

## Board of Education

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*Appointed Member-at-Large*

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*Elected Member, Councilmanic District D*

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*Appointed Member-at-Large*

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*Appointed Member-at-Large*

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*Elected Member, Councilmanic District B*

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*Superintendent*

**Patrick P. Spicer, Esquire**  
*General Counsel*

**Joseph P. Licata**  
*Chief of Administration*

**Susan P. Brown**  
*Executive Director of Curriculum & Assessments*

**Cornell S. Brown, Jr.**  
*Assistant Superintendent for Operations*

**Jean A. Mantegna**  
*Assistant Superintendent for Human Resources*

**James M. Jewell**  
*Assistant Superintendent for Business Services*

**Edward B. Fields, III**  
*Director of Budget*

**Patti Jo Beard**  
*Executive Director of Facilities Management*

**Stephen C. Lentowski**  
*Director of Student Services*

**Charles L. Taibi**  
*Director of Transportation*

**H. Andrew Moore, II**  
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**Joseph A. Schmitz**  
*Executive Director of Middle & High School  
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**M. Angela Morton**  
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Performance*

**Susan K. Austin**  
*Director of Special Education*

**John G. Staab**  
*Director of Finance*

#### Office of Civil Rights Statement for Harford County Public Schools

The Harford County Public School System does not discriminate on the basis of race, color, sex, age, national origin, religion, sexual orientation, or disability in matters affecting employment or in providing access to programs. Inquiries related to the policies of the Board of Education should be directed to the Director of Public Information, 410-588-5203.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Harford County Public Schools  
Maryland**

For the Fiscal Year Beginning

**July 1, 2013**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Harford County Public Schools, Maryland** for its annual budget for the fiscal year beginning **July 1, 2013**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





# Harford County Public Schools

## Transmittal Letter and Budget in Brief for Fiscal Year 2015

June 9, 2014

Dear School Community:

Harford County Public Schools (HCPS) has the unique and rewarding responsibility of positively impacting thousands of students each year. We are committed to inspiring our students to become life-long learners and to ensuring we achieve our ultimate goal of preparing all of our students for success in college or career.

The past several years have seen difficult economic times that have had a significant impact on state and local funding for school systems. HCPS has worked tirelessly to develop a fiscally-responsible budget that continues to ensure each child is given the best educational opportunities possible in Harford County.

The fiscal year 2015 budget development process emphasized the importance of listening to and partnering with our stakeholders – both internal and external – as we faced the school system’s financial challenges. The process began with an employee survey and an employee open forum budget session. Following the employee session, several public input sessions and roundtable discussions were held to educate the community at-large about the budget development process and timeline. These discussions allowed participants time to provide input regarding budget priorities.

In addition, questions, suggestions and comments were accepted throughout the entire process via a dedicated email account, [budget@hcps.org](mailto:budget@hcps.org). New this year, HCPS launched an online budget tool that allowed users to build an actual school system budget by manipulating the funds in each non-mandated line. Budgets submitted through the online budget tool provided insight as to what our stakeholders feel should be the priorities of the school system for this fiscal year. Several full-day meetings were conducted with the Harford County Public Schools Leadership Team to thoroughly review all input received. The result of the months of engagement and partnership with the community is the Fiscal Year 2015 Board of Education Budget for HCPS presented in the pages to follow.

The fiscal year 2015 budget includes the following increased costs: \$.4 million in teacher pension costs, other cost of doing business expenses of \$.27 million and health/dental insurance increase of \$.31 million. Combined with a decrease in revenue of \$.5 million, HCPS faced a budgetary shortfall of \$.67 million. The budgetary shortfall was absorbed via employee turnover savings of \$.28 million, \$.12 million of operating cost reductions and the elimination of non-recurring costs of \$.27 million. It is important to note that HCPS employees did not receive a wage increase during five of the last six fiscal years.

The fiscal 2015 proposed Unrestricted Operating, Restricted and Capital budgets are \$427.0 million, \$29.4 million and \$33.6 million, respectively.

Additionally, the Priority List includes items that the school system recognizes as future funding needs that will allow HCPS to expand and enhance the educational opportunities for all students. However, those items were not being requested at this time recognizing that the economic climate cannot support expanded initiatives. The Cost of Doing Business increases include items that are of complete necessity in order to recover, sustain and/or maintain the current educational experience our children deserve. It is important to note that while the items on the Priority List were not being requested at this time, these items, should they be funded in the future, are critical to the success of making HCPS the premiere educational system in Maryland. HCPS has been doing more with less for many years and our students have been able to benefit from that internal effort.

Continuing to meet our goals and objectives, as defined by the Board of Education of Harford County, will require commitment, planning and effective leadership. Education is our priority and we ask for your support as we ensure Harford County Public Schools continues to provide excellent educational opportunities for all our students.

Nancy Reynolds  
President of the Board of Education

Barbara P. Canavan,  
Superintendent of Schools



# Harford County Public Schools

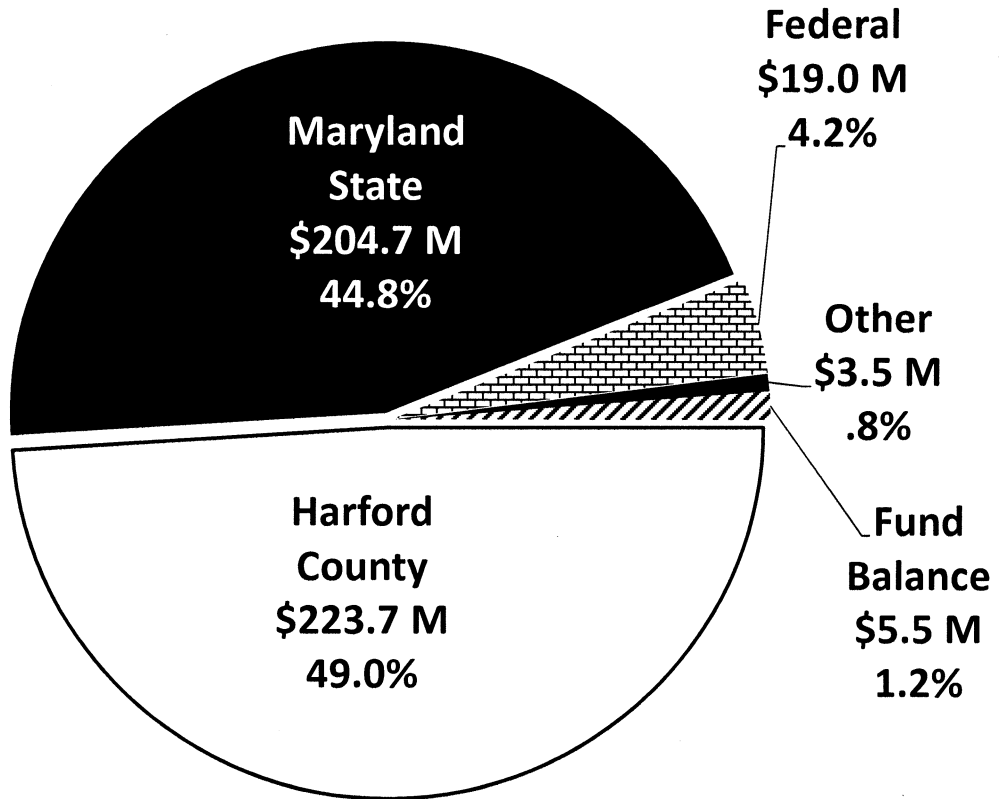
## Transmittal Letter and Budget in Brief for Fiscal Year 2015

Revenue - Current Expense Fund							
Sources	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2014 Budget	FY 2015 Budget	Change FY14 - FY15	% Change
Unrestricted Fund	\$ 435,605,566	\$ 429,811,597	\$ 425,966,825	\$ 427,455,753	\$ 426,971,288	\$ (484,465)	-0.1%
Restricted Fund	\$ 28,787,162	\$ 30,645,648	\$ 29,727,813	\$ 30,348,015	\$ 29,411,452	\$ (936,563)	-3.1%
<b>Current Expense Fund</b>	<b>\$ 464,392,728</b>	<b>\$ 460,457,245</b>	<b>\$ 455,694,638</b>	<b>\$ 457,803,768</b>	<b>\$ 456,382,740</b>	<b>\$ (1,421,028)</b>	<b>-0.3%</b>

*Where the money comes from...*

### FY 2015 Current Expense Fund - by Source

**\$456.4 Million**



**Maryland State Aid** – Includes Unrestricted funds and Restricted (in the form of grants) funds

**Harford County Government Aid** – Includes County allocation that represents Maintenance of Effort level of funding under State Law and additional funding as allocated and approved by the County Executive and County Council

**Federal Aid** – Includes Impact Aid, ISEA, and categorical grants. (Federal stimulus funding included as a source)

**Other Sources** – Includes building use fees, gate receipts for athletic events, fees for out of county students, interest income, and student fees

**Fund Balance** – Includes funds set aside from prior fiscal years to support ongoing operations and one time expenditures



# Harford County Public Schools

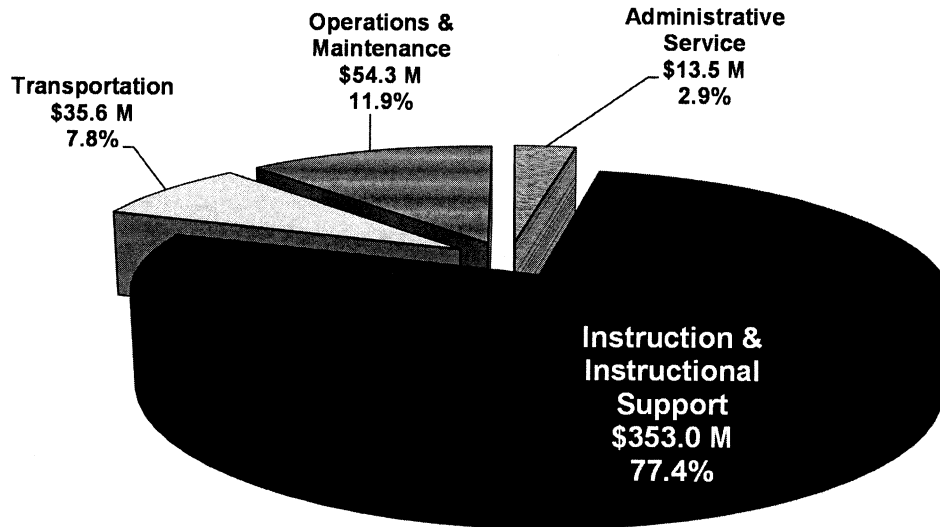
## Transmittal Letter and Budget in Brief for Fiscal Year 2015

Expenditures - Current Expense Fund							
Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2014 Budget	FY 2015 Budget	Change	% Chg.
Unrestricted Fund	427,412,633	424,347,633	422,319,069	427,455,753	426,971,288	(484,465)	-0.1%
Restricted Fund	28,787,162	30,645,648	29,727,813	30,348,015	29,411,452	(936,563)	-3.1%
<b>Current Expense Fund</b>	<b>\$ 456,199,795</b>	<b>\$ 454,993,281</b>	<b>\$ 452,046,882</b>	<b>\$ 457,803,768</b>	<b>\$ 456,382,740</b>	<b>\$ (1,421,028)</b>	<b>-0.3%</b>

### Where the money goes...

### FY 2015 Current Expense Fund - \$456.4 Million

#### By Program



The categories listed above include a share of fringe benefit costs based on FTE count including health, dental, & life insurance, taxes, workers compensation and unemployment compensation charges.

**Administrative Services** – Includes Board of Education, Executive Administration, Business Services, Human Resources, and the Office of Technology and Information Services

**Student Instruction** – Includes Education Services, Mid-Level Administration, Instructional Salaries, Textbooks & Classroom Supplies, Other Instructional Costs, Special Education, and Health Services

**Transportation** - Includes fuel for vehicles, system operated buses for special education and contracted bus services for regular students

**Operations and Maintenance** – Includes Facilities management of buildings and grounds, utility costs and Planning & Construction expenditures for capital projects



# Harford County Public Schools

## Transmittal Letter and Budget in Brief for Fiscal Year 2015

### Highlights of the Fiscal Year 2015 Unrestricted Budget

#### Wage – No Increase

The Board of Education's Proposed Budget for fiscal year 2015, released in January 2014, included a salary/wage package increase of \$13.7 million for Harford County Public School employees. The proposed wage package reflected the Board of Education's goal of maintaining a competitive salary structure within the market, especially with our neighboring counties. However, new funding was not adequate to cover the proposed wage increase. The proposed wage package was subsequently removed from the final budget approved by the Board of Education for fiscal year 2015. For the 2012 – 2013 school year, the beginning salary for Harford County teachers ranked 19<sup>th</sup> of Maryland's 24 Local Education Authorities (LEAs)<sup>1</sup>

#### State Teacher Pension Shift - \$.4 million

For fiscal year 2015, HCPS will be required to absorb an additional \$1.9 million of teacher pension costs previously funded by the State of Maryland. In accordance with Maryland law passed in 2012, Harford County Government funded \$.4 million of the pension increase in the unrestricted fund and the balance of \$1.5 million will be charged to grants incurring pension costs in the restricted fund.

#### Fringe Benefits – \$3.1 million

Health care and dental costs for fiscal year 2015 increased by \$3.1 million due to a 3.0% rate increase and projected changes in utilization and enrollment.

#### Cost of Doing Business - \$2.7 million

Increases classified as cost of doing business are limited to costs necessary to maintain existing level of services and other contractual, mandated or previously authorized programs or projects. Cost of doing business increases included in the proposed budget for fiscal year 2015 have been summarized below:

- Instruction Education Services - \$.3 million
- Instruction Curriculum - \$.6 million
- Instruction Special Education \$.7 million
- Operations - \$.6 million
- Administration - \$.5 million

#### Cost Savings Measures – Savings of \$1.2 million

- Transportation savings \$.5 million
- Eliminate elementary, middle summer school and related transportation \$.5 million
- Other reductions \$.2 million

### **Other Funds Expenditures**

**Food Services Fund** – \$15,778,740; a self- supporting fund.

**Debt Service Fund** - \$30,642,263; the amount paid for the financing of capital projects by Harford County Government for the Board of Education.

**Capital Project Fund** - \$33,626,000; represents the adopted capital budget for construction and major repairs and assets for the school system. Projects are funded by state and county sources of revenues.

**Pension Fund** – \$29,257,412; the amount to be paid by the State of Maryland on behalf of HCPS employees who are members of the Teachers Retirement and Pension Systems.

<sup>1</sup> MSDE 2012-2013 Fact Book



## Overview of the School System

Public schools were authorized by the State Constitution of 1864 and 1867 and placed upon the Legislature the obligation of establishing "a thorough and efficient system of free public school"<sup>1</sup>. The Harford County Public Schools System was founded in 1865. At that time, there were 3,230 children enrolled in 69 one room schools with one teacher per school. The first Superintendent of Schools was appointed in 1902. There have only been ten Superintendents of Schools since 1902.

The Harford County Board of Education was established under the Education Article of the Annotated Code of Maryland to have perpetual existence and be a body politic and corporate of the State of Maryland. It is empowered and required to maintain a reasonably uniform system of public schools designed to provide quality education and equal educational opportunities for all youth. Per Senate Bill 629, effective July 1, 2009, the Board of Education was changed from a fully appointed Board to an elected-appointed Board consisting of six elected members and three members appointed by the Governor of the State of Maryland for four-year terms to be phased in over a period of time. There is also a student representative to the Board who serves a one-year term while a high school senior. This student is elected by the Harford County Regional Association of Student Councils. The Board of Education appoints the Superintendent of Schools for a four year term. The Superintendent acts as the Executive Officer of the Board as well as Secretary and Treasurer. The Superintendent is responsible for the Administration of the Harford County Public School System which consists of fifty-four schools, thirty-three elementary, nine middle, nine comprehensive high, one technical high, a special education school serving students with disabilities, and an Alternative Education Program. There is also a 245 acre Harford Glen Outdoor Education Center.

Harford County Public Schools (HCPS) is a fiscally dependent school system with an actual enrollment of 37,842 students in fiscal 2014. HCPS is the 149th largest school system of the 13,588 regular school districts in the country when ranked by enrollment<sup>2</sup>. This places HCPS in the top one percent of school districts by size. HCPS is ranked 8<sup>th</sup> of the 24 school districts in the State of Maryland. The student body will be served by a projected 5,261 FTE faculty and staff positions for fiscal 2015.

Harford County has 54 public schools and 45 non-public schools<sup>3</sup> located within the County. Citizens in the County have a choice of public or private schools. Approximately 38,000 students attend public schools. The number of students attending private schools is unknown. The April 1, 2010 Census reported 244,826 as the population for Harford County. The 2012 population of Harford County was 244,700<sup>4</sup> and is projected to increase to 252,447 by 2015<sup>5</sup>. According to the Bureau of Census, the school age population in 2010 was 52,171 of which 38,637 or 74% attended public schools. School enrollment was 35,963 in 1994 and reached a peak in 2004 of 40,294 and has declined to 37,842 in 2014.

### Economic Climate of Harford County, Maryland

Harford County is located 20 miles north of the City of Baltimore and adjacent to the Chesapeake Bay to the east, is bordered by the south and west by Baltimore County, to the northeast by Cecil County, and to the north by the State of Pennsylvania. The convenient location on the I-95 corridor in northeastern Maryland has made it one of Maryland's most desirable business locations. Harford County, Maryland was formed in 1773, and since 1972 has operated with a charter form of government with home rule. Harford County is governed by a full time County Executive and legislative power is vested in an elected seven member County Council, one member of which is elected as the President of the County Council. The demography of Harford County has changed over the last two decades from a predominantly rural area to a suburban rural mix. The County's land area of 448 square miles is the 11<sup>th</sup> largest in the State of Maryland. As of June 30, 2013, Harford County reported a population of 247,570<sup>6</sup>. The economic condition and outlook of the County has substantially improved during the past decade. Since 2003 the population of Harford County increased 6.6 percent, which has triggered growth in the tax base<sup>7</sup>. Construction activity has slowed in the past several years

<sup>1</sup> From "Our Harford Heritage" by C. Milton Wright, copyright 1967.

<sup>2</sup> U.S. Department of Education, National Center for Education Statistics, Common Core of Data(CCD), "Public Elementary/ Secondary School Universe Survey," 2010-11, Table 98, .

<sup>3</sup> Maryland State Department of Education Fact Book, 2012 – 2013, page 7.

<sup>4</sup> 2010 U.S. Census, <http://census.maryland.gov>.

<sup>5</sup> [www.harfordbusiness.org](http://www.harfordbusiness.org), Demographic & Income Profile for Harford County, 4/18/11

<sup>6</sup> Harford County Maryland Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2013", page 141.

<sup>7</sup> Harford County Maryland Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2013", Table 15.

## Overview of the School System

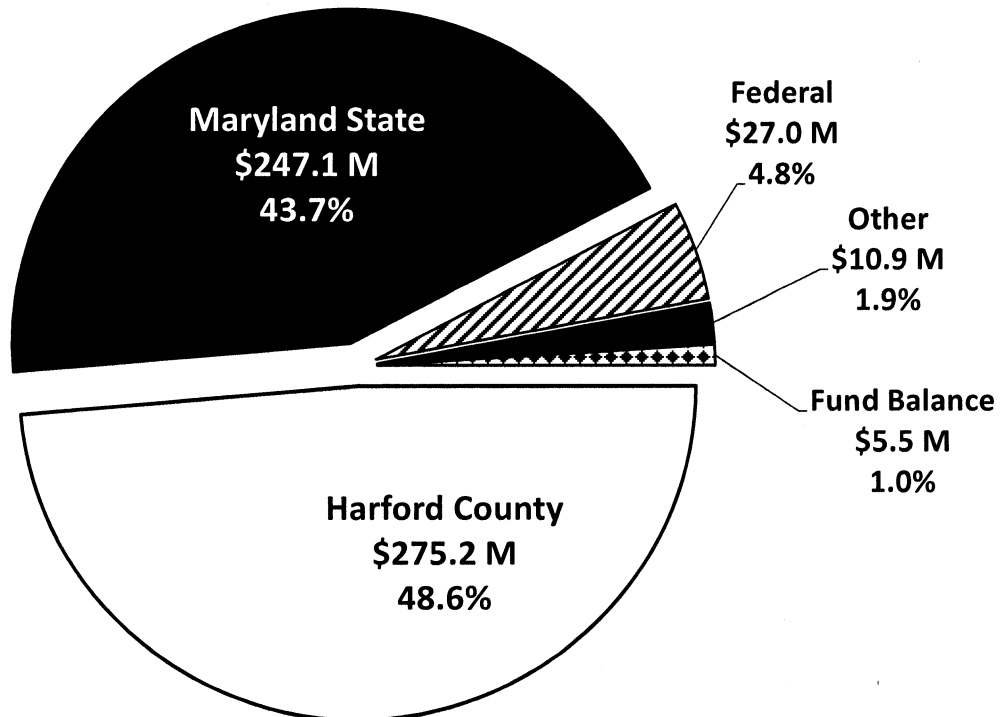
The following information reflects revenues for all funds for the Approved FY 2015 Budget:

Revenue - All Funds							
Sources	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2014 Budget	FY 2015 Budget	Change FY14 - FY15	% Change
Unrestricted Fund	\$ 435,605,566	\$ 429,811,597	\$ 425,966,825	\$ 427,455,753	\$ 426,971,288	\$ (484,465)	-0.1%
Restricted Fund	\$ 28,787,162	\$ 30,645,648	\$ 29,727,813	\$ 30,348,015	\$ 29,411,452	\$ (936,563)	-3.1%
<b>Current Expense Fund</b>	<b>\$ 464,392,728</b>	<b>\$ 460,457,245</b>	<b>\$ 455,694,638</b>	<b>\$ 457,803,768</b>	<b>\$ 456,382,740</b>	<b>\$ (1,421,028)</b>	<b>-0.3%</b>
Food Service	15,678,413	15,358,309	15,654,058	15,615,568	15,778,740	163,172	1.0%
Debt Service	30,155,642	29,736,815	30,172,313	30,628,653	30,642,263	13,610	0.0%
Capital**	28,383,194	35,158,834	25,114,629	32,471,846	33,626,000	1,154,154	3.6%
Pension*	33,360,568	26,284,223	29,187,145	29,187,145	29,257,412	70,267	0.2%
<b>Total - All Funds</b>	<b>\$ 571,970,545</b>	<b>\$ 566,995,426</b>	<b>\$ 555,822,783</b>	<b>\$ 565,706,980</b>	<b>\$ 565,687,155</b>	<b>\$ (19,825)</b>	<b>0.0%</b>

\*Represents the Maryland State contribution. Local contribution is included in the Unrestricted, Restricted and Food Service Funds.

\*\*Capital is GAAP Basis for actual numbers.

### FY 2015 Revenue - All Funds By Source \$565.7 Million



## Overview of the School System

The following information reflects the expenditures for all funds:

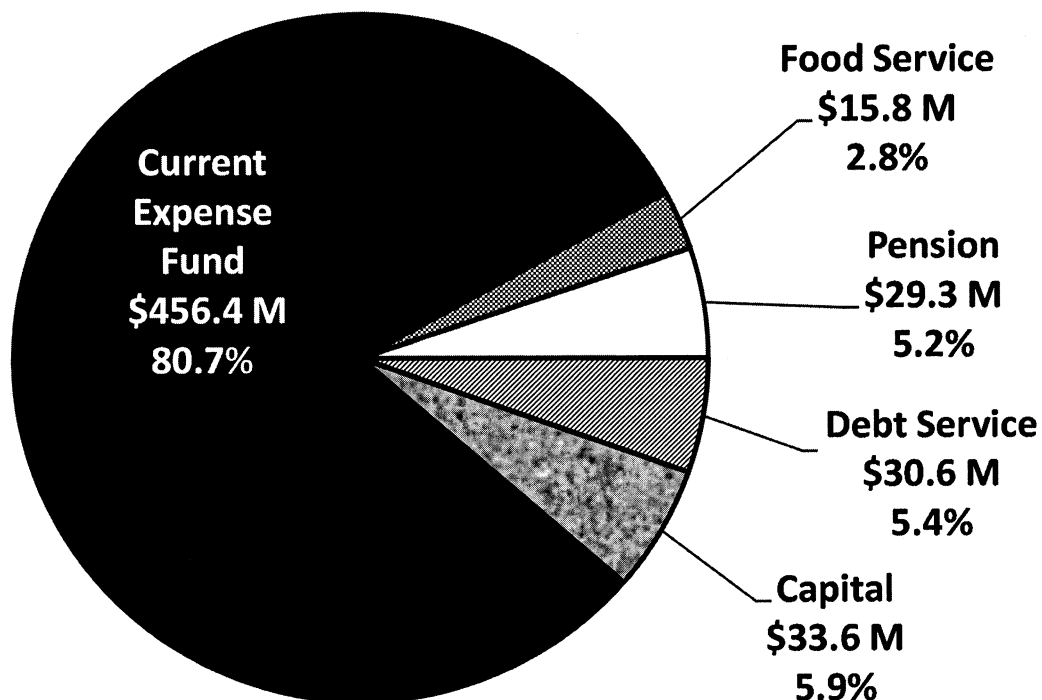
Expenditures - All Funds							
Sources	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2014 Budget	FY 2015 Budget	Change	% Chg.
Unrestricted Fund	427,412,633	424,347,633	422,319,069	427,455,753	426,971,288	(484,465)	-0.1%
Restricted Fund	28,787,162	30,645,648	29,727,813	30,348,015	29,411,452	(936,563)	-3.1%
<b>Current Expense Fund</b>	<b>\$ 456,199,795</b>	<b>\$ 454,993,281</b>	<b>\$ 452,046,882</b>	<b>\$ 457,803,768</b>	<b>\$ 456,382,740</b>	<b>\$ (1,421,028)</b>	<b>-0.3%</b>
Food Service	15,201,306	15,413,941	15,426,454	15,615,568	15,778,740	163,172	1.0%
Debt Service	30,155,642	29,736,815	30,172,314	30,628,653	30,642,263	13,610	0.0%
Capital	26,758,294	37,191,795	29,217,876	32,471,846	33,626,000	1,154,154	3.6%
Pension	33,360,568	26,284,223	29,187,145	29,187,145	29,257,412	70,267	0.2%
<b>Total - All Funds</b>	<b>\$ 561,675,605</b>	<b>\$ 563,620,055</b>	<b>\$ 556,050,671</b>	<b>\$ 565,706,980</b>	<b>\$ 565,687,155</b>	<b>\$ (19,825)</b>	<b>0.0%</b>

\*Represents the Maryland State contribution. Local contribution is included in the Unrestricted, Restricted and Food Service Funds.

\*\*Capital is GAAP Basis for actual numbers.

### FY 2015 Expenditures - All Funds

**\$565.7 Million**



## Overview of the School System

### Consolidated Statement of Revenue, Expenditures, and Changes in Fund Balance Includes Restricted, Unrestricted, and Food Service Funds

	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015
<b>Revenues</b>				
Harford County Govt.	\$ 217,972,155	\$ 219,821,368	\$ 221,300,729	\$ 223,667,302
State Of Maryland	211,149,242	207,733,752	204,134,685	\$ 205,043,716
Federal Government	28,149,325	28,175,577	27,420,729	\$ 26,980,262
Other Sources	14,246,976	12,284,857	12,392,553	\$ 10,936,325
Appropriated Fund Balance	8,553,443	7,800,000	6,100,000	\$ 5,533,875
<b>Total Revenues</b>	<b>\$ 480,071,141</b>	<b>\$ 475,815,554</b>	<b>\$ 471,348,696</b>	<b>\$ 472,161,480</b>
<b>Expenditures</b>				
Administrative Services	\$ 11,554,353	\$ 11,021,422	\$ 10,644,776	\$ 10,834,963
Mid-Level Administration	25,594,493	25,410,918	24,965,855	\$ 25,231,663
Instructional Salaries	168,670,068	166,356,292	160,938,745	\$ 160,041,396
Textbooks & Classroom Supplies	8,641,737	7,746,777	7,726,013	\$ 7,853,688
Other Instructional Costs	4,849,337	4,358,076	4,869,245	\$ 4,319,434
Special Education	56,244,922	57,034,371	56,984,508	\$ 57,489,230
Student Personnel Services	1,613,772	1,623,005	1,640,337	\$ 1,656,292
Health Services	3,295,627	3,283,239	3,229,471	\$ 3,504,222
Student Transportation	30,940,714	31,172,285	30,347,294	\$ 30,732,242
Operation of Plant	29,361,842	28,332,388	30,182,957	\$ 29,988,963
Maintenance of Plant	12,675,618	12,514,080	12,142,872	\$ 12,616,970
Fixed Charges	101,688,309	104,279,000	107,723,974	\$ 110,927,701
Community Services	373,088	440,428	456,302	\$ 530,114
Capital Outlay	695,916	1,420,997	194,533	\$ 655,862
<b>Current Expense Fund Expenditures</b>	<b>\$ 456,199,796</b>	<b>\$ 454,993,278</b>	<b>\$ 452,046,882</b>	<b>\$ 456,382,740</b>
Food Service	15,201,306	15,413,941	15,426,454	15,778,740
<b>Total Expenditures</b>	<b>\$ 471,401,102</b>	<b>\$ 470,407,219</b>	<b>\$ 467,473,336</b>	<b>\$ 472,161,480</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 8,670,039</b>	<b>\$ 5,408,335</b>	<b>\$ 3,875,360</b>	<b>\$ -</b>
Beginning Fund Balance	19,077,377	18,786,616	15,716,905	13,058,161
<i>Less:</i>				
Fund Balance Designated as Revenue Above	(8,553,443)	(7,800,000)	(6,100,000)	(5,533,875)
Transfer to Capital Project	-	(628,451)	(206,500)	-
Increase (decrease) in reserve for inventory	(407,357)	(49,595)	(44,825)	-
Transfer to Rate Stabilization Fund				
<b>Total Fund Balance</b>	<b>\$ 18,786,616</b>	<b>\$ 15,716,905</b>	<b>\$ 13,240,940</b>	<b>\$ 7,524,286</b>
<i>Less:</i>				
Designated Fund Balance for Next Fiscal Year	\$ (7,800,000)	\$ (5,600,000)	\$ (5,533,875)	\$ -
Designated Health Insurance Call	(1,225,166)	(1,225,166)	(1,225,166)	(1,225,166)
Designated For Emergency Fuel Reserve	(915,000)	(915,000)	(415,000)	(415,000)
Reserve for Inventory - end of year	(236,627)	(187,033)	(142,208)	-
Assigned for OPEB contribution	-	-	-	-
<b>Undesignated Fund Balance</b>	<b>\$ 8,609,823</b>	<b>\$ 7,789,706</b>	<b>\$ 5,924,691</b>	<b>\$ 5,884,120</b>

The Pension and Debt Service Funds are not included in the above table as they are managed entirely by the County and State Government.

## Overview of the School System

<b>Capital Projects Fund</b>				
Statement of Revenue, Expenditures, and Changes in Fund Balance				
	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015
<b>Revenues</b>				
Harford County Govt.	\$ 12,068,710	\$ 11,980,732	\$ 8,378,854	\$ 20,835,000
State Of Maryland	15,605,906	13,892,937	10,420,053	12,791,000
Federal Government	0	0	0	0
Other Sources	708,578	9,285,165	6,315,722	0
<b>Total Revenues</b>	<b>\$ 28,383,194</b>	<b>\$ 35,158,834</b>	<b>\$ 25,114,629</b>	<b>\$ 33,626,000</b>
Capital Construction	26,758,294	37,191,795	29,217,876	33,626,000
<b>Total Expenditures</b>	<b>\$ 26,758,294</b>	<b>\$ 37,191,795</b>	<b>\$ 29,217,876</b>	<b>\$ 33,626,000</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 1,624,900</b>	<b>\$ (2,032,961)</b>	<b>\$ (4,103,247)</b>	<b>\$ -</b>
Beginning Fund Balance	7,454,370	9,079,270	7,674,760	3,778,013
<b>Total Fund Balance</b>	<b>\$ 9,079,270</b>	<b>\$ 7,046,309</b>	<b>\$ 3,571,513</b>	<b>\$ 3,778,013</b>
<i>Less:</i>				
Other Financing Sources	0	628,451	206,500	0
<b>Undesignated Fund Balance</b>	<b>\$ 9,079,270</b>	<b>\$ 7,674,760</b>	<b>\$ 3,778,013</b>	<b>\$ 3,778,013</b>

## Long Term Budgetary Issue Facing HCPS

**Structural Deficit – Ongoing expenditures exceed revenue;  
Use of one time money to fund ongoing expenditures.**

The extraordinary economic times that the nation, state and county are currently experiencing provide additional challenges that reach years into the future in regard to sustainability of current spending. The proposed fiscal year 2014 Operating Budget utilizes \$5.5 million of one-time money to fund ongoing operating budget expenditures.

We are optimistic that Harford County government's revenue will show improvement in the next fiscal year to address the increases in the HCPS budget for healthcare and transportation costs. Otherwise, we will need to determine a one to three year process to incrementally decrease this fiscal exigency.

**The long term structural deficit issue can only be addressed by:**

- **Increase Revenues, and/or**
- **Permanent Reductions to Ongoing Expenditures**

## Overview of the School System

### Schools are Labor Intensive



Compensation related expenditures represent over \$354.6 million or 83.1% of the total fiscal 2015 Unrestricted Operating Budget, a typical pattern for a human capital-intensive enterprise such as a school system. These expenditures include all salary and wages, health and dental benefits, life insurance, retirement costs, social security, workers' compensation, and tuition reimbursement. Clearly, the operation of the public school system is an investment in human capital assets. In addition, and not reflected in the above numbers, is a contribution in the State Budget for retirement costs for certificated positions. The State of Maryland is projected to contribute \$29.3 million on behalf of Harford County Public Schools employees. If the pension contribution from the State is added into the totals, the compensation related expenditures would total \$383.9 million or 84.1%.

In the HCPS Unrestricted Budget for fiscal year 2015, almost \$.83 cents of every dollar is devoted to employee compensation and benefits for current employees and retirees.



\*All other expenditures, including, but not limited to, utilities for sixty-one buildings, contracted bus service, fuel for special education bus service, non-public placement tuition costs, maintenance supplies/equipment and instructional supplies, furniture and equipment.

## Overview of the School System

The following table identifies total positions by program:

<b>Position Summary by Program/Fund</b>				
Summary by Program	FTE FY 13	FTE FY 14	FTE FY 15	14 - 15 Change
<b>BOARD OF EDUCATION</b>	5.0	5.0	5.0	0.0
Board of Education Services	1.0	1.0	1.0	0.0
Internal Audit Services	2.0	2.0	2.0	0.0
Legal Services	2.0	2.0	2.0	0.0
<b>BUSINESS SERVICES</b>	35.0	34.0	34.0	0.0
Fiscal Services	19.0	19.0	19.0	0.0
Purchasing	16.0	15.0	15.0	0.0
<b>CURRICULUM AND INSTRUCTION</b>	37.0	39.3	45.3	6.0
Curriculum Dev. and Implementation	29.0	31.3	35.3	4.0
Office of Accountability	5.0	5.0	6.0	1.0
Professional Development	3.0	3.0	4.0	1.0
<b>EDUCATION SERVICES</b>	2,890.1	2,797.0	2,798.0	1.0
Career and Technology Programs	135.4	124.1	124.1	0.0
Gifted and Talented Program	20.5	19.9	19.9	0.0
Intervention Services	22.8	18.5	18.5	0.0
Magnet and Signature Programs	30.0	27.6	27.6	0.0
Office of Elem, Mid & High Sch Performance	8.0	7.0	7.0	0.0
Other Special Programs	54.0	51.0	52.0	1.0
Regular Programs	2,501.6	2,434.1	2,434.1	0.0
School Library Media Program	117.8	114.8	114.8	0.0
<b>EXECUTIVE ADMINISTRATION</b>	17.0	15.5	14.5	(1.0)
Communications	5.0	5.0	5.0	0.0
Community Engagement	2.0	2.0	2.0	0.0
Executive Administration Office	10.0	8.5	7.5	(1.0)
<b>HUMAN RESOURCES</b>	29.0	29.0	29.0	0.0
<b>OPERATIONS AND MAINTENANCE</b>	665.3	665.3	665.3	0.0
Facilities Management	434.9	434.9	434.9	0.0
Planning and Construction	9.0	9.0	9.0	0.0
Transportation	220.4	220.4	220.4	0.0
Utility Resource Management	1.0	1.0	1.0	0.0
<b>SAFETY AND SECURITY</b>	2.0	2.0	2.0	0.0
<b>SPECIAL EDUCATION</b>	916.0	893.6	893.6	0.0
<b>STUDENT SERVICES</b>	250.0	246.3	247.3	1.0
Health Services	71.5	72.7	72.7	0.0
Psychological Services	37.9	36.9	37.9	1.0
Pupil Services	20.0	20.5	20.5	0.0
School Counseling Services	120.6	116.2	116.2	0.0
<b>OFFICE OF TECHNOLOGY &amp; INFO.</b>	54.5	54.5	54.5	0.0
<b>Total Unrestricted Fund</b>	4,900.9	4,781.5	4,788.5	7.0
<b>Restricted Fund</b>	209.9	211.5	208.9	(2.6)
<b>TOTAL CURRENT EXPENSE FUND</b>	5,110.8	4,993.0	4,997.4	4.4
Food Service	263.5	263.5	263.5	0.0
<b>HCPS TOTAL POSITIONS</b>	5,374.3	5,256.5	5,260.9	4.4

## Overview of the School System

The following table represents the approved Capital Improvement Program for FY 2015:

### BOARD OF EDUCATION OF HARFORD COUNTY FISCAL YEAR 2015 - CAPITAL IMPROVEMENT PROGRAM APPROVED CAPITAL BUDGET

	HCPS PRIORITY	STATE PRIORITY	STATE APPROVED	LOCAL APPROVED	TOTAL CAPITAL FUNDING PROPOSED
Fallston High School (1)	1	1	\$3,368,000	\$4,230,000	\$7,598,000
Youth's Benefit Elementary School Replacement	2	2	\$6,252,000	\$11,745,000	\$17,997,000
Joppatowne High School (2)	3	3	\$0	\$0	\$0
Havre de Grace Middle/High School Replacement	4	4	\$0	\$0	\$0
Dublin Elementary School (3) <b>See Note below</b>	5	5	\$1,939,000	\$2,055,000	\$3,994,000
Darlington Elementary School (3)	6	6	\$603,000	\$1,535,000	\$2,138,000
Ring Factory Elementary School (4)	7	7	\$629,000	\$470,000	\$1,099,000
Technology Infrastructure	8	N/A	\$0	\$0	\$0
Open Space Renovation Projects	9	N/A	\$0	\$0	\$0
North Harford Middle School (5)	10	N/A	\$0	\$500,000	\$500,000
Fountain Green Elementary School Technology	N/A	N/A	\$0	\$200,000	\$200,000
Hickory Elementary School Technology	N/A	N/A	\$0	\$100,000	\$100,000
ADA Improvements	N/A	N/A	\$0	\$0	\$0
Athletic Fields Repair & Restoration	N/A	N/A	\$0	\$0	\$0
Backflow Prevention	N/A	N/A	\$0	\$0	\$0
Band Uniform Refresh	N/A	N/A	\$0	\$0	\$0
Bleacher Replacement	N/A	N/A	\$0	\$0	\$0
Building Envelope Improvements	N/A	N/A	\$0	\$0	\$0
Career & Technology Education Equipment Refresh	N/A	N/A	\$0	\$0	\$0
Energy Conservation Measures	N/A	N/A	\$0	\$0	\$0
Environmental Compliance	N/A	N/A	\$0	\$0	\$0
Equipment & Furniture Replacement	N/A	N/A	\$0	\$0	\$0
Fire Alarm & ER Communications	N/A	N/A	\$0	\$0	\$0
Floor Covering Replacement	N/A	N/A	\$0	\$0	\$0
Folding Partition Replacement	N/A	N/A	\$0	\$0	\$0
Locker Replacement	N/A	N/A	\$0	\$0	\$0
Major HVAC Repairs	N/A	N/A	\$0	\$0	\$0
Music Equipment Refresh	N/A	N/A	\$0	\$0	\$0
Music Technology Labs	N/A	N/A	\$0	\$0	\$0
Outdoor Track Reconditioning	N/A	N/A	\$0	\$0	\$0
Paving - New Parking Areas	N/A	N/A	\$0	\$0	\$0
Paving - Overlay and Maintenance	N/A	N/A	\$0	\$0	\$0
Playground Equipment	N/A	N/A	\$0	\$0	\$0
Relocatable Classrooms	N/A	N/A	\$0	\$0	\$0
Replacement Buses	N/A	N/A	\$0	\$0	\$0
Replacement Vehicles	N/A	N/A	\$0	\$0	\$0
Security Measures	N/A	N/A	\$0	\$0	\$0
Septic Facility Code Upgrades	N/A	N/A	\$0	\$0	\$0
Special Ed Facility Improvements	N/A	N/A	\$0	\$0	\$0
Stormwater Mgt, Erosion, Sediment Control	N/A	N/A	\$0	\$0	\$0
Swimming Pool Renovations	N/A	N/A	\$0	\$0	\$0
Technology Education Lab Refresh	N/A	N/A	\$0	\$0	\$0
Textbook/Supplemental Refresh	N/A	N/A	\$0	\$0	\$0
<b>Total</b>			<b>\$12,791,000</b>	<b>\$20,835,000</b>	<b>\$33,626,000</b>

- 1 - HVAC Systemic Project (2nd half of funding request)
- 2 - Limited Renovation Project
- 3 - HVAC Systemic Renovation Project (full amount of funding request)
- 4 - HVAC Major Central Plant Equipment Replacement
- 5 - Domestic Water Improvements

NOTE: Harford County funded \$2,055,000 for the Dublin Elementary School HVAC project. The total County funding has been revised to \$20,835,000.



# Understanding the Budget

## Welcome to Harford County Public Schools' Program-based Budget

The program-based budget presents a different view of how funds are allocated. This format is part of the continuing effort to produce a more useful budget tool for decision-making and conveying information about Harford County Public Schools. As an alternative to the categorical method of reporting budgets that is required by Maryland State Department of Education (MSDE), the program-based budget shows the allocation of funds and personnel across broad programmatic areas, such as:

- Board of Education Services
- Business Services
- Curriculum and Instruction
- Education Services
- Executive Administration
- Extra-curricular Activities
- Human Resources
- Operations and Maintenance
- Safety and Security
- Special Education
- Student Services
- Office of Technology and Information

This view of the budget allows readers to determine how available funding is matched to services provided. Policy decisions can be made by program area. Additionally, given the abilities of the budget database, the Budget Office continues to maintain the ability to produce the budget document by category to comply with state reporting requirements.

The program-based budget presents the Operating Budget over a three-year perspective of resource allocation by programmatic area. In addition, supporting details for each program are provided for more information on how funds and personnel are distributed within each program. The narrative that accompanies each program provides an overview of service delivery.

This document represents the Board of Education's continuing commitment to improve the usefulness of the budget document in planning and management. We hope you enjoy utilizing this document. If you like our work, tell others; if not, tell us.

Harford County Public Schools has received the Government Finance Officers Association Distinguished Budget Presentation Award for the past eleven years. We believe this current budget continues to conform to the program requirements and will submit this budget to determine eligibility for another award. We are one of less than 100 school districts nationwide that have received this recognition.

James M. Jewell, [James.Jewell@hcps.org](mailto:James.Jewell@hcps.org)  
Assistant Superintendent of Business Services

Edward B. Fields III  
Budget Director

Jeannine M. Ravenscraft  
Senior Budget Analyst

Mary L. Edmunds  
Position Control Analyst

Michele D. Sledge  
Capital Budget Analyst

# Understanding the Budget

## Budget Submission Framework

The budget represents the operational plan, stated in financial terms, for carrying out the goals of the school system.

- **Base Budget Adjustments** – The Budget Department in conjunction with Budget Managers, the Superintendent, and the Leadership Team, realign current funding based on four years of actual historical data and changing program requirements to better meet the goals and objectives of the entire Harford County Public School system. Base Budget Adjustments are simply a realignment of current funds with no additional financial impact.
- **Salary Adjustments** –By law, the Board is required to negotiate with each of the five bargaining units in Harford County to establish salary, wages and other working conditions. Employees and community members are directed to visit the Board's Collective Bargaining webpage on the school system's website ([www.hcps.org](http://www.hcps.org)) for updates and information.

The Board of Education's Proposed Budget for fiscal year 2015, released in January 2014, included a salary/wage package of 13.7 million for Harford County Public School employees. Due to the absence of step increases and Cost of Living Adjustments (COLA) in four of the past five fiscal years, it was the intent of the Board of Education to avoid falling further behind in regard to employee wages. However, new funding was not adequate to cover the proposed wage increase. **The proposed wage package was subsequently removed from the final budget approved by the Board of Education for fiscal 2015.**

- **Benefit Adjustments** – For fiscal year 2015, health and dental care insurance rates increased by three percent. In total, \$3.1 million was added to the FY 2015 budget to fund the rate increase and the projected cost associated with new enrollees and retirees.

Prior to fiscal year 2013, the State of Maryland funded all teacher pension contributions for the twenty four school districts. The State of Maryland addressed their ongoing structural deficit by sharing teacher pension costs with the counties. The cost sharing was structured over a four year implementation period beginning in fiscal 2013. For fiscal year 2015 the net pension increase to the Unrestricted Operating Budget for all employees totaled \$ .4 million.

- **Cost of Doing Business** – Cost of doing business increases unrelated to salary and benefits in the Unrestricted Operating Budget totaling \$2.7 million. These expenditures include inflationary and non-discretionary costs, expenditures for state/federal mandates, classroom instruction, special education, insurance, transportation and operations.

## Budget Planning and Adoption Process

Maryland school systems are revenue dependent upon the state and local governments. The Board of Education has no taxing authority<sup>1</sup>. State funding is primarily established during the annual legislative session of the Maryland General Assembly during January through April each year. State funds are administered through the Maryland State Department of Education.

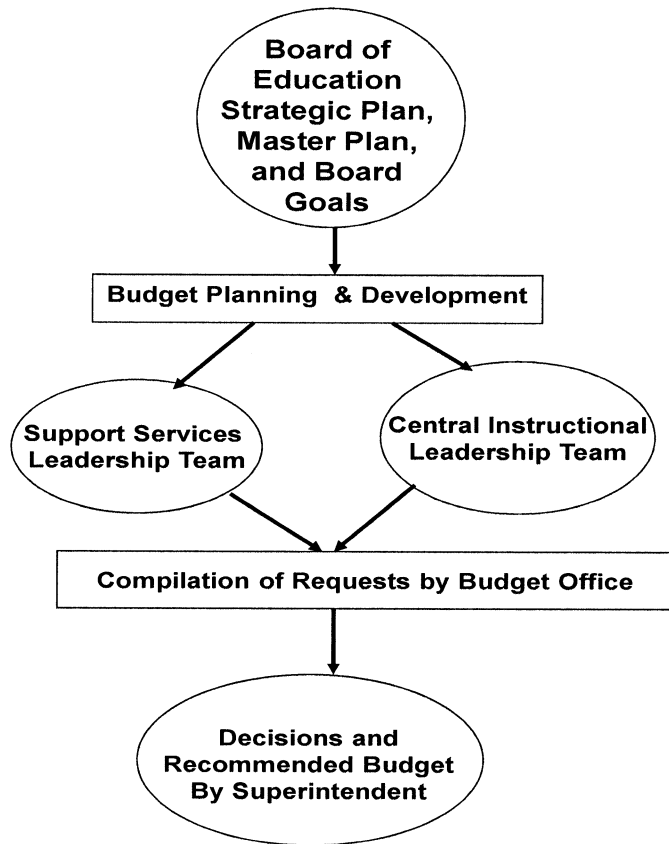
The Board of Education has developed and approved a Strategic Plan with four timeless goals and benchmarks for improvement. The Board has also approved the Master Plan (a State and Federal Government requirement) with four goals. These two documents determine the budget planning and development process for programs the Superintendent incorporates in the recommended budget. Input is received from the individual school administrators by the Central Instructional Leadership Team and from operating support areas to the Support Services Leadership Team. In addition, the Board and Superintendent receive citizen input. New requested dollars in the budget are reflected by Board Goal in concert with the Strategic Plan and Master Plan. The budget planning and development process is identified in the following flow charts.

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<sup>1</sup>"Title 5 - Financing", *Education Article of the Annotated Code of Maryland* as amended.

# Understanding the Budget

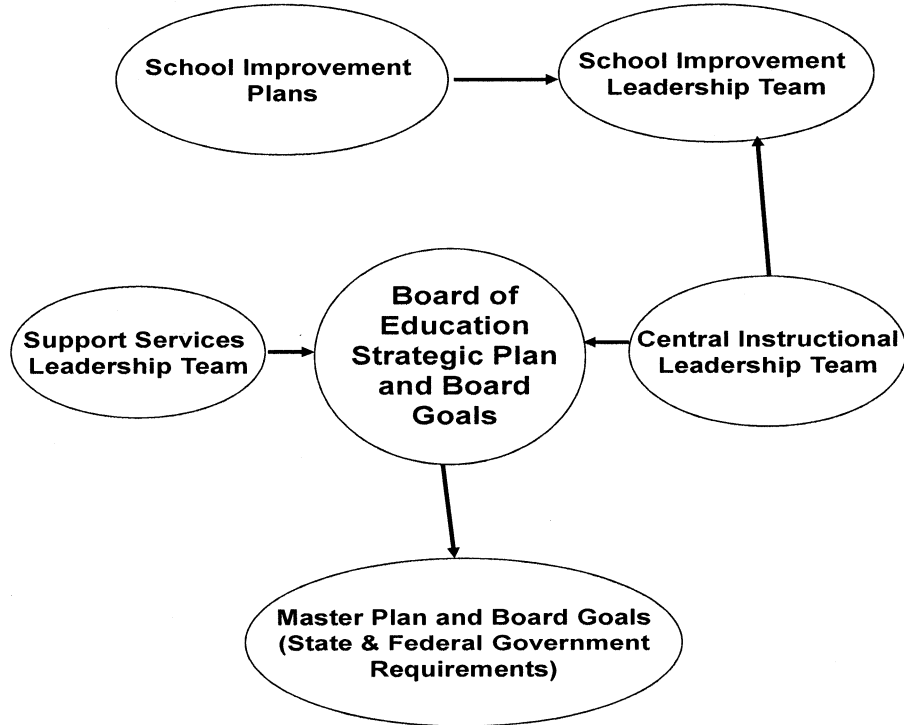
The following chart reflects the interconnectivity of the budget planning and development process.



The Master Plan is a State and Federal Requirement under Bridge to excellence and No Child Left Behind Laws.

# Understanding the Budget

The following chart reflects the interconnectivity of the Strategic Plan, the Master Plan, the Central Instructional Leadership Team, and the Support Services Leadership Team in the budget planning and development process.



The Superintendent submits the Recommended Budget to the Board of Education during a school board meeting in December (see calendar on subsequent pages). The Board holds public hearings for stakeholders and work sessions during January to consider modifying the budget prior to submittal of the Board's Proposed Budget to the County Executive and County Council by the end of January. The County Executive has until April 15<sup>th</sup> to establish funding levels for the next fiscal year. The County Council receives the County budget by April 15<sup>st</sup> and holds public hearings and work sessions during April and May. The Council may add to the County Executive's funding level only by reducing the funds for other functions of the County government, or having the County Treasurer revise projected revenues upward indicating that additional funds will be available for the next fiscal year..

The County Council has until June 15<sup>th</sup> to determine final funding levels for the County allocation. The County Council adopts the County Budget by June 15<sup>th</sup>. At that point the County government funding is fixed for the School System. Once this allocation is approved, the Board of Education will revise the budgeted expenditures to equal the total approved revenues. The Board approves the final budget by the end of June, prior to the start of the next fiscal year, July 1. The Board approved budget then goes back to the County for final approval certification, required by State law, which often occurs in July. This completes the budget development and approval process.

# Understanding the Budget

## Budget Calendar

Each year, a budget calendar is prepared and presented to the senior staff and budget managers as a suggested schedule to follow in order to produce the final budget document. The calendar is driven by the Board review, County Government review, County Council review, and state and local funding and reporting requirements.

## Fiscal Year 2015 Budget Calendar

October 7, 2013	Budget Office distributes budget packages to budget managers.
October 21, 2013	Superintendent's public input session at Edgewood High School.
October 23, 2013	Budget managers submit base budget and cost of doing business adjustments.
October 22, 2013	Superintendent's public input session at C. Milton Wright High School.
October 24, 2013	Superintendent's live stream presentation of budget process.
October 25, 2013	Superintendent's public input session at Patterson Mill High School.
October 31, 2013	Budget managers submit program narratives and performance measures.
November 20, 2013	Superintendent reviews budget submissions, goals and issues.
December 16, 2013	Superintendent releases FY 2015 Recommended Budget.
January 8, 2014	Board of Education public input session 6:00 to 8:00 at Havre de Grace High School.
January 13, 2014	Board of Education public input session 12:00 to 2:00 at CEO Bldg.
January 13, 2014	Board of Education conducts budget work session 6:00 to 8:00 at Roberty Bldg.
January 15, 2014	Board of Education public input session 12:00 to 2:00 at Mountain Christian Church.
January 15, 2014	Board of Education conducts budget work session 6:00 to 8:00 at Roberty Bldg.
January 27, 2014	Board of Education adopts FY 2014 BOE Recommended Budget.
February 10, 2014	Board presents budget to Harford County Executive.
April 15, 2014	County Executive releases proposed funding levels for FY 2015.
April 24, 2014	Board presents budget to Harford County Council.
May 27, 2014	Harford County Council approves final funding for FY 2015.
June 9, 2014	Board of Education conducts final budget work session and approves HCPS Budget for FY 2015.
September 2, 2014	HCPS receives final certification of the FY 2015 Budget from the County Executive and County Council.

## School System Planning

The budget planning and formulation process is just one of many division wide, short and long range planning processes. At the center of all of the Harford County Public Schools planning activities is the Board of Education's Strategic Plan and the Master Plan as required by the State of Maryland. The student achievement goals, along with the other documents, provide framework for the school system's operation and for the Board's future work. The annual budget reflects the school system's varied plans by allocating resources to carry out the goals defined through the division wide planning processes. In addition to the School Board Strategic Plan and the Master Plan which sets the priorities and direction of the entire budget process, the major planning activities are as follows: Approved Annual Budget, Capital Improvement Plan, School Leadership Instructional Plan, School Improvement Plans, Facilities Master Plan, and Technology Plan.

In the budget planning for upcoming years, various expenditure categories are reviewed and calculated as to need and affordability in accordance with the Strategic Plan and Master Plan adopted by the Board of Education. Growth of new positions are reviewed and approved for consideration in the Proposed Budget by the Superintendent with final approval by the Board of Education. Expenditure increases that are considered cost of doing business increases (inflationary or service costs to continue the same level of services to students and staff) are reviewed and projected. Where possible, Purchasing will enter into utility and fuel contracts to ensure a known price factor for projecting future utility and fuel price increases based on consumption.

## Understanding the Budget

An energy management system through the use of computerized sensors and controls, monitors heat and coolness in buildings and adjusts temperatures accordingly for efficient use of energy resources. A Facilities Management Plan is adopted reflecting needed repairs, maintenance, and upgrades to buildings and grounds for maintenance and capital construction projections. The Capital Improvement Plan is reviewed annually with projections into the next decade for additional new capacity, modernizations, renovations, and equipment replacements.

The budget planning process considers all of this information with an eye to the future in developing the proposed budget as to the sustainability of proposed changes and additions.

### **Summary of Accounting Policies**

The Board of Education of Harford County is a component unit of Harford County, Maryland by virtue of the County's responsibility for levying taxes and its budgetary control over the Board of Education. Accordingly, the financial statements of the Board are included in the financial statements of Harford County. The accounting policies of The Board of Education of Harford County conform to generally accepted accounting principles (GAAP) for governmental units. The following is a summary of the significant policies employed by the Board:

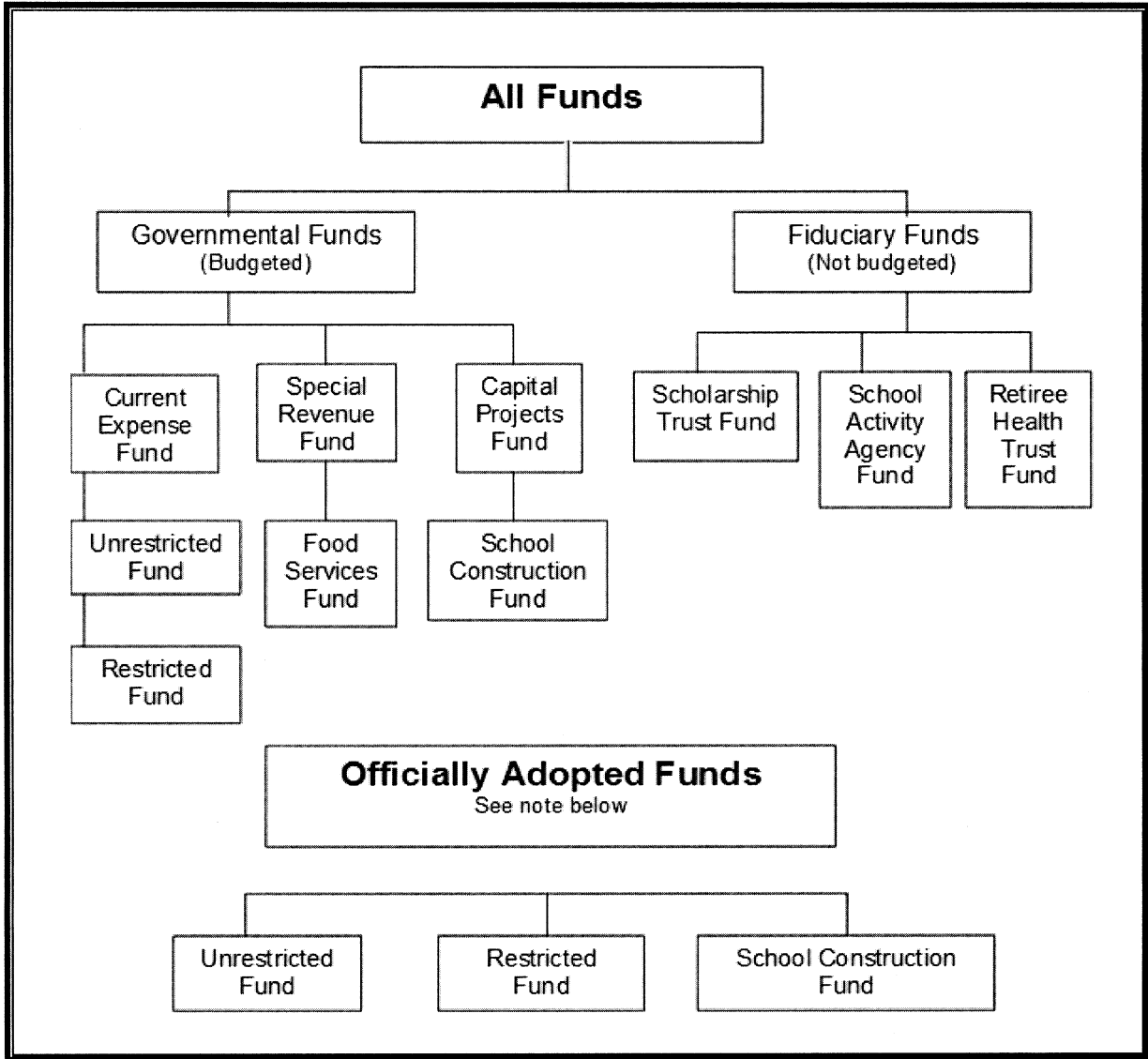
### **Government Wide and Fund Financial Statements**

The statement of net assets and the statement of activities report information on all of the non-fiduciary activities of the Board of Education of Harford County as a whole. For the most part, the effect of interfund activity has been removed from those statements. The activities of the General Fund (Current Expense Fund), Special Revenue Fund (Food Service Fund) and Capital Projects Fund (School Construction Fund) have been presented as governmental activities in the government-wide financial statements.

The statement of activities demonstrates the degree to which the direct expenses of a given function are offset by program revenues. Direct expenses are those that are specifically associated with a service, program or department and are therefore clearly identifiable to a particular function. Program revenues include charges paid by the recipient of the goods or services offered by the program and grants and contributions that are restricted to meeting the operational requirements of a particular program. Local appropriations, state and federal aid and other items which are not classified as program revenues are presented as general revenues of the Board.

Separate financial statements are provided for governmental funds and fiduciary funds, even though the latter are excluded from the government wide financial statements. All individual governmental funds are considered to be major funds and are reported as separate columns in the fund financial statements. The Board has no proprietary funds.

# Understanding the Budget



Note: The Maryland State Department of Education requires us to adopt the Unrestricted Fund, Restricted Fund, School Construction Fund and a Debt Service Fund. The Restricted Fund Budget is for informational purposes as the actual budget during the fiscal year is based on approved grant agreements from State and Federal sources and may span multiple fiscal years. The Debt Service Fund is not one of our Funds for Financial Statement Purposes. The Debt Service Fund consists of the long term payments made by the County Government for the financing of school construction capital projects. The Restricted Fund expenditures account for grant agreements under special state and federal programs and may exceed budgeted amounts as the grant programs may span multiple fiscal years. The grants included in this category are not part of budget categories subject to the spending limitations of the operating budget. Expenditures under these programs are limited to the revenue amounts of the respective grants to be received or actual receipts.

# Understanding the Budget

## Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Local appropriations and state and federal aid are recognized as revenues in the year for which they were approved by the provider. Grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Board considers revenues to be available if they are collected within sixty days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, expenditures related to certain compensated absences are recognized when the obligations are expected to be liquidated with expendable available resources.

Local appropriations and state and federal aid associated with the current fiscal period are considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. Entitlements and shared revenues are recorded at the time of receipt or earlier if accrual criteria have been met. Expenditure-driven grants are recognized as revenues when the qualifying expenditures have been incurred and all other grant requirements have been met.

Agency funds are custodial in nature and do not measure results of operations or have a measurement focus. Agency funds do, however, use the accrual basis of accounting.

## The School System reports the following funds in the fund financial statements:

### *Governmental Funds*

Current Expense Fund (General Fund) - The general fund is the general operating fund of the Board. It is used to account for all financial resources except those required to be accounted for in another fund. Special state and federal programs are included in the restricted portion of this fund.

Special Revenue Fund (Food Service Fund) - Special revenue funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

Capital Projects Fund (School Construction Fund) - Capital projects funds are used to account for financial resources to be used for the acquisition, construction, or improvements to major capital facilities. A capital expenditure is the amount used during a particular period to acquire or improve long-term assets such as property, plant, or equipment.

### *Fiduciary Funds*

Agency Fund (School Funds) - Agency funds are used to account for assets held by the Board in a trustee capacity. School activity fund accounts are the direct responsibility of the principals of their respective schools. The Scholarship Trust Funds account for monies that have been donated for the scholarships until awarded. The Retiree Health Plan Trust Fund accounts for funding of the other postemployment benefits that the Board provides to retirees and their dependents. Fiduciary Funds are not included as part of the HCPS budget process.

### *Use of Estimates*

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.



# Understanding the Budget

## **Basis of Budgeting**

The Board adheres to the following procedures in establishing the budgetary data reflected in the financial statements:

Budgets are normally prepared on a basis consistent with GAAP except for the inclusion of portions of the prior year's fund balance as revenues, the inclusion of encumbrances as expenditures and the exclusion of retirement payments made on the Board's behalf by the State of Maryland as revenues and expenditures.

Revenues and expenditures will be budgeted and recorded in accordance with mandated requirements of the Maryland State Department of Education (MSDE). The structure of the accounts is based on the MSDE Financial Reporting Manual for Maryland Schools. The school system prepares a program based budget document for decision-making and conveying information about Harford County Public Schools.

Budgets are adopted for the Unrestricted Fund, the Restricted Fund, and the School Construction Fund. The Current Expense Fund consists of the Unrestricted Fund and the Restricted Fund. The Unrestricted Fund is the main operating fund (General Fund) of the school system where expenditures will be supported by ongoing revenues. The Restricted Fund expenditures account for grant agreements under special state and federal programs and may exceed budgeted amounts as the grant programs may span multiple fiscal years. The grants included in this category are not part of budget categories subject to the spending limitations of the operating budget. Expenditures under these programs are limited to the revenue amounts of the respective grants to be received or actual receipts. The Restricted Fund is comprised of federal, state, and private grants and the funded expenditures for specific purposes as identified with each funding source.

The Food Service Fund (a Special Revenue Fund) Budget is not adopted as part of the operating budget. Expenditures are limited to the projected receipts or value of food products from federal, state, and other sources of revenues. This is a self-supporting fund that covers the entire cost of food service to students and staff including equipment replacement.

Individual Capital Projects are approved as part of the School Construction Fund (Capital Projects Fund) Budget. These projects are also approved by the County Government and the State. School construction is budgeted on a project basis with funds primarily provided by Harford County and the State of Maryland. State funds are approved by the State's Interagency Committee. Budgetary compliance is measured using the budgetary basis of accounting, the purpose of which is to demonstrate compliance with the legal requirements of Harford County, the State of Maryland, and special federal and state programs.

The budget may be amended during the fiscal year through supplemental appropriations provided by the county, state, or other source of funds. Additionally, a supplemental increase in revenues or expenditures would require the Board of Education, the County Executive, and the County Council to approve a change in appropriations.

In addition, budgets are not adopted for the Debt Service Fund and the Pension Fund. The State of Maryland requires the Debt Service Fund to be included as part of the Annual Budget Certification Statement for school systems in Maryland. The Debt Service Fund consists of long term payments made by the County Government for the financing of school construction projects.

The Pension Fund is used to account for the State Payments made on behalf of the school system employees who are members of the Teachers Retirement and Pension System.

Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration in the Unrestricted Fund, Restricted Fund, Food Service Fund, and Capital Projects Fund.

# Understanding the Budget

## **Financial Policies**

The fiscal year for the school system shall begin on the first day of July and shall end on the thirtieth day of June of the succeeding year. The School System shall annually adopt a balanced budget for the Unrestricted Funds, where expected operating revenues are equal to expected operating expenditures. Any increase in expenses, decreases in revenues, or combination of the two that would result in a budget imbalance will require budget revision, rather than spending unappropriated surpluses or designated reserves to support ongoing operations. Any year end operating surpluses will revert to unappropriated balances for use in maintaining reserve levels set by policy and the balance will be available for capital projects and/or "one-time only" Unrestricted Fund expenditures. Budgetary control is maintained at the category level as defined by the Maryland State Department of Education and in accordance with the Education Article of the Annotated Code of Maryland. The Chief Financial Officer or their designee may invest reserve funds in a manner which will assure the safety of the investment and which is consistent with sound financial management practices. The School System adheres to Harford County Government's legislatively adopted Investment Policy.

The accounting policies of the Board of Education of Harford County conform to accounting principles generally accepted in the United States of America. Accordingly, the Board adheres to all applicable Governmental Accounting Standards Board (GASB) pronouncements as well as following pronouncements issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements, Statements and Interpretations of the Financial Accounting Standards Board, Accounting Principles Board Opinions, and Accounting Research Bulletins.

## ***Balanced Budget***

According to the State of Maryland Annotated Code, local governments and school systems must operate under an annual balanced budget. An adopted budget, by the Board of Education and Harford County Government is balanced when the sum of estimated net revenues and appropriated fund balances is equal to total expenditure appropriations.

## ***Revenue Policies***

Projected revenues must be measurable and obtainable during a fiscal year. Since Harford County Public Schools receives the majority of total revenues from the State of Maryland and the County Government sources, the school system will budget the projected revenues based on the approval of the revenue stream from the perspective approved governmental budgets. Revenues generated internally or from other sources must be measurable and obtainable with sufficient documentation of the source or stream of payments. Revenues will be monitored on a continuous basis to ensure that actual revenues will meet or exceed budget. In the event of a revenue shortfall, budgetary adjustments will be made on a timely basis to ensure that the School System will not operate in a deficit situation. One time revenues or appropriated fund balance will be used for one time purchases, such as, vehicles, equipment, etc. One time revenues will not be used to fund ongoing expenditures without Board approval and only in extraordinary circumstances.

## ***Expenditure Policies***

Expenditures will also be monitored throughout the fiscal year. Currently, monthly financial statements are issued to various budget managers in the school system including reports to individual school principals. The capability exists for budget managers or principals to review their expenditures on-line each day. The Budget Office will analyze various expenditure line items on an ongoing basis and recommend changes to the Assistant Superintendent of Business Services and/or Superintendent of Schools.

Salary expenditures, fringe benefits, and utility costs, which represent approximately 90% of the total expenditure budget, will be reviewed frequently by the Budget Office staff to ensure expenditures are in line with budgetary projections. In the event that transfers or supplemental appropriations are required, a recommendation will be forwarded from the Business Services Office to the Superintendent of Schools.

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Transfers may be made within the Maryland State Department of Education defined categories with the approval of the Superintendent of Schools as budgetary control is at the category level. Requests for transfers between Maryland State Department of Education defined categories must be recommended by the Superintendent of Schools and submitted to the Board of Education for approval. After approval, the transfers

must be submitted to the County Executive and County Council for approval or denial. No action within thirty (30) days of submission constitutes approval.

Expenditures from grant funding sources will not exceed anticipated grant revenues. Future ongoing commitments will be avoided if possible. The receipt of grant funds for a program must produce a worthwhile result. Should grant funding be eliminated, a review of the program efforts will be undertaken to determine if the program efforts will be funded from ongoing operating funds within the Unrestricted Fund.

Financial reports by State Category are provided monthly to schools and departments for monitoring purposes. In addition, schools and departments have access to current information online every day for monitoring purposes. Budget Manager Reports are provided monthly to budget managers for monitoring purposes. Quarterly financial reports are provided to the Board of Education and County government to recognize status of revenues and expenditures, and changes in revenue and expenditure appropriations that have occurred since the Budget was adopted.

### ***Investment Policy***

Statutes authorize the Board to invest in obligations of the United States Government, federal government agency obligations, secured time deposits in Maryland banks, bankers' acceptances, the Maryland Local Government Investment Pool, money market mutual funds, commercial paper and repurchase agreements secured by direct government or agency obligations.

The Board is a participant in the Maryland Local Government Investment Pool (MLGIP) which is under the administration of the State Treasurer. The MLGIP was established in 1982 under Article 95 Section 22G of the Annotated Code of Maryland and is rated AAAM by Standard and Poors, their highest rating for money market funds. Unit value is computed using the amortization cost method. In addition, the net asset value of the pool, marked-to-market, is calculated and maintained on a weekly basis to ensure a \$1.00 per unit constant value.

### ***Debt Policy***

Harford County Public Schools does not have the authority to issue long term debt. The Harford County Government determines the long term debt financing levels to be used in conjunction with the Board of Education's Capital Improvements Program to be funded through the School Construction Fund. The School system does have the authority to enter into alternative financing mechanisms such as leases and lease purchase transactions. Lease purchase financing transactions related to building and or land purchases require the approval of the Board of Education and the County Government.

### ***Fund Balance***

Fund balance is the accumulation of annual surpluses or deficits in a fund. The fund balance is the residual, the difference between the funding level and the expenditures. A simplified representation would be: **Fund Balance=Assets–Liabilities.**

The Board of Education has established a policy designed to maintain a designated fund balance between 0.1% and 0.25% but not less than \$500,000 to deal with unbudgeted events that may arise in managing a \$450 million dollar public service. Since the budget is a spending plan based on a series of assumptions and estimates developed upwards of two years prior to actual use, during the course of the fiscal year, adjustments are necessary. It is important to note that even though the fund balance may exist, controls exist on the transfer of funds to ensure that expenditures do not exceed available resources. A transfer of any portion of the fund balance to an operating budget category would require the approval of the Board of Education, the County Executive, and the County Council. The Board will also consider the use of a designated fund balance as a resource to replenish the health insurance Rate Stabilization Fund should the fund be used to cover health costs incurred that exceed premium payments. Utilization of the Rate Stabilization Fund requires the fund be replenished in a timely manner. With the

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Board of Education covering 85 to 90 percent of health insurance costs, the Board would cover 90 percent of the Rate Stabilization Fund requirements. The remaining portion would be covered through participant contributions. In fiscal 2008, the Board also designated a portion of fund balance to be used as an Emergency Fuel Reserve based on the uncertainty that exists in estimating future fuel costs.

### Current Expense Fund Undesignated Fund Balance

#### Policy Statement

The Current Expense Fund budgetary basis undesignated fund balance target is to range between one-tenth percent (0.1%) and one-quarter percent (0.25%) of the ensuing year's expenditures but not less than \$500,000. Amounts in excess of the targeted one-quarter percent (0.25%) of the ensuing year's expenditures are to be used for one-time expenditures in the ensuing year (e.g. transfer to capital projects accounts, equipment purchases, and new program start-up costs).

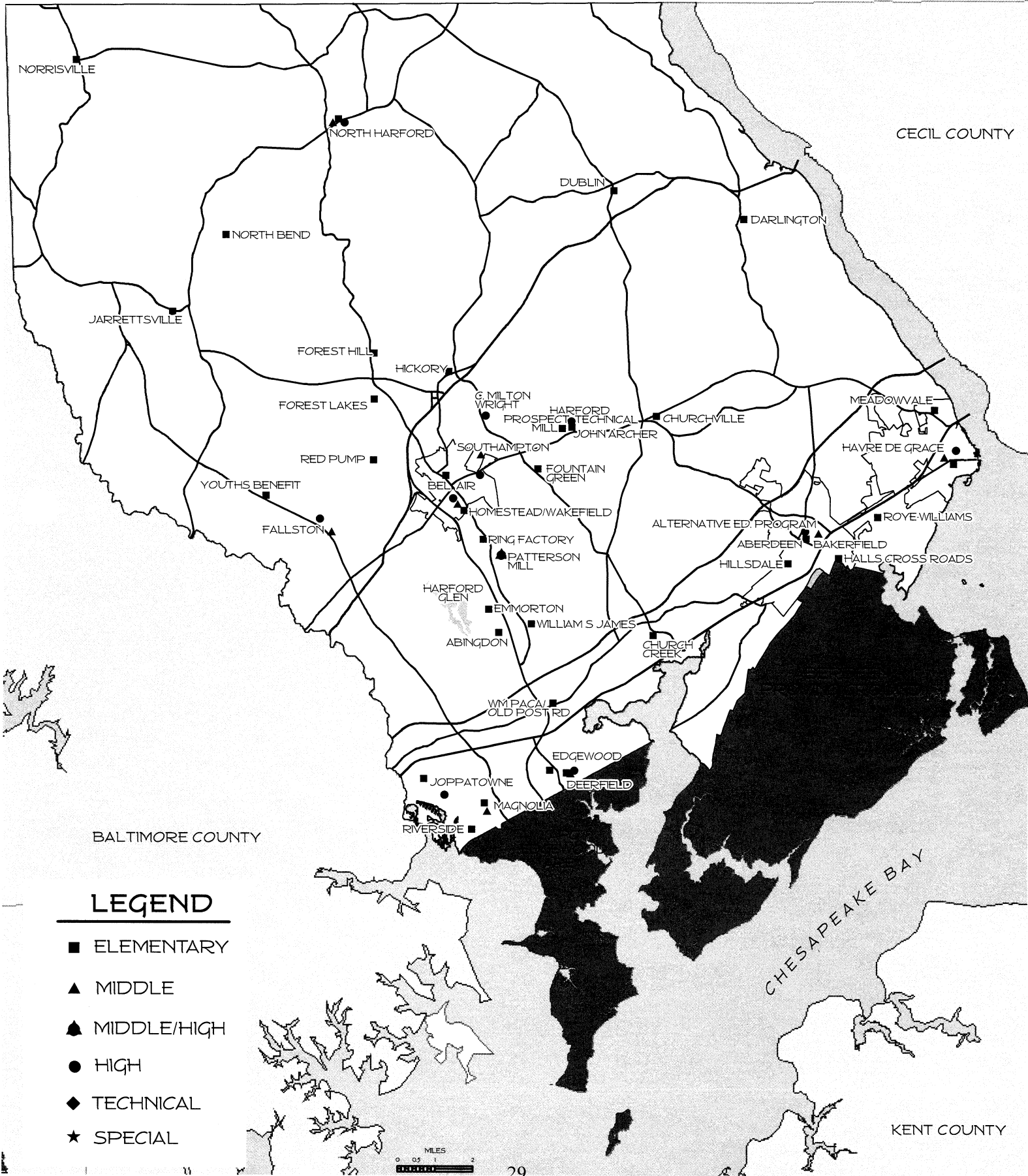
*Adopted May 22, 2001 by the Board of Education for Harford County*

Due to the current economic conditions, we have included in the budget the use of fund balance (onetime funding) to support ongoing expenses of the Unrestricted Fund for fiscal 2015. The Board of Education has approved this change in their policy based on the economic challenges we currently face.

# HARFORD COUNTY PUBLIC SCHOOLS



P E N N S Y L V A N I A







# HARFORD COUNTY PUBLIC SCHOOLS ORGANIZATION CHART OF ADMINISTRATION FY 2014-15

