

# A Citizen's Guide to the Superintendent's Proposed FY 2018 Operating Budget



## A Message from the Superintendent



This guide provides an overview of the Howard County Public School System operating budget process and my recommended FY 2018 budget.

We—staff, students, families, and the community—must work together to cultivate vibrant learning environments in which every student is inspired to learn and empowered to excel. To do this within budgetary confines, we must prioritize what matters most and invest responsibly.

The key priorities in this budget are to sustain our excellence, invest in our people, and continue to enrich and advance our students. We are committed to honoring our negotiated agreements and providing a competitive salary and benefits package for employees. We have taken steps to streamline processes, increase efficiency and reduce costs where we can, such as negotiating lower costs with health care providers, and reviewing key business processes.

The implementation of zero-based budgeting (ZBB) for the FY 2015 and FY 2016 budgets helped the school system to prioritize budget requests in alignment with our strategic plan, *Vision 2018: Fulfilling the Promise of Preparation*. ZBB has yielded a much leaner and more focused request, with \$43.3 million in identified savings in the first four years.

In this guide, you will find important information about the school system's budgeting process, factors that influence our budget projections for FY 2018, operating revenue, and expenditures. You will also discover ways you can get involved. I encourage you to share your ideas and comments in any of the ways described in this guide.

Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, reading "Renee A. Foose".

Renee A. Foose, Ed.D.  
Superintendent

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### OUR MISSION

We cultivate a vibrant learning community that prepares students to thrive in a dynamic world.

### OUR VISION

Every student is inspired to learn and empowered to excel.

### OUR GOALS

**Goal 1** – Every student achieves academic excellence in an inspiring, engaging, and supportive environment.

**Goal 2** – Every staff member is engaged, supported, and successful.

**Goal 3** – Families and the community are engaged and supported as partners in education.

**Goal 4** – Schools are supported by world-class organizational practices.

# Factors Influencing the FY 2018 Budget and Future Budgets

The school system considers a multitude of operational and economic factors as it prepares its budget. These factors were considered in preparing the budget for FY 2018. Notable factors influencing this budget are:

- The school system must fund teacher pension costs totaling \$22.4 million in FY 2018. The shift of these costs by the state of Maryland to local school systems was made without any corresponding shift of revenues to offset these costs. This has resulted in a structural deficit in funding of the school system's budget and a hardship on the school system.
- Howard County has the fastest growing school system in the state of Maryland with enrollment growth topping 3.3 percent. County Maintenance of Effort (MOE) and state formula funding calculations, however, do not provide funding for student enrollment growth in the year of the growth, which results in underfunding for growing school systems like Howard. With the dramatic expected growth projected in FY 2018, HCPSS will again have to provide for nearly 1,860 new students without per pupil funding provided for these students.
- The Pre-School and Pre-K programs project providing essential services to promote school readiness for more than 1,300 students in FY 2018 at a cost of \$13.9 million. However, state and county funding formulas do not provide per pupil funding for any of the Pre-School and Prekindergarten students served by HCPSS making these services an unfunded mandate.
- The FY 2018 operating budget includes 124.9 new positions to support enrollment growth. Through ZBB savings, 94.4 positions have been redirected, reducing the net new positions to 30.5.
- Increases in employee health care costs continue to comprise a significant portion of the budget. The county cut \$39.4 million of funding for employee health costs from the FY 2017 board request despite a projected deficit in the health fund. The health fund ended FY 2016 with a \$16.5 million deficit fund balance and projects ending FY 2017 with a deficit of more than \$44 million unless the Board identifies funds to transfer into this fund. The FY 2018 budget includes an increase of \$36.1 million in funding for employee health care costs, an increase which is only projected to decrease the deficit in the health fund by approximately \$4 million.
- The FY 2018 Superintendent's Proposed and Board Requested budgets must include full funding of the existing negotiated contracts, adding approximately \$22.3 million to the FY 2018 budget.
- The school system continues to see an increase in students faced with poverty, homelessness, and/or language barriers. Program budgets in these areas reflect requests for increased funds to meet these critical needs.
- The FY 2018 operating budget includes \$1.0 million for set-up costs for ES #42, which will open for the 2018–2019 school year. Costs are necessary in order to have supplies in place prior to the school opening.
- The current and future capital budgets include funding for renovations and additions to existing schools including major systemic renovations to many of the older school facilities as well as the construction of a new elementary school.





# Zero-Based Budgeting

The Budget Office began the implementation of zero-based budgeting (ZBB) with the FY 2015 budget cycle in support of the strategic plan, *Vision 2018: Fulfilling the Promise of Preparation*.

This process aligns with Strategy 4.3.1, Implement a zero-based budgeting process to invest in strategic priorities. Zero-based budgeting is a technique used for developing annual budgets that complements the budget planning and review process. Due to its flexibility, this method of budgeting allows department heads to identify alternative ways to utilize limited resources through a systematic review. All expenses must be justified and every function within an organization is analyzed for its needs and costs. The purpose of the ZBB analysis is to assess a particular program's activities against its statutory responsibilities, purpose, cost to provide services, and desired performance outcomes.

The following questions are answered by performance managers in the HCPSS ZBB process:

1. What does this program do and how does it support achieving the goals and outcomes in Vision 2018?
2. What staffing, supplies, equipment, and other resources does the program need in 2017 to be successful in supporting Vision 2018?
3. What is the program's purpose and what are the desired outcomes? What goals and strategies are utilized to align this purpose with Vision 2018?
4. What performance measures are in place to report on the program's effectiveness?



## **\$43.3 Million Identified in Savings through Zero-Based Budgeting in First Four Years**

The ZBB process helps the school system prioritize requests, yielding a much leaner and more focused request. The FY 2015 request was reduced by **\$10.4 million**, the FY 2016 request was reduced by **\$10.2 million**, FY 2016 savings through cost-containment yielded **\$4.3 million**, and the FY 2017 request was reduced by **\$7.6 million**. The FY 2018 request was reduced by **\$10.8 million**.

The school system offered an Early Retirement Plan (ERP), which allowed nearly 400 individuals to retire at the end of FY 2015. The school system will yield \$8.5 million savings in salary, social security, and retirement through FY 2023. In FY 2017, the payment for the ERP was renegotiated, resulting in a savings of \$2.2 million in the FY 2018 budget.

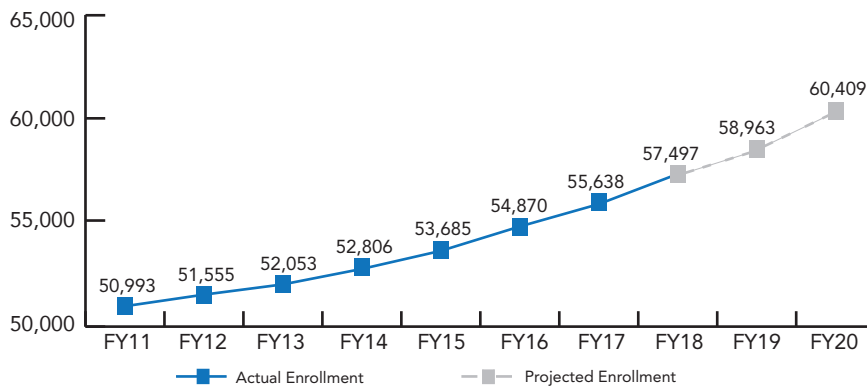
In the fourth year of ZBB, efforts continued to allocate resources most efficiently and effectively. Savings through redirected resources yielded \$3.7 million in ZBB savings which was applied to non-salary increases aligned with Vision 2018.

In reviewing key activities and program alignment with Vision 2018, \$4.9 million of new initiatives and restoration of supply and maintenance projects were excluded from this budget. In total, the ZBB process yielded a reduction of approximately \$10.8 million.

## A Growing and Diversifying Student Body

Howard County is growing rapidly, and current projections indicate that HCPSS will have an additional 1,859 students in the fall of 2017. Enrollment is projected to continue to grow significantly over the next five years, and at every school level.

### Ten Years of Steady Growth



- The percentage of students receiving Free and Reduced-Price Meals (FARMS) has climbed in recent years. In FY16, 20.9 percent of students qualified for this program, up from 15.9 percent in FY11.
- In FY16, 9.2 percent of our students received special education services.
- Nearly 2,700 students participate in the English for Speakers of Other Languages (ESOL) program, representing 82 different languages and 100 countries.

### STUDENT ENROLLMENT BY LEVEL

	Actual									Projected
	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Elementary	20,811	21,292	21,814	22,246	22,735	23,327	23,698	24,245	24,582	25,381
Middle	11,748	11,649	11,472	11,523	11,483	11,890	12,276	12,715	12,897	13,315
High	16,231	16,657	16,614	16,627	16,660	16,378	16,438	16,574	16,768	17,366
Cedar Lane	98	85	91	101	103	93	129	103	101	100
Pre-K	1,015	958	1,002	1,058	1,072	1,118	1,144	1,233	1,290	1,335
<b>TOTAL</b>	<b>49,903</b>	<b>50,641</b>	<b>50,993</b>	<b>51,555</b>	<b>52,053</b>	<b>52,806</b>	<b>53,685</b>	<b>54,870</b>	<b>55,638</b>	<b>57,497</b>
<b>FY 2018 Enrollment Increase</b>										<b>+1,859</b>





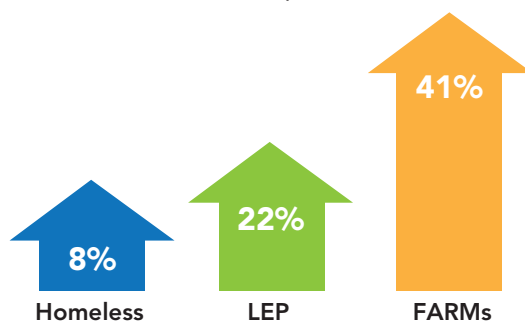
## A Growing and Diversifying Student Body



HCPSS has seen consistent growth in student enrollment, especially in populations that require additional services. A growing segment of our student population carries heavy burdens to school, including poverty, homelessness and language barriers, requiring increased services. Program budgets in these areas reflect the requirement for increased funding to meet these needs.



### Shifting Populations 5-Year Increase, 2011–2016



STUDENTS RECEIVING SPECIAL SERVICES*					
Service	FY 2011		FY 2016		5-Year Increase
	Number	Percent	Number	Percent	
Limited English Proficiency (LEP)*	2,078	4.2%	2,535	4.7%	22.0%
Homeless	576	1.2%	624	1.2%	8.3%
FARMS eligible*	7,937	15.9%	11,192	20.9%	41.0%
Remaining Enrollment	39,366	78.8%	39,283	73.2%	-0.2%
<b>Total K-12</b>	<b>49,957</b>	<b>100%</b>	<b>53,634</b>	<b>100%</b>	<b>7.4%</b>

\*As measured by MSDE in the aid calculations for the subsequent year (excludes Pre-K).

## Investing in Excellence

### Recent HCPSS Accolades

- HCPSS has been ranked the top public school district in Maryland for 2017 by Niche.com, an education and community analysis firm. The 2017 Best School Districts in Maryland rankings give HCPSS an overall grade of A+ and give first place to Howard County public schools for best district, best teachers, best places to teach and best school districts for athletes, and names HCPSS the safest school district in the Baltimore region.
- *U.S. News and World Report* ranked 11 Howard County high schools among the best in Maryland and the nation, with three Howard County schools ranked in the top ten in the state.
- In 2016, *Money* magazine ranked Columbia in first place on its list of the Best Places to Live in America, citing the community's outstanding school district as a key factor.



The Howard County Public School System (HCPSS) enjoys a well-earned reputation for excellence in education. Each year, our schools and students rank among the best in the nation and beyond, and our teachers and instructional program serve as models for innovative practice.

Great schools are the product of the collaboration and hard work among talented staff, committed leaders, and a supportive community. Howard County has good reason to take pride in its public schools, and shares a stake in ensuring that our system continues to excel. Public school quality is a primary driver of economic prosperity. Investments in education will secure bright futures for our children and community.

Research shows that the HCPSS has a direct, positive impact on our local economy that totals approximately 8 percent of county output. The school system supports nearly 13,000 county jobs, and drives \$1.85 billion in local business sales – an amount representing more than double the HCPSS annual budget. Investments in education today deliver returns that extend years into the future, for our children and our entire community.

The size of our community's investment in education must rise in proportion to our county's growth. Enrollment growth of nearly 1,860 students is projected during the 2017-2018 school year, adding significant costs including new teachers, instructional supplies, and facilities. These costs add significantly to the FY 2018 budget, but are not covered by Maintenance of Effort (MOE) funding, which is based upon enrollment in the previous year.

More and more students face poverty, language barriers, and other challenges that interfere with learning. The HCPSS budget includes funding to provide these students with the supports and specialized services they need to succeed.

In 2013, our system launched a five-year strategic plan, *Vision 2018: Fulfilling the Promise of Preparation*, to build an educational program that is among the best in the world. Each year, the promise of preparation has grown even brighter for Howard County students, who are achieving at the highest levels in Maryland and making their marks on our nation and the world.

Strategic investments in education will give every child an opportunity to thrive, and ensure the long-term vitality of our entire community. The investments and strategies reflected in the FY 2018 budget will sustain our system's progress in providing an educational program that prepares every child for a promising future.

### College and Career Ready

- Graduation rates for the class of 2015 were 93.5 percent, with attendance rates of 96 percent for all levels. More than 93 percent of graduating seniors continued their education beyond high school.
- In FY 2016, more than 56 percent of HCPSS students participated in a variety of Gifted and Talented Program offerings.
- HCPSS students consistently score above the national average on standardized tests. In 2016, HCPSS students achieved an average of 1647 on the SAT, well above the state average of 1428, and the national average of 1453.



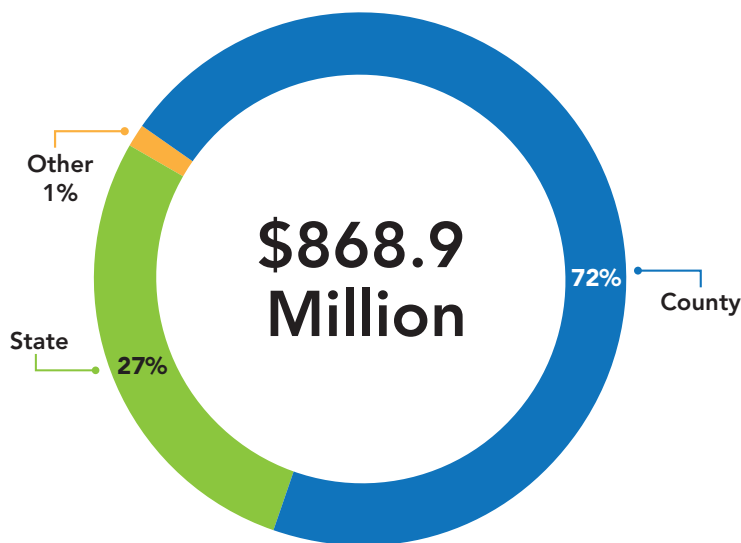
## How the Budget is Funded

The primary source of revenue for the Howard County Public School System is the appropriation from the Howard County Government. The county allocation of \$622.6 million represents a Maintenance of Effort (MOE) level of funding as provided for in State Law (based on an increase of 745.25\* students), plus \$52.5 million to protect our people and invest in educators and students. In FY 2018, more than 1,800 new students that are not part of the MOE calculation are projected to enroll in Howard County public schools. This increased enrollment, along with the negotiated salary increases and rising employee health benefit costs, results in an increase of \$60.5 million or 7.5 percent over FY 2017.

Maryland State Aid formulas include unrestricted funds and is distributed based on enrollment, relative wealth of each county, level of local expenditures for education, and other factors.

Other revenue sources include building use fees, gate receipts for athletic events, fees for out-of-county students assigned to HCPSS, interest income, summer school tuition, e-rate rebates and fund balance. The decrease in other revenues is attributed to the reduction in fund balance available to appropriate as a revenue source.

### Revenues: How the Budget is Funded



CHANGES IN FUNDING				
	Approved FY17	Proposed FY18	Dollar Change	% Change
County	\$562,244,625	\$622,591,123	\$60,346,498	10.7%
State	235,110,462	238,700,820	3,590,358	1.5%
Other	11,032,769	7,620,669	(3,412,100)	-30.9%
<b>Total</b>	<b>\$808,387,856</b>	<b>\$868,912,612</b>	<b>\$60,524,756</b>	<b>7.5%</b>

\*Maintenance of Effort increase is based upon state criteria for actual enrollment between FY 2016 and FY 2017, and does not include Prekindergarten.

## How the Budget is Spent

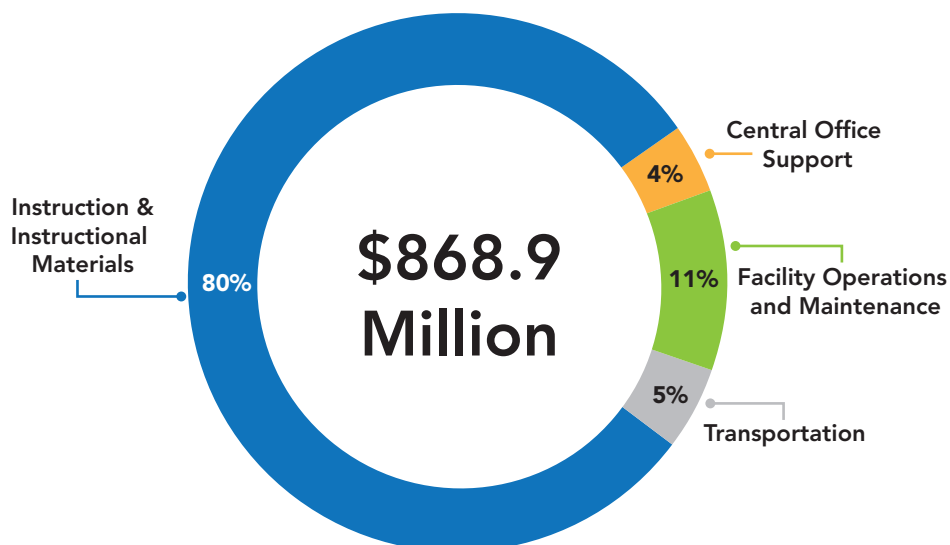


The FY 2018 operating budget totals \$868.9 million, an increase of \$60.5 million or 7.5 percent compared to the FY 2017 budget.

This increase in expenditures is primarily attributable to negotiated salary increases from prior-year contracts, continued student enrollment growth, required contributions to the Health Fund for employee health benefits, and the increase in other benefit costs.

### Expenditures by Budget Area

The graph below shows the percentage of expenditures reported by budget areas.



Of each budget dollar, 80 cents funds instruction and instructional materials, 5 cents funds transportation, and 11 cents funds facility operations and maintenance. Central office support accounts for just 4 cents per budget dollar – one of the lowest overhead levels among school systems throughout Maryland.



## Investing in a World Class Workforce

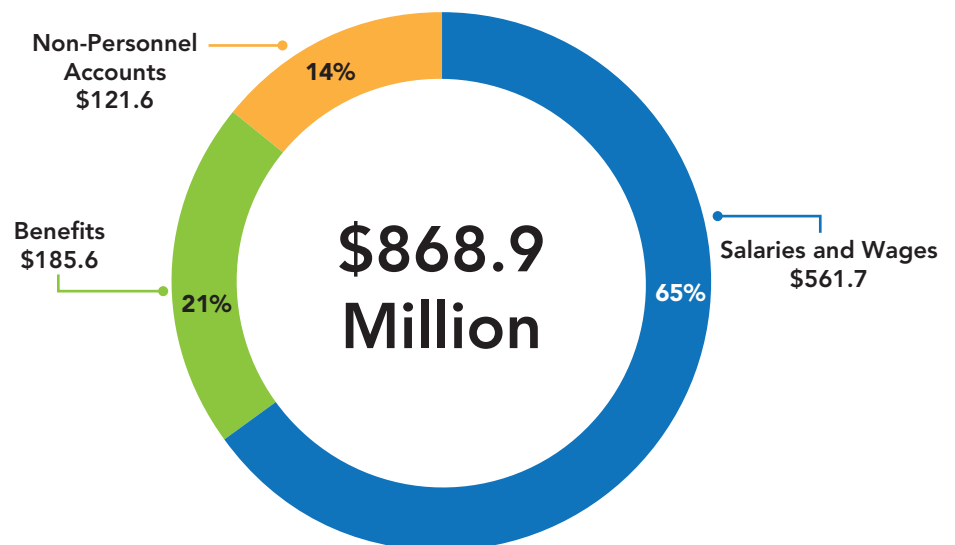
The majority of the operating budget, 86 percent, goes to pay salary and benefits for school system employees. Total expenditures for compensation and benefits account for nearly \$747.3 million.

The remaining 14 percent or \$121.6 million of the operating budget is expended for non-compensation related costs. The major expenditures in these areas are:

- Transportation service providers, excluding administrative costs (\$34.2 million).
- Utilities (approximately \$18.6 million).
- Instructional supplies and materials for schools (\$12.3 million).
- Non-public placements: tuition and transportation costs for nearly 200 special education students attending non-HCPSS schools (tuition \$7.4 million, transportation \$3.6 million).
- Technology services and computers (\$15.2 million).
- Maintenance costs for buildings, supplies and equipment (\$7.0 million).



### Operating Budget Expenditures



Expenditure	Actual FY 2014	Actual FY 2015	Approved FY 2016	Approved FY 2017	Superintendent Proposed FY 2018
Salaries & Wages	\$480,978,190	\$498,065,051	\$504,992,222	\$539,860,987	\$561,712,761
Benefits	144,502,934	145,982,992	156,796,980	154,084,715	185,614,568
Non-Personnel Accounts	102,283,126	110,339,322	113,377,666	114,442,154	121,585,283
<b>Total</b>	<b>\$727,764,250</b>	<b>\$754,387,365</b>	<b>\$775,166,868</b>	<b>\$808,387,856</b>	<b>\$868,912,612</b>



# Investing in a World Class Workforce

## A Destination System for Staff

HCPSS is a destination school system, not only for students, but for staff as well. During the 2016 hiring period from October 16, 2015 to October 15, 2016, 257 classroom teachers, resource teachers, and related service providers (e.g. speech language pathologists, occupational therapists, counselors, etc.) were hired from an applicant pool of 7,281. In FY 2017, the HCPSS employed 4,305 certificated teachers, 72 percent of whom held masters degrees or higher.

The FY 2018 budget request includes \$22.3 million in additional compensation for staff.

## 2016–2017 Starting Teacher Salaries Bachelor Degree, Step 1

Harford	\$42,629
Frederick	\$42,850
Anne Arundel	\$45,891
Baltimore Co.	\$46,053
Prince George's	\$47,781
Baltimore City	\$48,430
Montgomery	\$48,528
Howard	\$49,295

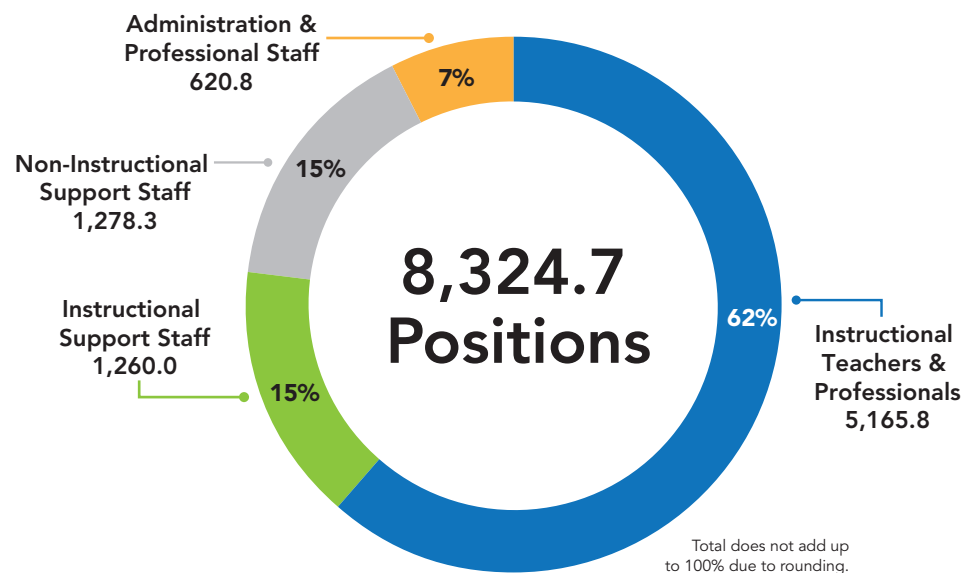
## Mid-Career Teacher Salaries Master's Degree, Step 15

Frederick	\$60,126
Baltimore Co.	\$71,550
Harford	\$74,226
Anne Arundel	\$74,348
Howard	\$77,251
Prince George's	\$81,232
Baltimore City	\$85,700
Montgomery	\$91,854

Our core mission is to cultivate a vibrant learning community that prepares students to thrive in a dynamic world. This mission can only be realized if school system staff are supported professionally and personally, and prepared for and engaged in their careers. The FY 2017 budget request reflects our commitment to maximizing our investment in the classroom. More than three-quarters of the HCPSS workforce work directly with students to facilitate teaching and learning.

The following tables and graph present detail on the composition of staff between the instructional and administrative functions as well as between funds.

HCPSS Personnel Resources		
Position	Total FTE FY 2018	%
Instructional Teachers & Professionals	5,165.8	62.1%
Instructional Support Staff	1,260.0	15.1%
Non-Instructional Support Staff	1,278.3	15.4%
Administration & Professional Staff	620.6	7.4%
<b>Total Positions (FTE)</b>	<b>8,324.7</b>	<b>100.0%</b>



Budgets Positions by Fund					
Position	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
General Fund	7,665.4	7,693.2	7,709.7	7,826.0	7,857.5
Grants	177.0	171.0	173.5	182.6*	193.0*
Internal Service Funds	54.0	81.0	82.0	83.0	82.0
Food Service	188.0	191.0	191.0	192.0	192.0
Enterprise Fund			0.2	0.2	0.2
<b>Total Positions (FTE)</b>	<b>8,084.4</b>	<b>8,136.2</b>	<b>8,156.4</b>	<b>8,283.8</b>	<b>8,324.7</b>

\*Grants FTEs are estimated for FY 2017 and FY 2018

## Investing in High Quality Teachers



The Howard County Public School System is committed to attracting and retaining the highest quality teachers. Teachers employed by the Howard County Public School System receive salaries competitive with those of surrounding areas. Post-baccalaureate studies are encouraged through generous financial reimbursement of graduate and undergraduate credits. In addition, all employees receive sick and personal leave, life insurance, a pension plan, and a flexible health benefits package. The Howard County Education Federal Credit Union is also available to all employees.

### Health and Medical Benefits

The cost of a comprehensive health insurance plan is an important consideration for a new teacher. The HCPSS is committed to providing a comprehensive benefits package to meet the needs of all employees and their families. Teachers/employees can select a Health Maintenance Organization (HMO) or a Preferred Provider Organization (PPO). One of the most important features of these programs is the cost to the employee/teacher. The employee's premium cost for all levels of coverage (individual, parent/child, family, etc.) is currently no more than 15 percent of the cost of the health plan selected. Employee health insurance contributions are not taxed. In addition, teachers can select from other benefit options such as dental, vision, and group life insurance/accidental death and dismemberment; and short-term and long-term disability insurance, among others.

### TEACHER COMPENSATION

FY 2018 Compensation	1 Year Teacher	15 Year Teacher	30 Year Teacher
Salary	\$49,509	\$79,385	\$102,645
Employer Paid FICA	3,787	6,073	7,852
MSDE and Employer Paid Pension Contribution	7,659	12,281	15,879
Employer Paid Health Benefits, Credits, and Life Insurance	5,367	15,877	15,877
Employer Paid Tuition Reimbursement	3,600	*	*
<b>Total Compensation Package</b>	<b>\$69,922</b>	<b>\$113,616</b>	<b>\$142,253</b>

\*Tuition reimbursement is available for employees who have not exceeded their tuition reimbursement allotment per the negotiated agreement.



# The Budget Process

Each fall, the school system develops priorities and begins to compile budget requests for the next fiscal year. These requests are submitted to the school system's budget office and are reviewed by the Superintendent and other system leaders. The Superintendent submits a proposed budget to the Board of Education in January.

The Board holds public hearings and work sessions, then submits a budget request to the Howard County Executive in March. The County Executive may recommend changes to the education request before submitting a proposed budget to the County Council in April. The Board of Education may amend its budget request and the county government may consider the amendments before the budget is approved.

The County Council holds public hearings and makes changes to the County Executive's budget. The council may reduce any portion of the executive's budget and may also restore funding to the school system. Additional Board of Education meetings may be held during the latter part of the County Council's budget review process to respond to last minute budget issues.

The County Council approves the county budget in late May. The Board of Education adopts the detailed school system budget by June 1.

## FY 2018 Operating Budget Schedule

January 10, 7:30 p.m. Superintendent presents budget
January 24, noon Livestream Forum on budget, <a href="http://www.hcpss.org">www.hcpss.org</a>
January 31*, 7 p.m. Public hearing on Superintendent's proposed budget
February 2, 1 p.m. Board of Education budget Work Session I
February 7, 1 p.m. Board of Education budget Work Session II
February 14, 1 p.m. Board of Education budget Work Session III
February 16, 2 p.m. Board of Education budget Work Session IV
February 21, 9 a.m. Board adopts budget request
TBD Requested budget submitted to County Executive
April 19, 7 p.m. County Executive presents budget to County Council
April 20*, 7:30 p.m. Board of Education Public Hearing on budget changes
April 24*, 7 p.m. County Council Public Hearing on Board of Education request
April 27, 7:30 p.m. Board of Education Work Session
April 28, 8:30 a.m. County Council Work Session on Board of Education request
May 16, 8:30 a.m. County Council Work Session, if necessary
May 22, 8:30 a.m. County Council Work Session on budget amendments and pending issues
May 24, 9 a.m. County Council approves budget
May 25, 9 a.m. Board of Education adopts approved budget

\*Opportunity for public testimony



## Get Involved

The public is encouraged to attend public hearings and work sessions and may provide written and/or verbal testimony.

Please note that written testimony is part of the public record maintained by the Board of Education and may be accessed by members of the public, upon request.

### Budget Feedback to the Board of Education

Written testimony on the Operating Budget may be submitted via email at [boe@hcpss.org](mailto:boe@hcpss.org) or by letter addressed to:

Howard County Board of Education  
Attn: Budget Testimony  
10910 Clarksville Pike  
Ellicott City, MD 21042

### Budget Feedback to the Budget Office

In addition to written testimony at public hearings, you may submit comments throughout the year to the Budget Office prior to the Superintendent's official presentation to the Board of Education. Feedback may be submitted online by going to: [www.hcpss.org/aboutus/budget\\_participate.shtml](http://www.hcpss.org/aboutus/budget_participate.shtml).

Written feedback may be submitted by email to [budget@hcpss.org](mailto:budget@hcpss.org), or by U.S. mail to:

Howard County Public School System  
Attn: Budget Office  
10910 Clarksville Pike  
Ellicott City, MD 21042

### Budget Feedback to the Howard County Government

You may submit comments during the county government's review of the school system budget.

The County Executive and County Council members are:

Allan Kittleman, County Executive  
Jon Weinstein, Council Member, (District 1)  
Calvin Ball, Council Member (District 2)  
Jennifer Terrasa, Council Member (District 3)  
Mary Kay Sigaty, Council Member (District 4)  
Greg Fox, Council Member (District 5)

The address for correspondence to county officials is:

Howard County Council  
George Howard Building  
3430 Court House Drive  
Ellicott City, MD 21043  
410-313-2001 (County Council)

Email addresses for county officials, and more information on the county budget process, can be found on the county government's website: [www.howardcountymd.gov](http://www.howardcountymd.gov).



### For More Information

Citizens who need more information on the school system budget may contact:

HCPSS Budget Office  
410-313-5638

Public Information Office  
410-313-6680

An electronic copy of the budget, along with other budget information, can be found on the school system's website at: [www.hcpss.org](http://www.hcpss.org).



Connect with us!

[www.hcpss.org](http://www.hcpss.org)



Howard County Public School System



@hcpss

The Howard County Public School System does not discriminate on the basis of race, color, national origin, sex, disability, or age in its programs and activities and provides equal access to the Boy/Girl Scouts and other designated youth groups. The following person has been designated to handle inquiries regarding the non-discrimination policies: Manager of Equity Assurance, Howard County Public School System, 10910 Clarksville Pike, Ellicott City, MD 21042, 410-313-6654 (phone), 410-313-1645 (fax). For further information on notice of non-discrimination, visit <http://wdcrobcolp01.ed.gov/CFAPPS/OCR/contactus.cfm> for the address and phone number of the office that serves your area, or call 1-800-421-3481.