

April 22, 2025

To: County Council

From: Blaise DeFazio, Senior Legislative Analyst
Office of Legislative Oversight

Subject: **Montgomery County Public Schools Reporting Gap Analysis**

Montgomery County Public Schools (MCPS) is one of the largest public school systems in the country, with student enrollment close to 160,000¹ and an operating budget of \$3.3 billion.² To operate such a large entity, a full slate of departments/offices and over 25,000 employees³ are required to provide not only educational services, but services comparable to a government entity, such as procurement, human resources, transportation, and finance.

To monitor performance, meet legally mandated requirements, and properly explore unplanned incidents or issues – MCPS annually produces multiple fiscal and performance reports, investigations, and audits. MCPS has a current catalog of reports on operational and academic topics from County entities (Office of the Inspector General, Office of Internal Audit, and Office of Legislative Oversight), MCPS (Office of Shared Accountability and Office of Finance), the State of Maryland (Maryland General Assembly Office of Legislative Audits and Maryland State Department of Education), and independent entities (as needed).

Given the extensive list of reports, audits, and investigations, the Council commissioned a contractor to evaluate whether MCPS and the County seek more information to fully compare MCPS against similar-sized school districts with high-level performance standards. In 2024 the Office of Legislative Oversight chose MGT Impact Solutions to perform this evaluation.

MGT was charged with the following tasks, focusing on performance, fiscal management, and budgeting:

- Compile and categorize all MCPS-related reports, audits, and investigations recurring, mandated, and those needed on an ad hoc basis.
- Compare this catalog of reports, audits, and investigations to similar-sized school districts, identifying gaps and/or additional MCPS information that others do not provide.

¹ [Montgomery County Public Schools Preliminary and Projected Enrollment: 2024-2025 to 2030-2031](#)

² [Approved FY25 Montgomery County Public Schools Operating Budget](#)

³ [MCPS at a Glance 2024-2025](#)

Montgomery County Public Schools Reporting Gap Analysis

- Confer with experts in the performance and fiscal budgeting fields, determining what additional reports, audits, and investigations should be required or asked for by the Council and/or the Board of Education.
- Identify current reporting, auditing, and investigation resources and based on findings, determine if additional resources are needed.

To complete the attached report, MGT gathered information through interviews with several MCPS departments, staff in the Office of the Inspector General, and representatives from peer school districts; a comparison of reports from MCPS with peer school districts; research and consulting with a subject matter expert on best practices; and comparing MCPS's reports to best practices. MGT used the following school districts as peer comparisons to MCPS.

- Charlotte-Mecklenburg Schools, NC;
- Fairfax County Public Schools, VA;
- Frederick County Public Schools, MD;
- Gwinnett County Public Schools, GA;
- Howard County Public Schools, MD; and
- Loudoun County Public Schools, VA.

A. Summary Report Findings

MGT did not identify any significant MCPS reporting deficiencies, finding that reports MCPS generates follow MGT-identified best practices. When comparing reports produced today to those from five to ten years ago, MCPS has to provide *more information* now to comply with federal, state, and local laws – especially due to state's [Blueprint for Maryland's Future](#) program. Furthermore, MGT determined that MCPS shares similar reporting challenges – especially regarding the volume of reports – as the peer districts studied.

MGT's other findings include:

- Approximately 89 percent of the reports reviewed by MGT are mandated by federal, state, or local law, significantly impacting the reporting process at the district level. This high percentage of legally required reports means that the district must allocate substantial resources to ensure compliance.
- MCPS has utilized interactive data dashboards⁴ to present information/data that is “more easily accessible and easier to digest” by the community, increasing the number

⁴ According to Tableau, data dashboards are “a summary of different, but related data sets, presented in a way that makes the related information easier to understand. Dashboards are a type of data visualization, and often use common visualization tools such as graphs, charts, and tables.”

Montgomery County Public Schools Reporting Gap Analysis

of dashboards over time. MCPS dashboards include those related to academic outcomes, operational excellence, and community partnerships.

- MGT identified eight best practices for school reporting, falling into the following categories:
 - Transparency/Accessibility
 - Alignment of the message
 - Regular updates
 - Engagement and feedback
 - Visualization
 - Format
 - Comprehensive reporting
 - Data privacy and security
- The peer school districts studied raised the following reporting challenges, which MCPS shares:
 - The number and magnitude of required reports;
 - Time needed to generate reports;
 - Lack of standard operating procedures;
 - Balance of academic excellence and oversight;
 - Timelines for reporting and late changing guidelines; and
 - Changing guidelines for reporting leading to inconsistency.
- MCPS differed from its peer districts in that none of the districts studied or their respective county governments currently maintain an Office of the Inspector General. However, Howard County is in the process of establishing an Inspector General Advisory Board following a 2024 ballot measure approval.

B. Report Recommendations

Based on its analysis of MCPS reports, peer jurisdictions, and best practices, MGT had four recommendations to help with effective communication, accountability, and data-driven decision making. MGT specified that MCPS should consider:

1. **Developing and adopting standardized reporting frameworks across the district whenever possible.** This will help ensure consistency and comparability of data and includes using common templates and metrics for school improvement plans and progress reports.
2. **Leveraging artificial intelligence (AI) to enhance the efficiency and effectiveness of its reporting processes, thereby alleviating staff workload.** For example, Natural Language Processing (NLP) can generate comprehensive reports by analyzing large datasets and summarizing key findings. This can save staff time required to compile and write reports.

Montgomery County Public Schools Reporting Gap Analysis

3. **Developing a central repository of completed reports sorted by stakeholder group.**

One concern MGT identified is that district staff prepare reports and save files on work laptops without leveraging a cloud-based storage system or central repository. This exposes the district to the possibility of significant data loss should anything happen to employees' physical laptops or should employees move within the district or leave the district. The district is also exposed to a significant loss of knowledge both with the loss of staff and historical reports associated with their roles.

4. **The development of an annual communications calendar, particularly as it relates to communications with various stakeholders within the MCPS community.** Having an annual communication plan would allow various departments within the school district to plan their work to ensure proper and timely reporting of key information to the various community groups within the district. Moreover, the district could add a component to this annual communication plan that also includes the annual communications due to each state agency and a workflow associated with these reports that will ensure timely delivery of all required reports.

Also, although not listed as a report recommendation, MGT suggested MCPS ensure that school reporting dashboards are available in multiple languages such as Amharic, Chinese, French, Korean, Spanish, and Vietnamese. MGT noted it is a key best practice that significantly enhances accessibility and by doing so, MCPS would demonstrate its commitment to inclusivity and transparency.



Montgomery County Public Schools School Systems Reporting Gap Analysis Final Report

March 24, 2025

Table of Contents

COVER LETTER	2
1. REPORT HIGHLIGHTS.....	3
2. EXECUTIVE SUMMARY.....	4
Background	4
Goals of Study	4
Commendations	5
Project Methodology	5
3. CURRENT SITUATION.....	6
Organizational Structure of MCPS	6
Current Reporting Process	9
Review of Current Reports.....	11
Current Reports vs Prior Reports	13
4. BEST PRACTICES	17
School Reporting Best Practices – An Overview	17
Comparison of Best Practices to Reporting Practices at MCPS.....	18
5. PEER COMPARISON	20
Peer Districts Overview	20
Selection Criteria	20
Outreach and Data Gathering Process	20
Peer District Analysis Summaries.....	20
Comparison of Reporting in Peer Districts to Practices at MCPS	23
6. RECOMMENDATIONS.....	24
APPENDIX A – MCPS REPORTS OBTAINED BY MGT	25
APPENDIX B - BEST PRACTICES SOURCES.....	58
APPENDIX C – PEER REPORTS OBTAINED BY MGT	59
APPENDIX D – ADDITIONAL REPORTS FOR CONSIDERATION.....	81

COVER LETTER

March 24, 2025

Mr. Blaise DeFazio
Senior Legislative Analyst
Montgomery County Council
Office of Legislative Oversight
100 Maryland Avenue, 4th Floor
Rockville, MD 20850

Dear Mr. DeFazio:

MGT Impact Solutions, LLC ("MGT") is delighted to present our comprehensive analysis report on the Reporting Gap Analysis for Montgomery County Public Schools ("District"). Montgomery County Office of Legislative Oversight ("County") engaged our services to conduct an extensive gap analysis of the District's reporting framework. The primary objectives of our analysis were as follows:

1. Acquire a detailed understanding of the current reporting mechanisms.
2. Identify reports mandated by federal, state, or local legislation.
3. Conduct a comparative analysis of current reports with those from 5 and 10 years prior.
4. Benchmark current reports against industry best practices.
5. Evaluate current reports and the oversight structure in relation to peer districts.

This report provides the County with an independent and objective assessment, offering insights derived from the reviewed activities alongside actionable recommendations. MGT appreciates the cooperation and professional courtesies extended to our team throughout the assessment process.

MGT Impact Solutions, LLC

MGT Impact Solutions, LLC
Tampa, Florida

c: Dr. Elaine Bonner-Tompkins, Senior Legislative Analyst, Montgomery County Council, Office of Legislative Oversight
Ms. Kristin Cummings, Legislative Analyst, Montgomery County Council
Mr. Warren Hansen, Senior Legislative Aide for Councilmember Andrew Friedson, Office of Councilmember Andrew Friedson, Montgomery County Council
Mr. Doug Prouty, Senior Analyst, Montgomery County Council

1. REPORT HIGHLIGHTS

Overall, MGT did not identify any significant deficiencies in the reporting process and corresponding reports of the Montgomery County Public Schools. A summary of MGT's observations and improvement opportunities are presented below.

- The current reporting mechanism includes oversight activities from internal and external agencies, including state and county departments. Each department in the District with reporting responsibilities tailors its reporting processes to align with its unique functions and tasks, ensuring that the data collected and reported is relevant and accurate.
- Approximately 89 percent of the reports reviewed by MGT are mandated by federal, state, or local law, significantly impacting the reporting process at the district level. This high percentage of legally required reports means that the district must allocate substantial resources to ensure compliance.
- Reporting requirements for MCPS have increased significantly over the past few years. Additionally, based on the reports reviewed, it appears that the current reports provide more detailed analysis and use a more balanced approach between technical and user-friendly language, making them more accessible to a wider audience than past reports.
- Reports issued by departments in MCPS generally conform to best practices with some opportunities for improvement. However, there is an opportunity for improvement related to ensuring that school reporting dashboards are available in multiple languages.
- MCPS and peer districts face several shared challenges in reporting processes. One of the primary issues is the sheer volume of reports that need to be generated, which seems to increase annually.

IMPROVEMENT OPPORTUNITIES

- The District should consider developing and adopting standardized reporting frameworks across the district whenever possible.
- The District should consider leveraging artificial intelligence (AI) to enhance the efficiency and effectiveness of its reporting processes, thereby alleviating staff workload.
- The District should consider developing a central repository of completed reports sorted by stakeholder group.
- The District should consider the development of an annual communications calendar particularly as it relates to communications with various stakeholders within the MCPS community.

2. EXECUTIVE SUMMARY

Background

Montgomery County Public Schools (District / MCPS) is one of the largest and most diverse school districts in the United States. Located just outside of Washington, D.C., MCPS serves a diverse student population with a wide range of educational needs. As of the 2024-25 academic year, the District has student enrollment of over 160,000 and an operating budget of \$3.2 billion. The District operates over 200 schools, including 137 elementary schools, 41 middle schools, 26 high schools, and 5 special schools. This extensive network of schools is designed to cater to the educational needs of students from pre-kindergarten through 12th grade, as well as those requiring specialized instruction.

With over 24,500 full-time equivalent employees, the District is the largest employer in Montgomery County. The student body of the District is incredibly diverse, with students representing various racial, ethnic, and socio-economic backgrounds. Approximately 35% of the students are Hispanic, 24% are White, 22% are African American, and 14% are Asian. This rich diversity is both a strength and a challenge, as it requires the district to implement inclusive and equitable educational programs and policies.

The District utilizes comprehensive reports to disseminate relevant financial, educational, and performance data to the public. This practice is crucial as it informs community members, parents, and stakeholders with accurate and pertinent information about the District's operations and achievements. By providing clear insights into budget allocations, student performance metrics, and the effectiveness of educational programs, the District fosters trust and engagement within the community. Moreover, accessible and transparent reporting allows for informed decision-making, encourages community involvement in school affairs, and enhances the overall success of the educational system.

Goals of Study

The Montgomery County Office of Legislative Oversight's (MCOLO) mission is to provide accurate information, analysis, and independent findings and recommendations that help the County Council fulfill its legislative oversight function¹. The Office of Legislative Oversight engaged MGT to perform a reporting gap analysis of the District's reports. The objectives of this project were to evaluate the state of school reporting in the District, understand the level of reporting and how that has changed over time, as well as to identify areas where reporting could be improved. The project scope included the current status of reporting in the District, reporting practices at peer districts, best practices for school reporting, a comparison of the District's reporting practices to those of peer districts and against best practices, as well as recommendations for improvement.

This report provides a summary of the findings and recommendations from the analysis. Detailed information for each area of scope is presented in the body of the report, allowing for a comprehensive understanding of the various elements evaluated.

¹ Legislative oversight is the process by which a legislative body monitors the performance of publicly funded activities and applies this knowledge to its primary functions of enacting laws, establishing public policy, approving budgets, and raising revenues.

Commendations

MGT would like to thank the departments within and outside the District for their responsiveness, transparency, and willingness to engage in this project. Our understanding of the state of reporting in the District was enhanced immensely thanks to their time and engagement. We recognize their genuine desire to be responsive and accountable to community stakeholders, as well the increases in reporting requirements that have occurred over the past ten years. We sincerely hope that this report is helpful in sharing an understanding of reporting requirements at the District.

Project Methodology

MGT undertook comprehensive procedures to conduct a thorough reporting gap analysis for Montgomery County Public Schools. An overview of the procedures performed by MGT is provided below:

- Scheduled and conducted meetings with several departments within the District and the Montgomery County Office of the Inspector General. During the meetings, MGT asked questions related to:
 - Current reports and reporting practices
 - Changes in reporting over time
 - Best practices in reporting
- Obtained and reviewed reports from various offices and other sources relevant to this project. Our review focused on subject matter, content, and mandates and the agencies requiring them.
- Compared the District's reporting practices with those of peer districts.
- Developed an understanding of best practices in by conducting research into best practices in school district reporting and consulting with a subject matter expert in reporting, who is also a former school superintendent.
- Evaluated the District's conformance to these practices.
- Conducted outreach and interviews with peer districts staff and analyzed reports from these peers. The peer districts include:
 - Frederick County, MD
 - Howard County, MD
 - Loudoun County, VA
- Developed recommendations for improvements in reporting practices.

3. CURRENT SITUATION

Organizational Structure of MCPS

At the helm of MCPS is the Board of Education, a governing body responsible for setting policies, overseeing the District's operations, and ensuring that the educational needs of students are met. The Board of Education consists of elected members representing various regions of the county, bringing diverse perspectives and expertise to the table.

The Board collaborates with the Superintendent of Schools, who serves as the District's chief executive officer. Appointed by the Board of Education, the Superintendent of Schools is a pivotal figure in the organizational hierarchy and is responsible for the overall leadership and management of MCPS. The Superintendent implements policies, oversees day-to-day operations, and ensures the district's mission and goals are achieved. The Superintendent is supported by an Executive Cabinet of Chief Officers, each overseeing specific areas such as curriculum, instruction, administration, and finance.

For this project, crucial internal departments and offices with reporting responsibilities include:

- **Office of the Chief Academic Officer (OCAO):** Oversees curriculum, instructional programs, special education, student services, and community engagement. It produces numerous reports and dashboards about academic outcomes and other variables, including:
 - Virtual Programs
 - Apprenticeship Related Instruction Requests (MSDE / Maryland Apprenticeship Training Program) (CTE Career and Technical Education (CTE) programs)
 - CTE Outcomes End-Of-Year (EOY) Data and Maryland State Department of Education (MSDE) Attendance File
 - Judy Centers EOY Data Report
 - Elementary Comprehensive Math Plan
 - Approved CTE Program Verification (List A)
 - CTE Perkins Data (High School Data Collection)
 - CTE Innovation Final Report
 - CTE Student Single Parent Data File
 - Final Grant Reports (Perkins, Reserve, CTE Affiliate, CTE Innovation, Maryland Works, P-TECH)
 - Annual Perkins Equipment Inventory Report (CTE)
 - Grant Liquidation Deadline (Perkins, Reserve, CTE Affiliate, CTE Innovation, Maryland Works, P-TECH)
- **Office of the Chief Financial Officer (OCFO):** Facilitates the alignment of the district strategic priorities with financial resources that results in District providing the highest quality education and opportunities for all students to succeed. Reports issued by the OCFO include:
 - Annual Comprehensive Financial Report
 - Office of Management and Budget Single Audit Report
 - Analysis of Professional Salaries

- Professional Staff by Assignment, Race/Ethnicity and Gender
- Professional Staff by Type of Degree and Years of Experience
- Staff Employed at School and Central Office Levels
- Professional Salary Schedules

The OCFO also produces the following dashboards, which are available on the District website:

- Budget 101
 - Allocation of Staffing
 - Summary of Resources by Object of Expenditure
 - FY 2024 Operating Budget - Chapter by Object
 - Budget Dashboard
- **Office of the Chief Human Resources and Development Officer (OCHRDO):** Oversees every aspect of employee and talent management, including educator certification, job posting and classification, the Employee Assistance Program, compliance with the Americans With Disabilities Act, professional development, and employee retiree benefits. The Office of the Chief Human Resources and Development Officer produces many reports related to those topics, including:
 - Analysis of Professional Salaries
 - Professional Staff by Assignment, Race/Ethnicity and Gender
 - Professional Staff by Type of Degree and Years of Experience
 - Staff Employed at School and Central Office Levels
 - Professional Salary Schedules
 - Number of Board-Certified Teachers at MCPS
 - **Office of the Chief of Strategic Initiatives (OCSI):** Leads innovation across all offices to ensure effective, antiracist, and equitable outcomes for students, staff, and families. The Office of Shared Accountability (OSA) optimizes the use and analysis of performance data to inform and increase the practice of data-driven decision-making and is the official data steward of the District. The offices produce many reports, including the following:
 - Maryland Public School Enrollment by Race/Ethnicity and Gender and Number of Schools
 - Nonpublic School Enrollment State of Maryland
 - Summary of Attendance
 - Suspensions, Expulsions, and Health Related Exclusions
 - Maryland Public School Suspensions By School and Major Offense Category In-School Suspensions
 - Maryland Public School Suspensions By School and Major Offense Category Out-of-School Suspensions and Expulsions
 - Maryland Public School Suspensions By School and Major Offense Category In-School and Out-of-School Suspensions and Expulsions
 - Habitual Truants
 - Maryland Early Intervention and Special Education Services Census Data and Related Tables

The District's reporting organizational structure is multifaceted, encompassing internal and external oversight departments to ensure comprehensive governance and accountability. In

addition to the internal departments referenced above, several external county departments provide critical oversight, including the Montgomery County Council Office of Legislative Oversight, Montgomery County Office of the Inspector General, and the Montgomery County Internal Audit Program. These offices are not part of the Montgomery County Public Schools system.

- **Montgomery County Office of the Inspector General (MCOIG):** Independent office in the Legislative Branch of county government. The goals of the Inspector General are to: (1) review the effectiveness and efficiency of programs and operations of County government and independent County agencies; (2) prevent and detect fraud, waste, and abuse in government activities; and (3) propose ways to increase the legal, fiscal, and ethical accountability of County government departments and County-funded agencies.

The Inspector General must attempt to identify actions that would enhance the productivity, effectiveness, or efficiency of programs and operations of County government and independent County agencies, including conducting investigations, budgetary analyses, as well as financial, management, or performance audits and similar reviews.

The Inspector General has authority over the County Government, the Housing Opportunities Commission of Montgomery County, Montgomery College, the Montgomery County Board of Education, and Montgomery County Public Schools. The following is a sample of reports issued by the Office of the Inspector General related to MCPS:

- MCPS Payment of Traffic Citations
 - Abuse of Purchase Cards by Montgomery County Public Schools Department of Transportation Employees
 - Retention of Employee Health Insurance Premiums by MCPS
 - Memorandum of Understanding Regarding the School Bus Safety Camera Program (between the Montgomery County Public Schools & the Montgomery County Police Department)
 - Telework Program of the Montgomery County Public Schools Final Report
- **Montgomery County Office of Internal Audit (MCOIA):** Program in the Office of the County Executive. The core function of this program is to improve internal controls and provide reasonable assurance of reliable financial reporting, effective and efficient operations, legal and regulatory compliance, fraud investigation and deterrence, and the safeguarding of County assets. The following is a sample of reports issued by the Internal Audit Program:
 - Financial Compliance Review of Bus Patrol America, LLC
 - Program Assessment of CUPF: Before and After School Childcare Programs in Public Schools
 - Program Assessment of CUPF: Reservation of Public Facilities Process
 - **Montgomery County Council Office of Legislative Oversight (MCOLO):** The Office of Legislative Oversight determines the effectiveness of legislation enacted by the County Council and makes findings and recommendations concerning the performance, management, and operation of programs and functions for which funds are appropriated

or approved by the Council. The following is a sample of reports issued by the Office of Legislative Oversight:

- Montgomery County Public Schools (MCPS) Principal Hiring, Selection and Evaluation Policies and Programs
- K-12 Virtual Education: Promising Practices
- Community Use of Public Facilities
- Gender Equity in Sports Programs in Montgomery County
- State School Construction Aid Eligibility and Funding of MCPS Capital Projects

Additionally, the State of Maryland performs oversight activities through the Maryland State Department of Education (MSDE) and the Maryland Office of Legislative Audits (OLA). The Maryland State Department of Education plays a crucial role in local education on several levels, including:

- Source of funding, both directly and as a conduit for Federal dollars.
- Provides reports and analysis about schools and educational outcomes for local education agencies (LEAs) across the state.
- Houses offices and programs intended to promote positive outcomes for young people at levels of education, including college and career pathways.
- Cosponsoring agency with the Blueprint for Maryland's Future (Blueprint). The Blueprint is a 10-year plan that intends to implement a series of education reforms that were recommended by the Commission on Innovation and Excellence in Education. The program commits an additional \$3.8 billion in state education funding through 2032.
- Requests a significant amount of data and reporting from local education agencies across the state and is one of the largest sources of reporting mandates.

The Maryland Office of Legislative Audits conducts an annual audit of financial management practices of the Montgomery County Public Schools. In addition to financial management, these audits typically cover aspects such as compliance with state and federal regulations, and the effectiveness of internal controls.

The robust oversight activities from internal and external departments significantly benefit the Montgomery County Public Schools, students, and parents by ensuring a high level of transparency, accountability, and continuous improvement. This rigorous scrutiny not only fosters a culture of excellence and integrity but also assures parents and the community that their investment in education is being managed responsibly. Additionally, these oversight activities help identify areas for improvement, enabling MCPS to implement necessary reforms and innovations that directly contribute to better educational outcomes for students. By maintaining high standards, MCPS can offer a more supportive and effective learning environment, which ultimately enables students to achieve their full potential and prepares them for future success.

Current Reporting Process

Reporting requirements for school districts requires districts to maintain comprehensive and accurate records across multiple domains, such as financial management, educational outcomes, and compliance with regulatory standards. In the case of MCPS, the District uses

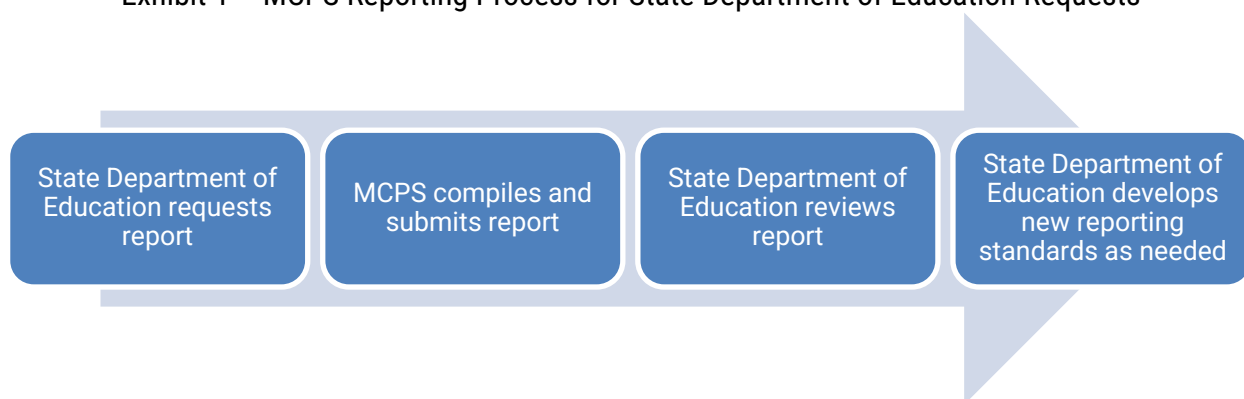
several data storage platforms to maintain relevant data. These platforms include:

- Oracle™ and Oracle Cloud™, for financial reporting and budgeting
- Synergy™, for reporting about academic outcomes and other student and school data, and which is used to create numerous public-facing dashboards
- Maryland Online Individual Education Plan (OIEP), a State of Maryland platform for storing data about students with disabilities
- PowerSchool™, which was added by the Blueprint

At MCPS, the reporting process is heavily dependent on the department producing the report, the agency mandating the report, and the data included in the report. Each department is responsible for compiling and submitting reports that align with their specific functions and expertise. For instance, financial reports are managed by departments using Oracle and Oracle Cloud, while academic outcomes are reported through Synergy, and data required for Blueprint-related reports is stored in PowerSchool. The agency mandating the report, such as the Maryland State Department of Education, dictates the standards and requirements that the reports must meet. Furthermore, the data type included in the report—whether it pertains to financial management, educational outcomes, or compliance with regulatory standards—determines the platform and methodology utilized for data collection and reporting.

Exhibit 1 presents an overview of the process described by the Chief of the Chief Academic Officer to produce and submit reports requested by the Maryland State Department of Education.

Exhibit 1 – MCPS Reporting Process for State Department of Education Requests



Departments within the District stated that reporting standards tend to become more stringent over time. For example, there is less flexibility in Title IV² reporting and what grant requirements must be met. All Title IV grant activities must be completed before amendments can be requested, which was not the case in the past. Additionally, reporting in support of Title IV programs during the current grant period occurs while the local education agency prepares for the next grant period, such that cycles overlap.

The Office of the Chief Human Resources and Development Officer described a similar reporting

² Title IV of the Higher Education Act of 1965 concerns the administration of federal student financial aid programs

process. There are several offices within the department that contribute to reporting, e.g., the Department of Talent Acquisition, the Department of Continuing Education, and the MCPS Certification Unit. Reports are coordinated by the Office of the Chief Human Resources and Development Officer and, at least for reports requested by the Maryland State Department of Education, follow a predictable schedule.

Overall, each department within the district with reporting responsibilities tailors its processes to align with its unique functions and tasks, ensuring that the data collected and reported is relevant and accurate. This customization allows departments to utilize the most appropriate platforms and methodologies. This approach not only streamlines the reporting process but also ensures compliance with the specific standards and requirements set by various agencies, such as the Maryland State Department of Education.

Review of Current Reports

A school district is subject to an array of reporting mandates stemming from various sources, including federal, state, and local laws. Federal laws often necessitate detailed reporting on the use of funds and adherence to educational policies, while state laws may impose additional requirements related to curriculum standards and student performance metrics. Local laws and policies further dictate specific reporting practices tailored to the community's needs and priorities. Collectively, these mandates ensure that school districts operate with a high level of accountability and transparency, providing stakeholders with essential information to monitor and evaluate the district's performance effectively.

While Federal agencies have specific reporting requirements that are relatively consistent over time, the State of Maryland's reporting requirements have increased significantly because of the Blueprint. For example, the Office of the Chief Academic Officer provided documentation of all evaluations, plans, reports, and tasks it is currently required to produce, or is expected to produce at a foreseeable place in the future. The list contains 143 items, including 44 reports and 97 tasks which often require changes to existing reports or modifications to reporting systems.

MGT obtained and reviewed 18 reports from internal departments with reporting responsibilities, including the Office of Shared Accountability, Office of the Chief Human Resource and Development Officer, Office of the Chief Financial Officer, and Office of the Chief Academic Officer. MGT selected this sample of reports based on several factors:

- All of them were recent, i.e., from 2023 and 2024, to capture current reporting requirements.
- The reports came from a variety of Offices across the district, as listed above, to get a mix of how different offices approach reporting.
- The reports also covered a range of subjects, including staff compensation analysis and demographics, SAT and ACT performance, staff climate surveys, academic program implementation, as well as enrollment and school safety to understand differences in types of reporting (financial, academic, etc.).

The goals of our review were to survey a broad range of reports and gain an understanding of the purpose of the reports and determine if they were mandated by federal, state, or local law. Exhibit 2 presents the results of our analysis. (A detailed listing of these reports is presented in the

Appendix.)

Exhibit 2 – Example of Current Reports and Mandate Source

Mandate	No. of Reports	Percentage of Total
Ad Hoc (Internal)	2	11%
Federal Law*	3	17%
Local Law	7	39%
State Law	6	33%
Total	18	100%

Source: Created by MGT

Approximately 89 percent of the reports reviewed by MGT are mandated by federal, state, or local law, significantly impacting the reporting process at the district level. This high percentage of legally required reports means that the district must allocate substantial resources to ensure compliance. The burden of complying with these mandates can strain the district's administrative and financial capacities, leading to challenges in managing increasing reporting demands with relatively fixed funding and resources.

MGT also selected a sample of reports to compare against reporting best practices and compare reporting practices at MCPS to those in peer districts. The results of these analyses can be found in this report's Best Practices and Peer Comparison sections.

In addition to the reports referenced above, MCPS uses dashboards to present information to the community. During the interviews MGT conducted, several MCPS staff members reported that the usage of data dashboards has increased over time. MGT found several such dashboards on the MCPS website, including the following, which are related to academic outcomes under the Learning, Accountability, and Results umbrella:

- Four-year graduation rate, by year
- Five-year graduation rate, by year
- Bridge Plan participation, by subject
- Advanced Placement (AP) exams by subject and school, distribution of scores
- AP exam participation and performance
- Enrollment
- Class size
- Graduation rate, by school and race/ethnicity
- Students with disabilities, percent who met literacy and mathematics EOL prior year and current year
- Evidence of learning, for each grade band, by gender, service, race/ethnicity, for literacy and mathematics

MGT also reviewed dashboards related to operational excellence and community partnerships, including the following:

- On-time bus arrival
- Preventable bus accidents
- Food and nutrition services

- Free and Reduced-Price Meals (FARMS) recipients
- Maintenance work orders received v. completed
- Budget vs. actual maintenance and repairs
- Parent academy workshops, number by semester
- Central office managed partnerships, number
- Volunteer hours by school level

The current reporting function at MCPS offers a mixture of formal reports that can be downloaded by the users or dashboards that can be manipulated to present different data factors. This dual approach allows stakeholders to access comprehensive and static information through formal reports while also providing flexibility to interact with dynamic data sets via dashboards. By enabling users to tailor the dashboards according to their specific needs and interests, MCPS fosters a more engaged and informed community.

Current Reports vs Prior Reports

Examining and comparing the information and format of current reports to those of previous reports can provide valuable insights for a school district by highlighting trends, progress, and areas needing improvement. This comparative analysis allows stakeholders to evaluate the consistency and effectiveness of reporting practices over time, ensuring that they align with established goals and standards. Furthermore, it enables the identification of recurring issues or successful strategies, facilitating continuous improvement and the adoption of best practices. By understanding how reporting has evolved, districts can refine their processes to enhance transparency, accountability, and overall performance.

Through interviews with several District staff and offices, MGT learned that the number of reports and dashboards issued has significantly increased over the past decade. District staff indicated that school district reporting tends to increase over time due to changes in state and federal laws related to education funding and outcomes. It is exceedingly rare that such laws and the accompanying reporting mandates are repealed or replaced. Rather, new laws are added on top of existing laws, meaning that more reporting is required year after year.

Another related theme that emerged during our interviews with District staff was that while reporting requirements have increased, the funding to support those requirements has remained relatively fixed. This means that departments are managing more tasks with the same number of resources. Although advancements in technology related to reporting have allowed some reports to be produced more efficiently, these technological improvements appear to be outpaced by the increase in reporting requirements.

MGT found that not only has the volume of report requests increased for the District, but the variety of these reports has also expanded. Offices are required to create new reports annually and modify existing ones with different data and analyses. This unpredictability in reporting requirements complicates operational and fiscal planning.

MGT compared four sets of reports issued by different departments in the District in different years to learn about changes in reporting over time. A summary of the reports MGT reviewed is presented in the following exhibit.

Exhibit 3: Summary of Reports Reviewed

#	Report Title	Year Issued
Office of the Chief Financial Officer		
1	Comprehensive Annual Financial Report	2015
2	Comprehensive Annual Financial Report	2020
3	Comprehensive Annual Financial Report	2024
4	Annual Operating Budget	2015
5	Annual Operating Budget	2020
6	Annual Operating Budget	2024
Office of the Chief of Strategic Initiatives		
7	Annual Report	2023
8	Annual Report	2024
Office of the Chief Academic Officer		
9	ELO Sail Impact of the Extended Learning Opportunities Summer Adventures in Learning (ELO SAIL) Program on Student Academic Performance	2016
10	Evaluation of 2018 Extended Learning Opportunities-Summer Adventures in Learning (ELO SAIL) in Title I Schools	2019
11	Examining the Impact of Montgomery County Public Schools 2021 Summer School Program	2021
12	Summer Programs 2023: Districtwide Participation and Effects of Participation on Academic Performance	2023
Office of the Chief Human Resources and Development Officer		
13	Professional Salary Schedules	2020
14	Professional Salary Schedules	2024

Source: Created by MGT

The results of our comparison are presented below:

- Annual Comprehensive Financial Reports, 2015, 2020, and 2024. All three documents are Annual Comprehensive Financial Reports (ACFR) prepared for the Board of Education of Montgomery County, Maryland, covering fiscal years 2015, 2020, and 2024, respectively. All reports share a common structure and financial statements, including a statement of net position, statement of activities, balance sheet for governmental funds, and reconciliation of the governmental funds balance sheet with the statement of net position. The 2015 report focuses on local economic conditions, long-term financial planning, and enrollment growth due to increased births and migration, as well as the need for additional space due to enrollment growth and the construction of new schools and classroom additions. The 2021 report includes additional information about District responses to Covid-19, while the 2024 report highlights the economic recovery and growth experienced in the subsequent years. Additionally, the 2024 report provides a more detailed analysis of the financial performance and condition of the District.
- Annual Operating Budgets, 2015, 2020, and 2024. All three documents are the Annual Operating Budgets for MCPS for each respective year. Each document includes sections outlining the vision, mission, and core values of Montgomery County Public Schools (MCPS), as well as the members of the Board of Education and key administrative personnel. Each report provides detailed justifications for budget allocations, including enrollment changes, employee salaries, benefits, and strategic initiatives. They also highlight the involvement of various stakeholders, including parents, students, and community members, in the budget development process. The 2020 and 2025 reports are more detailed and comprehensive compared to the 2015 report, reflecting the increasing

complexity and scope of the budget over time. The more recent reports (2020 and 2025) include more visual elements such as charts, graphs, and infographics to present data in a more accessible and engaging manner. The 2025 report includes specific sections on racial equity and social justice, reflecting a growing emphasis on these issues within the school system.

- District Annual Reports, 2023 and 2024. Each report shares information about overall District demographics, highlights from the Board of Education, progress on the Blueprint, and the 2022 – 2025 strategic plan. The reports also contain information about academic outputs and outcomes, including AP and IB class enrollment, average SAT scores, and reading assessment results for kindergarten students, among others. However, the 2024 report provides a more detailed analysis of the progress and performance of MCPS.
- Summer Programs Evaluation Reports, 2016, 2019, 2021, and 2023. All four documents focus on evaluating summer programs intended to improve student performance in literacy and mathematics, as well as mitigating summer learning loss. Each report uses standardized assessments (e.g., DIBELS, MAP-P) to measure academic outcomes for students in elementary grades, particularly those in Title I schools. The 2021 and 2023 reports are more detailed and longer compared to the 2016 and 2018 reports. The 2023 report includes more visual aids, such as charts and graphs, to illustrate findings, whereas the earlier reports rely more on text. The 2021 and 2023 reports also provide a more comprehensive analysis of the impact of summer programs on both academic and socio-emotional outcomes, whereas the 2016 and 2018 reports focus primarily on academic performance. Finally, the 2021 and 2023 reports include extensive appendices with additional data and detailed tables, whereas the 2016 and 2018 reports have fewer appendices.
- Professional Salary Schedules, 2020 and 2024. Overall, while both reports share a common structure and purpose, the 2024 report provides a more detailed analysis of the salary structures and performance metrics reflecting the increased complexity and scope of reporting over time.

Our comparison of current reports against prior reports revealed that reporting requirements for MCPS have increased significantly over the past few years because of the Blueprint. The increase in reporting requirements has significantly impacted the district reporting function by necessitating more comprehensive and detailed analyses.

Another significant change in MCPS reporting over the past decade is the increased use of dashboards to present information to the community. These dashboards allow stakeholders to access up-to-date data and customize the information they view, enhancing transparency and engagement.

There are advantages to using data dashboards as a means of reporting school-related outputs and outcomes. Dashboards can be updated as new data becomes available, meaning that stakeholders do not have to wait for annual reports to learn about academic performance. Dashboards can also be customized by the user, showing graduation rates for an entire district, specific schools, or by selected demographic variables. Dashboards can also represent data visually, which can help users make comparisons across schools or grade bands quickly and easily.

However, there are also challenges associated with using data dashboards. As experienced when preparing this report, dashboards are sometimes inaccessible due to technical issues at the host district. Dashboards can be appealing to some users, while others might prefer a narrative summary of relevant information. Dashboards can also present large quantities of information at one time, which could lead to “data overload” for some users.

Overall, based on the reports reviewed, it appears that the current reports provide a more detailed analysis and use a more balanced approach between technical and user-friendly language, making them more accessible to a wider audience. Additionally, the use of dashboards has made the data more easily accessible and easier to digest.

4. BEST PRACTICES

School Reporting Best Practices – An Overview

Creating reports that incorporate school reporting best practices is crucial for school districts because it ensures transparency, accountability, and efficiency in their operations. Such reports provide accurate and comprehensive information that allows oversight agencies to effectively monitor compliance with federal, state, and local laws, as well as grant agreements and policies. For citizens, these reports offer clear insights into the district's performance, fostering trust and engagement in the community. Moreover, they aid in identifying areas for improvement and implementing data-driven strategies to enhance educational outcomes, ultimately benefiting students, parents, teachers, and the broader community.

MGT has identified the following best practices pertaining to school reporting. Sources are listed in Appendix B.

A. *Transparency and Accessibility:*

- Ensure that information is easily accessible and understandable to all stakeholders, including parents, students, and community members.
- Use clear, jargon-free language and provide definitions if necessary.

B. *Alignment of the Message:*

- Having a consistent and coherent message in public-facing reports is crucial for a school district to build trust and credibility with its community, ensuring that all stakeholders receive a unified and clear understanding of the district's initiatives, goals, and outcomes.

C. *Regular Updates:*

- Provide regular updates on key metrics and events. This could be accomplished through monthly newsletters, website updates, or social media.

D. *Engagement and Feedback:*

- Engage with the community through town hall meetings, surveys, and feedback forms to understand their needs and concerns.
- Use this feedback to improve communication and reporting practices.

E. *Visualizations and Infographics:*

- Use visual aids like charts, graphs, and infographics to make data more digestible and engaging.

F. *Format:*

- Proper formatting of public-facing reports is crucial as it enhances readability, ensures clarity, and facilitates the comprehension of complex information, thereby fostering transparency and accountability within the school district.

G. *Comprehensive Reporting:*

- Include both positive achievements and areas needing improvement to provide balancing views.

H. Data Privacy and Security:

- Ensure that all reported data complies with privacy laws such as FERPA (Family Educational Rights and Privacy Act) and PPRA (Protection of Pupil Rights Amendment).
- Clearly communicate how student data is protected and used.

Comparison of Best Practices to Reporting Practices at MCPS

To assess whether the reports issued by MCPS comply with school reporting best practices, MGT reviewed a sample of reports issued by departments within MCPS, including the Chief Academic Officer and the Chief Financial Officer. This evaluation involved comparing the information contained in the reports to established school reporting best practices, including transparency and accessibility, alignment of message, regular updates, use of infographics, and compliance with the Family Educational Rights and Privacy Act (FERPA). A summary of the results of the analysis is provided in the exhibit below.

Exhibit 4 – Best Practices Report Analysis Summary

Best Practice	Chief Academic Officer Reports	Chief Financial Officer Reports
Transparency and Accessibility	Partially Met	Met
Alignment of the Message	Partially Met	Partially Met
Regular Updates	N/A	Not Met
Engagement and Feedback	Met	N/A
Visualizations and Infographics	Partially Met	Partially Met
Format	Met	Met
Comprehensive reporting	Met	Met
Data Privacy and Security (FERPA)	Met	Met

Source: Created by MGT based on the results of our analysis

Met – Fully complies with the best practices.

Partially Met – Met some, but not all, of the best practices.

Not Met – Did not comply with the best practices.

N/A – Not Applicable.

As illustrated above, all reports MGT analyzed met school reporting best practices regarding format, comprehensive reporting, and compliance with the Family Educational Rights and Privacy Act. Furthermore, MCPS' reports generally met school reporting best practices as it relates to transparency and accessibility, alignment of message, and engagement and feedback. However, there is an opportunity for improvement as none of the reports reviewed met all eight best practices listed above. Specifically:

- The Chief Financial Officer's "Budget Brief" has some excellent information, but presentation / formatting interfered with the information. The executive summary was very text-heavy and needed graphics to better communicate content. Throughout the document the inconsistent use of color graphics was a missed opportunity. Adding color to these graphics would have more effectively highlighted the information being presented.

- The reports from the office of the Chief Academic Officer were very well developed. MGT identified the final SAIL report as an example of good and consistent reporting from this office. While the report was very comprehensive and detailed, the addition of infographics would have made this report more digestible by the reader. It also appeared that there were multiple authors for this report; one suggestion would be a more comprehensive read-through prior to publishing to ensure there is a more unified voice and overall flow of the document.
- A standout reporting tool from the Chief Academic Officer is the school profile pages on the MCPS website. These profiles can be found via a series of dashboards. The district did a great job of showcasing deidentified student achievement data via these school profiles. Each profile is very data rich with an extensive use of infographics. The left side navigation buttons make it very easy to navigate within a profile and show very useful data in easily understandable chunks. These profiles are a great example of exceptional communication tools.

Another school reporting practice involves providing the user with raw data in Excel format, allowing them to manipulate and filter the data as desired. MGT observed that reports produced by MCPS are typically available in .pdf format. The reports downloaded and compiled in Appendix A are typically not accompanied by Excel files that contain the raw data used to produce the report itself.

Sharing data via Excel connects directly to the best practice of transparency; however, it can also leave a district open to potential FERPA violations should a department forget to deidentify the data prior to posting. Districts must take care to thoroughly review all Excel data posted online to ensure that no identifiable student information is viewable.

Ensuring that school reporting dashboards and reports are available in multiple languages is a key best practice that significantly enhances accessibility. By translating critical sections of the MCPS website into languages such as Amharic, Chinese (simplified), French, Korean, Spanish, and Vietnamese, the district demonstrates its commitment to inclusivity and transparency. This approach allows non-native English-speaking parents and community members to access important information about schools, enrollment, bus routes, and resources without language barriers.

Overall, the reports reviewed met school district reporting best practices. However, there is an opportunity for improvement related to ensuring that school reporting dashboards are available in multiple languages such as Amharic, Chinese, French, Korean, Spanish, and Vietnamese.

5. PEER COMPARISON

Peer Districts Overview

A peer comparison of school district reporting can provide invaluable insights into the efficacy of a specific district's reporting structure. By analyzing and contrasting the reporting practices of similar districts, stakeholders can identify benchmarks and best practices that exemplify robust and transparent reporting. Additionally, a comparative analysis can highlight strengths and reveal weaknesses or gaps in a district's current reporting methodologies.

Selection Criteria

MGT collaborated with the Montgomery County Office of Legislative Oversight to develop a list of school districts that were similar to the District, in terms of enrollment, local population, and socio-economic variables. Exhibit 4 below provides an overview of the peer districts.

Exhibit 5 – Peer Districts

District Name	State	Enrollment	County Population	Median Income
Montgomery County Public Schools	MD	161,831	1,058,474	\$128,733
Charlotte-Mecklenburg Schools	NC	141,149	1,115,482	\$79,041
Fairfax County Public Schools	VA	180,109	1,150,309	\$150,113
Frederick County Public Schools	MD	47,681	271,717	\$114,716
Gwinnett County Public Schools	GA	181,814	983,526	\$84,823
Howard County Public Schools	MD	57,633	334,529	\$146,982
Loudoun County Public Schools	VA	82,261	420,959	\$169,510
Peer District Average*	---	115,108	712,754	\$124,198

Source: Created by MGT

*-Peer district average information does not include the information about the MCPS.

Outreach and Data Gathering Process

Representatives from Charlotte-Mecklenburg, Gwinnett County, and Fairfax County Public Schools declined to participate in the phone interview process. However, the MGT team obtained and reviewed their public-facing documents and provided those for MCOLO's consideration.

Teams from Frederick and Howard County Public Schools participated in virtual calls to discuss their reporting processes, content and format of reports, audit activities, and reporting challenges. These calls included representatives from the Frederick County Public Schools (FCPS) Division of Operations, Fiscal Services, and the Superintendent's Office, and the Howard County Public Schools (HCPSS) Offices of Strategic Planning and Accountability, Curriculum, Instruction, Assessment, and Financial Management. A Loudoun County Public Schools (LCPS) Superintendent's office representative participated in a virtual call to provide insights into that district's reporting and audit processes.

Peer District Analysis Summaries

The peer districts engage in routine reporting on a regular basis, although much of it is not public facing or digestible by the community. Examples of commonly generated reports produced by the peer districts MGT surveyed include:

- Fiscal reports such as budgets, expenditures by program – typically very detailed, related to spending and grant tracking, almost always mandatory
- Enrollments reports – often by grade level and demographic
- Enrollment projections – which is used as a basis for staffing and the next fiscal year’s budget
- School achievement, standardized test scores, and school grades
- Student performance – often is tied to grants and demonstrating that programs have improved student outcomes
- Facilities Master Plans and progress on that work (some use this reporting in conjunction with enrollment reports to inform/confirm compliance with local ordinances)
- IT reports – the number of devices and how they are assigned

During our discussions with peer districts, staff members reported the following:

- Most of the reporting by Maryland local education agencies is directed by the Maryland State Department of Education, and much is related to the Blueprint for Maryland’s Future. The Blueprint has added significant monthly and annual reporting, but these reports are generally not financial in nature.
- They try to be as transparent as possible in their public-facing reports, providing enough details that the community can understand what’s being shared without providing so much information that the important details are overwhelmed.
- The overwhelming majority of their reports are generated because of a mandate (local, state, federal, or grant-related) for compliance of legislative purposes. The content of those reports, however, is often structured for other purposes. For example, one district is required to report about known developments planned in the community in their Educational Facilities Master Plan. While the reporting requirements are limited, the district provides a story map that visualizes where the developments are located. This additional context helps prompt and guide conversations with the community about the pressures the developments place on the district’s resources.
- While districts often referenced software or tools used to inform report generation (like Power School or Peoplesoft), none of those tools can produce a needed report on their own, without requiring analysis or staff weigh in to provide clarity and accuracy.

Because some reports are generated annually, while others are more frequent (monthly or weekly), many units are in a near-constant reporting cycle. Districts commonly report on their goals and achievement/progress toward those goals, and expenditures of public funds.

- Fiscal reports are typically more explanatory than for comparison purposes. Districts provide information about where dollars have gone to confirm that money was spent as it was intended (e.g., eligible and allowable expenses for Blueprint).
- One district representative noted that the local education agencies in Maryland are some of the most audited entities they had ever worked for (“It feels like we’re always under an audit.”). When an Office of Legislative Affairs comes to audit the district, they send staff

to embed for up to six months and conduct a detailed individual-student-level review to ensure that services are provided appropriately. Typically, auditors meet with the controller and CFO to ask questions and often confer with many other staff and review sample financial transactions. These practices are common nationwide.

- While it's nice to have audits that ensure a process is going smoothly, those that identify areas for improvement can also be helpful. Audits that indicate an area should have stronger oversight can offer the justification needed for budgetary shifts to ensure staff have capacity.
- Internal audits driven by questions from the Board of Education about specific topics are conducted, but rarely repeated.

Reporting Challenges

The following issues were raised by one or more districts related to reporting challenges/concerns:

- **The Number and Magnitude of Reports** – The number of reports districts are asked to generate seems to increase every year, and when the reporting requirements change for any given report, it necessitates significant staff time to implement.
- **Time Needed to Generate Reports** – One district indicated that their payroll report alone is 60,000 lines long. Any high-quality report will be an 8- to 10-week endeavor, but that time isn't usually available. Smaller districts have fewer people to do this work and can feel like they're drowning.
- **Lack of Standard Operating Procedures (SOP)** – One district noted that they would like to develop an SOP for their reporting so that timelines and responsible parties are clear and consistent.
- **Balance of Academic Excellence and Oversight** – The goal of education is to deliver high quality instruction to all students. That is an important goal to both achieve and to communicate with the public. When budgets are limited (as they usually are in education), it can be hard to determine how best to allocate funds. Should the money be spent in the classroom (so we have a better story to tell) or on better reporting systems that are appropriately staffed (so we can more clearly tell that story).
- **Timelines for Reporting and Late Changing Guidelines** – “We’re not racing boats, we’re barges,” said one district rep when explaining that often reporting changes are made frustratingly late in the process. They note that they’re not trying to slow-walk things or hide anything, but that an 18-month runway is needed for many of their reporting systems.
- **Changing Guidelines for Reporting Results in Inconsistency** - While districts indicate that they feel confident in the accuracy of the metrics they report out every day, inconsistent definitions and reporting requirements from year to year often results in data inconsistency. Consequently, it's hard to look at data longitudinally, as you might not be “comparing apples to apples.” In one district, more than 150 people are involved in the data compilation process of the various reports and there's not always enough training time built in, which can negatively impact data integrity.

Comparison of Reporting in Peer Districts to Practices at MCPS

MGT compared the information shared by the peer districts to the information provided by MCPS staff during the interviews to identify similarities and differences in the reporting process and challenges in reporting. The results of our comparison are provided below:

Similarities in Reporting Processes and Challenges

MCPS and peer districts face several shared challenges in reporting processes. One of the primary issues is the sheer volume of reports that need to be generated, which seems to increase annually. This rise in reporting requirements demands significant staff time, often stretching district resources thin. The issue of time is further exacerbated by lengthy and detailed reports, such as a payroll report that can extend to 60,000 lines, which necessitate extensive periods to produce high-quality outputs.

Another common challenge is the lack of standardized operating procedures across districts. This absence of clear timelines and defined responsibilities leads to inconsistencies and inefficiencies in report generation. The struggle to balance academic excellence and oversight is universal, as districts attempt to determine whether to allocate limited funds to enhance classroom instruction or to improve reporting systems and staffing.

Differences in Structural Approaches

There are notable differences in the structural approaches to reporting among the districts. Unlike Montgomery County, none of the peer districts or their respective county governments currently maintain an Office of the Inspector General. While state-level Inspectors General exist in Maryland and Virginia, their focus is primarily on state-level offices rather than local education agencies. Howard County, however, is in the process of establishing an Inspector General Advisory Board following a 2024 ballot measure approval.

In summary, while there are significant similarities in the challenges and types of reports generated by MCPS and peer districts, structural differences such as the presence or absence of an Office of the Inspector General are evident. Despite these differences, all districts share a strong commitment to transparency and accountability, striving to meet the increasing reporting demands while maintaining a focus on high-quality education for their students.

6. RECOMMENDATIONS

MGT's recommendations are grounded in the results of our thorough analysis and are designed to be practical and achievable. The primary objective is to enhance MCPS's reporting process in a way that builds greater trust and transparency with all stakeholders. By implementing these recommendations, MCPS can ensure more effective communication, accountability, and data-driven decision-making. We present our recommendations below.

1. The District should consider developing and adopting standardized reporting frameworks across the district whenever possible. This will help ensure consistency and comparability of data and includes using common templates and metrics for school improvement plans and progress reports.
2. The District should consider leveraging artificial intelligence (AI) to enhance the efficiency and effectiveness of its reporting processes, thereby alleviating staff workload. For example, Natural Language Processing (NLP) can generate comprehensive reports by analyzing large datasets and summarizing key findings. This can save staff time compiling and writing reports.
3. The District should consider developing a central repository of completed reports sorted by stakeholder group. One concern is district staff who prepare reports and save files on work laptops without leveraging a cloud-based storage system or central repository. This exposes the district to significant data loss should anything happen to the physical laptop or should that employee move within the district or leave the district. The district is also exposed to a significant loss of knowledge both with the loss of staff and historical reports associated with their roles.
4. The District should consider the development of an annual communications calendar particularly as it relates to communications with various stakeholders within the MCPS community. Having an annual communication plan allows the various departments within the school district to plan their work to ensure proper and timely reporting of key information to the various community groups within the district. Moreover, the district could add a component to this annual communication plan that also includes the annual communications due to each state agency and a workflow associated with these reports that will ensure timely delivery of all required reports.

APPENDIX A – MCPS REPORTS OBTAINED BY MGT

MGT obtained copies of 181 reports produced by the following departments:

- Maryland General Assembly Office of Legislative Audits
- Maryland State Department of Education
- Montgomery County Office of Legislative Oversight
- Montgomery County Internal Audit Program
- MCPS Office of Shared Accountability
- Montgomery County Office of the Inspector General
- MCPS Office of the Chief Academic Officer
- MCPS Office of the Chief Financial Officer
- MCPS Office of the Chief Human Resources and Development Officer
- MCPS Office of the Superintendent of Schools

The reports are categorized as follows:

- Academics – 35 reports
- Climate and Culture – 24 reports
- Comprehensive – 4 reports
- Demographics – 25 reports
- Facilities – 3 reports
- Financial – 40 reports
- Other – 11 reports
- Planning – 7 reports
- Program – 32 reports

The reports were obtained from several sources, including the departments themselves, the MCPS website, the MSDE website, and MCOLO. The complete list of reports obtained is presented in Exhibit 6.

From that list, MGT selected 18 reports for analysis about mandates and content. The goal of this analysis was to understand what reports are mandated by local, state, or federal law. The results of the analysis are presented in Exhibit 7.

A list of links to the reports we obtained at the end of Appendix A. It is worth noting that not all reports were obtained via links; many were shared via email and do not have links associated with them.

Exhibit 6: Complete List of MCPS Reports

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
Maryland General Assembly Office of Legislative Audits				
1	Financial	MCPS22.pdf	Financial Management Practices Audit Report	The objectives of this audit were to evaluate whether MCPS' procedures and controls were effective in accounting for and safeguarding its assets and whether its policies provided for the efficient use of financial resources.
2	Other	Interimreportonneighborhoodindicatorsofpoverty.pdf	Interim Report on Neighborhood Indicators of Poverty	Reports about incorporating neighborhood indicators of poverty to determine a school's eligibility for the concentration of poverty grant and the compensatory education program
Maryland State Department of Education				
3	Climate and Culture	2022-2023-Habitual-Truants-Publication.pdf	Habitual Truants Maryland Public Schools 2022-2023	This report presents information on the percentage of habitual truants by Local Education Agency and school. Only schools that reported habitual truants in the 2022-2023 school year are included in this report. Schools with no habitual truants are excluded.
4	Climate and Culture	2022-2023-MD-PS-Suspensions-By-School-and-Major-Offense-Category.pdf	Suspensions by School and Major Offense Category, Out-of-School Suspensions and Expulsions, Maryland Public Schools, 2022-2023	Presents data about suspensions by school and major offense category, out-of-school suspensions and expulsions
5	Climate and Culture	2022-2023-MD-PS-Suspensions-Expulsions-and-Health-Related-Exclus.pdf	Suspensions, Expulsions, and Health Related Exclusions Maryland Public Schools 2022-2023	Presents data about suspensions and expulsions by number, race / ethnicity, frequency, grade level, and other factors
6	Demographics	2023_Enrollment_ByRace_Ethnicity_Gender.pdf	Maryland Public School Enrollment by Race/Ethnicity and Gender and Number of Schools September 30, 2022	Presents summary data about school enrollment by race / ethnicity, gender, and number of schools

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
7	Demographics	OfficialEnrollmentSuppressed_2025.pdf	Official Report of Enrollment by Grade and School as of September 30, 2024	Presents summary data about school enrollment by race / ethnicity, gender, and number of schools
8	Financial	2023-2024ProfessionalSalarySchedules.pdf	Professional Salary Schedules Maryland Public Schools 2023-2024	Presents data about salaries for teachers, administrators, and other school officials
9	Climate and Culture	2023-Attendance-Summary-Student-Publication-A.pdf	Summary of Attendance Maryland Public Schools 2022-2023	Presents summary data about school attendance by school
10	Academics	2023DEISESCensusPublication.pdf	Maryland Early Intervention and Special Education Services Census Data & Related Tables	Contains information about students with disabilities and those receiving special education services by age, grade, school, and other factors
11	Demographic	2023NonpublicSchoolEnrollment.pdf	Nonpublic School Enrollment State of Maryland September 30, 2022	Presents information about enrollment in non-public schools in Maryland by LEA, grade, type of school, and other factors
12	Financial	2024-Analysis-of-Professional-Salaries-A.pdf	Analysis of Professional Salaries Maryland Public Schools October 2023	Compares teacher salaries by LEA with state average
13	Demographics	2024-Staff-by-Degree-Years-Experience-A.pdf	Professional Staff by Type of Degree and Years of Experience Maryland Public Schools October 2023	Presents information on the types of degrees and years of experience of central office and school-level professional personnel in Maryland local education agencies (LEAs) as of October 15, 2023
14	Demographics	2024-Staff-by-Race-Gender-A.pdf	Professional Staff by Assignment, Race/Ethnicity and Gender Maryland Public Schools October 2023	Presents information about the racial and gender breakdown of central office and school-level professional personnel in Maryland local education agencies (LEAs) as of October 15, 2023
15	Demographics	2024-Staff-Employed-at-School-and-Central-Office-A.pdf	Staff Employed at School and Central Office Levels Maryland Public Schools October 2023	Presents information about staff employed in all positions, by position, enrollment-to-staff ratios, and other information
16	Academics	MSDEReportCard.pdf	Maryland State 2022-2023 School Report Card	Presents state-level data about school performance by grade band, race / ethnicity, including math and language learning, graduation, and other variables

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
17	Academics	MSDEReportCard2324.pdf	Maryland State 2023-2024 School Report Card	Presents state-level data about school performance by grade band, race / ethnicity, including math and language learning, graduation, and other variables
18	Demographic	2023-2024-Enrollment-By-Race-Ethnicity-Gender-A.pdf	Enrollment by Race/Ethnicity and Gender and Number of Schools Maryland Public Schools September 30, 2023	Presents summary data about school enrollment by race / ethnicity, gender, and number of schools
19	Demographic	2023-Census-Publication-Formatted-A.pdf	Maryland Early Intervention and Special Education Services Census Data & Related Tables	Annually, the Maryland State Department of Education (MSDE) collects information on students with disabilities (ages 3-21) who reside in the State of Maryland. Until 2013, this child count was taken on the last Friday of October.
20	Climate and Culture	2024-Attendance-Summary-Student-Publication-A.pdf	Summary of Attendance Maryland Public Schools 2023-2024	Contains summary of attendance data by school, including entries, withdrawals, promotion rate, dropout rates, and graduates by grade band, FY 2024
21	Climate and Culture	2024-Habitual-Truants-Publication-A.pdf	Habitual Truants Maryland Public Schools 2023-2024	Contains information about the percentage of habitual truants by LEA and school
22	Climate and Culture	2024-Student-Suspension-Expulsion-Publication-A.pdf	Suspensions, Expulsions, and Health Related Exclusions Maryland Public Schools 2023-2024	Presents data about suspensions and expulsions by number, race / ethnicity, frequency, grade level, and other factors
23	Climate and Culture	2024-Student-Suspensions-By-School-Combined-A.pdf	Suspensions By School and Major Offense Category In-School and Out-of-School Suspensions and Expulsions Maryland Public Schools 2023-2024	Presents data about suspensions by school and major offense category, in-school and out-of-school suspensions and expulsions
24	Climate and Culture	2024-Student-Suspensions-By-School-Out-Of-School-A.pdf	Suspensions By School and Major Offense Category Out-of-School Suspensions and Expulsions Maryland Public Schools 2023-2024	Presents data about suspensions by school and major offense category, out-of-school suspensions and expulsions
25	Climate and Culture	Nonpublic-Schools-Enrollment-2024-A.pdf	Nonpublic Schools Enrollment, 2024 State of Maryland September 30, 2023	Presents information about enrollment in non-public schools in Maryland by LEA, grade, type of school, and other factors

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
Montgomery County Office of Legislative Oversight				
26	Facilities	COVID-.pdf	COVID-19 Recovery Outlook: Public Use of Facilities	Presents FY20 County public facility use, the current and long-term trends for public facility use, and topics for County consideration
27	Facilities	OLO Report.pdf	State School Construction Aid Eligibility and Funding of MCPS Capital Projects	Presents background information on, and analysis of, the State's contributions to MCPS capital construction projects and further challenges
28	Facilities	OLO2.pdf	Community Use of Public Facilities	Describes the history and structure of Community Use of Public Facilities, its processes, management, and programs and presents challenges to stakeholders
29	Demographics	OLOREp - gender equity.pdf	Gender Equity in Local Sports Programs	Report examines the extent of gender equity in local sports programs and finds evidence of a lack thereof
30	Other	OLOREp.pdf	Parent Organizations in Montgomery County Public Schools	Summarize the activities and financial information for the parent organizations in MCPS schools
31	Program	OLOREport2020_4.pdf	Youth Sports in Montgomery County	Report examines national research on youth sports and examines the youth sports landscape in Montgomery County
32	Academics	OLOREport2022_10.pdf	K-12 Virtual Education: Promising Practices	Examines promising practices for K-12 virtual schools and provide background, shares current virtual learning options, discusses advantages and disadvantages, and presents case studies
33	Planning	OLOREport2022-11.pdf	OLO Memorandum Report 2022-11	Montgomery County Public Schools (MCPS) Principal Hiring, Selection and Evaluation Policies and Programs
Montgomery County Internal Audit Program				
34	Financial	BusPatrol_Report_MPIA_12-2019.pdf	Financial Compliance Review of Bus Patrol America, LLC	Contains financial compliance review (review) of BusPatrol America, LLC (BusPatrol1) for transactions occurring from July 1, 2016 through August 31, 2019
MCPS Office of Shared Accountability				
35	Academics	02 Attachment 2020_AP_IB	N/A	Appendices presenting information about AP and IB participation and scores

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
		Exams_Appendicies A to D.pdf		
36	Program	2019 ELO STEP Report.pdf	Evaluation of the Extended Learning Opportunities— Summer Title I Enrichment Program (ELO STEP) in 2019	Program evaluation for summer learning program; shares parents' perceptions, changes in academic performance, and other measures
37	Academics	2021_AP_IB_Exams_HS Princ.pdf	Memorandum	2021 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance for High School Students in Montgomery County Public Schools
38	Academics	031220AP IB Graduate Memo HS Princ.pdf	Memorandum	Class of 2019 Advanced Placement and International Baccalaureate Exam Participation and Performance
39	Academics	220519 APIBGraduatesMemoPrincipal.pdf	Memorandum	Class of 2021 Advanced Placement and International Baccalaureate Exam Participation and Performance
40	Academics	230209_2022_AP_IB_Exams_HS Principals.pdf	Memorandum	2022 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance for High School Students in Montgomery County Public Schools
41	Academics	230615_Princ Memo_2022 AP IB Exam Participation and Performance.pdf	Memorandum	Class of 2022 Advanced Placement and International Baccalaureate Exam Participation and Performance
42	Climate and Culture	230719 FY 2023 Staff Climate Survey Results.pdf	Memorandum	Fiscal Year 2023 Staff Climate Survey Results
43	Academics	CES and ELC Examination 10Jan2020.pdf	Summary of Analysis for Centers for Enriched Studies and Enriched Literacy Curriculum Helen Y. Wang, Ph.D.	Examined differences in Grade 4 performance between students enrolled in Centers for Enriched Studies (CES) and students enrolled in Enriched Literacy Curriculum (ELC) at local schools

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
44	Academics	DNU AP IB Graduate Memo HS Principal FINAL.pdf	Memorandum	Class of 2020 Advanced Placement and International Baccalaureate Exam Participation and Performance
45	Academics	EOS Evaluation Report final.pdf	The Equal Opportunity Schools (EOS) Initiative: Examination of Changes in Participation and Success in AP/IB Courses	Examined the enrollment and academic performance of students participating in Advanced Placement (AP) and International Baccalaureate (IB) courses in schools implementing the Equal Opportunity Schools (EOS) initiative
46	Program	Leader in Me Cohort1 Eval_2022FINAL.pdf	Evaluation of Leader in Me Cohort 1 2021-2022	Evaluates perceptions and experiences of school staff and stakeholders and changes in social-emotional learning for Leader in Me program
47	Academics	MAP Analysis Virtual vs In-Person.pdf	Student Outcomes on MAP Growth: Comparison of Virtual and In-Person Administrations	Compares outcomes for students who took MAP exam in person v. online
48	Program	METS Report December final.pdf	Evaluation of the Multidisciplinary Education, Training, and Support (METS) Program at the Elementary Level	Evaluation of implementation, outcomes growth, and needed changes for the elementary-level Multidisciplinary Education, Training, and Support (METS) program
49	Program	MS_Enriched Courses_Magnet Program_OSA_Brief_Nov 2020FINAL.pdf	Summary Analysis of Middle School Magnet Programs and Middle School Enriched and Accelerated Courses	Investigated the extent to which students enrolled in the accelerated and enriched courses at their local schools would have similar academic achievement as their peers at magnet schools
50	Demographics	OfficialEnrollment_2022.pdf	Official Report Of Enrollment By Grade And School	Summarizes enrollment by grade and school
51	Demographics	OfficialEnrollmentSuppressed_2023.pdf	Official Report Of Enrollment By Grade And School	Summarizes enrollment by grade and school
52	Demographics	OfficialEnrollmentSuppressed2021.pdf	Official Report Of Enrollment By Grade And School	Summarizes enrollment by grade and school
53	Program	Outcome analysis of a literacy PD support FINAL.pdf	Outcome Analysis of a Literacy Professional Development Support Program Implemented School Year 2021-2022	Compared growth in literacy scores at schools receiving professional development support for teachers with those who did not

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
54	Climate and Culture	Principal Survey_ EL Program_ Brief FINAL.pdf	Elementary Principal Survey: English Learner Program Spring 2020	Presents findings from a survey of elementary principals about the planning and coordination of the instructional program for English learners (ELs) at their schools
55	Program	Summer Impact Report 12.22. sfinal II.pdf	Examining the Impact of Montgomery County Public Schools Summer School Program	This report examines the impact of the 2021 summer programs on students' mathematics and literacy skills using pretests and posttests for the summer program, fall and spring 2021 Measures of Academic Progress in Reading/Reading Fluency (MAP-R/RF) and Mathematics (MAP-M)
56	Program	Summer UP_Elementary_Highlights and Report.pdf	Evaluation of the Summer Unleash Potential (Summer UP) Elementary Program	The purpose of this evaluation was to provide information for future program planning by (1) surveying stakeholders about their experiences in the program and (2) assessing the changes in the academic achievement and attendance of students enrolled in the program by comparing students attending Summer UP with a matched sample of students not attending Summer UP.
57	Climate and Culture	2021-State-Climate-Arrests & Referrals.xlsx	N/A	Spreadsheet showing arrests and referrals by school, gender, and race / ethnicity
58	Climate and Culture	2021-State-Climate-Chronic Absenteeism.xlsx	N/A	Spreadsheet showing chronic absenteeism by school, gender, and race / ethnicity
59	Climate and Culture	2021-State-Climate-Harassment & Bullying.xlsx	N/A	Spreadsheet showing incidents of harassment and bullying by school, gender, and race / ethnicity
60	Climate and Culture	2021-State-Climate-Incidents of Violence.xlsx	N/A	Spreadsheet showing incidents of violence by type and school
61	Climate and Culture	2021-State-Climate-Suspensions & Expulsions.xlsx	N/A	Spreadsheet showing suspensions and expulsions by school, gender, and race / ethnicity
62	Academics	2023 StudySync Evaluation_Final.pdf	The StudySync Curriculum: A Process and Outcome Evaluation	This process and outcome evaluation investigated the extent to which the middle school English Language Arts (ELA) core curriculum, StudySync, is implemented with fidelity and how well it has addressed the needs of diverse learners in Montgomery County Public Schools.

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
63	Academics	250109_2024 SAT_ACT_Part and Perf.pdf	Memorandum	Class of 2024: SAT/ACT Participation and Performance
64	Climate and Culture	Central_Office_Staff_Prelim_Results_2024.pdf	2023-2024 Culture and Climate Survey Results: MCPS Central Office Staff Preliminary Report of Results	This document includes the preliminary report of responses from central office staff to items on the 2023-2024 Culture and Climate Survey administered in spring 2024.
65	Climate and Culture	CentralOffice_Staff_Climate_Survey_Reports_2022-2023.pdf	Staff Climate Survey 2022–2023 Central Office Results	Presents table showing responses to climate survey for central office staff, overall and broken down by office
66	Program	Instructional Mathematics Coach Program 9_19_24Final.pdf	Instructional Mathematics Coaches Implementation Evaluation	This report summarized the implementation of the instructional mathematics coaches program in FY23-24 and how it affected perceptions, new knowledge, and impact.
67	Planning	ISC 2023-2024 Final.pdf	Long-Term Impact of Innovative School Calendar at Arcola Elementary School: Outcome Evaluation 2023-2024	This evaluation investigates the long-term impact of the Innovative School Calendar (ISC) since year one on academic performance outcomes, and other factors that impact student success such as chronic absenteeism, and self-reported perceptions of well-being for students enrolled in Grades 3, 4, and 5 at Arcola Elementary School.
68	Comprehensive	SAAG2023.pdf	2022-2023 Schools at a Glance	Schools at a Glance provides, in a single document, information about enrollment, staffing, facilities, programs, outcome measures, and personnel costs for each school. Information on personnel costs for each school includes position salaries for professional and supporting services employees and employee benefits costs related to positions. Summaries of the data for the county and by level (elementary, middle, high, and special schools) also are included.
69	Climate and Culture	SafetyGlance2022.pdf	2021-2022 School Safety and Security at a Glance	Montgomery County Public Schools (MCPS) School Safety and Security at a Glance provides, in a single document, information about the reporting of incidents related to school safety and security, local school safety program descriptions, and serious incidents. Information is presented for each school.

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
70	Comprehensive	SPAAG2023.pdf	2022-2023 Special Education at a Glance	Montgomery County Public Schools (MCPS) Special Education at a Glance, which includes a copy of the School Planning Guide for Special Education Services, provides in a single document information about the special education population at each MCPS school, including enrollment, staffing, special education services, and outcome measures.
71	Program	Well-Being Social Worker Services 2023-2024 Final.pdf	Impact of Services Provided by School Well-Being Social Workers 2023-2024	This evaluation assessed the impact of the supports provided by the Elementary and Secondary School Emergency Relief (ESSER) funded School Well-Being Social Workers (WBSWs), managed under the Office of School Support and Well-Being, during the 2023–2024 school year.
72	Academics	240418_HSPM_AP_IB Class of 2023.pdf	Class of 2023 Advanced Placement and International Baccalaureate Exam Participation and Performance April 2024	This memorandum provides you with information pertinent to the AP and International Baccalaureate (IB) examination participation and performance for the Class of 2023 in Montgomery County Public Schools (MCPS).
73	Academics	240215_2023_AP_IB_Ex am_Enrollment Part and Perform..pdf	2023 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance among High School Students in Montgomery County Public Schools February 2024	This memorandum provides information related to Advanced Placement (AP) and International Baccalaureate (IB) courses enrollment and exam participation and performance in the 2022–2023 school year.
74	Climate and Culture	Staff Climate Survey Research Brief_Final.pdf	Reliability Analysis of 2022-2023 Staff Climate Survey	The purpose of this brief was to evaluate the reliability or internal consistency of the 2022-2023 Staff Climate Survey for school-based staff and central office staff. The reliability analysis was conducted in order to identify potential survey items that may have been problematic for future use.
75	Academics	G9 Course Prediction 20232024 Brief FINAL.pdf	Updated Model Predicting High School Students'	The brief presents the Grade 9 course prediction model recently updated using students' Grade 8 academic and school engagement predictors.

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
			Attainment of Core Credits in Grade 9	
76	Demographics	EnrollmentSuppressed2024.pdf	Official Reports of Enrollment as of September 30, 2023 November 2023	The Montgomery County Public Schools official enrollment for September 30, 2023 is 160,223 students. This number is 2,249 students fewer than the projected enrollment of 162,472, and 331 fewer than last year's enrollment of 160,554 students.
77	Program	KID Museum 2022-2023 FINAL.pdf	Data Summary of Select KID Museum Programs at Montgomery County Public Schools	This data summary describes enrollment in three KID Museum programs during 2022-2023 at the elementary and middle school level, including demographic characteristics of participants. The three programs reported are: KID Afterschool (elementary), KID Inventors (elementary), and Invent the Future (middle school).
78	Planning	ISC Outcomes Eval 2022-2023 Aug2023_FINAL.pdf	Innovative School Calendar: Outcomes Evaluation 2022–2023 August 2023	This evaluation investigates the effect of the Innovative School Calendar (ISC) on student reading and mathematics performance during the 2022–2023 school year. This study is a follow-up to the 2021-2022 evaluation conducted.
79	Academics	230828_Research Brief_MAP Completion Time_District FINAL.pdf	Measures of Academic Progress (MAP) Growth Completion Time Analysis August 2023	This brief examines the completion time for the MAP Growth assessments in reading and mathematics. The average completion times and the percentage of students who completed the assessments in defined time intervals were examined for the fall and spring administrations.
80	Program	230830 ResearchBrief_Pathways FINAL.pdf	Montgomery County Public Schools: Pathway to College, Career, and Community Readiness	Developed to support the expectations in The Blueprint for Maryland's Future and the Maryland State Department of Education, the Montgomery County Public Schools (MCPS) Pathway to College, Career, and Community Success enables monitoring by families and educators of students' progress in two domains: Academic Milestones and Career Competencies. It provides information that can be used to identify strengths and weaknesses of students in various subjects, allowing for targeted support and interventions. Additionally, it helps the district ensure we support students in developing a strong foundation and address

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				any learning gaps before they transition to college or enter the workforce.
81	Academics	Linking MAP and MCAP FINAL.pdf	Linking MAP and MCAP Assessments for Grades 3–8 Students	The linking study examined the predictive and concurrent relationship between Measures of Academic Progress (MAP) and Maryland comprehensive Assessment Program (MCAP) using Grade 3–8 reading and mathematics assessment data in the 2021–2022 school year.
82	Other	Read Specialist Support Structure Lit ES Eval Rpt FINAL.pdf	Examination of Reading Specialist's Support of Structured Literacy in Elementary Schools	This evaluation focused on understanding how the reading specialist position supported teachers' increased capacity to implement the MCPS literacy program, including the shift to Structured Literacy.
83	Other	SDT 2022-2023 Final.pdf	Examining the Role of the Staff Development Teacher (SDT) in Supporting Professional and Operational Excellence	This report provides a summary of survey results related to 1) the use of fully released Staff Development Teachers (SDTs) by schools and 2) the impact of the SDTs on enhancing staff capacity to implement districtwide initiatives, instructional practices, and student learning experiences.
84	Academics	Structured Lit Yr 1 Implement Outcome Eval FINAL.pdf	Structured Literacy: Year 1 Implementation and Outcome Evaluation	This evaluation examined two key areas (1) the implementation of Structured Literacy in classrooms for the 2022–2023 school year and (2) its effect on students' foundational skills in reading.
85	Academics	Tutoring Evaluation 2022-2023_FINAL.pdf	Tutoring Outcomes: 2022–2023	The primary purpose of this evaluation was to assess the effects of the Montgomery County Public Schools (MCPS) 2022–2023 tutoring program on kindergarten (K) through Grade 8 student academic outcomes.
86	Program	Excel Beyond the Bell SY 2021-2022 FINAL.pdf	Examining the Impact of Excel Beyond the Bell's Elementary and Middle School Programs	This report provides a description of participating students as well as a snapshot of how Excel Beyond the Bell Elementary and Middle School programs affected students' school attendance and academic performance during the 2021-2022 school year.
87	Program	Tutoring Evaluation 2021-2022 FINAL.pdf	Tutoring Outcomes Evaluation: 2021–2022	The primary purpose of this evaluation was to assess the effects of the Montgomery County Public Schools (MCPS) 2021–2022 tutoring program on kindergarten (K) through Grade 8 student academic outcomes.

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
88	Other	Final School Implementation of COG-RA FINAL 2022-2023_PMD Regulation 2022-2023.pdf	School Implementation of COG-RA: Personal Mobile Devices Policy: Fall 2022 Principal Survey Results and Website Review	This report presents findings on the implementation of COG-RA at the school level, offering a summary of results obtained from a survey conducted with 146 principals (72%) respondents represented 97 of 136 elementary schools, 33 of 40 middle schools, and 16 of 26 high schools.
89	Program	Virtual Academy FINAL.pdf	Montgomery Virtual Academy (MVA) Program	The evaluation of the MCPS Virtual Academy during the 2021-2022 school year was conducted to examine the first-year implementation of full-time, virtual K-12 education in MCPS and analyze the attendance and academic achievement of students enrolled in the MVA program compared to their peers attending in-person schools.
90	Academics	191219 HS Princ_2019_AP_IB_Exams.dh.pdf	2019 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance for High School Students in Montgomery County Public Schools	This memorandum provides information related to Advanced Placement (AP) and International Baccalaureate (IB) courses enrollment and exam participation and performance in the 2018-2019 school year.
91	Program	Formative_Evaluation_of_the_TWI_in_MCPS.pdf	Formative Evaluation of the Two-Way Immersion Program in Montgomery County Public Schools	This evaluation describes implementation of the Two-Way Immersion program and provides feedback on staff experiences with implementation
92	Other	Final Principal Study - Graph corrected 1_23_20 (002).pdf	Study of School Principals in Montgomery County Public Schools: Exploration of Factors Associated with Turnover and Attrition	The goal of this study is to: (1) provide an overview of the characteristics of 2018-2019 MCPS school principals at each school level (elementary, middle, and high school); (2) examine the factors associated with principals leaving their positions; 3) explore the turnover of school principals in the last nine years in MCPS and its relationship with specified school factors; and (4) investigate if there is a relationship among specific school factors and principal tenure (new or veteran).
93	Demographics	Official Enrollment Suppressed_2020v2.pdf	Official Reports of Enrollment as of September 30, 2019	The official Montgomery County Public Schools enrollment for September 30, 2019 is 165,267 students. This number

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				is 1,138 students more than the projected enrollment of 164,129, and 2,587 more than last year's enrollment.
94	Other	1st Teacher Report Final.pdf	Study of Teacher Workforce in Montgomery County Public Schools	This report examines: 1) the characteristics of teachers in the 2017–2018 school year as well as the characteristics of newly-hired teachers, 2) the rates of teacher attrition and position vacancies for the 2017–2018 school year and previous school years; and 3) the status and trends observed for MCPS compared with those of Maryland and the nation to provide a wider context for the findings.
95	Other	2nd Teacher Workforce Report Final.pdf	Study of Teacher Workforce in Montgomery County Public Schools: Attrition and Mobility	This report focuses on teacher turnover in MCPS among two groups: 1) teachers who left MCPS due to resignation or termination (teacher attrition), and 2) elementary teachers who transferred or moved to other schools within MCPS (elementary teacher mobility).
96	Academics	191016 2019 Saturday School Rpt FINAL.pdf	An Examination of the Impact of the George B. Thomas, Sr. Learning Academy Saturday School in Montgomery County Public Schools (2018 – 2019)	The George B. Thomas, Sr. Learning Academy Saturday School aims to reduce the achievement gap through acceleration of students' mastery of reading skills, language arts, mathematics, and test-taking skills.
97	Program	Summer UP MS 2019.pdf	Evaluation of the Summer Unleash Potential (Summer UP) Pilot Program – Middle School Level	The Summer UP program, piloted in 2018, provided expanded learning opportunities for MCPS students in 3 MCPS middle schools. The program aimed to increase students' literacy and math skills, increase students' interest in school, and improve students' social-emotional skills. The evaluation examined the implementation of the program, and its impact on students' mathematics and reading achievement by student subgroups.
98	Program	2018 Summer UP Report.pdf	Evaluation of the Summer Unleash Potential (Summer UP) Pilot Program - Elementary Level	The Summer UP program, piloted in 2018, provided expanded learning opportunities for MCPS students in MCPS focus schools. The program aimed to increase students' literacy and math skills, increase students' interest in school, and improve students' social-emotional skills. The evaluation examined implementation of the program, its impact on students' mathematics and reading

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				achievement, and if that impact varied with student subgroups.
99	Program	2018 ELO STEP Report.pdf	Evaluation of Extended Learning Opportunities— Summer Title I Enrichment Program (ELO STEP) in 2017–2018	This study examined the differences in reading and mathematics performance of students who participated in ELO STEP versus those who were eligible to attend but did not participate.
100	Academics	19.04.10 MSDE_Four-Year Cohort Dropout Rate.pdf	Maryland State Department of Education Four-Year Cohort Dropout Rate	The purpose of this memorandum is to provide dropout rate data that was released by the Maryland State Department of Education on Friday, March 15, 2019.
101	Academics	2018 AP and IB Course Enrollment and Exam Participation and Performance.pdf	2018 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance	This memorandum provides information related to Advanced Placement (AP) and International Baccalaureate (IB) courses enrollment and exam participation and performance in the 2017–2018 school year.
102	Program	Kennedy Watkins Mill 2014 to 2017 Final Jan 2019.pdf	Evaluation of the Kennedy Cluster Watkins Mill Cluster Project: Follow-up of Participants in the Multi-Agency Team Process from 2014 through 2017	The Office of Shared Accountability conducted a multi-year evaluation of the Kennedy Cluster Watkins Mill Cluster (KCWMC) Project in Montgomery County Public Schools.
103	Program	Enriched and Accelerated 28Jan2019 FINAL.pdf	Summary of the 2017–2018 Elementary and Middle School Enriched and Accelerated Program Process in Montgomery County Public Schools	In this summary report, descriptive information on demographic characteristics and academic characteristics of students invited to CES, Takoma Park, and Eastern based on three academic measures are provided.
104	Demographics	OfficialEnrollment2019_Suppressed.pdf	Official Reports of Enrollment as of September 30, 2018	The official Montgomery County Public Schools enrollment for September 30, 2018, is 162,680 students. This number is 937 students less than the projected enrollment of 163,617, and 1,134 greater than last year's enrollment.
105	Academics	SAT Participation and Performance for the Class of 2018.pdf	Memorandum	This memorandum describes the SAT participation and performance for the MCPS Class of 2018 compared with the graduating seniors in Maryland and the nation

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
106	Academics	18.09.13 2018 Final PARCC Student Results.pdf	Information: 2018 Final Partnership for Assessment of Readiness for College and Careers Student Results	The Maryland State Department of Education released the districtwide results of the 2018 Partnership for Assessment of Readiness for College and Careers (PARCC) in Mathematics 3-8 and Algebra 1 and English Language Arts (ELA)/Literacy 3-8 and 10 on August 28, 2019.
107	Academics	Poverty and Achievement.pdf	Understanding the Relationships between Poverty, School Factors, and Student Achievement	The purpose of this quantitative descriptive study was to explore the relationship between poverty, school factors, and student achievement.
108	Program	FY17 Saturday School Outcome Study FINAL.pdf	An Examination of the Impact of the George B. Thomas, Sr. Learning Academy - Saturday School Program in Montgomery County Public Schools	The report includes results from an outcome study conducted on the impact of the Saturday School program on students who participated during the 2016-2017 school year.
109	Academics	Class of 2017 AP and IB Exam Participation and Performance.pdf	Memorandum	This memorandum provides you with information pertinent to the AP and International Baccalaureate (IB) examination participation and performance for the Class of 2017 in Montgomery County Public Schools (MCPS).
110	Program	BELL Eval Rpt 2017_FINAL.pdf	Evaluation of the 2017 Building Educated Leaders for Life (BELL) Summer Learning Program in Montgomery County Public Schools	The Building Educated Leaders for Life (BELL) summer learning program was held for the second year in Montgomery County Public Schools during summer 2017. The evaluation examined the impact of the BELL program by comparing MAP-R and MAP-M scores of attendees (935 students who attended 19 days or more of the 25 day BELL program) to non-attendees (a random sample of 935 students who were invited to BELL but did not attend).
111	Program	HEP_report-Jan2018.pdf	Evaluation of the Higher Education Partnerships (HEPs) Program in MCPS	The purpose of this evaluation is to a) determine if existing HEPs are meeting intended goals and system needs, and b) to offer recommendations to the OHRD for enhancements to existing programs and/or adding new programs for identified needs.
112	Academics	2017 AP IB Course Enrollment and Exam	Memorandum	This memorandum provides information related to Advanced Placement (AP) and International Baccalaureate

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
		Participation Performance.pdf		(IB) courses enrollment and exam participation and performance in the 2016–2017 school year.
113	Program	Report BAT Final PDF.pdf	Evaluation of the Redesigned Bilingual Assessment Team Process	This study evaluated the redesigned BAT process using two questions: 1) To what extent is the new process being implemented with fidelity? 2) Are the strategies and procedures working to achieve the expected short-term outcomes?
114	Demographics	OfficialEnrollmentSuppressed2018.pdf	Official Reports of Enrollment as of September 30, 2017	The official Montgomery County Public Schools enrollment for September 30, 2017, is 161,546 students. This number is 244 students more than the projected enrollment of 161,302, and 2,536 greater than last year's enrollment.
115	Program	ReadyCC_Impl_report_Dec15.pdf	Evaluation of the Implementation of the Ready Common Core and i-Ready Pilot Program in Montgomery County Public Schools	This evaluation examined the implementation of Ready Common Core (RCC) and i-Ready in 11 MCPS elementary schools.
116	Academics	1771102HS Princ_SAT Partic_Perf Class of 2017.pdf	Memorandum	This memorandum describes the SAT participation and performance for the MCPS Class of 2017 compared with the graduating seniors in Maryland and the nation.
117	Academics	170801-Achievement at an Advanced Level.pdf	Achievement at an Advanced Level Among Secondary Students: Changes Over Time and Options that Support Black or African American and Hispanic/Latino Students	In response to the finding that Black or African American and Hispanic/Latino students were less likely to stay at an advanced level of achievement from Grade 8 to 12, the study identified curricular options and high school programs that supported advanced performance by these students as they went on to complete high school.
Montgomery County Office of the Inspector General				
118	Financial	Finalreport.pdf	Seven Locks Elementary School Projects	Audit of cost data and other relevant information provided by Montgomery County Public Schools (MCPS) to the Board and Council beginning May 2001 to May 2004 when the Council approved a revised Seven Locks Elementary School (SLES) Capital Improvements Program (CIP) project
119	Climate and Culture	MCPS_Beidleman.pdf	Memorandum of Investigation	Results of an investigation into misconduct allegations by former school principal Dr. Joel Beidleman

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
120	Financial	mcps_final_report_jan_2012.pdf	Evaluation of Budget and Financial Information Provided by Montgomery County Public Schools	Objective of the report was to determine whether the budget documents and related financial reports provided to elected decisionmakers (the BOE, the Executive and Council) and their staffs provide sufficient information needed to ensure oversight and assess MCPS financial resource utilization, requirements and allocations
121	Financial	mcps_p_card_final_report_25_feb_2016.pdf	Final Report: Purchase Card Policies and Procedures of the Montgomery County Public Schools	Report reviewed the purchase card policies and procedures of the Montgomery County government and six independent County agencies for which the Montgomery County Code assigns the Office of the Inspector General certain responsibilities
122	Other	mcps_promethean_acq_final_report_30_nov_2013.pdf	Montgomery County Public Schools' Acquisition of Promethean Interactive Classroom Technology	Report about investigation into MCPS adoption of technology platform and appropriateness of the platform
123	Other	mcps_telework_report_22_may_2019.pdf	Final Report: Telework Program of the Montgomery County Public Schools	Assessment of current telework program at MCPS
124	Financial	mcps_worker_comp_report_5_april_2019.pdf	Final Report: Montgomery County Public Schools Workers' Compensation Program	Assessment of worker's compensation program at MCPS
125	Financial	Memo_Investigation_MCPS_Insurance_Issue.pdf	Memorandum of Investigation	Investigation into the Retention of Employee Health Insurance Premiums by MCPS
126	Financial	MOI-FY25 MCPS Electric Bus Fleet.pdf	Memorandum of Investigation	Investigation of MCPS' management of an electric bus contract
127	Climate and Culture	OIG_24-08.pdf	MCPS Complaint Processing	Investigation into assertions that the inadequate response to alleged misconduct committed by former principal Dr. Joel Beidleman was caused in part by shortcomings in how complaints of employee wrongdoing are handled by MCPS
128	Financial	OIG-23-006.pdf	Report of Investigation: Abuse of Purchase Cards by Montgomery County Public	Report about an investigation into financial misconduct by a former DOT director and assistant director

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
			Schools Department of Transportation Employees	
129	Financial	OIG23-12.pdf	Memorandum of Investigation	Report about an investigation of MCPS payments of traffic citations
130	Financial	OIGMemo-MCPS.pdf	Memorandum of Investigation	Report about an investigation of MCPS procurement of crisis management services
131	Climate and Culture	OIG-MOI-MCPS-SeniorOfficials.pdf	Memorandum of Investigation	Report about an investigation of misconduct by senior MCPS officials
132	Financial	OIG-MOI-MCPS-ShriverES.pdf	Memorandum of Investigation	Report about an investigation of financial mismanagement by school PTA
MCPS Office of the Chief Academic Officer				
133	Program	2018 ELO SAIL Report.pdf	Evaluation of 2018 Extended Learning Opportunities Summer Adventures in Learning (ELO SAIL) in Title I Schools	Evaluation of the Extended Learning Opportunities Summer Adventures in Learning (ELO SAIL) program on attendance, reading, and math scores
134	Program	ELO SAIL Report 2 _FINAL.pdf	Impact of the Extended Learning Opportunities Summer Adventures in Learning (ELO SAIL) Program on Student Academic Performance: Part 2, Results for Summer 2015	Evaluation of the Extended Learning Opportunities Summer Adventures in Learning (ELO SAIL) program on attendance, reading, and math scores
135	Program	ELO SAIL Report Part 1 _FINAL.pdf	Impact of the Extended Learning Opportunities Summer Adventures in Learning (ELO SAIL) Program Student Academic Performance: Part 1, Results from Fall 2012 to Fall 2015	Evaluation of the Extended Learning Opportunities Summer Adventures in Learning (ELO SAIL) program on attendance, reading, and math scores
136	Program	Summer Programs 2022_Final.pdf	Summer Programs 2022: Districtwide Participation and Effects of Participation on K-8 Academic Performance	Evaluation of the Extended Learning Opportunities Summer Adventures in Learning (ELO SAIL) program on attendance, reading, and math scores

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
137	Program	Summer Programs 2023 Evaluation Report Final.pdf	Summer Programs 2023: Districtwide Participation and Effects of Participation on Academic Performance	Evaluation of the Extended Learning Opportunities Summer Adventures in Learning (ELO SAIL) program on attendance, reading, and math scores
138	Planning	Understanding the Blueprint 241010 PPT.pdf	Understanding the Blueprint	PowerPoint presentation to the MCPS Board of Education about the Blueprint
139	Planning	Blueprint for Maryland's Future House Bill 1372.pdf	Blueprint for Maryland's Future	PowerPoint presentation to the MCPS Board of Education about the Blueprint
140	Program	High School Enriched and Accelerated Options.pdf	High School Enriched and Accelerated Options	PowerPoint presentation to the MCPS Board of Education about high school and accelerated options
141	Academics	Student Data/Pathway Milestone: 2022–2023 Dynamic Indicators of Early Basic Literacy Skills (DIBELS).pdf	Student Data/Pathway Milestone: 2022–2023 Dynamic Indicators of Early Basic Literacy Skills (DIBELS)	PowerPoint presentation to the MCPS Board of Education about literacy skills indicators
MCPS Office of the Chief Financial Officer				
142	Financial	0242.24_fy2025budgetin brief.pdf	The Superintendent's Recommended Budget in Brief FY2025	Recommended budget for MCPS for FY25
143	Financial	fy20singleauditreport.pdf	The Board Of Education Of Montgomery County, Maryland Single Audit Supplemental Financial Report Year Ended June 30, 2020	A financial audit of MCPS
144	Financial	fy21singleaudit.pdf	The Board Of Education Of Montgomery County, Maryland Single Audit Supplemental Financial Report Year Ended June 30, 2021	A financial audit of MCPS

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
145	Financial	fy22acfr.pdf	Annual Comprehensive Financial Report for Fiscal Year Ended June 30, 2022	The annual comprehensive financial report of MCPS
146	Financial	FY23 Operating Budget Categorical Transfer Request.pdf	Memorandum	Work session – Montgomery County Public Schools (MCPS) FY23 Operating Budget Categorical Transfer Request
147	Financial	fy23_singleaudit.pdf	Board Of Education of Montgomery County, Maryland Single Audit Together with Reports of Independent Public Accountants for the Year Ended June 30, 2023	A financial audit of MCPS
148	Financial	fy2023_acfr.pdf	Annual Comprehensive Financial Report for Fiscal Year Ended June 30, 2023	The annual comprehensive financial report of MCPS
149	Financial	mcpsfy20cafr11.pdf	Annual Comprehensive Financial Report for Fiscal Year Ended June 30, 2020	The annual comprehensive financial report of MCPS
150	Financial	mcpsfy22singleauditreport.pdf	Board Of Education of Montgomery County, Maryland Single Audit Together with Reports of Independent Public Accountants for the Year Ended June 30, 2022	A financial audit of MCPS
151	Financial	oCFO fy21 acfr.pdf	Annual Comprehensive Financial Report for Fiscal Year Ended June 30, 2021	The annual comprehensive financial report of MCPS
152	Financial	oCFO fy24 acfr	Annual Comprehensive Financial Report for Fiscal Year Ended June 30, 2024	The annual comprehensive financial report of MCPS
153	Financial	2015operatingbudget.pdf	FY2015 Operating Budget	FY 2015 Operating Budget for Montgomery County Public Schools

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
154	Financial	2015programbudget.pdf	FY2015 Program Budget	FY 2015 Program Budget for Montgomery County Public Schools
155	Financial	150930 Leventhal George Cat 12 Expend 150630.pdf	N/A	Provides information regarding State Expenditure Category 12, Fixed Charges, as of June 30, 2015
156	Financial	Mo Finan Rpt Nov2014.pdf	Monthly Financial Report	This financial report reflects the actual financial condition of Montgomery County Public Schools (MCPS) as of November 30, 2014, and projections through June 30, 2015, based on program requirements and estimates made by primary and secondary account managers.
157	Financial	cafrfy2015.pdf	Annual Comprehensive Financial Report for Fiscal Year Ended June 30, 2015	The annual comprehensive financial report of MCPS
158	Financial	fy2020_adopted_operatingbudget_final_entirebook.pdf	FY 2020 Operating Budget	Adopted operating budget for FY 2020
159	Financial	Object Transfer Rpt January 2015.pdf	N/A	Letter sharing information about transfers for Montgomery County Public Schools
160	Financial	MCPS16 (3).pdf	Financial Management Practices Audit Report	An audit of financial management practices for MCPS, May 2016
161	Planning	2023-Indicators-of-Poverty_Formula-Addendum.pdf	Blueprint for Maryland's Future: Report on Neighborhood Indicators of Poverty	In this updated report on Neighborhood Indicators of Poverty, the Maryland State Department of Education (MSDE) presents its recommended methodology to develop and apply a system of neighborhood indicators of poverty, known as Maryland Neighborhood Tiers (MNT).
162	Financial	2024fy-budget-docs-operating-R00A02-MSDE-Aid-to-Education.pdf	Aid to Education Maryland State Department of Education	The Maryland State Department of Education (MSDE) Aid to Education budget is comprised of programs that provide State education aid to local jurisdictions. These programs include the State Share of the Foundation program, which is the major State Aid program for primary and secondary schools.
MCPS Office of the Chief Human Resources and Development Officer				

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
163	Financial	2024-2025-Professional-Salary-Schedules-A.pdf	Professional Salary Schedules Maryland Public Schools 2024-2025	A report containing salary schedules for professionals in Maryland Public Schools for FY25
164	Financial	oHRDO MSDEFY20ProfessionalSalarySchedules.pdf	Professional Salary Schedules Maryland Public Schools 2019-2020	A report containing salary schedules for professionals in Maryland Public Schools for FY20
165	Financial	oHRDO MSDEFY24ProfessionalSalarySchedu.pdf	Professional Salary Schedules Maryland Public Schools 2023-2024	A report containing salary schedules for professionals in Maryland Public Schools for FY24
166	Demographics	Staff Statistical Profile FY2024.pdf	Staff Statistical Profile FY2024	This report provides a comprehensive profile of the staff at Montgomery County Public Schools, including demographic information, years of experience, degrees held, and turnover rates. It includes data on different categories of staff such as administrators, teachers, and support staff.
167	Other	ADOPTED Recognition NBCT Educators 240319.pdf	Memorandum	Educators Who Earned Certification from the National Board for Professional Teaching Standards in 2023
168	Demographics	Staff Statistical Profile FY2014.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY14
169	Demographics	Staff Statistical Profile FY2015.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY15
170	Demographics	Staff Statistical Profile FY2016.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY16
171	Demographics	Staff Statistical Profile FY2017.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY17
172	Demographics	Staff Statistical Profile FY2018.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY18
173	Demographics	Staff Statistical Profile FY2019.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY19
174	Demographics	Staff Statistical Profile FY2020.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY20
175	Demographics	Staff Statistical Profile FY2021.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY21

Montgomery County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
176	Demographics	Staff Statistical Profile FY2022.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY22
177	Demographics	Staff Statistical Profile FY2023.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY23
178	Demographics	Staff Statistical Profile FY2024.pdf	Staff Statistical Profile	Summarizes demographic information about MCPS staff for FY24
MCPS Office of the Superintendent of Schools				
179	Comprehensive	oCSI - 2022-23-AnnualReport.pdf	2022-2023 Annual Report to the Community	A summary of stories and highlights from the 2022-2023 academic school year for MCPS
180	Comprehensive	oCSI - 2023-2024-AnnualReport-FINAL-web	2023-2024 Annual Report to the Community	A summary of stories and highlights from the 2023-2024 academic school year for MCPS
181	Planning	Blueprint MD Future Initial Implement Plan.pdf	Memorandum	Document detailing future plans for implementing the Blueprint for Maryland's Future

Exhibit 7 – Reporting Mandates Analysis

Montgomery County Public Schools				
#	Issuing Department	Report Title	Mandate	Brief Summary
1	Maryland State Department of Education	Analysis of Professional Salaries	State Law	This report provides an analysis of professional salaries in Maryland public schools, including data on average salaries, median salaries, and salary distributions across different positions and local education agencies.
2	Maryland State Department of Education	Staff by Degree and Years of Experience	State Law	This report presents information on the types of degrees and years of experience of central office and school-level professional personnel in Maryland local education agencies.
3	Maryland State Department of Education	Staff by Race and Gender	State Law	This report provides data on the racial and gender breakdown of central office and school-level professional personnel in Maryland local education agencies.
4	Maryland State Department of Education	Staff Employed at School and Central Office Levels	State Law	This report includes data on the number of staff employed at school and central office levels in Maryland public schools, categorized by position and local education agency.
5	Office of the Superintendent of Schools	Blueprint for Maryland's Future Initial Implementation Plan	State Law	This document includes the initial implementation plan for the Blueprint for Maryland's Future law.
6	Office of Strategic Initiatives	2023-2024 Culture and Climate Survey Results	Internal Survey	This document includes the preliminary report of responses from central office staff to items on the 2023-2024 Culture and Climate Survey.

Montgomery County Public Schools				
#	Issuing Department	Report Title	Mandate	Brief Summary
7	Office of Strategic Initiatives	Staff Climate Survey 2022–2023 Central Office Results	Internal Survey	This document includes the results of the staff climate survey conducted in 2022-2023.
8	Office of Strategic Initiatives	Class of 2024: SAT/ACT Participation and Performance	Federal Education Standards	This memorandum provides information on the SAT/ACT participation and performance for 2024 high school graduates in MCPS.
9	Office of Shared Accountability	ISC 2023-2024 Final	Local Law	This evaluation investigates the long-term impact of the Innovative School Calendar (ISC) since year one on academic performance outcomes, and other factors that impact student success such as chronic absenteeism, and self-reported perceptions of well-being for students enrolled in Grades 3, 4, and 5 at Arcola Elementary School.
10	Maryland State Department of Education	MSDE Report Card	State Law	This report provides an overview of school performance metrics including attendance, graduation rates, and standardized test scores.
11	Office of Shared Accountability	Official Enrollment Suppressed 2025	Local Law	This report provides detailed enrollment statistics for Montgomery County Public Schools as of September 30, 2024.
12	Office of Shared Accountability	SAAG 2023	Local Law	This publication provides information about enrollment, staffing, facilities, programs, outcome measures, and personnel costs for each school.

Montgomery County Public Schools				
#	Issuing Department	Report Title	Mandate	Brief Summary
13	Office of Shared Accountability	Instructional Mathematics Coach Program 91924 Final	Local Law	The evaluation of the instructional mathematics coaches (IMC) initiative during the 2023–2024 school year focused on the first-year implementation of mathematics coaches in 47 elementary and middle schools.
14	Office of Shared Accountability	School Safety & Security at a Glance 2021-2022	Local law	This report provides information about the reporting of incidents related to school safety and security, local school safety program descriptions, and serious incidents. It includes data on out-of-school suspensions, reported serious incidents, bullying incidents, drills conducted, and safety incidents requiring alert status.
15	Office of Shared Accountability	Special Education at a Glance 2022-2023	Federal law	This report provides information about the special education population at each MCPS school, including enrollment, staffing, special education services, and outcome measures. It is a companion document to MCPS Schools at a Glance and contains information to inform school improvement plans and identify best practices to improve outcomes for students with disabilities.

Montgomery County Public Schools				
#	Issuing Department	Report Title	Mandate	Brief Summary
16	Office of Human Resources and Development	Staff Statistical Profile FY2024	Local law	This report provides a comprehensive profile of the staff at Montgomery County Public Schools, including demographic information, years of experience, degrees held, and turnover rates. It includes data on different categories of staff such as administrators, teachers, and support staff.
17	Office of Shared Accountability	The StudySync Curriculum: A Process and Outcome Evaluation	Local law	This process and outcome evaluation investigated the extent to which the middle school English Language Arts (ELA) core curriculum, StudySync, is implemented with fidelity and how well it has addressed the needs of diverse learners in Montgomery County Public Schools.
18	Office of Shared Accountability	Impact of Services Provided by Well-Being Social Workers 2023-2024	Federal law	This report evaluates the impact of the supports provided by the Elementary and Secondary School Emergency Relief (ESSER) funded School Well-Being Social Workers (WBSWs) during the 2023–2024 school year. It includes information on the services provided, the perceived impact on students and the school environment, and recommendations for program improvement.

Links to MCPS reports:

Office of Chief of Strategic Initiatives / Office of Shared Accountability:

- [School Profiles | Montgomery County Public Schools](#)
- [Budget Dashboards](#)
- [Data Dashboards](#)
- [Learning, Accountability, and Results Dashboards](#)
- [Board Report - Fall 2024 Literacy Data Progress Update 241205.pdf](#)
- [Board Report - FY2025 DIBELS Data Kindergarten By Year.xlsx](#)
- [Board Report - FY2025 DIBELS Data First Grade By Year.xlsx](#)
- [Board Report - Fall 2024 Literacy Data Progress Update 241205 PPT.pdf](#)
- [Annual Publications on Students](#)
 - Maryland Public School Enrollment by Race/Ethnicity and Gender and Number of Schools
 - Nonpublic School Enrollment State of Maryland
 - Summary of Attendance
 - Suspensions, Expulsions, and Health Related Exclusions
 - Maryland Public School Suspensions By School and Major Offense Category In-School Suspensions
 - Maryland Public School Suspensions By School and Major Offense Category Out-of-School Suspensions and Expulsions
 - Maryland Public School Suspensions By School and Major Offense Category In-School and Out-of-School Suspensions and Expulsions
 - Habitual Truants
 - Maryland Early Intervention and Special Education Services Census Data and Related Tables
- [Annual Maryland Public Schools Report Card](#)
- [Impact of Services Provided by Well-Being Social Workers August 2024](#)
- [Long-Term Impact of Innovative School Calendar at Arcola Elementary School: Outcome Evaluation 2023-2024 July 2024](#)
- [The StudySync Curriculum: A Process and Outcome Evaluation July 2024](#)
- [Instructional Mathematics Coaches -Implementation Evaluation July 2024](#)
- [Class of 2023 Advanced Placement and International Baccalaureate Exam Participation and Performance April 2024](#)
- [2023 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance among High School Students in Montgomery County Public Schools February 2024](#)
- [Reliability Analysis of 2022-2023 Staff Climate Survey January 2024](#)
- [Updated Model Predicting High School Students' Attainment of Core Credits in Grade 9 December 2023](#)
- [Summer Programs 2023: Districtwide Participation and Effects of Participation on Academic Performance November 2023](#)
- [Official Reports of Enrollment as of September 30, 2023 November 2023](#)
- [Data Summary of Select KID Museum Programs at Montgomery County Public Schools October 2023](#)
- [Innovative School Calendar: Outcomes Evaluation 2022–2023 August 2023](#)
- [Measures of Academic Progress \(MAP\) Growth Completion Time Analysis August 2023](#)

- [Montgomery County Public Schools: Pathway to College, Career, and Community Readiness August 202](#)
- [Linking MAP and MCAP Assessments for Grades 3–8 Students August 2023](#)
- [Examination of Reading Specialist's Support of Structured Literacy in Elementary Schools July 2023](#)
- [Examining the Role of the Staff Development Teacher \(SDT\) in Supporting Professional and Operational Excellence July 2023](#)
- [Structured Literacy: Year 1 Implementation and Outcome Evaluation July 2023](#)
- [Tutoring Outcomes: 2022–2023 June 2023](#)
- [Examining the Impact of Excel Beyond The Bell's Elementary and Middle School Programs June 2023](#)
- [Summer Programs 2022: Districtwide Participation and Effects of Participation on K-8 Academic Performance May 2023](#)
- [Tutoring Outcomes Evaluation: 2021–2022](#)
- [School Implementation of COG-RA: Personal Mobile Devices Policy: Fall 2022 Principal Survey Results and Website Review May 2023](#)
- [Montgomery Virtual Academy \(MVA\) Program March 2023](#)
- [2022-2023 Annual Report](#)
- [Fiscal Year 2023 Staff Climate Survey Results](#)
- [Class of 2022 Advanced Placement and International Baccalaureate Exam Participation and Performance](#)
- [2021-2022 Leader in Me Cohort 1 Evaluation](#)
- [Outcome Analysis of a Literacy Professional Development Support Program Implemented School Year 2021-2022](#)
- [2022 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance for High School Students in Montgomery County Public Schools](#)
- [Official Reports of Enrollment as of September 30, 2022](#)
- [2021 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance for High School Students in Montgomery County Public Schools](#)
- [Class of 2021 Advanced Placement and International Baccalaureate Exam Participation and Performance](#)
- [Official Reports of Enrollment as of September 30, 2021](#)
- [Examining the Impact of Montgomery County Public School 2021 Summer Program](#)
- [Class of 2020 Advanced Placement and International Baccalaureate Exam Participation and Performance](#)
- [Student Outcomes on MAP Growth: Comparison of Virtual and In-Person Administrations](#)
- [Tables for 2020 Advanced Placement and International Baccalaureate Course Offering and Exam Participation and Performance for High School Students in Montgomery County Public Schools](#)
- [Official Reports of Enrollment as of September 30, 2020](#)
- [Evaluation of the Multidisciplinary Education, Training, and Support \(METs\) Program at the Elementary Level](#)
- [The Equal Opportunity Schools \(EOS\) Initiative: Examination of Changes in Participation and Success in AP/IB Courses](#)

- [Summary Analysis of Middle School Magnet Programs and Middle School Enriched and Accelerated Courses](#)
- [Elementary Principal Survey: English Learner Program Spring 2020](#)
- [Class of 2019 Advanced Placement and International Baccalaureate Exam Participation and Performance](#)
- [Evaluation of the Summer Unleash Potential \(Summer UP\) Program- Elementary Level](#)
- [Summary of Analysis for Centers for Enriched Studies and Enriched Literacy Curriculum](#)
- [Evaluation of the Extended Learning Opportunities—Summer Title I Enrichment Program \(ELO STEP\) in 2019](#)
- [2019 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance for High School Students in Montgomery County Public Schools](#)
- [Formative Evaluation of the Two-Way Immersion Program in Montgomery County Public Schools](#)
- [Study of School Principals in Montgomery County Public Schools: Exploration of Factors Associated with Turnover and Attrition](#)
- [Official Reports of Enrollment as of September 30, 2019](#)
- [Study of Teacher Workforce in Montgomery County Public Schools](#)
- [Study of Teacher Workforce in Montgomery County Public Schools: Attrition and Mobility](#)
- [An Examination of the Impact of the George B. Thomas, Sr. Learning Academy Saturday School in Montgomery County Public Schools \(2018 – 2019\)](#)
- [Evaluation of the Summer Unleash Potential \(Summer UP\) Pilot Program – Middle School Level](#)
- [Evaluation of the Summer Unleash Potential \(Summer UP\) Pilot Program - Elementary Level](#)
- [Evaluation of Extended Learning Opportunities—Summer Title I Enrichment Program \(ELO STEP\) in 2017–2018](#)
- [Evaluation of 2018 Extended Learning Opportunities—Summer Adventures in Learning \(ELO SAIL\) in Title I Schools](#)
- [Maryland State Department of Education Four-Year Cohort Dropout Rate](#)
- [2018 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance](#)
- [Class of 2018 Advanced Placement and International Baccalaureate Exam Participation and Performance](#)
- [Evaluation of the Kennedy Cluster Watkins Mill Cluster Project: Follow-up of Participants in the Multi-Agency Team Process from 2014 through 2017](#)
- [Summary of the 2017–2018 Elementary and Middle School Enriched and Accelerated Program Process in Montgomery County Public Schools](#)
- [Official Reports of Enrollment as of September 30, 2018](#)
- [SAT Participation and Performance for the Class of 2018](#)
- [Information: 2018 Final Partnership for Assessment of Readiness for College and Careers Student Results](#)
- [Understanding the Relationships between Poverty, School Factors, and Student Achievement](#)
- [An Examination of the Impact of the George B. Thomas, Sr. Learning Academy - Saturday School Program in Montgomery County Public Schools](#)

- [Class of 2017 Advanced Placement and International Baccalaureate Exam Participation and Performance](#)
- [Evaluation of the 2017 Building Educated Leaders for Life \(BELL\) Summer Learning Program in Montgomery County Public Schools](#)
- [Evaluation of the Higher Education Partnerships \(HEPs\) Program in MCPS](#)
- [2017 Advanced Placement and International Baccalaureate Course Enrollment and Exam Participation and Performance](#)
- [Evaluation of the Redesigned Bilingual Assessment Team Process](#)
- [Official Reports of Enrollment as of September 30, 2017](#)
- [Evaluation of the Implementation of the Ready Common Core and i-Ready Pilot Program in Montgomery County Public Schools](#)
- [SAT Participation and Performance for the Class of 2017](#)
- [Achievement at an Advanced Level Among Secondary Students: Changes Over Time and Options that Support Black or African American and Hispanic/Latino Students](#)

Office of the Inspector General

- [Investigation of Alleged Mismanagement of Grant Funds Provided to Sargent Schriver Elementary School PTA](#)
- [MCPS' Procurement of Crisis Management Services](#)
- [MCPS Complaint Processing](#)
- [Investigation of MCPS' Management of the Electric Bus Contract](#)
- [Investigation of Misconduct by Senior MCPS Officials](#)
- [Investigation of Misconduct Allegations Against Dr. Joel Beidleman](#)
- [MCPS Payment of Traffic Citations](#)
- [Abuse of Purchase Cards by Montgomery County Public Schools Department of Transportation Employees](#)
- [Retention of Employee Health Insurance Premiums by MCPS](#)
- [Memorandum of Understanding Regarding the School Bus Safety Camera Program \(between the Montgomery County Public Schools & the Montgomery County Police Department\)](#)
- [Telework Program of the Montgomery County Public Schools Final Report](#)
- [Montgomery County Public Schools Workers' Compensation Program Final Report](#)
- [Purchase Card Policies and Procedures of the Montgomery County Public Schools Final Report](#)
- [Acquisition of Promethean Interactive Classroom Technology Systems Report of Review](#)
- [Evaluation of Budget and Financial Information Provided by Montgomery County Public Schools Report of Review](#)
- [Seven Locks Elementary School Projects](#)

Office of the Chief Academic Officer

- [Board Report - Fall 2024 Literacy Data Progress Update 241205.pdf](#)
- [Board Report - FY2025 DIBELS Data Kindergarten By Year.xlsx](#)
- [Board Report - FY2025 DIBELS Data First Grade By Year.xlsx](#)
- [Board Report - Fall 2024 Literacy Data Progress Update 241205 PPT.pdf](#)
- [Annual Publications on Students](#)
 - Maryland Public School Enrollment by Race/Ethnicity and Gender and Number

- of Schools
 - Nonpublic School Enrollment State of Maryland
 - Summary of Attendance
 - Suspensions, Expulsions, and Health Related Exclusions
 - Maryland Public School Suspensions By School and Major Offense Category In-School Suspensions
 - Maryland Public School Suspensions By School and Major Offense Category Out-of-School Suspensions and Expulsions
 - Maryland Public School Suspensions By School and Major Offense Category In-School and Out-of-School Suspensions and Expulsions
 - Habitual Truants
 - Maryland Early Intervention and Special Education Services Census Data and Related Tables
- [Annual Maryland Public Schools Report Card](#)
- [Understanding the Blueprint 241010 PPT.pdf](#)
- [Blueprint for Maryland's Future House Bill 1372](#)
- [High School Enriched and Accelerated Options](#)
- [Student Data/Pathway Milestone: 2022–2023 Dynamic Indicators of Early Basic Literacy Skills \(DIBELS\)](#)

Office of the Chief Financial Officer

- [Annual Financial Reports](#)
 - Annual Comprehensive Financial Report
 - OMB Single Audit Report
- [Monthly Financial Report to Board of Education](#)
- [Concentration of Poverty in Montgomery County Public Schools \(prepared for the Blueprint for Maryland's Future\)](#)
- [Annual Publications on Staff](#)
 - Analysis of Professional Salaries
 - Professional Staff by Assignment, Race/Ethnicity and Gender
 - Professional Staff by Type of Degree and Years of Experience
 - Staff Employed at School and Central Office Levels
 - Professional Salary Schedules
- [Budget Book](#)
- [Biannual MSDE State Aid/Enrollment Report](#)
- [MD Office of Legislative Audits, Performance Audit \(every 6 years, next one due 2026-2027\)](#)
- [ESSA Per Pupil reporting to state](#)

APPENDIX B - BEST PRACTICES SOURCES

MGT obtained information about best practices in school reporting from several sources. Our primary source was our subject matter expert, who helped develop the list of best practices seen earlier in this report. MGT validated those best practices by finding articles that described the same best practices used in this report. While no single article validated every best practice, MGT was able to triangulate and identify specific best practices in each article. The articles are listed below, followed by a summary of which best practice is identified in each article.

Exhibit 8: Best Practices Sources

#	Title	Author(s)	Source	Date
S1	Communicating Performance: A Best Practice Resource for Encouraging Use of State and School Report Cards	Pedro A. Rivera (Pennsylvania), President Carissa Moffat Miller, Executive Director	Council of Chief State School Officers	January 2019
S2	Show Communities the Data: Best Practices for Communicating Data to Parents and the Public	Alexandra Ball	Data Quality Campaign	May 2021
S3	Leading with Data in Today's K12 Environment: 6 Best Practices	West Virginia Public Broadcasting	District Administration	October 2024
S4	Guidance for Developing School Profiles	Not Listed	Great Schools Partnership	June 2021
S5	Forum Guide to Strategies for Education Data Collection and Reporting	Not Listed	National Forum on Education Statistics	March 2021

The following table presents the list of best practices, and which source validates each practice.

Exhibit 9: Best Practices Source Analysis

BP	Name	S1	S2	S3	S4	S5
A	Transparency and Accessibility	X	X	X	X	X
B	Alignment of the Message			X	X	
C	Regular Updates	X		X		X
D	Engagement and Feedback	X		X		
E	Visualizations and Infographics	X	X			X
F	Format	X			X	
G	Comprehensive Reporting			X		X
H	Data Privacy and Security			X		X

APPENDIX C – PEER REPORTS OBTAINED BY MGT

MGT reviewed district and state websites to gather available public facing reports. A list of reports collected, along with a summary of their contents, is provided below. The reports were compiled by MGT and reviewed to understand subject matter but not analyzed in the same way as reports from MCPS.

Frederick County, Maryland Public Schools

MGT found 33 publicly available reports related to Frederick County Public Schools (FCPS), categorized as follows:

- Climate and Culture – 5 reports
- Comprehensive – 1 report
- Demographics – 5 reports
- Facilities – 2 reports
- Financial – 4 reports
- Other – 7 reports
- Planning – 6 reports
- Program – 3 reports

In addition, the following dashboards on the FCPS website provide trend data, often filterable by gender, race/ethnicity, and special student status (e.g., economically disadvantaged, multilingual learners, students with disabilities, etc.):

- 2024 Frederick County Schools At A Glance
- Frederick County School Report Cards
- Frederick County Schools Enrollment Data
- Frederick County Schools MCAP Data
- Frederick County Schools Graduation and College Status Data
- Frederick County Schools Civil Rights Related Data

Several other sites were identified that offer further details about FCPS, including:

- FCPS Fast Facts
- FCPS Lead in Water Testing Results by School
- FCPS Equity and Access Data
- The Blueprint Quarterly

The 33 saved reports are detailed starting on the following page and will be provided to MCOLO.

Exhibit 10: Frederick County Public School System Reports

Frederick County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
1	Climate and Culture	2021-State-Climate-Arrests & Referrals.csv	2021 State Climate Arrests & Referrals.	Contains data related to student arrests and referrals for disciplinary action within a school setting for the year 2021, including details like the number of incidents, types of referrals, and demographic breakdown of affected students.
2	Climate and Culture	2021-State-Climate-Chronic Absenteeism.csv	2021 State Climate Chronic Absenteeism.	Includes information on rates of chronic absenteeism among students, detailing how many days students were absent and the reasons for such absences, broken down by various demographics and school data.
3	Climate and Culture	2021-State-Climate-Harassment & Bullying.csv	2021 State Climate Harassment & Bullying.	Contains data on reported cases of harassment and bullying within schools, including types of incidents, frequency, and the demographic details of both victims and perpetrators.
4	Climate and Culture	2021-State-Climate-Incidents of Violence.csv	2021 State Climate Incidents of Violence.	Details incidents of violence in schools, with specifics on the types of violence, the number of incidents, and detailed student or school characteristics.
5	Climate and Culture	2021-State-Climate-Suspensions & Expulsions.csv	2021 State Climate Suspensions & Expulsions.	Includes statistics on student suspensions and expulsions, with data on the duration of suspensions, reasons for disciplinary actions, and the outcomes following these actions.
6	Comprehensive	Strategic Plan for Frederick Co Public Schools.pdf	Systemwide Strategic Plan 2024–2025 School Year	Systemwide strategic plan 2024-25 School year for Frederick County Public Schools
7	Demographics	2021-State-Acc-Enroll.csv	2021 State Acc Enroll	Offers enrollment counts by school for 2021 broken down by gender, race/ethnicity, ELL, and disability status
8	Demographics	2021-State-Pre-Enroll.csv	2021 State Pre Enroll	Contains pre-enrollment data, showing information on students registered to start school, including readiness assessments or demographic information about incoming students.
9	Demographics	Enrollment by Race_Ethnicity and Gender and Number of Schools Maryland Public	Enrollment by Race/Ethnicity and Gender and Number of Schools - Maryland Public Schools - September 30, 2023	Enrollment by race/ethnicity and Gender and number of schools 2023

Frederick County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
		Schools September 30, 2023.pdf		
10	Demographics	Enrollment Projections.pdf	Frederick County Public Schools September 30, 2024 Enrollment Projections	Contains projected enrollment numbers for Frederick County Public Schools as of September 30, 2024, detailing student counts across elementary, middle, and high schools. It breaks down enrollment by school and grade level, providing comparisons with building capacities to assess over- or under-enrollment.
11	Demographics	March Quarterly Enrollment Hard Nos.xlsx.pdf	Frederick County Public Schools Enrollments And Capacities March 31, 2024	Provides hard numbers for student enrollments as of March 2024 across Frederick County Public Schools. It lists individual schools along with their total, equated, and state-rated enrollments, comparing these figures against the schools' capacities to highlight areas of overcapacity or underutilization.
12	Facilities	Educational Facilities Master Plan Annual Update EFMP2024FINALWEB.pdf	Educational Facilities Master Plan Annual Update Including FY2026 Capital Budget June	Outlines the Educational Facilities Master Plan for Frederick County Public Schools, approved by the Board of Education, including the FY2026 Capital Budget. It details the strategic planning for school facilities, including enrollment projections, facility evaluations, capital projects, and a 10-year capital improvement plan aimed at addressing the capacity and modernization needs of the school system.
13	Facilities	FY2025 Comprehensive Maintenance Plan.pdf	FCPS Comprehensive Maintenance Plan FY 2025	Details the maintenance strategies and practices intended to sustain and enhance the learning environments across all facilities. It aligns with state regulations and the local Educational Facilities Master Plan, focusing on maintaining healthy, safe, and educationally sufficient environments through systematic maintenance planning and execution.
14	Financial	FCPS Annual Comprehensive Financial Report.pdf	Annual Comprehensive Financial Report for the year ending June 30, 2024	Covers the fiscal year ending June 30, 2024. It includes detailed financial statements, notes, schedules, and statistical data that present the financial position of the district and changes in financial position over the fiscal year. The report highlights revenues, expenses, assets, and liabilities with in-depth analyses of fund balances and financial activities.

Frederick County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
15	Financial	FY2025_AdoptedOperatingBudgetBooklet.pdf	Adopted Operating Budget Fiscal Year 2025	Details the adopted operating budget for Frederick County Public Schools for fiscal year 2025. It includes comprehensive information about the budget's structure, funding sources, expenditure categories, and specific allocations towards education programs, staff salaries, and school operations. It reflects the district's priorities and strategic financial planning, integrating educational objectives with fiscal management.
16	Financial	FY2025_SuperintendentsRecommendedBudget.pdf	Superintendent's Recommended Operating Budget FY2025	Presents the Superintendent's recommended operating budget for Frederick County Public Schools for FY2025. It details proposed financial allocations aimed at supporting staff retention, addressing school district growth, providing student support, and managing increased costs due to inflation. The budget proposal includes specific increases in expenditure categories, detailed revenue sources, and outlines the financial strategies to support district operations and educational programs.
17	Financial	fy25_budgetReleaseFlier.pdf	Superintendent Dr. Cheryl L. Dyson's Recommended Budget Breakdown for FY25	Outlines the key components and priorities of the Superintendent's recommended budget for FY2025 for Frederick County Public Schools. It addresses critical areas such as staff recruitment and retention, managing inflationary pressures, responding to enrollment growth, and enhancing student support services, detailing the financial impact and proposed expenditures for each area.
18	Other	2024_LegislativePrinciples.pdf	Board of Education of Frederick County Legislative Principles and Priorities for Advocacy	Outlines the legislative principles and advocacy priorities of the Frederick County Board of Education for the 2024 legislative session. It emphasizes the importance of local governance in education, advocating for policies that support local decision-making, adequate funding, and resources to ensure the success and safety of students and staff.
19	Other	Annual Technology Report.pdf	Annual Technology Report November 15, 2023	Details technology expenditures for Frederick County Public Schools for the fiscal year, breaking down costs by digital devices, connectivity, and IT staff. It also reports on the percentage of students, teachers, and staff with access

Frederick County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				to digital devices and adequate connectivity at home, highlighting the technology's reach and impact within the education system.
20	Other	Elementary School Boundaries.pdf	2024-2025 Frederick County Elementary and Primary School Boundaries	Map of Elementary school boundaries in the district
21	Other	High School Boundaries.pdf	2024-2025 Frederick County High School Boundaries	Map of high school boundaries in the district
22	Other	Middle School Boundaries.pdf	2024-2025 Frederick County Middle School Boundaries	Map of middle school boundaries in the district
23	Other	Pupil Yield Rates.pdf	2022 Pupil Yield Rates (Effective November 1, 2022*) Frederick County Public Schools	Outlines the pupil yield rates effective from November 1, 2022, for Frederick County Public Schools. It provides detailed yield rates for elementary, middle, and high schools based on housing type (single-family, townhouse, multi-family), helping to predict student enrollments from residential developments.
24	Other	Schools Closed to Transfers.pdf	Frederick County Public Schools September 30, 2024 Enrollment Projections Schools Closed To Out Of District Transfers	Lists the schools in Frederick County that are closed to transfers due to capacity issues. It provides projected enrollment numbers, capacity percentages, and identifies which schools exceed their rated capacities, necessitating restrictions on new transfers to manage overcrowding.
25	Planning	AIB Fall What to Watch for SY24-25.pdf	The Blueprint in Action: The Vision for the Future & What to Watch for in SY24-25	Outlines the key initiatives and strategic focus areas for the implementation of the Blueprint for Maryland's Future in the 2024-2025 school year. It highlights efforts in expanding early childhood education, enhancing teacher development, promoting college and career readiness, and bolstering resources for student success.
26	Planning	AIB What to Watch Fall SY24-25 One Pager.pdf	Blueprint Implementation: What to Watch for in SY24-25	One-page summary provides an overview of the main objectives for the upcoming school year under the Blueprint for Maryland's Future, focusing on expanding Pre-K programs, implementing comprehensive literacy plans, enhancing career counseling services, and developing community school programs.
27	Planning	Blueprint_Spending_Nov 2023.pdf	Blueprint Spending Nov 2023	Reports on Frederick County Public Schools' use of federal and state funds, including COVID-19 relief and Blueprint for

Frederick County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				Maryland's Future funds, detailing expenditures on student instruction and various educational initiatives up to November 2023.
28	Planning	BlueprintMilestoneReport_May24.pdf	Maryland Blueprint For Education Milestone Report Semester 2: January 2024 Through May 2024	Reviews the progress and milestones achieved by Frederick County Public Schools in implementing the Blueprint for Maryland's Future from January to May 2024. It covers advancements in early childhood education, teacher development, student success measures, and governance.
29	Planning	Comprehensive Literacy Plan.pdf	Pre-K to 12 Comprehensive Literacy Plan Submitted June 2024	Details Frederick County Public Schools' strategies and actions to promote literacy from Pre-K through 12th grade, focusing on foundational skills, professional development, resource allocation, and personalized learning approaches.
30	Planning	Comprehensive Math PPlan.pdf	Comprehensive Mathematics Plan Grades Pre-K To 12 Submitted September 2024	Outlines a comprehensive strategy to enhance mathematics education in Frederick County Public Schools from Pre-K through 12th grade. It focuses on early learning, equitable instruction, multi-tiered supports, assessment systems, professional learning, and community engagement.
31	Program	2024 Frederick Career Counseling Report.pdf	New Middle and High School Career Counseling Program 2024 Report Template	Outlines the 2024 report for a new middle and high school career counseling program in Frederick County, emphasizing the implementation efforts and contributions of local workforce development boards and educational institutions. It discusses the program's structure, including its staffing, training of career coaches, and the initial impacts on student career preparedness and decision-making processes.
32	Program	LYNX Report.pdf	Linking Youth To New Experiences (Lynx Annual Evaluation Report – September 2024	Provides a comprehensive evaluation of the LYNX program at Frederick High School, which integrates self-directed learning and work-based experiences into the curriculum to improve college and career readiness. It details the program's advocacy, partnership efforts, flexible scheduling, and innovative learning strategies, demonstrating significant improvements in student engagement, academic performance, and satisfaction.

Frederick County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
33	Program	PartnershipReport_23-24.pdf	Educational Partnerships Annual Report 2023-2024 School Year	Highlights the contributions and support from local businesses and nonprofits throughout the 2023-2024 school year. It outlines how partnerships enhance student experiences and opportunities across various programs, including career and technology education, and the impact on student success and community engagement.

Howard County, Maryland Public Schools

MGT found 45 publicly available reports related to the Howard County Public School System (HCPSS), categorized as follows:

- Academic – 6 reports
- Climate and Culture – 5 reports
- Comprehensive – 1 report
- Demographics – 3 reports
- Facilities – 1 report
- Financial – 24 reports
- Other – 3 reports
- Planning – 2 reports

In addition, the following dashboards on the HCPSS website provide trend data, often filterable by gender, race/ethnicity, and special student status (e.g., economically disadvantaged, multilingual learners, students with disabilities, etc.):

- 2024 Howard County Schools At A Glance
- Howard County School Report Cards
- Howard County Schools Enrollment Data
- Howard County Schools MCAP Data
- Howard County Schools Graduation and College Status Data
- Howard County Schools Civil Rights Related Data

Several other sites were identified that offer further details about HCPSS, including:

- HCPSS Fast Facts
- HCPSS Water Quality Reports by School
- HCPSS Cooling Towers Testing and Treatment Results

The 46 saved reports noted above are detailed starting on the following page and will be provided to MCOLL separately.

Exhibit 11: Howard County Public School System Reports

Howard County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
1	Academic	Advanced Placement (AP) Program Trends - All Students and Graduates.pdf	Board of Education Of Howard County Meeting Agenda Item - Advanced Placement (AP) Program Trends: All Students and Graduates	Outlines the participation and performance trends in the Advanced Placement (AP) program for Howard County Public School System students from 2019 to 2023. It highlights a slight decline in the percentage of AP exams scoring a 3 or higher and identifies gaps in participation and success rates among various student demographics, emphasizing the need for equitable education strategies.
2	Academic	Class of 2023 SAT & ACT Participation, Performance, and Five-Year Trends.pdf	Board of Education Of Howard County Meeting Agenda Item - Class of 2023 SAT & ACT Participation, Performance, and Five-Year Trends	Provides detailed data on SAT and ACT participation and performance for Howard County Public School System's Class of 2023, noting a decrease in participation rates from pre-pandemic levels and disparities in performance and participation among different student groups.
3	Academic	Postsecondary Educational Outcomes for Graduates of HCPSS Report.pdf	Board of Education Of Howard County Meeting Agenda Item - Postsecondary Educational Outcomes for Graduates of HCPSS Report	Discusses the college enrollment, persistence, and completion rates of Howard County Public School System graduates from the Classes of 2018 to 2022, highlighting successes and ongoing challenges in closing opportunity gaps among student groups.
4	Academic	PSAT Participation and Performance.pdf	Board of Education Of Howard County Meeting Agenda Item - PSAT Participation and Performance	Analyzes PSAT participation and performance across Howard County Public School System, noting a decline in participation rates and persistent disparities affecting Black/African American and Hispanic/Latino students, and those receiving special education or economically disadvantaged students.
5	Academic	Readiness Matters_ 2023-2024 Kindergarten Readiness Assessment Report.pdf	Readiness Matters Kindergarten Readiness Assessment Report 2023-24	Evaluates the readiness of kindergartners in Howard County, showing a modest increase in overall readiness and detailing the performance across various domains. It also addresses readiness disparities among student populations based on race, ethnicity, and socioeconomic status.
6	Academic	Summary of the Accomplishments of the Class of 2023.pdf	Board of Education Of Howard County Meeting Agenda Item - Summary of	Details the achievements of the Howard County Public School System's Class of 2023, highlighting the number of students engaged in advanced coursework, those who

Howard County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
			the Accomplishments of the Class of 2023	earned industry credentials, and the impressive amount of scholarship money offered to graduates.
7	Climate and Culture	2021-State-Climate-Arrests & Referrals.csv	2021 State Climate Arrests & Referrals	Contains data related to student arrests and referrals for disciplinary action within a school setting for the year 2021, including details like the number of incidents, types of referrals, and demographic breakdown of affected students.
8	Climate and Culture	2021-State-Climate-Chronic Absenteeism.csv	2021 State Climate Chronic Absenteeism	Includes information on rates of chronic absenteeism among students, detailing how many days students were absent and the reasons for such absences, broken down by various demographics and school data.
9	Climate and Culture	2021-State-Climate-Harassment & Bullying.csv	2021 State Climate Harassment & Bullying	Contains data on reported cases of harassment and bullying within schools, including types of incidents, frequency, and the demographic details of both victims and perpetrators.
10	Climate and Culture	2021-State-Climate-Incidents of Violence.csv	2021 State Climate Incidents of Violence	Details incidents of violence in schools, with specifics on the types of violence, the number of incidents, and detailed student or school characteristics.
11	Climate and Culture	2021-State-Climate-Suspensions & Expulsions.csv	2021 State Climate Suspensions & Expulsions	Includes statistics on student suspensions and expulsions, with data on the duration of suspensions, reasons for disciplinary actions, and the outcomes following these actions.
12	Comprehensive	HCPSS Fast Facts Profile.pdf	HCPSS Fast Facts Profile	Provides key statistics about the Howard County Public School System, including demographics, student services, staff composition, and academic performance data such as AP test results and state test proficiency. It also covers system-wide metrics such as graduation rates, enrollment figures, and budget allocations.
13	Demographics	2021-State-Acc-Enroll.csv	Enrollment by Race/Ethnicity and Gender and Number of Schools Maryland Public Schools September 30, 2023	Offers enrollment counts by school for 2021 broken down by gender, race/ethnicity. ELL, and disability status
14	Demographics	2021-State-Pre-Enroll.csv	Facilities Maintenance, Custodial, and Grounds Opportunities Review Howard	Contains pre-enrollment data, showing information on students registered to start school, including readiness

Howard County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
			County Public School System Preliminary Highlights for Internal Discussion/Decision-Making	assessments or demographic information about incoming students.
15	Demographics	October 31, 2024 Enrollment.pdf	HCPS Student Membership Summary As of 10/31/2024	Monthly enrollment counts by school and grade level as of October 31, 2024 - monthly report
16	Facilities	Facilities, Custodial, and Grounds Opportunities Review - Preliminary Highlights.pdf	Facilities Maintenance, Custodial, and Grounds Opportunities Review Howard County Public School System Preliminary Highlights for Internal Discussion/Decision-Making	Presents a comprehensive review conducted by the District Management Council, assessing the facilities maintenance, custodial, and grounds operations within the Howard County Public School System. It emphasizes opportunities for improvement, comparing current practices to best practices nationwide, aiming to enhance service quality and financial efficiency while maintaining strong performance.
17	Financial	2024 Annual Comprehensive Financial Report.pdf	HCPSS 2024 Annual Comprehensive Financial Report For the Fiscal Year Ended June 30, 2024	Details the financial activities of the Howard County Public School System for the fiscal year ending June 30, 2024. It includes comprehensive financial statements, managements' discussion and analysis, and various statistical and supplemental data, emphasizing the system's financial position and results of operations.
18	Financial	Approved FY 2025 Operating Budget.pdf	Approved FY 2025 Operating Budget HCPSS	Outlines the approved operating budget for Howard County Public School System for the fiscal year 2025. It includes a breakdown of revenues and expenditures, budget allocations for various departments, and planned investments in educational and operational improvements.
19	Financial	COVID Relief Grant Budget to Actual Report.pdf	Board of Education Of Howard County Meeting Agenda Item - COVID Relief Grant Budget to Actual Report	Provides a detailed analysis of the budget versus actual spending on various COVID-19 relief grants received by the Howard County Public School System up to August 31, 2024. It includes specifics on the allocation and use of funds across different grants aimed at addressing pandemic-related challenges.
20	Financial	Employee Salary and Fringe Benefit Costs by School - 2012.pdf	Employee Salary and Fringe Benefit Costs by School	Salary and fringe benefits costs by school for instructional, non-instructional, and teacher employees.

Howard County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
21	Financial	FY 2023 SCHOOL ACTIVITY FUNDS REPORT.pdf	Board of Education Of Howard County Meeting Agenda Item - FY 2023 School Activity Funds Report	Presents a comprehensive overview of the school activity funds for the Howard County Public School System for the fiscal year ending June 30, 2023. It details the financial transactions and balances of these funds, used for various student and school activities across all schools within the district.
22	Financial	FY2025 Budget Toolkit - Department of Curriculum, Instruction, and Assessment Summary.pdf	FY 2025 Superintendent's Proposed Operating Budget Howard County Public School System Department of Curriculum, Instruction, and Assessment – Budget Summary	Presents the FY 2025 budget summary for the Department of Curriculum, Instruction, and Assessment, detailing major budget changes including increases for educational mandates and net position adjustments. It emphasizes a commitment to equity, high-quality instruction, and diverse educational experiences to support student growth and achievement.
23	Financial	FY2025 Budget Toolkit - Department of Program Innovation and Student.pdf	FY 2025 Superintendent's Proposed Operating Budget Howard County Public School System Department of Program Innovation and Student – Budget Summary	Outlines the budget for the Department of Program Innovation and Student Well-Being, focusing on educational pathways and social-emotional supports for students. The FY 2025 budget reflects a reduction due to a structural deficit, with significant cuts in FTE positions but investments in mandates like the Blueprint for Maryland's Future and other priority areas.
24	Financial	FY2025 Budget Toolkit - Department of Special Education Summary.pdf	FY 2025 Superintendent's Proposed Operating Budget Howard County Public School System Department of Special Education – Budget Summary	Details the FY 2025 budget for the Department of Special Education, which includes significant funding additions to address mandates and improve services for students with disabilities. Despite budget constraints, there's an emphasis on enhancing early intervention and maintaining compliance with educational standards to better support special education needs.
25	Financial	FY2025 Budget Toolkit - Division of Academics Summary.pdf	FY 2025 Superintendent's Proposed Operating Budget Howard County Public School System Department of Academics – Budget Summary	Highlights the FY 2025 financial strategy for the Division of Academics, focusing on aligning resources to boost student achievement in key areas like reading and mathematics. The document discusses budget additions due to negotiated salary increases and reductions across several programs to meet fiscal constraints.
26	Financial	FY2025 Budget Toolkit - Division of	FY 2025 Superintendent's Proposed Operating Budget	Describes an increase in budget to support transparent operations and effective management, including significant

Howard County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
		Administration Summary.pdf	Howard County Public School System Department of Administration – Budget Summary	additions for mandated costs and a substantial rise in fixed charges, though balanced by reductions in FTE positions and other operational expenses.
27	Financial	FY2025 Budget Toolkit - Division of Human Resources and Professional Development Summary.pdf	FY 2025 Superintendent's Proposed Operating Budget Howard County Public School System Division of Human Resources and Professional Development – Budget Summary	Outlines the proposed budget changes for the Division of Human Resources and Professional Development, reflecting a decrease in funding and FTE positions. The budget focuses on maintaining high standards of service despite cuts, with specific reductions in personnel and operational costs highlighted.
28	Financial	FY2025 Budget Toolkit - Division of Operations Summary.pdf	FY 2025 Superintendent's Proposed Operating Budget Howard County Public School System Division of Operations – Budget Summary	Outlines the budget for the Division of Operations, which faces both increases and decreases for FY 2025. While there are new investments in student transportation and facility maintenance, there are also significant FTE reductions and decreased funding in various operational areas to address a structural budget deficit.
29	Financial	FY2025 Budget Toolkit - Division of School Management and Instructional Leadership Summary.pdf	FY 2025 Superintendent's Proposed Operating Budget Howard County Public School System Division of School Management and Instructional Leadership – Budget Summary	Presents the FY 2025 budget for the Division of School Management and Instructional Leadership, showing a net decrease in funding and significant FTE reductions. The changes reflect a strategic realignment to manage financial pressures while attempting to maintain effective instructional leadership and school management services.
30	Financial	FY2025 Budget Toolkit - Executive Summary.pdf	FY 2025 Superintendent's Proposed Operating Budget Howard County Public School System Executive Summary	Provides an overview of budget strategies to manage financial pressures, highlighting major additions and reductions across the executive function programs. The budget aims to reallocate resources efficiently while maintaining a focus on equity and systemwide leadership services.
31	Financial	FY2025 Budget Toolkit - Revenues and Additions Presentation.pdf	FY 2025 Superintendent's Proposed Operating Budget Board of Education Budget Work Session I January 29, 2024	Details the revenue sources and financial changes proposed for FY 2025, including increases in county and state funding and adjustments to the maintenance of effort requirements. It provides a comprehensive view of

Howard County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				the fiscal strategies to support the school system's budget amidst declining enrollments and financial constraints.
32	Financial	fy-2025-supt-financial-program-tables-for-web.xlsx	FY 2025 supt financial program tables for web	Contains detailed tables related to the financial aspects of the Superintendent's proposed budget for FY 2025, including program-specific expenditures, funding allocations, and possibly comparisons to previous fiscal years.
33	Financial	fy-2025-supt-staffing-program-tables-for-web.xlsx	FY 2025 supt staffing program tables for web	Includes tables detailing staffing proposals under the Superintendent's budget for FY 2025, showing FTE positions across various programs and departments, changes from the previous year, and possibly staffing needs based on program priorities or changes.
34	Financial	fy25-approved-budget-detail.xlsx	FY25 approved budget detail	Contains detailed line items of the Howard County Public School System's approved budget for fiscal year 2025, including individual budget entries for various departments, programs, or initiatives.
35	Financial	fy25-approved-budget-staffing.xlsx	FY25 approved budget staffing	Includes detailed information regarding staffing allocations within the approved budget for FY 2025, outlining positions across different schools or administrative units within the district.
36	Financial	fy25-budget-toolkit-budget-additions-reductions.xlsx	FY25 budget toolkit budget additions reductions	Detail the budgetary additions and reductions for FY 2025, showing how funds have been reallocated within the school system's budget from one area to another.
37	Financial	fy25-budget-toolkit-proposed-position-reductions-summary.xlsx	FY25-budget-toolkit-proposed-position-reductions-summary.xlsx	Summarizes proposed position reductions within the FY 2025 budget, identifying specific roles or departments where staffing cuts are planned.
38	Financial	Operating Budget Financial Report.pdf	Board of Education Of Howard County Meeting Agenda Item - Operating Budget Financial Report	Provides a comprehensive financial overview of the Howard County Public School System for the fiscal year ending August 31, 2024. It includes detailed schedules and figures related to the budget's execution up to that date, showing comparisons of budgeted and actual revenues and expenditures, details of specific accounts, and analyses of variances. The report highlights fiscal performance across various categories and offers a

Howard County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				summary of the budget amendments made within the fiscal period.
39	Financial	Single Audit Together with Reports of Public Accountants.pdf	HCPSS Single Audit Together with Reports of Independent Public Accountants For the Year Ended June 30, 2023	Provides the results of the single audit performed for Howard County Public School System, including independent public accountants' opinions on the financial statements, internal controls, and compliance with government auditing standards. It details the findings from the audit of financial statements, assessments of internal controls, compliance for federal programs, and the schedules of expenditures and awards.
40	Financial	Superintendent's Proposed FY 2025 Operating Budget.pdf	Superintendent's Proposed FY 2025 Operating Budget Recommended to the Board of Education, January 2024	Outlines the proposed operating budget for the Howard County Public School System for FY 2025, recommended by the Superintendent to the Board of Education. It includes detailed budget requests, funding sources, and expenditure allocations across various departments, as well as projected impacts and strategic initiatives for the fiscal year.
41	Other	Schedule of Expenditures of Federal Awards Together with Reports of Independent Public Accountants.pdf	HCPSS Schedule of Expenditures of Federal Awards Together with Reports of Independent Public Accountants For the Year Ended June 30, 2024 PUBLIC SCHOOL SYSTEM Schedule of Expenditures of Federal Awards Together with Reports of Independent Public Accountants For the Year Ended June 30, 2024	Presents the annual financial review and audit reports for the Howard County Public School System for the year ended June 30, 2024. It includes detailed schedules of federal awards, reports on internal controls, compliance for federal programs, and a schedule of findings and questioned costs.
42	Other	Specialized Intervention Services Data Collection Report FY 2022-2023.pdf	Specialized Intervention Services Data Collection Report FY 2022-2023	Details the specialized intervention services provided by Howard County Public School System to students in kindergarten through grade 3 who need additional academic and behavioral support but are not identified as needing special education. It includes data on the number

Howard County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				of students receiving services, types of interventions, and budgetary expenditures related to these services.
43	Other	The Economic Implications of Howard County's State-Leading School System.pdf	The Economic Implications of Howard County's State; Leading School System Submitted by: Sage Policy Group, Inc.	Discusses the economic benefits of Howard County's high-quality public school system. It details how superior school performance enhances home values, influences economic growth, and supports higher incomes, emphasizing the significant positive impact of educational quality on community economic outcomes.
44	Planning	Annual Report on the Strategic Plan - 2015-16.pdf	2015–16 Annual Report on the Strategic Plan Vision 2018: Fulfilling the Promise of Preparation	Provides an annual report on the strategic plan named "Vision 2018: Fulfilling the Promise of Preparation" by the Howard County Public School System for the 2015-2016 school year. It details the progress and initiatives across four goal areas—students, staff, families and community, and organization—showing advancements in education programs, professional development, and community engagement aimed at enhancing student success.
45	Planning	Special Education Staffing Plan FY 2025.pdf	Special Education Staffing Plan FY 2025	Outlines the Howard County Public School System's approach to special education staffing for fiscal year 2025. It emphasizes the need for equity and quality in education services for students with disabilities, details the system's staffing resources and guidelines, and describes initiatives to comply with federal and state mandates to provide a Free Appropriate Public Education in the least restrictive environment.

Loudoun County, Virginia Public Schools

MGT found 39 publicly available reports related to Loudoun County Public Schools (LCPS), categorized as follows:

- Academic – 11 reports
- Climate and Culture – 3 reports
- Other – 6 reports
- Planning – 9 reports
- Program – 8 reports
- Special Populations – 2 reports

In addition, the following dashboard on the LCPS website provides data by for the district and individual schools, filterable by gender, race/ethnicity, and special student status (e.g., economically disadvantaged, multilingual learners, students with disabilities, etc.):

- School Profiles Dashboard

The Virginia Department of Education also offers data on its website about individual schools and districts, including:

- School Quality Profiles

The 39 saved reports are detailed starting on the following page and will be provided to MCOLO.

Exhibit 12: Loudoun County Public School System Reports

Loudoun County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
1	Academic	CGP_MAP_2022-23_data_division.pdf	Measures of Academic Progress (MAP) Average Fall 2022 to Spring 2023 Conditional Growth Percentiles	Provides Conditional Growth Percentiles (CGP) data for reading and math for Fall 2022 to Spring 2023 across schools in Loudoun County.
2	Academic	Fall_2023_MAP_by_School.pdf	Measures of Academic Progress (MAP) Average Fall 2023 Achievement Percentile by School	Details average Fall 2023 achievement percentiles for reading and math, offering a comparative analysis across schools.
3	Academic	FALL_2023_VGA_Vertical_Scaled_Score_Feedback_T.pdf	FALL 2023 VGA Vertical Scaled Score Feedback Tables	Describes vertical scaled scores for Fall 2023 in reading and math, defining performance bands for foundational support and grade-level readiness.
4	Academic	MAP_Growth_Update_February_2022_CI_Committee.pdf	Sustaining And Building On The Excellence Of LCPS: Winter 2022 Update	Analyzes MAP Growth data for Winter 2022, discussing growth trends by student groups and instructional strategies to improve student outcomes.
5	Academic	Pathways_to_Reading_and_Writing_Report.pdf	Program Evaluation Pathways to Reading and Writing	Evaluates the Pathways to Reading and Writing program, documenting its impact on literacy instruction and recommendations for improvement.
6	Academic	Presentation_Student_Achievement_Info_Item__Oc.pdf	Student Achievement 2022-2023 School Board Work Session	Presents 2022-2023 student achievement data, including SOL scores, MAP growth, and graduation rates, highlighting strengths and areas for improvement.
7	Academic	SOL_Pass_Rates_2022-2023.pdf	SOL Pass Rates 2022-2023	Updates SOL pass rates for 2022-2023, providing comparative insights across subjects and schools.
8	Academic	Spring_2023_MAP_by_School.pdf	Measures of Academic Progress (MAP) Average Spring 2023 Achievement Percentile by School	Details Spring 2023 MAP achievement percentiles for reading and math, showing performance trends by school.
9	Academic	Student_Achievement_Info_Item__101122.pptx	Sustaining and Building on the Excellence of LCPS Student Achievement Data Presentation October 11, 2022	Discusses 2021-2022 student achievement in SOLs, MAP growth, and SATs, along with initiatives to support special populations.

Loudoun County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
10	Academic	Winter_23_Quartile_Table_math.pdf	Vertical Scaled Score Ranges Observed for Winter 2022/2023 Growth Assessments: Grades 3 - 8 Mathematics	Presents Winter 2022-2023 quartile tables for mathematics growth assessments, detailing vertical scaled score ranges.
11	Academic	Winter_23_Quartile_Table_read.pdf	Vertical Scaled Score Ranges Observed for Winter 2022/2023 Growth Assessments: Grades 3 - 8 Reading	Provides Winter 2022-2023 quartile tables for reading growth assessments, outlining score ranges by quartile.
12	Climate and Culture	2023_Audit_of_Employment_Eligibility_Verification.pdf	Audit of Employment Eligibility Verification Form I-9	Reviews controls over the Form I-9 Employment Eligibility process, identifying areas for improvement in documentation and peer review while acknowledging effective automation through EMP Trust software.
13	Climate and Culture	Annual_Reports_.pdf	Office of the Ombuds Annual Report 2022-2023	Reviews 2022-2023 Ombuds Office activities, including trends in family and employee concerns, highlighting areas for improvement.
14	Climate and Culture	Discipline_Data_Update_for_Discipline_Committee.pdf	Discipline Data Update Discipline Committee Meeting March 28, 2022	Summarizes discipline data trends, patterns in student suspensions, and ongoing efforts to address disciplinary challenges.
15	Comprehensive	2023-2024-fact-sheet-010423.pdf	2023-2024 Loudoun County Public Schools Fact Sheet	Highlights LCPS key statistics for 2023-2024, including student demographics, graduation rates, and budget allocations.
16	Other	annual-report-2024.pdf	Office of the Auditor General Annual Report 2024	Details the 2024 activities of the LCPS Auditor General's Office, including audit findings, operational enhancements, and FY2025 initiatives.
17	Other	Comprehensive-Equity-Plan-Evaluation-Report_20.pdf	Comprehensive Equity Plan Evaluation: Year One	Evaluates Year One of the Comprehensive Equity Plan implementation, focusing on culturally responsive practices and student opportunities.
18	Other	Energy-Infographic-final-6282022.pdf	Loudoun County Public Schools Energy Conservation And Efficiency	Highlights LCPS's energy conservation efforts, including reducing greenhouse gas emissions and energy costs while increasing facility efficiency.
19	Other	LCPS_Annual_Stakeholder_Surveys_2022-23_highli.pdf	LCPS Annual Stakeholder Surveys 2022-23 Highlights	Summarizes feedback from 2022-2023 stakeholder surveys on academic excellence, safety, family engagement, and areas for improvement.

Loudoun County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
20	Other	LCPS_Equity_Assessment_Ad_Hoc_on_Equity_060619.pdf	Equity Assessment Report	Reports on systemic equity issues, providing insights into racial equity challenges and offering recommendations for improvement within LCPS.
21	Other	oag-report-audit-of-special-education-staffing.pdf	Office of the Auditor General Audit of Special Education Staffing Requirements	Evaluates LCPS's adherence to special education staffing standards, highlighting compliance issues and providing improvement recommendations.
22	Planning	BEAM_Evaluation_Report_-_Year_1.pdf	BEAM Summer Math Discovery Evaluation Report (Year 1)	Evaluates the first year of the BEAM summer math program, highlighting successes in student engagement and math growth while identifying areas for improvement in staff training and course interest.
23	Planning	Equity_Committee_Slide_Deck_12.02.2021.pdf	Results of the Comprehensive Equity Plan for 2020-21	Reviews the first year of equity initiatives, including student affinity groups and anti-bias training, and outlines next steps.
24	Planning	Final-Comprehensive-Equity-Plan-Eval-Report-Ye.pdf	Comprehensive Equity Plan Evaluation: Final Report	Summarizes Year Two implementation of the Equity Plan, detailing successes in inclusion, advanced academics, and discipline practices.
25	Planning	Goals_Aligned_Actions_and_Metrics.pdf	One LCPS 2027 Strategic Plan for Excellence Goals, Aligned Actions, and Metrics	Provides metrics and targets for LCPS's strategic goals, detailing specific actions for improving student outcomes and staff development.
26	Planning	One_LCPS_2027_Booklet-120222.pdf	ONE LCPS 2027 Strategic Plan for Excellence	Outlines the 2027 Strategic Plan with a focus on student empowerment, staff excellence, division culture, and community engagement.
27	Planning	Strategic_Goal_1.pdf	One LCPS 2027 Strategic Plan for Excellence Goal 1 Disaggregated Baseline Data Points	Details strategies and metrics for Goal 1: Empowered Students, including academic excellence, pathways, and student voice initiatives.
28	Planning	Strategic_Goal_2.pdf	One LCPS 2027 Strategic Plan for Excellence Goal 2 Disaggregated Baseline Data Points	Focuses on Goal 2: Exemplary Staff, with data and strategies for professional development and recruitment.
29	Planning	Strategic_Goal_3.pdf	One LCPS 2027 Strategic Plan for Excellence Goal 3 Disaggregated Baseline Data Points	Addresses Goal 3: Enriched Division, emphasizing inclusive and safe learning environments supported by cultural alignment and trust.

Loudoun County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
30	Planning	Strategic_Goal_4.pdf	One LCPS 2027 Strategic Plan for Excellence Goal 4 Disaggregated Baseline Data Points	Focuses on Goal 4: Engaged Community, highlighting family engagement, partnerships, and transparent communication.
31	Program	CTE_Inventory_Report_-_Final.pdf	Career and Technical Education Course Inventory	Reviews Career and Technical Education equipment needs, noting gaps in lab resources and identifying commonly missing tools like 3D printers and eye wash stations.
32	Program	<u>DIF_Evaluation_Report</u>	Division Instructional Facilitators Evaluation Report (2016-18)	Reviews the Division Instructional Facilitators (DIF) program from 2016-2018, emphasizing support for teachers, teamwork, and instructional improvement.
33	Program	EDGE_Plus_Academy_evaluation_report.pdf	EDGE Plus STEM Academy Evaluation Report (2017-18)	Evaluates the EDGE Plus Academy (renamed PROPEL), noting gains in students' reading scores, problem-solving skills, and STEM career interest, with recommendations to enhance math content and expand the program to middle schools.
34	Program	ExC-ELL_program_evaluation.pdf	Program Evaluation Expediting Comprehension for English Language Learners (2016-2017)	Evaluates the ExC-ELL program's impact on ELLs, highlighting gains in vocabulary strategies and SOL pass rates, but noting challenges in reading and writing implementation.
35	Program	Mastery_Learning_Evaluation_Report.pdf	Mastery Learning Evaluation Report (2022-23)	Summarizes the Mastery Learning program's impact on study skills development and reading growth, with recommendations for increasing engagement and earlier implementation.
36	Program	MTSS_evaluation_report.pdf	Multi-Tiered System of Supports Evaluation Report (2018-19)	Details the implementation of the MTSS framework, focusing on academic, behavioral, and social-emotional support through a tiered intervention system.
37	Program	OttW_Evaluation_Executive_Summary.pdf	Program Evaluation One to the World Initiative (2015-2017)	Assesses the "One to the World" initiative, highlighting successes in project-based learning but recommending strategies to improve teacher collaboration and student engagement.
38	Program	WLC_Report_-_Final.pdf	World Language Course Interest Survey	Analyzes interest in world language courses, finding high demand for Spanish and American Sign Language, with recommendations for expanding offerings.
39	Special Populations	PROPEL_Level_Up_Year_2_Final_Brief.pdf	Propel & Level Up Stem Programs Addressing Equity	Summarizes the impact of PROPEL and Level Up STEM programs for underrepresented high-achieving students,

Loudoun County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
			Through Enrichment For High-Achieving, Underrepresented Students	including increased confidence and accelerated reading growth.

APPENDIX D – ADDITIONAL REPORTS FOR CONSIDERATION

Though the following entities did not participate in the interview process, MGT was able to find publicly available reports for these districts and provides those summaries below for MCOLO's information and consideration.

Charlotte-Mecklenburg, North Carolina Schools

MGT found 33 publicly available reports related to Charlotte-Mecklenburg Schools (CMS), categorized as follows:

- Academic – 15 reports
- Climate and Culture – 1 report
- Comprehensive – 4 reports
- Demographics – 5 reports
- Financial – 3 reports
- Other – 1 report
- Program – 1 report
- Special Populations – 3 reports

The website of the North Carolina Department of Public Instruction (NCDPI) offers the following dashboards with trend data by district/school, often filterable by gender, race/ethnicity, and special student status (e.g., economically disadvantaged, multilingual learners, students with disabilities, etc.):

- NCDPI Testing Dashboard
- NCDPI School Performance Grades
- NCDPI Cohort Graduation Rates

CMS also provides school performance data via this dashboard on its website:

- CMS Schools Performance Dashboard

Several other sites offer details about North Carolina public schools that can be filtered for Charlotte-Mecklenburg Schools, including:

- North Carolina Public Schools Statistical Profile
- FAFSA Tracker
- Teacher Working Conditions Survey Results

It is unclear if the above websites obtain their data directly from LEAs or from other sources.

The 33 saved reports are detailed starting on the following page and will be provided to MCOLO.

Exhibit 13: Charlotte-Mecklenburg Schools Reports

Charlotte-Mecklenburg Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
1	Academic	Charlotte-Mecklenburg Schools 2023.pdf	Charlotte-Mecklenburg Schools School Report Card	Comprehensive profile of the Charlotte-Mecklenburg School District, covering data on school types, class sizes, and performance metrics, including achievement levels and growth status. It highlights the district's low-performing schools, graduation rates, student participation in advanced courses, and the distribution of teacher effectiveness ratings. Additionally, it addresses school environment factors such as suspension rates, bullying, funding sources, and per-pupil expenditures
2	Academic	Comprehensive and Targeted Support and Improvement Schools List.xlsx	Comprehensive and Targeted Support and Improvement Schools List	Lists schools identified for comprehensive and targeted support and improvement, detailing the criteria for their selection and the specific areas they need to address to improve student performance and meet state educational standards.
3	Academic	District Proficiency Data - Disag_2023-24_Description.pdf	District Proficiency Data - Disaggregated 2023-24	Describes a dataset providing detailed performance data from end-of-grade (EOG) and end-of-course (EOC) assessments for the 2023–24 school year, disaggregated by various demographics such as gender, race, economic status, and more, across different schools and districts in North Carolina. It includes descriptions of how the data is structured, definitions of the codes used, and notes on the criteria for reporting proficiency levels and average scores.
4	Academic	District Proficiency Data - Disag_2023-24_Data.txt	District Proficiency Data - Disaggregated 2023-24 Data	Raw data described in the file above
5	Academic	September_6__2022-23_End_of_Year_Results_Media_Briefing.pdf	End of Year Results 2022-2023 September 6, 2023 Media Briefing	Presentation summarizes the academic year's results for the Charlotte-Mecklenburg Schools. It includes information on assessment requirements, graduation rates, progress of

Charlotte-Mecklenburg Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				English learners, academic growth, school performance grades, state designations, comparative performance, and areas of focus for the 2023-24 school year.
6	Academic	2023 AP Test Results_0.xlsx	2023 AP Test Results	Details the performance of students on Advanced Placement (AP) exams, showing the number of test takers, scores distribution, and percentage of students scoring 3 or higher, broken down by school and subject.
7	Academic	2023-24 ACT Results.xlsx	2023-24 ACT Results	Presents results from the ACT tests, including average scores in English, math, reading, science, and composite scores, along with participation rates, categorized by school and district.
8	Academic	2023-24 Alternative School Accountability Model Option Ratings.xlsx	2023-24 Alternative Schools' Modified Accountability System Options and Ratings	A list of alternative schools in various districts, detailing their school code, name, state board region, alternative school model option, and model rating for the academic year 2023-24. Additionally, it directs users to the NCDPI website for further results on Option C Schools.
9	Academic	2023-24 Annual Testing Report.pdf	2023-24 Performance and Growth of North Carolina Public Schools Annual Testing Report (September 4, 2024) Statistical Summary of Results	Provides comprehensive data on the performance and growth of North Carolina public schools, including end-of-grade and end-of-course test results, proficiency ratings, growth measurements, and performance grades for schools and districts.
10	Academic	2023-24 Four-Year Cohort Graduation Rate Achievement Awards.pdf	2023-24 Four-Year Cohort Graduation Rate Achievement Awards	Lists the top-performing school districts and schools based on four-year cohort graduation rates, detailing schools with 100% graduation rates and those receiving special recognition for high performance.
11	Academic	2023-24 Low-Performing Schools, Districts, Schools and Continually Low-Performing Charter Schools.xlsx	2023-24 Low-Performing Schools List	Identifies schools that have received a performance grade of 'D' or 'F' and their growth status as either 'Met' or 'Not Met.' The list is organized by district and includes charter schools, detailing each school's name, state board region, grade span, performance grade, and growth status for the academic year 2023-24.

Charlotte-Mecklenburg Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
12	Academic	2023-24 Measure of the Interim Progress Towards Long-Term Goals.xlsx	2023–24 Measures of Interim Progress Toward Long-Term Goals Workbook	Details the progress of North Carolina schools toward meeting the long-term educational goals set under the Every Student Succeeds Act State Plan. It emphasizes the aim to close achievement gaps between various student subgroups and mentions a tool on the North Carolina Department of Public Instruction's website that displays interim targets and goals in an accessible format.
13	Academic	2023-24 School Assessment and Other Indicator Data.xlsx	2023-24 North Carolina School Assessments and Other Indicators Workbook	Provides detailed information on the performance of schools in various assessments and accountability indicators. It includes both aggregated and disaggregated data across different indicators, organized in tabs. The following metrics are included School Growth, EOG and EOC (End-of-Grade and End-of-Course), Combined Test Results. The ACT Grade 11, WorkKeys, English Learner Progress Indicator, Other High School Indicators, and High School Graduation Project
14	Academic	2023-24 Test Participation Report.xlsx	2023–24 Participation Requirements Workbook	Outlines the requirement for all schools to test at least 95 of all students on mandated assessments. It includes data on the percentage of participation targets met for each school.
15	Academic	2022-23 SAT Performance by District and School_1.xlsx	2022-23 SAT Performance by District and School	Contains data on SAT performance across various school districts, listing scores by district and school, including the number of students tested and average scores in reading, math, and writing.

Charlotte-Mecklenburg Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
16	Climate and Culture	Suspension and Dropout Data - Consolidated Data Report General Assembly 2022-2023.pdf	Report to the North Carolina General Assembly Consolidated Data Report, 2022-2023 Annual Report on School Crime and Violence Annual Report on Suspensions and Expulsions Annual Report on the Use of Corporal Punishment Annual Report on Reassignments for Disciplinary Reasons Annual Report on Alternative Learning Placements Annual Report on Dropout Rates	Compiles data on school crime, violence, suspensions, expulsions, corporal punishment, disciplinary reassignments, alternative learning placements, and dropout rates for North Carolina schools for the 2022-2023 school year. It includes detailed statistics on each category, segmented by various demographics and school levels.
17	Comprehensive	Back to School 8.13.24.pdf	Journey of Excellence Back to School 2024-2025	Provides key information and statistics for the back-to-school season, including enrollment numbers, program initiatives, and updates on infrastructure improvements aimed at enhancing educational environments for the school year 2024-2025.
18	Comprehensive	School Improvement Plan Our Direction - Charlotte-Mecklenburg Schools 2023.pdf	School Improvement Plan Our Direction - Charlotte-Mecklenburg Schools 2023	Outlines the strategic vision, values, and mission for the Charlotte-Mecklenburg Schools, focusing on elevating staff and student performance, enhancing communication, and maintaining engagement to achieve high growth and proficiency.
19	Comprehensive	School Improvement Plan Summary Report - Charlotte-Mecklenburg Schools 2023.pdf	School Improvement Plan Summary Report - Charlotte-Mecklenburg Schools 2023	Provides a comprehensive summary of school improvement activities, including details on meetings held, indicators assessed, coaching comments, and leadership team details, emphasizing the district's commitment to continuous educational improvement and stakeholder engagement.

Charlotte-Mecklenburg Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
20	Comprehensive	2023-2024_m1pmr-1.xlsx	Principal Monthly Report - 2023-2024	Contains monthly updates from principals across various schools, detailing academic achievements, administrative changes, and key performance indicators for the 2023-2024 academic year, along with insights into challenges and strategic initiatives being implemented at each school.
21	Demographics	April 2024.LEA Summary Count Academically or Intellectually Gifted.pdf	April 2024.LEA Summary Count Academically or Intellectually Gifted	Provides detailed data on academically or intellectually gifted students in North Carolina schools, listing counts by district, gender, and race for different exceptionality categories like Academically Gifted (AG), Intellectually Gifted (IG), etc., for the academic year 2023-2024.
22	Demographics	CMS Membership Last Day by Month 2024-25 (Average Daily Enrollment by Month).pdf	Charlotte-Mecklenburg Schools - Average Daily Membership, 2024-25	Details the average daily enrollment by month for Charlotte-Mecklenburg Schools during the 2024-25 school year, breaking down the student counts for each school.
23	Demographics	CMS Membership Last Day by Month 2024-25 (Enrollment by Group).pdf	Charlotte-Mecklenburg Schools - Membership by Student Group, Month 1 of 2024-25	Offers enrollment data for Charlotte-Mecklenburg Schools by student demographics including race, gender, and grade, detailing counts for the last day of each month during the 2024-25 school year.
24	Demographics	CMS Membership Last Day by Month 2024-25 (Enrollment).pdf	Charlotte-Mecklenburg Schools - Membership Last Day, 2024-25	Reports the total enrollment for each school in the Charlotte-Mecklenburg district, providing monthly updates on student numbers throughout the 2024-25 academic year.
25	Demographics	CMS NC 2024 Demographic Study Report 240425.pdf	Charlotte-Mecklenburg Schools, NC Demographic Study Report 2024	Provides a comprehensive demographic analysis and projections for the Charlotte-Mecklenburg School district, including birth rates, migration patterns, and expected changes in school enrollment from 2024 through 2035.
26	Financial	Indirect Cost Rates_FY24-25_LEAs.pdf	North Carolina Department of Public Instruction FY 2025 Indirect Cost Rates - LEAs Effective July 1, 2024 through June 30, 2025	Lists indirect cost rates for various Local Education Agencies (LEAs) in North Carolina for fiscal year 2024-2025, distinguishing between restricted and unrestricted rates for each district.

Charlotte-Mecklenburg Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
27	Financial	Per Pupil expenses State_financial_table24.pdf	North Carolina Public Schools Statistical Profile Per Pupil Expenditure Ranking Child Nutrition Included School Year 2023-24	Ranks North Carolina LEAs by per pupil expenditure (PPE) for the 2023-2024 school year, showing state, federal, and local contributions as well as the total PPE and ranks across categories
28	Financial	School Expenditures FY2024_SPSF_byLEA_by PRC_PlainEnglish (RPT).xlsx	School Expenditures FY2024 SPSF by LEA by PRC	This Excel file details school expenditures by Local Education Agency (LEA) and Program Report Code (PRC), providing a breakdown of funding allocations and spending categories for FY 2024.
29	Other	Magnet Schools Review Report - MSA CMS Report.pdf	Report to Charlotte- Mecklenburg Public Schools Magnet Schools Review	Evaluates magnet schools in the Charlotte-Mecklenburg School District, assessing them against Magnet Schools of America's standards of excellence. It offers detailed findings on each school's adherence to these standards, providing specific recommendations for improvement.
30	Program	Workforce and Education Report - CMS School Board November 2024.pdf	Workforce & Education Charlotte Works Role in the Ecosystem and alignment with CMS	Outlines the role of Charlotte Works in aligning workforce development with the educational goals of Charlotte-Mecklenburg Schools. It discusses the impact of artificial intelligence on future job markets, the changes in job skills since 1940, and provides detailed projections for new job creation due to technological advancements, aiming to prepare students for future employment demands through enhanced educational strategies.
31	Special Populations	Economically Disadvantaged Students_All Years.xlsx	Economically Disadvantaged Students All Years	Data on economically disadvantaged students, detailing their numbers across different schools and districts over several years.
32	Special Populations	NC OEC Annual Public Report Indicators Workbook (FFY 2020- FFY 2022).xlsx	Annual Public Report Workbook for Students with Disabilities	Data on the performance indicators for special populations (children with disabilities) in North Carolina, tracking progress across several fiscal years and comparing it to goals set by state and federal guidelines.
33	Special Populations	State Advisory Council on Indian Education 2023_SACIE_Report_Fin al.pdf	Elevating "Our Voices" to Thrive in Education April 2023 State Advisory Council on Indian Education Report to the North Carolina State Board of Education	Report from the State Advisory Council on Indian Education discusses the educational status and needs of American Indian students in North Carolina, offering data on student performance and recommendations for improving educational outcomes.

Fairfax County, Virginia Public Schools

MGT found 20 publicly available reports related to Fairfax County Public Schools (FCPS), categorized as follows:

- Climate and Culture – 3 reports
- Comprehensive – 2 reports
- Demographics – 2 reports
- Facilities – 1 report
- Financial – 5 reports
- Other – 6 reports
- Special Populations – 1 report

The following pages and dashboards on the FCPS website offer school performance and district-related data:

- EnergyStar Certification by school and year
- SY 2022-23 Student Membership Dashboard
- SY 2022-23 Student Transfers Dashboard
- SY 2022-23 Student Migration Dashboard
- SY 2022-23 Birth to Kindergarten Dashboard
- SY 2021-22 Capacity Dashboard
- SY 2021-22 Historical Projection Dashboard
- Residential Development Applications Dashboard
- Recycling Dashboards
- 2023–2024 Youth Survey Interactive Data Explorer
- School Profiles
- Individual School Climate Survey Results Reports by School

FCPS provides additional information on its website:

- FCPS Strategic Plan
- Purple Star Schools
- Fast Facts from 2023-2024
- Elementary and Secondary School Emergency Relief (ESSER) III - Plan for Safe Return
- Proposed FY 2025-2029 Capital Improvement Program

The Virginia Department of Education publishes the Virginia School Quality Profiles dashboard which can be searched for school-level data about accreditations, enrollment, and finances.

The 20 saved reports are detailed starting on the following page and will be provided to MCOLO.

Exhibit 14: Fairfax County Public Schools Reports

Fairfax County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
1	Climate and Culture	Fairfax County Youth Substance Use Trends.pdf	Fairfax County Youth Substance Use Trends	Analyzes substance use trends among youth in Fairfax County, discussing the types of substances used, patterns of use, and demographic variations. It includes data on opioid use and overdoses, strategies for prevention, and the impact of substance use on youth, providing insights for educators, parents, and policymakers.
2	Climate and Culture	Youth Survey Grade 6.pdf	Fairfax County 6th Grade Youth Survey School Year 2023-2024	Presents results from a 2023 survey conducted among 6th graders in Fairfax County, covering a wide range of topics from substance use to mental health, nutrition, physical activity, and school engagement. It aims to identify trends and issues affecting youth, guiding the development of interventions and support programs.
3	Climate and Culture	Youth Survey Grades 8, 10, 12.pdf	2023 Fairfax County Youth Survey School Year 2023-2024 Youth Survey of 8th, 10th, and 12th Grade Students Results and Tabulations Publication Date: September 2024	Reports on a survey conducted among students in grades 8, 10, and 12 in Fairfax County during the 2023-2024 school year. It explores various aspects of student life including substance use, mental health, bullying, and extracurricular activities, providing data to support policy and program decisions at the school and county level.
4	Comprehensive	Fairfax County Public Schools – Division-wide Comprehensive Plan	Fairfax County Public Schools Division-wide Comprehensive Plan	Outlines the comprehensive plan adopted biennially by Fairfax County Public Schools. It details the strategies and goals aimed at meeting Virginia's educational standards, enhancing student achievement, and addressing various operational needs. It also describes how the plan integrates community input and forecasts enrollment changes, providing a detailed framework for maintaining high educational standards and implementing new initiatives.

Fairfax County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
5	Comprehensive	Fairfax County Public Schools - Virginia School Quality Profiles.pdf	Virginia School Quality Profiles - Fairfax County Public Schools	Provides an extensive profile of Fairfax County Public Schools, listing accreditation statuses, assessment results, and other key data points across multiple schools and educational levels. It details the performance metrics of students in various subjects over recent years and outlines the qualifications and diversity of the teaching staff, aiming to provide a thorough understanding of the school division's educational quality and areas for improvement.
6	Demographics	FCPS-ElementaryClassSize-2023-2024.pdf	Fairfax County Public Schools Elementary Class Size Averages As of October 2023	Provides data on class sizes across elementary schools within Fairfax County for the academic year 2023-2024, likely including average class sizes, maximum and minimum class sizes, and possibly data segmented by grade level or school.
7	Demographics	FCPS-SecondaryClassSize-2022-2023.pdf	Fairfax County Public Schools Secondary Class Size Averages As of October 2022	Contains information on class sizes within secondary schools (middle and high schools) in Fairfax County for the academic year 2023-2024, which might also include detailed class size distributions and comparisons across different schools or subjects.
8	Facilities	Greenhouse Gas Inventory Report Calendar 2023.pdf	Fairfax County Public Schools Greenhouse Gas Inventory Report For Calendar Year 2023	Provides an inventory of greenhouse gas emissions for Fairfax County Public Schools in 2023, detailing efforts to reduce emissions through various environmental stewardship initiatives. It covers trends over the years, energy consumption data, and the impact of policies aimed at sustainability and reducing the carbon footprint of school operations.
9	Financial	FCPS Audit Report - Grants Audit.pdf	FCPS Audit Report: 24-1003 – Grants Audit	Report on an audit of grants received or managed by Fairfax County Public Schools
10	Financial	FCPS's Revised ESSER III Spending Plan.pdf	Virginia Department of Education School Division/LEA ARP ESSER Spending Plan	Details revisions to the Fairfax County Public Schools' spending plan for Elementary and Secondary School Emergency Relief (ESSER) III funds. It includes strategic decisions on the allocation of these funds, stakeholder engagement summaries, and specific projects funded

Fairfax County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
				through this initiative, aimed at addressing learning loss and other pandemic-related challenges.
11	Financial	2025 School Board Approved Budget Adoption.pdf	2025 School Board Approved Budget Adoption	Includes details of the Fairfax County Public Schools' financial plan for the year 2025, as approved by the school board. It covers budget allocations, adjustments, funding sources, and possibly outlines major financial priorities or changes from the previous fiscal year.
12	Financial	1.1 FY24 CM Quarterly Summary - Q3 and Q4.pdf	FY24 CM Quarterly Summary - Q3 and Q4	Summarizes the Office of Auditor General's continuous monitoring activities for Q3 and Q4 of FY 2024, focusing on the analysis of non-appropriated and appropriated transactions within Fairfax County Public Schools. The report provides data on transactions tested, sites visited, and exceptions noted, highlighting areas like purchasing processes and bank reconciliations where issues were found.
13	Financial	2.1 FY24 Local School Activity Funds Audit Report UPDATED.pdf	FY24 Local School Activity Funds Audit Report UPDATED	Evaluates the local school activity funds for FY 2024, confirming that cash balances are fairly stated and transactions appear reasonable without being fraudulent. It identifies instances of noncompliance at multiple sites concerning accounting procedures and cash management, offering recommendations for improvement.
14	Other	Behavior Education Professional Development Plan 2022-23.pdf	Fairfax County Public Schools Behavior Education Professional Development Plan 2022-23	Details the Behavior Education Professional Development Plan for Fairfax County Public Schools for the 2022-2023 school year, emphasizing proactive behavioral supports and interventions to enhance social and emotional learning. It outlines professional development goals and training aimed at reducing exclusionary practices and improving school safety and student well-being.
15	Other	Continuous Monitoring for MyTime Audit.pdf	Continuous Monitoring for MyTime Audit	Report on the continuous monitoring of the "MyTime" system used by Fairfax County Public Schools

Fairfax County Public Schools				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
16	Other	FCPS Risk Assessment and Audit Plan.pdf	Fairfax County Public Schools Office of Auditor General Fiscal Year 2025 Risk Assessment and Audit Plan	Outlines the risk assessment and audit plans for Fairfax County Public Schools, detailing potential areas of risk and planned audits for fiscal management, compliance, and operational effectiveness.
17	Other	FY25 Hollin Meadows Elementary School Business Process Audit report Revised.pdf	Business Process Audit Hollin Meadows Elementary School Report Reference Number: 25-13214	Evaluates business processes at Hollin Meadows Elementary School, focusing on the effectiveness of processes, compliance with regulations, and the functionality of internal controls. It discusses findings related to dormant equipment and personnel payments, providing recommendations for improving documentation, compliance, and usage of funds.
18	Other	2.07.1 FY24 Continuous Monitoring Result- Online Travel.pdf	FY24 Continuous Monitoring Result- Online Travel	Details the FY 2024 Q1 audit results of Fairfax County Public Schools' Online Travel System, focusing on non-local travel expenses. The audit assessed compliance with regulations, adequacy of internal controls, and legitimacy of transactions, finding no significant exceptions.
19	Other	4.1 FY24 IT Systems Access Audit Report.pdf	FCPS Audit Report: 24-1004 – IT Systems Access Audit	Presents findings from an audit of IT systems access within Fairfax County Public Schools, assessing the security and management of sensitive data across several platforms. It evaluates compliance with regulations like FERPA, focusing on access controls at both physical and logical levels and recommending improvements to safeguard data.
20	Special Populations	Special Education Comprehensive Program Review.pdf	Fairfax County Public Schools: Special Education Comprehensive Program Review Year 2 Final Report	Provides an extensive analysis of the special education program's design, structure, processes, human capital resources, evidence-based practices, and communication effectiveness. It covers a two-phase review process which included data analysis, document analysis, IEP sample reviews, surveys, focus groups, and classroom observations, culminating in detailed findings and recommendations aimed at improving the effectiveness and efficiency of the special education services provided by the district.

Gwinnett County, Georgia Public Schools

MGT found 11 publicly available reports related to Gwinnett County Public Schools (GCPS), categorized as follows:

- Academic – 1 report
- Comprehensive – 1 report
- Financial – 7 reports
- Planning – 2 reports

The following dashboards offer data on the GCPS website:

- High School Graduation Dashboard
- Milestones Dashboard

GCPS also provides other relevant information on its website:

- GCPS Budget Information
- Strategic Plan - Blueprint for the Future
- GCPS School Construction and Other Capital Needs Included in The Plan 2022-27
- Rezoning Reports - Facilities/Planning
- E-SPLOST Accountability
- Portrait of a Graduate
- College and Career Ready Performance Index (CCRPI) Reports

The 11 saved reports are detailed starting on the following page and will be provided to MCOLO.

Exhibit 15: Gwinnett County Public School System Reports

Gwinnett County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
1	Academic	GMAS_Performance_Tables_SY2021-SY2024.xlsx	GMAS Performance Tables SY2021-SY2024	This spreadsheet contains Georgia Milestones Assessment System (GMAS) performance data for GCPS from school years 2021 to 2024. It includes detailed tables analyzing student achievement trends across various grade levels and subjects
2	Comprehensive	2024-25GCPSBytheNumbers_FINAL_Nov6eq.pdf	GCPS By the Numbers	Highlights Gwinnett County Public Schools' extensive reach, serving 182,518 diverse students across 142 schools with a \$3.2 billion budget. It emphasizes student achievements, career readiness opportunities, and district accolades, showcasing its commitment to educational excellence and community impact.
3	Financial	FY23NLAEAuditedFinancialStatements.pdf	New Life Academy of Excellence, Inc. Financial Statements June 30, 2023	This audit report reviews the financial activities and compliance of New Life Academy for the fiscal year ending June 30, 2023. It includes details on revenues, expenditures, and internal controls, confirming adherence to accounting standards and identifying areas for financial management improvement
4	Financial	FY25NLAEInitialEarningsWorksheeteq.pdf	Gwinnett County Public Schools New Life Academy of Excellence, Inc. Funding for FY 2025 Based On Actual State Earnings Dated 5/20/2024	This document provides a detailed projection of New Life Academy's state and local earnings for fiscal year 2025, calculated based on student enrollment and funding formulas. It includes specific allocations for transportation, nursing services, and local revenue supplements, summarizing total annual and per-student funding
5	Financial	FiveYearHistoryDigestAd2025eq.pdf	Five Year History Digest Ad 2025 eq	This document presents the five-year history of Gwinnett County's property tax digest and levy, detailing changes in taxable property values, exemptions, and millage rates from 2019 to 2024. It highlights the growth in net taxes levied due to increased property values and outlines the estimated 2024 digest and tax levy for setting the millage rate
6	Financial	FY2025AdoptedBudget.pdf	Gwinnett County Public Schools Projects Constructed with Special Sales Tax	Details GCPS's \$3.2 billion financial plan for fiscal year 2025, highlighting investments aligned with strategic priorities such as salary increases, technology upgrades, and school-based resources. The budget reflects

Gwinnett County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
			Proceeds Year ended June 30, 2024	adjustments to meet enrollment growth and incorporates changes in local and state funding, as well as continuation of certain federally supported initiatives
7	Financial	FY24GCPSSPLOSTad.pdf	Gwinnett County Public Schools Gwinnett County Board of Education Adopted Budget FY2025 Public Budget Document July 1, 2024 – June 30, 2025	Overview of Gwinnett County Public Schools' (GCPS) utilization of Special Purpose Local Option Sales Tax (SPLOST) VI funds, including updates on expenditure allocations and project completions for the fiscal year ending June 30, 2024. It outlines specific allocations for instructional materials, site acquisitions, facility construction and renovations, transportation, and technology, showcasing fiscal responsibility and transparency
8	Financial	GCPSSPLOSTAuditFY22-23-FinalReport-1262024eq.pdf	Gwinnett County Public Schools SPLOST VI Audit SPLOST VI Audit Report January 2024	This audit report evaluates the effective use of SPLOST VI funds from July 2022 to June 2023, confirming fiscal responsibility and alignment with approved capital projects. It highlights compliance with state laws and best practices in managing revenues and expenditures, such as investments in school construction, technology, and instructional resources
9	Financial	GwinnettCountyBoardof Education2023AnnualComprehensiveFinancialReport.pdf	Gwinnett County Board of Education Annual Comprehensive Financial Report Fiscal Year Ended June 30, 2023	The report presents a detailed financial analysis of GCPS for the fiscal year ending June 30, 2023, including fund balances, revenue sources, and debt management. It emphasizes continued growth in local revenues and strategic investments in instructional resources, technology, and infrastructure while maintaining strong credit ratings
10	Planning	AUGUST2024_GCPS_RZeq.pdf	AUGUST 2024 GCPS Rzeq	This document assesses the impact of proposed residential rezoning on Gwinnett County schools, projecting student enrollment changes over three years. It evaluates capacity adjustments for affected schools, highlighting over- and under-capacity challenges to support planning
11	Planning	2024_Blueprint_ExecutiveSummaryUpdate_July2024eq.pdf	Our Blueprint for the Future - Executive Summary of GCPS' Five-Year Strategic Plan for	This updated strategic plan for Gwinnett County Public Schools (GCPS) outlines progress and goals within the framework of empathy, equity, effectiveness, and excellence for 2022–2027. It includes key performance

Gwinnett County Public School System				
#	Report Category	Report Name (as saved)	Official Title of Document	Content Summary
			July 2022-June 2027, Updated July 2024	indicators, objectives, and action plans to address diverse community needs and improve educational outcomes