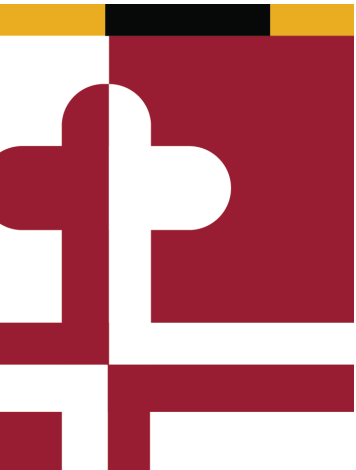


Fiscal Year **2021** **Frederick County Public Schools**
Adopted Operating Budget



Board Of Education of Frederick County, Maryland
A Component Unit of Frederick County, Maryland

191 S. East Street
Frederick, MD 21701
www.fcps.org





To the Citizens of Frederick County, Maryland:

In compliance with the Public Laws of the State of Maryland, Frederick County Public Schools (FCPS) presents the Adopted Budgets for the fiscal year beginning July 1, 2020 and ending June 30, 2021 (FY2021). Budgets are presented for the following funds: General and Restricted (referred to as the Operating Budget), Self-Insurance, Food and Nutrition Services, School Construction, and Artificial Turf. The Adopted Operating Budget for FY2021 totals \$674,521,699, a \$37.4 million, or 5.9%, increase over the previous year's budget. Aligning with the Board's long-term strategic plan, the Board of Education's budget includes expenditures to provide quality educational services to the children of Frederick County.

The FCPS Operating Budget was proposed by the Superintendent of Schools, and reviewed and amended by the Board of Education. The Board's budget request was submitted to the County Executive for local funding. The County Executive forwarded her funding recommendation to the County Council. The County Council reviewed and approved the recommendation from the County Executive, establishing the local appropriation portion of the FCPS Operating Budget. The county allocated \$309.7 million in FY2021, which represents \$7.0 million above Maintenance of Effort (MOE). State funding was \$313.8 million; and the remaining sources of funding included \$30.1 million in federal funds, \$14.0 million from prior year fund balance, and \$6.9 million from various fees, tuition, and interest.

This budget book is organized into four separate sections – Executive Summary, Organizational Section, Financial Section, and Informational Section.

- **The Executive Summary** provides the complete financial picture of FCPS, as well as highlights and analyses regarding staffing and enrollment data, and information on the budget process.
- **The Organizational Section** presents the organizational structure of the FCPS Board of Education and Superintendent's cabinet, the budget process, the FCPS Master Plan update, and additional information to help the reader understand the future direction of FCPS.
- **The Financial Section** includes detailed data on the revenues and expenses of FCPS on multiple levels such as by fund, division, department, and program.
- **The Informational Section** contains a wealth of current and historical demographic data that provides the reader a context for interpreting information throughout the book.

The preparation of this document could not have been accomplished without the skilled and dedicated services of the entire staff in the Budget Department. Our appreciation is also extended to Public Affairs, Financial Reporting Department, the Accounting Department, and anyone who assisted in the preparation of this report. We also recognize the Board of Education members for their continuing support for maintaining the highest standards of professionalism in the management of FCPS's finances.



Theresa R. Alban, Ph.D.
Superintendent of Schools



Leslie R. Pellegrino, CPA
Chief Financial Officer

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EXECUTIVE SUMMARY

BOARD OF EDUCATION OF FREDERICK COUNTY

In Frederick County, seven elected members and one student member of the Board of Education (BOE) and the Superintendent work together as the school system governance team. The members of the BOE elect one member to serve as president and one to serve as vice president during the annual meeting in December by individually recorded vote.

The Board of Education sets policy not otherwise controlled by federal and state laws. It also oversees expenditures from county, state, and federal sources.

The BOE hires and reviews the work of the Superintendent, monitors implementation of the school system’s strategic plan, and gives final approval to curriculum matters and materials, staff appointments, equipment purchases, land acquisitions and school construction, renovations, and repairs.

Elected BOE members serve four-year staggered terms. The student member is a high school student selected by the Frederick County Association of Student Councils.

As the chief executive officer of the Frederick County Public Schools, the Superintendent serves as the system’s curricular, fiscal, and community leader. The Superintendent is responsible for assuring that the school system carries out Maryland public laws relating to schools; the Maryland State Department of Education’s bylaws and policies; and the local school Board’s mission, goals and policies. The Superintendent also serves as secretary-treasurer to the Board of Education.



Brad W. Young
President



Jay Mason
Vice President



Liz Barrett



Michael Bunitsky



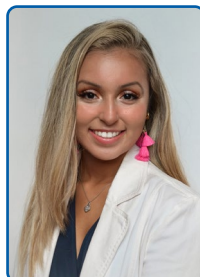
Rae Gallagher



Lois Jarman



Karen Yoho



Mia Martinez
Student Member



Theresa R. Alban, Ph.D.
Secretary-Treasurer

SUPERINTENDENT'S CABINET

Frederick County Public Schools Administration

Theresa Alban, Ph.D.

Superintendent

Michael Markoe, Ed.D.

Deputy Superintendent

Paul Lebo

Chief Operating Officer

Jamie Cannon, Esq.

Chief of Staff and Legal Counsel

Leslie Pellegrino, CPA

Chief Financial Officer

Daryl Boffman

Executive Director of Public Affairs

Kevin Cuppett, Ed.D.

Executive Director of Curriculum, Instruction, and Innovation

Keith Harris, Ed.D.

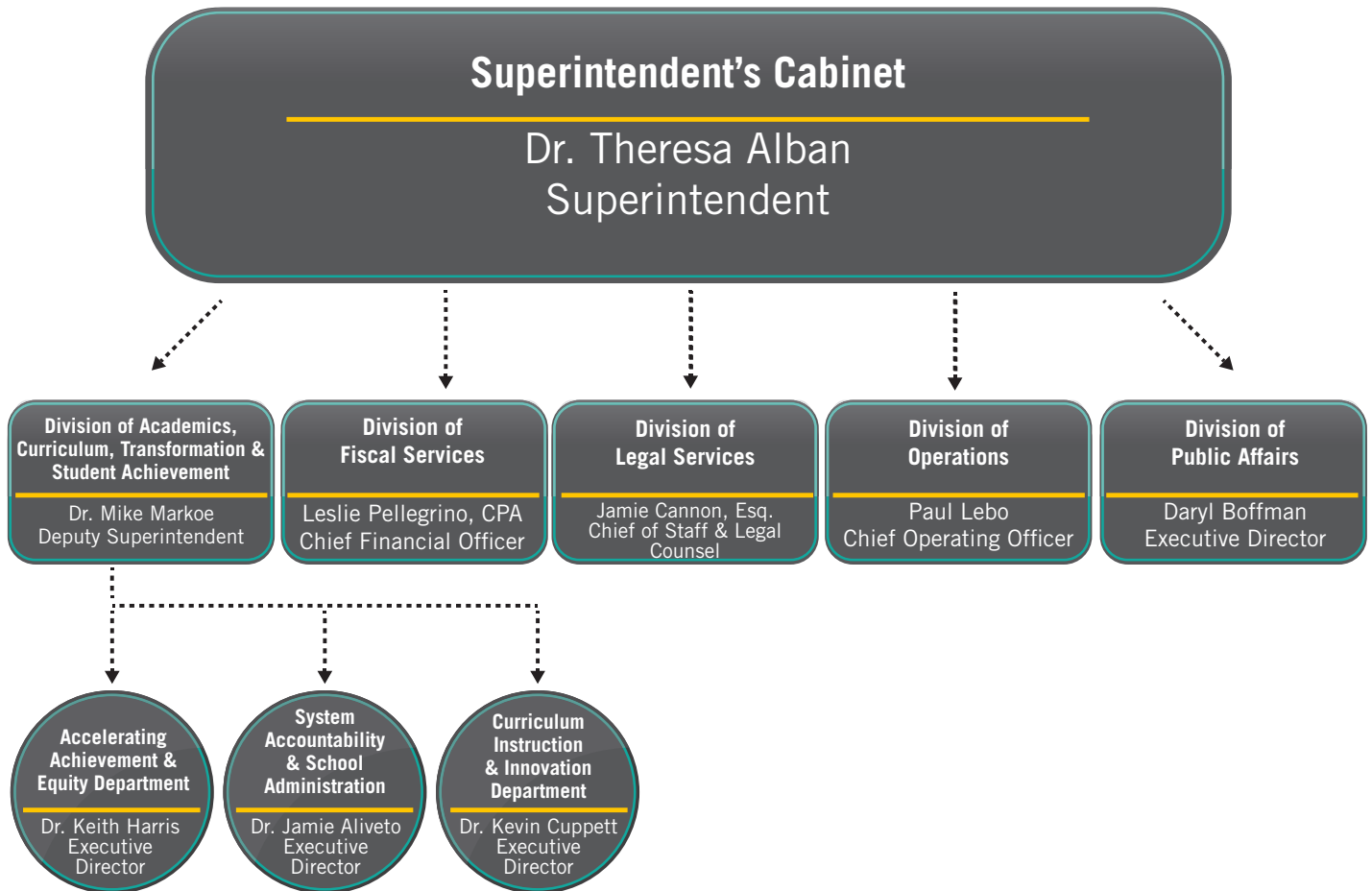
Executive Director of Accelerating Achievement and Equity

Jamie Aliveto, Ed.D.

Executive Director of System Accountability and School Administration

The deputy superintendent, chief operating officer, chief financial officer, chief of staff, and executive director of public affairs report directly to the Superintendent. They and their teams are responsible for implementing, managing, and monitoring programs; day-to-day operations; and administrative support services on both the education and business sides of the organization.





About Frederick County Public Schools

Fulfilling the Promise of Public Education

Public education is at the heart of our community. It shapes who we are. In Frederick County, our promise is to empower our young people no matter who they are, no matter their backgrounds or circumstances. We want them to be prepared to succeed in college and careers.

Therefore, our mission is to:

- REACH our students with exceptional teaching and caring support
- CHALLENGE them to achieve their potential, and
- PREPARE them for success in a global society.

For the 2020-21 school year, Frederick County Public Schools (FCPS) will operate 68 schools and serve approximately 45,000 students. We have 38 elementary schools (prekindergarten-grade 5), 13 middle schools (grades 6-8), 10 high schools (grades 9-12), 4 other schools, and 3 charter schools. In FY2020-2021, FCPS opens Sugarloaf Elementary and the replacement of Urbana Elementary. Additionally, we provide programs and alternative learning environments in the areas of advanced learners, English learners, and extensive intervention and special education opportunities and services. Nurses, counselors, psychologists, pupil personnel workers, speech pathologists, therapists, and other professional staff enhance our academic program, as do clerical, maintenance, custodial, and other support employees. We are a people-rich organization and our success depends heavily on our human resources.

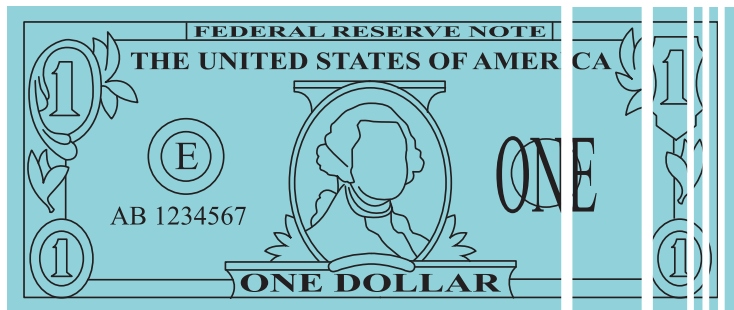


Nurses, counselors, psychologists, pupil personnel workers, speech pathologists, therapists, and other professional staff enhance our academic program, as do clerical, maintenance, custodial, and other support employees. We are a people-rich organization and our success depends heavily on our human resources.

The Board of Education of Frederick County is the elected body, corporate and politic, established under Maryland law to provide public education to children in prekindergarten through grade 12 residing within the borders of Frederick County, Maryland. The Board is composed of seven at-large members serving four-year terms and one student member serving a one-year term. The Board determines educational policy and employs a superintendent of schools to administer the school system.

FCPS is a successful school system in a diverse and growing community. Frederick County bridges rural, suburban, and urban lifestyles near both the Washington, DC and Baltimore metropolitan communities. The racial/ethnic composition of the student body is 58.9% White; 17.1% Hispanic/Latino; 12.5% Black; 5.5% Asian; 5.5% two or more races; 0.3% American Indian/Alaskan Native; and 0.2% Pacific Islander/Native Hawaiian. We serve students with varying needs, including students receiving special education services (11%), English learners (7%), and students receiving Free and/or Reduced-Price Meal services (26%).

With over 6,100 full-time equivalent employee positions, including over 3,000 teachers, FCPS is one the largest single employers in Frederick County. Our buses travel an estimated seven million miles of city, suburban, and rural roadways annually. We operate

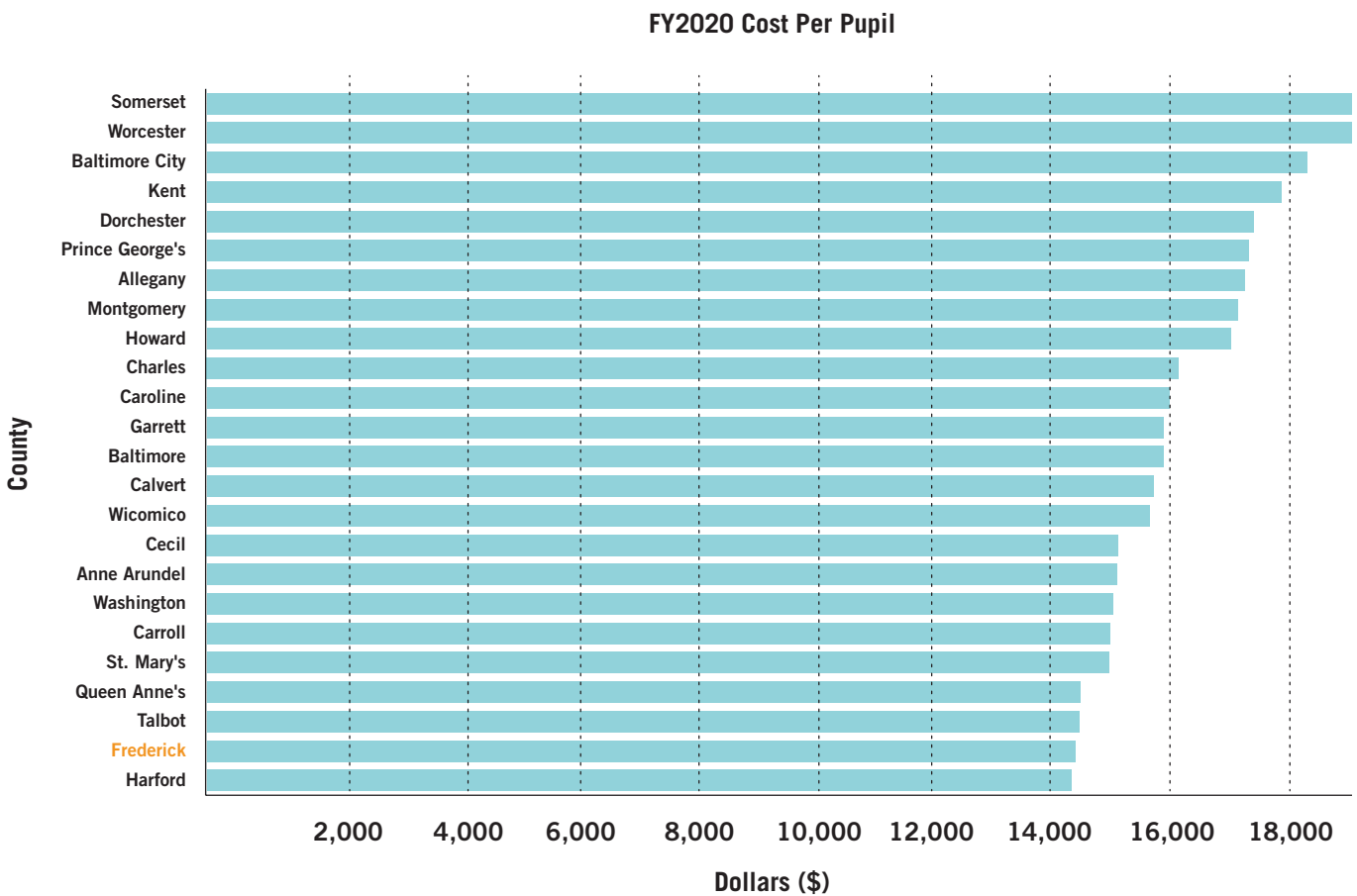


76¢	Teachers and School Staff	\$11,409
10¢	Building operations and maintenance	\$1,608
5¢	Bus transportation	\$736
4¢	Textbooks and other instructional materials	\$526
3¢	Administration	\$392
2¢	Health and student support	\$286

and maintain over 6.6 million square feet under roof and more than 1,450 acres of property.

FCPS fulfills the promise of public education by working to meet every child’s needs. More and more mandated changes, along with the inflation we experience, mean education dollars go shorter and shorter distances. Our average cost per student as calculated by the Maryland State Department of Education for the 2019-2020 school year was 23rd out of Maryland’s 24 school districts.

Our community has reason to be proud of its public education system and its proven success providing an excellent education for every child. FCPS continues to maintain a high graduation rate (92%), well above the state average (86.9%). FCPS students who take the SAT consistently yield higher mean scores in critical reading, mathematics, and critical writing when compared to the state or nation. Student attendance at FCPS was higher than the state average when compared across all school levels. However, for the amount spent per student, FCPS ranks in the bottom tier of Maryland’s 24 school districts. An independent audit of FCPS’s 2019 financial oversight and control resulted in a clean, unmodified report.



Source: Local School Budgets; Maryland Department of Legislative Services

FCPS Strategic Plan

Strategic Plan and Measurable Goals

Frederick County Public Schools has established itself as a high performing school system compared to many other Maryland districts. However, FCPS faces a rapidly changing environment, including diverse student needs; changes to local, state, and national regulations; and an unpredictable fiscal climate. In response to these shifts, FCPS developed a long-term strategic plan that will guide the academic and operational goals of FCPS moving forward.

While the entirety of FCPS is focused on our entire strategic plan and aspirational goals, we offer specific budget highlights to illustrate FCPS' fiscal commitment to achieving our goals.

Involved families and community members are essential in helping schools deliver on the promise of public education as we reach, challenge, and prepare every child for success. FCPS's aspirational goals are:

Aspirational Goal 1: FCPS will equip each and every student to be an empowered learner and an engaged citizen to achieve a positive impact in the local and global community.

Priority 1: FCPS will provide each and every student high quality instruction that fosters inquiry, creative thinking, complex problem solving, and collaboration.

Priority 2: FCPS will raise achievement for all students and eliminate achievement gaps.

Budget Highlight: As the education of students is our first goal, our budgetary commitment mirrors this. Approximately, \$410 million of our budget is dedicated specifically to the classroom including general and special education teachers, administrators and school-based staff, central office curriculum staff, school administration and instructional leadership, materials and supplies for students and instructional staff, technology, and student transportation.

Aspirational Goal 2: FCPS will hire, support, and retain staff who champion individual, professional, and student excellence.

Priority 3: FCPS will implement strategies to ensure a high quality and diverse workforce.

Priority 4: FCPS will support all staff by providing ongoing opportunities to grow as professionals throughout their careers.

Budget Highlight: We have committed approximately \$138 million to hiring and retaining staff, through our commitment to recruiting by our human resources department and the outstanding benefits the system offers including robust health, dental, and wellness benefits, and a tuition reimbursement program. Our organizational development department provides training opportunities to all staff members ranging from new teacher induction to support staff training days.

Aspirational Goal 3: FCPS will pursue and utilize all resources strategically and responsibly to achieve identified outcomes and inspire public confidence.

Priority 5: FCPS will provide equitable distribution of all resources based on the varied needs of students and schools.

Priority 6: FCPS will promote clear communication and transparency in allocation of resources.

Budget Highlight: FCPS commits nearly \$63 million to the fiscal services and the maintenance and operations department, who act as stewards of the public funds and buildings. From the budget process, to the bid process, to invoice payment, and finally the year-end financial reporting, our award-winning fiscal services department is committed to providing transparency for all transactions. The operations staff maintains over 6.6 million square feet under roof and more than 1,450 acres of property. As the average age of FCPS facilities is 38 years, this creates a budgetary and staffing challenge as we meet the needs of our aging infrastructure.

Aspirational Goal 4: FCPS will nurture relationships with families and the entire community, sharing responsibility for student success, and demonstrating pride in all aspects of our school system.

Priority 7: FCPS will encourage and sustain collaborations with families and the entire community to support student success.

Priority 8: FCPS will equip staff with the knowledge and tools necessary to be positive ambassadors who build support for our goals and initiatives.

Budget Highlight: Nearly \$2.8 million is committed to engaging our community. The public affairs team provides communications on multiple platforms, in multiple languages to ensure our community remains engaged in all aspects of FCPS. Our Board of Education employs an ombuds to provide the community with assistance in navigating FCPS. FCPS views our buildings as community asset, and therefore, they are available for rent when not in operation by FCPS.

Aspirational Goal 5: FCPS will promote a culture fostering wellness and civility for students and staff.

Priority 9: FCPS will promote and maintain a safe and respectful environment.

Priority 10: FCPS will foster personal well-being and health among students and staff through increased awareness and engagement on these topics

Budget Highlight: FCPS has committed just over \$12 million to the personal well-being and health of our students, faculty, and staff. The student services department through the work of our pupil personnel workers (PPW) and CASS workers offers highly skilled, certified professionals, who are trained to assess student needs, serve as student advocates, and facilitate appropriate services. FCPS maintains relationships with various health and development agencies in Frederick County. Our security and emergency management department is committed to safety, and acts as a liaison to emergency agencies throughout Frederick County.

Accomplishments

- Urbana High School ranked in Maryland's top 10 of the U.S. News and World Report's 2020 ranking of America's high schools. Additionally, of the 212 Maryland high schools that made the national ranking, Oakdale ranked 15th in Maryland, Linganore 21st, Middletown 40th, Walkersville 49th, Tuscarora 55th, Brunswick 57th, Governor Thomas Johnson 99th, Catoclin 102nd, and Frederick 110th. The rankings included more than 24,000 public high schools in 50 states and the District of Columbia. Of the 17,792 schools ranked, all FCPS high schools were ranked and were among only 212 Maryland high schools that made the national rankings.
- In FY2019, FCPS students' 3.30 mean AP exam score surpassed Maryland's 3.14 and the national 2.91. The percentage of students with AP scores of 3 or better (on a 5-point scale, where 3 typically qualifies for college credit) was 73.6% at FCPS (with 4,522 exams), 64.7% statewide, and 60.3% globally.
- FCPS achievement also exceeds Maryland averages with scores that consistently surpass national averages on measures such as the College Board SAT. Our mean 2019 SAT score was 1,058, compared to Maryland's 1,041 and the nation's 1,039.
- On the FY2019 Maryland Report Card, as required by the Every Student Succeeds Act (ESSA), 50 of our 58 state-rated schools achieved 4 or 5 stars, on a 5 star scale. No FCPS school received fewer than 3 stars.
- The 2019 FCPS graduation rate was a high 92% (compared with Maryland's 86.9% average), while our dropout rate was 4.4% (compared with the state's 8.4%).



Budget and Financial Management

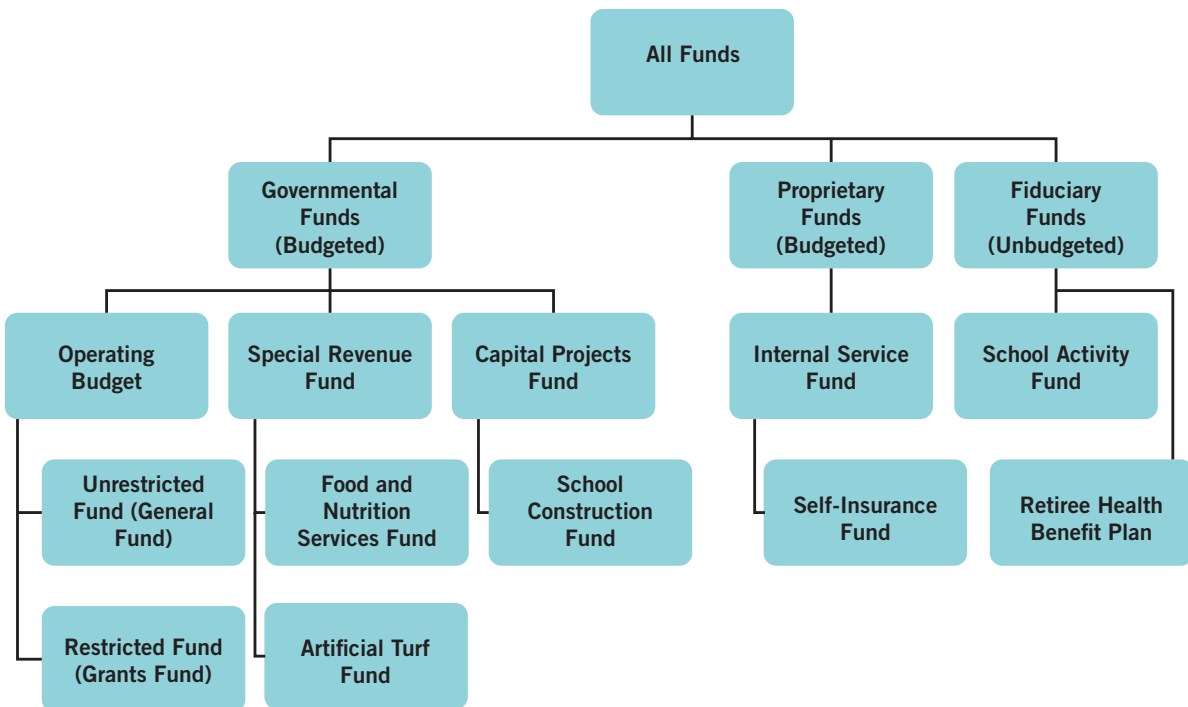
Basis of Accounting

The FCPS Unrestricted Fund, Restricted Fund, Food and Nutrition Services Fund, School Construction Fund, and Artificial Turf Fund are reported using the modified accrual basis of accounting. Revenues are recognized when they are both measurable and available. Revenues are considered to be available when they are collectible with the current period, or soon enough thereafter, to pay liabilities of the current period. For this purpose, FCPS considers revenues to be available if they are collected within 60 days of the end of the current period. Expenditures generally are recorded when a liability or encumbrance is incurred as under accrual accounting, except for principal and interest on capital leases, and expenditures related to compensated absences and claims and judgments, which are recorded only when payment is due. Capital asset acquisitions are reported as expenditures in governmental funds. Proceeds from capital leases are reported as other financing sources. All unencumbered appropriations lapse at year-end except for the School Construction Fund that is carried forward until such time as the project is completed or terminated, and certain federal and state grants that do not have a June 30 year-end date.

The Self-Insurance Fund (Internal Service Fund) is used to account for the costs of maintaining FCPS self-insured health and dental programs. This fund distinguishes operating revenues and expenses from non-operating items. The principal operating revenue of the FCPS Self-Insurance Fund is charged to customers for service. Operating expenses include the costs of services and administrative expenses. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

FCPS maintains a system of budgeting and accounting structure that meets the state mandate for local school systems. This system follows the guidelines established in the Financial Reporting Manual for Maryland Public Schools. Maryland law stipulates a Current Expense Fund composed of the general fund and all special revenue funds except the Food and Nutrition Service Fund. For FCPS, the Current Expense Fund consists of the Unrestricted Fund and the Restricted Fund, also referred to in this document as the Operating Budget. The Operating Budget covers the cost of providing and supporting day-to-day activities in the schools.

The School Construction Fund for capital projects is used to account for all financial resources related to construction of school sites and buildings, and other major capital facilities. The Food and Nutrition Services Fund is a Special Revenue Fund used to account for the activities of the school food and nutrition services program. The Self-Insurance Fund, an Internal Service Fund, is used to account for the costs of maintaining FCPS self-insurance health and dental programs. The Artificial Turf Fund is a governmental fund that tracks revenue received for the rental of the artificial turf fields, and the expense to repair or replace the fields.



Cash Management

State statute governs FCPS's investment policies. The Maryland Annotated Code Section 6-222 outlines the permissible investments and investment standards that FCPS follows.

In FY2020, FCPS bid for financial services through the request for proposal process. The contract was awarded to BB&T (now Truist) and began March 1, 2020. Currently, FCPS maintains four main accounts with BB&T (now Truist) for normal operating needs and three accounts for the collection and processing of on-line funds. All FCPS balances are insured or registered (collateralized). FCPS also maintains two zero balance accounts (ZBA) with BB&T (now Truist). The payroll and imprest accounts are zero balance with the General Fund Account as the concentration account. In FY2020, the average interest rate earned on funds at BB&T (now Truist) was 0.30%.

Excess funds over the immediate operating needs for all funds are kept in money market accounts with the Maryland Local Government Investment Plan (MLGIP). In FY2020, the average rate earned on investments in MLGIP was 1.62%.

Risk Management

The Board is exposed to various risks of loss related to torts: theft of, damage to, and destruction of assets; error and omissions; injuries to employees; and natural disasters. FCPS has a program of self-insuring group health and dental benefits provided to its employees and retirees. FCPS participates with 16 other school districts in the State of Maryland to form the Maryland Association of Boards of Education Workers' Compensation Group Self-Insurance Fund. This fund provides workers' compensation coverage for participating school boards. FCPS purchases commercial insurance to provide coverage for property, boiler, general liability, life, vehicle liability, physical damage and miscellaneous coverage such as bonds and accident insurance. FCPS transports approximately 30,000 students to and from school utilizing a fleet of over 360 route buses. FCPS attempts to prevent accidents through strict bus driver screening and ongoing training programs. These programs include compliance with U.S. Department of Transportation drug testing requirements, mandatory annual in-service training, follow-up training after accidents, and emergency evacuation procedures training. The cost of these coverages is included in the fixed charges and operations categories of the Operating Budget.

Budget Policies

FCPS is required to annually prepare and submit a budget that is in legal conformance with Maryland state law. The Board-adopted budgets are submitted to the County Executive and County Council. The County Council may vote to approve or change the budgets. Any budget amendment submitted to the County Council are deemed to be approved after 30 days if no formal vote is taken.

The school system chart of accounts fulfills state reporting requirements. The chart of account consists of these 15 major categories of expenditures:

Administration	Student Transportation
Mid-Level Administration	Operation of Plant
Instructional Salaries and Wages	Maintenance of Plant
Instructional Textbooks/Supplies	Fixed Charges
Other Instructional Costs	Food Service
Special Education	Community Service
Student Personnel	Services Capital Outlay
Student Health Services	

Revenues may be received from many sources. Maryland statute mandated revenue categories are:

Local Appropriation	State Revenue
Federal Revenue	Other Revenue

FCPS is not permitted to spend more than the appropriated operating budget or capital projects budget. Division and department managers are responsible for assuring that planned expenditures are within expenditure categories delineated by Maryland State Department of Education. During the year, expenditures are monitored and compared to the budget. Interim financial reports are prepared and distributed to the Board.

Budget transfers between categories in the operating budget and between projects in the capital budget cannot legally be executed without County Council approval. Increasing the total funds appropriated to the operating budget requires County Council approval prior to additional spending.

The budget includes a budget for each fund with the exception of the Retiree Health Benefit Plan and the School Activity Fund.

The Budget Process

Maryland statutes require that a budget be legally adopted for the Operating Budget and the School Construction Fund. Maryland boards of education have no taxing authority, so our public school systems depend extensively on state and local governments for revenue. State funding is established primarily during the annual January-April legislative session of the General Assembly and funds are administered through the Maryland State Department of Education (MSDE).

Pursuant to state law, Frederick County Government (FCG) provides significant fiscal support to FCPS. Due to this fiscal reliance, much of the budget process is built around the County budget timeline. Preparing the operating budget involves school system staff, as well as citizen participation. In the fall, requests are submitted and reviewed by the Superintendent and other school officials. In January, after consideration, the Superintendent recommends to the Board of Education an operating budget for the coming fiscal year that is aligned with our strategic plan. Board members review the proposal, make changes if they desire, take it to public hearing in February, and then reevaluate and modify it accordingly before forwarding it to the FCG. The County Executive recommends and the County Council approves the allocation to the Board of Education (BOE). By statute, the County Council must approve the county’s budget by May 31st. Then the BOE adopts the detailed school system budget that takes effect July 1.

OPERATING BUDGET CALENDAR FOR FISCAL YEAR 2021	
DATE	ITEM
October 2019	Departmental and Division Budget Submissions due by October 21, 2019
November/December 2019	Public Engagement Opportunities
January 6, 2020	Public Release of FY2021 Superintendent’s Recommended Budget
January/February 2020	Board of Education (BOE) Meeting – Budget Discussion
February 5, 2020	BOE Public Hearing on FY2021 Operating Budget
February 12, 2020	BOE Meeting – Approval of FY2021 Operating Budget Request to be forwarded to County
April 2020	County Executive announces Frederick County FY2021 Operating Budget
April/May 2020	BOE Budget Discussions, as needed
May 2020	County Council’s public hearings on County Executive proposed FY2021 Operating Budget
May 2020	County adopts FY2021 Operating Budget
June 2020	BOE Meeting – BOE Approval of Final Budget & Establishment of State-Mandated Category Totals
July 1, 2020	FY2021 Operating Budget Effective

Budget Overview

The FY2021 budgets outlined in this document reflect our commitment to allocate our resources to meet the targets defined in the strategic plan. They cover the cost of providing and supporting day-to-day activities in our schools; instructional materials and supplies; program and services; salaries for teachers, administrators, and other staff; transportation; facility maintenance; and technology.

Factors Influencing Budget

As FCPS began our operating budget process for FY2021, the normal factors influencing budget were addressed. In March, the Novel Coronavirus Disease 2019 (COVID-19) altered operations as FCPS was required to close buildings and switch to a virtual platform as determined by the Maryland State Department of Education (MSDE). The closure began on March 16, 2020, and continued through the end of the year. As our FY2021 operating budget had been submitted to Frederick County Government in February, FCPS did not make major changes to our request. As we approach FY2021, FCPS will make strategic spending decisions based upon the most current COVID-19 information available.

In FY2021, the following factors influenced our pre-COVID-19 operating budget request:

- Frederick County continues to experience an increase in population, which has increased our student population. Revenues are established using the September 30th actual enrollment from the previous school year and expenses are based upon projected enrollment, thus a funding lag is created.
 - In FY2020, our September 30th enrollment was 43,828, an increase of 1,114 students from the previous year's actual enrollment.
 - Our FY2021 enrollment is projected to increase by 1,460 students from the FY2020 projection.
 - We also experienced increases in our sub-populations for students including special education students and our English learner students.
- Due to the increases in projected enrollment as well as the opening of Urbana Elementary replacement school, FCPS will add 137.40 full-time equivalent (FTE) positions including teachers, administrators, and support staff.
- FCPS continues to add staff to meet the challenges of the 21st century learning environment, including speech language pathologists, pupil personnel workers, digital learning lab monitors, and an itinerant virtual school math teacher.
- FCPS is also adding staff to meet operational needs including 3.0 FTE building trade apprentices, an IT project manager, an accounting associate, a system administrator, a data integration specialist, as well as additional positions in technology infrastructure, transportation, and public affairs departments.
- A salary step increment was included for all staff.
- Other factors affecting the budget include:
 - Inflationary costs, such as increases operational costs including health insurance, worker's compensation insurance, property and liability insurance, bus costs, contracted services, virtual school seat licenses, pension costs, and Maryland minimum wage increase.
 - Additional resources to our students, such as adding a bilingual English learner registrar, increasing Pyramid Program teachers from 10-month to 11-month, and adding resident substitutes.
 - Continuation and/or expansion of programs, such as expansion of the Delta Program, implementation of system-wide Phonics Suite, and additional mentor teacher hours.
 - Strategic replacement cycle for desktop/laptops, Chromebooks, textbooks, Artificial Turf fund, and access and distribution technology infrastructure.
 - Operational needs, such as contracted services for operations and maintenance, calendar change for our school-based high school secretaries and secondary user support specialists.

After the COVID-19 pandemic began, FCPS increased our federal restricted budget as we anticipated additional grant funding through the Coronavirus Aid Relief and Economic Security Act (CARES Act). At the time of our budget approval, FCPS did not have the final approved amounts for the various CARES Act grants. We anticipate additional federal funding due to the ongoing pandemic. If FCPS receives additional funding, a current expense amendment to increase our federal appropriation may be required.

Operating Budget

The Unrestricted Fund and Restricted Fund combined are commonly referred to as the Operating Budget. The adopted FY2021 operating budget totals \$674,521,699, an increase of \$37,380,603 or 5.9% over the FY2020 operating budget. The State of Maryland and FCG are the primary sources of revenue for Frederick County Public Schools. These two funding sources are significantly affected by property assessments and personal income. Together, state revenues and FCG appropriation account for over 92.4% of the total operating budget funding. State revenues of \$313,806,816 are \$11.5 million or 3.8% higher than FY2020. Frederick County revenue of \$309,699,428 is \$14.1 million or 4.8% more than the prior year.

Unrestricted Fund (General Fund)

The Unrestricted Fund is the main Operating Fund of the school system and is largely funded by local and state revenues. The FY2021 Unrestricted Fund totals \$584.3 million.

The FY2021 unrestricted revenue estimate reflects an improving economic climate for both FCG and the State of Maryland. The county's appropriation of \$296,598,012 is \$7.0 million above the Maintenance of Effort requirement. The State of Maryland funding of \$270,175,244 is \$9.8 million more than the prior year. Other funding sources totaling \$17,427,307 include an estimated prior years fund balance of \$13,996,447.

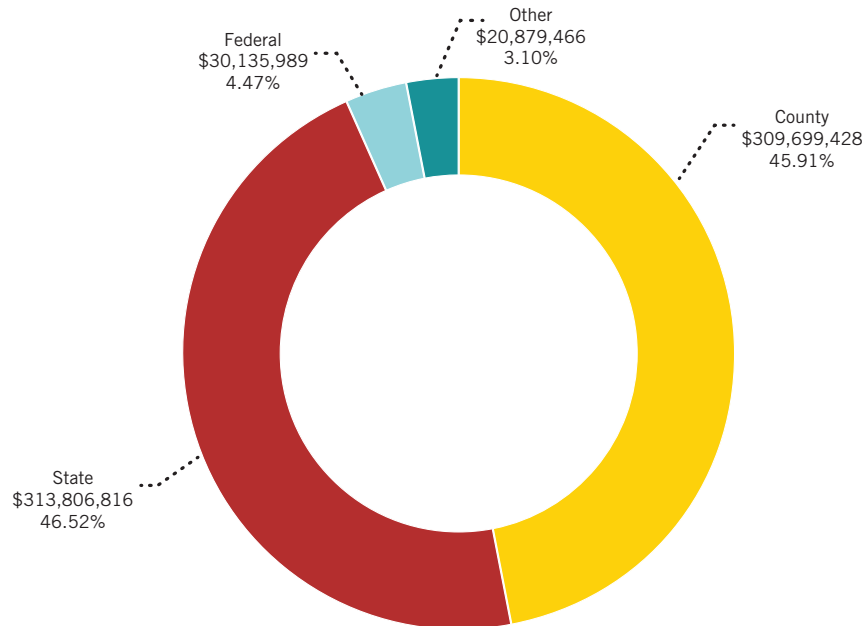
For FY2021, the Unrestricted Fund totals \$584.3 million, an increase of \$25.7 million or 4.6% compared to the FY2020 budget. The increase in expenditures includes the salary and staffing resource pool of \$8.8 million. The budget also provides an additional \$9.5 million for staffing and costs to support increased enrollment. These increases were partially offset by a cost savings in regular salaries, mainly due to turnover and vacancies.

Restricted Fund

The Restricted Fund accounts for grant agreements and other restricted agreements under special local, state, and federal programs. The FY2021 Restricted Fund totals \$90.2 million, an increase of \$11.7 million or 14.9% from FY2020. The increase in the Restricted Fund is due to the anticipated increase in federal and state restricted funds, as well as county in-kind services. The Restricted Fund mainly accounts for grants awarded to the school system to support specific educational programs and initiatives, certain pension payments and in-kind services received from the county government.

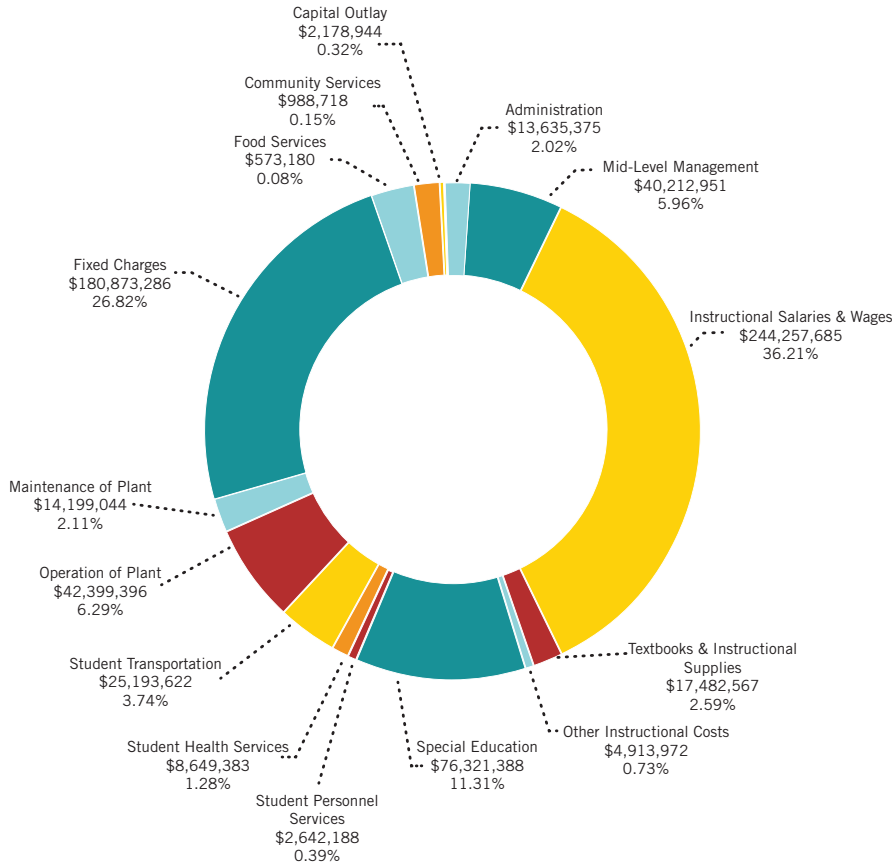
Grant awards remain a significant source of funds for FCPS and an integral part of the educational program. Many of these grants are targeted to support specific student populations (i.e., economically disadvantaged students and special education students).

Operating Budget Revenues by Source



Revenues by Source				
Source	Approved FY2020	Approved FY2021	Change	% Change
County	\$295,576,318	\$309,699,428	\$14,123,110	4.78%
State	302,334,408	313,806,816	11,472,408	3.79%
Federal	21,796,053	30,135,989	8,339,936	38.26%
Other	17,434,317	20,879,466	3,445,149	19.76%
Total	\$637,141,096	\$674,521,699	\$37,380,603	5.87%

Operating Budget Expenditures by Categories



FY2021 Expenditures by Categories

Category	Amount	Percent
Administration	\$13,635,375	2.02%
Mid-Level Administration	40,212,951	5.96%
Instructional Salaries and Wages	244,257,685	36.21%
Instructional Textbooks/Supplies	17,482,567	2.59%
Other Instructional Costs	4,913,972	0.73%
Special Education	76,321,388	11.31%
Student Personnel Services	2,642,188	0.39%
Student Health Services	8,649,383	1.28%
Student Transportation	25,193,622	3.74%
Operation of Plant	42,399,396	6.29%
Maintenance of Plant	14,199,044	2.11%
Fixed Charges	180,873,286	26.82%
Food Service	573,180	0.08%
Community Service	988,718	0.15%
Capital Outlay	2,178,944	0.32%
Total	\$674,521,699	100.00%

Other Budgets

In addition to the Operating Budget, there are the School Construction Fund, Food and Nutrition Services Fund, Self-Insurance Fund, and Artificial Turf Fund.

School Construction Fund

FCPS operates 68 separate school buildings, 45 of which are in part at least 25 or more years old. Our Educational Facilities Master Plan provides a 10-year timeline for maintenance and systemic renovations to address deficiencies in these aging buildings, the construction of new schools to relieve overcrowding, and growing enrollment. The FY2021 capital budget of \$78.3 million represents combined state and county funding mainly related to the construction of the new Blue Heron Elementary, Rock Creek replacement school, Waverley Elementary replacement, and the design of the Brunswick Elementary replacement, as well as various systemic projects.

Food & Nutrition Services Fund

This Special Revenue Fund accounts for the operation of the Department of Food and Nutrition Services, including all activities involved in providing food to schools, students, staff, or the community. The FY2021 budget totals \$12.8 million. While this program is typically self-supporting, in FY2021 the FNS fund will receive a transfer from the Self-Insurance Fund to offset an estimated shortfall due to the COVID-19 pandemic reducing serving days. The program receives revenues from the sale of breakfast, lunch, and other meals; federal reimbursements for free and reduced-price meals; and state revenues.

Self-Insurance Fund

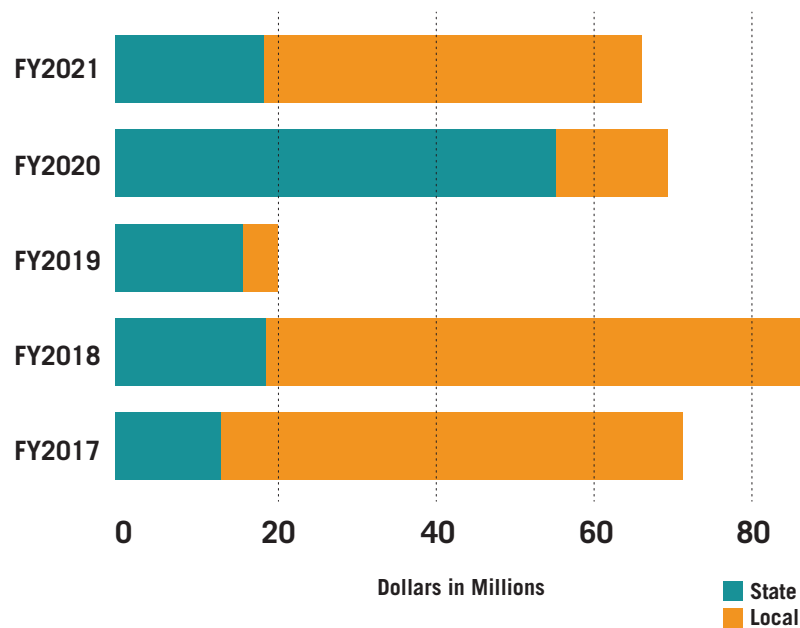
Frederick County Public Schools operates the Self-Insurance Fund, an internal service fund, to provide health, dental, vision, and pharmacy services for employees and retirees. Claims processing and some administrative services are administered by a third-party administrator. FCPS purchases stop-loss coverage as a way to reduce risk of very high insurance claims. A reserve fund is established to offset periods when claims are higher than anticipated. FY2021 expenses are estimated to total \$116.9 million.

Artificial Turf Fund

The Artificial Turf Fund was presented to the BOE for approval for the first time in FY2021. The Artificial Turf Fund, a governmental fund began in FY2010, has been collecting revenues since its inception. In previous years, revenues were generated through fees generated from the rental of the artificial turf fields by community user groups, and the interest earned from the fee revenue. Beginning in FY2021, the fund will also receive revenue from cell tower land rental agreements and a \$200,000 interfund transfer from the general fund. In FY2021, three existing artificial turf fields are scheduled to be replaced.

CAPITAL IMPROVEMENT PROGRAM CALENDAR FOR FISCAL YEARS 2021 - 2026	
DATE	ITEM
June 2019	Superintendent Recommended Educational Facilities Master Plan (EFMP) presented to the Board of Education
June 2019	Board of Education FY2021 - 2026 public hearing & action to adopt the Educational Facilities Master Plan and confirmation of FY2021 priorities
October 2019	Board of Education FY2021 - 2026 requests for state funded projects due to the Interagency Commission (IAC) on School Construction. County Executive communicates support to IAC.
October 2019	FY2021 - 2026 Capital Improvement Plan (CIP) requests due to county staff
October/November 2019	IAC staff review of requests for state funded projects
January/February 2020	County staff workshops on CIP requests
April 2020	County Executive proposed FY2021 - 2026 CIP issued
May 2020	County Council's public hearings on County Executive proposed FY2021 Capital Budget & FY2021 - 2026 CIP
May 2020	County adopts FY2021 Capital Budget & FY2021 - 2026 CIP
June 2020	IAC final approval of school construction allocation

CAPITAL PROJECTS



	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
State	\$15,790,300	\$22,544,153	\$15,928,017	\$65,660,805	\$22,147,097
Local	68,725,751	83,745,121	22,678,104	16,633,976	56,214,084
Total	\$84,516,051	\$106,289,274	\$38,606,121	\$82,294,781	\$78,361,181

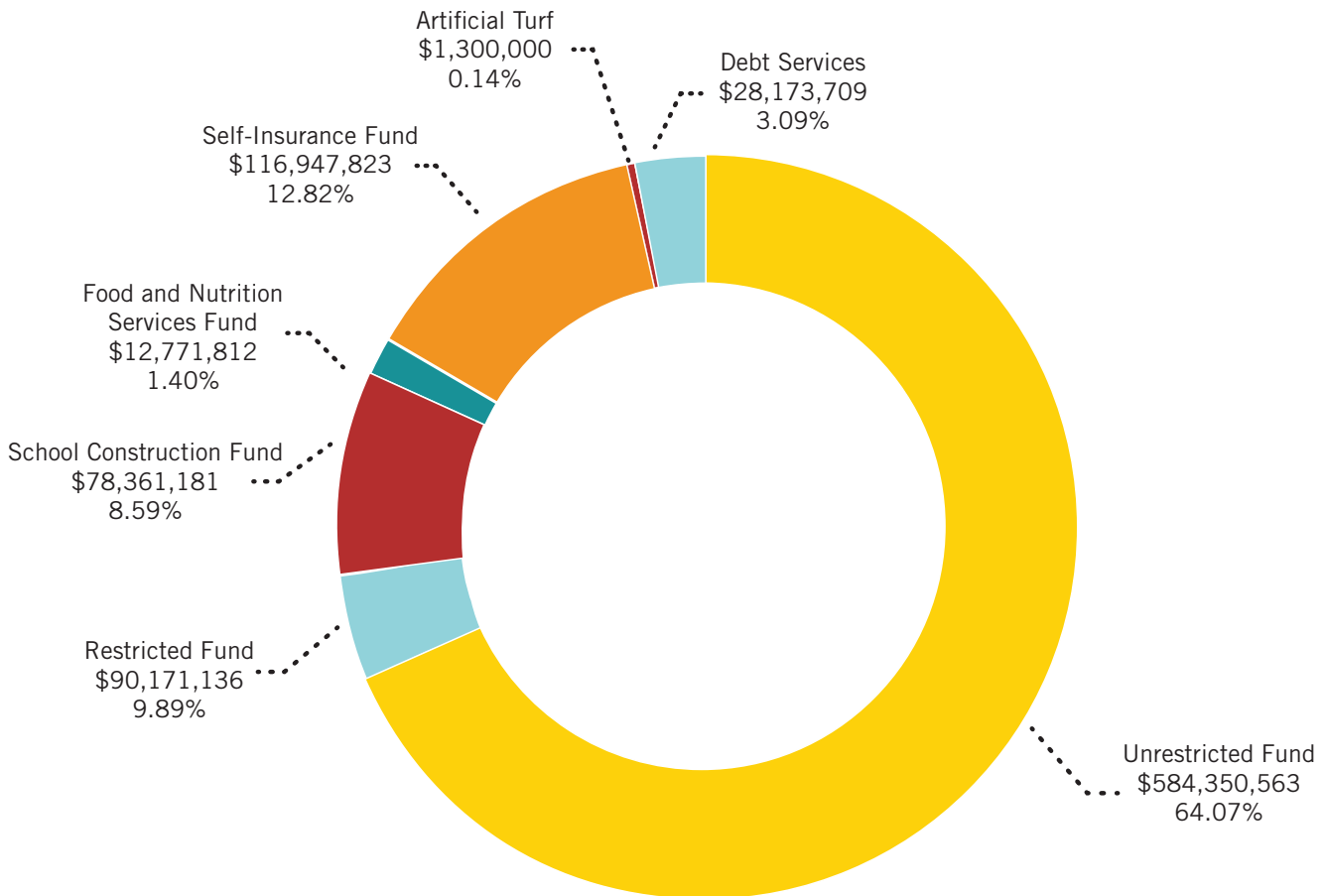
Debt Services

The Board of Education of Frederick County has no taxing authority and may not issue long-term debt instruments. Consequently, the Board is fiscally dependent upon federal, state, and county governments to finance FCPS operations. Debt services are paid by Frederick County Government and are included in this document for informational purposes. Debt results from the sale of bonds used for construction and renovation through the Capital Budget. FCPS has two long-term leases that have annual appropriation clauses.

SUMMARY OF ALL FUNDS

The FCPS budgets are shown in six funds: Unrestricted, Restricted, School Construction, Food and Nutrition Services, Self-Insurance, and Artificial Turf. Debt Services is not a separate FCPS fund, but it is shown here to reflect the amount paid by the county government for school projects. The following table shows the total budgeted expenditure by fund and the amount of change from the FY2020 Approved Budget.

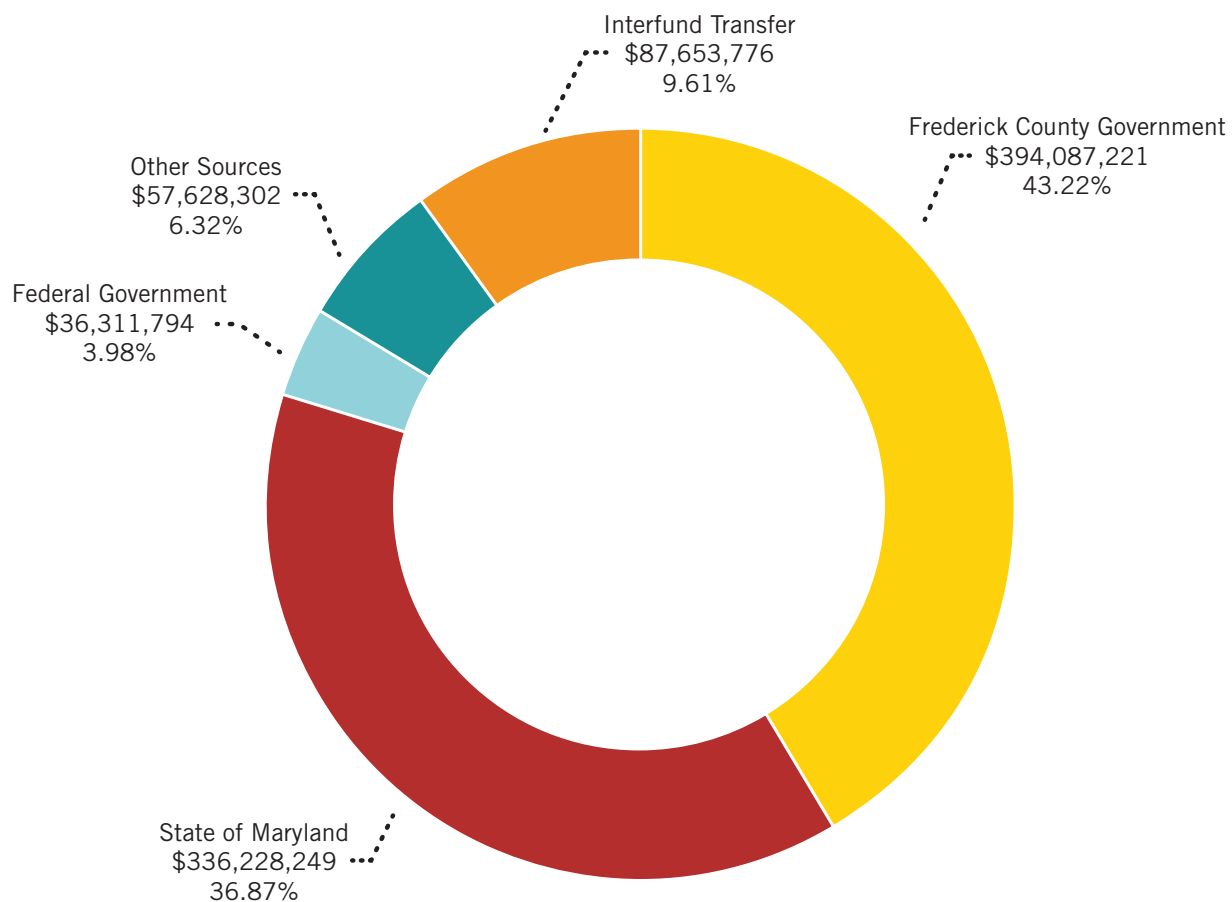
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget	Change	% Change
Operating Budget							
Unrestricted Fund	\$477,098,218	\$499,935,258	\$524,036,821	\$558,621,998	\$584,350,563	\$25,728,565	4.61%
Restricted Fund	63,323,879	60,762,642	65,418,189	78,519,098	90,171,136	11,652,038	14.84%
Subtotal - Operating Budget	540,422,097	560,697,900	589,455,010	637,141,096	674,521,699	37,380,603	5.87%
School Construction Fund	84,516,051	106,289,274	38,606,121	82,294,781	78,361,181	(3,933,600)	-4.78%
Food and Nutrition Services Fund	12,263,534	12,445,649	12,779,196	13,418,122	12,771,812	(646,310)	-4.82%
Self-Insurance Fund	89,907,181	100,555,023	103,446,882	110,700,149	116,947,823	6,247,674	5.64%
Artificial Turf Fund	0	0	0	0	1,300,000	1,300,000	N/A
Debt Services	27,879,264	32,301,775	35,226,450	33,358,315	28,173,709	(5,184,606)	-15.54%
Total	\$754,988,127	\$812,289,621	\$779,513,659	\$876,912,463	\$912,076,224	\$35,163,761	4.01%



SUMMARY OF ALL REVENUE SOURCES

The FCPS budgets are funded primarily through the Frederick County Government and the State of Maryland. The following table shows the total revenues by source and the amount of change from the FY2020 Approved Budget.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget	Change	% Change
Frederick County Government	\$354,037,742	\$387,047,183	\$341,209,759	\$394,595,438	\$394,087,221	-\$508,217	-0.13%
State of Maryland	281,857,099	294,490,550	295,831,883	319,341,698	336,228,249	16,886,551	5.29%
Federal Government	23,449,438	23,552,420	26,066,112	29,131,353	36,311,794	7,180,441	24.65%
Other Sources	40,715,792	43,660,420	52,168,605	53,647,805	57,628,302	3,980,497	7.42%
Interfund Transfer	73,022,302	73,888,117	75,424,908	80,253,319	87,653,776	7,400,457	9.22%
Total	\$773,082,373	\$822,638,690	\$790,701,267	\$876,969,613	\$911,909,342	\$34,939,729	3.98%



REVENUE SUMMARY OF ALL FUNDS

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Frederick County Government					
Unrestricted Fund	\$247,066,477	\$260,826,623	\$272,386,838	\$283,465,005	\$296,598,012
Restricted Fund	10,366,250	10,173,664	10,918,367	12,111,313	13,101,416
School Construction Fund	68,725,751	83,745,121	22,678,104	65,660,805	56,214,084
Debt Services	27,879,264	32,301,775	35,226,450	33,358,315	28,173,709
Total Frederick County Government	\$354,037,742	\$387,047,183	\$341,209,759	\$394,595,438	\$394,087,221
State of Maryland					
Unrestricted Fund					
Current Expenses	\$187,657,535	\$193,018,621	\$197,207,861	\$203,398,458	\$210,134,641
Geographic Cost of Education Index	6,583,696	6,729,963	6,909,909	7,185,295	7,434,162
Transportation	11,349,103	11,636,755	11,988,551	13,003,246	13,428,478
Transportation - Special Education	935,000	980,000	1,026,000	1,073,000	1,145,000
Special Education	10,206,260	10,884,789	11,467,970	11,918,413	12,537,809
Nonpublic Placement	4,641,952	4,662,239	4,836,012	5,320,161	5,320,161
Limited English Proficiency	7,276,013	8,418,970	9,914,361	10,695,312	11,496,181
Net Taxable Income	1,921,697	2,020,474	2,957,873	3,441,992	3,874,892
Miscellaneous Revenue	1,703	4,560	0	15,000	15,000
Blueprint for Maryland's Future	0	0	0	4,317,266	4,788,920
Restricted Fund					
State Retirement Contribution	33,138,541	31,248,348	30,735,591	33,080,188	33,011,720
Intergovernmental Transfer	1,540,000	1,289,011	1,312,068	1,900,000	1,900,000
Restricted Grants	528,284	783,336	1,194,479	2,583,647	4,068,588
Blueprint for Maryland's Future	0	0	0	4,402,430	4,651,264
School Construction Fund	15,790,300	22,544,153	15,928,017	16,633,976	22,147,097
Food and Nutrition Services Fund	287,015	269,331	353,191	373,314	274,336
Total State of Maryland	\$281,857,099	\$294,490,550	\$295,831,883	\$319,341,698	\$336,228,249
Federal Government					
Unrestricted	\$9,584	\$40,582	\$223,630	\$150,000	\$150,000
Restricted Grants	16,576,541	16,454,302	18,593,535	21,646,053	29,985,989
Food and Nutrition Services Fund	6,863,313	7,057,536	7,248,947	7,335,300	6,175,805
Total Federal Government	\$23,449,438	\$23,552,420	\$26,066,112	\$29,131,353	\$36,311,794
Other Sources					
Unrestricted Fund					
Tuition	\$153,912	\$147,973	\$106,053	\$135,000	\$135,000
Sports Fees	613,870	647,260	659,815	661,360	661,360
Investment Earnings	122,276	346,527	942,804	650,000	650,000
Other Revenue	2,218,866	1,805,289	1,846,836	3,765,468	1,984,500
Use of Prior Year Fund Balance	6,474,748	9,232,961	12,148,750	9,427,022	13,996,447
Restricted Fund					
School Construction Fund	0	0	0	0	0
Food and Nutrition Services Fund					
Sales and Services	4,485,877	4,744,567	5,407,402	5,560,616	3,421,822
Miscellaneous	213,610	232,114	252,644	148,892	55,999
Self-Insurance Fund					
Interest Income	32,507	132,018	143,859	114,000	65,000
Medicare Part D Subsidy/ERRP Rebate	3,792,887	3,362,293	3,789,883	2,728,016	2,955,680
Use of Prior Year Fund Balance	0	0	1,155,915	3,598,426	3,694,158
Contributions	21,432,976	22,195,435	22,967,317	24,006,388	25,623,059
Artificial Turf Fund					
Community User Group Rentals	0	0	70,205	46,150	35,000
Interest Income	0	0	12,972	11,000	0
Cell Tower Rentals	0	0	0	0	175,000
Use of Prior Year Fund Balance	0	0	0	0	723,118
Total Other Sources	\$40,715,792	\$43,660,420	\$52,168,605	\$53,647,805	\$57,628,302
Interfund Transfer					
Food and Nutrition Services Fund	\$0	\$0	\$35,000	\$0	\$2,843,850
Self-Insurance Fund	73,022,302	73,888,117	75,389,908	80,253,319	84,609,926
Artificial Turf Fund	0	0	0	0	200,000
Total Interfund Transfer	\$73,022,302	\$73,888,117	\$75,424,908	\$80,253,319	\$87,653,776
Total All Funds	\$773,082,373	\$822,638,690	\$790,701,267	\$876,969,613	\$911,909,342

EXPENDITURE SUMMARY OF ALL FUNDS

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Unrestricted Fund					
Administration	\$9,585,877	\$10,607,535	\$10,293,415	\$11,298,066	\$11,850,275
Mid-Level Management	31,900,897	33,574,584	34,812,170	36,833,141	38,839,407
Instructional Salaries and Wages	192,028,608	202,335,051	211,956,017	223,697,012	233,480,785
Textbooks and Instructional Supplies	8,080,777	8,178,151	8,890,275	9,884,393	13,452,061
Other Instructional Costs	1,651,718	1,895,959	1,914,850	2,327,131	2,593,659
Special Education	48,314,962	51,672,540	58,229,265	59,100,995	60,322,836
Student Personnel Services	2,756,298	2,921,945	1,901,371	2,103,817	2,002,128
Student Health Services	197,454	202,914	273,707	395,338	402,467
Student Transportation	19,821,737	21,372,208	22,374,639	23,221,023	24,396,828
Operation of Plant	32,136,214	33,172,991	34,188,161	40,098,379	39,336,198
Maintenance of Plant	11,942,194	12,068,775	12,737,327	13,380,196	14,124,044
Fixed Charges	115,529,395	119,754,296	124,341,313	133,577,929	140,683,287
Food Services	0	0	35,000	0	0
Community Services	520,014	482,060	492,876	693,890	687,644
Capital Outlay	2,632,073	1,696,249	1,596,435	2,010,688	2,178,944
Total Unrestricted Fund	\$477,098,218	\$499,935,258	\$524,036,821	\$558,621,998	\$584,350,563
Restricted Fund					
Restricted Grants	\$19,819,088	\$19,340,630	\$23,764,231	\$33,327,597	\$44,058,000
Sale of Surplus Property	0	0	199,605	0	0
County In-kind Services	10,366,250	10,173,664	10,718,762	12,111,313	13,101,416
MSDE Pension Contribution	33,138,541	31,248,348	30,735,591	33,080,188	33,011,720
Total Restricted Fund	\$63,323,879	\$60,762,642	\$65,418,189	\$78,519,098	\$90,171,136
School Construction Fund					
Capital Budget	\$84,516,051	\$106,289,274	\$38,606,121	\$82,294,781	\$78,361,181
Total School Construction Fund	\$84,516,051	\$106,289,274	\$38,606,121	\$82,294,781	\$78,361,181
Food and Nutrition Services Fund					
Operating Expenses	\$12,263,534	\$12,445,649	\$12,779,196	\$13,418,122	\$12,771,812
Total Food and Nutrition Services Fund	\$12,263,534	\$12,445,649	\$12,779,196	\$13,418,122	\$12,771,812
Self-Insurance Fund					
Operating Expenses	\$89,907,181	\$100,555,023	\$103,446,882	\$110,700,149	\$116,947,823
Total Self-Insurance Fund	\$89,907,181	\$100,555,023	\$103,446,882	\$110,700,149	\$116,947,823
Artificial Turf Fund					
Operating Expenses	\$0	\$0	\$0	\$0	\$1,300,000
Total Artificial Turf Fund	\$0	\$0	\$0	\$0	\$1,300,000
Debt Services					
Principal	\$19,693,002	\$22,240,177	\$24,476,183	\$23,305,790	\$20,295,380
Interest	8,186,262	10,061,598	10,750,267	10,052,525	7,878,329
Total Debt Services	\$27,879,264	\$32,301,775	\$35,226,450	\$33,358,315	\$28,173,709
Total All Funds	\$754,988,127	\$812,289,621	\$779,513,659	\$876,912,463	\$912,076,224

FY2021 OPERATING BUDGET ADJUSTMENTS

Description	FTE Positions	FY2021 Amount
EXPENDITURES		
FY2020 OPERATING BUDGET		\$637,141,096
Reversals & Adjustments		
Salary Savings		(\$3,820,737)
Lease Payment - Energy Savings Performance Contract		(1,780,968)
Urbana ES Replacement - New School Materials of Instruction Allocation		(200,000)
Computer Replacement (Visual Performing Arts)		(169,746)
Reversal of One-Time Start-up Costs for FY2020 New Positions		(128,850)
Subtotal Reversals & Adjustments		(\$6,100,301)
Enrollment/Growth		
Enrollment Growth (Elementary Teachers)	38.60	\$2,489,893
Enrollment Growth (Middle Teachers)	7.50	483,788
Enrollment Growth (High Teachers)	26.00	1,677,130
Enrollment Growth (School Administration & Support)	23.80	1,649,634
Enrollment Growth (Special Education Teachers)	20.00	1,290,100
Enrollment Growth (English Learner Teachers)	9.00	580,545
Enrollment Growth (School-Based Foundation)		140,900
English Learner Program Expansion - Walkersville HS Feed Pattern	1.00	111,215
Custodial Staff - Urbana ES Replacement	5.50	268,787
Contingency Teaching Positions (All Levels)	4.00	258,020
Materials of Instruction - Blue Heron ES Start-Up		250,000
Planning Principal & Secretary - Blue Heron ES	2.00	146,235
Utilities for Urbana ES Replacement		121,900
Secretary (1/2 Year) for Urbana ES		19,051
Subtotal Enrollment/Growth	137.40	\$9,487,198
Inflationary Increases		
Health Insurance - 2.5% Increase		\$1,808,891
Reduce Fixed Charges		(300,000)
Maryland State Retirement - Employees Plan		589,781
Increase Pay Rates for Substitute Teachers		257,000
Workers' Compensation Insurance		426,403
Contracted Services - Capital Programs		165,000
Property & Liability Insurance		209,921
Contracted Services & Supplies - Transportation		110,500
Bus Inflationary Costs		99,000
Inflationary Increase for Digital Tools		85,694
School-Based Leadership Team Stipend		85,500
Contracted Services - Human Resources		34,600
Contracted Services - Software Maintenance for Time Clocks		28,000
Contracted Services - Public Affairs		26,250
Online Geometry Classes - Seat License		15,000
Minimum Wage Increase		14,536
Contracted Services - Security		14,000
Local Share of Teacher's Pension Costs		497,119
Subtotal Inflationary Increases	0.00	\$4,167,195
Additional Resources to Address Student Needs		
Resident Substitutes		\$933,138
Speech Language Pathologists	2.00	132,430
Pupil Personnel Workers	2.00	214,550
Digital Learning Lab Mentors	5.00	205,810
Teacher Specialist & Academic Language Specialist for Intensive Intervention	2.00	177,251
Increase Pyramid Teachers from 10-month to 11-month		144,000
Supplemental Pay for SEIAs for Professional Development		104,175
Teacher Specialist, English Learners	1.00	80,088
Itinerant Virtual School Math Teacher - Middle School	1.00	64,505
504 Special Programs Student System		49,353
Bilingual English Learner Registrar	1.00	45,733
Subtotal Additional Resources to Address Student Needs	14.00	\$2,151,033

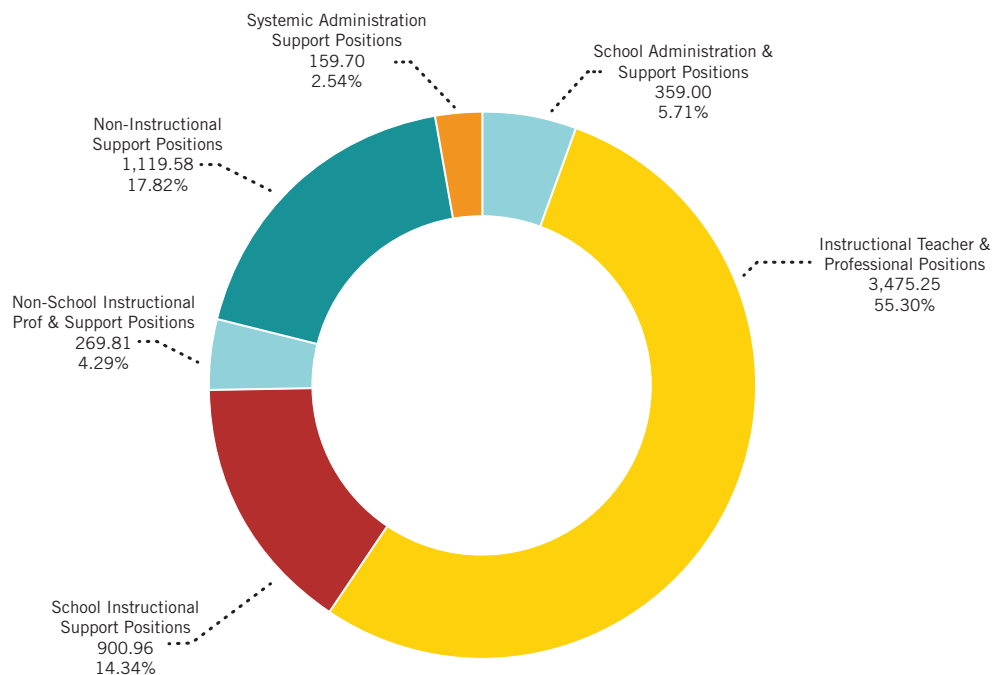
FY2021 OPERATING BUDGET ADJUSTMENTS

Description	FTE Positions	FY2021 Amount
Continuation/Expansion of Programs		
Delta Program - Continue Services & Expand Program	8.00	\$457,051
Phonic Suite System-Wide Implementation		260,000
Vanguard Teacher Professional Development		185,000
Mentor Teacher Workshop Hours		34,581
Elementary Literacy Specialist Summer Hours		9,000
Homeless Education Program Administrator (Calendar Increase)	0.15	6,874
Subtotal Continuation/Expansion of Programs	8.15	\$952,506
Strategic Replacement Cycle		
Desktop/Laptop 5-Year Replacement Cycle		\$1,796,982
Access & Distribution Infrastructure		1,200,000
Chromebook Hardware Replacement Cycle (Middle & High School)		1,000,000
Textbook Replacement		100,000
ESSL Digital Projector Replacement Cycle		25,000
Temporary Decrease to Vehicle Replacement		(200,000)
Turf Fund Replacement Cycle		200,000
Vision Services Equipment - Special Education		104,680
Subtotal Strategic Replacement Cycle	0.00	\$4,226,662
Operational Needs		
Contract Services - Maintenance		\$716,996
Reclassification Pool		305,514
Health Insurance Contribution for New Retirees		625,250
Building Trade Apprentice Program	3.00	206,139
School-Based Secretary - Calendar Change		101,000
User Support Specialist - Calendar Change		126,179
Workers' Compensation Specialist	1.00	108,798
IT Project Manager	1.00	104,382
Accounting Associate	1.00	51,454
System Administrator	1.00	94,064
Data Integration Specialist - Special Education	1.00	92,677
Client Services Specialist	1.00	76,744
Support Staffing Coordinator - Human Resources	1.00	71,956
Video Production Specialist	1.00	66,151
Route Surveyor	1.00	63,022
Tech Support Specialist II	1.00	60,558
Secretary - Special Education	1.00	50,073
Tech Support Specialist - Calendar Change		37,800
Closed Captioning/ASL Interpreter for FCPS-TV		28,419
Teacher Specialist, Leadership Development - Calendar Change		16,491
Dream Big Grant Expenditures Transferred to Unrestricted Fund		5,000
Meeting/Conferences - Office of the Ombuds		3,850
Meeting/Conferences - Board of Education		3,350
Utilities Budget - Reduction		(500,000)
County In-Kinds		990,103
State On-Behalf Pension		(68,468)
Indirect Costs		(20,000)
Indirect Costs - CARES Act		(69,750)
Lease Payments - Reduction		(500,000)
Restricted Fund Adjustment		9,933,570
Start-Up Costs for New Positions		266,792
Subtotal Operational Needs	14.00	\$13,048,114
Blueprint for Maryland's Future Programs		
Expanding Half-Day Pre-K to Full-Day Pre-K	6.00	\$405,900
Concentration of Poverty State Funding - Restricted (Waverley ES)	1.00	248,833
Subtotal Blueprint for Maryland's Future Programs	7.00	\$654,733
Salary Resource Pool (subject to negotiation)		
Salary/Staffing Resource Pool (Subject to negotiations)		\$8,793,463
Subtotal Salary Resource Pool		\$8,793,463
Total Expenditure Increase/(Decrease)	180.55	\$37,380,603
FY2021 OPERATING BUDGET		\$674,521,699



FCPS Full-Time Equivalent (FTE) Staffing Resources

Position	FY2021 Budgeted FTE	Percent of Total
School Administration & Support Positions	359.00	5.71%
Instructional Teacher & Professional Positions	3,475.25	55.30%
School Instructional Support Positions	900.96	14.34%
Non-School Instructional Prof & Support Positions	269.81	4.29%
Total School Instruction Positions	5,005.02	79.64%
Non-Instructional Support Positions	1,119.58	17.82%
Systemic Administration & Support Positions	159.70	2.54%
Total Non-Instructional Positions	1,279.28	20.36%
Total FCPS FTE Positions	6,284.30	



Budgeted Full-Time Equivalent (FTE) Positions by Fund

	FY2017 Approved Budget	FY2018 Approved Budget	FY2019 Approved Budget	FY2020 Approved Budget	FY2021 Approved Budget
General Funds					
Unrestricted Fund	5,225.26	5,312.56	5,444.81	5,518.37	5,695.18
Charter School Fund	81.70	89.04	91.55	95.20	93.20
Restricted Fund	322.10	310.89	327.47	334.13	357.19
Special Revenue Funds					
Food & Nutrition Services	136.02	135.09	135.34	135.13	134.38
Capital Projects Funds					
Capital Fund (Construction)	3.00	3.00	0.00	0.00	0.00
Proprietary Funds					
Self-Insurance Fund	3.35	3.35	4.35	4.35	4.35
Total FTE Positions	5,771.43	5,853.93	6,003.52	6,087.18	6,284.30

BUDGET FORECAST – ALL FUNDS

The Budget Forecast schedule is a summary of all fund revenue forecasts from FY2021 through FY2024. The Frederick County Board of Education has no taxing authority; revenue increases are at the discretion of the state and local authorities. No amounts have been included for negotiated salary increases in FY2022 through FY2024. The forecasted years are for informational purposes only, based upon trend data, and do not reflect projections that have been through an approval process. These projections are not to be used for planning purposes.

Projections are based upon the following:

- **Operating Budget:** FCPS receives the majority of our funding from local and state governments. These revenues are determined based upon our actual enrollment count from September 30th of the current budget year. For federal revenues, trend data and grant projections are used to determine the revenue for future years.
- **School Construction Fund:** The projected years reflect the proposed capital improvement plan as detailed in the FCPS Educational Facilities Master Plan (EFMP).
- **Food & Nutrition Services Fund:** The FY2021 approved budget reflects the uncertainty of the opening of schools due to the COVID-19 pandemic. The budget was passed on June 24th, and includes only a 50% participation rate through the first half of the school year. The projected years assume FCPS returns to normal operations in FY2022, and used trend data prior to FY2020 to project the revenue.
- **Self-Insurance Fund:** The revenue projections are based upon previous years' trend data.

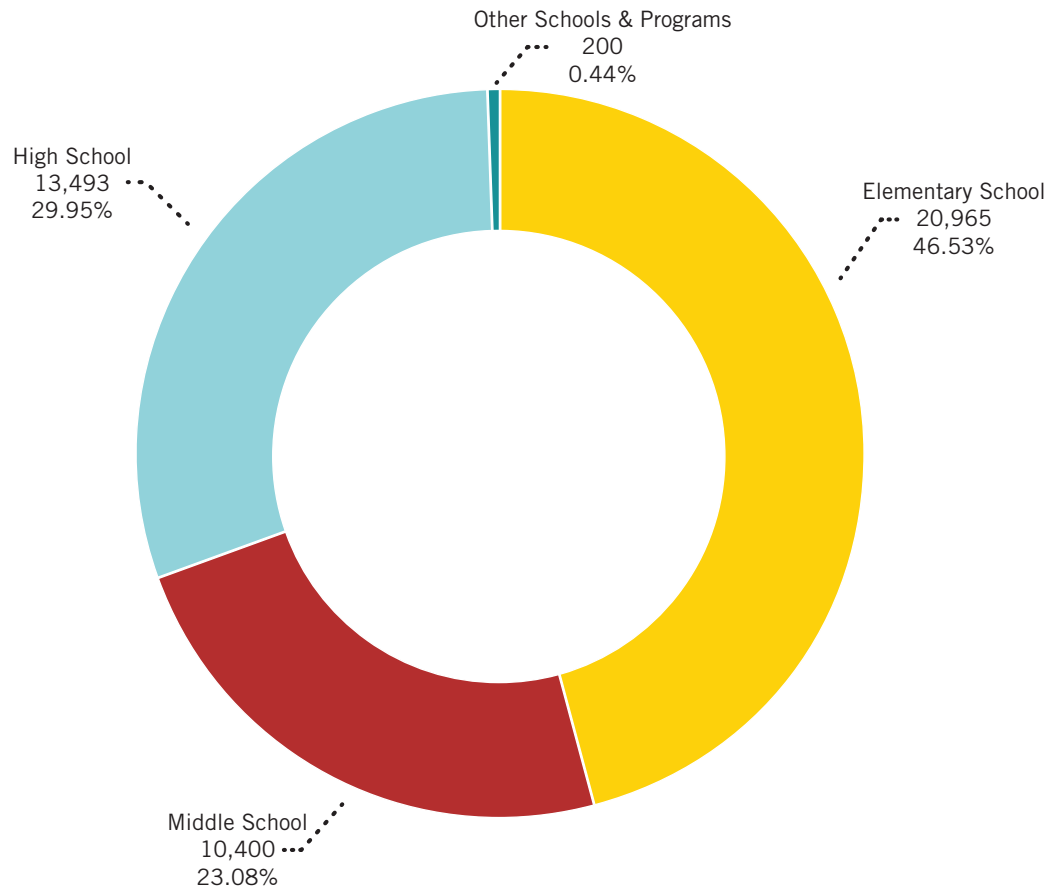
Budget Forecasts - All Funds

	FY2021 Approved	FY2022 Projected	FY2023 Projected	FY2024 Projected
Operating Budget	Approved			
Unrestricted	584,350,563	591,316,297	595,493,326	598,529,960
Restricted	90,171,136	91,974,559	93,814,050	95,690,331
Subtotal - Operating Budget	\$674,521,699	\$683,290,856	\$689,307,376	\$694,220,291
School Construction Fund	\$78,361,181	\$50,354,280	\$44,728,729	\$28,160,732
Food & Nutrition Services Fund	\$12,771,812	\$13,936,062	\$14,473,993	\$15,032,690
Self-Insurance Fund	\$116,947,823	\$122,315,728	\$127,930,020	\$133,802,008
Total	\$882,602,515	\$869,896,926	\$876,440,118	\$871,215,721

Enrollment	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected
Elementary School	20,965	21,057	21,082	21,230
Middle School	10,400	10,227	10,255	10,283
High School	13,493	13,838	14,131	14,271
Other Schools & Programs	200	200	200	200
Total Students	45,058	45,322	45,668	45,984

ENROLLMENT DISTRIBUTION

Enrollment represents the number of students in grades prekindergarten through 12, including special education students. Every December an enrollment projection for the following school year is prepared for each school. This projection utilizes the latest information available on current enrollment. Enrollment projections are used to establish staffing levels and budget allocations for the following fiscal year.



	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected
Elementary School	19,445	19,683	19,792	20,311	20,965	21,057	21,082	21,230
Middle School	9,294	9,625	9,941	10,275	10,400	10,227	10,255	10,283
High School	12,442	12,702	12,789	13,059	13,493	13,838	14,131	14,271
Other Schools & Programs	197	194	192	183	200	200	200	200
Total Students	41,378	42,204	42,714	43,828	45,058	45,322	45,668	45,984
Change from Prior Year	658	826	510	1,114	1,230	264	346	316

Two Budget Formats: State-required and Program-based

In an effort to provide a useful reference for readers of various levels of interest, this document presents the operating budget in two formats:

1. According to the MSDE’s required reporting categories.
2. A modified program-based alternative to the MSDE categorical report that shows allocation of funds and personnel across broad programmatic areas, accompanied by narrative that describes each division’s and department’s service delivery.

Our goal is for this document to be a meaningful and helpful fiscal planning and management tool. If you have questions, we encourage you to ask.





ORGANIZATIONAL SECTION



BOARD OF EDUCATION OF FREDERICK COUNTY

In Frederick County, seven elected members and one student member of the Board of Education (BOE) and the Superintendent work together as the school system governance team. The members of the BOE elect one member to serve as president and one to serve as vice president during the annual meeting in December by individually recorded vote.

The Board of Education sets policy not otherwise controlled by federal and state laws. It also oversees expenditures from county, state and federal sources.

The BOE hires and reviews the work of the Superintendent, monitors implementation of the school system's strategic plan and gives final approval to curriculum matters and materials, staff appointments, equipment purchases, land acquisitions and school construction, renovations and repairs.

Elected BOE members serve four-year staggered terms. The student member is a high school student selected by the Frederick County Association of Student Councils.

As the chief executive officer of the Frederick County Public Schools, the Superintendent serves as the system's curricular, fiscal and community leader. The Superintendent is responsible for assuring that the school system carries out Maryland public laws relating to schools; the Maryland State Department of Education's bylaws and policies; and the local school Board's mission, goals and policies. The Superintendent also serves as secretary-treasurer to the Board of Education.



Brad W. Young
President



Jay Mason
Vice President



Liz Barrett



Michael Bunitsky



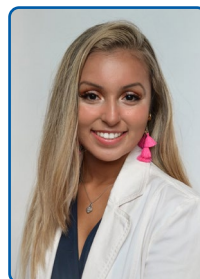
Rae Gallagher



Lois Jarman



Karen Yoho



Mia Martinez
Student Member



Theresa R. Alban, Ph.D.
Secretary-Treasurer

BOARD OF EDUCATION OF FREDERICK COUNTY

Brad W. Young was elected to the Board of Education in November 2010 for a four-year term December 2010-14. He was re-elected to serve another four-year term December 2014-18 and another December 2018-2022. The Board elected Mr. Young its president for a December-December term 2010-2011, 2014-2015, 2015-2016, 2016-2017, 2017-2018, 2018-2019, and again through December 2020. A 1982 graduate of Governor Thomas Johnson High, Mr. Young earned an associate's degree in business at Frederick Community College, a bachelor's degree in economics at the University of Maryland, College Park and master's degree in business at Frostburg State University. A Certified Financial Planner™ professional and a Certified Trust and Financial Advisor, he also holds certificates from the Northwestern Graduate Trust School and the Cannon Financial Institute Trust School. Mr. Young is president and CEO of Maryland Financial Planners. He is an adjunct faculty member of Mount St. Mary's University. He is also past-president of the Frederick County Estate Planning Council and a member of Frederick Rotary. "The goal and work of the school board is to make sure students get a good education, while providing that in the most efficient manner for taxpayers," he said. Mr. Young served 15 years on the Frederick Community College Board of Trustees, six years on the Board of the Maryland Association of Community College Trustees, and six years on the Board of the Association of Community College Trustees. He also served on the Board of Advisors for the Universities of Shady Grove for six years. He and his wife Cheryl have three children and three grandchildren. Mr. Young is a registered representative of Lincoln Financial Advisors Corp., a broker/dealer (member SIPC) and registered investment advisor. CRN-2054041- 030918

Jay Mason is a native of Frederick County. He graduated from GTJHS in 1991. He completed his undergraduate studies at Shepherd University in 2008, where he was also a 3-year starter as a Quarterback and Captain of the football team from 1992-1994. Jay has been a licensed Realtor since 2004. In 2011, Jay completed his graduate work at Frostburg University with a Master's of Arts in Teaching. He is currently an Associate Broker with Frederick Land & Home. Jay was elected to the Frederick County Board of Education in 2018 and was elected by his colleagues to be the Vice President for the calendar year of 2020. He also serves on the boards for Habitat for Humanity of Frederick County (President), the Rotary Club of Frederick and Eliminating Achievement Gaps (EAG). Jay completed the Maryland Association of Realtors Leadership Academy in the spring of 2016. Jay's past roles serving the Frederick community include Frederick County Executive's Education Leadership Team, Frederick County Executive's Livable Frederick Steering Committee, FCPS Superintendent's Advisory Council, FCPS Strategic Plan Steering committee, Frederick County Affordable Housing Council (AHC), Student Homelessness Initiative Partnership (SHIP) Board, United Way of Frederick County Board, Boys and Girls Club of Frederick County Board, and Frederick County Association of Realtors (FCAR) YPN. Jay and his wife, Beth, reside in Frederick with their three children.

Liz Barrett was elected to the Board of Education for a four-year term December 2014-2018 and re-elected to serve December 2018-2022. The Board elected Ms. Barrett its Vice President December 2014-2015, December 2015-2016, and December 2016-2017. A graduate of Middletown High, Ms. Barrett earned a B.A. in English and ethics from King's College, Pennsylvania in 1998, an M.A. in English from the University of Maryland, College Park in 2002, and a juris doctorate from the American University, Washington College of Law in 2007. She works as a communications and business practices operations consultant focusing on strategic planning, business process improvement, and policy and regulatory affairs, in particular gender-based equal pay and civil rights work. Previously she worked as director of Communication and Regulatory Policy at the U.S. Department of Agriculture. She also taught composition and literature at Anne Arundel Community College and the College of Southern Maryland. Ms. Barrett is an FCPS volunteer and is active in a number of poverty and homelessness initiatives in Frederick County.

Michael Bunitsky was elected to the Board of Education in November 2016 to a four-year term December 2016-2020. A 1969 graduate of Pierre S. DuPont High School in Wilmington, DE, he earned a Bachelor of Arts from the University of Maryland, College Park, a Master's degree in political science from Hood College, and administrative certification through graduate coursework at McDaniel College. After teaching five years in Prince George's County, MD, Mr. Bunitsky came to Frederick County to teach at Gov. Thomas Johnson High in 1980. There he taught social studies - eventually serving as department chair, advised the Youth in Government program, and coached baseball. He became FCPS curriculum specialist for secondary social studies in 1995, coordinating Mock Trial, Model UN, Student Government, National History Day, and many other government and law-related activities. From 2010-2014, Mr. Bunitsky was president of the FCPS Administrative and Supervisory Association and served as FCASA's chief negotiator in 2015. He has served as adjunct faculty at Frederick Community College and Mount St. Mary's University, and as an item writer for the National Education Assessment Program since 2011. Mr. Bunitsky was the inaugural recipient of the Maryland Council for Social Studies Award for Educational Excellence for Instructional Leadership in 2008, nominated by peers across the state. In 2014 and 2015, he received three awards related to his work with Model UN, National History Day, and the Maryland Association of Student Councils. He is most honored to have received the student-initiated Ray Kroc Teacher Achievement Award.

Rae Gallagher was appointed to the Board of Education in January 2020 to serve through the remainder of Joy Schaefer's term, which runs through December 2020. Ms. Gallagher holds a master's degree in Public Administration from the University of Baltimore and a bachelor's degree in psychology and Spanish from Kalamazoo College in Michigan. Ms. Gallagher's career has focused on working in non-profits in Maryland to improve educational and employment outcomes for young people. Ms. Gallagher is currently serving as a Program Director for the Center for Supportive Schools in Delaware, Maryland, and Washington, DC. In her role, she collaborates with schools and school districts in the region to help build school environments that are safe, supportive, engaging, and inspiring places where all students have the opportunity to build leadership skills, learn, and grow. Prior to joining the Center for Supportive Schools, she spent 14 years working to find and implement solutions to youth disengagement from school, while promoting policies and practices that work to ensure all students can thrive academically, socially, and emotionally in their schools and in their communities. Ms. Gallagher has a strong commitment to ensuring our public education system continues to successfully meet the varied needs of Frederick County students, parents, business leaders, educators, and residents.

Dr. Lois Jarman has been a world language educator for more than twenty years. She has taught English, French, Spanish, and Latin on a secondary and post-secondary level. Dr. Jarman received her doctoral degree in second language acquisition and, currently, is the Director of International Affairs at Shepherd University. Prior to her joining the faculty at Shepherd, she taught French, Spanish and Latin for seventeen years with FCPS. She has traveled extensively and led many student trips to Europe and South America. She lived in Rosario, Argentina, for a language immersion program and has spent extended time in Japan and France. In her spare time, Dr. Jarman has been a Frederick Memorial Hospital Auxiliary member and volunteer for more than 17 years and also serves on the hospital development council. She has been a mentor with Woman to Woman Mentoring, a member and past president of the Frederick County Commission for Women, and the Grants Committee Chairperson for the Frederick Women's Giving Circle. Dr. Jarman was the president of the Central Maryland chapter of PFLAG for twelve years and was named Frederick's Ally of the Year in 2013 by the Frederick Center. She has been a resident of Frederick County for more than thirty years. She is the proud mother of two FCPS graduates, Tiffany and Tim, and the very proud grandmother of Chloe.

Karen A. Yoho was elected to the Board of Education in November 2018 for a four-year term December 2018-2022. Mrs. Yoho graduated from the University of Maryland, College Park, in 1978 with a bachelor's degree in Early Childhood Education. Rather than entering the teaching profession at that time, she stayed home to raise a family. During that time, she also served as a substitute teacher, a volunteer at her children's schools, PTA president at each level, legislative chair for the PTA Council of Frederick County, a youth softball coach, and a leader for both Girl Scouts and Cub Scouts. On October 1, 1993, Mrs. Yoho began her teaching career with FCPS, retiring on July 1, 2018. Over the course of her 25 years with the school system, she taught every elementary grade except kindergarten, with most of the time spent in the intermediate grades. Mrs. Yoho earned her master's degree in Educational Leadership in 2006. In 2009, she divided her professional time between teaching and managing the office of her husband's electrical contracting company, where she continues to this day. She and her husband, Joe, moved to Frederick County in 1981. They have three children, who all attended and graduated from FCPS schools, and four grandchildren. Mrs. Yoho believes that the public school system is the foundation of our nation and that it works best when all participants collaborate for the benefit of those we should put first, our students.

Mia Martinez was elected to serve as the Student Member of the Board of Education in February 2020 for her elected term July 2020 - June 2021. Ms. Mia Martinez, a Senior at Brunswick High School, is the second student in Brunswick High's history to be elected as SMOB. She previously served as BHS' Junior Class President, and BHS' Student Council's Chief of Staff. Earlier this year, Ms. Martinez served as the Legislative Affairs Coordinator for Frederick County Association of Student Councils, a student-led organization that works to represent the 44,000+ students of Frederick County. Through this position she worked directly with Maryland Senators and Delegates to advocate on youth-related bills such as the Built to Learn Act of 2020 in Annapolis. Ms. Martinez is a member of Maryland Association of Student Councils executive board. She served as the Publications Coordinator, and will be serving as the Corresponding Secretary from June 2020-May 2021. In addition, she has been a workshop facilitator designing and presenting successful workshops on leadership skills for state-wide conferences. As a dedicated student advocate, Ms. Martinez plans to get to know the concerns of her peers and bring those to the Board table.

SUPERINTENDENT'S CABINET

Frederick County Public Schools Administration

Theresa Alban, Ph.D.
Superintendent

Michael Markoe, Ed.D.
Deputy Superintendent

Paul Lebo
Chief Operating Officer

Jamie Cannon, Esq.
Chief of Staff and Legal Counsel

Leslie Pellegrino, CPA
Chief Financial Officer

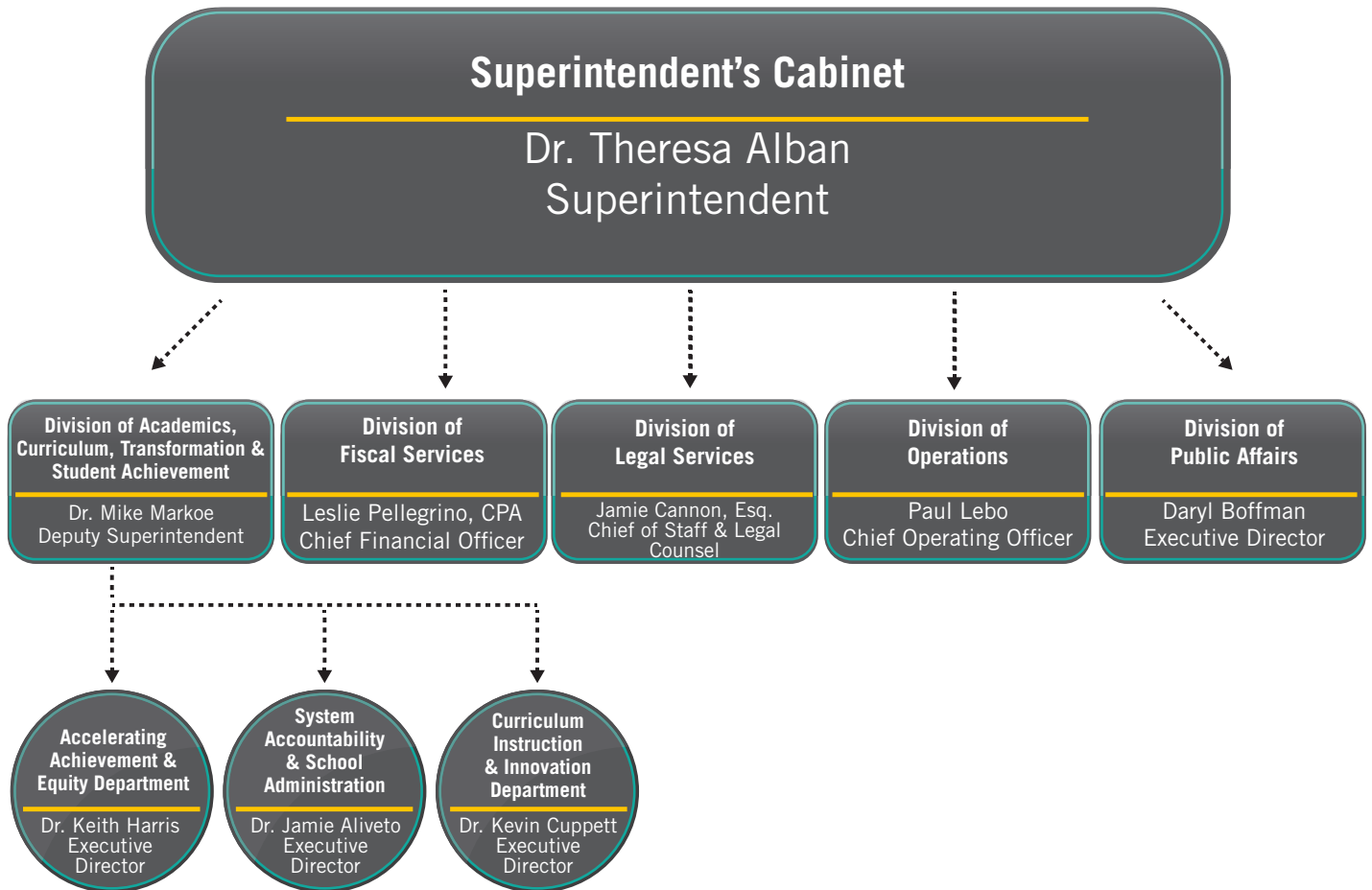
Daryl Boffman
Executive Director of Public Affairs

Kevin Cuppett, Ed.D.
Executive Director of Curriculum, Instruction, and Innovation

Keith Harris, Ed.D.
Executive Director of Accelerating Achievement and Equity

Jamie Aliveto, Ed.D.
Executive Director of System Accountability and School Administration

The deputy superintendent, chief operating officer, chief financial officer, chief of staff, and executive director of public affairs report directly to the Superintendent. They and their teams are responsible for implementing, managing and monitoring programs; day-to-day operations; and administrative support services on both the education and business sides of the organization.



SUPERINTENDENT'S CABINET

Theresa Alban has led Frederick County Public Schools (FCPS) as Superintendent since July 2011. An educator with over 35 years of experience, Dr. Alban began her career as an elementary and special education teacher in Baltimore County Public Schools. From 2000-2005, she worked in Montgomery County Public Schools in the Office of Shared Accountability. She then worked in the Howard County Public School System in several positions, including Chief Operating Officer. In 2019, Dr. Alban was named one of 53 influential Marylanders. In 2017, the Public School Superintendents Association of Maryland named her Maryland Superintendent of the Year. Under her leadership, FCPS has received numerous grants to support learning opportunities for students and staff. Dr. Alban earned her B.A. in Elementary Education and Special Education, summa cum laude, from the College of Notre Dame in Baltimore, Maryland. She earned a master's degree in Administration and Supervision from Loyola College in Baltimore and Ph.D. in Measurement, Statistics, and Evaluation from the University of Maryland, College Park.

Jamie Aliveto is Executive Director of System Accountability and School Administration. Dr. Aliveto previously served the school system as the Director of System Accountability and School Improvement and Supervisor of Student Achievement. Prior to that, she served as Principal and Assistant Principal at the middle school level. She began her career as a special education teacher in 1997. Dr. Aliveto earned her Bachelor of Science degree in elementary education in 1995 and Master of Science degree in special education in 1997, both at West Virginia University. She earned her Administrator I and II certificate after completing a program at Hood College in 2004. Dr. Aliveto completed a doctoral program in educational leadership at Shippensburg and Millersville University with a focus on executive leadership in 2018 and earned her Superintendent's endorsement in the state of Maryland in 2019. She was recently invited to be on the Regional Education Laboratory (REL) Mid-Atlantic Governing Board. Dr. Aliveto has a passion for creating and supporting positive cultures, built around inquiry and belief mindsets, to support adult and student learning.

Daryl Boffman began as the Executive Director of Public Affairs for Frederick County Public Schools in September 2019. Mr. Boffman served on the Board of Education of Frederick County from 2000-2010 and was president of the board in 2006. His leadership experience also includes current membership on the board of the Frederick County Chamber of Commerce. Mr. Boffman is a founding board member of Eliminating Achievement Gaps, Inc. He served on the Hood College Board of Associates from 2006-2016, the Frederick County Chamber of Commerce board from 2010-2016, and on the board of Heartly House of Frederick County from 1998-2000. As president, chief executive officer and founder of Acela Technologies, Inc., from 2002-2017, Mr. Boffman was named the Maryland Technology Council's Entrepreneur of the Year for Frederick County in 2005 and Executive of the Year for 2012. In addition to running Acela Technologies, Inc. for 14 years, Mr. Boffman was vice president of finance at Computer Technology Services from 1995-1996, and vice president of finance and director of federal strategies at Integrated Communication Solutions from 1996-2002. Prior to joining FCPS in 2019, he was the director of wireless systems at M.C. Dean, Inc. Mr. Boffman also served in the U.S. Army where he achieved the rank of Captain. He earned his Bachelor of Science degree in Business Management from Hampton University in Hampton, Virginia.

Jamie Cannon began working for FCPS in January 1998. As Chief of Staff and Legal Counsel, Ms. Cannon oversees the Division of Legal Services, which includes the Human Resources Department. She previously worked for Washington County Public Schools for 10 years. She is an adjunct professor in school law at Hood College. Ms. Cannon earned her B.S. degree in Employment Law/Personnel from Towson State University, M.B.A. degree from Frostburg State University, and J.D. from Widener University School of Law.

Kevin Cuppett has worked as Executive Director of Curriculum, Instruction, and Innovation since 2014. His team is responsible for core and applied content areas. Dr. Cuppett began his career as an art teacher and was promoted to assistant principal at Twin Ridge Elementary in 2001. He transferred to Lincoln Elementary in 2002, and was promoted to principal of Green Valley Elementary in 2005, transferring to work as principal at Carroll Manor Elementary in 2009. He has worked as an adjunct instructor at Mount St. Mary's University Graduate School and Hood College's Graduate School and on several school system, state, and higher education committees and task forces. In 1992, he graduated from Shepherd University, Shepherdstown, West Virginia, with a B.A. degree in art education. He earned his M.S. degree in Educational Leadership and Supervision from Hood College in 2002 and Ed.D. in Education Leadership and Policy Studies from George Washington University.

Keith Harris was appointed Executive Director for Accelerating Achievement and Equity in January 2016. Dr. Harris has direct responsibility for advanced academics, cultural proficiency/equity, English learners, and special education. Prior to serving in his current position, Dr. Harris served in the positions of Director for School Administration and Leadership, Leadership Development Specialist, a principal and a special education teacher. Dr. Harris serves in leadership in several community organizations, including the Board of the United Way of Frederick County, Maryland, and has worked as an adjunct professor, teaching courses in leadership and serving as an advisor and committee member for candidates seeking masters and doctoral degrees. Dr. Harris holds several academic degrees, including a Bachelor's Degree, two Master's Degrees, an earned and an honorary Doctorate Degree.

Paul Lebo has been Chief Operating Officer with Frederick County Public Schools since January 2017. He supervises the Division of Operations, and is responsible for long-range planning of future school facilities, redistricting, school design and construction, operations, maintenance, risk and safety management, transportation services, technology, and security and emergency management. His teams manage the FCPS Capital Improvement Program, transportation for 31,000 students, maintain seven million square feet of building space, and deliver technology services and support for all students and staff. Prior to FCPS employment, Mr. Lebo was Deputy Chief Administration Officer for Federal Student Aid at the U.S. Department of Education. He began his professional career as an Army officer; while in the Army he served in several leadership, command, and staff positions and was awarded both the Bronze and Silver Stars. He has also worked for the Departments of Homeland Security and Health and Human Services. Mr. Lebo earned his Bachelor of Arts from Western Maryland College in Westminster, where he was a Distinguished Military Graduate and George C. Marshall Award recipient, and earned a Master of Public Administration from Excelsior College.

Michael Markoe has worked as FCPS Deputy Superintendent since August 2014. Dr. Markoe supervises the Division of Academics, Curriculum, Transformation and Student Achievement, which includes the following departments: Accelerating Achievement and Equity; Curriculum, Instruction, and Innovation; System Accountability and School Administration; Student Services; and Organizational Development. Dr. Markoe began his FCPS career at Monocacy Middle as a special education and school support teacher, earning a promotion to assistant principal at Governor Thomas Johnson Middle in 1999. In 2002, he moved to Washington County Public Schools (WCPS) as principal of Western Heights Middle and was promoted to Director of Student Services and Special Education and then to several assistant superintendent roles. During his tenure as a senior leader with WCPS, he led several core departments including Elementary Education, Grants, Human Resources, Professional Development, Public Relations, and Special Education and Student Services. He also led several committees, a diversity recruitment task force, a program to increase academic achievement in struggling schools, and a pay-for-performance pilot in five schools. Dr. Markoe also taught school law as an adjunct professor at Hood College. A Linganore High alum, he earned his Bachelor of Science degree in special education from Millersville University in Pennsylvania, master's degree in educational leadership from Hood College, and Ed.D. in 2008 from Duquesne University.

Leslie Pellegrino is the Chief Financial Officer for Frederick County Public Schools. She has worked with FCPS since 2007 and was previously Assistant Executive Director and Executive Director of Fiscal Services. A Certified Public Accountant, Ms. Pellegrino oversees the Fiscal Services Division, which includes Accounting, Budget, Financial Reporting, Purchasing, Business Services Technology, Warehouse Operations, and Food and Nutrition Services. She worked for Frederick County Government 12 years prior to joining FCPS. A member of the Association of School Business Officials (ASBO) International and the Maryland/DC ASBO, Ms. Pellegrino represented ASBO on the Maryland Commission on Innovation and Excellence in Education, also known as the Kirwan Commission. She is a member of the Government Finance Officers Association and serves on the Frederick County Mental Health Association's Finance Committee. She earned her Bachelor of Science degree in Business Management from Virginia Tech in Blacksburg, Virginia.

Budget and Financial Management

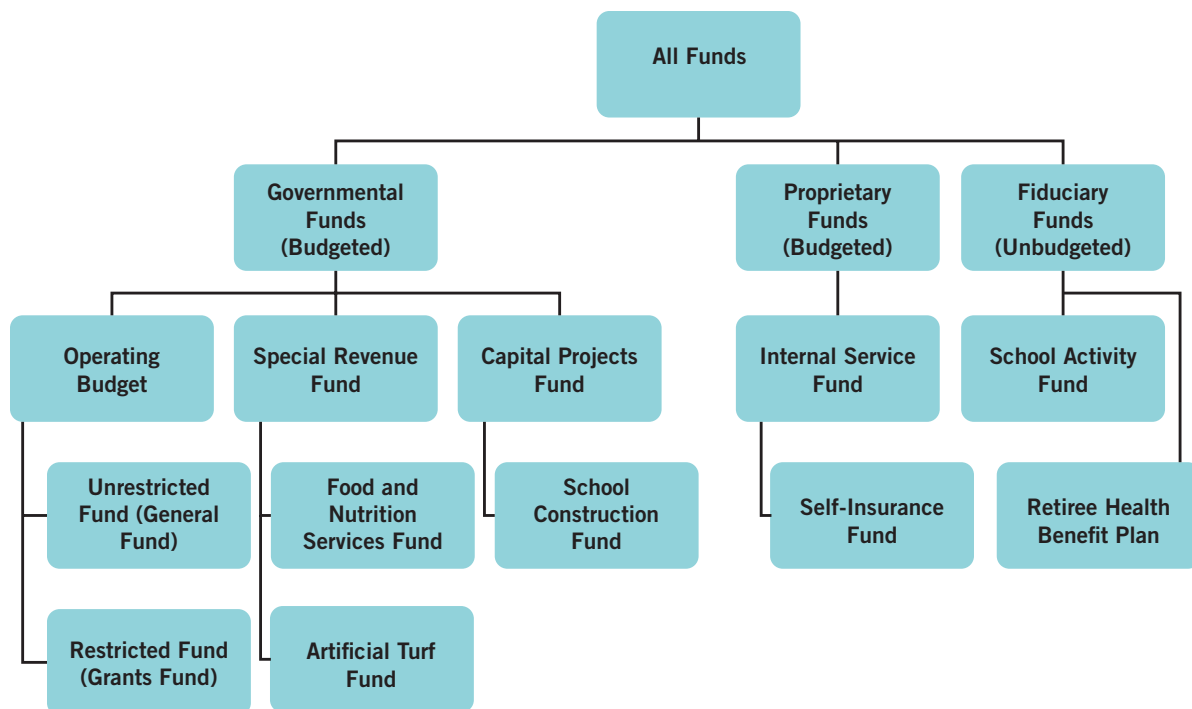
Basis of Accounting

The FCPS Unrestricted Fund, Restricted Fund, Food and Nutrition Services Fund, School Construction Fund, and Artificial Turf Fund are reported using the modified accrual basis of accounting. Revenues are recognized when they are both measurable and available. Revenues are considered to be available when they are collectible with the current period, or soon enough thereafter, to pay liabilities of the current period. For this purpose, FCPS considers revenues to be available if they are collected within 60 days of the end of the current period. Expenditures generally are recorded when a liability or encumbrance is incurred as under accrual accounting, except for principal and interest on capital leases, and expenditures related to compensated absences and claims and judgments, which are recorded only when payment is due. Capital asset acquisitions are reported as expenditures in governmental funds. Proceeds from capital leases are reported as other financing sources. All unencumbered appropriations lapse at year-end except for the School Construction Fund that is carried forward until such time as the project is completed or terminated, and certain federal and state grants that do not have a June 30 year-end date.

The Self-Insurance Fund (Internal Service Fund) is used to account for the costs of maintaining FCPS self-insured health and dental programs. This fund distinguishes operating revenues and expenses from non-operating items. The principal operating revenue of the FCPS Self-Insurance Fund is charged to customers for service. Operating expenses include the costs of services and administrative expenses. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

FCPS maintains a system of budgeting and accounting structure that meets the state mandate for local school systems. This system follows the guidelines established in the Financial Reporting Manual for Maryland Public Schools. Maryland law stipulates a Current Expense Fund composed of the general fund and all special revenue funds except the Food and Nutrition Service Fund. For FCPS, the Current Expense Fund consists of the Unrestricted Fund and the Restricted Fund, also referred to in this document as the Operating Budget. The Operating Budget covers the cost of providing and supporting day-to-day activities in the schools.

The School Construction Fund for capital projects is used to account for all financial resources related to construction of school sites and buildings, and other major capital facilities. The Food and Nutrition Services Fund is a Special Revenue Fund used to account for the activities of the school food and nutrition services program. The Self-Insurance Fund, an Internal Service Fund, is used to account for the costs of maintaining FCPS self-insurance health and dental programs. The Artificial Turf Fund is a governmental fund that tracks revenue received for the rental of the artificial turf fields, and the expense to repair or replace the fields.



Cash Management

State statute governs FCPS's investment policies. The Maryland Annotated Code Section 6-222 outlines the permissible investments and investment standards that FCPS follows.

In FY2020, FCPS bid for financial services through the request for proposal process. The contract was awarded to BB&T (now Truist) and began March 1, 2020. Currently, FCPS maintains four main accounts with BB&T (now Truist) for normal operating needs and three accounts for the collection and processing of on-line funds. All FCPS balances are insured or registered (collateralized). FCPS also maintains two zero balance accounts (ZBA) with BB&T (now Truist). The payroll and imprest accounts are zero balance with the General Fund Account as the concentration account. In FY2020, the average interest rate earned on funds at BB&T (now Truist) was 0.30%.

Excess funds over the immediate operating needs for all funds are kept in money market accounts with the Maryland Local Government Investment Plan (MLGIP). In FY2020, the average rate earned on investments in MLGIP was 1.62%.

Risk Management

The Board is exposed to various risks of loss related to torts: theft of, damage to, and destruction of assets; error and omissions; injuries to employees; and natural disasters. FCPS has a program of self-insuring group health and dental benefits provided to its employees and retirees. FCPS participates with 16 other school districts in the State of Maryland to form the Maryland Association of Boards of Education Workers' Compensation Group Self-Insurance Fund. This fund provides workers' compensation coverage for participating school boards. FCPS purchases commercial insurance to provide coverage for property, boiler, general liability, life, vehicle liability, physical damage and miscellaneous coverage such as bonds and accident insurance. FCPS transports approximately 30,000 students to and from school utilizing a fleet of over 360 route buses. FCPS attempts to prevent accidents through strict bus driver screening and ongoing training programs. These programs include compliance with U.S. Department of Transportation drug testing requirements, mandatory annual in-service training, follow-up training after accidents, and emergency evacuation procedures training. The cost of these coverages is included in the fixed charges and operations categories of the Operating Budget.

Budget Policies

FCPS is required to annually prepare and submit a budget that is in legal conformance with Maryland state law. The Board-adopted budgets are submitted to the County Executive and County Council. The County Council may vote to approve or change the budgets. Any budget amendment submitted to the County Council are deemed to be approved after 30 days if no formal vote is taken.

The school system chart of accounts fulfills state reporting requirements. The chart of account consists of these 15 major categories of expenditures:

Administration	Student Transportation
Mid-Level Administration	Operation of Plant
Instructional Salaries and Wages	Maintenance of Plant
Instructional Textbooks/Supplies	Fixed Charges
Other Instructional Costs	Food Service
Special Education	Community Service
Student Personnel	Services Capital Outlay
Student Health Services	

Revenues may be received from many sources. Maryland statute mandated revenue categories are:

Local Appropriation	State Revenue
Federal Revenue	Other Revenue

FCPS is not permitted to spend more than the appropriated operating budget or capital projects budget. Division and department managers are responsible for assuring that planned expenditures are within expenditure categories delineated by Maryland State Department of Education. During the year, expenditures are monitored and compared to the budget. Interim financial reports are prepared and distributed to the Board.

Budget transfers between categories in the operating budget and between projects in the capital budget cannot legally be executed without County Council approval. Increasing the total funds appropriated to the operating budget requires County Council approval prior to additional spending.

The budget includes a budget for each fund with the exception of the Retiree Health Benefit Plan and the School Activity Fund.

The Budget Process

Maryland statutes require that a budget be legally adopted for the Operating Budget and the School Construction Fund. Maryland boards of education have no taxing authority, so our public school systems depend extensively on state and local governments for revenue. State funding is established primarily during the annual January-April legislative session of the General Assembly and funds are administered through the Maryland State Department of Education (MSDE).

Pursuant to state law, Frederick County Government (FCG) provides significant fiscal support to FCPS. Due to this fiscal reliance, much of the budget process is built around the County budget timeline. Preparing the operating budget involves school system staff, as well as citizen participation. In the fall, requests are submitted and reviewed by the Superintendent and other school officials. In January, after consideration, the Superintendent recommends to the Board of Education an operating budget for the coming fiscal year that is aligned with our strategic plan. Board members review the proposal, make changes if they desire, take it to public hearing in February, and then reevaluate and modify it accordingly before forwarding it to the FCG. The County Executive recommends and the County Council approves the allocation to the Board of Education (BOE). By statute, the County Council must approve the county's budget by May 31st. Then the BOE adopts the detailed school system budget that takes effect July 1.

OPERATING BUDGET CALENDAR FOR FISCAL YEAR 2021	
DATE	ITEM
October 2019	Departmental and Division Budget Submissions due by October 21, 2019
November/December 2019	Public Engagement Opportunities
January 6, 2020	Public Release of FY2021 Superintendent's Recommended Budget
January/February 2020	Board of Education (BOE) Meeting – Budget Discussion
February 5, 2020	BOE Public Hearing on FY2021 Operating Budget
February 12, 2020	BOE Meeting – Approval of FY2021 Operating Budget Request to be forwarded to County
April 2020	County Executive announces Frederick County FY2021 Operating Budget
April/May 2020	BOE Budget Discussions, as needed
May 2020	County Council's public hearings on County Executive proposed FY2021 Operating Budget
May 2020	County adopts FY2021 Operating Budget
June 2020	BOE Meeting – BOE Approval of Final Budget & Establishment of State-Mandated Category Totals
July 1, 2020	FY2021 Operating Budget Effective

Budget Overview

The FY2021 budgets outlined in this document reflect our commitment to allocate our resources to meet the targets defined in the strategic plan. They cover the cost of providing and supporting day-to-day activities in our schools; instructional materials and supplies; program and services; salaries for teachers, administrators, and other staff; transportation; facility maintenance; and technology.

Factors Influencing Budget

As FCPS began our operating budget process for FY2021, the normal factors influencing budget were addressed. In March, the Novel Coronavirus Disease 2019 (COVID-19) altered operations as FCPS was required to close buildings and switch to a virtual platform as determined by the Maryland State Department of Education (MSDE). The closure began on March 16, 2020, and continued through the end of the year. As our FY2021 operating budget had been submitted to Frederick County Government in February, FCPS did not make major changes to our request. As we approach FY2021, FCPS will make strategic spending decisions based upon the most current COVID-19 information available.

In FY2021, the following factors influenced our pre-COVID-19 operating budget request:

- Frederick County continues to experience an increase in population, which has increased our student population. Revenues are established using the September 30th actual enrollment from the previous school year and expenses are based upon projected enrollment, thus a funding lag is created.
 - In FY2020, our September 30th enrollment was 43,828, an increase of 1,114 students from the previous year's actual enrollment.
 - Our FY2021 enrollment is projected to increase by 1,460 students from the FY2020 projection.
 - We also experienced increases in our sub-populations for students including special education students and our English learner students.
- Due to the increases in projected enrollment as well as the opening of Urbana Elementary replacement school, FCPS will add 137.40 full-time equivalent (FTE) positions including teachers, administrators, and support staff.
- FCPS continues to add staff to meet the challenges of the 21st century learning environment, including speech language pathologists, pupil personnel workers, digital learning lab monitors, and an itinerant virtual school math teacher.
- FCPS is also adding staff to meet operational needs including 3.0 FTE building trade apprentices, an IT project manager, an accounting associate, a system administrator, a data integration specialist, as well as additional positions in technology infrastructure, transportation, and public affairs departments.
- A salary step increment was included for all staff.
- Other factors affecting the budget include:
 - Inflationary costs, such as increases operational costs including health insurance, worker's compensation insurance, property and liability insurance, bus costs, contracted services, virtual school seat licenses, pension costs, and Maryland minimum wage increase.
 - Additional resources to our students, such as adding a bilingual English learner registrar, increasing Pyramid Program teachers from 10-month to 11-month, and adding resident substitutes.
 - Continuation and/or expansion of programs, such as expansion of the Delta Program, implementation of system-wide Phonics Suite, and additional mentor teacher hours.
 - Strategic replacement cycle for desktop/laptops, Chromebooks, textbooks, Artificial Turf, and access and distribution technology infrastructure.
 - Operational needs, such as contracted services for operations and maintenance, calendar change for our school-based high school secretaries and secondary user support specialists.

After the COVID-19 pandemic began, FCPS increased our federal restricted budget as we anticipated additional grant funding through the Coronavirus Aid Relief and Economic Security Act (CARES Act). At the time of our budget approval, FCPS did not have the final approved amounts for the various CARES Act grants. We anticipate additional federal funding due to the ongoing pandemic. If FCPS receives additional funding, a current expense amendment to increase our federal appropriation may be required.

Operating Budget

The Unrestricted Fund and Restricted Fund combined are commonly referred to as the Operating Budget. The adopted FY2021 operating budget totals \$674,521,699, an increase of \$37,380,603 or 5.9% over the FY2020 operating budget. The State of Maryland and FCG are the primary sources of revenue for Frederick County Public Schools. These two funding sources are significantly affected by property assessments and personal income. Together, state revenues and FCG appropriation account for over 92.4% of the total operating budget funding. State revenues of \$313,806,816 are \$11.5 million or 3.8% higher than FY2020. Frederick County revenue of \$309,699,428 is \$14.1 million or 4.8% more than the prior year.

Unrestricted Fund (General Fund)

The Unrestricted Fund is the main Operating Fund of the school system and is largely funded by local and state revenues. The FY2021 Unrestricted Fund totals \$584.3 million.

The FY2021 unrestricted revenue estimate reflects an improving economic climate for both FCG and the State of Maryland. The county's appropriation of \$296,598,012 is \$7.0 million above the Maintenance of Effort requirement. The State of Maryland funding of \$270,175,244 is \$9.8 million more than the prior year. Other funding sources totaling \$17,427,307 include an estimated prior years fund balance of \$13,996,447.

For FY2021, the Unrestricted Fund totals \$584.3 million, an increase of \$25.7 million or 4.6% compared to the FY2020 budget. The increase in expenditures includes the salary and staffing resource pool of \$8.8 million. The budget also provides an additional \$9.5 million for staffing and costs to support increased enrollment. These increases were partially offset by a cost savings in regular salaries, mainly due to turnover and vacancies.

Restricted Fund

The Restricted Fund accounts for grant agreements and other restricted agreements under special local, state, and federal programs. The FY2021 Restricted Fund totals \$90.2 million, an increase of \$11.7 million or 14.9% from FY2020. The increase in the Restricted Fund is due to the anticipated increase in federal and state restricted funds, as well as county in-kind services. The Restricted Fund mainly accounts for grants awarded to the school system to support specific educational programs and initiatives, certain pension payments and in-kind services received from the county government.

Grant awards remain a significant source of funds for FCPS and an integral part of the educational program. Many of these grants are targeted to support specific student populations (i.e., economically disadvantaged students and special education students).



FCPS Strategic Plan

Strategic Plan and Measurable Goals

Frederick County Public Schools has established itself as a high performing school system compared to many other Maryland districts. However, FCPS faces a rapidly changing environment, including diverse student needs; changes to local, state, and national regulations; and an unpredictable fiscal climate. In response to these shifts, FCPS developed a long-term strategic plan that will guide the academic and operational goals of FCPS moving forward.

While the entirety of FCPS is focused on our entire strategic plan and aspirational goals, we offer specific budget highlights to illustrate FCPS' fiscal commitment to achieving our goals.

Involved families and community members are essential in helping schools deliver on the promise of public education as we reach, challenge, and prepare every child for success. FCPS's aspirational goals are:

Aspirational Goal 1: FCPS will equip each and every student to be an empowered learner and an engaged citizen to achieve a positive impact in the local and global community.

Priority 1: FCPS will provide each and every student high quality instruction that fosters inquiry, creative thinking, complex problem solving, and collaboration.

Priority 2: FCPS will raise achievement for all students and eliminate achievement gaps.

Budget Highlight: As the education of students is our first goal, our budgetary commitment mirrors this. Approximately, \$410 million of our budget is dedicated specifically to the classroom including general and special education teachers, administrators and school-based staff, central office curriculum staff, school administration and instructional leadership, materials and supplies for students and instructional staff, technology, and student transportation.

Aspirational Goal 2: FCPS will hire, support, and retain staff who champion individual, professional, and student excellence.

Priority 3: FCPS will implement strategies to ensure a high quality and diverse workforce.

Priority 4: FCPS will support all staff by providing ongoing opportunities to grow as professionals throughout their careers.

Budget Highlight: We have committed approximately \$138 million to hiring and retaining staff, through our commitment to recruiting by our human resources department and the outstanding benefits the system offers including robust health, dental, and wellness benefits, and a tuition reimbursement program. Our organizational development department provides training opportunities to all staff members ranging from new teacher induction to support staff training days.

Aspirational Goal 3: FCPS will pursue and utilize all resources strategically and responsibly to achieve identified outcomes and inspire public confidence.

Priority 5: FCPS will provide equitable distribution of all resources based on the varied needs of students and schools.

Priority 6: FCPS will promote clear communication and transparency in allocation of resources.

Budget Highlight: FCPS commits nearly \$63 million to the fiscal services and the maintenance and operations department, who act as stewards of the public funds and buildings. From the budget process, to the bid process, to invoice payment, and finally the year-end financial reporting, our award-winning fiscal services department is committed to providing transparency for all transactions. The operations staff maintains over 6.6 million square feet under roof and more than 1,450 acres of property. As the average age of FCPS facilities is 38 years, this creates a budgetary and staffing challenge as we meet the needs of our aging infrastructure.

Aspirational Goal 4: FCPS will nurture relationships with families and the entire community, sharing responsibility for student success, and demonstrating pride in all aspects of our school system.

Priority 7: FCPS will encourage and sustain collaborations with families and the entire community to support student success.

Priority 8: FCPS will equip staff with the knowledge and tools necessary to be positive ambassadors who build support for our goals and initiatives.

Budget Highlight: Nearly \$2.8 million is committed to engaging our community. The public affairs team provides communications on multiple platforms, in multiple languages to ensure our community remains engaged in all aspects of FCPS. Our Board of Education employs an ombuds to provide the community with assistance in navigating FCPS. FCPS views our buildings as community asset, and therefore, they are available for rent when not in operation by FCPS.

Aspirational Goal 5: FCPS will promote a culture fostering wellness and civility for students and staff.

Priority 9: FCPS will promote and maintain a safe and respectful environment.

Priority10: FCPS will foster personal well-being and health among students and staff through increased awareness and engagement on these topics

Budget Highlight: FCPS has committed just over \$12 million to the personal well-being and health of our students, faculty, and staff. The student services department through the work of our pupil personnel workers (PPW) and CASS workers offers highly skilled, certified professionals, who are trained to assess student needs, serve as student advocates, and facilitate appropriate services. FCPS maintains relationships with various health and development agencies in Frederick County. Our security and emergency management department is committed to safety, and acts as a liaison to emergency agencies throughout Frederick County.

Every Student Succeeds Act (ESSA) Consolidated Strategic Plan (formerly Master Plan)

The Master Plan is updated annually and is due to MSDE in October. The information included in the Budget Book reflects the update from October 2019.

Since 2002, when the Maryland General Assembly enacted the Bridge to Excellence (BTE) in Public Schools Act, local school systems have been required to develop a comprehensive master plan describing the goals, objectives, and strategies used to improve student achievement for all students and to close the achievement gap. The Every Student Succeeds Act (ESSA), reauthorized in 2015, provided the state and locals additional flexibility to innovate while maintaining accountability. In 2019, the Maryland Commission on Innovation and Excellence in Education (CIEE) sought to update educational funding formulas, made policy recommendations in the areas applicable to local school systems [e.g., early childhood education, high-quality teachers and leaders, college and career readiness pathways (including career and technical education)], and provided more resources to ensure all students are successful.

From 2016 to 2018, the reporting structure for the plan was governed by the requirements set forth in House Bills 999 and 412. For 2019, Local Education Agencies (LEA) are required to transition to the new local ESSA consolidated strategic plan. Aligned to the new accountability, reporting, and school improvement system, this plan mostly focuses on 2017-2018 ESSA Report Card data. The plan describes goals, objectives, and strategies that have been, and will be used to promote academic excellence for all students while addressing the identified areas of focus. In addition, the plan addresses any disparities in achievement for students with disabilities, English Learners, students failing to meet/make progress towards performance standards, and/or students eligible for McKinneyVento, if applicable. Budgetary influence as tied to the goals continues to be a critical focus in the plan.

Goal Progress Overview

For the local ESSA consolidated plan, FCPS identified academic achievement in ELA and math (i.e., focus area #1) and school quality and student success (i.e., focus area #2) as its two areas of focus. These two areas were identified through a comprehensive and multi-event process – refinement of the FCPS Strategic Plan measurable goals, the FCPS School Improvement Process (SIP), the FCPS Collaborative Improvement Process (CIP), and implementation of the Accelerated Learning Process (ALP) – used to drive continuous improvement efforts and ensure equitable distribution of resources. Using quantitative and qualitative data from multiple state and local sources, FCPS continuously seeks to understand not only its strengths but weaknesses to identify strategies for systemic and school improvement. FCPS disaggregates data by student groups (e.g., gender, race/ethnicity, special services) to examine trends, assess equity and access issues to resources and/or programs, and to identify evidence-based activities, strategies, or interventions aligned to data-informed needs.

Analysis of data showed positive performance trends among individual schools and/or particular grade-level content areas but also showed achievement gaps for specific student groups, such as English learners and students with disabilities (Table 1). Root cause analysis concluded a need to continue work in ensuring that instructional practices are consistently at the distinguished level, all teachers understand the level of rigor demanded by standards, strong collective teacher efficacy is being built, and cultural proficiency with a growth mindset is evident in all classrooms.

"FCPS - State Assessment (MCAP): Percent of Students Performing at Level 4 or 5 by Content Area, Student Group, School Level, and School Year"							
School Level	School Year	English Language Arts (% of Students)			Math (% of Students)		
		English Learners	Student with Disabilities	All Students	English Learners	Student with Disabilities	All Students
Elementary	2018	9.9	13.4	51.2	14.1	16.1	52.3
	2019	12.4	14.2	52.9	13.5	16.4	50.5
Middle	2018	1.1	6.8	53.7	2.6	6.1	47.0
	2019	2.4	10.2	58.3	1.2	7.7	45.0
High	2018	9.3	15.1	61.6	5.6	12.8	54.4
	2019	9.8	14.4	63.2	4.7	8.6	48.5

Similar to academic achievement, multiple data points were analyzed in identifying school quality and student success as the second focus area. In particular, suspension disproportionality, chronic absenteeism, and local perceptual data were analyzed. (For example, Table 2 illustrates chronic absenteeism for the selected student groups in relation to all FCPS students.) Data suggest the need to continue addressing student social and emotional needs that sometimes manifest as inappropriate behavior, as well as promoting and ensuring a positive climate in all schools. Root cause analysis suggested that some schools may lack adequate resources to support students and staff both socially and mentally, continued professional learning in culturally proficient instruction, trauma/adverse childhood experiences, and discipline is needed, and efforts to inform and educate the community about disciplinary policies, options, supports, and tools may be needed. FCPS has a strong focus on evidence-based strategies/interventions and/or activities as required by ESSA. The primary strategies/interventions to support student achievement include the Framework for Teaching (FFT) with a focus on Mind, Brain and Education (MBE) science pedagogy, ALP, and FCPS' Multi-Tiered System of Supports (MTSS). The primary strategies/interventions to support school quality and student success are cultural proficiency with a growth mindset with a specific focus on social-emotional learning (SEL).

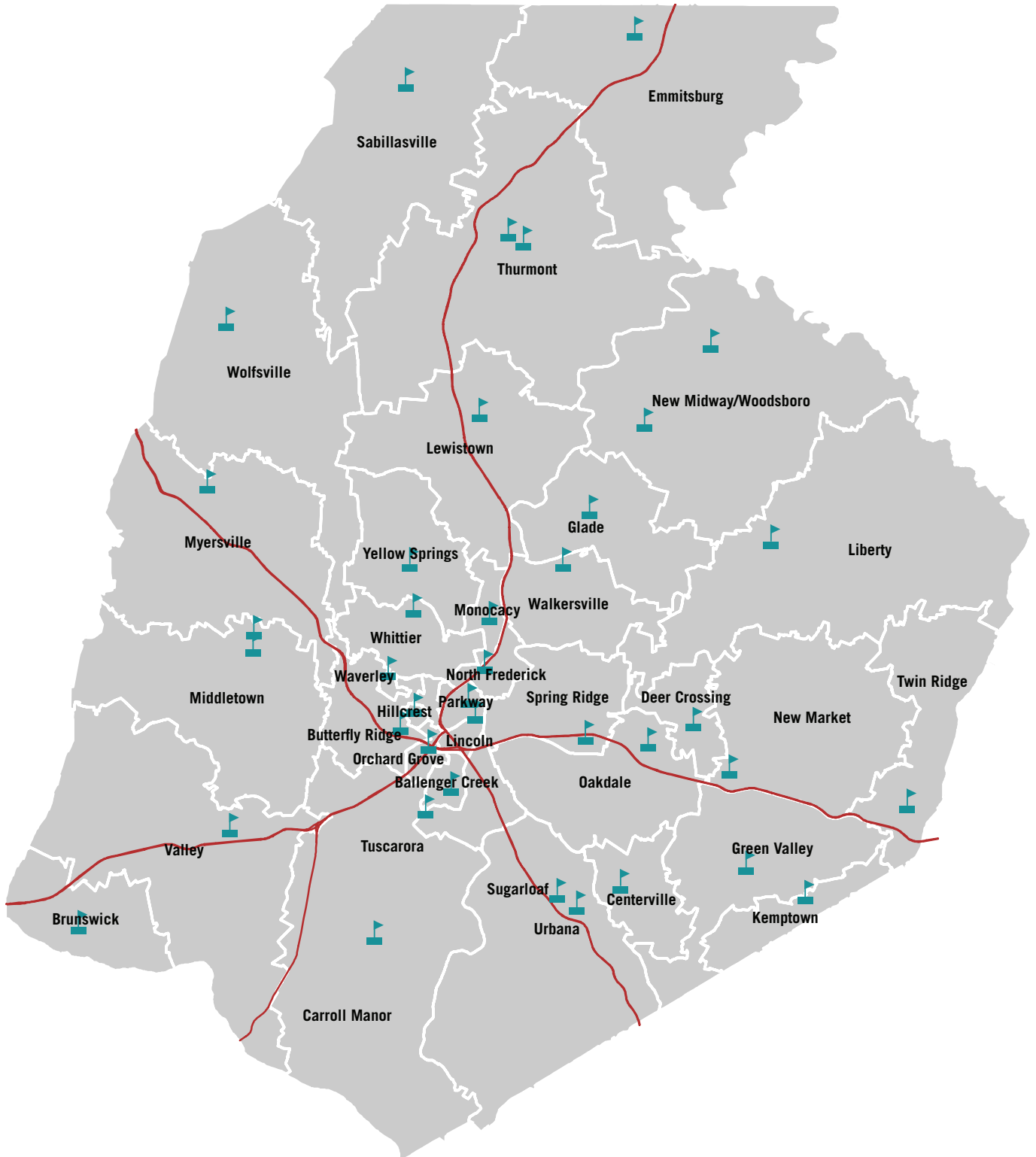
FCPS - Percent of Students Chronically Absent* by Student Groups, School Level, and School Year				
School Level	School Year	Chronic Absenteeism (% of Students)		
		English Learners	Student with Disabilities	All Students
Elementary	2018	11.1	14.1	9.1
	2019	9.9	14.3	8.8
Middle	2018	16.6	20.7	11.7
	2019	16.6	20.9	11.0
High	2018	38.4	26.0	17.4
	2019	41.6	27.8	16.9

**A student is chronically absent if they are enrolled for at least 10 days and are absent for 10% or more of these days.*

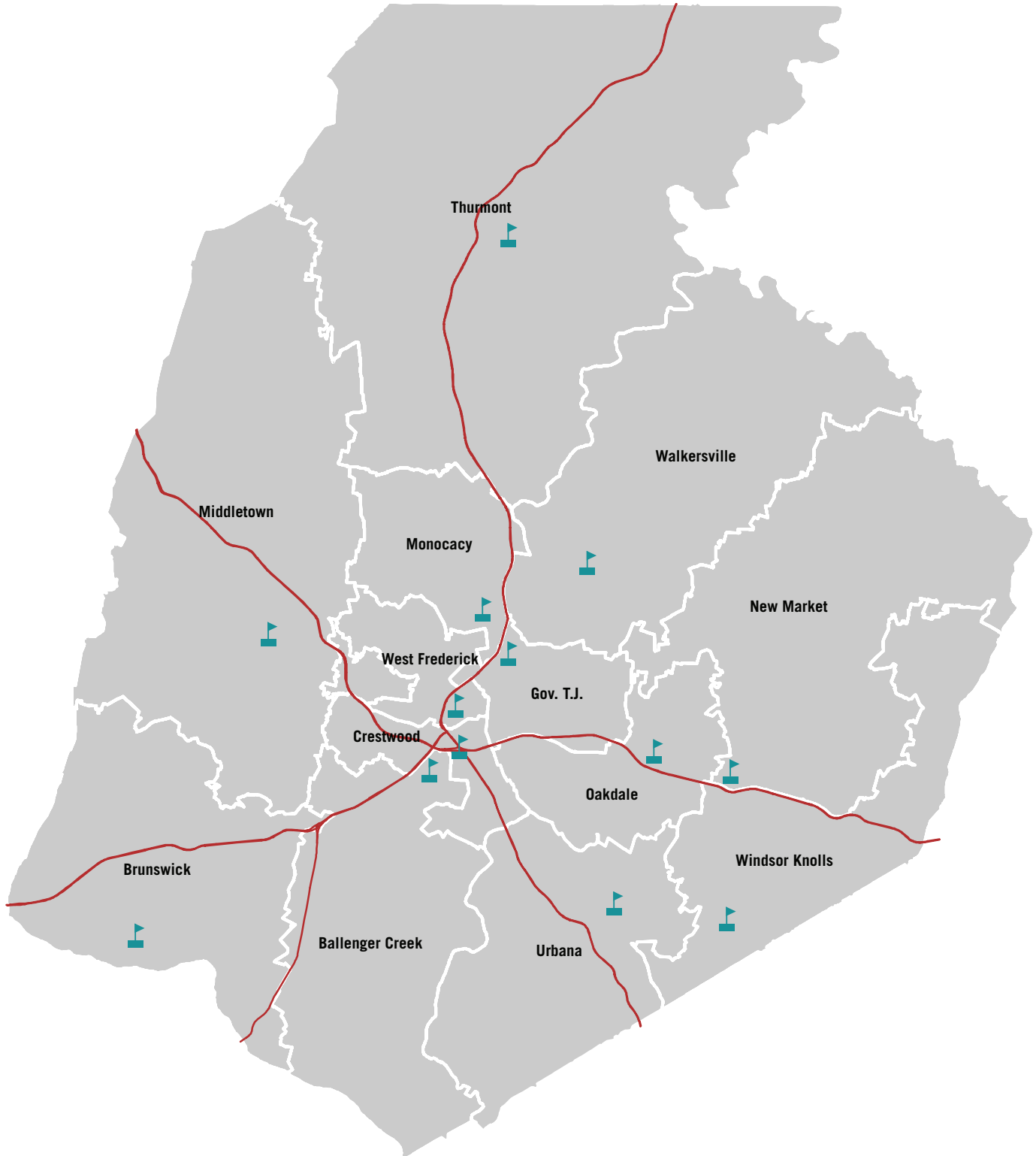
The FCPS Strategic Plan provides the framework for all systemic improvement planning. Both identified focus areas are aligned with the Strategic Plan aspirational goals but specifically Goals 1 and 5. Closing the achievement gap and ensuring equity for all FCPS students is a FCPS priority. The BOE of Frederick County's Educational Equity Policy #444 and recommendations from its newly-formed Racial Equity Committee will help to provide staff with the guidance that is needed to view all aspects of work through an equity lens.



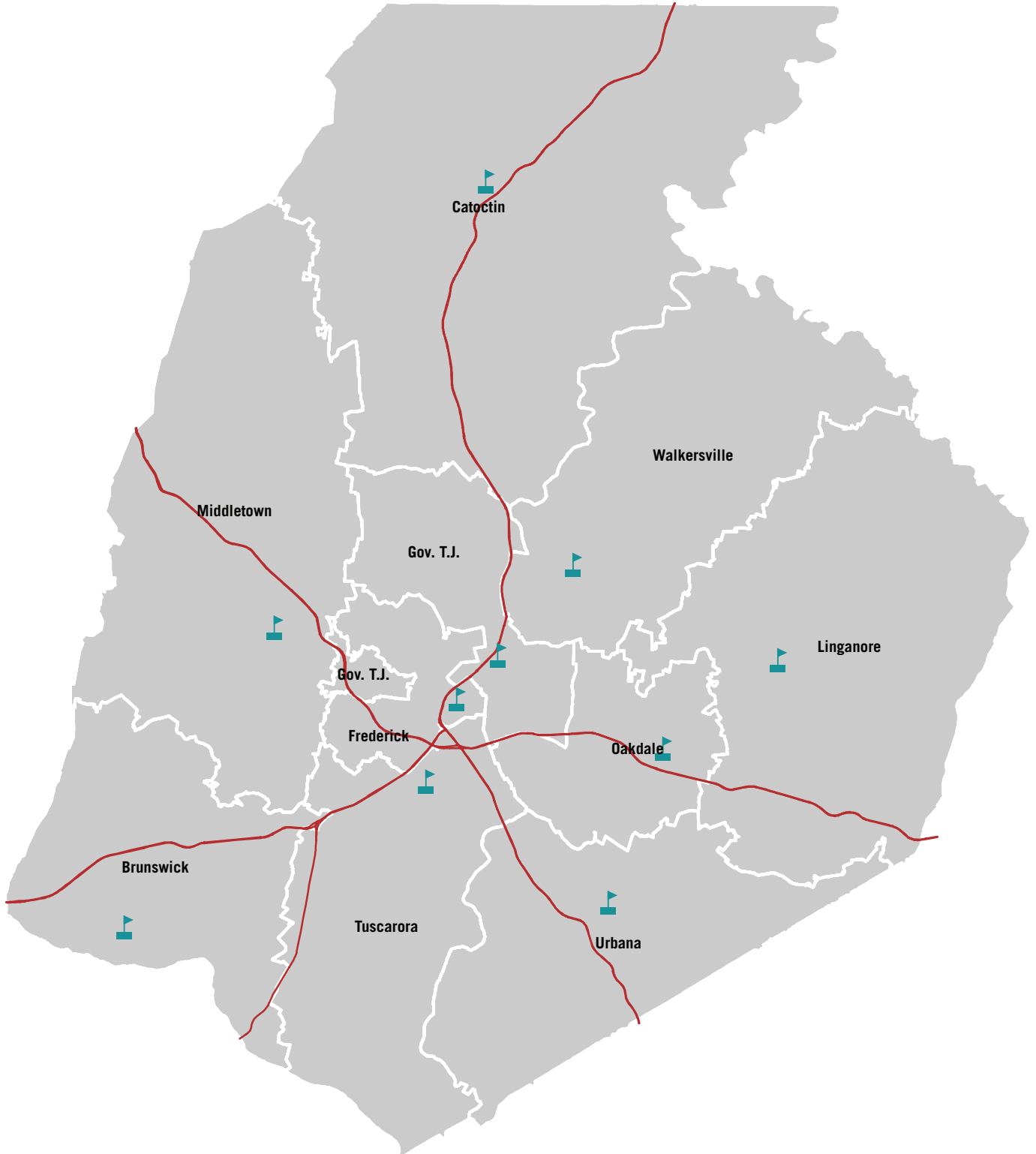
ELEMENTARY SCHOOL LOCATIONS



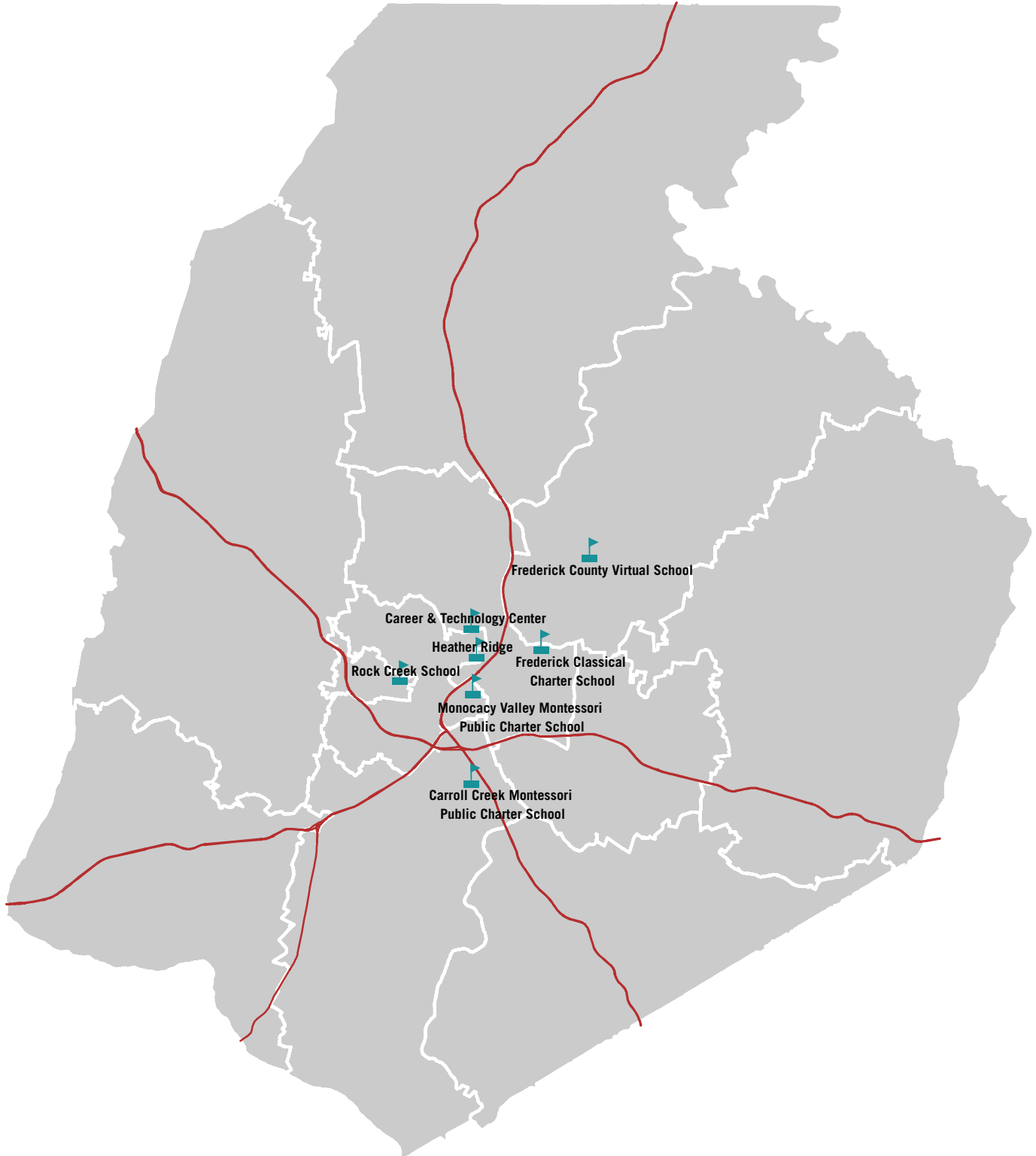
MIDDLE SCHOOL LOCATIONS



HIGH SCHOOL LOCATIONS



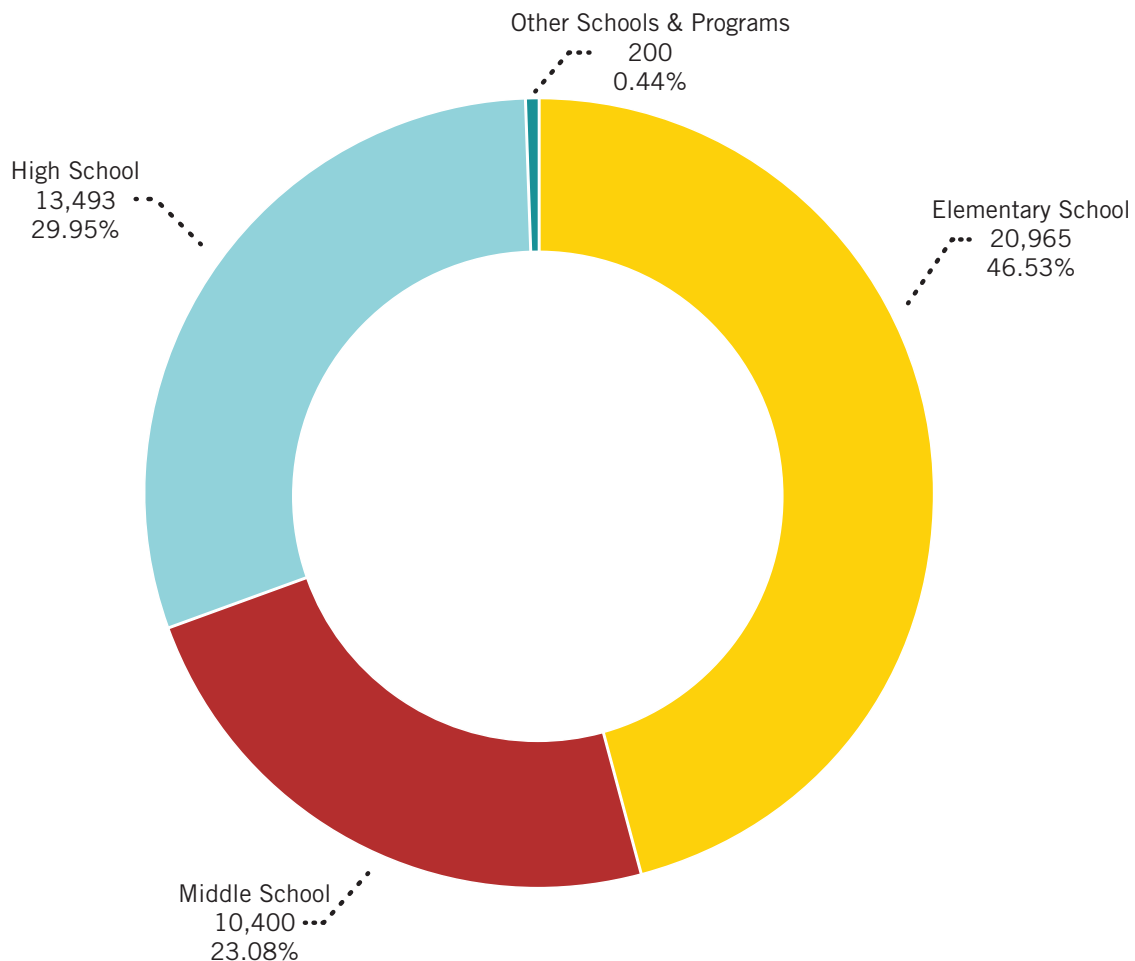
OTHER SCHOOL LOCATIONS



ENROLLMENT DISTRIBUTION

Enrollment represents the number of students in grades prekindergarten through 12, including special education students. Every December an enrollment projection for the following school year is prepared for each school. This projection utilizes the latest information available on current enrollment. Enrollment projections are used to establish staffing levels and budget allocations for the following fiscal year.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected
Elementary School	19,445	19,683	19,792	20,311	20,965	21,057	21,082	21,230
Middle School	9,294	9,625	9,941	10,275	10,400	10,227	10,255	10,283
High School	12,442	12,702	12,789	13,059	13,493	13,838	14,131	14,271
Other Schools & Programs	197	194	192	183	200	200	200	200
Total Students	41,378	42,204	42,714	43,828	45,058	45,322	45,668	45,984
Change from Prior Year	658	826	510	1,114	1,230	264	346	316







FINANCIAL SECTION

All Funds Revenue Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Frederick County Government					
Unrestricted Fund	\$247,066,477	\$260,826,623	\$272,386,838	\$283,465,005	\$296,598,012
Restricted Fund	10,366,250	10,173,664	10,918,367	12,111,313	13,101,416
School Construction Fund	68,725,751	83,745,121	22,678,104	65,660,805	56,214,084
Debt Services	27,879,264	32,301,775	35,226,450	33,358,315	28,173,709
Total Frederick County Government	\$354,037,742	\$387,047,183	\$341,209,759	\$394,595,438	\$394,087,221
State of Maryland					
Unrestricted Fund					
Current Expenses	\$187,657,535	\$193,018,621	\$197,207,861	\$203,398,458	\$210,134,641
Geographic Cost of Education Index	6,583,696	6,729,963	6,909,909	7,185,295	7,434,162
Transportation	11,349,103	11,636,755	11,988,551	13,003,246	13,428,478
Transportation - Special Education	935,000	980,000	1,026,000	1,073,000	1,145,000
Special Education	10,206,260	10,884,789	11,467,970	11,918,413	12,537,809
Nonpublic Placement	4,641,952	4,662,239	4,836,012	5,320,161	5,320,161
Limited English Proficiency	7,276,013	8,418,970	9,914,361	10,695,312	11,496,181
Net Taxable Income	1,921,697	2,020,474	2,957,873	3,441,992	3,874,892
Miscellaneous Revenue	1,703	4,560	0	15,000	15,000
Blueprint for Maryland's Future	0	0	0	4,317,266	4,788,920
Restricted Fund					
State Retirement Contribution	33,138,541	31,248,348	30,735,591	33,080,188	33,011,720
Intergovernmental Transfer	1,540,000	1,289,011	1,312,068	1,900,000	1,900,000
Restricted Grants	528,284	783,336	1,194,479	2,583,647	4,068,588
Blueprint for Maryland's Future	0	0	0	4,402,430	4,651,264
School Construction Fund	15,790,300	22,544,153	15,928,017	16,633,976	22,147,097
Food and Nutrition Services Fund	287,015	269,331	353,191	373,314	274,336
Total State of Maryland	\$281,857,099	\$294,490,550	\$295,831,883	\$319,341,698	\$336,228,249
Federal Government					
Unrestricted	\$9,584	\$40,582	\$223,630	\$150,000	\$150,000
Restricted Grants	16,576,541	16,454,302	18,593,535	21,646,053	29,985,989
Food and Nutrition Services Fund	6,863,313	7,057,536	7,248,947	7,335,300	6,175,805
Total Federal Government	\$23,449,438	\$23,552,420	\$26,066,112	\$29,131,353	\$36,311,794
Other Sources					
Unrestricted Fund					
Tuition	\$153,912	\$147,973	\$106,053	\$135,000	\$135,000
Sports Fees	613,870	647,260	659,815	661,360	661,360
Investment Earnings	122,276	346,527	942,804	650,000	650,000
Other Revenue	2,218,866	1,805,289	1,846,836	3,765,468	1,984,500
Use of Prior Year Fund Balance	6,474,748	9,232,961	12,148,750	9,427,022	13,996,447
Restricted Fund					
School Construction Fund	1,174,263	813,983	2,664,150	2,795,467	3,452,159
Food and Nutrition Services Fund					
Sales and Services	4,485,877	4,744,567	5,407,402	5,560,616	3,421,822
Miscellaneous	213,610	232,114	252,644	148,892	55,999
Self-Insurance Fund					
Interest Income	32,507	132,018	143,859	114,000	65,000
Medicare Part D Subsidy/ERRP Rebate	3,792,887	3,362,293	3,789,883	2,728,016	2,955,680
Use of Prior Year Fund Balance	0	0	1,155,915	3,598,426	3,694,158
Contributions	21,432,976	22,195,435	22,967,317	24,006,388	25,623,059
Artificial Turf Fund					
Community User Group Rentals	0	0	70,205	46,150	35,000
Interest Income	0	0	12,972	11,000	0
Cell Tower Rentals	0	0	0	0	175,000
Use of Prior Year Fund Balance	0	0	0	0	723,118
Total Other Sources	\$40,715,792	\$43,660,420	\$52,168,605	\$53,647,805	\$57,628,302
Interfund Transfer					
Food and Nutrition Services Fund	\$0	\$0	\$35,000	\$0	\$2,843,850
Self-Insurance Fund	73,022,302	73,888,117	75,389,908	80,253,319	84,609,926
Artificial Turf Fund	0	0	0	0	200,000
Total Interfund Transfer	\$73,022,302	\$73,888,117	\$75,424,908	\$80,253,319	\$87,653,776
Total All Funds	\$773,082,373	\$822,638,690	\$790,701,267	\$876,969,613	\$911,909,342

All Funds Expenditure Summary

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Unrestricted Fund					
Administration	\$9,585,877	\$10,607,535	\$10,293,415	\$11,298,066	\$11,850,275
Mid-Level Management	31,900,897	33,574,584	34,812,170	36,833,141	38,839,407
Instructional Salaries and Wages	192,028,608	202,335,051	211,956,017	223,697,012	233,480,785
Textbooks and Instructional Supplies	8,080,777	8,178,151	8,890,275	9,884,393	13,452,061
Other Instructional Costs	1,651,718	1,895,959	1,914,850	2,327,131	2,593,659
Special Education	48,314,962	51,672,540	58,229,265	59,100,995	60,322,836
Student Personnel Services	2,756,298	2,921,945	1,901,371	2,103,817	2,002,128
Student Health Services	197,454	202,914	273,707	395,338	402,467
Student Transportation	19,821,737	21,372,208	22,374,639	23,221,023	24,396,828
Operation of Plant	32,136,214	33,172,991	34,188,161	40,098,379	39,336,198
Maintenance of Plant	11,942,194	12,068,775	12,737,327	13,380,196	14,124,044
Fixed Charges	115,529,395	119,754,296	124,341,313	133,577,929	140,683,287
Food Services	0	0	35,000	0	0
Community Services	520,014	482,060	492,876	693,890	687,644
Capital Outlay	2,632,073	1,696,249	1,596,435	2,010,688	2,178,944
Total Unrestricted Fund	\$477,098,218	\$499,935,258	\$524,036,821	\$558,621,998	\$584,350,563
Restricted Fund					
Restricted Grants	\$19,819,088	\$19,340,630	\$23,764,231	\$33,327,597	\$44,058,000
Sale of Surplus Property	0	0	199,605	0	0
County In-kind Services	10,366,250	10,173,664	10,718,762	12,111,313	13,101,416
MSDE Pension Contribution	33,138,541	31,248,348	30,735,591	33,080,188	33,011,720
Total Restricted Fund	\$63,323,879	\$60,762,642	\$65,418,189	\$78,519,098	\$90,171,136
School Construction Fund					
Capital Budget	\$84,516,051	\$106,289,274	\$38,606,121	\$82,294,781	\$78,361,181
Total School Construction Fund	\$84,516,051	\$106,289,274	\$38,606,121	\$82,294,781	\$78,361,181
Food and Nutrition Services Fund					
Operating Expenses	\$12,263,534	\$12,445,649	\$12,779,196	\$13,418,122	\$12,771,812
Total Food and Nutrition Services Fund	\$12,263,534	\$12,445,649	\$12,779,196	\$13,418,122	\$12,771,812
Self-Insurance Fund					
Operating Expenses	\$89,907,181	\$100,555,023	\$103,446,882	\$110,700,149	\$116,947,823
Total Self-Insurance Fund	\$89,907,181	\$100,555,023	\$103,446,882	\$110,700,149	\$116,947,823
Artificial Turf Fund					
Operating Expenses	\$0	\$0	\$0	\$0	\$1,300,000
Total Artificial Turf Fund	\$0	\$0	\$0	\$0	\$1,300,000
Debt Services					
Principal	\$19,693,002	\$22,240,177	\$24,476,183	\$23,305,790	\$20,295,380
Interest	8,186,262	10,061,598	10,750,267	10,052,525	7,878,329
Total Debt Services	\$27,879,264	\$32,301,775	\$35,226,450	\$33,358,315	\$28,173,709
Total All Funds	\$754,988,127	\$812,289,621	\$779,513,659	\$876,912,463	\$912,076,224

BUDGET FORECAST – ALL FUNDS

The Budget Forecast schedule is a summary of all fund revenue forecasts from FY2021 through FY2024. The Frederick County Board of Education has no taxing authority; revenue increases are at the discretion of the state and local authorities. No amounts have been included for negotiated salary increases in FY2022 through FY2024. The forecasted years are for informational purposes only, based upon trend data, and do not reflect projections that have been through an approval process. These projections are not to be used for planning purposes.

Projections are based upon the following:

- **Operating Budget:** FCPS receives the majority of our funding from local and state governments. These revenues are determined based upon our actual enrollment count from September 30th of the current budget year. For federal revenues, trend data and grant projections are used to determine the revenue for future years.
- **School Construction Fund:** The projected years reflect the proposed capital improvement plan as detailed in the FCPS Educational Facilities Master Plan (EFMP).
- **Food & Nutrition Services Fund:** The FY2021 approved budget reflects the uncertainty of the opening of schools due to the COVID-19 pandemic. The budget was passed on June 24th, and includes only a 50% participation rate through the first half of the school year. The projected years assume FCPS returns to normal operations in FY2022, and used trend data prior to FY2020 to project the revenue.
- **Self-Insurance Fund:** The revenue projections are based upon previous years' trend data.

Budget Forecasts - All Funds

	FY2021 Approved	FY2022 Projected	FY2023 Projected	FY2024 Projected
Operating Budget				
Unrestricted	584,350,563	591,316,297	595,493,326	598,529,960
Restricted	90,171,136	91,974,559	93,814,050	95,690,331
Subtotal - Operating Budget	\$674,521,699	\$683,290,856	\$689,307,376	\$694,220,291
School Construction Fund	\$78,361,181	\$50,354,280	\$44,728,729	\$28,160,732
Food & Nutrition Services Fund	\$12,771,812	\$13,936,062	\$14,473,993	\$15,032,690
Self-Insurance Fund	\$116,947,823	\$122,315,728	\$127,930,020	\$133,802,008
Total	\$882,602,515	\$869,896,926	\$876,440,118	\$871,215,721

Enrollment	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected
Elementary School	20,965	21,057	21,082	21,230
Middle School	10,400	10,227	10,255	10,283
High School	13,493	13,838	14,131	14,271
Other Schools & Programs	200	200	200	200
Total Students	45,058	45,322	45,668	45,984



Operating Budget

The FCPS FY2021 operating budget outlines the system's plan to efficiently and effectively provide educational programs and services, administer business functions and operate school system facilities for the fiscal year extending from July 1, 2020 through June 30, 2021. The Frederick County Public School System maintains the highest standards of education and educational support. This budget was created with the intent to align with the Board of Education long-term strategic plan.

The Operating Budget is FCPS's primary budget consisting of both the Unrestricted Fund and the Restricted Fund. The Unrestricted Fund (General Fund) along with the restricted grants accounts for the cost of providing and supporting day-to-day activities in the schools: instructional materials and supplies, programs and services, salaries, transportation, and technology. The operating budget also addresses several school system priorities: retaining and attracting quality staff, ensuring adequate and current instructional resources, and providing technology upgrade initiatives.

Funding, referred to as revenue, originates from county, state, and federal governments and other sources. The school system's FY2021 operating budget is \$674.5 million - an increase of \$37.4 million from FY2020.

The FY2021 budget process began in October of 2019. The BOE submitted the FY2021 requested operating budget to Frederick County Government (FCG) in February 2020. In March 2020, FCPS was shut down for two weeks as mandated by the Maryland State Department of Education (MSDE) due to the COVID-19 pandemic. At the conclusion of the two-week closure, MSDE determined that schools statewide would remain closed and provide continuation of learning (COL) virtually. FCPS responded to the mandate by redirecting FY2020 resources to the new virtual environment.

As the operating budget process continued during the closure, the County Executive announced her budget allocation for FCPS in April 2020, and the budget was approved with no changes to the FCPS allocation in May 2020 by the County Council. FCPS received notification from MSDE that our draft funding allocation were to be considered final. On June 24th, the BOE approved the FY2021 operating budget.

Due to the uncertain nature of the opening of schools in the fall of 2020, FCPS did not make sweeping changes to our FY2021 budget as submitted to FCG. While 80% of the Operating Budget consists of salaries, benefits, and fringes for employees, FCPS is focused on redirecting the remaining resources as needed to face the changing landscape of an unprecedented pandemic. The FY2021 Operating Budget includes a significant increase to our federal allocation based upon information FCPS received regarding the federal response to the COVID-19 pandemic. FCPS is keenly aware of the continuing challenges for FY2021, and is in the process of reviewing expenditure plans to meet these challenges.



Operating Budget Highlights

The adopted FY2021 operating budget totals \$674,521,699, an increase of \$37,380,603 or 5.9% over the FY2020 operating budget. This budget was created with the intent to align with the Board of Education's long-term strategic plan.

The county allocation of \$309.7 million is \$14.2 million or 4.8% more than the previous year. Estimated state revenues of \$313,806,816 are \$11.5 million or 3.8% higher than FY2020. Projected student enrollment of 45,058 is an increase of 1,460 students from FY2020 projected enrollment.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
REVENUE:					
Frederick County Government	\$257,432,727	\$271,000,287	\$283,305,204	\$295,576,318	\$309,699,428
State of Maryland	265,779,784	271,677,066	279,550,675	302,334,408	313,806,816
Federal Government	16,586,125	16,494,884	18,817,165	21,796,053	30,135,989
Other	4,283,187	3,761,032	6,219,659	8,007,295	6,883,019
Fund Balance - Prior Years	6,474,748	9,232,961	12,148,750	9,427,022	13,996,447
Total Revenue:	\$550,556,571	\$572,166,230	\$600,041,453	\$637,141,096	\$674,521,699
EXPENDITURES:					
By Restricted and Unrestricted					
Unrestricted Programs	\$477,098,218	\$499,935,258	\$524,036,821	\$558,621,998	\$584,350,563
Restricted Programs	63,323,879	60,762,642	65,418,189	78,519,098	90,171,136
Total by Restricted/Unrestricted:	\$540,422,097	\$560,697,900	\$589,455,010	\$637,141,096	\$674,521,699
By Category					
Administration	\$10,034,727	\$10,603,132	\$11,190,550	\$11,900,432	\$13,635,375
Mid-Level Administration	32,264,075	33,931,189	35,481,595	38,035,731	40,212,951
Instructional Salaries and Wages	196,148,568	206,573,539	216,533,524	230,079,912	244,257,685
Textbooks and Instructional Supplies	8,966,514	9,297,490	11,556,861	13,569,742	17,482,567
Other Instructional Costs	2,294,456	2,534,135	2,458,530	3,402,098	4,913,972
Special Education	57,964,349	61,231,159	68,655,459	73,259,307	76,321,388
Student Personnel Services	3,017,994	3,207,508	1,909,894	2,277,351	2,642,188
Student Health Services	6,264,875	6,185,407	6,796,134	8,010,213	8,649,383
Student Transportation	20,429,460	21,900,790	22,941,227	23,757,268	25,193,622
Operation of Plant	33,760,658	34,689,059	35,825,631	42,086,098	42,399,396
Maintenance of Plant	11,952,291	12,071,880	12,814,873	13,465,609	14,199,044
Fixed Charges	153,807,177	155,950,838	160,457,472	173,674,295	180,873,286
Food Service	36,071	44,196	101,614	80,820	573,180
Community Services	848,809	781,329	836,651	1,031,532	988,718
Capital Outlay	2,632,073	1,696,249	1,894,995	2,510,688	2,178,944
Total by Category:	\$540,422,097	\$560,697,900	\$589,455,010	\$637,141,096	\$674,521,699
Full-time Equivalent (FTE) Positions					
Budgeted FTE	5,629.06	5,712.49	5,863.83	5,946.70	6,145.57
Enrollment					
Grades PreK-12	41,378	42,204	42,714	43,598	45,058
Cost Per Pupil					
Grades PreK-12	\$13,061	\$13,285	\$13,800	\$14,614	\$14,970
Schools In Use					
Elementary	36	36	37	37	38
Secondary	23	23	23	23	23
Charter	3	3	3	3	3
Other	4	4	4	4	4
Total Schools:	66	66	67	67	68

OPERATING BUDGET SOURCES OF REVENUE

Local Revenue

Frederick County Appropriation The revenue allocated by Frederick County Government to support the operations of Frederick County Public Schools. County funds come from property taxes, local income tax and other government sources.

County In-Kind Services FCPS receives in-kind services from the Frederick County Government. Funds are not appropriated to FCPS to procure these services, but the services are carried out by the Frederick County Government for the benefit of FCPS. The in-kind services include school health services, school-based occupational and physical therapy, school crossing guards at 15 county schools, school resource officers in 10 high schools and one alternate school, performance audits, and building evaluations.

State Revenue Sources

Foundation FCPS receives Foundation Aid from the state of Maryland. These funds are distributed based upon enrollment, relative wealth of each county, level of local expenditures for education, and other factors.

Geographic Cost of Education FCPS receives GCEI from the state of Maryland. GCEI accounts for geographic differences associated with providing comparable education services in different Maryland counties.

Transportation The state of Maryland provides funding to assist with the cost for transportation of FCPS students.

Compensatory Education State funding based upon the number of FCPS students enrolled in the Free and Reduced-Price Meals program.

Limited English Proficiency State funding based upon the number of FCPS students identified as English learners.

Special Education State funding based upon the number of FCPS students identified as requiring special education services.

Blueprint for Maryland's Future In 2016, the state of Maryland created the Commission on Innovation and Excellence in Education. This multi-year initiative has sought to reform the funding allocation to Maryland school districts among other topics. As part of the Commission's recommendation, the Blueprint for Maryland's Future legislation became law in May of 2019, and provides additional revenue for districts.

Restricted Revenue State funding received via grants and are restricted for specific purposes.

OPERATING BUDGET SOURCES OF REVENUE

Federal Revenue Sources

Public Law 874 (Impact Aid) Unrestricted funds provided by the federal government to help compensate the school system for the cost of educating students whose parents are Frederick County residents and are employed on federal installations in Maryland or on active duty in the military.

Restricted Revenue Federal funding received via grants and are restricted for specific purposes.

Other Revenue

Tuition FCPS receives tuition payments for several reasons including nonresident pupils, regular day students, and summer programs.

Sports Fees FCPS charges a participation fee for students who participate in sports.

Professional Development Fees FCPS offers MSDE courses for continuing education; staff participating in these classes are charged a fee for the course.

Facility Rentals Community groups may rent portions. A complete listing of the rental rates is available at <https://www.fcps.org/uof>.

Cell Tower Rentals FCPS receives ground rental fees for the placement of cell towers. Cell towers are located at Linganore HS, Urbana HS, Tuscarora HS, Gov. Thomas Johnson HS, Frederick HS, and Career and Technology Center.

Pool Rentals FCPS receives rent for the pools located at Walkersville and Middletown high schools.

Energy Rebates FCPS participates in energy rebate programs where available.

Procurement Card Rebates FCPS receives a rebate based upon purchases made using a procurement card.

Earnings from Investments Under the Maryland Annotated Code Section 6-222, FCPS may participate in certain investments. These investments receive interest income from the investments.

Operating Budget Revenue

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
REVENUE FROM COUNTY SOURCES:					
County Unrestricted Revenue	\$247,066,477	\$260,826,623	\$272,386,838	\$283,465,005	\$296,598,012
County Restricted Revenue:					
Sale of Surplus Properties	\$0	\$0	\$199,605	\$0	\$0
In-Kind - School Health Program	6,067,422	5,982,493	6,390,610	7,228,605	7,433,791
In-Kind - Frederick County Development Center	2,389,908	2,355,955	2,538,982	2,795,146	2,892,293
In-Kind - School Resource Officers	1,596,917	1,503,900	1,518,936	1,768,262	2,428,317
In-Kind - Insurance Appraisals	1,100	0	0	0	0
In-Kind - Internal Audit Services	67,410	86,087	8,672	62,827	90,542
In-Kind - Crossing Guards	233,493	235,229	261,561	256,473	256,473
In-Kind - OPEB Investment	10,000	10,000	0	0	0
Subtotal County Restricted Revenue	\$10,366,250	\$10,173,664	\$10,918,366	\$12,111,313	\$13,101,416
TOTAL COUNTY FUNDS	\$257,432,727	\$271,000,287	\$283,305,204	\$295,576,318	\$309,699,428
REVENUE FROM STATE SOURCES:					
State Unrestricted Funds:					
State Share of Current Expenses	\$187,657,535	\$193,018,621	\$197,207,861	\$203,398,458	\$210,134,641
Geographic Cost of Education Index	6,583,696	6,729,963	6,909,909	7,185,295	7,434,162
Transportation	11,349,103	11,636,755	11,988,551	13,003,246	13,428,478
Transportation - Special Education	935,000	980,000	1,026,000	1,073,000	1,145,000
Special Education	10,206,260	10,884,789	11,467,970	11,918,413	12,537,809
Nonpublic Placement	4,641,952	4,662,239	4,836,012	5,320,161	5,320,161
Limited English Proficiency	7,276,013	8,418,970	9,914,361	10,695,312	11,496,181
Net Taxable Income	1,921,697	2,020,474	2,957,873	3,441,992	3,874,892
Other Miscellaneous State Revenues	1,703	4,560	0	15,000	15,000
Blueprint for Maryland's Future	0	0	0	4,317,266	4,788,920
Subtotal State Unrestricted Revenue	\$230,572,959	\$238,356,371	\$246,308,537	\$260,368,143	\$270,175,244
State Restricted Funds:					
State Retirement Contribution	\$33,138,541	\$31,248,348	\$30,735,591	\$2,583,647	\$33,011,720
Blueprint for Maryland's Future	0	0	0	4,402,430	4,651,264
Special Education - Intergovernmental Transfer	1,540,000	1,289,011	1,312,068	1,900,000	1,900,000
Various State Restricted Projects	528,284	783,336	1,194,479	33,080,188	4,068,588
Subtotal State Restricted Revenue	\$35,206,825	\$33,320,695	\$33,242,138	\$41,966,265	\$43,631,572
TOTAL STATE FUNDS	\$265,779,784	\$271,677,066	\$279,550,675	\$302,334,408	\$313,806,816
REVENUE FROM FEDERAL SOURCES:					
Federal Restricted Funds					
Title I-A - Local System Grants	\$4,369,498	\$4,639,466	\$4,481,493	\$4,807,433	\$4,954,000
Title II-A - Teacher Quality	845,151	401,630	243,535	775,216	775,216
Title III-A - Language Acquisition	284,148	153,957	16,954	296,987	296,987
Title IV-B - 21st Century Learning Centers	630,775	229,558	101,640	345,531	355,754
IDEA - Special Education	7,358,905	7,453,951	7,571,266	7,746,675	8,060,575
Striving Readers	0	0	499,733	900,000	0
Perkins Career and Technology Education	265,111	281,062	232,984	283,101	323,194
Other (Restricted Grants)	2,822,953	3,294,678	5,445,930	6,562,301	15,220,263
Subtotal Federal Restricted Funds	\$16,576,541	\$16,454,302	\$18,593,535	\$21,717,244	\$29,985,989
Unrestricted Federal Revenues	\$9,584	\$40,582	\$223,630	\$78,809	\$150,000
TOTAL FEDERAL FUNDS	\$16,586,125	\$16,494,884	\$18,817,165	\$21,796,053	\$30,135,989

Operating Budget Revenue (Continued)

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
REVENUE FROM LOCAL SOURCES:					
Tuition from Patrons:					
Regular Day Tuition	\$65,766	\$51,264	\$23,704	\$65,000	\$65,000
Nonresident Pupils	22,589	32,508	12,800	20,000	20,000
Summer Programs	65,557	64,201	69,549	50,000	50,000
Subtotal Tuition	\$153,912	\$147,973	\$106,053	\$135,000	\$135,000
Other Revenue:					
Sports Fees	\$613,870	\$647,260	\$659,815	\$661,360	\$661,360
Professional Development Fees	27,969	47,504	67,809	90,000	90,000
Community Services	82,806	0	0	0	0
Subtotal Other Revenue	\$724,645	\$694,764	\$727,624	\$751,360	\$751,360
Local Restricted Projects	\$1,174,263	\$813,983	\$2,664,150	\$2,795,467	\$3,452,159
TOTAL LOCAL FUNDS	\$2,052,820	\$1,656,675	\$3,497,827	\$3,681,827	\$4,338,519
OTHER SOURCES:					
Facility Rentals	\$1,013,575	\$1,020,453	\$983,003	\$908,500	\$908,500
Cell Tower Rentals	141,991	154,311	145,023	150,000	0
Pool Rentals	72,230	69,465	67,517	50,000	50,000
Unanticipated Revenue	395,269	0	0	500,000	500,000
Energy Rebates	13,996	55,781	44,131	1,780,968	0
Procurement Card Rebates	211,525	219,242	230,355	200,000	200,000
Earnings from Investments	122,276	346,527	942,804	650,000	650,000
Transfer from Self-Insurance Fund	0	0	0	0	0
Other Miscellaneous	259,505	238,533	308,999	86,000	236,000
TOTAL OTHER SOURCES	\$2,230,367	\$2,104,312	\$2,721,832	\$4,325,468	\$2,544,500
PRIOR BALANCE AVAILABLE:	\$6,474,748	\$9,232,961	\$12,148,750	\$9,427,022	\$13,996,447
TOTAL	\$550,556,571	\$572,166,230	\$600,041,453	\$637,141,096	\$674,521,699

MAINTENANCE OF EFFORT

Maryland's Maintenance of Effort (MOE) law requires each county to provide local funds for the next fiscal year at the same per-pupil level as the current fiscal year. If there is no enrollment growth, local funding can remain the same as that of the previous year. The formula is known as the MOE funding level. This level does not address inflation or the added educational cost of students with special needs. The FY2021 local appropriation is \$7.0 million above the required MOE.

Five-Year History of County Maintenance of Effort Calculation

Fiscal Year	Required Maintenance of Effort Level	One-Time Nonrecurring Appropriation**	Approved County Appropriation***
2021	289,598,012	250,000	296,598,012
2020	275,865,005	200,000	283,465,005
2019	265,180,206	373,223	272,386,838
2018	250,826,610	600,000	260,826,623
2017	236,566,477	0	247,056,477

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- In FY2018, the one-time funds are used for PeopleSoft Financial software upgrade.
 - In FY2019, the one-time funds included \$250,000 for materials of instruction to open Butterfly Ridge ES, \$78,223 for the expansion of the English Learners program, \$45,000 for start-up costs for new pre-kindergarten and Learning for Life programs, and \$35,000 for MMFA (Breakfast in the Classroom) at Butterfly Ridge ES.
 - In FY2021, the one-time funds are \$250,000 for materials of instruction to open Blue Heron Elementary replacement.

*** Excludes county in-kind services.

OPERATING BUDGET

The school system's operating budget consists of the unrestricted fund and the restricted fund. MSDE requires school systems to organize its operating budget expenditures into 15 categories. These categories are further refined by object classification. Following are the State mandated categories and objects.

Summary of Operating Budget Expenditures by Category/Object \$674,521,699

Category	Object						Total
	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Land, Buildings and Equipment	Transfers	
Administration	\$9,187,779	\$3,679,213	\$236,759	\$424,245	\$70,000	\$37,379	\$13,635,375
Mid-Level Management	36,352,678	938,709	654,902	2,266,662	0	0	40,212,951
Instructional Salaries and Wages	244,118,082	0	0	0	0	139,603	244,257,685
Textbooks and Instructional Supplies	0	0	17,477,567	0	0	5000	17,482,567
Other Instructional Costs	0	3,340,006	0	1,173,173	285,549	115,244	4,913,972
Special Education	58,763,614	5,713,143	667,911	11,166,720	10,000	0	76,321,388
Student Personnel Services	2,545,235	27,100	24,972	44,881	0	0	2,642,188
Student Health Services	140,668	7,951,407	552,159	5,149	0	0	8,649,383
Student Transportation	17,305,914	943,954	3,742,281	36,650	3,129,043	35,780	25,193,622
Operation of Plant	19,847,927	7,493,280	1,807,456	13,080,733	170,000	0	42,399,396
Maintenance of Plant	9,050,725	2,982,600	1,774,419	181,300	210,000	0	14,199,044
Fixed Charges	0	0	0	179,542,723	0	1,330,563	180,873,286
Food Services	0	0	0	0	0	573,180	573,180
Community Services	564,018	109,201	238,961	76,538	0	0	988,718
Capital Outlay	1,103,404	717,139	9,900	28,410	320,091	0	2,178,944
Total by Category/Object	\$398,980,044	\$33,895,752	\$27,187,287	\$208,027,184	\$4,194,683	\$2,236,749	\$674,521,699

OPERATING BUDGET

CATEGORY 01 ADMINISTRATION

Administration includes activities associated with the general regulation, direction, and control of the school system. Activities include establishing and administering school system operating policy, providing fiscal and internal services, supporting instructional and support service programs, and assisting the instructional staff with the content and process of providing learning experiences for students. Administrative offices affecting the school system as a whole are accounted for in this category. They include Board of Education and the Office of the Superintendent. Services included are financial, payroll, procurement legal, personnel, public and media relations, and technology information.

CATEGORY 02 MID-LEVEL MANAGEMENT

Mid-level management includes administration and supervision of district-wide and school-level instructional programs and activities. The following areas are included: Office of the Principal (school administration), central office instructional management and supervision of curriculum, media services supervision and activities associated with planning, researching, developing, and improving education programs.

CATEGORY 03 INSTRUCTIONAL SALARIES AND WAGES

Instructional salaries and wages include regular and supplemental pay for staff whose responsibilities are interaction with students in the delivery of instructional programs and related student instructional support services. Included are salaries for the following position types: Athletic Director, Teacher/Teacher Specialist, Instructional Assistant, Community Liaison, Media Specialist, School Counselor, Psychologist, Technology User Support Specialist, and Substitute Teacher. Special Education salaries and wages are accounted for in Category 06 (Special Education).

CATEGORY 04 TEXTBOOKS AND INSTRUCTIONAL SUPPLIES

Textbooks and instructional supplies include all supplies and materials used in support of instruction reportable to various program areas. Included are textbooks, materials of instruction (includes in-service materials), library books and materials, audio visual materials, testing supplies, in-house printed materials,

technology supplies, classroom equipment costing less than \$5,000, instructional software and licenses, and professional library materials. Special Education textbooks and instruction supplies are accounted for in Category 06 (Special Education).

CATEGORY 05 OTHER INSTRUCTIONAL COSTS

Other instruction costs include all other expenditures for instruction including officiating fees for athletic events, instructional consulting fees, professional subscriptions and dues, professional meetings and conferences, and instructional equipment costing more than \$5,000. Special Education other instructional costs are accounted for in Category 06 (Special Education).

CATEGORY 06 SPECIAL EDUCATION

Special Education includes activities designed for students through age 21 who, through appropriate assessment, have been determined to have temporary or long-term special education needs arising from cognitive, emotional and/or physical factors, as defined in the State Board of Education's Special Education Bylaws. Only direct special education-related expenditures are charged to this category. Category expenditures also include the Rock Creek School and special education day or residential programs provided to students placed in state-approved nonpublic schools.

CATEGORY 07 STUDENT PERSONNEL SERVICES

Student personnel services include activities designed to improve student attendance at school and prevent or solve student problems in the home, school, and community. Salaries for pupil personnel workers, social workers and others are included here.

CATEGORY 08 STUDENT HEALTH SERVICES

Student health service activities are associated with physical and mental health that are not instructional – providing students with appropriate medical, dental and nursing services, coordinating school health services, and ensuring that a community health nurse or school aide is available for emergencies and to provide first aid.

OPERATING BUDGET

CATEGORY 09 STUDENT TRANSPORTATION

Student transportation include activities directed at providing transportation for students between home, school, and school activities. Included are transportation for students who have physical, mental and/or emotional disabilities, services for field trips, sports, and interscholastic activities, special programs, and summer school programs and day camps.

CATEGORY 10 OPERATION OF PLANT

The operation of plant activities is directed at keeping the physical plant open, comfortable and safe for use by students, staff, and the community. Activities include warehousing, distribution services, custodial, utilities, trash removal, upkeep of grounds, snow removal and communication systems. The cost of facilities rental and property insurance (asset coverage) are posted here.

CATEGORY 11 MAINTENANCE OF PLANT

The maintenance of the plant includes activities concerned 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. Activities concerned with regularly scheduled preventative maintenance, repair, and replacement of fixed equipment and minor modernization and alteration to change the original condition or original function are included in maintenance. Included are activities concerned with maintaining general-purpose vehicles such as trucks, tractors, graders, and other school system vehicles. Included are safety inspections, vehicle repair and maintenance, painting, and fueling.

CATEGORY 12 FIXED CHARGES

Fixed charges include expenditures of a generally recurrent nature that are not readily allocable to other expenditure categories: Social Security (FICA or Payroll Tax), Workers' Compensation Insurance, retirement expenses, employee benefits, cost of policies that cover losses from property damage,

automobile liability, bus fleet accidents and general liability, personnel tuition reimbursements, Other Post-Employment Benefits (OPEB) Trust, and building lease payment.

CATEGORY 13 FOOD SERVICES

Food service activities are concerned with providing food to students and staff. Only expenditures that are not reimbursable are reported in the operating budget. The Local Education Agency (LEA) may operate food services as a special revenue fund and with the operating budget shown in a separate section of the budget book.

CATEGORY 14 COMMUNITY SERVICES

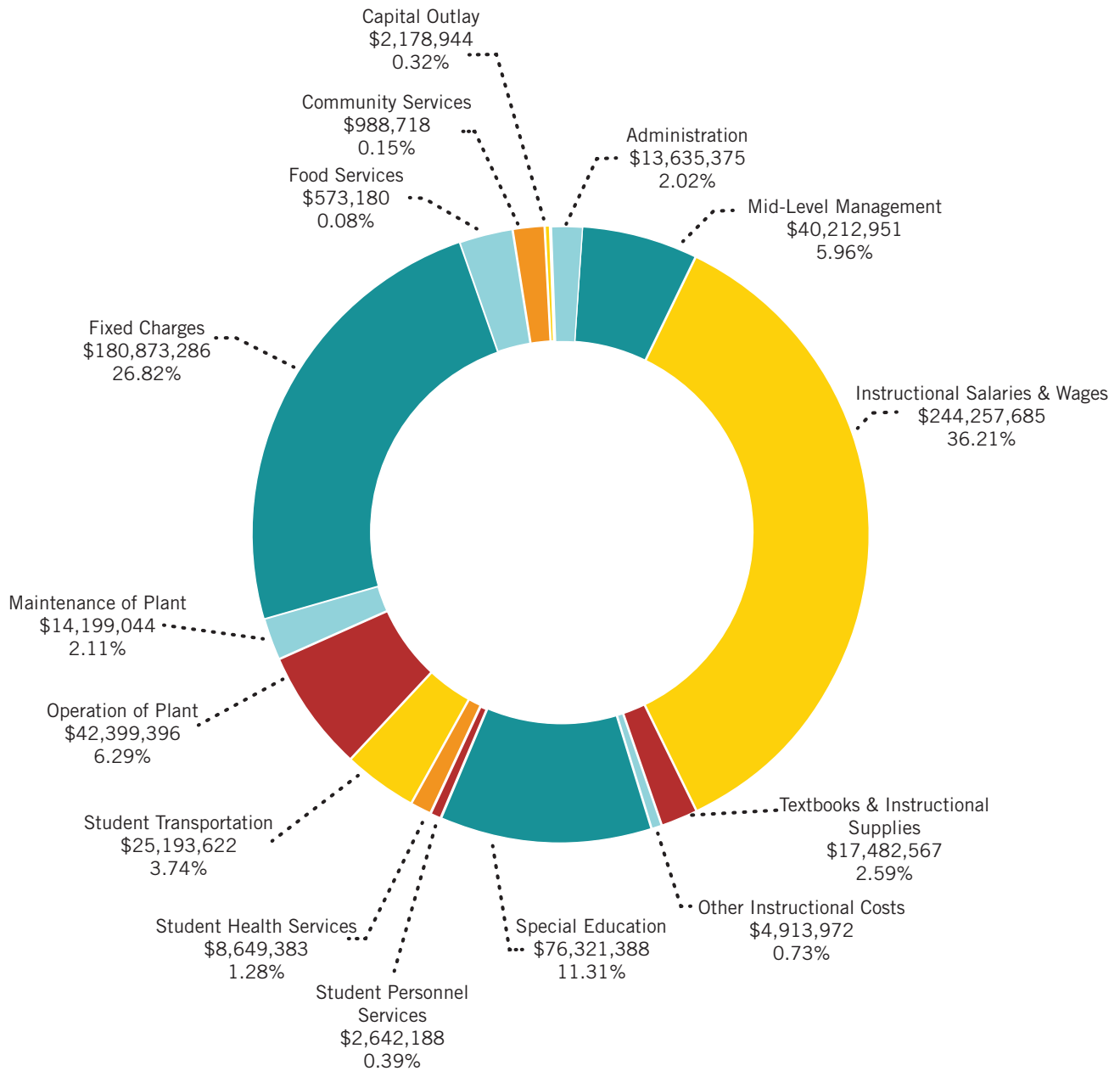
Community services include activities provided by FCPS for the community, or some segment of the community, other than for public school activities and adult education programs, including all expenditures other than insurance and contributions to retirement funds for current expense items directly related to community services. Activities include programs for community recreation civic organizations, public libraries and child care, and community welfare provided by FCPS for the community.

CATEGORY 15 CAPITAL OUTLAY

Capital outlay activities are concerned with the cost of directing and managing the acquisition, construction and renovations of land, buildings and fixed equipment. Only expenditures paid for out of current funds are recorded in the General Fund. All other capital outlay expenditures are recorded in the School Construction Fund.

OPERATING BUDGET

FY2021 Expenditures by Category Restricted and Unrestricted \$674,521,699



Objects of Expenditure

Within the 15 state-mandated categories, the operating budget expenditures are further divided into six budget objects that define the nature of the expense. The six objects used are:

SALARIES AND WAGES

Salaries and wages include those paid to staff in budgeted positions, wages paid to substitutes, assistants, work study students, and temporary staff and wages paid for additional activities including workshops, school improvement teams, teacher leadership, coaching, and summer programs.

CONTRACTED SERVICES

Contracted services include items such as renting land, buildings and equipment, maintenance of specialized equipment and vehicles, software maintenance, printing, medical, and fingerprinting services, legal and financial consulting, and various other technical and professional services.

SUPPLIES AND MATERIAL

Supplies and materials are consumable items that are better to replace than repair or have a per-unit cost of less than \$5,000 (e.g., textbooks, instructional supplies, tools, office and technology equipment, and postage).

OTHER CHARGES

Other charges include expenditures for employee benefits, travel, fuel, insurance, utilities, telecommunications, licenses, permits, dues, staff development, and other costs not attributable to another object.

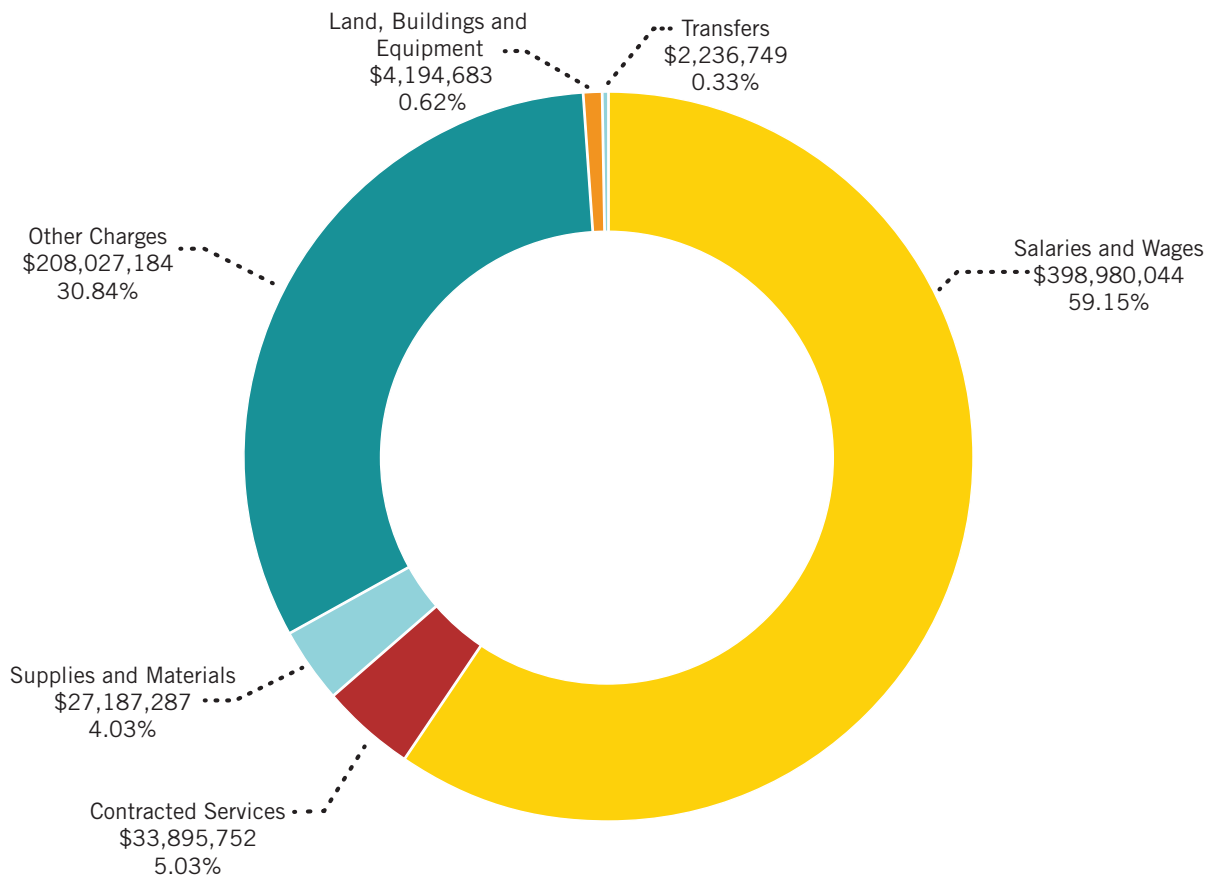
LAND, BUILDINGS AND EQUIPMENT

Fixed assets such as land, buildings, machinery, vehicles, and furniture and fixtures are included in this object. Items considered equipment have a per-unit cost of \$5,000 or more, are depreciable and are repaired rather than replaced.

TRANSFERS

Transfers include payments to other LEAs or transfers between major fund types within the LEA. Transfer accounts represent the release of funds from one account to another account where the expenditure will be reported.

FY2021 Expenditures by Object Restricted and Unrestricted
\$674,521,699



Operating Budget Expenditure Summary

Frederick County Public Schools operating budget is developed at the departmental level. However, to comply with state reporting requirements, expenditures are also reported for budget and actual by state mandated categories. The categories are further divided by budget objects of expenditure. Each departmental budget is shown by budget object of expenditures. The majority of the operating budget goes to pay salaries and benefits to school system employees.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Category					
Administration	\$10,034,727	\$10,603,132	\$11,190,550	\$11,900,432	\$13,635,375
Mid-Level Management	32,264,075	33,931,189	35,481,595	38,035,731	40,212,951
Instructional Salaries and Wages	196,148,568	206,573,539	216,533,524	230,079,912	244,257,685
Textbooks and Instructional Supplies	8,966,514	9,297,490	11,556,861	13,569,742	17,482,567
Other Instructional Costs	2,294,456	2,534,135	2,458,530	3,402,098	4,913,972
Special Education	57,964,349	61,231,159	68,655,459	73,259,307	76,321,388
Student Personnel Services	3,017,994	3,207,508	1,909,894	2,277,351	2,642,188
Student Health Services	6,264,875	6,185,407	6,796,134	8,010,213	8,649,383
Student Transportation	20,429,460	21,900,790	22,941,227	23,757,268	25,193,622
Operation of Plant	33,760,658	34,689,059	35,825,631	42,086,098	42,399,396
Maintenance of Plant	11,952,291	12,071,880	12,814,873	13,465,609	14,199,044
Fixed Charges	153,807,177	155,950,838	160,457,472	173,674,295	180,873,286
Food Services	36,071	44,196	101,614	80,820	573,180
Community Services	848,809	781,329	836,651	1,031,532	988,718
Capital Outlay	2,632,073	1,696,249	1,894,995	2,510,688	2,178,944
Total	\$540,422,097	\$560,697,900	\$589,455,010	\$637,141,096	\$674,521,699

Object					
Salaries and Wages	\$318,474,440	\$336,952,128	\$354,653,478	\$378,828,631	\$398,980,044
Contracted Services	23,936,973	24,825,668	27,592,885	29,724,144	33,895,752
Supplies and Materials	16,468,026	16,823,324	19,781,115	22,310,513	27,187,287
Other Charges	175,702,953	178,090,380	183,007,181	199,881,969	208,027,184
Equipment	3,963,584	3,536,705	3,593,112	4,702,625	4,194,683
Transfers	1,876,121	469,695	827,239	1,693,214	2,236,749
Total	\$540,422,097	\$560,697,900	\$589,455,010	\$637,141,096	\$674,521,699



Unrestricted Budget Revenue

The Unrestricted Operating Budget revenues for FY2021 are estimated at \$584.3 million, or 4.6% more than FY2020. The school system primary source of revenues are county and state funds. Frederick County Government must provide a minimum funding level to FCPS in order to receive the State formula aid. That minimum requirement level is known as the Maintenance of Effort (MOE). The county funding is \$7.0 million more than the requirement. The State of Maryland provides unrestricted funds using formulas based on student enrollment, student demographics, and county wealth.

Other sources of funding include \$14.0 million from prior year fund balance and \$2.5 million from various fees, tuition, and interest. The prior year fund balance has three components: the audited fund balance, the estimated fund balance, and the estimated charter school fund balance. The audited fund balance is established by the previous year's CAFR (Combined Annual Financial Report). The estimated fund balance is established during the operating budget process during monthly reviews of the actual expenditures to budget. The estimated charter school fund balance is cumulative and established based upon the annual variance of expenditures to the per pupil allocation. The charter schools may choose to spend their fund balance in a fiscal year or accrue it to spend in a future year.

Unrestricted Budget Revenue

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Revenues from County	\$247,066,477	\$260,826,623	\$272,386,838	\$283,465,005	\$296,598,012
Revenue From State Sources:					
State Share of Current Expenses	\$187,657,535	\$193,018,621	\$197,207,861	\$203,398,458	\$210,134,641
Geographic Cost of Education Index	6,583,696	6,729,963	6,909,909	7,185,295	7,434,162
Transportation	11,349,103	11,636,755	11,988,551	13,003,246	13,428,478
Transportation - Special Education	935,000	980,000	1,026,000	1,073,000	1,145,000
Handicapped Children	10,206,260	10,884,789	11,467,970	11,918,413	12,537,809
Nonpublic Placement	4,641,952	4,662,239	4,836,012	5,320,161	5,320,161
Limited English Proficiency	7,276,013	8,418,970	9,914,361	10,695,312	11,496,181
Net Taxable Income	1,921,697	2,020,474	2,957,873	3,441,992	3,874,892
Other Miscellaneous State Revenues	1,703	4,560	0	15,000	15,000
Blueprint for Maryland's Future	0	0	0	4,317,266	4,788,920
Total State Funds	\$230,572,959	\$238,356,371	\$246,308,537	\$260,368,143	\$270,175,244
Revenues From Federal Sources	\$9,584	\$40,582	\$223,630	\$150,000	\$150,000
Revenue From Local Sources:					
Tuition from Patrons:					
Regular Day Tuition	\$65,766	\$51,264	\$23,704	\$65,000	\$65,000
Nonresident Pupils	22,589	32,508	12,800	20,000	20,000
Summer Programs	65,557	64,201	69,549	50,000	50,000
Subtotal Tuition	\$153,912	\$147,973	\$106,053	\$135,000	\$135,000
Other Revenue:					
Sports Fees	\$613,870	\$647,260	\$659,815	\$661,360	\$661,360
Professional Development Fees	27,969	47,504	67,809	90,000	90,000
Community Services	82,806	0	0	0	0
Subtotal Other Revenue	\$724,645	\$694,764	\$727,624	\$751,360	\$751,360
Total Local Funds	\$878,557	\$842,737	\$833,677	\$886,360	\$886,360
Other Sources:					
Facility Rentals	\$1,013,575	\$1,020,453	\$983,003	\$908,500	\$908,500
Cell Tower Rentals	141,991	154,311	145,023	150,000	0
Pool Rentals	72,230	69,465	67,517	50,000	50,000
Unanticipated Revenue	395,269	0	0	500,000	500,000
Energy Rebates	13,996	55,781	44,131	1,780,968	0
Procurement Card Rebates	211,525	219,242	230,355	200,000	200,000
Earnings from Investments	122,276	346,527	942,804	650,000	650,000
Other Miscellaneous	259,505	238,533	308,999	86,000	236,000
Total Other Funds	\$2,230,367	\$2,104,312	\$2,721,832	\$4,325,468	\$2,544,500
Prior Balance Available:	\$6,474,748	\$9,232,961	\$12,148,750	\$9,427,022	\$13,996,447
Total	\$487,232,692	\$511,403,586	\$534,623,264	\$558,621,998	\$584,350,563

Unrestricted Budget by Division

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Board of Education	\$310,800	\$274,281	\$301,293	\$396,154	\$406,179
Superintendent	\$307,887	\$330,132	\$335,595	\$343,059	\$355,744
Public Affairs (formerly Communication Services)	1,066,387	1,075,768	1,077,583	1,261,803	1,378,661
BOE & Superintendent Subtotal	\$1,685,074	\$1,680,181	\$1,413,178	\$2,001,016	\$1,734,405
Academics, Curriculum, Transformation & Student Achievement					
Office of the Deputy Superintendent	\$315,070	\$340,187	\$273,864	\$289,206	\$298,797
Accelerating Achievement & Equity	1,543,741	2,668,644	2,414,874	2,317,951	3,114,057
Special Education	51,397,820	54,215,949	61,117,052	58,289,022	59,542,793
Organizational Development	729,449	739,713	654,647	1,488,750	1,769,886
Student Services	2,801,781	3,009,994	3,221,966	7,072,153	7,225,883
System Accountability & School Administration	\$0	\$0	\$0	\$253,521	\$299,184
School Administration & Instructional Leadership					
Office of the Executive Director & Instructional Directors	\$3,765,621	\$3,896,003	\$3,853,259	\$2,065,706	\$2,407,140
Elementary Schools	91,671,312	96,466,738	100,762,579	109,126,177	112,023,912
Middle Schools	45,610,428	47,739,754	51,389,587	56,953,259	56,935,031
High Schools	62,195,658	66,082,625	68,793,022	75,203,656	77,778,574
Charter Schools	7,716,310	8,037,897	9,898,053	10,108,312	10,704,053
System Accountability & School Improvement	2,496,130	2,536,517	3,253,752	2,975,076	3,716,748
System Accountability & School Administration Total	\$213,455,459	\$224,759,534	\$237,950,252	\$256,685,707	\$263,864,642
Curriculum, Instruction & Innovation					
Office of the Executive Director	\$1,779,259	\$1,497,011	\$1,478,968	\$2,156,692	\$2,685,193
Curriculum Supervision	8,567,598	8,169,010	8,713,595	7,383,955	7,607,828
	\$11,076,306	\$9,666,021	\$10,192,563	\$9,540,647	\$10,293,021
Academics, Curriculum, Transformation & Student Achievement Subtotal	\$281,319,626	\$295,400,042	\$315,825,218	\$335,683,436	\$346,109,079

Unrestricted Budget by Division

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Legal Services Division					
Office of the Chief of Staff & Legal Counsel	\$353,010	\$348,455	\$368,585	\$390,524	\$405,669
Human Resources					
Administration, Talent Acquisition, & Training	\$2,169,434	\$2,233,117	\$2,224,022	\$2,383,516	\$2,659,637
Tuition Reimbursement/Workshops/Stipends	2,465,690	2,583,482	2,445,068	2,709,188	2,687,224
	\$4,635,124	\$4,816,599	\$4,669,090	\$5,092,704	\$5,346,861
Legal Services Division Subtotal	\$4,988,134	\$5,165,054	\$5,037,675	\$5,483,228	\$5,752,530
Operations Division					
Office of the Chief Operating Officer	\$254,166	\$316,896	\$503,115	\$566,674	\$582,998
Facilities Services					
Capital Program	\$2,510,492	\$1,814,942	\$1,615,556	\$1,653,597	\$1,854,409
Facilities Operations & Maintenance	13,604,497	13,590,649	14,213,431	14,560,005	15,546,374
Custodial Services	13,737,990	14,899,831	15,937,009	16,051,379	16,698,039
Energy Management & Recycling	10,949,912	10,507,861	10,192,331	12,735,126	12,158,963
	\$40,802,891	\$40,813,283	\$41,958,327	\$45,000,107	\$46,257,785
Security & Emergency Management	\$575,426	\$734,563	\$696,186	\$849,351	\$874,615
Transportation	\$19,856,970	\$21,452,879	\$22,347,448	\$23,920,331	\$24,803,234
Technology Infrastructure	\$6,451,076	\$6,823,755	\$6,525,301	\$7,488,206	\$11,871,410
Operations Division Subtotal	\$67,940,529	\$70,141,376	\$72,030,377	\$77,824,669	\$84,390,042
Fiscal Services Division					
Office of the Chief Financial Officer	\$236,634	\$272,040	\$256,842	\$281,241	\$293,353
Fiscal Services					
Non-Departmental	\$3,420,024	\$3,628,355	\$3,722,605	\$4,768,954	\$4,908,372
	118,237,644	123,648,210	125,449,633	132,579,454	140,756,603
Fiscal Services Division Subtotal	\$121,894,302	\$127,548,605	\$129,429,080	\$137,629,649	\$145,958,328
Total Unrestricted Budget	\$477,098,218	\$499,935,258	\$524,036,821	\$558,621,998	\$584,350,563



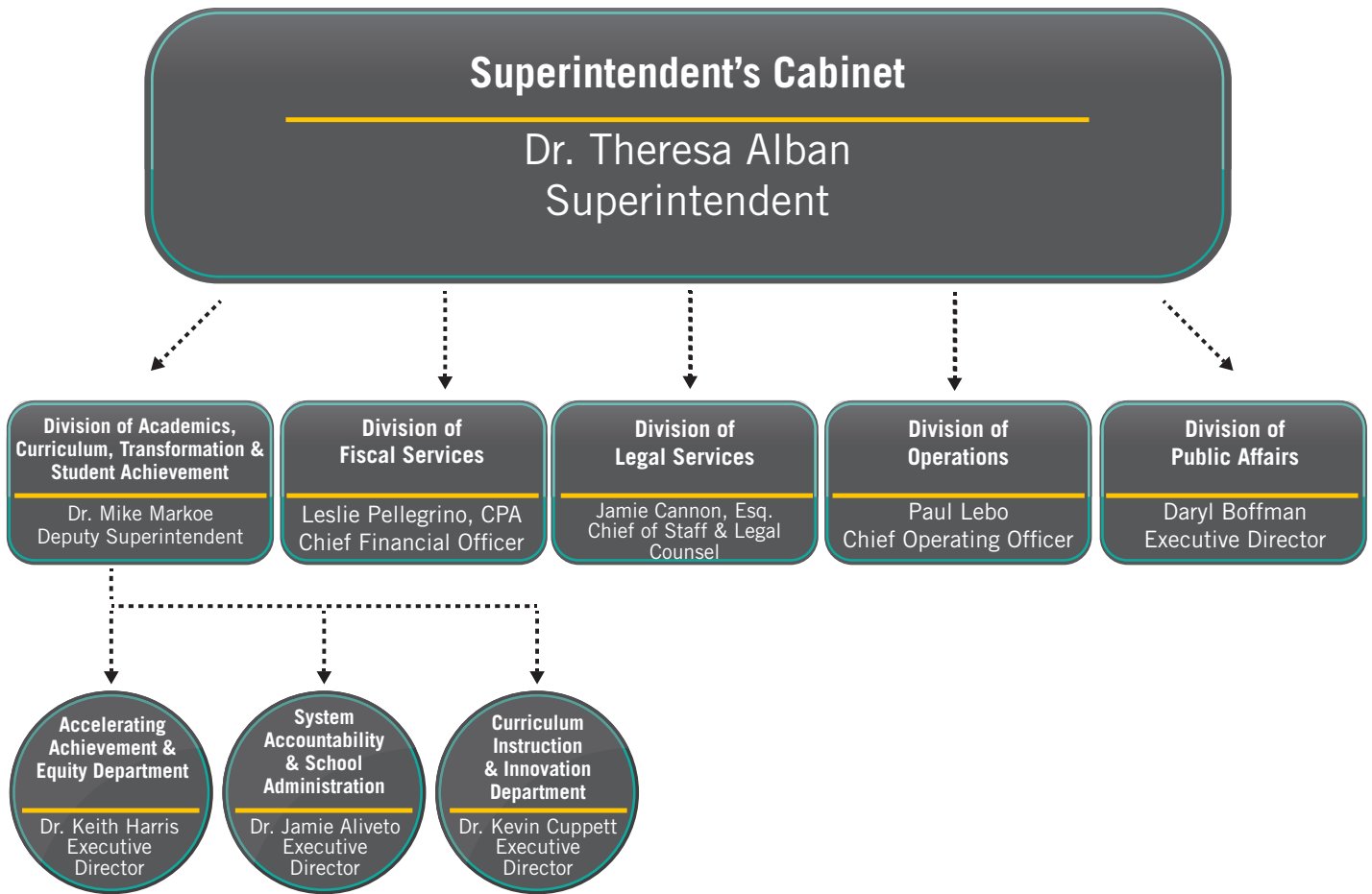
BOARD OF EDUCATION

The Board of Education consists of seven elected voting members and one non-voting student member. It serves as the governing body for Frederick County Public Schools and is responsible for setting policy not otherwise controlled by federal and state laws. The Board reviews and approves FCPS budgets and oversees expenditures from county, state, and federal sources.

The Board reviews the work of the Superintendent of Schools, monitors implementation of the school system's strategic plan, and gives final approval to curriculum matters and materials, grant applications, staff appointments, equipment purchases, land acquisitions and school construction, renovations, and repairs.

The office of the Ombuds reports to the Board. The Ombuds is a neutral person designated by the Board to partner with students, families, staff, and community to navigate educational challenges and provide options for collaborative, fair resolutions. The Ombuds serves the community by listening to and understanding concerns, providing information about FCPS resources and how to access them, and providing support to help resolve concerns. The Ombuds does not replace other FCPS tools to resolve problems and conflicts, but rather supplements those tools, provides resources, and fosters collaboration. The Ombuds is committed to a fair and credible process for resolving concerns.

Board of Education					
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved Budget	FY 2021 Approved Budget
Positions (FTE):	1.00	1.00	2.00	2.00	2.00
Budget by Object Classes					
Salaries & Wages	\$156,500	\$133,724	\$148,838	\$230,220	\$233,045
Contracted Services	83,200	66,591	71,773	77,800	77,800
Supplies & Materials	3,618	3,379	6,291	6,300	6,300
Other Charges	67,482	70,587	74,391	81,834	89,034
Equipment	0	0	0	0	0
Total	\$310,800	\$274,281	\$301,293	\$396,154	\$406,179
Board of Education	\$310,800	\$274,281	\$284,252	\$302,216	\$310,945
Office of the Ombuds	0	0	17,041	93,938	95,234
Total	\$310,800	\$274,281	\$301,293	\$396,154	\$406,179



OFFICE OF THE SUPERINTENDENT

The Superintendent of Schools is the chief executive officer of Frederick County Public Schools and serves as the secretary and treasurer of the Board of Education. In this capacity, the Superintendent provides leadership and direction for all aspects of the school system including implementation of the FCPS Strategic Plan. The Superintendent ensures compliance with Maryland Public Laws relating to the schools, the bylaws and policies of the Maryland State Board of Education and the rules, regulations, and policies of the Board of Education of Frederick County.

The Superintendent is responsible for the day-to-day operations and management of the public-school system to ensure the aspirational goals for students, staff, and the community are met.

The following executive positions report directly to the Superintendent:

- Deputy Superintendent
- Chief Operating Officer
- Chief Financial Officer
- Chief of Staff and Legal Counsel
- Executive Director of Public Affairs

In addition, the Superintendent serves as a liaison between the community and the school system and works actively and visibly to communicate with the public regarding school system achievements, operations, and activities.

Office of the Superintendent					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	2.00	2.00	2.00	2.00	2.00
Budget by Object Classes					
Salaries & Wages	\$282,436	\$308,849	\$317,551	\$324,009	\$336,694
Contracted Services	7,500	258	0	0	0
Supplies & Materials	1,759	474	437	650	650
Other Charges	16,191	20,552	17,608	18,400	18,400
Equipment	0	0	0	0	0
Total	\$307,886	\$330,133	\$335,596	\$343,059	\$355,744

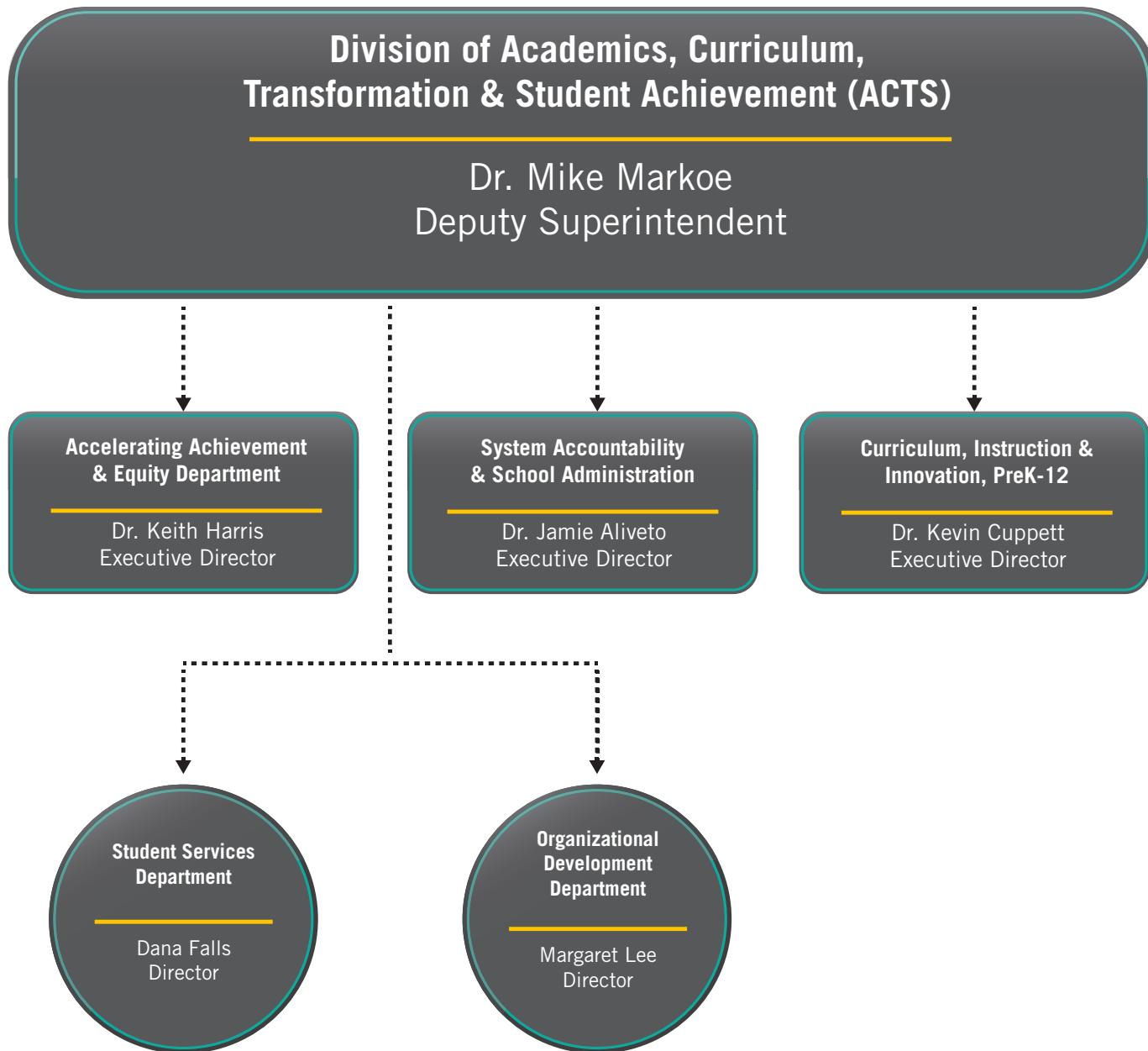
PUBLIC AFFAIRS

The Public Affairs Department provides timely, accurate, and useful information fostering open communication with the FCPS community in support of student achievement. The department manages a broad range of FCPS communication tools, including the FCPS website, FCPS-TV, social media, print media, and FindOutFirst to proactively share information. The department also coordinates all FCPS community engagement activities and fosters regular, open two-way communication, and collaboration with the public. The staff oversees a broad range of additional communication services to FCPS schools and departments, including crisis communication, graphic designs, the annual calendar handbook, employee newsletter, event management, employee recognition, parent involvement, and business partnerships.

Public Affairs					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	14.00	13.00	13.00	12.00	14.00

Budget by Object Classes

Salaries & Wages	\$857,893	\$881,247	\$851,071	\$1,054,278	\$1,132,146
Contracted Services	116,372	123,341	172,824	124,605	152,605
Supplies & Materials	54,910	58,537	42,178	61,550	58,090
Other Charges	14,388	12,643	11,510	21,370	35,820
Equipment	22,824	0	0	0	0
Total	\$1,066,387	\$1,075,768	\$1,077,583	\$1,261,803	\$1,378,661



OFFICE OF THE DEPUTY SUPERINTENDENT

The Deputy Superintendent plans and oversees the administration and leadership of the Academics, Curriculum, Transformation, and Student Achievement (ACTS) division and advises the Superintendent on all related matters. The ACTS division consists of:

- Accelerating Achievement and Equity
- Curriculum, Instruction, & Innovation
- Organizational Development
- System Accountability & School Administration
- Student Services

Office of the Deputy Superintendent					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	3.00	3.00	2.00	2.00	3.00
Budget by Object Classes					
Salaries & Wages	\$307,413	\$324,712	\$256,730	\$270,056	\$279,647
Contracted Services	1,601	4,503	4,980	6,500	11,350
Supplies & Materials	4,861	5,059	9,993	8,950	5,100
Other Charges	1,195	5,914	2,161	3,700	2,700
Equipment	0	0	0	0	0
Total	\$315,070	\$340,188	\$273,864	\$289,206	\$298,797

ACCELERATING ACHIEVEMENT & EQUITY

Every student deserves an education that prepares them for lifelong learning and success. Educational equity means valuing unique identifiers of every student such as ability (cognitive, social emotional, and physical), age, ethnicity, family structure, gender, gender expression, gender identity, language, nationality, national origin, race, religion, sexual orientation, and socioeconomics; students have access to the resources and educational rigor they need at the right moment; and that appropriate academic, social, and economic supports are in place so that personal and social identifiers are not barriers or obstacles to accessing educational opportunities.

A primary goal of the Accelerating Achievement & Equity (AAE) Department is to promote student achievement and equity through culturally responsive curriculum, classroom practices, and resources that best meet the needs of our diverse student population. An accelerated and equitable learning environment enables students to become empowered learners and to understand and appreciate our community's diverse cultures. It prepares students to live, learn, and participate productively in our increasingly diverse society. Being culturally aware is a continuous, integrated, multi-ethnic, multi-disciplinary process necessary for all students to become college and career ready. As such, the AAE Department works with other departments to purposefully select resources that are responsive and sensitive to the needs of diverse learners. The department closely monitors student performance data, keeping students' progress, or lack thereof, in the forefront of discussions to determine which actions should be taken in meeting the needs of all student groups. In order to accomplish our goals and priorities, the AAE Department understands the need to develop and maintain meaningful relationships with families, our local community, other school systems, and organizations to partner with us in jointly meeting our shared goals and interests. The joint efforts of the AAE Department, along with others, will ensure that our students, no matter who they are and no matter their backgrounds or circumstances, are valued, empowered, and prepared to succeed in college and careers.

Accelerating Achievement & Equity					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	32.30	37.30	30.30	34.00

Budget by Object Classes

Salaries & Wages	\$1,464,040	\$2,300,395	\$1,967,278	\$1,915,534	\$2,683,280
Contracted Services	12,285	193,780	208,099	228,791	238,469
Supplies & Materials	41,925	125,677	199,832	116,525	135,455
Other Charges	25,491	48,792	39,665	57,101	56,853
Equipment	0	0	0	0	0
Total	\$1,543,741	\$2,668,644	\$2,414,874	\$2,317,951	\$3,114,057

SPECIAL EDUCATION

The Special Education Department supports the provision of a free and appropriate public education as it pertains to students with disabilities ages 3 to 21. The department implements a continuum of special education services for students ages 3 to 21, as well as the coordination of the Child Find process, including the location, evaluation, and identification of students who are suspected of having a disability. Special Education collaborates with the Frederick County Developmental Center for the provision of services for students ages birth to 3 and occupational and physical therapy related services. Other related services include, but are not limited to, speech language, counseling, adapted physical education, assistive technology, and hearing and vision. The Special Education Department works closely with psychological services to provide comprehensive assessments, and supports for students ages 3 to 21 to determine needs for special education eligibility, individual and group counseling, classroom consultation and behavior supports, and crisis intervention. The Special Education Department also coordinates interpreting services on behalf of students, FCPS staff, and community stakeholders who are deaf or hard of hearing.

The department's collaboration with curricular experts in all content areas ensures a comprehensive instructional program is developed and implemented effectively to meet student needs and to provide ongoing professional learning to FCPS staff. The Special Education Department serves as the contact between the Maryland State Department of Education and FCPS; manages federal, state, and local special education budgets; oversees the dissemination of these funds; oversees the provision of Section 504 services to students; and collaborates with The Maryland School for the Blind, The Maryland School for the Deaf, and other nonpublic service providers.

Special Education					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	856.92	864.41	941.81	917.20	917.40
Budget by Object Classes					
Salaries & Wages	\$39,374,693	\$42,008,089	\$45,894,683	\$46,731,840	\$47,992,974
Contracted Services	1,901,262	2,152,226	2,570,150	1,652,375	1,678,366
Supplies & Materials	401,879	372,951	368,859	584,579	512,028
Other Charges	9,694,061	9,682,683	10,863,460	9,310,228	9,349,425
Equipment	25,925	0	6,200	10,000	10,000
Transfers	0	0	1,413,700	0	0
Total	\$51,397,820	\$54,215,949	\$61,117,052	\$58,289,022	\$59,542,793

ORGANIZATIONAL DEVELOPMENT

Organizational Development supports the advancement of student achievement by offering all FCPS employee's opportunities to build their professional capacity, and develops high quality professional learning experiences to ensure all employees have access to leadership and career pathways. The department coordinates, implements, and supports a variety of FCPS learning experiences such as:

- New Hire Symposium
- Teacher induction programming
- Employee support
- MSDE coursework
- ELITE program
- Pathways to Personalized Learning
- Professional Development Schools

Organizational Development is committed to developing talented individuals and creating systemic structures to ensure all employees are equipped to fulfill their professional role within FCPS.

Organizational Development					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	7.00	5.00	5.00	16.00	16.00
Budget by Object Classes					
Salaries & Wages	\$698,512	\$680,500	\$617,663	\$1,452,918	\$1,720,817
Contracted Services	14,465	285	180	75	14,852
Supplies & Materials	11,317	56,020	33,852	35,457	31,717
Other Charges	5,155	2,907	2,952	300	2,500
Equipment	0	0	0	0	0
Total	\$729,449	\$739,712	\$654,647	\$1,488,750	\$1,769,886

STUDENT SERVICES

Student Services works collaboratively with school staffs, students, parents, and community members to prevent, identify, and address barriers that adversely impact a student's educational success. Acting as an advocate for children, staff's goal is to ensure a successful school experience and productive future for all students. These services are provided by Community Agency School Services (CASS) coordinators, social workers, homeless student coordinator, mental health coordinator, pupil personnel workers, behavior specialists, PBIS/CPI teacher specialist, therapists, school psychologists, home and hospital teachers, school counselors, and school health coordinator. Student Services also promotes school attendance, social emotional learning, restorative practices, and Positive Behavior Intervention and Support (PBIS) Programs for prekindergarten through grade 12.

Student Services					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	28.36	27.36	27.36	64.86	69.01

Budget by Object Classes

Salaries & Wages	\$2,578,893	\$2,782,558	\$2,847,672	\$6,476,419	\$6,609,149
Contracted Services	45,235	38,103	118,559	212,490	212,490
Supplies & Materials	66,182	59,362	177,342	284,275	299,275
Other Charges	111,471	129,972	78,393	98,969	104,969
Equipment	0	0	0	0	0
Total	\$2,801,781	\$3,009,995	\$3,221,966	\$7,072,153	\$7,225,883

SYSTEM ACCOUNTABILITY & SCHOOL ADMINISTRATION

The Department of System Accountability and School Administration (SASA) provides oversight for the system and schools related to local and state assessment programs, school improvement, research and program evaluation, official data reporting including the FCPS Master Plan and Strategic Plan, and the Student Information System (SIS). In addition, staff provide oversight and leadership for the school administrators in each FCPS school.

System Accountability & School Administration					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	0.00	0.00	2.00	3.00

Budget by Object Classes

Salaries & Wages	\$0	\$0	\$0	\$253,521	\$294,523
Contracted Services	0	0	0	0	0
Supplies & Materials	0	0	0	0	1,050
Other Charges	0	0	0	0	3,611
Equipment	0	0	0	0	0
Total	\$0	\$0	\$0	\$253,521	\$299,184

SCHOOL ADMINISTRATION & INSTRUCTIONAL LEADERSHIP

The Office of School Administration and Instructional Leadership (SAIL) works directly with elementary, middle, high, charter, and foundation schools (Career and Technology Center, Frederick County Virtual School, and Heather Ridge School) supporting a prekindergarten to grade 12 philosophy. Direct support to the schools includes supervision, coaching, and professional learning in the Professional Standards for Education Leaders (PSELS) which promote strong instructional leadership and management in all schools. Oversight of Title I programming, extended learning opportunities, as well as, athletics and extracurricular programs are managed in School Administration.

School Administration & Instructional Leadership					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	32.00	32.00	30.00	27.00	27.00

Budget by Object Classes

Salaries & Wages	\$3,107,191	\$3,202,751	\$3,210,221	\$1,357,255	\$1,653,058
Contracted Services	499,484	541,223	485,407	536,590	590,080
Supplies & Materials	98,897	70,978	103,130	82,109	61,567
Other Charges	60,049	81,051	54,501	89,752	102,435
Equipment	0	0	0	0	0
Total	\$3,765,621	\$3,896,003	\$3,853,259	\$2,065,706	\$2,407,140

ELEMENTARY SCHOOLS

This budget contains the staffing and expenditures related to the operation of elementary schools within the system. Elementary schools typically encompass grades kindergarten through 5, generally serving students ages 5 to 10. Elementary schools offer full-day kindergarten, and a few elementary schools offer prekindergarten programs for 4-year-olds. In a few areas, elementary schools accommodate grades 3-5, while nearby primary schools serve prekindergarten through grade 2. Elementary children learn important foundational skills and knowledge through direct instruction from their teachers, opportunities for problem solving, and strategic practice to assist students in gaining independent mastery. Aside from core content, the curriculum is rounded out to allow students to explore talents and interests in the arts. Students become comfortable working in a classroom setting, collaborating with peers, and developing their social and emotional skills.

Elementary Schools					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	1,463.31	1,470.52	1,468.12	1,493.07	1,565.82
Budget by Object Classes					
Salaries & Wages	\$89,849,253	\$94,734,960	\$98,802,054	\$107,119,115	\$109,841,987
Contracted Services	65,624	73,120	68,568	63,068	71,471
Supplies & Materials	1,713,250	1,624,954	1,863,404	1,911,590	2,042,656
Other Charges	43,185	33,704	28,553	32,404	67,798
Equipment	0	0	0	0	0
Total	\$91,671,312	\$96,466,738	\$100,762,579	\$109,126,177	\$112,023,912

MIDDLE SCHOOLS

This budget contains the staffing and expenditures related to the operation of middle schools within the system. Middle schools typically encompass grades 6 through 8, generally serving students ages 10 to 14. In this rapidly changing world, this generation of middle school students will live and work in an increasingly interdependent, global society. To do so successfully, students will need to be culturally competent, be critical, creative thinkers, and skilled problem solvers. With this reality in mind, FCPS developed a Middle School Program of Studies that is designed to promote academic excellence, cultural and developmental responsiveness, college and career readiness, academic supports, extension activities, multiple learning and teaching approaches, and access to guidance and support services.

Heather Ridge School (HRS) – This school provides an alternative educational program for middle and high school students in grades 6-12 who require a highly structured setting. HRS emphasizes family involvement, problem solving, behavior management, social skills development, and counseling to enable students to successfully transition back to their local schools. The setting provides students access to the FCPS curriculum and prepares them for graduation, post-secondary education, and careers.

Middle Schools					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	727.20	732.40	760.60	768.80	787.00

Budget by Object Classes

Salaries & Wages	\$44,564,850	\$46,693,682	\$50,309,686	\$55,831,600	\$55,789,988
Contracted Services	46,829	47,341	50,131	40,706	36,456
Supplies & Materials	978,268	980,614	1,007,335	1,059,283	1,073,609
Other Charges	20,481	18,118	22,435	21,670	34,978
Equipment	0	0	0	0	0
Total	\$45,610,428	\$47,739,755	\$51,389,587	\$56,953,259	\$56,935,031

HIGH SCHOOLS

The mission of Frederick County's comprehensive public high schools is to challenge and help students in grades 9 through 12 grow intellectually, personally, and socially. Students are required to earn 25 credits to graduate, and upon graduation they should be able and willing to take the appropriate first steps into a chosen field of work or study, act as responsible citizens, and lead productive lives. In addition to a wide range of courses available at their local high school, students may attend classes at the Career and Technology Center, participate in work-study programs and internships, and enjoy a variety of extracurricular activities. Qualified seniors may also enroll at local educational institutions, such as Frederick Community College.

Career and Technology Center (CTC) – This school offers students in grades 10-12 who have identified specific career interests the opportunity to explore and prepare for their futures academically and through skill development and practical work experiences. A variety of programs are offered, many leading to industry certifications/licenses and/or college credit. Visit the CTC website at <http://education.fcps.org/ctc> for a complete list of programs and opportunities.

Frederick County Virtual School (FCVS) – FCVS is an alternative educational option offered in a variety of settings, delivered in traditional and online modes, for students who generally range in age from 16 to 21. The school offers a variety of merit, honors, and Advanced Placement options. FCVS programs include Virtual Outside of School (VOS), Flexible Evening High School (FEHS), Virtual After School (VAS), and Virtual During School (VDS). FCVS also coordinates the school system's summer program for middle and high school students.

High Schools					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	902.73	933.85	950.15	979.95	1,021.30
Budget by Object Classes					
Salaries & Wages	\$60,380,000	\$64,129,172	\$66,844,857	\$73,014,107	\$75,499,474
Contracted Services	43,709	51,279	65,313	60,378	66,538
Supplies & Materials	1,690,033	1,818,860	1,813,576	2,038,369	2,104,413
Other Charges	81,916	70,815	69,276	86,430	108,149
Equipment	0	12,499	0	4,372	0
Total	\$62,195,658	\$66,082,625	\$68,793,022	\$75,203,656	\$77,778,574

CHARTER SCHOOLS

FCPS has three charter schools: Carroll Creek Montessori Public Charter School (CCMPCS), Frederick Classical Public Charter School (FCPCS), and Monocacy Valley Montessori Public Charter School (MVMPCS). MVMPCS began operation in FY2003, CCMPCS in FY2013 and FCPCS in FY2014. Charter schools are funded via a per pupil allocation calculated annually based on the approved operating budget. This allocation covers all expenditures noted below.

Although charter schools function as semi-independent schools with their own governance and instructional design, educational achievement is measured against the same performance standards used by the local and state boards of education. Staff members are FCPS employees, and the schools' administrators report to the Superintendent.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	81.70	91.55	91.55	91.70	90.20

Budget by Object Classes

Salaries & Wages	\$4,265,385	\$4,637,548	\$5,001,216	\$4,903,018	\$5,498,759
Contracted Services	1,355,536	1,384,911	1,487,858	1,449,170	1,449,170
Supplies & Materials	147,843	176,354	226,499	187,610	187,610
Other Charges	1,713,079	1,837,644	3,182,480	3,248,423	3,248,423
Equipment	234,467	1,440	0	320,091	320,091
Total	\$7,716,310	\$8,037,897	\$9,898,053	\$10,108,312	\$10,704,053

SYSTEM ACCOUNTABILITY & SCHOOL IMPROVEMENT

The System Accountability and School Improvement (SASI) budget helps to provide schools, central office staff, elected officials, and community members with data and information required to evaluate progress in the FCPS Strategic Plan, the State Accountability Program, and Local School Improvement efforts. Staff work to inform with, engage around, and respond to data that communicate progress of students, our schools, and programs. The director, supervisors, coordinators, specialists, teachers, technicians, and other supporting staff manage, coordinate, and ensure quality control for the following critical areas in our organization: state assessment and accountability, local assessment and intervention (P-12), school improvement, data reporting (state and local), program evaluation and research, and the FCPS Student Information System (SIS).

System Accountability & School Improvement					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	19.00	19.00	20.00	20.00	25.00
Budget by Object Classes					
Salaries & Wages	\$1,565,286	\$1,638,578	\$1,881,472	\$1,904,394	\$2,383,548
Contracted Services	317,831	414,226	538,462	366,133	484,258
Supplies & Materials	601,664	472,027	819,013	683,757	821,550
Other Charges	11,349	11,687	14,805	20,792	27,392
Equipment	0	0	0	0	0
Total	\$2,496,130	\$2,536,518	\$3,253,752	\$2,975,076	\$3,716,748

CURRICULUM, INSTRUCTION, & INNOVATION

The Curriculum, Instruction, and Innovation PreK-12 Department (CII) supports the following content areas: Early Childhood Education (ECE), Mathematics, English/Language Arts, Social Studies, Science, Health and Physical Education, Visual and Performing Arts, World Languages, Career and Technology Education, and Library Media. In addition, the department includes Dual Enrollment, the Judy Center, the Earth, Space, and Science Lab (ESSL), and Outdoor School.

The department is responsible for all aspects of curriculum including alignment and revision of curriculum standards, compliance with state law and regulation requirements (including providing a number of reports to the Maryland State Department of Education and the Board of Education), development of curricular resources and content, production of local assessment measures, and evaluation of curriculum. These efforts require significant interdepartmental work across the school system.

Curriculum, Instruction, & Innovation					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	2.00	2.00	2.00	2.00	2.00
Budget by Object Classes					
Salaries & Wages	\$249,222	\$288,672	\$267,685	\$477,647	\$614,587
Contracted Services	96,741	65,873	78,383	243,000	153,500
Supplies & Materials	1,406,504	1,102,416	1,096,627	1,355,445	1,769,050
Other Charges	26,792	40,051	36,273	80,600	83,056
Equipment	0	0	0	0	65,000
Total	\$1,779,259	\$1,497,012	\$1,478,968	\$2,156,692	\$2,685,193

CURRICULUM SUPERVISION

This department encompasses many systemic functions, such as curriculum management, resource development and purchasing, assessment implementation, technology integration, new course development, and ongoing curriculum revision. In addition to the Early Childhood Education (ECE), Mathematics, English/Language Arts, Social Studies, Science, Health and Physical Education, Visual and Performing Arts, World Languages, Career and Technology Education, Library Media content areas, and Dual Enrollment.

The Curriculum, Instruction, and Innovation Department works closely with the other departments in the ACTS division, as well as departments from the Business Services Group, to further system goals and advance student achievement. The department also conducts a variety of activities to meet local, state, and federal accountability requirements, as well as statutory and regulatory mandates.

Curriculum Supervision					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	104.96	74.10	74.30	75.30	60.10

Budget by Object Classes

Salaries & Wages	\$7,331,247	\$6,973,756	\$7,114,454	\$6,036,018	\$6,176,107
Contracted Services	411,437	228,501	186,095	169,816	163,304
Supplies & Materials	728,233	873,639	1,245,261	1,006,755	1,093,356
Other Charges	96,681	93,113	167,785	171,366	175,061
Equipment	0	0	0	0	0
Total	\$8,567,598	\$8,169,009	\$8,713,595	\$7,383,955	\$7,607,828

Division of Legal Services

Jamie Cannon, Esq.
Chief of Staff & Legal Counsel

Human Resources Department

Timothy Thornburg
Director

Employee Benefits/ Wellness

Donna Clabaugh
Senior Manager

Employee Relations/EEOC Compliance

Curtis Scott
Senior Manager

Talent Acquisition/ Management Certificated

Gina Keefer
Senior Manager

Talent Acquisition/ Management Support

Rob Wedge
Senior Manager

OFFICE OF THE CHIEF OF STAFF & LEGAL COUNSEL

The Chief of Staff and Legal Counsel Office provides legal advice and counsel to school system staff to ensure compliance with relevant Maryland and federal laws, contract negotiations oversight, and policy and regulation development/updates. The Chief of Staff and Legal Counsel is the school system's chief legal advisor, supervises the Human Resources Division, serves on the Superintendent's Cabinet, acts as liaison to outside attorneys, and also represents the Superintendent in legal proceedings before the Board of Education.

Office of the Chief of Staff & Legal Counsel					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	3.00	3.00	3.00	3.00	3.00
Budget by Object Classes					
Salaries & Wages	\$288,947	\$305,697	\$318,791	\$334,761	\$349,906
Contracted Services	52,852	28,275	39,396	42,700	42,700
Supplies & Materials	2,472	2,830	6,679	5,063	5,063
Other Charges	8,739	8,653	3,719	8,000	8,000
Equipment	0	0	0	0	0
Total	\$353,010	\$345,455	\$368,585	\$390,524	\$405,669

HUMAN RESOURCES

The Human Resources Division's objectives are to recruit and hire highly qualified and diverse employees, offer excellent opportunities for professional growth, and retain a first-class workforce that is committed to excellence. The department goal is to support employees throughout the continuum of their careers and to serve as a resource in matters related to staffing, compensation, benefits, employee relations, and contract management.

Administration, Talent Acquisition, & Training

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	29.00	29.00	29.00	26.00	28.00

Budget by Object Classes

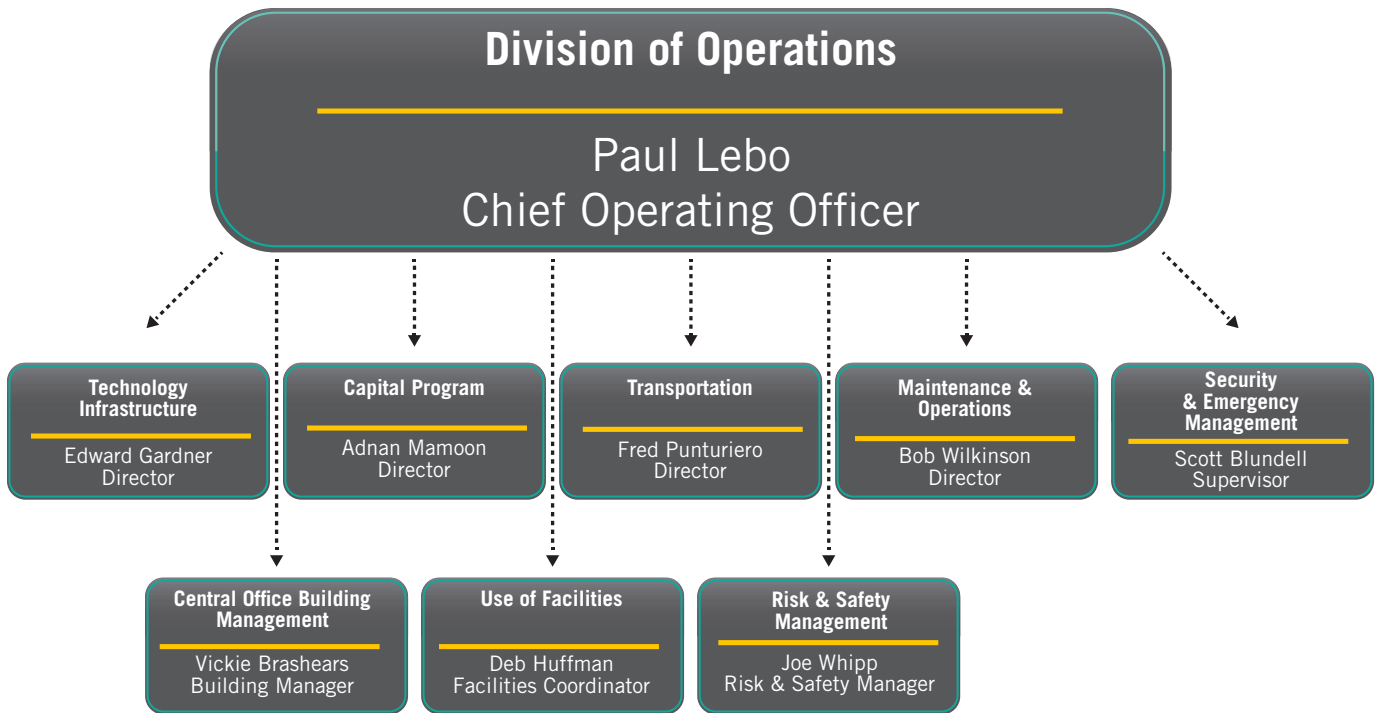
Salaries & Wages	\$1,997,993	\$2,089,250	\$2,000,999	\$2,106,978	\$2,356,351
Contracted Services	102,234	88,639	124,752	188,238	201,986
Supplies & Materials	17,029	25,416	60,294	35,600	39,600
Other Charges	52,178	29,812	37,977	52,700	61,700
Equipment	0	0	0	0	0
Total	\$2,169,434	\$2,233,117	\$2,224,022	\$2,383,516	\$2,659,637

TUITION REIMBURSEMENT/WORKSHOPS/STIPENDS

The Tuition Reimbursement/Workshops/Stipends program supports pre-service training for newly hired teachers contingent on funding. The per diem pay for this activity is a productive recruitment tool and, more importantly, provides targeted professional development for teachers new to FCPS. Current teachers invited to participate are compensated at workshop rate of pay.

In addition, these funds account for tuition reimbursement to teachers, administrators, supervisors, and support staff. Courses and programs must be approved by Human Resources prior to enrollment for employees to receive reimbursement. With the exception of extenuating circumstances, those who receive tuition reimbursement and leave employment within two years of receiving reimbursement are required to repay the monies received.

Tuition Reimbursement/Workshops/Stipends					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	3.25	3.25	2.50	2.50
Budget by Object Classes					
Salaries & Wages	\$726,608	\$906,217	\$568,668	\$779,806	\$757,842
Contracted Services	75,624	74,098	57,771	99,000	99,000
Supplies & Materials	0	0	0	0	0
Other Charges	1,663,458	1,603,167	1,818,629	1,830,382	1,830,382
Equipment	0	0	0	0	0
Total	\$2,465,690	\$2,583,482	\$2,445,068	\$2,709,188	\$2,687,224



OFFICE OF THE CHIEF OPERATING OFFICER

The Chief Operating Officer, reporting directly to the Superintendent, is responsible for several departments encompassed within the FCPS Division of Operations. Specifically, the Chief Operating Officer oversees the areas of central office management, capital programs (construction and facilities planning), maintenance and operations, security and emergency management, risk and safety management, use of facilities, transportation, and technology infrastructure.

The Chief Operating Officer plans and oversees the leadership of each department; evaluates the procedures, resources, and operational efficiencies of each; and advises the Superintendent on service delivery models that support the organizational vision and FCPS schools. Additionally, the Chief Operating Officer bridges leadership with the Chief Financial Officer, the Chief of Staff, the Deputy Superintendent, and executive leaders in the ACTS division to ensure a collaborative work environment among all FCPS divisions.

Office of the Chief Operating Officer					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	4.00	5.00	6.00	6.00	6.00
Budget by Object Classes					
Salaries & Wages	\$235,881	\$298,942	\$497,011	\$541,624	\$557,948
Contracted Services	14,382	10,271	812	13,200	13,200
Supplies & Materials	2,426	1,500	2,685	4,100	4,100
Other Charges	1,477	6,183	2,607	7,750	7,750
Equipment	0	0	0	0	0
Total	\$254,166	\$316,896	\$503,115	\$566,674	\$582,998

CAPITAL PROGRAM

Under the Division of Operations, the Capital Programs Department prepares long-range enrollment projections for FCPS and individual schools, as well as annually updating the 10-year Educational Facilities Master Plan (EFMP). The Capital Programs Department is also responsible for managing the architectural and engineering design of new schools, major building additions and systemic renovation projects, and managing construction and project inspection services associated with capital projects. The EFMP includes the recommendations for new schools, school additions, and capital renovation projects. The Department is also responsible for preparing the six-year Capital Improvement Program (CIP); conducting feasibility studies for major building renovation projects; conducting school redistricting studies; coordinating land acquisition for future school sites including state processing and local reviews/approvals; preparing educational specifications for new school projects; coordinating the Geographic Information Systems (GIS) program; reviewing residential development plans as required by county and municipal jurisdictions including adequate public facilities ordinance school reviews for Frederick County and municipalities when required; maintaining state and local inventory of facilities; and reviewing state and local proposals for changes in laws or regulations related to public school design and construction.

For construction management activities, the Department coordinates preparation of building specifications for major capital projects; estimates costs and prioritizes future major renovation needs; manages projects contained in the Capital Outlay (Category 15) chapter of the FCPS operating budget; manages the annual portable classroom relocation project; maintains the "Project Management Procedures Manual"; and coordinates special engineering studies as needed (i.e., HVAC, parking, and roof assessments). In support of these efforts, ongoing coordination is required with state and local officials, as well as with FCPS central office and school-based staffs.

Capital Program					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	11.00	11.00	11.00	11.00	11.00
Budget by Object Classes					
Salaries & Wages	\$887,012	\$1,001,826	\$995,370	\$1,063,148	\$1,098,960
Contracted Services	759,025	753,186	554,097	552,139	717,139
Supplies & Materials	37,983	30,874	30,415	9,900	9,900
Other Charges	26,496	29,056	28,560	28,410	28,410
Equipment	0	0	7,114	0	0
Transfers	799,976	0	0	0	0
Total	\$2,510,492	\$1,814,942	\$1,615,556	\$1,653,597	\$1,854,409

FACILITIES OPERATIONS & MAINTENANCE

Facilities Operations and Maintenance is responsible for executing the preventive maintenance program for all FCPS facilities; responding to work order service requests issued by building administrators, teachers, and food service staff in order to provide an optimal learning environment; performing regular inspections of equipment and building systems, such as roofs, boilers, chillers, sprinkler systems, fire alarms, elevators, fire extinguishers, etc.; providing service repair for all systems including food service equipment; coordinating in-house or contracted efforts necessary to maintain regulatory compliance for selected building systems; administering the computerized maintenance management system software; administering contracts, some of which include septic and grease trap systems, sprinkler system inspection, roof repair, fuel tank testing, elevator inspection, and mechanical water treatment.

Specialized trade shops in this department include grounds and athletic field maintenance, locksmith, carpentry, painting, and roofing. These trade shops are responsible for design and construction services for minor building modifications and the administration of unit price contracts, some of which include door hardware, painting supplies, flooring, concrete, and paving; grounds and athletic field maintenance; noxious weed control program; storm water management program; playground safety inspection program; and portable maintenance program.

Under Facilities Operations and Maintenance, the Environmental Compliance and Occupational Health program is responsible for directing environmental health and related activities, including environmental regulatory compliance; managing all aspects of swimming pool operations; providing technical support and consultation services for building administrators, curriculum specialists, and departments on environmental concerns; assisting FCPS in developing preemptive measures and implementing responses to medical or environmental hazards; managing environmental programs and federal, state, or local compliance related to indoor air quality, water quality, asbestos, and lead abatement; integrated pest management; ensuring FCPS compliance with the Environmental Protection Agency, the Maryland Department of the Environment; administering contracts associated with industrial hygiene services and asbestos abatement; assisting other FCPS divisions or departments in the investigation of student and staff accidents; and assisting FCPS Fiscal Services Division in coordinating responses regarding building damage and liability insurance claims.

Facilities Operations & Maintenance					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	148.00	147.00	147.00	149.00	149.50
Budget by Object Classes					
Salaries & Wages	\$8,771,879	\$8,936,842	\$8,898,113	\$9,630,755	\$9,897,760
Contracted Services	2,351,452	2,184,832	2,805,947	2,848,011	3,448,875
Supplies & Materials	2,062,451	1,944,924	1,992,037	1,820,330	1,938,830
Other Charges	129,568	160,497	142,388	195,909	200,909
Equipment	289,147	363,555	374,946	65,000	60,000
Total	\$13,604,497	\$13,590,650	\$14,213,431	\$14,560,005	\$15,546,374

CUSTODIAL SERVICES

Under the Division of Operations, the Custodial Services program is responsible for providing technical support and training to school-based custodians regarding cleaning and building care related tasks, including the safe use of all chemicals and custodial equipment; providing support for school administrators in the management of custodial staff; performing annual inspections of custodial services at individual schools; providing coordination and resources in response to weather-related events, medical issues, and emergency events that threaten the safe operations of schools; providing State of Maryland certified staff to deal with integrated pest management issues system-wide; assisting in the set-up and opening of new schools and school additions; administering the substitute custodian program; administering contracts for custodial equipment repair, snow removal, mowing, and other building operation functions; and managing contracts for the procurement of supplies and equipment for school custodians.

Custodial Services					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	359.00	359.00	367.50	370.00	374.50

Budget by Object Classes

Salaries & Wages	\$12,224,144	\$12,826,806	\$13,526,637	\$14,345,366	\$14,777,952
Contracted Services	456,567	1,038,169	1,313,557	620,056	820,056
Supplies & Materials	970,650	986,430	1,058,024	1,003,657	1,017,731
Other Charges	11,127	13,357	9,855	12,300	12,300
Equipment	75,502	35,068	28,936	70,000	70,000
Total	\$13,737,990	\$14,899,830	\$15,937,009	\$16,051,379	\$16,698,039

ENERGY MANAGEMENT & RECYCLING

Under the Division of Operations, the Energy and Recycling program manages the procurement of energy requirements of the school system. Key elements include collecting and analyzing utility-billing data, including electric, natural gas, heating oil, propane, water/sewer, solid waste, and recycling; coordinating the procurement of energy and solid waste services; managing contracts associated with energy and solid waste services; monitoring the energy market to direct procurement decisions; coordinating with state and local officials on issues associated with energy, water/sewer utilities and solid waste management; developing and overseeing energy reduction programs for FCPS; and managing source reduction and recycling programs for FCPS.

Energy Management & Recycling					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	1.00	1.00	1.00	1.00	1.00

Budget by Object Classes

Salaries & Wages	\$94,714	\$97,670	\$100,737	\$101,337	\$103,274
Contracted Services	766,911	742,400	769,659	934,972	934,972
Supplies & Materials	2,705	3,522	1,421	3,500	3,500
Other Charges	10,085,582	9,664,269	9,320,514	11,695,317	11,117,217
Equipment	0	0	0	0	0
Total	\$10,949,912	\$10,507,861	\$10,192,331	\$12,735,126	\$12,158,963

SECURITY & EMERGENCY MANAGEMENT

Under the Division of Operations, the Security and Emergency Management Department works to provide a safe and secure environment for our school communities through evaluation, education, and training. Department staff is responsible for developing and updating system-wide Emergency Plans and Continuity of Operation Plans (COOP), as well as related protocols, procedures, and training. The department monitors the FCPS emergency radio network, the emergency contact line, the Frederick County Disaster LAN system and local weather radar during the school day, and maintains a 24-hour phone line to ensure timely notification during emergencies. The department staff also supervises the coordination, implementation, and management of security technologies to include video surveillance, facility emergency notification, and building access systems.

The supervisor of Security and Emergency Management represents FCPS on a number of Frederick County Government preparedness committees and works with county, state, and federal agencies to ensure compliance with all security-related requirements and regulations. The Security and Emergency Management Department staff works collaboratively with school-based and central office leadership to design, evaluate, and monitor security protocols for FCPS personnel and property. The supervisor is also the lead advisor for site and systemic emergency management. In addition to providing training to be compliant with state and local regulations, the supervisor provides consulting and investigative support to other FCPS supervisors.

Security & Emergency Management					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	4.00	4.00	5.00	5.00	5.00
Budget by Object Classes					
Salaries & Wages	\$415,023	\$449,343	\$520,228	\$636,451	\$647,715
Contracted Services	55,834	173,380	57,686	85,300	99,300
Supplies & Materials	102,521	87,662	116,803	120,000	120,000
Other Charges	2,048	2,455	3,027	7,600	7,600
Equipment	0	21,723	(1,558)	0	0
Total	\$575,426	\$734,563	\$696,186	\$849,351	\$874,615

TRANSPORTATION

Under the Division of Operations, the Transportation Department's primary role in the school district is to deliver safe, efficient, and reliable student transportation to and from school and to and from FCPS extracurricular events every day. This includes the bus routing programming, which is responsible for creating, updating, and maintaining more than 360 bus routes covering in excess of 7.6 million miles each year. Student transportation services staff includes more than 500 drivers and bus assistants who provide bus services for approximately 31,000 students per year. The department is also responsible for all transportation services dedicated to special education students.

In addition to bus service, the department provides mechanical repair and maintenance services for over 448 school buses and over 200 non-school bus vehicles. The Transportation Department maintains a rigorous and continuous bus driver training program providing classroom and behind-the-wheel training exceeding requirements mandated by Maryland law.

Transportation					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	414.93	446.58	447.58	442.04	462.21
Budget by Object Classes					
Salaries & Wages	\$13,562,829	\$14,791,203	\$15,401,276	\$16,196,549	\$17,069,952
Contracted Services	608,032	715,432	847,671	697,981	714,481
Supplies & Materials	2,564,734	3,086,533	3,213,258	3,509,108	3,603,108
Other Charges	31,470	30,591	27,405	36,650	36,650
Equipment	3,089,905	2,829,120	2,857,838	3,480,043	3,379,043
Total	\$19,856,970	\$21,452,879	\$22,347,448	\$23,920,331	\$24,803,234

TECHNOLOGY INFRASTRUCTURE

The Department of Technology Infrastructure's (DTI) mission is to ensure that every department, student, and staff member has access to modern and appropriate technology services in support of their mission and education delivery objectives.

The department manages telecommunication systems, user support helpdesk/staff, all computer systems, local/wide area networks, wireless infrastructure, and all centralized applications. Groups within DTI provide direction, training, and support to teachers, principals, students, central office staff, and all users of FCPS technology. DTI also manages work orders and maintains telephone billing, telephone budgets, and E-rate.

Technology Infrastructure					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	32.00	31.00	32.00	37.00	49.00
Budget by Object Classes					
Salaries & Wages	\$1,951,028	\$2,203,734	\$2,101,150	\$2,769,165	\$3,076,887
Contracted Services	1,202,674	1,250,611	1,425,025	1,091,353	1,091,353
Supplies & Materials	1,457,738	1,523,641	1,296,044	1,881,350	4,756,832
Other Charges	1,663,901	1,592,452	1,500,474	1,576,338	2,776,338
Equipment	175,735	253,318	202,608	170,000	170,000
Total	\$6,451,076	\$6,823,756	\$6,525,301	\$7,488,206	\$11,871,410



OFFICE OF THE CHIEF FINANCIAL OFFICER

The Fiscal Services Division includes the Chief Financial Officer and professional staff who provide oversight and support to the departments of Accounting, Budget and Financial Reporting, Food and Nutrition Services, Purchasing, and Warehouse Operations. The Fiscal Services Division is also responsible for the management and administration of FCPS's property and liability insurance policies, and the technical support for the business and operation departments.

Office of the Chief Financial Officer					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	2.00	2.00	2.00	2.00	2.00
Budget by Object Classes					
Salaries & Wages	\$225,013	\$238,344	\$248,482	\$261,431	\$274,343
Contracted Services	4,576	23,951	(2,009)	5,100	5,100
Supplies & Materials	610	999	2,384	5,200	5,200
Other Charges	6,435	8,746	7,985	9,510	8,710
Equipment	0	0	0	0	0
Total	\$236,634	\$272,040	\$256,842	\$281,241	\$293,353

FISCAL SERVICES

This cost center provides the key service of Accounting, Budget, Financial Reporting, Purchasing, Warehouse, and Business Services Technology.

- Accounting prepares, processes, and posts all financial transactions related to payroll and withholding, invoices for services, processes cash receipts, and pays vendors for goods and services. Accounting also maintains the school system's centralized property records of capital and sensitive assets.
- Budget supports the development of the operating budget and capital budget, prepares the Adopted Operating Budget Book, and monitors and analyzes revenues and expenditures throughout the year.
- Financial Reporting prepares financial reports including the Comprehensive Annual Financial report, facilitates audits from federal, state, and local agencies, and monitors and analyzes revenues and expenditures throughout the year.
- Purchasing prepares, administers, and evaluates all procurements and contracts for the acquisition of items used by FCPS. In addition, Purchasing administers the procurement card program.
- Warehouse provides daily distribution and courier service between schools and offices. Frederick County Government consolidated its warehouse and courier activities with FCPS in July 2012.
- Business Services Technology (BST) coordinates, facilitates, and oversees the technology goals of Fiscal Services, Human Resources, Transportation, and various other business services end users. BST coordinates all the business services multi-departmental projects and upgrades.

Fiscal Services					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	53.85	53.85	53.85	54.85	55.85
Budget by Object Classes					
Salaries & Wages	\$3,332,191	\$3,532,716	\$3,628,684	\$3,950,939	\$4,059,057
Contracted Services	199,057	193,863	170,890	912,689	934,454
Supplies & Materials	53,496	55,539	57,920	53,216	56,131
Other Charges	(164,720)	(153,763)	(172,039)	(147,890)	(141,270)
Equipment	0	0	37,150	0	0
Transfers	0	0	0	0	0
Total	\$3,420,024	\$3,628,355	\$3,722,605	\$4,768,954	\$4,908,372

This schedule provides a summary of the programs included in the Fiscal Services department.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Accounting, Budget, Financial Reporting, Purchasing	\$2,516,804	\$2,662,030	\$2,676,665	\$3,105,961	\$3,173,786
Business Services Technology	532,333	573,575	597,660	1,239,005	1,300,758
Warehouse	370,887	392,750	448,280	423,988	433,828
Total	\$3,420,024	\$3,628,355	\$3,722,605	\$4,768,954	\$4,908,372

NON-DEPARTMENTAL

This budget accounts for services that are generally recurring including employee benefits, property and liability insurance, and community use of facilities. Employee health and dental insurance costs are paid to the Self-Insurance Fund. Activities in this budget affect the system as a whole, rather than a single building or department.

- The Community Services category includes services provided by the school district for the community, or a segment of the community, other than the public-school system and its programs. School facilities are made available to the community in an effort to maximize use of buildings and play areas in an economic and efficient manner. Use-of-facility fees are charged to offset the costs for maintenance, utilities, and other allotted costs.
- Finance and Transfer reflects general fund supplements to several restricted grant programs. Also included are the contributions to the Other Post-Employment Benefits (OPEB) Trust Fund and transfers to other funds.
- Fixed Charges are employer expenses for payroll taxes, workers compensation, retirement, and medical/dental benefits. Also included are funds for the lease payment of the central office building. Retirement costs on-behalf payments are reflected in the Restricted Fund budget.
- The school system liability, property, and vehicle insurance costs, as well as substitute teacher expenditures are included in the Non-Departmental budget.
- Substitute costs are centrally managed by Fiscal Services.

Non-Departmental					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	0.00	0.00	0.00	0.00

Budget by Object Classes

Salaries & Wages	\$3,958,383	\$4,123,646	\$4,271,245	(\$1,371,125)	\$1,341,081
Contracted Services	919,632	918,690	932,301	4,011,707	1,730,739
Supplies & Materials	44,546	189	9,995	373,000	373,000
Other Charges	111,318,898	115,899,928	118,850,830	127,387,904	135,023,565
Equipment	0	0	0	0	0
Transfers	1,996,185	2,705,756	1,385,262	2,177,968	2,288,218
Total	\$118,237,644	\$123,648,209	\$125,449,633	\$132,579,454	\$140,756,603

This schedule provides a summary of the programs included in the Fiscal Services department non-departmental

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Community Services	\$372,419	\$426,588	\$435,346	\$590,753	\$600,707
Finance and Transfers	3,296,362	4,016,003	2,443,671	7,459,573	5,588,855
Fixed Charges	109,594,598	114,083,918	117,227,190	124,853,618	132,279,358
Property and Liability Insurance	1,354,281	1,437,486	1,490,735	1,507,868	1,717,789
Substitutes and Salary Control	3,619,984	3,684,214	3,852,691	(1,832,358)	569,894
Total	\$118,237,644	\$123,648,209	\$125,449,633	\$132,579,454	\$140,756,603

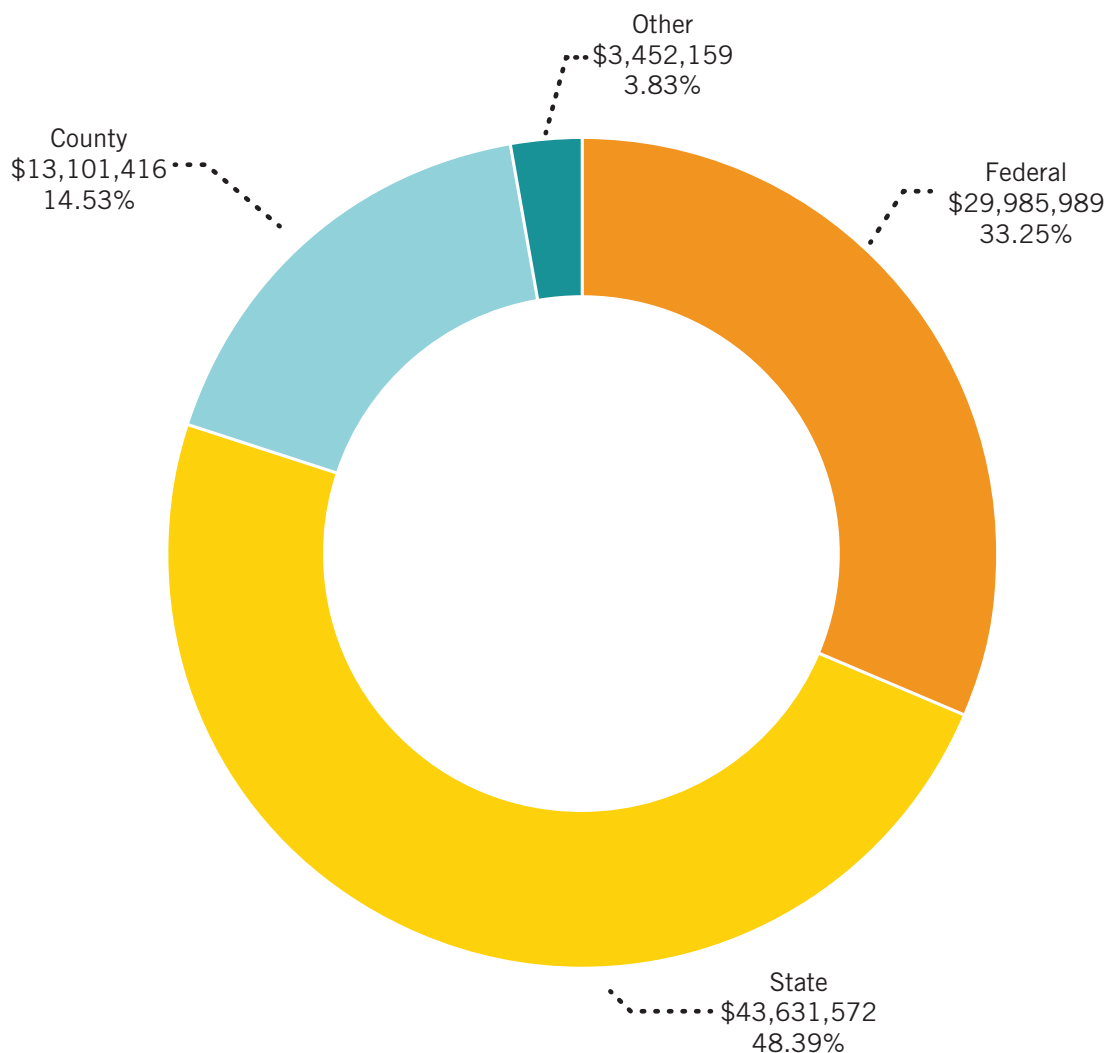
RESTRICTED FUND

The FCPS Restricted Fund accounts for numerous instructional and systemic projects funded by federal, state, and county governments along with other sources consisting of local/national companies and organizations.

There are approximately 40 federally funded projects and 20 state funded projects, along with several projects funded by the county and other sources. In most cases, these projects are designed to serve specific populations or educational initiatives. Instructional restricted projects are administered through project coordinators, often the curriculum supervisors, who are responsible for the targeted curricular area or the person who submitted the proposal. The school system employs a grants coordinator to assist in the identification and development of grants, and all staff are encouraged to apply for grants on behalf of the students and the community.

Included in the FCPS Restricted Fund are projects designated as county in-kind services and state-funded pension contributions. Included in the county in-kind services are school health, crossing guard, and school resource officer programs.

FY2021 Restricted Projects Funding Sources \$90,171,136



RESTRICTED FUND

MSDE Budget Expenditure Object Classification

Within the 15 state-mandated categories, the operating budget expenditures are further divided into six objects, which define the nature of the expense. The MSDE Financial Reporting Manual for Maryland Schools is used to assign the appropriate object code to expenditures. The six objects used are:

Salaries and Wages are paid to staff in budgeted positions; wages paid to substitutes, assistants, work study students, and temporary staff; and wages paid for additional activities including workshops, school improvement teams, teacher leadership, coaching, and summer programs.

Contracted Services are provided for items such as renting land, buildings, and equipment; maintenance of specialized equipment and vehicles; software maintenance; printing, medical, and fingerprinting services; legal and financial consulting; and various other technical and professional services.

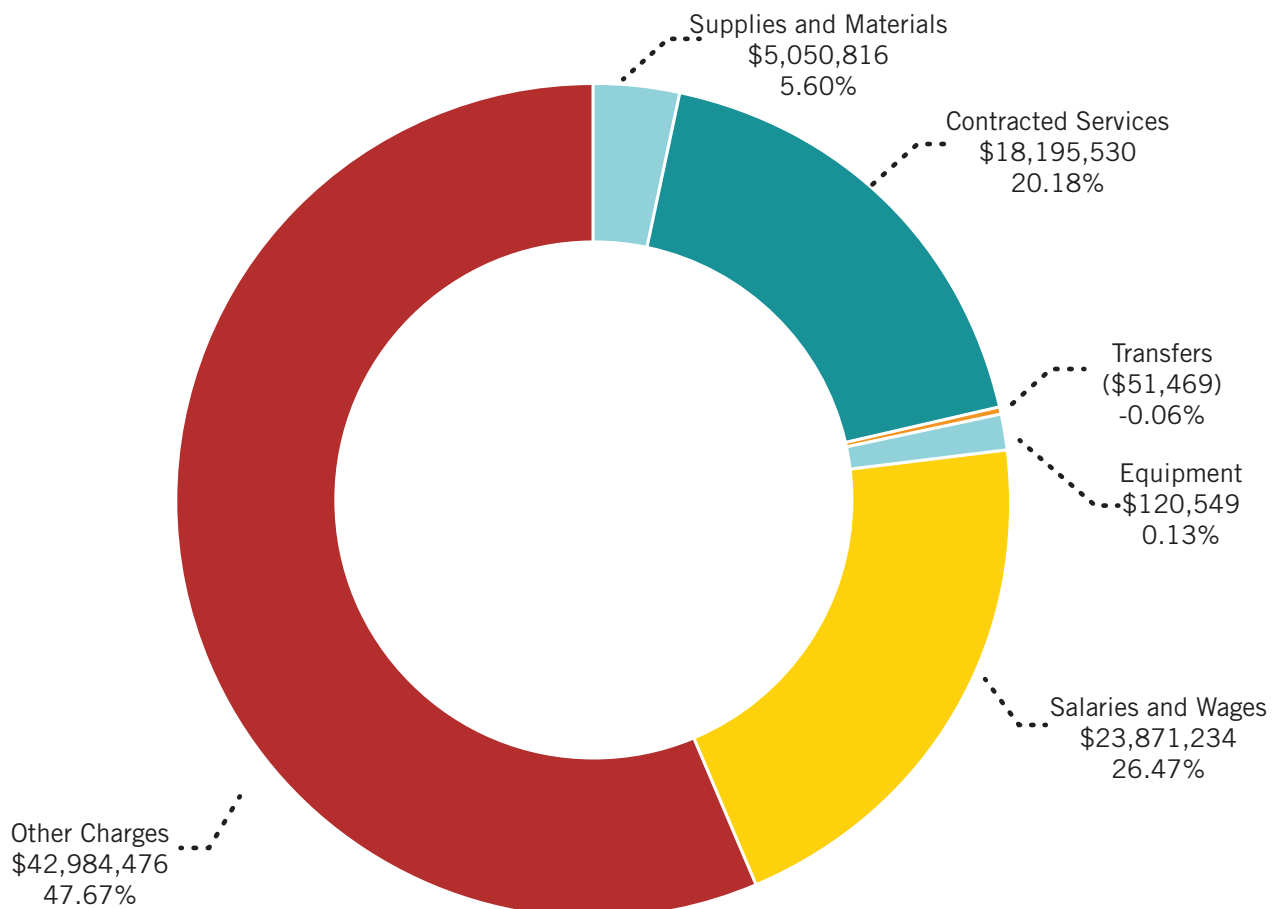
Supplies and Materials are items that are consumable, are better to replace than repair or have a per-unit cost of less than \$5,000 (e.g., textbooks, instructional supplies, tools, office and technology equipment, and postage).

Other Charges are expenditures for employee benefits, travel, fuel, insurance, utilities, telecommunications, licenses, permits, dues, staff development, and other costs not attributable to another object.

Equipment is fixed assets such as land, buildings, machinery, vehicles, and furniture and fixtures. Items considered equipment have a per-unit cost of \$5,000 or more, are depreciable, and are repaired rather than replaced.

Transfers are payments to other LEAs or transfers between major fund types within the LEA. Transfer accounts represent the release of funds from one account to another account where the expenditure will be reported.

FY2021 Expenditures by Objects \$90,171,136



RESTRICTED FUND

Overview					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE)	318.71	316.46	327.47	333.13	357.19
Revenue by Source					
Federal	\$16,576,541	\$16,454,302	\$18,593,535	\$21,646,053	\$29,985,989
State	35,206,825	33,320,695	33,242,138	41,966,265	43,631,572
County	10,366,250	10,173,664	10,918,366	12,111,313	13,101,416
Other	1,174,263	813,982	2,664,150	2,795,467	3,452,159
Total	\$63,323,879	\$60,762,643	\$65,418,189	\$78,519,098	\$90,171,136
Expenditures					
Salaries and Wages	\$12,769,975	\$13,430,702	\$15,242,954	\$18,129,498	\$23,871,234
Contracted Services	11,349,011	11,244,309	12,388,547	13,444,043	18,195,530
Supplies and Materials	1,197,523	1,268,963	2,919,525	4,063,285	5,050,816
Other Charges	38,877,328	37,034,746	36,759,006	42,783,907	42,984,476
Land, Buildings, and Equipment	50,080	19,983	79,880	583,119	120,549
Transfers	(920,038)	(2,236,060)	(1,971,723)	(484,754)	(51,469)
Total	\$63,323,879	\$60,762,643	\$65,418,189	\$78,519,098	\$90,171,136

FEDERAL PROJECTS					
Project Title	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
IDEA Part B Pass-through Education of the Handicapped + CCEIS	\$7,329,916	\$7,424,962	\$7,571,266	\$7,743,675	\$8,060,575
Title I - Part A	4,222,723	4,639,465	4,814,783	4,807,433	4,954,000
CARESACT (ESSER, Technology, Tutor, GEER)	0	0	0	0	11,307,710
Medical Assistance Reimbursement	1,586,685	1,513,528	1,778,689	1,775,529	1,888,441
Striving Readers	0	0	1,499,773	900,000	0
Title II - Improving Teacher Quality	841,591	401,631	767,855	775,216	647,016
21st Century Learning Centers	1,202,131	447,027	248,127	399,990	786,313
Title IV	0	0	143,949	345,531	355,754
Title III - English Language Acquisition	0	153,957	262,206	296,987	308,004
Carl D. Perkins, Title I, Part C Program Improvement	265,111	281,062	282,934	283,101	323,194
Infants & Toddlers	0	0	231,635	241,910	37,913
PreK Expansion @ Monocacy ES	0	0	145,939	146,880	0
IDEA Part B Preschool Pass-through	129,322	131,057	133,456	144,198	145,045
Secondary Transition Local Implementation for Results (LIR)	0	0	0	133,381	134,047
Access Equity & Progress (AEP)	0	0	0	125,317	200,685
Early Childhood Local Implementation (LIR)	0	0	71,661	111,287	112,180
McKinney Vento Education for Homeless Children and Youth	0	0	90,001	84,550	93,627
Preschool Pass-through Parentally Placed Private School Students (PPPSS)	0	78,210	78,527	69,169	78,351
21st Century (FAST)	0	0	99,706	0	0
Local Priority Flex	0	0	38,277	0	0
21st Century Community Learning Center (Hope After School Program)	0	0	31,009	28,102	29,191
Title I Part A Focus Schools	0	0	26,583	0	0
Secondary Transition	0	0	26,538	0	0
Disability Innovation Work Based Learning	0	0	0	25,000	285,480
Special Education Secondary Transition	31,212	0	0	0	0
Title I - Part A School Improvement/Focus Schools	574,235	0	0	0	0
Early Childhood Connections (3-K)	40,289	0	0	0	0
Special Education Local Flexibility	124,372	0	0	0	0
IDEA Part B Pass-through Parentally Placed Private School	81,708	0	0	0	0
Maryland Infants & Toddlers Program	196,474	0	0	0	0
Urbana High School International Baccalaureate (IB) Test Fees	109,334	0	0	0	0
< 24,999 Other Projects - Federal	0	1,383,403	444,343	3,208,797	238,463
Total Federal	\$16,735,103	\$16,454,302	\$18,787,257	\$21,646,053	\$29,985,989

STATE PROJECTS					
Project Title	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
On-Behalf Payment/State Retirement	\$33,138,541	\$31,248,348	\$30,735,591	\$33,080,188	\$33,011,720
Blueprint for Maryland's Future	0	0	0	4,402,431	4,651,265
Inter-Governmental Transfer (IGT)	1,540,000	1,289,011	1,312,068	1,900,000	1,900,000
Safe Schools	0	0	184,151	473,573	424,888
Leap	0	0	78,017	360,740	360,741
Judy Center - Early Childhood Education (ECE)/Day Care	325,791	312,207	0	250,000	250,000
LYNX	0	236,599	236,599	236,599	236,599
Pre-K Expansion	0	0	146,799		900,000
Heroin and Opioid Policy Development	0	0	135,704	141,459	0
School Safety Survey	0	0	95,528	120,226	0
CTE Innovation	0	0	102,058	102,000	70,922
Quality Teacher Incentive Act of 1999 National Board Certification (NBC)	39,200	0	63,500	63,000	65,000
Athletic Reimbursement MD Public Secondary Schools Athletic Association (MPSSAA)	50,935	44,454	41,950	45,000	45,000
R4K Ready for Kindergarten	0	0	27,192		0
< 24,999 Other Projects - State	111,075	190,076	82,981	791,049	1,715,437
Total State	\$35,205,542	\$33,320,695	\$33,242,138	\$41,966,265	\$43,631,572

COUNTY & OTHER SOURCES PROJECTS					
Project Title	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY 2020 Approved Budget	FY 2021 Approved Budget
In-Kind Services - County	\$10,366,250	\$10,173,664	\$10,718,761	\$12,111,313	\$13,101,416
E-Rate	0	0	717,411	680,480	1,348,000
1:1 Device Repair/Replace	50,846	227,795	554,995	650,000	800,000
E-Rate PeopleSoft	287,611	0	404,266	454,428	291,747
Field Trips (Reimbursable)	354,282	220,534	259,320	150,000	245,226
Frederick County Teachers Association	114,867	126,414	133,266	139,300	141,850
Battelle National Biodefense Institute (BNBI)	0	0	42,861	50,000	59,217
MABE Grant	50,000	49,987	50,000	50,000	50,000
American Red Cross	54,714	29,199	62,058	49,000	49,000
Greater Washington Committee Foundation (Kaiser) Learning 4 Life	0	0	0	30,000	30,000
Earth & Space Science Lab (ESSL) Summer Camp	0	16,608	0	23,000	23,000
Earth & Space Science Lab (ESSL) Program	25,810	20,681	31,951	19,000	19,000
Dream Big	0	0	91,166	0	
<24,999 Other Projects - Other	78,857	122,763	123,132	500,259	395,119
Total County & Other Sources	\$11,383,237	\$10,987,646	\$13,189,187	\$14,906,780	\$16,553,575

RESTRICTED PROJECTS

Title I - Part A, Accept & Challenge

Title I, Part A (Title I) is part of the Elementary and Secondary Education Act, currently authorized as Every Student Succeeds Act (ESSA). This federal program provides financial assistance to schools with high percentages of disadvantaged students who are eligible for Free or Reduced Priced Meals. All Title I funded supports must align to the school's Strategic Improvement Process plan. This intentional support may include, but is not limited to, additional staffing, extended-day learning opportunities, professional learning, supplemental instructional materials, and family engagement.

During the 2020-2021 school year, the Title I program will support approximately 3,300 FCPS students in elementary schools where the free or reduced meal participation rate is 50 percent or higher. Title I schools are identified as either Targeted Assistance or School-wide. In the Targeted Assistance model, a select group of students who are at risk of not meeting grade level standards receive supplemental support through Title I supported instruction and instructional resources. The School-wide model supports the learning of all students at the identified schools. For the coming school year, five elementary schools will be School-wide Title I: Butterfly Ridge, Hillcrest, Lincoln, Monocacy and North Frederick.

Title I - Part A, Accept & Challenge					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	71.54	76.19	82.32	72.00	72.00
Revenues					
Federal	\$4,170,873	\$4,639,465	\$4,481,493	\$4,807,433	\$4,954,000
Total	\$4,170,873	\$4,639,465	\$4,481,493	\$4,807,433	\$4,954,000
Budget by Objects Class					
Salaries and Wages	\$2,979,083	\$3,241,235	\$3,413,351	\$3,339,540	\$3,406,000
Contracted Services	7,603	2,100	13,783	3,125	6,000
Supplies and Materials	350,697	357,448	74,578	49,922	104,000
Other Charges	1,264,534	1,466,420	1,484,075	1,386,001	1,409,000
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	(431,044)	(427,738)	(504,294)	28,845	29,000
Total	\$4,170,873	\$4,639,465	\$4,481,493	\$4,807,433	\$4,954,000

RESTRICTED PROJECTS

Title II - Part A, Improving Teacher Quality

The federal Title II grant provides funding to local education agencies to increase student academic achievement by improving teacher and principal effectiveness through high quality professional learning.

During the 2019-2020 school year, Title II funds were used to support the Elite Academy, a leadership development program for aspiring school-based administrators. The second cohort of the Elite Academy began with the start of the 2019-2020 school year. Title II continued to supported a second year-long professional learning program for principals and assistant principals on a teacher evaluation system. The Title II grant also funded Greater Schools Partnership, the professional learning consultant to Frederick High School teachers and administrators in support of Linking Youth to New Experiences (LYNX). LYNX re-envision the high school experience by providing highly individualized plans for student success, maximum student choice, and flexibility in setting and meeting academic and career goals. Frederick High School houses the LYNX program, which focuses professional learning on developing a competency-based education system at Frederick High, as well as transformation of instruction through the use of blended and personalized learning. Title II supported the Accelerated Learning Process (ALP) which funds before and after school-level professional development for teachers specifically examining teacher content knowledge, evidence of student learning, instructional design, and student agency. Lastly, Title II supported Vanguard, a year-long competency-based teacher leadership program that focuses on the creation of a blended learning environment in the classroom.

The federal Every Student Succeeds Act (ESSA) requires that local education agencies provide Title II funds for professional learning to private school teachers and other education personnel. Private schools choose whether to participate in Title II; they then assess their own professional learning needs and submit a spending plan to FCPS related to those identified needs. During the 2019-2020 school year, nine Frederick County private schools participated including Frederick Adventist Academy, Frederick Christian Academy, Friends Meeting School, Lucy School, Mother Seton School, New Life Christian School, Saint John's Catholic Prep, St. John Regional Catholic School and St. Thomas More Academy.

Title II - Part A, Improving Teacher Quality					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	13.00	2.00	3.00	2.00	2.00
Revenues					
Federal	\$800,670	\$401,631	\$243,535	\$775,216	\$775,216
Total	\$800,670	\$401,631	\$243,535	\$775,216	\$775,216
Budget by Objects Class					
Salaries and Wages	\$631,037	\$167,493	\$94,010	\$396,323	\$396,323
Contracted Services	49,545	124,944	114,190	203,633	203,633
Supplies and Materials	0	16,412	3,279	17,104	17,104
Other Charges	243,345	54,945	9,793	121,348	121,348
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	(123,257)	37,837	22,263	36,808	36,808
Total	\$800,670	\$401,631	\$243,535	\$775,216	\$775,216

RESTRICTED PROJECTS

Title III - English Language Acquisition

Title III of the Every Student Succeeds Act (ESSA) provides federal financial support to state and local educational agencies to supplement English Language Development programs (ELD) in order to ensure that all English Learners, including immigrant children and youth, attain English proficiency, develop high levels of academic language, and achieve in academic subjects so that all English Learners (EL) can meet the same challenging academic standards that all children are expected to meet.

In FCPS, Title III funds are used to help students increase and attain proficiency in English while reducing the achievement gap for English Learners (EL). The funds provide for an EL Achievement Specialist, a Language Assessment Specialist, and a supplementary summer school for secondary students. These additional resources help FCPS provide additional academic support, guidance, and mentoring to English learners. The EL Achievement Specialist coordinates professional learning of instructional and assessment practices that support achievement of English Learners. The Language Assessment Specialist provides screening for potential difficulties related to oral language development and reading/writing skills in the child's first language to help determine whether a student may have a learning disability that impedes his or her progress. In addition, a supplementary summer program for secondary EL students helps those students hone their English skills during summer months, especially those immigrant students with little or interrupted education.

Title III - English Language Acquisition					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	1.00	0.00	2.00	2.00	2.00
Revenues					
Federal	\$71,549	\$153,957	\$16,954	\$296,987	\$296,987
Total	\$71,549	\$153,957	\$16,954	\$296,987	\$296,987
Budget by Objects Class					
Salaries and Wages	\$46,788	\$100,939	\$0	\$203,721	\$203,721
Contracted Services	0	0	0	0	0
Supplies and Materials	10,769	16,805	16,935	21,408	21,408
Other Charges	12,547	32,619	0	66,034	66,034
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	1,444	3,594	19	5,824	5,824
Total	\$71,549	\$153,957	\$16,954	\$296,987	\$296,987

RESTRICTED PROJECTS

Title IV – Part A, Student Support & Academic Enrichment

The federal Title IV grant provides funding to local education agencies to increase student academic achievement by providing all students with a well-rounded education; improve school conditions for student learning; and improve the use of technology in order to enhance digital literacy of all students.

During the 2019-2020 school year, Title IV funds were used to provide waivers for AP test fees for students in poverty, as well as to waive test fees for high school students taking industry certification examinations. Funds were also used to provide a summer school English class to English Learners in need of credit recovery. Title IV also supported a program, Developing Educational Life Tools for Achievement (DELTA), for prekindergarten through second grade students in need of behavioral support. To meet Title IV's technology requirement, FCPS used grant funds to create and offer a professional learning experience for teachers on infusing blended learning in their classrooms.

The federal Every Student Succeeds Act (ESSA) requires that local education agencies provide access to Title IV funds to private school teachers and students. Private schools choose whether to participate in Title IV; they then assess their school needs related to academic achievement, school climate and digital literacy. Private schools then submit a spending plan to FCPS related to those identified needs. During the 2019-2020 school year, six private schools participate in the Title IV program, including Frederick Adventist Academy, Frederick Christian Academy, the Lucy School, New Life Christian School, St. John's Catholic Prep, and St. John's Regional Catholic School.

Title IV, Student Support & Academic Enrichment					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	0.00	0.00	0.00	0.00
Revenues					
Federal	\$0	\$116,419	\$101,640	\$345,531	\$355,754
Total	\$0	\$116,419	\$101,640	\$345,531	\$355,754
Budget by Objects Class					
Salaries and Wages	\$0	\$56,724	\$60,695	\$205,303	\$193,558
Contracted Services	0	5,400	0	0	0
Supplies and Materials	0	35,516	19,123	53,666	68,610
Other Charges	0	13,043	12,271	70,088	74,174
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	0	5,736	9,551	16,474	19,412
Total	\$0	\$116,419	\$101,640	\$345,531	\$355,754

RESTRICTED PROJECTS

IDEA Part B, Section 611 Passthrough - Education of the Handicapped & CCEIS

It is estimated that 13% of children in the United States have a disability. The Individual with Disabilities Education Act (IDEA) mandates the provision of a free and appropriate public-school education for eligible children and youth through early intervention and special education services. Eligible children and youth receive special education and related services to address the disability that adversely affects academic and functional performance.

IDEA has several key requirements: 1) Local school districts must offer free appropriate public education to all children with disabilities age 3 through 21 years; 2) School districts must identify, locate, and evaluate all children with disabilities; 3) Each child with a disability who is deemed eligible will receive an individualized education program (IEP); 4) Children with disabilities must be educated with children without disabilities "to maximum extent possible;" 5) Procedural safeguards must be put in place for children and their families; 6) Schools must collaborate with parents and students with disabilities in the design and implementation of special education services.

The Department of Special Education serves FCPS by supporting systemic instructional programming focusing on eliminating the achievement gap, developing social competencies, nurturing independence, and preparing student with disabilities to become contributing members of a global society. These grant funds are for the purposes of initiating, expanding and improving programs and project for the education of students with disabilities at the elementary and secondary levels in their least restrictive environment.

Comprehensive Coordinated Early Intervening (CCEIS)

Under the Individuals with Disabilities Education Act (IDEA), the MSDE Division of Early Intervention/Special Education Services determined FCPS significantly disproportionate, based on race and ethnicity, requiring reservation of 2020-2021 federal allocation funds in the IDEA Part B, Section 611 Passthrough - Education of the Handicapped for Comprehensive Coordinated Early Intervening Services. Frederick County Public Schools (FCPS) has been determined to be significantly disproportionate in the categories of: 1) Identification of Black/African American students as emotionally disabled and; 2) Disciplinary removal of Black/African American students with disabilities out of school suspension < 10 days and the sum of disciplinary removals.

The CCEIS Plan primarily focuses on early intervention for general education students to mitigate identification into special education. Frederick County Public schools will focus funds to professional learning opportunities for staff in the areas of mitigating implicit bias, valid assessment and eligibility procedures, restorative practices, and other forms of trauma-informed discipline strategies. Additionally, FCPS staff will apply the learning in job-embedded practice with a result in mitigating the disproportionality.

IDEA Part B, Section 611 Passthrough - Education of the Handicapped & CCEIS					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	200.30	201.50	210.50	210.00	197.00
Revenues					
Federal	\$7,329,916	\$7,424,962	\$7,571,266	\$7,743,675	\$8,060,575
Total	\$7,329,916	\$7,424,962	\$7,571,266	\$7,743,675	\$8,060,575
Budget by Objects Class					
Salaries and Wages	\$6,007,445	\$6,731,944	\$7,530,949	\$6,439,750	\$6,709,948
Contracted Services	1,000	1,000	1,000	1,000	1,000
Supplies and Materials	0	0	0	0	23,000
Other Charges	1,619,604	1,954,100	1,849,950	1,252,925	1,276,627
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	(298,132)	(1,262,082)	(1,810,633)	50,000	50,000
Total	\$7,329,916	\$7,424,962	\$7,571,266	\$7,743,675	\$8,060,575

RESTRICTED PROJECTS

IDEA Part B, Section 619 Preschool Passthrough - Education of the Handicapped

The Individuals with Disabilities Education Act (IDEA,) Part B funds two separate sections, 611 and 619. Section 619 is available specifically for children ages 3 through 5. The preschool grant makes special education and related services available to children with disabilities aged 3 through 5. The funding is formula based on general population and poverty.

The Preschool Grant is intended to ensure that all preschool-aged children (3 through 5 years of age) with disabilities receive special education and related services. Funds are used to provide the full range and variety of appropriate preschool education and related services. IDEA requires that, to the maximum extent appropriate, appropriate children with disabilities are educated with children who are not disabled and that removal of children with disabilities from the regular education environment occurs only when the nature or severity of the disability of a child is such that education in regular classes, with the use of supplementary aids and services, cannot meet the needs of the student.

IDEA Part B, Section 619 Preschool Passthrough - Education of the Handicapped

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	1.00	1.00	1.00	1.00	1.00

Revenues

Federal	\$129,322	\$131,057	\$132,142	\$144,198	\$145,045
Total	\$129,322	\$131,057	\$132,142	\$144,198	\$145,045

Budget by Objects Class

Salaries and Wages	\$97,363	\$98,755	\$99,794	\$110,354	\$111,710
Contracted Services	0	0	0	0	0
Supplies and Materials	0	0	0	0	0
Other Charges	31,959	32,302	32,348	33,844	33,335
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	0	0	0	0	0
Total	\$129,322	\$131,057	\$132,142	\$144,198	\$145,045

RESTRICTED PROJECTS

Coronavirus Aid Relief & Economic Security Act (CARES Act)

In response to the global Novel Coronavirus Disease 2019 (COVID-19) pandemic, the federal government authorized \$150 billion to states, Indian tribes, territories, and units of local government for necessary expenditures incurred due to the public health emergency. FCPS received four grants from the CARES Act funding, including:

- \$4,008,532 – Elementary and Secondary School Emergency Relief Fund (ESSER)
- \$323,430 – Governor's Emergency Education Relief (GEER)
- \$2,143,019 – Coronavirus Relief Fund Tutoring Grant
- \$4,832,729 – Coronavirus Relief Fund Technology Grant

These grants may be used to meet the challenges of providing virtual education including technology and additional services to students, as well as operational needs for maintaining buildings to health and safety standards.

Coronavirus Aid Relief & Economic Security Act (CARES Act)					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	0.00	0.00	0.00	0.00
Revenues					
Federal	\$0	\$0	\$0	\$0	\$11,307,710
Total	\$0	\$0	\$0	\$0	\$11,307,710
Budget by Objects Class					
Salaries and Wages	\$0	\$0	\$0	\$0	\$4,032,665
Contracted Services	0	0	0	0	472,292
Supplies and Materials	0	0	0	0	5,664,627
Other Charges	0	0	0	0	329,935
Equipment	0	0	0	0	490,121
Transfer	0	0	0	0	318,070
Total	\$0	\$0	\$0	\$0	\$11,307,710

RESTRICTED PROJECTS

Medicaid Reimbursement

Medicaid is a federal-state program that provides health insurance to millions of low-income Americans. It was established to help states offer medical assistance to persons with low incomes. In the effort to meet students' educational needs, schools have become increasingly involved in delivering a broad range of services, such as medical, social, rehabilitative, and support services, to address barriers to learning.

For many children, schools are the primary point of entry to receive needed health and social services. Schools increasingly shoulder the costs and responsibilities for ensuring the health and well-being of children with behavioral, emotional, and mental health problems. Medicaid reimbursement is available for many of the services that schools provide. The program has no preset funding limit and no set number of students who can be covered. This program, governed by the Maryland Department of Health and Maryland State Department of Education, reimburses local school systems for providing health-related services to students enrolled in Medicaid.

Medicaid Reimbursement					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	15.00	13.00	14.40	14.50	14.50
Revenues					
Federal	\$1,586,685	\$1,513,528	\$1,778,689	\$1,775,529	\$1,888,441
Total	\$1,586,685	\$1,513,528	\$1,778,689	\$1,775,529	\$1,888,441
Budget by Objects Class					
Salaries and Wages	\$1,086,547	\$1,049,342	\$1,215,097	\$1,223,406	\$1,295,606
Contracted Services	30000	11,890	45,439	30,000	30,000
Supplies and Materials	10,309	7,590	9,919	21,800	21,800
Other Charges	459,829	444,706	508,234	500,323	541,035
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	0	0	0	0	0
Total	\$1,586,685	\$1,513,528	\$1,778,689	\$1,775,529	\$1,888,441

RESTRICTED PROJECTS

Intergovernmental Transfers (Medicaid Reimbursements)

Intergovernmental Transfers (IGT) is the state share of the service billed to Medicaid. Medicaid is a federal-state program that provides health insurance to millions of low-income Americans. Frederick County Public Schools bill Medicaid for the full amount, the state and federal amount, for each service provided. This program is governed by Maryland Department of Health and Maryland State Department of Education.

Medicaid was established to help states offer medical assistance to persons with low income and persons with disabilities. In the effort to meet students' educational needs, schools have become increasingly involved in delivering a broad range of services, such as medical, social, rehabilitative, and support services to address barriers to learning. Medicaid reimbursed services include, but are not limited to, Autism waiver, case management, speech and language therapy, occupational and physical therapy, and psychological assessments.

Intergovernmental Transfers (Medicaid Reimbursements)					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	0.00	0.00	0.00	0.00
Revenues					
State	\$1,540,000	\$1,289,011	\$1,312,068	\$1,900,000	\$1,900,000
Total	\$1,540,000	\$1,289,011	\$1,312,068	\$1,900,000	\$1,900,000
Budget by Objects Class					
Salaries and Wages	\$0	\$0	\$0	\$0	\$0
Contracted Services	0	0	0	0	0
Supplies and Materials	0	0	0	0	0
Other Charges	1,540,000	1,289,011	1,312,068	1,900,000	1,900,000
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	0	0	0	0	0
Total	\$1,540,000	\$1,289,011	\$1,312,068	\$1,900,000	\$1,900,000

RESTRICTED PROJECTS

Striving Readers Comprehensive Literacy Grant

The purpose of the Striving Readers Comprehensive Literacy (SRCL) grant is to increase student achievement in literacy. Through the use of a local need's assessment and evidence-based strategies, the grant is being used to advance literacy for all children from birth through grade 12. Activities to promote and support this success include:

- Parent engagement opportunities for our youngest learners
- Joint professional learning for teachers and community childcare providers
- Articulation opportunities for kindergarten teachers and community childcare providers
- Professional learning opportunities focused on the Benchmark Assessment System (BAS)
- Professional learning to build capacity of middle and high school English/Language Arts teacher on unpacking College and Career Readiness (CCR) standards to support struggling readers
- Train-the-trainer formatted professional learning to expand teacher capacity to a wider population of teachers
- Software and consumables as resources for students

Measures for success in improving literacy include the Kindergarten Readiness Assessment. Additionally, the grant focuses on ensuring successful professional learning opportunities, as measured by attendee satisfaction surveys and implementation of the professional learning in classrooms.

Striving Readers					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	0.00	2.50	2.50	0.00
Revenues					
Federal	\$0	\$0	\$499,773	\$900,000	\$0
Total	\$0	\$0	\$499,773	\$900,000	\$0
Budget by Objects Class					
Salaries and Wages	\$0	\$0	\$137,347	\$272,091	\$0
Contracted Services	0	0	103,163	186,715	0
Supplies and Materials	0	0	211,628	320,362	0
Other Charges	0	0	35,969	106,639	0
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	0	0	11,666	14,193	0
Total	\$0	\$0	\$499,773	\$900,000	\$0

RESTRICTED PROJECTS

The Judith P. Hoyer Early Childcare & Education Enhancement Program

In 2001, FCPS was awarded a Judy Center grant, named for Judy Hoyer, Prince George's County educator and wife of Congressman Steny Hoyer. The Judy Center is a place where the needs of families are met through various agencies and a variety of services. There are currently 52 Judy Centers across the State.

The focus of the Judy Center is school readiness, and thus services are available for children birth through five and their families. The Frederick Judy Center provides services to all who touch the lives of young children in Waverley and Lincoln elementary school districts. Services include professional development for adults working with Judy Center children, high quality child care, family mentoring, health screenings, lending libraries, developmental screenings, playgroups, literacy-based home visits, family literacy nights, and parenting education. The Judy Center offers these services through partnerships with Infants and Toddlers Program, Family Partnership, Healthy Families Frederick, Child Care Choices, Frederick Community College-Adult Education, Frederick County Health Department, Frederick County Libraries, YMCA of Frederick County Head Start, Notable Progressions Music Therapy, and a variety of center based and family child care providers.

Judy Centers					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	3.55	3.50	3.50	3.50	3.50

Revenues					
Federal	\$0	\$0	\$296,505	\$0	\$0
State	311,124	312,207	0	250,000	250,000
Total	\$311,124	\$312,207	\$296,505	\$250,000	\$250,000

Budget by Objects Class					
Salaries and Wages	\$178,330	\$164,064	\$169,299	\$101,671	\$106,182
Contracted Services	58,320	79,586	55,568	75,311	69,480
Supplies and Materials	753	7,043	6,131	4,427	4,250
Other Charges	73,720	61,514	65,507	68,591	70,088
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	0	0	0	0	0
Total	\$311,124	\$312,207	\$296,505	\$250,000	\$250,000

RESTRICTED PROJECTS

County Support

The Frederick County Public School system receives in-kind services from Frederick County Government. Funds are not appropriated to FCPS to procure these services, but the services are carried out by Frederick County Government for the benefit of FCPS. For FY2021, the in-kind services include internal audit services for performance audits and building evaluations, school health services, Frederick Developmental Center for school-based occupational and physical therapy, school crossing guards at 15 county schools, and school resource officers in 10 high schools and one alternative school, performance audits, and building evaluations.

County Support					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	0.00	0.00	0.00	0.00

Revenues					
County	\$10,366,250	\$10,173,664	\$10,718,762	\$12,111,313	\$13,101,416
Total	\$10,366,250	\$10,173,664	\$10,718,762	\$12,111,313	\$13,101,416

Budget by Objects Class					
Salaries and Wages	\$0	\$0	\$0	\$0	\$0
Contracted Services	10,356,250	10,163,664	10,718,762	12,111,313	13,101,416
Supplies and Materials	0	0	0	0	0
Other Charges	10,000.00	10,000	0	0	0
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	0	0	0	0	0
Total	\$10,366,250	\$10,173,664	\$10,718,762	\$12,111,313	\$13,101,416

RESTRICTED PROJECTS

Retirement & Pension System of Maryland (On-Behalf Contributions)

FCPS employees are members of the Maryland State Retirement and Pension System (MSRPS). Employees are members of either the Teachers Pension System of the State of Maryland or the Employees Retirement System of the State of Maryland. These systems, part of the MSRPS, are considered a single multiple-employer cost-sharing plan. MSRPS provides pension, death, and disability benefits to plan members and their beneficiaries. The plan is administered by the State Retirement Agency.

The state's contribution on behalf of FCPS is for the certificated employees and is required contribution for each year. These on-behalf payments are recognized as FCPS revenue and expenditure. FCPS also funds a portion of employees' retirement expense. This expense is for the normal cost and does not include any contribution for past service cost. Active members are required to contribute to the MSRPS a percentage of their covered salary depending upon the retirement option selected.

Retirement & Pension System of Maryland (On-Behalf Contributions)					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Positions (FTE):	0.00	0.00	0.00	0.00	0.00
Revenues					
State	\$33,138,541	\$31,248,348	\$30,735,591	\$33,080,188	\$32,943,252
Total	\$33,138,541	\$31,248,348	\$30,735,591	\$33,080,188	\$32,943,252
Budget by Objects Class					
Salaries and Wages	\$0	\$0	\$0	\$0	\$0
Contracted Services	0	0	0	0	0
Supplies and Materials	0	0	0	0	0
Other Charges	33,138,541	31,248,348	30,735,591	33,080,188	32,943,252
Land, Buildings, and Equipment	0	0	0	0	0
Transfer	0	0	0	0	0
Total	\$33,138,541	\$31,248,348	\$30,735,591	\$33,080,188	\$32,943,252

School Construction Fund

Fund Overview

The FCPS Capital Improvement Program (CIP) funds major and systemic construction projects. In FY2021, the CIP includes four major construction projects including Urbana Elementary replacement, Blue Heron Elementary, Rock Creek replacement, Waverley Elementary replacement and the design of the Brunswick Elementary replacement. Our systemic improvements include roof replacements, underground fuel tank replacement, pavement reconstruction, limited renovations, and playground equipment replacement. These projects are completed throughout the system based upon facility needs. Funding for two additional buses was also included in the CIP.

The CIP receives funding from several sources including the State of Maryland, Frederick County Government, and developer funds.

State of Maryland:

CIP funding is provided by the General Assembly and administered by the Public School Construction Program (PSCP) on an annual basis. The largest capital funding program that the PSCP administers is the Capital Improvement Program. State funding matches up to 64% of eligible construction expenses for qualified school construction and systemic projects for Frederick County Public Schools. All 23 counties, Baltimore City, and the Maryland School for the Blind compete annually for CIP funds. In FY2021, Frederick County was awarded \$22,147,097 in capital improvement funds.

Frederick County Government:

Frederick County Government provides funding for major new school construction, renovation, replacement, and systemic projects. The County Executive released a proposed capital budget that includes the recommendation for the public-school capital budget. The County Executive's budget is reviewed and approved by the County Council. The net capital budget allocated for public school construction projects in Frederick County's FY2021 capital budget totals \$56,214,084.

Developer Funds:

To meet the requirements of Frederick County's Adequate Public Facilities Ordinance (APFO), a developer has the option to fund the necessary additional school capacity needed by a proposed development to meet the county's APFO standards or to pay a school construction fee. However, the provision allowing the developer to exercise the option to pay a school construction fee was allowed to sunset in July 2016. Developments approved with the condition that a school construction fee be paid when homes are built must still meet that condition. New developments not meeting the Frederick County APFO school adequacy standards no longer have the option to pay a school construction fee. The FY2021 capital budget includes \$8,000,000 in developer-funds; these funds are included as part of the Frederick County appropriation.

Impact on Operating Budget

New construction, modernizations, and systemic renovations help to reduce maintenance and utility costs by reducing operating funds required. FCPS reviews mechanical systems and seeks to replace outdated systems with new high efficiency multiple staged systems. For new construction, FCPS incorporates energy efficient systems and materials to ensure they attain LEED (Leadership in Energy and Environmental Design) certification.



CIP Highlights

- FCPS received state and local funding to begin the construction of the Waverley Elementary replacement school, scheduled to open for the 2022-2023 school year.
- FCPS received state and local funding for the construction of Blue Heron (formerly known as East County Area) Elementary school, scheduled to open for the 2021-2022 school year.
- FCPS received state and local funding for the construction of the Rock Creek replacement school project, scheduled to open for the 2021-2022 school year.
- FCPS received local funding to begin the replacement design of Brunswick Elementary school.
- FCPS received local funding for an Elementary School feasibility study.

Frederick County Historical Funding Summary		
Approved Budget	Frederick County	State of Maryland
FY2017	\$16,215,681	\$21,745,000
FY2018	\$67,276,605	\$19,984,000
FY2019	\$5,099,500	\$19,178,328
FY2020	\$65,660,805	\$16,633,976
FY2021	\$56,214,084	\$22,147,097

School Construction Fund - Frederick County Portion

School/Project Title	FY2017 Approved Budget	FY2018 Approved Budget	FY2019 Approved Budget	FY2020 Approved Budget	FY2021 Approved Budget
Blue Heron Elementary - new				\$10,000,000	\$26,657,000
Brunswick Elementary - replacement					3,089,783
Butterfly Ridge Elementary - new	\$2,529,000	\$33,468,194	(\$4,600,000)	(4,811,000)	(974,000)
Elementary Placeholder: Feasibility Study					200,000
Frederick High	5,944,681	(8,014,000)			(1,948,409)
Hayward Road Bus Facility			823,895		
Liberty Elementary - feasibility study			200,000		
Oakdale Middle - addition				13,451,216	(3,105,978)
Rock Creek School - replacement		3,517,500		16,797,024	14,584,785
Sugarloaf Elementary - new	2,329,000	29,433,911	(8,137,000)		
Urbana Elementary - replacement		4,011,000	7,598,000	24,428,665	(5,265,877)
Waverley Elementary - replacement		200,000	4,638,500		17,956,940
Roof Replacements					
Ballenger Creek Middle					259,650
Emmitsburg Elementary		59,000			
Governor Thomas Johnson High		342,000		457,000	
Heather Ridge School					459,050
Hillcrest Elementary	207,000	313,000			
Lincoln A					375,010
Middletown High					133,830
Myersville Elementary	145,000				
Thurmont Middle			229,000		
Valley Elementary			154,000		
Walkersville Middle				116,000	
33 Thomas Johnson Drive Warehouse Roof			(823,895)		
Mechanical					
Catoctin High - HVAC replacement	200,000		1,756,000	1,906,000	
Carroll Manor Elementary - chiller	175,000				
Emmitsburg Elementary - HVAC Phase II	369,000				
Governor Thomas Johnson Middle - boiler replacement/fuel tank removal		182,000			
Kemptown Elementary - water storage tank replacement		770,000			
Linganore High - water storage tank replacement		100,000			
Middletown Elementary - HVAC replacement/gymnasium A/C			147,000		
Monocacy Middle - HVAC terminal units		202,000			
New Midway Elementary - boiler replacement		159,000			
Parkway Elementary - gym HVAC replacement		125,000			
Parkway Elementary - HVAC replacement				215,000	
Walkersville "B" - boiler	170,000				
Walkersville Middle - chiller replacement		144,000			
Woodsboro Elementary - boiler replacement			160,000		
Other					
7446 Hayward Road - SWM upgrade	370,000				
Buses					184,000
Brunswick High - pavement repair/overlay		900,000			
Brunswick High - stadium lights replacement	350,000				
Brunswick High - tennis courts reconstruction		440,000			
Carroll Manor Elementary - sewage pump replacement			224,000		
Carroll Manor Elementary - window replacement		224,000		552,000	
Catoctin High - pavement reconstruction & lighting replacement				348,900	800,000
Catoctin High - track reconstruction				400,000	
Governor Thomas Johnson High - cameras					110,000
Green Valley Elementary - domestic water storage tank replacement				100,000	
Hillcrest Elementary - windows and doors	220,000				
IT Equipment Replacement			600,000		
Limited Renovations					800,000
Lincoln Elementary (A) - code compliance	407,000				
Middletown High - gym floor replacement		200,000			
Middletown High - tennis courts	384,000				
Monocacy Middle - flooring replacement	527,000				
Myersville Elementary - underground fuel tank replacement					169,650
New Market Middle - remove underground utility vault	225,000				
Playground Replacements - Thurmont & Myersville Elementary	178,000				
Playground Replacements - Monocacy & Valley Elementary			230,000		
Playground Replacements - Spring Ridge & Twin Ridge Elementary					265,000
Portable Classrooms	500,000	500,000	500,000	600,000	1,200,000
Rock Creek School - generator	175,000				
Security Access Control Upgrades				100,000	
Systemic Contingency				500,000	263,650
Technology Improvements/Upgrades	500,000			500,000	
Urbana High - auditorium repairs	311,000				
Walkersville High - pavement reconstruction/lighting			1,400,000		
Total	\$16,215,681	\$67,276,605	\$5,099,500	\$65,660,805	\$56,214,084

School Construction Fund - State of Maryland Portion

School/Project Title	FY2017 Approved Budget	FY2018 Approved Budget	FY2019 Approved Budget	FY2020 Approved Budget	FY2021 Approved Budget
Blue Heron Elementary - new					\$4,000,000
Butterfly Ridge Elementary - new	\$2,671,000	\$5,000,000	\$4,600,000	\$4,811,000	974,000
Frederick High - replacement	13,871,000	8,014,000			
Sugarloaf Elementary - new	2,671,000	4,000,000	8,137,000		
Rock Creek School - replacement				1,702,976	5,000,000
Urbana Elementary - replacement			2,902,000	7,200,000	5,265,877
Waverley Elementary - replacement					4,799,060
Aging Schools Program				145,000	
Qualified Zone Academy Bond (QZAB)	450,000	420,000			
Roof Replacements					
Ballenger Creek Middle					361,600
Emmitsburg Elementary		345,000			
Governor Thomas Johnson High		559,000			448,000
Heather Ridge School					579,200
Hillcrest Elementary	305,000	451,000			
Lincoln A					551,040
Middletown High					168,320
Myersville Elementary	200,000				
Thurmont Middle			380,000		
Valley Elementary			242,000		
Walkersville Middle				124,000	
Mechanical					
Carroll Manor Elementary - chiller replacement	212,000				
Catoctin High - HVAC replacement			2,123,328	1,944,000	
Emmitsburg Elementary - HVAC Phase II	543,000				
Governor Thomas Johnson Middle - boiler replacement/fuel tank removal		246,000			
Middletown Elementary - HVAC replacement/gymnasium A/C			230,000		
Monocacy Middle - HVAC terminal units		262,000			
New Midway Elementary - boiler replacement		197,000			
Walkersville "B" - boiler replacement	168,000				
Walkersville Middle - chiller replacement		164,000			
Woodsboro Elementary - boiler replacement			217,000		
Other					
Carroll Manor Elementary - sewage pump replacement			347,000		
Carroll Manor Elementary - window replacement		326,000		558,000	
Hillcrest Elementary - windows and doors	233,000				
Security Access Control Upgrades				149,000	
Urbana High - auditorium repairs	421,000				
Total	\$21,745,000	\$19,984,000	\$19,178,328	\$16,633,976	\$22,147,097

FY2022 - 2026 Capital Improvement Program

	FY2022	FY2023	FY2024	FY2025	FY2026
New Construction					
Brunswick Elementary - replacement	7,720,940	34,215,982	2,100,000	0	0
Elementary School Placeholder #1	0	4,259,000	5,973,031	31,388,843	0
Elementary School Placeholder #2	200,000	0	3,357,604	6,625,992	37,503,209
Crestwood Middle - addition	0	800,000	11,276,350	0	0
Waverly Elementary - replacement	35,613,184	0	0	0	0
Yellow Springs Elementary - feasibility study					
Subtotal	\$43,534,124	\$39,274,982	\$22,706,985	\$38,014,835	\$37,503,209
Additional Projects					
Portable Classrooms	\$618,000	\$618,000	\$618,000	\$618,000	\$618,000
Limited Renovations	2,386,156	1,114,747	617,747	99,747	1,829,747
Systemic - Generic	3,816,000	3,721,000	4,218,000	4,736,000	3,006,000
Subtotal	\$6,820,156	\$5,453,747	\$5,453,747	\$5,453,747	\$5,453,747
Total	\$50,354,280	\$44,728,729	\$28,160,732	\$43,468,582	\$42,956,956

Food & Nutrition Services Fund

The FCPS Food and Nutrition Services Department served approximately 2.38 million meals in FY2020 to approximately 43,000 students. In FY2020, MSDE closed all Maryland public schools on March 16, 2020. While students participated in continuation of learning activities, they were not able to participate in the traditional school lunch program.

All schools participate in the National School Lunch Program and the School Breakfast Program.

The National School Lunch Program is a federally assisted meal program operating in public schools. The program was established under the National School Lunch Act signed by President Harry Truman in 1946.

Food and Nutrition Services administers the program at the federal level. At the state level, the National School Lunch Program is administered by the state education agency (i.e., Maryland State Department of Education).

The School Breakfast Program is a federally assisted meal program operating in public schools. The program was established under the Child Nutrition Act of 1966 and made permanent in 1976. It was established to ensure that all children have access to a healthy breakfast at school to promote learning readiness and healthy eating behaviors.

These school nutrition programs provide equal access to nutrition services to all students enrolled in school.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Operating Revenues					
Federal	\$6,863,313	\$7,057,536	\$7,248,947	\$7,335,300	\$6,175,805
State	287,015	269,331	353,191	373,314	274,336
Charges for Services	4,485,877	4,744,567	5,407,402	5,560,616	3,421,822
Other	213,610	232,114	252,644	148,892	55,999
Subtotal	\$11,849,815	\$12,303,548	\$13,262,184	\$13,418,122	\$9,927,962
Nonoperating Revenue					
Transfer from General Fund	\$0	\$0	\$35,000	\$0	\$0
Transfer from Self-Insurance Fund	0	0	0	0	2,843,850
Total Operating Revenues	\$11,849,815	\$12,303,548	\$13,297,184	\$13,418,122	\$12,771,812
Operating Expenses					
Salaries					
Administrative	\$734,026	\$784,106	\$818,489	\$847,952	\$841,096
Schools	3,224,132	3,364,445	3,386,674	3,766,624	3,685,441
Subtotal	\$3,958,158	\$4,148,551	\$4,205,163	\$4,614,576	\$4,526,537
Contracted Services	\$132,731	\$145,342	\$147,479	\$145,000	\$110,000
Supplies and Materials					
Purchased Food	\$3,819,899	\$3,900,056	\$3,876,431	\$4,046,678	\$3,417,814
U.S. Department of Agriculture Commodities	1,300,292	1,195,832	1,362,820	1,159,586	1,037,458
Other Supplies	262,595	230,687	238,173	248,700	530,701
Subtotal	\$5,382,786	\$5,326,575	\$5,477,424	\$5,454,964	\$4,985,973
Other					
Employee Insurance and Benefits	\$2,550,720	\$2,556,727	\$2,556,727	\$2,742,162	\$2,854,922
Other	159,062	221,754	260,696	231,420	244,380
Subtotal	\$2,709,782	\$2,778,481	\$2,817,423	\$2,973,582	\$3,099,302
Equipment	\$80,077	\$46,700	\$131,707	\$230,000	\$50,000
Total Operating Expenses	\$12,263,534	\$12,445,649	\$12,779,196	\$13,418,122	\$12,771,812
Excess of Revenues over Expenses	(\$413,719)	\$142,101	\$517,988	\$0	\$0

Food & Nutrition Services Fund

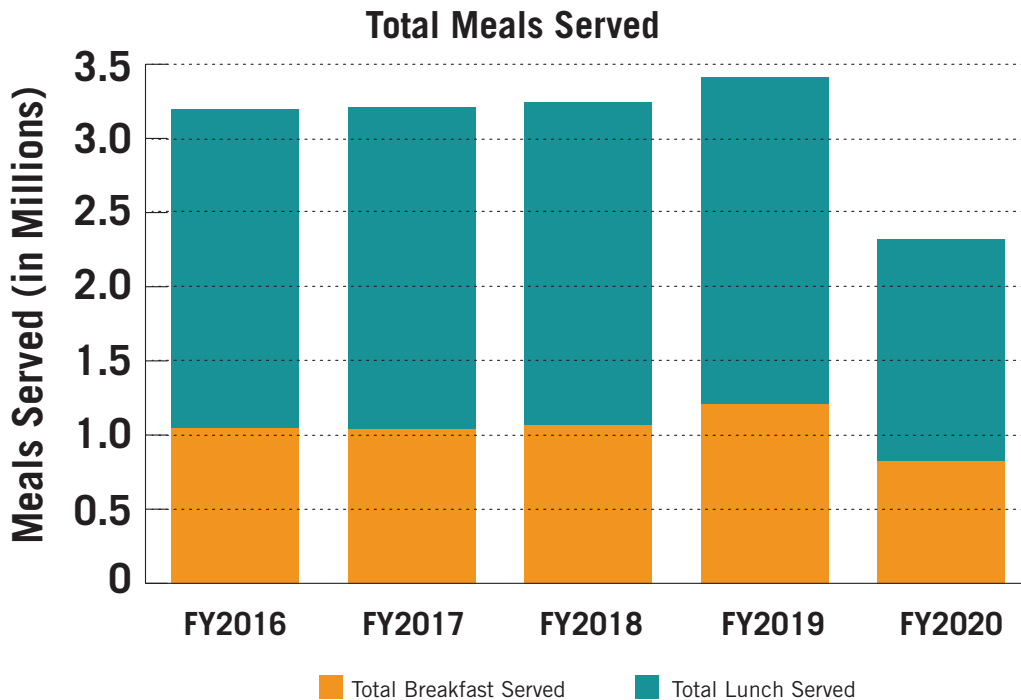
Food and Nutrition Services provides well-balanced, healthy meals to all FCPS students, meeting the U.S. Department of Agriculture nutritional regulations.

Food and Nutrition Services participates in the National School Lunch and School Breakfast programs. FCPS provides breakfast, lunch, and à la carte meals every school day to 67 schools. Approximately 2.38 million meals were served in FY20, to include .85 million breakfast and 1.53 million lunch meals. National School Lunch and School Breakfast program were in effect from September 3, 2019 – March 13, 2020 due to the COVID-19 pandemic. From March 16, 2020 - June 30, 2020, breakfast and lunches were available to pick-up from 22 sites around the county, including eight schools. These meals were supported by the Summer Food Service Program. Along with the breakfast and lunch, suppers were also provided through the Child and Adult Care Food Program (CACFP). These meals were available to all students of Frederick County.

With the uncertainty of how the reopening of schools will be in August 2020, the FY2021 budget reflects students alternating days in school buildings, at a 50% participation rate.

Thirteen (13) schools provide Breakfast in the Classroom for students, which is free to all students regardless of family income. Two participate in the Fresh Fruit and Vegetable Program (FFVP). This program offers the opportunity for elementary children to sample a variety of fresh produce at no cost to them. For FY2021, one school will provide free breakfast and lunch to all students through the Community Eligibility Program.

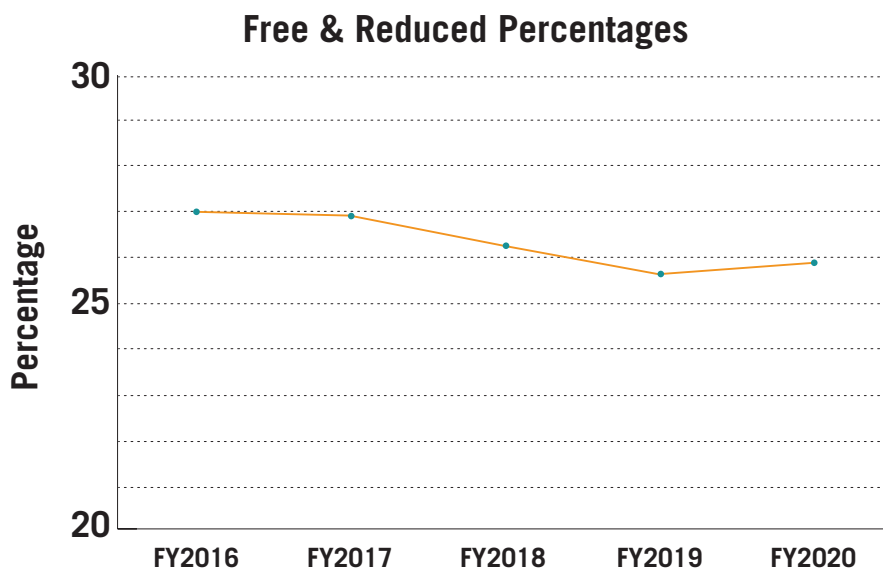
Food and Nutrition Services also provides after-school supper and snacks in accordance with the Child and Adult Care Food Program (CACFP). This program is based on area eligibility of the school population. Fifteen (15) schools provide supper meals and one school provide snacks.



Food & Nutrition Services Fund

Food and Nutrition Services also processes free and reduced-price meal benefit applications. This program allows children of low-income families the availability to receive a lunch at a reduced price or at no cost. FCPS's free and reduced-price meal rate is approximately 25.9% of the student population.

Food and Nutrition Services is budgeted to be financially self-supporting, with revenue generated from sales of meals to students and adults, state revenue, and federal revenue, which is the U.S. Department of Agriculture reimbursement for student meals.



Self-Insurance Fund

Fund Overview

This program supports Priority 10 of FCPS Aspirational Goals and Priorities by fostering personal well-being and health among staff. Specifically, the Self-Insurance Fund supports the following key activities:

- Provides high-quality health insurance coverage and voluntary benefits while monitoring and controlling overall costs to the school system, its employees, and retirees.
- Offers wellness-related educational opportunities for employees on a variety of health and financial fitness topics.
- Sponsors Health and Wellness Expos providing employees, retirees, and their families with health screenings, educational workshops, and fitness sessions.
- The Self-Insurance Fund accounts for all school system employees' health and dental expenses and related administrative costs. Government Accounting Standards allow for the use of internal service funds for these activities. The Internal Service Fund is a proprietary fund, which utilizes the accrual method of accounting. The use of a separate fund for self-insured benefit activities can help smooth the impact of claim fluctuations that could adversely impact the Operating Budget.
- The fund's operating revenues are comprised of premium payments from the General Fund, Food and Nutrition Services Fund, and Restricted Fund, in addition to employee and retiree premium contributions. The Self-Insurance Fund maintains reserves to cover potential medical claim liabilities.

Program Highlights

- Provides high-quality health insurance coverage and benefits while monitoring and controlling overall costs to FCPS and its employees.
- Maintains the fund at an actuarially sound funding level.
- Continues to improve the effects of medical and pharmaceutical cost inflation by adjusting the plan design, promoting preventative care over remedial care, and promoting the use of generic drugs in lieu of brand-name prescriptions.
- Offers Health Care Flexible Spending accounts and Dependent Care Flexible Spending accounts.
- Supports employee wellness and engagement. Wellness initiatives include flu clinics, golf leagues, financial wellness seminars, fitness classes, stress management, and other wellness walks and health fairs.

Self-Insurance Fund

FCPS operates the Self-Insurance Fund to provide health, dental, vision, and pharmacy services for employees. Claims processing and some administrative services are handled by third party administrators. FCPS purchases stop-loss coverage as a way to reduce risk of very high insurance claims. A target reserve balance equal to one twelfth of the total self-insurance budget is also maintained to mitigate periods of unforeseen high claims.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Operating Revenue					
General Fund Contribution	\$67,294,316	\$69,531,855	\$71,070,754	\$74,702,990	\$79,069,109
Other Funds Contribution	5,727,986	4,356,262	4,319,154	5,550,329	5,540,817
Contribution from Employees	14,398,650	14,765,942	15,202,857	15,740,690	16,542,110
Contribution from Retirees	7,034,326	7,429,493	7,764,460	8,265,698	9,080,949
Medicare Part D Subsidy	3,792,887	3,362,293	3,789,883	2,728,016	2,955,680
Subtotal	\$98,248,165	\$99,445,845	\$102,147,108	\$106,987,723	\$113,188,665
Nonoperating Revenue					
Interest Income	32,507	132,018	143,859	114,000	65,000
Use of Fund Balance	0	0	0	3,598,426	3,694,158
Subtotal	\$32,507	\$132,018	\$1,299,774	\$3,712,426	\$3,759,158
Total Operating Revenues	\$98,280,672	\$99,577,863	\$103,446,882	\$110,700,149	\$116,947,823
Operating Expenses					
Salary and Wages	\$241,580	\$293,532	\$274,491	\$321,759	\$371,482
Medical Claims Paid	83,771,083	93,097,760	96,210,689	100,636,853	106,885,319
Administrative Contracts	4,809,755	4,763,415	4,050,276	4,170,519	4,352,758
Stop-Loss Insurance	837,208	719,987	1,010,474	1,623,345	1,260,769
OPEB Contribution	0	1,000,000	1,000,000	3,620,953	850,308
Transfer to Food & Nutrition Services	0	0	0	0	2,843,850
Transfer to GF for new retirees	0	420,821	617,250	0	0
Wellness	34,763	123,351	84,661	200,000	200,000
Fixed Charges	54,351	99,836	161,152	126,720	143,635
Affordable Health Care Act Fees	158,441	36,321	37,889	0	39702
Subtotal	\$89,907,181	\$100,555,023	\$103,446,882	\$110,700,149	\$116,947,823
Total Expenditures	\$89,907,181	\$100,555,023	\$103,446,882	\$110,700,149	\$116,947,823
Excess of Revenues Over Expenses	\$8,373,491	(\$977,160)	\$1,155,915	\$0	\$0

Artificial Turf Fund

Artificial Turf Fund

The Artificial Turf Fund was presented to the BOE for approval for the first time in FY2021. The Artificial Turf Fund, a governmental fund began in FY2010, has been collecting revenues since its inception. In previous years, revenues were generated through fees generated from the rental of the artificial turf fields by community user groups, and the interest earned from the fee revenue. Beginning in FY2021, the fund will also receive revenue from cell tower land rental agreements and a \$200,000 interfund transfer from the general fund.

Currently, FCPS has artificial turf fields at five of our 10 high schools: Frederick, Linganore, Middletown, Oakdale, and Urbana. The revenues generated from the use of these fields are designated to repair or replace the existing fields. In FY2021, the game field at Middletown and the game and practice fields at Oakdale will be replaced. These replacements will create a deficit in FY2021, but it is expected to be recovered in FY2022. In FY2021, revenue projected for community user group rentals is less than typical due to the uncertainty of rentals created by COVID-19.

	FY2019 Actual	FY2020 Projected Actuals	FY2021 Approved Budget	FY2022 Future Recommended Budget*
Operating Revenue				
Community User Group Rentals	\$70,205	\$46,150	\$35,000	\$60,000
Interest Income	12,972	11,000	0	5,000
Cell Tower Rentals	0	0	175,000	175,000
Subtotal	\$83,177	\$57,150	\$210,000	\$240,000
Non-Operating Revenue				
Transfer from the General Fund	\$0	\$0	\$200,000	\$200,000
Total Revenues	\$83,177	\$57,150	\$410,000	\$440,000
Operating Expenses				
Upkeep of Grounds	\$0	\$0	\$1,300,000	\$0
Total Operating Expenses	\$0	\$0	\$1,300,000	\$0
Excess (Deficit) of Revenue Over Expenses	\$83,177	\$57,150	(\$890,000)	\$440,000
Prior Year Ending Fund Balance	582,791	665,968	723,118	(166,882)
Ending Fund Balance	\$665,968	\$723,118	(\$166,882)	\$273,118

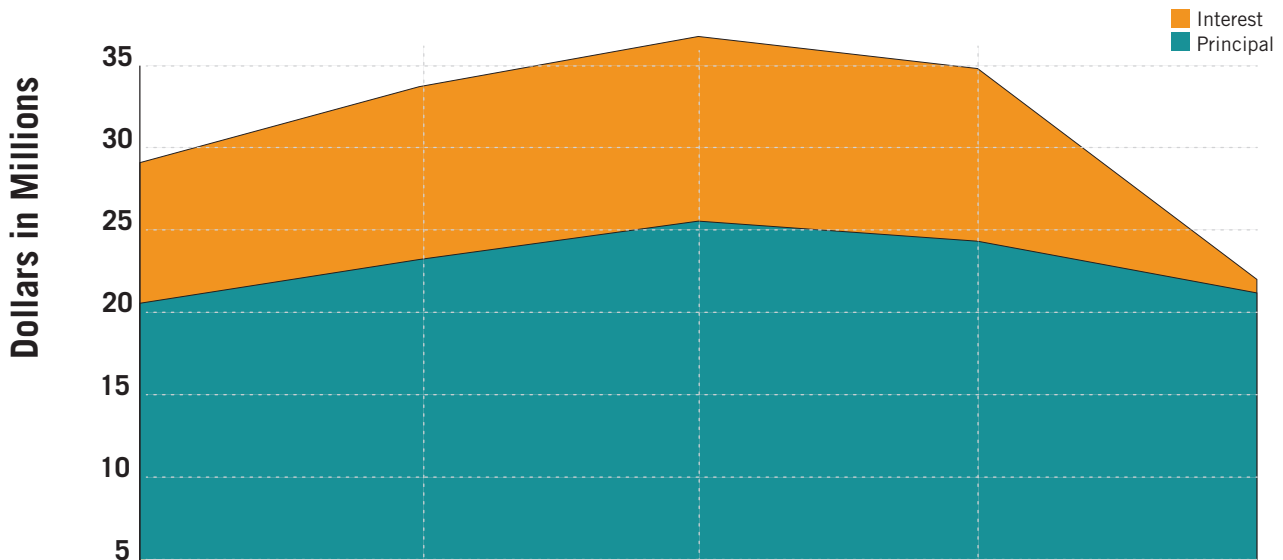
*The FY2022 Future Recommended Budget is provided from informational purposes only.

Debt Services

The Board of Education has no taxing authority and may not issue long-term debt instruments. Consequently, the BOE is fiscally dependent upon federal, state, and county governments to finance the operations of Frederick County Public Schools. The BOE has no contingent liability for the repayment of long-term debts incurred by the state and county to finance the construction of public schools in the county. Therefore, the BOE has no legal debt margin. The reporting of annual county debt services and related revenues pertaining to the BOE is required by state law.

Debt services is required for state reporting purposes to account for the payment of interest and principal on long-term general obligation debt. Debt results from the sale of bonds used for construction and renovation through the Capital Budget. FCPS has long-term leases that have appropriation clauses.

Debt Services History



	FY2017 Approved Budget	FY2018 Approved Budget	FY2019 Approved Budget	FY2020 Approved Budget	FY2021 Approved Budget
Revenue					
Local Sources	\$27,879,264	\$32,301,775	\$35,226,450	\$33,358,315	\$21,082,709
Total Revenue	\$27,879,264	\$32,301,775	\$35,226,450	\$33,358,315	\$21,082,709
Expenditures					
Principal	\$19,693,002	\$22,240,177	\$24,476,183	\$23,305,790	\$20,295,380
Interest	8,186,262	10,061,598	10,750,267	10,052,525	787,329
Total Expenditures	\$27,879,264	\$32,301,775	\$35,226,450	\$33,358,315	\$21,082,709



INFORMATIONAL SECTION



The Informational Section provides additional supplemental information to the other sections presented in the FCPS budget book. Included in this section are:

- Tax, revenue, and appropriation information from Frederick County Government
- Full-time equivalent (FTE) staffing information by MSDE category and position type, as well as FTEs by division and fund
- Staffing models for teachers, administrative, and support staff, as well as the charter schools and other schools and programs
- Statistical information on free and reduced meals, AP and SAT test scores, and graduation rates
- Programs offered throughout FCPS
- Enrollment history and projections
- Facilities inventory
- Budget history
- Salary pay scales
- School-based foundation allocations
- Glossary of terms.

Frederick County Government Tax, Revenue, & Appropriations

FCPS receives almost 50% of our revenue from Frederick County Government. By statute, FCPS has no taxing authority, nor may we incur debt. The tax, revenue, and appropriations information are provided for information purposes only.

The taxes used to fund FCPS's operating and capital budgets include:

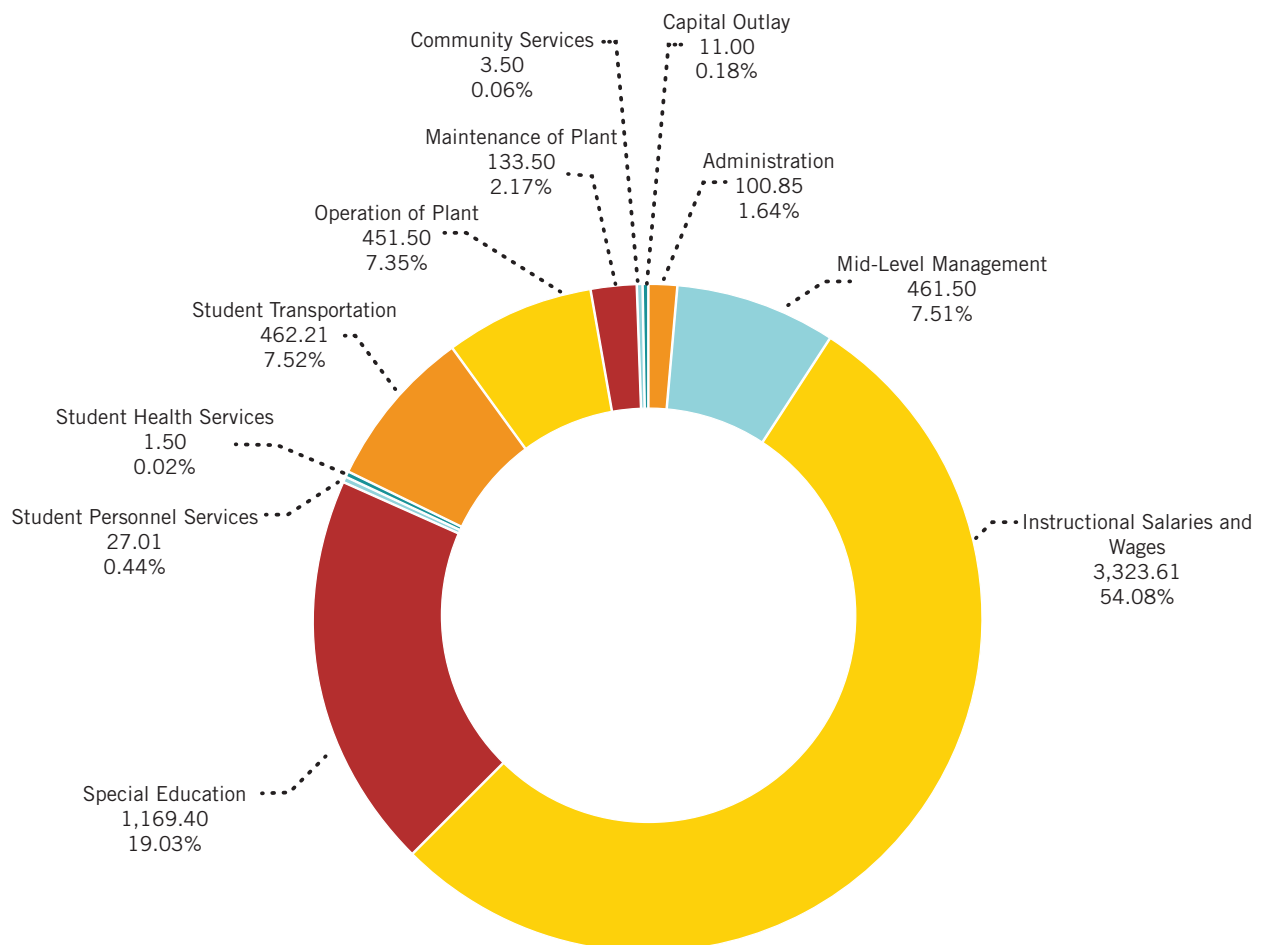
- **Property Tax:** The FY2021 County property tax rate is \$1.06 per \$100 of assessable property. The rate is established by the County Council which is required by the County Charter to adopt a tax rate necessary to balance the budget.
- **Income Tax:** Frederick County's income tax rate for FY2021 is 2.96%. The tax is assessed as a percentage of the taxpayer's Maryland taxable income.
- **Recordation Tax:** Recordation is an excise tax imposed for the privilege of recording an instrument in the land records. Frederick County's recordation tax for FY2021 is \$6/\$500 of consideration and changes to \$7/\$500 of consideration on October 1, 2020. The majority of the tax is not dedicated and is budgeted in the General Fund. The remaining amount is dedicated to school construction, acquisition and development of parkland, preservation of agricultural lands, and affordable housing assistance.

Revenues	FY2021 Budget	FY2022 Projection	FY2023 Projection	FY2024 Projection
Local Property Taxes	\$352,711,294	\$367,525,168	\$382,961,225	\$399,045,597
Local Income Taxes	236,230,870	242,372,872	254,491,516	267,216,092
Other Local Taxes	24,633,400	24,301,614	25,896,148	27,113,418
License and Permits	5,619,700	5,703,996	5,789,555	5,876,399
Federal Grants	211,093	211,093	211,093	211,093
State Grants	4,871,155	4,871,155	4,871,155	4,871,155
Charges for Services	10,740,689	10,901,799	11,065,326	11,231,306
Fines and Forfeitures	45,500	45,500	45,500	45,500
Investment Earnings	2,001,011	2,101,062	2,206,115	2,316,420
Miscellaneous	2,713,781	2,754,488	2,795,805	2,837,742
Operating Revenue	639,778,493	660,788,747	690,333,438	720,764,722
Use of Fund Balance	26,005,370	20,804,296	16,643,437	15,000,000
Total Revenues	\$665,783,863	\$681,593,043	\$706,976,875	\$735,764,722

Revenues	FY2021 Budget	FY2022 Projection	FY2023 Projection	FY2024 Projection
County Departments	\$235,220,627	\$239,219,377	\$249,482,895	\$257,744,235
Board of Education	309,699,428	317,235,829	328,424,346	339,807,770
Frederick Community College	20,288,119	20,999,284	21,710,729	22,422,460
Frederick County Library	12,868,068	13,590,981	13,991,838	14,404,583
Other	14,183,690	14,316,836	14,574,539	14,836,881
Transfer to Debt Service	44,990,400	46,340,112	47,730,315	49,162,224
Transfer to Capital Projects	18,891,590	19,923,662	20,810,003	22,222,942
Transfer to Other Funds	9,641,941	9,738,360	10,079,203	10,280,787
Total Appropriations	\$665,783,863	\$681,364,441	\$706,803,868	\$730,881,882

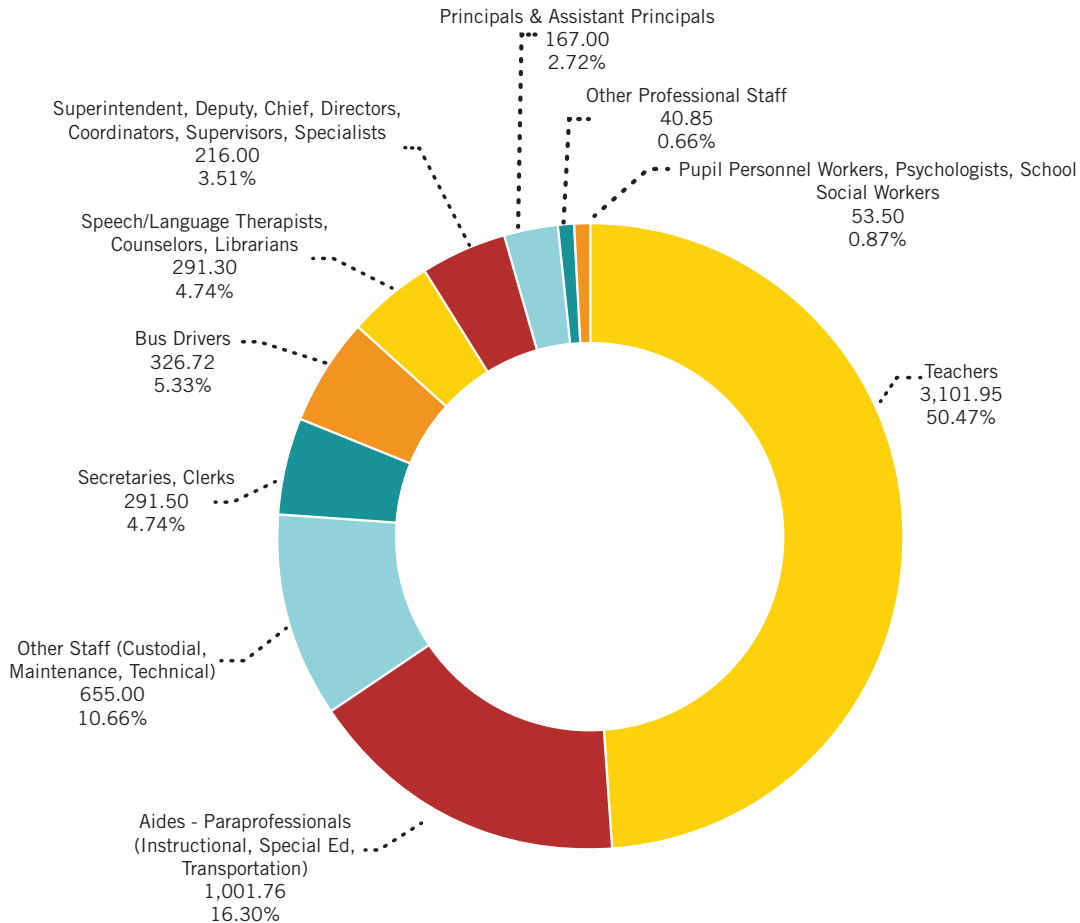
Operating Budget Full-Time Equivalent (FTE) Positions by Maryland State Department of Education (MSDE) Category

	FY2017	FY2018	FY2019	FY2020	FY2021
Administration	92.85	94.85	96.85	96.85	100.85
Mid-Level Management	427.26	448.82	441.86	455.50	461.50
Instructional Salaries and Wages	3,044.20	3,081.78	3,134.73	3,199.85	3,323.61
Special Education	1,045.32	1,066.60	1,139.31	1,142.10	1,169.40
Student Personnel Services	38.50	36.50	19.00	21.86	27.01
Student Health Services	1.50	1.50	1.50	1.50	1.50
Student Transportation	414.93	417.94	447.58	442.04	462.21
Operation of Plant	416.00	415.50	435.00	440.00	451.50
Maintenance of Plant	133.00	133.50	133.50	133.50	133.50
Community Services	4.50	4.50	3.50	3.50	3.50
Capital Outlay	11.00	11.00	11.00	11.00	11.00
Total Full-Time Equivalent Positions	5,629.06	5,712.49	5,863.83	5,947.70	6,145.58



Operating Budget Full-Time Equivalent (FTE) Positions by Maryland State Department of Education (MSDE) Position Type

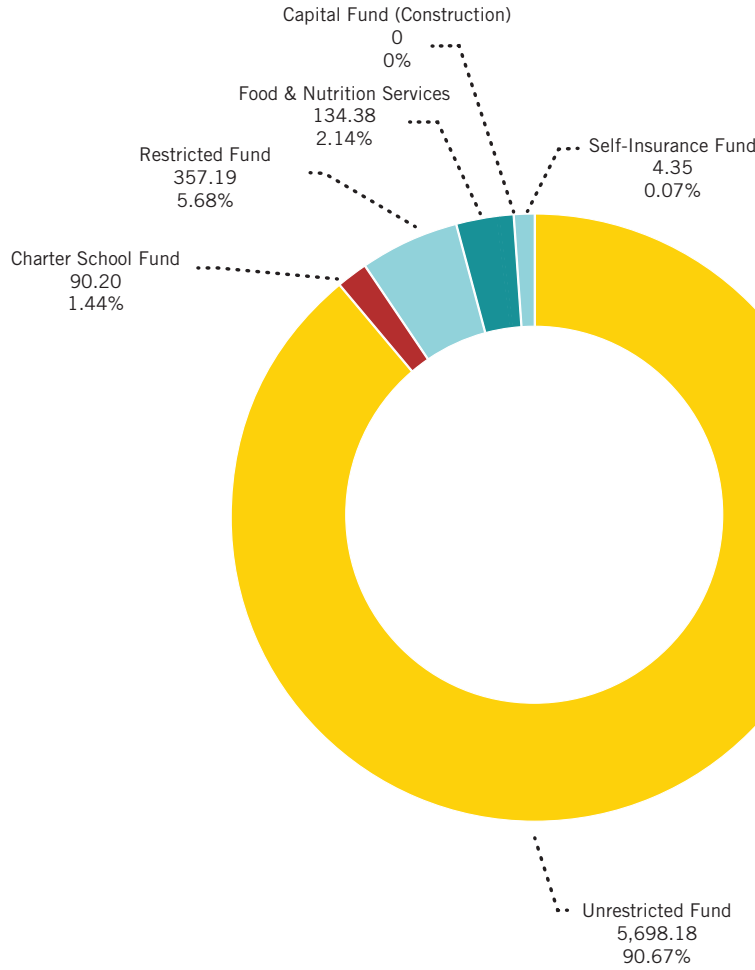
	FY2017	FY2018	FY2019	FY2020	FY2021
Teachers	2,751.10	2,802.59	2,875.01	2,974.99	3,101.95
Aides - Paraprofessionals (Instructional, Special Education, Transportation)	968.31	967.14	984.26	981.32	1,001.76
Other Staff (Custodial, Maintenance, Technical)	600.10	600.70	619.50	640.50	655.00
Secretaries, Clerks	291.00	288.91	284.00	287.50	291.50
Bus Drivers	297.26	303.00	320.58	311.48	326.72
Speech/Language Therapists, Counselors, Librarians	246.10	247.70	272.30	278.20	291.30
Superintendent, Deputy, Chief, Directors, Coordinators, Supervisors, Specialists	232.54	234.65	262.83	222.36	216.00
Principals & Assistant Principals	141.00	165.00	158.00	163.00	167.00
Other Professional Staff	48.35	47.80	50.85	42.85	40.85
Pupil Personnel Workers, Psychologists, School Social Workers	53.30	55.00	36.50	45.50	53.50
Total Full-Time Equivalent Positions	5,629.06	5,712.49	5,863.83	5,947.70	6,145.58



Full-Time Equivalent (FTE) Position Summary by Division/Fund

Divisions/Departments	FY2017 Approved	FY2018 Approved	FY2019 Approved	FY2020 Approved	FY2021 Approved
Board of Education	1.00	1.00	2.00	2.00	2.00
Office of the Superintendent	2.00	2.00	2.00	2.00	2.00
Academics, Curriculum, Transformation & Student Achievement	4,228.18	4,318.15	4,411.19	4,487.18	4,620.83
Office of the Deputy Superintendent	3.00	3.00	3.00	2.00	3.00
Accelerating Achievement & Equity	0.00	46.15	37.30	22.15	34.00
Special Education	856.92	895.50	941.81	918.20	917.40
Organizational Development	7.00	7.00	5.00	16.00	16.00
Student Services	28.36	27.36	27.36	64.86	69.01
System Accountability & School Administration	3,225.94	3,264.59	3,320.42	3,402.87	3,519.32
System Accountability & School Administration Supervision	0.00	0.00	0.00	2.00	3.00
School Administration	32.00	32.00	30.00	11.00	27.00
Elementary Schools	1,463.31	1,517.10	1,468.12	1,510.27	1,565.82
Middle Schools	727.20	682.40	760.60	784.80	787.00
High Schools	902.73	925.05	950.15	982.60	1021.30
Charter Schools	81.70	89.04	91.55	92.20	90.20
System Accountability & School Improvement	19.00	19.00	20.00	20.00	25.00
Curriculum, Instruction & Innovation	106.96	74.55	76.30	61.10	62.10
Curriculum, Instruction & Innovation	2.00	2.00	2.00	2.00	2.00
Curriculum Supervision	104.96	72.55	74.30	59.10	60.10
Public Affairs	14.00	13.00	13.00	13.00	14.00
Legal & Human Services Division	32.00	34.75	35.25	31.50	33.50
Office of the Chief of Staff & Legal Counsel	3.00	3.00	3.00	3.00	3.00
Human Resources	29.00	31.75	32.25	28.50	30.50
Operations Division	973.93	975.94	1,017.08	1,021.04	1,058.21
Office of the Chief Operating Officer	4.00	3.00	6.00	6.00	6.00
Capital Program	11.00	13.00	11.00	11.00	11.00
Facilities Services	148.00	147.00	147.00	148.00	149.50
Custodial Services	359.00	359.00	367.50	371.00	374.50
Energy Management & Recycling	1.00	1.00	1.00	1.00	1.00
Security & Emergency Management	4.00	4.00	5.00	5.00	5.00
Transportation	414.93	417.94	447.58	442.04	462.21
Technology Infrastructure	32.00	31.00	32.00	37.00	49.00
Fiscal Services Division	55.85	56.85	55.85	56.85	57.85
Office of the Chief Financial Officer	2.00	2.00	2.00	2.00	2.00
Fiscal Services	53.85	54.85	53.85	54.85	55.85
Total Unrestricted Operating Fund	5,306.96	5,401.69	5,536.37	5,613.57	5,788.39
Restricted Fund	322.10	310.80	327.47	334.13	357.19
Food and Nutrition Services Fund	136.02	135.09	135.34	135.13	134.38
Self-Insurance Fund	3.35	3.35	4.35	4.35	4.35
Construction Fund	3.00	3.00	0.00	0.00	0.00
Total FCPS Full-Time Equivalent Positions	5,771.43	5,853.93	6,003.53	6,087.18	6,284.31

Full-Time Equivalent (FTE) Position Summary by Fund



Full-Time Equivalent (FTE) Positions by Fund

	FY2017	FY2018	FY2019	FY2020	FY2021
GOVERNMENTAL FUNDS					
General Funds					
Unrestricted Fund	5,225.26	5,312.65	5,444.81	5,518.37	5,698.18
Charter School Fund	81.70	89.04	91.55	95.20	90.20
Restricted Fund	322.10	310.80	327.47	334.13	357.19
Special Revenue Funds					
Food & Nutrition Services	136.02	135.09	135.34	135.13	134.38
Capital Projects Funds					
Capital Fund (Construction)	3.00	3.00	0.00	0.00	0.00
PROPRIETARY FUNDS					
Internal Service Funds					
Self-Insurance Fund	3.35	3.35	4.35	4.35	4.35
Total FTE Positions	5,771.43	5,853.93	6,003.52	6,087.18	6,284.30

Teacher Staffing Model

FCPS allocates classroom teacher staffing for schools, programs, and grade levels according to the following models. Actual teacher-student ratios may vary from these averages.

ELEMENTARY SCHOOLS

Classroom Teacher (Tier I):	Kindergarten: 1.0 teacher position per 23.0 full-time equivalent student Grades 1 - 5: 1.0 teacher position per 24.8 full-time equivalent student
Classroom Teacher (Tier II):	Grades K - 2: 1.0 teacher position per 22.0 full-time equivalent student Grades 3 - 5: 1.0 teacher position per 24.8 full-time equivalent student
Art/Music/PE Teacher:	3.0 specials teachers for every 15 classroom teachers in grades K-5
Instrumental Music:	0.4 FTE per elementary school
English Learner Teacher:	1.0 teacher position per 30 students based on the English Language projection for June 30 of the prior year.
Special Education:	1.0 teacher per 10-15 special education students

MIDDLE SCHOOLS

Classroom Teacher:	Calculation uses a value of 25.8 full-time equivalent students adjusted by a factor of 0.746 to allow for teacher planning time. This results in a student-teacher ratio of 19.25 full-time equivalent students per teacher.
English Learner Teacher:	1.0 teacher position per 30 identified students
Special Education:	1.0 teacher per 15-20 special education students

HIGH SCHOOLS

Classroom Teacher:	Calculation uses a value of 23.51 full-time equivalent students adjusted by a factor of 0.90 to allow for teacher planning time. This results in a student-teacher ratio of 21.16 full-time equivalent students per teacher.
English Learner Teacher:	1.0 teacher position per 30 identified students
Special Education:	1.0 teacher per 15-20 special education students

Contingency and Non-Formula Positions

FCPS has approximately 17.3 FTE non-formula and 30.0 FTE contingency positions. These positions are placed strategically throughout the county to:

- Reduce class sizes due to enrollment increases
- Address complexity factors in our schools in our schools such as poverty, EL populations and homelessness
- Support the student social and emotional needs

ELEMENTARY SCHOOL STAFFING FORMULA

	Enrollment 350 or Fewer Students	Enrollment of 351 - 449 Students	Enrollment of 450 - 699 Students	Enrollment of 700 - 899 Students		Enrollment of 900 or More Students	
				Tier 1	Tier 2	Tier 1	Tier 2
Principal	1.0	1.0	1.0	1.0		1.0	
Assistant Principal	0.0	0.0	1.0	1.0	2.0	2.0	3.0
Secretary (12 month)	1.0	1.0	1.0	1.0		1.0	
Secretary (10 month)	0.0	1.0	1.0	1.0		2.0	
Administrative Totals	2.0	3.0	4.0	4.0	5.0	6.0	7.0

	Enrollment 350 or Fewer Students	Enrollment of 351 - 449 Students		Enrollment of 450 - 699 Students		Enrollment of 700 - 899 Students		Enrollment of 900 or More Students	
		Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2
School Counselor	1.0	1.0		1.0		1.0		1.0	
Behavior Support*	0.0	0.0		0.0	1.0	0.0	1.0	0.0	2.0
Media Specialist**	1.0*	1.0		1.0		1.2		1.2	
Academic Support***	2.0	2.0	3.0	3.0	4.0	5.0	6.0	5.0	6.0
Instructional Assistant/ User Support Specialist	2.0	2.0		2.0	3.0	2.0	3.0	4.0	
Administrative Totals	6.0	6.0	7.0	7.0	10.0	9.2	12.2	11.2	14.2

*Behavior support positions may include a counselor, behavior support specialist, psychologist or social worker.

**Media specialists assigned to schools with fewer than 300 students will be a 0.8FTE.

***Academic support represents intervention teachers, and literacy and math specialists.

Resident Substitutes	
1 Sub per School	Brunswick, Butterfly Ridge, Deer Crossing, Hillcrest, Lincoln, Monocacy, North Frederick, Oakdale, Spring Ridge, Tuscarora, Urbana, Waverley, Whittier
1 Shared Sub	Glade & Walkersville; Green Valley, New Market & Twin Ridge; Sugarloaf & Centerville; Lewistown, Yellow Springs & Parkway; Liberty, New Midway/Woodsboro & Kemptown
2 Shared Subs	Ballenger Creek, Orchard Grove & Carroll Manor; Thurmont, Thurmont Primary, Sabillasville & Emmitsburg; Middletown, Middletown Primary, Myersville & Wolfsville

Tier Two Schools Include:

- | | |
|-----------------|------------------|
| Ballenger Creek | Orchard Grove |
| Brunswick | Spring Ridge |
| Butterfly Ridge | Thurmont Primary |
| Hillcrest | Tuscarora |
| Lincoln | Waverley |
| Monocacy | Whittier |
| North Frederick | |

MIDDLE SCHOOL STAFFING FORMULA

	Enrollment of 500 - 699 Students		Enrollment of 700 - 899 Students		Enrollment of 900 - 1199 Students		Enrollment of 1200 - 1500 Students	
	Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2
Principal	1.0		1.0		1.0		1.0	
Assistant Principal	1.0	2.0	2.0	3.0	2.0	3.0	3.0	4.0
Secretary (12 month)	1.0		1.0		1.0		1.0	
Secretary (10 month)	1.0		1.0		1.0		2.0	
Registrar (10 month)	1.0		1.0		1.0		1.0	
Administrative Totals	5.0	6.0	6.0	7.0	6.0	7.0	8.0	9.0

	Enrollment of 500 - 699 Students		Enrollment of 700 - 899 Students		Enrollment of 900 - 1199 Students		Enrollment of 1200 - 1500 Students	
	Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2
School Counselor (11 month)	1.0		1.0		1.0		1.0	
School Counselor (10 month)	1.0	2.0	2.0		2.0		3.0	
Behavior Support*	1.0		1.0		1.0		1.0	
Media Specialist	1.0		1.0		1.0		1.0	
Academic Support**	3.5	4.5	3.5	4.5	3.5	4.5	3.5	5.0
Instructional Assistant/ User Support Specialist	2.0		2.0		3.0		4.0	
Resident Substitute	1.0	1.0	1.0	2.0	1.0	2.0	1.0	2.0
Student Support Staff Total	10.5	12.5	11.5	13.5	12.5	14.5	14.5	17.0

*Behavior support positions may include a counselor, behavior support specialist, student support teacher, psychologist or social worker.

**Academic support represents intervention teachers, and literacy and math specialists.

Tier Two Schools Include:

Crestwood
Governor Thomas Johnson
Monocacy
West Frederick

HIGH SCHOOL STAFFING FORMULA

	Enrollment of 900 - 1199 Students	Enrollment of 1200 - 1499 Students	Enrollment of 1500 - 1799 Students	Enrollment of 1800 - 2100 Students
Principal	1.0	1.0	1.0	1.0
Assistant Principal	2.0	3.0	4.0	5.0
Secretary (12 month)	2.0	3.0	3.0	3.0
Secretary (10 month)	2.0	3.0	4.0	5.0
Registrar (12 month)	1.0	1.0	1.0	1.0
Administrative Totals	8.0	11.0	13.0	15.0

	Enrollment of 900 - 1199 Students		Enrollment of 1200 - 1499 Students		Enrollment of 1500 - 1799 Students		Enrollment of 1800 - 2100 Students	
	Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2	Tier 1	Tier 2
School Counselor(11 month)	2.0		2.0		2.0		2.0	
School Counselor(10 month)	1.0		2.0		3.0		4.0	
Behavior Support*	1.0		1.0		1.0		1.0	
Media Specialist	1.0		1.0		1.0		1.0	
CCR Specialist	1.0		1.0		1.0		1.0	
Academic Support**	1.0	2.0	1.0	3.0	1.0	3.0	1.0	4.0
Instructional Assistant/ User Support Specialist	6.0		7.0		9.0		10.0	
Resident Substitutes	1.0	1.0	1.0	2.0	1.0	2.0	1.0	2.0
Student Support Staff Total	14.0	15.0	16.0	19.0	19.0	22.0	21.0	25.0

*Behavior support positions may include a counselor, behavior support specialist, student support teacher, psychologist or social worker.

**Academic support represents intervention teachers, and literacy and math specialists.

Began in 2017, the LYNX (Linking Youth to New Experiences) program creates a highly individualized student plans for success providing maximum choice and flexibility in meeting academic and career goals. Currently, the LYNX program is available at Frederick High School.

LYNX High School Additional Staffing:

- 1.0 FTE – Assistant Principal
- 4.0 FTE – LYNX Advocates

Tier Two Schools Include:

Frederick
Governor Thomas Johnson
Tuscarora

Staffing for Charter Schools

Charter schools are funded via a per-pupil allocation calculated annually based on the approved operating budget. Although charter schools function as semi-independent schools with their own governance and instructional design, educational achievement is measured against the same performance standards used by the local and state boards of education. All school administrators and staff are FCPS employees. Actual staffing for charter schools is determined by their governing boards with consideration given to enrollment, curricular needs, and their operating budget.

	Carroll Creek Montessori	Frederick Classical	Monocacy Valley Montessori
Administrative Staff			
Principal	1.00	1.00	1.00
Assistant Principal/Coordinator	0.00	1.00	0.00
Secretary - 12 month	1.00	1.00	1.00
Administrative Total	2.00	3.00	2.00
Instructional Professional Staff			
School Counselor -10 month	1.10	1.00	0.60
Teacher Specialist	1.00	2.00	0.30
Classroom Teacher	14.60	24.50	14.74
Total Instructional Professional	16.70	27.50	15.64
Student Support Staff			
Instructional Assistant/User Support Specialist	11.00	1.00	11.86
Total Instructional & Support Staff	27.70	28.50	27.50

FY2021 staffing as reported on the FY2021 MSDE Position Budget Submission.

Staffing for Other Schools & Programs

Staffing for these schools is not driven by formula. Positions are allocated to each school based on the unique educational programs, student enrollment, curriculum, and support requirements of the school. A school's building configuration also impacts staffing at these schools. The chart below reflects the general education and special education budgeted staffing.

	Career and Technology Center	Frederick County Virtual School*	Heather Ridge School	Rock Creek School (Special Ed)
Administrative Staff				
Principal	1.00	1.00	1.00	1.00
Assistant Principal/Coordinator	1.00	1.00	1.00	1.00
Secretary (12 month)	2.00	1.00	1.00	1.00
Secretary (10 month)	1.00	0.00	1.00	1.00
Administrative Total	5.00	3.00	4.00	4.00
Student Support Staff Instructional Professional Staff				
School Counselor	1.00	1.00	1.00	0.00
Media Specialist	0.00	0.00	1.00	0.50
Teacher Specialist (11 & 12 month)	3.75	1.00	5.00	0.50
Teacher	29.75	5.00	18.00	17.00
Speech Pathologist	0.00	0.00	0.20	1.70
School Therapist	0.00	0.00	3.00	1.00
Instructional Professional Subtotal	34.50	7.00	28.20	20.70
Student Support Staff				
Community Liaison	0.00	0.00	1.00	0.00
Instructional Assistant/User Support Specialist/SEIA	10.00	1.00	9.00	40.00
Student Support Subtotal	10.00	1.00	10.00	40.00
Total Instructional & Support Staff	44.50	8.00	38.20	60.70

FY2021 staffing as reported on the FY2021 MSDE Position Budget Submission.

* Frederick County Virtual School is operated at Governor Thomas Johnson Middle School

Free & Reduced-Priced Meals

The National School Lunch Program is a federally assisted meal program operating in public schools. The program was established under the National School Lunch Act signed by President Harry Truman in 1946. It provides nutritionally balanced, low-cost or free lunches to children each school day.

Free & Reduced-Price Lunches

Description	FY2016	FY2017	FY2018	FY2019	FY2020
Number of Schools	66	66	66	67	67
Number of days lunch served	179	178	179	178	119
Number of lunches served to students annually					
Free	1,086,535	1,079,426	1,057,528	1,035,530	689,822
At reduced Price	165,607	167,568	184,019	186,617	140,883
At regular price	957,583	974,806	989,037	1,003,675	698,985
Total lunch served	2,209,725	2,221,800	2,230,584	2,225,822	1,529,690
Average number of lunches served to students daily					
Free	6,070	6,064	5,908	5,818	5,797
At reduced Price	925	941	1,028	1,048	1,184
At regular price	5,350	5,476	5,525	5,639	5,874
Total average number of lunches served	12,345	12,481	12,461	12,505	12,855
Charges per lunch to students					
Elementary	\$2.15	\$2.25	\$2.35	\$2.65	\$2.65
Secondary	\$2.40	\$2.50	\$2.60	\$2.90	\$2.90

PROGRAMS OFFERED THROUGHOUT FCPS

Advanced Academics

FCPS is committed to addressing the individual needs of all students, including those who are academically advanced. Students with outstanding capabilities and specific academic aptitudes participate in enriched and extended learning activities.

- All elementary schools have access to resources that extend student learning. Lessons to identify and develop abilities are available in grades K-2 as part of the Primary Talent Development Program. When needed, teachers may consult with the Office of Advanced Academics for suggested enrichment activities in language arts and math. Highly advanced elementary students may be recommended for placement in the countywide Elementary Magnet Program, serving academically advanced students in Grades 3-5 at three elementary schools within the school system. A multi-faceted identification process ensures that the needs of advanced learners are considered.
- Every middle school offers individual, small-group, whole-class, and school-wide enrichment activities through an advanced academics specialist. Middle schools may assign students with high academic abilities in language arts, math, science, or social studies to the FCPS Highly Able Learner (HAL) Program, which provides academic challenge at a rapid pace. The program strives to address students' learning styles and advanced academic needs in the subject areas of their strengths. Schools determine placement when students transition from elementary school or enroll in middle school. The program is available to identified 6th, 7th, and 8th grade students.
- Along with options for independent study and internships, all high schools offer honors-level and Advanced Placement courses; Urbana High offers International Baccalaureate courses.

English Learners

The primary goal of the English Learning program is advancing the academic language development and academic achievement of its English Learners (ELs). Educating this student population is a collaborative effort among EL teachers, classroom teachers, students, and other FCPS staff members. EL educators use the World Class Instruction, Design, and Assessment (WIDA)

English Language Development (ELD) Standards to help students learn English as quickly as possible. The standards represent the social, instructional, and academic language that students need to engage with peers, educators, and the curriculum in schools.

Developing Educational Life Tools for Achievement (DELTA)

During the 2018-19 school year, the DELTA program began as a pilot program held at Ballenger Creek Elementary School. DELTA serves general education students in kindergarten through second grade who have not responded to behavior interventions and require intensive support in behavioral, social, and emotional areas of self-regulation. DELTA staff includes a K-2 classroom teacher, a Behavior Support Specialist and an instructional assistant. The goals are to provide personalized academic instruction, teach self-regulation strategies, and behavioral interventions in a classroom setting of 6-8 students. The initial DELTA program serves students in Ballenger Creek, Tuscarora and Orchard Grove Elementary schools. During the 2020-21 school year, the DELTA program will serve Whittier, Monocacy, Waverley, and Thurmont elementary students.

Special Education

Challenges Program: Challenges provides integrated support to students with autism and/or severe communication disorders in a small structured classroom with opportunities for inclusion with non-disabled peers, as appropriate, within a general education school. Students learn functional academic and life skills while receiving instruction in modified Common Core Standards, also known as the Core Content Standards. Students are provided with a variety of communication methods as they develop verbal speech and/or a functional communication system. After 3rd grade, most pursue a High School Certificate of Completion. Graduation status is reviewed annually.

Learning for Life: Learning for Life provides integrated support to students with a variety of developmental and cognitive disabilities in a small, structured classroom with opportunities for inclusion with non-disabled peers, as appropriate, within a general education school. Students learn functional academic and life skills while receiving instruction in modified Common Core Standards, also known as the Core Content Connectors. After 3rd grade, students pursue a High School Certificate of Completion. Graduation status is reviewed annually.

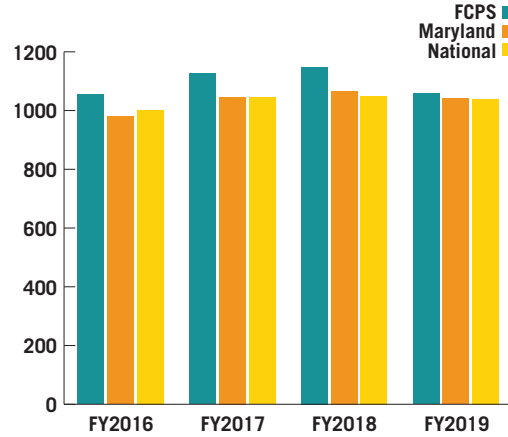
Partners for Success: The Partners for Success program facilitates parental involvement for children and youth with disabilities ages 3 through 21 as a means of improving services and results. Partners for Success staff provides special education resources, individual consultations, seminars, workshops, newsletters, a lending library, and assistance with the IEP process. FCPS sends communications to parents about workshops and fun family events through FCPS Communication subscribers who select Special Education news as an area of interest. The office of Partners for Success is open throughout the school year.

Pyramid Program: Pyramid provides integrated support to students with significant social, emotional, and behavioral needs identified with a variety of education disabilities. Intensive special education and therapeutic services are provided in a small, structured setting within a general education school. Students have opportunities for inclusion in general education classes with non-disabled peers, as appropriate, and most are pursuing a high school diploma.

RISE Program: The Forbush School at Frederick County also known as The RISE Program (Responsive Interventions for Student Excellence) is a partnership with Sheppard Pratt Health Systems, Inc. The program provides integrated supports to students with autism spectrum disorders, emotional disabilities or other educational disabilities. The RISE Program provides instructional, related services such as individual and group counseling, social skills training, speech and language therapy, crisis intervention, and mental health support to meet the needs of students. The program serves students in Grades 1-5 who are expected to earn a high school diploma learning the Common Core Standards. Students have opportunities for inclusion in general education classes with non-disabled peers, as appropriate.

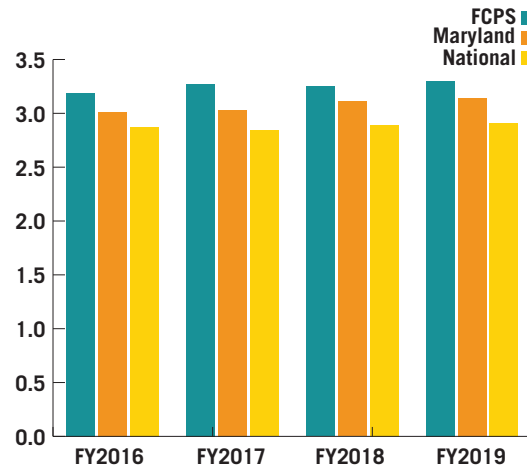
Test Results

FCPS students routinely score above the national and state average on SAT and AP (Advanced Placement) tests. In FY2019, FCPS students had an average SAT score of 1058, while their counterparts in Maryland scored 1041 and in the United States scored 1039. For AP tests, FCPS students scored an average of 3.30 out of 5, while their counterparts in Maryland and the United States scored 3.14 and 2.91 respectively.



SAT Scores

	FY2016	FY2017	FY2018	FY2019
FCPS	1055	1126	1149	1058
Maryland	980	1046	1066	1041
National	1002	1044	1049	1039



AP Test Scores

	FY2016	FY2017	FY2018	FY2019
FCPS	3.19	3.27	3.25	3.30
Maryland	3.01	3.03	3.11	3.14
National	2.87	2.84	2.89	2.91

Graduation & Dropout Rates

FCPS students routinely outpace their Maryland peers in graduation rate. The 2019 four-year graduation rate for FCPS students is 91.95%, compared to 86.86% for Maryland public school students. The 4.39% dropout rate for FCPS students is lower than the state dropout rate of 8.42%.

Federal law requires that Maryland use adjusted cohort graduation rates for accountability purposes. The adjusted cohort graduation rate accounts for all students who entered Grade 9 together. The four-year cohort graduation rate is the percentage of students who enter Grade 9 and graduate within four years, including the summer following their fourth year of high school.

FCPS Four-Year Adjusted Cohort Graduation Rates

Student Group	Graduation Rate			# of Student in Cohort		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
All	92.48	92.49	91.95	3,084	3,155	3,141
Asian	98.09	99.40	97.40	157	167	154
Black	88.27	87.74	89.31	358	318	393
Hispanic	78.21	76.96	75.78	390	473	483
White	95.53	96.26	95.99	2,035	2,059	1,945
2+ Races	93.50	92.68	92.11	124	123	152
FARMS	81.96	80.97	80.00	593	641	680
EL	32.88	39.62	40.63	73	106	128
Special Education	73.99	76.49	76.31	273	251	249
State Graduation Rate	87.67	87.12	86.86			

FCPS Four-Year Adjusted Cohort Graduation Rates

Student Group	Dropout Rate			# of Student in Cohort		
	FY2017	FY2018	FY2019	FY2017	FY2018	FY2019
All	4.41	4.12	4.39	136	130	138
Asian	-	-	-	-	-	-
Black	5.03	6.60	6.11	18	21	24
Hispanic	15.90	14.59	14.91	62	69	67
White	2.51	1.70	1.85	51	35	36
2+ Races	3.23	3.25	3.29	4	4	5
FARMS	10.46	10.14	9.85	62	65	67
EL	54.79	36.79	34.38	40	39	44
Special Education	6.59	2.79	2.81	18	7	7
State Dropout Rate	8.21	8.38	8.42			

Notes:

FY2017 = SY2016-2017

FY2018 = SY2017-2018

FY2019 = SY2018-2019

COLLEGES & UNIVERSITIES

COLLEGES AND UNIVERSITIES FCPS STUDENTS PLANNED TO ATTEND IN THE FALL OF 2019

Adventist University of Health Sciences	Community College of Baltimore County	Hobart William Smith Colleges
Aiken Technical College	Concord University	Hofstra University
Alabama A & M University	Converse College	Hollins University
Albright College	Dean College	Hood College
Alderson Broaddus University	Delaware Technical Community College-Terry	Horry-Georgetown Technical College
Alfred University	Delaware Valley University	Howard Community College
Allegheny College of Maryland	Denison University	Howard University
American University	DeSales University	Illinois Institute of Technology
Amherst College	Dickinson College	Immaculata University
Anne Arundel Community College	DigiPen Institute of Technology	Indian River State College
Appalachian State University	Drew University	Indiana University of Pennsylvania-Main Campus
Arcadia University	Drexel University	Iowa State University
Arizona State University-Tempe	Duke University	Ithaca College
Ashworth College	Duquesne University	James Madison University
Auburn Global	East Carolina University	Jefferson College
Auburn University	East Tennessee State University	John Hopkins University
Bard College	Eastern Kentucky University	Johnson & Wales University, Providence
Barnard College	Eastern New Mexico University-Main Campus	Johnson College
Barton College	Eckerd College	Juniata College
Baylor University	ECPI Of Charlotte	Kansas State University
Belmont University	Elmira College	Kent State University at Kent
Bethany College	Elon University	Kutztown University of Pennsylvania
Bethel University-Indiana	Embry-Riddle Aeronautical University-Daytona	Lafayette College
Bloomsburg University of Pennsylvania	Beach	Lebanon Valley College
Boston University	Emerson College	Lees-McRae College
Bowdoin College	Emory University	Lehigh University
Bowie State University	Fairmont State University	Lesley University
Briar Cliff University	Fashion Institute of Technology	Lewis University
Bridgewater College	Florida Gulf Coast University	Liberty University
Brigham Young University-Idaho	Florida Southern College	Lincoln Memorial University
Brigham Young University-Provo	Florida State University	Louisiana State University
Bronx Community College of the CUNY	Fordham University	Loyola University Chicago
Bryn Athyn College of the New Church	Franklin and Marshall College	Loyola University Maryland
California College of the Arts	Frederick Community College	Lynn University
California Institute of Technology	Frostburg State University	Marietta College
Capitol Technology University	Furman University	Marist College
Carnegie Mellon University	Gallaudet University	Marshall University
Carroll Community College	Garrett College	Maryland Institute College of Art
Case Western Reserve University	Geneva College	Massachusetts Institute of Technology
Catholic University of America	George Mason University	McDaniel College
Cedarville University	George Washington University	McGill University
Champlain College	Georgetown University	Mercyhurst University
Chatham University	Georgia Institute of Technology-Main Campus	Merrimack College
Chesapeake College	Gettysburg College	Messiah College
Christopher Newport University	Goucher College	Methodist University
City College of New York CUNY	Grand Canyon University-Traditional Campus	Miami University-Oxford
Clarion University of Pennsylvania	Grove City College	Miami-Dade College - North Campus
Clark Atlanta University	Hagerstown Community College	Middle Tennessee State University
Clarkson University	Hampden-Sydney College	Midlands Technical College
Clemson University	Hampshire College	Millersville University of Pennsylvania
Coastal Carolina University	Hampton University	Monash University
Cochise County Community College District	Harrisburg Area Community College	Montana State University
College of Charleston	Harvard College	Montclair State University
Colorado School of Mines	High Point University	Montgomery College
Colorado State University-Fort Collins	Hillsborough Community College	Morehouse College

Morgan State University
 Mount Saint Mary College
 Mount St. Mary's University - Maryland
 Muhlenberg College
 Nashua Community College (NHCTC-Nashua)
 New Jersey Institute of Technology
 New York University
 Newberry College
 Norfolk State University
 Normandale Community College
 North Carolina A&T State University
 North Carolina Central University
 North Carolina State University at Raleigh
 North Country Community College
 Northeastern University
 Northern Michigan University
 Northern Oklahoma College
 Notre Dame of Maryland University
 Nova Southeastern University
 Ohio Technical College
 Ohio University – Main Campus
 Ohio Wesleyan University
 Oklahoma Baptist University
 Old Dominion University
 Onondaga Community College
 Pace University – New York
 Pasadena City College
 Paul Mitchell the Temple Frederick
 Pennsylvania College of Technology
 Pennsylvania State University
 Pittsburgh Institute of Aeronautics
 Pittsburgh Technical College
 Point Park University
 Portland State University
 Presbyterian College
 Prince George's Community College
 Princeton University
 Purdue University – Main Campus
 Queens University of Charlotte
 Radford University
 Rensselaer Polytechnic Institute
 Rhodes College
 Ringling College of Art and Design
 Roanoke College
 Robert Morris University
 Rochester Institute of Technology
 Rutgers University – New Brunswick
 Saint Francis University
 Saint Joseph's University
 Saint Louis University
 Saint Vincent College
 Salem State University
 Salisbury University
 Savannah College of Art and Design
 Shenandoah University
 Shepherd University
 Shippensburg University of Pennsylvania
 Simmons University
 Slippery Rock University of Pennsylvania
 Smith College
 Snow College
 St. Petersburg College
 St. Johns River State College
 St. Mary's College of Maryland
 Stanford University
 Stetson University
 Stevenson University
 Stockton University
 Stony Brook University, State University
 of New York
 SUNY College of Cortland
 SUNY Oswego
 Susquehanna University
 Sweet Briar College
 Syracuse University
 Temple University
 Texas A&M University, Commerce
 The Citadel, The Military College of South Carolina
 The New England Conservatory of Music
 The Ohio State University
 The University of Alabama
 The University of Arizona
 The University of Memphis
 The University of North Carolina at Chapel Hill
 The University of Northwestern Ohio
 The University of Tampa
 The University of Tennessee – Knoxville
 The University of the Arts
 Thomas Jefferson University
 Tougaloo College
 Towson University
 Union College - Schenectady
 Union University
 United States Coast Guard Academy
 United States Military Academy
 United States Naval Academy
 Universal Technical institute of Pennsylvania Inc.
 University of California – San Diego
 University of California-Berkeley
 University of California-Davis
 University of Central Arkansas
 University of Central Florida
 University of Charleston
 University of Chicago
 University of Cincinnati-Main Campus
 University of Colorado Boulder
 University of Connecticut
 University of Delaware
 University of Denver
 University of Florida
 University of Georgia
 University of Glasgow
 University of Illinois at Chicago
 University of Illinois at Urbana-Champaign
 University of Kentucky
 University of Louisiana at Lafayette
 University of Lynchburg
 University of Mary Washington
 University of Maryland Eastern Shore
 University of Maryland Global Campus
 University of Maryland – Baltimore County
 University of Maryland – College Park
 University of Massachusetts - Lowell
 University of Miami
 University of Mississippi
 University of Nebraska-Lincoln
 University of Nevada-Las Vegas
 University of New Hampshire – Main Campus
 University of North Carolina at Charlotte
 University of North Carolina Wilmington
 University of North Georgia
 University of Phoenix
 University of Pittsburgh – Pittsburgh Campus
 University of Rhode Island
 University of Richmond
 University of San Francisco
 University of South Carolina - Columbia
 University of South Florida
 University of Southern Mississippi
 University of Toronto Undergraduate Only
 University of Utah
 University of Valley Forge
 University of Vermont
 University of Virginia-Main Campus
 University of Wyoming
 Utah Valley University
 Valencia College
 Valley Forge Military College
 Vassar College
 Villanova University
 Virginia Commonwealth University
 Virginia Military Institute
 Virginia Tech
 Virginia Wesleyan University
 Wake Technical Community College
 Washington & Jefferson College
 Washington College
 Washington University in St. Louis
 Waynesburg University
 West Chester University of Pennsylvania
 West Virginia University
 Wheeling University
 Widener University
 William and Mary
 William Penn University
 Wilson College
 Wingate University
 Winthrop University
 Wittenberg University
 Worcester Polytechnic Institute
 Wor-Wic Community College
 Xavier University
 Yale University
 York College of Pennsylvania

Every Student Succeeds Act (ESSA)

The Every Student Succeeds Act (ESSA) is the United States law passed in December 2015 that governs the K – 12 public education policy. The U.S. Department of Education approved Maryland’s ESSA plan on January 16, 2018.

As part of Maryland’s ESSA plan, MSDE launched the Maryland Report Card website in December 2018 to engage and inform families, educators, and other community members. The report card provides a 1 to 5 star rating for each school. The indicators measured on the report card for elementary and middle schools include Academic Achievement, Academic Progress, Progress in Achieving English Language Proficiency, and School Quality and Student Success. For high schools, the indicators are Academic Achievement, Graduation Rate, Progress in Achieving English Language Proficiency, Readiness for Postsecondary Success, and School Quality and Student Success.

For the school year 2018-2019, Maryland added the school-level per-pupil expenditure section of the report card. The school-level per-pupil expenditures are the local school system operating expenditures directly attributed to schools or allocated to schools based on certain criteria and reported as a per-pupil amount. The per pupil allocations may be affected by staff tenure, school size, specialized programs housed at the school, and student demographics.

FCPS 2018 – 2019 ESSA Data

Level	Per-pupil Expenditure Range	Average Per-pupil Expenditure
Elementary School*	\$10,666 - \$22,902	\$14,035
Middle School	\$9,746 - \$16,321	\$12,397
High School	\$11,127 - \$14,248	\$12,665

**Includes only traditional elementary and primary schools.*

Complete results for FCPS schools are available at MdReportCard.org.

STUDENT ENROLLMENT

FCPS enrollments are expected to increase as the county's general population increases. The projection for FY2021 anticipates a net increase of 1,460 students from the FY2020 projection. The FCPS enrollment projections includes Pre-Kindergarten to Grade 12 students. These system wide enrollment projections for FY2021 were approved in December 2019.

FCPS projections utilize a "cohort survival method" (a cohort is the total number of students in a particular grade level). This method has three components:

1. Analyze the historical cohort progression from grade to grade. Future cohort progression is then determined based upon historical trends, land development/housing patterns, and pupil-yield trends.
2. Base kindergarten projections on ratios of kindergarten to births five years prior based on data supplied by the Maryland Department of Planning.
3. Determine the countywide total projected enrollment in prekindergarten through grade 12 for any year by totaling each grade's projected enrollment for all schools.

ENROLLMENT BY SCHOOL & YEAR

SCHOOL NAME	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected
ELEMENTARY SCHOOLS								
Ballenger Creek Elementary	665	648	650	586	573	555	545	531
Blue Heron ES	0	0	0	0	0	554	604	620
Brunswick Elementary	648	703	727	762	797	804	790	776
Butterfly Ridge ES	0	0	627	675	731	769	804	840
Carroll Creek Montessori	220	229	228	228	228	229	230	231
Carroll Manor Elementary	556	565	579	577	600	596	577	593
Centerville Elementary	1,001	956	929	972	494	510	517	536
Deer Crossing Elementary	737	778	788	806	838	470	457	441
Emmitsburg Elementary	258	255	247	220	208	210	212	211
Frederick Classical	241	248	252	249	250	250	250	248
Glade Elementary	666	681	616	611	613	598	591	592
Green Valley Elementary	367	417	511	627	598	600	622	645
Hillcrest Elementary	972	968	732	749	827	840	846	825
Kempton Elementary	386	389	404	403	398	385	358	357
Lewistown Elementary	173	170	184	195	198	200	200	203
Liberty Elementary	284	280	262	262	257	260	266	265
Lincoln Elementary	599	591	583	598	605	617	627	627
Middletown Elementary (See Note 1)	434	473	467	472	443	444	447	465
Middletown Primary (See Note 1)	494	464	496	477	510	512	515	513
Monocacy Elementary	600	621	619	611	612	601	580	572
Monocacy Valley Montessori	216	217	218	217	216	220	221	220
Myersville Elementary	340	372	385	418	423	413	410	399
New Market Elementary	714	691	693	684	665	567	577	550
New Midway/Woodsboro Elementary	314	313	300	292	295	284	264	264
North Frederick Elementary	661	661	668	669	674	663	660	660
Oakdale Elementary	631	633	679	792	897	782	796	838
Orchard Grove Elementary	693	686	602	635	666	674	689	704
Parkway Elementary	212	208	220	242	248	242	248	246
Sabillasville Elementary	122	112	99	82	74	74	65	64
Spring Ridge Elementary	466	500	475	482	491	600	604	598
Sugarloaf Elementary	0	0	0	0	647	665	680	702
Thurmont Elementary (See Note 1)	301	321	299	312	306	300	286	290
Thurmont Primary (See Note 1)	369	370	370	336	342	347	348	345
Tuscarora Elementary	781	798	654	713	740	735	705	697
Twin Ridge Elementary	500	506	483	473	640	657	668	689
Urbana Elementary	710	712	761	813	737	754	769	789
Valley Elementary	399	400	494	508	493	470	464	463
Walkersville Elementary	680	652	691	678	678	670	681	705
Waverley Elementary	634	718	517	548	582	578	568	572
Whittier Elementary	756	765	690	718	743	728	706	698
Wolfsville Elementary	157	159	138	149	146	148	145	151
Yellow Springs Elementary	488	453	455	470	482	482	490	495
TOTAL ELEMENTARY	19,445	19,683	19,792	20,311	20,965	21,057	21,082	21,230
MIDDLE SCHOOLS								
Ballenger Creek Middle	778	779	840	817	841	850	865	857
Brunswick Middle	588	578	606	573	608	600	630	634
Carroll Creek Montessori	47	74	85	90	87	89	88	90
Crestwood Middle	514	579	653	691	669	655	679	707
Frederick Classical	116	120	126	127	125	128	126	126
Gov. Thomas Johnson Middle	562	513	509	553	558	586	561	575
Middletown Middle	851	813	782	784	812	827	844	829
Monocacy Middle	738	789	886	969	1012	1010	963	970
Monocacy Valley Montessori	81	83	81	83	85	83	83	84
New Market Middle	508	545	552	563	645	617	612	622
Oakdale Middle	644	703	769	872	927	839	839	872
Thurmont Middle	561	555	563	545	571	541	526	485
Urbana Middle	866	964	1003	1021	967	969	1002	1013
Walkersville Middle	826	882	891	876	858	835	825	790
West Frederick Middle	853	890	853	947	928	868	865	895
Windsor Knolls Middle	761	758	742	764	707	730	747	734
TOTAL MIDDLE	9,294	9,625	9,941	10,275	10,400	10,227	10,255	10,283

ENROLLMENT BY SCHOOL & YEAR

SCHOOL NAME	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Projected	FY2023 Projected	FY2024 Projected
HIGH SCHOOLS								
Brunswick High	748	766	740	788	794	834	816	832
Catoctin High	806	783	753	741	742	757	781	785
Frederick High	1,459	1,460	1,395	1,502	1,530	1,586	1,614	1,580
Gov. Thomas Johnson High	1,385	1,574	1,692	1,720	1,801	1,818	1,925	1,909
Linganore High	1,381	1,326	1,323	1,309	1,418	1,503	1,546	1,591
Middletown High	1,116	1,140	1,133	1,125	1,136	1,101	1,097	1,139
Oakdale High	1,251	1,251	1,250	1,263	1,368	1,436	1,534	1,600
Tuscarora High	1,518	1,550	1,570	1,582	1,628	1,643	1,643	1,634
Urbana High	1,690	1,758	1,785	1,849	1,827	1,877	1,891	1,921
Walkersville High	1,088	1,094	1,148	1,180	1,249	1,283	1,284	1,280
TOTAL HIGH	12,442	12,702	12,789	13,059	13,493	13,838	14,131	14,271
OTHER SCHOOLS AND PROGRAMS								
Heather Ridge School	59	56	56	56	60	60	60	60
SUCCESS Program	43	45	41	31	40	40	40	40
FCVS(See Note 2)	19	14	20	22	20	20	20	20
Rock Creek School	76	79	75	74	80	80	80	80
TOTAL OTHER	197	194	192	183	200	200	200	200
TOTAL ELEMENTARY	19,445	19,683	19,792	20,311	20,965	21,057	21,082	21,230
TOTAL MIDDLE	9,294	9,625	9,941	10,275	10,400	10,227	10,255	10,283
TOTAL HIGH	12,442	12,702	12,789	13,059	13,493	13,838	14,131	14,271
TOTAL OTHER	197	194	192	183	200	200	200	200
GRAND TOTAL	41,378	42,204	42,714	43,828	45,058	45,322	45,668	45,984

Note 1: Middletown and Thurmont Elementary Schools are grades 3, 4 and 5 only. Middletown Primary and Thurmont Primary are prekindergarten, kindergarten, grades 1 and 2 only.

Note 2: The Virtual School students use various schools for testing and programs.



FACILITIES INVENTORY

FCPS operates and maintains 69 school buildings. These buildings constitute over 6.6 million square feet and occupy over 1,450 acres. For FY2021, FCPS officially opens Sugarloaf Elementary and the Urbana Elementary replacement schools. In addition to 69 school buildings, administrative facilities are housed in two locations. The FCPS Central Office is at 191 South East Street in downtown Frederick City and houses the business services group and the curriculum staff. Technology support services, food services, maintenance/operations, and transportation are located at a two-building complex on Hayward Road and Thomas Johnson Drive, on the north side of Frederick City. Also included on this campus are a warehouse, bus storage, and maintenance facilities.

SCHOOL NAME	ADDRESS	GRADES	STATE RATED CAPACITY	ACREAGE	SQUARE FEET
Ballenger Creek Elementary	5250 Kingsbrook Drive, Frederick, MD 21703	PreK-5	614	19.29	64,187
Ballenger Creek Middle	5525 Ballenger Creek Pike, Frederick, MD 21703	6-8	859	25	113,850
Brunswick Elementary	400 Central Avenue, Brunswick, MD 21716	PreK -5	508	24.63	60,205
Brunswick High	101 Cummings Drive, Brunswick, MD 21716	9-12	886	48	166,066
Brunswick Middle	301 Cummings Drive, Brunswick, MD 21716	6-8	957	29.7	119,539
Butterfly Ridge Elementary	601 Contender Way, Frederick, MD 21703	PreK -5	734	12.12	105,515
Career & Technology Center	7922 Opossumtown Pike, Frederick, MD 21702	10-12	292	15.52	86,681
Carroll Manor Elementary	5624 Adamstown Road, Adamstown, MD 21710	PreK-5	595	18.9	77,593
Catoctin High	14745 Sabillasville Road, Thurmont, MD 21788	9-12	1,066	88	179,045
Centerville Elementary	3601 Carriage Hill Drive, Frederick, MD 21704	K-5	635	16	87,175
Crestwood Middle	7100 Foxcroft Drive, Frederick, MD 21703	8-Jun	850	23.08	107,212
Deer Crossing Elementary	10601 Finn Drive, New Market, MD 21774	PreK-5	590	22	77,966
Earth & Space Science Laboratory	210 Madison Street, Frederick, MD 21701	Special	N/A	2	10,624
Emmitsburg Elementary	300 South Seton Avenue, Emmitsburg, MD 21727	PreK-5	225	13.35	45,080
Frederick High	650 Carroll Parkway, Frederick, MD 21701	9-12	1,601	28	270,618
Glade Elementary	9525 Glade Road, Walkersville, MD 21793	Prek-5	608	13.35	66,500
Governor Thomas Johnson High	1501 North Market Street, Frederick, MD 21701	9-12	2,001	39.31	312,533
Governor Thomas Johnson Middle	1799 Schifferstadt Drive, Frederick, MD 21701	6-8	827	25.31	126,700
Green Valley Elementary	11501 Fingerboard Road, Monrovia, MD 21770	K-5	499	31.22	51,888
Heather Ridge School	1445 Taney Avenue, Frederick, MD 21702	6-12	148	10	31,553
Hillcrest Elementary	1285 Hillcrest Drive, Frederick, MD 21703	PreK-5	537	12.7	62,305
Kempton Elementary	3456 Kempton Church Road, Monrovia, MD 21770	K-5	398	39.46	53,800
Lewistown Elementary	11119 Hessong Bridge Road, Thurmont, MD 21788	K-5	174	13	50,898
Liberty Elementary	11820 Liberty Road, Frederick, MD 21701	PreK-5	274	11.64	40,720
Lincoln Elementary "A"	250 Madison Street, Frederick, MD 21701	N/A	N/A	3.153	20,334
Lincoln Elementary	200 Madison Street, Frederick, MD 21701	PreK-5	656	11	98,463
Linganore High	12013 Old Annapolis Road, Frederick, MD 21701	9-12	1,583	50	253,565
Middletown Elementary	201 East Green Street, Middletown, MD 21769	5-Mar	490	8	54,854
Middletown High	200 Schoolhouse Drive, Middletown, MD 21769	9-12	1,338	46	189,641
Middletown Middle	100 Martha Mason Street, Middletown, MD 21769	6-8	1072	24	114,974
Middletown Primary	403 Franklin Street, Middletown, MD 21769	PreK-2	445	20.026	70,288
Monocacy Elementary	7421 Hayward Road, Frederick, MD 21702	PreK-5	574	12.55	57,900
Monocacy Middle	8009 Opossumtown Pike, Frederick, MD 21702	6-8	914	20.38	114,445
Myersville Elementary	429 Main Street, Myersville, MD 21773	K-5	421	12	54,889
New Market Elementary	93 West Main Street, New Market, MD 21774	PreK-5	647	12.3	88,983
New Market Middle	125 West Main Street, New Market, MD 21774	6-8	732	19.9	114,936
New Midway Elementary	12226 Woodsboro Pike, Keymar, MD 21757	5-Mar	125	6.6	21,894
North Frederick Elementary	1010 Fairview Avenue, Frederick, MD 21701	PreK-5	735	15.01	95,613
Oakdale Elementary	5830 Oakdale School Road, Ijamsville, MD 21754	PreK-5	624	14.781	89,566
Oakdale High	5850 Eaglehead Drive, Ijamsville, MD 21754	12-Sep	1,535	49.1	241,061
Oakdale Middle	5810 Oakdale School Road, Ijamsville, MD 21754	6-8	775	22.3	109,089
Orchard Grove Elementary	5898 Hannover Drive, Frederick, MD 21703	PreK-5	598	15.68	70,142
Parkway Elementary	300 Carroll Parkway, Frederick, MD 21701	PreK-5	228	5	32,223
Rock Creek	191 Waverley Drive, Frederick, MD 21702	Spec.	242	Same lot as Waverley	55,214
Sabillasville Elementary	16210-B Sabillasville Road, Sabillasville, MD 21780	K-5	114	15	27,000

FACILITIES INVENTORY (CONTINUED)

SCHOOL NAME	ADDRESS	GRADES	STATE RATED CAPACITY	ACREAGE	SQUARE FEET
Spring Ridge Elementary	9051 Ridgefield Drive, Frederick, MD 21701	PreK-5	523	20	66,276
Sugarloaf Elementary	3400 Stone Barn Drive, Frederick, MD 21704	PreK-5	718	12.9	97,869
Thurmont Elementary	805 East Main Street, Thurmont, MD 21788	5-Mar	368	15.31	64,250
Thurmont Middle	408 East Main Street, Thurmont, MD 21788	6-8	945	13	135,260
Thurmont Primary	7989 Rocky Ridge Road, Thurmont, MD 21788	PreK-2	470	13.47	66,334
Tuscarora Elementary	6321 Lambert Drive, Frederick, MD 21703	K-5	580	17.98	86,938
Tuscarora High	5312 Ballenger Creek Pike, Frederick, MD 21703	12-Sep	1,749	46.49	257,062
Twin Ridge Elementary	1106 Leafy Hollow Circle, Mount Airy, MD 21771	PreK-5	566	17	68,900
Urbana Elementary	3554 Urbana Pike, Frederick, MD 21704	PreK-5	7.25	19.87	98,178
Urbana High	3471 Campus Drive, Ijamsville, MD 21754	9-12	1,831	59.7	249,609
Urbana Middle	3511 Pontius Court, Ijamsville, MD 21754	8-Jun	1020	26.18	125,049
Valley Elementary	3519 Jefferson Pike, Jefferson, MD 21755	PreK-5	500	31.71	59,989
Walkersville "B"	44 West Frederick Street, Walkersville, MD 21793	N/A	NA	5	27,352
Walkersville Elementary	83 West Frederick Street, Walkersville, MD 21793	K-5	683	15	89,514
Walkersville High	81 West Frederick Street, Walkersville, MD 21793	9-12	1,039	35	181,416
Walkersville Middle	55 West Frederick Street, Walkersville, MD 21793	6-8	1,105	28.68	119,353
Waverley Elementary	201 Waverley Drive, Frederick, MD 21702	PreK-5	355	18.17	54,178
West Frederick Middle	515 West Patrick Street, Frederick, MD 21701	6-8	1049	12	166,439
Whittier Elementary	2400 Whittier Drive, Frederick, MD 21702	PreK-5	626	10.126	81,244
Windsor Knolls Middle	11150 Windsor Road, Ijamsville, MD 21754	6-8	893	57	116,644
Wolfsville Elementary	12520 Wolfsville Road, Myersville, MD 21773	PreK-5	190	14	41,657
Woodsboro Elementary	101 Liberty Road, Woodsboro, MD 21798	PreK-2	156	5	28,557
Yellow Springs Elementary	8717 Yellow Springs Road, Frederick, MD 21702	K-5	421	17	52,600

OPERATING BUDGET SEVEN-YEAR HISTORY

Revenue

Revenue Source	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
County Sources	\$241,484,786	\$249,364,412	\$257,432,727	\$271,000,287	\$283,305,204	\$295,576,318	\$309,699,428
State Sources	265,891,806	263,046,022	265,779,784	271,677,066	279,550,675	302,334,408	313,806,816
Federal Sources	16,497,262	16,017,647	16,586,125	16,494,884	18,817,165	21,796,053	30,135,989
Other	3,093,353	3,712,444	4,283,187	3,761,032	6,219,659	8,007,295	6,883,019
Fund Balance	6,478,855	5,732,764	6,474,748	9,232,961	12,148,750	9,427,022	13,996,447
Total Revenue	\$533,446,062	\$537,873,289	\$550,556,571	\$572,166,230	\$600,041,453	\$637,141,096	\$674,521,699

Expenditures

Expenditures by Category	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Administration	\$8,953,619	\$9,936,912	\$10,034,727	\$10,603,132	\$11,190,550	\$11,900,432	\$13,635,375
Mid-Level Administration	30,992,325	31,811,390	32,264,075	33,931,189	35,481,595	38,035,731	40,212,951
Instructional Salaries and Wages	196,954,569	193,304,177	196,148,568	206,573,539	216,533,524	230,079,912	244,257,685
Textbooks and Instructional Supplies	10,828,307	8,530,553	8,966,514	9,297,490	11,556,861	13,569,742	17,482,567
Other Instructional Costs	1,773,063	2,130,774	2,294,456	2,534,135	2,458,530	3,402,098	4,913,972
Special Education	56,190,573	55,391,267	57,964,349	61,231,159	68,655,459	73,259,307	76,321,388
Student Personnel Services	2,648,581	2,856,498	3,017,994	3,207,508	1,909,894	2,277,351	2,642,188
Student Health Services	6,410,009	6,411,420	6,264,875	6,185,407	6,796,134	8,010,213	8,649,383
Student Transportation	19,314,264	19,709,973	20,429,460	21,900,790	22,941,227	23,757,268	25,193,622
Operation of Plant	34,071,363	33,434,529	33,760,658	34,689,059	35,825,631	42,086,098	42,399,396
Maintenance of Plant	10,569,628	11,754,970	11,952,291	12,071,880	12,814,873	13,465,609	14,199,044
Fixed Charges	146,874,563	151,300,400	153,807,177	155,950,838	160,457,472	173,674,295	180,873,286
Food Services	4,959	51,544	36,071	44,196	101,614	80,820	573,180
Community Services	852,240	1,056,474	848,809	781,329	836,651	1,031,532	988,718
Capital Outlay	1,590,246	1,796,351	2,632,073	1,696,249	1,894,995	2,510,688	2,178,944
Total Expenditures by Category	\$528,028,309	\$529,477,232	\$540,422,097	\$560,697,900	\$589,455,010	\$637,141,096	\$674,521,699

Expenditures by Objects

Salaries and Wages	\$314,900,883	\$312,977,134	\$318,474,440	\$336,952,128	\$354,653,478	\$378,828,631	\$398,980,044
Contracted Services	21,947,351	25,023,275	23,936,973	24,825,668	27,592,885	29,724,144	33,895,752
Supplies and Materials	19,378,450	16,004,780	16,468,026	16,823,324	19,781,115	22,310,513	27,187,287
Other Operating Costs	166,369,006	171,008,586	175,702,953	178,090,380	183,007,181	199,881,969	208,027,184
Equipment	2,369,459	3,374,314	3,963,584	3,536,705	3,593,112	4,702,625	4,194,683
Transfers	3,063,160	1,089,143	1,876,121	469,695	827,239	1,693,214	2,236,749
Total Expenditures by Object	\$528,028,309	\$529,477,232	\$540,422,097	\$560,697,900	\$589,455,010	\$637,141,096	\$674,521,699



SALARY PAY SCALES

Frederick County Public Schools 10-Month Teacher Pay Scales Effective July 1, 2020 through June 30, 2021

EFFECTIVE 2/1/2021

STEP	ENTER YEAR	LANE 010 BA/BS	ENTER YEAR	LANE 020 MA/36 HRS	ENTER YEAR	LANE 030 45 HRS	ENTER YEAR	LANE 040 60 HRS	ENTER YEAR	LANE 050 75 HRS	ENTER YEAR	LANE 060 90 HRS
1	1	\$46,000	1	\$47,500	1		1		1		1	
2	2	\$46,600	2	\$48,100	2		2		2		2	
3	3	\$47,300	3	\$48,800	3		3		3		3	
4	4	\$48,585	4	\$50,085	4	\$52,250	4	\$54,700	4	\$56,800	4	\$58,900
5	5	\$50,000	5	\$51,500	5	\$53,600	5	\$56,050	5	\$58,150	5	\$60,250
6	6	\$51,450	6	\$52,950	6	\$55,050	6	\$57,500	6	\$59,600	6	\$61,700
7	7	\$53,100	7	\$54,600	7	\$56,700	7	\$59,150	7	\$61,250	7	\$63,350
8	8	\$54,750	8	\$56,600	8	\$58,700	8	\$61,150	8	\$63,250	8	\$65,350
9	9	\$56,400	9	\$58,600	9	\$60,700	9	\$63,150	9	\$65,250	9	\$67,350
10	10	\$58,050	10	\$60,600	10	\$62,700	10	\$65,150	10	\$67,250	10	\$69,350
11	11	\$58,050	11	\$63,000	11	\$65,100	11	\$67,550	11	\$69,650	11	\$71,750
12	12	\$58,050	12	\$65,400	12	\$67,500	12	\$69,950	12	\$72,050	12	\$74,150
13	13	\$58,050	13	\$67,800	13	\$69,900	13	\$72,350	13	\$74,450	13	\$76,550
14	14	\$58,050	14	\$70,200	14	\$72,300	14	\$74,750	14	\$76,850	14	\$78,950
15	15	\$58,050	15	\$72,600	15	\$74,700	15	\$77,150	15	\$79,250	15	\$81,350
16	16	\$58,050	16	\$73,800	16	\$75,900	16	\$78,350	16	\$80,450	16	\$82,550
17	17	\$58,050	17	\$75,000	17	\$77,100	17	\$79,550	17	\$81,650	17	\$83,750
18	18+	\$58,910	18	\$76,200	18	\$78,300	18	\$80,750	18	\$82,850	18	\$84,950
19			19	\$77,400	19	\$79,500	19	\$81,950	19	\$84,050	19	\$86,150
20			20+	\$78,600	20	\$80,700	20	\$83,150	20	\$85,250	20	\$87,350
21					21	\$81,900	21	\$84,350	21	\$86,450	21	\$88,550
22					22	\$83,100	22	\$85,550	22	\$87,650	22	\$89,750
23					23+	\$84,300	23	\$86,750	23	\$88,850	23	\$90,950
24							24	\$87,950	24	\$90,050	24	\$92,150
25							25	\$89,150	25	\$91,250	25	\$93,350
26							26	\$89,150	26	\$91,250	26	\$93,350
27							27	\$89,150	27	\$91,250	27	\$93,350
28							28+	\$91,750	28+	\$94,500	28	\$96,600
29											29+	\$97,100
30												
31												
32												
33												

SALARY PAY SCALES

Frederick County Public Schools 11-Month Teacher Pay Scales Effective July 1, 2020 through June 30, 2021

EFFECTIVE 2/1/2021

STEP	ENTER YEAR	LANE 010 BA/BS	ENTER YEAR	LANE 020 MA/36 HRS	ENTER YEAR	LANE 030 45 HRS	ENTER YEAR	LANE 040 60 HRS	ENTER YEAR	LANE 050 75 HRS	ENTER YEAR	LANE 060 90 HRS
1	1	\$49,404	1	\$51,015	1		1		1		1	
2	2	\$50,048	2	\$51,659	2		2		2		2	
3	3	\$50,800	3	\$52,411	3		3		3		3	
4	4	\$52,180	4	\$53,791	4	\$56,116	4	\$58,747	4	\$61,003	4	\$63,313
5	5	\$53,700	5	\$55,310	5	\$57,566	5	\$60,197	5	\$62,453	5	\$64,763
6	6	\$55,257	6	\$56,868	6	\$59,124	6	\$61,755	6	\$64,010	6	\$66,320
7	7	\$57,029	7	\$58,640	7	\$60,896	7	\$63,527	7	\$65,783	7	\$66,093
8	8	\$58,802	8	\$60,788	8	\$63,044	8	\$65,675	8	\$67,931	8	\$70,241
9	9	\$60,574	9	\$62,936	9	\$65,192	9	\$67,823	9	\$70,079	9	\$72,389
10	10	\$62,346	10	\$65,084	10	\$67,340	10	\$69,971	10	\$72,227	10	\$74,537
11	11	\$62,346	11	\$67,662	11	\$69,917	11	\$72,549	11	\$74,804	11	\$77,114
12	12	\$62,346	12	\$70,240	12	\$72,495	12	\$75,126	12	\$77,382	12	\$79,692
13	13	\$62,346	13	\$72,817	13	\$75,073	13	\$77,704	13	\$79,959	13	\$82,269
14	14	\$62,346	14	\$75,395	14	\$77,650	14	\$80,282	14	\$82,537	14	\$84,847
15	15	\$62,346	15	\$77,972	15	\$80,228	15	\$82,859	15	\$85,115	15	\$87,425
16	16,17,18,19	\$62,346	16	\$79,261	16	\$81,517	16	\$84,148	16	\$86,403	16	\$88,713
17	20	\$62,346	17	\$80,550	17	\$82,805	17	\$85,437	17	\$87,692	17	\$90,002
18	21+	\$63,276	18	\$81,839	18	\$84,094	18	\$86,726	18	\$88,981	18	\$91,291
19			19	\$83,128	19	\$85,383	19	\$88,014	19	\$90,270	19	\$92,580
20			20+	\$84,416	20	\$86,672	20	\$89,303	20	\$91,559	20	\$93,869
21					21	\$87,961	21	\$90,592	21	\$92,847	21	\$95,157
22					22	\$89,249	22	\$91,881	22	\$94,136	22	\$96,446
23					23+	\$90,538	23	\$93,170	23	\$95,425	23	\$97,735
24							24	\$94,458	24	\$96,714	24	\$99,024
25							25	\$95,747	25	\$98,003	25	\$100,313
26							26	\$95,747	26	\$98,003	26	\$100,313
27							27	\$95,747	27	\$98,003	27	\$100,313
28							28+	\$98,347	28+	\$101,270	28	\$103,580
29											29+	\$104,080
30												
31												
32												
33												

SALARY PAY SCALES

Frederick County Public Schools 12-Month Teacher Pay Scales Effective July 1, 2020 through June 30, 2021

EFFECTIVE 2/1/2021

STEP	ENTER YEAR	LANE 020 MA/36 HRS	ENTER YEAR	LANE 030 45 HRS	ENTER YEAR	LANE 040 60 HRS	ENTER YEAR	LANE 050 75 HRS	ENTER YEAR	LANE 060 90 HRS
1	1	\$55,100	1		1		1		1	
2	2	\$55,796	2		2		2		2	
3	3	\$56,608	3		3		3		3	
4	4	\$58,099	4	\$60,610	4	\$63,452	4	\$65,888	4	\$68,408
5	5	\$59,740	5	\$62,176	5	\$65,018	5	\$67,454	5	\$69,974
6	6	\$61,422	6	\$63,858	6	\$66,700	6	\$69,136	6	\$71,656
7	7	\$63,336	7	\$65,772	7	\$68,614	7	\$71,050	7	\$73,570
8	8	\$65,656	8	\$68,092	8	\$70,934	8	\$73,370	8	\$75,890
9	9	\$67,976	9	\$70,412	9	\$73,254	9	\$75,690	9	\$78,210
10	10	\$70,296	10	\$72,732	10	\$75,574	10	\$78,010	10	\$80,530
11	11	\$73,080	11	\$75,516	11	\$78,358	11	\$80,794	11	\$83,314
12	12	\$75,864	12	\$78,300	12	\$81,142	12	\$83,578	12	\$86,098
13	13	\$78,648	13	\$81,084	13	\$83,926	13	\$86,362	13	\$88,882
14	14	\$81,432	14	\$83,868	14	\$86,710	14	\$89,146	14	\$91,666
15	15	\$84,216	15	\$86,652	15	\$89,494	15	\$91,930	15	\$94,450
16	16	\$85,608	16	\$88,044	16	\$90,886	16	\$93,322	16	\$95,842
17	17	\$87,000	17	\$89,436	17	\$92,278	17	\$94,714	17	\$97,234
18	18	\$88,392	18	\$90,828	18	\$93,670	18	\$96,106	18	\$98,626
19	19	\$89,784	19	\$92,220	19	\$95,062	19	\$97,498	19	\$100,018
20	20+	\$91,176	20	\$93,612	20	\$96,454	20	\$98,890	20	\$101,410
21			21	\$95,004	21	\$97,846	21	\$100,282	21	\$102,802
22			22	\$96,396	22	\$99,238	22	\$101,674	22	\$104,194
23			23+	\$97,788	23	\$100,630	23	\$103,066	23	\$105,586
24					24	\$102,022	24	\$104,458	24	\$106,978
25					25	\$103,414	25	\$105,850	25	\$108,370
26					26	\$103,414	26	\$105,850	26	\$108,370
27					27	\$103,414	27	\$105,850	27	\$108,370
28					28+	\$106,190	28	\$106,350	28	\$108,370
29							29+	\$109,380	29	\$111,900
30									30	\$112,400
31										
32										
33										

SALARY PAY SCALES

Frederick County Public Schools Athletic Director Pay Scales Effective July 1, 2020 through June 30, 2021

EFFECTIVE 2/1/2021										
STEP	ENTER YEAR	LANE 020 MA/36 HRS	ENTER YEAR	"LANE 030 45 HRS"	ENTER YEAR	"LANE 040 60 HRS"	ENTER YEAR	"LANE 050 75 HRS"	ENTER YEAR	LANE 060 90 HRS
1	1	\$59,120	1		1		1		1	
2	2	\$59,679	2		2		2		2	
3	3	\$60,237	3		3		3		3	
4	4	\$62,080	4	\$65,608	4	\$68,106	4	\$70,465	4	\$72,565
5	5	\$63,923	5	\$66,451	5	\$69,949	5	\$72,308	5	\$74,408
6	6	\$65,766	6	\$68,294	6	\$71,792	6	\$74,151	6	\$76,251
7	7	\$67,609	7	\$70,137	7	\$73,635	7	\$75,994	7	\$77,494
8	8	\$69,843	8	\$72,371	8	\$75,478	8	\$77,837	8	\$79,337
9	9	\$72,077	9	\$74,605	9	\$77,712	9	\$80,071	9	\$81,571
10	10	\$74,311	10	\$76,839	10	\$79,946	10	\$82,305	10	\$83,805
11	11	\$76,992	11	\$79,520	11	\$82,180	11	\$84,539	11	\$86,639
12	12	\$79,673	12	\$82,201	12	\$84,861	12	\$87,220	12	\$88,720
13	13	\$82,354	13	\$84,882	13	\$87,541	13	\$89,900	13	\$92,000
14	14	\$85,034	14	\$87,562	14	\$90,222	14	\$92,581	14	\$94,681
15	15	\$87,715	15	\$90,243	15	\$92,903	15	\$95,262	15	\$95,762
16	16-20	\$89,056	16-20	\$91,584	16-22	\$95,584	16-22	\$97,943	16-22	\$100,043
17	21	\$90,396	21	\$92,924	23	\$96,924	23	\$99,283	23	\$101,383
18	22	\$91,736	22	\$94,264	24	\$98,265	24	\$100,624	24	\$102,724
19	23	\$93,077	23	\$95,605	25-26	\$99,605	25-26	\$101,964	25-26	\$104,064
20	24-25	\$94,417	24-25	\$96,945	27	\$100,945	27	\$103,304	27	\$105,404
21	26	\$94,417	26	\$98,286	28	\$102,286	28	\$104,645	28	\$106,745
22	27	\$94,417	27	\$99,626	29	\$103,626	29	\$105,985	29	\$108,085
23	28+	\$94,417	28+	\$100,966	30-31	\$104,967	30-31	\$107,326	30-31	\$109,426
24	29*	\$99,831			32-33	\$106,307	32-33	\$108,666	32-33	\$110,766
25	30*	\$102,376			34+	\$109,147	34+	\$111,506	34+	\$113,606
26	31-32*	\$104,920			39-41**	\$112,890				
27	33-35*	\$107,466			42**	\$115,639				
28	36-37*	\$110,011			43**	\$118,387				
29	38-39*	\$110,429			44**	\$119,179				
30	40+*	\$110,429			45+**	\$120,679				

*These figures are for teachers who entered their 26th year of experience or more in 2016, and choose to remain on Lane 020, the MA/36-hour lane.

** These figures are for teachers who entered their 35th year or more years of service in the 2016-2017 year, and choose to remain on the 040, 60-hour scale.

SALARY PAY SCALES

Frederick County Public Schools 11-Month Administrative and Supervisory Pay Scales Effective July 1, 2020 through June 30, 2021

STEP	Grade AS-1	STEP	Grade AS-2	STEP	Grade AS-3
1	\$68,112	1	\$70,559	1	\$73,007
2	\$70,219	2	\$72,742	2	\$75,264
3	\$72,390	3	\$74,991	3	\$77,592
4	\$74,743	4	\$77,428	4	\$80,114
5	\$77,172	5	\$79,945	5	\$82,718
6	\$79,681	6	\$82,543	6	\$85,406
7	\$82,270	7	\$85,226	7	\$88,182
8	\$84,944	8	\$87,996	8	\$91,047
9	\$87,704	9	\$90,856	9	\$94,006
10	\$90,555	10	\$93,808	10	\$97,062
11	\$93,498	11	\$96,857	11	\$100,216
12	\$96,537	12	\$100,005	12	\$103,473
13	\$99,674	13	\$103,255	13	\$106,836
14	\$102,913	14	\$106,611	14	\$110,308
15	\$106,258	15	\$110,076	15	\$113,893
16	\$109,712	16	\$113,644	16	\$117,595
17	\$113,277	17	\$117,347	17	\$121,416
18	\$116,958	18	\$121,161	18	\$125,362

Note: For doctorate degree, add \$4,000 to appropriate grade and step. For National Board for Professional Teaching Standards Certification (NBPTS), add \$2,000 to appropriate grade and step. For Lead Curriculum Specialist, add \$5,000 to appropriate grade and step.

SALARY PAY SCALES

Frederick County Public Schools 12-Month Administrative and Supervisory Pay Scales Effective July 1, 2020 through June 30, 2021

STEP	GRADE AS-1	STEP	GRADE AS-2	STEP	GRADE AS-3	STEP	GRADE AS-4	STEP	GRADE AS-5
1	\$79,901	1	\$82,772	1	\$85,643	1	\$91,384	1	\$97,125
2	\$82,372	2	\$85,331	2	\$88,291	2	\$94,210	2	\$100,129
3	\$84,920	3	\$87,971	3	\$91,022	3	\$97,124	3	\$103,226
4	\$87,680	4	\$90,829	4	\$93,980	4	\$100,280	4	\$106,581
5	\$90,529	5	\$93,782	5	\$97,034	5	\$103,539	5	\$110,044
6	\$93,471	6	\$96,830	6	\$100,188	6	\$106,904	6	\$113,620
7	\$96,509	7	\$99,976	7	\$103,444	7	\$110,378	7	\$117,313
8	\$99,646	8	\$103,226	8	\$106,805	8	\$113,966	8	\$121,126
9	\$102,884	9	\$106,581	9	\$110,276	9	\$117,670	9	\$125,063
10	\$106,228	10	\$110,044	10	\$113,861	10	\$121,494	10	\$129,127
11	\$109,680	11	\$113,620	11	\$117,561	11	\$125,443	11	\$133,324
12	\$113,245	12	\$117,313	12	\$121,382	12	\$129,519	12	\$137,657
13	\$116,926	13	\$121,126	13	\$125,327	13	\$133,728	13	\$142,131
14	\$120,725	14	\$125,063	14	\$129,400	14	\$138,075	14	\$146,750
15	\$124,649	15	\$129,127	15	\$133,605	15	\$142,562	15	\$151,519
16	\$128,700	16	\$133,313	16	\$137,948	16	\$147,195	16	\$156,444
17	\$132,882	17	\$137,657	17	\$142,431	17	\$151,979	17	\$161,528
18	\$137,201	18	\$142,131	18	\$147,060	18	\$156,919	18	\$166,778

Note: For doctorate degree, add \$4,000 to appropriate scale and step. For National Board for Professional Teaching Standards Certification (NBPTS), add \$2,000. For Lead Curriculum Specialist, add \$5,000.

SALARY PAY SCALES

**Frederick County Public Schools
Administrative, Management, and Technical Pay Scales
243 Days/7 Hours -- AA1
Effective July 1, 2020 through June 30, 2021**

STEP	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8
1	\$35,552	\$40,004	\$45,391	\$50,715	\$56,666	\$66,712	\$78,232	\$91,661
2	\$36,603	\$41,184	\$46,769	\$52,338	\$58,479	\$68,846	\$80,735	\$94,594
3	\$37,655	\$42,363	\$48,266	\$54,012	\$60,350	\$71,049	\$83,319	\$97,621
4	\$38,702	\$43,535	\$49,810	\$55,741	\$62,282	\$73,323	\$85,985	\$100,745
5	\$39,768	\$44,707	\$51,404	\$57,524	\$64,275	\$75,669	\$88,737	\$103,969
6	\$40,794	\$45,879	\$53,049	\$59,365	\$66,331	\$78,091	\$91,576	\$107,296
7	\$41,840	\$47,072	\$54,746	\$61,265	\$68,454	\$80,590	\$94,507	\$110,729
8	\$42,908	\$48,244	\$56,498	\$63,225	\$70,645	\$83,168	\$97,531	\$114,273
9	\$43,954	\$49,437	\$58,306	\$65,249	\$72,905	\$85,830	\$100,652	\$117,930
10	\$44,979	\$50,587	\$60,172	\$67,337	\$75,238	\$88,576	\$103,873	\$121,703
11	\$46,047	\$51,759	\$62,098	\$69,491	\$77,646	\$91,411	\$107,197	\$125,598
12	\$47,093	\$52,973	\$64,085	\$71,715	\$80,130	\$94,336	\$110,627	\$129,617
13	\$48,119	\$54,145	\$66,135	\$74,010	\$82,695	\$97,355	\$114,167	\$133,765
14	\$49,186	\$55,317	\$68,252	\$76,378	\$85,341	\$100,470	\$117,820	\$138,045
15	\$50,232	\$56,552	\$70,436	\$78,822	\$88,072	\$103,685	\$121,591	\$142,463
16	\$51,278	\$57,661	\$72,690	\$81,345	\$90,890	\$107,003	\$125,482	\$147,021
17	\$52,304	\$58,833	\$75,016	\$83,948	\$93,798	\$110,427	\$129,497	\$151,726
18	\$53,371	\$60,047	\$77,416	\$86,634	\$96,800	\$113,961	\$133,641	\$156,581
19	\$54,438	\$61,218	\$79,894	\$89,406	\$99,898	\$117,608	\$137,917	\$161,592
20	\$55,527	\$62,411	\$82,450	\$92,267	\$103,094	\$121,371	\$142,331	\$166,763

SALARY PAY SCALES

**Frederick County Public Schools
Administrative, Management, and Technical Pay Scales
260 Days/7 Hours -- AA2
Effective July 1, 2020 through June 30, 2021**

STEP	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8
1	\$38,031	\$42,795	\$48,489	\$54,263	\$60,630	\$71,379	\$83,705	\$98,074
2	\$39,156	\$44,057	\$50,041	\$55,999	\$62,570	\$73,663	\$86,384	\$101,212
3	\$40,281	\$45,319	\$51,642	\$57,791	\$64,572	\$76,020	\$89,148	\$104,451
4	\$41,401	\$46,573	\$53,295	\$59,640	\$66,639	\$78,453	\$92,001	\$107,793
5	\$42,543	\$47,827	\$55,000	\$61,549	\$68,771	\$80,963	\$94,945	\$111,243
6	\$43,640	\$49,081	\$56,760	\$63,518	\$70,972	\$83,554	\$97,983	\$114,802
7	\$44,760	\$50,357	\$58,576	\$65,551	\$73,243	\$86,228	\$101,118	\$118,476
8	\$45,902	\$51,611	\$60,451	\$67,649	\$75,587	\$88,987	\$104,354	\$122,267
9	\$47,021	\$52,888	\$62,385	\$69,813	\$78,006	\$91,834	\$107,693	\$126,180
10	\$48,118	\$54,119	\$64,382	\$72,047	\$80,502	\$94,773	\$111,140	\$130,218
11	\$49,260	\$55,373	\$66,442	\$74,353	\$83,078	\$97,806	\$114,696	\$134,384
12	\$50,380	\$56,672	\$68,568	\$76,732	\$85,736	\$100,936	\$118,366	\$138,685
13	\$51,477	\$57,925	\$70,762	\$79,188	\$88,480	\$104,166	\$122,154	\$143,123
14	\$52,619	\$59,179	\$73,027	\$81,722	\$91,311	\$107,499	\$126,063	\$147,703
15	\$53,738	\$60,500	\$75,363	\$84,337	\$94,233	\$110,939	\$130,097	\$152,429
16	\$54,858	\$61,687	\$77,775	\$87,035	\$97,249	\$114,489	\$134,260	\$157,307
17	\$55,955	\$62,941	\$80,264	\$89,821	\$100,361	\$118,153	\$138,557	\$162,341
18	\$57,097	\$64,240	\$82,832	\$92,695	\$103,572	\$121,933	\$142,990	\$167,536
19	\$58,239	\$65,494	\$85,483	\$95,661	\$106,886	\$125,835	\$147,566	\$172,897
20	\$59,403	\$66,770	\$88,218	\$98,722	\$110,307	\$129,862	\$152,288	\$178,429

SALARY PAY SCALES

**Frederick County Public Schools
Administrative, Management, and Technical Salary Scale
260 Days/8 Hours -- AA4
Effective July 1, 2020 through June 30, 2021**

STEP	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8
1	\$43,448	\$48,892	\$55,416	\$62,014	\$69,291	\$81,576	\$95,663	\$112,084
2	\$44,734	\$50,335	\$57,190	\$63,999	\$71,509	\$84,186	\$98,724	\$115,671
3	\$46,020	\$51,778	\$59,020	\$66,047	\$73,797	\$86,880	\$101,883	\$119,372
4	\$47,299	\$53,211	\$60,908	\$68,160	\$76,159	\$89,660	\$105,144	\$123,192
5	\$48,604	\$54,644	\$62,857	\$70,341	\$78,596	\$92,529	\$108,508	\$127,134
6	\$49,858	\$56,077	\$64,869	\$72,592	\$81,111	\$95,490	\$111,980	\$131,203
7	\$51,138	\$57,535	\$66,944	\$74,915	\$83,706	\$98,546	\$115,564	\$135,401
8	\$52,443	\$58,968	\$69,087	\$77,313	\$86,385	\$101,699	\$119,262	\$139,734
9	\$53,722	\$60,427	\$71,297	\$79,787	\$89,149	\$104,954	\$123,078	\$144,205
10	\$54,976	\$61,834	\$73,579	\$82,340	\$92,002	\$108,312	\$127,017	\$148,820
11	\$56,281	\$63,267	\$75,934	\$84,975	\$94,946	\$111,778	\$131,081	\$153,582
12	\$57,561	\$64,752	\$78,363	\$87,694	\$97,984	\$115,355	\$135,276	\$158,497
13	\$58,815	\$66,185	\$80,871	\$90,500	\$101,120	\$119,046	\$139,605	\$163,569
14	\$60,120	\$67,618	\$83,459	\$93,396	\$104,356	\$122,856	\$144,072	\$168,803
15	\$61,399	\$69,127	\$86,130	\$96,385	\$107,695	\$126,787	\$148,682	\$174,205
16	\$62,679	\$70,484	\$88,886	\$99,469	\$111,141	\$130,844	\$153,440	\$179,779
17	\$63,933	\$71,917	\$91,730	\$102,652	\$114,698	\$135,031	\$158,350	\$185,532
18	\$65,238	\$73,401	\$94,665	\$105,937	\$118,368	\$139,352	\$163,418	\$191,469
19	\$66,543	\$74,834	\$97,695	\$109,327	\$122,156	\$143,812	\$168,647	\$197,596
20	\$67,873	\$76,292	\$100,821	\$112,825	\$126,065	\$148,414	\$174,044	\$203,919

SALARY PAY SCALES

**Frederick County Public Schools
Support Employee Pay Scales
Effective July 1, 2020 through June 30, 2021**

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$12.75	\$13.13	\$13.53	\$13.93	\$14.35	\$14.71	\$15.08	\$15.45	\$15.84	\$16.24
2	\$13.52	\$13.92	\$14.34	\$14.77	\$15.21	\$15.59	\$15.98	\$16.38	\$16.79	\$17.21
3	\$14.33	\$14.76	\$15.20	\$15.65	\$16.12	\$16.53	\$16.94	\$17.36	\$17.80	\$18.24
4	\$15.19	\$15.64	\$16.11	\$16.59	\$17.09	\$17.52	\$17.96	\$18.41	\$18.87	\$19.34
5	\$16.10	\$16.58	\$17.08	\$17.59	\$18.12	\$18.57	\$19.03	\$19.51	\$20.00	\$20.50
6	\$17.06	\$17.57	\$18.10	\$18.64	\$19.20	\$19.68	\$20.18	\$20.68	\$21.20	\$21.73
7	\$18.09	\$18.63	\$19.19	\$19.76	\$20.36	\$20.86	\$21.39	\$21.92	\$22.47	\$23.03
8	\$19.17	\$19.75	\$20.34	\$20.95	\$21.58	\$22.12	\$22.67	\$23.24	\$23.82	\$24.41
9	\$20.32	\$20.93	\$21.56	\$22.21	\$22.87	\$23.44	\$24.03	\$24.63	\$25.25	\$25.88
10	\$21.54	\$22.19	\$22.85	\$23.54	\$24.24	\$24.85	\$25.47	\$26.11	\$26.76	\$27.43
11	\$22.83	\$23.52	\$24.22	\$24.95	\$25.70	\$26.34	\$27.00	\$27.68	\$28.37	\$29.08
12	\$24.20	\$24.93	\$25.68	\$26.45	\$27.24	\$27.92	\$28.62	\$29.34	\$30.07	\$30.82
13	\$25.66	\$26.43	\$27.22	\$28.03	\$28.88	\$29.60	\$30.34	\$31.10	\$31.87	\$32.67
14	\$27.19	\$28.01	\$28.85	\$29.72	\$30.61	\$31.37	\$32.16	\$32.96	\$33.79	\$34.63
15	\$28.83	\$29.69	\$30.58	\$31.50	\$32.44	\$33.26	\$34.09	\$34.94	\$35.81	\$36.71
16	\$30.56	\$31.47	\$32.42	\$33.39	\$34.39	\$35.25	\$36.13	\$37.04	\$37.96	\$38.91
17	\$32.39	\$33.36	\$34.36	\$35.39	\$36.45	\$37.37	\$38.30	\$39.26	\$40.24	\$41.25
18	\$34.33	\$35.36	\$36.42	\$37.52	\$38.64	\$39.61	\$40.60	\$41.61	\$42.65	\$43.72
19	\$36.39	\$37.48	\$38.61	\$39.77	\$40.96	\$41.98	\$43.03	\$44.11	\$45.21	\$46.34
20	\$38.58	\$39.73	\$40.93	\$42.15	\$43.42	\$44.50	\$45.62	\$46.76	\$47.93	\$49.12

SALARY PAY SCALES

Frederick County Public Schools Support Employee Pay Scales Effective July 1, 2020 through June 30, 2021

Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21
\$16.56	\$16.89	\$17.23	\$17.57	\$17.93	\$19.30	\$19.98	\$20.66	\$21.39	\$22.13	\$22.90
\$17.55	\$17.91	\$18.26	\$18.63	\$19.00	\$20.47	\$21.18	\$21.91	\$22.68	\$23.47	\$24.29
\$18.61	\$18.98	\$19.36	\$19.75	\$20.14	\$21.68	\$22.44	\$23.22	\$24.04	\$24.88	\$25.74
\$19.72	\$20.12	\$20.52	\$20.93	\$21.35	\$22.99	\$23.79	\$24.62	\$25.47	\$26.36	\$27.28
\$20.91	\$21.33	\$21.75	\$22.19	\$22.63	\$24.36	\$25.21	\$26.09	\$26.99	\$27.94	\$28.92
\$22.16	\$22.61	\$23.06	\$23.52	\$23.99	\$25.82	\$26.71	\$27.65	\$28.62	\$29.61	\$30.65
\$23.49	\$23.96	\$24.44	\$24.93	\$25.43	\$27.37	\$28.33	\$29.31	\$30.34	\$31.40	\$32.49
\$24.90	\$25.40	\$25.91	\$26.43	\$26.95	\$29.00	\$30.02	\$31.06	\$32.15	\$33.27	\$34.44
\$26.40	\$26.92	\$27.46	\$28.01	\$28.57	\$30.76	\$31.83	\$32.95	\$34.10	\$35.29	\$36.52
\$27.98	\$28.54	\$29.11	\$29.69	\$30.29	\$32.60	\$33.74	\$34.93	\$36.14	\$37.40	\$38.70
\$29.66	\$30.25	\$30.86	\$31.47	\$32.10	\$34.55	\$35.76	\$37.01	\$38.31	\$39.64	\$41.03
\$31.44	\$32.07	\$32.71	\$33.36	\$34.03	\$36.62	\$37.90	\$39.23	\$40.60	\$42.02	\$43.48
\$33.32	\$33.99	\$34.67	\$35.36	\$36.07	\$38.81	\$40.17	\$41.58	\$43.03	\$44.53	\$46.09
\$35.32	\$36.03	\$36.75	\$37.48	\$38.23	\$41.13	\$42.58	\$44.07	\$45.61	\$47.20	\$48.84
\$37.44	\$38.19	\$38.95	\$39.73	\$40.53	\$43.60	\$45.13	\$46.70	\$48.33	\$50.02	\$51.77
\$39.69	\$40.48	\$41.29	\$42.12	\$42.96	\$46.21	\$47.82	\$49.50	\$51.23	\$53.02	\$54.87
\$42.07	\$42.91	\$43.77	\$44.65	\$45.54	\$48.98	\$50.70	\$52.47	\$54.30	\$56.19	\$58.16
\$44.59	\$45.49	\$46.40	\$47.32	\$48.27	\$51.90	\$53.73	\$55.61	\$57.55	\$59.57	\$61.65
\$47.27	\$48.22	\$49.18	\$50.16	\$51.17	\$55.02	\$56.94	\$58.94	\$61.00	\$63.13	\$65.33
\$50.11	\$51.11	\$52.13	\$53.17	\$54.24	\$58.32	\$60.36	\$62.47	\$64.66	\$66.92	\$69.26

**Frederick County Public Schools
Executive Leadership
Effective July 1, 2020 through June 30, 2021**

STEP	Director 1	Director 2	Executive	Chief	Deputy
1	\$121,867	\$130,995	\$140,806	\$151,353	\$162,689
2	\$125,572	\$134,977	\$145,087	\$155,954	\$167,635
3	\$129,389	\$139,080	\$149,497	\$160,695	\$172,731
4	\$133,322	\$143,308	\$154,042	\$165,580	\$177,982
5	\$137,375	\$147,665	\$158,725	\$170,613	\$183,392
6	\$141,552	\$152,154	\$163,550	\$175,800	\$188,968
7	\$145,855	\$156,779	\$168,522	\$181,144	\$194,712
8	\$150,289	\$161,545	\$173,645	\$186,651	\$200,631
9	\$154,858	\$166,456	\$178,924	\$192,325	\$206,731
10	\$159,565	\$171,517	\$184,363	\$198,172	\$213,015
11	\$164,416	\$176,731	\$189,968	\$204,197	\$219,491
12	\$169,414	\$182,103	\$195,743	\$210,404	\$226,163
13	\$174,564	\$187,639	\$201,694	\$216,800	\$233,039
14	\$179,871	\$193,344	\$207,825	\$223,391	\$240,123
15	\$185,339	\$199,221	\$214,143	\$230,182	\$247,423

Unrestricted Operating Budget by Category/Object

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Administration					
Salaries and Wages	\$7,303,781	\$7,719,379	\$7,724,191	\$8,410,839	\$8,979,100
Contracted Services	1,719,561	1,654,714	1,868,928	2,259,033	2,304,046
Supplies and Materials	188,501	211,286	301,877	235,844	236,759
Other Charges	362,569	385,589	517,754	396,475	424,245
Equipment	103,240	110,724	5,149	70,000	70,000
Transfers	(91,775)	525,843	(124,484)	(74,125)	(163,875)
Total Administration	\$9,585,877	\$10,607,535	\$10,293,415	\$11,298,066	\$11,850,275
Mid-Level Management					
Salaries and Wages	\$29,452,581	\$31,127,090	\$32,132,600	\$34,152,956	\$35,178,045
Contracted Services	552,911	540,766	597,294	834,270	839,179
Supplies and Materials	520,873	514,932	660,929	553,076	641,065
Other Charges	1,323,827	1,281,892	1,177,444	1,292,839	2,171,118
Equipment	0	0	83,632	0	0
Transfers	50,705	109,904	160,271	0	10,000
Total Mid-Level Management	\$31,900,897	\$33,574,584	\$34,812,170	\$36,833,141	\$38,839,407
Instructional Salaries					
Salaries and Wages	\$191,684,670	\$202,151,096	\$211,751,687	\$223,517,012	\$233,336,182
Transfers	343,938	183,955	204,330	180,000	144,603
Total Instructional Salaries	\$192,028,608	\$202,335,051	\$211,956,017	\$223,697,012	\$233,480,785
Instructional Supplies					
Supplies and Materials	\$8,080,079	\$8,178,151	\$8,890,275	\$9,879,393	\$13,437,061
Other Charges	698	0	0	0	0
Transfers	0	0	0	5,000	15,000
Total Instructional Supplies	\$8,080,777	\$8,178,151	\$8,890,275	\$9,884,393	\$13,452,061
Other Instructional Costs					
Contracted Services	\$1,004,912	\$1,176,505	\$1,278,226	\$1,541,706	\$1,670,768
Supplies and Materials	921	3,408	4,636	0	0
Other Charges	550,566	601,449	517,462	676,053	752,891
Equipment	0	114,597	114,526	104,372	165,000
Transfers	95,319	0	0	5,000	5,000
Total Other Instructional Costs	\$1,651,718	\$1,895,959	\$1,914,850	\$2,327,131	\$2,593,659
Special Education					
Salaries and Wages	\$35,996,084	\$38,605,087	\$43,008,643	\$47,095,838	\$48,242,130
Contracted Services	1,853,805	2,092,035	2,571,454	1,646,513	1,675,616
Supplies and Materials	345,186	329,185	365,808	583,019	590,268
Other Charges	9,876,826	9,857,099	10,863,460	9,480,228	9,519,425
Equipment	25,925	0	6,200	10,000	10,000
Transfers	217,136	789,134	1,413,700	285,397	285,397
Total Special Education	\$48,314,962	\$51,672,540	\$58,229,265	\$59,100,995	\$60,322,836
Student Personnel Services					
Salaries and Wages	\$2,701,978	\$2,870,036	\$1,856,374	\$2,038,220	\$1,933,531
Contracted Services	12,025	11,453	5,977	11,100	11,100
Supplies and Materials	13,264	8,201	11,723	21,972	24,972
Other Charges	29,031	32,255	27,297	32,525	32,525
Total Student Personnel Services	\$2,756,298	\$2,921,945	\$1,901,371	\$2,103,817	\$2,002,128

Unrestricted Operating Budget by Category/Object

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Student Health Services					
Salaries and Wages	\$117,468	\$123,553	\$128,166	\$134,587	\$140,668
Contracted Services	24,904	21,420	22,195	44,560	44,560
Supplies and Materials	49,890	52,550	117,136	211,111	212,159
Other Charges	5,192	5,391	6,210	5,080	5,080
Total Student Health Services	\$197,454	\$202,914	\$273,707	\$395,338	\$402,467
Student Transportation					
Salaries and Wages	\$13,585,095	\$14,829,089	\$15,428,217	\$16,000,135	\$16,942,660
Contracted Services	592,970	700,502	847,671	682,981	687,481
Supplies and Materials	2,522,297	3,035,769	3,213,509	3,471,214	3,565,214
Other Charges	31,470	30,591	27,405	36,650	36,650
Equipment	3,089,905	2,776,257	2,857,837	3,030,043	3,129,043
Transfers	0	0	0	0	35,780
Total Student Transportation	\$19,821,737	\$21,372,208	\$22,374,639	\$23,221,023	\$24,396,828
Operation of Plant					
Salaries and Wages	\$15,835,370	\$16,729,067	\$17,723,666	\$19,100,893	\$19,828,147
Contracted Services	3,212,690	3,873,295	4,169,779	6,343,063	4,842,733
Supplies and Materials	1,561,520	1,408,304	1,533,386	1,399,752	1,418,826
Other Charges	11,417,496	11,017,580	10,697,502	13,084,671	13,076,492
Equipment	109,138	144,745	63,828	170,000	170,000
Total Operation of Plant	\$32,136,214	\$33,172,991	\$34,188,161	\$40,098,379	\$39,336,198
Maintenance of Plant					
Salaries and Wages	\$7,873,179	\$8,044,091	\$8,214,037	\$8,768,241	\$9,050,725
Contracted Services	1,831,609	1,735,054	2,300,168	2,364,736	2,907,600
Supplies and Materials	1,866,562	1,776,058	1,724,297	1,655,919	1,774,419
Other Charges	115,334	144,613	123,879	176,300	181,300
Equipment	255,510	368,959	374,946	415,000	210,000
Total Maintenance of Plant	\$11,942,194	\$12,068,775	\$12,737,327	\$13,380,196	\$14,124,044
Fixed Charges					
Contracted Services	\$994,860	\$992,789	\$986,748	\$1,053,842	\$553,842
Other Charges	113,058,354	117,664,586	122,244,419	130,822,391	138,248,132
Transfers	1,476,181	1,096,921	1,110,146	1,701,696	1,881,313
Total Fixed Charges	\$115,529,395	\$119,754,296	\$124,341,313	\$133,577,929	\$140,683,287
Food Service					
Transfers	\$0	\$0	\$35,000	\$0	\$0
Total Food Service	\$0	\$0	\$35,000	\$0	\$0
Community Services					
Salaries and Wages	\$364,433	\$424,760	\$449,387	\$380,264	\$374,218
Contracted Services	28,687	29,640	1,800	0	0
Supplies and Materials	99,127	22,127	24,906	226,028	225,828
Other Charges	27,767	5,533	16,783	12,598	12,598
Transfers	0	0	0	75,000	75,000
Total Community Services	\$520,014	\$482,060	\$492,876	\$693,890	\$687,644

Unrestricted Operating Budget by Category/Object

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
Capital Outlay					
Salaries and Wages	\$789,825	\$898,178	\$993,557	\$1,100,148	\$1,103,404
Contracted Services	759,025	753,186	554,097	552,139	717,139
Supplies and Materials	22,284	14,389	13,107	9,900	9,900
Other Charges	26,496	29,056	28,560	28,410	28,410
Equipment	234,467	1,440	7,114	320,091	320,091
Transfers	799,976	0	0	0	0
Total Capital Outlay	\$2,632,073	\$1,696,249	\$1,596,435	\$2,010,688	\$2,178,944

SUMMARY OF OBJECTS

Salaries and Wages	\$305,704,464	\$323,521,426	\$339,410,525	\$360,699,133	\$375,108,810
Contracted Services	12,587,961	13,581,359	15,204,337	17,333,943	16,254,064
Supplies and Materials	15,270,503	15,554,360	16,861,589	18,247,228	22,136,471
Other Charges	136,825,624	141,055,634	146,248,175	156,044,220	164,488,866
Equipment	3,913,505	3,516,722	3,513,232	4,119,506	4,074,134
Transfers	2,796,161	2,705,757	2,798,963	2,177,968	2,288,218
Total Expenditures	\$477,098,218	\$499,935,258	\$524,036,821	\$558,621,998	\$584,350,563

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

		FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
01 ADMINISTRATION						
FTE Positions		90.85	90.85	94.85	95.00	98.85
1 Salaries and Wages						
61	Regular Pay	\$7,044,350	\$7,514,126	\$7,540,113	\$8,203,775	\$8,738,035
66	Per Diem	62,306	65,255	74,024	85,664	119,665
67	Stipend/Annual Leave Payout	195,964	139,959	105,274	121,400	121,400
68	Overtime	1,161	39	4,780	0	0
Total Salaries and Wages		\$7,303,781	\$7,719,379	\$7,724,191	\$8,410,839	\$8,979,100
2 Contracted Services						
1	Auditing	\$44,912	\$46,742	\$48,900	\$48,900	\$48,900
2	Legal	68,499	53,843	44,809	55,000	55,000
3	Equipment Rent	0	0	0	1,500	1,500
7	Contracted Printing Services	10,451	13,704	9,159	17,300	37,300
9	Advertising	0	0	2,947	0	0
13	Contracted Prof/Tech Service	1,411,514	1,386,655	1,579,934	1,346,107	288,389
15	Fingerprint/Background Check	43,124	42,955	48,645	50,000	50,000
17	Fees-Medical/Physical Exam	2,086	1,293	276	2,000	2,000
19	Contracted Service Calendar Handbook	23,265	23,925	37,828	25,000	34,000
21	Managed Print Services-Admin	15,542	16,459	17,339	13,400	13,400
24	Computer Tech Contract Services	132,188	98,005	117,058	721,906	1,802,372
80	Repair of Non-Instructional Equipment	0	1,660	0	1,000	1,000
90	Moving Expenses	0	326	0	1,500	1,500
98	Bank Service Charges	9,904	9,206	9,679	11,735	5,000
99	Other	0	3,000	0	0	0
998	Expense Recovery-Contracted	(41,924)	(43,059)	(47,646)	(36,315)	(36,315)
Total Contracted Services		\$1,719,561	\$1,654,714	\$1,868,928	\$2,259,033	\$2,304,046
3 Supplies and Materials						
1	Office Supplies-Non-School	\$27,160	\$21,447	\$26,780	\$35,159	\$35,608
5	Postage (Stamps/Metered)	18,207	21,935	18,001	32,800	32,966
8	Audio Visual	27,944	35,642	27,575	45,450	22,450
12	Materials/Supplies In-Service Program	5,317	5,916	7,168	9,000	9,000
17	Professional Library Supplies	530	15	44	135	1135
20	Office/Classroom Furnishings	7,102	2,012	15,276	9,000	14,000
24	Tech Materials/Supplies	99,731	120,375	204,129	97,900	114,200
26	Medical Supplies	895	990	313	3,900	3,900
27	ADA Supplies	1,615	2,831	1,676	2,000	3,000
30	Tools (Non-Classroom Use)	0	123	0	500	500
80	Repair of Non-Instruct Equip	0	0	925	0	0
98	Expense Recovery - Supls/Mat	0	0	(10)	0	0
Total Supplies and Materials		\$188,501	\$211,286	\$301,877	\$235,844	\$236,759
4 Other Charges						
1	Mileage Reimbursement	\$26,451	\$23,837	\$26,355	\$36,080	\$37,080
2	Subscriptions and Dues	70,565	75,587	74,008	78,382	80,382
4	Advertising/Promotions/Incentives	13,581	9,750	10,325	21,070	24,320
12	In-Service Training	2,000	3,000	3,000	3,000	3,000
16	Meetings/Conf/Travel/Competitions	79,151	87,181	75,675	102,011	122,531
18	Prof. Licenses - Employees	0	250	0	0	0
34	Permit/Govt Registration Fees	0	22	0	1,000	1,000
50	Tele-Communications	3,017	4,190	3,143	2,900	3,900
140	Payments to Gov. Agencies	0	1,000	0	0	0
99	Other	167,804	180,772	325,248	152,032	152,032
Total Other Charges		\$362,569	\$385,589	\$517,754	\$396,475	\$424,245
5 Equipment						
20	Equipment	\$22,824	\$0	\$0	\$0	\$0
24	Technology/Computer Equipment	80,416	110,724	5,149	70,000	70,000
Total Equipment		\$103,240	\$110,724	\$5,149	\$70,000	\$70,000
8 Transfers						
20	GF Transfers to RF	\$0	\$600,000	\$0	\$0	\$0
89	Indirect Cost Recovery	(91,775)	(74,157)	(124,484)	(74,125)	(163,875)
Total Transfers		(\$91,775)	\$525,843	(\$124,484)	(\$74,125)	(\$163,875)
TOTAL ADMINISTRATION		\$9,585,877	\$10,607,535	\$10,293,415	\$11,298,066	\$11,850,275

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT						
		FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
02 MID-LEVEL MANAGEMENT						
FTE POSITIONS		413.27	413.27	428.36	428.36	451.50
1 Salaries and Wages						
61	Regular Pay	\$29,067,125	\$30,533,240	\$31,534,773	\$33,639,441	\$34,595,979
66	Per Diem	119,934	244,774	301,248	158,515	209,566
67	Stipend/Annual Leave Payout	264,947	348,751	296,059	355,000	372,500
68	Overtime	575	325	520	0	0
	Total Salaries and Wages	\$29,452,581	\$31,127,090	\$32,132,600	\$34,152,956	\$35,178,045
2 Contracted Services						
1	Auditing	\$14,250	\$14,250	\$14,250	\$24,099	\$24,099
2	Legal	0	0	866	0	0
5	Facilities Rent	0	0	200	0	750
7	Contracted Printing Services	67,388	76,058	69,192	79,901	79,429
13	Contracted Prof/Tech Service	135,151	118,733	163,665	45,570	44,771
21	Managed Print Services-Admin	123,778	130,911	143,791	162,245	164,647
24	Computer Tech Contract Services	211,141	199,550	204,234	225,418	278,446
75	Other Contracted-Budget Control	0	0	0	300,000	250,000
98	Bank Service Charges	1,203	1,264	1096	0	0
124	Tech Service to Charter School	3,134	3,185	3159	0	0
998	Expense Recovery-Contracted	(3,134)	(3,185)	(3,159)	(2,963)	(2,963)
	Total Contracted Services	\$552,911	\$540,766	\$597,294	\$834,270	\$839,179
3 Supplies and Materials						
1	Office Supplies-Non-School	\$36,802	\$25,434	\$24,254	\$25,004	\$26,700
5	Postage (Stamps/Metered)	81,403	82,300	77,799	140,052	142,173
7	MOI Printing Services	0	1,019	565	0	0
8	Audio Visuals	1189	1,605	1616	0	0
9	Office Supplies (Schools Only)	192,351	208,063	234,785	189,709	185,840
11	Testing Supplies	0	0	0	40,500	40,500
12	Materials/Supplies In-Service Program	253	1,647	4,470	4,800	2,700
13	Commencement	56,445	63,090	60,708	66,750	71,500
17	Professional Library Supplies	18,624	9,023	14,913	17,180	14,725
20	Office/Classroom Furnishings	40,820	31,659	31,116	17,900	85,463
24	Tech Materials/Supplies	92,986	90,818	209,380	51,181	71,464
30	Tools (Non-Classroom Use)	0	0	1184	0	0
98	Principal Discretionary Fund	0	88	0	0	0
99	Other	0	186	139	0	0
	Total Supplies and Materials	\$520,873	\$514,932	\$660,929	\$553,076	\$641,065
4 Other Charges						
1	Mileage Reimbursement	\$80,597	\$79,053	\$84,662	\$88,700	\$93,450
2	Subscriptions and Dues	23,651	23,120	25,878	7,785	9,822
4	Advertising/Promotions/Incentives	9,893	8,406	3,831	5,250	5,000
16	Meetings/Conf/Travel/Competitions	46,661	98,088	62,751	108,714	140,456
18	Professional Licenses Employees	12,662	13,848	27,947	33,788	33,788
50	Tele-Communications	1,167,144	1,076,085	988,204	1,065,026	1,905,026
99	Other	1,197	50	0	0	0
997	Expense Recovery	(17,978)	(16,758)	(15,829)	(16,424)	(16,424)
	Total Other Charges	\$1,323,827	\$1,281,892	\$1,177,444	\$1,292,839	\$2,171,118
5 Capital Outlay						
24	Tech/Computer	\$0	\$0	\$83,632	\$0	\$0
	Total Capital Outlay	\$0	\$0	\$83,632	\$0	\$0
8 Transfers						
20	GF Transfers to RF	\$50,705	\$109,904	\$160,271	\$0	\$10,000
	Total Transfers	\$50,705	\$109,904	\$160,271	\$0	\$10,000
TOTAL MID-LEVEL MANAGEMENT		\$31,900,897	\$33,574,584	\$34,812,170	\$36,833,141	\$38,839,407

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT					
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
03 INSTRUCTIONAL SALARIES					
FTE POSITIONS	2,885.50	2,885.50	2,963.72	3,107.00	3,229.83
1 Salaries and Wages					
61 Regular Pay	\$181,961,375	\$192,362,627	\$201,431,037	\$213,611,557	\$221,754,524
66 Per Diem	7,379,815	7,269,048	7,691,499	7,498,461	9,276,433
67 Stipend/Annual Leave Payout	2,464,467	2,615,695	2,721,041	2,406,994	2,431,104
68 Overtime	1,377	12,908	17,193	0	0
998 Expense Recovery - Salary	(122,364)	(109,182)	(109,083)	0	(125,879)
Total Salaries and Wages	\$191,684,670	\$202,151,096	\$211,751,687	\$223,517,012	\$233,336,182
8 Transfers					
20 GF Transfers to RF	\$343,938	\$183,955	\$204,330	\$180,000	\$144,603
Total Transfers	\$343,938	\$183,955	\$204,330	\$180,000	\$144,603
TOTAL INSTRUCTIONAL SALARIES	\$192,028,608	\$202,335,051	\$211,956,017	\$223,697,012	\$233,480,785

04 INSTRUCTIONAL SUPPLIES					
3 Supplies and Materials					
2 Fuel and Lube	\$264	\$0	\$0	\$0	\$0
3 Textbooks	1,972,613	1,652,443	1,831,774	1,516,445	1,988,060
4 Library Media Collection	805,885	1,047,839	1,175,860	1,408,698	1,430,918
5 Postage (Stamps/Metered)	80	86	86	59	118
7 MOI Printing Services	53,028	62,207	57,195	63,600	77,850
8 Audio Visual	25,483	57,566	27,719	10,713	8,150
10 Materials of Instruction	1,819,737	1,763,693	2,309,611	2,490,739	2,682,144
11 Testing Supplies	29,012	47,446	54,033	0	0
12 Materials/Supplies In-Service Program	6,479	7,680	9,711	10,720	10,100
17 Professional Library Supplies	39,285	42,333	49,623	20,180	21,455
20 Office/Classroom Furnishings	171,616	272,266	312,430	161,073	234,322
21 Managed Print Services-MOI	840,099	852,768	871,025	913,338	942,900
24 Tech Materials/Supplies	2,356,391	2,402,314	2,222,946	2,991,933	5,750,067
75 Other Supplies - Budget Control	0	0	0	150,000	150,000
98 School Discretionary Fund	89	0	311	141,895	140,977
998 Expense Recovery-Supplies/Materials	(39,982)	(30,490)	(32,049)	0	0
Total Textbooks and Instructional Supplies	\$8,080,079	\$8,178,151	\$8,890,275	\$9,879,393	\$13,437,061
4 Other Charges					
74004 Advert/Promotions/Incentives	\$698	\$0	\$0	\$0	\$0
Total Other Charges	\$698	\$0	\$0	\$0	\$0
8 Transfers					
20 GF Transfers to RF	\$0	\$0	\$0	\$5,000	\$15,000
Total Transfers	\$0	\$0	\$0	\$5,000	\$15,000
TOTAL INSTRUCTIONAL SUPPLIES	\$8,080,777	\$8,178,151	\$8,890,275	\$9,884,393	\$13,452,061

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

		FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
05 OTHER INSTRUCTIONAL COSTS						
2 Contracted Services						
3	Equipment Rent	\$0	\$0	\$1,700	\$0	\$0
5	Facilities Rent	4,135	4,335	3,245	5,225	3,225
7	Contracted Printing Services	4,886	4,343	9,757	3,000	5,700
9	Advertising	0	0	825	0	0
10	Fees-Official	235,425	249,776	257,989	277,000	286,398
13	Contracted Prof/Tech Service	759,292	917,051	972,883	1,093,126	1,158,452
14	Consultant-Reimbursement Expense	0	0	1,782	0	1,638
24	Computer Tech Contract Services	924	1,000	30,045	113,355	115,355
75	Other Supplies - Budget Control	0	0	0	50,000	100,000
99	Other	250	0	0	0	0
Total Contracted Services		\$1,004,912	\$1,176,505	\$1,278,226	\$1,541,706	\$1,670,768
3 Supplies and Materials						
73012	Mat/Supplies In Service Progr	\$12	\$0	\$0	\$0	\$0
73017	Professional Library Supplies	348	0	0	0	0
73020	Office / CR Furnishings	561	3,408	4636	0	0
Total Supplies and Materials		\$921	\$3,408	\$4,636	\$0	\$0
4 Other Charges						
1	Mileage Reimbursement	\$127,474	\$114,756	\$122,061	\$149,359	\$158,959
2	Subscriptions and Dues	16,282	20,576	15,232	27,710	29,506
4	Advertising/Promotions/Incentives	51,611	51,911	49,058	53,055	60,302
5	Staff Incentives	0	0	0	0	58,035
16	Meetings/Conf/Travel/Competitions	59,744	97,191	71,628	143,773	143,933
18	Professional Licenses-Employees	23,998	12,967	11,129	9,500	9,500
60	Tuition-College Dual Enrollment	60,831	77,725	77,605	102,356	102,356
71	Uniforms	1,339	1,146	2635	0	0
80	Tuition-Other School in MD	200,529	218,275	159,569	180,000	180,000
92	Community Outreach Family Assistance	8,758	6,808	8,545	10,300	10,300
99	Other	0	94	0	0	0
Total Other Charges		\$550,566	\$601,449	\$517,462	\$676,053	\$752,891
5 Equipment						
20	Equipment	\$0	\$12,499	\$0	\$4,372	\$65,000
24	Tech/Computer Equipment	95,319	102,098	114,526	100,000	100,000
Total Equipment		\$95,319	\$114,597	\$114,526	\$104,372	\$165,000
8 Transfers						
20	GF Oper Transfer to Restr Fund	\$0	\$0	\$0	\$5,000	\$5,000
Total Transfers		\$0	\$0	\$0	\$5,000	\$5,000
TOTAL OTHER INSTRUCTIONAL COSTS		\$1,651,718	\$1,895,959	\$1,914,850	\$2,327,131	\$2,593,659

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
06 SPECIAL EDUCATION					
FTE POSITIONS	828.22	828.22	914.31	921.00	952.40
1 Salaries and Wages					
61 Regular Pay	\$34,503,599	\$37,052,551	\$41,194,835	\$45,116,675	\$46,175,236
66 Per Diem	1,181,519	1,231,580	1,355,871	1,576,073	1,669,394
67 Stipend/Annual Leave Payout	280,417	297,145	427,118	383,090	382,500
68 Overtime	30,549	23,811	30,819	20,000	15,000
Total Salaries and Wages	\$35,996,084	\$38,605,087	\$43,008,643	\$47,095,838	\$48,242,130
2 Contracted Services					
2 Legal	\$24,814	\$131,789	\$156,583	\$150,000	\$150,000
5 Facilities Rent	110	110	220	500	350
7 Contracted Printing Services	12,648	27,826	16,773	16,050	16,050
10 Fees - Official	390	390	325	1,000	600
13 Contracted Prof/Tech Service	1,800,807	1,915,562	2,376,352	1,469,013	1,443,313
14 Consultant - Reimb Exp	0	0	1,234	0	0
21 Managed Print Services-Admin	15,036	14,411	17,481	9,950	15,950
24 Computer/Tech Contract Services	0	0	0	0	49,353
60 Repair of Instructional Equip	0	1,946	2,329	0	0
80 Repair of Non Instruct Equip	0	0	157	0	0
Total Contracted Services	\$1,853,805	\$2,092,034	\$2,571,454	\$1,646,513	\$1,675,616
3 Supplies and Materials					
1 Office Supplies-Non-Schools	\$12,743	\$18,221	\$18,495	\$11,000	\$11,000
3 Textbooks	26,416	20,702	34,090	24,050	21,050
4 Library Media Collection	0	1,500	1,398	1,500	1,500
5 Postage (Stamps/Metered)	2,386	3,070	2,767	2,250	2,250
7 MOI Printing Services	9,647	241	77	400	150
8 Audio Visual	220	0	91	0	0
9 Office Supplies (Schools Only)	2,630	7,271	9,280	2,600	2,600
10 Materials of Instruction	92,816	69,850	110,200	276,111	178,881
11 Testing Supplies	13,522	29,428	22,194	21,000	21,000
12 Material/Supplies In-Service	3,971	5,250	6,120	5,500	5,500
13 Commencement	963	744	800	744	1014
17 Professional Library Supplies	672	1,725	940	1,500	500
20 Office/Classroom Furnishings	1,056	5,878	6,383	48,083	52,897
21 Managed Print Services-MOI	16,614	18,663	20,897	4,856	4,856
24 Tech Materials/Supplies	137,793	130,434	117,943	157,000	264,180
26 Medical Services	23,521	15,245	13,686	25,425	22,240
68 Repair of Instructional Equip	216	963	447	1,000	650
Total Supplies and Materials	\$345,186	\$329,185	\$365,808	\$583,019	\$590,268
4 Other Charges					
1 Mileage Reimbursement	\$93,479	\$106,289	\$105,870	\$49,250	\$93,250
2 Subscriptions and Dues	14,939	18,321	18,390	18,878	18,675
4 Advertising/Promotions/Incentives	278	550	289	500	500
16 Meetings/Conf/Travel/Competitions	10,692	18,078	11,823	21,600	17,000
80 Tuition-Other School in MD	210,752	204,014	205,968	170,000	170,000
90 Private School Tuition-School Age	9,546,686	9,509,847	10,521,033	9,220,000	9,220,000
92 Community Outreach/Family Asst	0	0	87	0	0
Total Other Charges	\$9,876,826	\$9,857,099	\$10,863,460	\$9,480,228	\$9,519,425
5 Equipment					
20 Equipment	\$0	\$0	\$6,200	\$0	\$0
24 Tech/Computer Equipment	25,925	0	0	10,000	10,000
Total Equipment	\$25,925	\$0	\$6,200	\$10,000	\$10,000
8 Transfers					
20 GF Transfers to RF	\$217,136	\$789,134	\$1,413,700	\$285,397	\$285,397
Total Transfers	\$217,136	\$789,134	\$1,413,700	\$285,397	\$285,397
TOTAL SPECIAL EDUCATION	\$48,314,962	\$51,672,539	\$58,229,265	\$59,100,995	\$60,322,836

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
07 STUDENT PERSONNEL SERVICES					
FTE POSITIONS	27.50	34.00	19.00	22.00	21.01
1 Salaries and Wages					
61 Regular Pay	\$2,671,576	\$2,820,490	\$1,783,598	\$2,010,220	\$1,899,481
66 Per Diem	12,389	21,025	16,798	1,000	2,050
67 Stipend/Annual Leave Payout	18,013	28,521	55,978	27,000	32,000
Total Salaries and Wages	\$2,701,978	\$2,870,036	\$1,856,374	\$2,038,220	\$1,933,531
2 Contracted Services					
7 Contracted Printing Services	\$4,707	\$5,550	\$3,383	\$7,000	\$7,000
13 Contracted Prof/Tech Service	4,778	3,644	399	1,500	1,500
21 Managed Print Services-Admin	2,540	2,259	2,195	2,600	2,600
Total Contracted Services	\$12,025	\$11,453	\$5,977	\$11,100	\$11,100
3 Supplies and Materials					
1 Office Supplies-Non-Schools	\$6,007	\$2,845	\$2,595	\$5,050	\$5,050
5 Postage (Stamps/Metered)	3,282	2,565	2,393	4,500	4,500
17 Professional Library Supplies	103	0	75	800	800
20 Office/CR Furnishings	150	1,382	240	2,622	5,622
24 Tech Materials/Supplies	3,722	1,409	6,420	9,000	9,000
Total Supplies and Materials	\$13,264	\$8,201	\$11,723	\$21,972	\$24,972
4 Other Charges					
1 Mileage Reimbursement	\$27,386	\$28,162	\$25,127	\$26,225	\$26,225
2 Subscriptions and Dues	334	507	97	800	800
4 Advertising/Promotions/Incentives	0	896	0	0	0
16 Meetings/Conf/Travel/Competitions	1,260	2,690	2,073	5,500	5,500
50 Tele-Communications	51	0	0	0	0
Total Other Charges	\$29,031	\$32,255	\$27,297	\$32,525	\$32,525
TOTAL STUDENT PERSONNEL SERVICES	\$2,756,298	\$2,921,945	\$1,901,371	\$2,103,817	\$2,002,128
08 STUDENT HEALTH SERVICES					
FTE POSITIONS	1.50	1.50	1.50	2.00	1.50
1 Salaries and Wages					
61 Regular Pay	\$117,468	\$123,553	\$128,166	\$134,587	\$140,668
Total Salaries and Wages	\$117,468	\$123,553	\$128,166	\$134,587	\$140,668
2 Contracted Services					
7 Contracted Printing Services	\$2,079	\$0	\$0	\$0	\$0
13 Contracted Prof/Tech Service	22,825	21,420	22,195	44,560	44,560
Total Contracted Services	\$24,904	\$21,420	\$22,195	\$44,560	\$44,560
3 Supplies and Materials					
1 Office Supplies-Non-Schools	\$3,001	\$388	\$162	\$300	\$300
5 Postage (Stamps/Metered)	29	0	110	150	150
9 Office Supplies (Schools Only)	215	0	0	0	0
20 Office/Classroom Furnishings	8,807	9,784	12,320	8,000	8,000
24 Tech Materials/Supplies	1,023	779	0	0	0
26 Medical Supplies	36,815	41,599	104,544	202,661	203,709
Total Supplies and Materials	\$49,890	\$52,550	\$117,136	\$211,111	\$212,159
4 Other Charges					
1 Mileage Reimbursement	\$1,971	\$2,018	\$2,185	\$2,500	\$2,500
2 Subscriptions and Dues	130	130	0	200	200
16 Meetings/Conf/Travel/Competitions	3,091	3,243	4,025	2,380	2,380
Total Other Charges	\$5,192	\$5,391	\$6,210	\$5,080	\$5,080
TOTAL STUDENT HEALTH SERVICES	\$197,454	\$202,914	\$273,707	\$395,338	\$402,467

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

		FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
09 STUDENT TRANSPORTATION						
FTE POSITIONS		413.91	413.91	447.58	442.00	462.20
1 Salaries and Wages						
61	Regular Pay	\$11,667,496	\$12,575,915	\$12,882,740	\$13,560,891	\$14,293,416
66	Per Diem	1,514,267	1,730,208	1,927,459	1,865,367	2,065,367
67	Stipend/Annual Leave Payout	235,856	334,909	342,481	411,072	411,072
68	Overtime	167,476	188,057	275,537	162,805	172,805
Total Salaries and Wages		\$13,585,095	\$14,829,089	\$15,428,217	\$16,000,135	\$16,942,660
2 Contracted Services						
3	Equipment Rent	\$765	\$0	\$0	\$0	\$0
5	Facilities Rent	0	0	750	0	0
7	Contracted Printing Services	9,140	8,124	12,243	8,214	12,714
13	Contracted Prof/Tech Service	18,892	72,865	47,382	11,500	11,500
17	Fees-Medical/Physical Exam	26,107	29,800	31,680	33,000	33,000
21	Managed Print Services-Admin	5,922	6,578	6,495	6,000	6,000
24	Computer Tech Contract Services	27,520	47,704	23,714	49,000	49,000
28	Fees-Drug Testing	9,952	11,356	10,760	23,000	23,000
29	Non-Public Conveyance	26,539	46,252	49,510	28,000	28,000
31	Bus Operators-Curricular Activities	117,313	119,911	135,372	121,667	121,667
34	Bus Inspection	0	0	0	1,600	1,600
70	Repair of Equipment-Contract Bus	344,395	357,280	528,487	400,000	400,000
80	Repair of Non-Instructional Equipment	6,425	632	1,278	1,000	1,000
Total Contracted Services		\$592,970	\$700,502	\$847,671	\$682,981	\$687,481
3 Supplies and Materials						
1	Office Supplies-Non-Schools	\$15,826	\$11,099	\$12,036	\$14,000	\$14,000
2	Fuel and Lube	1,793,808	2,294,142	2,359,428	2,635,747	2,635,747
5	Postage (Stamps/Metered)	386	1,113	310	750	750
12	Materials/Supplies In-Service Program	0	0	0	3,717	3,717
18	Diesel Exhaust Fluid	11,606	19,854	24,233	30,000	30,000
20	Office/Classroom Furnishings	2,087	310	737	2,500	2,500
24	Tech Materials/Supplies	84,158	(16,325)	8,254	8,000	13,000
30	Tools (Non-Classroom Use)	27,501	1,834	10,505	1,500	10,500
70	Repair of Equipment-Buses	897,982	1,045,135	1,131,179	1,070,000	1,150,000
80	Repair of Non-Instructional Equipment	4,926	2,863	4,034	5,000	5,000
98	Expense Recovery - Supls / Mat	(315,983)	(324,256)	(337,207)	(300,000)	(300,000)
Total Supplies and Materials		\$2,522,297	\$3,035,769	\$3,213,509	\$3,471,214	\$3,565,214
4 Other Charges						
1	Mileage Reimbursement	\$47	\$902	\$1,034	\$2,950	\$2,950
2	Subscriptions and Dues	1,012	1,455	266	1,500	1,500
4	Advertising/Promotions/Incentives	1,230	133	373	3,500	3,500
12	In-Service Training	295	811	0	500	500
16	Meetings/Conf/Travel/Competitions	2,700	5,242	3,260	5,750	5,750
18	Professional Licenses-Employees	0	0	0	1,225	1,225
34	Permit/Govt Registration Fees	3,647	358	2,948	1,000	1,000
61	Transportation	5,000	4,450	4,100	3,700	3,700
71	Uniforms	10,887	13,000	12,307	16,525	16,525
95	Inventory Adjustment	6,858	4240	3117	0	0
97	Ins Warranty Recovery Vehicles	(206)	0	0	0	0
Total Other Charges		\$31,470	\$30,591	\$27,405	\$36,650	\$36,650
5 Equipment						
20	Equipment	\$3,089,905	\$2,776,257	\$2,857,837	\$3,030,043	\$3,129,043
Total Equipment		\$3,089,905	\$2,776,257	\$2,857,837	\$3,030,043	\$3,129,043
8 Transfers						
20	GF Oper Transfer to Restr Fund	\$0	\$0	\$0	\$0	\$35,780
Total Transfers		\$0	\$0	\$0	\$0	\$35,780
TOTAL STUDENT TRANSPORTATION		\$19,821,737	\$21,372,208	\$22,374,639	\$23,221,023	\$24,396,828

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
10 OPERATION OF PLANT					
FTE POSITIONS	415.50	415.50	431.50	440.00	448.50
1 Salaries and Wages					
61 Regular Pay	\$15,188,456	\$15,965,799	\$17,037,550	\$18,263,963	\$18,991,217
66 Per Diem	438,178	536,060	461,038	621,650	622,150
67 Stipend/Annual Leave Payout	159,579	195,732	155,421	193,698	193,698
68 Overtime	49,157	31,476	69,657	21,582	21,082
Total Salaries and Wages	\$15,835,370	\$16,729,067	\$17,723,666	\$19,100,893	\$19,828,147
2 Contracted Services					
3 Equipment Rent	\$16,490	\$11,076	\$15,077	\$535,340	\$535,340
5 Facilities Rent	1,428,206	1,486,544	1,518,967	3,687,991	1,907,023
7 Contracted Printing Services	2,221	5,447	508	2,000	2,000
13 Contracted Prof/Tech Service	357,148	353,869	399,094	458,400	492,400
16 Fees-Security Guards	1,672	682	12,576	0	0
17 Fees-Medical/Physical Exam	9,731	8,869	10,312	15,000	15,000
21 Managed Print Services-Admin	1,820	2,063	1,453	3,750	3,750
24 Computer Tech Contract Services	0	123,363	9,531	2,000	2,000
35 Refuse	374,896	368,207	378,757	510,000	510,000
36 Septic	44,515	42,289	32,865	52,000	52,000
37 Snow Removal	239,577	815,971	1,100,667	377,356	577,356
43 Exterminating Service	12,965	16,361	17,600	18,300	18,300
45 Upkeep of Grounds	555,129	441,625	375,220	515,399	565,399
55 Repair of Buildings	1,958	5,056	9,913	5,000	5,000
60 Repair of Instructional Equipment	108,983	98,954	71,436	97,362	94,000
69 Contracted Services - Other	0	11,050	33,419	0	0
80 Repair of Non-Instructional Equipment	47,358	72,171	171,639	59,165	59,165
90 Moving Expenses	280	1,270	2,806	4,000	4,000
124 Tech Service to Charter School	31,028	22,703	23,547	0	0
146 Warehouse Svc to Charter School	7,478	8,428	7,939	0	0
998 Expense Recovery-Contracted	(28,765)	(22,703)	(23,547)	0	0
Total Contracted Services	\$3,212,690	\$3,873,295	\$4,169,779	\$6,343,063	\$4,842,733
3 Supplies and Materials					
1 Office Supplies-Non-School	\$16,808	\$17,517	\$8,684	\$16,402	\$16,402
2 Fuel and Lube	18,792	23,748	26,895	25,600	25,600
5 Postage (Stamps/Metered)	(1,024)	227	216	650	650
11 Testing Supplies	22,024	20,437	17,245	17,000	17,000
12 Mat/Supplies in Service Progr	0	946	222	0	0
17 Professional Library Supplies	0	105	0	0	0
20 Office/Classroom Furnishings	10,916	2,729	1,371	5,000	5,000
24 Tech Materials/Supplies	282,526	128,728	144,472	138,500	138,500
26 Medical Supplies	0	0	2,203	500	500
28 Custodial Supplies	829,881	859,051	908,095	875,567	886,699
30 Tools (Non-Classroom Use)	104,870	95,959	123,894	74,620	74,620
40 Electrical Supplies	26,311	21,741	14,516	20,000	20,000
45 Upkeep of Grounds	124,319	128,081	134,673	93,800	93,800
46 Warehouse Supplies	12,124	17,595	12,180	9,113	9,113
55 Maintenance Supplies	33,139	18,151	26,830	37,000	42,000
68 Repair of Instructional Equipment	1,088	0	676	3,000	3,000
80 Repair of Non-Instructional Equipment	68,025	62,918	104,620	70,000	70,000
99 Other	13,246	11,976	8,089	15,000	17,942
998 Expense Recovery-Supplies/Materials	(1,525)	(1,605)	(1,495)	(2,000)	(2,000)
Total Supplies and Materials	\$1,561,520	\$1,408,304	\$1,533,386	\$1,399,752	\$1,418,826

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

		FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
4 Other Charges						
1	Mileage Reimbursement	\$7,238	\$6,344	\$6,893	\$9,300	\$9,800
2	Subscriptions and Dues	2,596	4,425	3,269	3,040	3,040
4	Advertising/Promotions/Incentives	175	916	0	250	250
12	In-Service Training	8,562	7,083	5,697	11,000	11,000
13	Safety Meetings	145	0	0	0	0
16	Meetings/Conf/Travel/Competitions	15,272	22,644	21,232	29,400	28,900
18	Professional Licenses-Employees	1,000	300	1,690	500	500
31	Insurance-Vehicles	116,216	101,110	102,221	117,000	117,000
32	Insurance-School Bldg & Contents	798,061	757,623	787,644	831,968	1,041,889
50	Tele-Communications	519,039	518,004	516,681	532,493	892,493
51	Fuel Oil-Heat	549,301	751,899	568,142	1,600,000	1,050,000
52	Water/Sewage	1,142,956	1,157,639	1,217,850	1,276,979	1,382,479
54	Electricity	7,272,560	6,564,466	6,466,035	6,964,512	7,080,912
55	Natural Gas/Propane	1,186,198	1,262,681	1,149,984	1,850,126	1,600,126
71	Uniforms	8,707	13,883	14,886	12,575	12,575
89	Insurance Claims - Misc.	0	1,029	0	0	0
93	Insur Claim	0	1,000	(776)	0	0
94	Insurance Claim: Deductible	7,050	42,000	17,993	50,000	50,000
95	Inventory Adjustment	948	(596)	2,325	1,500	1,500
97	Insurance Recovery-Autos	(3,230)	0	637	0	0
98	Insurance Recovery-Bldg Contents	(16,134)	1,338	12,192	0	0
99	Other	0	0	10,000	0	0
996	Expense Recovery-Charter School	(17,479)	(18,770)	(18,486)	(28,534)	(28,534)
997	Expense Recovery-Other	(181,685)	(177,438)	(188,607)	(177,438)	(177,438)
Total Other Charges		\$11,417,496	\$11,017,580	\$10,697,502	\$13,084,671	\$13,076,492
5 Equipment						
20	Equipment	\$109,138	\$47,226	\$28,936	\$105,000	\$105,000
86	Vehicle-Replacement	0	97,519	34,892	65,000	65,000
Total Equipment		\$109,138	\$144,745	\$63,828	\$170,000	\$170,000
TOTAL OPERATION OF PLANT		\$32,136,214	\$33,172,991	\$34,188,161	\$40,098,379	\$39,336,198

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
11 MAINTENANCE OF PLANT					
FTE POSITIONS	134.50	134.50	133.00	134.00	136.50
1 Salaries and Wages					
61 Regular Pay	\$7,823,836	\$7,999,939	\$8,122,619	\$8,710,941	\$8,993,425
66 Per Diem	6,121	3,592	12,849	1,500	1,500
67 Stipend/Annual Leave Payout	23,011	22,048	53,649	24,800	24,800
68 Overtime	20,211	18,512	24,920	31,000	31,000
Total Salaries and Wages	\$7,873,179	\$8,044,091	\$8,214,037	\$8,768,241	\$9,050,725
2 Contracted Services					
3 Equipment Rent	\$29,628	\$10,476	\$5,250	\$10,500	\$10,500
7 Contracted Printing Services	109	103	969	500	500
13 Contracted Prof/Tech Service	144,594	199,732	225,424	339,828	426,831
17 Fees-Medical/Physical Exam	1,153	1,076	1,908	2,000	2,000
21 Managed Print Services-Admin	1,940	1,919	2,754	3,000	3,000
36 Septic	0	0	0	15,000	15,000
45 Upkeep of Grounds	473,290	800,004	755,840	682,296	682,296
55 Contracted Maintenance Repairs	1,131,412	688,556	1,213,489	1,071,612	1,615,473
66 ADA/Safety	0	0	54,413	100,000	100,000
68 Curriculum Program Needs	0	0	14,898	100,000	0
80 Repair of Non-Instructional Equipment	49,483	33,188	25,223	40,000	52,000
Total Contracted Services	\$1,831,609	\$1,735,054	\$2,300,168	\$2,364,736	\$2,907,600
3 Supplies and Materials					
1 Office Supplies-Non-Schools	\$11,626	\$14,642	\$10,136	\$17,500	\$17,500
2 Fuel and Lube	168,270	186,201	202,195	190,658	195,658
5 Postage (Stamps/Metered)	5	16	20	250	250
12 Material/Supplies In-Service Program	0	0	128	0	0
18 Diesel Exhaust Fluid	26	45	54	0	0
20 Office/Classroom Furnishings	0	2,513	284	750	750
24 Tech Materials/Supplies	9,707	12,937	8,139	8,500	8,500
26 Medical Supplies	3,358	408	633	700	700
27 ADA Supplies	0	0	3,912	0	0
30 Tools (Non-Classroom Use)	44,956	28,697	30,161	35,000	48,500
45 Upkeep of Grounds	1,225	1,200	3,005	2,500	2,500
55 Maintenance Supplies	1,569,927	1,459,694	1,397,932	1,335,061	1,435,061
68 Repair of Instructional Equipment	0	0	0	0	0
80 Repair of Non-Instructional Equipment	57,462	69,705	67,698	65,000	65,000
Total Supplies and Materials	\$1,866,562	\$1,776,058	\$1,724,297	\$1,655,919	\$1,774,419
4 Other Charges					
1 Mileage Reimbursement	\$2,514	\$2,409	\$3,355	\$4,100	\$4,100
2 Subscriptions and Dues	50	2263	881	200	200
4 Advertising/Promotions/Incentives	53	179	1,253	1,500	1,500
12 In-Service Training	15,080	35,563	12,676	57,500	57,500
16 Meetings/Conf/Travel/Competitions	4,049	6,440	8,759	2,500	7,500
18 Professional Licenses-Employees	423	1,180	428	1,500	1,500
34 Permit/Govt Registration Fees	7,329	3,708	4,922	6,000	6,000
50 Tele-Communications	33,269	35,032	34,880	35,000	35,000
71 Uniforms	52,567	57,839	56,725	68,000	68,000
Total Other Charges	\$115,334	\$144,613	\$123,879	\$176,300	\$181,300
5 Equipment					
20 Equipment	\$17,298	\$6,510	\$0	\$30,000	\$25,000
86 Vehicles-Replacement	238,212	362,449	374,946	385,000	185,000
Total Equipment	\$255,510	\$368,959	\$374,946	\$415,000	\$210,000
TOTAL MAINTENANCE OF PLANT	\$11,942,194	\$12,068,775	\$12,737,327	\$13,380,196	\$14,124,044

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget	
12 FIXED CHARGES						
2 Contracted Services						
5	Facilities Rent	\$873,356	\$872,741	\$882,616	\$904,842	\$404,842
13	Contracted Prof/Tech Service	45,880	45,950	46,361	50,000	50,000
18	Fees-Medical Admin	75,624	74,098	57,771	99,000	99,000
	Total Contracted Services	\$994,860	\$992,789	\$986,748	\$1,053,842	\$553,842
4 Other Charges						
15	Tuition Reimbursement	\$1,661,650	\$1,600,911	\$1,807,988	\$1,846,951	\$1,846,951
33	Insurance-Liability	466,982	554,038	583,074	1,156,352	1,156,352
35	Workers Compensation	2,383,770	3,024,141	3,177,875	4,103,352	4,742,422
36	Life Insurance	1,273,649	1,659,927	1,746,499	1,919,885	1,977,110
37	Health Insurance	66,642,622	67,507,986	69,120,091	72,355,648	76,292,903
38	Employee Pension/Retirement Expense	(464,836)	(666,256)	(45,089)	18,000	18,000
40	FICA-Employer's	22,432,989	23,880,730	24,989,843	26,436,542	28,050,733
41	Teachers Pension/Retirement Expense	889,576	1,017,214	(292,048)	(500,000)	(500,000)
42	Unemployment Compensation	(50,649)	(33,024)	(46,795)	67,511	97,525
43	Dental Insurance	1,655,222	1,760,507	1,787,780	2,065,109	2,126,195
45	Disability Insurance	5,850	5,850	6,175	6,000	6,000
58	Leave Buy-back	446,299	735,269	569,986	779,000	779,000
59	Terminal Leave Pay	2,372,610	2,089,951	2,472,525	2,250,000	2,250,000
99	Other	0	0	0	1,543,935	1,543,935
135	Defined Contribution Plan	30,000	35,000	40,000	40,000	40,000
136	Teacher's Quarterly Retirement - Board Share	11,260,032	11,970,768	11,828,996	12,431,647	12,928,766
137	MSRPS Recovery	(2,258,493)	(2,183,081)	(1,618,295)	(1,654,185)	(1,654,185)
138	Empl Retire Invoiced Expense	3,465,570	3,725,167	4,102,821	4,487,691	5,077,472
139	St Tchrs Ret System Admin Fees	845,511	979,488	863,145	752,055	752,055
198	Charter School PPA Reserve	0	0	1,149,848	716,898	716,898
	Total Other Charges	\$113,058,354	\$117,664,586	\$122,244,419	\$130,822,391	\$138,248,132
8 Transfers						
20	GF Transfers to Other Funds	411,687	658,483	651,083	605,383	585,000
50	GF OPER TRANSFER TO SELF-INS	0	(637,875)	(617,250)	0	0
60	GF OPER TRANSFER TO TURF FUND	0	0	0	0	200,000
70	Transfer to OPEB - Contribution	1,041,813	1,041,813	1,041,813	1,061,813	1,041,813
71	Transfer to OPEB - Admin	22,681	34,500	34,500	34,500	54,500
	Total Transfers	\$1,476,181	\$1,096,921	\$1,110,146	\$1,701,696	\$1,881,313
	TOTAL FIXED CHARGES	\$115,529,395	\$119,754,296	\$124,341,313	\$133,577,929	\$140,683,287

13 FOOD SERVICE

8 Transfers						
30	GF Transfer to Food Service	\$0	\$0	\$35,000	\$0	\$0
	Total Transfers	\$0	\$0	\$35,000	\$0	\$0
	TOTAL FOOD SERVICE	\$0	\$0	\$35,000	\$0	\$0

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget	
14 COMMUNITY SERVICES						
1 Salaries and Wages						
66	Per Diem	\$113,077	\$104,651	\$103,312	\$125,264	\$119,218
67	Stipend/Annual Leave Payout	723	253	3450	0	0
68	Overtime	250,633	319,856	342,625	255,000	255,000
	Total Salaries and Wages	\$364,433	\$424,760	\$449,387	\$380,264	\$374,218
2 Contracted Services						
7	Contracted Printing Services	\$425	\$0	\$0	\$0	\$0
13	Contracted Prof/Tech Service	28,262	29,640	1,800	0	0
	Total Contracted Services	\$28,687	\$29,640	\$1,800	\$0	\$0
3 Supplies and Materials						
3	Textbooks	9,561	350	37	83,000	83,000
4	Library Media Collection	5,752	0	0	40,000	40,000
5	Postage (Stamps/Metered)	31	31	18	0	0
8	Audio Visual	1,352	0	0	0	0
9	Office Supplies (Schools Only)	2,383	0	0	20,000	20,000
10	Materials of Instruction	16,717	2,248	2,502	43,028	42,828
13	Commencement	15,699	16,484	17,308	0	0
24	Tech Materials/Supplies	46,020	2,855	1,362	40,000	40,000
28	Custodial Supplies	145,083	175,759	163,652	0	0
998	Expense Recovery-Supplies/Materials	(143,471)	(175,600)	(159,973)	0	0
	Total Supplies and Materials	\$99,127	\$22,127	\$24,906	\$226,028	\$225,828
4 Other Charges						
1	Mileage Reimbursement	\$654	\$291	\$0	\$0	\$0
4	Advertising/Promotions/Incentives	2,191	2,670	2,534	3,078	3,078
16	Meetings/Conf/Travel/Competitions	5,444	0	0	0	0
50	Tele - Communications	0	80	0	0	0
95	Expense Recovery - SAF	19,478	2,492	14,249	0	0
99	Other	0	0	0	9,520	9,520
	Total Other Charges	\$27,767	\$5,533	\$16,783	\$12,598	\$12,598
8 Transfers						
20	GF Transfers to Other Funds	\$0	\$0	\$0	\$75,000	\$75,000
	Total Transfers	\$0	\$0	\$0	\$75,000	\$75,000
	TOTAL COMMUNITY SERVICES	\$520,014	\$482,060	\$492,876	\$693,890	\$687,644

UNRESTRICTED BUDGET BY CATEGORY/OBJECT/ACCOUNT

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Approved Budget	FY2021 Approved Budget
15 CAPITAL OUTLAY					
FTE POSITIONS	11.00	11.00	11.00	11.00	11.00
1 Salaries and Wages					
61 Regular Pay	\$785,165	\$889,531	\$980,316	\$1,082,457	\$1,085,713
66 Per Diem	0	4,938	11,229	13,538	13,538
67 Stipend/Annual Leave Payout	4,398	3,709	2,012	2,000	2,000
68 Overtime	262	0	0	2,153	2,153
Total Salaries and Wages	\$789,825	\$898,178	\$993,557	\$1,100,148	\$1,103,404
2 Contracted Services					
2 Legal	\$8,833	\$54,536	\$6,810	\$10,000	\$25,000
3 Equipment Rent	286	0	1,909	0	0
7 Contracted Printing Services	1,542	0	50	3,000	3,000
13 Contracted Prof/Tech Service	268,839	246,570	254,967	215,000	365,000
21 Managed Print Services-Admin	3,277	3,452	2,997	2,145	2,145
55 Contracted Maintenance Repairs	106,933	142,627	154,108	100,000	100,000
65 Site Improvements	162,665	4,531	58,475	50,000	50,000
66 ADA/Safety	99,549	33,613	550	0	0
67 Energy/BAS/Generator	100,231	106,540	0	0	0
68 Curriculum Program Needs	404	(3,383)	0	0	0
99 Other	6,466	164,700	74,231	171,994	171,994
Total Contracted Services	\$759,025	\$753,186	\$554,097	\$552,139	\$717,139
3 Supplies and Materials					
1 Office Supplies-Non-Schools	\$8,638	\$5,284	\$3,664	\$6,400	\$6,400
5 Postage (Stamps/Metered)	199	138	225	500	500
7 MOI Printing Services	0	25	292	0	0
20 Office/Classroom Furnishings	324	0	596	0	0
24 Tech Materials/Supplies	3,149	7,661	8,330	3,000	3,000
27 ADA Supplies	1,219	1,281	0	0	0
55 Maintenance Supplies	8,755	0	0	0	0
Total Supplies and Materials	\$22,284	\$14,389	\$13,107	\$9,900	\$9,900
4 Other Charges					
1 Mileage Reimbursement	\$14,478	\$15,266	\$18,055	\$14,000	\$14,000
2 Subscriptions & Dues	2,524	4,639	1,954	3,410	3,410
4 Advent/Promotions/Incentives	0	345	0	0	0
16 Meetings/Conf/Travel/Competitions	3,182	4,059	3,013	2,500	2,500
34 Permit Govt Registration Fees	966	50	1,207	500	500
50 Tele-Communications	5,346	4,697	4,331	8,000	8,000
Total Other Charges	\$26,496	\$29,056	\$28,560	\$28,410	\$28,410
5 Land, Buildings & Equipment					
12 Alterations to Buildings	\$234,467	\$1,440	\$0	\$320,091	\$320,091
24 Tech/Computer Equip>\$1000	0	0	7,114	0	0
Total Equipment	\$234,467	\$1,440	\$7,114	\$320,091	\$320,091
8 Transfers					
80 GF Operating Transfer to Const	\$799,976	\$0	\$0	\$0	\$0
Total Transfers	\$799,976	\$0	\$0	\$0	\$0
TOTAL CAPITAL OUTLAY	\$2,632,073	\$1,696,249	\$1,596,435	\$2,010,688	\$2,178,944
GRAND TOTALS	\$477,098,218	\$499,935,258	\$524,036,821	\$558,621,998	\$584,350,563



SCHOOL-BASED FOUNDATION ALLOCATION

FCPS provides school-based funding to each school to meet the school's anticipated ongoing instructional and administrative requirements. The budget office calculates the allocation by formula. This funding formula considers equity factors such as Free and Reduced Meals (FARM), English learner population, special education students, and homelessness. The per student allocation is the sum of the rate times the school's full enrollment. The school principal is responsible for allocating the calculated amount based upon the individual school needs.

Elementary Schools

Total Equity Available for Schools	\$206,459.00
School Counseling per School	\$291.00
Per Student Allocation	
Textbooks and Materials	\$43.41
Managed Print Services	\$19.70
Library Books and Supplies	\$14.43
School Office	\$5.53
Medical Supplies	\$0.64

ELEMENTARY SCHOOLS

Elementary Schools	FY2017 Allocation	FY2018 Allocation	FY2019 Allocation	FY2020 Allocation	FY2021 Allocation
Ballenger Creek	\$62,581	\$63,692	\$59,340	\$57,432	\$55,048
Brunswick	62,712	63,870	66,927	73,404	73,799
Butterfly Ridge	N/A	N/A	70,459	57,382	70,766
Carroll Manor	50,766	51,010	49,828	56,763	54,564
Centerville	87,839	81,449	80,356	81,891	45,691
Deer Crossing	66,433	63,105	67,983	72,038	71,798
Emmitsburg	29,993	27,770	27,431	25,707	23,135
Glade	57,883	59,966	58,199	57,048	55,652
Green Valley	34,085	36,789	41,792	52,310	53,066
Hillcrest	94,437	91,170	66,146	68,951	78,802
Kemptown	34,755	36,768	33,701	39,501	34,966
Lewistown	19,865	22,087	22,759	23,463	23,657
Liberty	30,435	29,874	27,864	30,411	28,595
Lincoln	56,278	57,665	60,315	54,921	60,220
Middletown	39,442	42,627	43,495	46,198	41,422
Middletown Primary	39,729	42,869	43,397	43,804	45,698
Monocacy	56,433	58,439	57,539	60,830	59,670
Myersville	29,839	34,206	35,459	37,324	38,416
New Market	63,048	61,809	60,725	63,543	57,317
New Midway/Woodsboro	33,868	33,054	31,030	31,866	29,033
North Frederick	61,446	60,657	62,536	61,702	64,860
Oakdale	51,281	54,996	55,563	63,476	78,095
Orchard Grove	60,464	68,788	57,079	57,817	65,324
Parkway	26,334	24,097	26,343	26,895	26,485
Sabillasville	16,923	17,735	16,046	14,288	11,918
Spring Ridge	45,062	46,364	50,271	45,881	50,675
Sugarloaf	N/A	N/A	N/A	N/A	57,167
Thurmont	33,198	34,143	30,711	33,124	32,697
Thurmont Primary	37,337	36,967	36,166	35,116	35,710
Tuscarora	67,808	71,027	63,624	60,563	69,027
Twin Ridge	45,553	46,238	44,736	43,687	57,912
Urbana	61,231	66,497	62,970	68,481	64,702
Valley	39,621	40,495	50,801	47,637	45,607
Walkersville	62,307	63,346	60,498	63,879	65,196
Waverley	62,567	67,156	60,034	52,762	57,158
Whittier	68,250	68,202	69,455	62,037	70,637
Wolfsville	19,865	20,404	19,632	17,336	16,559
Yellow Springs	46,354	45,757	41,959	42,481	43,354
TOTAL	\$1,756,022	\$1,791,088	\$1,813,169	\$1,831,949	\$1,914,398

SCHOOL-BASED FOUNDATION ALLOCATION

Middle Schools

Total Equity Available for Schools	\$90,941.00
Per Student Allocation	
Textbooks and Materials	\$36.50
Managed Print Services	\$27.23
School Counseling	\$1.41
Library Books and Supplies	\$14.91
School Office	\$5.60
Medical Supplies	\$0.64
Career and Technology Supplies	\$5.63

Middle Schools	FY2017 Allocation	FY2018 Allocation	FY2019 Allocation	FY2020 Allocation	FY2021 Allocation
Ballenger Creek	\$74,438	\$81,505	\$84,613	\$85,409	\$86,048
Brunswick	62,831	61,283	63,288	60,682	62,882
Crestwood	53,732	58,172	72,357	74,578	71,988
Gov. Thomas Johnson	59,316	57,329	56,011	57,004	61,785
Middletown	80,019	82,778	76,754	76,088	78,137
Monocacy	74,850	76,556	105,326	100,076	103,517
New Market	55,042	54,288	58,708	59,670	64,534
Oakdale	62,507	67,958	68,955	79,931	88,708
Thurmont	59,133	58,992	60,238	58,769	59,481
Urbana	80,685	90,937	97,084	97,030	92,385
Walkersville	83,515	88,037	88,457	91,141	84,113
West Frederick	82,665	88,595	92,577	89,452	95,796
Windsor Knolls	74,321	73,854	72,448	73,883	70,233
TOTAL	\$903,054	\$940,284	\$996,816	\$1,003,713	\$1,019,607

SCHOOL-BASED FOUNDATION ALLOCATION

High Schools

Total Equity Available for Schools	\$142,953.00
Per Student Allocation	
Textbooks and Materials	\$44.10
Managed Print Services	\$25.43
School Counseling	\$2.23
Library Books and Supplies	\$15.53
School Office	\$7.04
Medical Supplies	\$0.64
Career and Technology Supplies	\$20.99

High Schools	FY2017 Allocation	FY2018 Allocation	FY2019 Allocation	FY2020 Allocation	FY2021 Allocation
Brunswick	\$105,374	\$107,719	\$104,771	\$108,830	\$104,937
Catoctin	111,059	101,805	104,143	109,361	103,911
Frederick	188,394	191,695	173,372	178,473	198,827
Gov. Thomas Johnson	173,909	191,144	220,846	228,848	230,252
Linganore	167,433	164,749	160,912	158,940	174,938
Middletown	143,188	142,653	142,569	142,801	138,879
Oakdale	153,980	153,733	151,635	151,982	169,140
Tuscarora	182,843	192,551	202,430	206,142	206,652
Urbana	204,071	206,676	220,679	224,504	222,366
Walkersville	141,787	145,552	149,368	155,165	157,699
TOTAL	\$1,572,038	\$1,598,277	\$1,630,725	\$1,665,046	\$1,707,601

GLOSSARY OF TERMS

AAE – Accelerating Achievement and Equity

Accounting Basis – The operating budget is presented on a modified accrual accounting basis where expenditures are accrued, but revenues are not recorded until actually received or are “measurable” and “available for expenditures.”

ACT – A national college admissions examination that consists of English, mathematics, reading, and science subjects.

ACTS – Division of Academics, Curriculum, Transformation & Student Achievement

Administration – Cost and staff associated with the regulation, direction, and control of the school system, such as the superintendent, deputy superintendent, other professional staff, and secretaries. Some offices included in this category are the Board of Education office, Fiscal Services, and Human Resources.

Advanced Academics – A curricular program that provides rigorous, responsive instructional experiences that support students who perform or show the potential for performing at remarkably high levels of accomplishment. The program supports FCPS’s goal of preparing students to be successful global citizens and innovators.

Advanced Placement (AP) – A program of challenging college-level courses available to high school students. National exams administered by the College Board allow students to earn college credit for high scores.

AMT – Administrative, Management, and Technical

APEX – Advanced Placement Experience

APFO – Adequate Public Facilities Ordinance

Appropriation – An allocated sum of monies designated to be provided during a fiscal year for the operation of the school system.

ASBO – Association of School Business Officials

Balanced Budget – A budget where expenditures are equal to revenue.

BOE – Board of Education of Frederick County

BPW – Board of Public Works (State of Maryland)

BST – Business Services Technology

Budget – A financial plan for a specified period of time that matches planned revenues and expenditures.

Budget Amendment – A revision of the category level of an approved budget that is presented to the county for approval. This revision may be the inclusion of additional funding due to an award of a grant or to transfer funds from one budget category to another budget category.

Budget Calendar – A schedule of dates followed to receive input, prepare, adopt, and implement a budget.

Budget Document – A written plan that presents a comprehensive financial program to the county.

Budget Object – A summarization of expenditure accounts: salary and wages, contracted services, supplies and materials, other charges, equipment, and transfers.

Budget Transfer – A revision to budgeted funds from one budget to another within the same category.

CACFP – Child and Adult Care Food Program

Capital Budget – A plan for new school design and construction, major building renovations and additions, land purchases, and related costs (Also Fund 80 or Construction Fund).

GLOSSARY OF TERMS

Capital Outlay – Cost for equipment and improvements to facilities that result in the acquisition of, or addition to, fixed assets and staff associated with facilities planning and construction management.

Capital Improvement Program (CIP) – A plan of capital expenditures identified by project to be incurred each year for the next and following five fiscal years. The plan includes a brief description of the project, key milestone dates for implementation, and the amount to be expended. The school system's capital improvement program is prepared and considered by the Board of Education of Frederick County in the fall of each year before it is submitted to the county and to the State's Public School Construction Interagency Committee.

Career and Technology Center (CTC) - Offers career preparatory programs for grades 10-12.

CASS – Community Agency School Services

Category/Class – Budgetary and reporting classification set forth in the State law by which all LEAs (local educational areas) must appropriate and record expenditures of the operating budget. See MSDE Categories for details. Also known as MSDE Category or State Category.

CCMPCS – Carroll Creek Montessori Public Charter School

Charter School –Maryland's law defines a "public charter school" as a "public school" that is nonsectarian, is chosen by parents for their children and is open to all students on a space-available basis. A public charter school operates with the approval of the a local board of education in accordance with a written charter agreement executed between the local board of education and the administrative entity operating the public charter school.

CII – Curriculum, Instruction, and Innovation

COMAR – Code of Maryland Regulations

Common Core State Standards (CCSS) – A set of high quality academic expectations in English/language arts 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.

Community Services – Activities that are provided by the LEA for the community or some segment of the community other than for public school activities and adult education programs, including all expenditures other than insurance and contributions to retirement funds for current expense items that are directly related to community services. Three types of salaries that fall into community services are the prorated portion of the normal salaries of regular day school employees, additional salaries paid to regular day school employees for community services, and salaries of personnel employed specifically for some community service activity.

Comprehensive Annual Financial Report (CAFR) – A thorough and detailed presentation of FCPS's position, activities and balances for the preceding fiscal year. This is prepared in compliance with the Public School Laws of the State of Maryland.

Contracted Services – A classification of expenditures for services performed by persons who are not on the school system's payroll, including equipment repair.

COOP – Continuity of Operation Plans

GLOSSARY OF TERMS

County Council – The seven-member County Council consists of five members elected by district and two elected at-large. Council members have the power to initiate legislation. Council meetings are limited to 45 days yearly. Council members serve for four years and no more than three consecutive terms.

County Executive – The County Executive directs, supervises, and oversees Frederick County Government departments and agencies, establishes policies, and proposes the budget. The County Executive serves a four-year term and not more than two consecutive terms.

CPI – Consumer Price Index

CSI – Continuous Strategic Improvement

CTC – Career and Technology Center

CTE – Career and Technology Education

Debt Service Fund – The fund that is used to report the payment of interest and principal on long-term general obligation debt used to finance the school system's capital projects.

EAG – Eliminating the Achievement Gap

ECE – Early Childhood Education

EEA – Educator Effectiveness Academy

EFMP – Educational Facilities Master Plan

EL – English Learners (also LEP)

Employee Benefits – Payments by the employer for social security taxes, retirement contributions, and group health, dental, and life insurance.

ERRP – Early Retiree Reinsurance Program

ESSA – Every Student Succeeds Act – ESSA was signed into law in December 2015. The U.S. Department of Education approved Maryland's ESSA plan in January 2018. The plan sets into place improvement targets for schools and systems, and outlines assistance programs for schools not meeting the grade. Maryland developed its ESSA plan after unprecedented outreach to citizens across the State.

ESSL – Earth and Space Science Laboratory (Also known as the Planetarium or Science Center)

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.

FAME – Formative Assessment for Maryland Educators

FASSE – Frederick Association of School Support Employees

FAST – Fun Academics in the Summer Time

FCASA – Frederick County Administrative and Supervisory Association

FCC – Frederick Community College

FCPCS – Frederick Classical Public Charter School

FCPS – Frederick County Public Schools

FCTA – Frederick County Teachers Association

FCVS – Frederick County Virtual School

GLOSSARY OF TERMS

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).

Feeder Area – The high school and those elementary and middle schools whose students will ultimately attend (“feed into”) that high school. Provides FCPS a way to coordinate and improve delivery of instruction and other services such as bus transportation.

FEHS – Flexible Evening High School

FFVP – Fresh Fruit and Vegetable Program

FICA – Federal Insurance Contributions Act

Fiscal Year (FY) – The 12-month budget/accounting year that begins July 1 and ends the following June 30.

Fixed Charges – Cost of FICA, health, dental, life, and unemployment insurances paid by the system, retirement and workers’ compensation. Also included are costs for insurance covering school system property, buildings, and contents; the bus fleet and other vehicles; and general liability. Employee tuition reimbursements, other post-employment benefits trust, and building lease payments are also recorded in this category.

Food and Nutrition Services Fund – A special revenue fund used for financial transactions relating to all activities involved in providing food to schools, students, staff, or the community (also Fund 30).

Frederick County Government (FCG) – Frederick County transitioned from the county commissioner form of government to the county charter form of government on December 1, 2014. (Previously Board of County Commissioners.)

Free and Reduced-Price Meals (FARM) – Category of students whose applications meet the U.S. Department of Agriculture’s family size and income guidelines to qualify them for school lunch and/or breakfast at no or low cost.

Full-Time Equivalent (FTE) – The value given to positions, employees or students equating to the portion of time relative to a specific value for one full-time position, employee or student. For instance, prekindergarten students attend school for half of a day and are thus considered a 0.5 full-time equivalent student.

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.

Funding – Revenue that originates from county, state and federal governments (may be restricted or unrestricted).

GCEI – Geographic Cost of Education Index

General Fund (GF) – Financial transactions in support of the day-to-day educational process and the year-round operation and maintenance of the systems grounds, buildings, infrastructure, and administrative functions.

GIS – Geographic Information Systems

GPA – Grade point average

Grant – A program operated in accordance with a specific plan and budget to achieve specific objectives. Grant revenues are restricted funds, the use of which must follow the budget plan submitted to the granting agency.

High School Assessments (HSA) – End-of-course tests that the Maryland State Department of Education produces, aimed at raising academic standards in all Maryland public high schools.

GLOSSARY OF TERMS

Highly Able Learner Program – FCPS Highly Able Learner program that was launched in middle schools during the 2012-13 school year.

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

IDEA – Individuals with Disabilities Education Act

IGT – Inter-Governmental Transfer

In-kind Services – Payment made in the form of goods and services rather than money.

Individual Learning Plan (ILP) – An individually designed educational assistance program for students not meeting, or failing to reach, established proficiency levels in math, reading or writing.

Individualized Education Program (IEP) – A collaborative effort mandated by the Individuals with Disabilities Act (IDEA) whereby teachers, parents/guardians, administrators and other associated persons work together to improve the educational results of the student. The stakeholders jointly develop a written document for each child identified as eligible to receive special education and related services. The written plan is implemented in accordance with federal and state laws and regulations and is reviewed periodically during a student's school career.

Instructional Salaries and Wages – Funds 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, counselors, school psychologists, paraprofessional educators, and reading specialists).

Intermediate Grades – Upper elementary grades 3-5.

International Baccalaureate Diploma Programme (IB) – A challenging two-year high school curriculum offered at Urbana High School that leads to a qualification that is widely recognized by the world's leading universities.

IT – Information Technology

JROTC – Junior Reserve Officer Training Corp

KRA – Kindergarten Readiness Assessment

LAN – Local Area Network

LEED – Leadership in Energy and Environmental Design

LEP – Limited English Proficient (also EL)

Local Education Agency (LEA) – An individual Maryland school system/district including all 23 counties and Baltimore City.

Local Sources – Revenue received out of funds from the appropriating body for school purposes.

MABE – Maryland Association of Boards of Education

Magnet Programs – Countywide educational programs held in one location to meet similar academic needs. FCPS has several types of magnet programs, including High School Academies and Signature Programs.

Maintenance of Effort (MOE) – State law requiring the county government to provide local funds at the same per pupil amount as the current fiscal year. The law provides for a minimum funding amount to ensure that additional

GLOSSARY OF TERMS

state aid will not supplant local aid.

Maintenance of Plant – Funds activities concerned 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.

Master Plan – The comprehensive document that incorporates federal, state, and local funds with goals and measurable performance standards. FCPS works closely with the Maryland Department of Education to assure compliance with mandates of the No Child Left Behind (NCLB) Act. In turn, under the Maryland Bridge to Excellence in Education Act, each school district develops a five-year master plan describing how they will meet state standards. The FCPS master plan is online at www.fcps.org.

MCCRS – Maryland College and Career-Readiness Standards

MDS3 – Maryland's Safe and Supportive Schools

Mid-level Administration – Funds administration and supervision of district-wide and school-level instructional programs and activities. Includes personnel such as principals, assistant principals, directors, coordinators, supervisors, specialists, and secretaries.

MLGIP – Maryland Local Government Investment Plan

MMSR – Maryland Model of School Readiness

MOI – Materials of Instruction

MPSSAA – Maryland Public Secondary Schools Athletic Association

MSA – Maryland School Assessment

MSRPS – Maryland State Retirement and Pension System

MSDE – Maryland State Department of Education

MVMPCS – Monocacy Valley Montessori Public Charter School

NBPTS – National Board for Professional Teaching Standards Certification

NEA – National Education Association

NIH – National Institutes of Health

Nonpublic Placement – Placing students whose needs cannot be met in the local school system, even with the provision of supplementary aids, services, and supports, in specialized nonpublic educational facilities.

NOGA – Notice of Grant Award

Object – Identifies the purpose of expenditure (e.g., Salaries and Wages, Supplies) required under LEA reporting requirements.

Operating Budget – The portion of the budget that pertains to the daily operation of the school system for a single fiscal year.

Operation of Plant – Funds activities concerned with keeping the physical building clean and ready for daily use. Personnel such as custodians are included in this category.

GLOSSARY OF TERMS

OSHA – Occupational Safety and Health Administration

Other Charges – A classification of expenditures for employee benefits and other expenditures like travel and the cost of attending meetings and conferences. Included in this classification are expenditures not reported in the objects of salaries and wages, contracted services, supplies and materials, and equipment.

Other Instructional Costs – Funds rental of buildings, advertising, local travel, and registration fees.

Other Post-Employment Benefits (OPEB) – Contributions to the post-employment health care benefit plan.

Partnership for Assessment of Readiness for College and Careers (PARCC) – A consortium of 24 states working to develop a new student assessment system aligned to the Common Core State Standards.

PDS – Professional Development Schools

PE – Physical Education

PLC – Professional Learning Community

PLTW – Project Lead the Way

Policies – The BOE of Frederick County sets policies as guidelines for the successful and efficient functioning of the school system.

Positive Behavioral Interventions and Supports (PBIS) – A school-wide initiative that reinforces expected appropriate behaviors that support a successful, productive school community by recognizing and rewarding positive behaviors demonstrated by staff and students.

PPPSS – Parentally Placed Private School Students

PPW – Pupil Personnel Worker

PQI – Program Quality Index

PreK – Depicts prekindergarten students

Primary Grades – Elementary grades PreK-2.

PSAT – Practice SAT

PSCP – Public School Construction Program (State of Maryland)

PSSAM – Public School Superintendents Association of Maryland

QZAB – Qualified Zone Academy Board

RADAR – Resource for Accountability Data Analysis and Reporting

Regulations – The FCPS Superintendent authorizes regulations to specify school-system procedures for carrying out BOE policies.

Reserve – A portion of a fund balance legally restricted for a specific purpose and, therefore, not available for general use.

Restricted Fund (RF) – Funds received primarily from state or federal sources in the form of grant awards (also Fund 20). Restricted funds may only be used for the specific purpose for which the funds were granted. Disbursements must be in accordance with the budget plan approved by the granting agency.

Revenue – Funds received by the Board of Education during a fiscal year.

Revenue Source – Revenues are reported according to the source, such as state, federal, local, etc.

GLOSSARY OF TERMS

RISE – Responsive Interventions for Student Excellence

ROTC – Reserve Officers Training Corps

RTI – Response to Intervention

SA – School Administration

Salaries and Wages – An MSDE defined sub-group (object) of expenditures for payments to all full-time and part-time employees, including temporaries and substitutes, in each budget category except Fixed Charges. This object is then further segmented into four components: regular salary and wages, supplemental pay (substitutes, temporary employees, and additional hours work by regular employees), activity pay and stipends, and overtime pay.

SASA – System Accountability and School Administration

SASI – System Accountability and School Improvement

SAT – A national college-entrance examination designed to measure critical reading, writing and mathematical reasoning skills. The PSAT is a Preliminary SAT that provides practice before taking the SAT and determines some opportunities for student scholarships and awards.

School Activity Fund (SAF) – Each individual school maintains a school activity fund to account for cash resources of various clubs and organizations.

School Construction Fund – A fund in which all major school construction project expenditures and revenues are reported.

School Progress Index (SPI) – One measure in helping to gauge how well schools are progressing to improve performance for all students.

School Resource Officer (SRO) – Frederick County Sheriff's Office employees assigned to each high school and its feeder-area schools.

Self-Insurance Fund – An internal service fund to provide health, dental, vision, and pharmacy services for employees and retirees.

SHIP – Student Homelessness Initiative Partnership

SIT – School (or Site) Improvement Team

Special Education – 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 Reporting/Budgeting Categories – Broad budget and expenditure groupings defined by the State Legislature in the Code of Maryland Regulations. All local education areas must report their system's annual operating budget, expenditures, and staffing to the Maryland State Department of Education in these categories.

Student Health Services – Funds personnel such as nurses and aides. Includes physical and mental health activities that are not instructional and that provide students with appropriate medical, dental, and nursing services.

Student Services – Funds 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, Psychological

GLOSSARY OF TERMS

Services, and secretaries and programs such as the Student Services Office, counseling services, Family and Community Outreach are included in this category.

Student Transportation Services – Funds activities that involve the transportation of pupils to and from school activities either between home and school or on trips for curricular, co-curricular, and extracurricular 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 – A classification of expenditures where all expenditures for supplies and materials are reported in each budget category except Fixed Charges. Funds textbooks, library books, office supplies, awards, postage, and testing supplies and materials.

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).

STEM – Science, Technology, Engineering, and Mathematics

Textbooks and Instructional Supplies – Funds textbooks, instructional materials, library books, classroom teacher supplies, and awards/recognitions.

TI – Technology Infrastructure

UDL – Universal Design for Learning

Unrestricted Funds – Appropriations comprising the majority of the total budget that can be used for any legal purpose desired by the Board of Education.

USDA – U.S. Department of Agriculture

VAS – Virtual After School program

VDS – Virtual During School program

VOS – Virtual Outside of School program

ZBA – Zero balance account



ACKNOWLEDGEMENTS

This book was prepared by the Frederick County Public Schools Budget Department for the benefit of our community. We extend our thanks to Cabinet members and the Public Relations staff who assisted with this document.

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