
Nurse Specialist	10.00	10.00	10.00	10.00
Program Manager	1.00	1.00	1.00	1.00
Program Specialist	5.00	5.00	5.00	5.00
Pupil Personnel Worker	49.00	49.00	49.00	49.00
Registered Nurse	200.00	200.00	201.00	211.00
School Psychologist	91.00	91.00	91.00	91.00
Secretary	15.00	17.00	16.00	16.00
Support Supervisor	2.00	2.00	2.00	2.00
Vision & Hearing Technician	2.00	2.00	2.00	2.00
Total UNRESTRICTED	439.12	443.12	444.12	454.12
<u>RESTRICTED</u>				
School Psychologist	7.00	7.00	7.00	7.00
Total RESTRICTED	7.00	7.00	7.00	7.00
TOTAL OPERATING STAFFING	446.12	450.12	451.12	461.12

Operating Budget Expenditures by Object / Sub-Object

Student Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
UNRESTRICTED				
<u>Salaries & Wages</u>				
2250 Certification Differentials Annual	15,170	-	-	915
2nd Assignment - Instructional	57,914	76,228	73,718	111,490
2nd Assignment - Support	26,530	34,766	51,846	35,185
Hourly Instructional	351,211	429,819	185,257	353,933
Local 2250 Other Stipend	444	-	-	-
Other Admin/Professionals/Specialists	9,986,239	10,379,273	10,379,273	10,761,618
Other Stipends	100,753	114,000	114,000	114,000
Other Support Staff	24,853	72,245	72,245	78,645
Other Teacher	695,490	773,479	773,479	825,035
Overtime	2,205	-	272,153	-
PGCEA Senior Teacher Differential	1,999	-	-	-
PGCEA Sp Ed Step 1 Pay Differential	337,723	-	-	-
Psychological Service Personnel	7,753,087	8,744,336	8,744,336	8,959,391
School Nurses / Aides	13,057,727	14,547,066	14,547,066	16,645,703
Secretaries / Clerks	913,505	1,193,727	1,193,727	1,317,842
SEIU Staff Development Stipends	10,185	-	-	-
Service Worker	88,244	87,008	87,008	94,232
Sick / Safe Leave - Temporary Employees	687	-	-	-
Substitute Nurses	144,655	101,190	101,190	79,839
Substitute Teacher	6,779	5,000	-	2,250
Summer Program Assignment	15,394	-	9,238	5,000
Temp Office Worker	19,836	16,674	106,934	21,717
Terminal Leave Payout	103,064	-	-	-
Unrestricted Unallocated Full-Time	15,937	-	-	-
Workshop / Staff Development Pay	8,560	30,000	153,900	154,750
Salaries & Wages Total	33,738,191	36,604,811	36,865,370	39,561,545
<u>Employee Benefits</u>				
FICA / Medicare	2,502,166	2,678,809	2,679,997	2,910,988
Insurance Benefits - Active Employees	4,335,895	4,313,867	4,313,867	4,872,283
Life Insurance	107,634	119,772	119,772	129,410
Retirement/Pension - Employee	302,523	465,889	465,889	679,699
Worker's Compensation	169,887	585,931	230,713	533,202
Employee Benefits Total	7,418,104	8,164,268	7,810,238	9,125,582
<u>Contracted Services</u>				
Advertising / Other Costs	250	29,400	909	-
Instructional Contracted Services	15	5,474	2,474	-
M&R Equipment	-	3,200	5,736	3,800
Other Contracted Services	59,555	85,727	486,727	77,154
Outside Printing	-	410	410	-
Printing In-House	250,011	76,291	77,291	76,291
Professional Contracted Services	114,261	589,300	169,788	157,495
Rental - Buildings	-	500	-	-
School Activity Transportation	53,646	65,000	-	30,000
Software License	855,188	930,000	852,892	836,050
Technical Contracted Services	1,370,227	1,304,267	983,602	1,275,450
Contracted Services Total	2,703,153	3,089,569	2,579,829	2,456,240

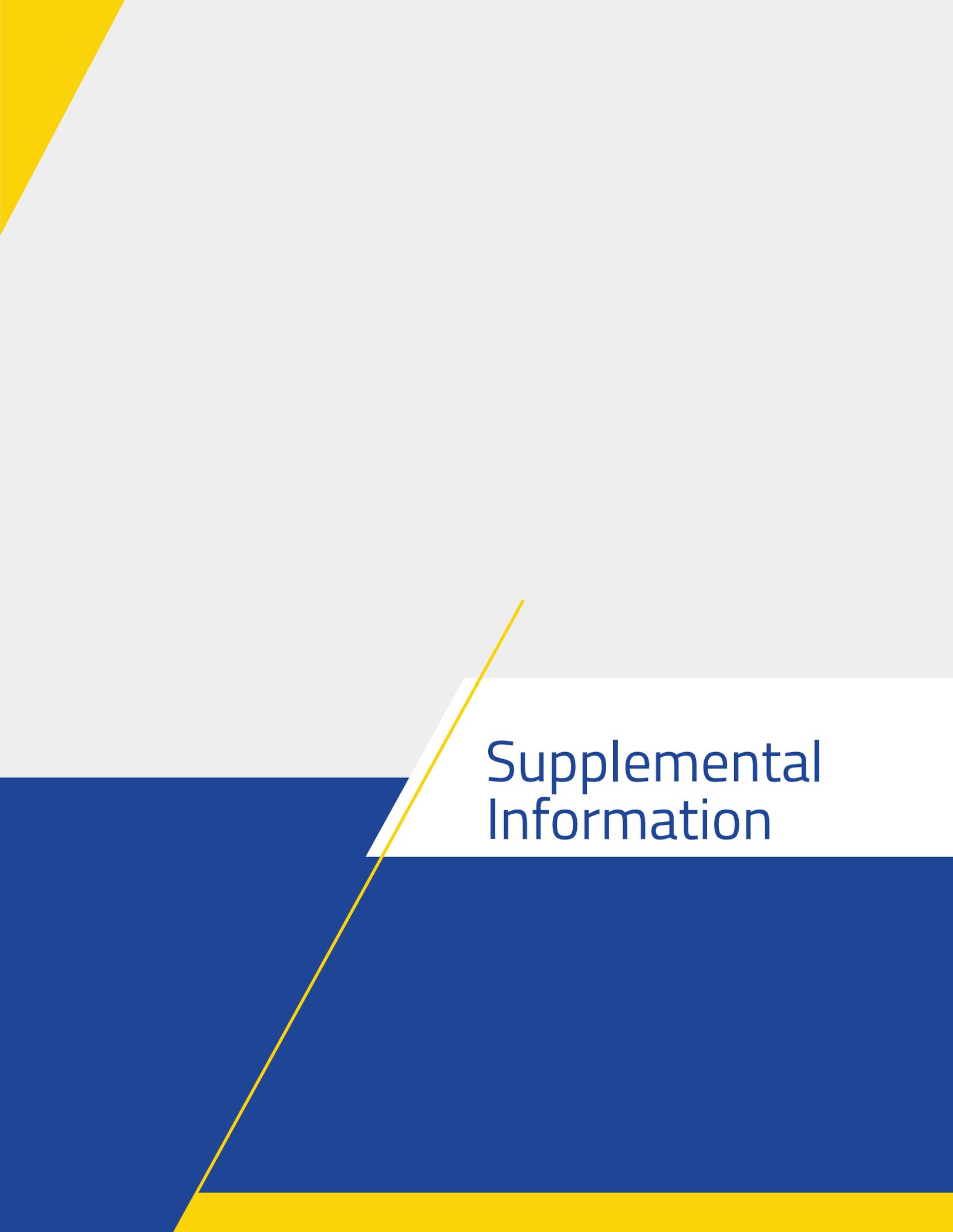
	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
Student Services				
UNRESTRICTED				
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	1,425	6,000	665	-
Health Supplies	3,878	15,189	115,189	30,200
Non-Catered Misc Food Supplies	-	300	-	300
Office Supplies	15,095	32,065	84,504	11,116
Postage / Delivery	2,110	4,245	220	250
Staff Development Supplies	21,512	21,041	80,501	14,298
Student Supplies	18,096	41,853	23,161	8,300
Textbooks	171,537	251,178	259,846	200,000
Supplies & Materials Total	233,654	371,871	564,086	264,464
<u>Other Operating Expenses</u>				
Dues / Subscriptions	777	1,211	693	1,080
Local Travel - Per Mile Basis	70,885	109,752	15,898	93,540
Non-Local Travel Expenses	15,989	15,327	-	-
Registration Fees	811,883	1,302,652	1,686,633	1,255,670
Other Operating Expenses Total	899,533	1,428,942	1,703,224	1,350,290
<u>Capital Outlay</u>				
Computers - Non-Instructional	21,585	16,331	97,120	15,690
Medical / Health Equipment	11,790	21,000	181,000	-
Office Furniture / Equipment	-	1,000	10,000	-
Capital Outlay Total	33,375	38,331	288,120	15,690
Total UNRESTRICTED	\$ 45,026,011	\$ 49,697,792	\$ 49,810,867	\$ 52,773,811
RESTRICTED				
<u>Salaries & Wages</u>				
2nd Assignment - Instructional	481,608	746,618	789,539	881,618
2nd Assignment - Support	8,981	-	14,980	1,783
Classroom Teacher	4,781	-	-	-
Hourly Administration	-	136,080	-	-
Hourly Instructional	113,887	49,826	77,022	53,854
Nurse Specialist	-	265,417	180,221	265,417
Other Stipends	90,822	138,750	206,095	98,095
PGCEA Sp Ed Step 1 Pay Differential	(394)	-	-	-
Psychological Service Personnel	810,892	772,688	856,021	805,303
Substitute Teacher	-	25,490	9,180	75,238
Support Staff	-	9,405	-	-
Temp Office Worker	50,964	59,913	127,751	113,523
Workshop / Staff Development Pay	102,657	210,625	489,177	64,345
Salaries & Wages Total	1,664,198	2,414,812	2,749,986	2,359,176
<u>Employee Benefits</u>				
FICA / Medicare	121,328	184,745	209,184	180,496
Insurance Benefits - Active Employees	91,284	97,095	63,000	96,670
Life Insurance	2,699	2,585	2,627	2,693
Retirement/Pension - Teachers	97,818	103,879	111,113	104,213
Worker's Compensation	6,495	38,646	24,546	37,759
Employee Benefits Total	319,625	426,950	410,470	421,831

Student Services	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
RESTRICTED				
<u>Contracted Services</u>				
Advertising / Other Costs	-	5,000	10,000	10,000
Catering Services	990	658	658	658
Indirect Cost Recovery	66,395	128,638	171,920	211,301
Instructional Contracted Services	967	62,500	152,028	127,200
Other Contracted Services	60,814	38,240	2,381,792	95,490
Printing In-House	5,000	7,360	32,492	19,005
Professional Contracted Services	52,590	144,650	869,781	158,971
School Activity Transportation	17,461	-	-	-
Software License	7,463	58,520	20,661	58,991
Technical Contracted Services	-	2,500	-	-
Contracted Services Total	211,679	448,066	3,639,332	681,616
<u>Supplies & Materials</u>				
Classroom Teacher Supplies	-	-	6,005	2,968
Health Supplies	-	-	136,220	-
Office Supplies	664	1,014	21,167	19,167
Other Misc Supplies	66,517	28,536	350,557	231,560
Staff Development Supplies	80,350	83,591	51,881	35,350
Student Supplies	4,328	24,762	40,025	14,771
Testing Supplies & Materials	740	180,000	180,000	180,000
Supplies & Materials Total	152,599	317,903	785,855	483,816
<u>Other Operating Expenses</u>				
Dues / Subscriptions	1,385	7,040	43,352	10,835
Fees Fines & Licenses	-	-	4,200	-
Local Travel - Per Mile Basis	300	1,019	1,000	1,000
Non-Local Travel Expenses	16,694	37,704	76,929	83,764
Other Miscellaneous Expense	-	36,775	70,213	107,154
Other Travel Related Expenditures	189	1,500	11,269	10,269
Registration Fees	12,423	11,190	91,889	57,468
Other Operating Expenses Total	30,991	95,228	298,852	270,490
<u>Capital Outlay</u>				
Classroom Equipment / Furniture	-	-	20,530	-
Computers - Non-Instructional	863	1,000	200,537	200,537
Medical / Health Equipment	89,727	8,000	343,078	42,078
Office Furniture / Equipment	3,850	4,760	5,098	2,337
Capital Outlay Total	94,440	13,760	569,243	244,952
Total RESTRICTED	\$ 2,473,532	\$ 3,716,719	\$ 8,453,738	\$ 4,461,881

TOTAL OPERATING EXPENDITURES	\$ 47,499,543	\$ 53,414,511	\$ 58,264,605	\$ 57,235,692
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Operating Budget by Cost Center

Cost Center Number	Description	FY 2022 Approved
42160	Home School Office	\$ 495,988
42438	McKinney Vento Program (formerly Homeless Education)	537,606
44001	Home and Hospital Teaching	932,145
44002	Office of Student Services	6,334,106
44110	Pupil Personnel Services	6,478,036
44120	International Student Office	1,388,966
44130	Psychological Services	13,049,000
44140	School Health	24,419,744
44150	Student Engagement	608,917
44161	Student Records & Transfers	1,191,896
44311	Guidance and Counseling Services	1,799,288
TOTAL OPERATING EXPENDITURES		\$ 57,235,692

The image shows a cover page for 'Supplemental Information'. The background is a light gray gradient. A large, solid blue shape is positioned in the lower-left and bottom-center areas. A white, trapezoidal shape is overlaid on the blue area, containing the text 'Supplemental Information' in a dark blue, sans-serif font. A thin yellow line runs diagonally from the bottom-left towards the top-right, passing through the white shape. There are also yellow triangular shapes in the top-left and bottom-right corners.

Supplemental Information

INTRODUCTION

FINANCIAL PLAN

SCHOOL-BASED RESOURCES

ORGANIZATIONS

SUPPLEMENTAL INFORMATION



FY 2022 Approved Program Enhancement

Department	Enhancement	FTE	Position Costs	Discretionary		Total Cost
				Funds		
Equity & Excellence	Other Stipends	0.00	\$ -	\$ 271,377		\$ 271,377
HR Operations & Staffing	Substitute Orientation Pay	0.00	\$ -	\$ 329,699		\$ 329,699
Total Program Enhancements		0.00	\$ -	\$ 601,076		\$ 601,076

Restricted Grants By Category

Restricted Grants By Category	FY 2022 Approved	Grant Objective/Description
<u>At-Risk Youth</u>		
TITLE IV - SAFE & DRUG FREE SCHOOLS/SAES GRANT	2,712,485	Funding to provide students with a well-rounded education that promotes college and career readiness, STEM programs, academic enrichment, healthy student activities, drug and violence prevention, and the effective use of technology.
Total - At-Risk Youth	\$2,712,485	
<u>Career & Technical Education Grants</u>		
ADOLESCENT SINGLE PARENTING PROGRAM	185,000	Provides direct services to at-risk adolescent single parents to remain in school.
PERKINS CTE PROGRAM	1,325,326	Provides the direction and funding to support continuous improvement in Career and Technical Education.
JROTC	4,679,751	Funding that enhances the leadership responsibilities and opportunities for student cadets with representation of four major branches of the military service.
Total - Career & Technical Education	\$6,190,077	
<u>Compensatory Education Grants</u>		
HOMELESS EDUCATION	585,388	This program allocates federal grant funds to ensure homeless children and youth have equal access to the same free, appropriate public education as other children. The funds are also designated to ensure that students enroll in, attend, and achieve success in school, as well as heighten the awareness of specific problems of homeless children and youth.
TITLE I	34,322,110	This program supports schools to improve the teaching and learning of children who are failing, or most at risk of failing, and are identified as living in high concentrated areas of poverty, as determined by approved student applications for free or reduced price lunch meals.
Total - Compensatory Education	\$34,907,498	
<u>Linguistically & Cultural Diverse Programs Grants</u>		
TITLE III - EMERGENCY IMMIGRANT EDUCATION	3,421,754	Funding to ensure that Limited English Proficient (LEP) students and immigrant students attain English proficiency and meet the same challenging state academic content and achievement standards coupled with providing immigrant students with enhanced instructional opportunities.
Total - Linguistically & Cultural Diverse	\$3,421,754	
<u>Program Improvement Grants</u>		
FINE ARTS INITIATIVE GRANT	70,367	Funds designated to implement innovative programs in dance/drama, instrumental music, visual art and vocal/general music.
JP HOYER EARLY CARE & EDUCATION GRANT	660,000	Funds designated to support the Judy Hoyer Family Learning Center partnerships with PGCPs for the purpose of a full year early childhood readiness program.
JP HOYER EARLY ENHANCEMENT GRANT	117,504	Funding to support school readiness through a full-day, and year round Prekindergarten Program.
Total - Program Improvement	\$847,871	
<u>Special Education Grants</u>		
SPECIAL EDUCATION	41,395,292	Funding designed to assist educational agencies in reforming and improving their systems for providing educational, early intervention, and transitional services to students with disabilities. Services for families and students with disabilities include funding, regulated by the Individuals with Disabilities Act, IDEA (Parts B, C and D) for infants and toddlers, and students in kindergarten through Grade 12.
Total - Special Education	\$41,395,292	

Restricted Grants By Category

Restricted Grants By Category	FY 2022 Approved	Grant Objective/Description
Staff Development Grants		
TITLE II, A - EISENHOWER TEACHER QUALITY	3,696,137	This program provides formula funding to support the increase of student academic achievement through strategies such as staff development which improves teacher and principal quality, that ultimately increases the number of highly qualified teachers in the classroom in core subject areas such as math, reading, social studies, and science.
Total - Staff Development	\$3,696,137	
Other Grants		
AMERICAN RESCUE PLAN STATE SUPPLEMENTAL	52,330,904	Supplemental grants funded with federal American Rescue Plan Act of 2021 Coronavirus State Fiscal Recovery Funds issued by the U.S. Treasury Department for the purpose of providing summer school, safely reopening schools, and providing trauma and behavior health supports for students during summer school.
BLUEPRINT FOR MARYLAND'S FUTURE GRANTS	42,740,171	Educational state resources created to support early childhood programs, college and career readiness, additional resources for at-risk students who live in poverty, as well professional development and higher salaries for teachers.
FEDERAL CORONAVIRUS GRANTS	407,568,109	Coronavirus Aid, Relief, and Economic Security Act (CARES), Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA) and American Rescue Plan Act (ARP) funding to support instructional materials and curriculum delivery, new educational delivery models student learning loss, technology access, mental and behavioral health and COVID-19 student and staff safety.
PG COMMUNITY TELEVISION - COMCAST	75,000	Funding from the cable television franchise agreement to support local educational access of cable television programming and production.
OTHER RESTRICTED PROGRAMS	35,773,303	Reserves budgeted for other anticipated continuation grants, future grants, grant carryover and donated grants by outside foundations and business organizations.
Total - Other Grants	\$ 538,487,487	
GRAND TOTAL GRANTS	\$ 631,658,601	

Non-Operating Funds

Description: Non-operating funds are used to record revenues and expenses of a specific operation. The activities of these funds are not captured in the Operating Budget of the school system. Many of these non-operating funds generate outside sourced revenue to sustain their operations. Several funds charge back their services to the general fund, where their activities are treated as expenses to the department utilizing the services.

Prince George's County Public Schools considers the following funds as Non-operating:

Benefits Administration – The costs of administering health insurance and other benefits to employees are captured here. Outside health care consulting fees and a portion of the PGCPs Benefits Office staffing are charged here.

Bowie Regional Arts Vision Association (Brava) – Housed at the Bowie Center for the Performing Arts. The generated revenue, subsidies from PGCPs and the City of Bowie, and operating expenses of the Center are captured in this fund.

Capital Programs – Capital Projects are assessed an administrative overhead fee, which is used to offset the operations of the Capital Programs office. Included here are staffing, benefits and discretionary costs.

Central Garage – All the activities of maintaining all vehicles owned by PGCPs, including buses and maintenance vehicles are captured in this account.

Food & Nutrition Services – Special revenue fund which captures all the revenue and expenses of the food services operations in our schools. All food and supply costs, equipment, employee wages and benefits are included here.

Printing Services – Internal printing and publishing of school system printed materials, including report cards, school system calendars, parental information and curriculum materials are collected here. The costs of these printed materials are charged back to the respective operating account of each department.

Public Private Partnership Office – Develops, manages and provides oversight to the Alternative Construction Finance program. Included here are staffing, benefits and contracted services related to this program.

Purchasing & Supply Services – All warehousing activities are captured in this account, with actual charges expensed against the respective departments operating fund accounts.

Risk Management Fund – All property, general liability, workers compensation and vehicular insurances are captured in this fund.

FY 2022 Non-Operating Staffing & Expenditures by Fund

FUND	FY 2020 Actual		FY 2021 Approved		FY 2022 Approved	
	FTE	Expenditures	FTE	Expenditures	FTE	Expenditures
Alternative Infrastructure Planning & Development	-	\$ -	-	\$ 0	4.00	\$ 3,888,496
Before And After School	137.30	\$ 5,640,094	137.30	7,888,394	-	\$ -
Benefits Administration	8.00	1,500,750	8.00	1,565,604	8.00	1,611,399
BRAVA	3.00	510,589	3.00	490,000	3.00	487,736
Capital Programs	38.00	7,692,814	43.00	9,199,574	39.00	9,026,719
Central Garage Services	161.00	26,839,210	161.00	27,594,954	161.00	29,562,043
Food and Nutrition Services	986.70	67,326,051	986.70	76,350,760	989.70	80,436,330
Printing Services	13.00	2,031,141	13.00	2,075,795	13.00	1,847,678
Purchasing and Supply - Warehouse Operations	0.00	2,517,128	0.00	4,953,000	0.00	5,000,000
Risk Management Fund*	0.00	0.00	0.00	901,000	0.00	901,000
Total Non-Operating Budget	1,347.00	\$ 114,057,777	1,352.00	\$ 131,019,081	1,217.70	\$ 132,761,401

*Actual expenditures are reclassified to the general fund and therefore appear within the operating budget.

FY 2022 Non-Operating Staffing by Position Type

POSITION TYPE	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved	Change	% Change
					FY 2021 Estimated to FY 2022 Approved	FY 2021 Estimated to FY 2022 Approved
Directors, Coordinators, Supervisors, Specialists	4.00	4.00	4.00	4.00	0.00	0.0%
Other Professional Staff	47.00	50.00	50.00	49.00	-1.00	-2.0%
Other Staff	1,126.20	1,126.20	1,129.20	1,129.20	0.00	0.0%
Paraprofessionals	135.30	135.30	135.30	-	-135.30	-100.0%
Secretaries and Clerks	34.50	36.50	36.50	35.50	-1.00	-2.7%
Total Non-Operating Positions	1,347.00	1,352.00	1,355.00	1,217.70	(137.30)	-10.1%

On Behalf of Contributions (from Other Governmental Agencies)

	FY 2020 Actual	FY 2021 Approved	FY 2021 Estimated	FY 2022 Approved
County Funding:				
Child Protective Services ⁽¹⁾	\$ 198,993	\$ 301,482	\$ 144,741	\$ 316,782
Debt Service	73,361,195	74,196,600	76,760,700	84,285,600
School Crossing Guards	2,709,873	2,031,000	2,612,996	3,191,321
School Health Services	427,500	427,500	427,500	427,500
School Resource Officers	4,553,145	4,628,600	3,457,990	3,444,563
Prince George's Community Schools Network (formerly TNI) ⁽²⁾	275,078	747,000	747,000	743,000
Subtotal - County	\$ 81,525,784	\$ 82,332,182	\$ 84,150,927	\$ 92,408,766
State Funding:				
Retirement Contribution ⁽³⁾	114,881,440	111,116,628	111,116,628	114,849,226
Total	\$ 196,407,224	\$ 193,448,810	\$ 195,267,555	\$ 207,257,992

⁽¹⁾ The County provides additional funding to the Department of Social Services' to support Child Protective Services. The Child Protective Education Unit (four positions) dedicated to training County school system staff as well as community stakeholders about protecting children from abuse in addition to child protective services investigative services.

⁽²⁾ County expansion of Prince George's Community Schools Network (formerly TNI) Initiative. The Department of Social Services' budget will be expanded to include nine additional Transforming Neighborhoods Schools.

⁽³⁾ Contribution reflects the implementation of Section 18 of Senate Bill 1301 (Yr.: 2013) which passes part of the retirement contribution to the local school system.

Revenue Ten-Year History

REVENUE SOURCE	FY 2012 Estimated	FY 2013 Approved	FY 2014 Approved	FY 2015 Approved	FY 2016 Approved (1)
Board Sources	\$ 11,047,515	\$ 14,748,789	\$ 11,561,500	\$ 14,922,400	\$ 14,706,800
County Sources	609,775,821	623,989,733	614,833,924	618,100,026	660,416,593
Federal Sources	49,346	136,693	136,693	136,678	146,778
Fund Balance	-	-	-	43,012,200	8,500,000
Restricted	121,309,843	122,571,081	122,068,512	122,953,814	119,710,572
State Sources	872,176,075	902,995,704	939,207,184	996,125,182	1,038,086,982
TOTAL	\$ 1,614,358,600	\$ 1,664,442,000	\$ 1,687,807,813	\$ 1,795,250,300	\$ 1,841,567,725

REVENUE SOURCE	FY 2017 Revised(2)	FY 2018 Revised(3)	FY 2019 Revised	FY 2020 Revised (4)	FY 2021 Estimated
Board Sources	\$ 12,418,100	\$ 12,193,700	\$ 12,013,500	\$ 14,028,397	\$ 15,821,836
County Sources	692,166,700	734,184,324	758,566,000	781,472,700	810,798,100
Federal Sources	147,100	80,026	80,000	80,000	98,140
Fund Balance	31,500,000	22,000,000	28,000,000	28,000,000	43,696,062
Restricted	109,130,800	111,203,550	111,123,600	199,962,604	213,203,423
State Sources	1,087,116,400	1,106,565,700	1,137,948,900	1,187,096,604	1,235,888,673
TOTAL	\$ 1,932,479,100	\$ 1,986,227,300	\$ 2,047,732,000	\$ 2,210,640,305	\$ 2,319,506,234

⁽¹⁾ Includes \$8,500,000 supplemental appropriation requested on October 20, 2015.

⁽²⁾ Includes \$7,500,000 supplemental appropriation requested on October 6, 2016.

⁽³⁾ Includes \$10,783,800 supplemental appropriation requested on March 20, 2018.

⁽⁴⁾ Includes \$30,031,745 supplemental appropriation requested as part of the Coronavirus Aid Relief and Economic Security (CARES) Act on June 11, 2020.

Budget Ten-Year History

EXPENDITURES BY CATEGORY	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual
Administration	\$ 54,673,080	\$ 56,255,427	\$ 51,031,707	\$ 58,069,283	\$ 54,212,037
Mid-Level Administration	101,786,525	101,212,421	104,563,406	112,382,610	116,894,987
Instructional Salaries	507,781,009	513,359,721	540,067,681	584,580,531	617,610,995
Textbooks and Instructional Materials	16,977,974	22,697,821	25,350,725	17,781,646	17,893,997
Other Instructional Costs	52,667,390	83,022,200	52,265,143	59,491,222	66,235,837
Special Education	233,056,616	237,091,273	253,285,424	266,928,208	269,630,496
Student Personnel Services	11,304,338	11,655,447	15,821,035	22,641,165	18,590,103
Student Health Services	14,347,895	13,443,993	14,263,541	16,602,937	17,089,316
Student Transportation Services	97,359,875	111,673,524	91,222,586	96,530,688	99,387,361
Operation of Plant	111,960,138	111,244,187	117,900,430	119,423,912	115,722,429
Maintenance of Plant	33,553,779	47,784,353	41,288,117	40,830,535	41,221,695
Fixed Charges	316,542,299	340,113,583	348,876,380	362,210,428	376,873,763
Food Service Subsidy	20,213,981	400,000	1,997,667	2,826,864	1,187,900
Community Services	1,688,717	1,909,041	2,197,606	2,842,085	2,736,376
TOTAL	\$ 1,573,913,616	\$ 1,651,862,991	\$ 1,660,131,448	\$ 1,763,142,114	\$ 1,815,287,292
EXPENDITURES BY OBJECT					
Salaries & Wages	\$ 979,587,782	\$ 979,902,871	\$ 1,030,591,468	\$ 1,106,482,199	\$ 1,153,367,030
Employee Benefits	295,794,174	326,233,154	334,197,961	349,007,048	360,129,852
Contracted Services	206,839,153	231,790,223	184,861,854	205,767,589	206,472,973
Supplies & Materials	35,103,905	41,690,358	44,525,749	34,930,009	34,774,333
Other Operating Costs	52,151,010	49,187,992	56,226,827	55,934,561	51,321,306
Additional & Replacement Equipment	4,437,592	23,058,393	9,727,589	11,020,708	9,221,798
TOTAL	\$ 1,573,913,616	\$ 1,651,862,991	\$ 1,660,131,448	\$ 1,763,142,114	\$ 1,815,287,292

Budget Ten-Year History, continued

EXPENDITURES BY CATEGORY	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimated
Administration	\$ 55,245,667	\$ 56,299,767	\$ 60,131,994	\$ 81,298,965	\$ 71,306,318
Mid-Level Administration	118,218,428	119,877,773	125,400,735	134,945,162	139,644,242
Instructional Salaries	633,184,662	656,590,949	679,195,667	727,494,720	771,119,915
Textbooks and Instructional Materials	17,283,465	17,523,179	18,729,785	30,323,345	44,213,913
Other Instructional Costs	70,068,559	84,504,937	94,659,889	113,830,507	129,874,716
Special Education	268,338,283	275,984,437	285,713,144	317,630,812	317,815,708
Student Personnel Services	18,401,259	19,484,710	20,437,005	26,791,082	31,758,474
Student Health Services	18,353,417	17,914,150	17,473,865	21,330,932	23,085,222
Student Transportation Services	103,212,338	103,484,349	107,829,139	120,674,917	99,083,585
Operation of Plant	116,873,092	122,667,144	126,437,919	138,108,199	139,926,064
Maintenance of Plant	42,807,818	47,217,394	47,299,674	57,639,545	51,323,826
Fixed Charges	403,785,976	397,311,103	401,992,561	435,249,073	476,568,325
Food Service Subsidy	-	-	-	1,433,089	21,761,544
Community Services	2,984,625	2,979,263	3,137,128	3,564,957	1,749,382
Capital Outlay	-	231,663	100,000	325,000	275,000
TOTAL	\$ 1,868,757,590	\$ 1,922,070,818	\$ 1,988,538,503	\$ 2,210,640,305	\$ 2,319,506,234
EXPENDITURES BY OBJECT					
Salaries & Wages	\$ 1,172,415,762	\$ 1,206,130,938	\$ 1,234,079,050	\$ 1,337,535,634	\$ 1,382,026,168
Employee Benefits	358,163,272	366,502,087	384,391,298	416,873,595	442,262,634
Contracted Services	235,431,875	243,275,076	271,455,570	320,666,832	349,589,439
Supplies & Materials	36,531,450	40,272,790	39,384,930	55,733,991	67,062,976
Other Operating Costs	59,335,908	53,166,239	50,673,381	57,628,618	59,658,475
Additional & Replacement Equipment	6,879,323	12,723,689	8,554,274	22,201,635	18,906,542
TOTAL	\$ 1,868,757,590	\$ 1,922,070,819	\$ 1,988,538,503	\$ 2,210,640,305	\$ 2,319,506,234

Pupil Population Ten-Year History

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
FULL TIME										
Regular and Special Ed Day Programs:										
Kindergarten @ 100%	9,568	10,013	10,260	10,170	10,018	9,897	9,794	9,652	9,952	8,639
Elementary Grades 1 to 6	54,206	54,958	56,568	58,283	59,485	60,661	61,484	61,434	62,161	60,535
Secondary Grades 7 to 12	54,564	53,199	52,667	53,330	53,571	54,486	55,803	56,438	58,566	58,567
Total Regular and Special Ed	118,338	118,170	119,495	121,783	123,074	125,044	127,081	127,524	130,679	127,741
OTHER PROGRAMS										
Pre-school Head Start	822	932	1,052	1,058	1,003	-	-	-	-	-
Prekindergarten	4,379	4,253	4,289	4,407	4,505	5,421	4,913	4,792	4,947	3,553
Montessori	294	386	300	328	357	351	328	351	336	364
Nonpublic Schools -Students with Disabilities	800	799	693	898	737	838	836	934	960	910
Total Other Programs	6,295	6,370	6,334	6,691	6,602	6,610	6,077	6,077	6,243	4,827
PART-TIME										
Summer School:										
Regular Elementary and Secondary	3,000	3,500	3,701	4,907	4,064	3,586	6,693	6,693	6,693	8,256
Extended School Year for Students with Disabilities	2,550	2,638	2,217	2,827	1,875	2,099	1,975	2,401	1,867	1,345
Part-time Subtotal - Summer School	5,550	6,138	5,918	7,734	5,939	5,685	8,668	9,094	9,193	9,601
Evening High School	1,005	1,200	704	528	668	310	310	310	310	773
Home and Hospital Teaching	587	587	623	600	665	612	530	530	431	11
Total Part-Time	7,142	7,925	7,245	8,862	7,272	6,607	9,508	9,944	9,934	10,385
Total Number of Students	131,775	132,465	133,074	137,336	136,948	138,261	142,666	143,545	146,856	142,953
COST PER PUPIL										
Cost Per Pupil K-12	\$ 13,365	\$ 13,142	\$ 13,124	\$ 13,632	\$ 13,927	\$ 14,203	\$ 14,305	\$ 14,761	\$ 14,930	\$ 15,946
Cost Per Pupil Pre-K-12	\$ 12,973	\$ 12,753	\$ 12,752	\$ 13,248	\$ 13,547	\$ 13,787	\$ 13,962	\$ 14,328	\$ 14,596	\$ 15,558

School Facilities Ten-Year History

<i>SCHOOL FACILITIES IN USE</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
Grades K-3	1	1	1	-	-	-	1	-	-	-
Grades K-4	1	-	-	-	-	-	-	-	-	-
Grades K-5	10	13	13	15	16	15	18	18	18	19
Grades K-6	17	15	15	10	5	4	4	4	3	2
Grades K-7	1	-	-	1	-	1	-	-	-	-
Grades K-8	8	9	10	8	10	10	11	11	11	10
Grades K-11	-	-	-	-	-	-	-	1	-	-
Grades K-12	-	-	-	-	-	-	-	1	2	2
Grades PreK-5	22	31	31	39	44	45	54	54	55	58
Grades PreK-6	75	63	63	59	56	55	42	42	42	40
Grades PreK-7	-	-	-	1	-	-	-	-	-	-
Grades PreK-8	6	6	6	7	8	7	7	7	7	7
Grades 2-5	-	2	2	2	2	2	2	2	2	2
Grades 6-7	1	-	-	1	-	-	-	-	-	-
Grades 6-8	15	20	20	21	22	21	24	24	24	24
Grades 6-9	-	-	-	-	1	1	-	-	-	-
Grades 6-10	1	1	1	2	1	1	1	-	-	-
Grades 6-11	-	-	-	-	1	-	1	-	-	-
Grades 6-12	-	-	-	-	-	1	1	1	1	1
Grades 7-8	9	5	5	4	3	3	-	-	-	-
Grades 7-10	-	-	-	-	-	1	1	1	1	1
Grades 9-10	-	2	1	1	1	1	1	1	1	1
Grades 9-11	1	-	1	-	-	-	-	-	-	-
Grades 9-12	23	23	24	25	26	24	25	25	25	25
Grades 10-12	-	1	1	2	-	2	1	-	-	-
Grades 11	-	-	-	-	-	-	-	-	1	-
Grades 11-12	1	1	2	1	2	2	2	2	2	3
Grades 12	-	-	-	-	-	-	-	1	1	1
Special Education Centers	7	7	7	7	8	8	8	8	6	6
Subtotal	199	200	203	206	206	204	204	203	202	202
H. B. Owens Science Center	1	1	1	1	1	1	1	1	1	1
International Schools	-	-	-	-	2	2	2	2	2	2
William Schmidt Outdoor Ed Center	1	1	1	1	1	1	1	1	1	1
Greenbelt Daycare Center	-	-	-	-	-	-	-	-	-	1
James Ryder Randall ECC	-	-	-	-	-	-	-	-	-	1
Kenmore ECC	-	-	-	-	-	-	-	-	1	1
Judith P. Hoyer Early Childhood Center*	-	-	-	-	-	-	-	-	1	1
TOTAL	201	202	205	208	210	208	208	207	208	210

* Included in the facility count above with students enrolled.

Acknowledgements

The development of the Board of Education approved budget was accomplished through the dedicated efforts of countless staff members and individuals from the Prince George's County public schools community. Their efforts were invaluable. With a focus on the priorities established in Prince George's County Public Schools' Equity Strategic Plan, the budget plan seeks to provide a quality education for all students.

While many school system staff were involved in the development and adoption of this budget, the staff of Budget and Management Services deserves special recognition for their work. They spent many long hours working to develop, present and finalize this budget. Their dedication to quality and commitment to their responsibilities are appreciated.

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Acronyms

ACFR – Annual Comprehensive Financial Report

AED– Automated External Defibrillator

AI– Arts Integration

ALT-MSA – Alternate Maryland School Assessment

AP – Advanced Placement

ASBO– Associate of School Business Officials

ASCD - Association of Supervision and Curriculum Development

ASASP– Association Supervisory & Administrative School Personnel

ASPP– Adolescent Single Parenting Program

ATOD– Alcohol, Tobacco and Other Drugs

AVID – Advancement Via Individual Determination

BOE – Board of Education of Prince George’s County

CAP – Career Academy Programs

CEO – Chief Executive Officer

CGCS– Council of Great City Schools

CIP – Capital Improvement Program

COMAR – Code of Maryland Regulations

CPD – Continuing Professional Development

CPS – Child Protective Services

DHMH – Department of Health and Mental Hygiene

DWIP – Data Wise Improvement Process

EFMP – Educational Facilities Master Plan

ELL – English Language Learners

ESOL – English for Speakers of Other Languages

ESSA– Every Student Succeeds Act

ESY – Extended School Year

FARMS – Free and Reduced Meals

FTE – Full-Time Equivalent

FY – Fiscal Year

GAAP – Generally Accepted Accounting Practices

GCEI – Geographic Cost of Education Index

GFOA – Government Finance Officers Association

IAC –Interagency Committee on School Construction (state of Maryland)

IB – International Baccalaureate

IDEA – Individuals with Disabilities Education Act

IEP – Individualized Education Program

JAFP– Junior Achievement Finance Park

Acronyms

JROTC – Junior Reserve Officer Training Corps

KRA– Kindergarten Readiness Assessment

LAN – Local Area Network

LEA – Local Education Agency

LEP – Limited English Proficient

MAG– Maryland Assessment Group

MAP– Measures of Academic Progress

MBE– Minority Business Enterprise

MCAP– Maryland Comprehensive Assessment Program

MCCR– Maryland College and Career Ready Standards

MEEC – Maryland Education Enterprise Consortium

MMSR – Maryland Model for School Readiness

MOE – Maintenance of Effort

MPSSAA– Maryland Public Schools Athletic Association

MSDE – Maryland State Department of Education

NSF – National Science Foundation

NTI – Net Taxable Income

NWEA– Northwest Evaluation Association

PARCC – Partnership for Assessment of Readiness for

PGCEA – Prince George’s County Educators Association

PGCPS – Prince George’s County Public Schools

PTA – Parent Teacher Association

PTO – Parent Teacher Organization

QZAB – Qualified Zone Academy Bonds

SBB – Student-Based Budgeting

SDP – School Development Program

SPMT – School Planning and Management Team

STEP - Sharing Technology with Educators Program

TIC - Technology Integration Course

TNI – Transforming Neighborhood Schools Initiative

VPP – Venture Philanthropy Partners

WAN – Wide Area Network

Glossary

ASL Interpreters	A service that provides professional sign language interpreters.
Actual Expenditures	The amount spent in the prior fiscal year.
Actual Staffing	The staffing allocation in the prior fiscal year.
Additional and Replacement Equipment	Athletic equipment, cafeteria equipment, computers, office furniture and equipment, and security alarm systems.
Administration (Function 201)	State mandated category. Activities associated with the regulation, direction and control of the school system, such as the superintendent, deputy superintendent, other professional staff, and secretaries and clerks. Some offices included in this category are the Board Office, Business Management Services, Internal Audit, Information Technology and Human Resources. This is a state mandated category.
Appropriation	Authority to spend money within a specified dollar limit for an approved program during a fiscal year. The County Council appropriates funds to Prince George's County Public Schools according to state categories.
Advancement via Individual Determination	An in-school college readiness system designed to increase student learning and performance. Its mission is to prepare students academically for four-year college eligibility. The core component of the program is the AVID Elective Course where students, grades 6-12, receive guidance, academic support from college tutors, organizational and study skills, and participate in activities that foster success in rigorous course work.
Balanced Budget	A balanced budget is a budget where expenditures are equal to revenue.
Before and After-School Fund	A special revenue fund used for financial transactions related to providing school age child care services before and after school hours.
Board Sources	Non-government sources including tuition (e.g., non-resident students), fees (e.g., reimbursements for community building use), and interest earnings on cash investments, and other miscellaneous revenues (e.g., sales of assets).
Budget	A plan of financial operation including an estimate of proposed expenditures for a given period of time.
CTS LanguageLink	Provides multilingual interpretation and translation services.
Capital Expenditures/Improvements	Repair or maintenance of facilities and grounds, including boiler repair, air conditioning units, carpet replacement, and the resurfacing of roads, parking lots, and play areas.
Capital Improvement Program	A multi-year plan for the provision of the school system's capital facility and infra-structure needs.
Capital Outlay (Function 215)	Activities associated with the cost of directing and managing the acquisition, construction, renovations of land, buildings, and equipment. This is a state mandated category.
Capital Projects Fund	A fund used for the purchase, construction, renovation, and maintenance of school buildings.
Career Academy Programs	Enables students to acquire the academic, technical, and life skills to make a successful transition from high school to postsecondary education and/or career opportunities. It is an integral component of Prince George's County Public School's Strategic Plan that every student graduates college and career ready.
Category	Also known as State Category or Function. State law requires all county school districts to appropriate and record expenditures for education in accordance with standardized state budget categories. These categories are generally based on broad functional classifications such as Administration, Instruction, Maintenance and Special Education.
Code of Maryland Regulations (COMAR)	A compilation of Maryland State agency regulations.
Common Core State Standards	A set of high-quality academic expectations in English/language arts (ELA) and mathematics that define both the knowledge and skills all students should master by the end of each grade level to be on track for success in college and careers. They were created through a state-led initiative and have been adopted by more than 40 states, including Maryland, which is revising its Curriculum to align with the Common Core State Standards (CCSS).
Community Services (Function 214)	A state mandated category that includes activities that are provided by the school system for the community other than for public school activities.
Contracted Services	Contracted services include rental of buildings, advertising, contracted services, catering, and printing.
County	Refers to Prince George's County government.
Employee Benefits	Payments by the employer for social security taxes, retirement contributions, and group health and life insurance.

Glossary

Expenditure Recovery	Costs or expenditures for self-supporting programs incurred during the normal course of business that are reimbursed by program areas that use the services (i.e. Transportation, In-House Printing).
Federal Sources	Revenue from any agency of the Federal Government that originates as a Federal program either directly from the Federal Government (e.g., Impact Aid and Head Start) or through the state of Maryland (e.g., Title I and IDEA-Part B grants).
Fiscal Year (FY)	Reference to a 12-month budget/accounting year which extends from July-June.
Fixed Charges (Function 212)	FICA, Health, Life and Unemployment Insurances, Retirement, and Worker's Compensation. This is a state mandated category.
Food Services Subsidy (Function 213)	Activities associated with the Food Services Program and contains additional funds necessary to support the operation of the program. This is a state mandated category.
Food and Nutrition Services Fund	A special revenue fund used for financial transactions relating to the school breakfast, school lunch, and child and adult nutrition care programs.
Full-Time Equivalent (FTE)	A method of equating less than full-time employees in permanent positions to a full time basis.
Fund Balance	Unliquidated surplus of funds, the actual from the previous fiscal year and the Estimated from the current fiscal year, whether accrued from revenues or expenditures.
General Fund	Also known as the "Current Expense Fund;" accounts for all financial transactions in support of the educational process which are not recorded in other funds. Maryland law requires that this fund operate under a legally adopted annual budget.
Health Services (Function 208)	Activities and personnel that provide physical and mental health activities which are not instructional and which provide students with appropriate medical, dental, and nursing services. This is a state mandated category.
Instructional Salaries & Wages (Function 203)	Activities directly related to the teaching of students, the interaction between teacher and students, and the well-being of students (i.e., teachers, media specialists, guidance counselors, school psychologists, mentor teachers, paraprofessional educators and reading specialists). This is a state mandated category.
Internal Services Fund	A fund used to account for the financing of goods or services provided by one department or agency to another department or agency of the governmental unit on a cost-reimbursement basis.
International Baccalaureate (IB)	An academically challenging and balanced course of study, that prepares students for success in college and life beyond. The mission of the program is to develop inquiring, knowledgeable, and caring young people who help to create a better, more peaceful world through intercultural understanding and respect.
LinkedIn	A business- and employment-oriented social networking service that operates via websites and mobile apps.
Local Sources	Revenue received out of funds from the appropriating body (County Council) for school purposes including a County contribution and designated revenues such as the Telecommunications Tax and Energy Tax.
Maintenance of Effort	State law requires each County to at least provide local funds for the next fiscal year at the same per pupil level as the current fiscal year.
Maintenance of Plant (Function 211)	Activities and personnel associated with keeping the grounds, buildings and fixed equipment in their original condition of completeness or efficiency through repair, scheduled and preventive maintenance or replacement of property. Includes personnel such as equipment operators, journeymen, and trades helpers. This is a state mandated category.
Maryland Model for School Readiness (MMSR)	A program was established by the Maryland State Department of Education in public schools in 1997 to respond to National Education Goal #1, which states that "all children should start school ready to learn." It is based on a model designed to support local school systems in efforts to enhance school readiness among children.
Mid-Level Administration (Function 202)	Administration and supervision of district-wide and school-level instructional programs and activities. Includes personnel such as principals, vice principals, directors, coordinators, supervisors, specialists, secretaries and clerks, and programs such as Adult Ed, JROTC, Alternative Programs, Community-Based Classrooms, Evening High and Summer School, Career Ed, Business Ed, Family and Consumer Sciences, Technical Academies, Tech Ed, Vocational Support Services and Experimental Learning. This is a state mandated category.
Object	Identifies the purpose of expenditure (e.g., Salaries & Wages, Fringe Benefits) required under LEA reporting requirements.
On Behalf Contributions	When a local education agency (LEA) receives goods or services from another organization paid on behalf of the LEA, especially when the function enhances or complements the educational goals of the system.
Operating Budget	A comprehensive fiscal plan for financing the operating programs for a single fiscal year.

Glossary

Operation of Plant (Function 210)	Activities and personnel associated with keeping the physical building clean and ready for daily use. Personnel such as custodians and security professionals are included in this category. This is a state mandated category.
Other Instructional Costs (Function 205)	Rental of buildings, advertising, contracted services, catering, printing, local travel, registration fees, office furniture and equipment, and computers.
Other Operating Expenditures	A category of recurring expenses other than salaries and capital equipment costs that covers expenditures necessary to maintain facilities, collect revenues, provide services, and otherwise carry out departmental goals. Typical line items in this category are printing, travel, vehicle maintenance, and self-insurance.
PARCC	Assessments that measure whether students are meeting new, higher academic standards and are mastering the knowledge and skills they need to progress in their K-12 education and beyond.
PGCPS Strategic Plan	A long-range action plan to guide the system in preparing students for successful citizenry in the 21st century. The plan reflects the mission of the school system and addresses the system's priority goals.
Public Sector Budgeting	A module that provides the business side of the organization with tools to more easily manage finances.
Restricted	Grant appropriations that are usually federal or state and require, as a condition of receiving the funds that the Board of Education comply with conditions imposed by the grantor.
Revolving Fund	Used to account for the financing of certain self-supporting services provided by the Board of Education (i.e., Printing, Central Garage).
Salaries and Wages	Salaries for all Full-time and Part-time personnel including temporaries and substitutes.
School Activity Fund	Each individual school maintains a school activity fund to account for cash resources of various clubs, organizations, and annual Board allotments.
School Information System (SIS)	Manages student data, including grades, attendance records, and schedules.
Self-Insurance Fund	A proprietary fund where revenues are recorded when earned and expenses are recorded when liabilities are incurred.
Special Education (Function 206)	Provides educational services to disabled students; and funds personnel such as special education teachers, paraprofessional educators, instructional specialists, therapists, hearing interpreters, and programs such as Compliance, K-12 Services, Early Childhood Programs, and Nonpublic Education.
State Sources	Revenue from any agency of the state of Maryland that originates within the State, whether restricted in use or not (e.g., State share of the Foundation Program, State Compensatory Education, Student Transportation Aid, Limited English Proficiency, and Students with Disabilities [e.g., Nonpublic Placements]).
Sharing Technology with Educators Program (STEP)	An initiative that supports student achievement and assists administrators and school-based teams by integrating technology into instruction.
Student-Based Budgeting (SBB)	Allocates funding directly to schools based on the number of students enrolled and the specific needs of those students such as English language learners or students in particular grade levels.
Student Personnel Services (Function 207)	Activities designed to improve student attendance at school and prevent or solve student problems in the home, school and community. Personnel such as pupil personnel workers, specialists, and secretaries and clerks; and programs such as the Appeals Office, Guidance Services, Family and Community Outreach, Interscholastic Athletics, Business Partnerships, Student Affairs/ Safe and Drug Free Schools are included in this category.
Student Transportation Services (Function 209)	Activities that involve the transporting of pupils to and from school activities either between home and school or on trips for curricular, co-curricular, and extra-curricular activities. Personnel such as bus drivers and bus aides; and activities concerned with the conveyance of students between home, school, and school activities are included in this category.
Supplies and Materials	Textbooks, library books, office supplies, awards, postage, testing supplies and materials.
Tax Reform Initiative by Marylanders (TRIM)	Limits the tax rate applied to the assessable real property base to \$2.40 per \$100 of assessed value.
Textbooks and Instructional Supplies (Function 204)	Funds textbooks, instructional materials, library books, classroom teacher supplies, and awards/recognitions.
TransACT™	Provides instant access to a library of forms, notices and letters to help communicate with parents who do not speak English.
Unrestricted	Appropriations comprising the majority of the total budget that can be used for any legal purpose desired by the Board of Education.
WordFast	Software designed to help translators save time, money and effort by storing translations in a translation memory database and retrieving that translated content automatically for future projects.

INTRODUCTION

FINANCIAL PLAN

SCHOOL-BASED RESOURCES

ORGANIZATIONS

SUPPLEMENTAL INFORMATION

