



FACILITIES
MANAGEMENT

FY 2026 COMPREHENSIVE MAINTENANCE PLAN

Prepared by
HCPS FACILITIES DEPARTMENT

www.hcps.org



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A2: Guiding Principles

1. Student-Centered Focus
 - a. All maintenance decisions prioritize health, safety, and the uninterrupted delivery of instruction.
 - b. Facilities are maintained as environments where students can thrive academically, socially, and emotionally.
2. Equity and Access
 - a. Maintenance practices will ensure that every school, regardless of location or age, provides equitable access to safe, and welcoming facilities.
 - b. Resources are allocated transparently and based on objective need (e.g., Facility Condition Index, system life cycle).
3. Proactive and Preventive Maintenance
 - a. Facility audits, work order tracking, and preventive schedules will be consistently applied.
 - b. Shift from reactive “break-fix” to preventive and predictive approaches, reducing disruptions and long-term costs.
4. Operational Effectiveness and Efficiency
 - a. Leverage computerized maintenance management systems (CMMS) to schedule, track, and evaluate maintenance efforts.
5. Sustainability and Stewardship
 - a. Incorporate energy efficiency, indoor air quality, waste reduction, and environmentally friendly products into all operations.
 - b. Steward taxpayer investments by extending building and equipment life cycles and minimizing deferred maintenance.
6. Workforce Development and Professionalism
 - a. Maintain a well-trained, safety-conscious workforce equipped with tools and resources.
 - b. Promote a culture of customer service, collaboration, and pride in facilities management.
7. Community and Stakeholder Engagement
 - a. Partner with families, staff, and community stakeholders to ensure facilities remain responsive to educational needs.
 - b. Share progress transparently through reporting and performance evaluations.
8. Continuous Improvement and Accountability
 - a. Regularly evaluate maintenance efforts.
 - b. Use data to identify trends, improve practices, and drive reinvestment priorities.

A3: Vision

HCPS facilities will be safe, healthy, reliable, and future-ready learning environments that reflect the community's commitment to educational excellence. Through proactive maintenance, data-driven decision-making, and sustainable practices, our schools will inspire success for every student and staff member.

A4: Mission

The mission of HCPS Maintenance is to:

- Ensure safe, secure, and equitable learning environments that support academic excellence, workforce development, and community engagement.
- Optimize resources through efficient operations, transparent stewardship of public funds, and alignment with state and local priorities.
- Foster sustainability and resiliency by adopting environmentally responsible practices, reducing deferred maintenance, and integrating energy-efficient solutions.
- Empower staff with training, technology, and clear procedures to deliver consistent, high-quality service.

A5: Interrelationships

Harford County Public Schools' (HCPS) facility planning and management process is best understood as a continuous cycle of planning, maintenance, and reinvestment. The three required documents, the Comprehensive Maintenance Plan (CMP), the Educational Facilities Master Plan (EFMP), and the Capital Improvement Program (CIP), are not separate reports but interdependent components of one system that ensures facilities remain safe, healthy, and aligned with educational goals.

- The CMP provides the foundation by documenting preventive and corrective maintenance activities, custodial practices, and system renewal strategies that sustain facility life cycles. Data collected through the CMP (e.g., CMMS work orders, preventive maintenance schedules, Facility Condition Index scores) informs long-term planning.
- The EFMP builds on this operational data by integrating facility condition with projected enrollment, instructional adequacy, and state assessments. It establishes the strategic priorities for HCPS facilities over a 10–15-year horizon, identifying when a building should remain in maintenance mode versus when it requires major renovation or replacement.
- CIP then operationalizes the EFMP by aligning projects with available state and local funding. It translates the EFMP's long-term goals into annual capital requests, sequencing projects based on urgency, educational need, and funding capacity. At the same time, eligibility for CIP funding is dependent on demonstrating a strong CMP, linking daily maintenance to state capital investment.

This integrated cycle ensures that every dollar spent on HCPS facilities whether for daily maintenance, strategic planning, or major construction works toward the shared goal of safe, equitable, and future-ready schools.

A6: Long Term Focus

Shift from Reactive to Predictive Maintenance

- Current Challenge: Deferred maintenance has grown as aging systems (HVAC, roofing, plumbing, electrical) reach or exceed their expected service life.

- Strategic Focus: Build a culture and system of predictive maintenance supported by facility audits, life-cycle tracking, and computerized maintenance management systems (CMMS).
- Long-Term Outcome: Reduce emergency repairs, extend asset life cycles, and lower overall operating costs.

Modernizing Technology and CMMS

- Current Challenge: Legacy maintenance systems limit efficiency, reporting accuracy, and integration with planning tools.
- Strategic Focus: HCPS is in the process of updating its CMMS to more modern standards. The upgraded platform will:
 - Automate preventive maintenance schedules.
 - Track work orders in real-time across all facilities.
 - Improve transparency for staff, leadership, and the community.
- Long-Term Outcome: Establish a technology-driven maintenance program that supports predictive analytics, improves accountability, and streamlines workforce deployment.

Sustainable and Resilient Facilities

- Current Challenge: Rising energy and utility costs, coupled with climate and environmental concerns, require forward-looking planning.
- Strategic Focus: Integrate sustainable practices — energy efficiency, waste reduction, green cleaning, and indoor air quality improvements
- Long-Term Outcome: Position HCPS as a leader in environmentally responsible school operations while reducing utility expenditures and supporting community climate goals.

Strengthening the Workforce

- Current Challenge: Staff shortages, aging trades workforce, and limited ongoing training hinder long-term efficiency.
- Strategic Focus: Invest in professional development, apprenticeship programs, and leadership training for maintenance staff
- Long-Term Outcome: Build a stable, skilled, and customer service-oriented workforce that can adapt to evolving facility technologies and needs.

Enhancing Safety and Health

- Current Challenge: State assessments identified HCPS facilities as “Not Adequate” in maintenance effectiveness
- Strategic Focus: Adopt and enforce maintenance standards aligned with national safety codes and best practices.
- Long-Term Outcome: Guarantee safe, healthy, and accessible learning environments where students and staff are free from facility-related disruptions.

Community and Educational Alignment

- Current Challenge: Facilities must evolve to support full-day Pre-K, CTE expansion, and community school models.
- Strategic Focus: Align maintenance priorities with educational program expansion, ensuring facilities adapt quickly to new instructional models.

- Long-Term Outcome: Maintenance supports not just preservation of assets but also the delivery of 21st-century instruction and community engagement.

Sustainable Funding and Advocacy

- Current Challenge: Flat or constrained capital funding has increased deferred maintenance
- Strategic Focus: Advocate for sustainable state and local funding streams, demonstrate cost avoidance from preventive strategies, and pursue grants and energy rebates.
- Long-Term Outcome: Build financial resiliency into the maintenance program so future needs are met without recurring crises.

A7: Near Term Focus

Harford County Public Schools (HCPS) continues to face significant challenges in maintaining and modernizing its aging facility portfolio. Many of our schools are over 40 years old, and the aging infrastructure contributes to a growing backlog of deferred maintenance. This not only impacts operational efficiency but also the safety and quality of learning environments for students and staff.

Our near-term priority is to narrow the age gap between existing facilities and new construction. Doing so will reduce the overall maintenance burden and improve long-term sustainability. However, funding constraints remain a major barrier to progress.

To address these challenges, HCPS is committed to:

- Preventive maintenance to reduce emergency repairs.
- Strategic renovations that extend the life of existing assets.
- Efficient resource management to maximize impact.
- Sustainable practices that align with long-term environmental and fiscal goals.
- State-level investment is critical to accelerate facility replacement, reduce deferred maintenance, and ensure equitable access to safe, modern learning environments across the county.

A8: Computerized Maintenance Management System (CMMS)

- Currently, we utilize Brightly's Maintenance Direct for managing work orders, however we are planning an upgrade to Asset Essentials (AE) in the next fiscal year to enhance our facilities management processes. This transition aims to improve tracking of time and materials, facilitate better communication with requesters and school staff, and enable more effective oversight of contractor work. We anticipate that AE will boost customer satisfaction by providing more accurate and timely updates, as well as delivering clearer insights into our maintenance activities. Recognizing the importance of reliable data, we are committed to updating our work order system to ensure reports accurately reflect the work performed, which is essential for maintaining transparency and accountability in our facilities management efforts.
- HCPS utilizes four modules within Brightly's software system to streamline its facilities management processes: MaintenanceDirect for tracking work orders, InventoryDirect for managing parts inventory, PMDirect for creating and monitoring preventive maintenance schedules, and Energy Manager to oversee energy costs and consumption. Together these

modules have worked to keep our operations running smooth, however as we are preparing to transition to Asset Essentials next fiscal year, we aim to integrate and possibly expand these functionalities to better support our maintenance goals and improve overall facility performance.

- c. HCPS is actively working to enhance contractor tracking, recognizing that our current system lacks detailed oversight, which we plan to improve as we transition to Asset Essentials.
- d. Currently, about 90% of preventive maintenance work orders are auto populated, but we aim to refine this process for better accuracy and efficiency.
- e. Additionally, HCPS has successfully tagged approximately 80% of major assets; as we adopt Asset Essentials, we will update and rename some of the equipment to ensure consistency and clarity across our asset management system. These improvements will enable more precise tracking, better data integrity, and ultimately, more effective maintenance planning and resource allocation.

A9: Facility Assessment Process

- a. The school system conducts formal building inspections twice each year across all schools and facilities. While a key emphasis is placed on cleanliness and overall presentation, the inspections also take a broader view of the building's condition to ensure that facilities remain safe, functional, and well-maintained.

Inspections are guided by a standardized matrix that outlines specific requirements for different types of spaces, classrooms, restrooms, cafeterias, offices, and specialized areas. This ensures consistency and fairness in evaluation, while accounting for the unique expectations of each space type.

The process is applied uniformly across all regions and schools, creating a clear benchmark for performance and allowing leadership to track trends, identify recurring issues, and target improvements. Findings from these inspections support accountability, help prioritize maintenance and custodial resources, and reinforce the district's commitment to providing clean and well-kept learning environments.

- b. Unlike some assessment models, we do not rate or rank schools, nor do we assign a numerical score to facilities during the HCPS inspections. The purpose of these inspections is not to compare schools against one another, but rather to provide an accurate snapshot of each building's condition and highlight areas for improvement.

Each year, the results of the semi-annual inspections are reviewed by maintenance leadership at the district level. Instead of focusing on a single score, leadership examines the findings for patterns, recurring issues, and opportunities for improvement across the entire county. This approach allows the district to identify system-wide needs—such as staffing, equipment, or preventive maintenance enhancements—while still addressing school-specific concerns.

By focusing on trends and continuous improvement rather than rankings, the process fosters collaboration, encourages accountability, and helps ensure all schools meet consistent standards of cleanliness and facility care.



SECTION B: FACILITY OUTCOMES

B1: Facility Usability

Harford County Public Schools' (HCPS) goal is to provide 180 instructional days for students each year. This measure tracks the number of facility-days when schools were unable to support normal instruction due to facility failures or utility disruptions.

- a. FY25 Goal: 0 instructional days lost due to facility conditions.
- b. FY25 Actual: 4.5 instructional days lost.
 - Swan Creek School: 1 day (12/2/24, water main break on campus)
 - Aberdeen Middle School: 1 day (12/16/24, area water main break)
 - Meadowvale Elementary School: 1 day (1/22/25, city water main break)
 - Fountain Green Elementary School: 0.5 day (electrical failure in chiller casing, elevated classroom temperatures)
 - Fallston High School: 1 day (5/5/25, water outage)
- c. FY26 Goal: 0 instructional days lost due to facility conditions.

HCPS schedules major facility projects on non-instructional days to minimize disruption. Preventive maintenance and proactive repairs are emphasized to reduce emergency closures; however, unforeseen utility failures outside HCPS control (such as municipal water main breaks) accounted for most of the lost instructional time in FY25.

B2: PM Work Orders

Establishing goals for work order operations is an important step in strengthening accountability and performance. HCPS tracks preventive maintenance (PM) work orders to ensure facilities remain reliable and instructional time is protected. By comparing prior goals, actual performance, and current targets, HCPS can highlight progress and identify areas for improvement.

With the upcoming transition to the Asset Essentials (AE) platform, we expect significant gains in accuracy and reporting. AE will allow more precise monitoring of work order operations and support collaborative goal setting with the maintenance team. By setting clear objectives and using AE's expanded capabilities, HCPS will align staff expectations, improve data reliability, and promote continuous improvement in operational effectiveness.

Table 1: PM Work Orders

Description	Previous FY 25 Goal	Previous FY 25 Goal Actual	Current FY26 Goal
a. The total number of PM WOs opened.	5,905	5,905	5,905
b. The percentage of PM WOs closed within 30 days.	40.69%	40.69%	50%
c. The total number of staff hours spent on PM work.	8,227.55	8,227.55	-
d. The total number of contractor hours spent on PM work.	-	-	-
e. The total dollars spent on PM work completed by staff.	-	-	-
f. The total dollars spent on PM work completed by contractors.	-	-	-
g. The percentage of all maintenance work hours spent on PM.	26.39%	26.39%	-

B3: Corrective Maintenance (CM)

Corrective maintenance (CM) work orders represent the largest share of HCPS's maintenance activity, with more than 15,000 requests opened in FY25. Approximately 62% of these were completed within 30 days, aligning with the established goal, and most requests originated from school-level staff. While no work orders were classified as emergency or high priority, staff dedicated over 40,000 hours to corrective tasks, reflecting the ongoing demand for responsive repairs. Tracking metrics such as mean time to repair (79 days on average) and labor distribution will help HCPS target resources more effectively. As the Asset Essentials platform is fully implemented, data accuracy and reporting will improve, providing clearer insight into costs, hours, and trends to reduce reliance on corrective maintenance and minimize instructional disruption.

Table 2: Corrective maintenance (CM) Work Orders

Description	Previous FY25 Goal	Previous FY25 Goal Actual	Current FY26 Goal
a. The total number of CM WOs opened.	15,266	15,266	-
b. The percentage of CM WOs closed within 30 days.	61.98%	61.98%	60%
c. The percentage of CM WOs marked as Emergency or High Priority WOs.	0	0	-
d. The total number of staff hours spent on CM work.	118,800	40,423.23	118,800
e. The total number of contractor hours spent on CM work.	-	-	-
f. The total dollars spent on CM work completed by staff.	-	1,290,268.46	-
g. The total dollar spent on CM work completed by contractors.	-	-	-
h. The meantime to repair the items for which a CM WO was opened. (Days from the request to completion)	-	79	-
i. The percentage of CM WO's entered by central administration or non-building level staff.	-	37%	-
j. The percentage of CM WO's entered by building level staff.	-	63%	-

B4: Custodial

Custodial training is a critical component of maintaining safe, clean, and well-functioning school facilities. HCPS provides two key training opportunities for custodial staff. The *Custodial Fundamentals Class* is designed for employees new to custodial trade and provides foundational instruction on job responsibilities, workplace expectations, compliance essentials, and mandated training requirements to ensure staff are prepared to begin their roles successfully. The Custodial Summer Workshop delivers annual refresher sessions for both HCPS and contracted custodial staff, focusing on safety, compliance, organizational priorities, and updates on new programs or requirements.

- a. The table below summarizes custodial training participation for FY 2025 and goals for FY 2026, reflecting HCPS's commitment to strengthening staff readiness, compliance, and effectiveness.

Table 3: Custodial Training Overview

	FY 25 Goal	FY 25 Actual	FY 26 Goal
Custodial Roster	309	309	310
Custodial Foundations Training			
Attendance	42	42	60
Percentage	14%	14%	19%

Custodial Workshop			
Attendance (HCPS +Contracted staff)	292	292	300
Percentage	94%	94%	97%

b. & c. Harford County Public Schools (HCPS) does not currently track any custodial tasks in the work order system, as the district is in the early stages of transitioning to a new work order management system. As the Workorder system is established, custodial tasks will be integrated.



SECTION C: RESOURCES AND INPUTS

C1: Maintenance and Staffing

- a. Organizational Chart - The following organizational chart reflects HCPS's maintenance and operations structure for FY 2025. Any staffing or structural changes implemented in FY 2026 will be documented and incorporated into next year's Comprehensive Maintenance Plan.

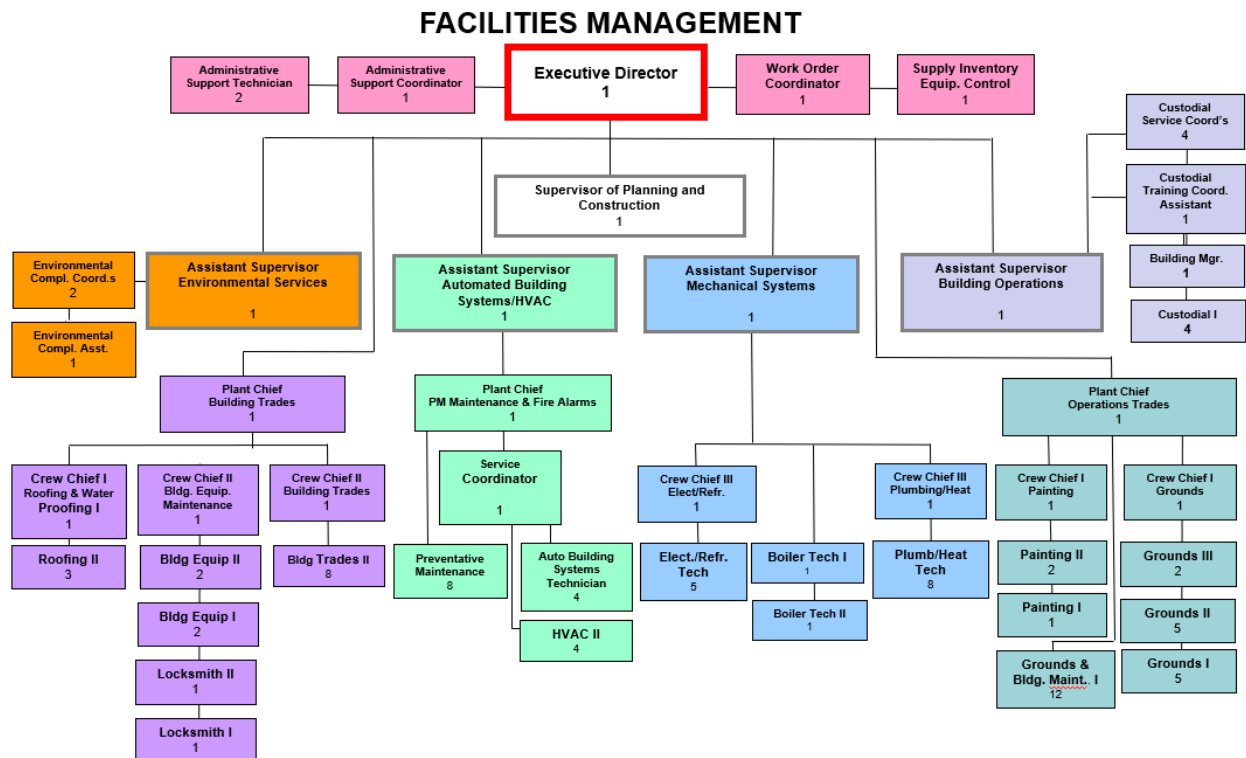


Figure 1: Facilities Management Organizational Chart

- b. Facilities positions by title, definition, unit, total FTEs filled as of June 30, 2025, vs. total FTEs per position.

Table 4: HCPS facilities positions by type with summary of duties; bargaining unit, number of filled and total number of positions as of June 30, 2025

Position Title	Summary of Duties	UNIT	Total FTE's Filled	Total FTE's
Executive Director of Facilities	To provide leadership, management, and administrative direction to the staff of the Facilities Department. To develop resources and programs relating to the maintenance, repair, environmental controls, planning, design, construction, and consultation services which relate to all Harford County Public School system facilities. Directs, administers, and supervises the activities of the Facilities Department, the Comprehensive Maintenance Plan, and the Capital Improvement Program for Harford County Public Schools. Develops the vision, mission, and goals of the Facilities Department, consistent with those of the Harford County Board of Education.	APSASHC	1	1
Assistant Supervisor of Facilities Management	This supervisory position, under the direction of the Director of Facilities Management, will be responsible for all aspects of the but not limited to maintenance, care, and upkeep of all buildings in the school system including the development, implementation, and monitoring of all programs related to maintenance and operation.	AHCATSP	4	4
Assistant Supervisor of Planning and Construction	This supervisory position, under the direction of the Director of Planning and Construction, will be responsible for all aspects of assigned construction project management. This individual will manage and coordinate construction projects from design inception to closeout, including participation in Educational Specification development, budget development, scheduling, permitting, and internal and external reviews.	AHCATSP	2	2
Administrative Support Coordinator	This class is the fourth level in the Administrative Support series dedicated to providing specialized administrative support to identified district level executives. Incumbents provide specialized support services requiring an extensive knowledge of the organization for an assigned function or department. Based on assignment, responsibilities may include providing executive support such as coordinating administrative affairs and processes for the executive/official such as managing correspondence, creating reports, and document preparation; preparing agendas and meeting materials; coordinating travel arrangements and appointments; conducting research and creating draft documents; and managing special projects on behalf of the executive level staff member.	HCEA-ESP	1	1
Administrative Support Technician	This class is the second level in the Administrative Support series. Incumbents perform advanced clerical, bookkeeping, and data processing, computer maintenance support for school and District office operations. As assigned, incumbents may provide secretarial support for schools or District office functions including grant programs; receive and execute computer-related work orders. Performs employees record data input and report generation; and/or maintain salary and time accrual records.	HCEA-ESP	3	3

Position Title	Summary of Duties	UNIT	Total FTE's Filled	Total FTE's
Automated Building Systems Technician	To support all Harford County Public School buildings through a thorough understanding of HVAC equipment and systems. Proactively responds to potential equipment, indoor air comfort, and energy cost.	AFSCME	4	4
Boiler Technician I	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Installs, maintains, and diagnoses trouble in boilers, water heaters, expansion tanks, and related equipment and installs combustion control equipment and ignition transformers.	AFSCME	1	1
Boiler Technician II	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Installs, maintains, and diagnoses trouble in boilers, water heaters, expansion tanks, and related equipment. Maintains, services, and installs combustion control equipment and ignition transformers. Estimates job requirements, maintains parts, inventory, and records of work, hours, and materials related to boilers and all associated mechanical heating equipment.	AFSCME	1	1
Building Equipment Maintenance I	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Assists with the repair, rebuilding, and replacement of venetian blinds, drapes, and curtains. Assists with repairs to lockers and associated hardware, door closures, panic hardware, furniture and physical education equipment.	AFSCME	1	1
Building Equipment Maintenance II	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Surveys and evaluates the extent of vandalism and accident damage when incidents occur. Performs all work related to lockers including the repair and installation of all hardware. Repairs, rebuilds, and replaces venetian blinds, drapes, and curtains, installs door closures, panic hardware, furniture, and a variety of pieces of physical education equipment. Takes necessary measurements and selects appropriate types of glass and thickness.	AFSCME	1	2
Building Manager Central Office	To care for, maintain, and manage the daily functions of the A. A. Roberty Building; to ensure that the building is operating and functioning at its optimal level during all hours of use to accommodate employees and visitors; to schedule and prepare the Board of Education public meeting room and various conference spaces. Maintains furnaces, boilers, air-conditioning and auxiliary equipment.	AFSCME	1	1
Building Trades II	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Performs the duties of the trade and gives directions and demonstrations following recognized procedures and techniques associated with the trade. Performs inspections and repairs to folding partitions, walls, doorways, doors, and bleachers. Constructs structures or substructures from detailed architectural drawings. Uses woodworking machines and tools.	AFSCME	8	8

Position Title	Summary of Duties	UNIT	Total FTE's Filled	Total FTE's
Construction Project Assistant	Provides technical assistance to the Assistant Supervisors during the course of their project management duties, including field inspection, punch list and warranty documentation, permit coordination, and construction document review. These positions daily interactions include School Administrators, and HCPS Supervisors, government officials including the Department of Planning and Zoning, Department of License, Inspections and Permitting, Department of Health, the Office of the Fire Marshal Engineer and Fire Marshal Inspector, construction contractors, construction managers, engineer and design professionals, consultants including engineers and agents under contract with HCPS.	AFSCME	1	1
Crew Chief II - Grounds and Equipment Maintenance	Directs and oversees the work assigned to staff. Enforces all departmental policies. Assigns work orders, prepares specifications and requisitions, and orders materials. Maintains work records and historical data and performs necessary duties associated with the position. Performs the duties of the trade, provides a safe working environment, responds and directs the work of others in emergency situations. Directs and assists the Plant Chief with all aspects associated with inclement weather and clean-up, e.g., snow, salt/sand, floods, etc.	AFSCME	1	1
Crew Chief I - Painting	To be responsible for assigning, directing, assisting, and overseeing the work and staff in the area of assignment. Directs and oversees the work of assigned staff. Enforces all departmental policies. Assigns work orders, prepares specifications and requisitions, and orders materials.	AFSCME	1	1
Crew Chief - Roofing, Waterproofing, and Moving	To be responsible for assigning, directing, assisting, and overseeing the work and staff in the area of assignment. Direct and oversees the work of assigned staff. Enforces all departmental policies. Assigns work orders, prepares specifications and requisitions, and orders materials. Maintains work records and historical data and performs necessary clerical duties associated with the position.	AFSCME	1	1
Crew Chief II - Building Equipment Maintenance	To be responsible for assigning, directing, assisting, and overseeing the work and staff in the area of assignment. Directs and oversees the work of assigned staff. Enforces all departmental policies. Assigns work orders, prepares specifications and requisitions, and orders materials.	AFSCME	1	1
Crew Chief II – Building Trades	To be responsible for assigning, directing, assisting, and overseeing the work and staff in the area of assignment. Directs and oversee the work of assigned staff. Enforces all departmental policies. Assign work orders, prepares specifications and requisitions, and orders materials.	AFSCME	1	1
Crew Chief III - Plumbing and Heating	To be responsible for assigning, directing, assisting, and evaluating the work and staff in the area of assignment. Directs and assigns work to assigned staff. Enforces all departmental policies and handles associated personnel issues. Assigns work orders to personnel, prepares specifications and requisitions, and orders materials.	AFSCME	1	1
Crew Chief III - Electrical/ Refrigeration	To be responsible for assigning, directing, assisting, and evaluating the work and staff in the area of assignment. Installs, repairs, and maintains the electrical systems in all HCPS buildings and satellites. Troubleshoots, repairs, and oversees repairs of electrical and small window air conditioning systems. Maintenance, and repair of all types of electrical fixtures.	AFSCME	1	1

Position Title	Summary of Duties	UNIT	Total FTE's Filled	Total FTE's
Crew Chief III - Heating, Ventilation, and Air Conditioning	To be responsible for assigning, directing, assisting, and evaluating the work and staff in the area of assignment. Directs and assigns work to assigned staff. Enforces all departmental policies and handles associated personnel issues. Assigns work orders to personnel, prepares specifications and requisitions, and orders materials. Maintains work records and historical data and performs necessary clerical duties associated with the position.	AFSCME	1	1
Custodial Coordinator Assistant	To help maintain the buildings, equipment, and grounds of the school system in a condition of operating excellence to ensure that full use may be made at all times. Assists the Custodial Services Coordinator in custodial training as necessary. Maintains an inspection program for pest infestation, determines treatments, records and analyzes results, and maintains records. According to established procedures and state and federal guidelines, applies pesticides and herbicides using solid, liquid, and spray applications including traps. Assists the Custodial Services Coordinator with trapping and relocating wildlife away from HCPS facilities.	AFSCME	1	1
Custodial Services Coordinator	To be responsible for assigning, directing, training, scheduling, assisting, evaluating, and supervising custodial staff in areas of assignment. Supervises custodial services within schools and/or offices for an assigned geographic area. Assigns, reviews, and coordinates the work and work schedules of school based custodial staff and others.	AFSCME	4	4
Custodian I Facilities & A. A. Roberly	Performs work required for the routine cleaning, maintenance and upkeep of buildings, grounds, and equipment.	AFSCME	4	4
Draftsperson/Archivist	To prepare and/or revise architectural, mechanical, civil, electrical, and/or cartographic drawings; to assist in the accumulation of source data and the verification of technical compliance to specifications; to maintain and update historical data; and to perform related duties within the Archives/Drafting Room.	AFSCME	1	1
Electrical and Refrigeration Technician	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Assists the Plant Chief and Crew Chief with the direction and assignment of work orders. Diagnoses, repairs, and installs electrical controls, systems, and equipment.	AFSCME	5	5
Environmental Compliance Assistant I	To ensure that all buildings, facilities, procedures, and policies follow federal, state, and local regulations pertaining to environmental concerns, such as the Asbestos Hazard Emergency Response Act (AHERA), Clean Water Act, Safe Drinking Water Act, hazardous materials, indoor air quality, underground storage tanks, and wastewater.	AFSCME	1	1
Environmental Compliance Coordinator	To ensure that all buildings, facilities, procedures, and policies follow federal, state, and local regulations pertaining to environmental concerns, such as the Asbestos Hazard Emergency Response Act (AHERA), Clean Water Act, Safe Drinking Water Act, hazardous materials, industrial hygiene, underground storage tanks, and wastewater.	AFSCME	1	1

Position Title	Summary of Duties	UNIT	Total FTE's Filled	Total FTE's
Environmental Compliance Coordinator – Water and Wastewater	To ensure that all buildings, facilities, procedures, and policies follow federal, state, and local regulations pertaining to environmental concerns, such as the Asbestos Hazard Emergency Response Act (AH ERA), Clean Water Act, Safe Drinking Water Act, hazardous materials, indoor air quality, underground storage tanks, and wastewater. There will be concentration in the areas of drinking water, water, wastewater, and storm water management.	AFSCME	1	1
Facilities Planner	To perform advanced professional planning work requiring considerable complexity, responsibility, and technical expertise under the direction of the Supervisor of Facilities. Responsible for the preparation of planning documents required by the county and state in the development of the capital improvement program and budget To manage and coordinate the Capital Improvement Program (CIP), Educational Facilities Master Plan (EFMP), enrollment projections, redistricting process, and development of educational specifications, Minority Business Enterprise (MBE), budget development, and scheduling.	AHCATSP	1	1
Grounds and Building Maintenance I	To help maintain the grounds and buildings of the school system in a condition of operating excellence. Performs varied work assignments for the routine maintenance of grounds and cleaning of buildings throughout the system.	AFSCME	10	12
Grounds and Equipment Maintenance I	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Cleans, lubricates, and maintains mechanical equipment used in grounds work. Mows, trims, mulches, and edges turf areas. Assists in grading, fertilizing, liming, and aerating athletic fields and turf areas.	AFSCME	3	5
Grounds and Equipment Maintenance II	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Cleans, lubricates, and maintains mechanical equipment used in grounds work. Mows, trims, mulches, and edges turf areas. Assists in grading, fertilizing, liming, and aerating athletic fields and turf areas.	AFSCME	5	5
Grounds and Equipment Maintenance III	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Diagnoses and repairs all grounds related equipment. Reconditioning equipment to include complete disassembly and reassembly, replacement of seals, bearings, etc.	AFSCME	2	2
Heating, Ventilation, and Air Conditioning (HVAC) Service Coordinator	HVAC Service Coordinator at Harford County Public Schools (HCPS) oversees the efficient operation of HVAC systems and Automated Building Systems. This leadership role focuses on developing and supporting HVAC and Automated Building Systems Technicians while ensuring exceptional customer service. Responsibilities include assigning tasks, providing training, scheduling, and supervising staff to maintain high service standards.	AHCATSP	4	4
Heating, Ventilation, and Air Conditioning Technician II	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Repairs rooftop heating and cooling units, motors, and pumps. Wires and maintains electrical temperature controls, including changing bearings, fans, motors, and shafts. Repairs, installs, and maintains air conditioning compressors and electric motors.	AFSCME	4	4
Locksmith I	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Cuts keys using manual and automatic equipment.	AFSCME	1	1

Position Title	Summary of Duties	UNIT	Total FTE's Filled	Total FTE's
Locksmith II	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Installs, repairs, and rebuilds all types of locks, door closures, and panic hardware.	AFSCME	1	1
Painter I	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Prepares surfaces for painting by using sizing, torches, scrapers, solvents, and sandpaper to ensure proper adhesion; patches and paints cracked or damaged surfaces, and putties and caulks surfaces as required. Selects paints of desired color and consistency. Safely erects and utilizes ladders, scaffolding, rigging, and other equipment for scraping and painting operations. Refinishes furniture and floor surfaces and applies paints, glazes, sealers, and varnishes. Layouts and paints parking lot lines and assists in the removal of graffiti.	AFSCME	1	1
Painter II	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Estimates refinishing jobs and prepares bills of materials. Utilizes hand-spray equipment and associated attachments. Prepares surfaces for painting by using sizing, torches, scrapers, solvents, sandpaper, and sandblasting equipment; patches and paints cracked or damaged surfaces. Selects paints of desired color and consistency; applies paints, sealers, coatings, and varnishes. Safely utilizes ladders, scaffolding, rigging, and other equipment for scraping and painting operations. Refinishes furniture and floor surfaces and applies paints, glazes, sealers, and varnishes. Layouts and paints parking lot lines and all weather tracks.	AFSCME	2	2
Plant Chief Building Trades	Responsible for assigning, directing, scheduling, assisting, evaluating, and supervising staff in areas of assignment; assists in the procurement of parts and supplies. Plans and schedules work order assignments, estimates job requirements, maintains inventories, and provides safety instruction. Directs and evaluates the work of assigned staff. Prepares bid documents, specifications and requisitions, assigns work orders, and orders materials in assigned areas. Prepares maintenance related contract documents and oversees contract performance. Assigns and maintains work orders, work records, orders needed materials, maintains historical data, and performs necessary clerical duties associated with the position. Performs the duties of the trade; gives directions and demonstrations following recognized procedures and techniques associated with the trade.	AHCATSP	1	1
Plant Chief PM Maintenance and Fire Alarms	Responsible for assigning, directing, scheduling, assisting, evaluating, and supervising staff in areas of assignment; assists in the procurement of parts and supplies. Plans and schedules work order assignments, estimates job requirements, maintains inventories, and provides safety instruction. Directs and evaluates the work of assigned staff. Prepares bid documents, specifications and requisitions, assigns work orders, and orders materials in assigned areas. Prepares maintenance related contract documents and oversees contract performance. Assigns and maintains work orders, work records, orders needed materials, maintains historical data, and performs necessary clerical duties associated with the position. Performs the duties of the trade; gives directions and demonstrations following recognized procedures and techniques associated with the trade.	AHCATSP	1	1

Position Title	Summary of Duties	UNIT	Total FTE's Filled	Total FTE's
Plant Chief of Operations	Responsible for assigning, directing, scheduling, assisting, evaluating, and supervising staff in areas of assignment; assists in the procurement of parts and supplies. Plans and schedules work order assignments, estimates job requirements, maintains inventories, and provides safety instruction. Directs and evaluates the work of assigned staff. Prepares bid documents, specifications and requisitions, assigns work orders, and orders materials in assigned areas. Prepares maintenance related contract documents and oversees contract performance. Assigns and maintains work orders, work records, orders needed materials, maintains historical data, and performs necessary clerical duties associated with the position. Performs the duties of the trade; gives directions and demonstrations following recognized procedures and techniques associated with the trade.	AHATSP	1	1
Plumbing and Heating Technicians	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Installs and maintains water fountains, coolers, toilets, lavatories, urinals, showers, and other fixtures and appliances involving plumbing.	AFSCME	8	8
Preventative Maintenance Technician	To assist in the implementation of a preventative maintenance program and to carry out all assigned duties; to ensure that all school system buildings are kept in a condition of operating excellence and full utilization is available at all times. Performs preventative maintenance, minor repairs, and assists in the maintenance of all mechanical equipment including pumps, motors, and compressors in addition to belt adjustments, oiling, greasing, and cleaning of same.	AFSCME	8	8
Roofing, Water-proofing and Delivery II	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Identifies potential roof problems and recommends and performs preventative maintenance. Reads and interprets blue prints and roofing specifications.	AFSCME	1	1
Supervisor of Facilities	This supervisory position, under the direction of the Executive Director of Facilities, is responsible for supervising and overseeing assistant supervisors and supporting staff that are responsible for all aspects of facility management and planning and construction services for Harford County Public School facilities. Responsible for supervising, align, and coordinating comprehensive maintenance activities with capital improvement activities.	AHCATSP	1	1
Supply, Equipment, and Inventory Control	To help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be made at all times. Maintains a filing system of purchase orders for supplies and equipment. Coordinates delivery schedules with vendors for supplies and equipment; checks orders for accuracy and damage.	AFSCME	1	1
Work Order Coordinator	To utilize an electronic maintenance management program to receive, review, and prioritize all work order requests to help maintain the buildings of the school system in a condition of operating excellence to ensure that full use may be always made. Utilizes and maintains an electronic maintenance management program to track and control inventory, supplies, labor, and materials needed to perform repairs system wide. Maintains a work order database to track pending and completed work order requests.	AFSCME	1	1

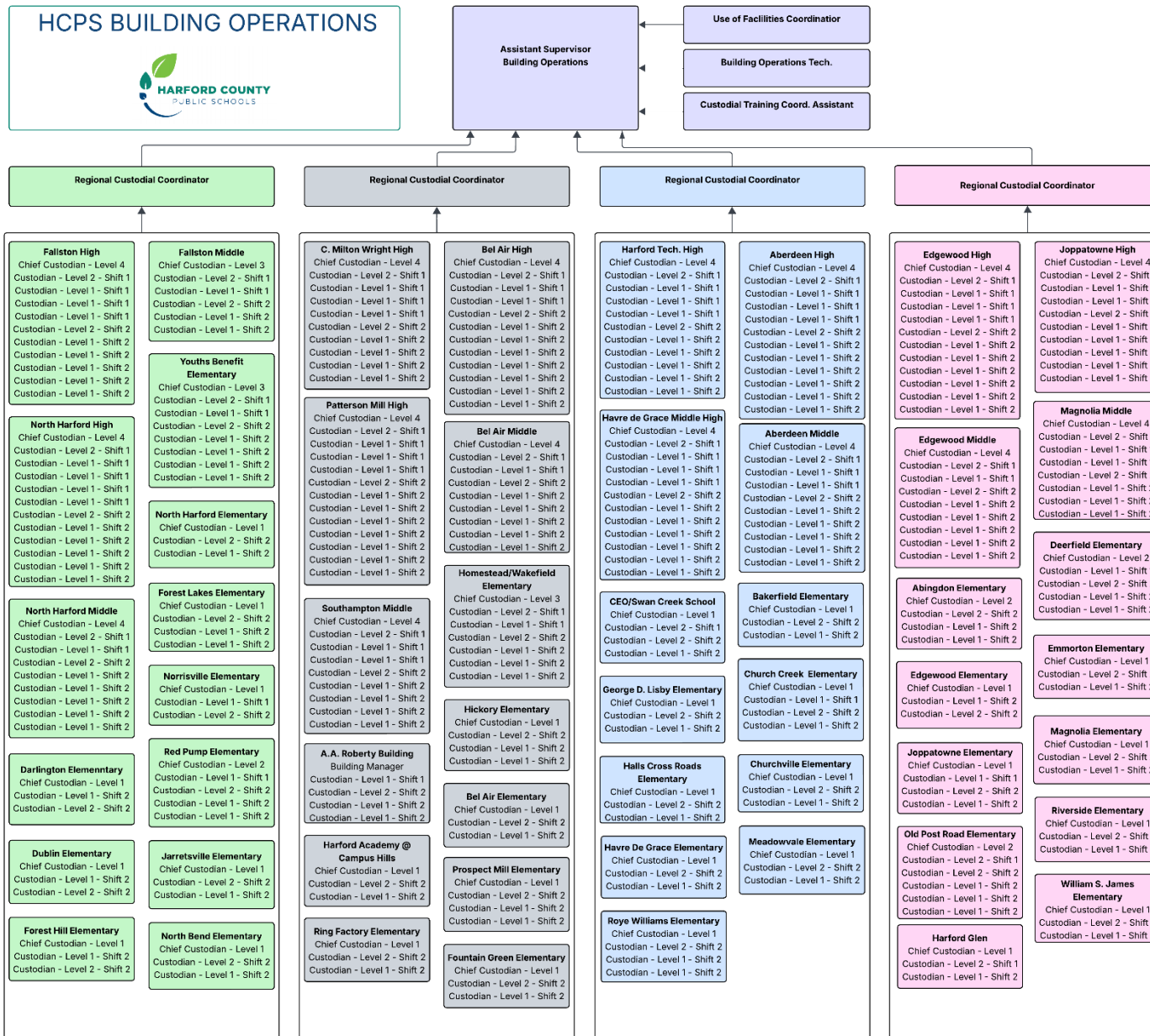


Figure 2: Operations Organizational Chart

Table 5: Custodial Staffing and Vacancies as of June 17, 2025.

All Schools/Locations	HCPS Budgeted Total FTE'S	HCPS Vacancies	HCPS Custodian Vacancies								Actual HCPS FTE'S	Contracted Employee Assignment			Contracted + HCPS		Over / Under Staffed
			Level I Shift 1	Level I Shift 2	Level II Shift 1	Level II Shift 2	Chief I	Chief II	Chief III	Chief IV		Shift 1	Mid Shift	Shift 2	Budgeted	Actual	
Bel Air Elementary	3.0	(1.0)		(1.0)							2.0			1.0	3.0	3.0	0.0
Bel Air High	12.0	(1.0)		(1.0)							11.0				12.0	11.0	(1.0)
Bel Air Middle	9.0	(1.0)		(1.0)							8.0				9.0	9.0	0.0
C. Milton Wright High	10.0	0.0									10.0				10.0	10.0	0.0
Central Offices	5.0	0.0									5.0			1.0	5.0	6.0	1.0
Fountain Green Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Hickory Elementary	4.0	0.0									4.0				4.0	4.0	0.0
Homestead/Wakefield Elementary	6.0	0.0									6.0				6.0	6.0	0.0
Harford Academy	3.0	0.0									3.0				3.0	3.0	0.0
Patterson Mill High	6.5	(2.5)		(2.5)							4.0			1.5	6.5	5.5	(1.0)
Patterson Mill Middle	6.5	(2.5)		(2.5)							4.0			1.5	6.5	5.5	(1.0)
Prospect Mill Elementary	4.0	0.0									4.0				4.0	4.0	0.0
Ring Factory Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Southampton Middle	9.0	(1.0)		(1.0)							8.0				9.0	8.0	(1.0)
Aberdeen High	12.0	(2.0)		(1.0)	(1.0)						10.0				12.0	10.0	(2.0)
Aberdeen Middle	10.0	(1.0)		(1.0)							9.0				10.0	9.0	(1.0)
Swan Creek	4.0	0.0									4.0				4.0	4.0	0.0
Bakerfield Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Church Creek Elementary	4.0	(1.0)		(1.0)							3.0				4.0	3.0	(1.0)
Churchville Elementary	3.0	(1.0)		(1.0)							2.0				3.0	2.0	(1.0)
George D. Lisby Elementary	3.0	(1.0)		(1.0)							2.0				3.0	2.0	(1.0)
Hall's Cross Roads Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Harford Technical High	11.0	(4.0)		(3.0)		(1.0)					7.0	1.0		1.0	11.0	9.0	(2.0)
Havre de Grace Elementary	3.0	(1.0)		(1.0)							2.0			1.0	3.0	3.0	0.0
Havre de Grace High	6.0	(0.5)		(0.5)							5.5				6.0	5.5	(0.5)
Havre de Grace Middle	6.0	(0.5)		(0.5)							5.5				6.0	5.5	(0.5)
Meadowvale Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Roye-Williams Elementary	4.0	0.0									4.0				4.0	4.0	0.0
Darlington Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Dublin Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Fallston High	11.0	0.0									11.0			1.0	11.0	12.0	1.0
Fallston Middle	6.0	(2.0)		(2.0)							4.0	1.0		1.0	6.0	6.0	0.0
Forest Hill Elementary	3.0	0.0									3.0				3.0	3.0	0.0

All Schools/Locations	HCPS Budgeted Total FTE'S	HCPS Vacancies	HCPS Custodian Vacancies								Actual HCPS FTE'S	Contracted Employee Assignment			Contracted + HCPS		Over / Under Staffed
			Level I Shift 1	Level I Shift 2	Level II Shift 1	Level II Shift 2	Chief I	Chief II	Chief III	Chief IV		Shift 1	Mid Shift	Shift 2	Budgeted	Actual	
Forest Lakes Elementary	4.0	(1.0)		(1.0)							3.0			1.0	4.0	4.0	0.0
Jarrettsville Elementary	3.0	(1.0)		(1.0)							2.0			1.0	3.0	3.0	0.0
Norrisville Elementary	3.0	0.0									3.0				3.0	3.0	0.0
North Bend Elementary	3.0	0.0									3.0				3.0	3.0	0.0
North Harford Elementary	3.0	0.0									3.0				3.0	3.0	0.0
North Harford High	12.0	0.0									12.0				12.0	12.0	0.0
North Harford Middle	9.0	0.0									9.0				9.0	9.0	0.0
Red Pump Elementary	5.0	(1.0)		(1.0)							4.0				5.0	4.0	(1.0)
Youth's Benefit Elementary	7.0	(1.0)		(1.0)							6.0				7.0	6.0	(1.0)
Abingdon Elementary	4.0	(1.0)		(1.0)							3.0			1.0	4.0	4.0	0.0
Deerfield Elementary	5.0	(1.0)				(1.0)					4.0				5.0	4.0	(1.0)
Edgewood Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Edgewood High	12.0	(2.0)	(1.0)	(1.0)							10.0			2.0	12.0	12.0	0.0
Edgewood Middle	9.0	0.0									9.0				9.0	9.0	0.0
Emmorton Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Harford Glen	3.0	0.0									3.0				3.0	3.0	0.0
Joppatowne Elementary	4.0	(1.0)					(1.0)				3.0				4.0	3.0	(1.0)
Joppatowne High	10.0	(1.0)	(1.0)								9.0				10.0	9.0	(1.0)
Magnolia Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Magnolia Middle	8.0	(2.0)		(1.0)						(1.0)	6.0				8.0	6.0	(2.0)
Riverside Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Old Post Road Elementary	6.0	0.0									6.0				6.0	6.0	0.0
William S. James Elementary	3.0	0.0									3.0				3.0	3.0	0.0
Grand Total	310.0	(35.0)	(2.0)	(28.0)	(1.0)	(2.0)	(1.0)	0.0	0.0	(1.0)	275.0	2.0	0.0	14.0	310.0	292.0	(18.0)

C2: Portfolio

Table 6: Elementary School Portfolio

Elementary Schools	Sq. Ft.	Floors	Built	Additions	Reno	Annex	Relocatable	Total sq. ft.
Abingdon	91,229	2	1992	97,01				91,229
Bakerfield	65,691	1	1961	62,99	83,89,99			65,691
Bel Air	49,748	2	1984	99	84	68	2	51,476
Church Creek ¹	85,801	1	1994	1			2	87,529
Churchville	52,360	2	1931	53,62,68,93,98	98	68		52,360
Darlington	24,237	2	1938	66,99	91,95,16			24,237
Deerfield	103,200	2	2010					103,200
Dublin	44,385	2	1916	25,41,61,65,68	87, 15			44,385
Edgewood	67,341	1	1969	1	1			67,341
Emmorton	63,000	2	1994				3	65,592
Forest Hill	64,722	2	2000					64,722
Forest Lakes	68,971	2	1997					68,971
Fountain Green	60,000	1	1993				2	61,728
Hall's Cross Roads	63,082	1	1943	55,68,97	93,97	68		63,082
Havre de Grace	65,085	2	1949	68,95	87,95	68	1	65,949
Hickory	77,958	1	1950	55,60,68,97	82,97,98	68	3	80,550
Hillsdale George D. Lisby	56,295	1	1968	97	97		2	58,023
Homestead	52,628	1	1966	97	97		3	91,414
Wakefield - Demolished								
Jarrettsville	61,275	2	1962	68,77,97	77,12	68		61,275
Joppatowne	89,985	1	1965	67,95,09	9	67		89,985
Magnolia	59,900	1	1975	97			7	65,948
Meadowvale	69,000	1	1959	62,68,01	92,01	68		69,000
Norrisville	37,417	1	1967	96	15			37,417
North Bend	60,221	1	1991					60,221
North Harford	49,703	1	1984	99	14			49,703
Prospect Mill	75,538	1	1973	90,99,08	05,17			75,538
Red Pump	100,573	1	2011				2	102,301
Ring Factory	59,132	1	1990					59,132
Riverside ¹	55,711	1	1968	70,95	17	70	3	58,303
Roye-Williams	78,126	1	1953	58,62,68,95	95	68		78,126
Old Post Road Intermediate	54,452	1	1964	97	97			54,452
Old Post Road Primary	57,965	1	1956	57,68,75	75, 17	68	1	58,829
William S. James	58,500	1	1976		17			58,500
Youth's Benefit	149,694	2	2017					149,694
Harford Academy	63,984	1	1971	81			4	67,440

Table 7: Middle School Portfolio

Middle Schools	Sq. Ft.	Floors	Built	Additions	Reno	Annex	Relocatable	Total sq. ft.
Aberdeen	196,800	2	1973	82			10	205,440
Bel Air	164,900	1	1961	67,68,94	8		2	166,628
Edgewood	166,530	2	1965	78,90	5		4	169,986
Fallston	130,284	2	1993	6			4	133,740
Magnolia	149,100	2	1979					149,100
North Harford	173,728	2	1976	95	8			173,728
Southampton	188,134	2	1973	82, 03	03,10			188,134

Table 8: High School Portfolio

High Schools	Sq. Ft.	Floors	Built	Additions	Reno	Annex	Relocatable	Total sq. ft.
Aberdeen	230,134	2	2004	08,14				230,134
Bel Air	262,454	3	2009					262,454
C. Milton Wright	220,910	3	1980	96, 03	99, 03		4	224,366
Edgewood	268,354	3	2010					268,354
Fallston	233,500	3	1977		97			233,500
Harford Technical	218,225	3	1978	80,99	96			218,225
Havre de Grace M/H	250,111	3	2020					250,111
Joppatowne	184,070	2	1972	82,08	96			184,070
North Harford	245,238	3	1950	58,80,07	80,97,99,07			245,238
Patterson Mill M/H	265,000	2	2007					265,000
Swan Creek School	107,087	2	1965	92	92			107,087

Table 9: Summary of Educational Portfolio

Total HCPS Owned Square Footage		Temporary Leases Units for Construction	
Total Elementary	2,336,909	HWES Building A	11,726
Total Middle	1,169,476	HWES Building B	13,530
Total High	2,485,083	HWES Building C	13,530
HCPS Owned Relocatables (57)	49,248	Aberdeen Middle School	9,922
Total Square footage	6,040,716	Total	48,708

Table 10: Support Spaces Portfolio

Hickory Annex Buildings		Harford Glen	
Main Building	7,651	Mansion	3,960
Building 200	3,990	Tenant	3,220
Building 300	3,000	Dining Hall	4,327
Building 400	5,693	Pavilion	2,100
Building 500	5,400	Building A-Dorm	8,500
Building 600	1,600	Building B-Dorm	8,500
Building 700	750	Building C-Dorm	1,040
Building 800	1,600	Total Square Footage	31,647
Building 900	4,320	Other Support Buildings	
Building 1000	2,016	A.A. Roberty Building	73,122
Building 1100	840	Agricultural Barn at NHHS	7,680
Building 1200	380	Equine Barn at NHHS	2,592
Building 1300	2,304	Forest Hill Annex	32,183
Building 1400	336	Total Square footage	115,577
Building 1500	270		
Total Square Footage	40,150		

Table 11: HCPS Owned Facility Summary

Summary of all HCPS Owned Buildings	
Schools	5,991,468
Relocatables	49,248
Other Support Building	187,374
Total Square footage	6,228,090

C3: Current Staffing Compared to Industry Standards

a.-c. Maintenance Staffing

Table 12: Maintenance Staffing

Facility Maintenance Department	Budget 2024 FTE	Actual 2024 FTE	Current 2025 FTE
School Serving FTE			
Environmental	3	3	3
Roofing	4	4	4
Building Equipment	7	7	7
Building Trades	9	9	9
HVAC	4	4	4
Building Automation	4	4	4
Preventative Maintenance	8	8	8
Electrical	6	6	6
Boiler	2	2	2
Plumbing	8	8	7
Painting	3	3	3
Grounds FTE	25	25	25
Pest Management	1	1	1
Non School Serving FTE			
Work Order and Supply	1	1	1
Operations Tech.	1	1	1
Total Maintenance FTE	86	86	85
School Serving /Non School Serving	97.7	165	163
Total Building Square Foot	6,121,642	6,121,642	6,121,642
Maintenance Load (Square Foot / FTE)	71,182	71,182	72,019
Industry Standard Staffing (*APPA Leve 2 (comprehensive stewardship)			
Industry Standard Square Foot per FTE	67,456	67,456	67,456
*APPA Level 2 (comprehensive stewardship)			
Staffing Recommendations	90.8	90.8	90.8
Delta	-0.8	-4.8	-5.8

* Difference between HCPS staffing and Industry standard

Table 13: Custodial Staffing

School Information			Current HCPS Staffing		Industry Standard Staffing *APPA Level 2 (Ordinary Tidiness)		
Elementary	Students	Square Foot	Square Foot: 22,000	Current FTE (Min.3)	Square Foot 16,700	Recommended FTE	Delta
Abingdon	863	91,229	4.2	4	5.5	5	1
Bakerfield	500	65,691	3.0	3	3.9	4	1
Bel Air	486	49,748	2.3	3	3.0	3	0
Church Creek	819	85,801	3.9	4	5.1	5	1
Churchville	411	52,360	2.4	3	3.1	3	0
Darlington	157	24,237	1.1	3	1.5	1	-2
Deerfield	788	103,200	4.7	5	6.2	6	1
Dublin	294	44,385	2.0	3	2.7	3	0
Edgewood	461	67,341	3.1	3	4.0	4	1
Emmorton	570	63,000	2.9	3	3.8	4	1
Forest Hill	568	64,722	2.9	3	3.9	4	1
Forest Lakes	569	68,971	3.1	3	4.1	4	1
Fountain Green	548	60,000	2.7	3	3.6	4	1
George D. Lisby	455	56,295	2.6	3	3.4	3	0
Hall's Cross Roads	552	63,082	2.9	3	3.8	4	1
Havre de Grace	542	65,085	3.0	3	3.9	4	1
Hickory	668	77,958	3.5	4	4.7	5	1
Homestead/Wakefield	920	91,414	6.5	7	5.5	5	-2
Jarrettsville	525	61,275	2.8	3	3.7	4	1
Joppatowne	663	89,985	4.1	4	5.4	5	1
Magnolia	561	59,900	2.7	3	3.6	4	1
Meadowvale	568	69,000	3.1	3	4.1	4	1
Norrisville	274	37,417	1.7	3	2.2	2	-1
North Bend	498	60,221	2.7	3	3.6	4	1
North Harford	500	49,703	2.3	3	3.0	3	0
Prospect Mill	611	75,538	3.4	4	4.5	5	1
Red Pump	737	100,573	4.6	5	6.0	6	1
Ring Factory	548	59,132	2.7	3	3.5	4	1
Riverside	588	55,711	2.5	3	3.3	3	0
Roye-Williams	703	78,126	3.6	4	4.7	5	1
Old Post Road	984	112,417	5.1	6	6.7	7	1
William S. James	526	58,500	2.7	3	3.5	4	1
Youth's Benefit	1,120	149,694	6.8	7	9.0	9	2
	19,577	2,363,169					

Middle Schools	Students	Sq Ft.
Aberdeen	1,624	196,800
Bel Air	1,243	164,900
Edgewood	1,295	166,530
Fallston	1,063	130,284
Magnolia	1,028	149,100
North Harford	1,210	173,728
Southampton	1,444	188,134
	8,907	1,169,476
High Schools	Students	Sq Ft.
Aberdeen	1,720	230,134
Bel Air	1,768	262,454
C. Milton Wright	1,613	220,910
Edgewood	1,716	268,354
Fallston	1,573	233,500
Joppatowne	1,056	184,070
North Harford	1,538	245,238
	10,984	1,644,660
Combination Schools	Students	Sq Ft.
Havre de Grace	1,596	250,111
Patterson Mill	1,723	265,000
	3,319	515,111
Specialty Schools	Students	Sq Ft.
Harford Academy	200	63,984
Harford Technical	1,135	218,225
Swan Creek	243	107,087
	1,578	389,296
Administrative Buildings	Students	Sq Ft.
A.A Roberty Building	x	73,122
Forest Hill Annex	x	32,182
Hickory Annex	x	40,150
Harford Glenn	x	31,647
	0	39,930

Total Square Foot	6,121,642
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Square Foot: 22,000	Current FTE (Minimum 3)
9.0	10
7.5	9
7.6	9
5.9	6
6.8	8
7.9	9
8.6	9

Square Foot: 22,000	Current FTE (Minimum 3)
10.5	12
11.9	12
10.0	10
12.2	12
10.6	11
8.4	10
11.2	12

Square Foot: 22,000	Current FTE (Minimum 3)
11.4	12
12.1	13

Square Foot: 22,000	Current FTE (Minimum 3)
2.9	3
9.9	11
4.9	4

Square Foot: 22,000	Current FTE (Minimum 3)
3.3	4
1.5	0
1.8	1
1.4	3

Total Custodial FTE	310
Sq. ft per FTE (per GSF)	19,747.23

Square Foot: 18,000	Recommended FTE	Delta
11.8	12	2
9.9	10	1
10.0	10	1
7.8	8	2
8.9	9	1
10.4	10	1
11.3	11	2

Square Foot: 18,000	Recommended FTE	Delta
13.8	14	2
15.7	16	4
13.2	13	3
16.1	16	4
14.0	14	3
11.0	11	1
14.7	15	3

Square Foot: 18,000	Recommended FTE	Delta
15.0	15	3
15.9	16	3

Square Foot: 18,000	Recommended FTE	Delta
3.8	4	1
13.1	13	2
6.4	6	2

Square Foot: 18,000	Recommended FTE	Delta
4.4	4	0
1.9	2	2
2.4	2	1
1.9	2	-1

Total Recommended FTE	372
Sq. ft. per FTE (per GSF)	16,469.40
Delta	61.7

C4: Budget Narrative

The operations and maintenance (O&M) budget provide the resources necessary to sustain HCPS facilities and support safe, reliable learning environments. The table below summarizes actual expenditures for FY 2023 through FY 2025, alongside the adopted budgets for FY 2025 and FY 2026. Future adjustments will continue to reflect evolving facility needs, efficiency initiatives, and strategic priorities.

Table 14: HCPS Operations and Maintenance Budget Summary, FY 2023–FY 2026

Operations and Maintenance	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2025 Budget	FY 2026 Budget	Change FY25 - FY26
	42,226,114	40,387,636	51,793,520	51,622,286	56,213,523	4,591,237
Operations Management	15,663,279	12,400,172	19,776,671	20,272,156	22,878,717	2,606,561
Facilities Management	9,072,800	12,224,501	7,752,129	1,284,559	1,464,540	179,981
Facilities-Mechanical Systems	-	-	1,812,590	3,102,304	2,973,798	-128,506
Facilities-Operations Trades	-	-	1,230,668	2,801,718	2,853,726	52,008
Facilities-HVAC-Auto Systems- PM	-	-	2,866,204	3,502,643	3,710,853	208,210
Facilities-Building Trades	-	-	656,008	2,200,865	2,239,670	38,805
Resource Conservation	16,000,616	15,008,420	15,725,524	15,111,149	17,178,998	2,067,849
Environmental Services	-	-	910,549	2,181,974	1,692,368	-489,606
Planning and Construction	1,489,419	754,543	1,063,178	1,164,918	1,220,853	55,935

Operations Management

Program Overview

Harford County Public Schools (HCPS) operates 54 public education facilities and various administrative buildings.

HCPS facilities total approximately 6 million gross square feet of space. HCPS manages internal and contracted resources required for the transportation of approximately 32,000 students and administers a fleet management program for the maintenance and operations of staff vehicles that are utilized to support instructional programs and operational services. The Operations and Maintenance program is comprised of various non-instructional areas of the school system that enable teaching and learning. The Office of Operations is charged with the management of the departments and functions responsible for efficiently and effectively delivering Facilities Management, Planning and Construction, Energy Management and Community Services. Departments deliver services to schools and HCPS stakeholders in support of the Harford County Board of Education Strategic Plan.

The primary purposes of the Office of Operations are to:

- Oversight of operational activities required to support HCPS' Blueprint Implementation Plan, instructional programs, and administrative services
- Provide technical skills and expertise to establish and deliver a comprehensive maintenance plan for school building and grounds
- Provide technical skills for the operations of public-school facilities

- Manage a capital improvement program to plan, design, construct, and modernize educational facilities for the students and staff
- Provide technical skills required to administer management services through the administration of policy and procedure related to resource conservation, renewable energy and sustainability strategies, utility services and energy management contracts for all HCPS educational facilities and assets
- Administer the program for use of public-school facilities by the community
- Administer the program for school improvement projects funded by outside organizations
- Manage HCPS' real property portfolio inclusive of requirements associated with acquisition, maintenance, utilization, leasing, and disposition.

Facilities Management

Program Overview

The mission of the Facilities Management Department is to provide the best learning environment for students of Harford County Public Schools. It is also our vision to provide clean and optimally maintained buildings. We strive to accomplish our mission and vision by providing the technical skills and expertise to establish and deliver a comprehensive maintenance program for all school facilities, as well as to develop and provide a Preventative Maintenance Program to ensure the efficient operation of building systems and to extend the useful life of these systems. The Facilities Management Department develops and administers a long range Capital Improvements Program to ensure that equipment such as boilers, rooftop units, environmental issues, parking lots and roadways, grounds improvement, and all aspects of school facilities building systems are replaced or repaired in a timely manner.

Included in the operations of our department are the custodians who maintain the schools and central office in a clean and healthy environment. Over six million square feet of floors must be cleaned, most of which is done on a daily basis. Custodians also change lighting tubes, provide lawn maintenance, clear snow and ice from sidewalks, move furniture within the building for assemblies and special programs, remove trash, clean the cafeteria between lunch periods, and operate the heating and air conditioning system.

Supporting Objectives:

- Provide functional and efficient school buildings and support facilities.
- Provide programs that support student wellness.
- Provide safe and secure learning environments.
- Operational activities required to support HCPS' Blueprint Implementation Plan and instructional programs and services.
- Energy Management, Resource Conservation, Renewable Energy, and Sustainability Programs.
- Facilities Management Program to include school planning, design, and construction requirements.
- Property and asset management.

Additionally, school buildings are an extension of the community. Schools are used for over 2,500 activities by outside groups each year. Activities such as Parks and Recreation, Boys and Girls Scouts, community association meetings, cultural events, before and after school daycare, general and primary elections, church services, and other civic events are held in public school facilities.

Resource Management and Environmental Services

Program Overview

The Office of Energy Management has developed a multi-faceted approach to managing utilities and resources to include Energy Management, Resource Conservation, Renewable Energy, and Sustainability Programs. This approach provides for energy resource optimization through coordination between the Building Automation Department, facility managers, and all members of the school community. Focus is directed toward improvements to the operation, maintenance of the equipment, and capital improvements.

Our overall goal is to optimize the use of resources, such as energy, water and supplies, without adversely affecting indoor air quality, comfort, and safety of our building occupants. Monitoring our utility data allows us to direct efforts and funding toward infrastructure improvements to meet our needs. Our second goal is to work with administrators, teachers, students and custodial personnel to promote conservation awareness, identify operational inefficiencies, and create behavior modification. Many of the operational practices we have developed are currently serving as real examples in classroom instruction. Operational activities required to support HCPS' Blueprint Implementation Plan and instructional programs and services.

Planning and Construction

Program Overview

The purpose of the Division of Planning and Construction is to plan, construct, modernize, and improve educational facilities for the students and staff of Harford County Public Schools. The department utilizes demographic data and other pertinent information to plan new facilities or expansions, in order to accommodate a growing student population. In addition, this department plans for and constructs improvements, modernizations, and additions to existing facilities that are old and obsolete, and that do not meet current educational program requirements.

Through the development of the annual Capital Improvement Program, the Division of Planning and Construction analyzes population trends, birth numbers, student enrollment patterns, and residential growth in Harford County and assists in the planning of new school facilities to accommodate student enrollment. Additionally, in coordination with Facilities Management Supervisors and Plant Chiefs, facility conditions are evaluated, and the highest priorities are incorporated into major projects to address the most critical systemic needs (Major HVAC, Roof, Plumbing etc.) of school facilities. This information is submitted to Local and State government as a capital request for funding. Once funded, the Division of Planning and Construction manages the projects and budgets from design through completion.



The Division of Planning and Construction, as part of the Board of Education of Harford County Strategic Plan strives to implement Goal 4: Provide safe, secure, and healthy learning environments that are conducive to effective teaching and learning, creativity and innovation.

The learning environment consists of all conditions, resources, and facilities that directly or indirectly affect students' learning. Schools that function effectively are more likely to be desirable learning environments. The Facilities Management Department Division of Planning and Construction will provide facilities and associated resources that support the physical, social, and academic development of students.

Supporting Objectives:

- Provide functional and efficient school buildings and support facilities.
- Provide programs that support student wellness.
- Provide safe and secure learning environments.
- Operational activities required to support HCPS' Blueprint Implementation Plan and instructional programs and services.
- Energy Management, Resource Conservation, Renewable Energy, and Sustainability Programs.
- Facilities Management Program to include school planning, design, and construction requirements.
- Property and asset management.

The development of a sound educational program, coupled with a modern physical environment, translate into a community school building at either the elementary, middle, or secondary level.

C5: List of Categories Under Maintenance and Operations Budget

Accommodations For Disabled	Natatoriums
Air Conditioning	Office
Bleachers	Other Building
Boiler/Pressure Vessels	Other Contracted Services
Clerical	Other Equipment
Communications	Other Supplies
Computers/Business Equipment	Painting
Copier / Machine Rental	Parking Lots
Custodial	Pest Control
Custodial Substitutes	Physical Education
Custodial Additional Hours	Plumbing
Custodial Services	Physical Education
Electrical	Power Tools
Environmental Compliance	Printing
Exterminator And Pest Control	Professional
Fire Systems	Refuse Disposal
Floors	Rep./ Maintenance Buildings & Grounds
Fuel/Oil	Repairs/Maintenance-Vehicles
Furniture	Repairs-Materials Hand Equipment
Glass And Glazing	Roofing
Grounds Equipment	Safety And Security
Hardware	Septic Service/Tank Pumping
Inspections	Shades, Curtains
Institutes, Conferences, Mtgs.	Signs And Flagpoles
Interscholastic Athletics	Snow Removal
Laundry	Supplies-Materials Hand Equipment
Lockers	Switch Gear
Lumber And Building	Tank Testing
Maintenance/Mechanics/Techs	Temporary Help
Maintenance/Mechanics/Techs -	Uniforms
Additional Hours	Vehicles
Masonry	Water Conditioning
Mileage, Parking, Tolls	Water Testing/Treatment

C6: Current Replacement Value

Harford County Public Schools Facility = 6,257,658 sq. ft. x \$481. = \$3,009,933,498

Replacement Value = \$3,009,933,498

C7: Fiscal Summary

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Table 15: Fiscal Summary

Description	Industry Standard	Previous FY 25 Goal	Previous FY 25 Goal Per GSF	Previous FY25 Actual	Current FY 26 Goal	Current FY26 Goal Per GSF
A. Preventive Maintenance	N/A	N/A	N/A	\$3,226,152.45	TBD	TBD
B. Corrective Maintenance	N/A	N/A	N/A	\$28,790,697.55	TBD	TBD
C. Deferred Maintenance (if applicable)	N/A	N/A	N/A	N/A	N/A	N/A
D. All Maintenance	\$90,298,005	N/A	N/A	\$32,016,850.00	TBD	TBD
E. All Maintenance per GSF	\$27.72	N/A	N/A	\$9.83	TBD	TBD
F. Operations	\$30,099,335	N/A	N/A	\$19,766,671.00	TBD	TBD
G. Operations per GSF	\$9.24	N/A	N/A	\$6.07	TBD	TBD
H. M & O Combined	\$120,397,340	N/A	N/A	\$51,783,521.00	TBD	TBD
I. M&O Combined per GSF	\$36.96	N/A	N/A	\$15.90	TBD	TBD

This table reflects FY25 expenditures related specifically to preventive, corrective, and deferred maintenance. In keeping with recognized industry benchmarks, funding levels are estimated using the following guidelines:

- Maintenance: 3% of Current Replacement Value
- Operations: 1% of Current Replacement Value

HCPS recognizes that actual allocations have not always met these benchmarks. As part of the Comprehensive Maintenance Plan (CMP), the district is strengthening data collection and reporting practices to better track funding levels and set goals for future years. HCPS is also in the early stages of transitioning to a new work order management system, which will improve the ability to capture and analyze maintenance data. In addition, the district is implementing a new Oracle business management system that will enhance fiscal tracking and reporting.



SECTION D: PLANNED ACTIONS

D1: Changes

Harford County Public Schools Facilities Department continues to enhance its maintenance operations with a renewed emphasis on morale and teamwork. Central to these efforts is the upcoming implementation of a new work order system in 2026.

One of the main challenges our current process faces is the risk of delays and overlooked requests, which can lead to recurring deficiencies and frustration for both staff and building users. The new work order system directly addresses these issues by creating a clear, centralized platform where every request is visible from start to finish. By reducing the back-and-forth and eliminating guesswork, the system ensures that tasks are prioritized appropriately, and progress can be tracked in real time. This not only shortens response times but also increases accountability across the department. With better insight into open and completed work, teams can plan proactively, prevent small issues from becoming larger problems, and ultimately deliver a smoother, more reliable service.

D2: Improvements

As mentioned in the changes section of this report, Harford County Public Schools Facilities Department continues to enhance its maintenance operations with a renewed emphasis on morale and teamwork. Central to these efforts is the upcoming implementation of a new work order system in 2026, designed to streamline reporting, tracking, and completion of maintenance requests. This system will improve transparency, response times, and resource allocation, making preventive and corrective maintenance more efficient across all facilities.

In tandem, the facilities department is prioritizing initiatives to strengthen collaboration and camaraderie among staff. Team-building activities and cross-departmental engagement are being expanded to break down silos, encourage knowledge sharing, and foster a unified, supportive culture. These efforts, coupled with ongoing leadership development and skill enhancement programs for crew chiefs and plant chiefs and emerging leaders, allow for building on previous experiences while reinforcing a positive work environment. By focusing on teamwork, professional growth, and the new work system, the facilities department aims to improve both operational effectiveness and staff satisfaction across all departments.

D3: Major Maintenance and Repair Projects

Harford County Public Schools (HCPS) is committed to maintaining safe, healthy, and educationally sufficient facilities by prioritizing major building system needs across the portfolio. Each year, the Department of Facilities identifies projects that address critical infrastructure categories as defined by the Interagency Commission on School Construction (IAC), including structural systems, roofs, HVAC, electrical distribution, plumbing, life safety systems, interior finishes, conveyances, program support equipment, environmental compliance, relocatables, and site improvements.

The projects listed in the following table represent the highest-priority major maintenance and repair needs currently identified. These projects are organized by system category and reflect

both active FY 2026 projects already underway and pending FY 2027 requests contingent on State and local appropriations.

Table 16: This table lists planned major maintenance and capital repair projects by facility for the current and upcoming fiscal years. Projects address priority needs across all major building systems identified in the IAC's SFA, including structural, roofs, interiors, HVAC, electrical, life/safety systems, program support equipment, and site work.

Category	Project	School	Status	FY Year
Major	Limited Renovation project	Harford Technical High School	In Construction - 75% Complete	2024 2025 2026
Major	Systemic Renovation	Aberdeen Middle School	In Construction - 90% Complete	2025 2026
Major	Replacement School	Harford Academy + New Elementary	In Design	2026 2027 2028
Roof	Roof Replacement	North Harford High School	Procuring Design Services	2026
HVAC	Energy Recovery Units	North Harford High School	Procuring Design Services	2024 2025
Safety and Security	Security Vestibule	Southampton Middle School	Procuring Design Services	2026
Roof	Roof Replacement	Prospect Mill Elementary School	In Construction - 85% Complete	2025
Skin	Wall Repairs	Dublin Elementary School	Procuring Construction Services	2026
Roofs	Roof Replacement	Hall's Cross Roads ES	Pending Funding	2027
HVAC	Central Plant	Edgewood ES	Pending Funding	2027
HVAC	Central Plant	Aberdeen HS	Pending Funding	2027
HVAC	Central Plant	Fountain Green ES	Pending Funding	2027
HVAC	Boiler pumps, controls, AHU	Hickory ES	Pending Funding	2027
HVAC	Chiller /HVAC /Boilers	A.A. Roberty	Pending Funding	2027
Site	Track Replacement	Joppatowne HS	Pending Funding	2027
Site	Track Replacement	Fallston HS	Pending Funding	2027
Site	Playground	Dublin ES	Design Pending Funding	2027
Site	Playground / ADA	Bel Air ES	Design Pending Funding	2027
Site	Stormwater Management	North Harford MS	Design Pending Funding	2027
Site	Stormwater Management	Forest Lakes ES	Design Pending Funding	2027
Site	Stormwater Management	Emmorton ES	Design Pending Funding	2027
Site	Stormwater Management	Red Pump ES	Design Pending Funding	2027
Site	Paving Overlay	Norrisville ES	Pending Funding	2027
Site	Paving Overlay	George D. Lisby ES	Pending Funding	2027
Site	Paving Overlay	Dublin ES	Pending Funding	2027
Site	Paving Overlay	Fallston MS & HS Drive	Pending Funding	2027
Site	Parking Lot/Pedestrian	Havre de Grace ES	Design Pending Funding	2027
Site	Fencing	Bel Air MS	Pending Funding	2027
Conveyances	Elevator Replacement	North Harford HS	Pending Funding	2027
Interior Finishes	Indoor Bleacher	Fallston MS	Pending Funding	2027
Interior Finishes	Locker Replacement	North Harford MS	Pending Funding	2027
Interior Finishes	Folding Partition	Southampton MS	Pending Funding	2027

Category	Project	School	Status	FY Year
Interior Finishes	Gym Floor Replacement	Fountain Green ES	Pending Funding	2027
Environmental Compliance	PFAS Remediation	Harford Technical High School	Pending Funding	2027
Environmental Compliance	PFAS Remediation	Harford Academy	Pending Funding	2027
Environmental Compliance	PFAS Remediation	Prospect Mill Elementary	Pending Funding	2027
Environmental Compliance	PFAS Remediation	Norrisville Elementary	Pending Funding	2027
Environmental Compliance	PFAS Remediation	Fallston High School	Pending Funding	2027
Environmental Compliance	Tile Floor Abatement	Churchville ES	Pending Funding	2027
Roof	Roof Replacement	Darlington Elementary	Pending Funding	2028
Roof	Roof Replacement	Riverside Elementary	Pending Funding	2029
Roof	Roof Replacement	Roye Williams Elementary	Pending Funding	2030
Roof	Roof Replacement	William S James Elementary	Pending Funding	2031
Roof	Roof Replacement	Emmorton Elementary	Pending Funding	2032
HVAC	HVAC Upgrade/Repairs	Church Creek Elementary	Pending Funding	2028
HVAC	HVAC Upgrade/Repairs	Harford Glen	Pending Funding	2029
HVAC	HVAC Upgrade/Repairs	Hickory Annex	Pending Funding	2030
HVAC	HVAC Upgrade/Repairs	Fallston Middle	Pending Funding	2031
HVAC	HVAC Upgrade/Repairs	Emmorton Elementary	Pending Funding	2032
Major	Limited Renovation	C. Milton Wright High	Pending Funding	2028
Major	HVAC Systemic	Southampton Middle	Pending Funding	2029
Major	Replacement	Old Post Elementary	Pending Funding	2029
Major	Renovation/Replacement	Bel Air Middle	Pending Funding	2030
Major	Multi Systemic / Limited	Edgewood Middle	Pending Funding	2030
Major	Multi Systemic / Capacity	Havre de Grace Elementary	Pending Funding	2031
Major	Multi Systemic / Capacity	Bakerfield Elementary	Pending Funding	2032
Major	Multi Systemic / Capacity	Meadowvale Elementary	Pending Funding	2033
Major	Multi Systemic / Capacity	Magnolia Elementary	Pending Funding	2034
Major	Multi Systemic	Existing Harford Academy Building	Pending Funding	2035

D4: Professional Development

Professional development for facilities and custodial staff focuses on both immediate operational needs and long-term career growth. The goals of these programs extend beyond simple job training to include safety, efficiency, and professional advancement.

Goals

Here are the key professional development goals for facilities and custodial staff:

1. Enhance Safety and Compliance
 - a. Goal: Ensure a safe working and learning environment by reducing accidents and injuries.

- b. Training Focus: Proper handling of cleaning chemicals, use of personal protective equipment (PPE), correct lifting techniques, and an understanding of emergency procedures for spills or malfunctions.
 - c. Result: A safer school environment for staff and students, and compliance with federal, state, and local regulations.
- 2. Improve Technical and Specialized Skills
 - a. Goal: Equip staff with the knowledge and skills to effectively maintain complex school systems and equipment.
 - b. Training Focus: Training in trades such as HVAC, plumbing, electrical, and carpentry. This can involve obtaining professional certifications, which are often required or recommended for certain positions.
 - c. Result: Reduced reliance on external contractors, increased in-house repair capabilities, and more efficient maintenance operations.
- 3. Increase Efficiency and Productivity
 - a. Goal: Optimize work processes to complete tasks more effectively and reduce operational costs.
 - b. Training Focus: Best practices for preventive maintenance to address issues before they become major problems, using modern technologies like Computerized Maintenance Management Systems (CMMS) for work orders, and implementing energy-saving practices.
 - c. Result: Extended lifespan of school assets, lower utility bills, and a more streamlined workflow for the maintenance department.
- 4. Foster Career Growth and Retention
 - a. Goal: Provide a clear career path to encourage staff to stay with the school system and advance in their careers.
 - b. Training Focus: Offering training that leads to promotions, such as from custodian to lead custodian or from technician to supervisor. Some LEAs, like Prince George's County, even have apprenticeship programs to develop a skilled workforce.
 - c. Result: Higher staff morale, increased job satisfaction, and a more stable, experienced workforce.
- 5. Promote Sustainability and Environmental Responsibility
 - a. Goal: Implement practices that support a healthier environment and reduce the school's ecological footprint.
 - b. Training Focus: Training on green cleaning products and methods, as well as energy conservation techniques like managing building automation systems and identifying areas for energy waste.
 - c. Result: Healthier indoor air quality for students and staff, and cost savings on utilities and cleaning supplies.

By focusing on these professional development goals HCPS will be able to provide a workforce that is able to maintain high-quality learning environments.

The following Training was offered to meet each of the key professional development goals and will continue to be offered by HCPS:

HCPS Training

1. CDL Training (Commercial Driver's License): Provided by HCPS

Related goals: 1, 2 and 4

Focused on obtaining a Class A CDL in Maryland, which includes:

- Minimum age of 18 (21 for interstate travel)
- Possession of a valid Maryland driver's license
- Passing a DOT physical and vision exam
- Completion of Entry-Level Driver Training (ELDT)
- Passing knowledge and skills tests (pre-trip inspection, basic control, and road test)

2. Future U Training Program: An internal HCPS initiative designed to identify and develop future leaders within the facilities department.

Related goal: 4

- Provides mentoring, leadership development, and career advancement resources.
- Focused on succession planning and strengthening internal leadership capacity.

3. Safety Training (Emergency Preparedness): Conducted in partnership with the Emergency Operations Center, aimed at enhancing safety and emergency response knowledge.

Related goals 1 and 2

- Topics include:

- Proper use of fire extinguishers
- Understanding and managing command posts during emergencies
- Ensuring staff are trained in both prevention and response.

4. Boiler License Training and Support: Offered by HCPS to ensure custodial staff are certified and equipped for boiler operations.

Related goals 1, 2 and 4

- Includes:

- Structured student classes covering key boiler systems and safety
- Testing preparation and support for all custodial staff pursuing licensure

5. Training by our Health Services Team: Offered by HCPS to ensure custodial staff are aware of PPE, Blood Borne Pathogens and other related health emergency first aid.

- Includes:

- Required training by OSHA on Bloodborne pathogens and first aid
- Ensure proper personal protection training is provided.

6. Training by our Special Education Department: Offered by HCPS to ensure all staff is able to best support the needs of our special needs population attending HCPS.

Related Goal 5

- Includes:

- Basic understanding of differing abilities and disabilities diagnosis.
- How the school is supporting our special needs students.

- Enhance the understanding of why certain tasks may need to be altered to ensure student success during the instructional day.
- 7. Training by our Student Services Office offered by HCPS to support staff mental health awareness.
Related goal 5
 - Includes:
 - Mental Health Awareness and how to offer and find support.
 - Enhance understanding of mental health.
- 8. Training by our Facilities team to custodial staff Offered by HCPS to provide helpful information in submission of work orders and best practices for sustainability and energy management.
Related goal 5
 - Includes:
 - Mental Health Awareness and how to offer and find support.
 - Enhance understanding of mental health.



SECTION E: OBSTACLES AND MISSING RESOURCES

E1: Obstacles

Our Facilities Department continues to face significant challenges, with funding being the most critical obstacle. The cost of repairing and maintaining buildings across the county has increased substantially in recent years. Replacement parts, even for relatively new equipment, have become increasingly expensive and difficult to source. These rising costs have further strained an already underfunded budget, making it more difficult to keep essential systems functioning as designed.

Due to limited resources, most repairs are reactive and initiated through the work order system. The overwhelming volume of daily maintenance requests, combined with a shortage of available personnel, has made it nearly impossible to proactively address issues before they become critical or result in emergencies. Additionally, the ratio of staff to buildings is unsustainable, especially during the school year, further impacting on our ability to provide timely support.

Another major concern is the ongoing difficulty in hiring qualified tradespeople. Compensation within the public sector is not competitive with the private sector, and our benefits package is no longer sufficient to attract or retain top talent. As a result, we have shifted toward hiring mechanically inclined individuals who are open to learning on the job. While this approach has seen some success, it does not fully mitigate the risk posed by an aging workforce. With many experienced technicians nearing retirement, some with over 30 years of service to Harford County Public Schools, the loss of institutional knowledge and skill poses concerns to the long-term effectiveness of the department.

In summary, rising operational costs, staffing shortages, and an aging workforce will continue to strain our facilities system. As a result, the use of contracted services will likely become more necessary, bringing additional financial burden and potentially longer equipment downtimes.

E2: Summaries of Data

The data sets included are tailored to the individual sections in which they appear, reflecting the unique focus and scope of each.



SECTION F: PROOF OF BOARD APPROVAL

F1: PROOF OF BOARD APPROVAL

The Board of Education approved the 2025 Comprehensive Maintenance Plan; the document contained a typographical error. The plan that was actually approved corresponds to Fiscal Year 2026.

BOARD OF EDUCATION OF HARFORD COUNTY INFORMATIONAL REPORT PRESENTATION OF

THE 2025 EDUCATIONAL FACILITIES MASTER PLAN AND COMPREHENSIVE MAINTENANCE PLAN

June 09, 2025

Background Information:

The Rules, Regulations and Procedures for the Administration of the Public-School Construction Program (PSCP) require that each Local Education Agency (LEA), submit annually, an amended copy of the Educational Facilities Master Plan (EFMP) by July 1, 2025. Additionally, the PSCP requires each LEA to prepare and submit an updated Comprehensive Maintenance Plan by October 1, 2025.

Discussion:

The EFMP is a planning tool that addresses the LEA's projected facility needs. Coordinating with HCPS stakeholders and the Harford County Government, the plan is reviewed and updated annually. The 2025 EFMP includes all the essential elements required by the State and has been reviewed by the appropriate school system personnel. The Capital Improvement Projects proposed in this plan will be the basis for the FY26 Capital Improvement Program. The EFMP Table of Contents and the Timeline of Capital Improvement Projects are attached.

The Timeline of Capital Projects includes project funding needs through FY 2037. The major project timeline has been updated to match anticipated funding, delaying the start of all listed projects by one year. The changes impact the start and end dates of the Old Post Road replacement School and Bel Air Middle School projects.

The State completes a facility assessment of all public schools in Maryland. The results of that assessment provide updated facility condition data. HCPS utilizes the resulting data with identified facility needs, capacity demands, Blueprint requirements, and funding outlook to update the capital improvement priorities in the out years. HCPS has multiple capital needs. During the presentation, we will discuss anticipated State and local funding and the impact on the long-term capital plan.

The Comprehensive Maintenance Plan is a tool to develop and improve the facilities maintenance program. Utilizing the guidelines prescribed by the Interagency Committee, the Department of Facilities reviews and updates the plan annually. The 2025 Comprehensive Maintenance Plan Table of Contents is attached.

The information, analysis, and conclusions within these two documents serve as a guide in the development of the priorities for the Capital Improvement Program.

Superintendent's Recommendation:

The Superintendent of Schools recommends that the Board of Education accept the presentation of the 2025 Educational Facilities Master Plan and the 2025 Comprehensive Maintenance Plan.



FACILITIES
MANAGEMENT 

SECTION G: PM PLAN

G: PM PLAN

Table 17: The HCPS Preventive Maintenance (PM) plan for with frequencies.

PM Title	EQ Description	PM Frequency
School Name- Air Compressor	Air compressors	Semi-Annual
AHU – Quarterly	Air Handling Unit	Quarterly
Annual Tractor Inspection	Articulating Loader	Yearly
Annual Grounds Equipment Service	Bark Blower Trailer	Yearly
School Name - Bleachers	Bleachers	Yearly
Annual Grounds Equipment Service	Blower	Yearly
Annual Grounds Equipment Service	Brush Chipper	Yearly
School Name - CUH	Cabinet Unit Heater	Semi-Annual
Contractor- Chiller running inspection	Chillers	1x month March-Sept.
Contractor - Glycol Sample	Chillers	Yearly
Annual Boiler Inspection	Boilers	Yearly
Contractor Annual Service Air Cool Unit	Chillers	Yearly
Chiller Oil Sample	Chillers	Yearly
Contractor Chiller Annual Service	Chillers	Yearly
Circulator Pump - Nov	Circulator Pump	Yearly
Annual Grounds Equipment Service	Cold Planer	Yearly
Annual Grounds Equipment Service	Combo (Stihl w/multiple heads)	Yearly
Annual Grounds Equipment Service	Commercial Front Mower	Yearly
Install Mowing Attachments on Tractor	Commercial Front Mower	Yearly
Install Snow Removal Attachments	Commercial Front Mower	Yearly
Annual Grounds Equipment Service	Compact Track Loader	Yearly
Annual Tractor Inspection	Compact Tractor	Yearly
Annual Grounds Equipment Service	Concrete Mixer Trailer	Yearly
Annual Grounds Equipment Service	Concrete Power Buggy	Yearly
Cooling Tower Service	Cooling Towers	Yearly
Annual ANSI Inspection	Crawler Boom Lift	Yearly
Annual Grounds Equipment Service	Deck Over Trailer	Yearly
CMW DOAS Annual May	DOAS	Yearly
GLES DOAS Inspect May and Nov	DOAS	Semi-Annual
RWES DOAS April-Oct	DOAS	Semi-Annual
Overhead Garage Door	Door hardware	Yearly
PM Door Hardware	Door hardware	Yearly
Annual Grounds Equipment Service	Drain Cleaner Trailer	Yearly
ERV UNITS - (A) SEPT.	Energy Recovery Ventilator	Yearly
ERU Monthly	Energy Recovery Ventilator	Quarterly
Annual Tractor Inspection	Excavator	Yearly
EXHAUST FAN -A_ SEPT.	Exhaust Fans	Yearly
EDGEWOOD HIGH FCU 3 F.I. Quarterly	Fan Cooled Unit	Quarterly
FCU 1-72 Mar & Sept	Fan Cooled Unit	Semi-Annual
FCU- A- Nov	Fan Cooled Unit	Yearly
Folding Wall Inspection	Folding Wall Inspection	Yearly
Bathroom Partition Inspection	Bathroom Partitions	Yearly
Generator Inspections	Generator	Yearly
Annual Tractor Inspection	Grandstand Mower	Yearly
Install Mowing attachments	Grandstand Mower	Yearly
Install Snow Removal Attachments	Grandstand Mower	Yearly
Large Area Mow TR1	Grass Cutting	Weekly March-Nov
Large Area Mow TR2	Grass Cutting	Weekly March-Nov
Team 1 (day of week) (school name)	Grass Cutting	Weekly March-Nov
Team 2 (day of week) (school name)	Grass Cutting	Weekly March-Nov
Team 3 (day of week) (school name)	Grass Cutting	Weekly March-Nov

PM Title	EQ Description	PM Frequency
Team 4 (day of week) (school name)	Grass Cutting	Weekly March-Nov
Team 5 (day of week) (school name)	Grass Cutting	Weekly March-Nov
Annual Basketball Unit Inspection	Basketball hoops	Yearly
PM Gym Partitions	Partitions	Yearly
BAMS Heat Pump March-June-Sept-Dec	Heat Pumps	3x year June/Sept/Dec
Heat Pumps VRV	Heat Pumps	Semi-Annual
Heat Pump (month)	Heat Pumps	Yearly
Annual Grounds Equipment Service	Hedge Trimmer	Yearly
AAR Horizontal A/C Units SA Apr & Oct	Horizontal A/C Units	Semi-Annual
Integrated Pest Management	Pest Management	Monthly
Annual ANSI Inspection	Genie single man aerial lifts	Quarterly
Annual ANSI Inspection	JLG scissor lifts	Quarterly
Annual ANSI Inspection	Genie Scissor Lifts	Quarterly
Annual ANSI Inspection	Skyjack aerial lift	Quarterly
Light Tower Annual Service	Light towers	Yearly
Annual Grounds Equipment Service	Mini Excavator	Yearly
Annual Grounds Equipment Service	Mortar Mixer Trailer	Yearly
Parking Lot Line Painting	Painting	Every 3 years
Playground Inspections	Playgrounds	Semi-Annual
Pool Inspection	Pools	Yearly
Annual Grounds Equipment Service	Power Box Paver	Yearly
Annual Grounds Equipment Service	Pressure Washer Trailer	Yearly
Annual Grounds Equipment Service	Pull behind wing mower	Yearly
Annual Grounds Equipment Service	Push mower	Yearly
Annual Grounds Equipment Service	Remote Mowing Vehicle	Yearly
RAF Annual March-SA- SEPT.	Return Air Fan	Semi-Annual
RAF Annual (month)	Return Air Fan	Yearly
Annual Grounds Equipment Service	Roller	Yearly
Annual FTMGFDF	Roof Top Mounted Gas Fired Duct Furnace	Yearly
RTU Semi	Roof Top Unit	Semi-Annual
EMS Monthly Hall Filter cleaning	Roof Top Unit	Every other month
JOES RTU April, July, Nov	Roof Top Unit	3x year April/July/Nov
OPES RTU Quarterly	Roof Top Unit	Quarterly
RTU Annual Inspection	Roof Top Unit	Yearly
Roof inspection	Roofs	Semi-Annual
Annual Grounds Equipment Service	RTV Vehicle	Yearly
Annual Harness Inspection	Harness-safety equipment	Yearly
Annual Lanyard Inspection	Lanyard- safety equipment	Yearly
PM on Auditorium/Planetarium Seating	Auditorium/Planetarium Seating	Yearly
Annual Tractor Inspection	Skid Loader (Track)	Yearly
Annual Grounds Equipment Service	Skid Steer (Tires)	Yearly
Annual Snow Blower Inspection & Service	Snow Blower	Yearly
Annual Grounds Equipment Service	Snowplow	Yearly
Annual Grounds Equipment Service	Sport Champ Field Groomer	Yearly
Stage Curtain Inspection	Stage Curtains	Yearly
Stormwater Management Pond	Stormwater Ponds	Yearly
Annual Grounds Equipment Service	Stump Grinder	Yearly
SAF Annual	Supply Air Fan	Yearly
RFES Quarterly SAF	Supply Air Fan	Semi-Annual
NHMS Semi Annual SAF	Supply Air Fan	Quarterly
Annual Grounds Equipment Service	Trailer	Yearly
Annual Grounds Equipment Service	Box Trailer	Yearly
Annual Grounds Equipment Service	Flat Bed Lift Trailer	Yearly
Annual Grounds Equipment Service	Flat Bed Trailer	Yearly
Annual Grounds Equipment Service	Tilt trailer	Yearly
Underground Storage Tanks	Underground Storage Tanks	Yearly
EUV Annual	Unit Heater Ventilator (Electrical)	Yearly

PM Title	EQ Description	PM Frequency
EUV Semi-Annual	Unit Heater Ventilator (Electrical)	Semi-Annual
EUV Quarterly	Unit Heater Ventilator (Electrical)	Quarterly
UHV Annual	Unit Heater Ventilator (Gas)	Yearly
UHV Semi Annual	Unit Heater Ventilator (Gas)	Semi-Annual
UHV Annual	Unit Heater Ventilator (Water/Steam)	Yearly
UHV Semi Annual	Unit Heater Ventilator (Water/Steam)	Semi-Annual
Annual Tractor Inspection	Utility Tractor	Yearly
Annual Grounds Equipment Service	Utility Trailer	Yearly
Annual Tractor Inspection	Walk Behind	Yearly
Fallston High Quarterly Grease Trap	Waste Water Inspections	Yearly
HTHS Wastewater treatment actions	Waste Water Inspections	Yearly
NHHS Wastewater treatment actions	Waste Water Inspections	Yearly
Annual Water Cooler	Water Cooler	Yearly
NHHS Heat Pumps 104, 179, 180	Water to air geothermal heat pump	Yearly
Water To Air Geothermal Heat Pumps	Water to air geothermal heat pump	Yearly
Water to Geothermal Heat Pumps	Water to air geothermal heat pump	Yearly
Water Treatment Actions	Water treatment	Monthly
Annual Grounds Equipment Service	Weed eater	Yearly
Annual Grounds Equipment Service	Welder Trailer	Yearly
Window A/C	Window Air Conditioners	Yearly
Annual Tractor Inspection	Wing Mower	Yearly
Annual Tractor Inspection	Zero turn (diesel)	Yearly
Annual Tractor Inspection	Zero turn (gas)	Yearly



FY 2026
Comprehensive Maintenance Plan

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