

Superintendent's Proposed FY 2025 Operating Budget

Recommended to the Board of Education, January 2024



10910 Clarksville Pike • Ellicott City, Maryland, 21042
410-313-6600 • www.hcpss.org

Howard County Public School System

Superintendent's Proposed FY 2025 Operating Budget

Acting Superintendent

William J. Barnes

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Lamia Ayaz

January 2024

Howard County Public School System

Superintendent's Proposed FY 2025 Operating Budget

Prepared By:
The Division of Administration
10910 Clarksville Pike
Ellicott City, Maryland 21042
(410) 313-6600

Jahantab Siddiqui
Chief Administrative Officer

Darin Conforti
Executive Director of Budget

Sandra Austin
Budget Coordinator

Tomi Adebo
Anna Bevill
Shawn Mansfield
Matt Schaeffer
Budget Analysts

Catherine P. Bejm
Special Projects Assistant

*This is a publication of the
Howard County Public School System*

*An electronic copy of the budget can be
found on the school system's website at
www.hcpss.org*



This Meritorious Budget Award is presented to

HOWARD COUNTY PUBLIC SCHOOL SYSTEM

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2023–2024.

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.




John W. Hutchison
President


Siobhán McMahon, CAE
Chief Operations Officer/
Interim Executive Director

Superintendent’s Proposed FY 2025 Operating Budget

January 2024

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Student Art – M. McLemore

Howard County Public School System

Superintendent's Proposed
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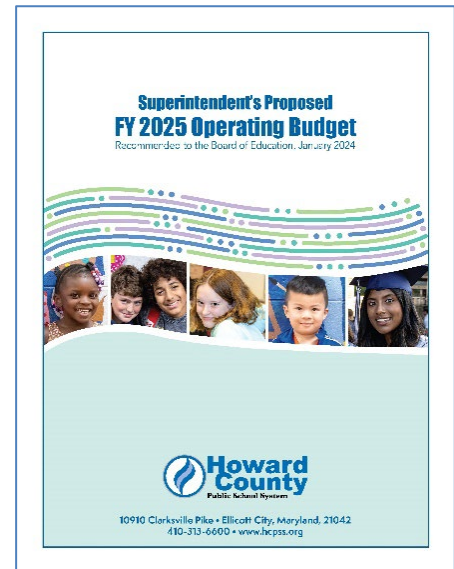
Executive Summary Section

January 2024

Introduction

The Howard County Public School System's (HCPSS) budget book presents the funding to implement programs efficiently and effectively in the school system for FY 2025. The FY 2025 Operating Budget begins July 1, 2024, and ends June 30, 2025. It corresponds to the 2024–2025 school calendar year.

The school system budget is proposed by the Superintendent of Schools and presented to the Board of Education for their review. The Board then submits their budget request to the County Executive. The County Executive can reduce the Board's request, but not increase the request. The County Executive recommends and forwards the budget to the County Council. The County Council can accept the County Executive's recommendations, make additional reductions, or restore funds cut from the school system budget by the County Executive.



The **Executive Summary Section** provides an introduction to the HCPSS FY 2025 Superintendent's Proposed Operating Budget followed by the Superintendent's message which gives an explanation of budget issues. The remainder of the Executive Summary provides a high-level overview of the budget process and the HCPSS FY 2025 Superintendent's Proposed Operating Budget, including Board of Education and school system information; revenue and expenditure overview; summary budget forecast; budget highlights and analysis including enrollment and staffing data; and a budget timeline.

The **Organizational Section** presents an organizational chart, school directory, and maps of the school system. Also included is an explanation of budget policies and procedures; information on the budget process with details on how county residents can participate in the development, review, and approval of the school system's budget; as well as a timeline.

The **Financial Section** includes operating budget revenue and expenditure summaries and presents program budgets grouped by division and budgets for all other Board funds. This section includes a General Fund budget forecast for FY 2026 to FY 2030. Also included in this section is summary information on the school system's Capital Budget.

The **Informational Section** includes program expenditures by state budget category, new positions, staffing analysis, salary scales, enrollment by schools, summary information for the transportation and technology categories, materials of instruction allocation, free and reduced-price meals, graduation and dropout rates, standardized test results, a glossary, and acronyms/initialisms.

A Message from the Superintendent

Dear HCPSS Community,

This year's budget development process reflects a significant change in bringing forward a balanced budget. We have listened and responded to the feedback of our Board and County partners and are advancing budget work in January that has historically been done in May. It has been a tremendous lift with many difficult personnel decisions being made, but it will be particularly beneficial for Board members, the County Executive, and the County Council as we collectively weigh the choices of what can be done to navigate this difficult fiscal situation.



My Proposed FY 2025 Operating Budget totals \$1.13 billion, representing an increase of \$25.1 million, or 2.3% over the FY 2024 budget. Developing this budget began with a \$32.1 million deficit due largely to the use of one-time funds in last year's budget. This deficit is compounded by \$71.7 million dollars of increased expenditures necessary for mandates, commitments, and priorities. When combined, we have approximately a \$103.8 million gap that must be overcome to balance this budget.

My budget proposal recommends a combination of strategies to make up this gap including asking the County for the same \$47 million in above Maintenance of Effort funding the school system received last year, using the remaining \$10.2 million dollars of available fund balance, and making the difficult decision to reduce the budgets of existing non-mandated services by \$46.6 million.

We've heard from the State and the County about considering non-mandated requirements and programs and reallocating funds where possible. While difficult, we need to make significant changes now to put the school system on a more fiscally sustainable path as we continue to see mandated increases in years to come.

The information provided in this budget book provides greater detail about the proposed budget including impact statements about the budget reductions to foster understanding and clear choices about these reductions.

I appreciate and value the input, perspectives, ideas, and partnership of each member of the Board of Education, and I intend to be a strong partner through budget deliberations right to budget adoption. Additionally, I look forward to receiving the input of community members who come to testify during

A Message from the Superintendent

public hearings and continuing our conversations with our County partners and the County Executive. We are extremely fortunate to have so many advocates for education in Howard County and it will take all our collective efforts to overcome the challenge before us.

Sincerely,

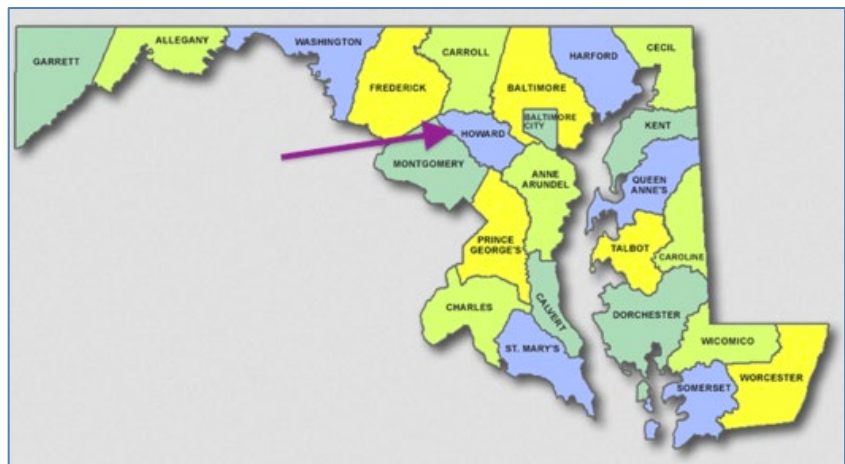
A handwritten signature in black ink that reads "William J. Barnes". The signature is written in a cursive style with a large, looping initial "W".

William J. Barnes
Acting Superintendent

Howard County At A Glance

About Howard County

Howard County, Maryland is a suburban community of 334,529*, situated midway along the Baltimore/ Washington corridor. It is a county of contrast—a blend of old and new, urban and rural, historical and progressive. The county’s borders encompass Ellicott City, one of the country’s oldest towns, and Columbia, a planned community conceived and designed over 55 years ago by the Rouse Company.



Howard County boasts a number of historical landmarks, including the Bollman Truss Railroad Bridge, the Thomas Viaduct, and nine sites along the Maryland Civil War trails. The county has 24 regional and community parks, 7 golf courses, 5 lakes, and over 200 miles of walking, hiking, and biking trails.

*July 1, 2021, United States Census Bureau

Howard County Fast Facts
<ul style="list-style-type: none"> 95.4% of the population over 25 has graduated from high school. (MD State 90.8%)* 63.6% hold a bachelor’s degree or higher. (MD State 41.6%)* \$129,549 is the median household income. (MD \$91,431)* 72.9% homeownership rate with median value of owner-occupied housing of \$483,200. (MD 67.3%/\$338,500)* 250.95 square miles land area and 1,324.2 persons per square mile. (MD State land area 9,711.2 square miles and 636.1 persons per square mile.) 2.6% unemployment rate average for 2022, the lowest rate in Maryland. (MD State 3.2%)*
<p>*(2017-2021) as of July 1, 2022, US Census Bureau</p>

Howard County Race/Ethnicity	Howard County	Maryland
American Indian/Alaskan	0.4%	0.7%
Asian	20.2%	6.9%
Black/African American	20.8%	31.4%
Hawaiian/Pacific Islander	0.1%	0.1%
Two or More Races	4.0%	3.1%
White	54.6%	57.8%
Hispanic/Latino*	7.6%	11.1%
*Hispanics may be of any race, so also are included in applicable race categories		
<p>as of July 1, 2022, US Census Bureau</p>		

HCPSS At A Glance

A great community deserves great schools, and the Howard County Public School System is a recognized source of local pride. The school system consistently ranks among Maryland’s top school districts based on assessment data. Howard County students score above the national averages on standardized tests.

Our Staff			
	FY 2023	FY 2024	FY 2025
Total Employees	9,012.5	9,094.0	8,893.6
Total Teachers	4,699.6	4,715.6	4,552.3

Students Receiving Special Services			
	2020–2021	2021–2022	2022–2023
Limited English Proficient	5.9%	6.9%	7.1%
Free and Reduced-Price Meals	21.8%	21.3%	28.8%
Special Education	10.5%	10.4%	11.3%

Graduation Rate*		
Class of 2020	Class of 2021	Class of 2022
93.4%	94.1%	94.6%

**4-year adjusted cohort*

Drop-Out Rate*		
Class of 2020	Class of 2021	Class of 2022
≤5.00%	≤5.00%	≤5.00%

**4-year adjusted cohort*

HCPSS Fast Facts	
78 schools operating in 2023–2024	
42 elementary schools	
20 middle schools	
13 high schools	
3 education centers	
Total Enrollment (Prekindergarten–12)*	2023–2024 57,642
Enrollment (K–12)	56,121
Elementary (K–5)	24,468
Middle (6–8)	13,139
High (9–12)	18,382
Special Schools	132
Prekindergarten	1,521
Ethnicity (Prekindergarten–12)*	2023–2024
American Indian/Alaskan**	≤5.0%
Asian	23.7%
Black/African American	24.8%
Hawaiian/Pacific Islander**	≤5.0%
Hispanic/Latino	11.7%
White	30.3%
Two or More Races	6.8%
Attendance Rate***	2022–2023
Elementary	≥95%
Middle	≥95%
High	≥95%

**Official Enrollment at September 30, 2023*

***Percents of less than 5 or greater than 95 have been suppressed to meet state and local standards. Enrollment for American Indian/Alaskan and Hawaiian/Pacific Islander are included in all students, but not reported separately.*

****Data for 2023–2024 school year not published by MSDE as of publication of this budget book.*

HCPSS At A Glance

Cost Per Pupil

The cost per pupil reflects the average cost of providing educational and related services to students in the Howard County Public School System. Cost per pupil amounts provide an overall view of the cost of instructional programs. It includes both the direct as well as the indirect cost of programs.

Per Pupil Expenditures

	Per Day	Per Year
FY 2024*	\$107.94	\$19,430
FY 2023*	\$99.22	\$17,860

*Budgeted



2023–2024 Teacher to Student Ratio

Grade Level	Teacher to Student Ratio
Kindergarten	1:22
Grades 1–2	1:20
Grades 3–5	1:26
Middle	1:19.8
High	1:21.1

2022–2023 Gifted and Talented Program

Grade Level	% Participating
Grades K–5	66%
Grades 6–8	59%
Grades 9–12	70%

2022–2023 ESOL

Approximately 4,204 students participated in our English for Speakers of Other Languages (ESOL) program.

Before and After Care

Before and After Care is offered at all Howard County public elementary schools and some middle schools. Care is provided by the Columbia Association or the Department of Recreation and Parks.

Kindergarten

Every child who is five years old on or before September 1 must be enrolled in a public school Kindergarten or alternate program approved by the Maryland State Department of Education. Full-Day Kindergarten is held at all Howard County public elementary schools.

Bus Transportation

	FY 2023	FY 2024
Number of Bus Routes	478	507

Bus transportation is provided for Prekindergarten students who live a half mile from their school, elementary and middle school students who live one mile from their school, and high school students who live one and a half miles from their school.

Academic Achievements

The Howard County Public School System is a recognized source of local pride. The school system consistently ranks among Maryland’s top school districts. Howard County students score above the national averages on standardized tests.

**Graduating Class of 2023
Academic Awards***

- 29,578 College applications submitted
- 785 Students offered at least one scholarship
- \$112,125,652 Scholarship money awarded to graduates
- 1,890 Students were accepted to an Ivy League college or university
- 1,939 Students were accepted to a Historically Black College or University (HBCU)
- 1,239 Seniors took a total of 3,303 courses for college credit under the JumpStart Enrollment program
- 455 Students earned Industry Recognized Credentials
- 1,334 Completed a Maryland CTE Program

**Reflects 80% of seniors completing survey.*

[2023 07-13 Summary of the Accomplishments of the Class of 2023 Board Report](#)



SAT Composite Mean Score			
District	Class of 2023	Class of 2022	Class of 2021
Howard	1202	1217	1235
Maryland	1008	1075	1073
Nation	1028	1050	1060

[2023 11-16 Class of 2023 SAT & ACT Participation Performance and Four-Year Trends BR.pdf \(boarddocs.com\)](#)

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ACT Composite Mean Score			
District	Class of 2023	Class of 2022	Class of 2021
Howard	26.2	25.4	27.1
Maryland	24.5	24.4	25.5
Nation	19.5	19.8	20.3

[2023 11-16 Class of 2023 SAT & ACT Participation Performance and Four-Year Trends BR.pdf \(boarddocs.com\)](#)



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Board of Education
Howard County Public School System

10910 Clarksville Pike
Ellicott City, Maryland 21042
410-313-7194
Group Board Member email: boe@hcpss.org



Jennifer Swickard Mallo
Chair

District 4 Representative

Phone: 443-355-7043

Term Expires 2024



Yun Lu, Ph.D.
Vice Chair

District 5 Representative

Phone: 443-774-8174

Term Expires 2024



Linfeng Chen, Ph.D.
Member

Member At-Large

Phone: 443-774-8324

Term Expires 2026



Jacquelin McCoy
Member

Member At-Large

Phone: 443-518-9611

Term Expires 2026



Jolene Mosley
Member

District 3 Representative

Phone: 443-430-5385

Term Expires 2024



Robyn Scates
Member

District 1 Representative

Phone: 443-774-9912

Term Expires 2024



Antonia Watts
Member

District 2 Representative

Phone: 443-774-8626

Term Expires 2024



Lamia Ayaz
Student Member

Phone: 410-313-7194

Student Member
2023–2024

Executive Team
Howard County Public School System

10910 Clarksville Pike
Ellicott City, Maryland 21042
410-313-6600

William J. Barnes
Acting Superintendent
superintendent@hcpss.org

Karalee Turner-Little, Ph.D.
Deputy Superintendent
karalee_turnerlittle@hcpss.org

Caroline Walker, Ph.D.
Acting Chief Academic Officer
caroline_walker@hcpss.org

Anissa Dennis, Ed.D.
Chief School Management and
Instructional Leadership Officer
anissa_dennis@hcpss.org

David Larner
Chief Human Resources and
Professional Development Officer
david_larner@hcpss.org

Jahantab Siddiqui
Chief Administrative Officer
jahantab_siddiqui@hcpss.org

Vacant
Chief Operating Officer



One Focus: Every Student Achieving

HCPSS Strategic Call to Action: Learning and Leading with Equity

— 2022 and Beyond —

“The Fierce Urgency of Now”



Vision

Every student and staff member embraces diversity and possesses the skills, knowledge and confidence to positively influence the larger community.

Mission

HCPSS ensures academic success and social-emotional well-being for each student in an inclusive and nurturing environment that closes opportunity gaps.

Four Overarching Commitments

VALUE

Every HCPSS stakeholder feels empowered and rewarded in their roles and takes pride in cultivating the learning community.

ACHIEVE

An individualized focus supports every person in reaching milestones for success.

CONNECT

Students and staff thrive in a safe, nurturing and inclusive culture that embraces diversity.

EMPOWER

Schools, families and the community are mutually invested in student achievement and well-being.

Goals

1. Student-Centered Practices

Students are at the forefront of every strategy and decision

2. Inclusive Relationships

Students, families, community members and staff members are valued, respected, appreciated and involved.

3. Responsive and Efficient Operations

Organizational processes are transparent, effective, and fiscally responsible to ensure that resources are equitably allocated, accessible, and support the success of all students and staff.

Desired Outcomes

- Students are active, engaged, and empowered partners in authentic learning experiences that ensure preparation for future careers and life.
- Each and every student receives a high-quality education through access to individualized instruction, challenges, supports, and opportunities.
- Curriculum is based on standards and best practices, implemented, and aligned with meaningful assessments that provide actionable data for instructional planning.
- All students, families, and staff experience diversity and inclusion reflected in the staff, curriculum, and activities.
- Student and staff well-being is nurtured in a safe and supportive environment.
- Family and community partnerships are fostered to increase equitable opportunities for students and maximize resources and learning opportunities from birth to 21.
- The learning and working environment for all students and staff is clean, safe, and healthy.
- Staff are effective in their role and have equitable access to professional learning and leadership development.
- School system communications are accessible, meaningful, clear, and timely.
- Budget processes are transparent, aligned with system priorities, and follow best practices.

Strategies

1. Integrate the **HCPSS Equity Framework** into school and systemic improvement efforts. **(Goals 1, 2, and 3)**
2. Provide families access to quality **pre-kindergarten** programs that help prepare students for K-12 success. **(Goal 1)**
3. Implement **Universal Screener** to identify potential reading difficulties and provide students with instruction and interventions to address student needs. **(Goal 1)**
4. Provide students with **equitable access** to curriculum and programs culminating in dual enrollment, Advanced Placement, and Career and Technical Education. **(Goal 1)**
5. Leverage **technology** to facilitate collaboration, enhance instruction, and support equitable access to instructional experiences for students and professional learning for staff. **(Goals 1 and 3)**
6. Provide students with **social-emotional** skill development and access to school-based **mental health** services and supports. **(Goals 1 and 2)**
7. Cultivate a **restorative culture** in schools and offices to support an inclusive and safe learning environment for students and staff. **(Goal 2)**
8. Work collaboratively with **community partners** to support the needs of HCPSS schools and offices. **(Goals 2 and 3)**
9. Ensure that a community of **diverse HCPSS stakeholders** is instrumental in informing and advising continuous school system improvement. **(Goals 2 and 3)**
10. Recruit, hire, and retain a **diverse workforce** that better reflects the student body. **(Goals 2 and 3)**
11. Provide staff with opportunities for **professional growth** related to practices grounded in diversity, equity, and inclusion that support instruction, career advancement and leadership across the organization. **(Goals 2 and 3)**
12. Utilize the goals, objectives, and measures of the Strategic Call to Action for the development of the annual **operating budget** with each program budget request articulated within the framework of the utilization of budget resources to fulfill applicable goals and objectives. **(Goal 3)**
13. Utilize **key performance indicators (KPI)** to provide quantifiable information on each program’s progress toward achieving goals and objectives, where data is available and performance measurable. **(Goal 3)**

Performance Measures

Performance measures monitor our progress in achieving our desired outcomes and state accountability targets, which have standard definitions and calculations. Measures are aligned across all system divisions and offices and in School Improvement Plans. SIPs include goals for academic achievement and school quality, including post-secondary preparation and discipline.





SCTA PERFORMANCE MEASURES



Desired Outcomes		Kindergarten Readiness Assessment	Universal Screener	Well-Rounded Curriculum	Reading by Grade 3	Grade 9 On Track	Post-Secondary Readiness	Graduation Rate	State Assessment Performance Results & Narrowing of Gaps	English Learner Progress	Climate Survey	Chronic Absenteeism	Discipline Practices	Staff Diversity	SIPs and Office Plans
Student-Centered Practices	Students are active, engaged, and empowered partners in authentic learning experiences that ensure preparation for future careers and life.			•			•			•	•	•	•		•
	Each and every student receives a high-quality education through access to individualized instruction, challenges, supports, and opportunities.		•	•	•	•	•	•	•	•					•
	Curriculum is based on standards and best practices, implemented with fidelity, and aligned with meaningful assessments that provide actionable data for instructional planning.			•					•						•
Inclusive Relationships	All students, families, and staff experience diversity and inclusion reflected in the staff, curriculum, and activities.		•								•			•	•
	Student and staff well-being is nurtured in a safe and supportive environment.										•	•	•		•
	Family and community partnerships are fostered to increase equitable opportunities for students and maximize resources and learning opportunities from birth to 21.	•								•	•	•	•		•
Responsive & Efficient Operations	The learning and working environment for all students and staff is clean, safe, and healthy.										•	•	•		•
	Staff are effective in their role and have equitable access to professional learning and leadership development.										•				•
	School system communications are accessible, meaningful, clear, and timely.										•				•
	Budget processes are transparent, aligned with system priorities, and follow best practices.														•



Howard County Public School System What Equity Means to Us

HCPSS Definition of Equity: Providing the access, opportunities and supports needed to help students, families and staff reach their full potential by removing barriers to success that individuals face. It does not mean equal or giving everyone the same thing.

Equity in Action

Equity is embedded within our culture as a core belief, value, expectation and approach in everything we do and every decision we make.



We share the **responsibility to uplift** the skills, talents, abilities and experiences that make each individual unique, and **embrace differences as strengths** that enhance the overall school community.



By leading with equity, we acknowledge and **remove institutional barriers** to open up access and opportunities, so every individual is **empowered to discover and achieve** their full potential and version of success.



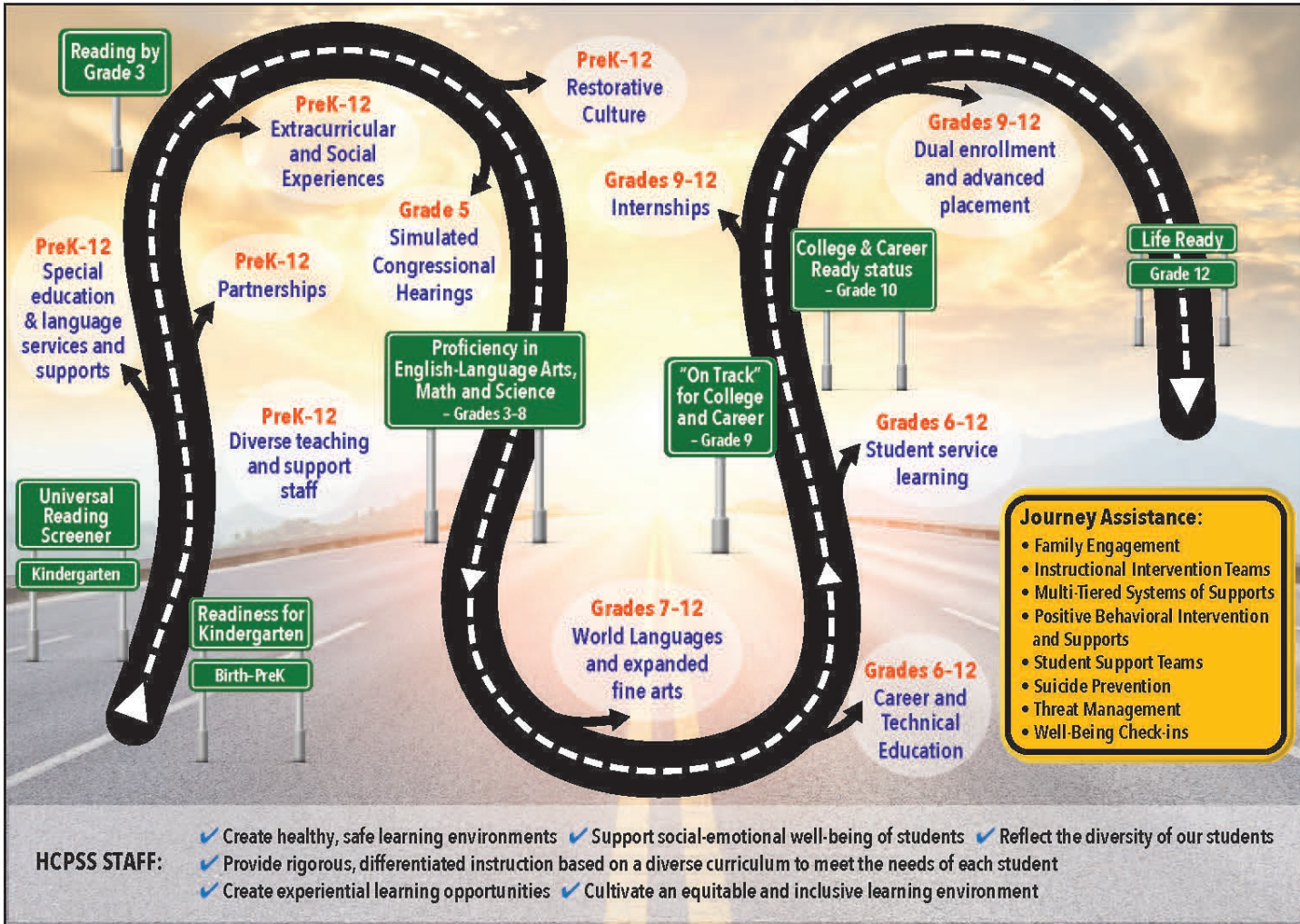
By **practicing empathy**, we meet people where they are and provide the **individualized supports** they need at the point they need them.

We value and respect everyone, so each individual feels included and safe with a **meaningful voice**.



A Student's Journey through HCPSS

EQUITY is providing the access, opportunities and supports needed to help students, families and staff reach their full potential by removing barriers to success that individuals face. It does not mean equal or giving everyone the same thing.



Factors Influencing and Summary of the Budget

Overview

The Howard County Public School System (HCPSS) confronts significant budgetary challenges in fiscal year 2025. Challenges not unlike what the state and other school districts are faced with. Budgetary challenges stem from the confluence of multiple factors on both the revenue and expenditure sides of the budget. Cost growth to fulfill the ambitious goals to reform public education in Maryland are coinciding with the lingering, but more targeted inflationary pressures on costs for health insurance as well as student transportation. Labor markets remain tight influencing the need to maintain compensation growth to attract and retain the best talent. Yet, required revenues are declining as enrollment sensitive funding formulas are primarily responding to a number count and not the economic reality of increasing costs. Consequently, HCPSS, which has managed through structural deficits the last few budgets with one-time funds, will face a starker outlook of declining revenues and increasing costs with diminished fund balances to help manage the impacts on services. This leaves the school system's budget at a crossroads choice needing to decrease costs to close the deficit, absent a change in revenue increases from the state or county.

The Superintendent's Proposed FY 2025 Operating Budget rethinks the development of the budget using a strategy that brings forward clear choices to manage the pressure that the structural deficit places on the request for new county funding. Listening to and working with Board members, County Council members, and the County Executive, the explicit goal was to incorporate their feedback and bring forward a budget request that seeks a sustainable amount of new funding. Accordingly, the proposed budget brings forward a requested increase that reflects the same amount of Above-Maintenance of Effort (MOE) funding that the county was able to provide in new recurring funding last year. To balance expenditure growth needs to this funding level, the Proposed Budget includes reductions to existing services that help to offset cost increases. These reductions are being brought forward now instead of during the final budget days during May. This was done to align with the requests of the Board and the county to prepare a budget that reallocates funding from existing services to help afford the fiscal obligations for FY 2025, and to do so in a manner that allows more time for consideration of those choices.

Understanding and Addressing the Structural Deficit

A structural deficit occurs when recurring operating expenditures are outpacing recurring operating revenues. HCPSS has experienced structural deficits for the last few years. The deficits have been managed by using one-time funds, mostly fund balances. Going into FY 2025, the structural deficit deepens for multiple reasons:

- The FY 2024 budget used a large amount of one-time funds to pay for services with recurring costs, more than \$30 million in one-time funds were used.
- State law defines the funding formulas, which provide more than 95 percent of operating revenues. The revenue streams from the formulas are not growing much because they are primarily responsive to changes in enrollment and not to the changes in costs to deliver public education.
- Growth in student enrollment is stagnant, and due to a technical change in the enrollment counts used to calculate funding formula revenues, the enrollment count for funding formulas is declining resulting in a decrease in the required Maintenance of Effort (MOE) funding provided by the county.

Factors Influencing and Summary of the Budget

As a result, even before any new costs are added to the FY 2025 budget, HCPSS faces a deficit of more than \$(32.1) million dollars. That means going into the FY 2025 budget, HCPSS has \$32.1 million less in revenue to pay for the costs of the existing services already budgeted. However, the continued implementation of the Blueprint in areas such as the next phase of full-day Prekindergarten expansion plus other mandates and priorities require budget growth that compounds the initial deficit.

In FY 2025, HCPSS has numerous needs that will increase the budget. The most significant of these needs are increases:

- Employee Compensation and Benefits
- Transportation contract costs
- Blueprint implementation requirements
- Special Education service increases

Consequently, the initial \$(32.1) million deficit becomes much larger when adding in the costs for these needs and other priorities. These needs add another \$71.7 million to the FY 2025 budget increasing the budget deficit to \$(103.8) million.

Addressing the Structural Deficit. HCPSS needs to solve a structural deficit of \$(103.8) million. One way to solve this deficit is to increase revenues. Another way to solve it is to decrease costs/expenditures. Or the deficit can be solved by doing a combination of increasing revenues and decreasing expenditures. Lastly, a short-term fix is to continue to use one-time funds, but this only defers addressing the disconnect between revenues and expenditures.

HCPSS does not have the authority to increase revenues. To increase revenues, HCPSS must request more funding from the county than the county's required MOE funding. This is called an Above-MOE request. The last few budgets, HCPSS has put forward a budget request with large Above-MOE requests only to cut the budget in May to a funding level that the county can sustain. Based on budget discussions with the county, HCPSS should not expect that the county has funding capacity to provide an Above-MOE increase that would be substantial enough to solve the deficit. Therefore, trying to solve the deficit in FY 2025 by asking the county for another huge Above-MOE request is not realistic, and would likely result in making last-minute budget cuts to balance the budget.

It is equally unrealistic for HCPSS to try and cut its way out of the deficit. The order of magnitude in budget reductions would be about 10 percent of the total budget. Cuts of this depth would irreparably impact the delivery of public education in Howard County and affect the local economy, given that HCPSS is the largest employer and public education is a major contributor to the desirability of Howard County.

The Proposed Strategy to Balance the Budget. The FY 2025 Superintendent's Proposed Operating Budget maps out a strategy to balance the budget combining the approaches of increasing revenues, decreasing costs through budget reductions, and using one-time funds to balance the proposed budget.

- Increasing Revenue – the Proposed Budget includes a request for \$47 million in Above-MOE funding from the county. This amount is the same as the amount of new recurring funding that the county provided in FY 2024. This funding will increase recurring revenues and start to bring recurring revenues

Factors Influencing and Summary of the Budget

more in alignment with recurring costs. However, that amount is only about half of what is needed to close the deficit without impacting existing services.

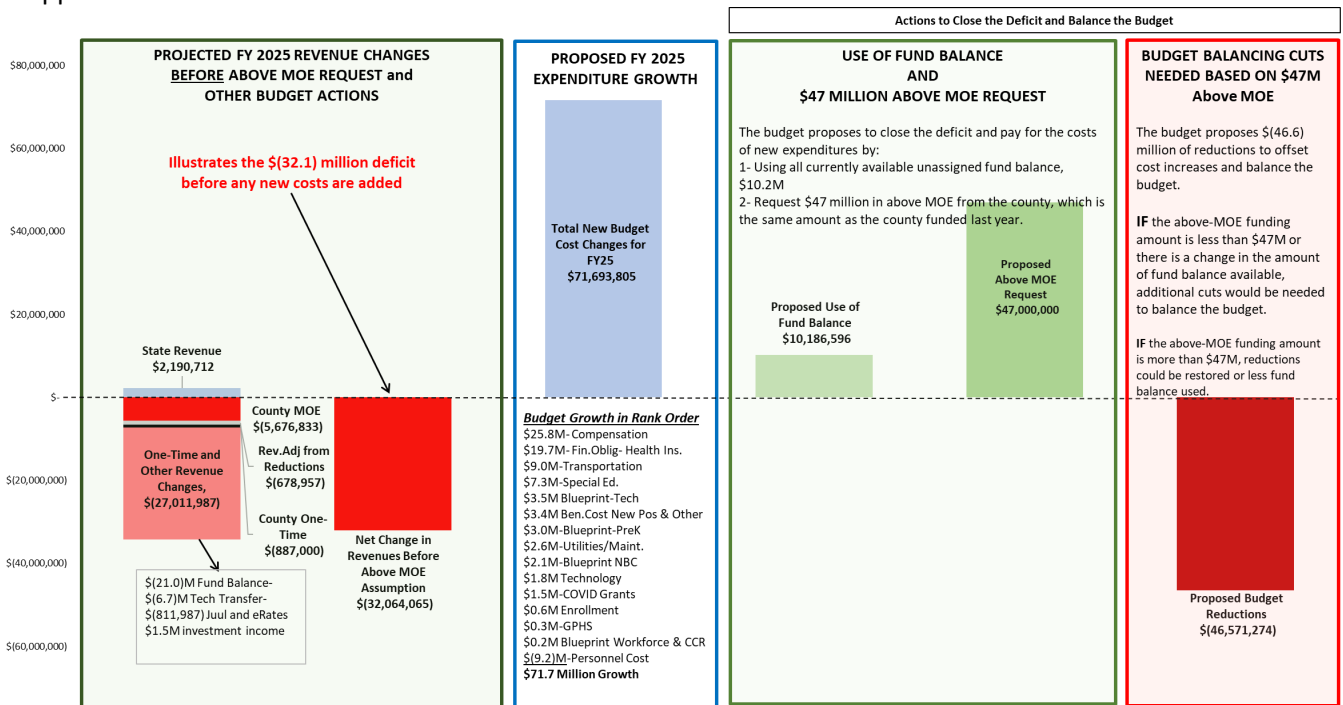
- Budget Reductions – The Proposed Budget reallocates funding from non-mandated services and service levels to partially offset the growth in costs. A total of \$(46.6) million in budget reductions are proposed, impacting (347.85) full-time equivalent (FTE) positions.

HCPSS has made reductions to its budget requests in prior years. These reductions were made in May and have been reductions to the amount the budget was growing. What is markedly different with the FY 2025 Proposed Budget is that the budget cuts are being proposed in January and the reductions are to existing services levels—these are cuts to the base budget.

- Use of Fund Balance – as of June 30, 2023, the General Fund has \$10.2 million in available unassigned fund balance. The Proposed Budget recommends using all the available fund balance to mitigate deeper reductions. This would exhaust all available unassigned fund balance as reported in the annual audit.

The amount of fund balance available will change. It could go higher if budget to actual trends for the current fiscal year come in under budget. Conversely, it could go lower if costs exceed the budget, and a supplemental appropriation is necessary. As the budget process proceeds, the amount of available fund balance will be updated to include a projection of the amount that could be available as of June 30, 2024.

The diagram below illustrates the initial deficit, the FY 2025 expenditure growth, and the three-pronged approach to increase revenues and decrease costs to close the deficit for FY 2025.



Factors Influencing and Summary of the Budget

The three-pronged strategy of using fund balance, requesting \$47 million in Above-MOE, and cutting \$(46.6) million, does not solve the structural deficit. It provides a path forward to manage it through FY 2025. However, enrollment is projected to remain flat for the foreseeable future, pay and benefit costs will continue to grow, and there are more Blueprint requirements to be implemented in the coming years, specifically the Career Ladder. Therefore, absent a change in funding formulas and funding levels from state and county sources, HCPSS will need to continue managing the pressure of costs increasing faster than revenues.

Difficult Decisions. The budget being advanced is the first step on a path of many difficult decisions and choices. HCPSS employs about 9,000 full-time equivalent employees. These people serve more than 57,000 students. These children are the future of Howard County. The choices to be made in this budget are difficult and will unavoidably affect people and impact children. When faced with difficult choices, how the choices are made is more important than the math of balancing a budget. A budget is an expression of the values willing to be afforded, though it is not the full expression because there is never enough funding to express the full value of the people and the children served. The value of staff and the children they serve can be respected in the process. It can be respected with measured steps, thoughtful consideration, and compassionate communication. Those values will define how the Superintendent's Proposed Budget approaches the fiscal challenges faced.

The subsequent sections of this summary provide more detailed information on the changes in expenditures, including specific budget additions and proposed budget reductions, as well as the changes in revenues included in the FY 2025 Superintendent's Proposed Operating Budget.

Summary of FY 2025 Superintendent's Proposed Operating Budget Expenditures

The FY 2025 Superintendent's Proposed Operating Budget (hereinafter referred to as the budget) totals \$1.13 billion with a net change in expenditures of \$25.1 million or 2.3 percent above the FY 2024 budget. The budget adds \$71.7 million in new costs and also includes \$(46.6) million in budget reductions. For staffing, the budget includes an increase of 132.30 new positions and a decrease of (347.85) existing positions, resulting in a net decrease in funded positions of (215.55) FTE.

Budget Additions. The budget adds new expenditures of \$71.7 million and 132.30 new positions. All budget additions in the FY 2025 Superintendent's Proposed Budget have been grouped as Mandates, Commitments, and Priorities.

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Each division budget summary page in the Financial Section provides information on the justification for budget additions. Highlights of this budget's investments include:

Factors Influencing and Summary of the Budget

- Mandates – \$8.9 million and 55.60 new positions are added to meet cost increases to continue implementing the Blueprint for Maryland's Future:
 - \$3.0 million and 55.60 new positions for Prekindergarten Expansion.
 - \$3.5 million for new instructional technology funding requiring per pupil funding of \$63 to be used for student devices, broadband, and/or technology staffing.
 - \$2.1 million for national board certification pay.
 - \$200,000 for College and Career Readiness costs.
 - \$31,446 for Workforce Development.
- Commitments – \$22.7 million and 2.00 new positions are being added to address funding commitments.
 - \$19.7 million for financial obligations, the bulk of which is for actuarially projected health insurance cost increases at about \$18.6 million and the remainder for property, liability, workers' compensation, and other insurance increases.
 - \$9.0 million for student transportation contract cost increases.
 - \$2.9 million as a marker for the benefits (pension, FICA, and health) costs related to any new positions added in the budget.
 - \$302,109 and 2.00 new positions and athletic supplies to add Grade 11 at the new Guilford Park High School.
 - \$(9.2) million in Year-over-year Personnel Cost Change, an adjustment that appears in all program budgets that have budgeted personnel. As part of developing the budget, a detailed analysis of salary costs for existing positions has been completed to compare the assumptions of budgeted costs in the prior year to the baseline assumptions for the budget year. This analysis is done before any new positions are added or assumptions for salary increases are applied. It is essential this analysis be done due to the time lag between budget planning and the beginning of each fiscal year. The staffing profile used to develop budget salary estimates is pulled in September of each year, a full 10-month period before the beginning of the fiscal year. During that period, actual salary costs will move from budget assumptions based on staffing changes in vacancies, turnover, position recruitment, pay and classification, and final negotiated salary schedules. In some instances, the salary cost increases, in other instances the cost decreases.
- Priorities – the budget adds \$40.2 million and 74.70 new positions to advance priority needs.
 - \$25.8 million is included as a placeholder for employee compensation increases, the actual amount will be determined after negotiations with bargaining units have concluded. This amount covers a marker for increasing teacher salaries as required by Blueprint Pillar 1, which requires all school districts to increase the minimum teacher salary to \$60,000 by July 1, 2026. The minimum teacher salary currently is \$58,477 with HCPSS ranking 3rd in the state for starting teacher salary.
 - \$7.3 million and 51.50 new positions are added to meet the instruction needs for students in Special Education services.
 - \$2.6 million is included for utility cost increases.
 - \$1.8 million to maintain the student device instructional delivery model and other technology cost increases.
 - \$1.5 million and 13.00 new positions to maintain services that were supported by expiring COVID-Relief grants.
 - \$559,470 and a net increase of 7.20 positions for staffing adjustments driven by enrollment changes.

Factors Influencing and Summary of the Budget

- \$537,935 and 3.00 new positions for other priorities and budget changes.

Budget Reductions. To help offset some of the cost increases for the budget additions and to put forward a county funding request that is consistent with last year's new funding amount of \$47 million, the budget includes \$(46.6) million in budget reductions to existing services and (347.85) in reductions to existing positions. These reductions have been grouped into two major groupings:

- Programmatic School-Based are reductions directly affecting school instruction and operation; and
 - Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools.
- Programmatic School-Based reductions total \$(24.6) million and (245.80) existing positions. Each division summary in the budget book provides detailed information about the reductions. Highlights of reductions include:
 - \$(9.5) million and (144.90) positions in reductions related to increasing class size ratios by 2.0 at all levels.
 - \$(4.2) million and (1.0) position for reductions in the area of Special Education.
 - \$(2.2) million for reductions in summer school programs.
 - \$(2.2) million and (5.00) positions in reductions related to other supports such as behavioral supports, health services, psychological services, and pupil personnel services. This grouping also includes reductions for last year's one-time funding related to opening Guilford Park High School.
 - \$(1.6) million and (23.40) positions in reductions related to period scheduling for Instructional Team Leaders.
 - \$(1.3) million and (20.00) positions in reductions related to Elementary Gifted and Talented programming.
 - \$(795,600) and (12.00) positions in reductions for Music programming.
 - \$(782,621) and (16.00) positions in reductions for Custodial services.
 - \$(707,387) and (1.00) position in reductions for College and Career Development programming.
 - \$(593,686) and (7.50) positions in reductions for Library Media programming.
 - \$(358,020) and (13.00) positions in reductions of high school Secondary Science Paraeducators and High School Testing Assistants.
 - \$(292,301) in reductions for curricular field trips.
 - \$(77,520) and (2.00) positions in reductions of Teachers' Secretary positions.
 - Programmatic Non-School-Based reductions total about \$(22.0) million and (102.05) positions. Each division summary in the budget book provides detailed information about the reductions. A summary of these reductions by divisional areas include:
 - \$(5.1) million and (37.00) positions in the Division of Operations programs.
 - \$(1.3) million and (7.00) positions in Internal Service Fund programs Print Services and Technology Services.
 - \$(1.2) million and (8.50) positions in Human Resources and Professional Development programs.

Factors Influencing and Summary of the Budget

- \$(1.2) million and (10.00) positions in the Department of Special Education programs.
- \$(1.1) million and (4.00) positions of reductions in Executive function programs.
- \$(1.1) million and (6.00) positions in Division of Administration programs.
- \$(911,828) and (8.00) positions in the Division of Academics central office functions.
- \$(879,864) and (10.00) positions in the Department of Program Innovation and Student Well-Being for central office functions.
- \$(837,920) and (8.00) positions in the Department of Curriculum, Instruction, and Assessment for central office functions.
- \$(775,000) in reductions to Fixed Charges for a reduction to the employee benefit credit.
- \$(615,206) and (3.55) positions in the Division of School Management and Instructional Leadership central office functions; and
- \$(6.9) million in Fixed Charges reductions as a marker for benefit (FICA, pension, and health insurance) cost reductions related to position reductions.

A summary schedule of these budget changes by grouping and full-time equivalent (FTE) change in positions is provided.

Summary of FY 2025 Operating Budget Changes

FY 2024 Approved Budget	\$ 1,104,576,137	
BUDGET ADDITIONS	Amount	FTE
Mandates		
Blueprint-PreK	3,010,633	55.60
Blueprint-Instructional Technology	3,528,425	-
Blueprint-National Board Certification	2,086,540	-
Blueprint- College and Career Readiness	200,000	-
Blueprint- Workforce Development	31,446	-
Subtotal Mandates	\$ 8,857,044	55.60
Commitments		
Year over Year Personnel Cost Change	(9,241,332)	-
Financial Obligations	19,711,337	-
Student Transportation	9,005,898	-
Guilford Park High School	302,109	2.00
Benefit Costs for New Positions	2,896,225	-
Subtotal Commitments	\$ 22,674,237	2.00
Priorities		
Employee Compensation Marker	25,814,058	-
Enrollment Changes	559,470	7.20
Special Education	7,324,580	51.50
Technology and Student Devices	1,823,040	-
Facilities	2,554,543	-
COVID-Grants Transition	1,548,898	13.00
Other	537,935	3.00
Subtotal Priorities	\$ 40,162,524	74.70
TOTAL ADDITIONS	\$ 71,693,805	132.30

Factors Influencing and Summary of the Budget

Summary of FY 2025 Operating Budget Changes (continued)

BUDGET REDUCTIONS	Amount	FTE
Programmatic-School Based		
Class Size Ratios	(9,509,970)	(144.90)
Elementary Gifted and Talented	(1,326,000)	(20.00)
Music	(795,600)	(12.00)
Library Media	(593,686)	(7.50)
Summer Programs	(2,198,092)	-
Curricular Field Trips	(292,301)	-
Teacher Secretaries	(77,520)	(2.00)
Paraeducators	(358,020)	(13.00)
Special Education	(4,234,671)	(1.00)
College and Career Development	(707,387)	(1.00)
Instructional Team Leaders	(1,551,420)	(23.40)
Custodial	(782,621)	(16.00)
Other Supports	(2,181,193)	(5.00)
Subtotal Programmatic School Based	\$ (24,608,481)	(245.80)
Programmatic-Non School Based		
Personnel	(10,416,972)	(102.05)
Non-Personnel	(3,905,997)	-
Employee Benefits	(7,639,824)	-
Subtotal Programmatic Non-School Based	\$ (21,962,793)	(102.05)
TOTAL REDUCTIONS	\$ (46,571,274)	(347.85)
GRAND TOTAL BUDGET CHANGES	\$ 25,122,531	(215.55)

* Includes position reductions for Print Services and Technology Services ISF Funds

FY 2025 Superintendent's Proposed Operating Budget	\$ 1,129,698,668	2.3%
and year over year percent change from the FY 2024 Approved Budget		

Summary of FY 2025 Superintendent’s Proposed Operating Budget Expenditures by State Category

The Superintendent’s Proposed Operating Budget for FY 2025 contains \$71.7 million in budget additions and \$(46.6) million in reductions for a net change in the budget of \$25.1 million or 2.3 percent growth above the FY 2024 Approved Budget. The FY 2025 budget totals \$1.13 billion. A summary of the budget by the Maryland State Department of Education (MSDE) state categories, which is how the budget is appropriated, is shown in the following table.

Factors Influencing and Summary of the Budget

General Fund	Approved FY 2024	Superintendent Proposed FY 2025	Year over Year \$ Change	Year over Year % Change
Expenditures by State Category				
Administration	\$ 15,946,385	\$ 14,878,405	\$ (1,067,980)	(6.7)%
Mid-Level Administration	70,543,148	69,280,971	(1,262,177)	(1.8)%
Instructional Salaries and Wages	416,759,697	410,118,210	(6,641,487)	(1.6)%
Instructional Textbooks/Supplies	9,511,736	8,344,778	(1,166,958)	(12.3)%
Other Instructional Costs	19,232,827	20,436,611	1,203,784	6.3%
Special Education	169,167,514	177,492,804	8,325,290	4.9%
Student Personnel Services	10,000,470	10,771,613	771,143	7.7%
Student Health Services	12,850,743	13,380,895	530,152	4.1%
Student Transportation	59,784,853	67,657,641	7,872,788	13.2%
Operation of Plant	55,260,568	56,276,359	1,015,791	1.8%
Maintenance of Plant	27,166,238	27,039,418	(126,820)	(0.5)%
Fixed Charges	232,745,184	248,697,028	15,951,844	6.9%
Community Services	4,411,212	4,164,811	(246,401)	(5.6)%
Capital Outlay	1,195,562	1,159,124	(36,438)	(3.0)%
Total Expenditures	\$ 1,104,576,137	\$ 1,129,698,668	\$ 25,122,531	2.3%

To illustrate the budget additions and budget reductions more clearly within the \$1.13 billion budget, the following schedules summarize the budget changes:

- Summary of Budget Additions by state category and by grouping
- Summary of Budget Reduction by state category and by grouping
- Summary of Budget Additions for Full Time Equivalent Positions by state category by grouping, and
- Summary of Budget Reductions for Full Time Equivalent Positions by state category by grouping.

The tables read like a matrix. The reasons and groupings for the additions and reductions are in the rows and the state categories are in the columns. Due to the number of categories, the table is split. The total change for the reason and grouping is shown in the last column in the second table and the total change for the state category is shown in the last row of the second table.

To provide full transparency about the potential budgetary impacts on positions, a list of positions by job classification is the final detailed table provided.

Factors Influencing and Summary of the Budget

Proposed FY 2025 Budget Additions by State Category

	Category 01	Category 02	Category 03	Category 04	Category 05	Category 06	Category 07
	Administration	Mid-Level Administration	Instructional Salaries and Wages	Instructional Textbooks/Supplies	Other Instructional Costs	Special Education	Student Personnel Services
BUDGET ADDITIONS							
Mandates							
Blueprint-PreK	-	60,000	1,115,720	104,525	-	1,730,388	-
Blueprint-Instructional Technology	49,398	388,127	-	-	1,481,939	493,980	52,926
Blueprint-National Board Certification	-	4,800	1,788,150	-	-	293,590	-
Blueprint- College and Career Readiness	-	-	-	-	200,000	-	-
Blueprint- Workforce Development	-	-	-	-	31,446	-	-
Subtotal Mandates	\$ 49,398	\$ 452,927	\$ 2,903,870	\$ 104,525	\$ 1,713,385	\$ 2,517,958	\$ 52,926
Commitments							
Year over Year Personnel Cost Change	54,050	(777,668)	(5,651,316)	-	-	(1,469,856)	161,639
Financial Obligations	-	8,080	300	-	-	600	1,440
Student Transportation	-	-	-	-	-	-	-
Guilford Park High School	-	152,109	-	150,000	-	-	-
Benefit Costs for New Positions	-	-	-	-	-	-	-
Subtotal Commitments	\$ 54,050	\$ (617,479)	\$ (5,651,016)	\$ 150,000	\$ -	\$ (1,469,256)	\$ 163,079
Priorities							
Employee Compensation Marker	326,822	1,936,070	13,307,491	-	-	5,301,472	313,398
Enrollment Changes	-	-	559,470	-	-	-	-
Special Education	-	-	-	-	-	7,324,580	-
Technology and Student Devices	19,638	154,295	-	-	589,131	196,375	21,041
Facilities	-	-	-	-	-	-	-
COVID-Grants Transition	148,650	-	325,188	-	398,700	-	342,466
Other	503,935	24,000	-	-	-	4,000	-
Subtotal Priorities	\$ 999,045	\$ 2,114,365	\$ 14,192,149	\$ -	\$ 987,831	\$ 12,826,427	\$ 676,905
TOTAL ADDITIONS	\$ 1,102,493	\$ 1,949,813	\$ 11,445,003	\$ 254,525	\$ 2,701,216	\$ 13,875,129	\$ 892,910

	Category 08	Category 09	Category 10	Category 11	Category 12	Category 14	Category 15	Totals
	Student Health Services	Student Transportation	Operation of Plant	Maintenance of Plant	Fixed Charges	Community Services	Capital Outlay	
BUDGET ADDITIONS								
Mandates								
Blueprint-PreK	-	-	-	-	-	-	-	3,010,633
Blueprint-Instructional Technology	67,040	42,341	35,284	882,106	-	21,171	14,113	3,528,425
Blueprint-National Board Certification	-	-	-	-	-	-	-	2,086,540
Blueprint- College and Career Readiness	-	-	-	-	-	-	-	200,000
Blueprint- Workforce Development	-	-	-	-	-	-	-	31,446
Subtotal Mandates	\$ 67,040	\$ 42,341	\$ 35,284	\$ 882,106	\$ -	\$ 21,171	\$ 14,113	8,857,044
Commitments								
Year over Year Personnel Cost Change	28,746	(112,395)	(350,981)	265,227	(1,273,535)	(114,532)	(711)	(9,241,332)
Financial Obligations	-	231,000	473,500	10,900	18,985,517	-	-	19,711,337
Student Transportation	-	9,005,898	-	-	-	-	-	9,005,898
Guilford Park High School	-	-	-	-	-	-	-	302,109
Benefit Costs for New Positions	-	-	-	-	2,896,225	-	-	2,896,225
Subtotal Commitments	\$ 28,746	\$ 9,124,503	\$ 122,519	\$ 276,127	\$ 20,608,207	\$ (114,532)	\$ (711)	\$ 22,674,237
Priorities								
Employee Compensation Marker	295,813	72,966	939,824	303,675	2,968,601	14,423	33,503	25,814,058
Enrollment Changes	-	-	-	-	-	-	-	559,470
Special Education	-	-	-	-	-	-	-	7,324,580
Technology and Student Devices	26,650	16,832	104,027	681,024	-	8,416	5,611	1,823,040
Facilities	-	-	2,554,543	-	-	-	-	2,554,543
COVID-Grants Transition	333,894	-	-	-	-	-	-	1,548,898
Other	2,000	-	2,000	-	-	-	2,000	537,935
Subtotal Priorities	\$ 658,357	\$ 89,798	\$ 3,600,394	\$ 984,699	\$ 2,968,601	\$ 22,839	\$ 41,114	\$ 40,162,524
TOTAL ADDITIONS	\$ 754,143	\$ 9,256,642	\$ 3,758,197	\$ 2,142,932	\$ 23,576,808	\$ (70,522)	\$ 54,516	\$ 71,693,805

Factors Influencing and Summary of the Budget

Proposed FY 2025 Budget Reductions by State Category with Net Total Change

	Category 01	Category 02	Category 03	Category 04	Category 05	Category 06	Category 07
	Administration	Mid-Level Administration	Instructional Salaries and Wages	Instructional Textbooks/Supplies	Other Instructional Costs	Special Education	Student Personnel Services
BUDGET REDUCTIONS							
Programmatic-School Based							
Class Size Ratios	-	-	(9,509,970)	-	-	-	-
Elementary Gifted and Talented	-	-	(1,326,000)	-	-	-	-
Music	-	-	(795,600)	-	-	-	-
Library Media	-	-	(593,686)	-	-	-	-
Summer Programs	-	-	(2,110,192)	(75,000)	(12,900)	-	-
Curricular Field Trips	-	-	-	-	(4,500)	-	-
Teacher Secretaries	-	(77,520)	-	-	-	-	-
Paraeducators	-	-	(358,020)	-	-	-	-
Special Education	-	-	-	-	-	(4,234,671)	-
College and Career Development	-	-	(32,387)	(168,000)	(435,000)	-	-
Instructional Coaches	-	-	-	-	-	-	-
Instructional Team Leaders	-	-	(1,551,420)	-	-	-	-
Custodial	-	-	-	-	-	-	-
Other Supports	-	(412,000)	(408,179)	(531,483)	(513,703)	-	(106,000)
Subtotal Programmatic School Based	\$ -	\$ (489,520)	\$ (16,685,454)	\$ (774,483)	\$ (966,103)	\$ (4,234,671)	\$ (106,000)
Programmatic-Non School Based							
Personnel	(1,472,757)	(2,834,600)	(1,283,863)	-	(441,469)	(1,175,423)	(15,767)
Non-Personnel	(695,716)	(183,890)	(123,153)	(347,000)	-	(139,745)	-
Employee Benefits	-	-	-	-	-	-	-
Subtotal Programmatic Non-School Based	\$ (2,168,473)	\$ (3,018,490)	\$ (1,407,016)	\$ (347,000)	\$ (441,469)	\$ (1,315,168)	\$ (15,767)
TOTAL REDUCTIONS	\$ (2,168,473)	\$ (3,508,010)	\$ (18,092,470)	\$ (1,121,483)	\$ (1,407,572)	\$ (5,549,839)	\$ (121,767)
TOTAL BUDGET CHANGES by STATE CATEGORY	\$ (1,065,980)	\$ (1,558,197)	\$ (6,647,467)	\$ (866,958)	\$ 1,293,644	\$ 8,325,290	\$ 771,143

	Category 08	Category 09	Category 10	Category 11	Category 12	Category 14	Category 15	Totals
	Student Health Services	Student Transportation	Operation of Plant	Maintenance of Plant	Fixed Charges	Community Services	Capital Outlay	
BUDGET REDUCTIONS								
Programmatic-School Based								
Class Size Ratios	-	-	-	-	-	-	-	(9,509,970)
Elementary Gifted and Talented	-	-	-	-	-	-	-	(1,326,000)
Music	-	-	-	-	-	-	-	(795,600)
Library Media	-	-	-	-	-	-	-	(593,686)
Summer Programs	-	-	-	-	-	-	-	(2,198,092)
Curricular Field Trips	-	(287,801)	-	-	-	-	-	(292,301)
Teacher Secretaries	-	-	-	-	-	-	-	(77,520)
Paraeducators	-	-	-	-	-	-	-	(358,020)
Special Education	-	-	-	-	-	-	-	(4,234,671)
College and Career Development	-	(72,000)	-	-	-	-	-	(707,387)
Instructional Coaches	-	-	-	-	-	-	-	-
Instructional Team Leaders	-	-	-	-	-	-	-	(1,551,420)
Custodial	-	-	(782,621)	-	-	-	-	(782,621)
Other Supports	(77,520)	(132,308)	-	-	-	-	-	(2,181,193)
Subtotal Programmatic School Based	\$ (77,520)	\$ (492,109)	\$ (782,621)	\$ -	\$ -	\$ -	\$ -	\$ (24,608,481)
Programmatic-Non School Based								
Personnel	(144,971)	(76,873)	(1,206,868)	(1,553,248)	-	(99,829)	(111,304)	(10,416,972)
Non-Personnel	(1,500)	(814,872)	(763,817)	(598,504)	(75,000)	(76,050)	(86,750)	(3,905,997)
Employee Benefits	-	-	-	-	(7,639,824)	-	-	(7,639,824)
Subtotal Programmatic Non-School Based	\$ (146,471)	\$ (891,745)	\$ (1,970,685)	\$ (2,151,752)	\$ (7,714,824)	\$ (175,879)	\$ (198,054)	\$ (21,962,793)
TOTAL REDUCTIONS	\$ (223,991)	\$ (1,383,854)	\$ (2,753,306)	\$ (2,151,752)	\$ (7,714,824)	\$ (175,879)	\$ (198,054)	\$ (46,571,274)
TOTAL BUDGET CHANGES by STATE CATEGORY	\$ 530,152	\$ 7,872,788	\$ 1,004,891	\$ (8,820)	\$ 15,861,984	\$ (246,401)	\$ (143,538)	\$ 25,122,531

Factors Influencing and Summary of the Budget

Proposed FY 2025 Budget Additions for Full Time Equivalent Positions by State Category

	Category 01 Administration FTE	Category 02 Mid-Level Administration FTE	Category 03 Instructional Salaries and Wages FTE	Category 05 Other Instructional Costs FTE	Category 06 Special Education FTE	Category 07 Student Personnel Services FTE
BUDGET ADDITIONS						
Mandates						
Blueprint-PreK	-	-	20.60	-	35.00	-
Blueprint-Instructional Technology	-	-	-	-	-	-
Blueprint-National Board Certification	-	-	-	-	-	-
Blueprint- College and Career Readiness	-	-	-	-	-	-
Blueprint- Workforce Development	-	-	-	-	-	-
Subtotal Mandates	-	-	20.60	-	35.00	-
Commitments						
Year over Year Personnel Cost Change	-	-	-	-	-	-
Financial Obligations	-	-	-	-	-	-
Student Transportation	-	-	-	-	-	-
Guilford Park High School	-	2.00	-	-	-	-
Benefit Costs for New Positions	-	-	-	-	-	-
Subtotal Commitments	-	2.00	-	-	-	-
Priorities						
Employee Compensation Marker	-	-	-	-	-	-
Enrollment Changes	-	-	7.20	-	-	-
Special Education	-	-	-	-	51.50	-
Technology and Student Devices	-	-	-	-	-	-
Facilities	-	-	-	-	-	-
COVID-Grants Transition	2.00	-	2.00	-	-	5.00
Other	3.00	-	-	-	-	-
Subtotal Priorities	5.00	-	9.20	-	51.50	5.00
TOTAL FTE ADDITIONS	5.00	2.00	29.80	-	86.50	5.00

	Category 08 Student Health Services FTE	Category 09 Student Transportation FTE	Category 10 Operation of Plant FTE	Category 11 Maintenance of Plant FTE	Category 14 Community Services FTE	Category 15 Capital Outlay FTE	Totals FTE
BUDGET ADDITIONS							
Mandates							
Blueprint-PreK	-	-	-	-	-	-	55.60
Blueprint-Instructional Technology	-	-	-	-	-	-	-
Blueprint-National Board Certification	-	-	-	-	-	-	-
Blueprint- College and Career Readiness	-	-	-	-	-	-	-
Blueprint- Workforce Development	-	-	-	-	-	-	-
Subtotal Mandates	-	-	-	-	-	-	55.60
Commitments							
Year over Year Personnel Cost Change	-	-	-	-	-	-	-
Financial Obligations	-	-	-	-	-	-	-
Student Transportation	-	-	-	-	-	-	-
Guilford Park High School	-	-	-	-	-	-	2.00
Benefit Costs for New Positions	-	-	-	-	-	-	-
Subtotal Commitments	-	-	-	-	-	-	2.00
Priorities							
Employee Compensation Marker	-	-	-	-	-	-	-
Enrollment Changes	-	-	-	-	-	-	7.20
Special Education	-	-	-	-	-	-	51.50
Technology and Student Devices	-	-	-	-	-	-	-
Facilities	-	-	-	-	-	-	-
COVID-Grants Transition	4.00	-	-	-	-	-	13.00
Other	-	-	-	-	-	-	3.00
Subtotal Priorities	4.00	-	-	-	-	-	74.70
TOTAL FTE ADDITIONS	4.00	-	-	-	-	-	132.30

Factors Influencing and Summary of the Budget

Proposed FY 2025 Budget Reductions for Full Time Equivalent Positions by State Category

	Category 01	Category 02	Category 03	Category 05	Category 06	Category 07
	Administration	Mid-Level Administration	Instructional Salaries and Wages	Other Instructional Costs	Special Education	Student Personnel Services
	FTE	FTE	FTE	FTE	FTE	FTE
BUDGET REDUCTIONS						
Programmatic-School Based						
Class Size Ratios	-	-	(144.90)	-	-	-
Elementary Gifted and Talented	-	-	(20.00)	-	-	-
Music	-	-	(12.00)	-	-	-
Library Media	-	-	(7.50)	-	-	-
Teacher Secretaries	-	(2.00)	-	-	-	-
Paraeducators	-	-	(13.00)	-	-	-
Special Education	-	-	-	-	(1.00)	-
College and Career Development	-	-	(1.00)	-	-	-
Instructional Team Leaders	-	-	(23.40)	-	-	-
Custodial	-	-	-	-	-	-
Other Supports	-	-	(2.00)	-	-	(1.00)
Subtotal Programmatic School Based	-	(2.00)	(223.80)	-	(1.00)	(1.00)
Programmatic-Non School Based						
Personnel	(13.07)	(23.60)	(14.00)	(2.10)	(10.70)	(0.08)
Non-Personnel	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-
Subtotal Programmatic Non-School Based	(13.07)	(23.60)	(14.00)	(2.10)	(10.70)	(0.08)
TOTAL FTE REDUCTIONS	(13.07)	(25.60)	(237.80)	(2.10)	(11.70)	(1.08)
NET TOTAL CHANGES in FTE POSITIONS	(8.07)	(23.60)	(208.00)	(2.10)	74.80	3.93

	Category 08	Category 09	Category 10	Category 11	Category 14	Category 15	
	Student Health Services	Student Transportation	Operation of Plant	Maintenance of Plant	Community Services	Capital Outlay FTE	Totals FTE
	FTE	FTE	FTE	FTE	FTE	FTE	FTE
BUDGET REDUCTIONS							
Programmatic-School Based							
Class Size Ratios	-	-	-	-	-	-	(144.90)
Elementary Gifted and Talented	-	-	-	-	-	-	(20.00)
Music	-	-	-	-	-	-	(12.00)
Library Media	-	-	-	-	-	-	(7.50)
Teacher Secretaries	-	-	-	-	-	-	(2.00)
Paraeducators	-	-	-	-	-	-	(13.00)
Special Education	-	-	-	-	-	-	(1.00)
College and Career Development	-	-	-	-	-	-	(1.00)
Instructional Team Leaders	-	-	-	-	-	-	(23.40)
Custodial	-	-	(16.00)	-	-	-	(16.00)
Other Supports	(2.00)	-	-	-	-	-	(5.00)
Subtotal Programmatic School Based	(2.00)	-	(16.00)	-	-	-	(245.80)
Programmatic-Non School Based							
Personnel	(1.10)	(1.06)	(17.05)	(17.25)	(1.03)	(1.02)	(102.05) *
Non-Personnel	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Subtotal Programmatic Non-School Based	(1.10)	(1.06)	(17.05)	(17.25)	(1.03)	(1.02)	(102.05)
TOTAL FTE REDUCTIONS	(3.10)	(1.06)	(33.05)	(17.25)	(1.03)	(1.02)	(347.85)
NET TOTAL CHANGES in FTE POSITIONS	0.91	(1.06)	(33.05)	(17.25)	(1.03)	(1.02)	(215.55)

* Includes position reductions for Print Services and Technology Services ISF Funds

Factors Influencing and Summary of the Budget

Summary Schedule of Proposed Position Reductions by Job Classification

Division/Department and Position Classification Title	Count of FTE
Academics	(8.00)
COORDINATOR	(1.00)
EXECUTIVE ASSISTANT	(1.00)
INSTRUCTIONAL FACILITATOR	(3.00)
SECRETARY	(2.00)
TECHNICAL ASSISTANT	(1.00)
Academics-Curriculum, Instruction, and Assessment	(69.70)
HOWARD COUNTY CONSERVANCY	(1.00)
MEDIA SPECIALIST	(7.50)
PARAEDUCATOR HS	(6.50)
PARAEDUCATOR KINDERGARTEN	(2.50)
TEACHER ELEM	(3.80)
TEACHER ELEM KINDERGARTEN	(8.00)
TEACHER ENSEMBLE	(12.00)
TEACHER GT ES CLASSROOM	(20.00)
TEACHER RESOURCE	(7.00)
TEACHER VOCAL	(1.40)
Academics-Program Innovation and Student Well-Being	(16.00)
ALTERNATIVE EDUCATION TEACHER	(1.00)
COUNSELOR RESOURCE	(1.00)
DATA ASSISTANT	(1.00)
HEALTH ASSISTANT	(2.00)
PARAEDUCATOR	(1.00)
PARAEDUCATOR OTHER	(2.00)
PSYCHOLOGIST	(1.00)
PUPIL PERSONNEL WORKER	(1.00)
SPECIALIST	(1.00)
SUPERVISOR	(1.00)
TEACHER HIGH	(1.00)
TEACHER RESOURCE	(1.00)
TECHNICAL ASSISTANT	(1.00)
TECHNICIAN COMPUTER	(1.00)

Division/Department and Position Classification Title	Count of FTE
Academics-Special Education	(11.00)
INSTRUCTIONAL FACILITATOR	(2.00)
INTERPRETER-EDUCATIONAL	(1.00)
PARAEDUCATOR	(2.00)
SPEECH PATHOLOGIST	(1.00)
TEACHER RESOURCE	(4.00)
TECHNICAL ASSISTANT	(1.00)
Administration	(8.00)
ACCOUNTANT	(1.00)
ACCOUNTING ANALYST	(1.00)
AUDIOVISUAL PRODUCER	(1.00)
EXECUTIVE ASSISTANT	(1.00)
MANAGER	(1.00)
PHOTOGRAPHER	(1.00)
REPRO EQUIPMENT OPERATOR	(1.00)
TECHNICAL ASSISTANT	(1.00)
Executive	(9.00)
ANALYST	(1.00)
DIRECTOR	(1.00)
MANAGER	(1.00)
MPIA COMPLIANCE ADMINISTRATOR	(1.00)
SECRETARY	(1.00)
TECHNICAL ASSISTANT	(1.00)
TECHNICIAN	(2.00)
TECHNOLOGY SUPPORT	(1.00)
Human Resources and Professional Development	(8.50)
COORDINATOR	(3.00)
EXECUTIVE ASSISTANT	(1.00)
FACILITATOR	(3.00)
PARAEDUCATOR	(0.50)
SECRETARY	(1.00)

Factors Influencing and Summary of the Budget

Schedule of Proposed Position Reductions by Job Classification (continued)

Division/Department and Position Classification Title	Count of FTE
Operations	(53.00)
ASSISTANT MANAGER	(4.00)
BOILER BURNER SPECIALIST	(1.00)
CARPENTER	(2.00)
CLERK TYPIST	(1.00)
CUSTODIAN	(15.00)
ELECTRICIAN	(1.00)
ELECTRONICS TECHNICIAN	(1.00)
EXECUTIVE DIRECTOR	(1.00)
GROUNDWORKER	(11.00)
HVAC MASTER MECHANIC	(1.00)
HVAC TECHNICIAN	(1.00)
LEADMAN CARPENTER	(1.00)
LEADMAN GROUNDS	(1.00)
LEADMAN MECHANIC	(1.00)
MECHANIC	(1.00)
MECHANIC PREVENTIVE MAINTENANCE	(2.00)
OFFICER INVESTIGATION/SECURITY	(1.00)
PROJECT MANAGER	(1.00)
PURCHASING TECHNICIAN	(1.00)
SECRETARY	(2.00)
SECURITY ASSISTANT	(1.00)
SPECIALIST	(1.00)
TRANSPORTATION ANALYST/PLANNER	(1.00)
School Management and Instructional Leadership	(164.65)
DIRECTOR OF CONTINUOUS IMPROVEMENT INITIATIVES FOR SCHOOL LEADERS	(1.00)
EXECUTIVE ASSISTANT	(1.00)
EXECUTIVE DIRECTOR, COMMUNITY, PARENT & SCHOOL OUTREACH	(1.00)
PARAEDUCATOR HS	(6.50)
SECRETARY TEACHER	(2.00)
STUDENT CONDUCT & ENGAGEMENT OFFICER	(0.55)
TEACHER ES STAFFING	(16.00)
TEACHER HS STAFFING	(90.80)
TEACHER MS STAFFING	(45.80)
Grand Total	(347.85)

Factors Influencing and Summary of the Budget

Summary of FY 2025 Operating Budget Revenues

HCPSS must present a balanced budget where revenues equal expenditures. The FY 2025 budget increases revenues by the \$25.1 million necessary to support the expenditure needs in the Proposed Budget. The sources of revenue to support the FY 2025 new expenditure growth are:

- County Revenue, \$761.6 million
 - A net increase of \$40.4 million
- State Revenue, \$348.2 million
 - A net increase of \$2.2 million
- Other Revenue, \$9.7 million
 - A net increase of \$9,056
- Use of Fund Balance and Transfers, \$10.2 million
 - A net decrease of \$(17.5) million

This table summarizes FY 2025 revenues showing the year-over-year change from the FY 2024 budget.

General Fund	Approved FY 2024	Superintendent Proposed FY 2025	Year over Year \$ Change	Year over Year % Change
County Revenue	\$ 721,187,000	\$ 761,623,167	\$ 40,436,167	5.6%
State Revenue	346,004,494	348,195,206	2,190,712	0.6%
Other Revenue	9,684,643	9,693,699	9,056	0.1%
Transfer from Tech Fund	6,700,000	-	(6,700,000)	-
Use of Fund Balance	21,000,000	10,186,596	(10,813,404)	(51.5)%
Total Revenues	\$ 1,104,576,137	\$ 1,129,698,668	\$ 25,122,531	2.3%

State and county funding make up 98.2 percent of HCPSS funding. Funding formulas established in state law prescribe the required amount of funding from the state and the county. There are changes in the revenue amounts that are being caused by technical details in the funding formulas. Background information is provided below to help understand these changes.

Overview of Public Education Funding Formulas. In Maryland, public education is funded through the State School Fund based on major aid programs. For each major aid program there is a required state share and required local share, which establishes the minimum amount of school funding that must be provided. The amount of state and county funding for each major aid program is funded based on a statewide standard per pupil funding formula multiplied by applicable student enrollment counts. The result establishes the required minimum level of funding by the state and the county. The required level of funding per pupil must be maintained year-over-year. In other words, the amount of funding per student cannot decline year-over-year in Maryland.

The minimum level of funding for each of the major aid programs is split between the state and the local government based on relative wealth and other factors. The Maryland State Department of Education (MSDE) calculates the required state share and required local share. The required state share becomes the revenues

Factors Influencing and Summary of the Budget

received from the state. The required local share is what the county must fund. However, a county can fund more than its required local share. When a county funds an amount greater than the local share, this increased amount of funding becomes the base that must be maintained each year. This is referred to as the required Maintenance of Effort (MOE) that the county must fund. In addition to the required MOE, the school system can request the county to fund an amount above MOE. The required MOE and the above MOE amounts make up the recurring funding that the county provides. One year’s recurring funding becomes the basis for calculating the next year’s MOE. In addition, the school system can request non-recurring funding for qualifying one-time expenses. Non-recurring funding does not affect the subsequent year’s MOE.

Consistent with the high value placed on public education in Howard County, the county funding provided each year exceeds the required local share. To illustrate, in the FY 2024 Approved Budget, the required local share of funding was \$415.4 million. The approved recurring county funding was \$720.3 million—173 percent greater than the required funding. Therefore, in Howard County, the county level of funding is determined based on the Required Maintenance of Effort calculation.

Three variables drive funding formula calculations for each major aid program are:

- Per pupil funding amount
- Enrollment
- Relative Wealth

State law defines the funding formulas for each of the (12) major aid programs. Simplifying those 12 formulas, the basic calculation is per pupil funding times the specific student enrollment population for the aid program. This calculation establishes the total required funding. A second set of calculations is done based on each county’s statewide relative wealth factor. Relative wealth determines how much of the total required funding is provided by the state and local government. Higher wealth counties pay more of the total funding level and lower wealth counties pay less. If a county’s relative wealth equals the statewide average wealth, the funding requirement is split equally between state and local. The table below shows the FY 2025 statutory per pupil funding amounts, the change from the prior year, and the required funding split.

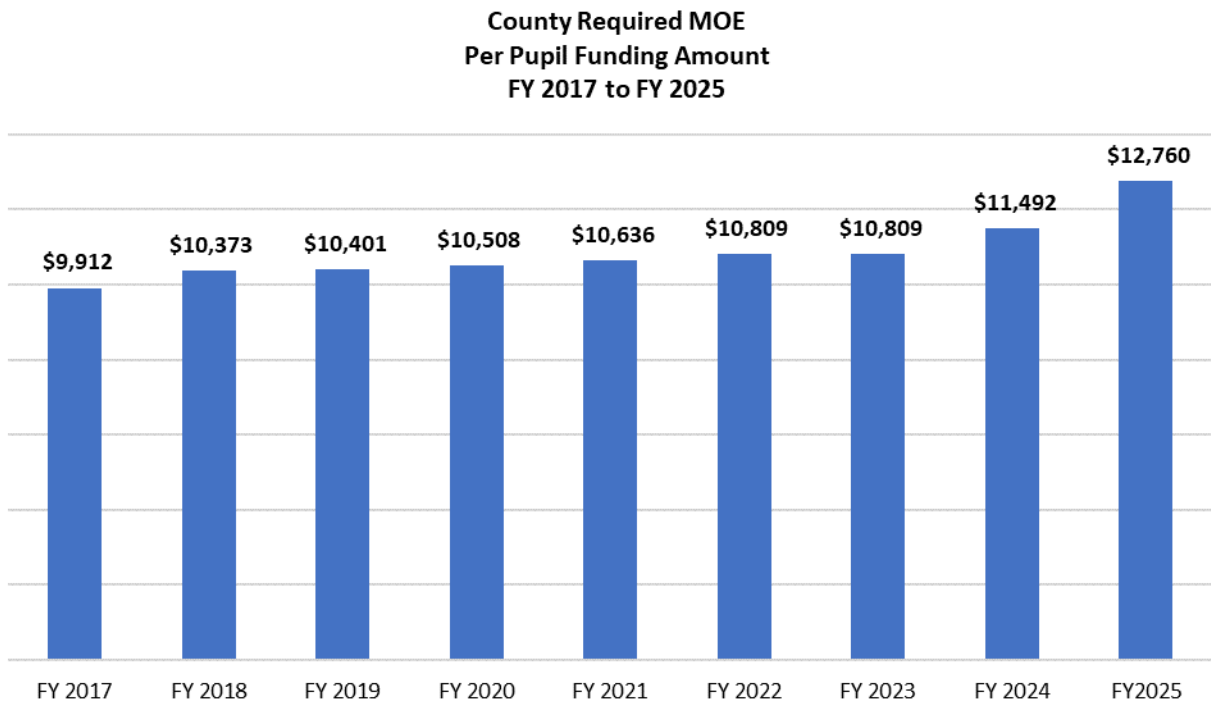
Statutory Per Pupil Funding Amounts Minimum School Fund and Major Aid Programs								
Statute Citation	Program	Per Pupil Amount		Dollar Change	Percent Change	Estimated Percent		
		Year 2024	Fiscal Year 2025			State Funded ⁽¹⁾	Local Funded ⁽²⁾	
5-201	Foundation	\$ 8,642	\$ 8,789	\$ 147	1.70%	44.35%	55.65%	
5-215	Transition Grant	\$ 8,642	\$ 7,471	\$ (1,171)	-13.55%	100.00%	0.00%	
5-216	Comparable Wage Index	\$ 555	\$ 564	\$ 9	1.62%	44.35%	55.65%	
5-222	Compensatory Education (percent of Foundation)	\$ 7,519	\$ 7,559	\$ 40	0.53%	40.00%	60.57%	
5-217	College and Career Readiness	\$ 567	\$ 595	\$ 28	4.94%	44.25%	55.75%	
5-223(c)(1)(i)	Concentration of Poverty Personnel Grant (per school)	\$ 272,823	\$ 286,464	\$ 13,641	5.00%	100.00%	0.00%	
5-224	English Language Learner (percent of Foundation)	\$ 8,642	\$ 8,965	\$ 323	3.74%	42.45%	57.55%	
5-225	Special Education (percent of Foundation)	\$ 7,951	\$ 8,701	\$ 750	9.43%	41.47%	58.53%	
5-226	Transitional Supplemental Instruction	\$ 680	\$ 522	\$ (158)	-23.24%	39.85%	60.15%	
5-229	Prekindergarten-Full Day	\$ 11,594	\$ 13,003	\$ 1,409	12.15%	37.10%	62.90%	

(1) The percentages shown determine the amount of required state funding. The percentages are adjusted annually based on relative wealth factors. The percentages shown reflect the FY24 splits and will be updated when preliminary revenue estimates are received from MSDE.

(2) Howard County funds education at an amount greater than the required local share. Therefore, instead of these per pupil dollars and percentage splits, the required maintenance of effort per pupil calculation is used.

Factors Influencing and Summary of the Budget

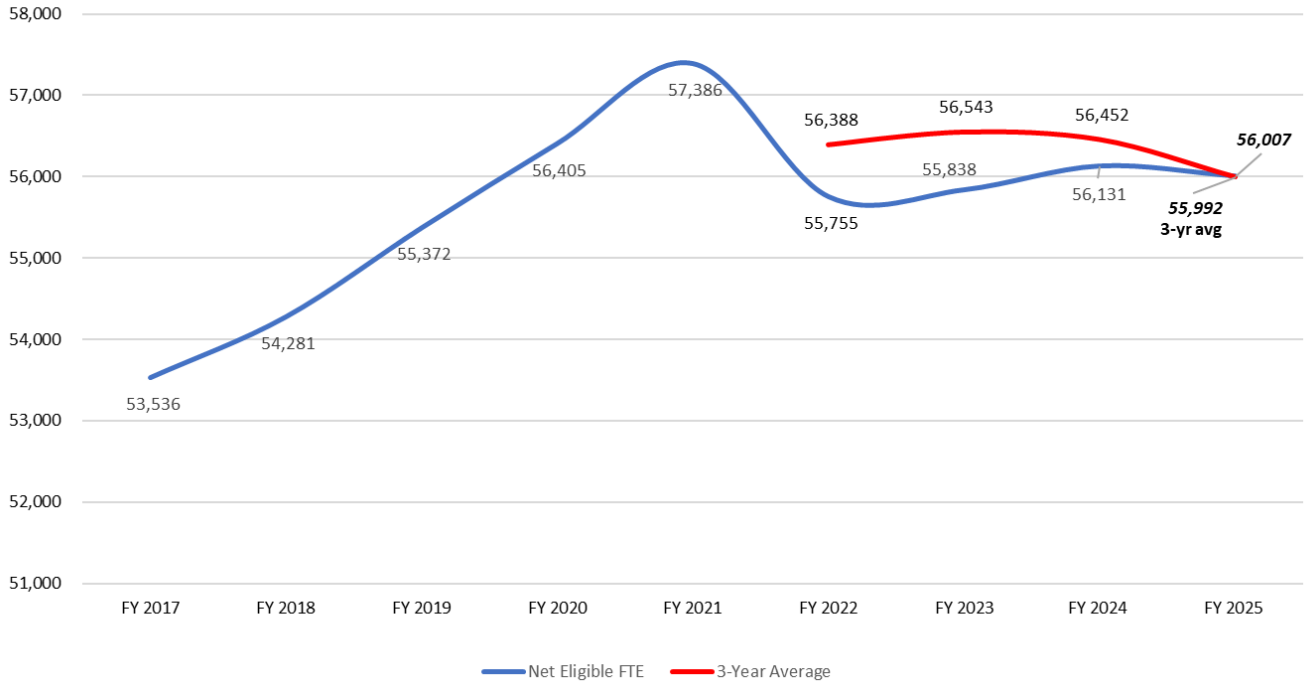
Per Pupil Required Maintenance of Effort Funding. The education funding amount in Howard County is determined based on the maintenance of effort (MOE) calculation. The per pupil funding amount in the MOE calculation is not determined by the specific amounts prescribed in state law. It is determined based on the prior year recurring funding divided by the enrollment level funded. The following year this per pupil amount must be maintained. This per pupil dollar amount is multiplied times the September 30 actual enrollment for the current year to compute the required funding to be maintained in the next year. This amount must be funded unless the county seeks a waiver from the state. The chart below shows the MOE per pupil funding amounts.



Enrollment Basis for Funding Formulas and MOE. Student enrollment levels drive the calculation of both the state funding formula and the MOE funding formula. Unless otherwise defined in law, student enrollment is measured two ways: the first measurement is the actual enrollment as of September 30 of the current school year, and the second measurement is the 3-year average enrollment. The greater of the two measurements is multiplied by the prescribed funding amount per pupil. For the last 3 fiscal years, the 3-year average has been the greater number used to determine revenues because that average included the peak pre-pandemic enrollment count. For FY 2025 the peak year falls out of the 3-year average and the September 30, 2023, actual enrollment of 56,007 will be used to calculate revenues. As a result, the enrollment basis used for revenues will decline by (445) from the 56,452 used last year. Note that the enrollment basis for revenues is referred to as net eligible student FTE. Certain student populations that counted in the official enrollment are not included in the revenue enrollment count. The chart below illustrates the enrollment data used for formula funding revenue calculations.

Factors Influencing and Summary of the Budget

**Student Enrollment Count-Revenue Basis
FY 2017 to FY2025 Proposed**



The sections below describe the county and the state funding for FY 2025.

County Revenues. In total, the FY 2025 proposed revenue from the county is \$761.6 million, an increase of \$40.4 million from FY 2024, about 5.6 percent. Within the total change in county revenue, required MOE is declining and Above-MOE is increasing to make up for the decline plus provide for some of the funding needed for mandates and priorities.

Required MOE Funding

The county’s required Maintenance of Effort (MOE) funding for FY 2025 is \$714.6 million, which is \$(5.7) million less than the \$720.3 million in recurring funding provided by the county in FY 2024. Ordinarily, the required MOE would be at least the same as the prior year’s recurring funding. However, MOE funding is declining in FY 2025 for the enrollment reasons explained previously.

Above-MOE Funding

The FY 2025 proposed budget includes a request for \$47 million in Above-MOE funding. However, not all this amount would be new funding requested from the county. The \$47 million includes the amount to offset the \$(5.7) million decline in MOE explained above. Therefore, the amount of net new recurring dollars from the county is \$41.3 million or 5.7 percent above FY 2024.

Non-Recurring Funding

The FY 2025 proposed budget does not include a request for non-recurring funds. Last year, \$887,000 in one-time expenditures was funded. Therefore, the year-over-year budget change shows a \$(887,000) decrease.

Factors Influencing and Summary of the Budget

A summary of the year-over-year changes in the FY 2025 county revenue is presented in the following table. (Note that the math in this table reflects the methodology for calculating year-over-year change for MOE, which means that the dollar change for the MOE line in the Proposed FY 2025 column is compared against the subtotal recurring in the Approved FY 2024 column.)

County Funding	Superintendent			Year over Year % Change
	Approved FY 2024	Proposed FY 2025	\$ Change	
Maintenance of Effort (MOE) ⁽¹⁾	\$ 648,770,253	\$ 714,623,167	\$ (5,676,833)	(0.9)%
FY24 Above MOE ⁽¹⁾	71,529,747			
FY25 Above MOE	-	47,000,000	(24,529,747)	(34.3)%
Subtotal Recurring	\$ 720,300,000	\$ 761,623,167	\$ 41,323,167	5.7%
Non-Recurring ⁽⁴⁾	887,000	-	(887,000)	(100.0)%
TOTAL COUNTY FUNDING	\$ 721,187,000	\$ 761,623,167	\$ 40,436,167	5.6%

*(1) FY24 Above MOE becomes recurring revenue to be maintained in the FY25 MOE calculation.
The FY25 MOE of \$714.6 million compares to the FY24 subtotal recurring of \$720.3 million.*

State Revenues. Estimated revenues in state funding for FY 2025 are budgeted at \$348.2 million, an increase of \$2.2 million or 0.6 percent from FY 2024. This estimate is based on HCPSS staff projections. The official preliminary estimates from MSDE will be received later in the month of January. State funding is made up of the major aid programs explained earlier. Enrollment and per pupil funding amounts are the primary factors influencing the year over year funding changes in each of these programs. The table below summarizes FY 2025 state revenues by major aid program.

State Funding	Superintendent			Year over Year % Change
	Approved FY 2024	Proposed FY 2025	\$ Change	
Foundation	\$ 216,373,137	\$ 216,141,163	\$ (231,974)	(0.1)%
Comparable Wage Index	13,888,992	13,874,101	(14,891)	(0.1)%
Transportation	23,945,467	23,896,399	(49,068)	(0.2)%
Compensatory Education	50,013,380	49,314,916	(698,464)	(1.4)%
English Learners	14,975,429	15,500,829	525,400	3.5%
Special Education	21,482,341	23,456,792	1,974,451	9.2%
Transitional Supplemental Instruction	2,015,901	2,011,448	(4,453)	(0.2)%
College and Career Readiness	1,896,347	1,892,158	(4,189)	(0.2)%
Career Ladder	860,798	1,345,363	484,565	56.3%
Full Day Pre-K and Pre-K Exp	1,810,959	2,026,555	215,596	11.9%
Blueprint Transition Grant	41,743	35,482	(6,261)	(15.0)%
LEA Tuition	200,000	200,000	-	0.0%
Less Medicaid Grant	(1,500,000)	(1,500,000)	-	0.0%
TOTAL STATE FUNDING	\$ 346,004,494	\$ 348,195,206	\$ 2,190,712	0.6%

Factors Influencing and Summary of the Budget

Other Revenues. There are both increases and decreases in the budget amounts for other revenues that nearly offset. In total, the revenues are budgeted to remain about the same as FY 2024 with a slight bottom-line change of \$9,056. Notable changes for certain revenue streams classified under Other Revenues include:

- Investment income earnings remain strong, and the FY 2025 budget includes a \$1.5 million increase. This amount will be closely monitored and any shift in monetary policy to lower interest rates may necessitate an adjustment.
- Summer School tuition has been decreased by \$(600,000) based on the reductions to services levels.
- Miscellaneous revenues includes adjustments for the amounts expected to be received from the Juul settlement as well as changes in eRates reimbursements. Combined these adjustments decrease revenue by \$(855,862)
- Capital projects overhead charges have also been adjusted with a slight decrease of \$(35,082).

Use of Fund Balance. The FY 2025 budget utilizes \$10.2 million of available unassigned fund balance available for subsequent years funding. This is the total amount of unassigned fund balance as reported in the June 30, 2023, Annual Comprehensive Financial Report. The amount of fund balance proposed to be used to balance the budget drives the projected ending unassigned fund balance for June 30, 2024, to zero. This does not meet the 1 percent reserve threshold established by [Policy 4070 Fund Balance](#). Per the policy, the Board of Education can override the 1 percent reserve requirement of Policy 4070.

Enrollment and Expenditure Assumptions

For expenditures, projected enrollment directly influences budgeted staffing and other educational service levels. It is important to note that while total enrollment can fluctuate and decrease, it does not mean that the school system reduces existing staffing levels by cutting filled positions. The staffing formulas to determine the staffing levels needed to meet student to staff ratios are calculated on a school-by-school, grade-by-grade, classroom-by-classroom basis. For many ratios there is a lower limit and upper limit range. Therefore, while aggregate enrollment numbers may go up or down, this does not necessarily lead to a bottom-line increase or decrease in total staffing. In general, this calculation moves in the same direction and trend as total enrollment. However, there are formula determinations that result in some schools and grades needing more staff and others needing less. If a school has too many staff based on the formulas, the excess staffing is managed through the surplus process, which aims to deploy the staff to vacancies and retirements that occur.

Staffing and other expenditures for the FY 2025 budget have been developed based on the projection of 58,054 students, which is slightly less than the enrollment projection of 58,069 used to develop the FY 2024 budget. Compared to the actual enrollment for September 30, 2023, of 57,642, enrollment is projected to increase 412 students in the next school year. Staffing and other enrollment sensitive budget items have been adjusted in the budget. One of those items, the budget for materials of instruction, has been held constant at last year's funding level given that projected enrollment for FY 2025 only differs by (15). The enrollment schedules in the budget book provide additional information on enrollment.

Factors Influencing and Summary of the Budget

Budgeted Turnover Savings

The methodology for estimating the amount of turnover savings to budget has been updated. The updated methodology looks at the five-year average budget to actual salary and wage expenditures by state category to inform how much turnover should be budgeted. For FY 2025, the amount of budgeted turnover will remain the same as the FY 2024 budget. The total budgeted turnover equals \$(13.8) million.

Continuous Improvement Changes in the Budget Book

This year's budget book reflects changes to increase transparency and understanding about the where and why of proposed funding and staffing levels in the budget. Those changes include:

- The Factors Influencing and Summary of Operating Budget Changes schedules have been combined into a single section called "Factors Influencing and Summary of the Budget." This section now provides greater detail on the mandates, commitments, priorities, and other factors that influence changes in the budget. This more detailed information is summarized at the General Fund total level, and it is summarized by each state category showing the reasons influencing the changes in each state category. The information is presented for dollar and full-time equivalent (FTE) position changes.
- Division Budget Summary – The division equity in action page has been replaced with a new Division Budget Summary page. The Division Budget Summary provides an overview of the division and a summary of major budget changes in the division's programs. The changes in the budget are organized in the same groupings used to explain budget changes in the Factors Influencing and Summary of Budget section allowing the reader to see where systemwide changes in the budget cascade into each division and each program budget. In addition, reasons and impacts for budget changes are explained.
- Combining Fund Summaries – new combining fund summaries have been added to the Executive Summary section of the budget book. These summaries provide the individual fund and the combined total appropriation for the governmental funds and proprietary funds. The schedules replace the "All Funds" summaries.

FY 2025 New Positions

The schedule below summarizes the new positions in the operating budget and other funds. It is not inclusive of all position changes in the FY 2025 Superintendent’s Proposed Operating Budget. See the Summary of Staffing Resources schedule for all staffing adjustments.

FY 2025 Proposed New Positions

Operating Budget New Positions	Blueprint PreK	Special Education	COVID-Grants Transition	Enrollment Changes	Guilford Park High School	Other	Total FTE
<i>Instructional Positions:</i>							
Instructional Teachers	13.6	-	2.0	9.2	-	-	24.8
Instructional Support Staff	7.0	-	-	(2.0)	-	-	5.0
School Administration	-	-	-	-	2.0	-	2.0
Special Education							
Birth-Five	35.0	15.5	-	-	-	-	50.5
K-21	-	36.0	-	-	-	-	36.0
Special Education Subtotal							86.5
Behavioral Health	-	-	5.0	-	-	-	5.0
Student Health Supports	-	-	4.0	-	-	-	4.0
Non-Instructional	-	-	2.0	-	-	3.0	5.0
Subtotal Operating Budget	55.6	51.5	13.0	7.2	2.0	3.0	132.3
<i>Other Funds New Positions</i>							
Food and Nutrition Service	-	-	-	-	-	10.8	10.8
Grants Fund*	-	-	-	-	-	5.3	5.3
Subtotal Other Funds Positions							16.1
Total FY 2025 Superintendent's Proposed Operating Budget New Positions							148.4

*Grants FTEs are estimated for FY 2024 and FY 2025.

Summary of Staffing Resources

The following tables present detail on the composition of staff between the instructional and administrative functions for all funds based on the FY 2025 Superintendent’s Proposed Operating Budget.

HCPSS Staffing Resources		
Position	Total FTE	%
Instructional Teachers & Professionals	5,233.4	58.8%
Instructional Support Staff	1,676.5	18.9%
Non-Instructional Support Staff	1,195.7	13.4%
Administration & Professional Staff	788.0	8.9%
Total Positions (FTE)	8,893.6	100.0%

During FY 2024, a net reduction in 1.0 position occurred to the FY 2024 Approved Operating Budget. Several positions shifted between programs to maximize program efficiency. However, 2.0 Maintenance Workers in Custodial Services were repurposed to create a 1.0 Labor Relations Specialist position that would focus on Operations concerns and disputes. By utilizing two positions, the reclass remained budget neutral while meeting the needs of the school system.

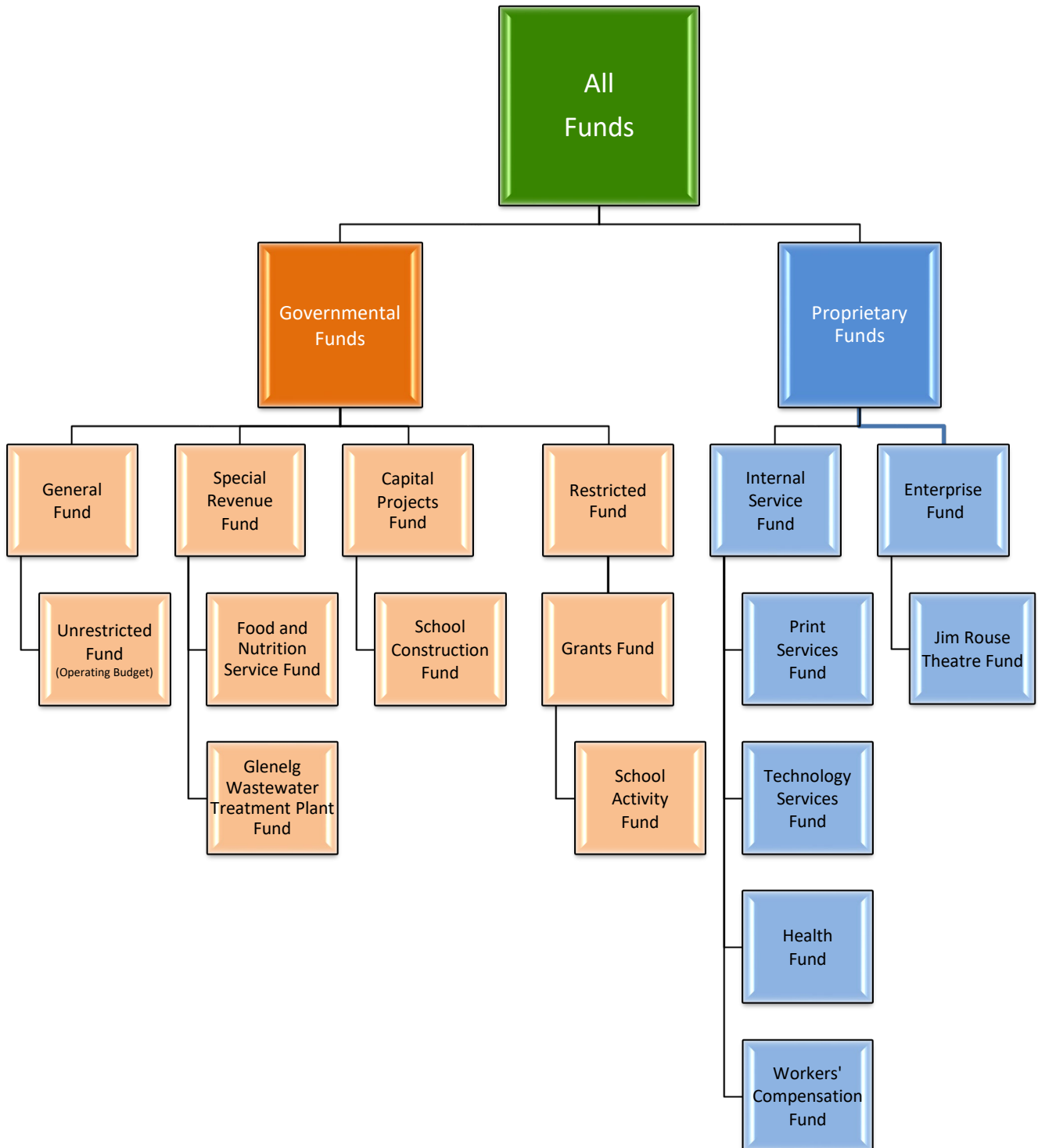
The FY 2025 Superintendent’s Proposed Operating Budget reflects the following changes:

- A reduction of (347.9) positions to balance expenditure growth needs and put forward a county funding request that is consistent with last year’s new funding amount of \$47 million. A further explanation can be found in the Factors Influencing and Summary of the Budget.
- An addition of 148.4 positions to meet the school systems’ mandates, commitments, and priorities. This includes: 55.6 positions for the expansion of Prekindergarten classes from half-day to full-day to progress towards meeting the Blueprint for Maryland’s Future mandates, 2.0 positions for adding Grade 11 to Guilford Park High School, 51.5 positions to meet the instructional needs of students in Special Education, 13.0 positions to maintain services that were supported by expiring COVID-Relief grants, 7.2 positions for staffing ratio adjustments driven by enrollment changes, and 3.0 new positions for other priorities and budget changes. In Other Funds, the Food and Nutrition Service Fund adds 10.8 new positions to meet service demands and Grants Fund increases by 5.3 overall positions.

Budgeted Positions by Fund					
Position	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
GOVERNMENTAL FUNDS					
General Fund					
Unrestricted Fund (Operating Budget)	7,967.4	8,104.7	8,485.9	8,569.9	8,360.4
Restricted Fund (Grants)*	258.2	244.5	231.1	238.6	243.9
Special Revenue Fund					
Food and Nutrition Service Fund	198.1	198.1	207.1	197.1	207.9
PROPRIETARY FUNDS					
Internal Service Fund	76.0	81.0	88.0	88.0	81.0
Enterprise Fund	0.4	0.4	0.4	0.4	0.4
Total Positions (FTE)	8,500.1	8,628.6	9,012.5	9,094.0	8,893.6

*Grants FTEs are estimated in FY 2024 and FY 2025

All Funds



All Funds – Description

GOVERNMENTAL FUNDS	
GENERAL FUND	
Unrestricted Fund (Operating Budget)	The Board’s primary operating fund that accounts for most of the financial resources of the Board.
SPECIAL REVENUE FUND	
Food and Nutrition Service Fund	Fund for monies collected from the sale of school lunches, and from state and federal sponsored programs.
Glenelg Wastewater Treatment Plant Fund	Fund for monies collected from services provided by a shared sewage disposal facility for the benefit of the public at Glenelg High School and for the benefit of thirty lot owners in the Musgrove Farms subdivision.
CAPITAL PROJECTS FUND	
School Construction Fund	Fund for resources used for the construction, renovation, or acquisition of school facilities. Funding is primarily provided by local bonds, local transfer tax and state school construction funds.
RESTRICTED FUND	
Grants Fund	Fund restricted monies, which is composed predominantly of grants. Grant funds are acquired primarily through state and federal governments.
School Activity Fund	Fund for all monies held in the name of a school for student benefit. Revenue is primarily received from fundraising proceeds, cash donations, and funds transferred from the Board.
PROPRIETARY FUNDS	
INTERNAL SERVICE FUND	
Print Services Fund	Fund for print services for the school system. Revenue is received from the Operating Fund as charges for services.
Technology Services Fund	Fund for technology services. Revenue is primarily received from the Operating Fund as charges for services.
Health Fund	Fund for health insurance and voluntary benefits for employees and retirees. Revenue is primarily received by contributions from operating funds, other funds, employee withholdings, and retiree payments.
Workers’ Compensation Fund	Fund for workers’ compensation claims management and administration for employees who have sustained work-related injury or illness. Revenue is primarily received as a contribution from the Operating Fund.
ENTERPRISE FUND	
Jim Rouse Theatre Fund	Fund for costs associated with facility operation of the Jim Rouse Theatre at Wilde Lake High School for both the performance and educational needs of Howard County students and the community. Revenue is primarily received as fees charged for use of the facility.

Operating Revenue

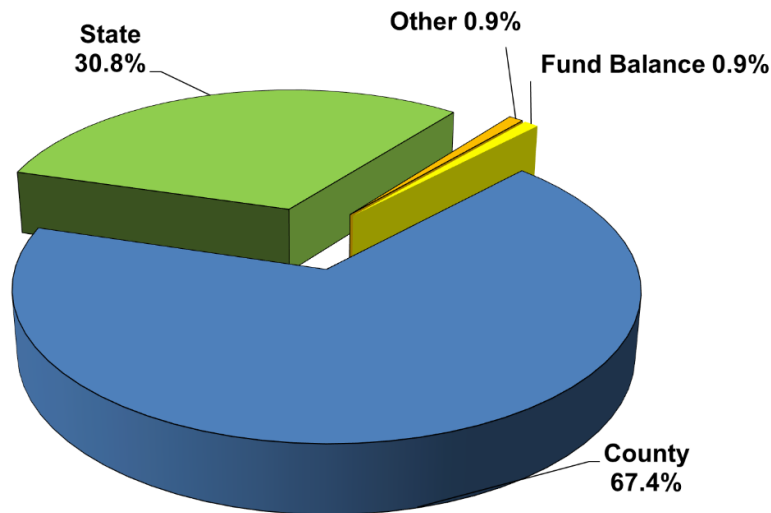
FY 2025 Superintendent’s Proposed Operating Budget

The primary source of revenue for the Howard County Public School System is the appropriation from the Howard County Government. The county funding of \$761.6 million represents a Maintenance of Effort (MOE) level of funding of \$714.6 million as provided for in State Law, plus \$47.0 million to meet system commitments, mandates, and priorities.

Maryland State Aid formulas distribute unrestricted funds based on enrollment, relative wealth of each county, level of local expenditures for education, and other factors. Consistent with the State Budget and statutory adjustments to enrollment calculations, the budget is based on the funding formulas enacted in the Blueprint for Maryland's Future (House Bills 1300 and 1372), which increased per pupil funding amounts and modified the calculation of enrollment in state formula aid and county maintenance of effort revenues. Based on preliminary estimates, FY 2025 state funding is projected to increase by \$2.2 million.

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, and e-rate rebates. Lastly, the budget assumes the use of \$10.2 million fund balance for FY 2025 which represents a decrease of \$10.8 million from the FY 2024 budget. The one-time transfer of \$6.7 million of unrestricted fund balance from the Technology Services Fund in FY 2024 will not be repeated in FY 2025.

Revenue – how the budget is funded



	Approved FY 2024	Superintendent Proposed FY 2025	Dollar Change	Percent Change
County	\$ 721,187,000	\$ 761,623,167	\$ 40,436,167	5.6%
State	346,004,494	348,195,206	2,190,712	0.6%
Other	9,684,643	9,693,699	9,056	0.1%
Fund Balance	21,000,000	10,186,596	(10,813,404)	(51.5)%
Transfer from Technology Services Fund	6,700,000	-	(6,700,000)	-
Total	\$ 1,104,576,137	\$ 1,129,698,668	\$ 25,122,531	2.3%

Operating Expenditures

FY 2025 Superintendent’s Proposed Operating Expenditures

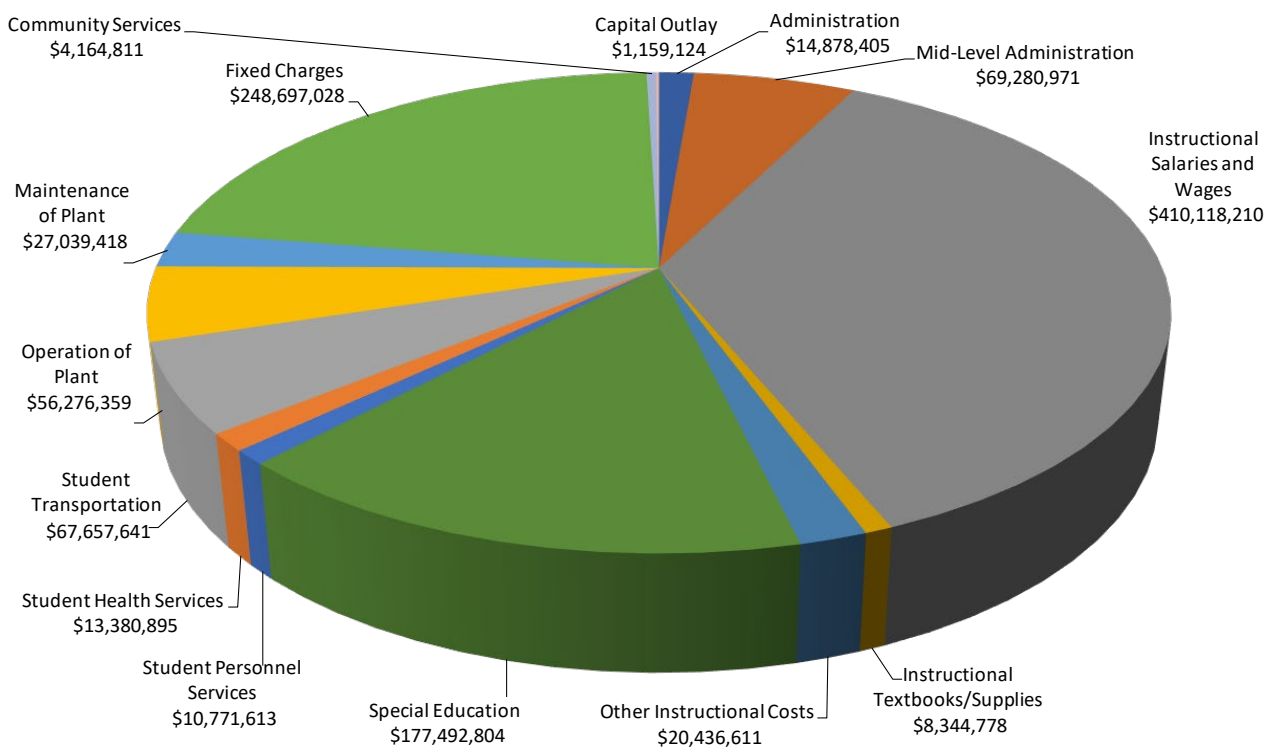
The FY 2025 operating budget totals \$1.13 billion, an increase of approximately \$25.1 million or 2.3 percent compared to the FY 2024 budget.

The Factors Influencing and Summary of the Budget section provide detailed descriptions of changes in the budget. Highlights of major expenditure increases include funding to support:

- Employee compensation and benefits
- Transportation contract costs
- Blueprint implementation requirements
- Special Education service increases

Expenditures by Category

This chart and table show the percentage of expenditures reported by the state mandated categories.



Operating Expenditures

Category	FY 2024 Approved	Percent of Budget	FY 2025 Supt Proposed	Percent of Budget	Percent Change
Administration	\$ 15,946,385	1.4%	\$ 14,878,405	1.3%	-6.7%
Mid-Level Administration	70,543,148	6.4%	69,280,971	6.1%	-1.8%
Instructional Salaries and Wages	416,759,697	37.7%	410,118,210	36.3%	-1.6%
Instructional Textbooks/Supplies	9,511,736	0.9%	8,344,778	0.7%	-12.3%
Other Instructional Costs	19,232,827	1.7%	20,436,611	1.8%	6.3%
Special Education	169,167,514	15.3%	177,492,804	15.7%	4.9%
Student Personnel Services	10,000,470	0.9%	10,771,613	1.0%	7.7%
Student Health Services	12,850,743	1.2%	13,380,895	1.2%	4.1%
Student Transportation	59,784,853	5.4%	67,657,641	6.0%	13.2%
Operation of Plant	55,260,568	5.0%	56,276,359	5.0%	1.8%
Maintenance of Plant	27,166,238	2.5%	27,039,418	2.4%	-0.5%
Fixed Charges	232,745,184	21.1%	248,697,028	22.0%	6.9%
Community Services	4,411,212	0.4%	4,164,811	0.4%	-5.6%
Capital Outlay	1,195,562	0.1%	1,159,124	0.1%	-3.0%
Total	\$ 1,104,576,137	100.0%	\$ 1,129,698,668	100.0%	2.3%

The majority of the operating budget, 83.9 percent, goes to pay salary and benefits for school system employees. Total compensation and benefits expenditures account for approximately \$947.7 million.

The remaining 16.1 percent or \$182.0 million of the operating budget is spent on non-compensation related costs. The major expenditures in these areas are:

- Transportation service providers, excluding administrative costs (\$57.7 million)
- Utilities (\$22.0 million)
- Other instructional costs for schools (\$10.7 million)
- Non-public placements: tuition and transportation costs for over 300 special education students attending non-HCPSS schools (\$19.8 million for tuition and \$6.9 million for transportation)
- Technology services and computers (\$23.3 million)
- Maintenance costs for buildings, supplies, and equipment (\$8.2 million)

Expenditure					Superintendent
	Actual FY 2021	Actual FY 2022	Actual FY 2023	Approved FY 2024	Proposed FY 2025
Salaries and Wages	\$ 578,016,027	\$ 601,143,073	\$ 648,608,424	\$ 706,020,560	\$ 703,143,491
Benefits	197,554,476	212,760,056	220,007,047	228,834,652	244,534,136
Non-Personnel					
Accounts	106,454,370	129,283,709	149,855,311	169,720,925	182,021,041
Total	\$ 882,024,873	\$ 943,186,838	\$ 1,018,470,782	\$ 1,104,576,137	\$ 1,129,698,668

Combined Summary of Governmental Funds – Revenues, Expenditures, and Changes in Fund Balance

	FY 2025					
	General Fund	Food and Nutrition Service Fund	Glenelg Wastewater Treatment Plant Fund	Restricted Fund (Grants)**	School Construction Fund (Capital)	Total Governmental Funds
Revenues						
Intergovernmental revenues:						
County*	\$ 761,623,167	\$ -	\$ -	\$ -	\$ 61,182,515	\$ 822,805,682
State	348,195,206	730,000	-	17,463,181	14,555,485	380,943,872
Federal	410,000	11,205,000	-	27,669,274	-	39,284,274
Earnings on Investment	4,000,000	9,000	600	-	-	4,009,600
Charges for Services	3,805,811	8,058,000	243,551	-	-	12,107,362
Miscellaneous revenues	1,477,888	-	-	260,000	-	1,737,888
Contingent Reserve	-	-	-	15,000,000	-	15,000,000
School Activity Fund revenue	-	-	-	14,161,082	-	14,161,082
Total Revenue	\$ 1,119,512,072	\$ 20,002,000	\$ 244,151	\$ 74,553,537	\$ 75,738,000	\$ 1,290,049,760
Expenditures by State Category						
Administration	\$ 14,878,405	\$ -	\$ -	\$ 74,553,537	\$ -	\$ 89,431,942
Mid-Level Administration	69,280,971	-	-	-	-	69,280,971
Instructional Salaries and Wages	410,118,210	-	-	-	-	410,118,210
Instructional Textbooks/Supplies	8,344,778	-	-	-	-	8,344,778
Other Instructional Costs	20,436,611	-	-	-	-	20,436,611
Special Education	177,492,804	-	-	-	-	177,492,804
Student Personnel Services	10,771,613	-	-	-	-	10,771,613
Student Health Services	13,380,895	-	-	-	-	13,380,895
Student Transportation	67,657,641	-	-	-	-	67,657,641
Operation of Plant	56,276,359	-	243,551	-	-	56,519,910
Maintenance of Plant	27,039,418	-	-	-	-	27,039,418
Fixed Charges	248,697,028	-	-	-	-	248,697,028
Food Service	-	23,747,000	-	-	-	23,747,000
Community Services	4,164,811	-	-	-	-	4,164,811
Capital Outlay*	1,159,124	-	-	-	75,738,000	76,897,124
Total Expenditures	\$ 1,129,698,668	\$ 23,747,000	\$ 243,551	\$ 74,553,537	\$ 75,738,000	\$ 1,303,980,756
Change in Fund Balance (Use of Fund Balance)	\$ (10,186,596)	\$ (3,745,000)	\$ 600	\$ -	\$ -	\$ (13,930,996)
Beginning Fund Balance	\$ 11,787,142	\$ 16,290,499	\$ 1,349,267	\$ 8,374,211	\$ 8,000,575	\$ 45,801,694
Ending Fund Balance	\$ 1,600,546	\$ 12,545,499	\$ 1,349,867	\$ 8,374,211	\$ 8,000,575	\$ 31,870,698

*May include transfer from prior year appropriation for the School Construction Fund (Capital).

**The Grants Fund expenditures are not allocated by state category.

Combined Summary of Proprietary Funds – Revenues, Expenditures, and Changes in Net Position

	FY 2025						Total Proprietary Funds
	Print Services Fund	Technology Services Fund	Health Fund	Workers' Compensation Fund	Jim Rouse Theatre Fund		
Revenues							
Charges for Services	\$ 2,309,154	\$ 23,187,603	\$ 151,645,923	\$ 3,437,300	\$ 275,000		\$ 180,854,980
Miscellaneous revenues	-	-	23,325,000	2,400	-		23,327,400
Contributions from employees and retirees	-	-	40,992,189	-	-		40,992,189
Total Revenue	\$ 2,309,154	\$ 23,187,603	\$ 215,963,112	\$ 3,439,700	\$ 275,000		\$ 245,174,569
Expenditures							
Operating & Administrative Costs	\$ 2,539,287	\$ 26,666,801	-	\$ 327,700	\$ 259,000		\$ 29,792,788
Claims & Claims Administration	-	-	212,551,140	3,112,000	-		215,663,140
Miscellaneous	-	-	3,411,972	-	-		3,411,972
Depreciation	28,713	524,411	-	-	16,000		569,124
Total Expenditures	\$ 2,568,000	\$ 27,191,212	\$ 215,963,112	\$ 3,439,700	\$ 275,000		\$ 249,437,024
Change in Net Position	\$ (258,846)	\$ (4,003,609)	-	-	-		\$ (4,262,455)
Beginning Net Position	\$ 489,821	\$ 6,243,007	\$ 15,418,680	\$ 871,214	\$ 418,090		\$ 23,440,812
Ending Net Position	\$ 230,975	\$ 2,239,398	\$ 15,418,680	\$ 871,214	\$ 418,090		\$ 19,178,357

Budget Forecast – General Fund

Executive Summary Budget Forecast

The schedule below summarizes the budget forecast of projected revenues, expenditures, and ending fund balance for the general fund. The forecast is developed with a combination of trend analysis, enrollment projections, and funding assumptions. It is not a comprehensive assessment and analysis of future revenue changes and expenditure needs. Use of the information should be limited to order of magnitude analysis to help understand the general fiscal condition based on the assumptions modeled. The financial section provides more detailed information and schedules on the budget forecast.

General Fund	Budgetary Basis						
	Approved FY 2024	Superintendent Proposed FY 2025	PROJECTED FY 2026	PROJECTED FY 2027	PROJECTED FY 2028	PROJECTED FY 2029	PROJECTED FY 2030
SOURCES OF FUNDING							
Howard County Funding	\$ 721,187,000	\$ 761,623,167	\$ 819,142,987	\$ 848,124,519	\$ 892,026,580	\$ 935,534,018	\$ 977,348,091
State Funding	346,004,494	348,195,206	378,769,816	406,606,320	434,648,026	466,946,566	505,447,447
Federal Funding	410,000	410,000	410,000	410,000	410,000	410,000	410,000
Other Funding	9,274,643	9,283,699	6,522,110	6,589,673	6,259,263	6,318,941	6,380,410
Use of Fund Balance	21,000,000	10,186,596	-	-	-	-	-
Transfer from Technology Services Fund	6,700,000	-	-	-	-	-	-
Total Sources of Funds	\$ 1,104,576,137	\$ 1,129,698,668	\$ 1,204,844,913	\$ 1,261,730,512	\$ 1,333,343,869	\$ 1,409,209,525	\$ 1,489,585,948
USES OF FUNDING							
Use of Funds by Expense Type							
Salaries and Wages	\$ 706,020,560	\$ 703,143,491	\$ 745,289,771	\$ 789,963,557	\$ 837,316,463	\$ 887,509,196	\$ 940,712,105
Contracted Services	108,425,321	115,332,067	118,820,529	122,415,355	126,119,838	129,937,377	133,871,479
Supplies and Materials	15,651,281	14,177,490	14,320,614	14,465,210	14,611,294	14,758,881	14,907,989
Other Charges	257,215,295	275,829,821	292,808,265	310,877,311	330,108,688	350,578,904	372,369,576
Equipment	739,703	691,822	698,740	705,728	712,785	719,913	727,112
Transfers	16,523,977	20,523,977	21,550,176	22,627,685	23,759,069	24,947,022	26,194,373
Total Uses by Expense Type	\$ 1,104,576,137	\$ 1,129,698,668	\$ 1,193,488,095	\$ 1,261,054,846	\$ 1,332,628,136	\$ 1,408,451,294	\$ 1,488,782,634
Sources Over(Under) Uses	\$ -	\$ -	\$ 11,356,818	\$ 675,667	\$ 715,733	\$ 758,232	\$ 803,313
Fund Balance Summary (Budgetary Basis)							
Beginning Fund Balance	\$ 24,129,348	\$ 11,787,142	\$ 1,600,546	\$ 12,957,364	\$ 13,633,031	\$ 14,348,764	\$ 15,106,996
Sources Over Uses (Use) or Gain of Fund Balance	(21,000,000)	(10,186,596)	11,356,818	675,667	715,733	758,232	803,313
Ending Fund Balance	\$ 3,129,348	\$ 1,600,546	\$ 12,957,364	\$ 13,633,031	\$ 14,348,764	\$ 15,106,996	\$ 15,910,309
Ending Fund Balance Summary (Budgetary Basis)							
Nonspendable Prepaid Expense	\$ 190,115	\$ 115,964	\$ 115,964	\$ 115,964	\$ 115,964	\$ 115,964	\$ 115,964
Nonspendable Inventories	852,484	906,518	906,518	906,518	906,518	906,518	906,518
Unassigned	1,033,245	-	11,934,881	12,610,548	13,326,281	14,084,513	14,887,826
GAAP Adjustment - Budgetary Basis	1,053,504	578,063	-	-	-	-	-
Total Ending Fund Balance	\$ 3,129,348	\$ 1,600,546	\$ 12,957,364	\$ 13,633,031	\$ 14,348,764	\$ 15,106,996	\$ 15,910,309
Unassigned Fund Balance as % of Total Uses	0.09%	0.00%	1.00%	1.00%	1.00%	1.00%	1.00%

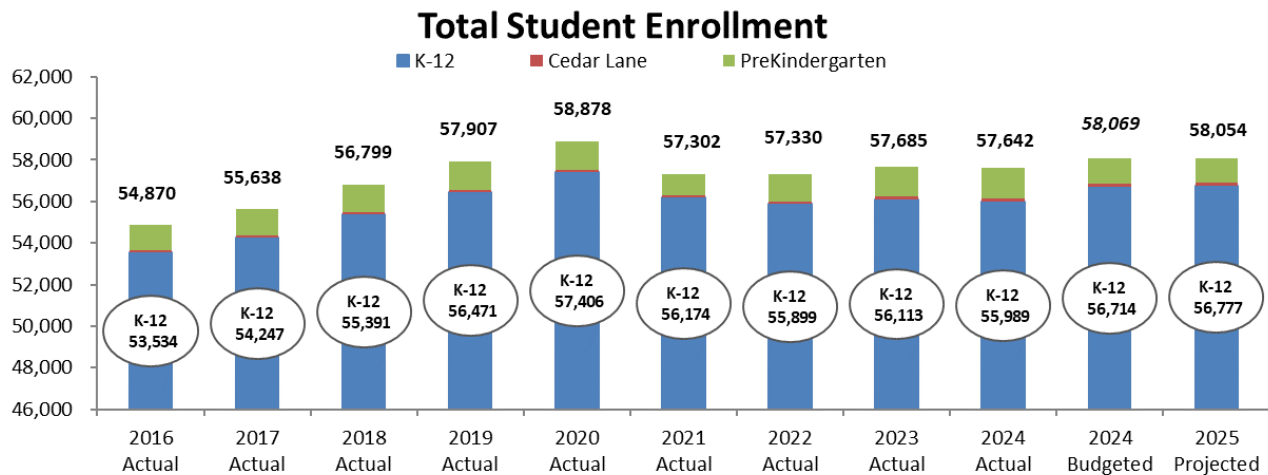
* Actual revenues do not include use of fund balance.

Enrollment

The following table provides detail on the school system’s enrollment by level with actual enrollment through FY 2024 and projected enrollment for FY 2025.

Student Enrollment by Level											
	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Budgeted 2024	PROJECTED 2025
Elementary	24,245	24,582	24,978	25,320	25,459	24,295	24,329	24,575	24,468	24,833	24,792
Middle	12,715	12,897	13,180	13,427	13,815	13,683	13,297	13,169	13,139	13,289	13,542
High	16,574	16,768	17,233	17,724	18,132	18,196	18,273	18,369	18,382	18,592	18,443
K-12 General Education	53,534	54,247	55,391	56,471	57,406	56,174	55,899	56,113	55,989	56,714	56,777
Cedar Lane	100	101	94	99	112	114	110	121	132	130	130
Prekindergarten	1,236	1,290	1,314	1,337	1,360	1,014	1,321	1,451	1,521	1,225	1,147
TOTAL	54,870	55,638	56,799	57,907	58,878	57,302	57,330	57,685	57,642	58,069	58,054

Projected enrollment directly influences budgeted staffing and other educational service levels. Howard County Public Schools had experienced steady enrollment growth as shown in the graph below, until the COVID-19 Pandemic began in March 2020. However, enrollment levels since then have largely remained flat with only marginal fluctuations at each grade. The exception to this is Prekindergarten. Prekindergarten enrollment numbers reflect the impact of the Blueprint for Maryland’s Future, which requires Prekindergarten to be expanded from half-day to full day.



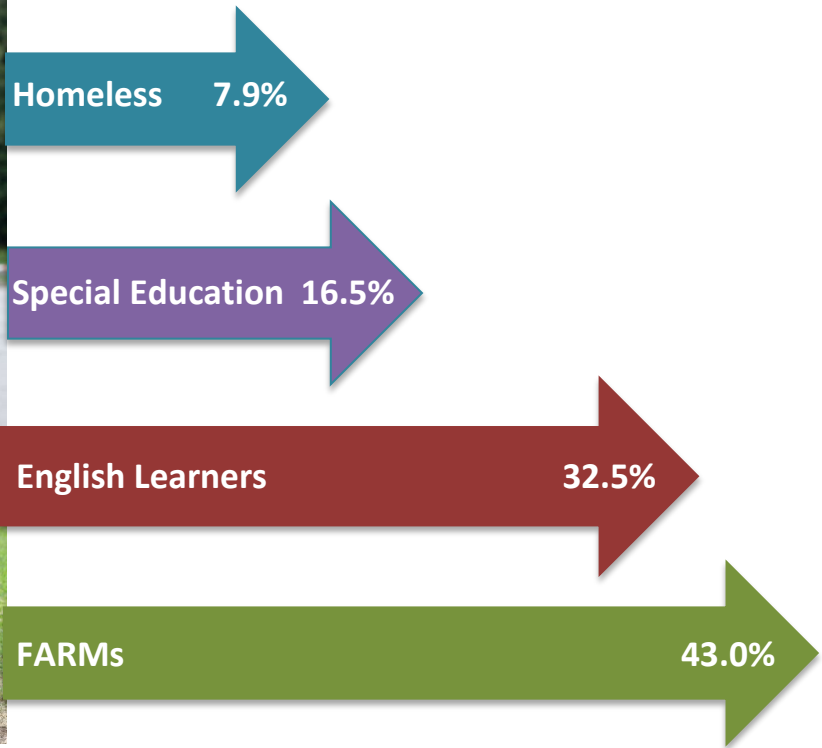
Student Populations

HCPSS has seen consistent growth in student enrollment in populations that require additional services. Growing segments of our student population that require greater student supports and resources include poverty, homelessness, and language barriers as well as students receiving special education services. The table and chart below present comparison data from FY 2018 to FY 2023.

Service	Students Receiving Special Services				5-Year Increase/Decrease
	FY 2018		FY 2023		
	Number	Percent	Number	Percent	
English Learners*	3,081	5.42%	4,082	7.08%	32.5%
FARMS eligible*	11,624	20.47%	16,621	28.81%	43.0%
Special Education*	5,592	9.85%	6,513	11.29%	16.5%
Homeless	585	1.03%	631	1.09%	7.9%

*As measured by MSDE in the aid calculations for the subsequent year.

Escalating Student Needs



Capital Budget Calendar – FY 2025

August 31, 2023 7:00 p.m.*	Board of Education Public Hearing and Pre-Development Work Session
September 7, 2023 7:00 p.m.	Staff Presentation of Superintendent’s Proposed Capital Budget
September 21, 2023 7:00 p.m.*	Board of Education Public Hearing on Superintendent’s Proposed Capital Budget. Work Session and Approval of Superintendent’s Proposed Capital Budget
October 4, 2023	Board of Education Submission of Proposed Capital Budget to Maryland Public School Construction Program
October 5, 2023 7:00 p.m.*	Planning Board Public Hearing on Board of Education’s Proposed Capital Budget
November 6, 2023 7:00 p.m.	County Council Approval of Board of Education’s Proposed Capital Budget for Letter of Support to IAC on School Construction
February 29, 2024 4:00 pm	Adoption of Board of Education’s Requested Capital Budget
Mid-March 2024	Board of Education submission of the Requested Capital Budget to the County Executive
April 16, 2024 5:30 p.m. 6:00 p.m.	County Executive FY 2025 Capital Budget Presentation to the County Council County Council Public Hearing on FY 2025 Capital Budget and FY 2026–2030 Capital Improvement Program
April 25, 2024 7:00 p.m.	Board of Education Work Session
May 1, 2024 10:00 a.m.–2:30 p.m.	County Council Work Session I on FY 2025 Capital Budget and FY 2026–2030 Capital Improvement Program
May 2, 2024 7:00 p.m.*	Board of Education Public Hearing on FY 2025 Capital Budget & FY 2026–2030 Capital Improvement Prog.
May 9, 2024 9:30 a.m.	County Council Public Hearing on FY 2025 Capital Budget and FY 2026–2030 Capital Improvement Program
May 17, 2024 10:00 a.m.–2:30 p.m.	County Council Work Session – Budget Amendments and Pending Issues
May 22, 2024 12:00 p.m.	County Council Adoption of the FY 2025 Capital Budget and FY 2026–2030 Capital Improvement Program
May 23, 2024 4:00 p.m.	Board of Education Adoption of the FY 2025 Capital Budget and FY 2026–2030 Capital Improvement Program
May 23, 2024	Staff pre-file of the Adequate Public Facilities Ordinance School Capacity Charts to County Council
July 1, 2024	County Council Adoption of Adequate Public Facilities Ordinance Open/Closed Chart

**Opportunity for public testimony*

Operating Budget Calendar – FY 2025

October 26, 2023 4:00 p.m.	FY 2025 Fiscal Outlook Presentation
December 5, 2023 7:00 p.m.	Board of Education Budget/Priorities
January 11, 2024 7:00 p.m.	Superintendent Discussion on Overview of FY 2025 Budget Challenges and Timeline to the Board of Education
January 18, 2024 1:00 p.m.	Superintendent Presents Proposed Budget to the Board of Education
January 25, 2024 7:00 p.m. *	Board of Education Public Hearing I on Superintendent's Proposed Budget
January 29, 2024 1:00 p.m.– 5:00 p.m.	Board of Education Work Session I on Superintendent's Proposed Budget
February 1, 2024 1:00 p.m.– 5:00 p.m.	Board of Education Work Session II on Superintendent's Proposed Budget
February 15, 2024 1:00 p.m.–5:00 p.m. 7:00 p.m.*	Board of Education Work Session III on Superintendent's Proposed Budget Board of Education Public Hearing II on Superintendent's Proposed Budget
February 22, 2024 7:00 p.m.	Board of Education Work Session IV on Superintendent's Proposed Budget
February 29, 2024 4:00 p.m.	Board of Education Work Session V on Superintendent's Proposed Budget Adoption of Board of Education's FY 2025 Budget Request
March 4, 2024 (week of)	Board of Education's Requested Budget Submitted to County Executive
April 16, 2024 5:30 p.m.	County Executive's Budget Presentation to the County Council
April 22, 2024 6:00 p.m.*	County Council Public Hearing on Board of Education's Requested Budget
April 25, 2024 7:00 p.m.	Board of Education Work Session on Superintendent's Proposed Budget (if needed)
May 1, 2023 10:00 a.m.–2:30 p.m.	County Council Work Session on Board of Education's Requested Budget
May 2, 2024 7:00 p.m.*	Board of Education's Public Hearing on Board of Education's Requested Budget (if needed)
May 9, 2024 9:30 a.m.	County Council Public Hearing on Board of Education's Requested Budget
May 17, 2024 10:00 a.m.–2:30 p.m.	County Council Work Session – Budget Amendments and Pending Issues
May 22, 2024 12:00 p.m.	County Council Adoption of HCPSS Operating Budget
May 23, 2024 4:00 p.m.	Board of Education Adoption of FY 2025 Operating Budget as Adopted by the County Council

*Opportunity for public testimony



Student Art – A. Landverede-Cedilo

Howard County Public School System

Superintendent's Proposed
FY 2025 Operating Budget

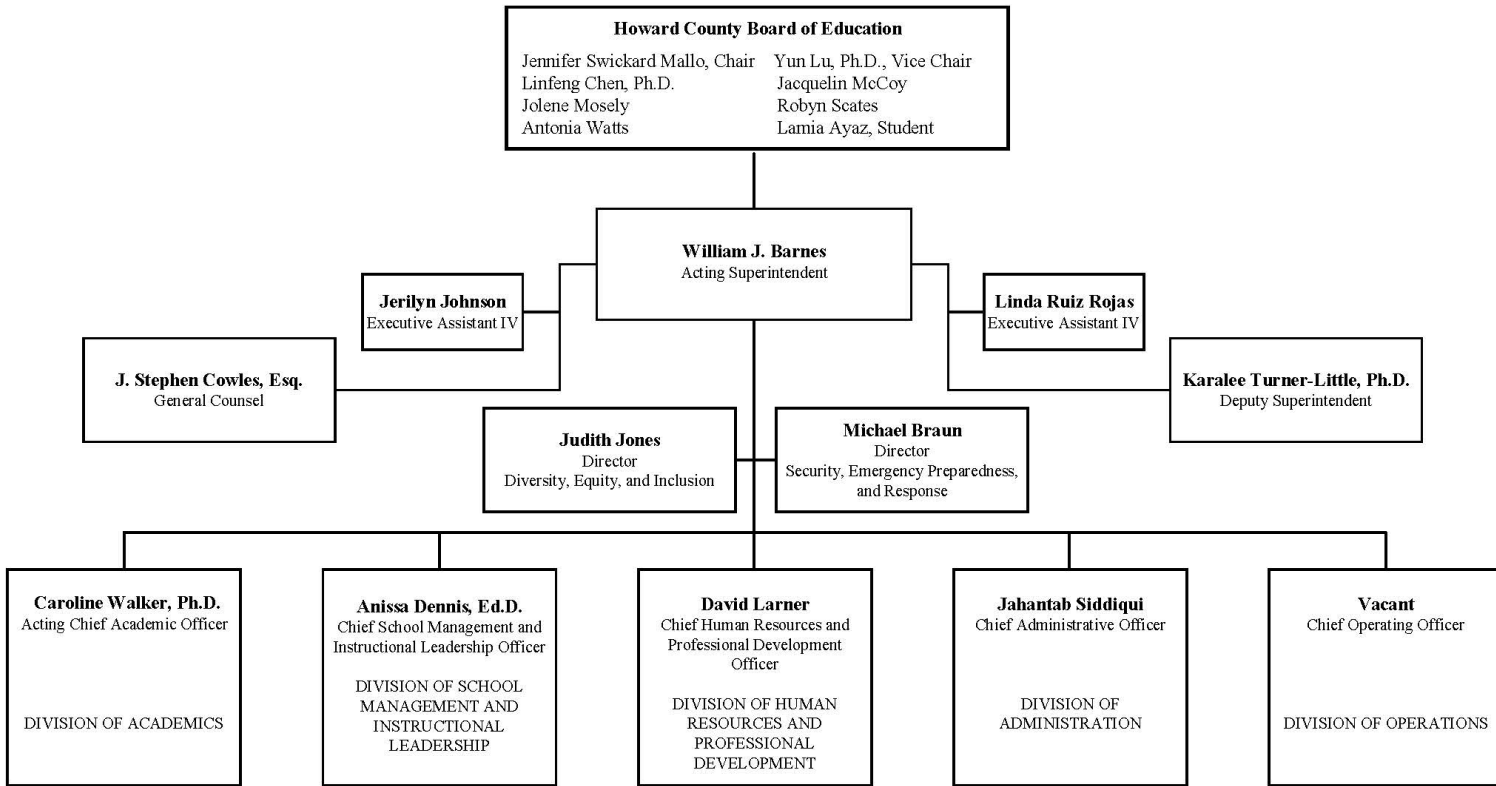
Organizational Section

January 2024

Organizational Chart

THE FIERCE URGENCY OF NOW: EDUCATING EVERY STUDENT THROUGH THE LENS OF EQUITY

“WORK HARD AND BE KIND”



HCPSS School Directory

ELEMENTARY SCHOOLS (#42) Grades K-5	ADDRESS	PHONE
Atholton	6700 Seneca Drive, Columbia 21046	(410)313-6853
Bellows Spring	8125 Old Stockbridge Drive, Ellicott City 21043	(410)313-5057
Bollman Bridge	8200 Savage-Guilford Road, Jessup 20794	(410)880-5920
Bryant Woods	450 Blue Heron Lane, Columbia 21044	(410)313-6859
Bushy Park	14601 Carrs Mill Road, Glenwood 21738	(410)313-5500
Centennial Lane	3825 Centennial Lane, Ellicott City 21042	(410)313-2800
Clarksville	12041 Clarksville Pike, Clarksville 21029	(410)313-7050
Clemens Crossing	10320 Quarterstaff Road, Columbia 21044	(410)313-6866
Cradlerock	6700 Cradlerock Way, Columbia 21045	(410)313-7610
Dayton Oaks	4691 Ten Oaks Road, Dayton 21036	(410)313-1571
Deep Run	6925 Old Waterloo Road, Elkridge 21075	(410)313-5000
Ducketts Lane	6501 Ducketts Lane, Elkridge 21075	(410)313-5050
Elkridge	7075 Montgomery Road, Elkridge 21075	(410)313-5006
Forest Ridge	9550 Gorman Road, Laurel 20723	(410)880-5950
Fulton	11600 Scaggsville Road, Fulton 20759	(410)880-5957
Gorman Crossing	9999 Winter Sun Road, Laurel 20723	(410)880-5900
Guilford	7335 Oakland Mills Road, Columbia 21046	(410)880-5930
Hammond	8110 Aladdin Drive, Laurel 20723	(410)880-5890
Hanover Hills	7002 Banbury Drive, Hanover 21076	(410)313-8066
Hollifield Station	8701 Stonehouse Drive, Ellicott City 21043	(410)313-2550
Ilchester	4981 Ilchester Road, Ellicott City 21043	(410)313-2524
Jeffers Hill	6001 Tamar Drive, Columbia 21045	(410)313-6872
Laurel Woods	9250 N. Laurel Road, Laurel 20723	(410)880-5960
Lisbon	15901 Frederick Road, Woodbine 21797	(410)313-5506
Longfellow	5470 Hesperus Drive, Columbia 21044	(410)313-6879
Manor Woods	11575 Frederick Road, Ellicott City 21042	(410)313-7165
Northfield	9125 Northfield Road, Ellicott City 21042	(410)313-2806
Phelps Luck	5370 Oldstone Court, Columbia 21045	(410)313-6886
Pointers Run	6600 S. Trotter Road, Clarksville 21029	(410)313-7142
Rockburn	6145 Montgomery Road., Elkridge 21075	(410)313-5030
Running Brook	5215 W. Running Brook, Columbia 21044	(410)313-6893
St. John's Lane	2960 St. John's Lane, Ellicott City 21042	(410)313-2813
Stevens Forest	6045 Stevens Forest Road, Columbia 21045	(410)313-6900
Swansfield	5610 Cedar Lane, Columbia 21044	(410)313-6907
Talbott Springs	9550 Basket Ring Road, Columbia 21045	(410)313-6915
Thunder Hill	9357 Mellenbrook Road, Columbia 21045	(410)313-6922
Triadelphia Ridge	13400 Triadelphia Road, Ellicott City 21042	(410)313-2560
Veterans	4355 Montgomery Road, Ellicott City 21043	(410)313-1700
Waterloo	5940 Waterloo Road, Columbia 21045	(410)313-5014
Waverly	10220 Wetherburn Road, Ellicott City 21042	(410)313-2819
West Friendship	12500 Frederick Road, W. Friendship 21794	(410)313-5512
Worthington	4570 Roundhill Road, Ellicott City 21043	(410)313-2825

HCPSS School Directory

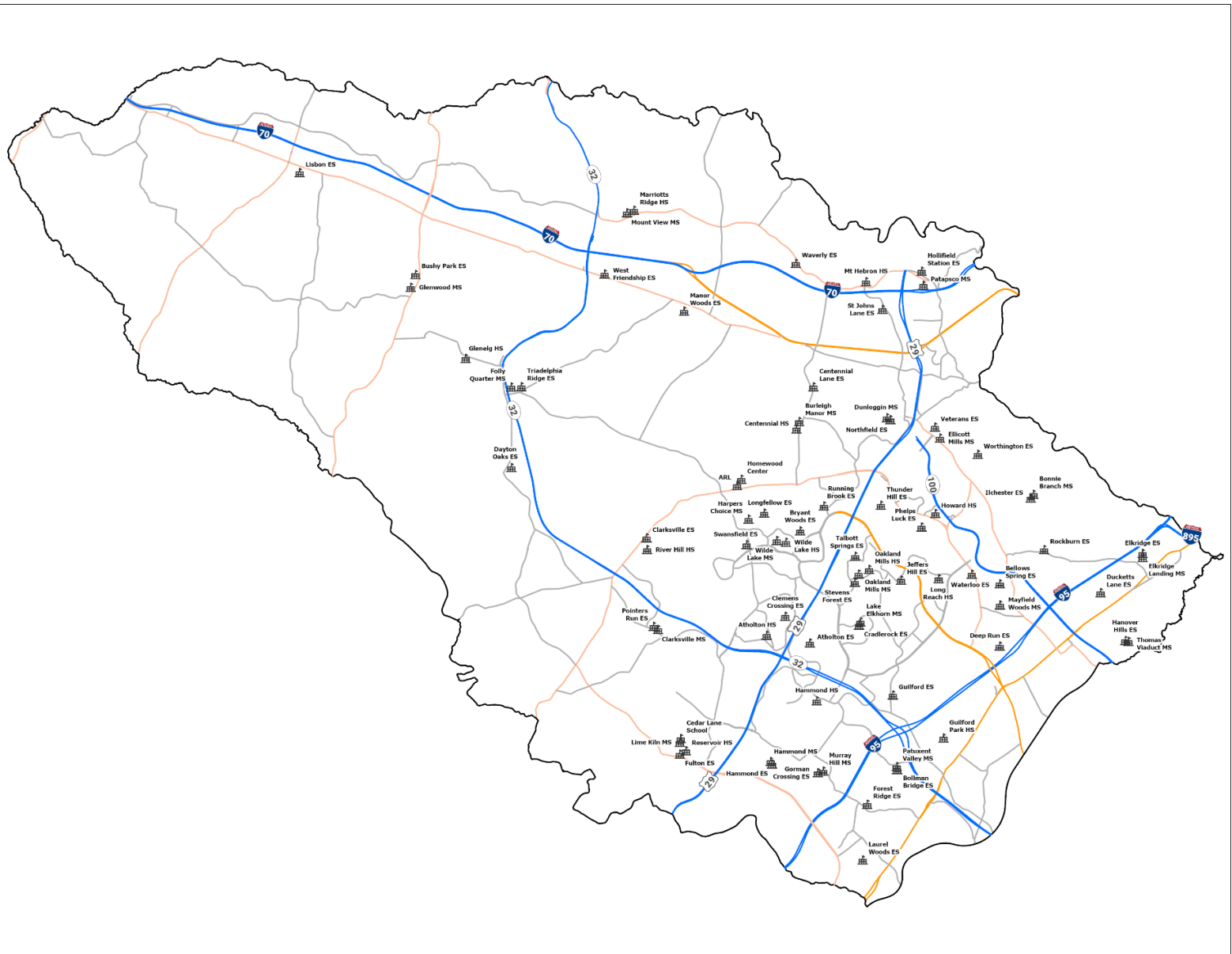
MIDDLE SCHOOLS (#20) Grades 6–8	ADDRESS	PHONE
Bonnie Branch	4979 Ilchester Road, Ellicott City 21043	(410)313-2580
Burleigh Manor	4200 Centennial Lane, Ellicott City 21042	(410)313-2507
Clarksville	6535 S. Trotter Road, Clarksville 21029	(410)313-7057
Dunloggin	9129 Northfield Road, Ellicott City 21042	(410)313-2831
Elkridge Landing	7085 Montgomery Road, Elkridge 21075	(410)313-5040
Ellicott Mills	4445 Montgomery Road, Ellicott City 21043	(410)313-2839
Folly Quarter	13500 Triadelphia Road, Ellicott City 21042	(410)313-1506
Glenwood	2680 Route 97, Glenwood 21738	(410)313-5520
Hammond	8100 Aladdin Drive, Laurel 20723	(410)880-5830
Harper's Choice	5450 Beaverkill Road, Columbia 21044	(410)313-6929
Lake Elkhorn	6680 Cradlerock Way, Columbia 21045	(410)313-7600
Lime Kiln	11650 Scaggsville Road, Fulton 20759	(410)880-5988
Mayfield Woods	7950 Red Barn Way, Elkridge 21075	(410)313-5022
Mount View	12101 Woodford Drive, Marriottsville 21104	(410)313-5545
Murray Hill	9989 Winter Sun Road, Laurel 20723	(410)880-5897
Oakland Mills	9540 Kilimanjaro Road, Columbia 21045	(410)313-6937
Patapsco	8885 Old Frederick Road, Ellicott City 21043	(410)313-2848
Patuxent Valley	9151 Vollmerhausen Road, Jessup, 20794	(410)880-5840
Thomas Viaduct	7000 Banbury Drive, Hanover, MD 21076	(410)313-8711
Wilde Lake	10481 Cross Fox Lane, Columbia 21044	(410)313-6957

HIGH SCHOOLS (#13) Grades 9–12	ADDRESS	PHONE
Atholton	6520 Freetown Road, Columbia 21044	(410)313-7065
Centennial	4300 Centennial Lane, Ellicott City 21042	(410)313-2856
Glenelg	14025 Burntwoods Road, Glenelg 21737	(410)313-5528
Guilford Park	8500 Ridgely's Run Road, Jessup 20794	(410)313-7117
Hammond	8800 Guilford Road, Columbia 21046	(410)313-7615
Howard	8700 Old Annapolis Road, Ellicott City 21043	(410)313-2867
Long Reach	6101 Old Dobbin Lane, Columbia 21045	(410)313-7117
Marriotts Ridge	12100 Woodford Drive, Marriottsville 21104	(410)313-5568
Mt. Hebron	9440 Old Frederick Road, Ellicott City 21042	(410)313-2880
Oakland Mills	9410 Kilimanjaro Road, Columbia 21045	(410)313-6945
Reservoir	11550 Scaggsville Road, Fulton 20759	(410)888-8850
River Hill	12101 Clarksville Pike, Clarksville 21029	(410)313-7120
Wilde Lake	5460 Trumpeter Road, Columbia 21044	(410)313-6965

EDUCATION CENTERS (#3)	ADDRESS	PHONE
Applications & Research Lab	10920 Clarksville Pike, Ellicott City 21042	(410)313-6998
Cedar Lane	11630 Scaggsville Road, Fulton 20759	(410)888-8800
Homewood Center	10914 Clarksville Pike, Ellicott City 21042	(410)313-7081

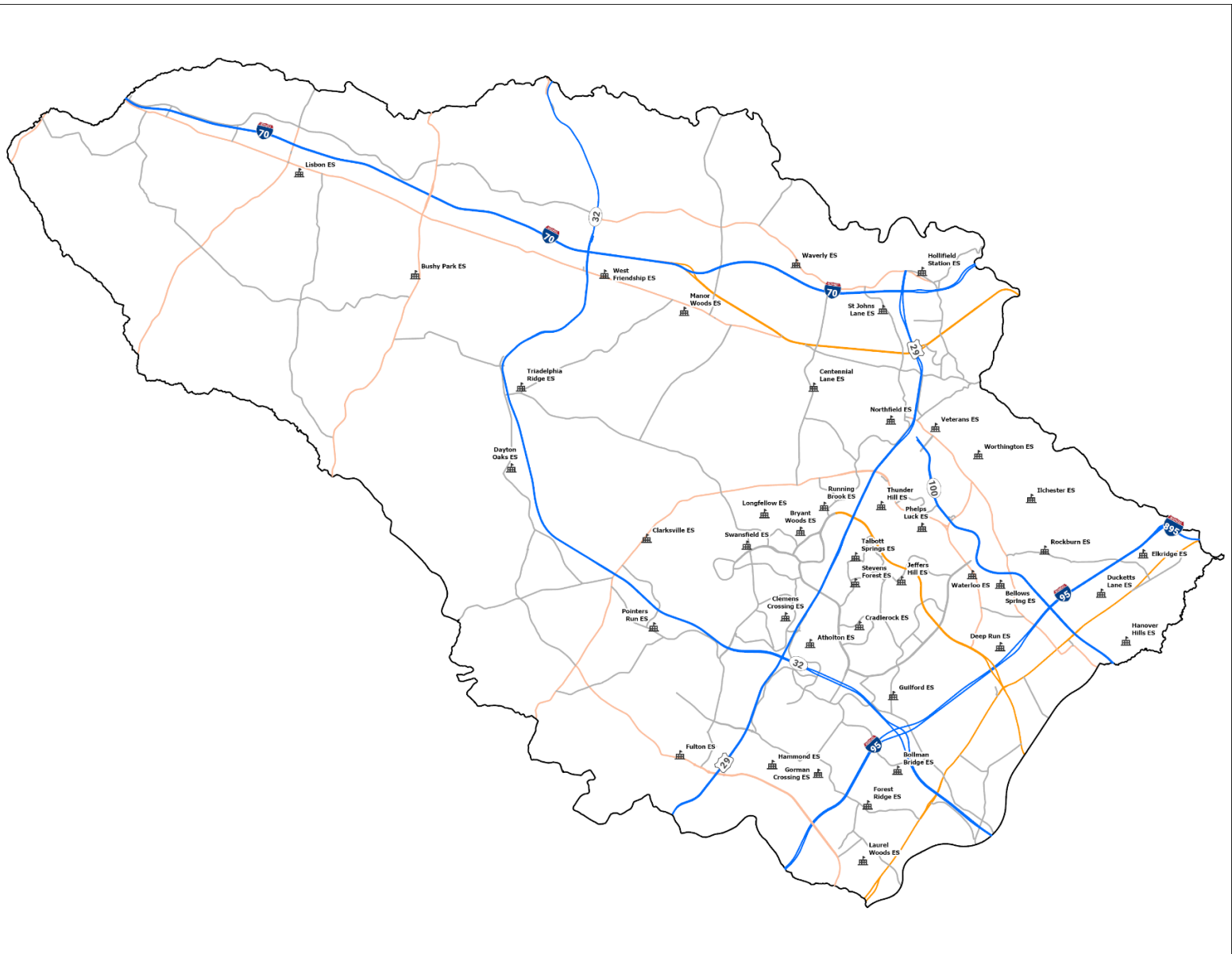
Systemwide Map of Schools

Howard County Public School System 2024–2025



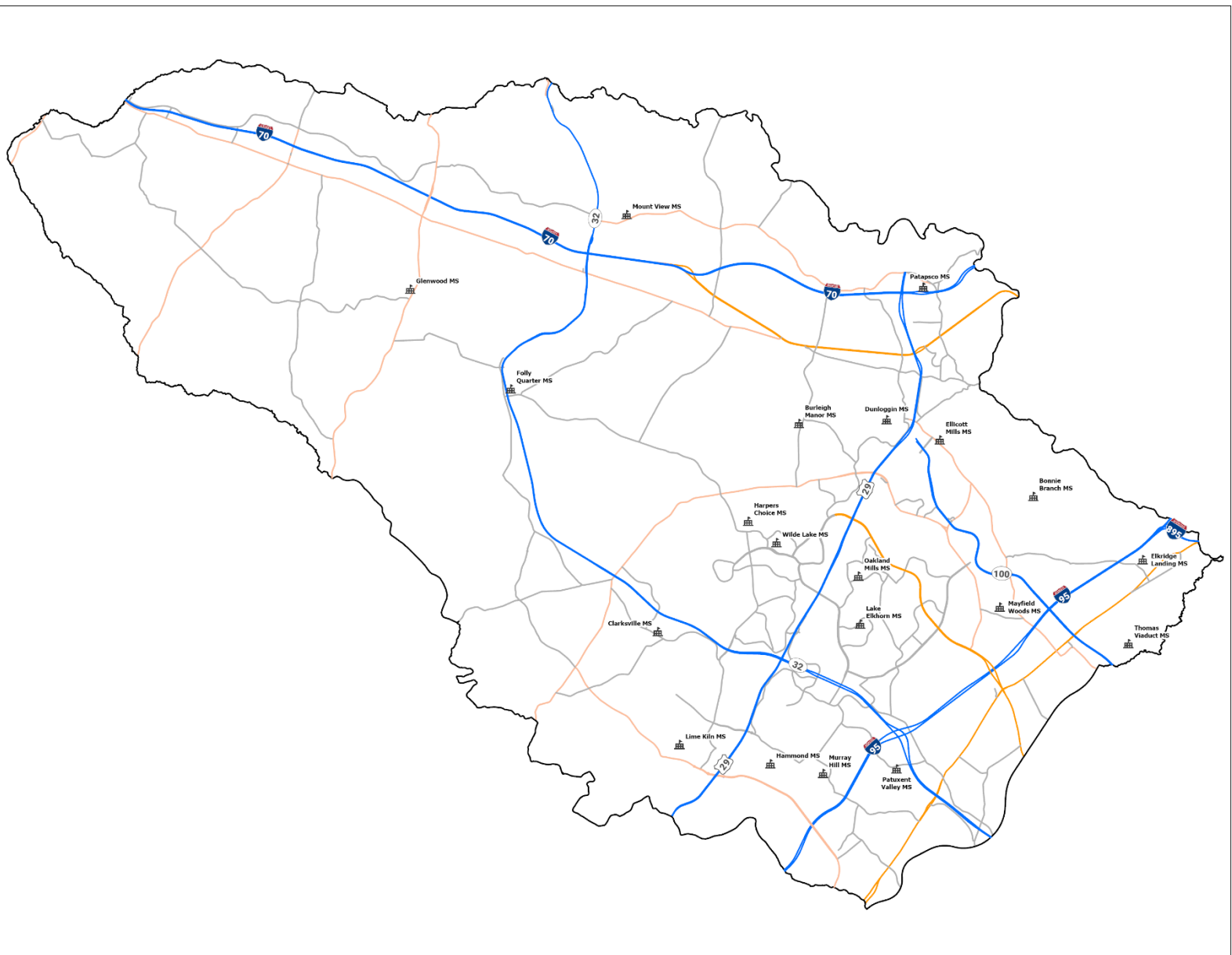
Elementary Schools Map

Howard County Public School System Elementary Schools 2024–2025



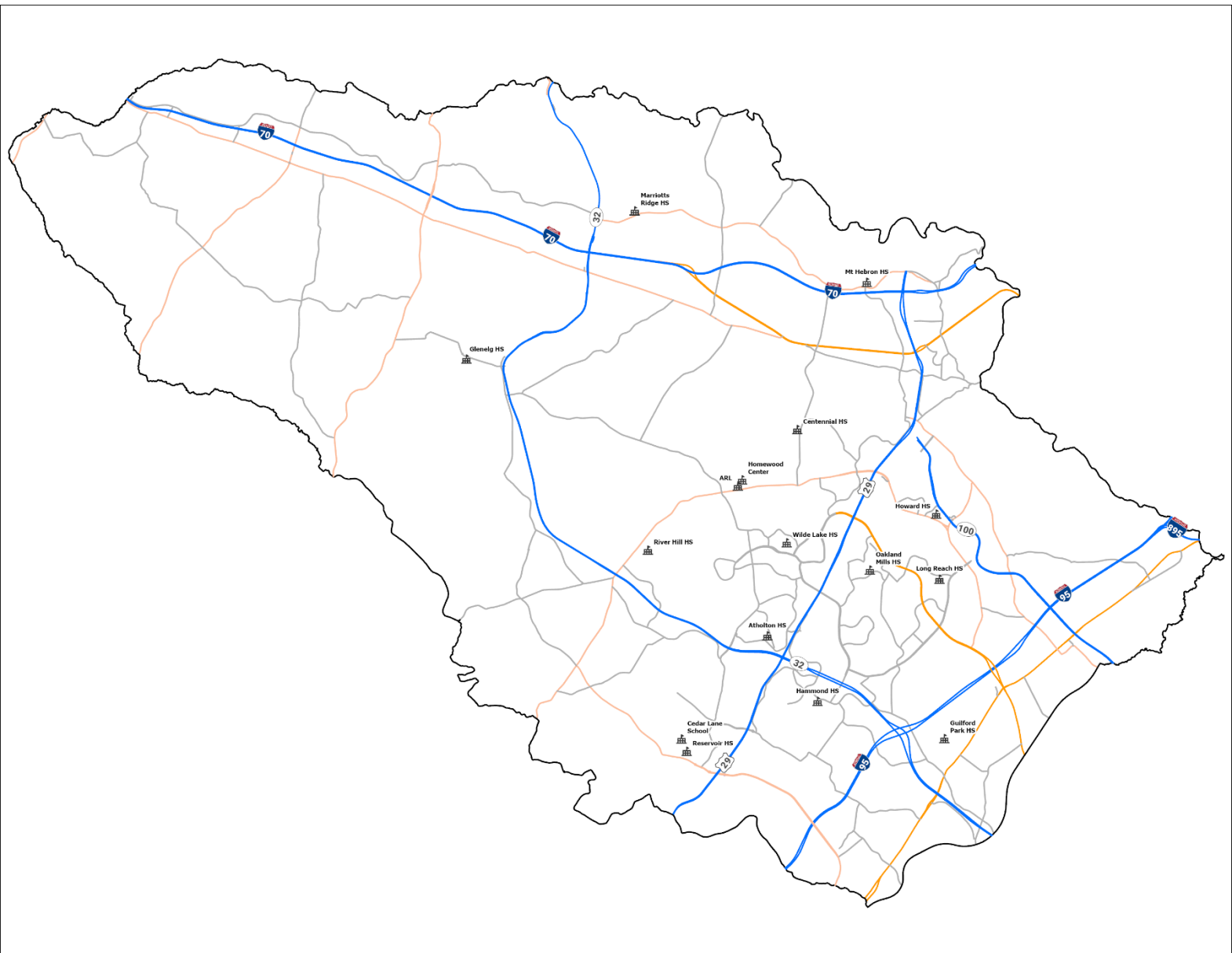
Middle Schools Map

Howard County Public School System Middle Schools 2024–2025



High Schools Map

Howard County Public School System High Schools 2024–2025



Budget and Financial Management

Budget Policies and Procedures

The Howard County Public School System (HCPSS) budget procedures support the resource allocation process and incorporate the best estimate of the system's revenues and expenditures for the next fiscal year, based on a compilation of performance manager requests to effectively provide services for students, staff, and stakeholders. These estimates are adapted to reflect changes in plans, priorities, and enrollment, as well as the economic environment.

HCPSS is required to prepare an annual budget in compliance with the legal requirements of Howard County and the state of Maryland. The budget provides management and performance managers a framework for measurement and monitoring expenditures. Throughout the year, actual spending is compared with the approved budget in each organizational and programmatic area. This review provides a measure of effectiveness and assurance that funds are used for their intended purpose.

The HCPSS adheres to the following budget procedures:

- The Superintendent's proposed budget, as submitted to the Board of Education for review, is made available to the public and the county government.
- Public hearings and work sessions are held to consider comments from individuals and community groups.
- The Board of Education deliberates potential modifications to the Superintendent's proposed budget and submits the Board of Education's requested operating budget to the County Executive in March.
- After approval or adjustment by the County Council, the final operating budget is adopted by the County Council by June 1 and the Board of Education prior to July 1.
- Data included in this budget for governmental funds are reported using the budgetary basis of accounting that differs from Generally Accepted Accounting Principles (GAAP). The budget includes the use of appropriated fund balance and, as previously noted, current-year encumbrances only. Neither of these are reported under GAAP. The budget does not include retirement benefits paid by the state on behalf of HCPSS employees that are reported under GAAP in the financial statements.
- Transfers may be made within the major Maryland State Department of Education (MSDE) categories by the Board of Education without the approval of the County Council.

Budget Amendments/Supplements

The HCPSS is not permitted to spend in excess of the amount appropriated by fund, category, or capital project. It is the responsibility of each performance manager to spend within the allocated funding and to notify the appropriate supervisor of any potential deviance from the budget plan.

Transfers between state categories must have Board approval and Howard County Council approval. The Howard County Council must also approve transfers between projects within the Capital Projects Fund. If actual revenue is anticipated to be greater than the original amount appropriated, or if additional county funds are needed, the Howard County Council must approve a supplemental budget appropriation before additional funds can be obligated.

Budget and Financial Management

Accounting Policies and Procedures

The HCPSS follows the state mandated requirements for preparing the annual budget. The structure of accounts is based upon the Maryland State Department of Education's Financial Reporting Manual for Maryland Schools. The school system may only spend funds that are appropriated if local, or authorized if non-local, by the county government. The Howard County Government approves the appropriation, or legal limit, of the level of spending by fund and category.

Under Maryland Law, the General Fund, Internal Service Funds, and the Special Revenue Funds comprise the Current Expense Fund, which reflects all financial resources used for the basic operations of the school system, including the basic education programs. The financial resources are considered to be revenue to HCPSS. Revenue is received from a variety of sources.

The Board reports the following governmental funds using the modified accrual basis of accounting: general, special revenue, and capital project funds. The operating budget consists of the General Fund, which is unrestricted. The special revenue funds include the Restricted Programs Fund (Grants), Food and Nutrition Service Fund and the Glenelg Wastewater Treatment Plant Fund. The School Construction Fund is the only capital projects fund.

Revenues are recognized as soon as they are both measurable and available. Revenues are considered available when they are collectible in the current period or soon enough thereafter to pay liabilities of the current period. HCPSS considers revenues to be available if collected within sixty days of the end of the current fiscal year. Principal revenues subject to accrual include federal and state aid and local county government appropriations.

Expenditures are generally recorded when a liability or encumbrance is incurred, as under full accrual accounting, and budgets are prepared where encumbrances are treated as expenditures of the current period.

Modifications to the accrual basis of accounting include:

- Employees' vested annual leave is recorded as an expenditure when the obligations are due and payable. The amount of accumulated leave unpaid at the end of a fiscal year is reported only in government-wide statements.
- Interest on long-term obligations (capital leases) is recognized when paid.
- Amounts encumbered as purchase orders are recorded as an assignment of fund balance.

Funds for capital projects are appropriated annually. Unspent capital funds do not lapse at fiscal year-end but remain available until the project is closed.

Proprietary funds are activities the school system operates like those of a business, in that it attempts to cover costs through user charges. Proprietary funds include an enterprise fund (Jim Rouse Theatre Fund) and four internal service funds. The internal service funds are: Print Services Fund, Technology Services Fund, Health and Dental Fund, and Workers' Compensation Fund. The proprietary funds are reported on the accrual basis of accounting. Revenues are recognized when earned, and expenses are recognized when a liability is incurred. The proprietary funds use the accrual basis of accounting for both budgetary and accounting purposes.

Budget and Financial Management

The budget includes a separate budget for each fund except for the fiduciary fund (School Activity Fund) which is not budgeted. These monies are custodial in nature and do not involve measurement of results or operations. The School Activity Fund accounts for all monies held in the name of a school including fundraising proceeds, cash donations, funds transferred from the Board, and funds provided to a school not appropriated through the Board's budget. Although these funds are collected, spent, and managed at the school level, HCPSS is responsible for overseeing the School Activity Funds in accordance with Generally Accepted Accounting Principles (GAAP) and Board procedures as outlined in Policy 4030 School Activity Funds. The operating budget is presented throughout the Executive Summary, Financial Section, and Informational Section. Budgets for all other funds can be found in Other Funds at the end of the Financial Section.

Investments

As a Local Education Authority, the school system is authorized to invest excess funds under specific provisions of the Maryland State Annotated Code. The school system has an investment policy that establishes the investment scope, objectives, and delegation of authority from the Board of Education to the Superintendent/designee to invest school funds, and the standards of prudence to be applied to such investments.

Debt Management

HCPSS has no authority to levy taxes or issue bonded debt. The state or county may issue debt to finance school construction. However, HCPSS has no contingent liability for the repayment of long-term debts incurred by the state of Maryland or the Howard County Government to finance school construction.

The school system has a debt management policy in place that sets forth parameters and a process for issuing debt as well as managing outstanding debt. The scope of the policy is limited to lease obligations of the school system. The policy does not include or envision debt incurred on the school system's behalf by the state of Maryland or the Howard County Government to fund any planned capital improvements of the school system. By establishing a debt policy, the school system has recognized the binding commitment to full and timely repayment of all debt. The policy ensures that the Board maintains a sound debt position and that credit quality is protected.

Fund Balance

Fund balances are created when the expenditures during a fiscal year are less than the revenue received during that year. Fund balances may accumulate over a period of years and may be available as a source of revenue, but only if appropriated through the budget process by the Board and the Howard County Council.

[Policy 4070 - Fund Balance](#) defines accounting procedures for reporting and using fund balance in alignment with GASB 54 and states the authority and guidelines for the use of fund balance.

Budget and Financial Management

Revenue

HCPSS is a component unit of Howard County, Maryland, and is fiscally dependent on the Howard County Government and the state of Maryland to appropriate funding for the school system. The majority of the school system's general fund revenues are received from the Howard County Government. In order to be eligible for Howard County's share of state aid, the local government must provide a minimum funding level known as Maintenance of Effort. Maintenance of Effort requires local funding support to be the same per pupil amount as the year before. This funding level will change year-to-year depending on fluctuations in student enrollment. County property and income taxes make up the majority of local funding.

The State of Maryland provides funding for unrestricted revenues using formulas based on student enrollment, county wealth, and in some cases, a consumer price index adjustment. These major state aid categories are identified in the revenue section as Foundation Program, Compensatory Aid, Transportation, Special Education Formula, Limited English Proficiency, and Geographic Cost of Education Index (GCEI). Estimates of the projected level of state funding are provided by the Maryland State Department of Education (MSDE) as the budget is being prepared.

The Other Sources of Revenue funding consists of tuition paid for non-residents, summer school and evening high school; interest on investments; rental use of system facilities; insurance proceeds; the local portion of

Out-of-County Living arrangements; and some appropriation of general fund balance. These revenue sources fluctuate based on program usage, student enrollment, and market trends.

HCPSS receives special revenues, or restricted funds, in the form of grants. These grants come from federal, state, local, and private or other sources and must be used for specific programs, such as Title I for disadvantaged children, special education, and various pilot programs. The federal government provides funding through public law and other federal grants. MSDE administers these funds and provides information on expected funding levels as the information becomes available.

Long-Term Financial Planning

The HCPSS local Every Student Succeeds Act (ESSA) Consolidated Strategic Plan reflects the district's commitment to educating our entire student population, one child at a time. The plan fulfills our obligation to the Maryland State Department of Education to integrate federal, state, and local funding and initiatives into a comprehensive master plan to improve achievement for all students and ensure that all student groups meet state standards. Each year HCPSS prepares an annual operating budget that supports the ESSA Consolidated Strategic Plan. School officials and the Board target funding to ensure the goals established in the HCPSS Strategic Plan are achieved.

Annually, HCPSS prepares a five-year Capital Improvement Program (CIP) and a ten-year Long-Range Master Plan. The CIP identifies projected capital needs, including new facilities and maintenance projects required to keep HCPSS facilities in good operating condition.

Budget and Financial Management

Capital Budget

Capital budget priorities are set by the Board and rely on funding from the state and county governments. Capital projects approved by the Board are submitted to the Interagency Commission on School Construction (IAC) of the State Public School Construction Program to request state funding according to approved criteria. Costs for projects beyond the amount funded by the state must be borne entirely by the local government. Howard County Government has also provided "forward funding" in anticipation of future state contributions for projects with preliminary planning approval. This process accelerates construction schedules and the county is later reimbursed for these expenditures with state funds. Appeals of IAC decisions are heard by the State Board of Public Works and a final decision is made in conjunction with legislative approval of the state's operating and capital budget during the spring session of the Maryland General Assembly.

A separate funding request is submitted by the Board to the county government for the majority of capital funds. The county portion of the capital program includes those projects eligible for state funding in addition to the more numerous projects that are funded entirely with local revenue. The Howard County Council adopts a capital budget each year.

HCPSS executes and manages the capital construction program using both state and local funds. The capital projects reflect planned spending of state and county funds as set forth in the five-year program. Legal appropriations are made only for the current fiscal year, so the level of anticipated activity does not necessarily translate into future appropriations. The total cost of construction projects is encumbered when the construction contract is awarded, and revenue recognized as expenditures are incurred. These expenditures are paid directly by the county government. The state portion of capital funds is reimbursed by the state.

Budget Process

Budget Process and Schedule

This section outlines some of the many ways that citizens can participate in the development, review, and approval of the Howard County Public School System's budget.

Overview of the Budget Process

The operating budget process includes the development of three budgets: the Superintendent's Proposed, presented to the Board of Education for review; the Board of Education's Requested, submitted to the County Council, and the final budget Adopted by the County Council and the Board of Education. It is a year-round process that begins with the development of a performance manager's requested budget in early fall.

Budget priorities are developed as performance managers begin to compile budget requests for the next fiscal year. These preliminary requests are reviewed and adjusted by supervisors. During this time, the Budget Office develops anticipated revenue projections.

The final performance managers' requests are submitted to the school system's Budget Office for analysis and preparation for review by the Superintendent and other leadership team members. After careful consideration, the Superintendent recommends a proposed budget to the Board of Education in January.

The Board holds public hearings and work sessions. During work sessions, staff are asked to provide additional data, often detailed, in support of the programs. From this information, the Board develops the budget request they will submit to the County Executive in March.

The County Executive reviews the Board of Education's Requested Operating Budget and may recommend reductions to the Board's request, but not increases, before submitting a proposed budget to the County Council in April. The Board of Education may amend its budget request and the amendments may be considered by the county government before the budget is approved.

The County Council holds public hearings and work sessions, during which staff again may be asked to provide additional data in support of the budget request. The Council may make changes to the County Executive's budget and may reduce any portion of the Executive's budget and/or restore funding to the school system (up to the level requested by the Board of Education). 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 and the Board of Education adopts the detailed school system budget, then creating the final version of the budget, the Approved Operating Budget.

Budget Process

Public Meeting Schedule

The public is encouraged to attend public hearings and work sessions and may provide written and/or verbal testimony. The following is the schedule for the FY 2025 Operating Budget in 2024:

- FY 2025 Fiscal Outlook Presentation – October 26, 2023
- Board of Education Budget/Priorities – December 5, 2023
- Superintendent Discussion on Overview of FY 2025 Budget Challenges and Timeline to the Board of Education – January 11, 2024
- Superintendent's Proposed Operating Budget presented – January 18
- Board of Education work sessions – January 29, February 1, 15, 22, 29
- Board of Education public hearing – January 25, February 15, May 2
- Board of Education's Requested Budget adopted – February 29
- Board of Education's Requested Budget submitted to County Executive – week of March 4
- County Executive Proposed Budget presented to the County Council – April 16
- County Council public hearing on the education budget – April 22, May 9
- County Council work session on the education budget – May 1
- County Council work session on budget amendments and pending issues – May 17
- County Council adopts budget – May 22
- Board adopts final budget – May 23

Budget Feedback to the Board of Education

Written testimony on the Operating Budget may be submitted via email at boe@hcpss.org or by written letter addressed to:

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

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 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 via email at budget@hcpss.org.

Written feedback may be submitted by mail:

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

Budget Process

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:

- Dr. Calvin Ball, County Executive
- Elizabeth Walsh, Council Member, (District 1)
- Opel Jones, Council Member (District 2)
- Christiana Rigby, Council Member (District 3)
- Deb Jung, Council Member (District 4)
- David Yungmann, 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 at www.howardcountymd.gov.

Other Ways to Participate

Parent-teacher organizations, advisory committees, student organizations, school administrators, school-based management groups, and other interested parties play an important role in the budget process.

School principals and school-based management committees review the needs of individual schools and submit their input to the Superintendent and other school system managers. Input from schools is an important consideration when performance managers prepare their budget requests. Individuals who participate in school-based management committees are helping to shape the budget at its initial stages.

Local PTAs and the countywide PTA Council are also involved in the budget process. Local PTAs often submit testimony during the budget process. The PTA Council performs a formal review of the Superintendent's budget and provides comments to the Board of Education. PTAs also participate during the county government's budget review and approval process. An advisory committee to the Board of Education reviews and comments on the budget as well. Other advisory and advocacy groups are also active in the budget process.

For More Information

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

- Budget Office (410) 313-5638
- Public Information Office (410) 313-6600

An electronic copy of the budget can be found on the school system's website at www.hcpss.org.

Howard County Public School System

Superintendent's Proposed
FY 2025 Operating Budget

Financial Section

January 2024

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Summary of All Funds – Fund Balance

All Funds – Fund Balance

The summary of all funds includes budgets for the Howard County Public School System governmental and proprietary funds. The following major governmental funds are included: general, special revenue, and capital project funds. The general fund includes the Unrestricted Fund (Operating Budget) and the Restricted Fund (Grants). The special revenue funds include the Food and Nutrition Service Fund and the Glenelg Wastewater Treatment Plant Fund. The School Construction Fund is the only capital projects fund. Proprietary funds include an enterprise fund (Jim Rouse Theatre Fund) and four internal service funds. The internal service funds are: Print Services Fund, Technology Services Fund, Health Fund, and Workers’ Compensation Fund.

This schedule provides a five-year comparison of fund balance for all funds.

Summary of All Funds - Ending Fund Balances					
Funds	Actual FY 2021	Actual FY 2022	Actual FY 2023	Approved FY 2024	Superintendent Proposed FY 2025
GOVERNMENTAL FUNDS					
General Fund (Budgetary Basis)					
Unrestricted Fund (Operating Budget)	\$ 50,362,065	\$37,348,440	\$32,787,142	\$3,129,348	\$ 1,600,546
Restricted Fund (Grants)	7,293,464	7,084,624	8,374,211	7,084,624	8,374,211
Special Revenue Fund					
Food and Nutrition Service Fund	3,601,626	14,704,027	17,285,713	16,871,588	12,545,499
Glenelg Wastewater Treatment Plant Fund	1,198,467	1,201,094	1,348,667	1,240,416	1,349,867
Capital Projects Fund					
School Construction Fund	2,947,223	3,860,977	8,000,575	3,860,977	8,000,575
PROPRIETARY FUNDS (Net Position)					
Enterprise Fund					
Jim Rouse Theatre Fund	309,162	349,786	418,090	349,786	418,090
Internal Service Fund					
Print Services Fund	1,202,859	1,160,110	996,282	373,683	230,975
Technology Services Fund	6,095,160	9,626,786	12,943,007	4,919,378	2,239,398
Health Fund	(9,696,429)	5,950,073	15,418,680	5,950,073	15,418,680
Workers' Compensation Fund	485,149	1,077,711	871,214	824,632	871,214
Total	\$ 63,798,746	\$ 82,363,628	\$ 98,443,581	\$ 44,604,505	\$ 51,049,055

Summary of All Funds – Revenue and Expenditures

All Funds – Revenue and Expenditures

This schedule provides a summary of revenue and expenditures for all funds.

Summary of All Funds - Revenue and Expenditures					
	Actual FY 2021*	Actual FY 2022*	Actual FY 2023*	Approved FY 2024	Superintendent Proposed FY 2025
Revenues					
County**	\$ 686,027,327	\$ 718,098,577	\$ 733,434,375	\$ 772,775,000	\$ 822,805,682
State	319,711,334	338,347,808	350,683,900	419,002,369	380,943,872
Federal	43,879,935	95,251,991	73,655,708	36,306,581	39,284,274
Other	194,764,332	224,014,317	250,826,961	302,692,142	310,384,552
Total Revenue	\$ 1,244,382,928	\$ 1,375,712,693	\$ 1,408,600,944	\$ 1,530,776,092	\$ 1,553,418,380
Expenditures					
Administration	\$ 12,691,035	\$ 13,769,417	\$ 14,259,734	\$ 15,946,385	\$ 14,878,405
Mid-Level Administration	61,268,596	65,107,845	64,786,240	70,543,148	69,280,971
Instructional Salaries and Wages	353,482,546	363,786,555	391,452,422	416,759,697	410,118,210
Instructional Textbooks/Supplies	8,041,487	8,697,109	9,576,954	9,511,736	8,344,778
Other Instructional Costs	3,349,504	4,650,551	13,032,370	19,232,827	20,436,611
Special Education	123,706,726	135,490,538	153,306,790	169,167,514	177,492,804
Student Personnel Services	4,067,405	7,046,024	7,698,430	10,000,470	10,771,613
Student Health Services	9,062,306	9,693,432	10,841,093	12,850,743	13,380,895
Student Transportation	31,200,421	44,904,082	47,856,683	59,784,853	67,657,641
Operation of Plant	41,599,798	42,853,442	47,972,079	55,260,568	56,276,359
Maintenance of Plant	28,745,168	27,331,223	28,053,553	27,166,238	27,039,418
Fixed Charges	198,840,892	214,139,435	223,641,174	232,745,184	248,697,028
Community Services	5,291,029	4,458,732	4,995,716	4,411,212	4,164,811
Capital Outlay**	90,393,582	123,400,377	77,861,063	110,322,562	76,897,124
Grant Programs	44,813,583	86,332,423	60,145,696	40,680,344	45,392,455
School Activity Funds	3,313,848	-	9,326,502	7,110,340	14,161,082
Grant Contingency	-	-	-	25,000,000	15,000,000
Operating & Administrative Costs	27,113,014	32,895,028	35,822,754	39,043,536	50,294,490
Claims & Claims Administration	158,146,646	169,160,121	187,163,950	191,174,374	215,663,140
Payments to Other Funds	2,530,834	2,373,231	2,502,459	3,236,250	3,488,849
Recovery of Fund Balance	-	-	-	600	600
Transfers	-	-	-	6,700,000	-
Other	4,195,358	3,947,547	3,887,899	4,127,511	3,981,096
Total Expenditures	\$ 1,211,853,778	\$ 1,360,037,112	\$ 1,394,183,561	\$ 1,530,776,092	\$ 1,553,418,380

* Actual revenues do not include use of fund balance.

**May include transfer from prior year appropriation for the School Construction Fund (Capital).

Fund Balance – General Fund

The General Fund includes the Unrestricted Fund (Operating Budget) and the Restricted Fund (Grants Fund). By law, the school system’s operating budget must be balanced with budgeted revenues equal to budgeted expenditures. The Board, with County Council approval, may appropriate unassigned fund balance as a revenue source in accordance with [Board Policy 4070 - Fund Balance](#). The schedule below presents a summary of operating budget revenues and expenditures with details of the General Fund’s budgeted fund balance.

	Budgetary Basis				
	Actual FY 2021*	Actual FY 2022*	Actual FY 2023*	Approved FY 2024	Superintendent Proposed FY 2025
Sources of Funds					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ 21,000,000	\$ 10,186,596
Transfer from Technology Services Fund	-	-	-	6,700,000	-
Intergovernmental:					
Local Sources	620,300,000	640,800,004	675,576,796	721,187,000	761,623,167
State Sources	282,546,542	281,625,402	324,829,309	346,004,494	348,195,206
Federal Sources	424,298	372,000	482,039	410,000	410,000
Earnings on investment	48,699	208,951	5,541,306	2,500,000	4,000,000
Charges for services	3,237,877	3,344,341	4,171,857	4,440,893	3,805,811
Miscellaneous revenues	1,125,949	933,212	1,645,607	2,333,750	1,477,888
Subtotal Revenues	907,683,365	927,283,910	1,012,246,914	1,076,876,137	1,119,512,072
Total Sources of Funds	\$ 907,683,365	\$ 927,283,910	\$ 1,012,246,914	\$ 1,104,576,137	\$ 1,129,698,668
Uses of Funds					
Operating Expenditures	\$ 879,585,709	\$ 940,297,535	\$ 1,016,808,212	\$ 1,104,576,137	\$ 1,129,698,668
Total Uses of Funds	\$ 879,585,709	\$ 940,297,535	\$ 1,016,808,212	\$ 1,104,576,137	\$ 1,129,698,668

* Actual revenues do not include use of fund balance.

Fund Balance Budgetary Basis					
Annual Summary					
Beginning Fund Balance	\$ 22,264,409	\$ 50,362,065	\$ 37,348,440	\$ 24,129,348	\$ 11,787,142
Change in Fund Balance					
Sources Over (Under) Uses	28,097,656	(13,013,625)	(4,561,298)	(21,000,000)	(10,186,596)
Ending Fund Balance	\$ 50,362,065	\$ 37,348,440	\$ 32,787,142	\$ 3,129,348	\$ 1,600,546
Ending Fund Balance Summary					
Nonspendable Prepaid Expense	\$ 214,577	\$ 190,115	\$ 115,964	\$ 190,115	\$ 115,964
Nonspendable Inventories	954,838	852,484	906,518	852,484	906,518
Assigned	12,000,000	28,899,608	21,000,000	-	-
Unassigned	36,812,091	6,352,729	10,186,597	1,033,245	-
GAAP Adjustment - Budgetary Basis	380,559	1,053,504	578,063	1,053,504	578,063
Total Ending Fund Balance	\$ 50,362,065	\$ 37,348,440	\$ 32,787,142	\$ 3,129,348	\$ 1,600,546

GASB Statement No. 54 requires that the subsequent year’s use of fund balance is reported as assigned.

Summary of General Fund – Budget Forecast

General Fund – Budget Forecast

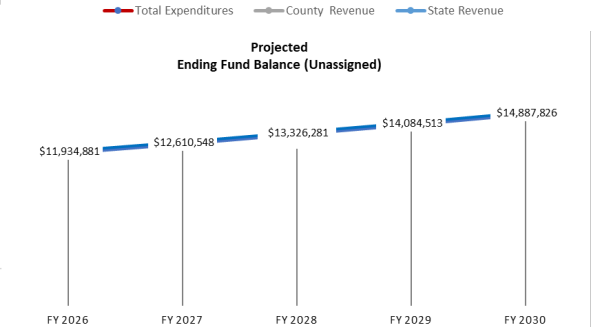
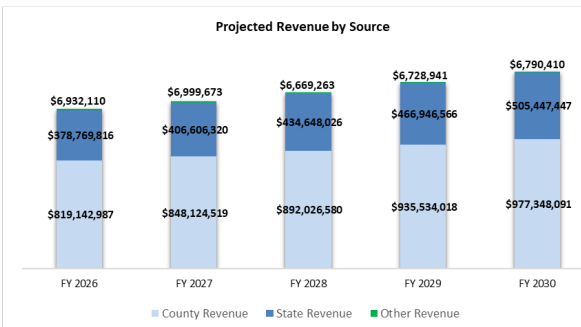
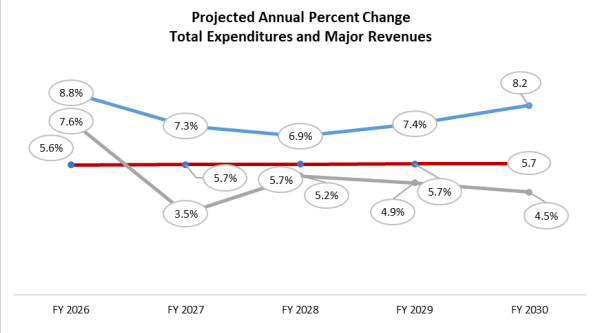
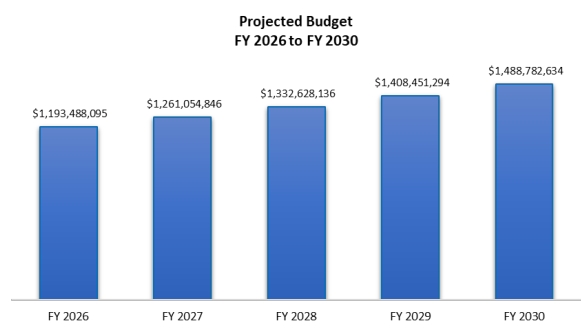
The charts and schedules on the following pages provide a budget forecast of projected revenues, expenditures, and ending fund balance. The forecast is developed with a combination of trend analysis, enrollment projections, and specific funding priorities. It is not a comprehensive assessment and analysis of future revenue changes and expenditure needs. The projections incorporate cost assumptions for Blueprint for Maryland’s Future (Blueprint) at a high-level. More specific assumptions require guidance from the Accountability and Implementation Board (AIB). In addition, the Blueprint is not a “stand alone” budget item or state category. Cost estimates are interwoven into the programmatic budgets within each state category. The use of this information should be limited to order of magnitude analysis to help understand the general fiscal condition based on the assumptions modeled.

State and county revenues are projected based on staff estimates. Per pupil maintenance of effort (MOE) funding is projected based on preliminary enrollment projections. Other revenues are projected based on trend. Use of fund balance is projected in accordance with Policy 4070-Fund Balance and based on maintaining an unassigned fund balance no less than one percent of total uses. The amount of county funding above MOE is projected based on the amount needed to balance the budget each year to fund the projected expenditure level, based on the assumptions in the table to right. The above MOE county contribution is not determinative that these funds will be received from the county government. The above MOE amount in one projected year is factored into the required MOE funding for the next year. The charts below graphically summarize projections, which are followed by detailed schedules on the next pages.

Expenditure Projection Assumptions	Annual Rate Δ
Salaries and Wages	6.00%
Contracted Services	3.00%
Supplies and Materials	1.00%
Other Charges	3.00%
Equipment	1.00%
Transfers	5.00%
Health Benefits	7.00%
Pension	6.00%
FICA	6.00%

Expenditures are projected based on multi-year trend analysis. No specific assumptions are made for negotiated

increases in salaries and benefits. General estimates have been made to fund the required increases for the minimum teacher salary to reach at least \$60,000 by July 1, 2026, as required by the Blueprint. In addition, a general cost inflator is applied



Summary of General Fund – Budget Forecast

to simulate imbedded cost and position growth. Lastly, the fund balance is managed to maintain an unassigned fund balance equal to one percent of total expenditures, per Policy . The charts summarize projections, and the following pages present the detailed estimates.

General Fund Projected Sources of Funding FY 2026 to FY 2030

General Fund	Budgetary Basis						
	Approved FY 2024	Superintendent Proposed FY 2025	PROJECTED FY 2026	PROJECTED FY 2027	PROJECTED FY 2028	PROJECTED FY 2029	PROJECTED FY 2030
SOURCES OF FUNDING							
Howard County Funding	\$ 648,770,253	\$ 714,623,167	\$ 771,553,413	\$ 821,781,149	\$ 848,967,643	\$ 896,949,334	\$ 940,987,125
Howard County-Above MOE	71,529,747	47,000,000	47,589,574	26,343,370	43,058,937	38,584,684	36,360,966
County-Nonrecurring	887,000	-	-	-	-	-	-
Subtotal Howard County	\$ 721,187,000	\$ 761,623,167	\$ 819,142,987	\$ 848,124,519	\$ 892,026,580	\$ 935,534,018	\$ 977,348,091
State Funding							
Foundation	\$ 216,373,137	\$ 216,141,163	\$ 233,626,723	\$ 248,326,667	\$ 259,318,098	\$ 274,038,419	\$ 289,861,701
GCEI	-	-	-	-	-	-	-
Comparable Wage Index	13,888,992	13,874,101	14,384,397	14,964,165	15,286,802	15,795,574	16,327,910
Transportation	23,945,467	23,896,399	24,214,965	24,322,361	24,401,877	24,596,630	24,780,763
Compensatory Education	50,013,380	49,314,916	54,153,715	57,354,790	63,279,951	67,079,077	73,818,698
English Learners	14,975,429	15,500,829	16,379,179	17,397,760	18,135,425	19,189,694	20,166,836
Special Education	21,482,341	23,456,792	26,470,768	31,075,724	36,200,379	42,872,422	51,381,634
Net Taxable Income Adjustments	-	-	-	-	-	-	-
Transitional Supplemental Instruction	2,015,901	2,011,448	1,049,002	-	-	-	-
College and Career Readiness	1,896,347	1,892,158	1,988,370	2,082,794	2,176,159	2,285,049	2,403,595
Career Ladder	860,798	1,345,363	1,362,904	1,367,564	1,369,055	1,377,750	1,387,382
Concentration of Poverty	-	-	-	-	-	-	-
Full Day Pre-K and Pre-K Exp	1,810,959	2,026,555	2,285,069	2,471,109	2,666,182	2,891,718	3,138,229
Collaborative Time Per Pupil	-	-	4,127,591	8,522,514	13,096,357	18,106,666	23,470,263
Blueprint Transition Grant	41,743	35,482	27,133	20,872	17,741	13,567	10,436
LEA Tuition	200,000	200,000	200,000	200,000	200,000	200,000	200,000
SB 1030 funding - Kirwan Comm	-	-	-	-	-	-	-
Less Medicaid Grant	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
State - Hold Harmless	-	-	-	-	-	-	-
Subtotal State Funds	\$ 346,004,494	\$ 348,195,206	\$ 378,769,816	\$ 406,606,320	\$ 434,648,026	\$ 466,946,566	\$ 505,447,447
Federal Funding							
ROTC Reimbursement	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Impact Aid	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Total Federal Funds	\$ 410,000	\$ 410,000	\$ 410,000	\$ 410,000	\$ 410,000	\$ 410,000	\$ 410,000
Other Funding							
Summer School Tuition	\$ 805,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000
Tuition-Teen Parenting	-	-	-	-	-	-	-
Non-Resident Tuition	375,000	375,000	375,000	375,000	375,000	375,000	375,000
Investment Income	2,500,000	4,000,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Use of School Facilities	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Athletic Program Gate Receipts	350,000	350,000	350,000	350,000	350,000	350,000	350,000
LEA Tuition-Other Counties	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Miscellaneous Revenues	2,333,750	1,477,888	1,082,225	1,114,691	748,132	770,576	793,693
Capital Projects Overhead	825,893	790,811	814,535	838,971	864,141	890,065	916,767
Grant Administration Fees	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Food Services: Fixed, Indirect	345,000	345,000	355,350	366,011	376,991	388,301	399,950
Total Other Funds	\$ 9,274,643	\$ 9,283,699	\$ 6,522,110	\$ 6,589,673	\$ 6,259,263	\$ 6,318,941	\$ 6,380,410
Use of Fund Balance	21,000,000	10,186,596	-	-	-	-	-
Transfer from Technology Services Fund	6,700,000	-	-	-	-	-	-
Total Sources of Funds	\$ 1,104,576,137	\$ 1,129,698,668	\$ 1,204,844,913	\$ 1,261,730,512	\$ 1,333,343,869	\$ 1,409,209,525	\$ 1,489,585,948

Summary of General Fund – Budget Forecast

General Fund Projected Uses of Funding FY 2026 to FY 2030 (continued)

General Fund	Budgetary Basis						
	Approved FY 2024	Superintendent Proposed FY 2025	PROJECTED FY 2026	PROJECTED FY 2027	PROJECTED FY 2028	PROJECTED FY 2029	PROJECTED FY 2030
USES OF FUNDING							
Categories							
Administration	\$ 15,946,385	\$ 14,878,405	\$ 15,693,446	\$ 16,555,316	\$ 17,466,766	\$ 18,430,708	\$ 19,450,230
Mid-Level Administration	70,543,148	69,280,971	73,236,492	77,425,182	81,860,925	86,558,435	91,533,305
Instructional Salaries and Wages	416,759,697	410,118,210	434,682,973	460,720,351	488,318,665	517,571,530	548,578,179
Instructional Textbooks/Supplies	9,511,736	8,344,778	8,429,575	8,515,261	8,601,845	8,689,338	8,777,750
Other Instructional Costs	19,232,827	20,436,611	21,088,283	21,761,781	22,457,889	23,177,426	23,921,241
Special Education	169,167,514	177,492,804	187,657,656	198,414,967	209,799,571	221,848,363	234,600,420
Student Personnel Services	10,000,470	10,771,613	11,402,570	12,070,941	12,778,959	13,528,989	14,323,538
Student Health Services	12,850,743	13,380,895	14,125,732	14,913,801	15,747,653	16,629,995	17,563,691
Student Transportation	59,784,853	67,657,641	69,768,262	71,947,077	74,196,423	76,518,726	78,916,505
Operation of Plant	55,260,568	56,276,359	58,849,421	61,554,048	64,397,461	67,387,296	70,531,625
Maintenance of Plant	27,166,238	27,039,418	28,139,034	29,290,308	30,495,923	31,758,711	33,081,663
Fixed Charges	232,745,184	248,697,028	264,861,488	282,092,131	300,459,952	320,040,707	340,915,233
Community Services	4,411,212	4,164,811	4,328,243	4,499,129	4,677,846	4,864,795	5,060,398
Capital Outlay	1,195,562	1,159,124	1,224,918	1,294,553	1,368,259	1,446,275	1,528,857
Total Uses of Funds	\$ 1,104,576,137	\$ 1,129,698,668	\$ 1,193,488,095	\$ 1,261,054,846	\$ 1,332,628,136	\$ 1,408,451,294	\$ 1,488,782,634
Use of Funds by Expense Type							
Salaries and Wages	\$ 706,020,560	\$ 703,143,491	\$ 745,289,771	\$ 789,963,557	\$ 837,316,463	\$ 887,509,196	\$ 940,712,105
Contracted Services	108,425,321	115,332,067	118,820,529	122,415,355	126,119,838	129,937,377	133,871,479
Supplies and Materials	15,651,281	14,177,490	14,320,614	14,465,210	14,611,294	14,758,881	14,907,989
Other Charges	257,215,295	275,829,821	292,808,265	310,877,311	330,108,688	350,578,904	372,369,576
Equipment	739,703	691,822	698,740	705,728	712,785	719,913	727,112
Transfers	16,523,977	20,523,977	21,550,176	22,627,685	23,759,069	24,947,022	26,194,373
Total Uses by Expense Type	\$ 1,104,576,137	\$ 1,129,698,668	\$ 1,193,488,095	\$ 1,261,054,846	\$ 1,332,628,136	\$ 1,408,451,294	\$ 1,488,782,634
Sources Over(Under) Uses	\$ -	\$ -	\$ 11,356,818	\$ 675,667	\$ 715,733	\$ 758,232	\$ 803,313
Fund Balance Summary (Budgetary Basis)							
Beginning Fund Balance	\$ 24,129,348	\$ 11,787,142	\$ 1,600,546	\$ 12,957,364	\$ 13,633,031	\$ 14,348,764	\$ 15,106,996
Sources Over Uses (Use) or Gain of Fund Balance	(21,000,000)	(10,186,596)	11,356,818	675,667	715,733	758,232	803,313
Ending Fund Balance	\$ 3,129,348	\$ 1,600,546	\$ 12,957,364	\$ 13,633,031	\$ 14,348,764	\$ 15,106,996	\$ 15,910,309
Ending Fund Balance Summary (Budgetary Basis)							
Nonspendable Prepaid Expense	\$ 190,115	\$ 115,964	\$ 115,964	\$ 115,964	\$ 115,964	\$ 115,964	\$ 115,964
Nonspendable Inventories	852,484	906,518	906,518	906,518	906,518	906,518	906,518
Unassigned	1,033,245	-	11,934,881	12,610,548	13,326,281	14,084,513	14,887,826
GAAP Adjustment - Budgetary Basis	1,053,504	578,063	-	-	-	-	-
Total Ending Fund Balance	\$ 3,129,348	\$ 1,600,546	\$ 12,957,364	\$ 13,633,031	\$ 14,348,764	\$ 15,106,996	\$ 15,910,309
<i>* Actual revenues do not include use of fund balance.</i>							
Unassigned Fund Balance as % of Total Uses	0.09%	0.00%	1.00%	1.00%	1.00%	1.00%	1.00%

Revenue Summary – General Fund (Operating Budget)

	Budgetary Basis				
	Actual FY 2021*	Actual FY 2022*	Actual FY 2023*	Approved FY 2024	Superintendent Proposed FY 2025
Howard County Funding	\$ 620,300,000	\$ 628,300,004	\$ 675,576,796	\$ 648,770,253	\$ 714,623,167
Howard County-Above MOE	-	-	-	71,529,747	47,000,000
County-Nonrecurring	-	12,500,000	-	887,000	-
Howard County Funding	\$ 620,300,000	\$ 640,800,004	\$ 675,576,796	\$ 721,187,000	\$ 761,623,167
State Funding					
Foundation	\$ 190,190,407	\$ 191,181,964	\$ 214,760,666	\$ 216,373,137	\$ 216,141,163
GCEI	6,310,451	6,180,469	6,781,197	-	-
Comparable Wage Index	-	-	-	13,888,992	13,874,101
Transportation	20,359,349	18,784,838	22,055,308	23,945,467	23,896,399
Compensatory Education	34,919,920	35,840,000	36,181,232	50,013,380	49,314,916
English Learners	10,966,196	10,633,763	14,494,306	14,975,429	15,500,829
Special Education	11,725,692	11,095,293	20,266,329	21,482,341	23,456,792
Transitional Supplemental Instruction	-	-	1,989,743	2,015,901	2,011,448
College and Career Readiness	-	-	1,831,274	1,896,347	1,892,158
Career Ladder	-	-	874,297	860,798	1,345,363
Full Day Pre-K and Pre-K Exp	-	-	5,358,992	1,810,959	2,026,555
Blueprint Transition Grant	-	-	41,743	41,743	35,482
LEA Tuition	192,833	296,052	194,222	200,000	200,000
SB 1030 funding - Kirwan Comm	7,881,694	7,613,023	-	-	-
Less Medicaid Grant	-	-	-	(1,500,000)	(1,500,000)
Subtotal State Funds	\$ 282,546,542	\$ 281,625,402	\$ 324,829,309	\$ 346,004,494	\$ 348,195,206
Federal Funding					
ROTC Reimbursement	\$ 252,954	\$ 226,893	\$ 254,348	\$ 250,000	\$ 250,000
Impact Aid	171,344	145,107	227,691	160,000	160,000
Total Federal Funds	\$ 424,298	\$ 372,000	\$ 482,039	\$ 410,000	\$ 410,000
Other Funding					
Summer School Tuition	\$ 809,455	\$ 796,090	\$ 1,005,426	\$ 805,000	\$ 205,000
Non-Resident Tuition	700,273	273,031	579,689	375,000	375,000
Investment Income	48,699	208,951	5,541,306	2,500,000	4,000,000
Use of School Facilities	310,704	543,107	768,679	1,250,000	1,250,000
Athletic Program Gate Receipts	8,908	272,634	421,640	350,000	350,000
LEA Tuition-Other Counties	177,502	271,325	207,438	140,000	140,000
Miscellaneous Revenues	1,125,949	933,212	1,645,607	2,333,750	1,477,888
Capital Projects Overhead	803,465	790,315	790,315	825,893	790,811
Use of Fund Balance	-	-	-	21,000,000	10,186,596
Grant Administration Fees	307,570	277,839	278,670	350,000	350,000
Food Services: Fixed, Indirect	120,000	120,000	120,000	345,000	345,000
Transfer from Technology Services Fund	-	-	-	6,700,000	-
Total Other Funds	\$ 4,412,525	\$ 4,486,504	\$ 11,358,770	\$ 36,974,643	\$ 19,470,295
Total Revenue	\$ 907,683,365	\$ 927,283,910	\$ 1,012,246,914	\$ 1,104,576,137	\$ 1,129,698,668

* Actual revenues do not include use of fund balance.

Revenue Sources

Maryland Public Education Funding

Overview of Maryland Public Education Funding Formulas Local and State revenue sources are determined based on state law (Maryland Code §5-201, §5-235, and §5-239). The levels of county and state funding are determined based on statutory funding formulas that define per pupil funding amounts for each of the major aid programs established in state law. These formulas are predicated on two fundamental principles—an equal basis of per pupil funding in the state and a legal requirement that the dollar amount of per pupil funding must be maintained each year. The legally established per pupil funding amount for each program is multiplied times the defined enrollment level for each program to determine the total required funding. This amount begins with an assumption of a 50–50 split in funding between the local share and state share. Each share is then adjusted for local wealth and other factors to determine the level of funding the state and local are required to provide, which are referred to as the required state and local contributions. This establishes the legal required minimum level of funding that the state and county must provide. The local funding authority can approve a funding amount greater than the formula derived local contribution. Once a local appropriation exceeds the required local contribution, this funding amount is divided into the enrollment basis to determine the per pupil funding amount, which must be maintained. This funding calculation is referred to as the Required Maintenance of Effort (MOE) that the county must fund each year.

Local Revenue Sources

Howard County Appropriation These are funds provided by Howard County, Maryland to support the operations of Howard County Public Schools. County funds come from property taxes, local income taxes, and other county government revenue sources. The county’s operating budget reflects the Howard County appropriation and its contribution to Other Post-Employment Benefits (OPEB). Because the county’s OPEB contributions are made on behalf of the school system, they are not reflected in the school system’s budget.

State Revenue Sources

Foundation State formula aid funding provided by the state of Maryland to support Howard County Public Schools. Funds are distributed based on legislated funding formulas that include a per pupil foundation funding level multiplied times enrollment and adjusted for the relative wealth of each county, level of local expenditures for education, and other factors.

Geographic Cost of Education (GCEI)/ Regional Cost Differences These are funds provided by the state of Maryland to support Howard County Public Schools. The GCEI accounts for geographic differences associated with providing comparable education services in different Maryland counties. In FY 2023, GCEI funding is specified as Regional Cost Differences funding described in the Blueprint legislation. In FY 2024, GCEI is replaced by the Comparable Wage Index.

Comparable Wage Index State funding (Maryland Code §5-216) that addresses the regional differences of staffing costs that are due to factors outside the control of the local jurisdiction.

Transportation The State formula aid funding (Maryland Code §5-218) that provides funds to help pay the cost of transportation for Howard County school students. A subcategory of this funding addresses the unique needs for transporting students with disabilities.

Revenue Sources

Compensatory Education	State formula aid funding (Maryland Code §5-222) based in part upon the number of economically disadvantaged students.
English Learners	State formula aid funding (Maryland Code §5-224) that is based upon the number of students with limited English language proficiency.
Special Education	State formula aid funding (Maryland Code §5-225) provided by the state of Maryland to support the school system’s special education programs.
Transitional Supplemental Instruction/Struggling Learners	State formula aid funding (Maryland Code §5-226) targeted to students Grades K-3 based on academic assessment in English language arts or reading.
College and Career Readiness	Blueprint for Maryland’s Future (Maryland Code §5-217 and §7-205.1) provides funding to establish high school curriculum, college and career readiness standards, and graduation requirements.
Career Ladder	State aid funding provided to support a performance-based career ladder and training development to achieve National Board Certifications (NBC) established in the Blueprint for Maryland’s Future (Maryland Code §6-1001 to §6-1012).
Blueprint Transition Grant	State transitional funding for Blueprint implementation. This revenue source sunsets in FY 2029.
LEA Tuition	This account includes reimbursement of the state share of the cost of students placed in Howard County schools by court order but who do not reside in the county. The difference between the state share and the total tuition cost is paid by the school system where the student resides (see Other Revenue Sources).
Net Taxable Income Adjustment	Net Taxable Income (NTI) for each Maryland county is measured for the purpose of calculating relative county wealth, which is a factor relied upon in several state formulas. Initial calculations are made in September and again in November to include extended income tax filings. Recalculations are provided by the state based upon updated NTI amounts. The adjustment was discontinued in FY 2023.
Full Day Pre-K and Pre-K Expansion	State formula aid funding (Maryland Code §5-229 and §7-101.2) provided for full-day Pre-K programs on an income-based need.
Medicaid Grant	A portion of the Federal Medicaid Grant revenue is deducted from the state special education formula funding. Actual revenues received for special education are presented in this budget net of this deduction.

Federal Revenue Sources

Impact Aid (Public Law 874)	<p>These are funds provided by the United States government to help compensate the school system for the cost of educating children whose parents are Howard County residents and are either employed on federal installations in Maryland or on active duty in the military.</p> <p>The school system receives other federal funds in the form of specific grants. These are budgeted separately in the Grants Fund.</p>
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Revenue Sources

JROTC Reimbursement The federal government reimburses the school system for a portion of the cost of Junior Reserve Officers Training Corps (JROTC) programs in county high schools.

Other Revenue Sources

Summer School Tuition The school system charges tuition for some students who enroll in the Summer School program (see Program Innovation & Student Well-Being, Summer Programs 2401).

Non-Resident Tuition This revenue comes from tuition charged to students who attend Howard County schools but whose parents or guardians are not county residents.

Investment Income Interest earned by the school system on funds invested until needed to pay operating costs. The school system generally invests in repurchase agreements fully secured by government obligations. Speculative investments are prohibited by state law and local policies. Investment income varies with the general interest rate climate and available cash.

Use of School Facilities Non-educational groups who use school buildings for meetings and other events are generally required to pay a fee to help offset maintenance and operation costs.

Athletic Programs— Gate Receipts Ticket sales from school athletic events are included in this revenue account.

LEA Tuition—Other Counties This account includes tuition charged by Howard County to other local school systems for students who attend county schools, but who are residents of other areas. Out-of-county attendance is generally required by court order.

Miscellaneous Revenues This account includes various revenues such as E-Rate Rebates, a federally funded program which offsets some of the school system’s communications and technology costs.

Capital Projects Overhead This revenue represents charges to education capital projects to help offset the cost of administering those projects (the School Construction Office).

Fund Balance State law allows the school system to reserve excess revenues for use in the following fiscal year. This account shows the amount appropriated by the Board for use in the budget year. Actual revenues do not include fund balance usage, which is only included in the budgetary basis of accounting.

Grant Administration Fees Most grants received by the school system are provided through the Maryland State Department of Education. The state allows the county to charge a small overhead fee to partially compensate the school system for the cost of administering the grants.

Food Services: Fixed/Indirect State approved indirect costs to reimburse the General Fund for services that support the Food and Nutrition Service Fund. Historically, this line also included reimbursement from the Food and Nutrition Service Fund to the General Fund for Social Security/Medicare and retirement costs of food and nutrition service personnel, but that practice was discontinued during FY 2021.

Expenditure Summary by Category – General Fund (Operating Budget)

	Actual FY 2021	Actual FY 2022	Actual FY 2023	Approved FY 2024	Superintendent Proposed FY 2025
Categories					
Administration	\$ 12,691,035	\$ 13,769,417	\$ 14,259,734	\$ 15,946,385	\$ 14,878,405
Mid-Level Administration	61,268,596	65,107,845	64,786,240	70,543,148	69,280,971
Instructional Salaries and Wages	353,482,546	363,786,555	391,452,422	416,759,697	410,118,210
Instructional Textbooks/Supplies	8,041,487	8,697,109	9,576,954	9,511,736	8,344,778
Other Instructional Costs	3,349,504	4,650,551	13,032,370	19,232,827	20,436,611
Special Education	123,706,726	135,490,538	153,306,790	169,167,514	177,492,804
Student Personnel Services	4,067,405	7,046,024	7,698,430	10,000,470	10,771,613
Student Health Services	9,062,306	9,693,432	10,841,093	12,850,743	13,380,895
Student Transportation	31,200,421	44,904,082	47,856,683	59,784,853	67,657,641
Operation of Plant	41,599,798	42,853,442	47,972,079	55,260,568	56,276,359
Maintenance of Plant	28,745,168	27,331,223	28,053,553	27,166,238	27,039,418
Fixed Charges	198,840,892	214,139,435	223,641,174	232,745,184	248,697,028
Community Services	5,291,029	4,458,732	4,995,716	4,411,212	4,164,811
Capital Outlay	677,960	1,258,453	997,544	1,195,562	1,159,124
Total	\$ 882,024,873	\$ 943,186,838	\$ 1,018,470,782	\$ 1,104,576,137	\$ 1,129,698,668
Expense Types					
Salaries and Wages	\$ 578,016,027	\$ 601,143,073	\$ 648,608,424	\$ 706,020,560	\$ 703,143,491
Contracted Services	61,468,830	80,126,319	91,338,652	108,425,321	115,332,067
Supplies and Materials	13,512,693	13,352,616	14,967,786	15,651,281	14,177,490
Other Charges	215,644,548	233,787,503	247,093,154	257,215,295	275,829,821
Equipment	2,198,094	668,801	1,006,018	739,703	691,822
Transfers	11,184,681	14,108,526	15,456,748	16,523,977	20,523,977
Total	\$ 882,024,873	\$ 943,186,838	\$ 1,018,470,782	\$ 1,104,576,137	\$ 1,129,698,668

State Budget Categories

The HCPSS budget is developed by program. However, to comply with state reporting requirements, expenditures are also reported for budget and actual by state mandated categories. The following are the state mandated categories:

State Budget Category	HCPSS Budget Category and Description
Category 1 Administration	Administration Includes the Board of Education, Office of the Superintendent, and central support services to operate the school system. Services provided by this category include – financial assessment, legal, planning, personnel, payroll, and other support services.
Category 2 Mid-Level Administration	Mid-Level Administration Contains instructional support services. The category includes central office instructional personnel, professional development, school-based office staff, school administration, security, media processing, and temporary employee services.
Category 3 Instructional Salaries and Wages	Instructional Salaries and Wages Instructional salaries and wages are for staff that directly or adjunctly deal with teaching students in non-special education settings. Teaching may be provided in a school classroom via direct delivery, instructional television, computer-assisted instruction, on-line services, or through correspondence; in another location such as a home or hospital; or in other settings where students are instructed, presented with learning experiences, or participate in extra or co-curricular activities.
Category 4 Instructional Textbooks/Supplies	Instructional Textbooks/Supplies Includes textbooks and instructional supplies and materials used in support of instruction with teaching students in non-special education settings.
Category 5 Other Instructional Costs	Other Instructional Costs Includes all other expenditures associated with contracted services, other charges, and transfers used in support of instruction with teaching students in non-special education settings.
Category 6 Special Education	Special Education Provides services for students—from birth through age 21—who have disabilities. Special Education serves students with intellectual or physical limitations, emotional problems, learning disabilities, language delays, autism, traumatic brain injuries, and developmental delays.
Category 7 Student Personnel Services	Student Personnel Services Includes programs to improve student attendance and to solve student problems involving the home, school, and community. Pupil Personnel staff track attendance and identify problems and work to provide solutions.

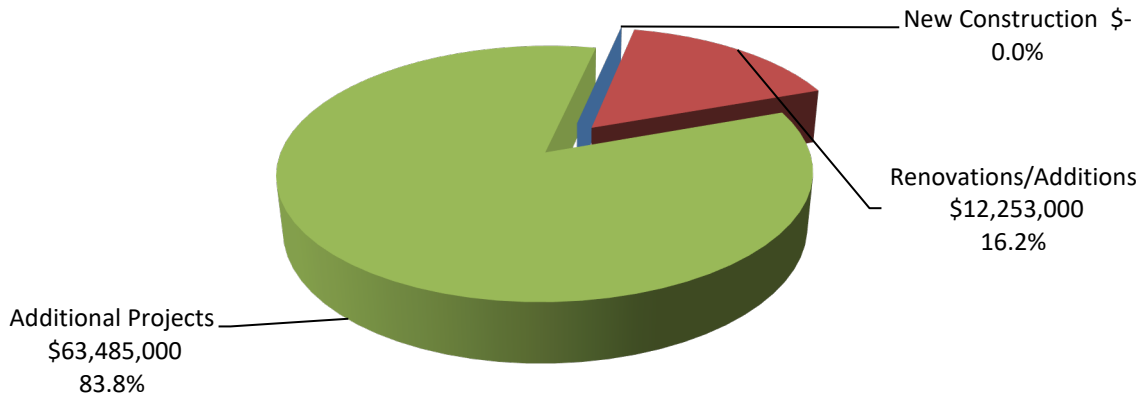
State Budget Categories

State Budget Category	HCPSS Budget Category and Description
Category 8 Student Health Services	Student Health Services Includes programs to prevent health problems in county schools. Health Services staffs school health rooms, maintains student health records, identifies health problems, enforces immunization laws, and provides other services.
Category 9 Student Transportation Services	Student Transportation Services Provides contracted bus transportation for eligible students. The Transportation Office plans schedules, monitors contractors, and operates safety programs. This category includes regular bus transportation, special education transportation, instructional field trips, and athletic transportation.
Category 10 Operation of Plant	Operation of Plant Provides custodial, utilities, trash collection, and other costs to operate school facilities. Operation of Plant includes the school system’s logistics center, courier mail services, security, and risk management functions.
Category 11 Maintenance of Plant	Maintenance of Plant Includes programs to maintain and repair school facilities. This category provides building maintenance, fleet management, computer/electronics repairs, and environmental maintenance (water systems, indoor air quality, etc.) Grounds keeping services are included here and in the Community Services category.
Category 12 Fixed Charges	Fixed Charges Includes funds for employee benefits and provides insurance coverage for the school system. This category contains social security, retirement, and the General Fund’s share of employee insurance costs. The post-employment benefits (OPEB) contributions are made by the Howard County Government on behalf of the school system and are excluded from the budgetary basis.
Category 14 Community Services	Community Services Allows community groups to use school buildings and grounds. User fees offset some of these costs. Community Services provides custodial and maintenance services for community school use and other services.
Category 15 Capital Outlay	Capital Outlay Includes the operating budget costs associated with planning, constructing, and renovating school facilities. The costs of school construction, renovation, and site acquisition can be found in the School Construction Fund (3000).

Capital Budget – School Construction Fund

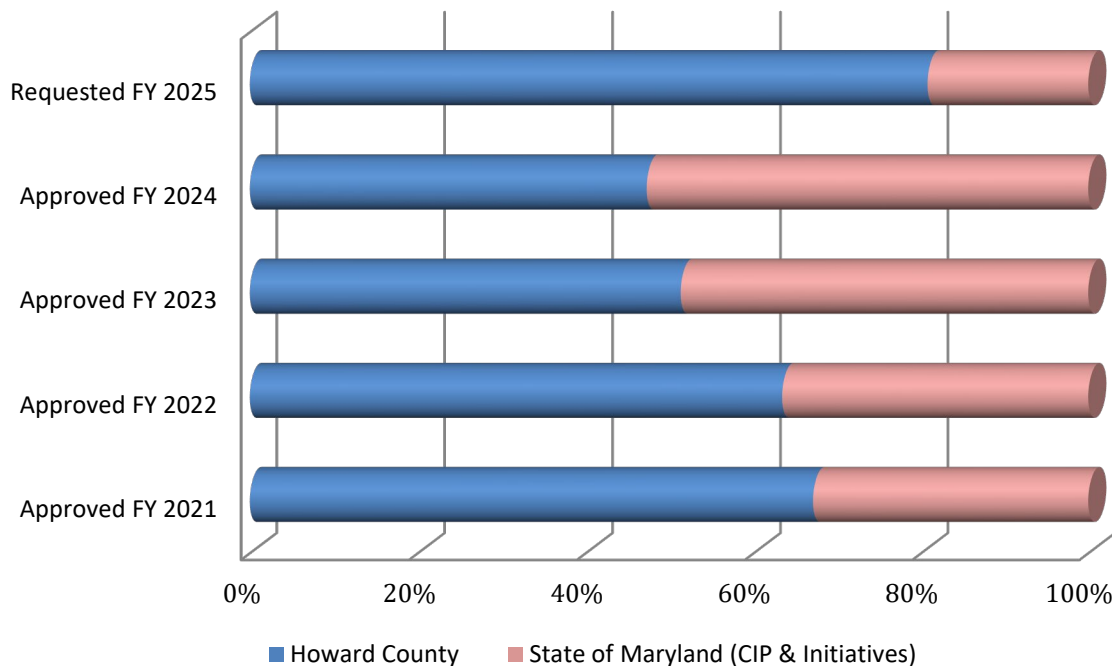
The school system's capital budget funds the construction of new school facilities and provides for renovations, additions, roofing and barrier-free projects, technology infrastructure, and the purchase or relocation of portable classrooms for existing facilities. The FY 2025 requested capital budget totals \$75,738,000.

FY 2025 Capital Budget by Type



The capital budget has two primary funding sources, the Howard County Government and the state of Maryland. The majority of capital funding is provided by the Howard County Government.

Capital Budget History



Capital Budget Revenue Sources

The school system's capital budget funds the construction of new school facilities and provides for renovations, additions, roofing and barrier-free projects, technology infrastructure, and the purchase or relocation of portable classrooms for existing facilities. The FY 2025 requested capital budget totals \$75,738,000.

Howard County Government

Funding provided by Howard County Government is based on a one-year budget cycle. The local funding requested for FY 2025 totals \$61,182,515. The five-year capital improvement program for FY 2026 through FY 2030 projects County funding of \$522,005,000.

State of Maryland – Capital Improvement Program (CIP)

Funding is provided from the Public School Construction Program (PSCP) through an application and appeal process. All twenty-three counties and Baltimore City compete for available funds under strict standards and regulations. Funds may be requested for existing buildings, new buildings and building systems. The state funding allocation may decrease as a result of the project's total construction contract award. State funding of \$14,555,485 has been requested in the FY 2025 request process.

Supplemental Appropriation and Initiatives

Various other state funding is available to support the CIP through supplemental projects and initiatives. This funding is typically derived from new tax revenue, new bond authorization, or the realignment of the state operating budget. The additional state funding is either allocated per LEA or available through application and approval procedures.

Additional Funding

The state of Maryland awards additional school construction funding independent from the Board's capital budget process. This funding consists of funds from the Aging Schools Program (ASP).

The ASP provides state funds to address the needs of aging school buildings in all school systems in the State of Maryland based on the LEA's proportion of older facility space compared to statewide totals. The funds may be used for capital improvement projects in existing public school buildings, sites serving students, and controlled visitor access systems. The ASP allocation for FY 2025 is estimated to be \$87,776.

FY 2025 Capital Budget and Capital Improvement Program

FY 2025 Proposed Capital Budget FY 2026–FY 2030 Capital Improvement Program (in thousands of dollars)

School/Project Type	Prior Approved Appropriations	Five-Year Capital Improvement Program						Total	
		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
New Construction									
\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Subtotal	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Renovations/Additions									
Oakland Mills MS Renovation/Addition	\$ 6,189	\$ 10,197	\$ 32,631	\$ 20,395	\$ 10,197	\$ 1,970	\$ -	\$ -	\$ 81,579
Faulkner Ridge Center	22,000	1,056	-	-	-	-	-	-	23,056
Applications and Research Lab Renovation	13,000	1,000	-	-	-	-	-	-	14,000
Dunloggin MS Renovation/Addition	6,478	-	11,050	35,361	22,100	11,050	2,363	-	88,402
Oakland Mills HS Renovation/Addition	-	-	-	10,712	17,854	57,132	35,708	-	121,406
Patapsco MS Renovation/Addition	-	-	-	-	-	6,650	11,084	-	17,734
Murray Hill MS Renovation/Addition	-	-	-	-	-	-	7,328	-	7,328
Subtotal	\$ 47,667	\$ 12,253	\$ 43,681	\$ 66,468	\$ 50,151	\$ 76,802	\$ 56,483	\$ -	\$ 353,505
Additional Projects									
Systemic Renovations	\$ 45,130	\$ 49,665	\$ 30,988	\$ 32,122	\$ 31,020	\$ 22,520	\$ 38,170	\$ -	\$ 249,615
Roofing Projects	1,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Playground Equipment	3,955	600	600	600	600	600	600	600	7,555
Relocatable Classrooms	11,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	20,500
Site Acquisition & Reserve	1,000	-	-	-	-	-	-	-	1,000
Technology	18,500	6,620	6,520	6,520	6,520	6,520	6,520	6,520	57,720
School Parking Lot Expansions	6,000	600	600	600	600	600	600	600	9,600
Planning and Design	1,850	300	300	300	300	300	300	300	3,650
Barrier Free	6,553	200	200	200	200	200	200	200	7,753
Subtotal	\$ 95,488	\$ 63,485	\$ 45,708	\$ 46,842	\$ 45,740	\$ 37,240	\$ 52,890	\$ -	\$ 387,393
Total	\$ 143,155	\$ 75,738	\$ 89,389	\$ 113,310	\$ 95,891	\$ 114,042	\$ 109,373	\$ -	\$ 740,898

Capital Budget – Requested vs. Approved

The following is a comparison of Capital Budget funding requested versus the approved funding.

HCPSS Capital Budget Requested vs. Approved by Fiscal Year

FY 2021				
	Requested	Approved	\$ Change to Requested	% Change to Requested
County	\$ 75,538,000	\$ 68,687,000	\$ (6,851,000)	-9.1%
State	23,563,000	33,698,000	10,135,000	43.0%
Total	\$ 99,101,000	\$ 102,385,000	\$ 3,284,000	3.3%
FY 2022				
	Requested	Approved	\$ Change to Requested	% Change to Requested
County	\$ 79,426,000	\$ 57,345,000	\$ (22,081,000)	-27.8%
State	28,586,000	33,093,000	4,507,000	15.8%
Total	\$ 108,012,000	\$ 90,438,000	\$ (17,574,000)	-16.3%
FY 2023				
	Requested	Approved	\$ Change to Requested	% Change to Requested
County	\$ 54,266,000	\$ 54,346,000	\$ 80,000	0.1%
State	51,621,000	51,541,000	(80,000)	-0.2%
Total	\$ 105,887,000	\$ 105,887,000	\$ -	0.0%
FY 2024				
	Requested	Approved	\$ Change to Requested	% Change to Requested
County	\$ 51,588,000	\$ 51,588,000	\$ -	0.0%
State	16,107,000	57,539,000	41,432,000	257.2%
Total	\$ 67,695,000	\$ 109,127,000	\$ 41,432,000	61.2%
FY 2025				
	Requested	Approved	\$ Change to Requested	% Change to Requested
County	\$ 61,182,515	*	TBD	*
State	14,555,485	*	TBD	*
Total	\$ 75,738,000		\$ -	

* Numbers are not yet available.

Executive Function Programs – Budget Summary

Overview of the Division

The Executive function programs provide systemwide leadership and services for implementing the Strategic Call to Action (SCTA). Guided by the Board of Education and the Superintendent, the Executive programs support the entire school system in embedding equity as a core value in every decision the school system makes.

The Office of the Deputy Superintendent monitors systemwide progress on the ten desired outcomes of the SCTA; supports data-informed decision-making that focuses on closing opportunity gaps; provides for accuracy and transparency in state reporting; and efficiently manages the policy, research/evaluation, data privacy, and records management programs.

The Legal Services office provides responsive legal advice to the Superintendent, central office administration, school-based administration, the Board of Education, as appropriate, and school system staff. The Legal Services office reviews all contracts and MOU/MOAs for the system and monitors legislative activities as well as fulfilling Maryland Public Information Act (MPIA) requests with transparency.

In addition, the Technology office's broadcasting, broadband, and telecommunication services help to remove institutional barriers through funding technology services and infrastructure across all the schools in the system.

The Enterprise Applications program funds information systems, services, and staffing that enable equity-based analysis and decision making by teachers, administrators, and district leaders through the secure collection, distribution, and management of student data.

The Executive Section includes the following programs:

- Board of Education
- Office of the Superintendent
- Legal Services
- Office of the Deputy Superintendent
- Enterprise Applications
- Board Meeting Broadcasting Services
- Advanced Placement Program
- Broadband and Telecommunications Services

Summary of Major Budget Changes for FY 2025

HCPSS faces the financial pressures of a structural deficit due to declining revenues and increasing costs. The budget strategy for FY 2025 rethinks the development of the Superintendent's Proposed Budget to manage the pressure the structural deficit places on the request for new funding. This was done to align with Board of Education and county requests to bring forward a budget that presents clear choices to reallocate funding from existing services to meet our fiscal obligations for FY 2025. As a result, while the budget requests an increase in funding for mandates, commitments, and priorities, reductions are proposed in program budgets to offset the overall growth of the budget.

Executive Function Programs – Budget Summary

The proposed budget for the Executive function programs include:

- Budget additions of \$871,536 and 1.00 FTE position.
- Budget reductions of \$(1.2) million and (4.00) FTE positions.
- In total, the net changes to the budget are \$(333,686) less than the current FY 2024 approved budget and (3.00) less FTE positions.
- Year over year, the Executive function budgets are declining by 2.6 percent.

More specific information on these budget changes is explained in the sections below which is followed by schedules summarizing the division budget, budget additions, and budget reductions by program.

Budget Additions

Budget additions in the FY 2025 Superintendent's Proposed Budget are grouped as Mandates, Commitments, and Priorities.

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Sub-groupings for each of these are provided to summarize the budget dollars and positions proposed across programs and divisions. The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides the combined summary of budget additions for all divisions and by state category.

A summary of budget additions by grouping is provided below.

The Executive function budgets include new budget cost additions of \$871,536 and 1.00 FTE.

Mandates

- \$200,000 – Blueprint required testing costs in the Advanced Placement program.

Commitments

- \$724 – Year-over-Year Personnel Cost Change. This adjustment will appear in all program budgets that have budgeted personnel. A complete explanation for these changes is included in the Factors Influencing and Summary of the Budget in the Executive Summary schedule.

Priorities

- \$125,460 – a marker for negotiated employee compensation increases.
- \$420,352 – to support costs related to maintaining technology.
- \$125,000 – and 1.00 FTE for a Board of Education Financial Analyst
- \$3,000 – to fund mileage reimbursement liability due to elimination of monthly mileage stipends.

Budget Reductions

Executive Function Programs – Budget Summary

Each division budget proposes reductions to offset the expenditure increases included in the FY 2025 Superintendent's Proposed Operating Budget. For each division and its programs, these reductions are grouped as Programmatic School-Based and Programmatic Non-School Based.

- Programmatic School-Based are budget reductions directly affecting the classroom and schools. The reductions are sub-grouped by certain programmatic areas and services to summarize where budget dollars and positions are being reduced across programs and divisions.
- Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools. These reductions are sub-grouped into reductions affecting personnel and non-personnel reductions.

The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides a combined summary of budget reductions by group and sub-group for all divisions and by state category.

A high-level overview of major reductions and the service impact(s) for the Executive function budgets are shown below.

The Executive function budgets include reductions of \$(1.2) million and (4.00) FTE positions in the operating fund and (5.0) FTE positions in the Technology Services Fund, which are explained in Program 9714 Technology Services Fund.

Programmatic School-Based

- \$(60,000) – Other Supports for reducing the number of Advanced Placement tests paid for by the school system.
 - Impact: Possible reduction in student exam participation and increased payment/exam count tracking requirements at the school level.

Programmatic Non-School-Based

- \$(6,542) – Program 0101 Board of Education: Reduction in Travel-Conferences and other charges.
 - Impact: The decrease reflects a reduction in planned conferences for Board of Education members.
- \$(6,300) – Program 0102 Office of the Superintendent: elimination of mileage stipend benefit for designated managerial position.
 - Impact: creates itemized mileage reimbursement for staff no longer receiving mileage stipend benefits.
- \$(133,876) and (1.00) FTE position – Program 0104 Legal Services: Elimination of 1.00 MPIA Compliance Administrator position.
 - Impact: This will decrease the Legal Services office staffing by 25 percent and will require a decrease in support to the Board of Education's legislative committee and a decrease in support to schools regarding student record and access to video requests. Additionally, system offices will receive limited support with responses to the MPIA requests and will be responsible for collecting and reviewing responsive documents. This elimination will increase workload for other staff within the Office of General Counsel, the Assistant General Counsel, and Executive Assistant assuming duties to monitor and respond to MPIA requests and for the General Counsel and Assistant General Counsel to monitor legislative activities.

Executive Function Programs – Budget Summary

- \$(293,828) and (2.00) FTE positions – Program 0107 Office of the Deputy Superintendent: Elimination of 1.00 Director and 1.00 Administrative Secretary positions.
 - Impact: The reduction of the Director position will increase workload across the office to support updating and monitoring the Strategic Call to Action; overseeing records management; and evaluating digital tools, contracts, memorandum of understandings (MOUs), and data sharing agreements for data privacy standards. The reduction to the Administrative Secretary will impact the processing of HCPSS policy documents, including policy document draft approvals from policy chairs, division heads, and administrative staff in the Superintendent’s office and Board office in preparation for Board of Education meetings. It also impacts administrative support for document preparation for policy review committees as well as part-time administrative support for the Office of Assessments and Reporting. This reduction will impact response time in fielding Policy Office phone and email inquiries; duties will be shifted to the Policy Assistant and Policy Manager.
- \$(214,261) and (1.00) FTE Position – Program 0503 Enterprise Applications: Elimination of 1.00 LMS - Technical Assistant.
 - Impact: This will increase Learning Management System (LMS) issue resolution times and increase the workload of LMS staff and Technology Training and Support Specialists. In addition, these cuts will delay projects that have a lower impact and/or priority. It also impacts the ability to purchase new application modules and/or number of licenses.
- \$(16,000) – Program 2702 Board Meeting Broadcasting Services:
 - Impact: This will increase the life cycle timeline for replacement of broadcasting equipment.
- \$(474,415) – Program 7203 Broadband and Telecommunications Services:
 - Impact: This reduction reflects the restructure of the Internet/WAN contract.

Position Reduction List

Division/Dept	Program	Classification Job Title	FTE Count
Executive	Enterprise Applications-0503	TECHNICAL ASSISTANT	(1.00)
	Legal Services-0104	MPIA COMPLIANCE ADMINISTRATOR	(1.00)
	Office of the Deputy Superintendent-0107	DIRECTOR	(1.00)
		SECRETARY	(1.00)
Executive Total			(4.00)

Executive Function Programs – Budget Summary

SUMMARY OF FY 2025 PROPOSED BUDGET								
Program	Program Number	Approved Budget FY 2024	Total Additions	Total Reductions	Net Budget Changes FTE	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change from FY 2024
Board of Education	0101	\$ 662,745	\$ 131,012	\$ (6,542)	1.00	\$ 787,215	\$ 124,470	18.78%
Office of the Superintendent	0102	739,359	2,250	(6,300)	-	735,309	(4,050)	-0.55%
Legal Services	0104	938,133	16,981	(133,876)	(1.00)	821,238	(116,895)	-12.46%
Office of the Deputy Superintendent	0107	2,128,473	(8,831)	(293,828)	(2.00)	1,825,814	(302,659)	-14.22%
Enterprise Applications	0503	4,066,981	426,657	(214,261)	(1.00)	4,279,377	212,396	5.22%
Board Meeting Broadcasting Services	2702	262,397	13,467	(16,000)	-	259,864	(2,533)	-0.97%
Advanced Placement Program	2801	895,000	200,000	(60,000)	-	1,035,000	140,000	15.64%
Broadband and Telecommunications Services	7203	3,105,673	90,000	(474,415)	-	2,721,258	(384,415)	-12.38%
Executive Total		\$ 12,798,761	\$ 871,536	\$ (1,205,222)	(3.00)	\$ 12,465,075	\$ (333,686)	-2.61%

Executive Function Programs – Budget Summary

Proposed FY 2025 Budget Changes								FY 2025 Proposed	
BUDGET ADDITIONS	Program Number	Mandates	Commitments	Priorities				Total Additions	Total Additions FTE
		Blueprint-College and Career Readiness	Year over Year Personnel Cost Change	Employee Compensation Marker	Technology and Student Devices	Other	Other FTE		
Board of Education	0101	\$ -	\$ 2,176	\$ 6,836	\$ -	\$122,000	1.00	\$ 131,012	1.00
Office of the Superintendent	0102	-	(11,513)	11,763	-	2,000	-	2,250	-
Legal Services	0104	-	5,121	10,860	-	1,000	-	16,981	-
Office of the Deputy Superintendent	0107	-	(48,858)	40,027	-	-	-	(8,831)	-
Enterprise Applications	0503	-	43,674	52,631	330,352	-	-	426,657	-
Board Meeting Broadcasting Services	2702	-	10,124	3,343	-	-	-	13,467	-
Advanced Placement Program	2801	200,000	-	-	-	-	-	200,000	-
Broadband and Telecommunications Services	7203	-	-	-	90,000	-	-	90,000	-
Executive Total		\$ 200,000	\$ 724	\$ 125,460	\$ 420,352	\$125,000	1.00	\$ 871,536	1.00

Executive Function Programs – Budget Summary

Proposed FY 2025 Budget Changes						FY 2025 Proposed	
BUDGET REDUCTIONS		Programmatic-School Based	Programmatic-Non School Based			Total Reductions	Total Reductions FTE
Program	Program Number	Other Supports	Personnel	Personnel FTE	Non-Personnel		
Board of Education	0101	\$ -	\$ -	-	\$ (6,542)	\$ (6,542)	-
Office of the Superintendent	0102	-	-	-	(6,300)	(6,300)	-
Legal Services	0104	-	(124,876)	(1.00)	(9,000)	(133,876)	(1.00)
Office of the Deputy Superintendent	0107	-	(220,428)	(2.00)	(73,400)	(293,828)	(2.00)
Enterprise Applications	0503	-	(91,061)	(1.00)	(123,200)	(214,261)	(1.00)
Board Meeting Broadcasting Services	2702	-	-	-	(16,000)	(16,000)	-
Advanced Placement Program	2801	(60,000)	-	-	-	(60,000)	-
Broadband and Telecommunications Services	7203	-	-	-	(474,415)	(474,415)	-
Executive Total		\$ (60,000)	\$ (436,365)	(4.00)	\$ (708,857)	\$ (1,205,222)	(4.00)

Board of Education

0101

Program Overview and Insights

The Board of Education is a body of seven elected citizens of Howard County and one student member with limited voting rights and is charged with setting policy over educational matters that affect the county and promote the interests of schools under its jurisdiction. The Board adopts the vision, mission, and goals for the school system. The Board provides leadership for fostering a climate for deliberative change through policy and community engagement. It adopts the annual operating and capital budgets in order to provide adequate and equitable resources to implement programs to attain school system goals. The Board of Education has supervisory responsibility for the Superintendent, the Administrator, and the Internal Auditor.

The Administrator provides administrative oversight for Board Office operations and staff. The Administrator streamlines processes to optimize efficiency and effectiveness of Board operations. The Administrator provides transparent access to meeting agendas, minutes, schedules, upcoming public hearings, and other Board related activities through the use of an electronic governance system. In collaboration with the Board, the Administrator also ensures that communication to, from, and between the Board and the public is addressed in a timely fashion. The Administrator also provides administrative oversight for the Ombudsman.

The Ombudsman serves as a neutral party that collaborates with Howard County Public School System staff and the community to provide a fair and equitable resolution process for concerns received. In this role, the Ombudsman promotes positive school/community relationships, Board policies, systemwide goals, and procedures. The Internal Auditor examines and evaluates school system operations. The Internal Auditor serves independently within the Howard County Public School System providing services to the system and to the Board. The Internal Auditor also provides oversight and administration of the Fraud Hotline and the Board’s Operating Budget Review Committee.

The Board shall determine, with the advice of the Superintendent, the educational policies of the school system. The Board will adopt approximately twenty policies after receiving the Superintendent’s recommendation, public input, and then making any additional edits necessary.

Policies Adopted				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
22	21	20	35	21

The Board will submit a responsible Capital and Operating Budget to the County Executive that is a product of public input through public hearings, written testimony, and work sessions. The budget will be finalized after public meetings with the County Government. FY 2024 Capital and Operating Budgets were submitted to the County Executive in March 2022 and adopted by the County Council on May 24, 2023

Budget Summary

Board of Education	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 365,258	\$ 368,721	\$ 375,633	\$ 382,472	\$ 394,090	\$ 396,647	\$ 404,614	\$ 531,626	\$ 127,012
Subtotal	365,258	368,721	375,633	382,472	394,090	396,647	404,614	531,626	127,012
Contracted Services									
Contracted-Labor	-	-	75,000	-	-	-	-	-	-
Subtotal	-	-	75,000	-	-	-	-	-	-
Supplies and Materials									
Supplies-General	4,400	2,944	3,000	917	3,000	1,947	3,000	7,000	4,000
Technology-Computer	-	1,099	-	1,263	-	799	-	-	-
Technology-Supply	-	480	-	192	-	-	-	-	-
Subtotal	4,400	4,523	3,000	2,372	3,000	2,746	3,000	7,000	4,000
Other Charges									
Board Member Expense	146,000	122,127	146,000	128,748	146,000	112,109	146,000	146,000	-
Dues & Subscriptions	58,355	55,056	60,220	54,563	60,275	57,415	60,312	60,092	(220)
Travel-Conferences	32,963	10,571	34,213	10,547	40,119	30,286	48,019	41,897	(6,122)
Travel-Mileage	800	28	800	57	800	161	800	600	(200)
Subtotal	238,118	187,782	241,233	193,915	247,194	199,971	255,131	248,589	(6,542)
Program 0101 Total	\$ 607,776	\$ 561,026	\$ 694,866	\$ 578,759	\$ 644,284	\$ 599,364	\$ 662,745	\$ 787,215	\$ 124,470

Budget Summary Analysis

0101–Board of Education

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program, including the Board's Administrator and administrative support staff for the Board of Education office.	\$ 127,012	<ul style="list-style-type: none"> • Reflects the following increase in positions in FY 2025: <ul style="list-style-type: none"> ◦ 1.0 Financial Analyst • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Supplies and Materials			
Supplies-General	Supplies for the Board of Education office and the Internal Auditor, including Scantron sheets used to hold the student board member elections.	4,000	<ul style="list-style-type: none"> • Increases funding for supplies for new Board of Education members.
Other Charges			
Board Member Expense	Compensation for Board members as required by state laws (Maryland Annotated Code 3-703), which includes reimbursement of actual expenses incurred by Board and student member, and a \$5,000 scholarship for the student member.	-	<ul style="list-style-type: none"> • No change.
Dues & Subscriptions	Professional organization membership dues and educational subscriptions, including membership in Maryland Association of Boards of Education, BoardDocs, American Institute of CPAs, Association of Government Accountants, and the CUBE National School Boards Association’s Affiliate Program.	(220)	<ul style="list-style-type: none"> • Eliminates funding for the International Ombudsman Association Membership dues.
Travel-Conferences	Board members' attendance at conferences, registration, travel, lodging, and per diem for meals. Conferences have included the Maryland Association of Boards of Education annual conference, new board member orientation for student member and new Board members as needed, participation in the Boardmanship Academy, National School Boards Association’s annual conference, the Maryland Negotiation Service conference, and various conferences and events for Board members. Includes costs for meals between afternoon and evening Board meetings, alternating meetings of the Board and the County Council, annual meetings with state and county elected officials, and costs of other meetings hosted by the Board.	(6,122)	<ul style="list-style-type: none"> • Decreases funding for planned conferences for Board of Education members.
Travel-Mileage	Business-related mileage reimbursement for Internal Auditor and Board office staff.	(200)	<ul style="list-style-type: none"> • Decreases funding for mileage reimbursements.
Total \$ Change		\$ 124,470	
Total % Change		18.78%	

Performance Manager: April Harrison
Executive

Staffing

Program 0101	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
ADMINISTRATOR BOARD OF EDUCATION	1.0	1.0	1.0	1.0	1.0
AUDITOR INTERNAL BOARD OF EDUCATION	1.0	1.0	1.0	1.0	1.0
FINANCIAL ANALYST	-	-	-	-	1.0
EXECUTIVE ASSISTANT/OMBUDSMAN	1.0	1.0	1.0	1.0	1.0
SECRETARY	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	4.0	4.0	4.0	4.0	5.0

Office of the Superintendent

0102

Program Overview and Insights

The Superintendent provides leadership in implementing the Strategic Call to Action: Learning and Leading with Equity. The Office of the Superintendent provides access to information and resources needed to help students, families, and staff to reach their full potential by removing barriers to success. The Superintendent engages staff, students, and community members to actively participate in implementing four overarching commitments to value, foster the achievement of, connect with, and empower each stakeholder.

The Superintendent establishes key priorities, an organizational structure, and operational functions to ensure equity and respect for diversity in all school system programs, services, and activities; to maintain the highest standards of transparency and fiscal responsibility; and to inspire continuous improvement and innovation. The Superintendent oversees all academic, financial, and operational functions of the school system in alignment with Maryland Law, State Board of Education bylaws, and policies established by the Board of Education. The Superintendent builds support for the school system among the community and maintains effective working relationships with government, business, educational, and community leaders.

Budget Summary

Office of the Superintendent	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 663,885	\$ 585,005	\$ 684,204	\$ 596,759	\$ 687,188	\$ 684,172	\$ 705,859	\$ 706,109	\$ 250
Wages-Overtime	-	-	-	130	-	101	-	-	-
Wages-Temporary Help	-	39,819	-	56,508	-	9,230	-	-	-
Subtotal	663,885	624,824	684,204	653,397	687,188	693,503	705,859	706,109	250
Supplies and Materials									
Supplies-General	4,000	810	4,000	1,114	1,000	1,085	1,000	1,000	-
Technology-Computer	-	-	-	1,157	2,000	-	2,000	1,000	(1,000)
Technology-Supply	-	-	-	192	1,000	-	1,000	500	(500)
Subtotal	4,000	810	4,000	2,463	4,000	1,085	4,000	2,500	(1,500)
Other Charges									
Travel-Conferences	3,000	90	3,000	81	500	2,479	500	500	-
Travel-Mileage	16,800	16,800	16,800	17,278	16,800	16,800	16,800	14,000	(2,800)
Dues & Subscriptions	9,700	11,758	9,700	11,708	12,200	10,122	12,200	12,200	-
Subtotal	29,500	28,648	29,500	29,067	29,500	29,401	29,500	26,700	(2,800)
Program 0102 Total	\$ 697,385	\$ 654,282	\$ 717,704	\$ 684,927	\$ 720,688	\$ 723,989	\$ 739,359	\$ 735,309	\$ (4,050)

Performance Manager: William J. Barnes,
Acting Executive

Office of the Superintendent – 0102

Budget Summary Analysis

0102–Office of the Superintendent

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 250	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Supplies and Materials			
Supplies-General	Consumable office supplies.	-	• No change.
Technology-Computer	Computers utilized by staff.	(1,000)	• Decreases funding for staff computers.
Technology-Supply	Computers supplies utilized by staff.	(500)	• Decreases funding for staff technology supplies.
Other Charges			
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	-	• No change.
Travel-Mileage	Business-related mileage reimbursement for staff.	(2,800)	<ul style="list-style-type: none"> • Eliminates (\$4,800) mileage stipend benefit for designated managerial positions. • Increases \$2,000 in funding for itemized mileage reimbursement.
Dues & Subscriptions	Professional organization membership dues and educational subscriptions.	-	• No change.
Total \$ Change		\$ (4,050)	
Total % Change		(0.55)%	

Staffing

Program 0102	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
SUPERINTENDENT	1.0	1.0	1.0	1.0	1.0
DEPUTY SUPERINTENDENT	1.0	1.0	1.0	1.0	1.0
EXECUTIVE ASSISTANT	2.0	2.0	2.0	2.0	2.0
Total Operating Fund FTE	4.0	4.0	4.0	4.0	4.0

Legal Services

0104

Program Overview and Insights

The Office of General Counsel of the Howard County Public School System supports the school system's focus on student-centered practices, inclusive relationships, and responsive and efficient operations by providing high-quality legal counsel, advice, and representation. This office represents the Superintendent in matters of appeal before the Board of Education of Howard County (Board) such as student matters related to residency, reassignment, early entry into kindergarten, and discipline. Additionally, this office provides representation to the Superintendent before the Board in matters related to staff, including challenges to termination, suspension, transfers, and evaluation. The Office of General Counsel would represent the school system and the Board in the proceedings at the Maryland State Board of Education and in State and Federal court.

The Office of General Counsel is available to school system personnel, including school administrators, to provide advice and information regarding legal matters that impact the schoolhouse and school system. This office aids school administration regarding custody orders and protective orders which require review of the order and the court action. In addition, this office assists school-based staff reply to subpoena requests in student matters which may entail review of records, discussions with school staff, preparation for testimony, and filing letters or motions with the court on behalf of the school system staff. Other areas of assistance requested by school-based and central school system personnel could include interpretation of Board of Education Policy, Superintendent's Implementation Procedures, provisions of the Annotated Code of Maryland, COMAR, and other legal requirements from federal law and regulations. Subject matter covered by the Office of General Counsel includes the use of restraint and/or seclusion, the process for conducting employee and student investigations, the ability of school personnel to issue no trespass letters, student discipline, and the progressive discipline process for employees (including assistance in drafting/reviewing letters of warning, reprimand, etc.). To assist the school system with compliance, the Office of General Counsel will be active in assisting with professional development with the Division of School Management and Instructional Leadership and Division of Academics.

The Office of General Counsel is also responsible for overseeing and implementing the Maryland Public Information Act procedures for the school system. HCPSS is committed to providing access to public records in a timely and transparent manner.

Budget Summary

Legal Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 400,803	\$ 420,292	\$ 434,721	\$ 321,927	\$ 601,825	\$ 540,469	\$ 607,353	\$ 498,458	\$ (108,895)
Wages-Temporary Help	-	-	-	11,746	-	-	-	-	-
Subtotal	400,803	420,292	434,721	333,673	601,825	540,469	607,353	498,458	(108,895)
Contracted Services									
Legal Fees	250,000	205,617	250,000	259,873	250,000	119,717	200,000	200,000	-
Subtotal	250,000	205,617	250,000	259,873	250,000	119,717	200,000	200,000	-
Supplies and Materials									
Supplies-General	1,500	439	1,500	125	1,500	1,135	1,500	1,500	-
Subtotal	1,500	439	1,500	125	1,500	1,470	1,500	1,500	-
Other Charges									
Legal Settlements	25,000	-	25,000	-	25,000	-	25,000	25,000	-
Travel-Conferences	4,000	-	4,000	99	4,000	4,160	4,000	4,000	-
Travel-Mileage	8,000	6,840	8,000	5,590	9,280	7,950	9,280	1,280	(8,000)
Dues & Subscriptions	16,000	8,850	16,000	9,155	16,000	12,360	16,000	16,000	-
Subtotal	53,000	15,690	53,000	14,844	54,280	24,470	54,280	46,280	(8,000)
<i>State Category 06 Special Education</i>									
Contracted Services									
Legal Fees	50,000	74,701	75,000	26,478	75,000	125,243	75,000	75,000	-
Subtotal	50,000	74,701	75,000	26,478	75,000	125,243	75,000	75,000	-
Other Charges									
Legal Settlements	50,000	-	-	-	-	-	-	-	-
Subtotal	50,000	-	-	-	-	-	-	-	-
Program 0104 Total	\$ 805,303	\$ 716,739	\$ 814,221	\$ 634,993	\$ 982,605	\$ 811,369	\$ 938,133	\$ 821,238	\$ (116,895)

Budget Summary Analysis

0104–Legal Services		Change from	
State/Spend Category	Description of Expenditure	FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (108,895)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) MPIA Compliance Administrator • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Contracted Services			
Legal Fees	Provision of legal services to the HCPSS staff, the Board of Education, and the Superintendent, on a case-by-case basis with specialized skill and knowledge.	-	• No change.
Supplies and Materials			
Supplies-General	Consumable office supplies.	-	• No change.
Other Charges			
Legal Settlements	Expenditures authorized pursuant to a settlement that resolves a claim against the Board.	-	• No change.
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	-	• No change.
Travel-Mileage	Business-related mileage reimbursement for staff.	(8,000)	<ul style="list-style-type: none"> • Eliminates (\$9,000) mileage stipend benefit for designated managerial positions. • Increases \$1,000 in funding for itemized mileage reimbursement.
Dues & Subscriptions	Subscriptions to legal publications and dues for legal organizations.	-	• No change.
State Category 06 Special Education			
Contracted Services			
Legal Fees	Provision of legal services to the HCPSS staff, the Board of Education, and the Superintendent, on a case-by-case basis with specialized skill and knowledge.	-	• No change.
		Total \$ Change	\$ (116,895)
		Total % Change	(12.46)%

Staffing

Program 0104	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
GENERAL COUNSEL	1.0	1.0	1.0	1.0	1.0
ASSISTANT GENERAL COUNSEL	-	-	1.0	1.0	1.0
PARALEGAL/EXECUTIVE ADMINISTRATIVE	1.0	1.0	1.0	1.0	1.0
MPIA COMPLIANCE ADMINISTRATOR	-	1.0	1.0	1.0	-
MPIA COMPLIANCE SPECIALIST	1.0	-	-	-	-
Total Operating Fund FTE	3.0	3.0	4.0	4.0	3.0

Office of the Deputy Superintendent

0107

Program Overview and Insights

The Office of the Deputy Superintendent oversees and implements programs that support the systemwide work of The Strategic Call to Action: One Focus: Every Student Achieving. The Strategic Call to Action (SCTA) serves as the foundation for all HCPSS decisions and places students at the heart of all practices.

The SCTA outlines a commitment to equity, closing opportunity gaps, and supporting the needs of students and staff in order to achieve the Vision of HCPSS that every student and staff member embraces diversity and possesses the skills, knowledge and confidence to positively influence the larger community. The team fulfills its mission through the coordinated work of six offices:

- **Assessment/Reporting and Blueprint Implementation:** delivers the state and local assessment program, analyzes trends in assessment data, and manages the state and federal accountability reporting; supports improved student outcomes in alignment with accountability measures and the SCTA desired outcomes. The office maintains a high level of support for schools evidenced by School Testing Coordinator ratings of 4.95 (out of 5) in 2021–2022 overall support. As part of state reporting, the office is also responsible for coordinating the implementation of the Blueprint for Maryland's future.
- **Strategy & Data Privacy:** provides leadership in systemic monitoring and development of the SCTA and works to align the SCTA to the budget process to maximize resources and evaluate measures of success: <https://www.hcpss.org/scta/>. Leads the process for evaluating and implementing digital tools that support HCPSS curriculum. Ensures HCPSS maintains contracts and/or data sharing agreements with the vendors of the Essential Digital Tools to protect students' data privacy and security. Ensures that authorized Supplementary Digital Tools comply with federal and state standards for protecting students' data privacy and security: <https://www.hcpss.org/digital-tools/>. Manages the HCPSS data privacy and records management programs to ensure HCPSS continues to be a national model for student data stewardship.
- **Research, Program Evaluation, and Data Coaching:** provides targeted support for system-wide research and evaluation, analyzes and reports trends in HCPSS program data (for a sampling of reports to the Board, see <https://www.hcpss.org/about-us/research-data-analysis/>), supports data-informed system-wide school improvement planning, leads school leadership teams in using data to make informed decisions (e.g., eight-session professional learning course targeted for teacher leaders), and evaluates proposals to conduct research in HCPSS (see <https://policy.hcpss.org/3000/3030/>).
- **Policy:** manages policy planning, development, monitoring, and dissemination; coordinates activities with the Board of Education, the Superintendent, executive leaders, and staff; sets the goals and expectations for HCPSS; and ensures HCPSS policies and procedures exhibit best practices, support relevant data, and are aligned with federal and state legal mandates. The office oversees a comprehensive searchable webpage of HCPSS policies at: <https://policy.hcpss.org/>. Manages the charter school application process and serves as a liaison between charter applicants and the HCPSS and the HCPSS Board of Education.
- **Information Technology:** manages all aspects of the information technology infrastructure, enterprise applications, and technology support, including the student information and data reporting systems, cybersecurity and hardware, implementation of technology plans. Note: financial and positional data for Information Technology can be found on 9714, 7203, 2702 and 0503 program pages.

Budget Summary

Office of the Deputy Superintendent	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 1,186,515	\$ 1,181,344	\$ 1,278,386	\$ 1,178,831	\$ 1,301,010	\$ 1,355,641	\$ 1,488,311	\$ 1,259,052	\$ (229,259)
Wages-Overtime	-	-	-	1,438	-	-	-	-	-
Wages-Temporary Help	-	2,370	-	97,224	-	34,873	-	-	-
Subtotal	1,186,515	1,183,714	1,278,386	1,277,493	1,301,010	1,390,514	1,488,311	1,259,052	(229,259)
Contracted Services									
Test Scoring	297,760	-	306,760	304,184	333,151	307,200	259,104	209,104	(50,000)
Maintenance-Software	2,000	1,050	2,000	1,100	2,000	1,200	2,000	1,200	(800)
Contracted-General	365,100	353,797	360,000	332,273	360,000	340,184	360,000	350,000	(10,000)
Subtotal	664,860	354,847	668,760	637,557	695,151	648,584	621,104	560,304	(60,800)
Supplies and Materials									
Supplies-Testing	1,200	-	1,200	474	1,200	-	1,200	500	(700)
Supplies-General	2,000	-	2,000	-	2,000	525	2,000	500	(1,500)
Technology-Computer	-	-	5,100	1,892	6,000	4,741	6,000	2,000	(4,000)
Technology-Supply	-	228	-	1,702	900	1,181	900	900	-
Subtotal	3,200	228	8,300	4,068	10,100	6,447	10,100	3,900	(6,200)
Other Charges									
Dues & Subscriptions	1,408	407	1,408	89	1,408	415	1,408	508	(900)
Travel-Conferences	5,000	-	5,000	414	5,000	804	5,000	1,000	(4,000)
Travel-Mileage	2,550	-	2,550	140	2,550	207	2,550	1,050	(1,500)
Subtotal	8,958	407	8,958	643	8,958	1,426	8,958	2,558	(6,400)
Program 0107 Total	\$ 1,863,533	\$ 1,539,196	\$ 1,964,404	\$ 1,919,761	\$ 2,015,219	\$ 2,046,971	\$ 2,128,473	\$ 1,825,814	\$ (302,659)

Budget Summary Analysis

0107–Office of the Deputy Superintendent

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 01 Administration</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (229,259)	<ul style="list-style-type: none"> • Reflects the following staffing changes completed during FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Specialist reclassified to 1.0 Instructional Facilitator ◦ (1.0) Grant/Program Manager transferred to the Chief Administrative Officer (0301) • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Director ◦ (1.0) Secretary • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Contracted Services			
Test Scoring	Scanning and scoring for assessment program and processing student, school, and system reports. Administration, training, and scoring of CogAT for Grades 3 and 5 and administration of CogAT placement review for Grades 3 and 5.	(50,000)	<ul style="list-style-type: none"> • Decreases funding for Grade 9 Preliminary Scholastic Aptitude Test (PSAT) and Grade 5 Cognitive Abilities Test (CogAT).
Maintenance-Software	Software for analysis of statistical data and online delivery of surveys.	(800)	<ul style="list-style-type: none"> • Decreases funding for software.
Contracted-General	Measures of Academic Progress (MAP) assessment for Grades 1-8. Including the assessment delivery, scoring, data exports, support and teacher portal.	(10,000)	<ul style="list-style-type: none"> • Decreases funding for Contracted Services.
Supplies and Materials			
Supplies-Testing	Materials to support STCs and Test Administrators.	(700)	<ul style="list-style-type: none"> • Decreases funding for Testing Supplies.
Supplies-General	Consumable office supplies.	(1,500)	<ul style="list-style-type: none"> • Decreases funding for Supplies.
Technology-Computer	Computers utilized by staff.	(4,000)	<ul style="list-style-type: none"> • Decreases funding for replacement computers.
Technology-Supply	Computers supplies utilized by staff.	-	<ul style="list-style-type: none"> • No change.
Other Charges			
Dues & Subscriptions	Professional organization membership dues, Survey Monkey subscription, and educational and research articles database subscriptions.	(900)	<ul style="list-style-type: none"> • Decreases funding for Dues & Subscriptions.
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	(4,000)	<ul style="list-style-type: none"> • Decreases funding for Conferences.
Travel-Mileage	Business-related mileage reimbursement for staff.	(1,500)	<ul style="list-style-type: none"> • Eliminates mileage stipend benefit for designated managerial positions.
Total \$ Change		\$ (302,659)	
Total % Change		(14.22)%	

Staffing

Program 0107	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	2.0	2.0	2.0	2.0	1.0
GRANT/PROGRAM MANAGER	1.0	1.0	1.0	1.0	-
COORDINATOR	2.0	2.0	2.0	3.0	3.0
INSTRUCTIONAL FACILITATOR	-	-	-	-	1.0
MANAGER	1.0	1.0	1.0	1.0	1.0
SECRETARY	1.0	1.0	1.0	1.0	-
SPECIALIST	3.0	3.0	3.0	3.0	2.0
TECHNICAL ASSISTANT	2.0	2.0	2.0	2.0	2.0
Total Operating Fund FTE	12.0	12.0	12.0	13.0	10.0

Enterprise Applications

0503

Program Overview and Insights

Enterprise Applications (EA) manages and maintains mission critical systems, data, and content that ensure the integrity, seamless integration, security, and availability of information for day-to-day school district operations. EA manages the operations of three major student data systems: Student Information System, Data Warehouse, and Learning Management Platform as well as many related systems that are used daily by teachers, students, parents, and administrators. The Student Information System (SIS) manages student registration, grade recording and reporting, attendance, discipline, program management, and scheduling. The Data Warehouse centralizes student and district related data. The Learning Management System (LMS) connects digital tools, documents, content, assignments, videos, and other resources for every HCPSS classroom into one place with one login.

The EA systems are used by multiple stakeholders and are vital to the operations of the school system. The LMS (Canvas) and SIS (Synergy) continue to maintain a substantial portion of the usage gains made during virtual and hybrid instruction, as shown when comparing 2019, a pre-pandemic school year, to FY 2023 with 85.5 million Canvas views in FY 2019 and 210 million views in FY 2023 and 77,248 unique Synergy logins by students and parents/guardians in FY 2019 and 95,350 unique logins in FY 2023. The use of the dashboards to support SCTA actions and enabling equity-based analysis and decision making in FY 2023 has continued to be prioritized, as seen in the increased usage from 49,733 to 83,917 logins by staff. This is 25,582 more logins from FY 2022.

Several critical EA accomplishments were attained in FY 2023. Additional Integrations were updated and migrated to the cloud, and new integrations created are cloud hosted. Realization of these activities provides increased reliability and protection of sensitive data and applications while eliminating time-consuming installation and maintenance of physical hardware in the HCPSS Data Centers. The enterprise applications continue to be a cornerstone of the teaching and learning process.

Budget Summary

Enterprise Applications	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 11 Maintenance of Plant</i>									
Salaries and Wages									
Salaries	\$ 1,335,590	\$ 1,309,276	\$ 1,381,799	\$ 1,349,850	\$ 1,650,825	\$ 1,480,388	\$ 1,739,105	\$ 1,744,349	\$ 5,244
Wages-Temporary Help	25,000	-	25,000	-	20,000	9,422	20,000	20,000	-
Subtotal	1,360,590	1,309,276	1,406,799	1,349,850	1,670,825	1,489,810	1,759,105	1,764,349	5,244
Contracted Services									
Maintenance-Software	2,133,976	1,768,383	2,133,976	2,040,632	2,148,976	1,942,932	2,258,976	2,489,328	230,352
Subtotal	2,133,976	1,768,383	2,133,976	2,040,632	2,148,976	1,942,932	2,258,976	2,489,328	230,352
Supplies and Materials									
Supplies-General	3,500	1,459	3,500	1,755	3,500	1,027	3,500	1,500	(2,000)
Technology-Computer	5,000	4,806	5,000	4,074	10,000	9,669	10,000	10,000	-
Subtotal	8,500	6,265	8,500	5,829	13,500	10,696	13,500	11,500	(2,000)
Other Charges									
Travel-Conferences	4,000	-	4,000	-	4,000	-	4,000	-	(4,000)
Travel-Mileage	2,400	30	2,400	82	2,400	-	2,400	200	(2,200)
Training	9,000	-	9,000	(396)	9,000	8,546	9,000	9,000	-
Dues & Subscriptions	20,000	19,709	20,000	6,013	20,000	254	20,000	5,000	(15,000)
Subtotal	35,400	19,739	35,400	5,699	35,400	8,800	35,400	14,200	(21,200)
Program 0503 Total	\$ 3,538,466	\$ 3,103,663	\$ 3,584,675	\$ 3,402,010	\$ 3,868,701	\$ 3,452,238	\$ 4,066,981	\$ 4,279,377	\$ 212,396

Budget Summary Analysis

0503–Enterprise Applications

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 11 Maintenance of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving in this program.	\$ 5,244	<ul style="list-style-type: none"> • Reflects the following staffing change in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Programmer/Analyst reclassified to 1.0 Project Manager • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Technical Assistant • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages to provide temporary support for enterprise applications.	-	• No change.
Contracted Services			
Maintenance-Software	Maintenance, hosting, support, service and enhancement cost for all the Enterprise Applications.	230,352	• Increases funding to renew contracts for which cost increases are anticipated.
Supplies and Materials			
Supplies-General	Office equipment and materials to support Enterprise Applications staff members.	(2,000)	• Decreases funding for office supplies.
Technology-Computer	Computers utilized by staff.	-	• No change.
Other Charges			
Travel-Conferences	Conference expenses for staff members.	(4,000)	• Eliminates funding for conference attendance.
Travel-Mileage	Reimbursement to employees for work-related mileage/travel costs.	(2,200)	• Decreases funding for mileage reimbursements.
Training	Training for staff serving in this program.	-	• No change.
Dues & Subscriptions	Third party hosting services utilized by Enterprise Applications.	(15,000)	• Decreases funding for third party hosting services.
Total \$ Change		\$ 212,396	
Total % Change		5.22%	

Staffing

Program 0503	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	1.0	1.0	1.0	1.0	1.0
COORDINATOR	2.0	2.0	3.0	3.0	3.0
PROGRAMMER/ANALYST	5.0	5.0	7.0	7.0	6.0
PROJECT MANAGER	-	-	-	-	1.0
SPECIALIST	2.0	2.0	2.0	2.0	2.0
TECHNICAL ASSISTANT	1.0	1.0	1.0	1.0	-
SYSTEMS ADMINISTRATOR	1.0	1.0	-	-	-
Total Operating Fund FTE	12.0	12.0	14.0	14.0	13.0

Performance Manager: Justin Benedict
Executive

Board Meeting Broadcasting Services

2702

Program Overview and Insights

The Board Meeting Broadcasting Services program provides live and on-demand closed-captioned coverage of Board of Education meetings. Recordings are then available on the HCPSS website (<https://www.hcpss.org/board/meetings/>) and serve as the official meeting record of the Board of Education.

Budget Summary

Board Meeting Broadcasting Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ -	\$ 100,000	\$ 113,467	\$ 13,467
Subtotal	-	-	-	-	110,000	-	100,000	113,467	13,467
Contracted Services									
Repair-Equipment	3,000	-	3,000	-	3,000	-	3,000	-	(3,000)
Contracted-General	3,630	1,429	3,630	1,555	3,630	-	3,630	1,630	(2,000)
Contracted-Labor	2,000	-	2,000	-	2,000	2,000	2,000	2,000	-
Maintenance-Software	-	-	-	8,768	8,767	8,511	18,767	18,767	-
Subtotal	8,630	1,429	8,630	10,323	17,397	10,511	27,397	22,397	(5,000)
Supplies and Materials									
Supplies-General	27,000	13,268	27,000	6,489	27,000	17,543	27,000	18,000	(9,000)
Subtotal	27,000	13,268	27,000	6,489	27,000	17,543	27,000	18,000	(9,000)
Equipment									
Equipment-Technology	10,000	-	10,000	2,923	10,000	1,454	10,000	8,000	(2,000)
Subtotal	10,000	-	10,000	2,923	10,000	1,454	10,000	8,000	(2,000)
<i>State Category 14 Community Services</i>									
Contracted Services									
Contracted-General	50,000	49,599	50,000	49,599	50,000	49,419	98,000	98,000	-
Subtotal	50,000	49,599	50,000	49,599	50,000	49,419	98,000	98,000	-
Program 2702 Total	\$ 95,630	\$ 64,296	\$ 95,630	\$ 69,334	\$ 214,397	\$ 78,927	\$ 262,397	\$ 259,864	\$ (2,533)

Budget Summary Analysis

2702–Board Meeting Broadcasting Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 02 Mid-Level Administration			
Salaries and Wages			
Salaries	Salaries for staff serving in this program.	\$ 13,467	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Contracted Services			
Repair-Equipment	Funds for parts and materials to support, repair, and maintain video/audio equipment.	(3,000)	• Eliminates funding for equipment repair.
Contracted-General	Contracted service fee to support television production.	(2,000)	• Decreases funding for production support.
Contracted-Labor	Professional video production personnel that support and assist live streaming and recording of high school commencements.	-	• No change.
Maintenance-Software	License for virtual meeting software utilized during virtual and hybrid meetings.	-	• No change.
Supplies and Materials			
Supplies-General	Funds for office supplies, software, tools and other supplies.	(9,000)	• Decreases funding for supplies.
Equipment			
Equipment-Technology	Funds to purchase equipment needed to support video production.	(2,000)	• Decreases funding for video production equipment.
State Category 14 Community Services			
Contracted Services			
Contracted-General	Contracted service fee to support television production.	-	• No change.
		Total \$ Change	\$ (2,533)
		Total % Change	(0.97)%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 2702					
SPECIALIST	-	-	1.0	1.0	1.0
Total Operating Fund FTE	-	-	1.0	1.0	1.0

Advanced Placement Program

2801

Program Overview and Insights

The Advanced Placement program supports student participation in Advanced Placement classes and the College Board’s Advanced Placement testing program. Advanced Placement (AP) courses are an important component in ensuring that all students receive rigorous instruction and are actively involved in making decisions about their learning experiences. AP course participation is highly correlated with college readiness. Research literature indicates that course rigor in high school is the most powerful predictor of postsecondary success. Students who took at least one AP course are nearly twice as likely to graduate college. AP courses offer rigorous curricula that students need to prepare for postsecondary education.

This program funds school-based testing coordinators who register students for AP courses, order testing materials, acquire sites for testing, process fee waivers, and supervise the testing process under the protocols determined by the College Board. Required funding is included to cover the exam costs for students who meet the Blueprint for Maryland’s Future – College and Career Readiness (CCR) standard. This program also supplements funding for students who qualify for fee waivers to promote equity and access to AP exams.

The annual report for the Advanced Placement Program tracks the overall progress in participation and performance: <https://www.hcpss.org/academics/testing/test-score-results/#ap>

Budget Summary

Advanced Placement Program	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Temporary Help	\$ 79,000	\$ 78,502	\$ 85,000	\$ 81,635	\$ 85,000	\$ 84,670	\$ 85,000	\$ 85,000	\$ -
Subtotal	79,000	78,502	85,000	81,635	85,000	84,670	85,000	85,000	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-General	-	-	-	-	-	-	810,000	950,000	140,000
Contracted-Labor	50,000	-	75,000	16,720	75,000	55,870	-	-	-
Subtotal	50,000	-	75,000	16,720	75,000	55,870	-	-	140,000
Program 2801 Total	\$ 129,000	\$ 78,502	\$ 160,000	\$ 98,355	\$ 160,000	\$ 140,540	\$ 895,000	\$ 1,035,000	\$ 140,000

Budget Summary Analysis

2801–Advanced Placement Program

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Temporary Help	Wages for temporary staff to support the registration and administration of Advanced Placement tests.	\$ -	• No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-General	Fee waivers for qualifying students for Advanced Placement tests.	140,000	<ul style="list-style-type: none"> Increases \$200,000 in funding for changes in College and Career Readiness standards which will qualify more students for no cost AP exams. Decreases (\$60,000) in funding by limiting Advanced Placement options to a maximum of 5 per student.
Total \$ Change		\$ 140,000	
Total % Change		15.64%	

Broadband and Telecommunications Services

7203

Program Overview and Insights

Broadband and Telecommunications Services program provides the following services:

- Robust and secure, internal, and external internet access to all HCPSS locations through local and wide area network connections.
- Telephone services for all HCPSS schools and offices.
- Mobile phones and data plans for designated staff, including access to a priority wireless network.

In alignment with the last three budget years, the HCPSS network continues to be reliable with over 99.9% uptime. HCPSS continues to enhance the network infrastructure to accommodate new and expanding technology needs.

Budget Summary

Broadband and Telecommunications Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 10 Operation of Plant</i>									
Contracted Services									
Contracted-Labor	\$ 53,500	\$ 58,000	\$ 53,500	\$ 42,000	\$ 53,500	\$ -	\$ 53,500	\$ 53,500	\$ -
Maintenance-Hardware	-	395,592	-	-	-	-	-	-	-
Repair-Equipment	24,000	19,500	24,000	22,000	24,000	-	24,000	20,000	(4,000)
Subtotal	77,500	473,092	77,500	64,000	77,500	-	77,500	73,500	(4,000)
Supplies and Materials									
Supplies-Communication	61,922	104,048	61,922	49,949	61,922	29,999	61,922	51,922	(10,000)
Subtotal	61,922	104,048	61,922	49,949	61,922	29,999	61,922	51,922	(10,000)
Other Charges									
Utilities-Data Comm	1,544,619	1,323,084	1,747,251	1,470,150	1,747,251	1,647,016	1,747,251	1,286,836	(460,415)
Utilities-Telecomm	1,219,000	1,072,100	1,219,000	1,215,191	1,219,000	1,254,335	1,219,000	1,309,000	90,000
Subtotal	2,763,619	2,395,184	2,966,251	2,685,341	2,966,251	2,901,351	2,966,251	2,595,836	(370,415)
Program 7203 Total	\$ 2,903,041	\$ 2,972,324	\$ 3,105,673	\$ 2,799,290	\$ 3,105,673	\$ 2,931,350	\$ 3,105,673	\$ 2,721,258	\$ (384,415)

Budget Summary Analysis

7203–Broadband and Telecommunications Services

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
<i>State Category 10 Operation of Plant</i>			
Contracted Services			
Contracted-Labor	Services to repair local telephone voice service and individual phone and fax lines in all schools and administrative locations. Also includes the e-rate filing and management service.	\$ -	• No change.
Repair-Equipment	Repair services for telecommunications equipment.	(4,000)	• Decreases funding for equipment repair.
Supplies and Materials			
Supplies-Communication	Telecommunications, data communications, and network related supplies, and equipment items to maintain telecommunication infrastructure.	(10,000)	• Decreases funding for supplies.
Other Charges			
Utilities-Data Comm	Monthly charges for Wide Area Network (WAN) and Internet connectivity for school system.	(460,415)	• Decreases funding for WAN and internet services.
Utilities-Telecomm	Monthly telephone voice, fax, audio conferencing, and cellular charges for the school system.	90,000	• Increases funding for cellular charges based on an increase in users.
Total \$ Change		\$ (384,415)	
Total % Change		(12.38)%	

Staffing

Staff who support Broadband and Telecommunications Services (7203) are included in the budget for Technology Services (9714).

Division of Administration – Budget Summary

Overview of the Division

The Division of Administration provides management functions for the transparent, efficient, and effective operation of the school system, supporting the goals of the Strategic Call to Action. Specifically, through its communications and partnership functions, the division provides access and information on student centered school practices promoting understanding and inclusivity by communicating district and school information to stakeholders, increasing parent and community engagement, and working with government partners. Through its fiscal management responsibilities, the division supports and advances the goals and desired outcomes for responsive and efficient operations with transparent budget processes and sound financial practices.

The division functions consist of Budget, Finance, Communications, Community and Workforce Engagement, Community Partnerships, and Print Services, with services delivered through ten budgetary programs:

- Chief Administrative Officer
- Partnerships
- Communications and Engagement
- Multimedia Communications
- Budget
- Payroll Services
- Accounting
- Fixed Charges
- Internal Service Fund Charges
- Print Services (Other Funds)

The division has improved fiscal oversight through enhanced budget management, increased financial planning and analysis, and strong collaboration with Division Chiefs to support the Strategic Call to Action commitment to ensure that operations and practices keep students at the heart of all decisions. Additionally, the division supports all school system offices with planning and execution of major system initiatives, crisis response, and improving collaboration with government partners.

Summary of Major Budget Changes for FY 2025

HCPSS faces the financial pressures of a structural deficit due to declining revenues and increasing costs. The budget strategy for FY 2025 rethinks the development of the Superintendent’s Proposed Budget to manage the pressure the structural deficit places on the request for new funding. This is done to align with Board and county requests to bring forward a budget that presents clear choices to reallocate funding from existing services to meet our fiscal obligations for FY 2025. As a result, while the budget requests an increase in funding for mandates, commitments, and priorities, reductions are proposed in program budgets to offset the overall growth of the budget.

The Division of Administration budget includes:

- Budget additions of \$29.0 million and 3.00 FTE positions.
- Budget reductions of \$(10.1) million and (13.00) FTE positions.
- Net changes to the budget are \$18.9 million more than the current FY 2024 approved budget and (10.00) less FTE positions.

Division of Administration – Budget Summary

- Year over year, the division's budget is growing by 7.4 percent. More specific information on these budget changes is explained in the sections below. The schedules summarize the additions and reductions by program.

Budget Additions

All budget additions in the FY 2025 Superintendent's Proposed Budget have been grouped as Mandates, Commitments, and Priorities:

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Sub-groupings for each of these are provided to summarize the budget dollars and positions proposed across programs and divisions. The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides the combined summary of budget additions for all divisions and by state category.

A summary of budget additions by grouping is provided below.

The Division of Administration's budget includes new budget cost additions of \$29.0 million and 3.00 FTE positions.

Mandates

- \$3.5 million increase – Blueprint costs requirements for Instructional Technology. Beginning in FY 2025, the Blueprint increases Foundation funding by \$63 per pupil. The funding must be used to support student devices, broadband, and technology staffing. The funds cannot supplant existing funds. The additional funding will support maintaining the student device instructional model.

Commitments

- \$(1.2) million – Year-over-Year Personnel Cost Change. This adjustment will appear in all program budgets that have budgeted personnel. A complete explanation for these changes is included in the Factors Influencing and Summary of the Budget schedule.
- \$18.8 million – Fixed Charges, including funding the actuarial project cost for employee health insurance, workers' compensation, and other benefits.
- \$2.9 million – benefit costs for new employees.

Priorities

- \$3.1 million – marker for employee compensation increases. This includes the centrally budgeted FICA and pension costs for compensation increases in all divisions.
- \$1.4 million – maintain current deployment of student devices and contractual cost increases.

Division of Administration – Budget Summary

- \$82,361 and 1.00 FTE position – maintain a grant funded position in the Accounting Office that is critical support for grants accounting and reporting.
- \$122,400 and 2.00 FTE positions – add two Accounting Clerks to improve the accounting process, ensure adequate review and controls, support the current volume of work, and support the increase in reporting requirements related to the Blueprint.
- \$253,535 – increase to Internal Service Fund charges due to the lack of available fund balance in the Print Services Fund.
- \$1,000 – fund mileage reimbursement liability due to elimination of monthly mileage stipends.

Budget Reductions

Each division budget proposes reductions to offset the expenditure increases included in the FY 2025 Superintendent's Proposed Operating Budget. For each division and its programs, these reductions are grouped as Programmatic School-Based and Programmatic Non-School-Based.

- Programmatic School-Based are budget reductions directly affecting the classroom and schools. The reductions are sub-grouped by certain programmatic areas and services to summarize where budget dollars and positions are being reduced across programs and divisions.
- Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools. These reductions are sub-grouped into reductions affecting personnel and non-personnel reductions.

The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides a combined summary of budget reductions by group and sub-group for all divisions and by state category.

A high-level overview of major reductions and the service impact(s) for the Division of Administration budget are shown below.

The Division of Administration budget includes reductions of \$(10.1) million and (13.00) FTE positions. All the reductions are programmatic non-school based.

Programmatic Non-School-Based

- \$(89,269) and (1.00) FTE position – Program 0301 Chief Administrative Officer: Elimination of 1.00 Executive Assistant position.
 - Impact: The work to produce three budget books will be shifted to the budget staff decreasing capacity to perform budget analysis and other analytic work to support the budget development and deliberation processes. It will also result in increased workload during peak budget development, heightening risks of burnout and error. Administrative support for tracking, review, and approvals will be shifted to other staff, increasing workload.

Division of Administration – Budget Summary

- \$(140,453) and (1.00) FTE position – Program 0105 Partnerships: Elimination of 1.00 Partnerships Manager position.
 - Impact: This will decrease the Partnerships Office staffing by 50 percent and will require a decrease in support to schools with partnership agreements. Additionally, system offices will receive limited support with Memorandum of Understanding/Agreement (MOU/MOA) management and negotiations. This will increase workload for other staff within Administration as well as in Legal and Purchasing to support the management of MOUs/MOAs.
- \$(454,700) – Program 0203 Budget: Elimination of funding to implement a new budget system.
 - Impact: This will impact the replacement of an aging budget system, make budget reporting laborious, and increase workload on Budget office staff as the Blueprint reporting requirements are implemented.
- \$(64,844) and (1.00) FTE position – Program 0204 Payroll: Elimination of 1.00 Technical Assistant
 - Impact: This is part of a reorganization of the Accounting and Payroll offices for a net budget savings but will add needed capacity for the current volume of work and increased reporting requirements.
- \$(207,914) and (2.00) FTE positions – Program 0206 Accounting: Elimination of 1.0 Accounting Analyst II, Financial Reporting and 1.0 Treasury Accountant.
 - Impact: This is part of a reorganization of the Accounting and Payroll offices for a net budget savings but will add needed capacity for the current volume of work and increased reporting requirements.
- \$(35,550) – Program 0302 Communications and Engagement: Decrease of Bright Minds contribution and other non-personnel expenditures.
 - Impact: Bright Minds will have less funding to spend on programs, and they will need to raise additional funds to offset this reduction.
- \$(110,272) and (1.00) FTE position – Program 2701 Multimedia Communications: Elimination of 1.00 Photographer.
 - Impact: This will impact schools and offices that rely on the system's Photographer for coverage of major system and school events, including graduations. Schools will be responsible for photography of events and activities, HCPSS will eliminate the use of Instagram and Flickr as social media platforms, Twitter will be used only for emergency notification postings, limited photos will be used in system publications and websites.
- \$(7,714,824) – Program 8001 Fixed Charges: Decrease of employee benefits related to personnel reductions and a 50 percent reduction in the benefit credit for employees beginning January 2025, generating \$775,000 is estimated savings.
 - Impact: The impact of the decreases in employee benefit costs are directly related to the position reductions explained in each divisional summary.
 - Impact: The benefit credit reduction will represent a decrease in the benefit credit received by all employees enrolled in health insurance benefits.
- \$(1,304,651) and (7.00) FTE positions – Program 8002 Internal Service Fund Charges. This represents the General Fund impact of the changes in two internal Service Funds: Print Services (9713) and Technology Services (9714).

Division of Administration – Budget Summary

- \$(253,535) and (2.00) FTE positions – Program 9713 Print Services: Elimination of 1.00 Audiovisual Producer and 1.00 Equipment Operator
 - Impact: This will reduce graphic design and publication support for system documents, including course catalogs, programs, brochures, flyers, and other materials, and will require offices to submit print-ready documents. Print Services may reduce the total print volume and will increase the current 48-hour turnaround time to adjust the workload for remaining employees. The system will discontinue production of large-scale graphics for school aesthetics.
- \$(1,051,116) and (5.00) FTE positions – Program 9714 Technology Services: Elimination of 1.00 Manager, 1.00 Analyst, 2.00 Technicians, and 1.00 Technology Support, and reductions in supplies and equipment costs.
 - Impact: Overall, these reductions will increase IT implementation and support time and delay lifecycle replacement. This will increase Chromebook and device repair time and reduce schools’ access to IT Technicians. Staff will have reduced access to hands-on support for HCPSS cell phones. Furthermore, the reduction will increase the implementation time of the development of new and modifications to HCPSS information system functionalities.

Position Reduction List

Division/Dept	Program	Classification Job Title	FTE Count
Administration	Accounting-0206	ACCOUNTANT	(1.00)
		ACCOUNTING ANALYST	(1.00)
	Chief Administrative Officer-0301	EXECUTIVE ASSISTANT	(1.00)
	Multimedia Communications-2701	PHOTOGRAPHER	(1.00)
	Partnerships-0105	MANAGER	(1.00)
	Payroll-0204	TECHNICAL ASSISTANT	(1.00)
	Print Services-9713	AUDIOVISUAL PRODUCER	(1.00)
		REPRO EQUIPMENT OPERATOR	(1.00)
		Technology Services-9714	ANALYST
		MANAGER	(1.00)
		TECHNICIAN	(2.00)
		TECHNOLOGY SUPPORT	(1.00)
	Administration Total		

Note: This list includes the (7.0) position reductions in the Print Services Fund and Technology Services Fund. These positions are funded through program 8002.

Division of Administration – Budget Summary

SUMMARY OF FY 2025 PROPOSED BUDGET									
Program	Program Number	Approved Budget FY 2024	Total Additions	Total Reductions	Net Budget Changes FTE	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change from FY 2024	
Chief Administrative Officer	0301	\$ 654,062	\$ 138,674	\$ (89,269)	(1.00)	\$ 703,467	\$ 49,405	7.55%	
Partnerships	0105	250,569	2,005	(140,453)	(1.00)	112,121	(138,448)	-55.25%	
Budget	0203	1,391,868	20,434	(454,700)	-	957,602	(434,266)	-31.20%	
Payroll Services	0204	924,498	(49,165)	(64,844)	(1.00)	810,489	(114,009)	-12.33%	
Accounting	0206	1,293,181	261,941	(207,914)	1.00	1,347,208	54,027	4.18%	
Communications and Engagement	0302	524,086	4,524	(35,550)	-	493,060	(31,026)	-5.92%	
Multimedia Communications	2701	913,177	18,944	(110,272)	(1.00)	821,849	(91,328)	-10.00%	
Fixed Charges	8001	228,834,652	23,414,308	(7,714,824)	-	244,534,136	15,699,484	6.86%	
Internal Service Fund Charges	8002	21,616,760	5,184,648	(1,304,651)	(7.00)	25,496,757	3,879,997	17.95%	
Administration Total		\$ 256,402,853	\$ 28,996,313	\$ (10,122,477)	(10.00)	\$ 275,276,689	\$18,873,836	7.36%	

Division of Administration – Budget Summary

Proposed FY 2025 Budget Changes													FY 2025 Proposed	
BUDGET ADDITIONS		Mandates	Commitments			Priorities						Total Additions	Total	
Program	Program Number	Blueprint-Instructional Technology	Year over Year Personnel Cost Change	Financial Obligations	Benefit Costs for New Positions	Employee Compensation Marker	Technology and Student Devices	COVID-Grants Transition	COVID-Grants Transition FTE	Other	Other FTE	Total Additions	Total FTE	
Chief Administrative Officer	0301	\$ -	\$ 115,919	\$ -	\$ -	\$ 21,755	\$ -	\$ -	-	\$ 1,000	-	\$ 138,674	-	
Partnerships	0105	-	(974)	-	-	2,979	-	-	-	-	-	2,005	-	
Budget	0203	-	1	-	-	20,433	-	-	-	-	-	20,434	-	
Payroll Services	0204	-	(67,048)	-	-	17,883	-	-	-	-	-	(49,165)	-	
Accounting	0206	-	25,517	-	-	31,663	-	82,361	1.00	122,400	2.00	261,941	3.00	
Communications and Engagement	0302	-	(13,340)	-	-	17,864	-	-	-	-	-	4,524	-	
Multimedia Communications	2701	-	(1,107)	-	-	20,051	-	-	-	-	-	18,944	-	
Fixed Charges	8001	-	(1,273,535)	18,823,017	2,896,225	2,968,601	-	-	-	-	-	23,414,308	-	
Internal Service Fund Charges	8002	3,528,425	-	-	-	-	1,402,688	-	-	253,535	-	5,184,648	-	
Administration Total		\$ 3,528,425	\$ (1,214,567)	\$ 18,823,017	\$ 2,896,225	\$ 3,101,229	\$ 1,402,688	\$ 82,361	1.00	\$ 376,935	2.00	\$ 28,996,313	3.00	

Division of Administration – Budget Summary

BUDGET REDUCTIONS		Proposed FY 2025 Budget Changes				FY 2025 Proposed	
		Programmatic-Non School Based				Total Reductions	Total Reductions FTE
Program	Program Number	Personnel	Personnel FTE	Non-Personnel	Employee Benefits		
Chief Administrative Officer	0301	\$ (77,349)	(1.00)	\$ (11,920)	\$ -	\$ (89,269)	(1.00)
Partnerships	0105	(134,153)	(1.00)	(6,300)	-	(140,453)	(1.00)
Budget	0203	-	-	(454,700)	-	(454,700)	-
Payroll Services	0204	(61,200)	(1.00)	(3,644)	-	(64,844)	(1.00)
Accounting	0206	(256,639)	(2.00)	48,725	-	(207,914)	(2.00)
Communications and Engagement	0302	-	-	(35,550)	-	(35,550)	-
Multimedia Communications	2701	(93,522)	(1.00)	(16,750)	-	(110,272)	(1.00)
Fixed Charges	8001	-	-	(75,000)	(7,639,824)	(7,714,824)	-
Internal Service Fund Charges	8002	(1,224,351)	(7.00)	(80,300)	-	(1,304,651)	(7.00)
Administration Total		\$ (1,847,214)	(13.00)	\$ (635,439)	\$ (7,639,824)	\$ (10,122,477)	(13.00)

Chief Administrative Officer0301

Program Overview and Insights

The Division of Administration supports student achievement and system success through equitable and responsible stewardship of resources, and oversees programs and services to engage parents, staff, government, and community to work toward fulfilling the Strategic Call to Action. The division provides effective, strategic management of the HCPSS budget, leverages community partnerships to provide students and staff with enrichment opportunities and collaborates with the HCPSS educational foundation to grow funding and programming support. The division ensures accountability and transparency in all financial operations, aligning the budget with system priorities.

The functional areas of the division include:

- **Accounting:** The program ensures the efficient use of resources by delivering timely, accurate financial services to support the school system in achieving its strategic goals.
- **Budget:** The program supports the development and execution of the system budget by implementing best practices and training and supporting staff throughout the budget process.
- **Community & Workforce Engagement:** Staff supports extend system and school-level initiatives for community outreach and employee well-being, engagement, and recognition.
- **Communications and Engagement:** The office fosters communication and collaboration among the school system, staff, families, and the community.
- **Media:** Staff serve as the contact for all media inquiries and responses. Additionally, staff assist in planning and providing communications support for major initiatives and events.
- **Multimedia Communications:** Staff manage the infrastructure for district and school websites, district and school email and text alerts and mobile applications, support system graphic design needs, and oversee system photography and social media.
- **Partnerships:** The office creates, facilitates, and oversees more than 1,000 partnerships between HCPSS and community organizations to support student and staff success.
- **Payroll Services:** The program provides timely, accurate staff compensation, following best practices, and delivers reliable data to support decisions.
- **Print Services:** The office provides high-quality offset printing, digital duplicating, and design services for HCPSS staff, students and community members at the lowest possible cost.

Budget Summary

Chief Administrative Officer	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 959,280	\$ 928,114	\$ 1,029,869	\$ 949,483	\$ 600,684	\$ 643,329	\$ 631,092	\$ 691,417	\$ 60,325
Wages-Temporary Help	-	37,675	-	25,438	-	6,413	-	-	-
Wages-Overtime	-	1,800	-	1,031	-	-	-	-	-
Subtotal	959,280	967,589	1,029,869	975,952	600,684	649,742	631,092	691,417	60,325
Supplies and Materials									
Supplies-General	4,700	991	4,700	2,067	4,700	1,135	4,700	2,700	(2,000)
Technology-Computer	-	2,129	-	1,590	-	4,495	-	-	-
Technology-Supply	800	773	800	844	800	727	800	800	-
Subtotal	5,500	3,893	5,500	4,501	5,500	6,357	5,500	3,500	(2,000)
Other Charges									
Travel-Conferences	5,370	925	5,370	3,514	5,370	2,314	5,370	3,370	(2,000)
Travel-Mileage	10,920	10,920	10,920	10,920	6,720	6,773	6,720	1,000	(5,720)
Dues & Subscriptions	1,380	754	1,380	1,670	1,380	1,967	1,380	1,380	-
Training	1,000	120	1,000	680	1,000	462	1,000	-	(1,000)
Other Miscellaneous Charges	3,000	-	3,000	1,007	3,000	3,327	3,000	2,800	(200)
Subtotal	21,670	12,719	21,670	17,791	17,470	14,843	17,470	8,550	(8,920)
Program 0301 Total	\$ 986,450	\$ 984,201	\$ 1,057,039	\$ 998,244	\$ 623,654	\$ 670,942	\$ 654,062	\$ 703,467	\$ 49,405

Budget Summary Analysis

0301–Chief Administrative Officer

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 60,325	<ul style="list-style-type: none"> • Reflects the following staffing change in FY 2024: <ul style="list-style-type: none"> ◦ 1.0 Grants Administration Manager transferred from Office of the Deputy Superintendent (0107) • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Executive Assistant • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Supplies and Materials			
Supplies-General	Consumable office supplies for office use and community meetings, and specialized documents.	(2,000)	• Decreases funding for office supplies.
Technology-Supply	Computer accessories for staff.	-	• No change.
Other Charges			
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	(2,000)	• Decreases funding for conference attendance.
Travel-Mileage	Business-related mileage reimbursement for staff.	(5,720)	<ul style="list-style-type: none"> • Eliminates (\$6,720) mileage stipend benefit for designated managerial positions. • Increases \$1,000 for itemized mileage reimbursement.
Dues & Subscriptions	Subscriptions to work-related publications and professional association dues.	-	• No change.
Training	Funds for professional development.	(1,000)	• Eliminates funding for training.
Other Miscellaneous Charges	Costs associated with workforce engagement and business-related events.	(200)	• Decreases funding for workforce engagement activities.
		Total \$ Change	\$ 49,405
		Total % Change	7.55%

Staffing

Program 0301	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
CHIEF ADMINISTRATIVE OFFICER	1.0	1.0	1.0	1.0	1.0
EXECUTIVE DIRECTOR OF BUDGET	1.0	1.0	-	-	-
CONTROLLER	-	-	1.0	1.0	1.0
COORDINATOR OF FINANCE	1.0	1.0	-	-	-
GRANTS ADMINISTRATION MANAGER	-	-	-	-	1.0
SENIOR COMMUNICATIONS STRATEGIST	1.0	1.0	-	-	-
COMMUNITY WORKFORCE AND ENGAGEMENT SPECIALIST	1.0	1.0	1.0	1.0	1.0
BUSINESS PROCESS SPECIALIST	1.0	1.0	-	-	-
EXECUTIVE ASSISTANT	2.0	2.0	2.0	2.0	1.0
Total Operating Fund FTE	8.0	8.0	5.0	5.0	5.0

Partnerships

0105

Program Overview and Insights

The Partnerships office collaborates with businesses, government agencies, educational institutions, and community organizations to develop and leverage partnerships to support programmatic priorities and empower students to achieve their full potential. Partners contribute their expertise and resources to help students acquire the skills, attributes, and knowledge necessary to be prepared for future careers and life.

The Partnerships office provides strategic direction, oversight, and review of HCPSS partnerships by:

- Leading partnership development efforts between partnering organizations and schools, program offices, or other HCPSS entities in order to ensure a unified approach.
- Ensuring that partnership activities empower the community and schools to mutually invest in student achievement, well-being and removing barriers to success.
- Aligning partnership agreements with strategic goals, Board of Education policies, and HCPSS legal, data privacy, and risk management guidelines.
- Ensuring consistency and sustainability in partnership agreements.
- Offering recognition and appreciation to partnering organizations via an annual report, signing ceremonies, press releases, etc.
- Overseeing, tracking, and monitoring data and relationships associated with established partnerships.
- Maintaining a visible presence in the community for HCPSS, serving on committees for local organizations, and regularly attending major community events.

Each year, a report is published to recognize partners, highlight HCPSS programs supported by partnership activities, and provide examples for future collaborations. A link to the most recent annual report is below.

[HCPSS Partnerships Annual Report 2022-23](#)

In FY 2023:

- More than 55 partners supported early childhood learning and school readiness through collaborations with the Early Childhood Curriculum Office and the Judy Center Early Learning Hub.
- More than 75 partners provided mental health resources and support on crisis services, suicide intervention, grief counseling, training opportunities and community providers.

Budget Summary

Partnerships	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 199,126	\$ 199,417	\$ 205,187	\$ 205,195	\$ 212,894	\$ 214,967	\$ 228,649	\$ 96,501	\$ (132,148)
Wages-Temporary Help	4,500	1,895	7,070	2,453	5,000	1,810	5,000	5,000	-
Subtotal	203,626	201,312	212,257	207,648	217,894	216,777	233,649	101,501	(132,148)
Contracted Services									
Contracted-Labor	5,000	-	4,800	-	4,500	-	4,500	-	(4,500)
Maintenance-Software	5,000	5,370	5,200	4,357	6,000	4,261	6,000	5,000	(1,000)
Subtotal	10,000	5,370	10,000	4,357	10,500	4,261	10,500	5,000	(5,500)
Supplies and Materials									
Supplies-General	1,450	1,020	1,450	1,170	2,670	2,349	3,020	3,020	-
Technology-Supply	-	250	-	862	350	305	-	-	-
Technology-Computer	-	-	-	1,842	-	-	-	-	-
Subtotal	1,450	1,270	1,450	3,874	3,020	2,654	3,020	3,020	-
Other Charges									
Travel-Conferences	1,800	1,228	1,800	1,507	1,800	1,800	1,800	1,800	-
Travel-Mileage	2,100	743	2,100	789	2,100	722	1,600	800	(800)
Subtotal	3,900	1,971	3,900	2,296	3,900	2,522	3,400	2,600	(800)
Program 0105 Total	\$ 218,976	\$ 209,923	\$ 227,607	\$ 218,175	\$ 235,314	\$ 226,214	\$ 250,569	\$ 112,121	\$ (138,448)

Budget Summary Analysis

0105–Partnerships

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 01 Administration</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (132,148)	<ul style="list-style-type: none"> Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> (1.0) Manager Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages paid to temporary employees.	-	• No change.
Contracted Services			
Contracted-Labor	Marketing materials.	(4,500)	• Eliminates funding for marketing materials.
Maintenance-Software	Database hosting fees.	(1,000)	• Decreases funding for database hosting.
Supplies and Materials			
Supplies-General	Consumable office supplies.	-	• No change.
Other Charges			
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	-	• No change.
Travel-Mileage	Business-related mileage reimbursement for staff.	(800)	• Decreases funding for mileage reimbursements.
Total \$ Change		\$ (138,448)	
Total % Change		(55.25)%	

Staffing

Program 0105	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
MANAGER	1.0	1.0	1.0	1.0	-
SPECIALIST	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	2.0	2.0	2.0	2.0	1.0

Budget

0203

Program Overview and Insights

This office is responsible for planning, developing, and managing the HCPSS budget in accordance with the requirements of Maryland Statutes, Education Article and the strategic goals and priorities of the school system. In the budget planning process, the office works with all divisions to ensure that the HCPSS budget utilizes resources as effective and efficient as possible and that the budget clearly articulates how resources will be used to deliver educational services and support the Strategic Call to Action.

This office monitors and manages the budget throughout the fiscal year ensuring budget control rules and fiscal stability are maintained while supporting division requests to adjust the budget to changing circumstances and funding needs. The office promotes transparency on the expenditure of public funds providing the Board of Education, the county, and public monthly reports on budget to actual trends.

Promoting trust and confidence in the budget is a goal of HCPSS. The Association of School Business Officials International's (ASBO) Meritorious Budget Presentation Award represents the highest level of achievement in budgeting. HCPSS has received the distinguished award for nine consecutive years.

Budget Summary

Budget	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 435,431	\$ 381,614	\$ 487,053	\$ 366,707	\$ 682,841	\$ 670,064	\$ 726,373	\$ 746,807	\$ 20,434
Wages-Overtime						1,846	-	-	-
Wages-Temporary Help	-	-	-	-	40,000	29,713	40,000	40,000	-
Subtotal	435,431	381,614	487,053	366,707	722,841	701,623	766,373	786,807	20,434
Contracted Services									
Maintenance-Software	115,000	80,000	115,000	80,000	615,000	80,000	615,000	165,000	(450,000)
Subtotal	115,000	80,000	115,000	80,000	615,000	80,000	615,000	165,000	(450,000)
Supplies and Materials									
Supplies-General	450	135	450	341	450	439	450	450	-
Technology-Computer	-	-	-	-	-	942	-	-	-
Technology-Supply	1,950	3,369	1,950	-	1,950	577	1,950	1,950	-
Subtotal	2,400	3,504	2,400	341	2,400	1,958	2,400	2,400	-
Other Charges									
Travel-Conferences	1,760	-	1,760	185	1,760	1,110	1,760	1,260	(500)
Travel-Mileage	300	-	300	18	4,500	4,229	4,500	300	(4,200)
Dues & Subscriptions	1,835	1,305	1,835	1,305	1,835	1,490	1,835	1,835	-
Training	-	300	-	-	-	-	-	-	-
Subtotal	3,895	1,605	3,895	1,508	8,095	6,829	8,095	3,395	(4,700)
Program 0203 Total	\$ 556,726	\$ 466,723	\$ 608,348	\$ 448,556	\$ 1,348,336	\$ 790,410	\$ 1,391,868	\$ 957,602	\$ (434,266)

Budget Summary Analysis

0203–Budget

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 20,434	<ul style="list-style-type: none"> • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Temporary Help	Wages paid to temporary staff.	-	<ul style="list-style-type: none"> • No change.
Contracted Services			
Maintenance-Software	Budget development software annual subscription.	(450,000)	<ul style="list-style-type: none"> • Decreases funding for software costs.
Supplies and Materials			
Supplies-General	Consumable office supplies for staff.	-	<ul style="list-style-type: none"> • No change.
Technology-Computer	Computers for office staff.	-	<ul style="list-style-type: none"> • No change.
Technology-Supply	Computer accessories for staff.	-	<ul style="list-style-type: none"> • No change.
Other Charges			
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	(500)	<ul style="list-style-type: none"> • Decreases funding for conference attendance.
Travel-Mileage	Business-related mileage reimbursement for staff.	(4,200)	<ul style="list-style-type: none"> • Eliminates mileage stipend benefit for designated managerial positions.
Dues & Subscriptions	Subscriptions to work-related publications and professional association dues.	-	<ul style="list-style-type: none"> • No change.
Total \$ Change		\$ (434,266)	
Total % Change		(31.20)%	

Staffing

Program 0203	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
EXECUTIVE DIRECTOR OF BUDGET	-	-	1.0	1.0	1.0
COORDINATOR	-	-	-	1.0	1.0
MANAGER	1.0	1.0	1.0	-	-
BUDGET ANALYST	3.0	3.0	3.0	3.0	3.0
Total Operating Fund FTE	4.0	4.0	5.0	5.0	5.0

Payroll Services

0204

Program Overview and Insights

This budget funds the staffing and services of the Payroll office. The Payroll office provides efficient and resourceful assistance while following best practices. Support is given to all staff by providing assurance that their paychecks are timely and accurate, thus enabling staff to devote their attention to their primary focus of supporting or facilitating all students to achieve their full potential.

Specifically, the Payroll office provides the following key services:

- Pays all employees in a timely and efficient manner.
- Properly processes and remits all payroll deductions.
- Supplies timely and accurate payroll data to internal and external stakeholders.
- Provides excellent customer service.
- Monitors compliance with Board Policy; Federal, state, and local laws and regulations; and negotiated agreements.
- Provides for staff oversight and administration.
- Develops and provides payroll guidelines.

Budget Summary

Payroll Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 667,106	\$ 668,224	\$ 686,206	\$ 686,908	\$ 712,607	\$ 737,490	\$ 775,611	\$ 665,246	\$ (110,365)
Wages-Overtime	4,750	662	4,750	1,222	4,750	234	4,750	4,750	-
Subtotal	671,856	668,886	690,956	688,130	717,357	737,724	780,361	669,996	(110,365)
Contracted Services									
Contracted-Labor	135,000	133,292	135,000	129,877	20,000	20,000	20,000	20,000	-
Maintenance-Software	112,287	112,287	112,287	112,287	114,893	113,474	114,893	114,893	-
Subtotal	247,287	245,579	247,287	242,164	134,893	133,474	134,893	134,893	-
Supplies and Materials									
Supplies-General	4,000	949	4,000	1,162	3,000	1,038	3,000	1,500	(1,500)
Technology-Computer	960	955	4,644	2,913	2,644	1,884	1,600	1,600	-
Technology-Supply	1,000	15	2,000	784	2,000	647	2,000	1,000	(1,000)
Subtotal	5,960	1,919	10,644	4,859	7,644	3,569	6,600	4,100	(2,500)
Other Charges									
Travel-Conferences	-	-	-	-	1,000	-	2,044	1,000	(1,044)
Travel-Mileage	300	-	300	-	300	-	300	200	(100)
Dues & Subscriptions	300	299	300	299	300	333	300	300	-
Subtotal	600	299	600	299	1,600	333	2,644	1,500	(1,144)
Program 0204 Total	\$ 925,703	\$ 916,683	\$ 949,487	\$ 935,452	\$ 861,494	\$ 875,100	\$ 924,498	\$ 810,489	\$ (114,009)

Budget Summary Analysis

0204–Payroll Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (110,365)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Technical Assistant • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Overtime	Overtime necessitated by need to meet required deadlines during compressed work weeks and/or inclement weather events.	-	• No change.
Contracted Services			
Contracted-Labor	Contracted temporary employees for use during peak times, as well as services for third-party payroll tax and withholding.	-	• No change.
Maintenance-Software	Maintenance, hosting, and licensing costs associated with timekeeping software and payroll integration with the financial system.	-	• No change.
Supplies and Materials			
Supplies-General	Forms, checks, and other items relating to financial administration.	(1,500)	• Decreases funding for office supplies.
Technology-Computer	Computers for office staff.	-	• No change.
Technology-Supply	Computer accessories for staff and supplies for the Payroll fax machine.	(1,000)	• Decreases funding for computer accessories.
Other Charges			
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	(1,044)	• Decreases funding for conference attendance.
Travel-Mileage	Business-related mileage reimbursement for staff.	(100)	• Decreases funding for mileage reimbursements.
Dues & Subscriptions	Subscriptions to work-related publications and professional association dues.	-	• No change.
		Total \$ Change	\$ (114,009)
		Total % Change	(12.33)%

Staffing

Program 0204	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
COORDINATOR	-	-	-	1.0	1.0
MANAGER	1.0	1.0	1.0	1.0	1.0
ASSISTANT MANAGER	1.0	1.0	1.0	-	-
SPECIALIST	1.0	1.0	1.0	2.0	2.0
PAYROLL ANALYST	1.0	1.0	1.0	-	-
TECHNICAL ASSISTANT	-	-	-	3.0	2.0
CLERK ACCOUNT	3.0	3.0	3.0	-	-
Total Operating Fund FTE	7.0	7.0	7.0	7.0	6.0

Performance Manager: Sundee Patel
Administration

Payroll Services – 0204

Accounting

0206

Program Overview and Insights

The mission of the Accounting office is to accurately report the financial position of the HCPSS, its departments, and its business activities for various constituencies including: government agencies, rating agencies, auditors, creditors, grantors, donors, and others who may have a vested interest in the financial activity and health of the school system. This charge requires a service-oriented approach relative to the financial needs of all departments, while still ensuring that all transactions adhere to policies and procedures, generally accepted accounting principles, and rules established by the authoritative governing bodies. Within the scope of this mission is the responsibility to coordinate and direct all financial transactions recorded in the HCPSS accounting system as well as provide internal controls and safeguards to protect Howard County Public School System’s assets.

Accounting ensures the activities proposed and resources requested reflect sound business judgment and support the overall goals and mission of the school system. This encompasses the accurate and timely recording of transactions, compliance with regulatory parameters, adherence to appropriate professional guidelines, implementation and oversight of local financial policies, and incorporation of a high level of personal and professional ethics. The functions of the Accounting office include accounts receivable and collection of funds, accounts payable, cash and investment management, financial reporting, fixed assets, grant accounting, school construction accounting, and school activity funds accounting.

The FY 2025 budget request reflects net zero changes that create efficiencies by leveraging technology and reorganizing personnel to meet the additional volume and reporting requirements imposed by the adoption of Blueprint.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Accounting									
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 764,930	\$ 710,280	\$ 806,776	\$ 785,768	\$ 1,055,223	\$ 1,122,856	\$ 1,107,501	\$ 1,112,803	\$ 5,302
Wages-Overtime	-	3,614	-	42,070	-	14,075	-	-	-
Wages-Temporary Help	56,450	44,006	78,450	12,870	18,450	-	18,450	18,450	-
Subtotal	821,380	757,900	885,226	840,708	1,073,673	1,136,931	1,125,951	1,131,253	5,302
Contracted Services									
Independent Audit Fees	82,080	86,400	82,080	118,250	90,120	101,870	100,000	100,000	-
Repair-Equipment	-	475	475	-	475	-	475	200	(275)
Contracted-General	-	9,813	-	-	-	710	-	-	-
Maintenance-Software	39,000	38,544	39,000	40,086	41,005	41,017	53,770	103,770	50,000
Subtotal	121,080	135,232	121,555	158,336	131,600	143,597	154,245	203,970	49,725
Supplies and Materials									
Supplies-General	5,080	5,203	5,020	3,381	5,020	2,060	5,020	5,020	-
Technology-Supply	520	-	-	541	-	571	-	-	-
Technology-Computer	-	-	-	971	-	2,407	-	-	-
Subtotal	5,600	5,203	5,020	4,893	5,020	5,038	5,020	5,020	-
Other Charges									
Travel-Conferences	1,800	1,815	1,800	2,025	1,800	2,149	1,800	800	(1,000)
Travel-Mileage	270	441	270	35	270	204	270	270	-
Dues & Subscriptions	5,790	3,784	5,895	2,779	5,895	5,542	5,895	5,895	-
Subtotal	7,860	6,040	7,965	4,839	7,965	7,895	7,965	6,965	(1,000)
Program 0206 Total	\$ 955,920	\$ 904,375	\$ 1,019,766	\$ 1,008,776	\$ 1,218,258	\$ 1,293,461	\$ 1,293,181	\$ 1,347,208	\$ 54,027

Performance Manager: Nicole Lewis
Administration

Accounting – 0206

Budget Summary Analysis

0206–Accounting

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 5,302	<ul style="list-style-type: none"> • Reflects the following staffing changes in FY 2024: <ul style="list-style-type: none"> ◦ (3.0) Accountants reclassified to 3.0 Accounting Analysts • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Accounting Analyst ◦ (1.0) Accountant • Reflects the following position transferred from ESSER III grant in FY 2025: <ul style="list-style-type: none"> ◦ 1.0 Accountant • Reflects the following increase in positions in FY 2025: <ul style="list-style-type: none"> ◦ 2.0 Clerks • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages for temporary help in accounts payable, school activity fund, accounting, and accounting interns.		<ul style="list-style-type: none"> - • No change.
Contracted Services			
Independent Audit Fees	External audit of financial records and school general fund accounts by independent certified public accountants.		<ul style="list-style-type: none"> - • No change.
Repair-Equipment	Maintenance for the check folder sealer.	(275)	<ul style="list-style-type: none"> • Decreases funding for equipment maintenance.
Maintenance-Software	School activity accounting software and financial reporting software annual licensing fees.	50,000	<ul style="list-style-type: none"> • Increases funding for software licensing fees to address financial reporting requirements.
Supplies and Materials			
Supplies-General	Consumable office supplies for staff.		<ul style="list-style-type: none"> - • No change.
Other Charges			
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	(1,000)	<ul style="list-style-type: none"> • Decreases funding for conference attendance.
Travel-Mileage	Business-related mileage reimbursement for staff.		<ul style="list-style-type: none"> - • No change.
Dues & Subscriptions	Dues to professional associations and certificate program fees for the Annual Comprehensive Financial Report (ACFR). Also includes funding for Public Key Infrastructure (PKI) certificates as required for securely reporting on NSA grants.		<ul style="list-style-type: none"> - • No change.
		Total \$ Change	\$ 54,027
		Total % Change	4.18%

Staffing

Program 0206	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
COORDINATOR	-	-	1.0	1.0	1.0
MANAGER	1.0	-	-	-	-
ACCOUNTING ANALYST	0.5	2.5	2.5	2.5	4.5
ACCOUNTANT	7.0	6.0	6.0	6.0	3.0
CLERK ACCOUNT	-	-	1.0	1.0	3.0
Total Operating Fund FTE	8.5	8.5	10.5	10.5	11.5

Communications and Engagement

0302

Program Overview and Insights

This program provides parents, staff, and community members with clear, accurate, timely, accessible, and transparent information to enable participation in system decisions, programs, and services; encourage dialogue and collaboration; and raise awareness of student and staff achievements. The staff and activities funded by this budget work in conjunction with the staff and activities funded in Multimedia Communications (2701).

Key activities include:

Strategic writing and communications planning activities support the Superintendent, system, and school leaders in effective communications to targeted audiences through presentations, briefing documents, articles, announcements, and other forums.

Outreach communications provide key information to parents, staff, students, and the community, through online and print media that are clear, factual, and engaging. Efforts include the development of news items, staff features, student features, program highlights, press releases, media advisories, and other efforts describing system-level events, initiatives, and resources, with many translated into multiple languages. Additionally, the distribution of community notices through schools and online is performed in accordance with [Policy 10010](#).

Customer service communications consist of prompt, informative responses to many inquiries received each year from families, staff, the community, and media via phone, email, and in person.

Projects are supported by staff in the Office of Communications and Engagement who are embedded into the project teams of many major system initiatives to offer guidance, perspective, and ensure that transparency and collaboration is always a primary consideration.

Workforce engagement efforts identify and implement strategies that enhance employee well-being in a collaborative effort with the Office of Human Resources and school and system leadership to increase employee wellness, engagement, and retention.

School Leaders are supported through collaborative development of stakeholder messaging throughout the school year and during times of emergencies.

Budget Summary

Communications and Engagement	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 368,235	\$ 328,279	\$ 383,030	\$ 264,375	\$ 484,573	\$ 444,466	\$ 459,846	\$ 464,370	\$ 4,524
Subtotal	368,235	328,279	383,030	264,375	484,573	444,466	459,846	464,370	4,524
Contracted Services									
Maintenance-Hardware	-	-	-	-	1,500	-	1,500	1,500	-
Maintenance-Software	4,500	2,622	4,500	2,541	4,500	2,495	-	-	-
Subtotal	4,500	2,622	4,500	2,541	6,000	2,495	1,500	1,500	-
Supplies and Materials									
Supplies-Audio Visual	3,500	2,532	3,500	2,499	-	-	-	-	-
Supplies-General	9,150	-	8,150	169	8,150	4,799	8,150	4,150	(4,000)
Technology-Computer	6,500	2,458	6,000	4,378	4,500	1,434	4,500	2,500	(2,000)
Technology-Supply	4,500	1,302	6,000	2,255	6,000	1,079	6,000	2,000	(4,000)
Subtotal	23,650	6,292	23,650	9,301	18,650	7,312	18,650	8,650	(10,000)
Other Charges									
Travel-Conferences	1,500	-	1,500	-	1,500	150	1,500	-	(1,500)
Travel-Mileage	2,150	-	1,850	750	3,350	1,526	3,350	-	(3,350)
Dues & Subscriptions	3,940	1,572	4,140	1,824	7,640	4,704	4,140	3,140	(1,000)
Training	700	-	700	-	700	-	700	-	(700)
Subtotal	8,290	1,572	8,190	2,574	13,190	6,380	9,690	3,140	(6,550)
<i>State Category 14 Community Services</i>									
Salaries and Wages									
Wages-Temporary Help	5,000	1,575	5,000	5,634	5,000	1,969	5,000	-	(5,000)
Subtotal	5,000	1,575	5,000	5,634	5,000	1,969	5,000	-	(5,000)
Other Charges									
Other Miscellaneous Charges	19,300	18,520	19,400	28,655	29,400	28,705	29,400	15,400	(14,000)
Subtotal	19,300	18,520	19,400	28,655	29,400	28,705	29,400	15,400	(14,000)
Program 0302 Total	\$ 428,975	\$ 358,860	\$ 443,770	\$ 313,080	\$ 556,813	\$ 491,327	\$ 524,086	\$ 493,060	\$ (31,026)

Budget Summary Analysis

0302–Communications and Engagement

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 4,524	<ul style="list-style-type: none"> Reflects placeholder for compensation increases and benefits for staff Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Contracted Services			
Maintenance-Hardware	Maintenance for high resolution color printer.	-	<ul style="list-style-type: none"> No change.
Supplies and Materials			
Supplies-General	Consumable office supplies for office use, participation in community meetings and events, and specialized documents.	(4,000)	<ul style="list-style-type: none"> Decreases funding for office supplies.
Technology-Computer	Computers and printers for staff use (expected life cycle; for use only as needed).	(2,000)	<ul style="list-style-type: none"> Decreases funding for computer replacements.
Technology-Supply	Supplies for high resolution printer; replacement monitors and other peripherals for staff use (expected life cycle; for use only as needed).	(4,000)	<ul style="list-style-type: none"> Decreases funding for computer peripherals.

Performance Manager: Brian Bassett
Administration

Communications and
Engagement – 0302

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration (cont.)			
Other Charges			
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	(1,500)	• Eliminates funding for conference attendance.
Travel-Mileage	Business-related mileage reimbursement for staff.	(3,350)	• Eliminates (\$1,500) mileage stipend benefit for designated managerial positions. • Eliminates(1,850) in funding for mileage reimbursements.
Dues & Subscriptions	Professional organization membership dues and educational subscriptions to key local and educational media. Also includes the subscription service for stock photos.	(1,000)	• Decreases funding for professional dues and subscriptions.
Training	Specialized training for graphic design and other communications functions.	(700)	• Eliminates funding for training.
State Category 14 Community Services			
Salaries and Wages			
Wages-Temporary Help	Wages for intern and administrative support for multiple communications functions.	(5,000)	• Eliminates funding for temporary wages.
Other Charges			
Other Miscellaneous Charges	System memberships including Chamber of Commerce and Association of Community Services for Howard County; Bright Minds educational foundation financial support per the Memorandum of Understanding (MOU).	(14,000)	• Decreases funding for Bright Minds financial support.
		Total \$ Change	\$ (31,026)
		Total % Change	(5.92)%

Staffing

Program 0302	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	-	-	1.0	1.0	1.0
COORDINATOR	1.0	1.0	-	-	-
PROJECT SUPPORT MANAGER	-	-	-	1.0	1.0
SPECIALIST	2.0	2.0	3.0	1.0	1.0
SECRETARY	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	4.0	4.0	5.0	4.0	4.0

Multimedia Communications

2701

Program Overview and Insights

Multimedia Communications delivers essential technologies and services by providing the infrastructure for internal and external communications, including system and school website development and maintenance, email and text alerts, and mobile applications.

Included under Multimedia Communications is development and management of online platforms and content including the HCPSS website, 78 school sites and more than a dozen non-school sites, and HCPSS mobile application and district social media accounts. Staff also oversee and manage the mass notification email/text system for the district and schools, including standard and emergency messaging. Multimedia staff provide daily guidance as well as extensive training on the use of email/text distribution, websites, and social media. Multimedia staff are also responsible for HCPSS photography and limited videography, graphic design, and creation and delivery of flyers, reports, and additional required documents.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Multimedia Communications									
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ 256,661	\$ 253,548	\$ 260,102	\$ 269,030	\$ 286,757	\$ 289,600	\$ 305,903	\$ 438,972	\$ 133,069
Subtotal	256,661	253,548	260,102	269,030	286,757	289,600	305,903	438,972	133,069
Other Charges									
Travel-Mileage	-	-	-	750	1,500	1,125	1,500	-	(1,500)
Subtotal	-	-	-	750	1,500	1,125	1,500	-	(1,500)
<i>State Category 14 Community Services</i>									
Salaries and Wages									
Salaries	261,655	267,289	274,242	274,295	291,220	306,992	440,034	232,387	(207,647)
Subtotal	261,655	267,289	274,242	274,295	291,220	306,992	440,034	232,387	(207,647)
Contracted Services									
Contracted-Labor	117,200	101,324	119,200	95,709	119,200	96,318	119,200	111,200	(8,000)
Maintenance-Software	24,540	13,625	24,540	19,760	24,540	19,382	29,040	25,040	(4,000)
Maintenance-Hardware	2,500	199	2,500	2,484	2,500	810	2,500	1,250	(1,250)
Subtotal	144,240	115,148	146,240	117,953	146,240	116,510	150,740	137,490	(13,250)
Supplies and Materials									
Supplies-General	2,500	799	2,500	671	2,500	927	2,500	1,500	(1,000)
Technology-Computer	-	2,857	-	-	-	6,976	-	-	-
Technology-Supply	600	9,077	600	712	600	3,026	600	600	-
Subtotal	3,100	12,733	3,100	1,383	3,100	10,929	3,100	2,100	(1,000)
Other Charges									
Travel-Mileage	1,500	193	1,500	113	1,500	87	1,500	500	(1,000)
Dues & Subscriptions	-	-	-	280	-	83	3,500	3,500	-
Training	500	-	500	450	500	-	500	500	-
Subtotal	2,000	193	2,000	843	2,000	170	5,500	4,500	(1,000)
Equipment									
Equipment-Technology	6,400	-	6,400	5,831	6,400	-	6,400	6,400	-
Subtotal	6,400	-	6,400	5,831	6,400	-	6,400	6,400	-
Program 2701 Total	\$ 674,056	\$ 648,911	\$ 692,084	\$ 670,085	\$ 737,217	\$ 725,326	\$ 913,177	\$ 821,849	\$ (91,328)

Budget Summary Analysis

2701–Multimedia Communications

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 02 Mid-Level Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 133,069	<ul style="list-style-type: none"> • Reflects the following staffing change in FY 2024: <ul style="list-style-type: none"> ◦ 1.0 Specialist transferred within the program from State Category 14 to State Category 02. • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Other Charges			
Travel-Mileage	Business-related mileage reimbursement for staff.	(1,500)	<ul style="list-style-type: none"> • Eliminates mileage stipend for designated managerial positions.
State Category 14 Community Services			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	(207,647)	<ul style="list-style-type: none"> • Reflects the following staffing change in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Specialist transferred within the program from State Category 14 to State Category 02. • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Photographer • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Contracted Services			
Contracted-Labor	Email/text notification system, graduation livestreaming, and video captioning.	(8,000)	<ul style="list-style-type: none"> • Decreases funding for email/text notification system.
Maintenance-Software	Content management system software, website hosting, and software to support website development.	(4,000)	<ul style="list-style-type: none"> • Decreases funding for website hosting and support.
Maintenance-Hardware	Maintenance of web servers and hardware maintenance/upgrades.	(1,250)	<ul style="list-style-type: none"> • Decreases funding for hardware maintenance and upgrades.
Supplies and Materials			
Supplies-General	Supplies and materials necessary to support website and photography development and maintenance.	(1,000)	<ul style="list-style-type: none"> • Decreases funding for supplies.
Technology-Supply	Ink, toner, and computer accessories for staff.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 14 Community Services (continued)			
Other Charges			
Travel-Mileage	Business-related mileage reimbursement for staff.	(1,000)	• Decreases funding for mileage reimbursements.
Dues & Subscriptions	Subscription for stock photos.	-	• No change.
Training	Professional development training for staff.	-	• No change.
Equipment			
Equipment-Technology	Equipment and test devices.	-	• No change.
		Total \$ Change	\$ (91,328)
		Total % Change	(10.00)%

Staffing

Program 2701	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	-	-	1.0	1.0	1.0
COORDINATOR	1.0	1.0	-	-	-
SPECIALIST	-	-	-	2.0	2.0
SR WEB DEVELOPER	1.0	1.0	1.0	1.0	1.0
WEB DEVELOPER	1.0	1.0	1.0	1.0	1.0
PHOTOGRAPHER	1.0	1.0	1.0	1.0	-
ASSISTANT	1.0	1.0	1.0	-	-
Total Operating Fund FTE	5.0	5.0	5.0	6.0	5.0

Fixed Charges

8001

Program Overview and Insights

This program provides funding for employee benefits in support of staff health and wellness. The General Fund contribution to the Health Fund (9715) and Workers’ Compensation Fund (9716) are budgeted in this program and are presented as revenue sources in the Internal Service Funds (see the Other Funds section for additional details).

The Fixed Charges program funds employee benefits and other operating costs. These include the employer’s share of:

- Medical insurance costs for employees: The budget for Employee Health Insurance represents the General Fund contribution to the Health Fund (9715).
- Retirement, pensions, and administrative fees for all employees: The budget for Retirement represents the projected total cost for retirement contributions for all staff in Governmental Funds and Internal Service Funds.
- Social Security: The employer portion of Social Security and Medicare costs for all staff in Governmental Funds and Internal Service Funds.
- Employee life insurance.
- Liability for unemployment benefits.
- Workers’ Compensation: The budget for Insurance-Workers’ Compensation represents the General Fund contribution to the Workers’ Compensation Fund (9716).
- Other insurance coverage and accrued leave payments to terminating employees.

Budget Summary

Fixed Charges	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 12 Fixed Charges</i>									
Other Charges									
Retirement	\$ 30,064,038	\$ 28,254,234	\$ 31,405,666	\$ 28,373,672	\$ 37,864,392	\$ 33,533,875	\$ 39,939,350	\$ 39,253,678	\$ (685,672)
Social Security	44,086,725	44,345,648	45,894,840	44,562,018	49,688,384	48,129,115	52,737,463	52,441,223	(296,240)
Employee Health Insurance-Fixed	113,724,932	117,310,957	127,628,777	131,830,719	126,587,899	130,939,101	129,747,539	146,239,435	16,491,896
Life Insurance	2,018,000	2,096,881	2,160,000	1,972,873	2,225,000	2,398,412	2,225,000	2,225,000	-
Family & Medical Leave Insurance	-	-	-	-	-	-	-	12,500	12,500
Accrued Leave Pay-out	800,000	790,503	800,000	1,002,044	800,000	1,594,345	800,000	800,000	-
Termination Pay	80,000	97,047	80,000	76,710	100,000	59,707	100,000	75,000	(25,000)
Workers Compensation Insurance-Fixed	2,349,275	2,339,721	2,811,700	2,811,700	2,816,800	3,316,800	3,185,300	3,437,300	252,000
Insurance-Unemployment	90,000	570,448	100,000	148,812	100,000	35,692	100,000	50,000	(50,000)
Subtotal	193,212,970	195,805,439	210,880,983	210,778,548	220,182,475	220,007,047	228,834,652	244,534,136	15,699,484
Program 8001 Total	\$ 193,212,970	\$ 195,805,439	\$ 210,880,983	\$ 210,778,548	\$ 220,182,475	\$ 220,007,047	\$ 228,834,652	\$ 244,534,136	\$ 15,699,484

Budget Summary Analysis

8001–Fixed Charges		Change from	
State/Spend Category	Description of Expenditure	FY 2024	Explanation of Change
<i>State Category 12 Fixed Charges</i>			
Other Charges			
Retirement	Maryland State Retirement and Pension System administrative fees, retirement and pension system participation by most non-instructional personnel, and retirement/pension costs for teachers and other staff.	\$ (685,672)	<ul style="list-style-type: none"> Reflects the impact of the following changes: <ul style="list-style-type: none"> (\$693,862) Salary adjustments attributed to turnover and/or budget projections. \$1,261,255 Salary placeholder for compensation increases and benefits for staff. \$350,686 Position increases proposed in the FY 2025 budget. (\$1,521,286) Position decreases proposed in the FY 2025 budget. (\$82,465) Contributory rate changes projected by the Maryland State Retirement
Social Security	Required employer contributions to Social Security and Medicare for salaries and wages.	(296,240)	<ul style="list-style-type: none"> Reflects the impact of the following changes: <ul style="list-style-type: none"> \$61,820 Increased salary cap for Social Security contributions based on IRS guidelines. (\$579,673) Salary adjustments attributed to turnover and/or budget projections. \$1,707,346 Salary placeholder for compensation increases and benefits for staff \$540,876 Position increases proposed in the FY 2025 budget. (\$1,837,101) Position decreases proposed in the FY 2025 budget. (\$189,508) Reductions to wages proposed in the FY 2025 budget.
Employee Health Insurance-Fixed	Payment to the Health Fund. Represents the employer share of medical coverage for school system employees. Includes costs of new positions added to other programs in the budget.	16,491,896	<ul style="list-style-type: none"> Balances the contribution based on projected revenues and expenditures in the Health Fund.
Life Insurance	Employer-provided life insurance for school system employees.	-	<ul style="list-style-type: none"> No change.
Family & Medical Leave Insurance	MABE fees relating to the administration of the Family and Medical Leave Insurance (FAMLI) program.	12,500	<ul style="list-style-type: none"> Increases funding to support the administrative cost to develop the new FAMLI program as mandated in state law.
Accrued Leave Pay-out	Payment for accrued annual leave to individuals whose employment terminates.	-	<ul style="list-style-type: none"> No change.
Termination Pay	Payment to certified employees that give proper retirement notice per union negotiated contract.	(25,000)	<ul style="list-style-type: none"> Decreases funding for termination pay.
Workers Compensation Insurance-Fixed	Payment to the Workers’ Compensation Fund for employee workers’ compensation coverage.	252,000	<ul style="list-style-type: none"> Balances the General Fund contribution based on projected revenues and expenditures in the Workers' Compensation Fund.
Insurance-Unemployment	Unemployment benefits for previously employed school system personnel.	(50,000)	<ul style="list-style-type: none"> Decreases funding for unemployment insurance.
Total \$ Change		\$ 15,699,484	
Total % Change		6.86%	

Internal Service Fund Charges

8002

Program Overview and Insights

This program provides funding for Technology Services (9714) and Print Services (9713). These Internal Service Funds provide services to the entire school system and charge the costs back to the General Fund through this program. The costs are distributed across state categories based on an established allocation methodology.

Budget Summary

Internal Service Fund Charges	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Contracted Services									
Technology- ISF Services									
<i>State Category 01 Administration</i>	\$ 796,922	\$ 796,922	\$ 906,111	\$ 1,406,111	\$ 249,600	\$ 263,600	\$ 270,306	\$ 324,626	\$ 54,320
<i>State Category 02 Mid-Level Administration</i>	5,119,313	5,119,313	5,820,728	6,320,728	1,956,147	2,186,147	2,123,837	2,550,636	426,799
<i>State Category 05 Other Instructional Costs</i>	-	-	-	500,000	7,487,983	7,787,983	8,109,194	9,738,795	1,629,601
<i>State Category 06 Special Education</i>	1,242,823	1,242,823	1,413,107	1,413,107	2,495,994	2,635,994	2,703,065	3,246,264	543,199
<i>State Category 07 Student Personnel Services</i>	332,821	332,821	378,422	378,422	267,427	282,427	289,614	347,814	58,200
<i>State Category 08 Student Health Services</i>	29,339	29,339	33,359	33,359	338,742	357,742	366,845	440,564	73,719
<i>State Category 09 Student Transportation Services</i>	624,664	624,664	710,251	1,210,251	213,942	435,942	231,691	278,251	46,560
<i>State Category 10 Operation of Plant</i>	90,953	90,953	103,415	103,415	178,285	188,285	193,076	231,876	38,800
<i>State Category 11 Maintenance of Plant</i>	4,629,632	4,629,632	5,263,953	5,263,953	4,457,132	4,497,132	4,826,902	5,796,901	969,999
<i>State Category 14 Community Services</i>	7,244	7,244	8,237	8,237	106,971	112,971	115,846	139,126	23,280
<i>State Category 15 Capital Outlay</i>	4,094	4,094	4,655	4,655	71,314	75,314	77,230	92,750	15,520
Subtotal	12,877,805	12,877,805	14,642,238	16,642,238	17,823,537	18,823,537	19,307,606	23,187,603	3,879,997
Supplies and Materials									
Printing- ISF Services									
<i>State Category 01 Administration</i>	36,648	36,648	36,648	36,648	162,985	162,985	162,985	162,985	-
<i>State Category 02 Mid-Level Administration</i>	157,385	157,385	157,385	157,385	1,384,378	1,384,378	1,384,378	1,384,378	-
<i>State Category 04 Instructional Textbooks/Supplies</i>	1,794,212	1,794,212	1,794,212	1,794,212	551,851	551,851	551,851	551,851	-
<i>State Category 06 Special Education</i>	62,242	62,242	62,242	62,242	188,936	188,936	188,936	188,936	-
<i>State Category 07 Student Personnel Services</i>	2,287	2,287	2,287	2,287	2,076	2,076	2,076	2,076	-
<i>State Category 08 Student Health Services</i>	17,304	17,304	17,304	17,304	7,915	7,915	7,915	7,915	-
<i>State Category 09 Student Transportation Services</i>	1,469	1,469	1,469	1,469	425	425	425	425	-
<i>State Category 10 Operation of Plant</i>	5,324	5,324	5,324	5,324	7,595	7,595	7,595	7,595	-
<i>State Category 11 Maintenance of Plant</i>	452	452	452	452	-	-	-	-	-
<i>State Category 14 Community Services</i>	108,370	108,370	108,370	108,370	2,010	2,010	2,010	2,010	-
<i>State Category 15 Capital Outlay</i>	2,069	2,069	2,069	2,069	983	983	983	983	-
Subtotal	2,187,762	2,187,762	2,187,762	2,187,762	2,309,154	2,309,154	2,309,154	2,309,154	-
Program 8002 Total	\$ 15,065,567	\$ 15,065,567	\$ 16,830,000	\$ 18,830,000	\$ 20,132,691	\$ 21,132,691	\$ 21,616,760	\$ 25,496,757	\$ 3,879,997

Budget Summary Analysis

8002–Internal Service Fund Charges

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
Contracted Services			
Technology- ISF Services	Payment to Technology Services (9714) for services provided to the General Fund. This General Fund contribution represents the primary revenue used to balance the Technology Services expenditure budget. Chargebacks are distributed to the categories based on historical ratios, with adjustments for the quantities of devices and staff serving the category. For additional details, see the Other Funds section.		
<i>State Category 01 Administration</i>		\$ 54,320	• Reflects the impact of the following changes
<i>State Category 02 Mid-Level Administration</i>		426,799	in Technology Services (9714):
<i>State Category 05 Other Instructional Costs</i>		1,629,601	◦ (\$431,721) Decrease of (5.0) positions
<i>State Category 06 Special Education</i>		543,199	◦ \$61,125 Other salary changes
<i>State Category 07 Student Personnel Services</i>		58,200	◦ (\$619,395) Nonpersonnel programmatic
<i>State Category 08 Student Health Services</i>		73,719	decreases
<i>State Category 09 Student Transportation Services</i>		46,560	◦ \$1,454,769 Priority increases in student
<i>State Category 10 Operation of Plant</i>		38,800	devices and software contracts
<i>State Category 11 Maintenance of Plant</i>		969,999	◦ \$3,528,425 Blueprint mandate increases in
<i>State Category 14 Community Services</i>		23,280	student devices
<i>State Category 15 Capital Outlay</i>		15,520	◦ (\$113,206) Decrease in depreciation
			expense
Supplies and Materials			
Printing- ISF Services	Payment to Print Services (9713) for services provided to the General Fund. This General Fund contribution represents the primary revenue used to balance the Print Services expenditure budget. For additional details, see the Other Funds section.		
<i>State Category 01 Administration</i>			- • Reflects the impact of the following changes
<i>State Category 02 Mid-Level Administration</i>			- in Print Services (9713):
<i>State Category 04 Instructional Textbooks/Supplies</i>			- ◦ (\$173,235) Decrease of (2.0) positions
<i>State Category 06 Special Education</i>			- ◦ (\$80,300) Nonpersonnel programmatic
<i>State Category 07 Student Personnel Services</i>			- decreases
<i>State Category 08 Student Health Services</i>			- ◦ \$253,535 Increase in chargebacks due to
<i>State Category 09 Student Transportation Services</i>			- the decrease in available Print Services fund
<i>State Category 10 Operation of Plant</i>			- balance to be used as a revenue source
<i>State Category 11 Maintenance of Plant</i>			-
<i>State Category 14 Community Services</i>			-
<i>State Category 15 Capital Outlay</i>			-
	Total \$ Change	\$ 3,879,997	
	Total % Change	17.95%	

Division of Human Resources and Professional Development – Budget Summary

Overview of the Division

The Human Resources and Professional Development Division provides the essential services necessary to deliver the Howard County Public School System's educational mission. The role of the Division is to create and maintain an environment that recruits, retains, develops, and supports a diverse community of highly qualified teachers, administrators, support, and administrative personnel.

The services of this Division are delivered through the budgets of the following programs:

- Chief Human Resources and Professional Development Officer
- Human Resources
- Employee and Labor Relations
- Diversity, Equity, and Inclusion
- Teacher and Paraprofessional Development
- Leadership Development

The Division of Human Resources and Professional Development promotes Equity in Action by ensuring that staff feel valued, are efficient in their roles, and have equitable access to professional learning. In addition, members of the Division work to ensure that HCPSS staff reflect the diversity of the student and community population. Finally, members support the organizational culture and help ensure it is supportive and nurturing.

The Division has worked to control costs over the last few years. The FY 2023 budget included some additional positions which have helped with the customer service expectations we have of ourselves, and the staff have of us. Staffing levels in the approved FY 2024 budget remained consistent with FY 2023, but the FY 2025 proposed budget reflects a net change of (7.5) FTE positions. Human Resources, Employee and Labor Relations, and Professional Development staff will work to ensure that the quality of customer service is not significantly impacted by these cuts and current, prospective, and former employees will only notice minor changes in response time and programs offered.

Summary of Major Budget Changes for FY 2025

HCPSS faces the financial pressures of a structural deficit due to declining revenues and increasing costs. The budget strategy for FY 2025 rethinks the development of the Superintendent's Proposed Budget to manage the pressure the structural deficit places on the request for new funding. This was done to align with Board of Education and county requests to bring forward a budget that presents clear choices to reallocate funding from existing services to meet our fiscal obligations for FY 2025. As a result, while the budget requests an increase in funding for mandates, commitments, and priorities, reductions are proposed in program budgets to offset the overall growth of the budget.

Division of Human Resources and Professional Development – Budget Summary

The proposed budget for the Division includes:

- Budget additions of \$490,879 and 1.00 FTE position.
- Budget reductions of \$(1.2) million and (8.50) FTE positions.
- In total, the net changes to the budget are \$(711,936) less than the FY 2024 approved budget and (7.50) less FTE positions.
- Year over year, the division's budget is declining by 3.6 percent.

More specific information on these budget changes is explained in the sections below which are followed by schedules summarizing the division budget, budget additions, and budget reductions by program.

Budget Additions

Budget additions in the FY 2025 Superintendent's Proposed Budget are grouped as Mandates, Commitments, and Priorities.

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Sub-groupings for each of these are provided to summarize the budget dollars and positions proposed across programs and divisions. The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides the combined summary of budget additions for all divisions and by state category.

A summary of budget additions by grouping is provided below.

The Division of Human Resources and Professional Development budget includes new budget cost additions of \$490,879 and 1.0 FTE.

Commitments

- \$221,621 – Year-over-year Personnel Cost Change. This adjustment will appear in all program budgets that have budgeted personnel. A complete explanation for these changes is included in the Factors Influencing in the Executive Summary section of the budget book.

Priorities

- \$202,969 – marker for negotiated employee compensation increases.
- \$66,289 and 1.00 FTE – position being transitioned from COVID-Relief grant funds. This position is responsible for the management of employee personnel files.

Division of Human Resources and Professional Development – Budget Summary

Budget Reductions

Each division budget proposes reductions to offset the expenditure increases included in the FY 2025 Superintendent's Proposed Operating Budget. For each division and its programs, these reductions are grouped as Programmatic School-Based and Programmatic Non-School Based.

- Programmatic School-Based are budget reduction directly affecting the classroom and schools. The reductions are sub-grouped by certain programmatic areas and services to summarize where budget dollars and positions are being reduced across programs and divisions.
- Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools. These reductions are sub-grouped into reductions affecting personnel and non-personnel reductions.

The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides a combined summary of budget reductions by group and sub-group for all divisions and by state category.

A high-level overview of major reductions and the service impact(s) for the Division budget are shown below. The Division of Human Resources and Professional Development budget includes reductions of \$(1.2) million and (8.50) FTE. All the reductions are programmatic non-school-based.

Programmatic Non-School-Based

- \$(5,800) – Program 0103 Chief Human Resources and Professional Development Officer: elimination of mileage stipend benefit for designated managerial position.
 - Impact: creates itemized mileage reimbursement of staff no longer receiving mileage stipend benefits.
- \$(455,464) and (3.50) FTE positions – Program 0106 Diversity, Equity, and Inclusion: Elimination of 1.00 Coordinator, 2.00 Facilitator and 0.50 Executive Assistant positions.
 - Impact: The remaining Director, 2 Coordinators, and 2 Facilitators will be less responsive to school-based needs that arise in this area. There will also be less opportunity for proactive work with schools, offices, and the community as well as professional learning with schools and non-school-based personnel. In addition, the current model allows for a team of one Coordinator and one Facilitator to be assigned to each of the three school areas. This will no longer be the case. Finally, there will not be one Facilitator specifically focused on restorative justice.
- \$(21,200) – 0303 Human Resources: Non-personnel reductions including the elimination of mileage stipend benefit for designated managerial position.
 - Impact: Creates itemized mileage reimbursement of staff no longer receiving mileage stipend benefits. Other non-personnel line items will have limited impact on service levels.
- \$(3,750) – 0306 Employee and Labor Relations: non-personnel reductions.
 - Impact: Non-personnel reductions will have limited impact on service levels.

Division of Human Resources and Professional Development – Budget Summary

- \$(490,096) and (3.50) FTE positions – Program 4801 Teacher and Paraprofessional Development: Elimination of 1.00 Coordinator, 1.00 Facilitator, 1.00 Administrative Secretary, and 0.50 Paraeducator positions
 - Impact: Professional development designed and implemented by this department, including that for new educators and paraprofessionals, will be decreased. This includes systemic professional learning, instructional mentoring, the Continuing Professional Development catalog, and the management and availability of the Teacher Support Center. The support for teachers working to obtain National Board Certification will be lessened. The ability to coordinate with institutions providing teacher interns will also be impacted. This office also leads the system’s efforts to develop innovative pathways for paraeducators and other support personnel to become teachers. The amount of time dedicated to that task will decrease.
- \$(226,505) and (1.50) FTE positions – Program 4802 Leadership Development: Elimination of 1.00 Coordinator and 0.50 Executive Assistant positions
 - Impact: Professional development and support designed and implemented by this department for central office and school-based teams as well as system leaders will be decreased. This includes support for new administrators, new central office leaders and teachers aspiring to be administrators. The office currently has 4.00 professional staff, so the decrease of 1.00 Coordinator is a 25 percent drop in that staffing.

Position Reduction List

Division/Dept	Program	Classification Job Title	FTE Count
HR-PD	Diversity, Equity, and Inclusion-0106	COORDINATOR	(1.00)
		EXECUTIVE ASSISTANT	(0.50)
		FACILITATOR	(2.00)
	Leadership Development-4802	COORDINATOR	(1.00)
		EXECUTIVE ASSISTANT	(0.50)
	Teacher and Paraprofessional Development-4801	COORDINATOR	(1.00)
		FACILITATOR	(1.00)
		PARAEDUCATOR	(0.50)
		SECRETARY	(1.00)
	HR-PD Total		

**Division of Human Resources and Professional
 Development – Budget Summary**

SUMMARY OF FY 2025 PROPOSED BUDGET									
Program	Program Number	Approved Budget FY 2024	Total Additions	Total Reductions	Net Budget Changes FTE	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change from FY 2024	
Chief Human Resources and Professional Development Officer									
	0103	\$ 215,316	\$ 4,174	\$ (5,800)	-	\$ 213,690	\$ (1,626)	-0.76%	
Diversity, Equity, and Inclusion									
	0106	1,282,107	53,024	(455,464)	(3.50)	879,667	(402,440)	-31.39%	
Human Resources									
	0303	12,515,347	233,332	(21,200)	1.00	12,727,479	212,132	1.69%	
Employee and Labor Relations									
	0306	513,921	139,941	(3,750)	-	650,112	136,191	26.50%	
Teacher and Paraprofessional Development									
	4801	4,278,722	44,246	(490,096)	(3.50)	3,832,872	(445,850)	-10.42%	
Leadership Development									
	4802	810,497	16,162	(226,505)	(1.50)	600,154	(210,343)	-25.95%	
Human Resources & Professional Development Total		\$ 19,615,910	\$ 490,879	\$ (1,202,815)	(7.50)	\$ 18,903,974	\$ (711,936)	-3.63%	

**Division of Human Resources and Professional
 Development – Budget Summary**

Proposed FY 2025 Budget Changes							FY 2025 Proposed	
BUDGET ADDITIONS	Commitments		Priorities				Total Additions	Total Additions FTE
	Program Number	Year over Year Personnel Cost Change	Employee Compensation Marker	COVID-Grants Transition	COVID-Grants Transition FTE			
Chief Human Resources and Professional Development Officer	0103	\$ -	\$ 4,174	\$ -	-	-	\$ 4,174	-
Diversity, Equity, and Inclusion	0106	20,058	32,966	-	-	-	53,024	-
Human Resources	0303	62,154	104,889	66,289	1.00	-	233,332	1.00
Employee and Labor Relations	0306	126,010	13,931	-	-	-	139,941	-
Teacher and Paraprofessional Development	4801	12,860	31,386	-	-	-	44,246	-
Leadership Development	4802	539	15,623	-	-	-	16,162	-
Human Resources & Professional Development Total		\$ 221,621	\$ 202,969	\$ 66,289	1.00		\$ 490,879	1.00

**Division of Human Resources and Professional
 Development – Budget Summary**

BUDGET REDUCTIONS	Proposed FY 2025 Budget Changes				FY 2025 Proposed	
	Program	Program Number	Programmatic-Non School Based		Total Reductions	Total Reductions FTE
			Personnel	Non-Personnel		
		Personnel	FTE	Personnel		
Chief Human Resources and Professional Development Officer	0103	\$ -	-	\$ (5,800)	\$ (5,800)	-
Diversity, Equity, and Inclusion	0106	(401,214)	(3.50)	(54,250)	(455,464)	(3.50)
Human Resources	0303	-	-	(21,200)	(21,200)	-
Employee and Labor Relations	0306	-	-	(3,750)	(3,750)	-
Teacher and Paraprofessional Development	4801	(378,998)	(3.50)	(111,098)	(490,096)	(3.50)
Leadership Development	4802	(213,950)	(1.50)	(12,555)	(226,505)	(1.50)
Human Resources & Professional Development Total		\$ (994,162)	(8.50)	\$ (208,653)	\$ (1,202,815)	(8.50)

Chief Human Resources and Professional Development Officer 0103

Program Overview and Insights

The Chief Human Resources and Professional Development Officer oversees the following offices and functions:

The Office of Human Resources creates and maintains an environment that recruits, retains, and supports a diverse community of highly qualified teachers, administrators, support professionals, and administrative personnel. This is achieved by providing services in benefits, leave and retirement, recruitment and retention, organizational development, compensation, credentialing, position control and staffing, and human resource information management.

The Office of Leadership Development supports the HCPSS Strategic Call to Action (SCTA) by providing professional learning for aspiring and practicing system leaders that enhances their skills, knowledge, and confidence. The goals of this professional learning include empowering leaders to place equity and relationships at the foundation of all decisions and actions as well as supporting an organizational culture and climate that is nurturing and provides a safe environment for all.

The Office of Teacher and Paraprofessional Development ensures a seamless transition from pre-service to in-service teacher preparation and is designed to promote rigorous standards of professional practice grounded in tenets of equity and cultural competence. The office builds school-level capacity to implement high-quality and high-impact professional learning as evidenced by the Teacher Development Liaison program. Additionally, this office coordinates systemic and school-based professional learning opportunities for Educational Support Professionals (ESPs).

The Office of Diversity, Equity, and Inclusion provides resources and instruction to staff and students in support of the HCPSS SCTA and desire for equitable practices and procedures. This team provides professional development to all levels of HCPSS staff and works closely with the Diversity, Equity, and Inclusion Liaison at each of our schools to ensure that all stakeholders see our schools as inclusive environments.

The Office of Employee and Labor Relations is responsible for the coordination, supervision, and management of all facets of employee relations including workplace accommodations, collective bargaining, labor relations, and administration of the negotiated agreements and the processing of employees' appeals/grievances. The director also oversees the Office of Equity Assurance, which works to uphold HCPSS' values by fostering a climate of opportunity, mutual respect and understanding.

Budget Summary

Chief Human Resources and Professional Dev. Officer	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 195,436	\$ 193,810	\$ 199,637	\$ 199,651	\$ 203,627	\$ 204,828	\$ 208,716	\$ 212,890	\$ 4,174
Subtotal	195,436	193,810	199,637	199,651	203,627	204,828	208,716	212,890	4,174
Supplies and Materials									
Supplies-General	1,000	36	1,000	-	1,000	287	800	300	(500)
Supplies-Other	-	-	-	-	-	700	-	-	-
Subtotal	1,000	36	1,000	-	1,000	987	800	300	(500)
Other Charges									
Travel-Conferences	500	-	500	1,497	500	330	500	500	-
Travel-Mileage	4,800	4,800	4,800	4,800	4,800	4,800	4,800	-	(4,800)
Dues & Subscriptions	500	-	500	-	500	-	500	-	(500)
Subtotal	5,800	4,800	5,800	6,297	5,800	5,130	5,800	500	(5,300)
Program 0103 Total	\$ 202,236	\$ 198,646	\$ 206,437	\$ 205,948	\$ 210,427	\$ 210,945	\$ 215,316	\$ 213,690	\$ (1,626)

Budget Summary Analysis

0103—Chief Human Resources and Professional Development Officer

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 01 Administration</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 4,174	• Reflects placeholder for compensation increases and benefits for staff.
Supplies and Materials			
Supplies-General	Provides resources and materials to support staff in the program.	(500)	• Decreases funding for office supplies.
Other Charges			
Travel-Conferences	Conference attendance by staff including funds to support the Equal Employment Opportunity Commission (EEOC) training and the professional development of negotiation team members.	-	• No change.
Travel-Mileage	Employee reimbursement for travel, parking, etc. to schools, meetings, and conferences.	(4,800)	• Eliminates mileage stipend benefit for designated managerial positions.
Dues & Subscriptions	Professional organization membership dues for division staff.	(500)	• Eliminates funding for professional dues.
Total \$ Change		\$ (1,626)	
Total % Change		(0.76)%	

Staffing

Program 0103	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
CHIEF HUMAN RESOURCES & PROFESSIONAL DEVELOPMENT	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	1.0	1.0	1.0	1.0	1.0

Performance Manager: David Larner
Human Resources and Professional Development

Chief Human Resources and
Professional Development Officer – 0103

Diversity, Equity, and Inclusion

0106

Program Overview and Insights

This program includes funding to expand diversity, equity, and inclusion initiatives throughout the school system and broader community, and professional development programming that supports professional growth and partnerships with students, families, and the community that focuses on staff-student relationships, staff-family relationships, staff-staff relationships, student voice, cultural proficiency, diversity, equity, inclusion, restorative justice, racial equity and anti-racism education. The Office of Diversity, Equity, and Inclusion (ODEI) exists to help foster the climate and cultures schools need to build healthy relationships, create equitable learning environments, and repair harm/transform conflict in a proactive manner. The ODEI team provides tools, training, and support for our students, staff, families, and community to maximize growth opportunities for each student, in a kind and nurturing environment.

This program budget funds the Office of Diversity, Equity, and Inclusion which enables equity by leading the work of the Howard County Public School System toward building a climate of belonging and a culture of dignity with a racial equity lens, in alignment with the vision, mission, commitments, and desired outcomes of the Strategic Call to Action. ODEI collaborates with divisional and school leaders to create experiences for staff, students, and families that embrace diversity, equity, and inclusion, eliminate barriers to success, and open doors to endless opportunities.

The program ensures that students’ mental health and social-emotional learning are nurtured through skill development, collaborative dialogue, and a restorative culture in our classrooms and communities, by creating a restorative culture throughout the Howard County Public School System by implementing restorative justice practices and training staff in these practices.

Budget Summary

Diversity, Equity, and Inclusion	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ 982,112	\$ 791,544	\$ 1,010,921	\$ 767,028	\$ 1,004,524	\$ 775,764	\$ 1,145,357	\$ 797,167	\$ (348,190)
Subtotal	982,112	791,544	1,010,921	767,028	1,004,524	775,764	1,145,357	797,167	(348,190)
Contracted Services									
Contracted-Consultant	7,500	50,000	57,500	129,300	57,500	-	7,500	-	(7,500)
Contracted-Labor	25,000	-	15,000	-	15,000	-	15,000	-	(15,000)
Subtotal	32,500	50,000	72,500	129,300	72,500	-	22,500	-	(22,500)
Supplies and Materials									
Supplies-General	11,250	7,671	11,250	1,166	11,250	7,033	11,250	6,500	(4,750)
Technology-Computer	2,200	-	2,200	-	2,200	1,224	2,200	1,700	(500)
Subtotal	13,450	7,671	13,450	1,166	13,450	8,257	13,450	8,200	(5,250)
Other Charges									
Travel-Conferences	-	680	-	-	-	-	-	-	-
Travel-Mileage	10,800	4,818	10,800	5,205	10,800	3,011	10,800	2,300	(8,500)
Subtotal	10,800	4,818	10,800	5,205	10,800	3,011	10,800	2,300	(8,500)
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Substitute	110,000	-	90,000	5,800	90,000	35,687	90,000	72,000	(18,000)
Subtotal	110,000	-	90,000	5,800	90,000	35,687	90,000	72,000	(18,000)
Program 0106 Total	\$ 1,148,862	\$ 854,713	\$ 1,197,671	\$ 908,499	\$ 1,191,274	\$ 822,719	\$ 1,282,107	\$ 879,667	\$ (402,440)

Budget Summary Analysis

0106–Diversity, Equity, and Inclusion

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 02 Mid-Level Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (348,190)	<ul style="list-style-type: none"> • Reflects the following staffing change in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Secretary reclassified to 1.0 Executive Assistant • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Coordinator ◦ (2.0) Facilitators ◦ (0.5) Executive Assistant • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Contracted Services			
Contracted-Consultant	Training by outside consultants for cultural proficiency and restorative justice throughout the school year.	(7,500)	<ul style="list-style-type: none"> • Eliminates funding for consultants.
Contracted-Labor	Outside consultants, companies, and web-based resources/tools to support workforce development in the areas of cultural proficiency and restorative justice.	(15,000)	<ul style="list-style-type: none"> • Eliminates funding for contracted services.
Supplies and Materials			
Supplies-General	Materials for systemic and site-based cultural proficiency and restorative justice.	(4,750)	<ul style="list-style-type: none"> • Decreases funding for supplies.
Technology-Computer	Computers for office staff.	(500)	<ul style="list-style-type: none"> • Decreases funding for computer replacements.
Other Charges			
Travel-Mileage	Funds for reimbursement to staff for work-related travel.	(8,500)	<ul style="list-style-type: none"> • Eliminates (\$1,500) mileage stipend benefit for designated managerial positions. • Decreases (\$7,000) for mileage reimbursements.
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Substitute	Cultural proficiency and Restorative Justice for instructional staff.	(18,000)	<ul style="list-style-type: none"> • Decreases funding for substitute wages.
		Total \$ Change	\$ (402,440)
		Total % Change	(31.39)%

Staffing

Program 0106	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR OF DIVERSITY, EQUITY & INCLUSION	1.0	1.0	1.0	1.0	1.0
COORDINATOR	3.0	3.0	3.0	3.0	2.0
FACILITATOR	3.0	3.0	3.0	4.0	2.0
EXECUTIVE ASSISTANT	-	-	-	-	0.5
SECRETARY	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	8.0	8.0	8.0	9.0	5.5

Human Resources

0303

Program Overview and Insights

This program provides employee recruitment, hiring, and staffing in support of teaching and learning. This office works collaboratively with all schools and offices to recruit and retain a dynamic workforce while complying with federal, state, and local regulations and guidelines.

Human Resources works directly with schools and employees through the management of employee information. Human Resources works to retain exceptional professional and support personnel, as well as fill a variety of temporary and seasonal positions to support program needs. This office provides comprehensive employee services to meet the needs of our evolving workforce and supports the administration of the human capital management system, processes all new employees, and provides employees access to position information, compensation, work location, and personal information.

Ongoing continuous improvement efforts are carried out to enrich operations and services, including working with Coppin State University, the "Get to Know Howard" program and partnering with other Historically Black Colleges and Universities (HBCUs) and local colleges and universities. Staff have strategically transitioned much of our recruitment operations to a virtual platform to meet the increased hiring demands and improve candidate engagement through multiple platforms. Human Resources is continuing to refine the online employment application process to increase employment opportunities to broader and highly diverse applicants.

Budget Summary

Human Resources	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 2,569,906	\$ 2,618,167	\$ 2,825,476	\$ 2,712,885	\$ 3,418,392	\$ 3,204,912	\$ 3,635,963	\$ 3,869,295	\$ 233,332
Wages-Substitute	4,400	-	4,400	-	-	-	-	-	-
Wages-Temporary Help	22,320	91,996	87,320	167,889	90,420	276,381	90,420	90,420	-
Wages-Overtime	-	7	-	378	-	-	-	-	-
Subtotal	2,596,626	2,710,170	2,917,196	2,881,152	3,508,812	3,481,293	3,726,383	3,959,715	233,332
Contracted Services									
Physical Exams	36,750	25,675	36,750	29,845	36,750	30,000	39,500	30,500	(9,000)
Contracted-General	7,528	28,504	7,528	9,528	7,528	9,200	9,528	9,528	-
Maintenance-Software	19,000	14,900	19,000	17,723	69,000	88,070	69,000	69,000	-
Subtotal	63,278	69,079	63,278	57,096	113,278	127,270	118,028	109,028	(9,000)
Supplies and Materials									
Supplies-General	8,375	5,691	8,375	5,491	9,500	8,808	9,500	6,000	(3,500)
Supplies-Recruitment	2,000	890	2,000	458	2,000	1,409	2,000	1,500	(500)
Supplies-Other	13,000	1,696	13,000	5,739	13,000	10,177	-	-	-
Technology-Supply	-	1,137	-	6,691	3,600	6,657	3,600	3,600	-
Technology-Computer	-	9,647	-	6,547	3,400	11,088	3,400	3,400	-
Subtotal	23,375	19,061	23,375	24,926	31,500	38,139	18,500	14,500	(4,000)
Other Charges									
Travel-Conferences	2,000	-	2,000	785	2,000	496	2,000	1,000	(1,000)
Travel-Mileage	5,700	5,700	5,700	5,728	5,700	6,137	5,700	1,500	(4,200)
Travel-Recruiting	9,615	195	9,615	344	9,615	2,200	9,615	6,615	(3,000)
Training	-	-	-	103	-	-	-	-	-
Dues & Subscriptions	1,000	744	1,000	1,505	1,000	2,168	1,000	1,000	-
Classified Ads	8,000	3,513	8,000	1,732	8,000	10,715	8,000	8,000	-
Subtotal	26,315	10,152	26,315	10,197	26,315	21,716	26,315	18,115	(8,200)
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	266,836	202,794	243,887	126,954	-	-	-	-	-
Wages-Temporary Help	3,100	-	3,100	-	-	-	-	-	-
Subtotal	269,936	202,794	246,987	126,954	-	-	-	-	-
Contracted Services									
Maintenance-Software	67,200	62,917	67,200	65,968	67,200	69,597	73,355	73,355	-
Subtotal	67,200	62,917	67,200	65,968	67,200	69,597	73,355	73,355	-
Supplies and Materials									
Technology-Computer	-	-	-	921	-	-	-	-	-
Technology-Supply	-	-	-	195	-	-	-	-	-
Supplies-General	1,125	-	1,125	-	-	-	-	-	-
Subtotal	1,125	-	1,125	1,116	-	-	-	-	-
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	-	7,084	-	-	-	-	-	-	-
Wages-Temporary Help	-	510,463	-	-	-	-	-	-	-
Wages-Substitute	5,548,366	3,721,311	7,548,366	9,580,098	7,552,766	11,636,435	8,552,766	8,552,766	-
Subtotal	5,548,366	3,721,311	7,548,366	9,580,098	7,552,766	11,636,435	8,552,766	8,552,766	-
<i>State Category 12 Fixed Charges</i>									
Other Charges									
Tuition Reimbursement	1,900,000	1,749,037	1,900,000	1,981,508	-	-	-	-	-
Subtotal	1,900,000	1,749,037	1,900,000	1,981,508	-	-	-	-	-
Program 0303 Total	\$ 10,496,221	\$ 9,062,068	\$ 12,793,842	\$ 14,729,015	\$ 11,299,871	\$ 15,374,450	\$ 12,515,347	\$ 12,727,479	\$ 212,132

Budget Summary Analysis

0303–Human Resources

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 233,332	<ul style="list-style-type: none"> • Reflects the following staffing changes in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Director reclassified to 1.0 Coordinator ◦ (1.0) Manager reclassified to 1.0 Coordinator ◦ (1.0) Technical Assistant reclassified to 1.0 Analyst • Reflects the following position transferred from ESSER III in FY 2025: <ul style="list-style-type: none"> ◦ 1.0 Clerk • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget
Wages-Temporary Help	Wages paid to temporary help to assist with hiring and document processing.	-	<ul style="list-style-type: none"> • No change.
Contracted Services			
Physical Exams	Pre-placement medical exams. Includes audiograms, vehicle operator, respirator physicals, lifting assessment, drug and alcohol testing.	(9,000)	<ul style="list-style-type: none"> • Decreases funding for medical exams.
Contracted-General	Contracted services for I-9 employment eligibility verification, criminal background checks by the FBI and Maryland State Police, and pre-employment criminal background investigations. Also includes funds for pre-retirement seminars at Rouse Theatre.	-	<ul style="list-style-type: none"> • No change.
Maintenance-Software	Annual licenses for software used in recruiting staff and scheduling temporary employees.	-	<ul style="list-style-type: none"> • No change.
Supplies and Materials			
Supplies-General	Forms, file system materials, training material, and replacement equipment.	(3,500)	<ul style="list-style-type: none"> • Decreases funding for office supplies.
Supplies-Recruitment	Displays and brochures used in recruitment of certificated and classified employees.	(500)	<ul style="list-style-type: none"> • Decreases funding for recruiting supplies.
Technology-Supply	Computer accessories for staff.	-	<ul style="list-style-type: none"> • No change.
Technology-Computer	Computers utilized by staff.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration (cont.)			
Other Charges			
Travel-Conferences	Professional development training and work-related conferences and meetings.	(1,000)	• Decreases funding for conference attendance.
Travel-Mileage	Employee reimbursement for work-related mileage/travel expenses related to recruitment and retention.	(4,200)	• Eliminates mileage stipend benefit for designated managerial positions.
Travel-Recruiting	Employee reimbursement for work-related travel expenses related to recruitment of certificated and classified employees.	(3,000)	• Decreases funding for recruiting travel reimbursements.
Dues & Subscriptions	Professional organization membership dues and educational subscriptions.	-	• No change.
Classified Ads	Advertisement of vacancies in local, state, and national publications, websites, and other commercial media advertising.	-	• No change.
State Category 02 Mid-Level Administration			
Contracted Services			
Maintenance-Software	Annual licenses for software used in recruiting staff and scheduling temporary employees.	-	• No change.
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Substitute	Substitute staff throughout the school system, including teacher and paraeducator substitutes.	-	• No change.
Total \$ Change		\$	212,132
Total % Change			1.69%

Staffing

Program 0303	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
EXECUTIVE DIRECTOR HUMAN RESOURCES	1.0	1.0	1.0	1.0	1.0
DIRECTOR	1.0	1.0	1.0	1.0	-
COORDINATOR	3.0	3.0	3.0	3.0	5.0
MANAGER	2.0	2.0	1.0	1.0	-
HR BUSINESS PARTNER	2.0	2.0	3.0	3.0	3.0
ANALYST	2.0	2.0	3.0	4.0	5.0
SPECIALIST	11.0	11.0	15.0	14.0	14.0
EXECUTIVE ASSISTANT	1.0	1.0	1.0	1.0	1.0
TECHNICAL ASSISTANT HR	5.0	5.0	5.0	5.0	4.0
SECRETARY	1.0	1.0	1.0	1.0	1.0
CLERK	-	-	-	-	1.0
Total Operating Fund FTE	29.0	29.0	34.0	34.0	35.0

Employee and Labor Relations

0306

Program Overview and Insights

Office of Employee and Labor Relations

The Office of Employee and Labor Relations directs all facets of employee relations matters including collective bargaining, negotiated agreement administration and interpretation, labor/management relations, and employee appeals/grievances. It monitors and tracks employee discipline, facilitates reports of reasonable suspicion, and conducts internal investigations. During FY 2023, as part of a restructuring effort, the Office of Employee and Labor Relations' responsibilities expanded to include workplace accommodations covered under federal and state mandates, mental and physical fit-for-duty testing, responding to unemployment claims, and representing HCPSS in unemployment hearings, activities which were previously managed by the Office of Human Resources.

In addition, the Office of Employee and Labor Relations assumes the responsibility for notification of and follow-up on employee reports of criminal conduct, as well as serves as an alternate investigator in bullying, harassment, intimidation, discrimination, and sexual misconduct complaints. The Director of Employee and Labor Relations implements all employee relations initiatives, serves as the school system's Chief Negotiator, facilitates system-wide training, operates as the Superintendent's designee in disciplinary and grievance matters, and oversees the Office of Employee and Labor Relations and the Office of Equity Assurance. The Director supervises the Coordinator of Employee and Labor Relations, the Equal Employment Opportunity (EEO) Compliance and Investigations Officer and an Executive Administrative Assistant II.

In FY 2023, the Director provided systemwide training for administrators and managers on best practices for conducting effective workplace investigations, progressive discipline, and due process. In FY 2024, the Office of Employee Relations will continue its training initiatives to foster a positive working environment. Additionally, the Director will continue to foster a collaborative relationship with the three (3) labor partners in collective bargaining, labor manager meetings, and the implementation of the Blueprint.

The Office of Equity Assurance

It is the goal of HCPSS to provide consistency and equitable treatment of similarly situated employees. The Office of Equity Assurance supports the implementation of Federal and state regulations and school system policies supporting HCPSS' commitment to equity. The EEO Compliance and Investigations Officer serves as the Title IX Coordinator for HCPSS. The Officer investigates violations of discrimination and sexual harassment and is also the investigator in bullying, harassment, and intimidation complaints involving administrators. The Officer provides consultative guidance to Administrators on bullying, harassment, and intimidation complaints filed by students, employees, or parents.

In addition, the Officer serves as the Title IX Coordinator for reports of sexual misconduct and claims of inequitable treatment in education. The Officer coordinates the Title IX process and interacts with employees regarding workplace accommodations under the Americans with Disability Act. The Office of Equity Assurance is committed to supporting HCPSS in its compliance with Board policies and Federal and state regulations that ensure all HCPSS schools and facilities are free from sexual harassment and discrimination for students and staff.

Budget Summary

Employee and Labor Relations	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 343,928	\$ 344,764	\$ 350,325	\$ 254,877	\$ 467,743	\$ 400,171	\$ 484,686	\$ 624,627	\$ 139,941
Wages-Temporary Help	-	-	-	28,980	-	2,415	-	-	-
Subtotal	343,928	344,764	350,325	283,857	467,743	402,586	484,686	624,627	139,941
Contracted Services									
Contracted-Consultant	4,700	5,592	4,700	26,696	4,700	1,019	4,700	4,700	-
Subtotal	4,700	5,592	4,700	26,696	4,700	44,238	4,700	4,700	-
Supplies and Materials									
Supplies-General	3,040	125	3,040	2,485	3,040	3,634	3,040	2,540	(500)
Supplies-Other	-	-	-	-	-	-	13,000	13,000	-
Technology-Supply	-	-	-	1,081	-	252	-	-	-
Technology-Computer	-	1,677	-	-	-	2,993	-	-	-
Subtotal	3,040	1,802	3,040	3,566	3,040	6,879	16,040	15,540	(500)
Other Charges									
Travel-Conferences	5,495	-	5,495	1,198	5,495	3,715	5,495	3,745	(1,750)
Travel-Mileage	1,500	1,500	1,500	625	1,500	1,759	1,500	-	(1,500)
Training	-	1,194	-	-	-	-	-	-	-
Dues & Subscriptions	1,500	1,500	1,500	1,500	1,500	1,729	1,500	1,500	-
Subtotal	8,495	4,194	8,495	3,323	8,495	7,203	8,495	5,245	(3,250)
Program 0306 Total	\$ 360,163	\$ 356,352	\$ 366,560	\$ 317,442	\$ 483,978	\$ 460,906	\$ 513,921	\$ 650,112	\$ 136,191

Budget Summary Analysis

0306–Employee and Labor Relations

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 139,941	<ul style="list-style-type: none"> • Reflects the following staffing change in FY 2024: <ul style="list-style-type: none"> ◦ 2.0 positions transferred from Custodial Services (7102) and reclassified to 1.0 Specialist. • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Contracted Services			
Contracted-Consultant	Provides mediation and arbitration services related to collective bargaining.	-	• No change.
Supplies and Materials			
Supplies-General	Provides resources and materials that support the implementation of school system policies on discrimination, sexual discrimination, and employee safety.	(500)	• Decreases funding for office supplies.
Supplies-Other	Equipment to meet medical service requests related to the Americans with Disabilities Act (ADA).	-	• No change.
Other Charges			
Travel-Conferences	Conference attendance by staff including funds to support legally mandated Title IX trainings, Equal Employment Opportunity Commission (EEOC) trainings, and professional development for negotiation team members.	(1,750)	• Decreases funding for conference attendance.
Travel-Mileage	Employee reimbursement for travel, parking, etc. to schools, meetings, and conferences.	(1,500)	• Eliminates mileage stipend benefit for designated managerial positions.
Dues & Subscriptions	School system’s membership in the Maryland Negotiation Service.	-	• No change.
Total \$ Change		\$ 136,191	
Total % Change		26.50%	

Staffing

Program 0306	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	1.0	1.0	1.0	1.0	1.0
COORDINATOR	-	-	1.0	1.0	1.0
MANAGER	1.0	1.0	1.0	-	-
EEO COMPLIANCE & INVESTIGATIONS OFFICER	-	-	-	1.0	1.0
SPECIALIST	-	-	-	-	1.0
EXECUTIVE ASSISTANT	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	3.0	3.0	4.0	4.0	5.0

Performance Manager: Michael Carson
Human Resources and Professional Development

Employee and Labor
Relations – 0306

Teacher and Paraprofessional Development

4801

Program Overview and Insights

Comprehensive Teacher Induction

The goals of this program are to increase new teacher performance and retention rates and establish professional norms of collaboration, ongoing learning, and accountability. The program has several components: The Professional Development Schools Programs, New Educator Orientation, Teacher Development Liaison Program, and Instructional Mentoring Program. The office implements Framework in Action I and II, professional learning experiences for those new to HCPSS, to increase knowledge and application of the 2022 *Charlotte Danielson Framework for Teaching* and to create classrooms where diversity, equity, and inclusion are valued.

Professional Learning and Organizational Development

Teacher and Paraprofessional Development (TPD) provides a variety of professional learning experiences that build teacher leadership capacity, enhance professional practice, influence school climate and culture, and create pathways for workforce development. They include but are not limited to: The National Board Certification Program, the Educational Support Professionals Program, the Continuing Professional Development Program (CPD), the Graduate and Continuing Education Cohort Program, The Title II Grant Program, and the Teacher Support Center. Teacher and Paraprofessional Development also manages the professional learning management system and the employee evaluation management system. The evaluation process is designed to promote rigorous standards of professional practice and encourage professional learning and student growth. Revisions to the model, alternative model creation, and professional learning and resources are led by TPD.

Non-tenured Teachers report feeling more confident and competent in implementing and demonstrating effective instructional strategies as well as engaging in culturally competent and equitable practices as a result of participating in Teacher induction components. The FY 2020 budget marked the start of the institutionalization of diversity, equity, and inclusion into our induction program. The data below connects the Diversity, Equity, and Inclusion specific professional learning induction experiences with Teacher evaluation.

Non-Tenured Teacher Evaluation Ratings									
Years Teaching	FY 2020			FY 2021			FY 2022		
	Highly Effective	Effective	Ineffective	Highly Effective	Effective	Ineffective	Highly Effective	Effective	Ineffective
First year	56%	43%	<1%	80%	20%	0	79%	21%	0
Second year	71%	28%	2%	88%	12%	0	89%	11%	0
Third year	78%	21%	<1%	94%	6%	0	94%	6%	0

Non-tenured Teachers demonstrate increased competence and effectiveness in understanding and demonstrating the broader Charlotte Danielson Framework themes of Equity, Cultural Competence, and Student Assumption of Responsibility. In future years, the impact of participating in these induction professional learning experiences will be connected to improvement in Teacher performance.

Number of Non-Tenured Teachers Receiving Professional Development						
	Framework in Action 1	Framework in Action 2	Focus on the Framework	Teacher Toolbox	Teacher Mentoring Support	CPD Equity-Based Courses*
FY 2020	337	272	893	351	112	388
FY 2021	0	0	337	33	72	2
FY 2022	340 (Day 1 NEO Only)	96 (2 days, 2 nd semester only)	808	163	64	3

*May include tenured teachers.

Budget Summary

Teacher and Paraprofessional Development	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ 825,412	\$ 809,638	\$ 833,613	\$ 835,840	\$ 989,407	\$ 800,223	\$ 1,041,491	\$ 706,739	\$ (334,752)
Wages-Workshop	74,915	9,972	-	-	-	-	-	-	-
Wages-Stipends	50,000	34,010	-	-	-	-	-	-	-
Wages-Other	231,200	203,200	-	-	-	-	-	-	-
Subtotal	1,181,527	1,056,820	833,613	835,840	989,407	800,223	1,041,491	706,739	(334,752)
Contracted Services									
Maintenance-Software	140,500	140,500	140,500	140,216	187,143	187,143	187,143	187,143	-
Subtotal	140,500	140,500	140,500	140,216	187,143	187,143	187,143	187,143	-
Supplies and Materials									
Supplies-General	21,037	965	20,037	11,465	20,037	18,565	21,537	16,537	(5,000)
Technology-Computer	-	-	2,000	4,805	2,000	1,944	2,000	2,000	-
Technology-Supply	1,000	282	-	2,447	-	1,430	-	-	-
Subtotal	22,037	1,247	22,037	18,717	22,037	21,939	23,537	18,537	(5,000)
Other Charges									
Travel-Conferences	-	-	-	-	2,000	1,741	2,000	-	(2,000)
Travel-Mileage	8,530	1,500	8,530	2,371	8,530	2,401	8,530	3,030	(5,500)
Tuition Reimbursement	37,950	36,168	37,950	28,254	108,846	160,763	108,846	108,846	-
Subtotal	46,480	37,668	46,480	30,625	119,376	164,905	119,376	111,876	(7,500)
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Substitute	172,310	689	172,310	20,278	172,310	133,099	172,310	155,079	(17,231)
Wages-Workshop	-	-	74,915	51,513	513,665	124,483	513,665	462,298	(51,367)
Wages-Stipends	-	-	50,000	50,000	50,000	50,000	90,000	60,000	(30,000)
Wages-Other	-	-	231,200	205,100	231,200	192,310	231,200	231,200	-
Subtotal	172,310	689	528,425	326,891	967,175	499,892	1,007,175	908,577	(98,598)
<i>State Category 12 Fixed Charges</i>									
Other Charges									
Tuition Reimbursement	-	-	-	-	1,900,000	2,075,428	1,900,000	1,900,000	-
Subtotal	-	-	-	-	1,900,000	2,075,428	1,900,000	1,900,000	-
Program 4801 Total	\$ 1,562,854	\$ 1,236,924	\$ 1,571,055	\$ 1,352,289	\$ 4,185,138	\$ 3,749,530	\$ 4,278,722	\$ 3,832,872	\$ (445,850)

Budget Summary Analysis

4801–Teacher and Paraprofessional Development

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 02 Mid-Level Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (334,752)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Coordinator ◦ (1.0) Facilitator ◦ (1.0) Secretary ◦ (0.5) Paraeducator • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Contracted Services			
Maintenance-Software	Site licenses and employee evaluation system and online registration and tracking system to support professional learning experiences.	-	<ul style="list-style-type: none"> • No change.
Supplies and Materials			
Supplies-General	Materials for teacher and paraprofessional development learning experiences and systemic initiatives. Provides equipment, resources, and supplies for the Teacher and Paraprofessional Development (TPD) team. Includes funds to operate and maintain the Ascend One Conference Center and the Teacher Support Center.	(5,000)	<ul style="list-style-type: none"> • Decreases funding for supplies.
Technology-Computer	Computers and equipment for staff.	-	<ul style="list-style-type: none"> • No change.
Other Charges			
Travel-Conferences	Professional development training and work-related conferences and meetings.	(2,000)	<ul style="list-style-type: none"> • Eliminates funding for conference attendance.
Travel-Mileage	Funds for reimbursement to TPD staff for work related travel.	(5,500)	<ul style="list-style-type: none"> • Eliminates (\$1,500) mileage stipend benefit for designated managerial positions. • Decreases (\$4,000) for mileage reimbursement.
Tuition Reimbursement	Reimbursement of fees for teachers seeking National Board Certification.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Substitute	Wages for substitutes to allow teachers to engage in professional development.	(17,231)	• Decreases funding for substitute wages.
Wages-Workshop	Provides wages for non-tenured and tenured teachers and paraprofessionals to engage in professional learning experiences beyond the workday.	(51,367)	• Decreases funding for workshop wages.
Wages-Stipends	Stipends for new hires to attend New Educator Orientation prior to the start of the school year.	(30,000)	• Decreases funding for stipends relating to New Educator Orientation.
Wages-Other	Wages for Teacher Development Liaisons: Site-based master teachers who mentor and coach new hires based on the HCPSS Call to Action and the HCPSS Framework for Teacher Evaluation. Funds Professional Development Schools Program lead liaisons, partnership liaisons, mentors, and teachers who provide clinical placements for traditional student teachers and Howard Community College observation students.	-	• No change.
State Category 12 Fixed Charges			
Other Charges			
Tuition Reimbursement	Reimbursement to employees for work-related tuition costs.	-	• No change.
		Total \$ Change	\$ (445,850)
		Total % Change	(10.42)%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 4801					
DIRECTOR	1.0	1.0	1.0	1.0	1.0
COORDINATOR	1.0	1.0	2.0	2.0	1.0
FACILITATOR	3.0	3.0	3.0	3.0	2.0
SECRETARY	1.0	1.0	1.0	1.0	-
TECHNICAL ASSISTANT	1.0	1.0	1.0	1.0	1.0
PARAEDUCATOR	0.5	0.5	0.5	0.5	-
Total Operating Fund FTE	7.5	7.5	8.5	8.5	5.0

Leadership Development

4802

Program Overview and Insights

The Office of Leadership Development provides professional learning for aspiring, new, and experienced system leaders that enhances their skills, knowledge, and confidence while empowering them to provide leadership that:

- Places equity and relationships at the foundation of all decisions and actions.
- Fosters an individualized focus that supports every person in reaching milestones for success.
- Ensures all staff feel valued, are effective in their roles, and have equitable access to additional opportunities through professional learning and leadership development.
- Supports an organizational culture and climate that is nurturing and provides a safe environment.

All Leadership Development program offerings are aligned to the HCPSS Strategic Call to Action's Goal 2 (Inclusive Relationships) and 3 (Responsive and Efficient Operations) and train leaders to support all three SCTA goals including Goal 1 (Student-Centered Practices). Offerings directly support outcomes for staff well-being (Goal 2), diversity and inclusion (Goal 2), and provide equitable access to professional learning and leadership development (Goal 3). The Leadership Development Office utilizes strategies in the SCTA such as:

- Integrating the HCPSS Equity Framework into programs (Goals 2 and 3).
- Leveraging technology for collaboration, instruction, and access (Goals 3).
- Recruiting and retaining a diverse workforce that better reflects the student body (Goal 2 and 3).
- Providing staff opportunities for professional growth (Goal 2 and 3).

The Office of Leadership Development supports all school and central office leaders through structured and customized programming.

New Leader programs for Principals, Assistant Principals, Leadership Interns, Instructional Team Leaders, and Central Office leaders include the exploration of content related to developing participants as leaders and offering job-specific strategies to ensure success. Central Office and school leaders are provided learning experiences to increase their leadership capacity and to promote the success of all students. School-Based Leadership Cohorts are designed to enhance Teacher leaders' leadership skills and provide job-embedded growth. Leadership Fellows are designed to enhance an individual's leadership skills, knowledge, and attitudes. Customized leadership programs are developed for individuals and groups of leaders in schools and offices to increase their effectiveness within their buildings and offices.

A Key Performance Indicator for Leadership Development programs is participant feedback on how well the programs support the Strategic Call to Action’s outcomes of staff feeling valued, being effective in their roles, and having equitable access to opportunities through professional learning and leadership development. The following table provides participation data and feedback from some leadership development initiatives.

Program	New ITLS	Teacher Leaders	Aspiring AP Seminars	Leadership Interns	New AP’s	Leadership Fellows	New Principals	CO Leaders
FY 2022 # of Participants	65	98	57	7	17	14	21	75
FY 2022 Feedback that program outcomes were met	97%	96%	100%	100%	100%	100%	96%	100%
FY 2023 # of Participants	70	104	74	7	18	14	18	86
FY 2023 Feedback that program outcomes were met	100%	97%	100%	100%	100%	100%	98%	100%

Budget Summary

Leadership Development	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ 636,253	\$ 627,173	\$ 646,360	\$ 653,907	\$ 672,102	\$ 661,081	\$ 725,452	\$ 527,664	\$ (197,788)
Wages-Workshop	10,000	9,990	10,000	10,000	15,000	15,000	15,000	15,000	-
Subtotal	646,253	637,163	656,360	663,907	687,102	676,081	740,452	542,664	(197,788)
Contracted Services									
Contracted-General	-	-	-	-	-	910	-	-	-
Subtotal	-	-	-	-	-	910	-	-	-
Supplies and Materials									
Supplies-General	2,838	1,019	2,838	2,342	3,667	2,614	3,667	2,000	(1,667)
Technology-Computer	-	-	-	971	1,333	1,944	1,333	-	(1,333)
Technology-Supply	412	-	412	600	-	1,141	-	-	-
Subtotal	3,250	1,019	3,250	3,913	5,000	5,699	5,000	2,000	(3,000)
Other Charges									
Travel-Mileage	4,500	1,500	4,500	1,794	4,500	2,350	4,500	1,000	(3,500)
Subtotal	4,500	1,500	4,500	1,794	4,500	2,350	4,500	1,000	(3,500)
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Substitute	40,000	-	40,000	15,021	50,000	26,431	60,545	54,490	(6,055)
Subtotal	40,000	-	40,000	15,021	50,000	26,431	60,545	54,490	(6,055)
Program 4802 Total	\$ 694,003	\$ 639,682	\$ 704,110	\$ 684,635	\$ 746,602	\$ 711,471	\$ 810,497	\$ 600,154	\$ (210,343)

Budget Summary Analysis

4802–Leadership Development

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 02 Mid-Level Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (197,788)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Coordinator ◦ (0.5) Executive Assistant • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Workshop	Provides wages for new instructional team leaders to engage in a two-day professional learning experience during the summer.	-	• No change.
Supplies and Materials			
Supplies-General	Materials for leadership development learning experiences and systemic initiatives. Provides equipment, resources, and supplies for the Leadership Development Office.	(1,667)	• Decreases funding for office supplies.
Technology-Computer	Replacement computers for staff.	(1,333)	• Eliminates funding for computer replacements.
Other Charges			
Travel-Mileage	Funds for reimbursement to Leadership Development staff for work-related travel.	(3,500)	<ul style="list-style-type: none"> • Eliminates (\$1,500) mileage stipend benefit for designated managerial positions. • Decreases (\$2,000) for mileage reimbursement.
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Substitute	Professional learning experiences for school-based leaders such as Instructional Team Leaders, Teacher Development Liaisons and aspiring teacher leaders.	(6,055)	• Decreases funding for substitute wages.
		Total \$ Change	\$ (210,343)
		Total % Change	(25.95)%

Staffing

Program 4802	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	1.0	1.0	1.0	1.0	1.0
COORDINATOR	1.0	1.0	1.0	1.0	-
FACILITATOR	2.0	2.0	2.0	2.0	2.0
EXECUTIVE ASSISTANT	-	-	-	1.0	0.5
SECRETARY	1.0	1.0	1.0	-	-
Total Operating Fund FTE	5.0	5.0	5.0	5.0	3.5

Division of School Management and Instructional Leadership – Budget Summary

Overview of the Division

The School Management and Instructional Leadership Division (SMIL) provides the essential services necessary to deliver the Howard County Public School System's educational mission. The role of the division is to directly coordinate the supervision, leadership development, and evaluation of school-based administrators, coordinating information needed to be responsive to the community, and ensuring that quality instruction is occurring and being monitored in schools.

The services of this division are delivered through the budgets of the following programs:

- Chief School Management and Instructional Leadership Officer
- Elementary School Instruction
- Middle School Instruction
- High School Instruction
- Program Support for Schools
- School Management and Instruction Leadership
- High School Athletics and Activities
- Intramurals
- Co-curricular Activities

The School Management and Instructional Leadership staff promotes Equity in Action by ensuring that each and every student receives a high-quality education through access to individualized instruction, challenges, supports, and opportunities by observing and evaluating school-based administrators and ensuring that quality instruction is occurring and being monitored in schools.

The School Management and Instructional Leadership staff work to make certain that graduation rates among all high schools and demographic groups are at exemplary levels by working closely with school staff to ensure that individualized plans are developed for students in need of differentiated supports.

Our vertical educational delivery model consists of three community superintendents and three directors of schools that promotes equity, improves efficiencies, increases school and community responsiveness, and secures academic excellence for all students. In addition, it allows staff to provide transparent, open, and accessible communication to ensure that parents, guardians, and community members trust in the integrity of the school system and are active and valued partners.

Summary of Major Budget Changes for FY 2025

HCPSS faces the financial pressures of a structural deficit due to declining revenues and increasing costs. The budget strategy for FY 2025 rethinks the development of the Superintendent's Proposed Budget to manage the pressure the structural deficit places on the request for new funding. This was done to align with Board of Education and county requests to bring forward a budget that presents clear choices to reallocate funding from existing services to meet our fiscal obligations for FY 2025. As a result, while the budget requests an increase in funding for mandates, commitments, and priorities, reductions are proposed in program budgets to offset the overall growth of the budget.

Division of School Management and Instructional Leadership – Budget Summary

The Division of SMIL budget includes:

- Budget additions of \$6.0 million and 10.00 FTE positions.
- Budget reductions of \$(11.5) million and (164.65) FTE positions.
- Net changes to the budget are \$(5.5) million less than the current FY 2024 approved budget and (154.65) less FTE positions.
- Year over year, the division's budget is declining by 1.9 percent. More specific information on these budget changes is explained in the sections below which is followed by schedules summarizing the division budget, budget additions, and budget reductions by program.

Budget Additions

Budget additions in the FY 2025 Superintendent's Proposed Budget have been grouped as Mandates, Commitments, and Priorities.

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Sub-groupings for each of these are provided to summarize the budget dollars and positions proposed across programs and divisions. The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides the combined summary of budget additions for all divisions and by state category.

A summary of budget additions by grouping is provided below.

The Division of SMIL budget includes new budget cost additions of \$6.0 million and 10.00 FTE.

Mandates

- \$1.3 million increase for Blueprint cost requirements related to PreK expansion and National Board Certification pay for teachers.

Commitments

- \$(5.6) million – Year-over-Year Personnel Cost Change. This adjustment will appear in all program budgets that have budgeted personnel. A complete explanation for these changes is included in the Factors Influencing and Summary of the Budget section.
- \$152,109 and 2.00 FTE positions – consisting of a Teachers' Secretary and Assistant Principal needed for opening Grade 11 at Guilford Park High School.
- \$150,000 – high school athletics supplies and uniforms for opening Grade 11 at Guilford Park High School.
- \$600 – financial obligations related to National Board Certification pay.

Division of School Management and Instructional Leadership – Budget Summary

Priorities

- \$9.5 million – marker for negotiated employee compensation increases.
- \$530,400 and 8.00 FTE positions – changes in enrollment affecting staffing needs to meet class size ratios.
- \$14,000 – other administrative costs related to staff mileage reimbursement.

Budget Reductions

Each division budget proposes reductions to offset the expenditure increases included in the FY 2025 Superintendent's Proposed Operating Budget. For each division and its programs, these reductions are grouped as Programmatic School-Based and Programmatic Non-School-Based.

- Programmatic School-Based are budget reduction directly affecting the classroom and schools. The reductions are sub-grouped by certain programmatic areas and services to summarize where budget dollars and positions are being reduced across programs and divisions.
- Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools. These reductions are sub-grouped into reductions affecting personnel and non-personnel reductions.

The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides a combined summary of budget reductions by group and sub-group for all divisions and by state category.

A high-level overview of major reductions and the service impact(s) for the budget are shown below.

The Division of School Management and Instructional Leadership budget includes reductions of \$(11.5) million and (164.65) FTE.

Programmatic School-Based

Class Size Ratios

- \$(8.6) million and (129.20) FTE positions – reduction of teachers and paraeducators related to increasing Class Size Ratios by 2.0.
 - Impact: More students will be physically present in each classroom space and teachers will have additional students. A potential impact for a secondary class size increase is fewer course offerings being available to secondary students.

Teachers' Secretaries

- \$(77,520) and (2.00) FTE positions – reduction of Teachers' Secretaries.
 - Impact: This will result in less support in the front office for students, staff, and the community. More responsibility will be placed on the Principal Secretary in the front office to tend to the needs of the entire school community, attendance, discipline entry, scheduling,

Division of School Management and Instructional Leadership – Budget Summary

answering phones, buzzing individuals into the office, filing, distributing messages and mail, and maintaining student records.

Paraeducators

- \$(179,010) and (6.50) FTE positions – reduction of High School Testing Assistants to a 0.50 FTE position per High School.
 - Impact: More responsibility for prepping materials, preparing schedules, and providing supervision will be placed on the high school assistant principal who is designated as the school accountability coordinator at each high school.

Instructional Team Leaders

- \$(1.6) million and (23.40) FTE positions – reduction of teachers related to change in high school Instructional Team Leaders increased time in classrooms (from 4 to 5 periods).
 - Impact: This will decrease the amount of instructional mentoring, data analysis, and intervention support that teachers within each content area will receive from their instructional team leader at the high school level.

Other Supports

- \$(272,558) – elimination of the Grade 6 team-building experience in Co-Curricular Activities (8801) program.
 - Impact: Increased team-building activities will need to be organized by school-based staff and held on the school campus. It is important to honor the transition of incoming Grade 6 students with unique experiences from varying elementary schools. Middle school leaders will need to create a shared community so incoming Grade 6 students get to know each other and feel comfortable in their new, more dynamic learning environment.
- \$(105,000) – reduction of administrative support supplies at schools.
 - Impact: Less support to schools for supplies and materials that allow for student participation in activities (i.e. clubs, field trips, etc.).
- \$(10,000) – reduction in contracted services for officials at athletic events.
 - Impact: High school sports teams will play fewer officiated games. This potential impact may cause high school sports teams to be at a competitive disadvantage against other teams in the state.
- \$(160,500) – reduction of Guilford Park High School one-time non-recurring funding for athletic supplies and streaming services approved in FY 2024.
 - Impact: No impact in FY 2025 as these were one-time funding items associated with opening Guilford Park High School for Grades 9 and 10.

Programmatic Non-School-Based

Personnel

- \$(88,200) and (1.00) FTE position – Program 0305 Chief School Management and Instructional Leadership Officer: Reduction of 1.00 Executive Assistant.
 - Impact: Additional demands will be placed on the other Executive Assistants to support the Chief School Management and Instructional Leadership Officer, Community Superintendents, Directors, school-based leaders, and other centralized tasks.

Division of School Management and Instructional Leadership – Budget Summary

- \$(77,878) and (0.55) FTE position – Program 0305 Chief School Management and Instructional Leadership Officer: Elimination of Student Conduct and Engagement Officer.
 - Impact: Increased workload to be absorbed by the remaining staff to conduct administrative hearings and provide proactive student support and family engagement.
- \$(159,099) and (1.00) FTE position – Program 0305 Chief School Management and Instructional Leadership Officer: Elimination of Director of Continuous Improvement Initiatives for School Leaders.
 - Impact: Increased workload to be absorbed by the remaining staff to coach, support, and mentor school-based leaders. Less support to school-based leaders in planning and executing their school improvement goals and their targets pertaining to the measures that matter.
- \$(199,709) and (1.00) FTE position – Program 0305 Chief School Management and Instructional Leadership Officer: Elimination of Executive Director of Community, Parent, and School Outreach.
 - Impact: Increased workload to be absorbed by other staff to ensure student voice and engage with community organizations/agencies that provide resources and support to schools.

Non-personnel

- \$(50,000) – Program 4701 School Management and Instructional Leadership: Reduction of temporary help used for administrative services.
 - Impact: Increased workload to be absorbed by other staff to ensure student voice activities to include Student Member of the Board (SMOB) Convention and Howard County Association of Student Councils (HCASC) along with mentoring the Student Member of the Board.
- \$(40,320) – Program 0305 Chief School Management and Instructional Leadership Officer: Elimination of mileage stipend benefit for designated managerial positions.
 - Impact: Creates need for funding increase for itemized mileage reimbursement of staff no longer receiving mileage stipend benefits.

Division of School Management and Instructional Leadership – Budget Summary

Position Reduction List

Division/Dept	Program	Classification Job Title	FTE Count
SMIL	Chief School Management and Instructional Leadership Officer-0305	DIRECTOR OF CONTINUOUS IMPROVEMENT INITIATIVES FOR SCHOOL LEADERS	(1.00)
		EXECUTIVE ASSISTANT	(1.00)
		EXECUTIVE DIRECTOR, COMMUNITY, PARENT & SCHOOL OUTREACH	(1.00)
	Elementary School Instruction-3010	STUDENT CONDUCT & ENGAGEMENT OFFICER	(0.55)
		TEACHER ES STAFFING	(16.00)
	High School Instruction-3030	PARAEDUCATOR HS	(6.50)
		TEACHER HS STAFFING	(90.80)
	Middle School Instruction-3020	TEACHER MS STAFFING	(45.80)
	School Management and Instructional Leadership-4701	SECRETARY TEACHER	(2.00)
	SMIL Total		(164.65)

**Division of School Management and
 Instructional Leadership – Budget Summary**

SUMMARY OF FY 2025 PROPOSED BUDGET								
Program	Program Number	Approved Budget FY 2024	Total Additions	Total Reductions	Net Budget Changes FTE	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change from FY 2024
Chief School Management and Instructional Leadership Officer								
	0305	\$ 2,542,022	\$ 96,044	\$ (565,206)	(3.55)	\$ 2,072,860	\$ (469,162)	-18.46%
Elementary School Instruction								
	3010	81,634,320	302,981	(1,060,800)	(7.00)	80,876,501	(757,819)	-0.93%
Middle School Instruction								
	3020	63,011,748	1,647,989	(3,036,540)	(45.00)	61,623,197	(1,388,551)	-2.20%
High School Instruction								
	3030	83,797,105	2,958,077	(6,199,050)	(99.10)	80,556,132	(3,240,973)	-3.87%
Program Support for Schools								
	3201	5,394,359	(1,621)	-	-	5,392,738	(1,621)	-0.03%
School Management and Instructional Leadership								
	4701	47,860,361	896,949	(232,520)	-	48,524,790	664,429	1.39%
High School Athletics and Activities								
	8601	6,875,996	150,000	(170,500)	-	6,855,496	(20,500)	-0.30%
Intramurals								
	8701	90,000	-	-	-	90,000	-	0.00%
Co-curricular Activities								
	8801	501,838	-	(272,558)	-	229,280	(272,558)	-54.31%
School Management & Instructional Leadership Total		\$ 291,707,749	\$ 6,050,419	\$ (11,537,174)	(154.65)	\$ 286,220,994	\$ (5,486,755)	-1.88%

**Division of School Management and
 Instructional Leadership – Budget Summary**

BUDGET ADDITIONS	Proposed FY 2025 Budget Changes											FY 2025 Proposed	
	Program Number	Mandates		Commitments				Priorities				Total Additions	Total Additions FTE
		Blueprint-PreK	Blueprint-National Board Certification	Year over Year Personnel Cost Change	Financial Obligations	Guilford Park High School	Guilford Park High School FTE	Employee Compensation Marker	Enrollment Changes	Enrollment Changes FTE	Other		
Chief School Management and Instructional Leadership Officer	0305	\$ -	\$ -	\$ 33,608	\$ -	\$ -	-	\$ 48,436	\$ -	-	\$ 14,000	\$ 96,044	-
Elementary School Instruction	3010	-	195,570	(3,332,857)	-	-	-	2,843,568	596,700	9.00	-	302,981	9.00
Middle School Instruction	3020	-	262,560	(804,119)	-	-	-	2,136,508	53,040	0.80	-	1,647,989	0.80
High School Instruction	3030	-	731,000	(560,439)	-	-	-	2,906,856	(119,340)	(1.80)	-	2,958,077	(1.80)
Program Support for Schools	3201	-	39,740	(193,673)	-	-	-	152,312	-	-	-	(1,621)	-
School Management and Instructional Leadership	4701	60,000	-	(742,055)	600	152,109	2.00	1,426,295	-	-	-	896,949	2.00
High School Athletics and Activities	8601	-	-	-	-	150,000	-	-	-	-	-	150,000	-
Intramurals	8701	-	-	-	-	-	-	-	-	-	-	-	-
Co-curricular Activities	8801	-	-	-	-	-	-	-	-	-	-	-	-
School Management & Instructional Leadership Total		\$ 60,000	\$ 1,228,870	\$ (5,599,535)	\$ 600	\$ 302,109	2.00	\$ 9,513,975	\$ 530,400	8.00	\$ 14,000	\$ 6,050,419	10.00

Division of School Management and Instructional Leadership – Budget Summary

Proposed FY 2025 Budget Changes															FY 2025 Proposed			
Programmatic- School Based															Programmatic-Non School Based		Total Reductions	Total Reductions FTE
Program	Program Number	Class Size Ratios	Class Size Ratios FTE	Teacher Secretaries	Teacher Secretaries FTE	Paraeducators	Paraeducators FTE	Instructional Team Leaders	Instructional Team Leaders FTE	Other Supports	Personnel	Personnel FTE	Non- Personnel					
Chief School Management and Instructional Leadership Officer	0305	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	\$(524,886)	(3.55)	\$ (40,320)	\$ (565,206)	(3.55)			
Elementary School Instruction	3010	(1,060,800)	(16.00)	-	-	-	-	-	-	-	-	-	-	(1,060,800)	(16.00)			
Middle School Instruction	3020	(3,036,540)	(45.80)	-	-	-	-	-	-	-	-	-	-	(3,036,540)	(45.80)			
High School Instruction	3030	(4,468,620)	(67.40)	-	-	(179,010)	(6.50)	(1,551,420)	(23.40)	-	-	-	-	(6,199,050)	(97.30)			
Program Support for Schools	3201	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
School Management and Instructional Leadership	4701	-	-	(77,520)	(2.00)	-	-	-	-	(105,000)	-	-	(50,000)	(232,520)	(2.00)			
High School Athletics and Activities	8601	-	-	-	-	-	-	-	-	(170,500)	-	-	-	(170,500)	-			
Intramurals	8701	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Co-curricular Activities	8801	-	-	-	-	-	-	-	-	(272,558)	-	-	-	(272,558)	-			
School Management & Instructional Leadership Total		\$(8,565,960)	(129.20)	\$ (77,520)	(2.00)	\$ (179,010)	(6.50)	\$ (1,551,420)	(23.40)	\$(548,058)	\$(524,886)	(3.55)	\$ (90,320)	\$(11,537,174)	(164.65)			

Chief School Management and Instructional Leadership Officer 0305

Program Overview and Insights

This program provides a leadership model that fosters cross and vertical collaboration and opens lines of communication at all levels throughout the Howard County Public School System (HCPSS). The increased focus on instruction as a birth-through-graduation continuum better positions the school system to support schools and communities, improves responsiveness to parents/guardians, and enhances transparency.

The School Management and Instructional Leadership Division oversees this vertical educational delivery model that encompasses preschool through Grade 12 with a leadership team. Community superintendents oversee a cluster of schools consisting of elementary, middle, and high schools, and educational centers and are partnered with a Director of Schools. They are responsible for directly coordinating the supervision, leadership development and evaluation of school-based administrators, coordinating information needed to be responsive to the community, and ensuring that quality instruction is occurring and continually monitored in schools. The School Management and Instructional Leadership Division provides professional learning, school improvement support and leadership coaching to all school-based administrators. In addition, the School Management and Instructional Leadership Division provides support to HCPSS communities, parents, and partnering organizations. This organizational structure promotes equity, improves efficiencies, increases school and community responsiveness, and ensures academic excellence for all students.

The School Management and Instructional Leadership Division is committed to advancing the HCPSS Strategic Call to Action: Learning and Leading with Equity as it directs decisions, actions, and future planning in various departments and all schools.

Budget Summary

Chief School Management & Instructional Leadership Officer	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ 2,376,126	\$ 2,124,492	\$ 2,395,654	\$ 2,268,350	\$ 2,457,915	\$ 2,402,686	\$ 2,490,822	\$ 2,047,980	\$ (442,842)
Subtotal	2,376,126	2,124,492	2,395,654	2,268,350	2,457,915	2,402,686	2,490,822	2,047,980	(442,842)
Supplies and Materials									
Technology-Computer	1,100	921	-	5,676	-	2,012	-	-	-
Technology-Supply	-	478	-	2,578	-	67	-	-	-
Subtotal	1,100	1,399	-	8,254	-	2,079	-	-	-
Other Charges									
Travel-Mileage	64,700	40,121	64,700	43,645	49,700	45,151	51,200	24,880	(26,320)
Subtotal	64,700	40,121	64,700	43,645	49,700	45,151	51,200	24,880	(26,320)
Program 0305 Total	\$ 2,441,926	\$ 2,166,012	\$ 2,460,354	\$ 2,320,249	\$ 2,507,615	\$ 2,449,916	\$ 2,542,022	\$ 2,072,860	\$ (469,162)

Budget Summary Analysis

Program 0305–Chief School Management and Instructional Leadership Officer

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 02 Mid-Level Administration</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (442,842)	<ul style="list-style-type: none"> • Reflects the following staffing change completed during FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Technical Assistant reclassified to a 1.0 Executive Assistant • Reflects the following decrease in positions for FY 2025: <ul style="list-style-type: none"> ◦ (0.55) Student Conduct and Engagement Officer ◦ (1.0) Director of Continuous Improvement Initiatives for School Leaders ◦ (1.0) Executive Director of Community, Parent, and School Outreach ◦ (1.0) Executive Assistant • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Other Charges			
Travel-Mileage	Business-related mileage reimbursement for staff.	(26,320)	<ul style="list-style-type: none"> • Eliminates (\$40,320) in funding related to mileage stipend benefit for designated managerial positions • Increases \$14,000 in funding for itemized mileage reimbursement.
Total \$ Change		\$ (469,162)	
Total % Change		(18.46)%	

Staffing

Program 0305	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
CHIEF SCHOOL MANAGEMENT AND INSTRUCTIONAL LEADERSHIP OFFICER	1.0	1.0	1.0	1.0	1.0
COMMUNITY SUPERINTENDENT	3.0	3.0	3.0	3.0	3.0
EXECUTIVE DIRECTOR, COMMUNITY, PARENT & SCHOOL OUTREACH	1.0	1.0	1.0	1.0	-
DIRECTOR OF SCHOOLS	3.0	3.0	3.0	3.0	3.0
DIRECTOR OF CONTINUOUS IMPROVEMENT INITIATIVES FOR SCHOOL LEADERS	1.0	1.0	1.0	1.0	-
DIRECTOR OF ATHLETICS	-	-	-	1.0	1.0
COORDINATOR	1.0	1.0	1.0	-	-
STUDENT CONDUCT & ENGAGEMENT OFFICER	-	0.6	0.6	0.6	-
STAFFING ANALYST	-	-	1.0	1.0	1.0
SPECIALIST	1.6	1.0	-	-	-
EXECUTIVE ASSISTANT	4.0	4.0	4.0	4.0	4.0
TECHNICAL ASSISTANT	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	16.6	16.6	16.6	16.6	13.0

Elementary School Instruction

3010

Program Overview and Insights

This program provides support to ensure the academic success and social-emotional well-being for each student in an inclusive and nurturing environment that closes opportunity gaps. Teacher and Paraeducator positions in Elementary School Instruction support the HCPSS Four Overarching Commitments by:

- Implementing a curriculum based on standards and best practices, implemented with fidelity, and aligned with meaningful assessments that provide actionable data for instructional planning.
- Providing learning experiences that reflect diversity and inclusion in the curriculum.
- Monitoring individual student achievement and providing targeted supports and accelerated programs to provide equitable learning opportunities to close specific achievement gaps.
- Ensuring that students’ social-emotional learning is nurtured through life skills development and collaborative dialogue, such as restorative practices to solve problems.

Elementary enrollment projections determine the number of classroom teachers assigned to a school according to student to staffing ratios. Below are the ratios funded in the FY 2024 Budget:

- 2023–2024 class size ratio for Kindergarten is 22:1, upper range of 23 students; Grades 1 and 2 ratio is 20:1, upper range of 25 students in Non-Title I schools and 24 in Title I schools; Grades 3, 4, 5 ratio is 26:1, upper range of 31 students in Non-Title I schools and 30 in Title I schools.
- 2023–2024 average class sizes: Kindergarten: 19.8, Grade 1: 20.9, Grade 2: 21.1, Grade 3: 24.7, Grade 4: 24.8, Grade 5: 24.9

Budget Summary

Elementary School Instruction	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 74,737,223	\$ 74,439,050	\$ 73,715,727	\$ 74,477,970	\$ 78,553,196	\$ 77,422,943	\$ 81,634,320	\$ 80,876,501	\$ (757,819)
Subtotal	74,737,223	74,439,050	73,715,727	74,477,970	78,553,196	77,422,943	81,634,320	80,876,501	(757,819)
Program 3010 Total	\$ 74,737,223	\$ 74,439,050	\$ 73,715,727	\$ 74,477,970	\$ 78,553,196	\$ 77,422,943	\$ 81,634,320	\$ 80,876,501	\$ (757,819)

Budget Summary Analysis

Program 3010–Elementary School Instruction

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 03 Instructional Salaries and Wages</i>			
Salaries and Wages			
Salaries	Salaries for school-based Teachers and Paraeducators in Grades 1–5.	\$ (757,819)	<ul style="list-style-type: none"> • Reflects the following staffing changes completed during FY 2024: <ul style="list-style-type: none"> ◦ (10.5) Teachers transferred to High School Instruction (3030) ◦ (10.0) Teachers transferred to Middle School Instruction (3020) • Reflects the following increase in positions in FY 2025 to address projected enrollment: <ul style="list-style-type: none"> ◦ 9.0 Teachers • Reflects the following decrease in positions related to class size increase of 2: <ul style="list-style-type: none"> ◦ (16.0) Teachers • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint Career Ladder National Board Certification compensation increase.
Total \$ Change		\$ (757,819)	
Total % Change		(0.93)%	

Staffing

Program 3010	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER ES STAFFING	886.0	891.5	907.0	912.5	885.0
PARAEDUCATOR ES	157.0	157.0	157.0	157.0	157.0
Total Operating Fund FTE	1,043.0	1,048.5	1,064.0	1,069.5	1,042.0

Enrollment

Program 3010	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Grades 1–5 Students	20,668*	20,522	20,836	21,115	21,059

* Affected by the impact of COVID-19 on instruction and operations.

Middle School Instruction

3020

Program Overview and Insights

This program provides support to ensure the academic success and social-emotional well-being for each student in an inclusive and nurturing environment that closes opportunity gaps. Teacher positions in Middle School Instruction support the HCPSS Four Overarching Commitments by:

- Implementing a curriculum based on standards and best practices, implemented with fidelity, and aligned with meaningful assessments that provide actionable data for instructional planning.
- Providing learning experiences that reflect diversity and inclusion in the curriculum.
- Monitoring individual student achievement and providing targeted supports and accelerated programs to provide equitable learning opportunities to close specific achievement gaps.
- Ensuring that students’ social-emotional learning is nurtured through life skills development and collaborative dialogue, such as restorative practices to solve problems.

Middle school enrollment projections determine the number of classroom teachers assigned to a school according to student to staffing ratios. Below are the ratios funded in the FY 2024 Budget:

- 2023–2024 class size ratio is 19.8:1 with an upper range of 33 students.
- 2023–2024 core subject class average: English Language Arts: 23.6, World Language: 23.4, Mathematics: 22.2, Science: 24.2, and Social Studies: 24.5.

Budget Summary

Middle School Instruction	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 55,651,935	\$ 55,221,832	\$ 55,657,643	\$ 58,013,326	\$ 62,016,775	\$ 60,539,506	\$ 63,011,748	\$ 61,623,197	\$ (1,388,551)
Subtotal	55,651,935	55,221,832	55,657,643	58,013,326	62,016,775	60,539,506	63,011,748	61,623,197	(1,388,551)
Program 3020 Total	\$ 55,651,935	\$ 55,221,832	\$ 55,657,643	\$ 58,013,326	\$ 62,016,775	\$ 60,539,506	\$ 63,011,748	\$ 61,623,197	\$ (1,388,551)

Budget Summary Analysis

Program 3020–Middle School Instruction

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 03 Instructional Salaries and Wages</i>			
Salaries and Wages			
Salaries	Salaries for school-based Teachers and Paraeducators in Grades 6–8.	\$ (1,388,551)	<ul style="list-style-type: none"> • Reflects the following staffing changes completed during FY 2024: <ul style="list-style-type: none"> ◦ 10.0 Teachers transferred from Elementary School Instruction (3010) ◦ 2.0 Teachers transferred from Early Childhood Programs (1301) • Reflects the following increase in positions in FY 2025 to address projected enrollment: <ul style="list-style-type: none"> ◦ 0.8 Teacher • Reflects the following decrease in positions related to class size increase of 2: <ul style="list-style-type: none"> ◦ (45.8) Teachers • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Total \$ Change		\$ (1,388,551)	
Total % Change		(2.20)%	

Staffing

Program 3020	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER MS STAFFING	679.9	680.9	714.6	697.0	664.0
PARAEDUCATOR MS	5.0	5.0	5.0	5.0	5.0
Total Operating Fund FTE	684.9	685.9	719.6	702.0	669.0

Enrollment

Program 3020	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Grades 6–8 Students	13,683*	13,297	13,169	13,289	13,542

* Affected by the impact of COVID-19 on instruction and operations.

High School Instruction

3030

Program Overview and Insights

This program provides support to ensure the academic success and social-emotional well-being for each student in an inclusive and nurturing environment that closes opportunity gaps. Teacher and Paraeducator positions in High School Instruction support the HCPSS Four Overarching Commitments by:

- Implementing a curriculum based on standards and best practices, implemented with fidelity, and aligned with meaningful assessments that provide actionable data for instructional planning.
- Providing learning experiences that reflect diversity and inclusion in the curriculum.
- Monitoring individual student achievement and providing targeted supports and accelerated programs to provide equitable learning opportunities to close specific achievement gaps.
- Ensuring that students’ social-emotional learning is nurtured through life skills development and collaborative dialogue, such as restorative practices, to solve problems.
- Providing opportunities for all students to earn college credit or industry certification.
- Ensuring graduation rates among all high schools and each demographic group are at exemplary levels. See Board report dated May 27, 2021, on [Graduation Rates-Disparity between Groups, Schools, and Intervention Report](#).

High school enrollment projections determine the number of classroom teachers assigned to a school according to student to staffing ratios. Below are the ratios funded in the FY 2024 Budget:

- 2023–2024 class size ratio is 21.1:1 with an upper range of 33 students.
- 2023–2024 core subject class average: English: 24.4, World Language: 22.3, Mathematics: 24.1, Science: 24.5, and Social Studies: 24.5.

The following table provides information on graduation rates.

Graduation Rates	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual
4-Year Cohort	92.8%	93.4%	94.1%	94.6%
5-Year Cohort	94.1%	94.8%	≥95.0%	TBD

Budget Summary

High School Instruction	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 73,562,643	\$ 73,917,155	\$ 74,651,220	\$ 76,201,140	\$ 79,533,578	\$ 81,115,198	\$ 83,797,105	\$ 80,556,132	\$ (3,240,973)
Subtotal	73,562,643	73,917,155	74,651,220	76,201,140	79,533,578	81,115,198	83,797,105	80,556,132	(3,240,973)
Program 3030 Total	\$ 73,562,643	\$ 73,917,155	\$ 74,651,220	\$ 76,201,140	\$ 79,533,578	\$ 81,115,198	\$ 83,797,105	\$ 80,556,132	\$ (3,240,973)

Budget Summary Analysis

Program 3030–High School Instruction

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for school-based Teachers in Grades 9–12 and Paraeducators for the testing program.	\$ (3,240,973)	<ul style="list-style-type: none"> • Reflects the following staffing changes completed during FY 2024: <ul style="list-style-type: none"> ◦ 10.5 Teachers transferred from Elementary School Instruction (3010) • Reflects the following decrease in positions in FY 2025 to address projected enrollment: <ul style="list-style-type: none"> ◦ (1.8) Teachers • Reflects the following decrease in positions related to class size increase of 2: <ul style="list-style-type: none"> ◦ (67.4) Teachers • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (23.4) Teachers ◦ (6.5) Paraeducators (Testing Assistants) • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Total \$ Change		\$ (3,240,973)	
Total % Change		(3.87)%	

Staffing

Program 3030	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER HS STAFFING	894.8	893.8	914.5	921.4	839.3
PARAEDUCATOR HS	12.0	12.0	12.0	13.0	6.5
Total Operating Fund FTE	906.8	905.8	926.5	934.4	845.8

Enrollment

Program 3030	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Grades 9–12 Students	18,196*	18,273	18,369	18,592	18,443

* Affected by the impact of COVID-19 on instruction and operations.

Program Support for Schools

3201

Program Overview and Insights

This program provides pool positions, differentiated staffing and funding for student activities to ensure a rigorous academic program that is equitable and inclusive for all students. Also, this program provides funding for staff to access additional growth opportunities through professional learning.

Equity is the foundation of all decisions and actions for the deployment of critical resources and staffing. Funding is required to provide targeted supports and interventions in order to close opportunity gaps, monitor student progress, and make necessary instructional adjustments to meet student needs.

A highly effective and skilled staff is critical to the success of an organization. Opportunities for collaboration, ongoing and embedded professional learning, and growth in professional practice allow teachers to expand their knowledge of students, content, and pedagogy.

The Howard County Public School System continues to focus on equity in discipline practices through the school improvement process, engaging the community in discussions about disproportionate discipline data, and implementing a Multi-Tiered System of Supports (MTSS) that includes Restorative Justice, Positive Behavior Interventions and Supports, Mental Health Services, and Curricular Supports to address the diverse behavioral needs of all students (April 27, 2023, Board Report on Board Docs on [Disproportionate Discipline](#)).

Budget Summary

Program Support for Schools	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 4,449,282	\$ 4,492,945	\$ 6,209,766	\$ 3,890,921	\$ 5,328,004	\$ 5,621,720	\$ 4,338,565	\$ 4,339,944	\$ 1,379
Wages-Temporary Help	-	4,903	-	-	-	-	-	-	-
Wages-Substitute	252,234	20,731	252,234	18,653	226,744	38,643	226,744	226,744	-
Wages-Workshop	51,510	-	76,510	48,384	-	5,425	18,510	18,510	-
Wages-Other	-	-	-	10,125	-	-	-	-	-
Subtotal	4,753,026	4,518,579	6,538,510	3,968,083	5,554,748	5,665,788	4,583,819	4,585,198	1,379
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Student Activity	181,166	181,039	181,166	181,166	184,811	184,811	180,540	180,540	-
Supplies-Other	185	-	185	-	-	-	-	-	-
Subtotal	181,351	181,039	181,351	181,166	184,811	184,811	180,540	180,540	-
<i>State Category 05 Other Instructional Costs</i>									
Other Charges									
Travel-Conferences	195,000	103,575	215,000	166,054	215,000	208,573	215,000	215,000	-
Travel-Mileage	75,000	6,869	55,000	32,323	55,000	80,830	55,000	55,000	-
Subtotal	270,000	110,444	270,000	198,377	270,000	289,403	270,000	270,000	-
Transfers									
Transfers-Out of County	580,000	180,253	-	-	-	-	-	-	-
Subtotal	580,000	180,253	-	-	-	-	-	-	-
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	-	-	-	369,953	441,000	78,312	360,000	357,000	(3,000)
Subtotal	-	-	-	369,953	441,000	78,312	360,000	357,000	(3,000)
Program 3201 Total	\$ 5,784,377	\$ 4,990,315	\$ 6,989,861	\$ 4,717,579	\$ 6,450,559	\$ 6,218,314	\$ 5,394,359	\$ 5,392,738	\$ (1,621)

Budget Summary Analysis

Program 3201–Program Support for Schools

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for differentiated staff and staffing for pool positions.	\$ 1,379	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Substitute	Substitute wages for staff serving as substitutes for teachers on field trips, administrative leave, professional development, and Article 13 negotiations.	-	• No change.
Wages-Workshop	Workshop wages for extended activities/duties across schools.	-	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Student Activity	Supplies related to student activities at each school (Allocated to School Activity Fund).	-	• No change.
State Category 05 Other Instructional Costs			
Other Charges			
Travel-Conferences	Designated teachers per Article 13 and ESP staff per Article 13.2 to attend conferences. Funding required by HCEA labor contract.	-	• No change.
Travel-Mileage	Business-related mileage reimbursement for staff.	-	• No change.
State Category 06 Special Education			
Salaries and Wages			
Salaries	Salaries for staff for Special Education pool positions.	(3,000)	• Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections.
		Total \$ Change	\$ (1,621)
		Total % Change	(0.03)%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 3201					
TEACHER POOL	11.0	38.0	38.0	15.0	15.0
TEACHER POOL-SPECIAL EDUCATION	-	-	7.0	5.0	5.0
TCHR DIFFERENTIATED STAFF	50.0	50.0	50.0	50.0	50.0
Total Operating Fund FTE	61.0	88.0	95.0	70.0	70.0

Performance Manager: Jennifer Robinson/Jonathan Davis
School Management and Instructional Leadership

Program Support for Schools – 3201

School Management and Instructional Leadership

4701

Program Overview and Insights

This program provides support to ensure the academic success and social-emotional well-being for each student in an inclusive and nurturing environment that closes opportunity gaps. The School Management and Instructional Leadership Division supports the HCPSS Four Overarching Commitments by:

- Implementing a school improvement process that focuses on raising student achievement that is guided by the school system's vision, mission, commitments, and desired outcomes.
- Evaluating and guiding the instructional practices of teachers using the Danielson Framework to ensure that every staff member is engaged, supported, and successful.
- Developing strong relationships with families and the community, to ensure they are engaged and supported as partners in education.
- Maintaining safe and secure school facilities through the implementation of standardized practices and emergency response protocols.
- Providing professional development for Principals and Assistant Principals.
- Selecting and evaluating leaders.
- Providing direct support to Principals, Assistant Principals, Leadership Interns and Athletics and Activities Managers.

The School Management and Instructional Leadership Division ensures that each school-based leader has the skills necessary to develop, monitor, and evaluate improvement efforts. Student performance and school climate data are monitored on a consistent basis and used to inform the professional development that is facilitated by system leaders.

Budget Summary

School Management and Instructional Leadership	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ 40,550,116	\$ 40,293,851	\$ 41,174,562	\$ 40,981,611	\$ 42,437,808	\$ 41,870,436	\$ 44,796,497	\$ 45,555,926	\$ 759,429
Wages-Temporary Help	110,900	246,559	210,900	359,545	240,900	213,189	240,900	190,900	(50,000)
Wages-Workshop	17,940	68,696	17,940	28,101	42,940	49,608	42,940	42,940	-
Wages-Stipends	17,000	9,000	17,000	16,500	40,500	34,500	34,500	34,500	-
Wages-Other	850,500	246,997	1,183,230	1,115,691	1,474,605	1,187,236	1,474,605	1,534,605	60,000
Subtotal	41,546,456	40,865,103	42,603,632	42,501,448	44,236,753	43,354,969	46,589,442	47,358,871	769,429
Contracted Services									
Contracted-General	25,000	880	25,000	26,504	27,780	24,300	27,780	27,780	-
Maintenance-Software	-	872	-	-	-	-	-	-	-
Subtotal	25,000	1,752	25,000	26,504	27,780	24,300	27,780	27,780	-
Supplies and Materials									
Supplies-Audio Visual	600	-	600	-	-	-	-	-	-
Supplies-General	512,457	295,601	512,457	336,072	519,763	346,121	506,163	406,163	(100,000)
Supplies-Other	9,603	5,059	9,603	2,913	9,788	6,125	9,788	4,788	(5,000)
Technology-Computer	1,000	3,546	2,100	2,854	2,100	2,121	2,100	2,100	-
Technology-Supply	1,700	995	1,700	416	2,300	339	2,300	2,300	-
Subtotal	525,360	305,201	526,460	342,255	533,951	354,706	520,351	415,351	(105,000)
Other Charges									
Dues & Subscriptions	-	29,519	-	70,383	-	102,645	-	-	-
Travel-Conferences	164,700	10,522	164,700	41,288	279,700	84,147	279,700	279,700	-
Travel-Mileage	-	-	-	968	-	1,580	-	-	-
Tuition Reimbursement	-	23,210	-	39,578	-	15,558	-	-	-
Commencement	112,813	192,313	112,813	153,144	204,000	178,768	204,000	204,000	-
Subtotal	277,513	255,564	277,513	305,361	483,700	382,698	483,700	483,700	-
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Workshop School Improvement	77,000	134,844	77,000	94,049	154,000	105,081	156,000	156,000	-
Subtotal	77,000	134,844	77,000	94,049	154,000	105,081	156,000	156,000	-
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	37,250	-	37,250	60,350	37,250	60,016	83,088	83,088	-
Subtotal	37,250	-	37,250	60,350	37,250	60,016	83,088	83,088	-
Program 4701 Total	\$ 42,488,579	\$ 41,562,464	\$ 43,546,855	\$ 43,329,967	\$ 45,473,434	\$ 44,281,770	\$ 47,860,361	\$ 48,524,790	\$ 664,429

Budget Summary Analysis

Program 4701–School Management and Instructional Leadership

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 02 Mid-Level Administration			
Salaries and Wages			
Salaries	Salaries for school administrative and clerical personnel.	\$ 759,429	<ul style="list-style-type: none"> • Reflects the following additional positions in FY 2025 for Guilford Park High School: <ul style="list-style-type: none"> ◦ 1.0 Assistant Principal ◦ 1.0 Teachers' Secretary • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (2.0) Teachers' Secretaries • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for National Board Certification compensation increase.
Wages-Temporary Help	Costs of administrative substitute coverage for school based administrative staff. Wages for required auditing of student eligibility records and for Howard County Association of Student Councils Coordinator.	(50,000)	<ul style="list-style-type: none"> • Decreases funding for temporary help wages related to administrative substitute coverage.
Wages-Workshop	Support for summer registrations at the elementary schools.	-	<ul style="list-style-type: none"> • No change.
Wages-Stipends	Stipends for administrators.	-	<ul style="list-style-type: none"> • No change.
Wages-Other	Wages for the Lunch/Recess Monitors. Provides an engaging and safe environment in which students' socio-emotional and physical well-being can flourish.	60,000	<ul style="list-style-type: none"> • Increases funding for Lunch/Recess monitor wages related to expansion of full-day Pre-K.
Contracted Services			
Contracted-General	Facility rental for Principal/Assistant Principal meetings during the school year.	-	<ul style="list-style-type: none"> • No change.
Supplies and Materials			
Supplies-General	School administrative expenses to include report cards, student schedules, postage and Scantrons for class tests.	(100,000)	<ul style="list-style-type: none"> • Decreases funding for administrative support supplies.
Supplies-Other	Furniture, equipment, supplies/minor equipment for schools and School Management and Instructional Leadership Division.	(5,000)	<ul style="list-style-type: none"> • Decreases funding for administrative support equipment and furniture.
Technology-Computer	Computer replacement for staff serving this program.	-	<ul style="list-style-type: none"> • No change.
Technology-Supply	Other technology related supplies for staff serving this program.	-	<ul style="list-style-type: none"> • No change.
Other Charges			
Travel-Conferences	Professional development as required by HCAA labor contract.	-	<ul style="list-style-type: none"> • No change.
Commencement	Commencement expenses at high schools.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Workshop School Improvement	Wages for teachers to provide input and be involved in the School Improvement Plan (SIP).	-	• No change.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Transportation for 5th and 8th grade orientations and for conventions for Howard County Association of Student Council Student Member of the Board of Education (HCASC-SMOB) and Maryland Association of Student Councils (MASC).	-	• No change.
		Total \$ Change	\$ 664,429
		Total % Change	1.39%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 4701					
PRINCIPAL	76.0	78.0	77.0	77.0	77.0
ASSISTANT PRINCIPAL	123.0	123.0	124.0	125.0	126.0
LEADERSHIP INTERN	7.0	7.0	7.0	7.0	7.0
MGR ATHLETICS & ACTIVITIES	12.0	12.0	12.0	13.0	13.0
SCHOOL FINANCIAL BOOKKEEPER	12.0	12.0	12.0	13.0	13.0
SECRETARY PRINCIPAL	76.0	77.0	77.0	77.0	77.0
SECRETARY TEACHER	153.0	153.0	153.0	154.5	153.5
Total Operating Fund FTE	459.0	462.0	462.0	466.5	466.5

High School Athletics and Activities

8601

Program Overview and Insights

This program provides an education-based, student centered interscholastic athletic/extracurricular experience at the high school level for students in the Howard County Public School System (HCPSS). High school interscholastic athletics and other extracurricular activities empower students to use skills that will lead to achieving their personal goals. Research indicates a strong correlation between athletic/extracurricular participation and GPA, SAT scores, attendance, good behavior, and success in college and careers.

HCPSS provides coach and advisor stipends for high schools including Applications and Research Laboratory (ARL), Cedar Lane, Homewood, and co-curricular programs. In addition, the program provides basic safety equipment for all athletic activities, facility rentals, coaching education and processing, contracted security at athletic events, athletic trainer and medical services, concussion management program, bus transportation, equipment repair and replacement, event tickets, trophies and medals, and representation on state-level committees. This budget supports 395 teams with about 10,000 students and over 650 paid coaches throughout the athletic program.

Budget Summary

High School Athletics and Activities	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Substitute	\$ 4,680	\$ -	\$ 4,680	\$ 1,644	\$ 4,680	\$ 3,990	\$ 4,680	\$ 4,680	\$ -
Wages-Temporary Help	223,240	71,286	223,240	160,274	223,240	251,068	248,240	248,240	-
Wages-Stipends	47,280	35,038	47,280	33,926	47,280	31,332	47,280	47,280	-
Wages-Other	2,403,150	2,344,101	2,403,150	2,382,854	2,403,150	2,380,940	3,273,465	3,273,465	-
Subtotal	2,678,350	2,450,425	2,678,350	2,578,698	2,678,350	2,667,330	3,573,665	3,573,665	-
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Athletic	298,573	292,007	298,573	291,061	315,573	314,865	448,573	448,573	-
Supplies-General	14,680	1,427	14,680	8,601	14,680	5,586	14,680	14,680	-
Technology-Computer	-	2,330	-	-	-	-	-	-	-
Subtotal	313,253	295,764	313,253	299,662	330,253	320,451	463,253	463,253	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Repair-Equipment	60,000	83,712	60,000	106,696	60,000	60,000	80,000	80,000	-
Contracted-Officials	449,687	241,186	449,687	388,459	449,687	412,473	443,687	433,687	(10,000)
Contracted-General	55,000	5,432	55,000	27,151	55,000	45,187	55,000	55,000	-
Contracted-Labor	6,150	-	6,150	7,269	6,150	17,402	21,150	21,150	-
Maintenance-Software	-	-	100,000	91,864	108,177	104,340	126,677	116,177	(10,500)
Subtotal	570,837	330,330	670,837	621,439	679,014	639,402	726,514	706,014	(20,500)
<i>State Category 08 Student Health Services</i>									
Salaries and Wages									
Wages-Temporary Help	5,200	3,000	5,200	4,180	5,200	4,525	5,200	5,200	-
Subtotal	5,200	3,000	5,200	4,180	5,200	4,525	5,200	5,200	-
Contracted Services									
Medical Services	275,400	247,565	275,400	274,000	556,900	508,000	556,900	556,900	-
Subtotal	275,400	247,565	275,400	274,000	556,900	508,000	556,900	556,900	-
Supplies and Materials									
Supplies-Athletic	23,400	18,497	23,400	19,565	23,400	19,241	32,500	32,500	-
Supplies-General	9,650	7,860	9,650	9,336	1,473	5,404	1,473	1,473	-
Subtotal	33,050	26,357	33,050	28,901	24,873	24,645	33,973	33,973	-
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Private Carrier	1,108,735	956,917	1,108,735	1,108,000	1,208,735	1,289,685	1,516,491	1,516,491	-
Subtotal	1,108,735	956,917	1,108,735	1,108,000	1,208,735	1,289,685	1,516,491	1,516,491	-
Program 8601 Total	\$ 4,984,825	\$ 4,310,358	\$ 5,084,825	\$ 4,914,880	\$ 5,483,325	\$ 5,454,038	\$ 6,875,996	\$ 6,855,496	\$ (20,500)

Budget Summary Analysis

Program 8601–High School Athletics and Activities

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Substitute	Wages paid to substitutes for required regional athletic events & state meetings.	\$ -	• No change.
Wages-Temporary Help	HCPSS staff members that provide services as teacher chaperones, track officials, cheer judges, supporting the Allied Sports Program, performing ticket taking functions, reconciling gate receipts, certification of coaches, reviewing student eligibility, and confirming contest schedules.	-	• No change.
Wages-Stipends	Selected sports specialties, master coaches, and commissioners.	-	• No change.
Wages-Other	Negotiated coaches' stipends, including Allied Sports.	-	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Athletic	Replacement of uniforms, safety, and playing materials, and uniform essentials per National Operating Committee on Standards for Athletic Equipment and National High School Federation guidelines. Includes Allied Sports program.	-	• Decreases (\$150,000) in funding related to FY 2024 non-recurring funding for athletic supplies for Guilford Park High School. • Increases \$150,000 in funding for FY 2025 related to athletic supplies and uniforms for Guilford Park High School.
Supplies-General	Replace goals and safety equipment (items under \$5,000), contest scheduling program, and purchase tickets, trophies, medals, ribbons, and tournament supplies.	-	• No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Repair-Equipment	Repair and replacement of football, lacrosse, baseball, and softball safety equipment and wrestling mats.	-	• No change.
Contracted-Officials	Officials scheduled at athletic events.	(10,000)	• Decreases funding for Contracted-Officials related to scheduled athletic events.
Contracted-General	Rental of portable toilets for outdoor events, Indoor Track facility, & Allied bowling alley. Contracted services related to high school activities such as Speech, Debate, Science Olympiad, etc.	-	• No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 05 Other Instructional Costs (cont.)			
Contracted Services (cont.)			
Contracted-Labor	Suppliers (not HCPSS staff members) that provide services as track officials, cheer judges, and Allied Golf instruction, golf course marshals, and wrestler certification. Suppliers (not HCPSS staff members) that provide instruction of the Care and Prevention of Athletic injuries, Cardiopulmonary Resuscitation, Automated External Defibrillator (CPR/AED), and Weight Room Certification of coaches.	-	• No change.
Maintenance-Software	Athletic video services for streaming HS activities and IMPACT concussion software.	(10,500)	• Decreases funding related to FY 2024 non-recurring funding for initial set up of video streaming services for athletic events at Guilford Park High School.
State Category 08 Student Health Services			
Salaries and Wages			
Wages-Temporary Help	HCPSS staff members that provide instruction of the Care and Prevention of Athletic Injuries, Cardiopulmonary Resuscitation, Automated External Defibrillator (CPR/AED), and Weight Room Certification of coaches.	-	• No change.
Contracted Services			
Medical Services	Athletics trainer service and analysis of concussion management program.	-	• No change.
Supplies and Materials			
Supplies-Athletic	Medical related supplies for athletic events.	-	• No change.
Supplies-General	Miscellaneous medical related purchases for athletics.	-	• No change.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Private Carrier	High school athletic team transportation.	-	• No change.
		Total \$ Change	\$ (20,500)
		Total % Change	(0.30)%

Enrollment

Student Participation in High School Athletics and Activities					
Program 8601	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Students	10,543	10,221	6,378*	9,643	9,972

* No winter season took place, which accounts for the decrease in participation. Additional decrease due to COVID hesitancy.

Intramurals

8701

Program Overview and Insights

This program focuses on developing and implementing curriculum that aligns with the Maryland College and Career-Ready Standards.

The objectives of the intramural program align with the Strategic Call to Action by:

- Providing opportunities for the application of skills learned in physical education classes.
- Developing students’ emotional learning through the application of healthy habits, learning to work as part of a team, and skill development in an inclusive environment.
- Developing self-direction, sportsmanship, and student leadership while participating in physical education activities.
- Developing muscular strength, cardiorespiratory endurance, and flexibility.
- Gaining satisfaction and enjoyment from participation in coeducational activities.
- Providing a safe, healthy, and supportive environment for all students to participate in physical fitness and organized athletic activities.

Budget Summary

Intramurals	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Other	\$ 90,000	\$ 3,813	\$ 90,000	\$ 16,375	\$ 90,000	\$ 22,625	\$ 48,000	\$ 48,000	\$ -
Subtotal	90,000	3,813	90,000	16,375	90,000	22,625	48,000	48,000	-
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-General	-	-	-	-	-	-	42,000	42,000	-
Subtotal	-	-	-	-	-	-	42,000	42,000	-
Program 8701 Total	\$ 90,000	\$ 3,813	\$ 90,000	\$ 16,375	\$ 90,000	\$ 22,625	\$ 90,000	\$ 90,000	\$ -

Budget Summary Analysis

Program 8701–Intramurals

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 03 Instructional Salaries and Wages</i>			
Salaries and Wages			
Wages-Other	Wages paid to support middle school intramural athletic activities at each middle school.	\$ -	• No change.
<i>State Category 04 Instructional Textbooks/Supplies</i>			
Supplies and Materials			
Supplies-General	Supplies to support middle school intramural athletic programs.	\$ -	• No change.
Total \$ Change		\$ -	
Total % Change		0.00%	

Enrollment

Student Participation Data in Intramurals				
Program 8701	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Activities Offered	373	9*	739	790
Student Participation	5,893	76*	3,715	3,901

** Affected by the impact of COVID-19 on instruction and operations.*

Co-curricular Activities

8801

Program Overview and Insights

This program focuses on developing and implementing curriculum that aligns with the Maryland College and Career-Ready Standards.

The objectives of the co-curricular activities program align with the Strategic Call to Action by:

- Providing equitable opportunities for students to participate in co-curricular academic activities that extend and enhance the curriculum and are meaningful and rewarding.
- Providing high-quality interventions and supports for students who are underachieving in academic subjects, especially math and reading.
- Increasing students’ skills, attributes, and knowledge necessary to acquire meaningful and rewarding employment in a dynamic international workplace.

Budget Summary

Co-curricular Activities	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Other	\$ 214,400	\$ 102,465	\$ 214,400	\$ 153,250	\$ 214,400	\$ 174,700	\$ 229,280	\$ 229,280	\$ -
Subtotal	214,400	102,465	214,400	153,250	214,400	174,700	229,280	229,280	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	140,250	-	140,250	74,759	140,250	92,440	140,250	-	(140,250)
Subtotal	140,250	-	140,250	74,759	140,250	92,440	140,250	-	(140,250)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	115,050	-	115,050	31,226	115,050	58,454	132,308	-	(132,308)
Subtotal	115,050	-	115,050	31,226	115,050	58,454	132,308	-	(132,308)
Program 8801 Total	\$ 469,700	\$ 102,465	\$ 469,700	\$ 259,235	\$ 469,700	\$ 325,594	\$ 501,838	\$ 229,280	\$ (272,558)

Budget Summary Analysis

Program 8801–Co-curricular Activities

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Other	Wages paid to support Co-Curricular activities at each middle school as well as band, chorus, and orchestra at each middle and elementary school.	\$ -	• No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Labor	Grade 6 team building experience costs associated with students who participate in the FARMs program.	(140,250)	• Eliminates funding related to Grade 6 team building experience
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Transportation for grade 6 team building experience field trip.	(132,308)	• Eliminates funding related to transportation costs for Grade 6 team building experience.
		Total \$ Change	\$ (272,558)
		Total % Change	(54.31)%

Enrollment

Student Participation Data for Co-curricular Activities				
Program 8801	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Student Participation	3,412	1,587*	3,715	4,086
Students Receiving FARMs	749	331*	1,048	1,205

* Affected by the impact of COVID-19 on instruction and operations.

Division of Academics – Budget Summary

Overview of the Division

The Division of Academic's purpose is to ensure that each child graduates or receives a certificate of program completion and is ready for post-secondary education, career, and life. The Division of Academics is organized into three large departments:

- Department of Curriculum, Instruction, and Assessment
- Department of Program Innovation and Student Well-Being
- Department of Special Education

The overarching services of this Division are delivered through the budgets of the following programs:

- Chief Academic Officer
- Academic Support for Schools
- Homewood

The Division of Academics promotes Equity in Action by engaging students, staff, and the community through an instructional program that is rigorous, globally-relevant, engaging, emotionally supportive, and aligned with the following Strategic Call to Action outcomes:

- Students are active, engaged, and empowered partners in authentic learning experiences that ensure preparation for future careers and life.
- Each student receives a high-quality education through access to individualized instruction, challenges, supports, and opportunities.
- Curriculum is based on standards and best practices, implemented, and aligned with meaningful assessments that provide actionable data for instructional planning.
- Family and community partnerships are fostered to increase equitable opportunities for students and maximize resources and learning opportunities from birth to 21.
- Student and staff well-being is nurtured in a safe and supportive environment.

The Division of Academics staff design programs, professional learning, community engagement, and curriculum that works to ensure that each and every student receives a high-quality education through access to individualized instruction, appropriate interventions, just-in-time supports and differentiated opportunities. Division staff provide support to school staff, students, and families so that all students experience authentic learning, including equitable opportunities to earn college credit or industry certification, to prepare students for future careers and life. Additional focus is also placed on student's physical and mental health while working to mitigate gaps in learning.

The Division of Academics advances this budget to align resources to increased student needs in the areas of reading, mathematics, English for Speakers of Other Languages (ESOL), special education, and social-emotional well-being. Increases to the Division budgets primarily reflect compensation increases based on negotiated agreements. To offset increases, division staff identified efficiencies so that prioritized needs are served.

Summary of Major Budget Changes for FY 2025

HCPSS faces the financial pressures of a structural deficit due to declining revenues and increasing costs. The budget strategy for FY 2025 rethinks the development of the Superintendent's Proposed Budget to manage the pressure the structural deficit places on the request for new funding. This was done to align with Board of

Division of Academics – Budget Summary

Education and county requests to bring forward a budget that presents clear choices to reallocate funding from existing services to meet our fiscal obligations for FY 2025. As a result, while the budget requests an increase in funding for mandates, commitments, and priorities, reductions are proposed in program budgets to offset the overall growth of the budget.

The Division of Academics budget includes:

- Budget additions of \$317,208.
- Budget reductions of \$(1.2) million and (8.00) FTE positions.
- Net changes to the budget are \$(914,620) less than the current FY 2024 approved budget and (8.00) less FTE positions.
- Year over year, the division's budget is decreasing by 5.1 percent. More specific information on these budget changes is explained in the sections below which is followed by schedules summarizing the Division budget, budget additions and budget reductions by program.

Budget Additions

All Budget additions in the FY 2025 Superintendent's Proposed Budget have been grouped as Mandates, Commitments, and Priorities.

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Sub-groupings for each of these are provided to summarize the budget dollars and positions proposed across programs and divisions. The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides the combined summary of budget additions for all divisions and by state category.

A summary of budget additions by grouping is provided below.

The Division of Academics budget includes new budget cost additions of \$317,208.

Mandates

- \$20,910 – Blueprint requirements for National Board Certification pay for teachers.

Commitments

- \$(194,239) – Year-over-Year Personnel Cost Change. This adjustment will appear in all program budgets that have budgeted personnel. A complete explanation for these changes is included in the Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book.

Priorities

- \$480,537 – marker for negotiated employee compensation increases.
- \$10,000 – other administrative costs related to staff mileage reimbursement.

Division of Academics – Budget Summary

Budget Reductions

Each division budget proposes reductions to offset the expenditure increases included in the FY 2025 Superintendent's Proposed Operating Budget. For each division, department, and its programs, these reductions are grouped as Programmatic School-Based and Programmatic Non-School-Based.

- Programmatic School-Based are budget reduction directly affecting the classroom and schools. The reductions are sub-grouped by certain programmatic areas and services to summarize where budget dollars and positions are being reduced across programs and divisions.
- Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools. These reductions are sub-grouped into reductions affecting personnel and non-personnel reductions.

The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides a combined summary of budget reductions by group and sub-group for all divisions and by state category.

A high-level overview of major reductions and the service impact(s) for the division budget are shown below.

The Division of Academics budget includes reductions of \$(1.2) million and (8.00) FTE positions.

Programmatic School-Based

Other Supports

- \$(300,000) – reduction in Program 3202 Academic Support for Schools for Guilford Park High School one-time non-recurring funding for textbooks.
 - Impact: The FY 2025 need for Guilford Park textbook needs will be absorbed in the total textbook allotment, which will result in fewer new books being able to be purchased across the district.
- \$(20,000) – reduction in Program 3402, Homewood in other supports/contracted consultant.
 - Impact: This reduction is anticipated to have less impact and is based on the prior usage of funds. Historically, this funding was used to provide specialized professional learning, additional mental health support, and transportation support.

Programmatic Non-School Based

Personnel

- \$(143,639) and (1.00) FTE position – Program 0304 Chief Academic Officer: Elimination of 1.00 School Counseling Coordinator position.
 - Impact: This will decrease the capacity of the Office of School Counseling and will decrease support to schools with school counseling needs including hiring, professional learning, observations, program development and monitoring, and problem solving. Additional demands will be placed on the remaining team.
- \$(291,704) and (2.00) FTE positions – Program 0304 Chief Academic Officer: Elimination of 2.00 Career and Technical Education (CTE) Instructional Facilitators.
 - Impact: This will decrease the capacity of the Office of CTE and will decrease support to schools with CTE needs including hiring, professional learning, curriculum development,

Division of Academics – Budget Summary

observations, program development and monitoring, and problem solving. Additional demands will be placed on the remaining team.

- \$(116,068) and (1.00) FTE position – Program 0304, Chief Academic Officer: Elimination of 1.00 Community Schools and Academic Intervention Instructional Facilitator position.
 - Impact: This will decrease the capacity of support for Academic Intervention Summer Programs. Community Schools work will be managed through the Title I Office. Additional demands will be placed on other staff to support summer programming.
- \$(102,286) and (1.00) FTE position – Program 0304 Chief Academic Officer: Elimination of 1.00 Executive Assistant III position.
 - Impact: This will decrease the responsiveness of the Division of Academics. Additional demands will be placed on the other Executive Assistants to support the Chief Academic Officer and other centralized tasks.
- \$(75,407) and (1.00) FTE position – Program 0304 Chief Academic Officer: Elimination of 1.00 Technical Assistant position.
 - Impact: This position currently supports the Office of Instructional Technology, including supporting accessibility for Canvas and other technology applications. This reduction will decrease the responsiveness of the Department of Curriculum, Instruction, and Assessment. Additional demands will be placed on the other technical assistants and other programmatic staff to support curricular programs.
- \$(163,404) and (2.00) FTE positions – Program 0304 Chief Academic Officer: Elimination of 2.00 Secretary positions.
 - Impact: This will decrease the responsiveness of the Department of Program Innovation and Student Well-Being. Additional demands will be placed on the other programmatic staff to support student services programs including psychological services, pupil personnel services, and home and hospital instruction.

Non-Personnel

- \$(19,320) reduction in mileage stipend in Program 0304, Chief Academic Officer.
 - Impact: This reduction creates a need for a funding increase for itemized mileage reimbursement of staff no longer receiving mileage stipend benefits. The increase is reflected in budget additions under Other Supports.

Position Reduction List

Division/Dept	Program	Classification Job Title	FTE Count
Academics	Chief Academic Officer-0304	COORDINATOR	(1.00)
		EXECUTIVE ASSISTANT	(1.00)
		INSTRUCTIONAL FACILITATOR	(3.00)
		SECRETARY	(2.00)
		TECHNICAL ASSISTANT	(1.00)
Academics Total			(8.00)

Division of Academics – Budget Summary

SUMMARY OF FY 2025 PROPOSED BUDGET								
Program	Program Number	Approved Budget FY 2024	Total Additions	Total Reductions	Net Budget Changes FTE	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change from FY 2024
Chief Academic Officer	0304	\$ 10,048,707	\$ 206,772	\$ (911,828)	(8.00)	\$ 9,343,651	\$ (705,056)	-7.02%
Academic Support for Schools	3202	2,403,171	-	(300,000)	-	2,103,171	(300,000)	-12.48%
Homewood	3402	5,486,819	110,436	(20,000)	-	5,577,255	90,436	1.65%
Academics Total		\$ 17,938,697	\$ 317,208	\$ (1,231,828)	(8.00)	\$ 17,024,077	\$ (914,620)	-5.10%

Division of Academics – Budget Summary

Proposed FY 2025 Budget Changes						FY 2025 Proposed	
BUDGET ADDITIONS	Program Number	Mandates	Commitments	Priorities		Total Additions	Total Additions FTE
		Blueprint-National Board Certification	Year over Year Personnel Cost Change	Employee Compensation Marker	Other		
Chief Academic Officer	0304	\$ -	\$ (95,436)	\$ 292,208	\$ 10,000	\$ 206,772	-
Academic Support for Schools	3202	-	-	-	-	-	-
Homewood	3402	20,910	(98,803)	188,329	-	110,436	-
Academics Total		\$ 20,910	\$ (194,239)	\$ 480,537	\$ 10,000	\$ 317,208	-

Division of Academics – Budget Summary

BUDGET REDUCTIONS		Proposed FY 2025 Budget Changes					FY 2025 Proposed	
		Programmatic-School Based		Programmatic-Non School Based			Total Reductions	Total Reductions FTE
Program	Program Number	Other Supports	Personnel	Personnel FTE	Non-Personnel			
Chief Academic Officer	0304	\$ -	\$(892,508)	(8.00)	\$ (19,320)	\$ (911,828)	(8.00)	
Academic Support for Schools	3202	(300,000)	-	-	-	(300,000)	-	
Homewood	3402	(20,000)	-	-	-	(20,000)	-	
Academics Total		\$ (320,000)	\$(892,508)	(8.00)	\$ (19,320)	\$ (1,231,828)	(8.00)	

Chief Academic Officer

0304

Program Overview and Insights

This program provides the Departments of Curriculum, Instruction, and Assessment and Program Innovation and Student Well-Being with staff who strategically oversee school programs from design through implementation and evaluation. These staff collaborate with schools to ensure that every student achieves academic excellence while enjoying a sense of true belonging. Centrally based staff are responsible for planning, developing, implementing, monitoring, and assessing curriculum and related instructional activities and for supporting all aspects of school instruction in elementary, middle, and high schools.

Coordinators and Instructional Facilitators support school staff by providing feedback from formal and informal observations. Additionally, they work closely with family and community stakeholders to ensure that each and every child is engaged in meaningful activities aligned to career and college readiness experiences. This team also leads many student activities such as Visual Arts Exhibitions, High School Student Learning Conference, and National History Day. Program Innovation and Student Well-being staff members provide a wide range of services to support students' health, social-emotional growth and well-being, academic and behavioral success, and career and academic goal setting.

Budget Summary

Chief Academic Officer	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ 7,423,969	\$ 7,129,385	\$ 7,991,169	\$ 7,846,911	\$ 8,814,932	\$ 8,904,676	\$ 9,729,503	\$ 9,033,767	\$ (695,736)
Wages-Stipends	3,000	-	2,000	3,000	6,000	6,000	7,500	7,500	-
Wages-Workshop	98,120	82,946	98,120	87,953	215,864	186,154	190,864	190,864	-
Wages-Overtime	-	1,050	-	772	-	-	-	-	-
Subtotal	7,525,089	7,213,381	8,091,289	7,938,636	9,036,796	9,096,830	9,927,867	9,232,131	(695,736)
Contracted Services									
Contracted-General	35,000	33,174	35,000	34,139	35,000	38,005	35,000	35,000	-
Subtotal	35,000	33,174	35,000	34,139	35,000	38,005	35,000	35,000	-
Supplies and Materials									
Supplies-General	17,600	257	17,600	2,192	17,600	4,824	17,600	17,600	-
Technology-Computer	-	37,852	12,000	46,058	-	4,110	-	-	-
Technology-Supply	-	-	-	19,908	-	219	-	-	-
Subtotal	17,600	38,109	29,600	68,158	17,600	9,153	17,600	17,600	-
Other Charges									
Dues & Subscriptions	-	260	-	464	-	199	-	-	-
Travel-Conferences	-	60	-	265	-	2,379	-	-	-
Travel-Mileage	79,340	16,690	67,340	25,740	68,240	51,116	68,240	58,920	(9,320)
Subtotal	79,340	17,010	67,340	26,469	68,240	53,694	68,240	58,920	(9,320)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Budget Reserve - Contracted Services	750,000	-	-	-	-	-	-	-	-
Subtotal	750,000	-	-	-	-	-	-	-	-
<i>State Category 08 Student Health Services</i>									
Contracted Services									
Budget Reserve - Contracted Services	750,000	-	-	-	-	-	-	-	-
Subtotal	750,000	-	-	-	-	-	-	-	-
Supplies and Materials									
Supplies-General	-	156,438	-	-	-	-	-	-	-
Subtotal	-	156,438	-	-	-	-	-	-	-
Program 0304 Total	\$ 9,157,029	\$ 7,458,112	\$ 8,223,229	\$ 8,067,402	\$ 9,157,636	\$ 9,197,682	\$ 10,048,707	\$ 9,343,651	\$ (705,056)

Budget Summary Analysis

Program 0304–Chief Academic Officer

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 02 Mid-Level Administration</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (695,736)	<ul style="list-style-type: none"> • Reflects the following staffing changes completed during FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Instructional Facilitator reclassified to a 1.0 Facilitator ◦ Pupil Personnel Worker transferred from Pupil Personnel Services (6101) and reclassified as a 1.0 Instructional Facilitator ◦ (1.0) Instructional Facilitator reclassified to a 1.0 Manager ◦ (1.0) Specialist transferred to Student Access and Achievement (9501) ◦ (1.0) Secretary transferred to Student Access and Achievement (9501) ◦ (0.5) Manager reclassified to a 0.5 Fiscal Analyst ◦ (0.5) Manager reclassified to a 0.5 Coordinator • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (3.0) Instructional Facilitators ◦ (1.0) Executive Assistant ◦ (1.0) Technical Assistant ◦ (2.0) Secretaries • Reflects the following staffing change in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Coordinator transferred to Title I grant • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Stipends	Stipends for staff.		- • No change.
Wages-Workshop	Wages paid to teachers for participating in curriculum and assessment development workshops.		- • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
Contracted Services			
Contracted-General	Copyright permissions.	-	• No change.
Supplies and Materials			
Supplies-General	Consumable office supplies, curriculum and assessment development and unanticipated instructional program needs.	-	• No change.
Other Charges			
Travel-Mileage	Business-related mileage reimbursement for staff.	(9,320)	<ul style="list-style-type: none"> • Eliminates (\$19,320) in funding related to mileage stipend benefit for designated managerial positions. • Increases \$10,000 in funding for itemized mileage reimbursement.
Total \$ Change		\$ (705,056)	
Total % Change		(7.02)%	

Staffing

Program 0304	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
CHIEF ACADEMIC OFFICER	1.0	1.0	1.0	1.0	1.0
EXECUTIVE DIRECTOR	2.0	2.0	2.0	2.0	2.0
DIRECTOR	2.0	2.0	2.0	2.0	2.0
COORDINATOR	25.5	25.5	30.0	29.0	28.5
INSTRUCTIONAL FACILITATOR	16.0	18.0	16.0	21.0	17.0
FACILITATOR	-	-	-	-	1.0
MANAGER	1.0	1.0	1.0	1.0	1.0
FISCAL ANALYST	-	-	-	-	0.5
SPECIALIST	1.0	1.0	3.0	4.0	3.0
EXECUTIVE ASSISTANT	3.0	3.0	3.0	4.0	3.0
TECHNICAL ASSISTANT	3.0	4.0	7.0	11.0	10.0
SECRETARY	12.0	10.0	10.0	3.0	-
Total Operating Fund FTE	66.5	67.5	75.0	78.0	69.0

Enrollment

Program 0304	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Elementary (K–5)	24,295*	24,329	24,575	24,833	24,792
Middle	13,683*	13,297	13,169	13,289	13,542
High	18,196*	18,273	18,369	18,592	18,443

* Affected by the impact of COVID-19 on instruction and operations.

Academic Support for Schools

3202

Program Overview and Insights

This program helps to ensure that each and every student acquires the skills, attributes, and knowledge necessary to become global citizens and obtain meaningful and rewarding employment in a dynamic, international workplace. The evidence of success for this broad budget program is indicated in the district wide graduation rates that are analyzed for all students and student groups. This program uses targeted resources to meet the needs of identified schools and students. The Division of Academics includes the Department of Curriculum Instruction and Assessment, the Department of Special Education, and the Department of Program Innovation and Student Well-Being. This program supports initiatives that are not budgeted within those programs.

The Howard County Public School System instructional program leverages the benefits of technology, supports student academic performance, and enhances student well-being. The instructional program drives decisions about critical resources. Funding is required to provide targeted supports and acceleration programs to close achievement gaps, monitor student growth, and make necessary instructional adjustments to meet student needs.

Budget Summary

Academic Support for Schools	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Workshop	\$ 73,281	\$ -	\$ 69,661	\$ 47,599	\$ 153,254	\$ 120,241	\$ 153,254	\$ 153,254	\$ -
Subtotal	73,281	-	69,661	47,599	153,254	120,241	153,254	153,254	-
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Textbooks	1,004,864	1,215,054	1,004,864	982,558	1,764,917	1,408,375	1,494,917	1,194,917	(300,000)
Technology-Computer	-	55,190	-	13,825	-	-	-	-	-
Supplies-General	50,000	78,220	50,000	33,049	50,000	-	50,000	50,000	-
Subtotal	1,054,864	1,348,464	1,054,864	1,029,432	1,814,917	1,408,375	1,544,917	1,244,917	(300,000)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-General	20,000	31,964	20,000	95,578	20,000	5,267	20,000	20,000	-
Contracted-Consultant	51,380	42,033	55,000	45,940	55,000	59,440	55,000	55,000	-
Maintenance-Software	50,000	956,693	50,000	939,397	50,000	331,342	50,000	50,000	-
Subtotal	121,380	1,030,690	125,000	1,080,915	125,000	396,049	125,000	125,000	-
Other Charges									
Travel-Conferences	-	-	-	-	-	2,098	-	-	-
Subtotal	-	-	-	-	-	2,098	-	-	-
Transfers									
Transfers-Out of County	-	-	580,000	347,431	580,000	429,521	580,000	580,000	-
Subtotal	-	-	580,000	347,431	580,000	429,521	580,000	580,000	-
Program 3202 Total	\$ 1,249,525	\$ 2,379,154	\$ 1,829,525	\$ 2,505,377	\$ 2,673,171	\$ 2,356,284	\$ 2,403,171	\$ 2,103,171	\$ (300,000)

Budget Summary Analysis

Program 3202–Academic Support for Schools

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Workshop	Wages for professional learning to support various initiatives including, but not limited to, training specific to general educators to support students with diverse needs, curriculum development for specialized resources, implementation of school improvement plans, supporting students with Bridge Plans and improving graduation rates.	\$ -	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Textbooks	Growth textbooks for students new to schools and textbooks needing replacement.	(300,000)	• Decreases funding related to FY 2024 non-recurring funding for textbooks for Guilford Park High School.
Supplies-General	Consolidated account to provide supplies and minor equipment required for: enrollment growth, equity/older schools, and ongoing replacements.	-	• No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-General	Contracted services to meet the needs of support within schools.	-	• No change.
Contracted-Consultant	Consultants and services to support instructional needs and partnerships with other Howard County agencies.	-	• No change.
Maintenance-Software	Software subscriptions and licenses for schools.	-	• No change.
Transfers			
Transfers-Out of County	Costs associated with SEED School, Maryland Department Juvenile Services Education Costs, Out of County Living Arrangements Program, and Kinship Care Program.	-	• No change.
		Total \$ Change	\$ (300,000)
		Total % Change	(12.48)%

Enrollment

Program 3202	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Elementary (K–5)	24,295*	24,329	24,575	24,833	24,792
Middle	13,683*	13,297	13,169	13,289	13,542
High	18,196*	18,273	18,369	18,592	18,443

* Affected by the impact of COVID-19 on instruction and operations.

Homewood**3402**

Program Overview and Insights

Homewood is comprised of two distinct programs: Gateway and Bridges. Gateway is the countywide alternative educational program for middle and high school students in need of intensive academic and behavioral instruction and support. The program provides academic instruction, enrichment, and remediation, trauma-informed counseling and a positive behavior management system designed to help students develop more appropriate school behaviors. Bridges is the public, separate therapeutic, special education day program for students. It is designed for students whose most prominent struggles are understood to be the result of psychiatric conditions, internal psychological states like anxiety or depression and/or neurochemical/neuroanatomical idiosyncrasies such as autism spectrum disorders. Classes are small and instruction is specialized and differentiated with an infusion of therapeutic support and counseling services available in multiple formats. Intensive staffing ratios and trained interventionists ensure that students are appropriately supported. Monthly family meetings are held in the evening to build community and to provide families with training and information to support their child at home. Students in both Gateway and Bridges may participate in their comprehensive school activities or sports and several students enroll and complete academies at the ARL. Given the highly structured support systems in both programs, students recoup and earn credits to obtain their high school diploma. Based on their progress and interest, students in both Homewood programs can return to their comprehensive setting; however, many students cite the level of support they receive, and successes experienced while at Homewood and elect to remain through graduation.

Budget Summary

Homewood	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 3,693,071	\$ 3,592,124	\$ 3,736,968	\$ 3,693,130	\$ 4,064,657	\$ 3,529,746	\$ 3,417,615	\$ 3,404,091	\$ (13,524)
Wages-Workshop	15,000	-	15,000	-	15,000	3,217	15,000	15,000	-
Subtotal	3,708,071	3,592,124	3,751,968	3,693,130	4,079,657	3,532,963	3,432,615	3,419,091	(13,524)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-General	47,144	19,449	47,144	42,858	47,144	38,633	47,144	47,144	-
Subtotal	47,144	19,449	47,144	42,858	47,144	38,633	47,144	47,144	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Consultant	32,214	1,260	32,214	1,820	32,214	-	32,214	12,214	(20,000)
Subtotal	32,214	1,260	32,214	1,820	32,214	-	32,214	12,214	(20,000)
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	1,511,552	1,515,139	1,620,351	1,428,599	1,638,009	1,608,555	1,483,599	1,542,577	58,978
Subtotal	1,511,552	1,515,139	1,620,351	1,428,599	1,638,009	1,608,555	1,483,599	1,542,577	58,978
Supplies and Materials									
Supplies-General	2,000	1,895	2,000	2,000	2,000	1,967	2,000	2,000	-
Subtotal	2,000	1,895	2,000	2,000	2,000	1,967	2,000	2,000	-
Other Charges									
Travel-Mileage	-	-	-	109	-	-	-	-	-
Subtotal	-	-	-	109	-	-	-	-	-
<i>State Category 07 Student Personnel Services</i>									
Salaries and Wages									
Salaries	-	-	-	-	-	-	489,247	554,229	64,982
Subtotal	-	-	-	-	-	-	489,247	554,229	64,982
Program 3402 Total	\$ 5,300,981	\$ 5,129,867	\$ 5,453,677	\$ 5,168,516	\$ 5,799,024	\$ 5,182,118	\$ 5,486,819	\$ 5,577,255	\$ 90,436

Budget Summary Analysis

Program 3402–Homewood

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for Homewood staff serving the Gateway program.	\$ (13,524)	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Workshop	Wages paid to teachers for participating in curriculum and assessment development workshops.	-	<ul style="list-style-type: none"> • No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-General	Additional supplies and small equipment items, student activities, and incentives.	-	<ul style="list-style-type: none"> • No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Consultant	Group and individual counseling for Homewood students and professional development opportunities for staff.	(20,000)	<ul style="list-style-type: none"> • Decreases funding for contracted services related to counseling students and providing professional development for staff at Homewood.
State Category 06 Special Education			
Salaries and Wages			
Salaries	Salaries for Homewood staff serving the Bridges program.	58,978	<ul style="list-style-type: none"> • Reflects the following staffing change completed during FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Specialist Mental Health reclassified to a 1.0 Facilitator • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Supplies and Materials			
Supplies-General	Additional supplies and small equipment items, student activities, and incentives.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 07 Student Personnel Services</i>			
Salaries and Wages			
Salaries	Salaries for Homewood social worker staff serving the Gateway and Bridges programs.	64,982	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Total \$ Change		\$ 90,436	
Total % Change		1.65%	

Staffing

Program 3402	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
SCHOOL COUNSELOR OTHER	2.0	2.0	2.0	3.0	3.0
SOCIAL WORKER	-	-	-	2.0	2.0
SCH MENTAL HEALTH THERAPIST	5.0	5.0	5.0	-	-
SCH MENTAL HEALTH TECH	3.0	4.0	4.0	4.0	4.0
TEACHER	30.8	31.6	33.0	28.0	28.0
PARAEDUCATOR	10.0	10.0	10.0	6.0	6.0
PARAEDUCATOR OTHER	3.0	1.0	1.0	1.0	1.0
BRIDGES (3323)					
FACILITATOR	-	-	-	-	1.0
SOCIAL WORKER	-	-	-	3.0	3.0
SCH MENTAL HEALTH TEACHER	3.0	4.0	3.0	-	-
SPECIALIST MENTAL HEALTH	1.0	1.0	1.0	1.0	-
SCH MENTAL HEALTH TECH	4.0	4.0	4.0	4.0	4.0
ALTERNATIVE EDUCATION TEACHER	1.0	-	-	-	-
TEACHER	8.0	9.0	9.0	9.0	9.0
PARAEDUCATOR	5.0	5.0	6.0	6.0	6.0
Total Operating Fund FTE	75.8	76.6	78.0	67.0	67.0

Enrollment

Program 3402	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Gateway	74*	58	93	80	100
Bridges	57*	64	77	65	77
Total	131*	122	170	145	177

* Affected by the impact of COVID-19 on instruction and operations.



Student Art – Z. Roper

Department of Curriculum, Instruction, and Assessment – Budget Summary

Overview of the Department

The Department of Curriculum, Instruction, and Assessment within the Academics Division provides key services in support of the HCPSS's mission. The role/purpose of this department is to provide curriculum, materials of instruction, professional learning, and to support schools, students, and families to ensure high-quality learning occurs for all students each day.

The services of this department are delivered through the budgets of the following programs:

- Art
- Theatre and Dance
- Elementary Language Arts
- Elementary Mathematics
- Elementary Social Studies
- Elementary Science
- Reading Supports
- Prekindergarten
- English Language Arts- Secondary
- World Languages
- English for Speakers of Other Languages
- Health Education
- Physical Education
- Early Childhood Programs
- Mathematics- Secondary
- Library Media
- Media Technical Services
- Music
- Science-Secondary
- Social Studies–Secondary
- Gifted and Talented
- Instructional Technology

The Department of Curriculum, Instruction, and Assessment promotes Equity in Action by providing students with high-quality instruction and access to a variety of experiences that support student growth and development. Department staff work to ensure that all students see diversity and inclusion reflected in the curriculum and respect the contributions of all populations. Curriculum is based on standards and best practices, implemented with fidelity, and aligned with meaningful assessments that provide actionable data for instructional planning. The Department of Curriculum, Instruction, and Assessment strives to ensure that all students master challenging academic standards, see their own and other's experiences reflected in the curriculum, and are prepared to engage in continued learning, rewarding careers, and positive civic engagement.

The program budgets within the Department of Curriculum, Instruction, and Assessment provide staffing, supplies, and materials of instruction that support student access to comprehensive programming designed to support academic growth and student interests. The following policies impact each of the program budgets within this department: [Policy 1080 – Educational Equity](#), [Policy 8000 – Curriculum](#), [Policy 8010 – Grading and Reporting: Pre-Kindergarten through Grade 5](#), [Policy 8020 – Grading and Reporting: Middle and High School](#), [Policy 8030 – Graduation Requirements](#), [Policy 8040 – Selection of Instructional Materials](#), [Policy 8050 – Teaching of Controversial Issues](#), [Policy 8100 – Field Trips](#), and [Policy 8200 – Digital Education](#).

Department of Curriculum, Instruction, and Assessment – Budget Summary

Summary of Major Budget Changes for FY 2025

HCPSS faces the financial pressures of a structural deficit due to declining revenues and increasing costs. The budget strategy for FY 2025 rethinks the development of the Superintendent's Proposed Budget to manage the pressure the structural deficit places on the request for new funding. This was done to align with Board of Education and county requests to bring forward a budget that presents clear choices to reallocate funding from existing services to meet our fiscal obligations for FY 2025. As a result, while the budget requests an increase in funding for mandates, commitments, and priorities, reductions are proposed in program budgets to offset the overall growth of the budget.

The Department of Curriculum, Instruction, and Assessment budget includes:

- Budget additions of \$5.7 million and 21.80 FTE positions.
- Budget reductions of \$(5.5) million and (69.70) FTE positions.
- Net changes to the budget are \$177,204 more than the current FY 2024 approved budget and (47.90) less FTE positions.
- Year over year, the department's budget is increasing by 0.14 percent. More specific information on these budget changes is explained in the sections below which is followed by schedules summarizing the department budget, budget additions and budget reductions by program.

Budget Additions

Budget additions in the FY 2025 Superintendent's Proposed Budget are grouped as Mandates, Commitments, and Priorities.

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Sub-groupings for each of these is provided to summarize the budget dollars and positions proposed across programs and divisions. The Factors Influencing and Summary of Budget in the Executive Summary section of the budget book provides the combined summary of budget additions for all divisions and by state category.

A summary of budget additions by grouping is provided below.

The Department of Curriculum, Instruction, and Assessment budget includes new budget cost additions of \$5.7 million and 21.80 FTE positions.

Department of Curriculum, Instruction, and Assessment – Budget Summary

Mandates

- \$1.2 million and 20.60 FTE positions – Blueprint costs requirements related to Pre-K expansion.
- \$526,160 for Blueprint requirements for National Board Certification pay for teachers.

Commitments

- \$(637,550) – Year-over-Year Personnel Cost Change. This adjustment will appear in all program budgets that have budgeted personnel. A complete explanation for these changes is included in the Factors Influencing and Budget Summary in the Executive Summary section of the budget book.
- \$5,480 – financial obligations related to National Board Certification pay requirements for Media Specialists.

Priorities

- \$3.9 million – marker for negotiated employee compensation increases.
- \$29,070 and (0.80) FTE position – enrollment driven staffing changes in related arts programs.
- \$623,888 and 2.00 FTE position – services transitioning from expiring COVID-Grants.

Budget Reductions

Each division and department budget proposes reductions to offset the expenditure increases included in the FY 2025 Superintendent's Proposed Operating Budget. For each division, department, and its programs, these reductions are grouped as Programmatic School-Based and Programmatic Non-School Based.

- Programmatic School-Based are budget reduction directly affecting the classroom and schools. The reductions are sub-grouped by certain programmatic areas and services to summarize where budget dollars and positions are being reduced across programs and divisions.
- Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools. These reductions are sub-grouped into reductions affecting personnel and non-personnel reductions.

The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides a combined summary of budget reductions by group and sub-group for all divisions and by state category.

A high-level overview of major reductions and the service impact(s) for the budget are shown below. The Department of Curriculum, Instruction, and Assessment budget includes reductions of \$(5.5) million and (69.70) FTE positions.

Programmatic School-Based

Class Size Ratios

- \$(944,010) and (15.70) FTE positions – reductions across the following programs due to proposed increase in class size ratio by 2:
Program 0601 Art (1.40 Teacher FTE),
Program 1301 Early Childhood Programs (8.00 Teacher FTE and 2.50 Paraeducator FTE),

Department of Curriculum, Instruction, and Assessment – Budget Summary

Program 1601 Music (1.40 Teacher FTE),

Program 1701 Physical Education (2.40 Teacher FTE).

- Impact: More students will be physically present in each classroom space and teachers will have additional students.

Elementary Gifted and Talented

- \$(1.3 million) and (20.00) FTE positions – Program 2301 Gifted and Talented: Elimination of 20.00 Elementary Gifted and Talented teaching positions resulting in changes to staffing allocated to elementary schools.
 - Impact: Elementary gifted and talented instructional seminars and Grade 2 curriculum extension units (CEUs) will be reduced.

Music

- \$(795,600) and (12.00) FTE positions – Program 1601 Music: Elimination of 12.00 teaching positions for elementary instrumental music related to reduction of Grade 3 strings programs.
 - Impact: Grade 3 strings instruction will no longer be offered. Formal instrumental instruction will begin in Grade 4.

Library Media

- \$(593,686) and (7.50) FTE positions – Program 1501 Library Media: Elimination of 7.50 Media Specialists (reduction of a 0.50 media specialist at each high school and 1.00 media specialist reduction at ARL).
 - Impact: All comprehensive high schools will have 1.50 media specialists rather than 2.00. The ARL will have no media specialists, resulting in less library media support for students and teachers.

Curricular Field Trips

- \$(279,701) – reduction in curricular field trips and extracurricular trips in the following programs:
 - Program 0714 Elementary Science (Grade 4 elementary science “Our Environment in Our Hands” field program),
 - Program 0901 English Language Arts – Secondary (speech and debate team travel),
 - Program 1301 Early Childhood Programs (kindergarten Howard County library field trip),
 - Program 1302 Pre-K (Prekindergarten field trips),
 - Program 1401 Secondary Mathematics (Howard County Math League team and American Regional Math League meet travel),
 - Program 1601 Music (adjudications and assessments and orchestra travel to graduation ceremonies),
 - Program 1901 Science – Secondary (Grade 6 Climate *KNOWledge* and high school watershed report card field trips),
 - Program 2001 Social Studies – Secondary (Mock Trial and Model UN competition travel, social science symposium and other secondary social studies field trips),
 - Program 2201 Theatre and Dance (All County Dance Festival and senior dance company adjudications for All County Ensemble, Theatre Festival),
 - Program 2301 Gifted and Talented (middle school debate, middle school film festival, middle school expo, and high school student learning conference)
 - Impact: Field trips and extracurricular transportation within these programs will no longer be funded in the operating budget.

Department of Curriculum, Instruction, and Assessment – Budget Summary

Paraeducators

- \$(179,010) and (6.50) FTE positions – Program 1901 Science–Secondary: Reduction of a 0.50 Science Paraeducator at each high school.
 - Impact: All comprehensive high schools will have a reduction from a 1.00 to 0.50 part-time paraeducator to assist with science lab preparation.

Other Supports

- \$(411,514) – reductions in other supports across multiple curricular programs and spend categories as follows:
 - \$(206,546) – Supplies-General from programs 0601, 0710, 0711, 0712, 0714, 0901, 1001, 1002, 1101, 1301, 1401, 1501, 1503, 1701, 1901, 2001, and 2301,
 - \$(746) – Supplies-MOI from program 0701,
 - \$(2,000) – Repair-Equipment from program 0601,
 - \$(42,580) – Wages-Workshop from programs 0711, 0712, 1101, 1301, 1802, 2201, and 2301,
 - \$(690) – Dues & Subscriptions from programs 1001 and 1701,
 - \$(26,880) – Wages-Substitute from programs 1101, 1301, 1401, 1802, and 1901,
 - \$(4,000) – Contracted-Labor from programs 1503 and 2301,
 - \$(42,000) – Maintenance-Software from program 1802,
 - \$(60,375) – Contracted-Consultant from program 1802,
 - \$(13,160) – Training from program 1802,
 - \$(12,000) – Wages-Other from program 2301,
 - \$(537) – Supply-Educational Tech from program 2501.
 - Impact: The reductions will result in fewer supplies, equipment, resources, and supports for schools.
- \$(110,000) – reduction of Guilford Park High School non-recurring funding received in FY 2024 in the following categories and programs:
 - \$(15,000) – Textbooks from program 0901,
 - \$(20,000) – Supplies-General from Program 1601 Music,
 - \$(20,000) – Maintenance-Software in Program 1601 Music,
 - \$(15,000) – Technology-Supply from Program 1601 Music.
 - \$(40,000) – Supplies-Materials of Instruction from Program 1901 Science-Secondary.
 - Impact: No impact in FY 2025 as these were one-time funding items associated with opening Guilford Park High School in FY 2024.

Programmatic Non-School Based

Personnel

- \$(121,336) and (1.00) FTE position – Program 0712 Elementary Social Studies: Elimination of 1.00 Resource Teacher
 - Impact: This program office will be reduced to one certificated staff member (coordinator). The elementary programs instructional facilitator will support this office. The office will provide less professional learning, teacher mentoring, school support, and curriculum development.

Department of Curriculum, Instruction, and Assessment – Budget Summary

- \$(91,980) and (1.00) FTE position – Program 0714 Elementary Science: Elimination of 1.00 Resource Teacher
 - Impact: This program office will be reduced to one certificated staff member (coordinator). The elementary programs instructional facilitator will support this office. The office will provide less professional learning, teacher mentoring, school support, and curriculum development.
- \$(111,191) and (1.00) FTE position – Program 0901 English Language Arts - Secondary: Elimination of 1.00 Resource Teacher
 - Impact: This program office will be reduced to two certificated staff members (coordinator and instructional facilitator). The office will provide less professional learning, teacher mentoring, school support, and curriculum development.
- \$(123,336) and (1.00) FTE position – Program 1301 Early Childhood Programs: Elimination of 1.00 Resource Teacher
 - Impact: This program office will be reduced to four certificated staff members (coordinator, instructional facilitator, and two resource teachers). The office will provide less professional learning, teacher mentoring, school support, and curriculum development.
- \$(105,852) and (1.00) FTE position – Program 1503 Media Technical Services: Elimination of 1.00 Resource Teacher
 - Impact: This program office will be reduced to one certificated staff member (coordinator). The office will provide less professional learning, teacher mentoring, school support, and curriculum development.
- \$(77,303) and (1.00) FTE position – Program 1701 Physical Education: Elimination of 1.00 Resource Teacher
 - Impact: This program office will be reduced to two certificated staff members (coordinator and instructional facilitator). The office will provide less professional learning, teacher mentoring, school support, and curriculum development.
- \$(206,922) and (2.00) FTE positions – Program 1901 Science - Secondary: Elimination of 1.00 Resource Teacher and 1.00 Howard County Conservancy teaching position
 - Impact: This program office will be reduced to two certificated staff members (coordinator and instructional facilitator). The office will provide less professional learning, teacher mentoring, school support, and curriculum development. HCPSS staff will not be assigned to the Howard County Conservancy.

Department of Curriculum, Instruction, and Assessment – Budget Summary

Position Reduction List

Division/Dept	Program	Classification Job Title	FTE Count
Academics-CIA	Art-0601	TEACHER ELEM	(1.40)
		PARAEDUCATOR KINDERGARTEN	(2.50)
	Early Childhood Programs-1301	TEACHER ELEM KINDERGARTEN	(8.00)
		TEACHER RESOURCE	(1.00)
	Elementary Science-0714	TEACHER RESOURCE	(1.00)
	Elementary Social Studies-0712	TEACHER RESOURCE	(1.00)
	English Language Arts-Secondary-0901	TEACHER RESOURCE	(1.00)
	Gifted and Talented-2301	TEACHER GT ES CLASSROOM	(20.00)
	Library/Media-1501	MEDIA SPECIALIST	(7.50)
	Media Technical Services-1503	TEACHER RESOURCE	(1.00)
	Music-1601	TEACHER ENSEMBLE	(12.00)
		TEACHER VOCAL	(1.40)
	Physical Education-1701	TEACHER ELEM	(2.40)
		TEACHER RESOURCE	(1.00)
	Science-Secondary-1901	HOWARD COUNTY CONSERVANCY	(1.00)
		PARAEDUCATOR HS	(6.50)
		TEACHER RESOURCE	(1.00)
	Academics-CIA Total		

Department of Curriculum, Instruction, and Assessment – Budget Summary

SUMMARY OF FY 2025 PROPOSED BUDGET								
Program	Program Number	Approved Budget FY 2024	Total Additions	Total Reductions	Net Budget Changes FTE	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change from FY 2024
Art	0601	\$ 6,422,571	\$ 209,616	\$ (104,820)	(0.80)	\$ 6,527,367	\$ 104,796	1.63%
Elementary Programs	0701	746	-	(746)	-	-	(746)	-100.00%
Elementary Language Arts	0710	1,467,803	104,987	(7,883)	-	1,564,907	97,104	6.62%
Elementary Mathematics	0711	1,477,673	77,185	(50,790)	-	1,504,068	26,395	1.79%
Elementary Social Studies	0712	192,921	282	(123,940)	(1.00)	69,263	(123,658)	-64.10%
Elementary Science	0714	410,155	4,229	(128,098)	(1.00)	286,286	(123,869)	-30.20%
English Language Arts - Secondary	0901	254,769	152,258	(136,710)	(1.00)	270,317	15,548	6.10%
World Languages	1001	134,811	34,842	(7,854)	-	161,799	26,988	20.02%
English for Speakers of Other Languages	1002	14,290,613	443,745	(6,693)	-	14,727,665	437,052	3.06%
Health Education	1101	66,866	-	(21,963)	-	44,903	(21,963)	-32.85%
Early Childhood Programs	1301	20,260,241	340,631	(761,100)	(13.50)	19,839,772	(420,469)	-2.08%
Pre-K	1302	6,253,496	1,070,644	(12,305)	15.00	7,311,835	1,058,339	16.92%
Mathematics - Secondary	1401	2,274,835	58,442	(47,284)	-	2,285,993	11,158	0.49%
Library Media	1501	13,108,875	527,419	(603,686)	(5.50)	13,032,608	(76,267)	-0.58%
Media Technical Services	1503	302,874	9,700	(112,852)	(1.00)	199,722	(103,152)	-34.06%
Music	1601	15,951,349	403,963	(1,030,360)	(12.80)	15,324,952	(626,397)	-3.93%
Physical Education	1701	7,970,126	504,657	(248,113)	(0.80)	8,226,670	256,544	3.22%
Reading Supports	1802	14,454,668	976,179	(144,095)	1.00	15,286,752	832,084	5.76%
Science - Secondary	1901	1,027,193	22,356	(522,951)	(8.50)	526,598	(500,595)	-48.73%
Social Studies - Secondary	2001	248,713	6,239	(14,000)	-	240,952	(7,761)	-3.12%
Theatre and Dance	2201	214,755	2,888	(13,335)	-	204,308	(10,447)	-4.86%
Gifted and Talented	2301	12,255,937	468,975	(1,377,326)	(20.00)	11,347,586	(908,351)	-7.41%
Instructional Technology	2501	5,578,773	235,408	(537)	2.00	5,813,644	234,871	4.21%
Curriculum, Instruction, Assessment Total		\$ 124,620,763	\$ 5,654,645	\$ (5,477,441)	(47.90)	\$ 124,797,967	\$ 177,204	0.14%

Department of Curriculum, Instruction, and Assessment – Budget Summary

Department of Curriculum, Instruction, and Assessment – Budget Summary

BUDGET ADDITIONS	Proposed FY 2025 Budget Changes											FY 2025 Proposed	
	Program	Program Number	Mandates		Commitments			Priorities				Total Additions	Total Additions FTE
			Blueprint-PreK	Blueprint-PreK FTE	Blueprint-National Board Certification	Year over Year Personnel Cost Change	Financial Obligations	Employee Compensation Marker	Enrollment Changes	Enrollment Changes FTE	COVID-Grants Transition		
Art	0601	\$ 43,780	0.60	\$ 3,600	\$ (31,408)	\$ -	\$ 193,644	\$ -	\$ -	\$ -	\$ -	\$ 209,616	0.60
Elementary Programs	0701	-	-	-	-	-	-	-	-	-	-	-	-
Elementary Language Arts	0710	-	-	720	61,121	-	43,146	-	-	-	-	104,987	-
Elementary Mathematics	0711	-	-	-	35,889	-	41,296	-	-	-	-	77,185	-
Elementary Social Studies	0712	-	-	-	282	-	-	-	-	-	-	282	-
Elementary Science	0714	-	-	-	(199)	-	4,428	-	-	-	-	4,229	-
English Language Arts - Secondary	0901	-	-	-	258	-	-	-	-	152,000	-	152,258	-
World Languages	1001	-	-	-	30,939	-	3,903	-	-	-	-	34,842	-
English for Speakers of Other Languages	1002	-	-	61,320	(98,022)	-	480,447	-	-	-	-	443,745	-
Health Education	1101	-	-	-	-	-	-	-	-	-	-	-	-
Early Childhood Programs	1301	-	-	91,300	(368,126)	-	672,537	(55,080)	(2.00)	-	-	340,631	(2.00)
Pre-K	1302	759,895	14.00	19,920	(37,215)	-	221,746	-	-	106,298	1.00	1,070,644	15.00
Mathematics - Secondary	1401	-	-	-	(17,292)	-	75,734	-	-	-	-	58,442	-
Library Media	1501	113,220	1.50	-	(30,777)	5,480	401,756	37,740	0.50	-	-	527,419	2.00
Media Technical Services	1503	-	-	4,800	161	-	4,739	-	-	-	-	9,700	-
Music	1601	44,780	0.60	92,700	(251,446)	-	517,929	-	-	-	-	403,963	0.60
Physical Education	1701	159,120	2.40	28,700	33,990	-	269,587	13,260	0.20	-	-	504,657	2.60
Reading Supports	1802	-	-	127,350	53,047	-	430,192	-	-	365,590	1.00	976,179	1.00
Science - Secondary	1901	-	-	-	2,409	-	19,947	-	-	-	-	22,356	-
Social Studies - Secondary	2001	-	-	-	2,328	-	3,911	-	-	-	-	6,239	-
Theatre and Dance	2201	-	-	-	(50)	-	2,938	-	-	-	-	2,888	-
Gifted and Talented	2301	-	-	95,750	36,696	-	336,529	-	-	-	-	468,975	-
Instructional Technology	2501	99,450	1.50	-	(60,135)	-	162,943	33,150	0.50	-	-	235,408	2.00
Curriculum, Instruction, Assessment Total		\$ 1,220,245	20.60	\$ 526,160	\$ (637,550)	\$ 5,480	\$ 3,887,352	\$ 29,070	(0.80)	\$ 623,888	2.00	\$ 5,654,645	21.80

Department of Curriculum, Instruction, and Assessment – Budget Summary

Proposed FY 2025 Budget Changes																		
BUDGET REDUCTIONS																		
Programmatic- School Based															Programmatic-Non School Based		FY 2025 Proposed	
Program	Program Number	Class Size Ratios	Class Size Ratios FTE	Elementary Gifted and Talented	Elementary Gifted and Talented FTE	Music	Music FTE	Library Media	Library Media FTE	Curricular Field Trips	Paraeducators	Paraeducators FTE	Other Supports	Personnel	Personnel FTE	Total Reductions	Total Reductions FTE	
Art	0601	\$ (92,820)	(1.40)	\$ -	-	\$ -	-	\$ -	-	\$ -	\$ -	-	\$ (12,000)	\$ -	-	\$ (104,820)	(1.40)	
Elementary Programs	0701	-	-	-	-	-	-	-	-	-	-	-	(746)	-	-	(746)	-	
Elementary Language Arts	0710	-	-	-	-	-	-	-	-	-	-	-	(7,883)	-	-	(7,883)	-	
Elementary Mathematics	0711	-	-	-	-	-	-	-	-	-	-	-	(50,790)	-	-	(50,790)	-	
Elementary Social Studies	0712	-	-	-	-	-	-	-	-	-	-	-	(2,604)	(121,336)	(1.00)	(123,940)	(1.00)	
Elementary Science	0714	-	-	-	-	-	-	-	-	(8,855)	-	-	(27,263)	(91,980)	(1.00)	(128,098)	(1.00)	
English Language Arts - Secondary	0901	-	-	-	-	-	-	-	-	(5,750)	-	-	(19,769)	(111,191)	(1.00)	(136,710)	(1.00)	
World Languages	1001	-	-	-	-	-	-	-	-	-	-	-	(7,854)	-	-	(7,854)	-	
English for Speakers of Other Languages	1002	-	-	-	-	-	-	-	-	-	-	-	(6,693)	-	-	(6,693)	-	
Health Education	1101	-	-	-	-	-	-	-	-	-	-	-	(21,963)	-	-	(21,963)	-	
Early Childhood Programs	1301	(599,250)	(10.50)	-	-	-	-	-	-	(19,320)	-	-	(19,194)	(123,336)	(1.00)	(761,100)	(11.50)	
Pre-K	1302	-	-	-	-	-	-	-	-	(12,305)	-	-	-	-	-	(12,305)	-	
Mathematics - Secondary	1401	-	-	-	-	-	-	-	-	(33,250)	-	-	(14,034)	-	-	(47,284)	-	
Library Media	1501	-	-	-	-	-	-	(593,686)	(7.50)	-	-	-	(10,000)	-	-	(603,686)	(7.50)	
Media Technical Services	1503	-	-	-	-	-	-	-	-	-	-	-	(7,000)	(105,852)	(1.00)	(112,852)	(1.00)	
Music	1601	(92,820)	(1.40)	-	-	(795,600)	(12.00)	-	-	(86,940)	-	-	(55,000)	-	-	(1,030,360)	(13.40)	
Physical Education	1701	(159,120)	(2.40)	-	-	-	-	-	-	-	-	-	(11,690)	(77,303)	(1.00)	(248,113)	(3.40)	
Reading Supports	1802	-	-	-	-	-	-	-	-	-	-	-	(144,095)	-	-	(144,095)	-	
Science - Secondary	1901	-	-	-	-	-	-	-	-	(75,900)	(179,010)	(6.50)	(61,119)	(206,922)	(2.00)	(522,951)	(8.50)	
Social Studies - Secondary	2001	-	-	-	-	-	-	-	-	(10,120)	-	-	(3,880)	-	-	(14,000)	-	
Theatre and Dance	2201	-	-	-	-	-	-	-	-	(10,335)	-	-	(3,000)	-	-	(13,335)	-	
Gifted and Talented	2301	-	-	(1,326,000)	(20.00)	-	-	-	-	(16,926)	-	-	(34,400)	-	-	(1,377,326)	(20.00)	
Instructional Technology	2501	-	-	-	-	-	-	-	-	-	-	-	(537)	-	-	(537)	-	
Curriculum, Instruction, Assessment Total		\$ (944,010)	(15.70)	\$ (1,326,000)	(20.00)	\$ (795,600)	(12.00)	\$ (593,686)	(7.50)	\$ (279,701)	\$ (179,010)	(6.50)	\$ (521,514)	\$ (837,920)	(8.00)	\$ (5,477,441)	(69.70)	

Art**0601**

Program Overview and Insights

The K–12 visual arts program provides equitable access to coursework focused on technical skills, concept development, and creative problem-solving culminating in advanced level and AP courses in high school. Student exhibitions are held at several district/statewide public and private partnerships spaces to celebrate and honor student achievement in the visual arts. Curricular yearly exhibition themes drive and support teacher understanding and adoption of contemporary teaching strategies and art-making practices.

The Fine Arts programs strive to improve access and fine arts experiences for students. The Office of Fine Arts will focus on the following goals for the next few years:

- Improve elementary fine arts teachers' knowledge and ability to differentiate and support students in Pre-K and students with special needs.
- Articulate fine arts first instruction expectations and K–12 common language to ensure grading is clear and equitable and provides all stakeholders with an understanding of content standards, objectives, and long-term transfer goals.

This program budget provides staffing and supplies that support student access to comprehensive visual arts programming designed to honor a broad range of cultures, customs, beliefs, ideas, and feelings while developing visual literacy through observation, analysis, and creative problem solving.

Visual arts enrollment drives school-based materials of instruction allocations, particularly at the secondary level. The middle school program affords students in Grades 7 and 8 the opportunity to select a yearlong fine arts class each year.

[Middle School Program Update](#) provides a link to a Board Report from October 2021 that can also be accessed on Board Docs.

The Office of Visual Arts, Dance, and Theatre analyzes a variety of data to support student success and continuous growth of the program, including:

- Student enrollment in secondary elective visual arts curricular programming for FY 2023.
- Student participation in curricular exhibitions and student showcases for FY 2023.
- Increased access to curricular resources focused on diverse and underrepresented visual artists.

Budget Summary

Art	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 4,983,269	\$ 4,921,064	\$ 4,923,333	\$ 4,985,991	\$ 5,409,353	\$ 5,397,333	\$ 5,779,699	\$ 5,892,495	\$ 112,796
Subtotal	4,983,269	4,921,064	4,923,333	4,985,991	5,409,353	5,397,333	5,779,699	5,892,495	112,796
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of instruction	429,459	429,079	429,459	428,721	538,999	547,736	468,847	468,847	-
Supplies-General	115,182	99,888	115,182	114,556	120,182	120,178	111,692	101,692	(10,000)
Supplies-Other	50,333	11,188	50,333	49,899	50,333	49,638	50,333	54,333	4,000
Technology-Computer	-	237,744	-	-	67,018	67,162	-	-	-
Technology-Supply	-	-	-	-	1,500	1,792	-	-	-
Subtotal	594,974	777,899	594,974	593,176	778,032	786,506	630,872	624,872	(6,000)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Repair-Equipment	6,000	6,000	6,000	6,000	6,000	6,000	6,000	4,000	(2,000)
Contracted-Consultant	2,000	256	2,000	2,000	2,000	2,000	2,000	2,000	-
Subtotal	8,000	6,256	8,000	8,000	8,000	8,000	8,000	6,000	(2,000)
<i>State Category 14 Community Services</i>									
Supplies and Materials									
Supplies-General	4,000	-	4,000	3,971	4,000	3,941	4,000	4,000	-
Subtotal	4,000	-	4,000	3,971	4,000	3,941	4,000	4,000	-
Program 0601 Total	\$ 5,590,243	\$ 5,705,219	\$ 5,530,307	\$ 5,591,138	\$ 6,199,385	\$ 6,195,780	\$ 6,422,571	\$ 6,527,367	\$ 104,796

Budget Summary Analysis

Program 0601–Art

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for elementary school teachers and one resource teacher serving this program.	\$ 112,796	<ul style="list-style-type: none"> • Reflects the following increase in positions in FY 2025 related to expansion of full day Pre-K: <ul style="list-style-type: none"> ◦ 0.6 Teacher • Reflects the following decrease in positions related to class size increase of 2: <ul style="list-style-type: none"> ◦ (1.4) Teachers • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of instruction	Materials of instruction for the art curricular program. These materials are consumables such as paper, paint, glue, and clay that need to be replenished each year.	-	• No change.
Supplies-General	Art supplies for general classroom teachers and school use.	(10,000)	• Decreases funding for art related supplies.
Supplies-Other	The replacement of kilns, kiln venting equipment, paper cutters, printing presses, darkroom enlargers, cameras, drying racks, and display systems.	4,000	• Increases funding for supplies related to expansion of full day Pre-K.
State Category 05 Other Instructional Costs			
Contracted Services			
Repair-Equipment	Repair of equipment such as kilns, darkroom equipment/enlargers, display panels, and printing presses.	(2,000)	• Decreases funding for art related equipment and repairs.
Contracted-Consultant	Jurors for adjudicating artwork/portfolios for program placement and for artist presenters at curriculum in-service workshops.	-	• No change.
State Category 14 Community Services			
Supplies and Materials			
Supplies-General	Art supplies for general classroom teachers and school use.	-	• No change.
		Total \$ Change	\$ 104,796
		Total % Change	1.63%

Staffing

Program 0601	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER ELEM	59.2	59.2	61.8	63.0	62.2
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	60.2	60.2	62.8	64.0	63.2

Enrollment

Program 0601	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Pre-K	151*	213	558	1,220	942
Elementary (K-5)	24,295*	24,329	24,575	24,833	24,792
Middle	5,788*	5,909	5,599	6,148	6,491
High	4,929*	4,933	4,665	5,132	5,135

* Affected by the impact of COVID-19 on instruction and operations and shift in the middle school model/scheduling.

Elementary Programs

0701

Program Overview and Insights

In FY 2025 this program is being discontinued, and base funding is eliminated from the Operating Fund request.

Budget Summary

Elementary Programs	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	\$ 39,193	\$ 16,453	\$ 39,193	\$ 34,042	\$ 39,179	\$ 33,687	\$ 746	\$ -	\$ (746)
Subtotal	39,193	16,453	39,193	34,042	39,179	33,687	746	-	(746)
Program 0701 Total	\$ 39,193	\$ 16,453	\$ 39,193	\$ 34,042	\$ 39,179	\$ 33,687	\$ 746	\$ -	\$ (746)

Budget Summary Analysis

Program 0701–Elementary Programs

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 04 Instructional Textbooks/Supplies</i>			
Supplies and Materials			
Supplies-Materials of Instruction	Elementary Programs materials of instruction.	\$ (746)	• Eliminates funding for elementary program supplies.
Total \$ Change		\$ (746)	
Total % Change		(100.00)%	

Elementary Language Arts

0710

Program Overview and Insights

The Elementary Language Arts program develops and implements a rigorous literacy curriculum that aligns with the Maryland College and Career-Ready Standards, and funds instructional materials for classroom instruction. The program develops curriculum and instructional resources that support best practices, guide instruction, and provide access to a variety of literacy experiences. This program funds literacy coaches who support professional learning in literacy, daily lesson planning, data discussions, and instructional mentoring. Literacy coaches also support the development and delivery of system initiatives. Additionally, the Elementary Language Arts budget provides instructional materials to support diverse learning experiences aligned to the grade level standards including diverse texts, supplemental instructional resources, and professional books on best practices in literacy instruction.

The PreK–12 English language arts programs strive to continually improve access and language arts experiences for students. In collaboration with stakeholders across the Division of Academics, the Offices of Elementary and Secondary Language Arts and Reading K–12, developed a literacy strategic plan focused on the following goals:

- Instructional staff and administrators increase their capacity to deliver or lead research-informed instructional literacy practices.
- Research-informed instructional practices to support mastery of grade-level standards are implemented consistently and effectively.
- Culturally responsive pedagogy and resources that include diverse perspectives are utilized effectively.
- Research-informed interventions aligned to first instruction are provided to students demonstrating an area of need in literacy.
- Staff who support reading instruction across the levels are used efficiently and effectively.
- Parents, guardians, and community members are active and valued partners through transparent, open, and accessible communication.

Each goal includes key strategies, proposed timelines, and key metrics which include a variety of data that will be periodically analyzed to monitor implementation and impact.

The [English Language Arts Strategic Plan Update](#) provides a link to a Board Report from January 26, 2023, that can also be accessed on Board Docs.

This program budget supports the purchase of instructional materials and provides literacy coach staffing so that there is equitable access to evidence-based learning experiences for all students. The program supports the purchase of diverse text and literacy instructional materials that align to the grade-level standards. Literacy coaches provide professional learning to classroom teachers on research-based instructional practices and the science of reading. These support sessions focus on the diverse instructional needs of students in all elementary schools.

The Elementary Language Arts office analyzes a variety of data to support student success and continuous growth of the program, including:

- Student proficiency in reading on state assessments
- Monitoring of reading progress as measured by MAP, Amplify mClass DIBELS 8th edition, CommonLit, and progress in Being a Reader.

Performance Manager: Yvonne Cox

Academics – Curriculum, Instruction, and Assessment

Elementary Language Arts – 0710

Budget Summary

Elementary Language Arts	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 113,235	\$ 109,599	\$ -	\$ -	\$ -	\$ -	\$ 1,306,643	\$ 1,411,630	\$ 104,987
Subtotal	113,235	109,599	-	-	-	-	1,306,643	1,411,630	104,987
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	134,592	134,291	134,592	133,854	134,561	134,561	129,628	129,628	-
Supplies-General	31,532	31,652	31,532	29,858	31,532	31,532	31,532	23,649	(7,883)
Subtotal	166,124	165,943	166,124	163,712	166,093	166,093	161,160	153,277	(7,883)
Program 0710 Total	\$ 279,359	\$ 275,542	\$ 166,124	\$ 163,712	\$ 166,093	\$ 166,093	\$ 1,467,803	\$ 1,564,907	\$ 97,104

Budget Summary Analysis

Program 0710–Elementary Language Arts

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 03 Instructional Salaries and Wages</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 104,987	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
<i>State Category 04 Instructional Textbooks/Supplies</i>			
Supplies and Materials			
Supplies-Materials of Instruction	Language arts materials of instruction.	-	• No change.
Supplies-General	Language arts teacher resources and instructional supplies to support language arts instruction.	(7,883)	• Decreases funding for elementary language arts supplies.
		Total \$ Change	\$ 97,104
		Total % Change	6.62%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 0710					
TEACHER RESOURCE	1.0	-	-	-	-
LITERACY COACH	-	-	-	14.0	14.0
Total Operating Fund FTE	1.0	-	-	14.0	14.0

Enrollment

Program 0710	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Grades K–5	24,295*	24,329	24,575	24,833	24,792

* Affected by the impact of COVID-19 on instruction and operations.

Elementary Mathematics

0711

Program Overview and Insights

The Elementary Mathematics program develops and supports the implementation of a rigorous mathematics curriculum aligned to the Maryland College and Career-Ready Standards. The curriculum balances instruction of conceptual understanding, procedural fluency, and application of mathematics. The program is directly responsible for providing instructional resources and professional learning for mathematics. Instructional resources are collaboratively designed with classroom teachers and include a fully articulated instructional scope and sequence, daily lesson resources, common assessment resources, and tools for differentiating instruction to meet the needs of all learners.

The Pre-K–12 mathematics programs strive to continually improve access and mathematics experiences for students. The Elementary and Secondary mathematics offices have collaborated to set the following goals for the next few years:

- Ensure student access to high-quality first instruction in elementary mathematics classrooms.
- Increase student success in mathematics through equitable access to intervention and/or differentiated supports in alignment with Blueprint College and Career Readiness.

The program also provides staffing for mathematics coaches who support mathematics professional learning, daily lesson planning, data discussions, and instructional mentoring. Mathematics coaches also support the development and delivery of system initiatives. Additionally, the Elementary Mathematics budget provides teachers and grade-level teams at each school with instructional materials including mathematics manipulatives, supplemental instructional resources, and materials for mathematics professional learning.

The Elementary Mathematics office analyzes a variety of data to support student success and continuous growth of the program, including:

- Student proficiency in mathematics on state assessments.
- Percentage of students meeting MAP benchmarks.
- Evidence of equity-based National Council of Teachers of Mathematics (NCTM, 2014) effective teaching practices, through non-evaluative collaborative mathematics classroom visits.

Budget Summary

Elementary Mathematics	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 1,101,761	\$ 1,040,468	\$ 1,119,307	\$ 1,095,892	\$ 1,161,686	\$ 1,076,142	\$ 1,382,184	\$ 1,459,369	\$ 77,185
Wages-Substitute	2,070	-	2,070	-	2,070	1,518	-	-	-
Wages-Workshop	6,720	6,700	6,720	8,277	6,720	2,407	8,790	-	(8,790)
Subtotal	1,110,551	1,047,168	1,128,097	1,104,169	1,170,476	1,080,067	1,390,974	1,459,369	68,395
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	46,409	9,785	46,409	46,987	46,403	46,332	44,699	44,699	-
Supplies-General	53,816	52,286	41,489	38,106	42,000	41,883	42,000	-	(42,000)
Subtotal	100,225	62,071	87,898	85,093	88,403	88,215	86,699	44,699	(42,000)
Program 0711 Total	\$ 1,210,776	\$ 1,109,239	\$ 1,215,995	\$ 1,189,262	\$ 1,258,879	\$ 1,168,282	\$ 1,477,673	\$ 1,504,068	\$ 26,395

Budget Summary Analysis

Program 0711–Elementary Mathematics

<u>State/Spend Category</u>	<u>Description of Expenditure</u>	<u>Change from FY 2024</u>	<u>Explanation of Change</u>
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program. Includes elementary resource teachers, math support teachers and intervention teachers.	\$ 77,185	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Workshop	Elementary professional learning, elementary mathematics tutoring, professional learning for mathematics standards, and summer academic intervention programs for students below grade level in mathematics.	(8,790)	<ul style="list-style-type: none"> • Eliminates funding for elementary mathematics workshop wages.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Mathematics materials of instruction.	-	<ul style="list-style-type: none"> • No change.
Supplies-General	Mathematics general supplies. Includes math manipulatives, calculators, teacher resources, and math tutoring, Family Math and Parent Education, and computer assisted mathematics tutorials.	(42,000)	<ul style="list-style-type: none"> • Eliminates funding for elementary mathematics general supplies.
Total \$ Change		\$ 26,395	
Total % Change		1.79%	

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 0711					
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
MATH COACH	10.0	10.0	10.0	13.0	13.0
Total Operating Fund FTE	11.0	11.0	11.0	14.0	14.0

Enrollment

Program 0711	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Grades K–5	24,295*	24,329	24,575	24,833	24,792

* Affected by the impact of COVID-19 on instruction and operations.

Elementary Social Studies

0712

Program Overview and Insights

The Elementary Social Studies program provides Kindergarten through Grade 5 students and staff with the resources needed to implement a rigorous social studies curriculum that highlights multiple perspectives and cultures throughout the curriculum. Students have numerous opportunities to engage in authentic applications of the social studies curriculum. In Grade 3, students complete their studies with a culminating experience called Project Citizen, which requires students to analyze an environmental issue affecting their community. Students must then identify, evaluate, and propose a solution to the problem to an authentic audience. In Grades 3–5, students can participate in the Unheard Perspectives Showcase (UPS), a challenging performance-based program that requires students to research primary sources to find, contextualize, and corroborate information. In Grades 3 and 4, UPS projects focus on a typically underrepresented accomplishment of an African American. Grade 5 UPS projects focus on the accomplishments of any underrepresented individual. In Grade 5, students engage in the Simulated Congressional Hearing (SCH), a performance-based assessment that gives them the opportunity to display their level of understanding with relevant historical and contemporary evidence.

The Pre-K–12 social studies programs strive to continually improve access and social studies experiences for students. The Elementary and Secondary social studies offices set the following goals as a focus for the next few years:

- Create and revise social studies curricula and provide instructional materials to focus on diverse content and rigorous learning experiences for all students.
- Ensure curricula, materials of instruction, and pedagogical practices that reflect culturally responsive pedagogy and diverse content are implemented with fidelity throughout HCPSS.

This program budget provides materials of instruction that support student engagement in classroom activities and support individual student needs in developing the knowledge, concepts, strategies, and skills needed to promote citizenship in a diverse and changing world.

The Office of Elementary Social Studies analyzes a variety of data to support student success and continuous growth of the program, including:

- Ongoing feedback from teachers about individual lessons through a survey linked to each lesson
- Evaluation of professional learning and implementation of the Simulated Congressional Hearings.
- School participation in the Unheard Perspectives Showcase.

Budget Summary

Elementary Social Studies	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 111,207	\$ 111,862	\$ 114,477	\$ 113,472	\$ 116,397	\$ 116,399	\$ 121,054	\$ -	\$ (121,054)
Wages-Workshop	8,600	6,488	8,600	8,594	8,600	8,546	8,600	7,600	(1,000)
Subtotal	119,807	118,350	123,077	122,066	124,997	124,945	129,654	7,600	(122,054)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	52,082	-	52,082	54,902	52,072	49,301	50,163	50,163	-
Supplies-General	13,104	330	13,104	9,923	13,104	15,204	13,104	11,500	(1,604)
Subtotal	65,186	330	65,186	64,825	65,176	64,505	63,267	61,663	(1,604)
Program 0712 Total	\$ 184,993	\$ 118,680	\$ 188,263	\$ 186,891	\$ 190,173	\$ 189,450	\$ 192,921	\$ 69,263	\$ (123,658)

Budget Summary Analysis

Program 0712–Elementary Social Studies

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 03 Instructional Salaries and Wages</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (121,054)	<ul style="list-style-type: none"> Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> (1.0) Resource Teacher Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections.
Wages-Workshop	Elementary professional learning, elementary social studies tutoring, professional learning for social studies standards, and summer academic intervention programs for students below grade level in social studies.	(1,000)	<ul style="list-style-type: none"> Decreases funding for elementary social studies workshop wages.
<i>State Category 04 Instructional Textbooks/Supplies</i>			
Supplies and Materials			
Supplies-Materials of Instruction	Social Studies materials of instruction.	-	<ul style="list-style-type: none"> No change.
Supplies-General	Social Studies teacher resources and instructional supplies to support social studies instruction.	(1,604)	<ul style="list-style-type: none"> Decreases funding for elementary social studies supplies.
		Total \$ Change	\$ (123,658)
		Total % Change	(64.10)%

Staffing

Program 0712	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	1.0	1.0	1.0	1.0	-

Enrollment

Program 0712	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Grades K–5	24,295*	24,329	24,575	24,833	24,792

* Affected by the impact of COVID-19 on instruction and operations.

Elementary Science

0714

Program Overview and Insights

The Elementary Science program develops and implements the HCPSS curriculum that aligns with the Maryland State Science Curriculum (Next Generation Science Standards), Maryland Environmental Literacy Standards, and Science, Technology, Engineering, and Mathematics (STEM), as well as funds materials for classroom instruction in these areas.

The elementary science curriculum is designed to support a rigorous, student-centered science program that engages students in active, inquiry-based, exploratory learning. In addition to extensive curricular resources, the elementary science program includes meaningful school-based and field-based environmental experiences, challenging open-ended engineering projects, technology integration as an instructional tool, and information-rich trade books that extend classroom learning and support diverse learning experiences. The Elementary Science office works with numerous community partners to support instructional programs, offers unique learning opportunities, and recruits volunteers for educational projects.

The Elementary Science Resource Center (ESRC) builds, packs and prepares Pre-K–5 science kits and consumables for all science and engineering units, tracks science safety equipment in each elementary school, loans science equipment/materials to schools as needed, and selects specific resources and materials to ensure the effective implementation of each instructional unit.

This program budget also provides materials of instruction that support student engagement in classroom activities and support individual student needs in developing substantive science literacy.

The Pre-K–12 science programs strive to improve access and science experiences for students. The elementary and secondary science offices will focus on the following goals for the next few years:

- All students actively engage in science courses that meet graduation requirements, offer personal fulfillment, and/or provide a foundation for college and career readiness.
- Students and educators collaborate and implement inquiry-rich, adaptive learning environments where novel problems shape the curriculum, and all students make progress toward mastery of long-term transfer goals.

The Elementary Science office analyzes a variety of data to support student success and continuous growth of the program, including:

- Student proficiency in science on state assessments including the Grade 5 MD Integrated Science Assessment (MISA).
- Annual review of elementary master schedules to ensure that students are receiving instructional time for science that meets district requirements.

Budget Summary

Elementary Science	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 227,692	\$ 223,987	\$ 236,777	\$ 230,384	\$ 244,574	\$ 244,545	\$ 260,212	\$ 172,461	\$ (87,751)
Subtotal	227,692	223,987	236,777	230,384	244,574	244,545	260,212	172,461	(87,751)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	33,261	5,151	33,261	15,340	33,254	32,375	32,035	32,035	-
Supplies-General	109,053	93,761	109,053	110,049	109,053	109,011	109,053	81,790	(27,263)
Subtotal	142,314	98,912	142,314	125,389	142,307	141,386	141,088	113,825	(27,263)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	7,000	-	7,000	6,673	7,700	-	8,855	-	(8,855)
Subtotal	7,000	-	7,000	6,673	7,700	-	8,855	-	(8,855)
Program 0714 Total	\$ 377,006	\$ 322,899	\$ 386,091	\$ 362,446	\$ 394,581	\$ 385,931	\$ 410,155	\$ 286,286	\$ (123,869)

Budget Summary Analysis

Program 0714–Elementary Science

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (87,751)	<ul style="list-style-type: none"> Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> (1.0) Resource Teacher Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. Reflects placeholder for compensation increases and benefits for staff.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Science materials of instruction.	-	<ul style="list-style-type: none"> No change.
Supplies-General	Science teacher resources and instructional supplies to support science instruction. Also includes materials to fabricate, refurbish, and maintain elementary science kits and safety equipment.	(27,263)	<ul style="list-style-type: none"> Decreases funding for elementary science supplies.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Transportation to support elementary field trips for curriculum-based, environmental field experiences aligned to Environmental Literacy initiatives.	(8,855)	<ul style="list-style-type: none"> Eliminates funding related to transportation costs for field trips.
		Total \$ Change	\$ (123,869)
		Total % Change	(30.20)%

Staffing

Program 0714	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	-
SPECIALIST	1.0	1.0	1.0	1.0	1.0
OPERATIONS ASSISTANT	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	3.0	3.0	3.0	3.0	2.0

Enrollment

Program 0714	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Grades K–5	24,295*	24,329	24,575	24,833	24,792

* Affected by the impact of COVID-19 on instruction and operations.

English Language Arts – Secondary

0901

Program Overview and Insights

This program develops students' ability to read informational and literary texts critically, write clearly with attention to audience and purpose, participate in high-level academic discourse, and conduct research to build and present knowledge.

This program provides collaborative opportunities throughout the year and during the summer for teachers of English, reading, special education, and English for Speakers of Other Languages (ESOL) to develop essential curricula and instructional resources. Additionally, the Textbook Selection committee identifies, and reviews proposed texts that support curriculum standards and expectations.

The English language arts programs strive to improve access and language arts experiences for students. In collaboration with stakeholders across the Division of Academics, the Offices of Elementary and Secondary Language Arts and Reading K–12, developed a literacy strategic plan focused on the following goals:

- Instructional staff and administrators increase their capacity to deliver or lead research-informed instructional literacy practices.
- Research-informed instructional practices to support mastery of grade-level standards are implemented consistently and effectively.
- Culturally responsive pedagogy and resources that include diverse perspectives are utilized effectively.
- Research-informed interventions aligned to first instruction are provided to students demonstrating an area of need in literacy.
- Staff who support reading instruction across the levels are used efficiently and effectively.
- Parents, guardians, and community members are active and valued partners through transparent, open, and accessible communication.

Each goal includes key strategies, proposed timelines, and key metrics which include a variety of data that will be periodically analyzed to monitor implementation and impact.

The [English Language Arts Strategic Plan Update](#) provides a link to a Board Report from January 26, 2023, that can also be accessed on Board Docs.

This program budget provides supplies and materials of instruction that support student engagement in the classroom activities and support individual student needs in becoming critical readers, effective communicators, and strategic writers who independently and effectively respond to increasingly diverse text in the English classroom. The Secondary Language Arts program provides funds for each comprehensive high school and the Homewood Center to assist with the expense of producing a print and/or electronic newspaper.

In addition to the policies outlined in the Department of Curriculum, Instruction, and Assessment overview page, this program is impacted by standards and implementation procedures outlined in [Policy 9030: School-Sponsored Publications and Productions](#), particularly regarding the budget for school newspapers.

The Office of Secondary English Language Arts analyzes a variety of data to support student success and continuous growth of the program, including:

- Student performance state assessments.
- Monitor reading progress as measured by MAP and CommonLit.
- Effectiveness of professional learning opportunities for teachers.

Performance Manager: Nancy Czarnecki
Academics – Curriculum, Instruction, and Assessment

English Language Arts
Secondary – 0901

Budget Summary

English Language Arts - Secondary	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 111,977	\$ 107,445	\$ 111,053	\$ 34,608	\$ 75,000	\$ 103,978	\$ 110,933	\$ -	\$ (110,933)
Subtotal	111,977	107,445	111,053	34,608	75,000	103,978	110,933	-	(110,933)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Textbooks	-	-	-	-	30,000	30,000	15,000	-	(15,000)
Technology-Computer	-	-	-	921	-	-	-	-	-
Technology-Supply	-	330	-	368	-	-	-	-	-
Supplies-Materials of Instruction	105,455	91,129	105,455	102,816	107,757	79,639	104,009	104,009	-
Supplies-General	18,077	638	18,077	10,485	18,077	12,414	19,077	14,308	(4,769)
Subtotal	123,532	92,097	123,532	114,590	155,834	122,053	138,086	118,317	(19,769)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Maintenance-Software	4,637	-	4,637	-	-	-	-	152,000	152,000
Subtotal	4,637	-	4,637	-	-	-	-	152,000	152,000
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	4,000	-	4,000	-	4,400	4,087	5,750	-	(5,750)
Subtotal	4,000	-	4,000	-	4,400	4,087	5,750	-	(5,750)
Program 0901 Total	\$ 244,146	\$ 199,542	\$ 243,222	\$ 149,198	\$ 235,234	\$ 230,118	\$ 254,769	\$ 270,317	\$ 15,548

Budget Summary Analysis

Program 0901–English Language Arts - Secondary

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salary for resource teacher to support professional learning for teachers, including instructional mentoring for non-tenured teachers, and professional development for teachers.	\$ (110,933)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Resource Teacher • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Textbooks	Novels for English classes.	(15,000)	<ul style="list-style-type: none"> • Eliminates funding related to FY 2024 non-recurring funding for novels for Guilford Park High School.
Supplies-Materials of Instruction	Ancillary materials, texts, and technological materials to support the curriculum.	-	<ul style="list-style-type: none"> • No change.
Supplies-General	HS newspapers, materials for staff development workshops, and professional resources for teachers & office staff.	(4,769)	<ul style="list-style-type: none"> • Decreases funding for english language arts - secondary supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Maintenance-Software	Secondary reading and assessment software.	152,000	<ul style="list-style-type: none"> • Increases funding for Commonlit software previously funded from ESSER III Grant.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Theatrical & oratorical performances field trip transportation.	(5,750)	<ul style="list-style-type: none"> • Eliminates funding related to transportation costs for field trips.
Total \$ Change		\$ 15,548	
Total % Change		6.10%	

Staffing

Program 0901	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	1.0	1.0	1.0	1.0	-

Enrollment

Program 0901	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Middle	13,683*	13,297	13,169	13,289	13,542
High**	19,240*	18,273	19,175	19,522	19,365

*Affected by the impact of COVID-19 on instruction and operations.

**Budgeted and projected numbers are 105% of total high school enrollment to account for enrollment in high school English electives.

World Languages

1001

Program Overview and Insights

The World Languages program is dedicated to fostering language proficiency and cultural understanding for Grades 7–12 students. This program equips graduates with the skills of speaking, listening, reading, and writing in their chosen languages. The Office of World Languages employs a standards-based curriculum that emphasizes real-life language use in immersive settings, aided by technology and authentic resources to cater to diverse learners.

Students are offered opportunities to showcase their language skills through district-wide and school-based activities, including the Maryland Seal of Biliteracy, National World Language Honor Societies, and National World Language exams.

In the coming years, the World Languages program will focus on:

- Revising curricula and providing diverse instructional resources to enhance language proficiency aligned with curriculum standards.
- Ensuring world language educators effectively implement the Core Practices for World Language Learning.

The program budget supports student engagement, classroom activities, and individual student needs. It promotes biliteracy skills and language proficiency in the language of study.

The Office of World Languages relies on data to support student success and program growth, including:

- Enrollment in advanced level courses to achieve intermediate-advanced levels of language proficiency.
- Evaluation of professional learning experiences to support teacher planning and instruction.
- Attainment of the Maryland Seal of Biliteracy for each graduating class.

Budget Summary

World Languages	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 1,782,911	\$ 1,826,596	\$ 1,871,383	\$ 94,765	\$ 101,628	\$ 24,339	\$ 75,000	\$ 109,842	\$ 34,842
Subtotal	1,782,911	1,826,596	1,871,383	94,765	101,628	24,339	75,000	109,842	34,842
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	27,430	6,516	27,430	3,177	27,456	3,653	23,396	23,396	-
Supplies-General	32,915	15,915	32,915	56,435	29,415	51,291	29,415	22,061	(7,354)
Subtotal	60,345	22,431	60,345	59,612	56,871	54,944	52,811	45,457	(7,354)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-General	-	-	-	-	5,000	-	5,000	5,000	-
Subtotal	-	-	-	-	5,000	-	5,000	5,000	-
Other Charges									
Dues & Subscriptions	3,500	634	3,500	1,018	2,000	600	2,000	1,500	(500)
Subtotal	3,500	634	3,500	1,018	2,000	600	2,000	1,500	(500)
Program 1001 Total	\$ 1,846,756	\$ 1,849,661	\$ 1,935,228	\$ 155,395	\$ 165,499	\$ 79,883	\$ 134,811	\$ 161,799	\$ 26,988

Budget Summary Analysis

Program 1001–World Languages

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 34,842	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Materials of instruction for middle and high school world language instruction.	-	• No change.
Supplies-General	Professional learning materials, office supplies, professional resources, and other supplies to support the World Language program.	(7,354)	• Decreases funding for world languages supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-General	Fees for students in need for the State approved assessments for the Maryland Seal of Biliteracy.	-	• No change.
Other Charges			
Dues & Subscriptions	Professional language organization membership dues to allow students to participate in national language honor societies and exams.	(500)	• Decreases funding for world languages dues & subscriptions.
		Total \$ Change	\$ 26,988
		Total % Change	20.02%

Staffing

Program 1001	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
TEACHER MIDDLE	22.7	22.7	-	-	-
Total Operating Fund FTE	23.7	23.7	1.0	1.0	1.0

Enrollment

Program 3202	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
World Language (Middle)	6,469*	5,637	5,725	5,618	5,650
World Language (High)	11,931*	10,695	9,851	9,674	9,200

* Affected by the impact of COVID-19 on instruction and operations.

English for Speakers of Other Languages

1002

Program Overview and Insights

The K–12 English for Speakers of Other Languages (ESOL) program provides academic language development instruction. The ESOL curriculum is aligned with WIDA English Language Development (ELD) Standards Framework, 2020 Edition and the Maryland College and Career-Ready Standards. By focusing language instruction on the academic language demands of the content standards, ESOL teachers and classroom teachers increase the opportunities for Multilingual Learners (MLs) to access content instruction and language development simultaneously. ESOL teachers use the WIDA ELD Standards Framework, 2020 Edition to make the language of the content comprehensible and employ a variety of strategies to assist MLs with communication of content through listening, speaking, reading, and writing in personalized and integrated ways. To ensure an appropriate instructional match for every ML, teachers maintain the cognitive demands of academic tasks while differentiating the scaffolds and the linguistic complexity of the lesson content, process, and product. This approach provides a learning environment which emphasizes skills and strategies that promote and supplement access to grade-level content instruction. Combining language and content instruction is essential for MLs to meet and exceed rigorous performance standards, attain English language proficiency, and graduate ready for college and careers.

The Maryland State Department of Education (MSDE) defines progress toward English language proficiency as the amount of growth on the ACCESS (Assessing Comprehension and Communication in English State-to-State) for English Learners. Due to the impacts from Covid-19, MSDE will reset the target during the 2022–2023 school year.

The ESOL program strives to improve access and language experiences for students. The ESOL program will focus on the following goals for the next few years:

- Increase the growth of MLs meeting English language proficiency and academic achievement targets through observation and feedback through co-teaching and ELD classes/courses at grade bands (K–2), (3–5), (6–8), and (9–12).
- Increase the instructional capacity of all staff by providing professional learning aligned to the WIDA Framework, 2020 Edition and Howard County Public School System Exemplary Practices for English Language Development.

This program budget provides school-based staffing, supplies, and materials to ensure English learners receive language instruction and appropriate scaffolds to increase their English language proficiency while honoring their native language. This program budget provides supplies that support student language accommodations to enhance student engagement in classroom activities.

The ESOL office analyzes a variety of data to support student success and continuous growth of the program, including:

- English learners meeting progress targets of the ACCESS assessment.
- Reduction of Long-Term Multilingual Learner (LTMLS) students who have been receiving ESOL services for six years or more.
- Grade 3 MLs reading on or above grade level.

Budget Summary

English for Speakers of Other Languages	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 12,171,266	\$ 11,923,375	\$ 12,459,610	\$ 12,225,487	\$ 13,435,576	\$ 12,761,023	\$ 14,224,941	\$ 14,668,686	\$ 443,745
Wages-Workshop	38,900	37,090	38,900	22,489	38,900	16,020	38,900	38,900	-
Subtotal	12,210,166	11,960,465	12,498,510	12,247,976	13,474,476	12,777,043	14,263,841	14,707,586	443,745
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-General	26,772	26,572	26,772	26,761	26,772	18,094	26,772	20,079	(6,693)
Technology-Computer	-	-	-	-	-	8,389	-	-	-
Subtotal	26,772	26,572	26,772	26,761	26,772	26,483	26,772	20,079	(6,693)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	-	20,000	-	-	-	-	-	-	-
Subtotal	-	20,000	-	-	-	-	-	-	-
Program 1002 Total	\$ 12,236,938	\$ 12,007,037	\$ 12,525,282	\$ 12,274,737	\$ 13,501,248	\$ 12,803,526	\$ 14,290,613	\$ 14,727,665	\$ 437,052

Budget Summary Analysis

Program 1002–English for Speakers of Other Languages

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 03 Instructional Salaries and Wages</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 443,745	<ul style="list-style-type: none"> Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. Reflects placeholder for compensation increases and benefits for staff. Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Workshop	Wages paid for extended-day/year academic intervention for elementary, middle, and high school Multilingual Learners (MLs).	-	<ul style="list-style-type: none"> No change.
<i>State Category 04 Instructional Textbooks/Supplies</i>			
Supplies and Materials			
Supplies-General	Supplies for ESOL instruction, consumables and classroom material for below-grade level students, and classroom materials for instruction.	(6,693)	<ul style="list-style-type: none"> Decreases funding for ESOL supplies.
		Total \$ Change	\$ 437,052
		Total % Change	3.06%

Staffing

Program 1002	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
TEACHER	125.0	125.0	127.4	130.4	130.4
PARAEDUCATOR	52.5	52.5	52.5	52.5	52.5
Total Operating Fund FTE	178.5	178.5	180.9	183.9	183.9

Enrollment

Program 1002	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Elementary	2,557*	2,698	2,596	2,767	2,496
Middle	657*	692	725	752	785
High	785*	812	863	789	881
Total	3,999	4,202	4,184	4,308	4,162

* Affected by the impact of COVID-19 on instruction and operations.

Health Education

1101

Program Overview and Insights

This program provides an instructional program in comprehensive health education for all students in Grades Pre-K to 8, with two half credits of health education required for high school graduation. HCPSS health education instruction includes the teaching of functional health information (essential concepts) and health skills that are essential for students to adopt, practice, and maintain health-enhancing behaviors. Each year, curriculum and assessments are updated to promote exemplary instruction and reflect ever-changing content and current issues. Exemplary resources include items that use best practices in health education, Understanding by Design principles, Universal Design for Learning strategies, rigor and student engagement, National Health Education Standards skills, and the Maryland College and Career-Ready Standards.

The health education program strives to continually improve access and health education experiences for students. The Office of Health and Physical Education will focus on the following goals for the next few years:

- Design and implement professional learning to support teachers with curriculum implementation and lesson planning based on identified needs.
- Create and revise health education curricula and provide instructional materials to focus on diverse content, create rigorous learning experiences for all students, and in alignment with the MSDE frameworks.

This program budget provides supplies and materials of instruction that support student engagement in classroom activities and support individual student needs so that students learn to make healthy decisions and avoid risks.

In addition to the policies outlined in the Department of Curriculum, Instruction, and Assessment overview page, this program is impacted by standards and implementation procedures outlined in [Policy 9090: Wellness through Nutrition and Physical Activity](#), particularly as it pertains to providing instructional opportunities for students to acquire the knowledge, attitudes, and skills necessary for making health-promoting decisions, achieving health literacy, adopting health-enhancing behaviors, and promoting the health of others.

The Office of Health and Physical Education analyzes a variety of data to support student success and continuous growth of the program, including:

- Implementation of skills-based health education.
- Evaluation of professional learning experiences to support teacher planning and instruction.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Health Education									
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Substitute	\$ 7,200	\$ -	\$ 7,200	\$ -	\$ 7,200	\$ 345	\$ 7,200	\$ -	\$ (7,200)
Wages-Workshop	4,830	475	4,830	11,508	4,830	12,101	4,830	-	(4,830)
Subtotal	12,030	475	12,030	11,508	12,030	12,446	12,030	-	(12,030)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	35,646	16,658	35,646	18,408	35,639	35,573	34,780	34,780	-
Supplies-General	28,315	10,714	19,866	11,495	25,866	24,894	19,866	9,933	(9,933)
Technology-Computer						948	-	-	-
Subtotal	63,961	27,372	55,512	29,903	61,505	61,415	54,646	44,713	(9,933)
<i>State Category 05 Other Instructional Costs</i>									
Other Charges									
Dues & Subscriptions	190	-	190	-	190	-	190	190	-
Subtotal	190	-	190	-	190	-	190	190	-
Program 1101 Total	\$ 76,181	\$ 27,847	\$ 67,732	\$ 41,411	\$ 73,725	\$ 73,861	\$ 66,866	\$ 44,903	\$ (21,963)

Budget Summary Analysis

Program 1101–Health Education

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Substitute	Wages paid to substitutes for required child abuse prevention curriculum training, puberty education training, and secondary sexual health curriculum and sensitive topics training.	\$ (7,200)	• Eliminates funding for substitute wages for health education.
Wages-Workshop	Wages paid for professional learning and to create curriculum resources, which include highly sensitive topics such as sexual health, drug prevention, and safety education.	(4,830)	• Eliminates funding for workshop wages for health education.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Supplies for school health education programs.	-	• No change.
Supplies-General	Materials to support Grades Pre-K to 12 health education. Materials include mannequins, books, brochures, Scholastic Choices Magazine subscriptions, curricula, models, and materials for curriculum training. Also includes funds for general office supplies.	(9,933)	• Decreases funding for health education supplies.
State Category 05 Other Instructional Costs			
Other Charges			
Dues & Subscriptions	Professional organization membership dues and educational subscriptions.	-	• No change.
Total \$ Change		\$ (21,963)	
Total % Change		(32.85)%	

Enrollment

Program 1101	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Pre-K	151*	213	558	1,220	942
Elementary (K–5)	20,668*	20,522	24,575	21,115	24,792
Middle	13,683*	13,297	13,169	13,289	13,542
High**	4,799*	4,914	5,583	5,963	8,000

*Affected by the impact of COVID-19 on instruction and operations.

**High School enrollment includes students enrolled in Health 1, Health 2, and students in the health elective.

Early Childhood Programs

1301

Program Overview and Insights

The Early Childhood program provides comprehensive support for early childhood education, including Kindergarten programming, professional learning for public and non-public early education professionals, Kindergarten transition and readiness, enrollment and registration, and family and community engagement.

Young children learn best in a learning environment that is developmentally appropriate, child-centered, and responsive to instructional needs. Educators balance rigorous academic instruction in all content areas with opportunities for play and the development of oral language and executive function skills. Full-day Kindergarten is provided in all elementary schools.

In addition to school-based support, this program plans for strategic marketing, outreach, and communication to reach all relevant stakeholders and works collaboratively with community stakeholders to align services, programs, curriculum, and expectations to create a strong foundation for all students.

The Office of Early Childhood Programs strives to continually improve access and learning experiences for students. The Office of Early Childhood Programs will focus on the following goals for the next few years:

- Ensure all students have access to high-quality first instruction in developmentally appropriate settings.
- Increase access to high-quality, full-day prekindergarten programs so that all children can begin kindergarten ready to learn.

This program budget provides school-based kindergarten staffing, supplies, materials of instruction, and classroom furnishings that support differentiated instruction, student engagement in classroom activities, and individual student needs. This program's central-based staffing supports developmentally appropriate kindergarten instruction, professional learning, and the successful implementation of the Kindergarten Readiness Assessment (KRA). This program also supports implementation of [Policy 9000 – Student Residency, Eligibility, Enrollment and Assignment](#), which provides guidance for additional considerations for enrollment in prekindergarten, kindergarten, and first grade.

The Office of Early Childhood Programs analyzes a variety of data to support student success and continuous growth of the program, including:

- Percent of Kindergarten students demonstrating readiness on the Kindergarten Readiness Assessment (KRA).
- Attendance at early education professional learning opportunities and family engagement events.

Budget Summary

Early Childhood Programs	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 22,078,190	\$ 21,123,540	\$ 21,905,374	\$ 17,951,654	\$ 19,328,405	\$ 18,654,875	\$ 20,138,421	\$ 19,756,466	\$ (381,955)
Wages-Substitute	3,080	-	3,080	634	3,080	1,028	3,080	-	(3,080)
Wages-Temporary Help	7,350	9,168	7,350	7,149	7,350	6,571	7,350	7,350	-
Wages-Workshop	2,000	3,455	2,000	423	2,000	2,224	2,000	-	(2,000)
Subtotal	22,090,620	21,136,163	21,917,804	17,959,860	19,340,835	18,664,698	20,150,851	19,763,816	(387,035)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	45,950	26,784	45,950	32,086	35,182	30,588	33,613	33,613	-
Supplies-General	66,643	58,993	66,643	55,647	56,457	58,857	56,457	42,343	(14,114)
Subtotal	112,593	85,777	112,593	87,733	91,639	89,445	90,070	75,956	(14,114)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	25,000	-	25,000	18,164	27,500	28,379	19,320	-	(19,320)
Subtotal	25,000	-	25,000	18,164	27,500	28,379	19,320	-	(19,320)
Program 1301 Total	\$ 22,228,213	\$ 21,221,940	\$ 22,055,397	\$ 18,065,757	\$ 19,459,974	\$ 18,782,522	\$ 20,260,241	\$ 19,839,772	\$ (420,469)

Budget Summary Analysis

Program 1301–Early Childhood Programs

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for classroom teachers and paraeducators for Kindergarten.	\$ (381,955)	<ul style="list-style-type: none"> • Reflects the following staffing changes completed during FY 2024: <ul style="list-style-type: none"> ◦ (2.0) Teachers transferred to Middle School Instruction (3020) • Reflects the following decrease in positions in FY 2025 related to projected enrollment: <ul style="list-style-type: none"> ◦ (2.0) Paraeducators • Reflects the following decrease in positions related to class size increase of 2: <ul style="list-style-type: none"> ◦ (8.0) Teachers ◦ (2.5) Paraeducators • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Resource Teacher • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Substitute	Substitute teachers during professional development workshops.	(3,080)	<ul style="list-style-type: none"> • Eliminates funding for substitute wages for early childhood programs.
Wages-Temporary Help	Outreach for prekindergarten and school readiness, interpreter/translation services to support outreach efforts, and wages for assessing children applying for early admission.	-	<ul style="list-style-type: none"> • No change.
Wages-Workshop	Professional learning during summer months and after school hours.	(2,000)	<ul style="list-style-type: none"> • Eliminates funding for workshop wages for early childhood programs.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Consumable classroom materials.	-	<ul style="list-style-type: none"> • No change.
Supplies-General	Kindergarten instructional materials (including support for content integration, executive function, literacy and mathematics, social/emotional development, science inquiry and self-selected activities). Consumable materials for K science kits. Professional development resources, materials, and office supplies.	(14,114)	<ul style="list-style-type: none"> • Decreases funding for early childhood program supplies.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Kindergarten field trip to the library.	(19,320)	<ul style="list-style-type: none"> • Eliminates funding related to transportation costs for field trips.
Total \$ Change		\$ (420,469)	
Total % Change		(2.08)%	

Staffing

Program 1301	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	-
TEACHER ELEM PRE-K	31.0	29.0	-	-	-
TEACHER ELEM KINDERGARTEN	200.0	196.5	195.0	196.0	186.0
PARAEDUCATOR PRE-K	32.0	29.0	-	-	-
PARAEDUCATOR KINDERGARTEN	88.5	91.5	88.5	88.0	83.5
Total Operating Fund FTE	352.5	347.0	284.5	285.0	269.5

Enrollment

Program 1301	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Kindergarten	3,810*	3,807	3,739	3,718	3,733

* Affected by the impact of COVID-19 on instruction and operations.

Pre-K

1302

Program Overview and Insights

The Pre-K program develops, implements, and provides comprehensive support aligned to the Maryland Early Learning Standards with instruction that is developmentally appropriate, research-informed, and individualized. Additionally, Early Childhood Programs support Prekindergarten expansion, continuous quality improvement ratings and achievements, professional learning, Kindergarten readiness, and community and family engagement.

Young children learn best in a learning environment that is inclusive, child-centered, and responsive to instructional needs. Educators balance rigorous academic instruction in all learning domains with opportunities for play and the development of oral language and executive function skills. Pre-K is a regional program that serves all eligible four-year-old children in half-day and full-day settings across the county.

The Office of Early Childhood Programs and Office of Early Intervention Services strive to continually improve and ensure young learners have access to inclusive and high-quality early learning experiences. Both offices have collaborated to set the following goal for focus in the next few years:

- Ensure all students have access to appropriate grade-level standards through first instruction in high-quality Prekindergarten programs.
- In alignment with Blueprint Pillar 1: Early Childhood Education, expand access to full day, high quality public and private Prekindergarten programming for eligible three and four-year-old children.

This program budget provides school-based staffing that makes Pre-K available to all families who meet eligibility criteria to remove barriers for accessing high-quality early learning opportunities, so all children are empowered to achieve their full potential. This program budget also provides supplies and materials of instruction that provide tools for differentiated instruction, support student engagement in classroom activities, support individual student needs, and meet quality achievement requirements. Additionally, in alignment with [Policy 9000 – Student Residency, Eligibility, Enrollment and Assignment](#), central-based staffing supports Pre-K student eligibility and enrollment procedures, and in alignment with the Blueprint for Maryland's Future, oversees quality monitoring and achievement, instruction, and professional learning for Prekindergarten programs.

The Office of Early Childhood Programs analyzes a variety of data to support student success and continuous growth of the program, including:

- Percentage of Kindergarten students who attended HCPSS Prekindergarten programs demonstrating readiness on the Kindergarten Readiness Assessment (KRA).
- Annual review of available seat utilization to ensure that all programs are increasing access to high-quality Pre-K for eligible families, including those in Tier I and defined priority groups.
- Demonstration of continuous quality improvement measures through the achievement of Maryland Accreditation and Maryland EXCELS ratings.

Budget Summary

Pre-K	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ -	\$ -	\$ -	\$ 3,569,149	\$ 5,398,907	\$ 5,623,965	\$ 6,213,488	\$ 7,181,117	\$ 967,629
Wages-Substitute	-	-	-	-	4,800	414	4,800	8,440	3,640
Wages-Workshop	-	-	-	-	1,680	2,564	1,680	5,530	3,850
Subtotal	-	-	-	3,569,149	5,405,387	5,626,943	6,219,968	7,195,087	975,119
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	-	-	-	7,154	12,025	34,221	11,037	19,562	8,525
Supplies-General	-	-	-	-	164,186	94,784	10,186	97,186	87,000
Subtotal	-	-	-	7,154	176,211	129,005	21,223	116,748	95,525
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	-	-	-	-	-	-	12,305	-	(12,305)
Subtotal	-	-	-	-	-	-	12,305	-	(12,305)
Program 1302 Total	\$ -	\$ -	\$ -	\$ 3,576,303	\$ 5,581,598	\$ 5,755,948	\$ 6,253,496	\$ 7,311,835	\$ 1,058,339

Budget Summary Analysis

Program 1302–Pre-K

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for classroom teachers, paraeducators, and a resource teacher for Pre-K.	\$ 967,629	<ul style="list-style-type: none"> • Reflects the following increase in positions in FY 2025 related to expansion of full day Pre-K: <ul style="list-style-type: none"> ◦ 7.0 Teachers ◦ 7.0 Paraeducators • Reflects the following staffing change proposed in FY 2025: <ul style="list-style-type: none"> ◦ 1.0 Resource Teacher transferred in from ESSER III Grant • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Substitute	Substitute teachers during professional development workshops.	3,640	<ul style="list-style-type: none"> • Increases funding for substitute wages related to expansion of full day Pre-K.
Wages-Workshop	Professional learning during summer months and after school hours.	3,850	<ul style="list-style-type: none"> • Increases funding for workshop wages related to expansion of full day Pre-K.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Consumable classroom materials.	8,525	<ul style="list-style-type: none"> • Increases funding for materials of instruction related to expansion of full day Pre-K.
Supplies-General	Pre-K instructional materials (including support for content integration, executive function, literacy and mathematics, social/emotional development, science inquiry and self-selected activities). Consumable materials for Pre-K science kits. Professional development resources, materials, and office supplies.	87,000	<ul style="list-style-type: none"> • Increases funding for supplies related to expansion of full day Pre-K.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Pre-K field trips.	(12,305)	<ul style="list-style-type: none"> • Eliminates funding related to transportation costs for field trips.
		Total \$ Change	\$ 1,058,339
		Total % Change	16.92%

Staffing

Program 1302	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	-	-	-	-	1.0
TEACHER ELEM PRE-K	-	-	48.0	48.0	55.0
PARAEDUCATOR PRE-K	-	-	49.0	49.0	56.0
Total Operating Fund FTE	-	-	97.0	97.0	112.0

Enrollment

Program 1302	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Pre-K (Full-Day) **	151*	213	558	780	942
Pre-K (Half-Day) **	439*	536	361	440	200

* Affected by the impact of COVID-19 on instruction and operations.

**Includes students with IEPs. Those students also reflect a portion of the Prekindergarten enrollment represented in Birth-Five Early Intervention Services (3324).

Mathematics – Secondary

1401

Program Overview and Insights

The Secondary Mathematics program focuses on developing and implementing rigorous curriculum and assessments, incorporating Maryland College and Career-Ready aligned standards for mathematical content and practices, and calling on students to engage in mathematical modeling, reasoning, and problem-solving. The Office of Secondary Mathematics ensures access and equity through student participation and performance in rigorous mathematics coursework. Special services are provided to assist students who need additional time and supports to develop mastery of concepts, with opportunities for acceleration and enrichment available for all. Office of Secondary Mathematics staff work with teachers, administrators, college-level partners, instructional specialists, paraeducators, and parents/families to provide planning, instructional and professional learning supports to guide the implementation of the Secondary Mathematics program.

The Pre-K–12 mathematics programs strive to improve access and mathematics experiences for students. The Elementary and Secondary mathematics offices have collaborated to set the following goals for the next few years:

- Ensure student access to high-quality first instruction in secondary mathematics classrooms.
- Increase student success in mathematics through equitable access to intervention and/or differentiated supports.

This program budget provides staffing of mathematics coaches in middle and high schools with high Free and Reduced Meals (FARMS) rates in order to support mathematics professional learning, planning support for implementation of mathematics instruction, coaching, and mentoring of instructional staff. This program budget provides curriculum-based materials of instruction to support student engagement in lessons and to address individual student needs in learning how to solve problems and reason mathematically. This program budget also provides staffing of mathematics specialists to middle schools designed to provide targeted tier two and tier three mathematics interventions.

The Office of Secondary Mathematics analyzes a variety of data to support student success and continuous growth of the program, including:

- Student proficiency in mathematics on state assessments.
- Percentage of students meeting MAP benchmarks.
- Evidence of equity-based National Council of Teachers of Mathematics (NCTM, 2014) effective teaching practices, through non-evaluative collaborative mathematics classroom visits.

Budget Summary

Mathematics - Secondary	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 657,540	\$ 655,148	\$ 675,559	\$ 674,610	\$ 1,657,897	\$ 1,967,694	\$ 2,105,133	\$ 2,163,575	\$ 58,442
Wages-Substitute	500	-	500	-	500	-	500	-	(500)
Wages-Workshop	84,183	16,825	83,683	64,498	83,683	60,672	68,683	68,683	-
Subtotal	742,223	671,973	759,742	739,108	1,742,080	2,028,366	2,174,316	2,232,258	57,942
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	49,214	47,720	49,214	47,181	50,339	50,269	51,235	51,235	-
Supplies-General	13,534	11,608	13,534	12,338	13,534	13,503	13,534	-	(13,534)
Subtotal	62,748	59,328	62,748	59,519	63,873	63,772	64,769	51,235	(13,534)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	2,000	2,000	2,500	2,500	2,500	2,500	2,500	2,500	-
Subtotal	2,000	2,000	2,500	2,500	2,500	2,500	2,500	2,500	-
Other Charges									
Travel-Conferences	4,500	-	4,500	4,500	4,500	4,369	4,500	-	(4,500)
Subtotal	4,500	-	4,500	4,500	4,500	4,369	4,500	-	(4,500)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	14,500	-	14,500	14,056	15,950	16,842	28,750	-	(28,750)
Subtotal	14,500	-	14,500	14,056	15,950	16,842	28,750	-	(28,750)
Program 1401 Total	\$ 825,971	\$ 733,301	\$ 843,990	\$ 819,683	\$ 1,828,903	\$ 2,115,849	\$ 2,274,835	\$ 2,285,993	\$ 11,158

Budget Summary Analysis

Program 1401–Mathematics - Secondary

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 58,442	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Substitute	Substitute staff to support American Regional Mathematics League (ARML).	(500)	<ul style="list-style-type: none"> • Eliminates funding for substitute wages for mathematics secondary.
Wages-Workshop	Wages to support summer courses; the development of online resources to support students and families; the development of online professional learning resources for teachers and students; teacher and staff attendance for professional learning and wages to support teacher leaders responsible for facilitating professional learning sessions; and the coordination and management of Howard County Math League competitions.	-	<ul style="list-style-type: none"> • No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Consumable materials, including supplies needed for state assessments.	-	<ul style="list-style-type: none"> • No change.
Supplies-General	Funds Howard County Math League; graphing calculators for middle and high schools; funds to support teacher professional learning and materials for intervention, assessments, and curriculum-based journal subscriptions.	(13,534)	<ul style="list-style-type: none"> • Eliminates funding for mathematics secondary supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Labor	Fees for the development of mathematics league items and materials.	-	<ul style="list-style-type: none"> • No change.
Other Charges			
Travel-Conferences	Funds Howard County Math League and student registration/participation in the American Regional Mathematics League (ARML) national competition.	(4,500)	<ul style="list-style-type: none"> • Eliminates funding for mathematics secondary conference travel costs.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Transportation for Howard County Math League competitions, including the American Regional Mathematics League (ARML) competition.	(28,750)	<ul style="list-style-type: none"> • Eliminates funding related to transportation costs for field trips.
		Total \$ Change	\$ 11,158
		Total % Change	0.49%

Staffing

Program 1401	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
MATH SPECIALIST	-	-	15.0	15.0	15.0
MATH COACH	6.0	6.0	6.0	6.0	6.0
Total Operating Fund FTE	7.0	7.0	22.0	22.0	22.0

Enrollment

Program 1401	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Middle	13,683*	13,297	13,169	13,289	13,542
High**	20,147*	18,273	19,892	20,451	20,287

* Affected by the impact of COVID-19 on instruction and operations.

**Budgeted and projected enrollment is based on 110% of high school students enrolled in mathematics classes.

Library Media

1501

Program Overview and Insights

The school library program empowers all learners to think, create, share, and grow by providing equitable access to tools and responsible use of resources for lifelong learning. The school library is a unique and essential part of the HCPSS learning community. This Pre-K–12 program provides foundational skills for lifelong learning and is a key component in the process of preparing students to navigate a global society and effectively manage the rapidly expanding amount of information available. This program provides instruction, resources, and services to assist students and teachers in becoming effective users of ideas and information.

The Library Media Specialist empowers students to be critical thinkers, enthusiastic readers, skillful researchers, and ethical users of information. School library programs are instrumental in teaching these skills, so their collections must include a wide variety of formats beyond printed books, including e-books and other forms of digital content. Collections should be representative of all students, supportive of all curriculum areas, and available and accessible by the school community physically and virtually. HCPSS library media centers provide access to up-to-date, high-quality, varied literature to develop and strengthen a love of reading. This program also supports the A+ Partners in Education program with Howard County Library System. Activities include the Spelling Bee and Battle of the Books. Resources include the virtual A+ Student Card granting all students direct access to eContent through hcpss.me.

The Library Media program strives to improve access and library media experiences for students. The Office of Library Media has set the following goals for the next few years:

- Create an updated comprehensive essential curriculum with benchmark assessments in Grades 5, 8, 10, and 12.
- Implement a process for each school to submit a comprehensive collection development plan to identify gaps, areas of need, and remain reflective of the student population.

This program budget provides school-based librarian staffing, library, and AV supplies to provide print, non-print, and digital resources to all students, allowing them the opportunity to see themselves and others reflected in literature and in the world.

The Office of Library Media analyzes a variety of data to support student success and continuous growth of the program, including:

- Number of school library items circulated each school year.
- Evaluation of professional learning experiences to support School Librarians.

This budget provides funds for school library books and e-books for all schools, district-wide online subscription and database purchases, public access catalog and circulation computers for all school libraries, and video production materials for all high schools.

Budget Summary

Library Media	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 11,519,719	\$ 10,345,447	\$ 10,702,849	\$ 10,357,845	\$ 11,445,180	\$ 10,944,255	\$ 12,146,515	\$ 12,080,248	\$ (66,267)
Wages-Substitute	1,000	695	1,000	-	1,000	276	1,000	1,000	-
Wages-Summer Pay	54,500	59,018	54,500	59,979	54,500	66,505	54,500	54,500	-
Subtotal	11,575,219	10,405,160	10,758,349	10,417,824	11,500,680	11,011,036	12,202,015	12,135,748	(66,267)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Library/Media	294,798	291,244	294,798	290,794	298,563	292,526	294,025	294,025	-
Library/Media-New Schools	-	-	-	-	300,000	266,437	-	-	-
Media-Upgrade	-	-	-	-	50,000	48,748	-	-	-
Supplies-Audio Visual	203,077	191,364	203,077	200,517	205,676	230,276	198,390	198,390	-
Supplies-General	184,795	33,925	94,795	64,186	94,795	65,958	94,795	84,795	(10,000)
Supplies-Other	5,000	2,464	5,000	15,119	5,000	-	5,000	5,000	-
Technology-Computer	-	50,676	90,000	94,083	90,000	91,562	90,000	90,000	-
Technology-Supply	-	40,125	-	-	-	-	-	-	-
Subtotal	687,670	609,798	687,670	664,699	1,044,034	995,507	682,210	672,210	(10,000)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Maintenance-Software	224,650	224,215	224,650	223,985	224,650	223,894	224,650	224,650	-
Subtotal	224,650	224,215	224,650	223,985	224,650	223,894	224,650	224,650	-
Program 1501 Total	\$ 12,487,539	\$ 11,239,173	\$ 11,670,669	\$ 11,306,508	\$ 12,769,364	\$ 12,230,437	\$ 13,108,875	\$ 13,032,608	\$ (76,267)

Budget Summary Analysis

Program 1501–Library Media

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (66,267)	<ul style="list-style-type: none"> • Reflects the following staffing change completed during FY 2024: <ul style="list-style-type: none"> ◦ (0.2) Media Specialist transferred to Physical Education (1701) • Reflects the following increase in positions in FY 2025 related to enrollment: <ul style="list-style-type: none"> ◦ 0.5 Media Specialist • Reflects the following increase in positions in FY 2025 related to expansion of full day Pre-K: <ul style="list-style-type: none"> ◦ 1.5 Media Specialists • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (7.5) Media Specialists • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for National Board Certification compensation increase.
Wages-Substitute	Wages paid to substitutes for library/media professional development.	-	• No change.
Wages-Summer Pay	Summer inventory work by library media specialists.	-	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Library/Media	Library media collection materials.	-	• No change.
Supplies-Audio Visual	Audio visual supplies and materials based on a per pupil allocation rate.	-	• No change.
Supplies-General	Supplies for computer labs and high school television production. Also includes staff professional development materials, workshop materials, and professional resources.	(10,000)	• Decreases funding for library/media supplies.
Supplies-Other	Miscellaneous supplies and furniture for library and media.	-	• No change.
Technology-Computer	Public access catalog computers, circulation computer, printer, and barcode scanner (19 schools per year with a 4-year replacement cycle).	-	• No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Maintenance-Software	Software updates, support, and maintenance of circulation systems and public access catalog. Also includes countywide purchase of online resources for student/teacher use.	-	• No change.
		Total \$ Change	\$ (76,267)
		Total % Change	(0.58)%

Staffing

Program 1501	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
MEDIA SPECIALIST	105.2	97.2	98.2	101.2	95.5
PARAEDUCATOR ES	42.0	42.0	42.0	42.0	42.0
PARAEDUCATOR MS	20.0	20.0	20.0	20.0	20.0
Total Operating Fund FTE	167.2	159.2	160.2	163.2	157.5

Enrollment

Program 1501	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Pre-K	151*	213	558	1,220	942
Elementary (K–5)	24,295*	24,329	24,575	24,833	24,792
Middle	13,683*	13,297	13,169	13,289	13,542
High	18,196*	18,273	18,369	18,592	18,443

* Affected by the impact of COVID-19 on instruction and operations.

Media Technical Services

1503

Program Overview and Insights

Media Technical Services selects and provides instructional materials to schools for library media collections, enabling school-based library media staff to focus on instruction and service to students and teachers. This also allows for a unified database of collection materials that supports curriculum instruction and reading interests for students in Pre-K–12, providing learning opportunities that span multiple subject areas and allow students to explore and prepare for specialized careers.

Staff are supported and empowered by this program through training and assistance to schools on the Workday finance system, circulation, reports, and public access catalog (PAC) programs. This enables the effective use of these technologies in support of curriculum instruction. Inter-Library Loan and web-based, accessible catalogs help contribute to structures built for cross-functional collaboration among offices and schools. The training opportunities and support allow staff members to deepen job-specific knowledge and grow in their professional practice.

The Library Media program strives to improve access and library media experiences for students. The Offices of Library Media programs have set the following goals for the next few years:

- Create an updated comprehensive Essential Curriculum with Benchmark Assessments in Grades 5, 8, 10, and 12.
- Implement a process for each school to submit a comprehensive collection development plan to identify gaps, areas of need, and remain reflective of the student population.

This program budget provides staff, labor, and supplies that supports students in efficiently locating library materials and key information.

Budget Summary

Media Technical Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ 241,760	\$ 229,666	\$ 256,253	\$ 233,745	\$ 280,314	\$ 272,286	\$ 287,394	\$ 191,242	\$ (96,152)
Subtotal	241,760	229,666	256,253	233,745	280,314	272,286	287,394	191,242	(96,152)
Contracted Services									
Contracted-Labor	5,000	4,452	5,000	3,702	5,000	4,996	5,000	3,000	(2,000)
Subtotal	5,000	4,452	5,000	3,702	5,000	4,996	5,000	3,000	(2,000)
Supplies and Materials									
Supplies-General	10,480	6,069	10,480	5,509	10,480	10,417	10,480	5,480	(5,000)
Subtotal	10,480	6,069	10,480	5,509	10,480	10,417	10,480	5,480	(5,000)
Program 1503 Total	\$ 257,240	\$ 240,187	\$ 271,733	\$ 242,956	\$ 295,794	\$ 287,699	\$ 302,874	\$ 199,722	\$ (103,152)

Budget Summary Analysis

Program 1503–Media Technical Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 02 Mid-Level Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (96,152)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Resource Teacher • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Contracted Services			
Contracted-Labor	Consultants managing the web-based Central Audio-Visual (AV) program that allows library media specialists and teachers to search, list, and order audiovisual materials online. Also includes maintenance and support of the networked Library Solution program used in the library media center circulation systems and public access catalogs.	(2,000)	<ul style="list-style-type: none"> • Decreases funding for media contracted services.
Supplies and Materials			
Supplies-General	Supplies and materials to process books and audiovisual items for library media centers and the Central AV Library, including cataloging and collection resources.	(5,000)	<ul style="list-style-type: none"> • Decreases funding for media supplies.
		Total \$ Change	\$ (103,152)
		Total % Change	(34.06)%

Staffing

Program 1503	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
SPECIALIST	2.0	1.0	1.0	1.0	1.0
TEACHER RESOURCE	-	-	1.0	1.0	-
TECHNICAL ASSISTANT	-	2.0	1.0	1.0	1.0
TECHNICIAN AV	1.0	-	-	-	-
Total Operating Fund FTE	3.0	3.0	3.0	3.0	2.0

Music

1601

Program Overview and Insights

The Music program focuses on providing programming that is aligned to the Maryland College and Career-Ready Standards. Music instruction provides opportunities for students to build the confidence and discipline to present and communicate with purpose and develop their own artistic voice. Partnerships with local music organizations and businesses are maintained to share with students and families the many innovative ways that one might utilize their music education beyond the music classroom.

Students in music performance ensembles at all levels perform regularly to display their learning to the school and community. Middle and high school students participate in local assessments and/or adjudications to receive feedback on their performances by experts in the field.

The Fine Arts programs strive to continually improve access and fine arts experiences for students. The Fine Arts programs have set the following goals for the next few years:

- Improve elementary fine arts teachers' knowledge and ability to differentiate and support students in Pre-K and students with special needs.
- Articulate fine arts first instruction expectations and K-12 common language to ensure grading is clear and equitable and provides all stakeholders with an understanding of content standards, objectives, and long-term transfer goals.

This program budget provides staffing and supplies that support student access to comprehensive music programming designed to honor a broad range of cultures, customs, beliefs, ideas, and feelings while developing visual literacy through observation, analysis, and creative problem solving. This program budget provides for strategic instrument purchases to provide access to instruments for students in need.

Music enrollment drives school-based materials of instruction allocations, particularly at the secondary level. The middle school program affords students in Grades 7 and 8 the opportunity to select a yearlong fine arts class each year. [Middle School Program Update](#) provides a link to a Board Report from October 2021 that can also be accessed on Board Docs.

In addition to the policies outlined in the Curriculum, Instruction, and Assessment overview page, this program is impacted by standards and implementation procedures outlined in [Policy 9030: School-Sponsored Publications and Productions](#), particularly as it pertains to music performances.

The Music Office analyzes a variety of data to support student success and continuous growth of the program, including:

- Performance ensemble enrollment in Grades 3–12 students for FY 2022.
- Number of students registered for music ensembles in Grades 3–12.
- Student participation in curricular solo/ensemble festivals & G/T Ensembles
- Increased access to diverse and underrepresented composers.

Budget Summary

Music	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 13,452,889	\$ 12,913,885	\$ 13,419,079	\$ 13,117,219	\$ 14,367,100	\$ 13,843,761	\$ 15,146,152	\$ 14,656,695	\$ (489,457)
Wages-Substitute	5,760	275	5,760	248	5,760	1,819	5,760	5,760	-
Wages-Other						1,730	-	-	-
Wages-Temporary Help	1,800	1,775	1,800	1,475	1,800	1,800	1,800	1,800	-
Subtotal	13,460,449	12,915,935	13,426,639	13,118,942	14,374,660	13,849,110	15,153,712	14,664,255	(489,457)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	9,153	8,712	9,153	8,982	10,160	9,268	10,152	10,152	-
Supplies-General	20,158	8,992	20,158	20,154	40,158	43,914	40,158	25,158	(15,000)
Supplies-Instrumental Music	52,060	41,425	52,060	51,807	51,337	51,562	51,337	51,337	-
Supplies-Vocal Music	68,475	42,971	68,475	68,399	66,854	66,691	66,468	66,468	-
Supplies-Strings Music	53,688	27,015	53,688	53,624	52,649	52,498	53,792	53,792	-
Supplies-Music, Other	167,000	166,118	167,000	166,989	167,000	166,997	167,000	167,000	-
Technology-Computer	-	-	-	-	49,350	54,675	-	-	-
Technology-Supply	-	-	-	-	-	-	15,000	-	(15,000)
Subtotal	370,534	295,233	370,534	369,955	437,508	445,605	403,907	373,907	(30,000)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-General	-	-	-	-	-	4,367	15,000	15,000	-
Repair-Equipment	220,000	269,772	220,000	219,989	220,000	219,998	220,000	220,000	-
Maintenance-Software	-	-	-	-	20,000	20,000	20,000	-	(20,000)
Adjudication	51,790	29,861	51,790	51,786	51,790	51,790	51,790	51,790	-
Subtotal	271,790	299,633	271,790	271,775	291,790	296,155	306,790	286,790	(20,000)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	66,000	-	66,000	10,459	72,600	72,094	86,940	-	(86,940)
Subtotal	66,000	-	66,000	10,459	72,600	72,094	86,940	-	(86,940)
Program 1601 Total	\$ 14,168,773	\$ 13,510,801	\$ 14,134,963	\$ 13,771,131	\$ 15,176,558	\$ 14,662,964	\$ 15,951,349	\$ 15,324,952	\$ (626,397)

Budget Summary Analysis

Program 1601–Music

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for music teachers at all levels.	\$ (489,457)	<ul style="list-style-type: none"> • Reflects the following increase in positions in FY 2025 related to expansion of full day Pre-K: <ul style="list-style-type: none"> ◦ 0.6 Teacher(Vocal) • Reflects the following decrease in positions related to class size increase of 2: <ul style="list-style-type: none"> ◦ (1.4) Teachers(Vocal) • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (12.0) Teachers(Ensemble) • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Substitute	Wages paid to teacher substitutes to cover program assessments and special events.		- • No change.
Wages-Temporary Help	Adjudicators for band, orchestra, and choral assessments/adjudications.		- • No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Materials of Instruction, sheet music and other non-text items required in high school general music classes.		- • No change.
Supplies-General	Musical instruments and supplies for program growth, as well as co-curricular and extra-curricular performing groups. Replacing aging musical instruments.	(15,000)	<ul style="list-style-type: none"> • Increases \$5,000 in funding for supplies related to expansion of full day Pre-K. • Decreases (\$20,000) in funding related to FY 2024 non-recurring funding for sheet music for Guilford Park High School.
Supplies-Instrumental Music	Materials of instruction for the Instrumental Music (Band) program at all levels.		- • No change.
Supplies-Vocal Music	Materials of instruction for the Vocal/General Music program at all levels.		- • No change.
Supplies-Strings Music	Materials of instruction for the Strings Music program at all levels.		- • No change.
Supplies-Music, Other	Large music equipment & instruments distributed to schools on a 3-year rotating schedule.		- • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials (cont.)			
Technology-Supply	Technology supplies for music computer labs.	(15,000)	• Eliminates funding related to FY 2024 funding for technology supplies for Guilford Park High School.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-General	Contracted expenses related to the use of turf fields for marching bands.	-	• No change.
Repair-Equipment	Maintenance and repairs of instruments/equipment.	-	• No change.
Maintenance-Software	Music related software.	(20,000)	• Eliminates funding related to FY 2024 non-recurring funding for music lab software for Guilford Park High School.
Adjudication	All State assessment, adjudicators & materials for band, orchestra, & choral assessments/adjudications.	-	• No change.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Music field trips, including music assessments, adjudications, & other performances, such as All State or music conventions.	(86,940)	• Eliminates funding related to transportation costs for field trips.
		Total \$ Change	\$ (626,397)
		Total % Change	(3.93)%

Staffing

Program 1601	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
TEACHER ENSEMBLE	108.0	108.0	108.0	109.5	97.5
TEACHER VOCAL	60.2	60.2	62.8	63.0	62.2
Total Operating Fund FTE	169.2	169.2	171.8	173.5	160.7

Enrollment

Program 1601	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
General Music:					
Pre-K	151	213	558	1,220	942
Elementary K–5	24,295	24,329	24,575	24,833	24,792
Middle	3,461	3,134	2,780	3,800	3,200
High	1,758	1,654	1,627	2,000	2,000
Vocal/Instrumental/Ensemble*:					
Elementary	33,837	36,416	36,695	39,000	39,000
Middle	9,326	9,105	9,201	10,000	9,500
High**	5,165	5,091	5,083	7,500	7,200

*Some students are counted more than once for participation in band, chorus, and strings.

**Includes co-curricular and extra-curricular performing groups.

Physical Education

1701

Program Overview and Insights

The Physical Education program provides an instructional program in comprehensive physical education for all students in grades Pre-K to 8, with a half-credit of physical education required for high school graduation. The focus of the elementary physical education curriculum is on basic developmental skills and movement. The middle school physical education curriculum provides a wide variety of activities including fitness and motor-skill development activities, lifetime recreational activities, dance, and team and individual sports. At the high school level, the required Lifetime Fitness course provides students with multiple opportunities to learn and apply lifetime fitness knowledge and skills. Students in Grades 10–12 may select physical education electives in which there are increased opportunities for personal choices and specialization.

The Physical Education program strives to improve access and experiences for students. The Office of Health and Physical Education has set the following goals for the next few years:

- Design and implement professional learning to support teachers with curriculum implementation and lesson planning based on identified needs.
- Create and revise physical education curricula and provide instructional materials to focus on diverse content, create rigorous learning experiences for all students, and in alignment with the MSDE frameworks.

This program budget provides elementary staffing, equipment, and materials of instruction that support student engagement in classroom activities and support individual student needs in order to develop physical literacy.

In addition to the policies outlined in the Curriculum, Instruction, and Assessment overview page, this program is impacted by standards and implementation procedures outlined in [Policy 9090: Wellness through Nutrition and Physical Activity](#), particularly as it pertains to providing instructional opportunities for students to gain the necessary skills and knowledge for lifelong participation in physical activity.

The Office of Health and Physical Education analyzes a variety of data to support student success and continuous growth of the program, including:

- Enrollment in high school physical education electives.
- Demographic distribution of students enrolled in physical education electives.
- Evaluation of professional learning experiences to support teacher planning and instruction.

Budget Summary

Physical Education	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 6,717,070	\$ 6,614,902	\$ 6,755,756	\$ 6,681,019	\$ 7,406,432	\$ 7,281,866	\$ 7,830,129	\$ 8,098,363	\$ 268,234
Wages-Substitute	1,620	-	1,620	-	1,620	138	1,620	1,620	-
Wages-Workshop	-	-	-	925	-	1,575	-	-	-
Subtotal	6,718,690	6,614,902	6,757,376	6,681,944	7,408,052	7,283,579	7,831,749	8,099,983	268,234
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	77,392	65,845	77,392	68,880	79,919	78,380	79,308	79,308	-
Supplies-General	55,328	5,510	36,879	35,765	86,879	95,939	42,879	31,379	(11,500)
Technology-Computer	-	53,100	-	5,475	-	608	-	-	-
Subtotal	132,720	124,455	114,271	110,120	166,798	174,927	122,187	110,687	(11,500)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Repair-Equipment	12,000	18,805	22,000	15,282	22,000	17,737	16,000	16,000	-
Subtotal	12,000	18,805	22,000	15,282	22,000	17,737	16,000	16,000	-
Other Charges									
Dues & Subscriptions	190	-	190	-	190	-	190	-	(190)
Subtotal	190	-	190	-	190	-	190	-	(190)
Program 1701 Total	\$ 6,863,600	\$ 6,758,162	\$ 6,893,837	\$ 6,807,346	\$ 7,597,040	\$ 7,476,243	\$ 7,970,126	\$ 8,226,670	\$ 256,544

Budget Summary Analysis

Program 1701–Physical Education

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for elementary school teachers serving this program.	\$ 268,234	<ul style="list-style-type: none"> • Reflects the following staffing change completed during FY 2024: <ul style="list-style-type: none"> ◦ <i>Media Specialist transferred from Library/Media (1501) and reclassified as a 0.2 Teacher</i> • Reflects the following increase in positions in FY 2025 related to enrollment: <ul style="list-style-type: none"> ◦ <i>0.2 Teacher</i> • Reflects the following increase in positions in FY 2025 related to expansion of full day Pre-K: <ul style="list-style-type: none"> ◦ <i>2.4 Teachers</i> • Reflects the following decrease in positions related to class size increase of 2: <ul style="list-style-type: none"> ◦ <i>(2.4) Teachers</i> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ <i>(1.0) Resource Teacher</i> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Substitute	Wages paid to substitute teachers to provide job-embedded professional learning for non-tenured teachers and teachers needing additional support.		<ul style="list-style-type: none"> - • No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Supplies, such as pedometers, stretch bands, heart rate monitor straps, etc.		<ul style="list-style-type: none"> - • No change.
Supplies-General	Safe equipment and instructional materials on a rotating basis for all programs and for older facilities. Includes replacement of tablets, weight training equipment, spin bikes, ropes, mats, gymnastics equipment, whittle equipment, manipulatives and teacher resource bookstand general office supplies.	(11,500)	<ul style="list-style-type: none"> • Decreases funding for physical education supplies.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 05 Other Instructional Costs			
Contracted Services			
Repair-Equipment	Repair of strength and conditioning equipment at all high schools and middle schools with fitness rooms. Aging equipment needs regular safety inspections and repair due to the high use by physical education students during the school year and athletes after school.	-	• No change.
Other Charges			
Dues & Subscriptions	Professional organization membership dues and educational subscriptions.	(190)	• Eliminates funding for dues and subscriptions.
Total \$ Change		\$ 256,544	
Total % Change		3.22%	

Staffing

Program 1701	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	-	1.0	1.0	1.0	-
TEACHER ELEM	83.4	83.4	86.8	87.4	87.8
Total Operating Fund FTE	83.4	84.4	87.8	88.4	87.8

Enrollment

Program 1701	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Pre-K	151 *	213	558	1,220	942
Elementary (K-5)	24,295 *	24,329	24,575	24,833	24,923
Middle	13,683 *	13,297	13,169	13,289	13,587
High	8,302 *	8,015	8,739	9,200	9,000

* Affected by the impact of COVID-19 on instruction and operations.

Reading Supports

1802

Program Overview and Insights

The Reading Supports program focuses on literacy development by implementing interventions that align with the English/Language Arts Maryland College and Career-Ready Standards for Grades K–12. This program supports teacher development through its focus on ensuring that staff members have access to continuous learning experiences that support their professional growth in reading acquisition and interventions.

This program supports continuously monitoring individual student achievement and differentiated instruction to provide the appropriate level of challenge. This program funds reading specialists in Grades K–12, who provide effective interventions to students who are not meeting grade-level reading expectations. Reading specialists participate in monthly training on targeted support and acceleration pedagogy to close specific achievement gaps in reading/language arts.

Students enrolled in middle school reading seminar courses are provided with targeted support to address their specific needs in the areas of decoding, fluency, and comprehension. High school strategic reading allows for targeted reading instructional support in the areas of vocabulary, fluency, metacognition, and comprehension. The goal of these courses is to support students in becoming functional readers across all content areas as a basis for moving toward reading proficiency. Individual student achievement data is constantly monitored to help teachers adjust instruction to deliver the appropriate level of challenge for learners.

The K–12 Reading Intervention program strives to continually improve access and opportunity for all students. The Elementary and Secondary Language Arts offices have collaborated with the Reading K–12 office and a variety of stakeholders to outline a literacy strategic plan focused on the following goals:

- Implementation of the universal screener, supplemental supports, and progress monitoring in the elementary level.
- Instructional staff and administrators increase their capacity to deliver or lead research-informed instructional literacy practices.
- Culturally responsive pedagogy and resources that include diverse perspectives are utilized effectively.
- Research-informed interventions aligned to first instruction are provided to students demonstrating an area of need in literacy.
- Staff who support reading instruction across the levels are used efficiently and effectively.
- Parents, guardians, and community members are active and valued partners through transparent, open, and accessible communication.

Each goal includes key strategies, proposed timelines, and key metrics which include a variety of data that will be periodically analyzed to monitor implementation and impact.

The [English Language Arts Strategic Plan Update](#) provides a link to a Board Report from January 26, 2023, that can also be accessed on Board Docs.

This program budget provides reading specialist staffing to schools in order to provide individualized instruction to support literacy development and explicit interventions for students who are demonstrating weakness in the area of reading. This program budget provides materials of instruction that support student engagement in classroom activities and support individual student needs.

Performance Manager: Shannon Fuller
Academics – Curriculum, Instruction, and Assessment

Reading Supports – 1802

The K–12 Reading office analyzes a variety of data to support student success and continuous growth of the program, including:

- Student proficiency in reading on state assessments.
- Monitoring of reading progress as measured by MAP, the DIBELS screener, and assessments aligned to specific interventions.

Budget Summary

Reading Supports	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 6,952,903	\$ 6,743,971	\$ 7,607,646	\$ 7,512,332	\$ 13,351,249	\$ 13,327,598	\$ 13,845,102	\$ 14,574,581	\$ 729,479
Wages-Substitute	-	-	263,200	1,140	263,200	10,073	52,000	36,400	(15,600)
Wages-Workshop	-	-	-	25,703	-	52,970	43,200	30,240	(12,960)
Subtotal	6,952,903	6,743,971	7,870,846	7,539,175	13,614,449	13,390,641	13,940,302	14,641,221	700,919
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	10,542	10,396	10,542	10,450	61,793	59,271	43,594	43,594	-
Supplies-General	45,534	45,150	69,696	54,043	94,272	87,453	4,272	4,272	-
Subtotal	56,076	55,546	80,238	64,493	156,065	146,724	47,866	47,866	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Training	-	-	52,640	49,750	52,640	52,560	52,640	39,480	(13,160)
Maintenance-Software	-	-	-	-	133,360	153,791	333,360	291,360	(42,000)
Contracted-Consultant	2,500	1,000	2,500	-	2,500	1,500	80,500	266,825	186,325
Subtotal	2,500	1,000	2,500	-	2,500	1,500	80,500	266,825	186,325
Program 1802 Total	\$ 7,011,479	\$ 6,800,517	\$ 8,006,224	\$ 7,653,418	\$ 13,959,014	\$ 13,745,216	\$ 14,454,668	\$ 15,286,752	\$ 832,084

Budget Summary Analysis

Program 1802–Reading Supports

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 729,479	<ul style="list-style-type: none"> • Reflects the following staffing change completed during FY 2024: <ul style="list-style-type: none"> ◦ Teacher transferred from Gifted and Talented (2301) and reclassified as 0.5 Reading Specialist • Reflects the following position change in FY 2025: <ul style="list-style-type: none"> ◦ 1.0 Resource Teacher transferred in from ESSER III Grant • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Substitute	Substitute wages to provide coverage for teachers attending training related to reading.	(15,600)	<ul style="list-style-type: none"> • Decreases funding for substitute wages for reading supports.
Wages-Workshop	Workshop wages for teachers attending training related to reading.	(12,960)	<ul style="list-style-type: none"> • Decreases funding for workshop wages for reading supports.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Provides replacement and additional materials used for reading intervention. These funds are maintained centrally to ensure that each school will be able to meet the needs of its students.	-	<ul style="list-style-type: none"> • No change.
Supplies-General	Supplies to support reading intervention programs and universal screener administration.	-	<ul style="list-style-type: none"> • No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Training	Training to support reading instruction.	(13,160)	<ul style="list-style-type: none"> • Decreases funding for training related to reading instruction.
Maintenance-Software	Tier 2 and Tier 3 intervention assessment software.	(42,000)	<ul style="list-style-type: none"> • Decreases funding for reading assessment software.
Contracted-Consultant	Contracted services to provide specialized training for reading.	186,325	<ul style="list-style-type: none"> • Increases \$246,700 in funding for DIBELS - Reading Screener previously funded from ESSER III Grant. • Decreases (\$60,375) in funding for contracted services related to reading support training.
		Total \$ Change	\$ 832,084
		Total % Change	5.76%

Staffing

Program 1802	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
READING SPECIALIST	64.6	69.1	125.9	136.1	136.6
TEACHER RESOURCE	1.0	1.0	1.0	1.0	2.0
LITERACY COACH	10.0	10.0	11.0	-	-
Total Operating Fund FTE	75.6	80.1	137.9	137.1	138.6

Enrollment

Program 1802	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Grades K–5	24,295*	24,329	24,575	24,833	24,792
Middle	1,360	1,500	1,181	1,400	1,300
High	316	346	375	300	400

* Affected by the impact of COVID-19 on instruction and operations.

Note: This enrollment table shows the student enrollment for reading instruction.

Science – Secondary

1901

Program Overview and Insights

The Secondary Science program supports high-quality, first instruction for all students in a laboratory-focused and student-centric instructional environment that integrates the core ideas, practices, and cross-cutting concepts of science to support Maryland's College and Career-Ready Standards, Maryland's Next Generation Science Standards, and Maryland's Environmental Literacy Standards. Secondary Science office staff work with school-based staff, community members, and education partners to develop curriculum, resources, assessments, and professional learning in the pursuit of scientific literacy for all.

The Pre-K–12 science programs continually strive to improve access and science experiences for students. The Elementary and Secondary Science offices have collaborated to set the following goals for the next few years:

- Ensure all students actively engage in science courses that meet graduation requirements, offer personal fulfillment, and/or provide foundation for college & career readiness.
- Ensure students and educators collaborate and implement inquiry-rich, adaptive learning environments where novel problems shape the curriculum, and all students make progress toward mastery of long-term transfer goals.

This program budget provides materials of instruction that support student engagement in classroom activities and support individual student needs in building scientific literacy and critical thinking in an inclusive environment.

The Office of Secondary Science analyzes a variety of data to support student success and continuous growth of the program, including:

- Student proficiency in science on state assessments (MISA – MD Integrated Science Assessment, with a Life Science focus).
- Percentage of students successfully earning three credits in science by the end of Grade 11.
- Evidence of equity-based teaching practices in science classrooms through non-evaluative collaborative walkthroughs.

Budget Summary

Science - Secondary	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 682,179	\$ 669,778	\$ 689,748	\$ 689,565	\$ 741,104	\$ 711,054	\$ 737,056	\$ 373,480	\$ (363,576)
Wages-Substitute	3,500	-	3,500	1,117	3,500	2,059	3,500	3,000	(500)
Wages-Workshop	10,000	4,220	10,000	2,630	10,000	5,844	10,000	10,000	-
Subtotal	695,679	673,998	703,248	693,312	754,604	718,957	750,556	386,480	(364,076)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	77,341	59,331	77,341	51,518	79,563	79,536	117,261	77,261	(40,000)
Supplies-General	79,476	57,879	79,476	74,864	79,476	79,474	82,476	61,857	(20,619)
Subtotal	156,817	117,210	156,817	126,382	159,039	159,010	199,737	139,118	(60,619)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Repair-Equipment	1,000	-	1,000	1,000	1,000	1,000	1,000	1,000	-
Subtotal	1,000	-	1,000	1,000	1,000	1,000	1,000	1,000	-
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	10,000	-	10,000	8,883	33,000	44,808	75,900	-	(75,900)
Subtotal	10,000	-	10,000	8,883	33,000	44,808	75,900	-	(75,900)
Program 1901 Total	\$ 863,496	\$ 791,208	\$ 871,065	\$ 829,577	\$ 947,643	\$ 923,775	\$ 1,027,193	\$ 526,598	\$ (500,595)

Budget Summary Analysis

Program 1901–Science - Secondary

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (363,576)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Resource Teacher ◦ (1.0) Resource Teacher (Conservancy) ◦ (6.5) Paraeducators (High School) • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Substitute	Substitute wages for teachers accompanying students on environmental literacy related field experiences in support of state mandated environmental literacy requirements.	(500)	<ul style="list-style-type: none"> • Decreases funding for substitute wages for secondary science.
Wages-Workshop	Laboratory cleanup to ensure a safe and productive working environment for hands-on laboratory instruction.	-	<ul style="list-style-type: none"> • No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Consumable materials to support laboratory program allocated on a per pupil basis.	(40,000)	<ul style="list-style-type: none"> • Decreases funding related to FY 2024 non-recurring funding for secondary science materials of instruction for Guilford Park High School.
Supplies-General	Goggle cabinets and maintenance, appliance replacement, chemical storage and maintenance, required safety materials, GPS units, probeware and data loggers and lab apparatus, intervention materials, student participation in authentic science experiences including research projects. Includes supplies, and professional resources for teachers and office staff. A majority of these funds are used directly by schools to purchase supplies as needed.	(20,619)	<ul style="list-style-type: none"> • Decreases funding for secondary science supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Repair-Equipment	Repair of equipment including: microscopes, autoclaves, balances, distillation apparatus, and safety apparatus.	-	<ul style="list-style-type: none"> • No change.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Transportation to off-campus, environmental literacy experiences.	(75,900)	<ul style="list-style-type: none"> • Eliminates funding related to transportation costs for field trips.
		Total \$ Change	\$ (500,595)
		Total % Change	(48.73)%

Staffing

Program 1901	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
HOWARD COUNTY CONSERVANCY	1.0	1.0	1.0	1.0	-
ROBINSON NATURE CENTER	1.0	1.0	1.0	-	-
TEACHER RESOURCE	1.0	1.0	1.0	1.0	-
PARAEDUCATOR HS	12.0	12.0	12.0	13.0	6.5
Total Operating Fund FTE	15.0	15.0	15.0	15.0	6.5

Enrollment

Program 1901	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Middle	13,683 *	13,297	13,169	13,289	13,587
High	18,256 *	17,252	16,941	18,114	17,571

* Affected by the impact of COVID-19 on instruction and operations.

Social Studies – Secondary

2001

Program Overview and Insights

Secondary Social Studies promotes students' abilities to make informed and reasoned decisions for the public good, to apply disciplinary literacy and problem-solving skills within relevant content, and to understand their roles and responsibilities as participants in a democratic society.

The Office of Secondary Social Studies designs and implements a variety of professional learning experiences including professional training sessions, stakeholder/advisory meetings, and in-school service to staff through mentoring, professional learning, and evaluation. Secondary social studies office staff work with stakeholders to develop curriculum, supplementary resources, and formative assessments to support implementation of the Maryland State Standards in Social Studies using pedagogical practices that align with the C3 Framework.

The Office of Secondary Social Studies is committed to participation and performance in a wide range of social studies courses and other academic opportunities, and to promoting equal access to offerings for all student groups. In addition to the six state mandated courses in secondary social studies, the social studies program offers opportunities for elective courses in the diverse array of the social sciences, all available AP courses in social studies, academic competitions and events, and internships in state and local government.

The Pre-K–12 social studies programs continually strive to improve access and social studies experiences for students. The Offices of Elementary and Secondary Social Studies have collaborated to set the following goals for the next few years:

- Create and revise social studies curricula and provide instructional materials to focus on diverse content and create rigorous learning experiences for all students.
- Ensure curricula, materials of instruction, and pedagogical practices that reflect culturally responsive pedagogy and diverse content are implemented with fidelity throughout HCPSS.

In addition to the policies outlined in the Curriculum, Instruction, and Assessment overview page, this program is impacted by standards and implementation procedures outlined in [Policy 8050 – Teaching of Controversial Issues](#), particularly as it pertains to on-going professional learning and resources needed for teachers to teach controversial issues within the study of social studies.

This program budget provides materials of instruction that support exposure to diverse experiences and perspectives and student engagement in classroom activities and support individuals in applying critical thinking based on evidence, communicating their conclusions, and empowering students to use their voice in their communities.

The Office of Secondary Social Studies analyzes a variety of data to support student success and continuous growth of the program, including:

- Student performance in social studies on state assessments.
- Enrollment in elective courses (including AP courses).
- Effectiveness of professional learning opportunities for teachers.

Budget Summary

Social Studies - Secondary	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 73,199	\$ 24,724	\$ 93,370	\$ 90,984	\$ 97,623	\$ 97,848	\$ 103,970	\$ 110,209	\$ 6,239
Wages-Workshop	3,000	-	3,000	325	3,000	150	3,000	3,000	-
Subtotal	76,199	24,724	96,370	91,309	100,623	97,998	106,970	113,209	6,239
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Technology-Computer	-	-	-	1,347	-	-	-	-	-
Technology-Supply	-	270	-	-	-	-	-	-	-
Supplies-Materials of Instruction	36,574	23,897	36,574	32,106	37,388	36,098	36,102	36,102	-
Supplies-General	15,521	14,329	15,521	15,606	24,021	22,906	15,521	11,641	(3,880)
Subtotal	52,095	38,496	52,095	49,059	61,409	59,004	51,623	47,743	(3,880)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Maintenance-Software	80,000	73,256	80,000	67,256	80,000	69,488	80,000	80,000	-
Subtotal	80,000	73,256	80,000	67,256	80,000	69,488	80,000	80,000	-
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	8,000	-	8,000	-	8,800	2,779	10,120	-	(10,120)
Subtotal	8,000	-	8,000	-	8,800	2,779	10,120	-	(10,120)
Program 2001 Total	\$ 216,294	\$ 136,476	\$ 236,465	\$ 207,624	\$ 250,832	\$ 229,269	\$ 248,713	\$ 240,952	\$ (7,761)

Budget Summary Analysis

Program 2001–Social Studies - Secondary

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salary for staff serving this program.	\$ 6,239	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Workshop	Academic intervention programming, including teacher professional development and collaborative planning associated with the commitment to college and career readiness.	-	<ul style="list-style-type: none"> • No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Supplies for social studies instruction allocated on a per pupil basis.	-	<ul style="list-style-type: none"> • No change.
Supplies-General	Maps, globes, supplementary texts, teacher resource materials, and office supplies.	(3,880)	<ul style="list-style-type: none"> • Decreases funding for secondary social studies supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Maintenance-Software	Student participation in online courses.	-	<ul style="list-style-type: none"> • No change.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Field trips for Model United Nations, Mock Trial, History Day research, social studies events, and transportation for Debate Team.	(10,120)	<ul style="list-style-type: none"> • Eliminates funding related to transportation costs for field trips.
Total \$ Change		\$ (7,761)	
Total % Change		(3.12)%	

Staffing

Program 2001	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	1.0	1.0	1.0	1.0	1.0

Enrollment

Program 2001	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Middle	13,683 *	13,297	13,169	13,289	13,542
High**	20,147 *	18,356	19,558	20,451	20,287

* Affected by the impact of COVID-19 on instruction and operations.

**Budgeted and projected based on 110% of high school students enrolled in social studies classes.

Theatre and Dance

2201

Program Overview and Insights

The Theatre and Dance programs develop aesthetic and technical sensitivity through theatrical expression and physical movement. Students observe, respond to, create, and perform using the body as an instrument to communicate feelings, thoughts, and ideas. The sequentially developed program presents a broad, cultural, and historical perspective, providing unique opportunities for cross-curricular connections. Teachers are provided with content-driven professional development focused on honing performance and literacy skills through contemporary teaching pedagogy and collaborative performance strategies.

The Fine Arts programs strive to improve access and fine arts experiences for students and will focus on the following goals for the next few years:

- Improve elementary fine arts teachers' knowledge and ability to differentiate and support students in Pre-K and students with special needs.
- Articulate fine arts first instruction expectations and K-12 common language to ensure grading is clear and equitable and provides all stakeholders with an understanding of content standards, objectives, and long-term transfer goals.

This program budget provides staffing and supplies that support student access to comprehensive theatre and dance programming designed to honor a broad range of cultures, customs, beliefs, ideas, and feelings while developing visual literacy through observation, analysis, and creative problem solving.

Theatre and Dance enrollment at the secondary level drives school-based materials of instruction allocations. The middle school program affords students in Grades 7 and 8 the opportunity to select a year-long fine arts class each year, including theatre and dance options.

[Middle School Program Update](#) provides a link to a Board Report from October 2021, that can also be accessed on Board Docs.

In addition to the policies outlined in the Curriculum, Instruction, and Assessment overview page, this program is impacted by standards and implementation procedures outlined in [Policy 9030: School-Sponsored Publications and Productions](#), particularly as it pertains to school-sponsored productions for theatre and dance.

The Office of Visual Arts, Dance, and Theatre analyzes a variety of data to support student success and continuous growth of the program, including:

- Student enrollment in secondary elective dance and theatre curricular programming for FY 23
- Student participation in secondary curricular festivals, adjudications, and productions for FY 23.
- Number of students registered for theatre / dance ensembles in Grades 9–12.
- Increased access to curricular resources focused on diverse and underrepresented playwrights and choreographers.

Budget Summary

Theatre and Dance	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 50,400	\$ 77,120	\$ 82,188	\$ 85,076	\$ 2,888
Wages-Substitute	2,720	-	2,720	1,044	2,720	2,383	2,720	2,720	-
Wages-Temporary Help	2,240	2,225	2,240	2,240	1,540	1,540	1,540	1,540	-
Wages-Workshop	12,500	12,500	12,500	12,500	12,500	-	12,500	9,500	(3,000)
Subtotal	17,460	14,725	17,460	15,784	67,160	81,043	98,948	98,836	(112)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	32,400	32,394	32,400	31,751	36,000	37,163	36,000	36,000	-
Supplies-General	20,072	9,780	20,072	8,986	53,522	52,102	16,472	16,472	-
Technology-Computer	-	-	-	15,158	-	-	-	-	-
Subtotal	52,472	42,174	52,472	55,895	89,522	89,265	52,472	52,472	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-General	2,300	2,300	2,300	2,300	3,000	3,000	3,000	3,000	-
Subtotal	2,300	2,300	2,300	2,300	3,000	3,000	3,000	3,000	-
Equipment									
Equipment-Replacement	50,000	-	50,000	49,318	50,000	49,936	50,000	50,000	-
Subtotal	50,000	-	50,000	49,318	50,000	49,936	50,000	50,000	-
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	8,170	-	8,170	1,015	8,987	8,555	10,335	-	(10,335)
Subtotal	8,170	-	8,170	1,015	8,987	8,555	10,335	-	(10,335)
Program 2201 Total	\$ 130,402	\$ 59,199	\$ 130,402	\$ 124,312	\$ 218,669	\$ 231,799	\$ 214,755	\$ 204,308	\$ (10,447)

Budget Summary Analysis

Program 2201–Theatre and Dance

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 2,888	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Substitute	Substitutes for dance and theatre teachers to attend curriculum-based local and state dance adjudications and theatre festivals.	-	<ul style="list-style-type: none"> • No change.
Wages-Temporary Help	Wages used to pay dance/theatre clinicians, lead teachers and support staff for adjudications, festivals, and enrichment programs.	-	<ul style="list-style-type: none"> • No change.
Wages-Workshop	Wages for discipline-based lead teacher specialists, professional development for dance/theatre arts instruction and the implementation of stage productions and countywide programs.	(3,000)	<ul style="list-style-type: none"> • Decreases funding for workshop wages for theatre and dance program.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Materials of instruction allocation for Dance/Theatre (including teacher resources, production rights, performances, scripts, costumes, and instructional materials).	-	<ul style="list-style-type: none"> • No change.
Supplies-General	Replacement of theatre/tech-theatre classroom (sound/visual systems/etc.) and dance studio equipment (including Marley floors/ballet barres/sound systems/etc.).	-	<ul style="list-style-type: none"> • No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-General	Clinicians (dance/theatre) and space/equipment rental.	-	<ul style="list-style-type: none"> • No change.
Equipment			
Equipment-Replacement	Maintenance and replacement of sound and lighting theatre/auditorium equipment in high schools.	-	<ul style="list-style-type: none"> • No change.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Transportation for district and state adjudications/assessment/student festival workshops.	(10,335)	<ul style="list-style-type: none"> • Eliminates funding related to transportation costs for field trips.
		Total \$ Change	\$ (10,447)
		Total % Change	(4.86)%

Staffing

Program 2201	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER	-	-	0.8	0.8	0.8
Total Operating Fund FTE	-	-	0.8	0.8	0.8

Enrollment

Program 2201	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
High School Theatre Students	1,045 *	1,082	1,101	1,200	1,200
Middle School Theatre Students	3,508 *	3,468	3,277	3,600	3,600
High School Dance Students	943 *	971	1,001	1,100	1,100
Middle School Dance Students	0 *	305	331	500	500

* Affected by the impact of COVID-19 on instruction and operations and shift in the middle school model/scheduling

Gifted and Talented

2301

Program Overview and Insights

In Grades K–12, the Gifted and Talented (G/T) Education Program provides comprehensive programming with a focus on talent development that enables students to discover and build upon their individual strengths and interests. Programming includes talent development offerings, advanced courses, research courses, and internship experiences that engage students through instruction emphasizing inquiry and creative production. G/T school-based and Central Office staff are committed to promoting equity in participation and achievement through collaboration, outreach, and talent development opportunities. G/T Program staff collaborate with school-based staff, community members, and education partners to develop curriculum, resources, and professional learning in support of the Pre-K to Grade 12 Gifted Education Programming Standards and the Maryland COMAR for Gifted and Talented Education.

The Office of Gifted and Talented Education continually strives to improve access and rich learning experiences for students. The Office of Gifted and Talented Education will focus on the following goals for the next few years:

- Create and revise G/T Education Program curricula and provide instructional resources to create learning experiences that enrich and extend curriculum standards and reflect diverse experiences and perspectives.
- Provide opportunities for students to develop and apply creative and analytical thinking strategies to increase equitable access to advanced-level instructional programs.

This program budget provides school-based staffing, supplies, and materials of instruction that uplift the skills and abilities of each student through individualized and interest-based instructional opportunities. Additionally, the G/T Education Program supports equitable access by removing barriers to advanced instruction through Primary Talent Development and Instructional Seminars that enhance creative and analytical thinking, as well as provide opportunities for expression of student voice.

The Office of Gifted and Talented Education analyzes a variety of data to support student success and continuous growth of the program, including:

- Student proficiency in language arts and mathematics on state assessments.
- Percentage of students in elementary, middle, and high school, accessing G/T Education Program offerings, such as Primary Talent Development, G/T Instructional Seminars, and G/T Research courses.
- Percentage of students from all student groups in Grades 4–12 accessing advanced-level courses.

Budget Summary

Gifted and Talented	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 10,613,114	\$ 10,578,173	\$ 10,901,707	\$ 10,677,728	\$ 11,434,328	\$ 11,230,234	\$ 11,998,032	\$ 11,141,007	\$ (857,025)
Wages-Substitute						1,947	-	-	-
Wages-Temporary Help	1,200	-	1,200	100	1,500	525	1,500	1,500	-
Wages-Workshop	23,040	4,366	23,040	2,924	23,550	5,975	23,550	13,550	(10,000)
Wages-Other	51,660	28,727	124,020	76,722	109,020	79,367	99,020	87,020	(12,000)
Subtotal	10,689,014	10,611,266	11,049,967	10,757,474	11,568,398	11,318,048	12,122,102	11,243,077	(879,025)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	37,642	7,922	37,642	22,416	37,642	35,030	38,208	38,208	-
Supplies-Testing	1,600	-	1,600	-	-	-	-	-	-
Supplies-General	48,361	2,695	56,001	28,697	57,601	38,850	41,601	31,201	(10,400)
Technology-Computer	-	-	-	-	11,206	12,204	16,000	16,000	-
Technology-Supply	-	-	-	195	-	-	-	-	-
Subtotal	87,603	10,617	95,243	51,308	106,449	86,084	95,809	85,409	(10,400)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	21,100	-	17,283	-	21,100	12,282	21,100	19,100	(2,000)
Subtotal	21,100	-	17,283	-	21,100	12,282	21,100	19,100	(2,000)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	13,380	-	13,380	2,750	14,718	11,545	16,926	-	(16,926)
Subtotal	13,380	-	13,380	2,750	14,718	11,545	16,926	-	(16,926)
Program 2301 Total	\$ 10,811,097	\$ 10,621,883	\$ 11,175,873	\$ 10,811,532	\$ 11,710,665	\$ 11,427,959	\$ 12,255,937	\$ 11,347,586	\$ (908,351)

Budget Summary Analysis

Program 2301–Gifted and Talented

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries of teachers assigned to Gifted and Talented program.	\$ (857,025)	<ul style="list-style-type: none"> • Reflects the following staffing change completed during FY 2024: <ul style="list-style-type: none"> ◦ (0.5) Teacher (HS) transferred to Reading Supports (1802) ◦ (0.5) Teacher (HS) reclassified to 0.5 Teacher(ES) • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (20.0) Teachers (ES) • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Temporary Help	Spring administration of Gifted and Talented testing per COMAR Chapter 13A.04.07 Gifted & Talented Education.	-	<ul style="list-style-type: none"> • No change.
Wages-Workshop	Community outreach presentations and professional learning for teachers of advanced programs (cultural proficiency, differentiated instruction, technology integration, primary talent development).	(10,000)	<ul style="list-style-type: none"> • Decreases funding for workshop wages for gifted and talented program.
Wages-Other	Extracurricular pay for the following G/T programming: G/T visual arts, G/T music, high school Intern/Mentor program, and summer professional learning for new teachers.	(12,000)	<ul style="list-style-type: none"> • Decreases funding for wages for gifted and talented program.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Supplies for implementation of Gifted and Talented programs.	-	<ul style="list-style-type: none"> • No change.
Supplies-General	Supplies for the implementation of countywide G/T Programming.	(10,400)	<ul style="list-style-type: none"> • Decreases funding for gifted and talented program supplies.
Technology-Computer	Computers for GT classrooms.	-	<ul style="list-style-type: none"> • No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Labor	HS Student Learning Conference, MS Expo, student publications, professional learning.	(2,000)	<ul style="list-style-type: none"> • Decreases funding for gifted and talented program contracted services.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Field trips, including HS Student Learning Conference, MS Expo, and MS Countywide Debate, that are aligned to instructional program.	(16,926)	<ul style="list-style-type: none"> • Eliminates funding related to transportation costs for field trips.
		Total \$ Change	\$ (908,351)
		Total % Change	(7.41)%

Staffing

Program 2301	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
TEACHER GT ES CLASSROOM	82.5	82.5	82.5	82.5	63.0
TEACHER GT MS CLASSROOM	20.0	20.0	20.0	20.0	20.0
TEACHER GT HS CLASSROOM	13.0	13.0	13.0	14.0	13.0
Total Operating Fund FTE	116.5	116.5	116.5	117.5	97.0

Enrollment

Program 2301	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Elementary**	7,904 *	8,464	8,683	8,548	6,885
Middle	7,697 *	7,757	7,755	7,834	7,919
High	12,671 *	12,429	12,629	12,553	12,882

* Affected by the impact of COVID-19 on instruction and operations.

**Enrollment figures reflect students participating in a variety of programs in Grades 2-5. In addition, all students in Kindergarten and Grade 1 participate in Primary Talent Development. For FY 2025 reductions in projected elementary enrollment reflect the proposed staffing reduction and impacted programming.

Instructional Technology

2501

Program Overview and Insights

The Elementary Technology Teacher (ETT) program supports appropriate student use of technology tools to analyze, learn, create, and explore information. ETTs provide direct instruction to Pre-K–5 learners in 42 elementary schools by implementing the International Society for Technology in Education (ISTE) Standards, the Maryland Technology Literacy Standards, and the Maryland Computer Science Standards. Instructional technology teachers provide content-embedded technology instruction and support the Office of Instructional Technology (OIT) to ensure all staff leverage digital tools to enhance authentic learning experiences and empower learners to be technologically literate and global citizens. Collaboration, communication, critical thinking, innovation, and problem-solving skills are acquired through the appropriate use of technology in instruction. The OIT provides curriculum and instructional support to technology teachers; provides professional learning activities and programs that utilize digital and information literacy for instructional staff; supports the development of teacher- and student-facing curriculum resources using the learning management system; and collaborates with curricular offices to plan, promote, and support innovative uses of technology to improve instruction.

The Office of Instructional Technology continually strives to improve access and learning experiences for students. The Office of Instructional Technology will focus on the following goals for the next few years:

- Provide access to a focused, coherent, and rigorous set of computational thinking curriculum materials for all Pre-K–5 students.
- Provide access to a series of high-quality and timely digital teaching and learning professional learning resources for all staff and administrators.

This program budget provides elementary staffing, educational technology supplies, and software applications that increase instructional technology access and supports student engagement in instructional technology programs that focus on digital citizenship and computational thinking.

The Office of Instructional Technology analyzes a variety of data to support student success and continuous growth of the program, including:

- Percentage of Grade 3–5 students completing cornerstone tasks at the “meets expectations” level.
- Evaluation of professional learning experiences to support teacher planning and instruction.

Budget Summary

Instructional Technology	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 4,037,411	\$ 4,483,722	\$ 4,626,554	\$ 4,621,523	\$ 4,985,893	\$ 4,909,330	\$ 5,349,366	\$ 5,584,774	\$ 235,408
Subtotal	4,037,411	4,483,722	4,626,554	4,621,523	4,985,893	4,912,330	5,349,366	5,584,774	235,408
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-General	2,148	1,481	2,148	2,030	2,148	2,148	2,148	2,148	-
Supplies-Educational Tech	118,418	30,840	118,418	108,337	119,174	121,377	118,872	118,335	(537)
Technology-Computer	-	26,553	-	4,146	-	308	-	-	-
Technology-Supply	-	-	-	1,338	-	-	-	-	-
Subtotal	120,566	58,874	120,566	115,851	121,322	123,833	121,020	120,483	(537)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-General	4,000	500	4,000	-	4,000	650	4,000	4,000	-
Maintenance-Software	99,750	94,858	99,750	94,710	104,387	103,874	104,387	104,387	-
Subtotal	103,750	95,358	103,750	94,710	108,387	104,524	108,387	108,387	-
Program 2501 Total	\$ 4,261,727	\$ 4,637,954	\$ 4,850,870	\$ 4,832,084	\$ 5,215,602	\$ 5,140,687	\$ 5,578,773	\$ 5,813,644	\$ 234,871

Budget Summary Analysis

Program 2501—Instructional Technology

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 235,408	<ul style="list-style-type: none"> • Reflects the following increase in positions in FY 2025 related to projected enrollment: <ul style="list-style-type: none"> ◦ 0.5 Teacher • Reflects the following increase in positions in FY 2025 related to expansion of full day Pre-K: <ul style="list-style-type: none"> ◦ 1.5 Teachers • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-General	Supplies for computer labs, professional development, workshop materials, and professional resources.	-	• No change.
Supplies-Educational Tech	Educational technology supplies allocated on a per pupil basis.	(537)	• Decreases funding for instructional technology program supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-General	Services to review digital content for accessibility.	-	• No change.
Maintenance-Software	Countywide purchase of online resources for student/teacher use.	-	• No change.
		Total \$ Change	\$ 234,871
		Total % Change	4.21%

Staffing

Program 2501	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
TEACHER ELEM	42.0	50.0	51.0	53.0	55.0
Total Operating Fund FTE	43.0	51.0	52.0	54.0	56.0

Enrollment

Program 2501	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Pre-K	151	213	558	1,220	942
Elementary K-5	24,295	24,329	24,575	24,833	24,923
Middle	13,683	13,297	13,169	13,289	13,587
High	18,196	18,273	18,369	18,592	18,466

Department of Program Innovation and Student Well-Being – Budget Summary

Overview of the Department

The Department of Program Innovation and Student Well-Being is in the Academics Division. The mission of this Department is, in partnership with students, families, and community members, to develop educational pathways and social emotional supports to help students formulate and achieve their education and career goals and become valued community members.

The services of this Department are delivered through the budgets of the following programs:

- Summer Programs
- Innovative Pathways
- Dual Enrollment
- Home and Hospital
- Behavior Supports
- Academic Intervention
- Career and Technical Education
- School Counseling Psychological Services
- Section 504 Services
- Pupil Personnel
- School Social Work Services
- Health Services
- Student Access and Achievement

The Department of Program Innovation and Student Well-Being promotes Equity in Action by creating engaging, empowering, and individualized learning experiences; providing academic, behavioral, and wellness multi-tiered systems of support; and developing proactive student supports with a future focus.

Summary of Major Budget Changes for FY 2025

HCPSS faces the financial pressures of a structural deficit due to declining revenues and increasing costs. The budget strategy for FY 2025 rethinks the development of the Superintendent's Proposed Budget to manage the pressure the structural deficit places on the request for new funding. This was done to align with Board of Education and county requests to bring forward a budget that presents clear choices to reallocate funding from existing services to meet our fiscal obligations for FY 2025. As a result, while the budget requests an increase in funding for mandates, commitments, and priorities, reductions are proposed in program budgets to offset the overall growth of the budget.

The proposed budget for the Department of Program Innovation and Student Well-Being includes:

- Budget additions of \$2.8 million and 9.00 FTE positions.
- Budget reductions of \$(4.5) million and (16.00) FTE positions.
- In total, the net changes to the budget are \$(1.7) million less than the current FY 2024 approved budget and (7.00) less FTE positions.
- Year over year, the Department's budget is decreasing by 2.15 percent.

More specific information on these budget changes is explained in the sections below which are followed by schedules summarizing the Department budget, budget additions and budget reductions by program.

Department of Program Innovation and Student Well-Being – Budget Summary

Budget Additions

Budget additions in the FY 2025 Superintendent's Proposed Budget are grouped as Mandates, Commitments, and Priorities.

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Sub-groupings for each of these are provided to summarize the budget dollars and positions proposed across programs and divisions. The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides the combined summary of budget additions for all divisions and by state category.

A summary of budget additions by grouping is provided below.

The Department of Program Innovation and Student Well-Being budget includes new budget cost additions of \$2.8 million and 9.0 FTE positions.

Mandates

- \$31,800 – Blueprint requirements for National Board Certification pay for teachers.
- \$31,446 – Blueprint requirements for Workforce Development Board.

Commitments

- \$16,844 – Year-over-Year Personnel Cost Change. This adjustment will appear in all program budgets that have budgeted personnel. A complete explanation for these changes is included in the Factors Influencing in the Executive Summary section of the budget book.
- \$3,740 – for financial obligations related to certification stipends.

Priorities

- \$1.9 million – a marker for negotiated employee compensation increases.
- \$776,360 and 9.00 FTE positions – services transitioning from expiring COVID-Relief grants supporting the following services: school social work and school nursing. This move is to maintain nurses full-time in almost all schools and centers. This also maintains mental health support through retaining school social workers who are at each middle school and serve three to five schools and work with community agencies to provide student support.
- \$2,000 – other administrative costs related to staff mileage reimbursement.

Department of Program Innovation and Student Well-Being – Budget Summary

Budget Reductions

Each division or department budget proposes reductions to offset the expenditure increases included in the FY 2025 Superintendent's Proposed Operating Budget. For each division, department, and its programs, these reductions are grouped as Programmatic School-Based and Programmatic Non-School-Based.

- Programmatic School-Based are budget reductions directly affecting the classroom and schools. The reductions are sub-grouped by certain programmatic areas and services to summarize where budget dollars and positions are being reduced across programs and divisions.
- Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools. These reductions are sub-grouped into reductions affecting personnel and non-personnel reductions.

The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides a combined summary of budget reductions by group and sub-group for all divisions and by state category.

A high-level overview of major reductions and the service impact(s) for the department budget are shown below.

The Department of Program Innovation and Student Well-Being budget includes reductions of \$(4.5) million and (16.0) FTE positions.

Programmatic School-Based

Summer Programs

- \$(2,198,092) – Program 2401 Summer Programs: Reduction of workshop wages, contracted, and transportation
 - Impact: Elimination of BSAP Summer Institute and G/T Summer Institutes, reduced summer opportunities for students in K–8 who are not identified as struggling academically.

College and Career Development

- \$(400,000) – Program 2802 Dual Enrollment: Reduction of college and career/contracted labor
 - Impact: This reduction reflects a restructuring of the dual enrollment program that, in part, limits access to Howard Community College Courses. The restructured program places students on a pathway to completion of an A.A. degree, setting in place prerequisite requirements for course participation and grades earned before a wide range of courses are available for students to access.
- \$(32,000) – Program 2802 Dual Enrollment: Reduction of college and career/transportation
 - Impact: This reduction may reduce access to Howard Community College courses by not offering bus service to schools with limited student participation.
- \$(32,387) and (1.00) FTE position – Program 3901 Career and Technical Education: Elimination of 1.00 Science Paraeducator.
 - Impact: This reduction will eliminate assistance with science lab preparation at ARL.

Department of Program Innovation and Student Well-Being – Budget Summary

- \$(243,000) – reduction of college and career/contracted general \$(20,000), maintenance – software \$(15,000), supplies \$(130,000), supplies – Project Lead the Way \$(8,000), technology – computer \$(20,000), transportation \$(40,000), and textbooks \$(10,000) in Career and Technical Education (3901).
 - Impact: Supplies will be constricted during the 2024–2025 school year. Some courses will need to share materials and items such as textbooks may not be replaced.

Other Supports

- \$(68,219) and (1.00) FTE position – Program 2601 Innovative Pathways: Elimination of 1.00 High School Teacher
 - Impact: There will be fewer sections of online courses available.
- \$(262,728) – Program 3403 Behavioral Supports: Reduction of other supports/contracted consultant \$(132,728), other supports/supplies \$(60,000), substitutes \$(30,000), and workshop wages \$(40,000)
 - Impact: Reduction of these items will result in less professional learning, school support, and resources for schools.
- \$(17,734) – Program 5601 School Counseling: Reduction of other supports/supplies
 - Impact: Supplies will be constricted during the 2024–2025 school year.
- \$(100,000) and (1.00) FTE position – Program 5701 Psychological Services: Elimination of 1.00 Psychologist
 - Impact: There will be less support for students requiring the services of a school psychologist. This includes IEP eligibility assessments and direct psychological services creating a potential increase in due process hearings. Other school psychologists, administrators, and other student services staff will need to support the work.
- \$(10,000) – Program 5801 Section 504: Reduction of other supports/supplies \$(5,000) and workshop wages \$(5,000)
 - Impact: This reduction is based on anticipated needs and historic use. If supplies or wages are needed they will be identified in another program.
- \$(106,000) and (1.00) FTE position – Program 6101 Pupil Personnel Services: Elimination of 1.00 Pupil Personnel Worker (PPW)
 - Impact: There will be less support for students in danger of withdrawal and dropping out of high school. PPWs support attendance, students experiencing homelessness, and other highly impacted students. Other PPWs, administrators, and other student services staff will need to support these priorities.
- \$(77,520) and (2.00) FTE positions – Program 6401 Health Services: Elimination of 2.00 Health Assistants
 - Impact: There will be less support for students in the health room. Some health assistants will travel between multiple health rooms and other nurses may not receive the assistance of health assistants.

Department of Program Innovation and Student Well-Being – Budget Summary

- \$(89,420) – Program 9501 Student Access and Achievement: Reduction of workshop wages \$(83,500) and supplies \$(5,920)
 - Impact: This will eliminate support for the MESA (Math, Engineering, Science Achievement) program. There will not be funding to pay school-based staff to manage programs, and there will not be funding for supplies. Schools will not be able to offer programming if support is needed.

Programmatic Non-School Based

Personnel

- \$(88,265) and (1.00) FTE position – Program 2601 Innovative Pathways: Elimination of 1.00 Data Assistant
 - Impact: This will decrease the data available to make decisions about digital education. It will also require work to shift to other staff members.
- \$(285,318) and (2.00) FTE positions – Elimination of 2.00 Itinerant Paraeducators, 1.00 Itinerant Teacher and 1.00 Resource Teacher
 - Impact: This will decrease the capacity of the Office of Alternative Education and Pathways and will decrease support to schools with student behavioral needs including assessing students, providing support for students, mentoring staff with student concerns, providing professional learning, and student-related problem solving. Additional demands will be placed on the remaining team and some needs will not be met.
- \$(61,769) and (1.00) FTE position – Program 3901 Career and Technical Education: Elimination of 1.0 Computer Technician
 - Impact: This will decrease the speed at which technology support is provided at ARL. ARL will be served by the Technology Department.
- \$(116,443) and (1.00) FTE position – Program 5601 School Counseling: Elimination of 1.00 School Counseling Resource Counselor
 - Impact: This will decrease the capacity of the Office of School Counseling and will decrease support to schools with school counseling needs including hiring, mentoring, providing professional learning, program development and monitoring, and problem solving. Additional demands will be placed on the remaining team.
- \$(125,000) and (1.00) FTE position – Program 6401 Health Services: Elimination of 1.00 Health Services Supervisor
 - Impact: This will decrease the capacity of the Office of Health Services and will decrease support to schools with school health needs including hiring, providing professional learning, program development and monitoring, and problem solving. Additional demands will be placed on the remaining team.
- \$(80,625) and (1.00) FTE position – Program 9501 Student Access and Achievement: Elimination of 1.00 Technical Assistant
 - Impact: This will eliminate support for the Student Access and Achievement programs including Black Student Achievement, Hispanic Achievement, Multilingual Family Services and Language Access. Additional demands will be placed on the remaining team.

Department of Program Innovation and Student Well-Being – Budget Summary

- \$(120,944) and (1.00) FTE position – Program 9501 Student Access and Achievement: Elimination of 1.00 MESA (Math, Engineering, Science Achievement) Specialist
 - Impact: This will eliminate support for the MESA program. There will not be staff to support training or implementation. Schools will not be able to offer programming if support is needed.

Non-Personnel

- (\$1,500) – Program 6401 Health Services: Reduction of mileage
 - Impact: This reduction is based on historical use of mileage. It will impact the funds available for traveling to schools and other HCPSS locations.

Position Reduction List

Division/Dept	Program	Classification Job Title	FTE Count
Academics-PISWB	Behavior Supports-3403	ALTERNATIVE EDUCATION TEACHER	(1.00)
		PARAEDUCATOR OTHER	(2.00)
		TEACHER RESOURCE	(1.00)
	Career and Technical Education-3901	PARAEDUCATOR	(1.00)
		TECHNICIAN COMPUTER	(1.00)
	Health Services-6401	HEALTH ASSISTANT	(2.00)
		SUPERVISOR	(1.00)
	Innovative Pathways-2601	DATA ASSISTANT	(1.00)
		TEACHER HIGH	(1.00)
	Psychological Services-5701	PSYCHOLOGIST	(1.00)
	Pupil Personnel Services-6101	PUPIL PERSONNEL WORKER	(1.00)
	School Counseling-5601	COUNSELOR RESOURCE	(1.00)
	Student Access and Achievement-9501	SPECIALIST	(1.00)
		TECHNICAL ASSISTANT	(1.00)
Academics-PISWB Total			(16.00)

Department of Program Innovation and Student Well-Being – Budget Summary

SUMMARY OF FY 2025 PROPOSED BUDGET								
Program	Program Number	Approved Budget FY 2024	Total Additions	Total Reductions	Net Budget Changes FTE	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change from FY 2024
Summer Programs	2401	\$ 3,643,615	\$ -	\$ (2,198,092)	-	\$ 1,445,523	\$ (2,198,092)	-60.33%
Innovative Pathways	2601	1,150,346	39,673	(156,484)	(2.00)	1,033,535	(116,811)	-10.15%
Dual Enrollment	2802	4,295,449	3,413	(432,000)	-	3,866,862	(428,587)	-9.98%
Home and Hospital	3390	849,315	-	-	-	849,315	-	0.00%
Behavior Supports	3403	5,638,225	202,569	(548,046)	(4.00)	5,292,748	(345,477)	-6.13%
Academic Intervention	3501	911,565	-	-	-	911,565	-	0.00%
Career and Technical Education	3901	8,586,086	689,686	(337,156)	(2.00)	8,938,616	352,530	4.11%
School Counseling	5601	22,139,128	56,471	(134,177)	(1.00)	22,061,422	(77,706)	-0.35%
Psychological Services	5701	10,399,455	235,916	(100,000)	(1.00)	10,535,371	135,916	1.31%
Section 504 Program	5801	186,794	6,095	(10,000)	-	182,889	(3,905)	-2.09%
Pupil Personnel Services	6101	3,555,858	(82,051)	(106,000)	(1.00)	3,367,807	(188,051)	-5.29%
School Social Work Services	6103	2,218,166	427,094	-	5.00	2,645,260	427,094	19.25%
Health Services	6401	11,879,910	660,453	(204,020)	1.00	12,336,343	456,433	3.84%
Student Access and Achievement	9501	5,026,144	546,944	(290,989)	(2.00)	5,282,099	255,955	5.09%
Program Innovation Student Well-Being Total		\$ 80,480,056	\$ 2,786,263	\$ (4,516,964)	(7.00)	\$ 78,749,355	\$ (1,730,701)	-2.15%

Department of Program Innovation and Student Well-Being – Budget Summary

BUDGET ADDITIONS	Proposed FY 2025 Budget Changes										FY 2025 Proposed	
	Program	Mandates		Commitments		Priorities				Total Additions	Total Additions FTE	
		Program Number	Blueprint-National Board Certification	Blueprint-Workforce Development	Year over Year Personnel Cost Change	Financial Obligations	Employee Compensation Marker	COVID-Grants Transition	COVID-Grants Transition FTE			Other
Summer Programs	2401	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Innovative Pathways	2601	-	-	29,514	-	10,159	-	-	-	-	39,673	-
Dual Enrollment	2802	-	-	-	-	3,413	-	-	-	-	3,413	-
Home and Hospital	3390	-	-	-	-	-	-	-	-	-	-	-
Behavior Supports	3403	-	-	57,085	-	145,484	-	-	-	-	202,569	-
Academic Intervention	3501	-	-	-	-	-	-	-	-	-	-	-
Career and Technical Education	3901	31,800	31,446	370,130	300	156,010	100,000	-	-	-	689,686	-
School Counseling	5601	-	-	(650,098)	2,000	704,569	-	-	-	-	56,471	-
Psychological Services	5701	-	-	(58,994)	-	294,910	-	-	-	-	235,916	-
Section 504 Program	5801	-	-	2,237	-	3,858	-	-	-	-	6,095	-
Pupil Personnel Services	6101	-	-	(171,677)	720	88,906	-	-	-	-	(82,051)	-
School Social Work Services	6103	-	-	21,017	720	62,891	342,466	5.00	-	-	427,094	5.00
Health Services	6401	-	-	28,746	-	295,813	333,894	4.00	2,000	-	660,453	4.00
Student Access and Achievement	9501	-	-	388,884	-	158,060	-	-	-	-	546,944	-
Program Innovation Student Well-Being Total		\$ 31,800	\$ 31,446	\$ 16,844	\$ 3,740	\$ 1,924,073	\$ 776,360	9.00	\$ 2,000		\$ 2,786,263	9.00

Department of Program Innovation and Student Well-Being – Budget Summary

BUDGET REDUCTIONS	Proposed FY 2025 Budget Changes										FY 2025 Proposed	
	Program	Program Number	Programmatic-School Based					Programmatic-Non School Based			Total Reductions	Total Reductions FTE
			Summer Programs	College and Career Development	College and Career Development FTE	Other Supports	Other Supports FTE	Personnel	Personnel FTE	Non-Personnel		
Summer Programs	2401	\$ (2,198,092)	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ (2,198,092)	-
Innovative Pathways	2601	-	-	-	(68,219)	(1.00)	(88,265)	(1.00)	-	-	(156,484)	(2.00)
Dual Enrollment	2802	-	(432,000)	-	-	-	-	-	-	-	(432,000)	-
Home and Hospital	3390	-	-	-	-	-	-	-	-	-	-	-
Behavior Supports	3403	-	-	-	(262,728)	-	(285,318)	(4.00)	-	-	(548,046)	(4.00)
Academic Intervention	3501	-	-	-	-	-	-	-	-	-	-	-
Career and Technical Education	3901	-	(275,387)	(1.00)	-	-	(61,769)	(1.00)	-	-	(337,156)	(2.00)
School Counseling	5601	-	-	-	(17,734)	-	(116,443)	(1.00)	-	-	(134,177)	(1.00)
Psychological Services	5701	-	-	-	(100,000)	(1.00)	-	-	-	-	(100,000)	(1.00)
Section 504 Program	5801	-	-	-	(10,000)	-	-	-	-	-	(10,000)	-
Pupil Personnel Services	6101	-	-	-	(106,000)	(1.00)	-	-	-	-	(106,000)	(1.00)
School Social Work Services	6103	-	-	-	-	-	-	-	-	-	-	-
Health Services	6401	-	-	-	(77,520)	(2.00)	(125,000)	(1.00)	(1,500)	-	(204,020)	(3.00)
Student Access and Achievement	9501	-	-	-	(89,420)	-	(201,569)	(2.00)	-	-	(290,989)	(2.00)
Program Innovation Student Well-Being Total		\$ (2,198,092)	\$ (707,387)	(1.00)	\$ (731,621)	(5.00)	\$ (878,364)	(10.00)	\$ (1,500)	\$ (4,516,964)	(16.00)	

Summer Programs

2401

Program Overview and Insights

Summer Programs provide opportunities for students to participate in interventions as well as challenging courses at the elementary, middle, and high school levels. Enrollment in summer programs seeks to address learning loss during the summer months as well as accelerate student learning to prepare them for the upcoming school year.

Academic Intervention Summer Program – The Academic Intervention Summer Program provides interventions for students who are academically underperforming or at risk of underperforming. Elementary and middle school students build understanding of discipline-specific skills and concepts in English Language Arts and Mathematics.

Innovative Pathways High School – The Innovative Pathways High School summer program provides diploma-bound students entering Grades 9–12 with opportunities to support academic achievement and acceleration. The program offers high school credit-bearing courses in a variety of content areas and levels, including face-to-face, blended, and fully online courses.

Budget Summary

Summer Programs	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 61,313	\$ 77,567	\$ 79,700	\$ 79,719	\$ -	\$ -	\$ -	\$ -	\$ -
Wages-Other	-	-	-	1,796	-	-	-	-	-
Wages-Summer Pay	1,655,597	1,599,950	2,505,597	2,287,261	3,525,797	2,209,541	3,525,797	1,419,805	(2,105,992)
Wages-Temporary Help	4,200	915	4,200	128	4,200	3,766	4,200	-	(4,200)
Wages-Workshop	-	(2,096)	-	67	-	788,347	-	-	-
Subtotal	1,721,110	1,676,336	2,589,497	2,368,971	3,529,997	3,001,654	3,529,997	1,419,805	(2,110,192)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-General	76,027	51,904	76,827	57,195	76,827	78,986	76,827	1,827	(75,000)
Technology-Supply	800	-	-	-	-	-	-	-	-
Subtotal	76,827	51,904	76,827	57,195	76,827	78,986	76,827	1,827	(75,000)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	24,900	7,124	15,500	6,649	24,900	9,244	24,900	12,000	(12,900)
Subtotal	24,900	7,124	15,500	6,649	24,900	9,244	24,900	12,000	(12,900)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	-	-	9,400	-	10,340	-	11,891	11,891	-
Subtotal	-	-	9,400	-	10,340	-	11,891	11,891	-
Program 2401 Total	\$ 1,822,837	\$ 1,735,364	\$ 2,691,224	\$ 2,432,815	\$ 3,642,064	\$ 3,089,884	\$ 3,643,615	\$ 1,445,523	\$ (2,198,092)

Budget Summary Analysis

2401–Summer Programs

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Summer Pay	Wages for summer school personnel, including teachers for credit-bearing courses and enrichment programs, ESOL teachers, administrators, paraprofessionals, academic mentors, student assistants, and administrative support staff.	\$ (2,105,992)	• Decreases funding for summer school personnel.
Wages-Temporary Help	Wages for summer school personnel to support summer enrichment programs.	(4,200)	• Eliminates funding related to G/T Summer Institute personnel support.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-General	Office supplies, materials, teacher resources, and graduation supplies.	(75,000)	• Eliminates (\$12,000) in funding related to Summer Institute program supplies. • Eliminates (\$27,000) in funding related to Academic Intervention Summer program supplies. • Eliminates (\$36,000) in funding related to G/T Summer Institute program supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Labor	Contracted services to support summer school programs.	(12,900)	• Eliminates (\$7,500) in funding related to contracted services in Summer Institute. • Eliminates (\$5,400) in funding related to contracted services in G/T Summer Institute.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Transportation for students with non-traditional summer transportation needs.	-	• No change.
		Total \$ Change	\$ (2,198,092)
		Total % Change	(60.33)%

Staffing

Program 2401	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TECHNICAL ASSISTANT	1.0	1.0	-	-	-
Total Operating Fund FTE	1.0	1.0	-	-	-

Enrollment

Program 2401	Actual Summer 2020	Actual Summer 2021	Actual Summer 2022	Actual Summer 2023	Projected Summer 2024
Academic Intervention Pre-K–8	1,160*	2,096	2,000	1,778	1,500
BSAP Summer Institute K–9	226*	562	750	774	0
G/T Summer Institutes 1–8	378*	509	800	954	0
Innovative Pathways High School 9–12	1,132*	1,676	1,500	1,896	1,600

* Affected by the impact of COVID-19 on instruction and operations.

Performance Managers: Robert Cole/Sheree Tilley/Paul Linkins/Debbie Blum
Academics – Program Innovation and Student Well-Being

Summer Programs – 2401

Innovative Pathways

2601

Program Overview and Insights

Innovative Pathways provide students with access to instruction they would not otherwise be able to access through blended and virtual learning models. Instruction occurs both during and outside the school day and supports students throughout the school year, including summer. Each program allows students to accelerate or recover learning by accessing additional courses.

Digital Education: Digital education provides access to synchronous video instruction with an HCPSS teacher through a video-conferencing application. Teacher instruction from the “home” classroom is streamed to “remote” school sites, allowing collaboration within and across classrooms. Students may also enroll in asynchronous fully online instruction with most communication with the online teacher occurring through email, phone, web, or video conferencing. For fully online instruction, HCPSS uses a combination of MSDE-approved, third-party vendor teachers and content, as well as trained HCPSS teachers with HCPSS and vendor digital content.

Extended Day: Extended Day bridges the gap between school-based and evening programs for students who need flexible instruction, differentiation, and targeted social and emotional support. Priority enrollments include students who are repeating Grade 9, lacking credits based on expected grade-level, experiencing hardship, and transferring into the HCPSS after the deadline to earn course credits. Students may earn 1–2 credits at their school during and after the school day.

Evening Program: Evening Program provides educational services for students who are seeking to recover credit for missed/failed courses, students who are interested in taking additional classes to advance their studies, and students who are on long-term suspension or who have been expelled from school but are under 18 years of age. Scheduling two academic periods, three days per week, allows students to access more than one course per academic year. Students enrolled in credit recovery can accelerate their learning by relearning concepts and skills needed for current and future classes.

Budget Summary

Innovative Pathways	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 493,814	\$ 412,170	\$ 896,038	\$ 479,961	\$ 516,464	\$ 467,563	\$ 554,046	\$ 437,235	\$ (116,811)
Wages-Temporary Help	15,000	13,540	15,000	13,890	15,000	14,788	15,000	15,000	-
Wages-Workshop	40,050	37,923	74,800	45,226	31,000	29,852	248,520	248,520	-
Subtotal	548,864	463,633	985,838	539,077	562,464	512,203	817,566	700,755	(116,811)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Audio Visual	1,000	-	1,000	-	1,000	-	1,000	1,000	-
Supplies-General	12,090	4,514	50,590	27,822	13,090	12,592	14,980	14,980	-
Technology-Computer	31,000	-	16,700	5,970	4,700	-	4,700	4,700	-
Technology-Supply	2,000	-	4,600	1,057	1,000	-	1,000	1,000	-
Subtotal	46,090	4,514	72,890	34,849	19,790	12,592	21,680	21,680	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	105,950	99,205	405,900	113,970	210,000	152,060	210,000	210,000	-
Maintenance-Software	4,800	6,385	214,800	193,306	74,800	-	74,800	74,800	-
Subtotal	110,750	105,590	620,700	307,276	284,800	152,060	284,800	284,800	-
Equipment									
Equipment-Additional	-	-	26,300	25,247	26,300	23,382	26,300	26,300	-
Subtotal	-	-	26,300	25,247	26,300	23,382	26,300	26,300	-
Program 2601 Total	\$ 705,704	\$ 573,737	\$ 1,705,728	\$ 906,449	\$ 893,354	\$ 700,237	\$ 1,150,346	\$ 1,033,535	\$ (116,811)

Budget Summary Analysis

2601–Innovative Pathways

State/Spend Category	Description of Expenditure	Change from FY	
		2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for instructional staff serving this program.	\$ (116,811)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Data Assistant ◦ (1.0) Teacher 10 Month • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages paid to temporary employees to provide direct instructional assistance to students during the school day as well as content mentoring for students outside the school day.	-	• No change.
Wages-Workshop	Wages for teaching digital education courses, participating in professional learning and developing curriculum resources for content instruction.	-	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Audio Visual	Headphones and microphones.	-	• No change.
Supplies-General	Instructional materials for digital education courses, including lab materials.	-	• No change.
Technology-Computer	Chromebooks for instructional staff and students who need a device for online courses.	-	• No change.
Technology-Supply	Video cart systems, monitor, keyboard, mouse, toner, ink, and cables.	-	• No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Labor	Contracted services for digital education courses including: vendor digital content and course leasing and vendor online teaching.	-	• No change.
Maintenance-Software	Video conferencing software.	-	• No change.
Equipment			
Equipment-Additional	Equipment earmarked to update and replace video conference equipment and supplemental devices based on program growth and replacement cycles.	-	• No change.
		Total \$ Change	\$ (116,811)
		Total % Change	(10.15)%

Staffing

Program 2601	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	1.0	1.0
TEACHER HIGH	4.0	6.0	4.0	4.0	3.0
TEACHER MIDDLE	-	2.0	-	-	-
TEACHER ELEMENTARY	-	2.0	-	-	-
PARAEDUCATOR	-	1.0	-	-	-
DATA ASSISTANT	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	6.0	13.0	6.0	6.0	4.0

Enrollment

Program 2601	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Digital Education (blended, fully online, synchronous video)	746	616	800	800
Extended Day	N/A	232	700	250
Evening Program	507 (87 discipline students)	699 (105 discipline students)	500	500
Total	1,253	1,652	2,000	1,550

Dual Enrollment

2802

Program Overview and Insights

Howard Community College (HCC) and HCPSS partnered to provide high school students the opportunity to earn college credit while enrolled in high school. JumpStart Dual Enrollment encompasses the dual enrollment partnership between Howard Community College (HCC) and Howard County Public Schools. Dual Enrollment consists of courses offered in two settings – high school-based college credit and HCC campus-based college credit. The dual enrollment program supports staff, materials, licenses, and transportation for continued implementation. This program also includes funding for the tuition, fee, and book costs for students as mandated by the Blueprint for Maryland’s Future legislation. The Blueprint for Maryland’s Future legislation mandates that students have access to up to 60 college credits through a dual enrollment program at no cost to the student. On October 7, 2022, HCPSS received the following guidance from MSDE around the fiscal responsibility for students enrolled in Dual Enrollment:

- Section 15-127 of the MD Code was modified by the Blueprint legislation.
- Modifications included the removal of the provision to charge a student a fee for dual enrollment courses.

Beginning in the 2024-2025 school year, adjustments to the JumpStart program have been made with a focus on placing students on a pathway to completing their A.A. degree as mandated in the Blueprint legislation. Students may select from a select group of approved courses when beginning in the JumpStart program, and after completing those courses successfully they are able to access a larger list of courses at no cost to students. This new course structure creates an authentic college experience while keeping access and opportunity at the forefront. The reductions, below, are a result of this program adjustment.

The following table provides data on students earning at least one college credit in HCPSS-based Dual Enrollment eligible course.

Students earning at least one college credit in HCPSS-based Dual Enrollment eligible course				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
754	886	1,033	1,181	1,370

It is the goal of HCPSS that students earn at least one college credit in an HCC-based Dual Enrollment eligible course.

Students earning at least one college credit in an HCC-based Dual Enrollment eligible course				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
550	789	1,466	932	1,364

Budget Summary

Dual Enrollment	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 153,428	\$ 165,687	\$ 175,719	\$ 175,718	\$ 188,720	\$ 184,141	\$ 89,754	\$ 93,167	\$ 3,413
Wages-Workshop	-	-	-	-	-	-	40,000	40,000	-
Subtotal	153,428	165,687	175,719	175,718	188,720	184,141	129,754	133,167	3,413
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Textbooks	-	-	-	-	10,000	-	30,000	30,000	-
Supplies-General	3,000	9	3,000	309	3,000	443	3,000	3,000	-
Subtotal	3,000	9	3,000	309	13,000	443	33,000	33,000	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	878,000	377,635	878,000	318,017	878,000	1,826,815	3,994,695	3,594,695	(400,000)
Subtotal	878,000	377,635	878,000	318,017	878,000	1,826,815	3,994,695	3,594,695	(400,000)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	2,000	-	2,000	200	54,200	-	138,000	106,000	(32,000)
Subtotal	2,000	-	2,000	200	54,200	-	138,000	106,000	(32,000)
Program 2802 Total	\$ 1,036,428	\$ 543,331	\$ 1,058,719	\$ 494,244	\$ 1,133,920	\$ 2,011,399	\$ 4,295,449	\$ 3,866,862	\$ (428,587)

Budget Summary Analysis

2802–Dual Enrollment

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 03 Instructional Salaries and Wages</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 3,413	• Reflects placeholder for compensation increases and benefits for staff.
Wages-Workshop	Wages paid for HCPSS staff teaching courses.	-	• No change.
<i>State Category 04 Instructional Textbooks/Supplies</i>			
Supplies and Materials			
Textbooks	Textbooks for courses taught in HCPSS buildings.	-	• No change.
Supplies-General	Classroom supplies and promotional materials.	-	• No change.
<i>State Category 05 Other Instructional Costs</i>			
Contracted Services			
Contracted-Labor	Howard Community College (HCC) student enrollment.	(400,000)	• Decreases funding for course availability.
<i>State Category 09 Student Transportation Services</i>			
Contracted Services			
Trans-Bus Contracts	Curriculum and college-related field trips.	(32,000)	• Decreases funding for transportation services.
Total \$ Change		\$ (428,587)	
Total % Change		(9.98)%	

Staffing

Program 2802	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
TEACHER RESOURCE	1.0	1.0	1.0	-	-
TEACHER	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	2.0	2.0	2.0	1.0	1.0

Enrollment

Program 2802	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Participants					
HCPSS-Based	1,033	1,181	1,370	1,500	1,650
HCC-Based	1,466	932	1,364	1,200	1,200
Courses Taken					
HCPSS-Based	1,331	1,372	1,560	2,400	2,500
HCC-Based	4,043	2,556	3,888	4,800	4,400

Home and Hospital

3390

Program Overview and Insights

The Home and Hospital Teaching Program (HHT) provides interim instruction to students who are actively enrolled in the Howard County Public School System (HCPSS) and experiencing a medical diagnosis, either physical or emotional, that prevents them from participating in their school of enrollment. The school of enrollment, parent/guardian, child, Home and Hospital Teaching Office, and the appropriate community provider work together to support each student’s needs during the student’s recovery period and during the transition back to classes. Home and Hospital online instruction blends digital content with a combination of online and face-to-face instruction based on the needs of the student. Also, students can participate in synchronous instruction with a classroom teacher through remote classroom technology which enables them to collaborate with their existing class.

The Home Instruction Office provides supervision for parents/guardians who choose to teach their child(ren) at home. The Home Instruction program provides reviews for regular and thorough instruction during the school year in the studies usually taught in the public schools to children of the same age for families that have chosen the oversight of the HCPSS.

Budget Summary

Home and Hospital	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Overtime	\$ -	\$ -	\$ -	\$ 345	\$ -	\$ 442	\$ -	\$ -	\$ -
Wages-Temporary Help	790,000	542,165	795,000	1,201,326	795,000	973,466	795,000	795,000	-
Subtotal	790,000	542,165	795,000	1,201,671	795,000	973,908	795,000	795,000	-
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Textbooks	541	-	541	-	541	-	541	541	-
Supplies-General	3,000	1,165	3,000	1,107	3,000	709	3,000	3,000	-
Technology-Supply	-	-	-	134	-	-	-	-	-
Subtotal	3,541	1,165	3,541	1,241	3,541	709	3,541	3,541	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	30,164	27,881	30,164	22,908	30,164	18,000	30,164	30,164	-
Subtotal	30,164	27,881	30,164	22,908	30,164	18,000	30,164	30,164	-
Other Charges									
Travel-Mileage	25,610	-	20,610	1,681	20,610	2,410	20,610	20,610	-
Subtotal	25,610	-	20,610	1,681	20,610	2,410	20,610	20,610	-
Program 3390 Total	\$ 849,315	\$ 571,211	\$ 849,315	\$ 1,227,501	\$ 849,315	\$ 995,027	\$ 849,315	\$ 849,315	\$ -

Budget Summary Analysis

3390–Home and Hospital

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Temporary Help	Wages paid to part-time home and hospital teachers who provide a minimum of six hours of instruction per week for referred students.	\$ -	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Textbooks	Textbooks for teachers of home and hospital students when books are not available from schools.	-	• No change.
Supplies-General	Supplies and materials for office staff, teachers, and home and hospital students and for other items for student use that are not provided by the schools.	-	• No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Labor	Part-time home and hospital teachers who provide a minimum of six hours of instruction per week for referred students who are in facilities outside the county. Funds for accessing tech support for existing database program.	-	• No change.
Other Charges			
Travel-Mileage	Business-related mileage reimbursement for staff traveling to and from homes.	-	• No change.
		Total \$ Change	\$ -
		Total % Change	0.00%

Home and Hospital Students Referred

Program 3390	Actual FY 2019	Actual FY 2020	Actual FY 2021*	Actual FY 2022	Actual FY 2023
Howard County Students	320	258	95 *	366	319
Breakdown by School Level					
Elementary School	59	38	19 *	44	50
Middle School	61	56	27 *	92	67
High School	200	164	49 *	230	202

* Affected by the impact of COVID-19 on instruction and operations.

Behavior Supports

3403

Program Overview and Insights

This program supports school-based and central office Alternative Education programs, Positive Behavior Interventions and Supports (PBIS), and Social Emotional Learning (SEL) interventions. This program also acts as the liaison between the school system and the Department of Juvenile Services (DJS).

Alternative education supports improvement for students' academic and behavioral performance in the classroom. Students are provided learning opportunities for social-emotional and self-regulation skills that enable them to perform at higher academic levels. Staff monitor individual student growth and personalize their programs to provide the most appropriate levels of support for the students in their school. School-based alternative education staff also support their colleagues through professional learning, observation and consultation, co-planning and co-teaching, and creating, implementing, analyzing, and evaluating student support and behavior plans. Currently, 34 schools have alternative education programs (16 elementary, 9 middle, and 9 high).

PBIS is a Multi-Tiered Systems of Support (MTSS) framework that uses data-based problem-solving to integrate academic and behavioral instruction and interventions for universal, secondary, and tertiary supports. This office works in conjunction with the Department of Special Education and the Office of School Counseling to support this program.

SEL instruction occurs daily in all elementary schools and weekly in all middle schools. This office creates the curricular materials and trains teachers and administrators in implementation. SEL instruction also occurs as part of all middle and high school alternative education seminar classes. Lastly, a Beyond School Hours SEL program was piloted during the 2023–2024 school year and funding, training, and resources were provided by this office.

All reportable offenses are communicated through this office and hearings are handled by this office. In addition, students receiving educational services through DJS are supported through this office, including planning for all re-entry needs and various pathway options.

Budget Summary

Behavior Supports	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 4,057,905	\$ 3,854,504	\$ 4,218,797	\$ 4,182,800	\$ 4,459,622	\$ 4,287,695	\$ 5,195,925	\$ 5,113,176	\$ (82,749)
Wages-Substitute	10,000	-	10,000	110	110,000	2,624	60,000	30,000	(30,000)
Wages-Workshop	20,000	5,700	20,000	2,453	120,000	11,939	70,000	30,000	(40,000)
Subtotal	4,087,905	3,860,204	4,248,797	4,185,363	4,689,622	4,302,258	5,325,925	5,173,176	(152,749)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-General	10,500	2,958	10,500	8,748	110,300	31,277	110,300	50,300	(60,000)
Subtotal	10,500	2,958	10,500	8,748	110,300	31,277	110,300	50,300	(60,000)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Consultant	2,000	-	2,000	-	202,000	2,483	202,000	69,272	(132,728)
Subtotal	2,000	-	2,000	-	202,000	2,483	202,000	69,272	(132,728)
<i>State Category 07 Student Personnel Services</i>									
Salaries and Wages									
Salaries	640,042	499,467	1,181,373	1,014,358	-	-	-	-	-
Subtotal	640,042	499,467	1,181,373	1,014,358	-	-	-	-	-
Program 3403 Total	\$ 4,740,447	\$ 4,362,629	\$ 5,442,670	\$ 5,208,469	\$ 5,001,922	\$ 4,336,018	\$ 5,638,225	\$ 5,292,748	\$ (345,477)

Budget Summary Analysis

3403–Behavior Supports

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (82,749)	<ul style="list-style-type: none"> • Reflects the following staffing adjustment in FY 2024: <ul style="list-style-type: none"> ◦ (2.0) Paraeducator ES reclassified to 2.0 Paraeducators HS • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Alternative Education Teacher ◦ (1.0) Resource Teacher ◦ (2.0) Paraeducators • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Substitute	Substitutes for Positive Behavioral Interventions and Support (PBIS) meetings.	(30,000)	• Decrease funding for wages-substitute.
Wages-Workshop	Training for alternative and general education staff in dealing with challenging behaviors.	(40,000)	• Decrease funding for wages-workshop.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-General	Supplies for school-based alternative programs.	(60,000)	• Decreases funding for program supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Consultant	Speakers/consultants used in staff development programming.	(132,728)	• Decreases funding for staff development programming.
Total \$ Change		\$ (345,477)	
Total % Change		(6.13)%	

Staffing

Program 3403	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
ALTERNATIVE EDUCATION TEACHER	31.0	31.0	31.0	35.0	34.0
TEACHER RESOURCE	1.0	1.0	1.0	3.0	2.0
SOCIAL WORKER	5.0	10.0	-	-	-
PARAEDUCATOR ES	12.0	13.0	13.0	17.0	15.0
PARAEDUCATOR MS	10.0	9.0	9.0	9.0	9.0
PARAEDUCATOR HS	11.0	11.0	11.0	10.0	12.0
PARAEDUCATOR OTHER	2.0	2.0	2.0	2.0	-
SECRETARY	1.0	1.0	-	-	-
Total Operating Fund FTE	73.0	78.0	67.0	76.0	72.0

Performance Manager: Christina Krabitz

Academics – Program Innovation and Student Well-Being

Behavior Supports – 3403

Enrollment

Program 3403	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Students on Alternative Education caseloads	259	281	343	345	500

**of note- there are currently an additional 339 students in consultation and/or monitoring status, 560 additional students receiving indirect services from alt ed as they are included in pull out skills groups and/or receive classroom push in support, and another 228 students who access mentoring through alternative education.*

Academic Intervention

3501

Program Overview and Insights

Academic Intervention programs provide interventions and transportation for students who are academically underperforming, at risk of underperforming, or need additional support outside of school time.

The Beyond School Hours Program is designed to provide opportunities for middle and high school students to enhance understanding of skills and concepts essential for ensuring student success in reading and mathematics as well as to support critical thinking skills, test-taking strategies, organizational procedures, note-taking strategies, oratory skills and social development. Central Office staff members collaborate closely with school-based personnel to select students and identify and support specific school improvement goals. The programs at each school vary and are individualized to students’ needs and to align with School Improvement Plans. In addition to academic interventions and skills, programs may also support students needing social-emotional learning interventions to address student code of conduct violations or lagging skills.

Beyond School Hours Program school participation during the 2022–2023 school year included:

- Fall 2022: 10 high schools; 14 middle schools
- Spring 2023: 14 high schools; 16 middle schools

Budget Summary

Academic Intervention	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Wages-Temporary Help	\$ -	\$ -	\$ -	\$ 1,102	\$ -	\$ -	\$ -	\$ -	\$ -
Wages-Workshop	486,598	480,585	647,968	597,706	647,968	597,973	647,968	647,968	-
Subtotal	486,598	480,585	647,968	598,808	647,968	597,973	647,968	647,968	-
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-General	27,516	11,863	27,516	12,633	37,516	39,002	37,516	37,516	-
Subtotal	27,516	11,863	27,516	12,633	37,516	39,002	37,516	37,516	-
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	178,720	1,825	178,720	52,059	196,592	256,054	226,081	226,081	-
Subtotal	178,720	1,825	178,720	52,059	196,592	256,054	226,081	226,081	-
Program 3501 Total	\$ 692,834	\$ 494,273	\$ 854,204	\$ 663,500	\$ 882,076	\$ 893,029	\$ 911,565	\$ 911,565	\$ -

Budget Summary Analysis

3501–Academic Intervention

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Workshop	Wages for beyond school hours academic intervention programs in middle and high schools.	\$ -	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-General	Academic Intervention: materials and supplies for extended day, week, and year programs.	-	• No change.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Summer and extended day programs.	-	• No change.
Total \$ Change		\$ -	
Total % Change		0.00%	

Career and Technical Education (CTE)

3901

Program Overview and Insights

The Career and Technical Education (CTE) program includes middle school courses, high school Career Academies, and the CTE graduation requirement courses. The Blueprint for Maryland's Future includes a requirement that 45 percent of all high school graduates must have completed an apprenticeship or earned an industry certification/credential upon graduation. Apprenticeship opportunities within most identified career fields are available for seniors, regardless of whether the Howard County Public School System has associated course offerings. HCPSS continues to expand partnerships to increase apprenticeship opportunities for students. CTE Career Academies are the only pathway for industry certifications and credentials and all HCPSS CTE Career Academies, which includes the Junior Officer Training Corps (JROTC), have been approved by MSDE to be offered as graduation pathways. The CTE graduation requirement courses include high school engineering and computer science courses, as well as middle school courses that address computational thinking. Specified Career Academy offerings are available at all comprehensive high schools, and the Applications and Research Laboratory (ARL) houses unique Career Academy opportunities open to all HCPSS high school students.

Budget Summary

Career and Technical Education	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 3,668,625	\$ 3,564,641	\$ 3,673,826	\$ 2,401,909	\$ 2,814,121	\$ 2,780,382	\$ 4,652,419	\$ 5,116,503	\$ 464,084
Wages-Workshop	84,210	47,204	84,210	48,296	84,710	107,031	121,830	121,830	-
Wages-Temporary Help	-	-	-	-	-	-	-	100,000	100,000
Wages-Substitute	17,980	238	17,980	2,104	17,980	4,039	17,980	17,980	-
Subtotal	3,770,815	3,612,083	3,776,016	2,452,309	2,916,811	2,891,452	4,792,229	5,356,313	564,084
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Textbooks	50,000	13,489	75,000	6,798	110,244	73,094	110,244	100,244	(10,000)
Supplies-Family and Consumer Sciences	108,119	31,859	108,119	80,621	110,129	89,824	110,129	110,129	-
Supplies-Engineering and Technology Education	79,248	17,476	79,248	59,498	80,531	67,708	80,531	80,531	-
Supplies-Business and Computer Management	46,560	12,841	46,560	37,199	48,851	30,610	48,851	48,851	-
Supplies-Career Research and Development	4,388	404	4,388	2,150	9,563	4,285	9,563	9,563	-
Supplies-Project Lead the Way	11,616	10,622	11,616	10,849	90,624	74,156	90,624	82,624	(8,000)
Supplies-General	331,560	162,392	287,070	287,375	319,070	414,419	554,070	424,070	(130,000)
Technology-Computer	40,000	11,890	40,000	17,355	40,000	42,228	81,468	61,468	(20,000)
Supplies-JROTC	-	-	-	-	-	-	4,560	4,560	-
Technology-Supply	-	-	-	195	64,000	37,312	-	-	-
Subtotal	671,491	260,973	652,001	502,040	873,012	833,636	1,090,040	922,040	(168,000)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Repair-Equipment	14,270	1,049	14,270	7,162	14,270	5,842	20,270	20,270	-
Contracted-General	70,490	38,062	89,980	48,242	89,980	52,472	2,189,984	2,111,570	(78,414)
Maintenance-Software	95,550	95,550	95,550	73,645	95,550	72,450	95,550	80,550	(15,000)
Subtotal	180,310	134,661	199,800	129,049	199,800	130,764	2,305,804	2,212,390	(93,414)
Other Charges									
Training	-	-	-	-	4,500	3,800	4,500	4,500	-
Subtotal	-	-	-	-	4,500	3,800	4,500	4,500	-
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	31,100	-	31,100	6,145	34,210	28,809	48,981	8,981	(40,000)
Subtotal	31,100	-	31,100	6,145	34,210	28,809	48,981	8,981	(40,000)
<i>State Category 12 Fixed Charges</i>									
Other Charges									
Retirement	-	-	-	-	-	-	49,795	67,557	17,762
Social Security	-	-	-	-	-	-	75,582	104,196	28,614
Employee Health Insurance-Fixed	-	-	-	-	-	-	219,155	262,639	43,484
Subtotal	-	-	-	-	-	-	344,532	434,392	89,860
Program 3901 Total	\$ 4,653,716	\$ 4,007,717	\$ 4,658,917	\$ 3,089,543	\$ 4,028,333	\$ 3,888,461	\$ 8,586,086	\$ 8,938,616	\$ 352,530

Budget Summary Analysis

3901–Career and Technical Education

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for teachers assigned to the Applications and Research Laboratory in the Centralized Career Academies.	464,084	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Technician Computer ◦ (1.0) Paraeducator • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for National Board Certification compensation increase.
Wages-Workshop	Wages for teachers to attend Project Lead the Way (PLTW) training, professional development, after school activities/clubs/competitions, academy staff presentations/activities at school or community events outside school hours.	-	• No change.
Wages-Temporary Help	Wages paid to student apprenticeship to provide assistance to school staff and gain hands-on experience in a field of interest.	100,000	• Increases funding for apprenticeship previously funded from COVID Grant.
Wages-Substitute	Substitute wages for professional development, to allow staff to participate in MSDE competitive events, PLTW certification training and new teacher visits.	-	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Textbooks	Textbooks for middle and high school courses.	(10,000)	• Decreases funding for textbooks.
Supplies-Family and Consumer Sciences	Classroom resources including professional knives and other commercial grade small wares for the Culinary Academy, fabric and thread, and lesson plan development materials for the Teacher Academy of Maryland. The percentage of funds for materials of instruction held centrally vs. allocated to schools may be adjusted during the year.	-	• No change.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
<i>State Category 04 Instructional Textbooks/Supplies (cont.)</i>			
Supplies and Materials (cont.)			
Supplies-Engineering and Technology Education	Supplies to support students and teachers in the effective implementation of the curriculum. The percentage of funds for materials of instruction held centrally vs. allocated to schools may be adjusted during the year.	-	• No change.
Supplies-Business and Computer Management Systems	Supplies include student workbooks, AP test review materials, multimedia equipment, and instructor resources. Funds are also included to support the Code.org Program. The percentage of funds for materials of instruction held centrally vs. allocated to schools may be adjusted during the year.	-	• No change.
Supplies-Career Research and Development	Expendable materials to support High School Career Development and Career Connections programs. The percentage of funds for materials of instruction held centrally vs. allocated to schools may be adjusted during the year.	-	• No change.
Supplies-Project Lead the Way	Supplies to support students and teachers in the effective implementation of the PLTW curriculum. The percentage of funds for materials of instruction held centrally vs. allocated to schools may be adjusted during the year.	(8,000)	• Decreases funding for instructional materials.
Supplies-General	Supplies for PLTW courses and technology education courses, PLTW laptop computers, printers, machines, tools, robots, and equipment. Support for middle school financial literacy education and project-based learning, instructional and multimedia tools to enable students to be college and career-ready through earning certifications in food safety and preparation and child care and developing pre-service portfolios in the Teacher Academy of Maryland. Biotechnology laboratory supplies, building materials, medical supplies, food and hotel management supplies, automotive supplies, engineering project supplies; teaching manuals for certifications; test vouchers and new technology; training resources; biotechnology tools; automotive technology tools; building tools; and EMT and CNA equipment and tools.	(130,000)	• Decreases funding for technology materials.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 04 Instructional Textbooks/Supplies (cont.)			
Supplies and Materials (cont.)			
Technology-Computer	New computers and replacement computers.	(20,000)	• Decreases funding for technology supplies for Workforce Development.
Supplies-JROTC	Instructional supplies for JROTC.	-	• No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Repair-Equipment	Repairs and maintenance of technology education equipment including washers, dryers, dishwashers, stoves, ovens, and specialized equipment at the Applications and Research Laboratory.	-	• No change.
Contracted-General	PLTW training tuition and participation fee. Fees required to implement C.N.A. program.	(78,414)	• Decreases funding for training.
Maintenance-Software	Software tools required to implement course curriculum.	(15,000)	• Decreases funding for curriculum implementation software.
Other Charges			
Training	Training to support staff in this program.	-	• No change.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Transportation for Career and Technology Student Organization competitions, career-related events, and other field trips.	(40,000)	• Decreases funding for transportation services.
State Category 12 Fixed Charges			
Other Charges			
Retirement	Maryland State Retirement and Pension System administrative fees, retirement and pension system participation by most non-instructional personnel, and retirement/pension costs for teachers and other staff.	17,762	• Increases funding for retirement for Workforce Development.
Social Security	Required employer contributions to Social Security and Medicare for salaries and wages.	28,614	• Increases funding for Social Security for Workforce Development.
Employee Health Insurance-Fixed	Payment to the Health Fund. Represents the employer share of medical coverage for school system employees. Includes costs of new positions added to other programs in the budget.	43,484	• Increases funding for Healthcare for Workforce Development.
		Total \$ Change	\$ 352,530
		Total % Change	4.11%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 3901					
TEACHER RESOURCE	1.0	2.0	1.0	2.0	2.0
TEACHER HIGH	39.5	38.5	27.0	28.0	28.0
COMMUNITY LIAISON TEACHER	1.0	1.0	1.0	-	-
JROTC TEACHER	-	-	-	7.0	7.0
COLLEGE AND CAREER COUNSELORS	-	-	-	13.0	13.0
TECHNICIAN COMPUTER	1.0	1.0	1.0	1.0	-
PARAEDUCATOR	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	43.5	43.5	31.0	52.0	50.0

Performance Manager: Dan Rosewag
Academics – Program Innovation and Student Well-Being

Career and Technical
Education (CTE) – 3901

Enrollment

Program 3901	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
CTE-School Based Middle School Student	18,204	15,173	16,180	14,000	16,200
CTE-School Based High School Student	11,400	11,457	11,340	16,000	12,000
CTE-Centralized Academies High School Student	1,050	1,136	1,410	1,320	1,400

School Counseling

5601

Program Overview and Insights

The School Counseling program supports all students in their academic, career, and social and emotional development to prepare them for college and careers. School counselors work with students individually, in small groups, and in classroom settings. School Counselors provide opportunities for students to discover and build upon their strengths and interests, so they remain actively engaged in their academic careers. Counselors at all levels also work with students to set academic, career, and personal goals and develop strategies to achieve them. School Counselors also collaborate regularly with instructional staff, other student services staff, families, and the community to support students.

School counselors implement a curriculum aligned with the American School Counselor Association National Model, the *HCPSS Strategic Call to Action*, and MSDE standards. Through the essential curriculum, school counselors provide developmentally appropriate classroom instruction, small group counseling, and/or individual support on topics such as: Decision Making; Perseverance; Bullying; Peer Conflict; Career Exploration; Accepting Differences of Others; Goal Setting; Stress and Anxiety; Healthy Relationships.

Budget Summary

School Counseling	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ 1,326,006	\$ 1,290,611	\$ 1,468,924	\$ 1,318,148	\$ 1,428,602	\$ 1,586,202	\$ 2,022,793	\$ 1,813,309	\$ (209,484)
Wages-Summer Pay	-	-	-	3,630	-	-	-	-	-
Subtotal	1,326,006	1,290,611	1,468,924	1,321,778	1,428,602	1,586,202	2,022,793	1,813,309	(209,484)
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	15,679,120	15,660,497	16,647,852	16,436,295	17,840,878	17,585,303	19,651,689	19,801,201	149,512
Wages-Workshop	8,000	4,690	8,000	4,508	8,000	8,404	8,000	8,000	-
Wages-Temporary Help	-	-	-	5,000	-	-	-	-	-
Wages-Other	-	-	-	-	-	1,442	-	-	-
Wages-Summer Pay	170,000	333,991	220,000	164,559	220,000	190,560	220,000	220,000	-
Subtotal	15,857,120	15,999,178	16,875,852	16,610,362	18,068,878	17,785,709	19,879,689	20,029,201	149,512
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials of Instruction	51,094	557	51,094	8,830	51,094	16,894	50,612	35,612	(15,000)
Supplies-General	11,534	494	11,534	484	11,534	2,744	11,534	8,800	(2,734)
Subtotal	62,628	1,051	62,628	9,314	62,628	19,638	62,146	44,412	(17,734)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Maintenance-Software	153,000	149,418	152,000	113,657	152,000	129,976	172,000	172,000	-
Subtotal	153,000	149,418	152,000	113,657	152,000	129,976	172,000	172,000	-
Other Charges									
Dues & Subscriptions	1,500	3,540	2,500	3,900	2,500	4,069	2,500	2,500	-
Subtotal	1,500	3,540	2,500	3,900	2,500	4,069	2,500	2,500	-
Program 5601 Total	\$ 17,400,254	\$ 17,443,798	\$ 18,561,904	\$ 18,059,011	\$ 19,714,608	\$ 19,525,594	\$ 22,139,128	\$ 22,061,422	\$ (77,706)

Budget Summary Analysis

5601–School Counseling

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 02 Mid-Level Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (209,484)	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for National Board Certification compensation increase.
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	149,512	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Resource Counselor • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Workshop	Workshop wages to counselors for systemwide community outreach efforts, and summer staff development initiatives.	-	• No change.
Wages-Summer Pay	Summer counseling services at middle schools, clerical support at each middle school, and clerical support for the data clerks, and school counseling secretary at each high school.	-	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials of Instruction	Resource materials (videos and instructional materials) for use with students. The percentage of Materials of Instruction funds allocated to schools and held centrally is determined on a program-by-program basis, based on historical data to ensure that student needs are met. The percentage of funds for materials of instruction held centrally vs. allocated to schools may be adjusted during the year to flexibly respond to the uncertain circumstances presented by the COVID-19 pandemic.	(15,000)	• Decreases funding for centrally housed materials.
Supplies-General	Resource materials purchased centrally for use with students.	(2,734)	• Decreases funding for materials and supplies.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 05 Other Instructional Costs			
Contracted Services			
Maintenance-Software	College and Career Planning Software. Archiving student records.	-	• No change.
Other Charges			
Dues & Subscriptions	Professional organization membership dues and educational subscriptions.	-	• No change.
Total \$ Change		\$	(77,706)
Total % Change			(0.35)%

Staffing

Program 5601	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
SCHOOL COUNSELOR ES	48.0	54.0	53.5	56.5	56.5
SCHOOL COUNSELOR MS	43.5	46.5	49.0	52.0	52.0
SCHOOL COUNSELOR HS	65.0	67.0	67.0	70.0	70.0
SCHOOL COUNSELOR OTHER	3.0	4.0	3.0	2.0	2.0
COUNSELOR RESOURCE	-	1.0	2.0	2.0	1.0
SPECIALIST	-	-	2.0	2.0	2.0
CLERK MIDDLE SCHOOL DATA	20.0	20.0	20.0	20.0	20.0
GRADE SCHEDULING PROCESSOR	12.5	12.5	12.5	13.5	13.5
REGISTRAR	18.0	18.0	19.0	20.0	20.0
SCHOOL COUNSELING SECRETARY	32.0	32.0	32.0	33.0	33.0
TECHNICAL ASSISTANT	2.0	2.0	-	-	-
Total Operating Fund FTE	244.0	257.0	260.0	271.0	270.0

Enrollment

Program 5601	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Elementary (K–5)	24,295*	24,329	24,575	24,833	24,792
Middle (6–8)	13,683*	13,297	13,169	13,289	13,542
High (9–12)	18,196*	18,273	18,369	18,592	18,443

* Affected by the impact of COVID-19 on instruction and operations.

Psychological Services

5701

Program Overview and Insights

The Psychological Services program provides a continuum of services that supports the social and emotional safety and well-being of students, staff, and families to enable every student to achieve academic excellence and ensure that families are engaged as partners in education. This service delivery continuum ranges from consultation and collaboration to direct academic and behavioral health services in which school psychologists work with educators and families to address barriers to learning and implement academic, behavioral, social-emotional, and/or mental health interventions to improve academic engagement and achievement.

School psychologists utilize strategies in psychological and educational assessment, data collection, and intervention development to engage in comprehensive problem-solving and decision-making that pursues a high-quality education with access to individualized instruction and supports for each student. Partnered with data-based decision-making is the school psychologists’ knowledge of individual differences, abilities, disabilities, and diverse student and family characteristics that seeks to nurture each student’s academic and social-emotional well-being through services that promote respect for diversity in development and learning. The Psychological Services program also includes professional learning and implementation support for Instructional Intervention Teams (IIT), Suicide Prevention and Intervention, Behavioral Threat Assessment and Management Team, and Crisis Intervention Teams for all schools.

The National Association of School Psychologists (NASP) *Model for Comprehensive and Integrated School Psychological Services* outlines the range of knowledge and skills across ten domains of practice to meet the needs of students, families, and the school community. A recipient of the NASP *Excellence in School Psychological Services* Proficient award, the two goals below reflect HCPSS school psychologists’ success implementing the NASP Practice Model.

The goal is for eighty-five percent of students receiving school psychological services (e.g., individual or group services, behavioral supports, etc.) to meet or exceed their long-term goal.

Students Participating in Two Consecutive Quarters of School Psychological Services Who Meet or Exceed Their Long-Term Goal				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
84%	Not Available*	81%	81%	86.2%

* Data not available due to pandemic.

The second goal is for eighty-five percent of Instructional Intervention Team (IIT) cases that implement an academic and/or behavioral intervention for at least three to six consecutive weeks to meet or exceed the student’s short-term goal as established by the classroom teacher and case manager.

Instructional Intervention Team (IIT) Cases Implementing an Intervention for at Least Three to Six Consecutive Weeks Who Meet or Exceed the Student’s Short-Term Goal				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
84%	Not Available*	92%	89%	92.4%

* Data not available due to pandemic.

Performance Manager: Cynthia Schulmeyer

Academics – Program Innovation and Student Well-Being

Psychological Services – 5701

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Psychological Services									
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ 6,179,473	\$ 5,811,080	\$ 6,529,179	\$ 6,464,029	\$ 7,875,168	\$ 7,242,029	\$ 10,094,507	\$ 10,230,423	\$ 135,916
Wages-Temporary Help	110,460	74,877	110,460	89,531	110,460	117,295	130,960	130,960	-
Wages-Workshop	4,500	-	2,500	-	2,500	-	2,500	2,500	-
Subtotal	6,294,433	5,885,957	6,642,139	6,553,560	7,988,128	7,359,324	10,227,967	10,363,883	135,916
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-General	10,000	608	8,000	3,107	8,000	22,502	13,578	13,578	-
Supplies-Testing	60,000	59,748	60,000	67,612	70,000	108,017	110,000	110,000	-
Technology-Computer	-	-	7,000	-	2,000	1,512	5,000	5,000	-
Technology-Supply	-	-	2,000	465	2,000	370	2,000	2,000	-
Subtotal	70,000	60,356	77,000	71,184	82,000	132,401	130,578	130,578	-
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Consultant	27,310	19,999	22,310	21,900	27,310	27,120	40,510	40,510	-
Subtotal	27,310	19,999	22,310	21,900	27,310	27,120	40,510	40,510	-
Other Charges									
Dues & Subscriptions	-	-	-	-	-	-	400	400	-
Subtotal	-	-	-	-	-	-	400	400	-
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	2,036,284	2,036,284	2,063,689	2,067,344	1,855,123	1,855,123	-	-	-
Wages-Temporary Help	10,500	10,300	20,500	19,976	20,500	19,780	-	-	-
Subtotal	2,046,784	2,046,584	2,084,189	2,087,320	1,875,623	1,874,903	-	-	-
Contracted Services									
Contracted-Consultant	10,000	10,000	10,000	8,850	13,200	13,170	-	-	-
Subtotal	10,000	10,000	10,000	8,850	13,200	13,170	-	-	-
Supplies and Materials									
Supplies-General	5,578	216	5,578	1,296	5,578	5,499	-	-	-
Supplies-Testing	43,000	42,997	40,000	40,365	40,000	27,902	-	-	-
Technology-Computer	-	-	3,000	-	3,000	2,990	-	-	-
Subtotal	48,578	43,213	48,578	41,661	48,578	36,391	-	-	-
Other Charges									
Dues & Subscriptions	400	350	400	279	400	-	-	-	-
Subtotal	400	350	400	279	400	-	-	-	-
Program 5701 Total	\$ 8,497,505	\$ 8,066,459	\$ 8,884,616	\$ 8,784,754	\$ 10,035,239	\$ 9,443,309	\$ 10,399,455	\$ 10,535,371	\$ 135,916

Budget Summary Analysis

5701–Psychological Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 135,916	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Psychologist • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages paid to substitute school psychologists and stipends for 10-month school psychology interns.	-	• No change.
Wages-Workshop	Wages to provide professional learning for Instructional Intervention Teams (IIT) and school-based and cluster Crisis Teams.	-	• No change.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-General	Supplies and materials for individual and group counseling supports, Instructional Intervention Teams (IIT), and school-based and cluster crisis teams.	-	• No change.
Supplies-Testing	Assessment instruments, consumable paper protocols, and consumable electronic protocols for administration and scoring of online assessment instruments.	-	• No change.
Technology-Computer	Technology purchases to support intellectual assessments.	-	• No change.
Technology-Supply	Ink and toner for non-networked printers.	-	• No change.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Consultant	Consultants completing threat assessments, bilingual assessments, per diem assessments, and other specialty evaluations.	-	• No change.
Other Charges			
Dues & Subscriptions	Professional organization membership dues and educational subscriptions.	-	• No change.
		Total \$ Change	\$ 135,916
		Total % Change	1.31%

Staffing

Program 5701	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
PSYCHOLOGIST	72.2	73.2	83.2	82.2	81.2
MANAGER, CRISIS TEAM	-	-	1.0	1.0	1.0
Total Operating Fund FTE	72.2	73.2	84.2	83.2	82.2

Performance Manager: Cynthia Schulmeyer

Academics – Program Innovation and Student Well-Being

Psychological Services – 5701

Section 504 Program

5801

Program Overview and Insights

Section 504 of the Rehabilitation Act of 1973 (Section 504) requires schools to provide students with physical or mental impairments that substantially limit a major life activity with equal access to educational programs. The purpose of this program is to ensure that schools locate students eligible under Section 504 and protect students from discriminatory practices by providing accessibility plans and services based on individual student needs. The Section 504 Program provides accommodations and services to ensure students with disabilities are afforded access to HCPSS educational programs and extracurricular activities as equitably as non-disabled peers at the elementary and secondary levels. This program provides schools with professional learning, support, consultation, and resources to comply with the Americans with Disabilities Amendments Act (ADAA) and Section 504.

Each principal or an assistant principal serves as the public agency representative to ensure the provision of a Free and Appropriate Public Education for students with disabilities under Section 504. Student services professionals such as administrators, school counselors, school psychologists, nurses, or alternative educators serve as case managers for students with Section 504 plans ensuring that annual and reevaluation meetings occur.

The Section 504 Program was a newly budgeted office in FY 2022 to realign program costs covered by other departments to the Section 504 Office and to align staffing needs with federal law requirements. Mirroring national trends, HCPSS has seen an increase in student mental health needs as a result of the pandemic resulting in an increase of students with Section 504 plans. The largest number of Section 504 Plans are due to the following disabilities: ADHD, Anxiety, Depression, and Specific Learning Disorders.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Section 504 Program									
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 63,000	\$ 86,414	\$ 101,529	\$ 107,624	\$ 6,095
Wages-Temporary Help	-	-	-	-	30,000	-	30,000	30,000	-
Wages-Workshop	-	-	-	-	10,000	-	10,000	5,000	(5,000)
Subtotal	-	-	-	-	103,000	86,414	141,529	142,624	1,095
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Materials Of Instruction	-	-	-	-	15,000	1,176	15,000	10,000	(5,000)
Subtotal	-	-	-	-	15,000	1,176	15,000	10,000	(5,000)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	-	-	-	-	30,000	7,625	30,000	30,000	-
Subtotal	-	-	-	-	30,000	7,625	30,000	30,000	-
Other Charges									
Dues & Subscriptions	-	-	-	-	265	270	265	265	-
Subtotal	-	-	-	-	265	270	265	265	-
Program 5801 Total	\$ -	\$ -	\$ -	\$ -	\$ 148,265	\$ 95,485	\$ 186,794	\$ 182,889	\$ (3,905)

Performance Manager: Caroline Walker

Academics – Program Innovation and Student Well-Being

Section 504 Program– 5801

Budget Summary Analysis

5801–Section 504 Program

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 6,095	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Temporary wages to provide accommodations to students with 504 Plans.	-	• No change.
Wages-Workshop	Workshop wages for staff to attend trainings in the summer, 504 meetings, beyond schools hour meeting and trainings.	(5,000)	• Decreases funding for training.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Materials Of Instruction	Materials for accommodations and services such as OT, vision (large screens), hearing (FM systems), etc. equipment and supplies.	(5,000)	• Decreases funding for materials and supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Labor	Contract labor to provide accommodations and services to students with 504 plans.	-	• No change.
Other Charges			
Dues & Subscriptions	Subscription for the "Section 504 Compliance Advisor" monthly guide.	-	• No change.
		Total \$ Change	\$ (3,905)
		Total % Change	(2.09)%

Staffing

Program 5801	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
COUNSELOR RESOURCE	-	-	1.0	1.0	1.0
Total Operating Fund FTE	-	-	1.0	1.0	1.0

Enrollment

Program 5801	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Elementary (PreK–5)	711*	783	970	800	850
Middle (6–8)	855*	843	891	850	900
High (9–12)	1,149*	1,314	1185	1,550	1,600

* Affected by the impact of COVID-19 on instruction and operations.

Performance Manager: Caroline Walker

Academics – Program Innovation and Student Well-Being

Section 504 Program– 5801

Pupil Personnel Services

6101

Program Overview and Insights

Pupil Personnel Workers (PPWs) provide schools, students, families, and community organizations with supports and resources to eliminate barriers in school and beyond to empower students to learn and excel. Staff provide interventions and supports for students who are chronically absent. These supports provide assistance to students who are at risk for dropping out in alignment with the *Strategic Call to Action* outcome that “Each and every student receives a high-quality education through access to individualized instruction, challenges, supports, and opportunities.”

Pupil Personnel Services is instrumental in providing a spectrum of services including professional learning on Homeless Education, Connection Center, Multi-Disciplinary Team, Child Abuse and Neglect, Human Trafficking Prevention Training, Student Assistance Program, and Prepare for Success. These services help to ensure the educational success of students while maintaining compliance with HCPSS enrollment policies/procedures, specifically for students in non-traditional living situations (e.g., homeless, multiple family, shelters, multilingual students, informal kinship care, foster care, etc.). PPWs work to fulfill the expectations defined in HCPSS policies [9000](#), [9010](#), [9020](#), [9060](#), [9230](#), [9280](#), and [9300](#). PPWs coordinate and facilitate resources to families for clothing, food, school supplies, housing/shelter, and basic necessities.

The following table provides data on the percentage of students experiencing homelessness earning grades of “C” or better in English and math on the report card will increase.

Percentage of Homeless Students Earning Grades of “C” or Better in English and Math					
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023	
				English	Math
69%	73%	73%	73%	73%	69.25%

Budget Summary

Pupil Personnel Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 07 Student Personnel Services</i>									
Salaries and Wages									
Salaries	\$ 2,918,264	\$ 2,860,508	\$ 3,230,741	\$ 3,188,261	\$ 3,475,306	\$ 3,398,751	\$ 3,489,151	\$ 3,301,100	\$ (188,051)
Wages-Stipends	-	-	-	-	1,500	1,500	1,500	1,500	-
Wages-Temporary Help	13,584	28,271	18,584	59,659	18,584	32,127	18,584	18,584	-
Wages-Workshop	3,000	-	3,000	-	3,000	-	3,000	3,000	-
Subtotal	2,934,848	2,888,779	3,252,325	3,247,920	3,498,390	3,432,378	3,512,235	3,324,184	(188,051)
Contracted Services									
Repair-Equipment	1,000	-	-	-	-	-	-	-	-
Subtotal	1,000	-	-	-	-	-	-	-	-
Supplies and Materials									
Supplies-General	9,181	9,069	10,181	4,444	10,181	8,134	10,181	10,181	-
Technology-Computer	-	2,763	-	-	-	-	-	-	-
Technology-Supply	-	2,107	-	-	-	-	-	-	-
Subtotal	9,181	13,939	10,181	4,444	10,181	8,134	10,181	10,181	-
Other Charges									
Dues & Subscriptions	-	-	-	4,999	-	-	-	-	-
Travel-Mileage	33,442	5,034	33,442	23,835	33,442	22,480	33,442	33,442	-
Subtotal	33,442	5,034	33,442	28,834	33,442	22,480	33,442	33,442	-
Program 6101 Total	\$ 2,978,471	\$ 2,907,752	\$ 3,295,948	\$ 3,281,198	\$ 3,542,013	\$ 3,462,992	\$ 3,555,858	\$ 3,367,807	\$ (188,051)

Budget Summary Analysis

6101–Pupil Personnel Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 07 Student Personnel Services			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (188,051)	<ul style="list-style-type: none"> • Reflects the following staffing adjustments in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Pupil Personnel Worker reclassified to a 1.0 Facilitator ◦ (1.0) Pupil Personnel Worker transferred to Chief Academic Officer (0304) • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Pupil Personnel Worker • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for National Board Certification compensation increase
Wages-Stipends	HCAA Longevity Stipends		- • No change.
Wages-Temporary Help	Wages for temporary help in the Student Reassignment Office and for Pupil Personnel substitutes		- • No change.
Wages-Workshop	Community outreach and parent workshops and meetings, child abuse/neglect summer training for school system employees and service providers, participation in after-school professional development, evening meetings with community agencies, and positive behavioral intervention training in the summer.		- • No change.
Supplies and Materials			
Supplies-General	Supplies for staff and director, supplies for Office of Pupil Personnel and Office of Student Services meetings, reference and resource materials. Resources to support new teacher child abuse/neglect training for school system employees and service providers, bully-proofing initiative, and small group interventions.		- • No change.
Other Charges			
Travel-Mileage	Employee mileage reimbursement for visits to schools, homes, community agencies, and conferences.		- • No change.
		Total \$ Change	\$ (188,051)
		Total % Change	(5.29)%

Performance Manager: Restia Whitaker

Academics – Program Innovation and Student Well-Being

Pupil Personnel Services – 6101

Staffing

Program 6101	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
COORDINATOR	1.0	1.0	1.0	1.0	1.0
FACILITATOR	-	-	-	-	1.0
PUPIL PERSONNEL WORKER	22.0	25.0	26.0	26.0	23.0
SECRETARY	2.0	2.0	2.0	2.0	2.0
SPEC RESIDENCY STUDENT REASSIGNMENT	1.0	1.0	1.0	-	-
Total Operating Fund FTE	26.0	29.0	30.0	29.0	27.0

Enrollment

Program 6101	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Foster Care					
Total	69	61	49*	65	78
Out-of-County	40	30	25*	33	27
Out-of-State	7	6	4*	5	6
Pupil Personnel Intervention Data					
Habitual Truants	455	869	1,354*	1,260	1,208
Residency Referrals	1,390	1,349	1,142*	814	1,430
Multiple Family Disclosures	4,119	4,290	3,140*	4,076	4,078
Homeless Education Assistance Program	602	447	484*	641	631
Socioeconomic Support	4,929	4,461	4,700*	5,298	6,214

* Affected by the impact of COVID-19 on instruction and operations.

School Social Work Services

6103

Program Overview and Insights

This program supports the Teenage Parent, Childcare, and Outreach Program and School-Based Mental Health Services (SBMHS), LGBTQIA+ Initiatives, Substance Use Prevention, and increased Trauma-Informed Practices. Both of these programs were established to support student progress and overall well-being.

The Teenage Parent, Childcare, and Outreach Program supports parenting and pregnant teens with individualized instruction to ensure academic success before and after delivery in addition to a focus on mental health and well-being of the student, child, and family. Teens are provided access to rigorous instructional programs and support services in a nurturing and academically challenging environment. By providing a school-based childcare program to teen parents and their children, the likelihood that teen parents will remain in school and graduate increases. A daily parenting skills class is required for the students in addition to high school courses required for graduation. In addition, the Childcare Program provides a supportive and positive learning environment that nurtures the physical, social, cognitive, and language development of the infants and toddlers enrolled in the program. The Outreach Program provides the opportunity to connect teen parents and their families to resources that support student learning both within the school system and in the community.

In the Teenage Parent, Childcare and Outreach programs, staff focus on progress toward graduation while providing additional support for teen parents. These programs were heavily impacted by the COVID-19 pandemic, but the focus has always been on overall student well-being, while working toward graduation and credits. In the FY 2020 school year, all students supported by the childcare program earned five or more credits. FY 2021 saw a drop to only 33 percent of students earning five credits, but in FY 2022 all students (9) earned five or more credits.

The goal of SBMHS and related student support programs in HCPSS is to enhance student well-being through increased staff professional learning, and removal of barriers to behavioral health treatment by providing therapeutic services in the schools. SBMHS provides in-school mental health supports in collaboration with community partners. All 78 schools have access to school social workers. Social workers are based at middle schools to provide some direct service while coordinating service provision from community providers in the other schools. Since 2018, the number of students served has increased each year. Over 400 students have been served annually, culminating with over 1,000 students served during the 2022–2023 school year. Adding social workers and agency partners will provide services to many more students in FY 2024 and FY 2025.

Budget Summary

School Social Work Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 07 Student Personnel Services</i>									
Salaries and Wages									
Salaries	\$ 318,856	\$ 319,551	\$ 325,902	\$ 302,275	\$ 1,440,429	\$ 1,328,529	\$ 2,044,781	\$ 2,471,875	\$ 427,094
Wages-Workshop	700	-	700	-	66,700	103	66,700	66,700	-
Subtotal	319,556	319,551	326,602	302,275	1,507,129	1,328,632	2,111,481	2,538,575	427,094
Contracted Services									
Contracted-Consultant	-	-	-	-	100,000	410	100,000	100,000	-
Repair-Equipment	250	-	250	-	250	-	250	250	-
Subtotal	250	-	250	-	100,250	410	100,250	100,250	-
Supplies and Materials									
Supplies-Audio Visual	-	-	400	-	400	-	-	-	-
Supplies-General	5,610	5,527	5,210	5,382	5,410	5,193	5,310	5,310	-
Subtotal	5,610	5,527	5,610	5,382	5,810	5,193	5,310	5,310	-
Other Charges									
Travel-Mileage	550	-	550	-	550	504	550	550	-
Subtotal	550	-	550	-	550	504	550	550	-
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	-	-	-	-	-	-	575	575	-
Subtotal	-	-	-	-	-	-	575	575	-
Program 6103 Total	\$ 325,966	\$ 325,078	\$ 333,012	\$ 307,657	\$ 1,613,739	\$ 1,334,739	\$ 2,218,166	\$ 2,645,260	\$ 427,094

Budget Summary Analysis

6103–School Social Work Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 07 Student Personnel Services			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 427,094	<ul style="list-style-type: none"> • Reflects the following increase in positions in FY 2025: <ul style="list-style-type: none"> ◦ 5.0 Social Workers transferred from grants • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for National Board Certification compensation increase
Wages-Workshop	Workshop wages for summer program planning and preparation.	-	• No change.
Contracted Services			
Contracted-Consultant	Outside therapy expenses for uninsured students and other insured students.	-	• No change.
Repair-Equipment	Repair equipment such as refrigerator, washer and dryer appliances used in operations of the childcare facility.	-	• No change.
Supplies and Materials			
Supplies-General	Consumable supplies and materials.	-	• No change.
Other Charges			
Travel-Mileage	Employee mileage reimbursement to support home contact by the teacher facilitator and outreach to pregnant and parenting teens attending other high schools in Howard County.	-	• No change.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Transportation for field trips.	-	• No change.
		Total \$ Change	\$ 427,094
		Total % Change	19.25%

Staffing

Program 6103	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
SOCIAL WORKER	-	-	9.0	13.0	18.0
SCHOOL SOCIAL WORKER - TEEN PARENTING PROGRAM	1.0	1.0	1.0	1.0	1.0
CHILD CARE SPECIALIST	1.0	1.0	1.0	1.0	1.0
PARAEDUCATOR	-	-	4.0	4.0	4.0
CHILD CARE ASSISTANT	4.0	4.0	-	-	-
Total Operating Fund FTE	6.0	6.0	15.0	19.0	24.0

Enrollment

Teenage Parent, Childcare and Outreach Programs	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Students	27	27	22	45	45
Children	7	13	10	12	12
Total	34	40	32	57	57

Students Served Annually – School-Based Mental Health Services	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Students	466*	534	1,047	1,000	1,200

* Affected by the impact of COVID-19 on instruction and operations.

Health Services

6401

Program Overview and Insights

The Health Services program provides comprehensive health services that support the Whole School, Whole Child, Whole Community Model of a coordinated student services program. Services include the following initiatives and state-mandated programs: implementing state immunization regulations; preventing and controlling communicable diseases; providing skilled school health services and individual healthcare plans for students with special health care needs; providing healthcare to support acute and chronic illness and injuries; training staff in Cardiopulmonary Resuscitation (CPR), use of Automated External Defibrillators (AED), and administration of emergency medications such as epinephrine, naloxone, and glucagon; serving as case managers for medical care plans and school-based 504 plans and participating on problem-solving and crisis intervention teams; implementing health and safety regulations; providing health promotion for students and staff; promoting acceptance and understanding of students and staff with health problems; providing influenza vaccination clinics at all levels; offering comprehensive screening, cleaning, and fluoride treatments through dental clinic; providing hearing and vision screenings in every elementary school and middle school for Pre-K, Kindergarten, first and eighth grades; establishing traditional School-based Wellness centers at three locations and Telehealth acute care centers at six locations.

The following table provides data on the follow-up rate for students receiving hearing and vision screening.

Hearing and Vision Referral Follow-up				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
34%	N/A	30%*	28%*	29%

* Affected by the impact of COVID-19 on instruction and operations.

The following table provides data on yearly total Telemedicine visits.

Telemedicine Visits				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
293	313*	28*	72*	155

* Affected by the impact of COVID-19 on instruction and operations.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Health Services									
<i>State Category 08 Student Health Services</i>									
Salaries and Wages									
Salaries	\$ 8,506,067	\$ 8,378,374	\$ 8,748,868	\$ 8,413,855	\$ 9,635,366	\$ 8,990,851	\$ 10,306,736	\$ 10,762,669	\$ 455,933
Wages-Overtime	-	-	-	-	102,600	-	102,600	102,600	-
Wages-Stipends	-	15,423	-	-	-	-	-	-	-
Wages-Other	-	1,186	-	6,374	-	-	-	-	-
Wages-Substitute	131,120	13,432	131,120	166,980	302,400	146,582	403,200	403,200	-
Wages-Summer Pay	165,840	31,478	214,030	188,481	325,840	201,533	325,840	325,840	-
Wages-Temporary Help	12,940	48	12,940	1,920	19,440	37,202	25,488	25,488	-
Wages-Workshop	4,900	1,102	4,900	-	9,639	-	9,639	9,639	-
Subtotal	8,820,867	8,441,043	9,111,858	8,777,610	10,395,285	9,376,168	11,173,503	11,629,436	455,933
Contracted Services									
Medical Services	-	18,231	14,110	14,926	15,300	4,880	15,300	15,300	-
Contracted-Labor	100,000	5,738	100,000	469,458	100,800	469,040	418,000	418,000	-
Subtotal	100,000	23,969	114,110	484,384	116,100	473,920	433,300	433,300	-
Supplies and Materials									
Supplies-General	130,590	108,428	125,590	63,735	226,847	78,989	229,347	229,347	-
Technology-Computer	-	-	5,000	3,684	-	-	-	-	-
Uniforms-Staff	8,400	381	8,400	388	10,200	600	10,200	10,200	-
Subtotal	138,990	108,809	138,990	67,807	237,047	79,589	239,547	239,547	-
Other Charges									
Dues & Subscriptions	5,760	7,605	5,760	2,267	5,760	3,605	5,760	5,760	-
Travel-Conferences	1,000	-	1,000	75	1,000	711	1,000	1,000	-
Travel-Mileage	26,000	877	26,000	3,545	26,000	4,273	26,000	26,500	500
Laundry	800	-	800	-	800	-	800	800	-
Subtotal	33,560	8,482	33,560	5,887	33,560	8,589	33,560	34,060	500
Program 6401 Total	\$ 9,093,417	\$ 8,582,303	\$ 9,398,518	\$ 9,335,688	\$ 10,781,992	\$ 9,938,266	\$ 11,879,910	\$ 12,336,343	\$ 456,433

Budget Summary Analysis

6401–Health Services

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 08 Student Health Services			
Salaries and Wages			
Salaries	Salaries for Health Services staff.	\$ 455,933	<ul style="list-style-type: none"> • Reflects the following staffing adjustments in FY 2024: <ul style="list-style-type: none"> ◦ (5.0) Specialists reclassified to 5.0 Supervisors • Reflects the following increase in positions in FY 2025: <ul style="list-style-type: none"> ◦ 4.0 Nurses transferred from grants • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (2.0) Health Assistants ◦ (1.0) Supervisor • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Overtime	Overtime paid for after hours or weekend health services.	-	• No change.
Wages-Substitute	Substitute wages cover for long-term leave, sick leave, personal business, and health clinics (flu, hearing, vision, and dental).	-	• No change.
Wages-Summer Pay	Summer School pay for nurses, health assistants, and lead cluster nurse. Summer pay for cluster nurses and health assistants in preparation for the coming school year.	-	• No change.
Wages-Temporary Help	Evening and Saturday School staffing for health room.	-	• No change.
Wages-Workshop	Pre-service training for new and substitute nurses and health assistants, and medication certification required by Maryland law. Funds nurses as trainers for medication certification for health assistants and CPR/AED and first aid for school staff.	-	• No change.
Contracted Services			
Medical Services	Mask fit testing for staff. A “fit test” tests the seal between the respirator's facepiece and staffs face.	-	• No change.
Contracted-Labor	Contracted agency nursing services during regular school year when substitutes are not available; for summer sites unable to be filled with health assistant and nurse staff and to provide nurses for students with special needs on field trips.	-	• No change.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
Supplies and Materials			
Supplies-General	Health room supplies and materials including first aid disposable materials and bandages and medical textbooks for health rooms and nurses. Replacement equipment (wheelchairs, refrigerators, medication cabinets, scales, etc.). Includes supplies for summer school and first aid mannequins/supplies for Emergency Response/First Aid training, EpiPens, and protective equipment/supplies for emergency/communicable disease response. Emergency supplies for mass emergencies and evacuations.	-	• No change.
Uniforms-Staff	Shoes and uniforms replacement per union contract.	-	• No change.
Other Charges			
Dues & Subscriptions	National Safety Council CPR and First Aid renewal and training.	-	• No change.
Travel-Conferences	State School Nurse Supervisors, Summer Health Institute, and National Association of School Nurse conferences for coordinator and specialists.	-	• No change.
Travel-Mileage	Business-related mileage reimbursement for staff.	500	<ul style="list-style-type: none"> • Eliminates (\$1,500) in funding related to mileage stipend benefit for designated managerial positions • Increases \$2,000 in funding for itemized mileage reimbursement.
Laundry	Laundry services for pillowcases, blankets, and health suite curtains.	-	• No change.
Total \$ Change		\$ 456,433	
Total % Change		3.84%	

Staffing

Program 6401	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	-	-	1.0	1.0	1.0
COORDINATOR	1.0	1.0	-	-	-
SUPERVISOR	-	-	-	-	4.0
SPECIALIST	3.0	3.0	4.0	5.0	-
NURSE	75.0	75.0	77.0	81.0	85.0
TECHNICAL ASSISTANT	1.0	1.0	1.0	1.0	1.0
HEALTH ASSISTANT	60.0	60.0	67.0	63.0	61.0
Total Operating Fund FTE	140.0	140.0	150.0	151.0	152.0

Health Service Statistics

Program 6401	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Total number of Health Room visits (92% returned to class)	38,980*	232,373	315,531	380,000	380,000
Total number of students receiving one or more medications in school	936*	2,645	2,915	11,215	3,100
Number of doses administered	7,734*	55,707	97,663	98,345	98,500
Number of nursing treatments	2,649*	22,008	29,788	43,000	35,000

Total number of students seen for:					
Acute illness	63,122*	59,704	103,663	109,219	110,000
Chronic health problems	4,906*	7,774	11,647	13,315	13,000
Acute injuries	50,769*	48,185	66,997	67,000	67,000
Mental Health, Social/Emotional Problems	2,351*	1,695	2,140	3,500	3,500

Individualized Health Care Plans (developed/maintained)	4,355*	2,229	2,543	5,600	3,400
Emergency Care Plans (developed/maintained)	3,213*	5,555	6,875	7,500	7,500

* Affected by the impact of COVID-19 on instruction and operations.

Student Access and Achievement

9501

Program Overview and Insights

The Office of Student Access and Achievement supports the acceleration of academic achievement of students through the Black Student Achievement Program (BSAP), Hispanic Achievement Program, Multilingual Family Services (MFS), Language Access Services, and Mathematics Engineering Science Achievement (MESA) program. The BSAP, Hispanic, and Multilingual Achievement Programs provide professional learning to help staff work with students and families to maximize opportunities to advance student achievement through equitable opportunities to take high-level classes, earn college credits or industry certifications. The BSAP Saturday Math Academy provides instruction and mathematics-focused enrichment opportunities to elementary, middle, and high school students. The BSAP Program, in collaboration with The Council of Elders of the Black Community of Howard County, offers community academies to support parents. The Hispanic Achievement Program accelerates the academic achievement of Hispanic students by offering a parent academy and providing ongoing educational workshops. Multilingual Family Services administers coordinated services for multilingual students and their families. It provides language-assisted registration, educational seminars in several languages, including the Multilingual Parent Leadership Program. Language Access Services provides interpreting and translation services to support families’ engagement in the educational process of their students.

The following table provides data on attendance rates of Hispanic students at schools with a Hispanic Achievement Liaison.

Hispanic Student Attendance Rate at Schools with a Hispanic Achievement Liaison					
Level	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Elementary	95.5%	>=95%	92.0%*	92.2%*	94.7%
Middle	95.1%	93.7%	94.0%*	91.2%*	94.0%
High	93.3%	92.8%	95.0%*	88.1%*	90.4%

* Affected by the impact of COVID-19 on instruction and operations.

The following table provides data on attendance rates of Black/African American students at schools with a BSAP Achievement Liaison. Target percentages are determined by MSDE and HCPSS attendance expectations.

Black Student Attendance Rate at Schools with a BSAP Achievement Liaison					
Level	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Elementary	93.9%	94.6%	93.9%*	90.0%*	91.9%
Middle	94.0%	92.6%	96.6%*	91.0%*	92.3%
High	94.9%	95.0%	97.0%*	92.0%*	91.9%

* Affected by the impact of COVID-19 on instruction and operations.

Budget Summary

Student Access and Achievement	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 02 Mid-Level Administration</i>									
Salaries and Wages									
Salaries	\$ -	\$ 301,208	\$ 493,588	\$ 420,515	\$ 586,304	\$ 541,431	\$ 638,503	\$ 578,896	\$ (59,607)
Subtotal	-	301,208	493,588	420,515	586,304	541,431	638,503	578,896	(59,607)
<i>State Category 03 Instructional Salaries and Wages</i>									
Salaries and Wages									
Salaries	969,823	839,243	-	-	-	-	-	-	-
Wages-Workshop	343,802	273,238	368,842	291,642	543,815	452,827	626,940	543,440	(83,500)
Wages-Other	-	-	-	-	-	250	-	-	-
Subtotal	1,313,625	1,112,481	368,842	291,642	543,815	453,077	626,940	543,440	(83,500)
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-General	14,530	5,744	14,530	2,157	15,530	6,293	15,530	9,610	(5,920)
Subtotal	14,530	5,744	14,530	2,157	15,530	6,293	15,530	9,610	(5,920)
<i>State Category 05 Other Instructional Costs</i>									
Contracted Services									
Contracted-Labor	400	150	400	195	400	250	400	400	-
Subtotal	400	150	400	195	400	250	400	400	-
<i>State Category 07 Student Personnel Services</i>									
Salaries and Wages									
Salaries	-	-	2,367,302	2,062,102	3,121,165	2,616,196	3,249,266	3,654,248	404,982
Subtotal	-	-	2,367,302	2,062,102	3,121,165	2,616,196	3,249,266	3,654,248	404,982
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	8,000	-	8,000	1,075	8,800	1,291	10,120	10,120	-
Subtotal	8,000	-	8,000	1,075	8,800	1,291	10,120	10,120	-
<i>State Category 14 Community Services</i>									
Salaries and Wages									
Salaries	1,819,002	1,569,867	-	-	-	-	-	-	-
Wages-Temporary Help	180,665	178,507	189,985	200,744	223,365	181,044	234,765	234,765	-
Wages-Workshop	25,040	547	-	-	-	-	-	-	-
Subtotal	2,024,707	1,748,921	189,985	200,744	223,365	181,044	234,765	234,765	-
Contracted Services									
Contracted-Consultant	118,040	61,179	118,040	53,515	151,420	168,250	231,420	231,420	-
Contracted-Labor	500	-	500	436	500	-	500	500	-
Maintenance-Software	300	204	300	-	900	-	900	900	-
Subtotal	118,840	61,383	118,840	53,951	152,820	168,250	232,820	232,820	-
Supplies and Materials									
Supplies-General	16,300	931	16,300	14,242	16,300	2,778	16,300	16,300	-
Technology-Supply	-	-	-	431	-	-	-	-	-
Subtotal	16,300	931	16,300	14,673	16,300	2,778	16,300	16,300	-
Other Charges									
Travel-Mileage	1,500	-	1,500	154	1,500	102	1,500	1,500	-
Subtotal	1,500	-	1,500	154	1,500	102	1,500	1,500	-
Program 9501 Total	\$ 3,497,902	\$ 3,230,818	\$ 3,579,287	\$ 3,047,208	\$ 4,669,999	\$ 3,970,712	\$ 5,026,144	\$ 5,282,099	\$ 255,955

Budget Summary Analysis

9501–Student Access and Achievement

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 02 Mid-Level Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (59,607)	<ul style="list-style-type: none"> • Reflects the following staffing adjustments in FY 2024: <ul style="list-style-type: none"> ◦ (4.0) Specialists reclassified to 4.0 Supervisors ◦ (1.0) Secretary reclassified to 1.0 Technical Assistant ◦ 1.0 Secretary transferred from Chief Academic Officer (0304) reclassified to Technical Assistant • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Technical Assistant ◦ (1.0) Specialist • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
State Category 03 Instructional Salaries and Wages			
Salaries and Wages			
Wages-Workshop	Wages for teachers and PK–12 BSAP Liaisons working in extended day, week, and year programs, including a preparation program for SAT, Community-Based Learning Center After School Enrichment Program (CBLC) and BSAP Saturday Math Academy (BSAP–SMA). PK–12 BSAP Achievement Liaison initiatives: workshop wages for after school academic and cultural clubs and activities for students and parents. Mathematics Engineering Science Achievement (MESA): workshop wages for MESA project management, workshop wages for MESA advisors. Hispanic Achievement: professional development for liaisons, clubs for students, interpreting services, and student and family programs	(83,500)	<ul style="list-style-type: none"> • Eliminates funding for MESA workshop wages.
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-General	Printing supplies and materials for educational seminars for international students and families. Materials for PK–12 BSAP Liaisons, Multilingual Achievement Liaisons, Hispanic Achievement Liaisons, Community-Based Learning Centers, and BSAP Saturday Math Academy. MESA: materials for teachers and paraprofessionals. Replacement of interpreting equipment as needed.	(5,920)	<ul style="list-style-type: none"> • Eliminates funding for MESA materials and supplies.
State Category 05 Other Instructional Costs			
Contracted Services			
Contracted-Labor	Services supporting beyond the school day programs and family programs for the Multilingual and Hispanic Achievement and Black Student Achievement Programs.	-	<ul style="list-style-type: none"> • No change.

Performance Manager: Sheree Tilley

Academics – Program Innovation and Student Well-Being

Student Access and Achievement – 9501

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 07 Student Personnel Services			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	404,982	<ul style="list-style-type: none"> • Reflects the following staffing adjustments in FY 2024: <ul style="list-style-type: none"> ◦ 1.0 Specialist transferred from Chief Academic Officer (0304) reclassified to a Supervisor • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	PK–12 BSAP field trips, Hispanic Achievement College Visits, and MESA events.	-	• No change.
State Category 14 Community Services			
Salaries and Wages			
Wages-Temporary Help	Wages paid in support of the Office of International and Family Services and also provides interpreting services to support communication between students and families of limited English proficiency and schools.	-	• No change.
Contracted Services			
Contracted-Consultant	Interpreting services and translating services to support communication between the limited English proficient families and schools. Translation services are provided for the most requested languages. Systemwide documents are translated into Korean, Spanish, and other languages as needed. Interpreter services are on the rise for parent/teacher conferences, back-to-school nights, parent seminars, form-filling activities, and school registrations.	-	• No change.
Contracted-Labor	Services supporting beyond the school day programs and family programs for the Multilingual and Hispanic Achievement and Black Student Achievement Programs.	-	• No change.
Maintenance-Software	Design software.	-	• No change.
Supplies and Materials			
Supplies-General	Printing supplies, and materials for educational seminars for international students and families. Materials for PK–12 BSAP Liaisons, Multilingual Achievement Liaisons, and Hispanic Achievement Liaisons, Community-Based Learning Centers, and BSAP Saturday Math Academy. MESA: materials for teachers and paraprofessionals. Replacement of interpreting equipment is purchased as needed.	-	• No change.
Other Charges			
Travel-Mileage	Mileage reimbursement for Liaisons who travel between schools.	-	• No change.
		Total \$ Change	\$ 255,955
		Total % Change	5.09%

Staffing

Program 9501	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
SUPERVISOR	-	-	-	-	5.0
SPECIALIST	4.0	4.0	5.0	5.0	-
LIAISON BSAP	21.0	21.0	27.0	27.0	27.0
LIAISON HISPANIC ACHIEVEMENT	18.0	18.0	25.0	24.0	24.0
LIAISON MULTILINGUAL ACHIEVEMENT	9.0	9.0	11.0	11.0	11.0
TECHNICAL ASSISTANT	-	-	-	-	1.0
SECRETARY	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	53.0	53.0	69.0	68.0	68.0

Service Data

Program 9501 Service Data	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Interpreter Requests	14,495*	11,852	7,065	13,500	7,772
Multilingual Family Registrations	142*	468	342	725	700
Translated Documents	1,080*	792	719	1,200	826

* Affected by the impact of COVID-19 on instruction and operations.



Student Art – C. Myers

Department of Special Education – Budget Summary

Overview of the Division

The Department of Special Education (DSE) is in the Division of Academics. The role of this Department is to ensure students with disabilities, birth to age 21, receive high quality services within their homes, community, and/or school settings to improve outcomes for learners who receive early intervention and special education services.

The services of this Department are delivered through the budgets of the following programs:

- Countywide Services
- Speech, Language, and Hearing Services
- Special Education School-Based Services
- Birth-Five Early Intervention Services
- Cedar Lane
- Special Education Summer Services
- Special Education Compliance and Nonpublic Services
- Special Education- Central Office

The Department of Special Education (DSE) promotes Equity in Action by ensuring that students with disabilities receive a free, appropriate public education that meets individual learner needs in the least restrictive environment. The DSE is committed to providing high-quality early intervention and special education services to improve outcomes for learners, birth to age twenty-one. DSE leaders value and promote open, transparent, and accessible communication so that all stakeholders become partners in the work.

Over the past few years, the Department has reduced spending on materials, and worked toward maximizing staffing allocations, increasing professional learning opportunities, and decreasing case management workload through a variety of approaches. While striving to address all legal service hour requirements under the Individuals with Disabilities Education Act (IDEA), the DSE continues to experience constraints in creating comprehensive programs and supports that could meet more complex student needs and reduce the potential for rising nonpublic placement costs due to lack of options within the existing continuum of services.

Summary of Major Budget Changes for FY 2025

HCPSS faces the financial pressures of a structural deficit due to declining revenues and increasing costs. The budget strategy for FY 2025 rethinks the development of the Superintendent's Proposed Budget to manage the pressure the structural deficit places on the request for new funding. This was done to align with Board of Education and county requests to bring forward a budget that presents clear choices to reallocate funding from existing services to meet our fiscal obligations for FY 2025. As a result, while the budget requests an increase in funding for mandates, commitments, and priorities, reductions are proposed in program budgets to offset the overall growth of the budget.

The proposed budget for the Department of Special Education includes:

- Budget additions of \$13.1 million and 86.50 FTE positions.
- Budget reductions of \$(5.4) million and (11.00) FTE positions.

Department of Special Education – Budget Summary

- In total, the net changes to the budget are \$7.7 million more than the current FY 2024 approved budget and 75.50 FTE positions.
- Year over year, the department's budget is increasing by 4.7 percent.

More specific information on these budget changes is explained in the sections below which is followed by schedules summarizing the division budget, budget additions and budget reductions by program.

Budget Additions

Budget additions in the FY 2025 Superintendent's Proposed Budget are grouped as Mandates, Commitments, and Priorities.

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Sub-groupings for each of these are provided to summarize the budget dollars and positions proposed across programs and divisions. The Factors Influencing in the Executive Summary section of the budget book provides the combined summary of budget additions for all divisions and by state category.

The Department of Special Education budget includes new budget cost additions of \$13.1 million and 86.5 FTE positions. A summary of budget additions by grouping is provided below:

Mandates

- \$1.7 million and 35.00 FTE positions – Blueprint costs requirements related to Pre-K expansion.
- \$278,800 – Blueprint cost requirements for National Board Certification pay for teachers.

Commitments

- \$(1.5) million – Year over Year Personnel Cost Change. This adjustment will appear in all program budgets that have budgeted personnel. A complete explanation for these changes is included in the Factors Influencing in the Executive Summary section of the budget book.
- \$600 for financial obligations.

Priorities

- \$5.3 million – marker for negotiated employee compensation increases.
- \$4.8 million – to cover cost of students in Nonpublic Schools and to provide compensatory services entitlements for some students due to COVID-19 instructional impacts.
- \$200,000 – to cover increased costs of providing Extended School Year Services for students with IEPs.
- \$907,800 and 15.50 FTE positions – increase in staffing for Multiple Intense Needs Preschool and Preschool classrooms (6.0 FTE Teachers and 6.0 FTE Paraeducators). In addition, funds were requested

Department of Special Education – Budget Summary

to add 1.00 FTE Speech Language Pathologist, 1.00 FTE Physical Therapist, and 1.50 FTE Teacher positions for the Infants and Toddlers programs.

- \$1.4 million and 36.0 FTE positions – to cover enrollment growth in students aged 5 through 21 (11.00 FTE Teachers, 11.00 FTE Paraeducators and 14.0 OFTE Student Assistants).
- \$4,000 – Other costs increase for mileage reimbursement.

Budget Reductions

Each division and department budget proposes reductions to offset the expenditure increases included in the FY 2025 Superintendent's Proposed Operating Budget. For each division, department, and its programs, these reductions are grouped as Programmatic School-Based and Programmatic Non-School-Based.

- Programmatic School-Based are budget reduction directly affecting the classroom and schools. The reductions are sub-grouped by certain programmatic areas and services to summarize where budget dollars and positions are being reduced across programs and divisions.
- Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools. These reductions are sub-grouped into reductions affecting personnel and non-personnel reductions.

The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides a combined summary of budget reductions by group and sub-group for all divisions and by state category.

A high-level overview of major reductions and the service impact(s) for the Department of Special Education budget are shown below.

The Department of Special Education budget includes reductions of \$(5.4) million and (11.00) FTE positions.

Programmatic School-Based

Curricular Field Trips

- \$(12,600) – Program 3321 Special Education School Based Services: Reduction in transportation
 - Impact: Field trips and extracurricular transportation will no longer be funded in the curricular program budgets, and therefore centralized funding for specialized transportation is not required.

Special Education

- \$(27,540) and (1.00) FTE position – Program 3320 Countywide Services: Elimination of 1.00 Physical Therapy Paraeducator
 - Impact: This reduction will decrease the capacity of the Physical Therapy (PT) office to divide case management among PT service providers for students who require school-based services. Additional case management responsibilities will be placed on the remaining Physical Therapy staff.

Department of Special Education – Budget Summary

- \$(53,501) – Program 3320 Countywide Services: Reduction of supplies and technology
 - Impact: This reduction will decrease materials, specialized equipment, and technology available for students.
- \$(4.0 million) – Program 3321 Special Education School-Based Services: Reduction of contracted labor
 - Impact: This reduction will eliminate temporary personnel designated for students who require adult supervision per the IEP. Existing staff must provide this supplementary aid and service as described in each IFSP or IEP.
- \$(41,568) – Program 3321 Special Education School-Based Services: Reduction of supplies and wages
 - Impact: This reduction will decrease supplemental materials purchased for instruction and workshop wages that support staff attendance in professional learning.
- \$(7,017) – Program 3322 Cedar Lane: Reduction of supplies
 - This reduction will decrease materials available for students.
- \$(100,000) – Program 3324 Birth-Five Early Intervention Services: Reduction of contracted labor
 - Impact: This reduction will eliminate temporary personnel designated for students who require adult supervision per the IEP. Existing staff must provide this supplementary aid and service as described in each IFSP or IEP.
- \$(4,955) – Program 3326 Special Education Summer Services (\$3,530) and Program 3325 Speech, Language, and Hearing Services (\$1,425): Reduction of supplies and technology
 - This reduction will decrease materials, specialized equipment, and technology available for students.

Programmatic Non-School Based Personnel

- \$(248,933) and (2.00) FTE positions – Program 3320 Countywide Services: Elimination of 2.00 Resource Teachers
 - Impact: Teachers, as well as administrators and other members of the school staff will receive less direct support, training, and technical assistance/guidance for instruction and other compliance matters; IEP teams, inclusive of parents, will have limited access to support during IEP team meetings and related conferences about special education matters; Mentoring of new staff will be diminished.
- \$(51,451) and (1.00) FTE position – Program 3320 Countywide Services: Elimination of 1.00 Technical Assistant
 - Impact: Teachers and other staff will receive less direct support, technical assistance and guidance on how to support assistive technology needs for students and use by staff. Direct support for staff will be delayed and device management weakened.
- \$(27,540) and (1.00) FTE position – Program 3321 Special Education School-Based Services: Elimination of 1.00 Paraeducator
 - Impact: Teachers and other staff will receive less direct support, technical assistance and guidance on how to support assistive technology needs for students and use by staff. Direct support for staff will be delayed and device management weakened.

Department of Special Education – Budget Summary

- \$(242,313) and (2.00) FTE positions – Program 3324 Birth-Five Early Intervention Services: Elimination of 2.00 Early Intervention Resource Teachers
 - Impact: Teachers, as well as administrators and other members of the school staff will receive less direct support, training technical assistance for instruction and other compliance matters; IFSP and IEP teams, inclusive of parents, will have limited access to support before, during, and after IFSP/IEP team meetings and related conferences about compliance matters; Mentoring of new staff will be diminished.
- \$(128,510) and (1.00) FTE position – Program 3325 Speech, Language, and Hearing Services: Elimination of 1.00 Speech Language Pathologist
 - Impact: Speech Language Pathologists, as well as administrators and other members of the school staff, will receive less direct support, training, technical assistance/guidance for therapy related questions and assistive technology needs for students, and the use of it by staff. Time needed to work with students who require specific technology trials may be delayed and device management weakened.
- \$(57,120) and (1.00) FTE position – Program 3325 Speech Language, and Hearing Services: Elimination of 1.00 Program Head
 - Impact: Hinders interpreters' access to having role-alike leadership equipped to provide direct support and guidance on all matters related to student services, staff consultations, and parent questions and needs that pertain to students.
- \$(150,000) and (1.00) FTE position – Program 3325 Speech, Language, and Hearing Services: Elimination of 1.00 Instructional Facilitator
 - Impact: Speech Language Pathologists, as well as administrators and other members of the school staff, will receive less direct support, training, and technical assistance/guidance for therapy related questions and needs as well as other compliance matters; IEP teams, inclusive of parents, will have limited access to support during the IEP team meetings and related conferences about special education matters; capacity to conduct observations as part of the SLP evaluation cycle will be diminished.
- \$(122,400) and (1.00) FTE position – Program 3330 Special Education–Central Office: Elimination of 1.00 Instructional Facilitator
 - Impact: Teachers, as well as administrators and other members of the school staff will receive less direct support and guidance for instruction and other compliance matters; IEP teams, inclusive of parents, will have limited access to this resource; Oversight for the development, implementation, and evaluation of professional learning for designing instruction will be compromised.

Non-Personnel

- \$(139,745) – Program 3330 Special Education–Central Office (\$138,845) and Program 3328 Special Education Compliance and Nonpublic Services (\$900): Reduction to wages, supplies, and travel-mileage
 - Impact: Will decrease office supplies and workshop wages for professional learning, preparation for legal proceedings, and collaborative planning, and case management support for staff.

Department of Special Education – Budget Summary

Position Reduction List

Division/Dept	Program	Classification Job Title	FTE Count
	Birth-Five Early Intervention Services-		
Academics-SPED	3324	TEACHER RESOURCE	(2.00)
	Countywide Services-3320	PARAEDUCATOR	(1.00)
		TEACHER RESOURCE	(2.00)
		TECHNICAL ASSISTANT	(1.00)
	Special Education - Central Office-3330	INSTRUCTIONAL FACILITATOR	(1.00)
	Special Education - School-Based Services-3321	PARAEDUCATOR	(1.00)
	Speech, Language, and Hearing Services-3325	INSTRUCTIONAL FACILITATOR	(1.00)
		INTERPRETER-EDUCATIONAL	(1.00)
		SPEECH PATHOLOGIST	(1.00)
Academics-SPED Total			(11.00)

Department of Special Education – Budget Summary

SUMMARY OF FY 2025 PROPOSED BUDGET								
Program	Program Number	Approved Budget FY 2024	Total Additions	Total Reductions	Net Budget Changes FTE	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change from FY 2024
Countywide Services	3320	\$ 11,571,795	\$ 259,274	\$ (381,425)	(4.00)	\$ 11,449,644	\$ (122,151)	-1.06%
Special Education School-Based Services	3321	82,380,247	3,414,217	(4,081,708)	35.00	81,712,756	(667,491)	-0.81%
Cedar Lane	3322	5,933,528	154,387	(7,107)	-	6,080,808	147,280	2.48%
Birth-Five Early Intervention Services	3324	27,420,002	3,722,731	(342,313)	48.50	30,800,420	3,380,418	12.33%
Speech, Language, and Hearing Services	3325	14,290,425	238,053	(339,160)	(3.00)	14,189,318	(101,107)	-0.71%
Special Education Summer Services	3326	2,262,385	209,778	(1,425)	-	2,470,738	208,353	9.21%
Special Education Compliance and Nonpublic Services	3328	18,029,368	4,836,317	(900)	-	22,864,785	4,835,417	26.82%
Special Education - Central Office	3330	2,855,582	297,975	(261,245)	(1.00)	2,892,312	36,730	1.29%
Special Education Total		\$ 164,743,332	\$ 13,132,732	\$ (5,415,283)	75.50	\$ 172,460,781	\$ 7,717,449	4.68%

Department of Special Education – Budget Summary

Proposed FY 2025 Budget Changes												FY 2025 Proposed	
BUDGET ADDITIONS		Mandates			Commitments		Priorities					Total Additions	Total Additions FTE
Program	Program Number	Blueprint-PreK	Blueprint-PreK FTE	Blueprint-National Board Certification	Year over Year Personnel Cost Change	Financial Obligations	Employee Compensation Marker	Special Education	Special Education FTE	Other	Total Additions	Total Additions FTE	
Countywide Services	3320	\$ -	-	\$ -	\$ (117,705)	\$ 300	\$ 376,679	\$ -	-	\$ -	\$ 259,274	-	
Special Education School-Based Services	3321	-	-	173,880	(1,301,741)	300	3,124,998	1,416,780	36.00	-	3,414,217	36.00	
Cedar Lane	3322	-	-	13,600	(67,867)	-	208,654	-	-	-	154,387	-	
Birth-Five Early Intervention Services	3324	1,730,388	35.00	91,320	44,533	-	948,690	907,800	15.50	-	3,722,731	50.50	
Speech, Language, and Hearing Services	3325	-	-	-	(248,905)	-	486,958	-	-	-	238,053	-	
Special Education Summer Services	3326	-	-	-	4,619	-	5,159	200,000	-	-	209,778	-	
Special Education Compliance and Nonpublic Services	3328	-	-	-	13,541	-	22,776	4,800,000	-	-	4,836,317	-	
Special Education - Central Office	3330	-	-	-	216,132	-	77,843	-	-	4,000	297,975	-	
Special Education Total		\$ 1,730,388	35.00	\$ 278,800	\$ (1,457,393)	\$ 600	\$ 5,251,757	\$ 7,324,580	51.50	\$ 4,000	\$ 13,132,732	86.50	

Department of Special Education – Budget
 Summary

Proposed FY 2025 Budget Changes								FY 2025 Proposed	
BUDGET REDUCTIONS		Programmatic- School Based			Programmatic-Non School Based Special Education Services			Total Reductions	Total Reductions FTE
Program	Program Number	Curricular Field Trips	Special Education	Special Education FTE	Personnel FTE	Non- Personnel			
Countywide Services	3320	\$ -	\$ (81,041)	(1.00)	\$ (300,384)	(3.00)	\$ -	\$ (381,425)	(4.00)
Special Education School-Based Services	3321	(12,600)	(4,041,568)	-	(27,540)	(1.00)	-	(4,081,708)	(1.00)
Cedar Lane	3322	-	(7,107)	-	-	-	-	(7,107)	-
Birth-Five Early Intervention Services	3324	-	(100,000)	-	(242,313)	(2.00)	-	(342,313)	(2.00)
Speech, Language, and Hearing Services	3325	-	(3,530)	-	(335,630)	(3.00)	-	(339,160)	(3.00)
Special Education Summer Services	3326	-	(1,425)	-	-	-	-	(1,425)	-
Special Education Compliance and Nonpublic Services	3328	-	-	-	-	-	(900)	(900)	-
Special Education - Central Office	3330	-	-	-	(122,400)	(1.00)	(138,845)	(261,245)	(1.00)
Special Education Total		\$ (12,600)	\$ (4,234,671)	(1.00)	\$ (1,028,267)	(10.00)	\$ (139,745)	\$ (5,415,283)	(11.00)

Countywide Services

3320

Program Overview and Insights

County Diagnostic Center (CDC): CDC serves as the point of entry into the Infant & Toddler/Child Find Program for children age birth to three, preschool age, and School-Age Child Find for students attending parentally placed private or religiously affiliated schools in Howard County who are suspected of having an educational disability.

Countywide Special Education Instructional and Related Services: Provides assessment, direct intervention, environmental or equipment adaptations, and technology to ensure accessibility and communication, as well as consultation to staff members and parents. Services include the following for young children and students with Individualized Family Service Plans (IFSPs) or Individualized Education Programs (IEPs) and 504 Plans: Teachers of the Visually Impaired (TVI) and Orientation and Mobility certified specialists (O&M); Adapted Physical Education (APE) teachers; Occupational Therapists (OT); Physical Therapists (PT); Speech and Language Pathologists (SLP); Instructional Access Team (supports assistive technology needs); Indepth Diagnostic Team; and Audiology Services.

Improving student learning outcomes and addressing disproportionality in special education remain paramount. Countywide Services aligns its work to key focus areas of Disability Acceptance, IEP (Individualized Education Programs) Compliance, Continuum of Services/Service Delivery Models, Specially Designed Instruction/Instructional Practices, and Family Engagement. Efforts are supported by professional development for staff and learning experiences for families.

It is the goal of HCPSS to increase the percentage of students (K–21) receiving special education services and supports within the general education classroom at least 80 percent of the day as determined by IEP Teams while also ensuring a continuum of services is accessible to all students with IEPs.

Percentage of Students, Age K–21, Receiving Special Education Services by Least Restrictive Environment (LRE) as reported by the MSDE Annual Census Report				
	Child Count Actual*** Oct. 2019 FY 2020	Child Count Actual Oct. 2020 FY 2021	Child Count Actual Oct. 2021 FY 2022	Child Count Actual Oct. 2022 FY 2023
Total Students in Special Education	4,958*	5,167	5,369	5,754
LRE A – 80% or more in General Ed	75.96%*	74.65%	75.08%	74.19%
LRE B – 40-79% in General Ed	14.86%*	15.19%	14.99%	17.07%
LRE C – 40% or less in Gen Ed	2.12%*	2.67%	2.98%	2.36%
Separate Facility**	6.71%*	6.89%	6.2%	6.38%

* Affected by the impact of COVID-19 on instruction and operations.

**Home, Hospital, Public Separate Day, Private Separate Day, Public Separate Residential, Private Separate Residential (not LRE A-C)

***Data for FY 2019 and 2020 represents students aged 6-21

Budget Summary

Countywide Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	\$ 9,692,756	\$ 9,164,228	\$ 10,007,934	\$ 9,627,847	\$ 9,876,153	\$ 8,881,793	\$ 10,560,625	\$ 10,491,975	\$ (68,650)
Wages-Workshop	-	1,152	-	-	-	-	-	-	-
Wages-Temporary Help	50,000	62,900	50,000	47,924	50,000	51,912	91,350	91,350	-
Wages-Summer Pay	62,200	18,020	92,200	26,316	92,200	61,971	92,200	92,200	-
Subtotal	9,804,956	9,246,300	10,150,134	9,702,087	10,018,353	8,995,676	10,744,175	10,675,525	(68,650)
Contracted Services									
Repair-Equipment	18,500	2,175	17,200	12,902	17,200	17,198	17,000	17,000	-
Medical Services	2,500	-	2,500	-	2,500	-	2,500	2,500	-
Contracted-Consultant	9,000	7,800	9,000	5,400	9,000	7,100	9,000	9,000	-
Contracted-General	-	200	-	-	-	-	-	-	-
Contracted-Labor	75,000	414,329	75,000	373,185	75,000	769,675	267,000	267,000	-
Maintenance-Software	34,879	-	34,879	-	34,879	-	34,879	34,879	-
Subtotal	139,879	424,504	138,579	391,487	138,579	793,973	330,379	330,379	-
Supplies and Materials									
Textbooks	30,000	26,408	25,000	24,072	25,000	24,769	25,000	25,000	-
Library/Media	500	-	500	-	500	-	500	500	-
Supplies-Audio Visual	917	120	917	-	917	-	917	917	-
Supplies-Testing	4,000	3,840	5,550	5,270	4,000	3,607	3,000	3,000	-
Supplies-General	-	90,120	69,200	134,758	167,400	163,653	167,400	142,290	(25,110)
Technology-Computer	150,000	147,283	64,800	48,970	64,800	64,568	64,800	55,080	(9,720)
Technology-Supply	14,336	500	14,336	1,500	14,336	13,575	14,336	12,186	(2,150)
Subtotal	199,753	268,271	180,303	214,570	276,953	270,172	275,953	238,973	(36,980)
Other Charges									
Travel-Conferences	360	-	360	-	360	300	360	360	-
Travel-Mileage	105,000	8,998	105,000	63,416	105,000	71,232	105,000	105,000	-
Dues & Subscriptions	1,785	1,499	3,785	34,283	5,785	3,338	5,785	5,785	-
Subtotal	107,145	10,497	109,145	97,699	111,145	74,870	111,145	111,145	-
Equipment									
Equipment-Technology	8,500	-	64,243	31,901	64,243	63,712	64,243	54,607	(9,636)
Equipment-Additional	45,900	7,547	45,900	29,730	45,900	45,236	45,900	39,015	(6,885)
Subtotal	54,400	7,547	110,143	61,631	110,143	108,948	110,143	93,622	(16,521)
Program 3320 Total	\$ 10,306,133	\$ 9,957,119	\$ 10,688,304	\$ 10,467,474	\$ 10,655,173	\$ 10,243,639	\$ 11,571,795	\$ 11,449,644	\$ (122,151)

Budget Summary Analysis

Program 3320–Countywide Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 06 Special Education			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	(68,650)	<ul style="list-style-type: none"> • Reflects the following staffing adjustments in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Secretary transferred to Special Education - Central Office (3330) • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (2.0) Teacher Resource ◦ (1.0) Technical Assistant ◦ (1.0) Paraeducator • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for National Board Certification compensation increase.
Wages-Temporary Help	Temporary services for certified and/or licensed staff when positions are vacant or coverage may be needed to cover medical leave. Funds moved from the salary account when required.	-	<ul style="list-style-type: none"> • No change.
Wages-Summer Pay	Occupational and physical therapy, vision, audiology, assistive technology services; services provided by preschool Child Find and In depth Diagnostic Teams for assessments, including speech/language, occupational therapy, physical therapy, educational, and psychological.	-	<ul style="list-style-type: none"> • No change.
Contracted Services			
Repair-Equipment	Audiometer calibration and repairs to equipment: vision, physical therapy, adaptive physical education, and assistive technology. Covers aging equipment and increased inventories.	-	<ul style="list-style-type: none"> • No change.
Medical Services	Pediatric, psychiatric, ear/nose/throat, neurological, and vision exams required to identify educational disabilities.	-	<ul style="list-style-type: none"> • No change.
Contracted-Consultant	County Diagnostic Center consultants and bilingual assessments for educational testing.	-	<ul style="list-style-type: none"> • No change.
Contracted-Labor	Temporary contracted services for occupational and physical therapy, vision, audiology, etc. when positions are vacant or coverage is needed for medical leave. Funds moved from the salary account when required.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 06 Special Education (cont.)			
Contracted Services			
Maintenance-Software	Subscriptions and apps to support assistive technology.	-	•No change.
Supplies and Materials			
Textbooks	Large print textbooks and other written media for students who are visually impaired and brailled textbooks for students who are blind.	-	• No change.
Library/Media	Books, periodicals, and parent materials.	-	• No change.
Supplies-Audio Visual	Audio visual supplies, including headsets.	-	• No change.
Supplies-Testing	Revised test kits, new tests, and protocols for occupational and physical therapy, vision, adapted physical education, educational, speech/language staff.	-	• No change.
Supplies-General	Work Study and Adaptive Physical Education supplies; specialized equipment for audiology, physical therapy, vision, occupational therapy, and assistive technology.	(25,110)	• Decreases funding for Work Study and Adaptive Physical Education supplies.
Technology-Computer	Technology to support students with communication and access needs who have IEPs and 504s.	(9,720)	• Decreases funding for technology computer.
Technology-Supply	Supplies to provide access to technology and protection for technology.	(2,150)	• Decreases funding for technology supplies.
Other Charges			
Travel-Conferences	Staff attendance at conferences to stay abreast of advancements of educational technology.	-	• No change.
Travel-Mileage	Business-related mileage reimbursement for countywide services itinerant staff.	-	• No change.
Dues & Subscriptions	Membership to Physical Therapy.com for continuing education.	-	• No change.
Equipment			
Equipment-Technology	Mid tech devices, replacement of old devices/assistive technology.	(9,636)	• Decreases funding for technology replacement.
Equipment-Additional	Equipment to support students with severe communication impairments.	(6,885)	• Decreases funding for support equipment.
		Total \$ Change	\$ (122,151)
		Total % Change	(1.06)%

Staffing

Program 3320	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
COORDINATOR	1.0	1.0	1.0	1.0	1.0
AUDIOLOGIST	2.0	2.0	2.0	2.0	2.0
OCCUPATIONAL THERAPIST	41.8	43.8	51.0	53.0	53.0
ASST OCCUPATIONAL THERAPIST	2.0	2.0	2.0	2.0	2.0
PHYSICAL THERAPIST	11.0	11.8	11.8	12.8	12.8
SPEECH PATHOLOGIST	2.0	2.0	2.0	2.0	2.0
ADAPTED PE TEACHER	13.6	14.6	15.6	15.6	15.6
TCHR OTHER SPEC ED COUNTYWIDE	2.0	2.0	2.0	1.0	1.0
TEACHER WORK STUDY	12.0	12.0	-	-	-
TEACHER RESOURCE	6.0	6.0	6.0	7.0	5.0
TEACHER OF THE BLIND AND VISUALLY IMPAIRED	11.0	11.0	11.0	12.0	12.0
BRAILLIST	1.0	1.0	1.0	1.0	1.0
SECRETARY	3.0	3.0	3.0	3.0	2.0
SECRETARY TEACHER	2.0	1.0	1.0	1.0	1.0
TECHNICAL ASSISTANT	-	-	1.0	1.0	-
PARAEDUCATOR	3.0	3.0	4.0	4.0	3.0
Total Operating Fund FTE	113.4	116.2	114.4	118.4	113.4

Enrollment

Program 3320 Ages 3–21	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Assessments					
Audiology	520*	187	191	205	225
Child Find (Intakes) Screens	332*	332	342	365	419
Child Find Assessments	170*	285	306	311	357
Infant Toddler Assessments	200*	79**	including Travel Team	87	104/350
Direct/Periodic Services					
Adapted Physical Education	370*	302	270	332	326
Assistive Technology	2,170*	2,322	2,624	2,554	2,724
Physical Therapy	289*	303	240	333	288
Occupational Therapy	1,600*	1,873	2,195	2,060	2,542
Vision (including Orientation and Mobility)	225*	239	245	248	255

* Affected by the impact of COVID-19 on instruction and operations.

** We have reviewed the numbers for Infant Toddler assessments which are down due to a change in process. Many of the assessments are now completed by Infant Toddler clusters with Child Find completing assessments for our “crunch kids” and holding the TPM meetings. While Infant Toddler meetings have gone down, Child Find screening and assessment continue to rise.

Special Education School-Based Services

3321

Program Overview and Insights

As required under the [Individuals with Disabilities Education Act \(IDEA\)](#) and [Code of Maryland Regulations \(COMAR 13a09.10.17\)](#), this program identifies students with disabilities and delivers special education services and other customized supports to narrow the achievement gap that exists between children and youth with disabilities and their non-disabled peers at the elementary and secondary levels (Grades K-through age 21). The goal of this program is to ensure that all students with disabilities are college, career, and/or community ready when they exit the HCPSS. Delivering high-quality special education services in a consistent and collaborative manner strengthens the foundation for students who receive special education services-

Every HCPSS student with an Individualized Education Program (IEP) shall receive specially designed instruction based on the Maryland College and Career Ready Standards and targeted evidence-based instructional interventions aligned with their IEP. Staffing resources allow for flexible service delivery options that address learners’ strengths and needs. Parents, guardians, and caregivers are an integral part of the IEP team that supports student success. The human and material resources in this program are utilized to engage the family throughout the student's individualized educational journey.

[Special Education Programs](#)

It is the goal of HCPSS to increase the percentage of students exiting with a Maryland High School Diploma.

Percentage of Students with IEPs Earning Diplomas and Certificates			
	Child Count Actual – Oct. 2018 FY 2019	Child Count Actual – Oct. 2019 FY 2020	Child Count Actual – Oct. 2022 FY 2022
Total Students in Special Education Exiting	507	502	619
Percent Exiting with a Diploma	76%	82%	83%
Percent Exiting with a Certificate of Completion	12%	13%	10%

-Source: Maryland Early Intervention and Special Education Services Census Data & Related Table 2022-2023s.

-Percent exiting is determined by dividing the number of students earning a diploma or certificate by the total number of students exiting with a diploma, certificate, dropping out, and/or reaching maximum age.

It is the goal of HCPSS to decrease the gap in graduation rate between students with IEPs and all students.

Gap in Graduation Rate between Students with IEPs and All Students					
	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
4-year cohort difference	24.54%	22.31%	19.61%	23.16%	18.57%
5-year cohort difference	17.75%	14.87%	13.05%	TBD	TBD

-Source reportcard.msde.maryland.gov

-5year cohort data pending FY 2022 and FY2023

Budget Summary

Special Education School-Based Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	\$ 61,675,197	\$ 59,332,321	\$ 63,484,223	\$ 60,512,041	\$ 70,598,387	\$ 67,646,871	\$ 75,999,668	\$ 79,386,345	\$ 3,386,677
Wages-Other	-	-	-	73,831	-	647,415	-	-	-
Wages-Substitute	556,500	375,003	706,500	555,993	761,500	683,748	761,500	736,500	(25,000)
Wages-Workshop	-	394,639	-	1,054,457	8,000	301,924	59,500	59,500	-
Subtotal	62,231,697	60,101,963	64,190,723	62,196,322	71,367,887	69,279,958	76,820,668	80,182,345	3,361,677
Contracted Services									
Medical Services	50,000	14,068	52,500	4,176	52,500	1,980	42,500	42,500	-
Contracted-Labor	3,158,225	1,092,181	3,158,225	2,905,077	3,168,725	5,365,702	5,329,054	1,329,054	(4,000,000)
Maintenance-Software	-	-	-	-	-	-	10,000	10,000	-
Subtotal	3,208,225	1,106,249	3,210,725	2,909,253	3,221,225	5,367,682	5,381,554	1,381,554	(4,000,000)
Supplies and Materials									
Supplies-General	69,455	200,323	79,455	71,779	96,455	71,816	110,455	93,887	(16,568)
Supplies-Materials of Instruction	18,970	18,908	18,970	15,493	28,970	23,113	28,970	28,970	-
Supplies-Testing	22,000	21,844	22,000	21,843	22,000	21,989	22,000	22,000	-
Technology-Computer	-	11,066	-	-	-	8,307	-	-	-
Technology-Supply	-	-	-	1,281	-	8,485	-	-	-
Subtotal	110,425	252,141	120,425	110,396	147,425	133,710	161,425	144,857	(16,568)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	14,000	1,000	10,000	1,357	11,000	6,970	12,600	-	(12,600)
Trans-Private Carrier	-	-	4,000	1,500	4,000	2,000	4,000	4,000	-
Subtotal	14,000	1,000	14,000	2,857	15,000	8,970	16,600	4,000	(12,600)
Program 3321 Total	\$ 65,564,347	\$ 61,461,353	\$ 67,535,873	\$ 65,218,828	\$ 74,751,537	\$ 74,790,320	\$ 82,380,247	\$ 81,712,756	\$ (667,491)

Budget Summary Analysis

Program 3321--Special Education School-Based Services

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 06 Special Education			
Salaries and Wages			
Salaries	Salaries for staff serving students with disabilities in this program.	\$ 3,386,677	<ul style="list-style-type: none"> • Reflects the following increase in positions in FY 2025: <ul style="list-style-type: none"> ◦ 11.0 Teachers 10 Month ◦ 11.0 Paraeducators ◦ 14.0 Student Assistants • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Paraeducator • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Substitute	Wages paid to teacher substitutes for staff participating in professional learning activities.	(25,000)	<ul style="list-style-type: none"> • Decreases funding for substitute coverage.
Wages-Workshop	Workshop wages for after school professional learning sessions and other work.	-	<ul style="list-style-type: none"> • No change.
Contracted Services			
Medical Services	Psychiatric consultation for students in regional programs, support to their families, and consultation with program staff. These supports are also provided to schools without regional programs.	-	<ul style="list-style-type: none"> • No change.
Contracted-Labor	Wages paid for temporary employees, nursing services, translations for children with disabilities who have more intensive academic, medical, and/or behavioral needs.	(4,000,000)	<ul style="list-style-type: none"> • Decreases funding of (\$2,900,000) for temporary staffing. • Decreases funding of (\$1,100,000) for Social Service Consultants.
Maintenance-Software	Wages paid for temporary employees, nursing services, translations for children with disabilities who have more intensive academic, medical, and/or behavioral needs.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 06 Special Education (cont.)			
Supplies and Materials			
Supplies-Materials of Instruction	Funds provided to each special education team to purchase specialized instructional materials for students in accordance with their IEP. The percentage of Materials of Instruction funds allocated to schools and held centrally is determined on a program-by-program basis, based on historical data to ensure that student needs are met.	-	• No change.
Supplies-Testing	Educational evaluation materials required to complete assessments as part of the special education eligibility process. Informal diagnostic tools to gather information for students who may require additional specially designed instruction.	-	• No change.
Supplies-General	Specialized materials to supplement instruction for students within and outside of general education classroom and to support new program set-up. Materials include reading and math intervention materials to provide multi-tiered supports.	(16,568)	• Decreases funding for instructional materials.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	Lift buses for students to participate in field trips and intervention/extra-curricular programs after school.	(12,600)	• Decreases funding for transportation services.
Trans-Private Carrier	Cab fares for parents to participate in the IEP team meeting process.	-	• No change.
		Total \$ Change	\$ (667,491)
		Total % Change	(0.81)%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 3321					
TEACHER	539.0	555.0	578.0	585.0	596.0
SCH MENTAL HEALTH TEACHER	-	-	1.0	1.0	1.0
TRANSITION FACILITATOR	-	-	-	1.0	1.0
TRANSITION TEACHER	-	-	12.0	13.0	13.0
PARAEDUCATOR	471.5	486.5	509.5	521.5	531.5
STUDENT ASSISTANT	177.0	178.0	190.0	196.0	210.0
Total Operating Fund FTE	1,187.5	1,219.5	1,290.5	1,317.5	1,352.5

Enrollment

	Child Count Actual Oct. 2020 FY 2021	Child Count Actual Oct. 2021 FY 2022	Child Count Actual Oct. 2022 FY 2023	Budgeted FY 2024	Projected FY 2025
Program 3321					
Students K-21	5,472	5,413	5,754	5,882	6,025

Numbers do not include prekindergarten students. Prekindergarten students are reported in program 3324.

Cedar Lane

3322

Program Overview and Insights

The Cedar Lane school is a public separate day school that serves students with disabilities across the school district. Cedar Lane serves students from age 3 to 21. Students work in a small classroom setting based on their grade level. The past few years have shown a marked increase in enrollment for students with autism. During the 2022–2023 school year, Cedar Lane added four new classrooms to allow room for increased enrollment.

The Cedar Lane program teaches functional communication skills in an academic setting. Students receive academic instruction in group settings, structured 1:1 teaching, and community-based instruction. Classroom staff members work closely with related service providers and families to prepare students for a transition to a less restrictive environment or adult services. More than 50 percent of students at Cedar Lane have behavioral intervention plans.

Cedar Lane’s location on the Fulton campus provides opportunities for students to connect with the community. Students participate in inclusive activities such as art class, pep rallies, and lunch time at Fulton ES, Lime Kiln MS, and Reservoir HS. The Maple Lawn community is also accessed by students for community-based instruction and high school students are assigned to jobs in the community. Our goal is for all students to have at least one hour or more of community experience during the week. As students gain experience in community settings, school staff members work with families and comprehensive schools to consider a return to a less restrictive environment.

Budget Summary

Cedar Lane	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	\$ 4,635,276	\$ 4,446,611	\$ 4,779,710	\$ 4,626,754	\$ 5,406,888	\$ 5,191,965	\$ 5,821,248	\$ 5,975,635	\$ 154,387
Wages-Other	-	-	-	4,987	-	1,363	-	-	-
Wages-Stipends	-	-	-	1,500	-	-	-	-	-
Wages-Summer Pay	-	575	41,700	30,132	41,700	35,361	41,700	41,700	-
Wages-Workshop	21,700	18,864	-	908	-	655	-	-	-
Subtotal	4,656,976	4,466,050	4,821,410	4,664,281	5,448,588	5,229,344	5,862,948	6,017,335	154,387
Contracted Services									
Maintenance-Other	3,000	342	3,000	1,914	3,000	1,894	3,000	3,000	-
Subtotal	3,000	342	3,000	1,914	3,000	1,894	3,000	3,000	-
Supplies and Materials									
Library/Media	1,000	-	1,000	901	1,000	965	1,000	1,000	-
Supplies-Materials of Instruction	8,500	5,565	8,500	8,418	8,500	8,147	13,500	13,500	-
Supplies-Student Activity	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	-
Supplies-General	18,380	6,370	14,380	14,222	42,380	23,785	42,380	36,023	(6,357)
Supplies-Other	5,000	1,652	5,000	5,010	5,000	25,440	5,000	4,250	(750)
Technology-Computer	-	-	3,000	-	3,000	1,632	3,000	3,000	-
Technology-Supply	-	-	1,000	-	1,000	-	1,000	1,000	-
Subtotal	34,580	15,287	34,580	30,251	62,580	61,669	67,580	60,473	(7,107)
Program 3322 Total	\$ 4,694,556	\$ 4,481,679	\$ 4,858,990	\$ 4,696,446	\$ 5,514,168	\$ 5,292,907	\$ 5,933,528	\$ 6,080,808	\$ 147,280

Budget Summary Analysis

Program 3322–Cedar Lane

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 06 Special Education			
Salaries and Wages			
Salaries	Salaries for staff at Cedar Lane School.	\$ 154,387	<ul style="list-style-type: none"> • Reflects the following staffing adjustments in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Board Certified Behavior Analysts reclassified to a 1.0 Board Certified Behavior Supervisor • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Summer Pay	Wages paid for summer Cornerstone instruction.		- • No change.
Contracted Services			
Maintenance-Other	Maintenance and cleaning of the therapy pool.		- • No change.
Supplies and Materials			
Library/Media	Periodicals, library books, and supplies that provide instructional material for reading and math instruction.		- • No change.
Supplies-Materials of Instruction	Instructional materials needed to implement individualized education programs for students with significant disabilities.		- • No change.
Supplies-Student Activity	Supplies for student activities.		- • No change.
Supplies-General	Supplies, materials, and equipment to assist with student instruction (assistive technology, augmentative, communication devices) and therapy requirements.	(6,357)	• Decreases funding for student activities supplies.
Supplies-Other	First Aid Supplies, for safety reasons due to the number of students with significant medical and behavioral issues.	(750)	• Decreases funding for First Aid supplies.
Technology-Computer	Technology to support students with communication and access needs who have IEPs and 504s.		- • No change.
Technology-Supply	Supplies to provide access to technology and protection for technology.		- • No change.
		Total \$ Change	\$ 147,280
		Total % Change	2.48%

Staffing

Program 3322	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
PRINCIPAL	1.0	1.0	1.0	1.0	1.0
ASSISTANT PRINCIPAL	1.0	1.0	1.0	1.0	1.0
SECRETARY PRINCIPAL	1.0	1.0	1.0	1.0	1.0
SECRETARY TEACHER	1.0	1.0	1.0	1.0	1.0
BOARD CERT BEHAVIOR SUPERVISOR	-	-	-	-	1.0
BOARD CERT BEHAVIOR ANALYST	1.0	1.0	1.0	1.0	-
TEACHER 10 MONTH	27.5	25.5	28.5	26.5	26.5
TEACHER 11 MONTH	2.0	4.0	4.0	6.0	6.0
REGISTERED BEHAVIOR TECHNICIAN	-	-	1.0	1.0	1.0
PARAEDUCATOR	47.0	47.0	53.0	53.0	53.0
STUDENT ASSISTANT	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	82.5	82.5	92.5	92.5	92.5

Enrollment

Program 3322	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
K–Age 21	114	113	121	130	130
Prekindergarten	2	4	3	5	5
Total Enrollment	116	117	124	135	135

Birth–Five Early Intervention Services

3324

Program Overview and Insights

In partnership with the HCPSS (Howard County Public School System) Early Childhood Office and community-based early childhood stakeholders, this office promotes school readiness through access for all young children within inclusive learning environments for students with and without disabilities. Consistent implementation of evidence-based practices, appropriate use of technology for teaching and learning, and on-going measurement of student progress informs instruction. Federally mandated continuous year-round services for Infants and Toddlers and inclusive Prekindergarten settings with options for Extended School Year (ESY) are provided.

In addition to school-based support, this office strategically oversees public awareness marketing and community and family outreach. Communication efforts are in place to ensure all relevant community partners and stakeholders can work collaboratively to align services, programs, curriculum, and expectations to create a solid foundation for all students ages birth to five.

The Office of Early Childhood Programs and Office of Early Intervention Services strive to continually improve and ensure young learners have access to inclusive and high-quality early learning experiences. Both offices have collaborated to set the following goal for which the offices will focus in the next few years:

- All students have access to appropriate grade-level standards through first instruction in high-quality Prekindergarten programs.
- Increase access to high-quality, full-day Pre-K programs so that all children can begin Kindergarten ready to learn.

Budget Summary

Birth-Five Early Intervention Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	\$ 17,574,662	\$ 16,900,304	\$ 19,304,104	\$ 18,379,675	\$ 23,321,022	\$ 22,366,461	\$ 25,699,019	\$ 29,066,913	\$ 3,367,894
Wages-Substitute	10,150	-	31,150	3,485	36,150	19,301	36,150	39,738	3,588
Wages-Temporary Help	36,000	1,400	15,000	6,899	15,000	20,965	15,000	15,000	-
Wages-Workshop	-	-	-	-	1,750	906	1,750	1,750	-
Wages-Summer Pay	300,000	130,751	450,000	370,573	450,000	476,497	450,000	450,000	-
Subtotal	17,920,812	17,032,455	19,800,254	18,760,632	23,823,922	22,884,130	26,201,919	29,573,401	3,371,482
Contracted Services									
Contracted-Labor	500,000	5,475	500,000	234,107	700,000	140,363	700,000	600,000	(100,000)
Maintenance-Software	3,410	-	3,410	-	37,900	35,446	37,900	37,900	-
Subtotal	503,410	5,475	503,410	234,107	737,900	175,809	737,900	637,900	(100,000)
Supplies and Materials									
Supplies-Testing	5,250	27,461	79,250	11,699	29,500	23,765	23,000	44,000	21,000
Supplies-General	201,383	188,003	208,000	174,429	157,500	142,523	157,500	241,500	84,000
Technology-Computer	16,221	5,511	16,221	10,710	3,510	10,512	1,000	1,000	-
Technology-Supply	5,086	3,708	5,086	3,041	1,985	1,893	1,985	1,985	-
Subtotal	227,940	224,683	308,557	199,879	192,495	178,693	183,485	288,485	105,000
Other Charges									
Travel-Mileage	99,880	1,147	99,880	52,938	99,880	98,045	99,880	99,880	-
Subtotal	99,880	1,147	99,880	52,938	99,880	98,045	99,880	99,880	-
<i>State Category 07 Student Personnel Services</i>									
Salaries and Wages									
Salaries	-	-	-	-	-	-	196,818	200,754	3,936
Subtotal	-	-	-	-	-	-	196,818	200,754	3,936
Program 3324 Total	\$ 18,752,042	\$ 17,263,760	\$ 20,712,101	\$ 19,247,556	\$ 24,854,197	\$ 23,336,677	\$ 27,420,002	\$ 30,800,420	\$ 3,380,418

Budget Summary Analysis

Program 3324–Birth-Five Early Intervention Services

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
<i>State Category 06 Special Education</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 3,367,894	<ul style="list-style-type: none"> • Reflects the following staffing adjustments in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Student Assistant reclassified to 1.0 Program Assistant • Reflects the following increase in positions in FY 2025: <ul style="list-style-type: none"> ◦ 1.0 Speech Pathologist ◦ 1.0 Physical Therapist ◦ 26.0 Paraeducators ◦ 21.0 Teachers 10 Month ◦ 1.5 Teachers 11 Month • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (2.0) Resource Teachers 11 Month • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff. • Reflects additional pay for Blueprint career ladder National Board Certification compensation increase.
Wages-Substitute	Wages paid to teacher substitutes for professional development, federally mandated transition meeting attendance and absences.	3,588	<ul style="list-style-type: none"> • Increases funding for substitute coverage.
Wages-Temporary Help	Wages paid to contractual staff through temporary services to support early childhood development in natural and inclusive environments, particularly in community settings (PALS), or translation of program documents.	-	<ul style="list-style-type: none"> • No change.
Wages-Workshop	Wages for after school professional learning sessions and other work.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 06 Special Education (cont.)			
Salaries and Wages (cont.)			
Wages-Summer Pay	Wages paid to teachers, paraeducators and ESY staff for year-round services for infants and toddlers and extended summer school, as dictated by IFSP/IEP. Additional wages paid to special educators and related service providers who cover both the Summer Central Team and the Early Intervention Assessment Team for year-round assessment and services for Infants and Toddlers and Child Find.	-	• No change.
Contracted Services			
Contracted-Labor	Funds for hourly contracted services to provide close adult supervision and additional supports as needed for toddlers and preschool children, including those with multiple and intense needs.	(100,000)	• Decreases funding for supervision services.
Maintenance-Software	Software licenses and subscription to support professional learning, data management, and the eligibility/assessment process.	-	• No change.
Supplies and Materials			
Supplies-Testing	Updated materials for eligibility and evaluation including social-emotional screening protocols.	21,000	• Decreases funding for testing materials.
Supplies-General	Office equipment, supplies for young children with disabilities. Books, periodicals, and parent materials related to early intervention.	84,000	• Decreases funding for instructional materials.
Technology-Computer	iPads for Infant & Toddler Program, new staff for in-home services; replacement computers, assistive technology, desktops, laptop, iPads, printers, and projectors.	-	• No change.
Technology-Supply	Assistive technology, peripherals for instruction, toner, cables, mouse, keyboards, monitors, and clickers.	-	• No change.
Other Charges			
Travel-Mileage	Reimbursement for central office staff, teachers and paraeducators for mileage incurred for provision of service in home, school, and community settings; to access professional learning and to attend meetings and conferences as needed.	-	• No change.
State Category 07 Student Personnel Services			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	3,936	• Reflects placeholder for compensation increases and benefits for staff.
		Total \$ Change	\$ 3,380,418
		Total % Change	12.33%

Staffing

Program 3324	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
COORDINATOR	1.0	1.0	1.0	1.0	1.0
INSTRUCTIONAL FACILITATOR	-	1.0	1.0	1.0	1.0
BEHAVIORAL SPECIALIST	2.0	2.0	2.0	2.0	2.0
AUTISM SPECIALIST	1.0	1.0	1.0	1.0	1.0
TEACHER RESOURCE	4.0	4.0	4.0	4.0	2.0
TEACHER 10 MONTH	93.5	104.0	117.0	117.0	138.0
TEACHER 11 MONTH	24.0	25.0	27.0	29.5	31.0
SPEECH PATHOLOGIST	11.0	11.7	15.0	17.0	18.0
OCCUPATIONAL THERAPIST	7.0	7.0	8.5	11.5	11.5
PHYSICAL THERAPIST	7.0	9.0	10.0	9.0	10.0
SOCIAL WORKER	1.0	1.5	1.5	1.5	1.5
PROGRAM ASSISTANT	-	-	-	2.0	3.0
TECHNICAL ASSISTANT	0.5	0.5	0.5	1.0	1.0
SECRETARY	-	-	1.0	1.0	1.0
PARAEDUCATOR	96.5	107.5	121.5	122.0	148.0
STUDENT ASSISTANT	40.0	43.0	80.0	80.0	79.0
Total Operating Fund FTE	288.5	318.2	391.0	400.5	449.0

Enrollment

Program 3324	Child Count Actual Oct. 2020 FY 2021	Child Count Actual Oct. 2021 FY 2022	Child Count Actual Oct. 2022 FY 2023	Budgeted FY 2024	Projected FY 2025
Infants and Toddlers served (Birth–3)	834	999	1,215	1,206	1,514
Infants and Toddlers (Extended IFSP)	64	44	57	52	69
Special Education and Related Services – ages 3-5*	481	561	755	1,230	1,281

**These numbers include students with disabilities in all Prekindergarten programs, some of whom are also represented in Pre-K (1302). These do not include any students with disabilities in kindergarten.*

Budgeted and projected for ages 3-5 are calculated using typical average trend data increase plus 35% growth from Oct to June.

Speech, Language, and Hearing Services

3325

Program Overview and Insights

Services are provided in various settings to learners with Individualized Family Service Plans (IFSPs) or Individualized Education Programs (IEPs) and 504 Plans who require speech, language, or hearing services. Services include individualized and specialized instruction, direct services, consultation, program support and implementation, assessment, participation in IFSP/IEP processes, as well as collaboration and training across the continuum of service. Educational interpreters provide sign language support to learners as prescribed by the IFSP/IEP/504. Sign Language Interpreter Services are available for events sponsored by HCPSS (Howard County Public School System). World Language Interpreter Services are available to families of students who have IFSPs and IEPs.

Improving student learning outcomes and addressing disproportionality in special education remain paramount. Speech, Language, and Hearing Services aligns its work to key focus areas including *Disability Acceptance, IEP (Individualized Education Program) Compliance, Continuum of Services/Service Delivery Models, Specially Designed Instruction/Instructional Practices, and Family Engagement*. Efforts are supported by professional development for staff and learning experiences for families.

It is the goal of HCPSS to increase the percentage of students (K–21) receiving special education services and supports within the general education classroom at least 80 percent of the day as determined by IEP Teams while also ensuring a continuum of services is accessible to all students with IEPs.

Percentage of Students, Age K–21, Receiving Special Education Services by Least Restrictive Environment (LRE) as reported by the MSDE Annual Census Report				
	Child Count Actual*** Oct. 2019 FY 2020	Child Count Actual Oct. 2020 FY 2021	Child Count Actual Oct. 2021 FY 2022	Child Count Actual Oct. 2022 FY 2023
Total Students in Special Education	4,958*	5,167	5,369	5,754
LRE A – 80% or more in General Ed	75.96%*	74.65%	75.08%	74.19%
LRE B – 40-79% in General Ed	14.86%*	15.19%	14.99%	17.07%
LRE C – 40% or less in Gen Ed	2.12%*	2.67%	2.98%	2.36%
Separate Facility**	6.71%*	6.89%	6.2%	6.38%

* Affected by the impact of COVID-19 on instruction and operations.

**Home, Hospital, Public Separate Day, Private Separate Day, Public Separate Residential, Private Separate Residential (not LRE A-C)

***Data for FY 2019 and 2020 represents students aged 6-21

Budget Summary

Speech, Language, and Hearing Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	\$ 11,062,865	\$ 10,430,545	\$ 11,506,480	\$ 10,598,989	\$ 12,633,936	\$ 10,894,921	\$ 13,283,316	\$ 13,185,739	\$ (97,577)
Wages-Temporary Help	72,160	89,093	75,000	203,257	75,000	245,841	75,000	75,000	-
Wages-Summer Pay	101,000	45,092	178,000	128,320	178,000	148,645	208,000	208,000	-
Subtotal	11,236,025	10,564,730	11,759,480	10,930,566	12,886,936	11,289,407	13,566,316	13,468,739	(97,577)
Contracted Services									
Contracted-Consultant	4,000	3,700	4,000	3,950	4,000	3,048	4,000	4,000	-
Contracted-Labor	444,719	1,192,528	444,719	1,761,478	498,719	2,040,522	618,719	618,719	-
Subtotal	448,719	1,196,228	448,719	1,765,428	502,719	2,043,570	622,719	622,719	-
Supplies and Materials									
Supplies-Materials of Instruction	5,160	-	5,160	2,528	5,160	3,435	5,160	5,160	-
Supplies-Testing	21,900	21,247	10,500	10,357	39,880	38,354	20,200	20,200	-
Supplies-General	11,130	11,010	11,130	21,191	12,130	11,996	12,130	10,310	(1,820)
Technology-Computer	-	-	11,400	-	11,400	11,392	11,400	9,690	(1,710)
Subtotal	38,190	32,257	38,190	34,076	68,570	65,177	48,890	45,360	(3,530)
Other Charges									
Dues & Subscriptions	-	6,868	-	-	26,000	25,712	26,000	26,000	-
Training	3,500	1,808	3,500	3,200	3,500	204	3,500	3,500	-
Travel-Mileage	23,000	1,281	23,000	10,771	23,000	16,677	23,000	23,000	-
Subtotal	26,500	9,957	26,500	13,971	52,500	42,593	52,500	52,500	-
Program 3325 Total	\$ 11,749,434	\$ 11,803,172	\$ 12,272,889	\$ 12,744,041	\$ 13,510,725	\$ 13,440,747	\$ 14,290,425	\$ 14,189,318	\$ (101,107)

Budget Summary Analysis

Program 3325–Speech, Language, and Hearing Services

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 06 Special Education			
Salaries and Wages			
Salaries	Salaries for Speech-Language Pathologists, Teachers of the deaf/hard-of-hearing, and Educational Interpreter staff.	\$ (97,577)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Educational Interpreter ◦ (1.0) Speech Pathologist ◦ (1.0) Instructional Facilitator • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages paid to temporary staff such as world language interpreters for parents of Multilingual Learners (MLs) who have Individualized Family Service Plan/Individualized Education Program. Covers sign language interpreters providing free-lance services for plays, graduations, parent conferences, sports events, etc., to meet requirements of the Americans with Disabilities Act (ADA). Includes cost of substitute interpreters and speech-language pathologists during absences. Funds moved from the salary account when required.	-	• No change.
Wages-Summer Pay	Wages paid for Extended School Year services, including speech-language pathologists, teachers of the deaf/hard-of-hearing, and educational interpreter services.	-	• No change.
Contracted Services			
Contracted-Consultant	Bilingual evaluators and consultants for professional development.	-	• No change.
Contracted-Labor	Sign language-interpreters when required by the Americans with Disabilities Act (ADA), world language interpreters for parents of Multilingual Learners (MLs) in special education, substitute educational interpreters, and coverage for vacant positions of certificated and licensed staff on leave.	-	• No change.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
Supplies and Materials			
Supplies-Materials of Instruction	Supplies for sign language-interpreters when required by the Americans with Disabilities Act. Supplies for instruction for SLPs and Teachers of Deaf and Hard of Hearing (DHH). The percentage of Materials of Instruction funds allocated to schools and held centrally is determined on a program-by-program basis, based on historical data to ensure that student needs are met. The percentage of funds for materials of instruction held centrally vs. allocated to schools may be adjusted during the year to flexibly respond to the uncertain circumstances presented by the COVID-19 pandemic.	-	• No change.
Supplies-Testing	Speech-language tests and protocols, testing materials for new schools and replacement of tests that have been revised or updated.	-	• No change.
Supplies-General	These funds are accessed by SLPs, Teachers of DHH, Educational Interpreters, and the Instructional Access Team in order to purchase specialized supplies, materials, and equipment/technology for children/students to support of speech, language and hearing services.	(1,820)	• Decreases funding for testing materials.
Technology-Computer	iPads to support the Speech, Language, and Hearing Services Program as well as computers for staff in this program.	(1,710)	• Decreases funding for technology computer.
Other Charges			
Dues & Subscriptions	Access to educational subscriptions.	-	• No change.
Training	Training for Speech Pathologists for research-based and evidence-based interventions.	-	• No change.
Travel-Mileage	Business-related mileage reimbursement related to travel of speech-language pathologists, itinerant teachers for deaf/hard of hearing, and educational interpreters.	-	• No change.
		Total \$ Change	\$ (101,107)
		Total % Change	(0.71)%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 3325					
INSTRUCTIONAL FACILITATOR	1.0	2.0	2.0	2.0	1.0
SPEECH PATHOLOGIST	117.9	121.3	128.1	128.1	127.1
INTERPRETER-EDUCATIONAL	12.0	12.0	15.0	18.0	17.0
TEACHER OF THE DEAF AND HARD OF HEARING	3.0	3.0	3.0	4.0	4.0
ASST SPEECH LANG PATHOLOGIST	1.0	1.0	-	-	-
Total Operating Fund FTE	134.9	139.3	148.1	152.1	149.1

Enrollment

	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Program 3325					
Students K–12 (excluding Early Intervention) Speech Services	3,528	3,840	4,154	4,224	4,652

Special Education Summer Services

3326

Program Overview and Insights

The Individuals with Disabilities in Education Act (<https://sites.ed.gov/idea/regs/b/b/300.106>) and Code of Maryland Regulations (<http://mdrules.elaws.us/comar/13a.05.01.08>) require students with disabilities be provided extended school year (ESY) services when the benefits a student gains during the regular school year will be significantly jeopardized if they are not provided with an educational program over a long period of time. This budget provides funds for ESY services for eligible students with an Individualized Education Program (IEP) in rising 1st grade through 12th grade. Eligibility for ESY services occurs annually by the IEP team. At the eligibility IEP team meeting, critical life skills and corresponding goal areas including reading, written language, mathematics, social interaction, communication, and behavior are identified.

In order to meet the diverse needs of students, ESY provides flexible and varied services.

- **Academic Intervention (AI)** programs for rising first to eighth graders in the student’s home school/school cluster with access to the general education setting and nondisabled students.
- **High School** Extended School Year Services for rising 9th through 12th grade students. All high school services are provided in a single location.
- **Academic Emotional Disability (ED) Regional** ESY program offers flexible services for students who are served in the ED Regional program during the school year.
- **Cedar Lane and Homewood Center** ESY services are for students who attend Cedar Lane School and Homewood Center during the school year.
- **Social Opportunities and Relationships (SOAR)** program offers flexible services for rising first to ninth graders who have critical life skill needs in the areas of social interactions and communication skills.
- **Regional Academic Life Skills (ALS), Primary Learner (PL), and Upper Learner (UL)** ESY programs offer services for students who participate in these structured programs during the academic school year.

The purpose of Extended School Year Services is to maintain progress gained on identified critical life skills. Students attending ESY for at least 50 percent of the sessions maintained 95 percent of progress toward identified goals and objectives. Additional analysis revealed that students who attended ESY 50 percent or more of the time maintained more goals and objectives than their peers who attended less than 50 percent of the sessions.

During ESY a maximum ratio of 10 students per Teacher and Paraeducator is the target for academic intervention. Specialized programs maintain their staff to student ratios during the regular school year. Additional support staff outlined in the ESY IEP are provided when indicated.

Percentage of Students Maintaining Progress Made Towards Extended School Year Goals and Objectives				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
94%	80%	92%*	95%	95%

* Affected by the impact of COVID-19 on instruction and operations.

Budget Summary

Special Education Summer Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 114,000	\$ -	\$ 114,000	\$ 123,778	\$ 9,778
Wages-Summer Pay	668,052	628,309	1,827,199	1,405,027	1,827,199	1,802,797	2,137,485	2,337,485	200,000
Subtotal	668,052	628,309	1,827,199	1,405,027	1,941,199	1,802,797	2,251,485	2,461,263	209,778
Supplies and Materials									
Supplies-General	7,050	5,960	6,129	6,069	9,500	22,379	9,500	8,075	(1,425)
Subtotal	7,050	5,960	6,129	6,069	9,500	22,379	9,500	8,075	(1,425)
Other Charges									
Travel-Mileage	-	-	1,400	426	1,400	896	1,400	1,400	-
Subtotal	-	-	1,400	426	1,400	896	1,400	1,400	-
Program 3326 Total	\$ 675,102	\$ 634,269	\$ 1,834,728	\$ 1,411,522	\$ 1,952,099	\$ 1,826,072	\$ 2,262,385	\$ 2,470,738	\$ 208,353

Budget Summary Analysis

Program 3326–Special Education Summer Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 06 Special Education</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 9,778	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Summer Pay	Summer pay for multiple staff (i.e., principals, lead teachers, teachers, behavior specialists, and paraeducators) who provide direct services and/or program oversight for students receiving ESY services.	200,000	<ul style="list-style-type: none"> • Increases funding for wages summer pay previously funded from MSDE Supplemental Summer School Grant.
Supplies and Materials			
Supplies-General	Classroom supplies, teacher resources/supplies, adaptive materials and equipment to support student IEP goals and objectives identified for ESY.	(1,425)	<ul style="list-style-type: none"> • Decreases funding for instructional materials.
Other Charges			
Travel-Mileage	Mileage for the extended school year (ESY) site supervisor staff to travel between sites.	-	<ul style="list-style-type: none"> • No change.
Total \$ Change		\$ 208,353	
Total % Change		9.21%	

Staffing

Program 3326	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
FACILITATOR	-	-	1.0	1.0	1.0
Total Operating Fund FTE	-	-	1.0	1.0	1.0

Enrollment

Program 3326	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Students	1,293	1,433	1,820	1,651	2,028

Special Education Compliance and Nonpublic Services

3328

Program Overview and Insights

The Office of Special Education Compliance and Nonpublic Services is responsible for providing a Free Appropriate Public Education (FAPE) to students with disabilities, as required by the Individuals with Disabilities Education Act (IDEA), when appropriate services are not available within the HCPSS continuum of services. The Office facilitates the referral and placement of students with disabilities in Maryland State Department of Education (MSDE)-approved nonpublic schools or state-operated facilities. Through case management activities, continuous monitoring, and on-site reviews, it ensures students with disabilities are receiving high-quality special education services. The Office plans and supports the transition of nonpublic school students to less restrictive settings within HCPSS.

This Office is responsible for providing consultation, guidance, and professional learning for school system staff on the requirements of IDEA and COMAR. It manages the HCPSS response to the IDEA dispute resolution processes and procedures invoked by parents of students with disabilities, including Independent Educational Evaluation (IEE), due process, mediation, and conflict resolution requests, and MSDE State complaints. The Office must oversee a comprehensive compliance and monitoring system for all Individualized Education Programs (IEP) and facilitate compliance for compensatory educational services, mediations, and other conflict resolution agreements, hearing decisions, and corrective actions required by the Office of Administrative Hearings or MSDE.

For every student to receive a high-quality education through access to individualized instruction and supports, HCPSS IEP Teams must examine the strengths and needs of each student with a disability by examining progress data on IEP goals at least annually. For some students, progress is not achievable through services that can be provided in an HCPSS school. In these instances, the Central IEP Placement Team identifies nonpublic schools that can provide the academic and behavioral support needed for the student to make progress. In FY 2023, HCPSS ensured services to students in 32 nonpublic schools. Each student accessing nonpublic settings has an HCPSS case manager responsible for ensuring they receive a high-quality education that includes the necessary instructional, behavioral, and/or mental health supports.

The following table provides data on the number of students transitioning back to a less restrictive environment in HCPSS programs.

Number of Students Returning to HCPSS Programs				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
17	11	5*	5*	6

* Affected by the impact of COVID-19 on instruction and operations.

Beginning in Fiscal Year 2019, the Office of Special Education Compliance increased its offerings of professional learning courses for all HCPSS staff related to compliance with the requirements of the IDEA.

Number of Professional Learning Courses Offered				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
7	44	45	118	49

Budget Summary

Special Education Compliance and Nonpublic Services	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	340,328	331,788	503,833	462,053	683,525	518,854	737,411	773,728	36,317
Wages-Workshop	10,000	15,916	17,980	5,935	23,980	34,272	673,980	873,980	200,000
Subtotal	350,328	347,704	521,813	467,988	707,505	553,126	1,411,391	1,647,708	236,317
Contracted Services									
Legal Fees	-	-	25,000	-	-	-	-	-	-
Contracted-Labor	153,400	306,803	285,400	520,702	285,400	504,766	460,400	1,060,400	600,000
Subtotal	153,400	306,803	310,400	520,702	285,400	504,766	460,400	1,060,400	600,000
Supplies and Materials									
Supplies-General	6,000	5,820	6,000	6,000	6,000	5,871	6,000	5,100	(900)
Technology-Computer	-	921	-	-	-	-	-	-	-
Technology-Supply	-	4,362	-	-	-	-	-	-	-
Subtotal	6,000	11,103	6,000	6,000	6,000	5,871	6,000	5,100	(900)
Other Charges									
Legal Settlements	-	-	-	4,000	25,000	17,000	25,000	25,000	-
Travel-Mileage	7,600	135	7,600	1,555	7,600	1,972	7,600	7,600	-
Subtotal	7,600	135	7,600	5,555	32,600	18,972	32,600	32,600	-
Transfers									
Transfers-Out of County	105,000	13,812	105,000	14,682	105,000	55,310	105,000	105,000	-
Transfers-Non Public Placement	13,337,656	10,990,616	14,323,308	13,746,413	14,323,308	14,971,917	15,838,977	19,838,977	4,000,000
Subtotal	13,442,656	11,004,428	14,428,308	13,761,095	14,428,308	15,027,227	15,943,977	19,943,977	4,000,000
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Trans-Bus Contracts	-	-	-	-	-	-	175,000	175,000	-
Subtotal	-	-	-	-	-	-	175,000	175,000	-
Program 3328 Total	\$ 13,959,984	\$ 11,670,173	\$ 15,274,121	\$ 14,761,340	\$ 15,459,813	\$ 16,109,962	\$ 18,029,368	\$ 22,864,785	\$ 4,835,417

Budget Summary Analysis

Program 3328–Special Education Compliance and Nonpublic Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 06 Special Education			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 36,317	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Workshop	Workshop wages are for direct services to students to comply with compensatory services and other nonpublic service supports related to case management. Wages are also used for staff preparation and attendance for hearings/mediations going beyond the workday.	200,000	<ul style="list-style-type: none"> • Increases funding to reflect the wage related costs associated with providing compensatory services for students.
Contracted Services			
Contracted-Labor	Contracted labor and services for students. Includes tutors, independent evaluators (i.e., psychologists), autism consultants/Applied Behavior Analysis (ABA) therapists, and psychiatric consultations. In previous fiscal years, this included fees to attend IEP and 504 team meetings and contracted labor from social workers.	600,000	<ul style="list-style-type: none"> • Increases funding to reflect the costs associated with providing compensatory services for students.
Supplies and Materials			
Supplies-General	Materials to support students returning from nonpublic settings or to prevent students from entering nonpublic schools.	(900)	<ul style="list-style-type: none"> • Decreases funding for support materials.
Other Charges			
Legal Settlements	Expenditures authorized pursuant to a settlement that resolves a claim against the Board.	-	<ul style="list-style-type: none"> • No change.
Travel-Mileage	On-site evaluation of students in nonpublic programs is required by state and federal law.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 06 Special Education (cont.)			
Transfers			
Transfers-Out of County	Out-of-county-tuition for HCPSS students (placed by an agency) living in a different county and attending public school in that Local School System (LSS).	-	• No change.
Transfers-Non Public Placement	Nonpublic placements for students where Individual Educational Programs (IEPs) cannot be implemented in public school settings. Includes students enrolled in Maryland School for the Deaf, Maryland School for the Blind, and Regional Institutes for Children and Adolescents. Also includes preschool students with autism.	4,000,000	• Increases funding for non-public tuition cost.
State Category 09 Student Transportation Services			
Contracted Services			
Trans-Bus Contracts	For related transportation services.	-	• No change.
		Total \$ Change	\$ 4,835,417
		Total % Change	26.82%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 3328					
COORDINATOR	1.0	1.0	1.0	1.0	1.0
NONPUBLIC FACILITATOR	-	1.0	1.0	1.0	1.0
TEACHER RESOURCE	1.0	1.0	2.0	2.0	2.0
NONPUBLIC ANALYST	-	-	1.0	1.0	1.0
TECHNICAL ASSISTANT	1.0	1.0	1.0	1.0	1.0
SECRETARY	-	1.0	1.0	1.0	1.0
Total Operating Fund FTE	3.0	5.0	7.0	7.0	7.0

Enrollment

Program 3328	Actual FY 2021	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Projected FY 2025
Students**	264*	279	299	322	343

* Affected by the impact of COVID-19 on instruction and operations.

**Number of students for whom HCPSS paid nonpublic tuition during the fiscal year.

Special Education – Central Office

3330

Program Overview and Insights

Providing oversight for all special education budgets, this program coordinates the work of the three major offices within the Department of Special Education (DSE): Office of Early Intervention Services, School-based and Transition Services (K–21), and Countywide Services. Advancing student learning outcomes and addressing disproportionality remain paramount. Monitoring activities are required to identify critical areas for continuous improvement and to drive results. Each DSE office aligns its work to key focus areas which include *Disability Acceptance, IEP Compliance, Continuum of Services/Service Delivery Models, Specially Designed Instruction/Instructional Practices, and Family Engagement*, and the MSDE action imperatives of Early Childhood, Access, Equity and Progress, and Secondary Transition must underpin this work. The Department of Special Education will prioritize essential actions that correspond with district and state expectations and utilize data-based decision-making processes to strengthen accountability and increase the positive impact of department actions. This program uplifts strategic collaboration that includes input from diverse stakeholders (e.g., staff, students, families, community members) and values direct, ongoing communication about program successes and areas in need of growth. Professional development for staff and learning experiences for families support this work.

It is the goal of HCPSS to increase the percentage of students (K–21) receiving special education services and supports within the general education classroom at least 80 percent of the day as determined by IEP Teams while also ensuring a continuum of services is accessible to all students with IEPs.

Percentage of Students, Age K–21, Receiving Special Education Services by Least Restrictive Environment (LRE) as reported by the MSDE Annual Census Report				
	Child Count Actual*** Oct. 2019 FY 2020	Child Count Actual Oct. 2020 FY 2021	Child Count Actual Oct. 2021 FY 2022	Child Count Actual Oct. 2022 FY 2023
Total Students in Special Education	4,958*	5,167	5,369	5,754
LRE A – 80% or more in General Ed	75.96%*	74.65%	75.08%	74.19%
LRE B – 40-79% in General Ed	14.86%*	15.19%	14.99%	17.07%
LRE C – 40% or less in Gen Ed	2.12%*	2.67%	2.98%	2.36%
Separate Facility**	6.71%*	6.89%	6.2%	6.38%

* Affected by the impact of COVID-19 on instruction and operations.

**Home, Hospital, Public Separate Day, Private Separate Day, Public Separate Residential, Private Separate Residential (not LRE A-C)

***Data for FY 2020 represents students aged 6-21

Budget Summary

Special Education - Central Office	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 06 Special Education</i>									
Salaries and Wages									
Salaries	\$ 1,346,364	\$ 1,258,378	\$ 1,370,258	\$ 1,372,382	\$ 2,401,596	\$ 1,543,005	\$ 2,673,383	\$ 2,844,958	\$ 171,575
Wages-Substitute	26,410	303	26,410	386	26,410	16,153	30,410	-	(30,410)
Wages-Workshop	56,300	136,763	71,300	97,534	71,300	102,750	101,300	-	(101,300)
Subtotal	1,429,074	1,395,444	1,467,968	1,470,302	2,499,306	1,661,908	2,805,093	2,844,958	39,865
Supplies and Materials									
Supplies-General	5,568	3,335	5,568	2,248	5,568	2,786	5,568	4,733	(835)
Technology-Computer	-	30,342	5,721	8,929	13,421	18,925	13,421	13,421	-
Technology-Supply	-	-	-	-	2,800	2,785	2,800	2,800	-
Subtotal	5,568	33,677	11,289	11,177	21,789	24,496	21,789	20,954	(835)
Other Charges									
Travel-Mileage	32,400	9,828	28,700	24,111	28,700	25,561	28,700	26,400	(2,300)
Dues & Subscriptions	-	305	-	-	-	-	-	-	-
Subtotal	32,400	10,133	28,700	24,111	28,700	25,561	28,700	26,400	(2,300)
Program 3330 Total	\$ 1,467,042	\$ 1,439,254	\$ 1,507,957	\$ 1,505,590	\$ 2,549,795	\$ 1,711,965	\$ 2,855,582	\$ 2,892,312	\$ 36,730

Budget Summary Analysis

Program 3330–Special Education - Central Office

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 06 Special Education			
Salaries and Wages			
Salaries	Salaries for central office special education staff.	\$ 171,575	<ul style="list-style-type: none"> • Reflects the following staffing adjustments in FY 2024: <ul style="list-style-type: none"> ◦ (6.0) Board Certified Behavior Analyst reclassified to 6.0 Board Certified Behavior Supervisor ◦ 0.5 Secretary transferred from Countywide Services (3320) reclassified to 0.5 Coordinator ◦ 0.5 Secretary transferred from Countywide Services (3320) reclassified to 0.5 Fiscal Analyst • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Instructional Facilitator • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Substitute	Wages paid for substitutes to release special education staff for collaborative planning, meetings and professional development. Training is performed yearly for procedural safeguards, interventions for students, improving the Individualized Education Program team process, etc.	(30,410)	<ul style="list-style-type: none"> • Decreases funding for substitute coverage.
Wages-Workshop	Used in preference to substitutes. Workshop wages for after school professional learning sessions and other work. Funds for continued work on curriculum for students eligible to take the MSAA and essential case management duties (e.g., scheduling, transportation verification, IEP training for general education staff) in summer.	(101,300)	<ul style="list-style-type: none"> • Decreases funding for professional learning sessions.
Supplies and Materials			
Supplies-General	Supplies and materials needed for the Central Office or in-service activities.	(835)	<ul style="list-style-type: none"> • Decreases funding for support materials.
Technology-Computer	Computers for staff.	-	<ul style="list-style-type: none"> • No change.
Technology-Supply	Computers supplies utilized by staff.	-	<ul style="list-style-type: none"> • No change.
Other Charges			
Travel-Mileage	Business-related mileage reimbursement for staff.	(2,300)	<ul style="list-style-type: none"> • Eliminates (\$6,300) in funding related to mileage stipend benefit for designated managerial positions • Increases \$4,000 in funding for itemized mileage reimbursement.
Total \$ Change		\$ 36,730	
Total % Change		1.29%	

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 3330					
EXECUTIVE DIRECTOR	1.0	1.0	1.0	1.0	1.0
DIRECTOR	1.0	1.0	1.0	1.0	1.0
COORDINATOR	-	-	-	-	0.5
INSTRUCTIONAL FACILITATOR	4.0	4.0	4.0	4.0	3.0
FISCAL ANALYST	-	-	-	-	0.5
TEACHER RESOURCE	1.0	-	2.0	2.0	2.0
BOARD CERTIFIED BEHAVIOR SUPERVISOR	-	-	-	-	6.0
BOARD CERTIFIED BEHAVIOR ANALYST	2.0	3.0	6.0	6.0	-
BEHAVIOR SPECIALIST	1.0	1.0	2.0	2.0	2.0
REGISTERED BEHAVIOR TECHNICIAN	-	-	3.0	3.0	3.0
BEHAVIOR PARAEDUCATOR	-	-	1.0	1.0	1.0
PROGRAM ASSISTANT	-	-	-	7.0	7.0
CLERK	-	-	7.0	-	-
EXECUTIVE ASSISTANT	1.0	1.0	1.0	1.0	1.0
SECRETARY	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	12.0	12.0	29.0	29.0	29.0



Student Art – I. Boushaba

Division of Operations – Budget Summary

Overview of the Division

The purpose of the Division of Operations is to provide quality services that promote equity for all stakeholders enhancing the learning environment and academic achievement. Each program supports Equity in Action by ensuring the essential operational and logistical services needed to provide instruction are fully functioning.

The services of this Division are delivered through the following program's budgets:

- Chief Operating Officer
- School Construction
- School Planning
- Purchasing
- Logistics Center
- Office of Operations
- Use of Facilities
- Grounds Maintenance
- Custodial Services
- Student Transportation
- Utilities
- Energy Management
- Facilities Administration
- Building Maintenance
- Risk Management
- Emergency Planning and Response
- Security
- Environment
- Fleet Management
- Food and Nutrition Service

These services undergird the entire HCPSS by keeping the conditions of the classroom conducive to learning; transporting students to and from school safely and timely; procuring instructional goods and services; planning and implementing the capital program; providing food and nutritional services for all students; and maintaining safe, secure facilities and grounds for students, staff, and community.

These align with the following Strategic Call to Action outcomes:

- Transparent, open, and accessible communication helps to ensure that parents, guardians, and community members trust in the integrity of the school system and are active and valued partners.
- Operations and practices are responsive, transparent, fiscally responsible, and accountable, with students at the heart of all decisions.
- Organizational culture and climate are supportive and nurturing and provide a safe and healthy environment for all students and staff.

The Operations Division prides itself on delivering very high levels of service. However, division reductions in supply spending and staffing levels have caused concerns. The cumulative effect of these reductions impacts the quality of service levels and operational supports, downgrading the amount of annual maintenance/school requested systemic improvements and causing the conversion of a proper preventive maintenance program into a reactive maintenance program in some cases, which are detrimental to the upkeep of school facilities. While there have been some staffing adjustments made in recent budgets to manage this challenge, the additional budget reductions proposed in the FY 2025 budget will cause added impacts and the need for further adjustments in key areas of the division.

Division of Operations – Budget Summary

Summary of Major Budget Changes for FY 2025

HCPSS faces the financial pressures of a structural deficit due to declining revenues and increasing costs. The budget strategy for FY 2025 rethinks the development of the Superintendent's Proposed Budget to manage the pressure the structural deficit places on the request for new funding. This was done to align with Board of Education and county requests to bring forward a budget that presents clear choices to reallocate funding from existing services to meet our fiscal obligations for FY 2025. As a result, while the budget requests an increase in funding for mandates, commitments, and priorities, reductions are proposed in program budgets to offset the overall growth of the budget.

The proposed budget for the Division of Operations includes:

- Budget additions of \$13.4 million.
- Budget reductions of \$(5.9) million and (53.00) FTE positions.
- In total, the net changes to the budget are \$7.5 million more than the current FY 2024 approved budget and (53.00) less FTE positions.
- Year over year, the division's budget is increasing by 5.5 percent.

More specific information on these budget changes is explained in the sections below which is followed by schedules summarizing the division budget, budget additions and budget reductions by program.

Budget Additions

Budget additions in the FY 2025 Superintendent's Proposed Budget are grouped as Mandates, Commitments, and Priorities.

- Mandates are budget changes necessary to meet a specific legal requirement. The mandated cost changes in this year's budget support the continued implementation of the Blueprint for Maryland's Future.
- Commitments are changes made in the budget to support the costs for existing obligations such as contracts and prior negotiated pay and benefits.
- Priorities represent those budget items to support existing policy, Superintendent or Board defined goals and objectives, and specific issues.

Sub-groupings for each of these are provided to summarize the budget dollars and positions proposed across programs and divisions. The Factors Influencing in the Executive Summary section of the budget book provides the combined summary of budget additions for all divisions and by state category.

A summary of budget additions by grouping is provided below.

The Division of Operations budget includes new budget cost additions of \$13.4 million.

Commitments

- \$(377,237) – Year-over-Year Personnel Cost Change. This adjustment will appear in all program budgets that have budgeted personnel. A complete explanation for these changes is included in the Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book.

Division of Operations – Budget Summary

- \$877,900 – financial obligations supporting an increase to insurance including liability, property, HCPSS vehicles, and school buses.
- \$9.0 million – Student Transportation bus contracts and inspections. Increases include prior negotiations with original contractors for deadhead mileage and an increase in nonpublic transportation.

Priorities

- \$1.3 million –marker for negotiated employee compensation increases.
- \$2.6 million – facility utility operating expenses including water/sewer, gas/electric, and County water/sewer maintenance charges.
- \$6,000 – mileage reimbursement expense in lieu of the elimination of mileage stipends for managerial positions.

Budget Reductions

Each division budget proposes reductions to offset the expenditure increases included in the FY 2025 Superintendent Proposed Operating Budget. For each division and its programs, these reductions are grouped as Programmatic School-Based and Programmatic Non-School-Based.

- Programmatic School-Based are budget reduction directly affecting the classroom and schools. The reductions are sub-grouped by certain programmatic areas and services to summarize where budget dollars and positions are being reduced across programs and divisions.
- Programmatic Non-School-Based are reductions to Central Office services and systemwide costs that support students, staff, and the operation of schools. These reductions are sub-grouped into reductions affecting personnel and non-personnel reductions.

The Factors Influencing and Summary of the Budget in the Executive Summary section of the budget book provides a combined summary of budget reductions by group and sub-group for all divisions and by state category.

A high-level overview of major reductions and the service impact(s) for the budget are shown below. The Division of Operations budget includes reductions of \$(5.9) million and (53.00) FTE positions.

Programmatic School-Based

- \$(782,621) and (16.00) FTE positions – Program 7102 Custodial Services: Elimination of 15.00 custodial positions and 1.00 Assistant Manager
 - Impact: Loss of 1.00 Assistant Manager will require 21 facilities and 107 staff members to be divided amongst the three remaining assistant managers. Less time will be spent at each facility working with and supporting the custodial and administrative staff. Adequate time will not be allotted to problem-solving and bringing consistent, sound solutions to remedy challenges. Customer service by management for each school will diminish.

Division of Operations – Budget Summary

- The loss of 15.00 custodial positions will increase the area of responsibility for each custodian, which is already beyond industry standard. Daily and scheduled tasks timing will increase, quality of work will be compromised, the general aesthetics of the facilities will decrease, and response times to challenges will increase. New standards will be consistent with level 4 cleaning.

Programmatic Non-School Based

- \$(16,410) – Program 0201 Chief Operating Officer: Elimination of mileage stipend benefit for designated managerial positions, and a rebase of contracted services budget.
 - Impact: Creates need for funding increase for itemized mileage reimbursement of staff no longer receiving mileage stipend benefits.
- \$(119,750) and (1.00) FTE position – Program 0202 School Construction: Elimination of 1.00 HVAC Project Manager
 - Impact: Loss of 1.00 HVAC Project Manager eliminates a HVAC specific position and requires increased management workload for the other general project managers. HVAC specific review of projects will require assistance from other staff in Building Maintenance at a deeper level than currently provided, on top of their program budgetary impacts. Remaining program decreases will result in limitations of office processes.
- \$(574,984) and (2.00) FTE positions – Program 0205 Purchasing: Elimination of 1.00 Purchasing Specialist and 1.00 Purchasing Technician
 - Impact: Workload for the Purchasing Specialist will be shifted to remaining staff, timelines for Information for Bid (IFB)/Requests for Proposals (RFPs) will be increased, and delays in the general purchasing process will occur. Services related to the purchasing card program will be reduced or eliminated system wide with the elimination of the Purchasing Technician causing workload to shift to schools and staff.
 - Reduction in Classroom, Other, and Warehouse Supplies will limit the supplies and furniture available to schools at the beginning of the school year and throughout. Supplies currently in the warehouse will be used, however funding to replace the supplies and furniture will be impacted. School and teacher supply processes will be impacted.
- \$(212,802) and (1.00) FTE position – Program 0207 Office of Operations: Elimination of the program and sole Executive Director for the Division of Operations.
 - Impact: A reorganization of services will be required. Programs that did report to this position will now report directly to the Chief Operating Officer. Direct support services for the future Chief Operating Officer will be eliminated. Direct management and supervision of Use of Facilities will be impacted.
- \$(74,100) – Program 0212 School Planning: Primary elimination of contracted services.
 - Impact: Elimination of contracted services will eliminate services performed by contractors, including real estate investigation, redistricting support, and capacity methodology review.
- \$(879,132) and (1.00) FTE position – Program 6801 Student Transportation: Elimination of 1.00 Analyst
 - Impact: Reorganization of services to other transportation staff, which will impact data analytics. Response times to transportation options related to school start times and Policy 5200 adjustments, including financial impacts, will be increased. Reduction of program funds will limit program processes and impact process improvement efforts.
- \$(800) – Program 7202 Energy Management: Program supplies and subscription funds.
 - Impact: Limit of funding for program supplies will mean other programs may have to support.

Division of Operations – Budget Summary

- \$(131,744) and (1.00) FTE position – Program 7301 Logistics Center: Elimination of 1.00 Clerk
 - Impact: Reorganization of workload to other staff, increased response time. Reduction in services including school packaging material, postage/shipping, storage ability to programs and schools (rented containers), reduction in building and equipment repair, reduction in service to support school activities, and reduction in timeliness of services requested.
- \$(87,074) and (1.00) FTE position– Program 7401 Risk Management: Elimination of 1.00 Secretary
 - Impact: Workload reorganization to remaining staff, reduction in response time including field trip requests.
- \$(211,478) – Program 7402 Environment: Elimination of (1.00) HVAC Assistant Manager and add 1.00 Secretary being realigned from Program 7401, Risk Management. (The position reduction and addition offset the FTE count in the summary table.)
 - Impact: Workload reorganization to manager and specialist, reduction in response time to reported issues. Secretary position transfer from 7401 to absorb some administrative duties. Reduction in services for testing, repair/remediation, sound or humidity monitoring, elimination of bottled water supply for Lisbon Elementary School. Potential for increase of IEQ reports or concerns.
- \$(26,800) – Program 7403 Emergency Preparedness and Response: Reduction in program funds.
 - Impact: Reduction in equipment repair including Lobby Guard devices.
- \$(255,255) and (2.00) FTE positions – Program 7404 Security: Elimination of 1.00 Security Investigator and 1.00 Security Assistant
 - Impact: Reduction of service and response time for investigator (supervisor) to school incidents, elimination of Security residency verification, and reorganization of supervisor and point of contact for police/fire personnel duties. Elimination or reduction of Security Assistant in one facility. Reduction in overtime will limit school assistants for after-hours events.
- \$(42,000) – Program 7601 Facilities Administration: Reduction in program funds.
 - Impact: Reduction in service for pest control. Limit ability to patch smaller pest access points and purchase of pest control devices.
- \$(1,221,436) and (13.00) FTE positions – Program 7602 Building Maintenance: Elimination of 1.00 Assistant Manager of Parts, 1.00 Leadman Carpenter, 1.00 Assistant Manager, 1.00 Secretary, 1.00 Boiler Burner Specialist, 2.00 Carpenters, 2.00 Preventive Maintenance Mechanics, 1.00 HVAC Technician, 1.00 HVAC Master Mechanic, 1.00 Electronics Technician, and 1.00 Electrician
 - Impact: Reduction of services, decrease in ability for requested services (building modifications, shelving), increase response time and time to complete requested work, delay in training for staff on new equipment/maintenance, reduce after-hours work resulting in increased impacts to schools or spaces in schools, and reorganization to necessities. Potential increase in property damage and remediation time which could impact school functionality.
- \$(1,002,674) and (13.00) FTE positions – Program 7801 Grounds Maintenance: Elimination of 1.00 Secretary, 1.00 Leadman Grounds, and 11.00 Grounds workers
 - Impact: Reduction in service, reduction in timeliness of service, increase in timing of repair services for fields, pathways, impact to field grooming and timing of G-Max safety testing for high school stadium fields, reduction in repair services to playgrounds (potential closure of equipment), and reorganization of tasks and timing of task affecting the aesthetics.

Division of Operations – Budget Summary

- \$(221,210) and (2.00) FTE positions – Program 7802 Fleet Management: Elimination of 1.00 Leadman Mechanic, and 1.00 Mechanic/Bus Inspector
 - Impact: Reorganization of duties between remaining mechanics and management, reduction in timing of services, inspections continued to be outsourced, potential increase in cost of outsourced services.
- \$(1,800) – Program 9301 Use of Facilities: Reduction in Program Funds.
 - Impact: Limited supplies to operate the program. Because this program reports and coordinates directly with the Executive Director eliminated in Program 0207, Office of Operations, the program performance and response to outside organizations will also be impacted.

Position Reduction List

Division/Dept	Program	Classification Job Title	FTE Count	
Operations	Building Maintenance-7602	ASSISTANT MANAGER	(2.00)	
		BOILER BURNER SPECIALIST	(1.00)	
		CARPENTER	(2.00)	
		ELECTRICIAN	(1.00)	
		ELECTRONICS TECHNICIAN	(1.00)	
		HVAC MASTER MECHANIC	(1.00)	
		HVAC TECHNICIAN	(1.00)	
		LEADMAN CARPENTER	(1.00)	
		MECHANIC PREVENTIVE MAINTENANCE	(2.00)	
		SECRETARY	(1.00)	
		Custodial-7102	ASSISTANT MANAGER	(1.00)
			CUSTODIAN	(15.00)
		Environment-7402	ASSISTANT MANAGER	(1.00)
			SECRETARY	1.00
	Fleet Management-7802	LEADMAN MECHANIC	(1.00)	
		MECHANIC	(1.00)	
	Grounds Maintenance-7801	GROUNDS WORKER	(11.00)	
		LEADMAN GROUNDS	(1.00)	
		SECRETARY	(1.00)	
	Logistics Center-7301	CLERK TYPIST	(1.00)	
	Office of Operations-0207	EXECUTIVE DIRECTOR	(1.00)	
	Purchasing-0205	PURCHASING TECHNICIAN	(1.00)	
		SPECIALIST	(1.00)	
	Risk Management-7401	SECRETARY	(1.00)	
	School Construction-0202	PROJECT MANAGER	(1.00)	
	Security-7404	OFFICER INVESTIGATION/SECURITY	(1.00)	
		SECURITY ASSISTANT	(1.00)	
	Student Transportation-6801	TRANSPORTATION ANALYST/PLANNER	(1.00)	
	Operations Total			(53.00)

Division of Operations – Budget Summary

SUMMARY OF FY 2025 PROPOSED BUDGET									
Program	Program Number	Approved Budget FY 2024	Total Additions	Total Reductions	Net Budget Changes FTE	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change from FY 2024	
Chief Operating Officer	0201	\$ 327,795	\$ (12,603)	\$ (16,410)	-	\$ 298,782	\$ (29,013)	-8.85%	
School Construction	0202	862,537	50,024	(119,750)	(1.00)	792,811	(69,726)	-8.08%	
Purchasing	0205	2,975,181	39,747	(574,984)	(2.00)	2,439,944	(535,237)	-17.99%	
Office of Operations	0207	212,802	-	(212,802)	(1.00)	-	(212,802)	-100.00%	
School Planning	0212	461,818	(9,816)	(74,100)	-	377,902	(83,916)	-18.17%	
Student Transportation	6801	55,963,401	8,966,469	(879,132)	(1.00)	64,050,738	8,087,337	14.45%	
Custodial Services	7102	25,689,732	392,265	(782,621)	(16.00)	25,299,376	(390,356)	-1.52%	
Utilities	7201	15,038,583	2,554,543	-	-	17,593,126	2,554,543	16.99%	
Energy Management	7202	2,820	-	(800)	-	2,020	(800)	-28.37%	
Logistics Center	7301	1,981,873	63,663	(131,744)	(1.00)	1,913,792	(68,081)	-3.44%	
Risk Management	7401	4,738,888	870,011	(87,074)	(1.00)	5,521,825	782,937	16.52%	
Environment	7402	812,411	(29,315)	(211,478)	-	571,618	(240,793)	-29.64%	
Emergency Preparedness and Response	7403	328,861	6,230	(26,800)	-	308,291	(20,570)	-6.25%	
Security	7404	2,580,292	70,579	(255,255)	(2.00)	2,395,616	(184,676)	-7.16%	
Facilities Administration	7601	1,067,763	28,647	(42,000)	-	1,054,410	(13,353)	-1.25%	
Building Maintenance	7602	14,123,087	289,082	(1,221,436)	(13.00)	13,190,733	(932,354)	-6.60%	
Grounds Maintenance	7801	4,016,239	84,410	(1,002,674)	(13.00)	3,097,975	(918,264)	-22.86%	
Fleet Management	7802	2,451,136	15,858	(221,210)	(2.00)	2,245,784	(205,352)	-8.38%	
Use of Facilities	9301	2,632,797	14,016	(1,800)	-	2,645,013	12,216	0.46%	
Operations Total		\$ 136,268,016	\$ 13,393,810	\$ (5,862,070)	(53.00)	\$ 143,799,756	\$ 7,531,740	5.53%	

Division of Operations – Budget Summary

Proposed FY 2025 Budget Changes									
BUDGET ADDITIONS								FY 2025 Proposed	
		Commitments			Priorities				
Program	Program Number	Year over Year		Student Transportation	Employee Compensation		Other	Total Additions	Total Additions FTE
		Personnel Cost Change	Financial Obligations		Marker	Facilities			
Chief Operating Officer	0201	\$ (16,649)	\$ -	\$ -	\$ 2,046	\$ -	\$ 2,000	\$ (12,603)	\$ -
School Construction	0202	22,346	-	-	25,678	-	2,000	50,024	-
Purchasing	0205	7,461	-	-	32,286	-	-	39,747	-
Office of Operations	0207	-	-	-	-	-	-	-	-
School Planning	0212	(20,956)	-	-	11,140	-	-	(9,816)	-
Student Transportation	6801	(112,395)	-	9,005,898	72,966	-	-	8,966,469	-
Custodial Services	7102	(364,931)	-	-	757,196	-	-	392,265	-
Utilities	7201	-	-	-	-	2,554,543	-	2,554,543	-
Energy Management	7202	-	-	-	-	-	-	-	-
Logistics Center	7301	25,448	-	-	38,215	-	-	63,663	-
Risk Management	7401	(3,716)	867,000	-	6,727	-	-	870,011	-
Environment	7402	(38,390)	-	-	9,075	-	-	(29,315)	-
Emergency Preparedness and Response	7403	2,848	-	-	3,382	-	-	6,230	-
Security	7404	24,345	-	-	44,234	-	2,000	70,579	-
Facilities Administration	7601	(457)	10,900	-	18,204	-	-	28,647	-
Building Maintenance	7602	93,951	-	-	195,131	-	-	289,082	-
Grounds Maintenance	7801	3,415	-	-	80,995	-	-	84,410	-
Fleet Management	7802	(5,969)	-	-	21,827	-	-	15,858	-
Use of Facilities	9301	6,412	-	-	7,604	-	-	14,016	-
Operations Total		\$ (377,237)	\$ 877,900	\$ 9,005,898	\$ 1,326,706	\$ 2,554,543	\$ 6,000	\$ 13,393,810	-

Division of Operations – Budget Summary

BUDGET REDUCTIONS		Proposed FY 2025 Budget Changes						FY 2025 Proposed	
		Programmatic-School Based			Programmatic-Non School Based			Total Reductions	Total Reductions FTE
Program	Program Number	Custodial	Custodial FTE	Personnel	Personnel FTE	Non-Personnel			
Chief Operating Officer	0201	\$ -	-	\$ -	-	\$ (16,410)	\$ (16,410)	-	
School Construction	0202	-	-	(107,100)	(1.00)	(12,650)	(119,750)	(1.00)	
Purchasing	0205	-	-	(197,984)	(2.00)	(377,000)	(574,984)	(2.00)	
Office of Operations	0207	-	-	(212,177)	(1.00)	(625)	(212,802)	(1.00)	
School Planning	0212	-	-	-	-	(74,100)	(74,100)	-	
Student Transportation	6801	-	-	(64,260)	(1.00)	(814,872)	(879,132)	(1.00)	
Custodial Services	7102	(782,621)	(16.00)	-	-	-	(782,621)	(16.00)	
Utilities	7201	-	-	-	-	-	-	-	
Energy Management	7202	-	-	-	-	(800)	(800)	-	
Logistics Center	7301	-	-	(81,744)	(1.00)	(50,000)	(131,744)	(1.00)	
Risk Management	7401	-	-	(76,274)	(1.00)	(10,800)	(87,074)	(1.00)	
Environment	7402	-	-	(70,553)	-	(140,925)	(211,478)	-	
Emergency Preparedness and Response	7403	-	-	-	-	(26,800)	(26,800)	-	
Security	7404	-	-	(181,743)	(2.00)	(73,512)	(255,255)	(2.00)	
Facilities Administration	7601	-	-	-	-	(42,000)	(42,000)	-	
Building Maintenance	7602	-	-	(1,074,968)	(13.00)	(146,468)	(1,221,436)	(13.00)	
Grounds Maintenance	7801	-	-	(786,043)	(13.00)	(216,631)	(1,002,674)	(13.00)	
Fleet Management	7802	-	-	(124,440)	(2.00)	(96,770)	(221,210)	(2.00)	
Use of Facilities	9301	-	-	-	-	(1,800)	(1,800)	-	
Operations Total		\$ (782,621)	(16.00)	\$ (2,977,286)	(37.00)	\$ (2,102,163)	\$ (5,862,070)	(53.00)	

Chief Operating Officer

0201

Program Overview and Insights

The Chief Operating Officer advises the Superintendent on matters of operations within the school system. The Division of Operations works with other Operations offices to coordinate the following key division functions:

- The Office of School Construction manages planning, procurement, and execution of major capital projects. The Office of School Planning develops school enrollment projections, tracks growth trends, and plans for adequate permanent or temporary space with site acquisition.
- The Office of School Facilities supports Building Maintenance, Custodial Services, Energy Management, Glenelg Wastewater Treatment Plant, Grounds Maintenance, Pest Management, and Utilities. These offices work collaboratively to provide a quality educational environment for students and staff.
- The Office of Procurement and Materials Management facilitates the acquisition of goods and/or services through the preparation and issuance of competitive solicitations and purchase orders to awarded suppliers. The Logistics Center is responsible for the efficient movement of supplies and materials throughout the entire school system.
- The Office of the Environment performs applicable environmental and occupational regulatory compliance. This office conducts radon testing, performs Maryland Association of Board of Education (MABE) inspections, and facilitates the Indoor Environmental Quality program.
- The Office of Security, Emergency Preparedness and Response provides the framework, processes, and procedures that enable the organization to consider the impact of all types of risks. This office takes advantage of opportunities to minimize and reduce the impacts of natural and human-caused disasters.
- The Offices of Community Use of Facilities, Fleet Management, Food and Nutrition Services, and Student Transportation enhance student and staff learning and success.

The Division of Operations is responsible for government relations on matters pertaining to the functions of this office, which include maintaining close working relationships with state legislators, county officials, the Howard County congressional delegation, and a variety of invested stakeholders in education.

Entering a post pandemic environment, the Division of Operations is reiterating its commitment to provide quality services that promote equity for all stakeholders and enhances learning environment and academic achievement. We do this by providing a safe inclusive and nurturing environment that supports the growth and well-being for all stakeholders to thrive in a dynamic world.

In order to ensure our success in this endeavor, we are also monitoring and tracking the most appropriate and effective professional development in training for our staff as well as opportunities for personal engagement.

Budget Summary

Chief Operating Officer	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 270,174	\$ 277,478	\$ 292,519	\$ 292,017	\$ 299,962	\$ 301,140	\$ 308,935	\$ 294,332	\$ (14,603)
Wages-Temporary Help	20,000	-	20,000	-	-	-	-	-	-
Subtotal	290,174	277,478	312,519	292,017	299,962	301,140	308,935	294,332	(14,603)
Contracted Services									
Contracted-Consultant	10,000	-	10,000	-	10,000	-	10,000	-	(10,000)
Subtotal	10,000	-	10,000	-	10,000	-	10,000	-	(10,000)
Supplies and Materials									
Supplies-General	1,060	-	1,060	343	1,060	105	1,060	200	(860)
Technology-Supply	2,000	-	2,000	-	2,000	431	2,000	2,000	-
Subtotal	3,060	-	3,060	343	3,060	1,508	3,060	2,200	(860)
Other Charges									
Travel-Mileage	6,720	4,800	6,720	4,800	6,720	4,800	4,800	2,000	(2,800)
Dues & Subscriptions	1,000	-	1,000	140	1,000	140	1,000	250	(750)
Subtotal	7,720	4,800	7,720	4,940	7,720	4,940	5,800	2,250	(3,550)
<i>State Category 09 Student Transportation Services</i>									
Contracted Services									
Budget Reserve - Contracted Services	750,000	-	-	-	-	-	-	-	-
Subtotal	750,000	-	-	-	-	-	-	-	-
<i>State Category 10 Operation of Plant</i>									
Contracted Services									
Budget Reserve - Contracted Services	750,000	-	-	-	-	-	-	-	-
Subtotal	750,000	-	-	-	-	-	-	-	-
Program 0201 Total	\$ 1,810,954	\$ 282,278	\$ 333,299	\$ 297,300	\$ 320,742	\$ 307,588	\$ 327,795	\$ 298,782	\$ (29,013)

Budget Summary Analysis

Program 0201–Chief Operating Officer

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (14,603)	<ul style="list-style-type: none"> Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. Reflects placeholder for compensation increases and benefits for staff.
Contracted Services			
Contracted-Consultant	Support for business and business technology solutions and staff development.	(10,000)	<ul style="list-style-type: none"> Eliminates funding for consultants.
Supplies and Materials			
Supplies-General	Consumable supplies and materials supporting the Chief Operating Officer, as well as disaster recovery.	(860)	<ul style="list-style-type: none"> Decreases funding for office supplies.
Technology-Supply	Ink/toner for office use.	-	<ul style="list-style-type: none"> No change.
Other Charges			
Travel-Mileage	Mileage allowance for the Chief Operating Officer.	(2,800)	<ul style="list-style-type: none"> Eliminates (\$4,800) mileage stipend benefit for designated managerial positions. Increases \$2,000 for itemized mileage reimbursement.
Dues & Subscriptions	Professional organization membership dues and educational subscriptions.	(750)	<ul style="list-style-type: none"> Decreases funding for professional dues and subscriptions.
Total \$ Change		\$ (29,013)	
Total % Change		(8.85)%	

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 0201					
CHIEF OPERATING OFFICER	1.0	1.0	1.0	1.0	1.0
EXECUTIVE ASSISTANT	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	2.0	2.0	2.0	2.0	2.0

School Construction

0202

Program Overview and Insights

This program provides healthy teaching environments while maximizing potential funding. The Office of School Construction (OSC) provides services for planning and construction of new and existing facilities, overseeing the implementation of the Educational Specifications and renovation guidelines; assists in the development of the annual capital budgets, and implements the Capital Improvement Program. The OSC is a construction liaison between the school system divisions, county government, Maryland State Department of Education (MSDE), and the Interagency Commission on School Construction (IAC).

Using consultants selected specifically for each project and approved by the Board, through the [Policy 6030](#) process, the Office of School Construction seeks input on projects from all stakeholders. Using the HCPSS Educational Specifications, along with exploring energy-efficient building design, the OSC continues to provide state-of-the-art facilities, which foster an excellent educational environment.

Budget Summary

School Construction	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 11 Maintenance of Plant</i>									
Salaries and Wages									
Salaries	\$ 191,369	\$ 179,119	\$ 186,464	\$ 129,789	\$ 197,884	\$ 96,346	\$ 207,006	\$ 105,322	\$ (101,684)
Subtotal	191,369	179,119	186,464	129,789	197,884	96,346	207,006	105,322	(101,684)
<i>State Category 15 Capital Outlay</i>									
Salaries and Wages									
Salaries	583,702	448,111	589,048	529,900	605,550	576,504	635,881	678,489	42,608
Subtotal	583,702	448,111	589,048	529,900	605,550	576,504	635,881	678,489	42,608
Contracted Services									
Maintenance-Software	650	599	650	1,197	650	-	650	500	(150)
Subtotal	650	599	650	1,197	650	-	650	500	(150)
Supplies and Materials									
Supplies-General	3,280	-	3,280	1,069	2,500	149	1,500	1,000	(500)
Technology-Computer	3,000	4,026	3,000	4,488	2,000	-	2,000	1,000	(1,000)
Technology-Supply	700	899	700	384	700	72	700	500	(200)
Subtotal	6,980	4,925	6,980	5,941	5,200	221	4,200	2,500	(1,700)
Other Charges									
Travel-Conferences	1,900	-	1,900	115	1,900	-	1,500	500	(1,000)
Travel-Mileage	10,000	2,486	10,000	2,393	8,500	2,426	9,500	3,500	(6,000)
Dues & Subscriptions	800	550	800	828	800	1,061	1,900	1,400	(500)
Classified Ads	-	-	-	-	-	-	1,300	300	(1,000)
Training	600	329	600	479	600	448	600	300	(300)
Subtotal	13,300	3,365	13,300	3,815	11,800	3,935	14,800	6,000	(8,800)
Program 0202 Total	\$ 796,001	\$ 636,119	\$ 796,442	\$ 670,642	\$ 821,084	\$ 677,006	\$ 862,537	\$ 792,811	\$ (69,726)

Budget Summary Analysis

Program 0202–School Construction

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 11 Maintenance of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (101,684)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Project Manager • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
State Category 15 Capital Outlay			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	42,608	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Contracted Services			
Maintenance-Software	American Institute of Architects (AIA) contract licenses, as well as software for publications and construction design.	(150)	<ul style="list-style-type: none"> • Decreases funding for software licenses.
Supplies and Materials			
Supplies-General	Consumable supplies and materials, as well as the cost associated with the summer Board of Education tour.	(500)	<ul style="list-style-type: none"> • Decreases funding for office supplies.
Technology-Computer	Replacement computers for staff.	(1,000)	<ul style="list-style-type: none"> • Decreases funding for replacement computers.
Technology-Supply	Computer accessories for staff.	(200)	<ul style="list-style-type: none"> • Decreases funding for replacement computer accessories.
Other Charges			
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	(1,000)	<ul style="list-style-type: none"> • Decreases funding for conference attendance.
Travel-Mileage	Business-related mileage reimbursement for staff.	(6,000)	<ul style="list-style-type: none"> • Eliminates (\$1,500) mileage stipend benefit for designated managerial positions. • Increases \$2,000 for itemized mileage reimbursement. • Decreases (\$6,500) for mileage reimbursements.
Dues & Subscriptions	Professional organization membership dues, educational subscriptions and testing.	(500)	<ul style="list-style-type: none"> • Decreases funding for professional dues and subscriptions.
Classified Ads	Advertisements in at least two local newspapers for the request for proposal (RFP) for consideration for the pool for architectural and/or construction management (CM) services, in accordance with Policy 6030.	(1,000)	<ul style="list-style-type: none"> • Decreases funding for classified ads.
Training	Continuing education units and employee certification webinars.	(300)	<ul style="list-style-type: none"> • Decreases funding for training.
		Total \$ Change	\$ (69,726)
		Total % Change	(8.08)%

Performance Manager: Andrew Jinks
Operations

School Construction – 0202

Staffing

Program 0202	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	1.0	1.0	1.0	1.0	1.0
MANAGER	1.0	1.0	1.0	1.0	1.0
PROJECT MANAGER	3.0	3.0	3.0	3.0	2.0
SPECIALIST CONSTRUCTION	1.0	1.0	1.0	1.0	1.0
ACCOUNTING ANALYST	0.5	0.5	0.5	0.5	0.5
SECRETARY	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	7.5	7.5	7.5	7.5	6.5

Purchasing

0205

Program Overview and Insights

This program supports schools and offices by providing the highest quality of goods and services at the best possible prices to support all students.

This program facilitates the contracting and procurement process, provides ongoing policy and procedural training, continuously updates the approved supplier and contract listings through the Purchasing website, and provides oversight and management of the credit card (p-card) program. This program also monitors and enforces the Minority Business Enterprise (MBE) program to promote economic opportunities for the MBE community and encourages purchasing environmentally friendly products when practical and cost effective.

The program provides a thorough and meaningful training program; actively participating in MBE outreach programs and communicating and reporting on minority, women, disabled, and locally owned business participation; ensuring policy compliance with all contracts and purchases, specifically in the area of student privacy; and having a robust contractor performance tracking monitoring program to ensure the highest level of quality of products and services.

This program expects to increase contract monitoring and reporting with enhanced transparency with a new contract management system. The program will implement and maintain a contract management system that will serve as a means or repository for storing all contracts and measuring key aspects of the procurement function.

Competitive Procurement Ratio – This ratio represents the total awards through a competitive process when compared to total amounts awarded for contracted services, supplies and materials, and equipment. The key will be to increase or maintain the number of competitive awards when compared to awards of all expenditures.

Expenditures through Competitive Solicitation as Compared to All Expenditures (Ratio expressed as a percentage)				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
66%	69%	81%	74%	76%

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Purchasing									
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 695,809	\$ 712,134	\$ 723,686	\$ 541,911	\$ 846,748	\$ 492,285	\$ 831,288	\$ 528,557	\$ (302,731)
Wages-Temporary Help	-	-	-	10,150	-	21,600	15,000	-	(15,000)
Subtotal	695,809	712,134	723,686	552,061	846,748	513,885	846,288	528,557	(317,731)
Contracted Services									
Repair-Equipment	500	-	500	-	500	-	500	500	-
Contracted-Labor	14,500	-	4,500	400	29,500	-	29,500	14,500	(15,000)
Maintenance-Software	10,300	16,122	13,422	2,862	14,175	57,907	50,423	50,423	-
Subtotal	25,300	16,122	18,422	3,262	44,175	57,907	80,423	65,423	(15,000)
Supplies and Materials									
Postage	44,900	44,747	66,900	66,855	-	-	-	-	-
Supplies-General	14,000	7,576	14,000	11,382	14,000	12,675	14,000	14,000	-
Technology-Computer	-	1,842	3,500	5,916	3,500	4,196	3,500	3,500	-
Technology-Supply	3,000	695	2,000	1,536	2,000	1,329	2,000	2,000	-
Subtotal	61,900	54,860	86,400	85,689	19,500	18,200	19,500	19,500	-
Other Charges									
Travel-Conferences	2,500	100	2,500	2,100	2,500	5,570	2,500	2,500	-
Travel-Mileage	1,000	35	1,000	-	1,000	78	1,000	1,000	-
Dues & Subscriptions	3,070	819	6,749	6,458	6,749	6,240	6,749	6,749	-
Subtotal	6,570	954	10,249	8,558	10,249	11,888	10,249	10,249	-
<i>State Category 04 Instructional Textbooks/Supplies</i>									
Supplies and Materials									
Supplies-Classroom	544,629	544,482	544,629	1,013,850	400,000	752,640	400,000	325,000	(75,000)
Supplies-Warehouse	385,145	2,731	385,145	1,041	650,000	264,455	650,000	520,000	(130,000)
Supplies-Other	726,833	618,880	726,833	530,072	726,833	788,196	726,833	584,833	(142,000)
Subtotal	1,656,607	1,166,093	1,656,607	1,544,963	1,776,833	1,805,291	1,776,833	1,429,833	(347,000)
<i>State Category 11 Maintenance of Plant</i>									
Salaries and Wages									
Salaries	227,681	227,970	233,273	233,316	248,189	340,948	241,888	386,382	144,494
Subtotal	227,681	227,970	233,273	233,316	248,189	340,948	241,888	386,382	144,494
Program 0205 Total	\$ 2,673,867	\$ 2,178,133	\$ 2,728,637	\$ 2,427,849	\$ 2,945,694	\$ 2,748,119	\$ 2,975,181	\$ 2,439,944	\$ (535,237)

Budget Summary Analysis

Program 0205–Purchasing

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 01 Administration			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (302,731)	<ul style="list-style-type: none"> • Reflects the following staffing changes in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Specialist transferred within the program from State Category 01 to State Category 11 and reclassified to a Manager. ◦ (1.0) Account Clerk reclassified to 1.0 Specialist • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Specialist ◦ (1.0) Technician • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages paid to temporary employees to support Minority Business Enterprise (MBE) documentation and reporting for the State, debarment reviews for federal and state, and good standing research with the office of SDAT.	(15,000)	<ul style="list-style-type: none"> • Eliminates funding for temporary wages.
Contracted Services			
Repair-Equipment	Maintenance and repair of office equipment.	-	<ul style="list-style-type: none"> • No change.
Contracted-Labor	Contracted services to assist with operations.	(15,000)	<ul style="list-style-type: none"> • Decreases funding for contracted support.
Maintenance-Software	Support of website activities, such as continued technical upgrades and interfaces with various financial systems and contract management software.	-	<ul style="list-style-type: none"> • No change.
Supplies and Materials			
Supplies-General	Supplies, advertising, and other operational costs.	-	<ul style="list-style-type: none"> • No change.
Technology-Computer	Replacement computers for staff.	-	<ul style="list-style-type: none"> • No change.
Technology-Supply	Computer accessories for staff.	-	<ul style="list-style-type: none"> • No change.
Other Charges			
Travel-Conferences	Attendance at work-related conferences and meetings.	-	<ul style="list-style-type: none"> • No change.
Travel-Mileage	Business-related mileage reimbursement for staff.	-	<ul style="list-style-type: none"> • No change.
Dues & Subscriptions	Subscriptions to work-related publications and association dues.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 04 Instructional Textbooks/Supplies			
Supplies and Materials			
Supplies-Classroom (Purchasing Use Only)	Printing, paper, and classroom supplies used by schools to deliver the curriculum.	(75,000)	• Decreases funding for classroom supplies.
Supplies-Warehouse	Furniture and classroom supplies stored at the Logistics Center.	(130,000)	• Decreases funding for classroom furniture and supplies.
Supplies-Other	Replacement/growth furniture and equipment for all schools.	(142,000)	• Decreases funding for classroom furniture and equipment.
State Category 11 Maintenance of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	144,494	<ul style="list-style-type: none"> • Reflects the following staffing change in FY 2024: <ul style="list-style-type: none"> ◦ 1.0 Manager reclassified from a Specialist transferred within the program from State Category 01 to State Category 11 • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Total \$ Change		\$ (535,237)	
Total % Change		(17.99)%	

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 0205					
DIRECTOR PURCHASING	1.0	1.0	1.0	1.0	1.0
MANAGER	1.0	1.0	1.0	1.0	2.0
SPECIALIST	1.0	1.0	1.0	5.0	4.0
BUYER	2.0	2.0	4.0	-	-
PURCHASING TECHNICIAN	1.0	1.0	1.0	1.0	-
CLERK ACCOUNT	1.0	1.0	1.0	1.0	-
CLERK SUPPORT SERVICES	1.0	1.0	-	-	-
SECRETARY	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	9.0	9.0	10.0	10.0	8.0

Office of Operations

0207

Program Overview and Insights

The Office of Operations’ goal is to deliver daily foundational support so that the educational process performs at maximum efficiency allowing the focus of *Every Student Achieving*. Strong operational systems are necessary to create safe, healthy, and welcoming facility conditions for learning. This program budget provides for the coordinated leadership and management, as directed by the Chief Operating Officer, which supports students and staff, improves educational programs, and engages all internal and external stakeholders and acts as a liaison with the local government to enable the fluid and equitable delivery of operational support services. The program recognizes that strong operational systems are necessary to create safe, healthy, and welcoming facility conditions for learning, this is concluded by the office leading the coordination of the annual division operating budget request. This office works closely with the General Counsel to ensure decisions and recommendations are correct to legal sufficiency.

The Office of Operations works with other Operations offices to coordinate the following key division functions:

- Community Use of Facilities – coordinates and promotes the use of school facilities to the Howard County Community; currently is in the process of updating [Policy 10020](#) governing the application of the program to the community and the installation of an updated use permitting cloud-based software system.
- Food and Nutrition – provides healthy, nutritionally complete, and affordable meals and resources to support the well-being of all students and promote excellence in child nutrition programs and manages the Free and Reduced-Price Meals program.
- Student Transportation – provides safe, reliable, and efficient school bus transportation service to public and nonpublic schools; manages bus driver shortage as well as proposed changes to school stop and start times and school boundary lines adjustments.
- School Facilities and Operations – supervises custodial services, grounds services, community services – grounds, building services, energy management, and pest management. Provides leadership in the AFSCME union negotiation and oversight on maintaining services with open staffing positions.
- Fleet Management – maintains HCPSS vehicles and equipment and administers the vehicle leasing program.

Budget Summary

Office of Operations	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 01 Administration</i>									
Salaries and Wages									
Salaries	\$ 196,729	\$ 197,017	\$ 202,943	\$ 202,961	\$ 207,003	\$ 208,000	\$ 212,177	\$ -	\$ (212,177)
Subtotal	196,729	197,017	202,943	202,961	207,003	208,000	212,177	-	(212,177)
Supplies and Materials									
Supplies-General	1,250	262	625	110	625	683	625	-	(625)
Technology-Computer	-	-	-	-	921	942	-	-	-
Technology-Supply	-	-	-	-	497	557	-	-	-
Subtotal	1,250	262	625	110	2,043	2,182	625	-	(625)
Program 0207 Total	\$ 197,979	\$ 197,279	\$ 203,568	\$ 203,071	\$ 209,046	\$ 210,182	\$ 212,802	\$ -	\$ (212,802)

Performance Manager: Bruce Gist
Operations

Office of Operations – 0207

Budget Summary Analysis

Program 0207–Office of Operations

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
<i>State Category 01 Administration</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (212,177)	• Reflects the following decrease in positions in FY 2025: ◦ (1.0) Executive Director
Supplies and Materials			
Supplies-General	Consumable supplies and materials.	(625)	• Eliminates funding for office supplies.
		Total \$ Change	\$ (212,802)
		Total % Change	(100.00)%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 0207					
EXECUTIVE DIRECTOR	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	1.0	1.0	1.0	1.0	-

School Planning

0212

Program Overview and Insights

The development of student enrollment projections, tracking enrollment and land development trends, and planning for adequate permanent or temporary space with site acquisition, capital planning, and relocatable classroom placement is integral to serve student needs equitably across the county. When attendance area adjustments are prompted, a boundary review starts with community engagement in the spring, followed by a Feasibility Study, additional community outreach, a recommendation by the Superintendent, and, in the fall, a Board of Education review and approval of new boundaries. The process concludes with a student-centered transition process to welcome the students to their new schools. These efforts are made to ensure every student achieves academic excellence in an inclusive and nurturing environment.

Crucial decisions about budget and attendance areas must have an open and informative decision-making process. Board of Education decisions need to be informed by both the technical guidance of staff and the concerns and desires of the families and community. For this reason, the Office of School Planning maintains an extensive web presence and supports many meetings of committees, PTAs, and other community groups. It is also necessary that the office serves as a liaison to various county and state agencies to communicate school system direction. These efforts ensure that families and the community are engaged and supported as partners in education.

Annually, the Office of School Planning assesses projection accuracy and develops a Feasibility Study with student enrollment projections, capacity needs and strategies and, when needed, potential boundary scenarios for the Board and community to review. Links to the most recent annual reports, as well as an explanation of the process to develop student enrollment projections, are below.

[Enrollment Projection Methodology](#) This can also be accessed on the HCPSS website under School Planning/Enrollment Projections.

This chart provides a comparison of the actual number of students enrolled vs projected enrollment.

Accuracy of 1-Year Projected K–12 Enrollment					
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Error rate – Countywide and by Level (target under 3.5%)					
Countywide error rate	0.0%	0.1%	3.5%	4.1%	0.7%
By level error rate (ES)	0.4%	0.0%	5.8%	5.2%	0.0%
By level error rate (MS)	0.2%	0.0%	2.4%	4.5%	0.7%
By level error rate (HS)	0.2%	0.3%	1.3%	2.5%	1.6%
Accuracy by School					
By school, error rate ≤5%	85.0%	87.0%	60.0%	57.0%	76.0%
By school, within 10 students	31.0%	38.0%	22.0%	10.0%	24.0%
Mean Absolute Percentage Error (MAPE)					
By school MAPE	3.1%	2.8%	4.9%	5.0%	3.3%

- The increased error rates in FY21 and FY22 are associated with the volatility in enrollment driven by the pandemic.

Budget Summary

School Planning	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 15 Capital Outlay</i>									
Salaries and Wages									
Salaries	\$ 272,628	\$ 192,564	\$ 297,524	\$ 288,535	\$ 308,909	\$ 314,738	\$ 359,633	\$ 349,817	\$ (9,816)
Wages-Temporary Help	8,000	5,781	10,500	5,869	10,500	10,885	10,500	10,500	-
Subtotal	280,628	198,345	308,024	294,404	319,409	325,623	370,133	360,317	(9,816)
Contracted Services									
Contracted-Consultant	-	-	50,000	395,000	70,000	-	70,000	-	(70,000)
Maintenance-Software	13,250	12,500	13,250	18,700	13,500	10,300	12,700	10,700	(2,000)
Subtotal	13,250	12,500	63,250	413,700	83,500	10,300	82,700	10,700	(72,000)
Supplies and Materials									
Supplies-General	2,400	818	2,380	1,164	2,934	486	2,934	1,934	(1,000)
Technology-Computer	1,800	1,791	1,800	-	1,800	2,311	1,800	1,800	-
Technology-Supply	1,400	-	1,400	477	650	139	650	-	(650)
Subtotal	5,600	2,609	5,580	1,641	5,384	2,936	5,384	3,734	(1,650)
Other Charges									
Travel-Conferences	350	420	350	-	350	400	1,092	1,092	-
Travel-Mileage	450	-	450	-	450	-	450	-	(450)
Classified Ads	430	449	450	439	450	431	450	450	-
Dues & Subscriptions	-	-	-	-	-	-	700	700	-
Training	1,605	474	1,605	692	1,551	897	909	909	-
Subtotal	2,835	1,343	2,855	1,131	2,801	1,728	3,601	3,151	(450)
Program 0212 Total	\$ 302,313	\$ 214,797	\$ 379,709	\$ 710,876	\$ 411,094	\$ 340,587	\$ 461,818	\$ 377,902	\$ (83,916)

Budget Summary Analysis

Program 0212–School Planning

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 15 Capital Outlay			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (9,816)	<ul style="list-style-type: none"> • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Temporary Help	Temporary wages for assistance with maintaining a geographic information system (GIS) to store electronic building information to support capital planning, space allocation, program deployment planning, and routine maintenance projects, as well as supporting attendance area adjustments and special projects.	-	• No change.
Contracted Services			
Contracted-Consultant	Consultant services for capacity studies, attendance area adjustment support, translation, facility evaluations, space studies in support of Blueprint implementation planning.	(70,000)	• Eliminates funding for consultant services.
Maintenance-Software	Software license for the GIS system for analysis of student data geographically to develop enrollment projections, long-range plans and conduct attendance area adjustments, as well as facility planning, web applications, and maps. Software license and maintenance fees for projection and attendance area adjustment scenario testing tool. License for publishing software.	(2,000)	• Decreases funding for software.
Supplies and Materials			
Supplies-General	Specialized plotter paper and other office supplies.	\$ (1,000)	• Decreases funding for office supplies.
Technology-Computer	Replacement computers for staff.	-	• No change.
Technology-Supply	Computer accessories for staff.	(650)	• Eliminates funding for computer accessories.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 15 Capital Outlay (cont.)			
Other Charges			
Travel-Conferences	Work-related conferences and meetings including American Planning Association, Association of School Business Officials as well as training for GIS and planning.	-	• No change.
Travel-Mileage	Reimbursement for work-related mileage.	(450)	• Eliminates funding for mileage reimbursements.
Classified Ads	Advertisement for Planning Board to review the Board of Education’s Capital Budget and CIP and receive feedback at the Public Hearing based on legal requirements to advertise in two local printed publications.	-	• No change.
Dues & Subscriptions	Dues for professional associations.	-	• No change.
Training	Professional certifications.	-	• No change.
Total \$ Change		\$ (83,916)	
Total % Change		(18.17)%	

Staffing

Program 0212	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
MANAGER	1.0	1.0	1.0	1.0	1.0
ANALYST	1.0	1.0	1.0	2.0	2.0
SPECIALIST	1.0	1.0	1.0	-	-
Total Operating Fund FTE	3.0	3.0	3.0	3.0	3.0

Student Transportation

6801

Program Overview and Insights

This program provides school bus transportation services to eligible students. Currently, over 41,000 general education students are eligible to ride buses to neighborhood schools. Transportation is also provided to students participating in the Applications and Research Lab and JumpStart programs. Special education transportation services support approximately 1,900 students each day, providing access to regional, countywide, or special education nonpublic schools. In addition to ensuring that Individualized Education Program (IEP) goals and 504 Plans are met, bus service also supports the Prekindergarten and Work-study/Enclave programs. All specialized buses are equipped with child restraint systems and have a bus attendant.

The Office of Student Transportation also collaborates with the Howard County Police Department in motorist safety initiatives and partners with the Howard County Traffic and Engineering Department in reviewing bus stop locations, walking routes, and road, traffic, sidewalk, and path plans.

Ensuring that each school bus route is reviewed for safety and efficiency, drivers and attendants are receiving continuous professional learning, and student, parent and community inquiries are addressed.

Bus Driver shortage			
Number of driver vacancies and double back service as of:	Actual FY 2022	Actual FY 2023	Actual FY 2024
September	98 Vacancies 95 Double Backs	85 Vacancies 29 Double Backs	0 Vacancies* 0 Double backs
June	75 Vacancies 35 Double Backs	98 Vacancies TBD Double Backs	TBD

Contract negotiations with existing contractors resulted in 24 additional contracts over what was budgeted.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Student Transportation									
<i>State Category 09 Student Transportation Services</i>									
Salaries and Wages									
Salaries	\$ 1,677,817	\$ 1,646,048	\$ 1,695,037	\$ 1,615,996	\$ 2,290,750	\$ 1,708,430	\$ 2,697,191	\$ 2,593,502	\$ (103,689)
Wages-Overtime	-	-	-	1,159	-	-	-	-	-
Wages-Other	-	-	-	261,119	-	251,015	-	-	-
Wages-Temporary Help	81,800	6,870	116,800	29,786	116,800	65,332	116,800	116,800	-
Subtotal	1,759,617	1,652,918	1,811,837	1,908,060	2,407,550	2,024,777	2,813,991	2,710,302	(103,689)
Contracted Services									
Trans-Bus Contracts	40,910,878	26,755,839	40,910,878	39,250,295	45,336,589	41,998,029	52,436,589	60,934,554	8,497,965
Trans-Driver Training	15,000	1,948	15,000	6,119	15,000	5,277	10,000	6,000	(4,000)
Trans-Inspections	74,400	91,377	-	85,115	91,780	109,702	92,276	124,116	31,840
Trans-Bus Safety	-	-	-	-	5,000	3,975	5,000	5,000	-
Trans-Private Carrier	162,000	88,661	162,000	208,588	59,760	159,337	243,167	185,185	(57,982)
Contracted-Labor	3,970	5,958	3,970	2,838	2,900	2,952	3,000	3,000	-
Contracted-Consultant	-	250,000	-	-	-	154,850	-	-	-
Maintenance-Software	12,650	12,050	49,672	35,675	71,056	59,364	321,056	56,439	(264,617)
Maintenance-Vehicles	23,780	3,917	23,780	2,864	23,780	11,977	3,780	-	(3,780)
Subtotal	41,202,678	27,209,750	41,165,300	39,591,494	45,605,865	42,505,463	53,114,868	61,314,294	8,199,426
Supplies and Materials									
Supplies-General	16,270	14,780	16,270	15,608	12,980	17,030	19,420	19,420	-
Technology-Computer	-	1,492	-	956	6,000	8,748	3,000	1,000	(2,000)
Technology-Supply	-	-	-	808	4,000	5,616	2,400	-	(2,400)
Subtotal	16,270	16,272	16,270	17,372	22,980	31,394	24,820	20,420	(4,400)
Other Charges									
Travel-Conferences	2,000	611	2,000	1,970	6,000	3,304	6,000	4,000	(2,000)
Travel-Mileage	2,000	685	2,000	63	2,957	582	2,957	957	(2,000)
Dues & Subscriptions	500	197	500	507	500	680	765	765	-
Subtotal	4,500	1,493	4,500	2,540	9,457	4,566	9,722	5,722	(4,000)
Equipment									
Equipment-Vehicles	-	-	-	-	560,000	-	-	-	-
Subtotal	-	-	-	-	560,000	-	-	-	-
Program 6801 Total	\$ 42,983,065	\$ 28,880,433	\$ 42,997,907	\$ 41,519,466	\$ 48,605,852	\$ 44,566,200	\$ 55,963,401	\$ 64,050,738	\$ 8,087,337

Budget Summary Analysis

Program 6801–Student Transportation

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
<i>State Category 09 Student Transportation Services</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (103,689)	<ul style="list-style-type: none"> • Reflects the following reclassifications in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Behavior Specialist reclassified to 1.0 Transportation Specialist ◦ (1.0) Area Manager reclassified to 1.0 Planning Manager ◦ (2.0) Area Managers reclassified to 2.0 Field Specialists • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Transportation Analyst/Planner • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Temporary Help	Routing and scheduling assistance, bus monitors, and other temporary wages.	-	• No change.
Contracted Services			
Trans-Bus Contracts	Contracted student transportation for all bus and alternative transportation services.	8,497,965	• Increases funding for transportation contracts based on negotiated contracts and increasing costs of providing services.
Trans-Driver Training	Materials for student bus safety, driver and attendant pre-service and in-service training programs.	(4,000)	• Decreases funding for driver training.
Trans-Inspections	Bus inspections conducted three times a year as well as brake inspections.	31,840	• Increases funding for the rising cost of inspection contract.
Trans-Bus Safety	Tags purchased for Pre-K and Kindergarten students to identify the appropriate bus and bus stop. Staff and drivers utilize these tags to ensure the students arrive safely.	-	• No change.
Trans-Private Carrier	Parent reimbursements and emergency taxi services for homeless and special education students, per federal requirement.	(57,982)	• Decreases funding for parent reimbursements for travel.
Contracted-Labor	Outside experts for weather related guidance and any other specialized needs.	-	• No change.
Maintenance-Software	Transportation routing software and telematic GPS.	(264,617)	• Decreases funding for implementation of rider software.
Maintenance-Vehicles	Services to maintain and operate training buses.	(3,780)	• Eliminates funding for bus maintenance.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 09 Student Transportation Services (cont.)			
Supplies and Materials			
Supplies-General	Transportation office supplies and maps.	-	• No change.
Technology-Computer	Replacement computers for staff.	(2,000)	• Decreases funding for computer replacements.
Technology-Supply	Computer accessories for staff.	(2,400)	• Eliminates funding for computer accessories.
Other Charges			
Travel-Conferences	Staff attendance at conferences, including registration, travel, lodging, and per diem allowance for meals.	(2,000)	• Decreases funding for conference attendance.
Travel-Mileage	Funds for mileage/travel reimbursement for driver instructors.	(2,000)	• Decreases funding for mileage reimbursements.
Dues & Subscriptions	Professional organization membership dues and educational subscriptions.	-	• No change.
Total \$ Change		\$ 8,087,337	
Total % Change		14.45%	

Staffing

Program 6801	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR STUDENT TRANSPORTATION	1.0	1.0	1.0	1.0	1.0
ASSISTANT DIRECTOR STUDENT TRANSPORTATION	-	-	1.0	-	-
COORDINATOR	-	-	-	3.0	3.0
BUSINESS MANAGER	1.0	1.0	-	-	-
PLANNING MANAGER	-	-	-	-	1.0
TECHNOLOGY MANAGER	-	-	1.0	1.0	1.0
AREA MANAGER TRANSPORTATION	6.0	6.0	6.0	6.0	3.0
FIELD SUPERVISOR	-	-	2.0	-	-
FIELD SPECIALIST	-	-	-	1.0	3.0
SCHOOL BUS ROUTER	2.0	2.0	2.0	3.0	3.0
ACCOUNTING ANALYST	-	-	1.0	1.0	1.0
TRANSPORTATION ANALYST/PLANNER	1.0	1.0	1.0	1.0	-
TECHNOLOGY ANALYST	-	-	-	1.0	1.0
DRIVER TRAINER STUDENT TRANSPORTATION	2.0	2.0	2.0	2.0	2.0
TRANSPORTATION SPECIALIST	-	-	-	-	1.0
BEHAVIOR SPECIALIST	-	-	1.0	1.0	-
TECHNICAL ASSISTANT	-	-	1.0	2.0	2.0
EXECUTIVE ASSISTANT	-	-	-	1.0	1.0
SECRETARY	3.0	3.0	2.0	-	-
Total Operating Fund FTE	16.0	16.0	21.0	24.0	23.0

Custodial Services

7102

Program Overview and Insights

This program provides efficient, resourceful, and innovative services and solutions centered on maintaining safe and enjoyable instructional and working environments. Custodial Services provides stakeholders with safe, clean, and sanitary facilities at the highest possible standards contributing to the optimal learning environment for students.

Custodial Services’ responsibilities include:

- Managing and supervising a large number of part-time and full-time staff.
- Developing training objectives for supervisors and custodians while providing and cultivating professional growth opportunities and ensuring trends within the industry align with our practices.
- Conducting annual performance reviews for all staff.
- Managing substitute tracking system daily to ensure custodial coverage due to absences.
- Monitoring stage/media curtain cleaning or replacement and venetian blind replacement.
- Track, review, and approve, supply orders to ensure timely shipment to schools and offices.
- Ensuring weekly trash and recycling services have met the contract language.

Custodial Services adheres to Section 5-112 of the Annotated Code of Maryland Education Article that requires Maryland County Boards of Education to purchase green cleaning products for use in K–12 public schools throughout the state. The bill defines “green cleaning products and supplies” as those that have “positive health and environmental attributes.”

Custodial Services benchmarks against industry standards by the average workload per custodian, as measured by the average square footage. The standard for Level II cleanliness is 20,000 square feet per custodian. As you can see from the table below, HCPSS continues to not meet this standard:

Average Square Feet / Workload per Custodian				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
20,990	23,000	26,065	24,968	TBD

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Custodial Services									
<i>State Category 10 Operation of Plant</i>									
Salaries and Wages									
Salaries	\$ 20,061,955	\$ 19,176,651	\$ 20,031,203	\$ 19,380,833	\$ 21,516,902	\$ 19,856,798	\$ 23,019,952	\$ 22,731,696	\$ (288,256)
Wages-Temporary Help	31,000	-	31,000	5,024	31,000	9,660	31,000	-	(31,000)
Wages-Overtime	464,024	576,092	691,524	1,246,064	845,762	1,844,805	1,038,051	1,038,051	-
Subtotal	20,556,979	19,752,743	20,753,727	20,631,921	22,393,664	21,711,263	24,089,003	23,769,747	(319,256)
Contracted Services									
Trash Removal	315,000	310,100	315,000	351,100	345,000	411,718	420,000	420,000	-
Cleaning Services	36,100	36,100	36,100	-	36,100	-	36,100	-	(36,100)
Contracted-General	-	25,566	-	5,705	-	-	-	-	-
Subtotal	351,100	371,766	351,100	356,805	381,100	411,718	456,100	420,000	(36,100)
Supplies and Materials									
Supplies-General	743,829	893,829	751,829	1,258,772	933,829	1,026,142	1,033,829	998,829	(35,000)
Supplies-Other	-	119,703	-	-	-	-	-	-	-
Food	-	-	-	-	-	30	28,800	28,800	-
Technology-Computer	-	20,262	-	-	-	-	-	-	-
Technology-Supply	-	4,315	-	-	-	1,114	-	-	-
Uniforms-Staff	5,000	36,632	10,000	9,989	20,000	22,257	82,000	82,000	-
Subtotal	748,829	1,074,741	761,829	1,268,761	953,829	1,049,543	1,144,629	1,109,629	(35,000)
Other Charges									
Travel-Mileage	-	34	-	-	-	392	-	-	-
Subtotal	-	34	-	-	-	392	-	-	-
Program 7102 Total	\$ 21,656,908	\$ 21,199,284	\$ 21,866,656	\$ 22,257,487	\$ 23,728,593	\$ 23,172,916	\$ 25,689,732	\$ 25,299,376	\$ (390,356)

Budget Summary Analysis

Program 7102–Custodial Services

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 10 Operation of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (288,256)	<ul style="list-style-type: none"> • Reflects the following staffing changes in FY 2024: <ul style="list-style-type: none"> ◦ (2.0) Maintenance Workers transferred to Employee and Labor Relations (0306) ◦ (1.0) Equipment Specialist reclassified to 1.0 Assistant Manager ◦ (1.0) Trainer Spec Custodial/Grounds reclassified to 1.0 Field Training Supervisor • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Assistant Manager ◦ (15.0) Custodians • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Temporary Help	Wages paid to temporary employees to support custodial staff due to long-term illnesses, vacancies, and staffing shortages.	(31,000)	<ul style="list-style-type: none"> • Eliminates funding for temporary wages.
Wages-Overtime	Wages paid to custodial staff to support the preparation and opening of new facilities and renovations as well as other projects and duties such as: BSAP, summer school, snow removal, special projects, and weekend school activities.	-	<ul style="list-style-type: none"> • No change.
Contracted Services			
Trash Removal	Services to remove trash and recycle material from buildings. Includes costs of recycling materials and assisting environmental clubs and other users. Also includes summer services, and special projects construction/renovation.	-	<ul style="list-style-type: none"> • No change.
Cleaning Services	Contracted services to clean upholstered furniture, assist with problematic carpet issues, and support with the cleaning of gym rafters. Services also provided in areas with elevated surfaces not accessible to custodial staff such as lights, windows, and vents in cafeterias, atriums, stairwells, and media centers. Also includes services for the cleaning and repair of school stage curtains as well as cleaning and repairs in Media Centers and other areas.	(36,100)	<ul style="list-style-type: none"> • Eliminates funding for contracted cleaning services.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
<i>State Category 10 Operation of Plant (cont.)</i>			
Supplies and Materials			
Supplies-General	Cleaning supplies, chemicals, paper products, replacement of damaged restroom dispensers, light tubes, and walk-off mats.	(35,000)	• Decreases funding for custodial supplies.
Food	Meal reimbursements for inclement weather, per negotiated AFSCME agreement.	-	• No change.
Uniforms-Staff	Uniforms for custodial employees provides a dress for custodial staff to be easily recognized by students, staff, and users of school facilities. Also includes funding for the inclement weather apparel allowance.	-	• No change.
		Total \$ Change	\$ (390,356)
		Total % Change	(1.52)%

Staffing

Program 7102	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
MANAGER	1.0	1.0	1.0	1.0	1.0
ASSISTANT MANAGER	4.0	4.0	4.0	4.0	4.0
FIELD TRAINING SUPERVISOR	-	-	-	-	1.0
ACCOUNTING ASSISTANT	-	-	-	1.0	1.0
LEADMAN CUSTODIAL SPECIALIST	2.0	2.0	2.0	2.0	2.0
EQUIPMENT SPECIALIST	-	-	-	1.0	-
CUSTODIAN	407.5	407.5	442.5	438.5	423.5
MAINTENANCE WORKER	2.0	2.0	2.0	2.0	-
MECHANIC PREVENTIVE MAINT	-	-	-	2.0	2.0
TRAINER SPEC CUSTODIAL/GROUNDS	1.0	1.0	1.0	1.0	-
SECRETARY	2.0	2.0	1.0	1.0	1.0
Total Operating Fund FTE	419.5	419.5	453.5	453.5	435.5

Utilities

7201

Program Overview

This program pays for utilities and associated costs including electric, gas, water and sewer, wastewater treatment plants (Sequencing Batch Reactor and Membrane Bio Reactor at five locations), propane, fuel oil and the county water and sewer maintenance fee (based on property values) for all school system-owned facilities.

Fiscally responsible purchasing of electric and natural gas in the Maryland deregulated energy market allows a responsive and efficient operation that places student well-being at the center of decision making. Favorable rates have been realized through competitive bids in partnership with the Baltimore Regional Cooperative Purchasing Committee (BRCPC). The school system is benefiting from a regional cooperative procurement opportunity by reduced administrative time and costs and the collaborative opportunity to exchange resources, technical information, and best practices. Besides Howard County Government and Howard County Public School System, the BRCPC members include 23 other local jurisdictions. The BRCPC Energy Board continually assesses electric and natural gas market developments to best time block futures purchases. Through the wholesale market, incremental blocks of futures for electric and natural gas are purchased in advance of approximately 80 percent of the expected consumption.

The balance of the required energy is bought on the spot market (i.e., current time) as needed. Depending on weather and many other factors, consumption may differ from predicted amounts, so the total percentages associated with the wholesale vs. spot markets may vary. Incremental block purchases form a dollar-cost-averaging strategy to manage the risk of market volatility over time. While the wholesale market provides the optimum cost, the blended purchase strategy mitigates the cost risk to prevent over-purchasing commodities. Data is compared to other local jurisdictions and BGE Standard Offer Service Pricing for benchmarking.

Budget Summary

Utilities	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 10 Operation of Plant</i>									
Other Charges									
Utilities-Water/Sewage	\$ 1,408,781	\$ 1,062,095	\$ 1,408,781	\$ 1,259,102	\$ 1,565,012	\$ 1,351,766	\$ 1,590,643	\$ 1,698,353	\$ 107,710
Utilities-Gas/Electric	10,191,887	9,684,726	10,191,887	10,502,598	11,201,636	12,950,271	12,374,093	14,658,746	2,284,653
Utilities-Oil	50,000	30,000	50,000	45,000	50,000	50,000	100,000	100,000	-
County Water/Sewer Maintenance Fee	722,254	834,023	934,106	896,146	962,175	927,473	973,847	1,136,027	162,180
Subtotal	12,372,922	11,610,844	12,584,774	12,702,846	13,778,823	15,279,510	15,038,583	17,593,126	2,554,543
Program 7201 Total	\$ 12,372,922	\$ 11,610,844	\$ 12,584,774	\$ 12,702,846	\$ 13,778,823	\$ 15,279,510	\$ 15,038,583	\$ 17,593,126	\$ 2,554,543

Budget Summary Analysis

Program 7201–Utilities

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 10 Operation of Plant			
Other Charges			
Utilities-Water/Sewage	Water and sewer fees for school facilities in the water and sewer service area. Includes new facilities and monitoring services for five waste water treatment facilities (SBR and MBR).	\$ 107,710	• Increases funding based on projected rates and usage.
Utilities-Gas/Electric	Natural Gas and electric expenditures. Additional funding for utilities is located in Use of Facilities (9301), which is in the Community Services category.	2,284,653	• Increases funding based on projected rates and usage.
Utilities-Oil	Fuel oil usage for one administrative building and propane for facilities with this service.	-	• No changes.
County Water/Sewer Maintenance Fee	Ad valorem charges, levied by the Howard County Government to support the maintenance of the water and sewer infrastructure. In previous years, the cost of this fee was budgeted with utilities water/sewage and was budgeted separately beginning in FY 2020.	162,180	• Increases funding to support the projected increase in the maintenance fee.
Total \$ Change		\$ 2,554,543	
Total % Change		16.99%	

Energy Management

7202

Program Overview

This program is responsible for providing leadership and guidance on sustainability and places student well-being in schools and classrooms at the center of decision-making. It assists with providing the necessary support to facilitate student classroom work, building general staff awareness, aiding in planning purposes for staff, and reviewing the scope of projects for interested parties. The program continues to investigate and develop methods of reducing costs while improving service with a renewed emphasis on a balanced sustainability program.

Programmatic initiatives include benchmarking energy usage patterns and behaviors, installation of the most energy-efficient lighting and HVAC equipment, promotion of environmental literacy through education of students and staff on energy-related technologies and sustainability and partnering with our providers and the Baltimore Regional Cooperative Purchasing Committee (BRCPC) to improve our overall energy consumption at the lowest cost. Various methods for support of these projects include taking advantage of utility rebates and actively investigating other financing vehicles.

Energy savings can be achieved through lighting upgrades. Installation of LED lighting upgrades would reduce energy use and improve reliability and quality of lighting.

Increased environmental literacy and decreased energy consumption occurs through outreach to students and staff. An increase in HCPSS Maryland Green School participation and changed personal behavior results in better-informed decisions when utilizing natural resources.

Budget Summary

Energy Management	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 10 Operation of Plant</i>									
Supplies and Materials									
Supplies-General	\$ 2,520	\$ 2,819	\$ 2,520	\$ 34	\$ 2,520	\$ 1,909	\$ 2,520	\$ 2,020	\$ (500)
Subtotal	2,520	2,819	2,520	34	2,520	1,909	2,520	2,020	(500)
Other Charges									
Dues & Subscriptions	300	-	300	-	300	-	300	-	(300)
Subtotal	300	-	300	-	300	-	300	-	(300)
Program 7202 Total	\$ 2,820	\$ 2,819	\$ 2,820	\$ 34	\$ 2,820	\$ 1,909	\$ 2,820	\$ 2,020	\$ (800)

Budget Summary Analysis

Program 7202–Energy Management

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 10 Operation of Plant</i>			
Supplies and Materials			
Supplies-General	Supplies to support Green school initiatives and for enhanced environmental literacy.	\$ (500)	• Decreases funding for supplies.
Other Charges			
Dues & Subscriptions	Professional organization membership dues.	(300)	• Eliminates funding for dues and subscriptions.
Total \$ Change		\$ (800)	
Total % Change		(28.37)%	

Performance Manager: Herb Savje
Operations

Energy Management – 7202

Logistics Center

7301

Program Overview and Insights

This program provides logistical services to all schools, offices, and departments of the Howard County Public School System.

Through a central Logistics Center hub, this program provides support and control of a wide range of materials, supplies, and equipment through the receipt, inventory storage, and distribution process. The Logistics Center also has responsibility over the Central Office Mailroom operations.

The Logistics Center focuses on strengthening the mission that each student, and staff member of HCPSS is supported to the highest standard of our ability. Our efforts will ensure that staff members have access to the necessary equipment, curriculum, and additional resources to empower and support students and their families.

This program supports the broader HCPSS community by providing the highest possible service level to each member. By providing timely and accurate service to all students and staff, we can equitably distribute equipment, furniture, curriculum materials, health services products, and many other essentials. The program ensures any member of the HCPSS community will have access to all resources to reach their highest potential.

Inventory Accuracy – Workday inventory vs. physical inventory at the Logistics Center. HCPSS Inventory Management System, Workday, is utilized to track all inbound receipts of all department purchase orders, all school order fulfillment requests, and our annual physical inventory reconciliation.

Inventory Accuracy Rate				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
97.2%	97.8%	98.3%	99.5%	TBD

School Swap allowed for equipment and goods to be reallocated within the school system avoiding the cost to purchase new.

Dollar Value of Reallocated Equipment and Goods within HCPSS				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
\$234,600	\$183,900	\$14,700 *	\$84,750	TBD

* Affected by the impact of COVID-19 on instruction and operations.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Logistics Center									
<i>State Category 10 Operation of Plant</i>									
Salaries and Wages									
Salaries	\$ 842,738	\$ 809,797	\$ 897,464	\$ 881,473	\$ 1,043,341	\$ 968,696	\$ 1,114,608	\$ 1,096,527	\$ (18,081)
Wages-Temporary Help	46,000	34,643	46,000	34,238	8,560	37,318	10,465	4,465	(6,000)
Wages-Overtime	8,500	21,753	38,500	39,737	38,500	37,818	38,500	33,500	(5,000)
Subtotal	897,238	866,193	981,964	955,448	1,090,401	1,043,832	1,163,573	1,134,492	(29,081)
Contracted Services									
Rental-Equipment	28,400	1,454	20,000	6,892	20,000	40,977	20,000	18,000	(2,000)
Lease-Buildings	530,000	544,780	550,000	546,556	570,000	576,930	590,000	590,000	-
Repair-Buildings	-	-	10,000	35,960	35,000	19,984	35,000	31,000	(4,000)
Repair-Equipment	20,000	4,614	18,400	17,575	18,400	9,017	18,400	11,900	(6,500)
Contracted-Labor	33,000	31,931	43,000	31,344	43,000	40,030	43,000	43,000	-
Maintenance-Software	-	-	-	-	-	-	19,232	19,232	-
Subtotal	611,400	582,779	641,400	638,327	686,400	686,938	725,632	713,132	(12,500)
Supplies and Materials									
Supplies-General	11,905	25,072	11,905	40,853	30,000	37,683	30,000	25,000	(5,000)
Supplies-Other	-	156,742	-	83,491	-	-	-	-	-
Postage	-	-	-	-	66,900	36,472	47,668	33,668	(14,000)
Technology-Computer	-	-	-	-	-	756	-	-	-
Technology-Supply	-	134	-	-	-	-	-	-	-
Subtotal	11,905	181,948	11,905	124,344	96,900	74,911	77,668	58,668	(19,000)
Equipment									
Equipment-Replacement	80,000	90,224	80,000	-	16,905	5,000	15,000	7,500	(7,500)
Subtotal	80,000	90,224	80,000	-	16,905	5,000	15,000	7,500	(7,500)
Program 7301 Total	\$ 1,600,543	\$ 1,721,144	\$ 1,715,269	\$ 1,718,119	\$ 1,890,606	\$ 1,810,681	\$ 1,981,873	\$ 1,913,792	\$ (68,081)

Budget Summary Analysis

Program 7301–Logistics Center

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 10 Operation of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (18,081)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Clerk Typist • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Temporary wages for renovations, moves, and special services.	(6,000)	<ul style="list-style-type: none"> • Decreases funding for temporary wages.
Wages-Overtime	Overtime for emergency situations and work that must be scheduled for off-hours.	(5,000)	<ul style="list-style-type: none"> • Decreases funding for overtime wages.
Contracted Services			
Rental-Equipment	Rental for special equipment such as box trucks, storage trailers, forklifts, etc. as needed.	(2,000)	<ul style="list-style-type: none"> • Decreases funding for equipment rentals.
Lease-Buildings	Rental of logistics center and the science resource/maintenance warehouse.	-	<ul style="list-style-type: none"> • No change.
Repair-Buildings	Repairs and maintenance of the logistics center that are not covered under the lease agreement.	(4,000)	<ul style="list-style-type: none"> • Decreases funding for building repairs and maintenance.
Repair-Equipment	Repair and maintenance of warehouse equipment.	(6,500)	<ul style="list-style-type: none"> • Decreases funding for equipment repairs and maintenance.
Contracted-Labor	Contracted moving services to support opening of new additions, renovations, office relocations, and systemwide shredding program.	-	<ul style="list-style-type: none"> • No change.
Maintenance-Software	The Web Tracking System (WTS) software and leased equipment that the mailroom utilizes for shipments and office deliveries.	-	<ul style="list-style-type: none"> • No change.
Supplies and Materials			
Supplies-General	Warehouse and Mailroom supplies, also funds for renovations and moves. Includes supplies, uniforms, and rain gear for employees.	(5,000)	<ul style="list-style-type: none"> • Decreases funding for mailroom and office supplies.
Postage	Mail, postage, overnight and package deliveries, postage machine rental, and service contracts.	(14,000)	<ul style="list-style-type: none"> • Decreases funding for postage.
Equipment			
Equipment-Replacement	Replacement equipment for operation of the warehouse and the delivery of inventory.	(7,500)	<ul style="list-style-type: none"> • Decreases funding for equipment replacements.
		Total \$ Change	\$ (68,081)
		Total % Change	(3.44)%

Staffing

Program 7301	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
MANAGER	1.0	1.0	1.0	1.0	1.0
ASSISTANT MANAGER	1.0	1.0	1.0	1.0	1.0
CLERK STOCK WAREHOUSE	1.0	1.0	1.0	1.0	1.0
CLERK SUPPORT SERVICES	1.0	1.0	2.8	2.8	2.8
CLERK TYPIST	1.0	1.0	1.0	1.0	-
MATERIALS HANDLER WAREHOUSE	9.0	9.0	9.0	9.0	9.0
Total Operating Fund FTE	14.0	14.0	15.8	15.8	14.8

Risk Management

7401

Program Overview and Insights

The mission of Risk Management is to promptly identify, manage, report, and monitor risks that affect the achievement of strategic, operational, and financial objectives. The program encompasses safety programs and property and casualty insurance programs to protect students, staff, visitors, and property. Building safety inspections are routinely conducted to inform on fire code and safety risk exposures, playground safety inspections to safeguard students learning through play, and driver monitoring to reduce risky driving behavior. Risk Management engages with multiple HCPSS programs to mitigate root causes of high volume or high-value claims (e.g., collaborating with Student Transportation to review accidents and work on strategies and technology to reduce accident rates).

Risk Management staff work cross-functionally and partner with outside agencies including local and state government and community organizations to implement risk management principles and techniques. The school system participates in the Maryland Association of Boards of Education (MABE) Group Insurance Pool and benefits from insurance coverages and costs advantages compared to directly purchasing commercially available insurance.

It is HCPSS policy to protect its employees from occupational injuries by implementing safe work practices and complying with Maryland Occupational Safety and Health (MOSH) regulations.

Budget Summary

Risk Management	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 09 Student Transportation Services</i>									
Other Charges									
Insurance-School Buses	\$ 581,241	\$ 588,802	\$ 677,122	\$ 677,121	\$ 765,148	\$ 765,148	\$ 725,000	\$ 914,600	\$ 189,600
Insurance-School Buses-Sp Ed	145,311	145,311	167,108	167,108	188,832	188,832	230,000	271,400	41,400
Subtotal	726,552	734,113	844,230	844,229	953,980	953,980	955,000	1,186,000	231,000
<i>State Category 10 Operation of Plant</i>									
Salaries and Wages									
Salaries	312,173	313,447	322,500	322,513	336,001	335,960	351,956	278,693	(73,263)
Wages-Temporary Help	8,000	6,101	8,240	10,475	8,685	19,769	8,685	8,685	-
Subtotal	320,173	319,548	330,740	332,988	344,686	355,729	360,641	287,378	(73,263)
Contracted Services									
Repair-Equipment	2,100	1,419	2,163	795	2,226	-	1,500	1,500	-
Medical Services	27,075	17,441	42,613	17,559	44,914	36,348	25,000	25,000	-
Contracted-Labor	14,700	14,691	16,905	-	17,818	9,700	15,000	15,000	-
Subtotal	43,875	33,551	61,681	18,354	64,958	46,048	41,500	41,500	-
Supplies and Materials									
Supplies-General	4,526	2,377	4,662	1,674	4,914	4,573	4,000	4,000	-
Technology-Supply	-	-	-	1,539	-	-	-	-	-
Technology-Computer	-	-	-	3,768	-	-	-	-	-
Subtotal	4,526	2,377	4,662	6,981	4,914	4,573	4,000	4,000	-
Other Charges									
Insurance-Property	1,174,680	1,173,929	1,350,882	892,627	1,526,497	1,057,117	1,700,000	2,173,500	473,500
Dues & Subscriptions	2,500	1,256	2,575	1,237	2,714	1,080	1,500	700	(800)
Travel-Mileage	-	-	2,200	94	2,240	87	247	247	-
Training	10,000	5,904	10,300	2,154	10,856	4,454	10,000	-	(10,000)
Subtotal	1,187,180	1,181,089	1,365,957	896,112	1,542,307	1,062,738	1,711,747	2,174,447	462,700
<i>State Category 11 Maintenance of Plant</i>									
Contracted Services									
Repair-Buildings	-	-	-	59,450	-	138,323	-	-	-
Subtotal	-	-	-	59,450	-	138,323	-	-	-
<i>State Category 12 Fixed Charges</i>									
Other Charges									
Insurance-Liability	926,219	926,219	965,152	965,152	1,090,622	1,090,622	1,336,000	1,436,000	100,000
Insurance-Vehicles	360,197	360,197	414,227	414,227	468,077	468,077	330,000	392,500	62,500
Subtotal	1,286,416	1,286,416	1,379,379	1,379,379	1,558,699	1,558,699	1,666,000	1,828,500	162,500
<i>State Category 14 Community Services</i>									
Other Charges									
Insurance-School Buses	7,561	-	-	-	-	-	-	-	-
Subtotal	7,561	-	-	-	-	-	-	-	-
Program 7401 Total	\$ 3,576,283	\$ 3,557,094	\$ 3,986,649	\$ 3,537,493	\$ 4,469,544	\$ 4,120,090	\$ 4,738,888	\$ 5,521,825	\$ 782,937

Budget Summary Analysis

Program 7401–Risk Management

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 09 Student Transportation Services			
Other Charges			
Insurance-School Buses	Automotive liability insurance for bus contractors and drivers for regular school buses.	\$ 189,600	• Increases funding for insurance premiums based on projections provided by MABE.
Insurance-School Buses-Sp Ed	Automotive liability insurance for bus contractors and drivers for special education school buses.	41,400	• Increases funding for insurance premiums based on projections provided by MABE.
State Category 10 Operation of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	(73,263)	<ul style="list-style-type: none"> • Reflects the following staffing change in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Secretary transferred to Environment (7402) • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages paid to temporary employees providing support to the Risk Management Office.	-	• No change.
Contracted Services			
Repair-Equipment	Repair of equipment for workplace safety.	-	• No change.
Medical Services	Services required to comply with federal and state occupational and health standards, including Hepatitis B vaccine, safety glasses, random drug and alcohol testing for operators where a commercial driver’s license is required. Includes medical consultation for employee medical issues.	-	• No change.
Contracted-Labor	Provides support to maintain and refresh Occupational Health and Safety programs, and training of employees. Includes organization membership in the Safety Council of Maryland, who provides support, materials and training for safety programs.	-	• No change.
Supplies and Materials			
Supplies-General	Equipment to meet safety and medical services. Includes Automated External Defibrillators at all locations, emergency bottled water, and other supplies. General office supplies.	-	• No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 10 Operation of Plant (cont.)			
Other Charges			
Insurance-Property	Comprehensive property insurance for perils such as fire, theft and natural disasters for board of education owned buildings and equipment.	473,500	• Increases funding for insurance premiums based on projections provided by MABE.
Dues & Subscriptions	Professional memberships and resources.	(800)	• Decreases funding for professional memberships.
Travel-Mileage	Business-related mileage reimbursement for staff.	-	• No change.
Training	Staff training costs for risk management programs, and for safety training to meet Maryland Occupational Safety and Health regulation.	(10,000)	• Decreases funding for training.
State Category 12 Fixed Charges			
Other Charges			
Insurance-Liability	Comprehensive general liability insurance for general business risks, including bodily injury, property damage, and school board legal coverage.	100,000	• Increases funding for insurance premiums based on projections provided by MABE.
Insurance-Vehicles	Automotive insurance for vehicles owned or leased by the board of education, including collision, liability and uninsured motorist coverages.	62,500	• Increases funding for insurance premiums based on projections provided by MABE.
		Total \$ Change	\$ 782,937
		Total % Change	16.52%

Staffing

Program 7401	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
MANAGER	1.0	1.0	1.0	1.0	1.0
SPECIALIST	1.0	1.0	1.0	1.0	1.0
SECRETARY	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	3.0	3.0	3.0	3.0	2.0

Environment

7402

Program Overview and Insights

This program identifies environmental hazards in the school setting that may cause health concerns, performs environmental sampling, and maintains records for environmental programs. Environmental personnel respond to, investigate, identify, mitigate, and/or communicate related concerns, findings, and recommendations.

While cross-functional collaboration within the school system is required, the environmental program staff also partner with outside agencies including federal, state, and local government, community organizations, and businesses to implement sound environmental principles and techniques. The program manages various consultants and contractors providing support.

The above allows for compliance with federal, state, and local environmental regulations along with following non-enforceable standards and guidelines that would be considered “best-practice.”

Program Elements:

- Asbestos
- Safe drinking water (including lead)
- Radon
- Disposal of chemical/hazardous materials
- Indoor Environmental Quality Assessments
- Addressing environmental concerns
- Oil/hazardous material response
- Restoration oversight (water, fire, and mold)
- Bottled water (emergencies)
- Training of employees
- Maryland Association of Boards of Education (MABE) inspections

Budget Summary

Environment	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 10 Operation of Plant</i>									
Salaries and Wages									
Salaries	\$ 218,249	\$ 216,861	\$ 222,686	\$ 201,130	\$ 244,973	\$ 211,999	\$ 391,311	\$ 291,443	\$ (99,868)
Subtotal	218,249	216,861	222,686	201,130	244,973	211,999	391,311	291,443	(99,868)
Contracted Services									
Medical Services	6,000	4,058	6,000	981	7,200	1,221	7,200	7,200	-
Subtotal	6,000	4,058	6,000	981	7,200	1,221	7,200	7,200	-
Other Charges									
Dues & Subscriptions	2,000	761	2,000	761	2,000	1,481	2,000	750	(1,250)
Training	4,000	2,583	4,000	2,586	4,000	3,726	4,000	4,000	-
Travel-Conferences	-	-	-	70	-	-	-	-	-
Travel-Mileage	-	267	2,500	584	2,500	309	2,500	500	(2,000)
Subtotal	6,000	3,611	8,500	4,001	8,500	5,516	8,500	5,250	(3,250)
<i>State Category 11 Maintenance of Plant</i>									
Contracted Services									
Repair-Buildings	305,000	313,493	305,000	298,826	350,000	327,402	385,000	255,000	(130,000)
Repair-Equipment	3,000	2,824	4,000	3,976	4,400	4,399	5,400	3,725	(1,675)
Subtotal	308,000	316,317	309,000	302,802	354,400	331,801	390,400	258,725	(131,675)
Supplies and Materials									
Supplies-General	5,000	4,570	15,000	10,900	20,000	13,936	15,000	9,000	(6,000)
Technology-Supply	-	-	-	-	-	536	-	-	-
Technology-Computer	-	-	-	-	-	972	-	-	-
Subtotal	5,000	4,570	15,000	10,900	20,000	15,444	15,000	9,000	(6,000)
Program 7402 Total	\$ 543,249	\$ 545,417	\$ 561,186	\$ 519,814	\$ 635,073	\$ 565,981	\$ 812,411	\$ 571,618	\$ (240,793)

Performance Manager: Chris Madden
Operations

Environment – 7402

Budget Summary Analysis

Program 7402–Environment

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 10 Operation of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (99,868)	<ul style="list-style-type: none"> • Reflects the following staffing change in FY 2025: <ul style="list-style-type: none"> ◦ 1.0 Secretary transferred from Risk Management (7401) • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Assistant Manager • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Contracted Services			
Medical Services	Annual audiograms and medical follow-up pertaining to hearing issues as part of the Grounds Services hearing conservation program.	-	• No change.
Other Charges			
Dues & Subscriptions	Dues to maintain professional certifications and other professional resources.	(1,250)	• Decreases funding for professional dues.
Training	Safety, industrial hygiene, and environmental training for school system staff to maintain professional designations and certifications in order to perform job functions (i.e. asbestos, water sampling, Certified Industrial Hygienist (CIH)).	-	• No change.
Travel-Mileage	Business-related mileage reimbursement for staff.	(2,000)	• Decreases funding for mileage reimbursements.
State Category 11 Maintenance of Plant			
Contracted Services			
Repair-Buildings	Environmental monitoring and remediation. This includes drinking water sampling and analysis, indoor environmental quality, radon testing, asbestos sampling and abatement, chemical disposal, restoration projects, etc.	(130,000)	• Decreases funding for monitoring and remediation projects.
Repair-Equipment	Repair and annual manufacturer calibration of safety/environmental/ industrial hygiene equipment.	(1,675)	• Decreases funding for equipment repair and maintenance.
Supplies and Materials			
Supplies-General	Office supplies and purchasing of safety/environmental/industrial hygiene equipment and/or accessories (i.e. batteries), and providing bottled water for emergency situations.	(6,000)	• Decreases funding for supplies.
		Total \$ Change	\$ (240,793)
		Total % Change	(29.64)%

Staffing

Program 7402	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
INDUSTRIAL HYGIENIST/INDOOR ENVIRONMENTAL QUALITY MANAGER	1.0	1.0	1.0	1.0	1.0
ASSISTANT MANAGER	-	-	-	1.0	-
SPECIALIST	1.0	1.0	1.0	1.0	1.0
SECRETARY	-	-	-	-	1.0
Total Operating Fund FTE	2.0	2.0	2.0	3.0	3.0

Emergency Preparedness and Response

7403

Program Overview and Insights

The Emergency Preparedness and Response program encompasses measures designed to plan for, mitigate, respond to, and recover from hazards that have the potential to disrupt or endanger a safe school and work environment. The program is designed specifically to meet the requirements and objectives outlined in the Maryland Safe to Learn Act, Guide for Developing High-Quality School Emergency Operations Plans supported by the U.S. Department of Education and the Emergency Planning Guidelines for Local School Systems and Schools published by the Maryland State Department of Education. Other local, state, and nationally accepted preparedness and response guidelines are incorporated into the program where appropriate.

The program’s activities are closely coordinated with various governmental partners including the Maryland Center for School Safety, Howard County Department of Fire and Rescue Services, Office of Emergency Planning and Response, and other agencies. The successful performance of the Emergency Preparedness and Response program also depends on collaboration with key community partners including advocates for those in our community with special needs, the Howard County Community Emergency Resiliency Network, private businesses, and other advocacy groups.

The program includes the following main elements:

- Emergency planning
- Incident response
- Drills & exercise development
- Multi-year training program
- Operational Planning
- Inspections and Assessments

Budget Summary

Emergency Preparedness and Response	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 10 Operation of Plant</i>									
Salaries and Wages									
Salaries	\$ 124,293	\$ 127,243	\$ 131,096	\$ 131,090	\$ 196,692	\$ 131,258	\$ 229,366	\$ 235,596	\$ 6,230
Subtotal	124,293	127,243	131,096	131,090	196,692	131,258	229,366	235,596	6,230
Contracted Services									
Repair-Equipment	92,500	92,000	92,500	1,418	97,495	-	97,495	72,495	(25,000)
Contracted-Consultant	-	95,000	-	2,782	-	-	-	-	-
Subtotal	92,500	187,000	92,500	4,200	97,495	-	97,495	72,495	(25,000)
Supplies and Materials									
Supplies-General	-	(336)	-	-	-	-	-	-	-
Supplies-Communication	-	344,498	-	-	-	-	-	-	-
Technology-Supply	-	-	-	802	-	-	-	-	-
Technology-Computer	-	-	-	1,468	-	-	-	-	-
Subtotal	-	344,162	-	2,270	-	-	-	-	-
Other Charges									
Dues & Subscriptions	1,000	-	1,000	-	1,054	150	1,000	200	(800)
Training	1,000	-	1,000	-	1,054	-	1,000	-	(1,000)
Subtotal	2,000	-	2,000	-	2,108	150	2,000	200	(1,800)
Program 7403 Total	\$ 218,793	\$ 658,405	\$ 225,596	\$ 137,560	\$ 296,295	\$ 131,408	\$ 328,861	\$ 308,291	\$ (20,570)

Budget Summary Analysis

Program 7403–Emergency Preparedness and Response

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 10 Operation of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 6,230	<ul style="list-style-type: none"> • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Contracted Services			
Repair-Equipment	Repair or replacement of school-based emergency response equipment such as	(25,000)	• Decreases funding for equipment repair.
Other Charges			
Dues & Subscriptions	Organization membership in professional organizations.	(800)	• Decreases funding for professional dues.
Training	Safety and emergency training certification required by state and federal regulations for staff.	(1,000)	• Eliminates funding for training.
		Total \$ Change	\$ (20,570)
		Total % Change	(6.25)%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 7403					
MANAGER	1.0	1.0	1.0	1.0	1.0
SPECIALIST	-	-	-	1.0	1.0
TECHNICIAN	-	-	1.0	-	-
Total Operating Fund FTE	1.0	1.0	2.0	2.0	2.0

Security

7404

Program Overview and Insights

The Security program designs and implements strategies to prevent, detect, and delay physical and behavioral threats with the potential to disrupt or endanger a safe school and work environment. The program is designed specifically to meet the requirements and objectives outlined in the Maryland Safe to Learn Act and the Department of Homeland Security K–12 School Security Practices Guide. Local, state, and nationally accepted security, preparedness, and response guidelines are incorporated into the program, where appropriate.

The program’s activities are closely coordinated with various governmental partners, including the Maryland Center for School Safety and the Howard County Police Department. The successful performance of the Security program also depends on collaboration with key community partners, including community advocates for those with special needs, and private businesses.

The program includes the following main elements:

- Security planning & assessment
- Physical security protective measures
- Investigations
- Law Enforcement / Emergency Management Stakeholder Liaison
- Security staffing
- Active Assailant training
- Incident Response
- School Resource Officer Program Liaison

Benchmarking current staffing against other local school systems highlights the urgent need to increase staffing ratios for Security staff.

Security Staffing by County								
County/ District	# of Schools	Enrollment (in 1,000s)	Security Mgrs.	Security Staff	SROs	Total Security Coverage (SROs included)	Security Coverage Per 1,000 students	HS/MS/ES Coverage
Howard	78	57	1	17	12	30	0.526	HS
Harford	55	38	3	28	20	51	1.342	HS, MS, ES
Carroll	41	24.5	2	20	13	35	1.429	
Montgomery*	210	158	9	240	25	274	1.734	HS, MS, ES
DC	118	49	6	358	60	424	8.653	HS

*Montgomery County uses Community Engagement Officers (CEO) for school coverage. CEOs are dedicated to the school system, but not assigned to a specific school.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Security									
<i>State Category 10 Operation of Plant</i>									
Salaries and Wages									
Salaries	\$ 1,384,443	\$ 1,288,964	\$ 1,377,460	\$ 1,252,896	\$ 1,372,331	\$ 1,363,932	\$ 1,751,983	\$ 1,638,819	\$ (113,164)
Wages-Overtime	-	55,847	30,000	144,678	250,000	185,526	250,000	210,000	(40,000)
Wages-Temporary Help	150,000	5,840	150,000	21,170	150,000	48,859	150,000	150,000	-
Subtotal	1,534,443	1,350,651	1,557,460	1,418,744	1,772,331	1,598,317	2,151,983	1,998,819	(153,164)
Contracted Services									
Repair-Equipment	-	-	77,500	-	79,500	-	34,064	19,064	(15,000)
Maintenance-Software	-	-	4,000	-	-	-	-	-	-
Contracted-Consultant	-	-	-	-	-	38,000	-	-	-
Contracted-Security	245,000	-	245,000	31,475	295,000	295,000	295,000	295,000	-
Subtotal	245,000	-	326,500	31,475	374,500	333,000	329,064	314,064	(15,000)
Supplies and Materials									
Supplies-General	35,200	28,944	32,256	20,668	33,998	33,019	30,000	30,000	-
Uniforms-Staff	10,000	3,371	10,300	5,170	10,856	10,856	10,856	10,856	-
Technology-Supply	-	-	-	7,879	4,880	4,662	4,880	1,880	(3,000)
Technology-Computer	2,200	2,112	2,200	14,751	15,312	13,694	15,312	2,000	(13,312)
Subtotal	47,400	34,427	44,756	48,468	65,046	62,231	61,048	44,736	(16,312)
Other Charges									
Utilities-Telecomm	31,500	25,870	32,445	756	34,197	29,963	34,197	34,197	-
Travel-Mileage	-	-	-	-	-	1,500	1,500	2,000	500
Dues & Subscriptions	500	-	500	1,800	2,500	1,650	2,500	1,800	(700)
Subtotal	32,000	25,870	32,945	2,556	36,697	33,113	38,197	37,997	(200)
Program 7404 Total	\$ 1,858,843	\$ 1,410,948	\$ 1,961,661	\$ 1,501,243	\$ 2,248,574	\$ 2,026,661	\$ 2,580,292	\$ 2,395,616	\$ (184,676)

Budget Summary Analysis

Program 7404–Security

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 10 Operation of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (113,164)	<ul style="list-style-type: none"> • Reflects the following staffing changes in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Secretary reclassified to 1.0 Executive Assistant • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Security Assistant ◦ (1.0) Officer Investigation/Security • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Overtime	Wages paid to staff for security coverage at events that transpire outside of the work day.	(40,000)	<ul style="list-style-type: none"> • Decreases funding for overtime wages.
Wages-Temporary Help	Wages paid to temporary employees for security coverage at after school events and summer school security.	-	<ul style="list-style-type: none"> • No change.
Contracted Services			
Repair-Equipment	Repairs and maintenance on the visitor management system utilized in school buildings. Also includes repairs for radios and repeaters.	(15,000)	<ul style="list-style-type: none"> • Decreases funding for equipment repair.
Maintenance-Software	Web-based secured site utilized by security staff for residency investigations.	-	<ul style="list-style-type: none"> • No change.
Contracted-Security	Payment to Howard County Police Department and contracted security companies for providing security at events.	-	<ul style="list-style-type: none"> • No change.
Supplies and Materials			
Supplies-General	General office supplies, as well as photo ID supplies and repairs.	-	<ul style="list-style-type: none"> • No change.
Uniforms-Staff	Uniforms for security personnel.	-	<ul style="list-style-type: none"> • No change.
Technology-Supply	Replacement computer accessories for staff.	(3,000)	<ul style="list-style-type: none"> • Decreases funding for computer accessories.
Technology-Computer	Replacement computers for staff.	(13,312)	<ul style="list-style-type: none"> • Decreases funding for computer replacements.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
<i>State Category 10 Operation of Plant (cont.)</i>			
Other Charges			
Utilities-Telecomm	Funds for purchasing of school radios, repeaters, and batteries.	-	• No change.
Travel-Mileage	Mileage allowance for the Director of Security, Emergency Preparedness and Response.	500	• Eliminates (\$1,500) mileage stipend benefit for designated managerial positions. • Increases \$2,000 for itemized mileage reimbursement.
Dues & Subscriptions	Organization membership in professional organizations. Beginning in FY 2023, this cost also includes the subscription to the web-based secured site utilized by security staff for residency investigations.	(700)	• Decreases funding for professional dues.
		Total \$ Change	\$ (184,676)
		Total % Change	(7.16)%

Staffing

Program 7404	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR OF SECURITY, EMERGENCY PREPAREDNESS, AND RESPONSE	1.0	1.0	1.0	1.0	1.0
ASSISTANT DIRECTOR	-	-	-	1.0	1.0
ASSISTANT MANAGER	1.0	1.0	1.0	2.0	2.0
OFFICER INVESTIGATION/SECURITY	1.0	1.0	1.0	1.0	-
SECURITY OFFICER	2.0	3.0	3.0	3.0	3.0
SECURITY ASSISTANT	15.0	14.0	14.0	15.0	14.0
TECHNICIAN	1.0	1.0	-	-	-
EXECUTIVE ASSISTANT	-	-	-	-	1.0
SECRETARY	1.0	1.0	1.0	1.0	-
Total Operating Fund FTE	22.0	22.0	21.0	24.0	22.0

Facilities Administration

7601

Program Overview and Insights

The staff of the Offices of Custodial Services (7102), Utilities (7201), Energy Management (7202), Integrated Pest Management (7601), Building Maintenance (7602), and Grounds Maintenance (7801), work collaboratively to provide a quality educational environment that is safe, aesthetically pleasing, comfortable, and secure. Management staff are responsible for planning, developing, implementing, monitoring, and assessing strategies to meet the facility needs of all HCPSS buildings.

The Energy Management Program endeavors to lower energy costs while maintaining consistent and comfortable temperature levels throughout the buildings. It provides assistance with energy conservation opportunities and environmental literacy.

The Integrated Pest Management program provides periodic inspections of all facilities, the control of pests in and around all facilities to ensure a healthy school environment is maintained.

The Offices of Custodial Services, Building Maintenance, and Grounds Maintenance are responsible for providing and sustaining a quality indoor/outdoor environment which includes maintenance service to over 9 million square feet of buildings and over 1,820 acres. These offices work to meet the goal of long-term cost savings, relative to facilities modification and equipment replacement cost. These offices assist with providing the most effective physical environment for instruction and the workplace environment.

Direct support, oversight, and collaboration are given to offices and schools to assist with optimizing efficiencies and effectiveness in keeping school facilities in new or near new condition.

The office tracks data for Public School Construction Program inspections, Maryland Association of Boards of Education (MABE), Maryland Department of Agriculture and Howard County Department of Fire and Rescue.

	Actual FY 2019		Actual FY 2020		Actual FY 2021		Actual FY 2022		Actual FY 2023	
	Work Orders	Completion Days	Work Orders	Completion Days	Work Orders	Completion Days	Work Orders	Completion Days	Work Orders	Completion Days
MABE	64	37	86	50	111	27	65	53	TBD	TBD
Public School Construction Program	38	40	152	61	210	31	659	63	TBD	TBD

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Facilities Administration									
<i>State Category 10 Operation of Plant</i>									
Contracted Services									
Pest Control	\$ 171,000	\$ 155,948	\$ 171,000	\$ 142,875	\$ 161,000	\$ 118,682	\$ 161,000	\$ 131,000	\$ (30,000)
Lease-Buildings	-	-	-	-	210,000	203,038	218,000	228,900	10,900
Contracted-General	-	-	-	24,702	-	-	-	-	-
Subtotal	171,000	155,948	171,000	167,577	371,000	321,720	379,000	359,900	(19,100)
Supplies and Materials									
Supplies-General	-	10,710	-	-	-	-	-	-	-
Subtotal	-	10,710	-	-	-	-	-	-	-
<i>State Category 11 Maintenance of Plant</i>									
Salaries and Wages									
Salaries	288,022	291,927	298,929	298,978	310,205	303,263	581,407	599,154	17,747
Subtotal	288,022	291,927	298,929	298,978	310,205	303,263	581,407	599,154	17,747
Contracted Services									
Printing-Outside Svcs	2,100	165	-	-	-	-	-	-	-
Contracted-Consultant	79,686	43,627	79,686	74,681	79,686	66,969	85,086	85,086	-
Contracted-Labor	-	20,455	-	-	-	-	-	-	-
Subtotal	81,786	64,247	79,686	74,681	79,686	66,969	85,086	85,086	-
Supplies and Materials									
Supplies-General	7,080	2,451	7,080	5,470	7,080	4,908	7,080	5,080	(2,000)
Technology-Computer	-	681	2,100	8,684	12,100	10,275	12,100	2,100	(10,000)
Subtotal	7,080	3,132	9,180	14,154	19,180	15,183	19,180	7,180	(12,000)
Other Charges									
Training	-	299	-	-	-	4,840	-	-	-
Dues & Subscriptions	3,090	2,535	3,090	3,056	3,090	2,626	3,090	3,090	-
Subtotal	3,090	2,834	3,090	3,056	3,090	7,466	3,090	3,090	-
Equipment									
Equipment-Additional	-	-	-	-	-	11,615	-	-	-
Subtotal	-	-	-	-	-	11,615	-	-	-
Program 7601 Total	\$ 550,978	\$ 528,798	\$ 561,885	\$ 558,446	\$ 783,161	\$ 726,216	\$ 1,067,763	\$ 1,054,410	\$ (13,353)

Budget Summary Analysis

Program 7601–Facilities Administration

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
State Category 10 Operation of Plant			
Contracted Services			
Pest Control	Integrated pest control services.	\$ (30,000)	• Decreases funding for pest control services.
Lease-Buildings	Building lease contract for conference space to be utilized by Teacher & Paraprofessional Development (4801) for training space.	10,900	• Increases funding to support the lease agreement for conference space.
State Category 11 Maintenance of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	17,747	• Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Contracted Services			
Contracted-Consultant	Outside contractual and engineering services for this program. Includes funding for the work order system, School Dude.	-	• No change.
Supplies and Materials			
Supplies-General	Safety and general related supplies. Funds for first aid, Integrated Pest Management supplies including traps and monitors.	(2,000)	• Decreases funding for supplies.
Technology-Computer	Replacement computers for staff.	(10,000)	• Decreases funding for replacement computers.
Other Charges			
Dues & Subscriptions	Annual dues for school facilities publication. Includes dues for the school system’s membership in Council of Education Facilities Planners and dues for US Green Building Council (USGBC).	-	• No change.
		Total \$ Change	\$ (13,353)
		Total % Change	(1.25)%

Staffing

Program 7601	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	-	-	-	1.0	1.0
COORDINATOR	-	-	-	1.0	1.0
SAFETY ASSISTANT	1.0	1.0	1.0	1.0	1.0
SPECIALIST	1.0	1.0	1.0	1.0	1.0
SECRETARY	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	3.0	3.0	3.0	5.0	5.0

Building Maintenance

7602

Program Overview and Insights

This program is responsible for the routine maintenance and repair of building components, equipment, and systems for over 9 million square feet of facilities.

Maintenance efforts are funded primarily through the operating budget; however, some major repair and replacement costs related to these systems and components are funded from the capital budget.

Building Maintenance has a dedicated preventive maintenance program that includes regular air filter replacements, belt replacements, and lubrication of bearings for HVAC equipment; inspection and maintenance of life safety systems and elevators; cleaning and tuning of boilers; and maintenance of cooling towers and chillers. This routine maintenance optimizes energy efficiency, minimizes fuel consumption, and maximizes the serviceable life of the equipment.

Building Maintenance staff utilizes industry standards to identify best practices and to improve current maintenance practices for both repair and preventive maintenance of building systems.

This program provides the staffing and supplies necessary for the continuing maintenance of the schools, offices, and special learning facilities of the HCPSS to ensure a safe and healthy learning environment for all students, faculty, and staff among all communities.

The following data indicates the percentage of scheduled preventive maintenance (PM) work orders completed by Building Maintenance. Data correlates to an increasing percentage of PM work orders completed.

Building Maintenance – Scheduled Preventive Maintenance (PM) and Reactive Maintenance					
	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
PM Work Orders Completed	6,782	5,594*	8,379*	8,733	TBD
Reactive Work Orders Completed	22,994	17,132*	23,888*	20,438	TBD
Total Number of Work Orders Completed	29,776	22,726*	32,267*	29,171	TBD
<i>Percentage of PM Work Orders Completed</i>	22.8%	24.6%*	26.0%*	29.9%	TBD

* Affected by the impact of COVID-19 on instruction and operations.

The following data indicates the average cost per work order completed by Building Maintenance. Data correlates to an increasing total cost and cost per work order to maintain facilities.

Building Maintenance – Cost per Work Order Completed					
	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
Total Building Maintenance Costs	\$5,537,051	\$4,431,005*	\$6,338,125	\$8,329,551	TBD
Total Number of Work Orders Completed	29,776	22,726*	32,267	29,171	TBD
Average Cost per Work Order	\$185.96	\$195.98*	\$196.43	\$285.54	TBD

* Affected by the impact of COVID-19 on instruction and operations.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Building Maintenance									
<i>State Category 11 Maintenance of Plant</i>									
Salaries and Wages									
Salaries	\$ 6,992,857	\$ 6,705,157	\$ 7,461,510	\$ 7,119,710	\$ 7,340,884	\$ 7,409,713	\$ 7,436,999	\$ 6,651,113	\$ (785,886)
Wages-Temporary Help	-	-	3,000	2,244	3,000	36,245	38,000	-	(38,000)
Wages-Overtime	300,000	268,347	397,000	248,620	397,000	330,790	397,000	367,225	(29,775)
Subtotal	7,292,857	6,973,504	7,861,510	7,370,574	7,740,884	7,776,748	7,871,999	7,018,338	(853,661)
Contracted Services									
Rental-Equipment	23,673	15,923	23,673	315,612	123,673	344,939	123,673	100,000	(23,673)
Repair-Equipment	1,474,707	2,890,954	1,474,707	1,470,716	1,474,707	1,867,044	1,474,707	1,474,707	-
Repair-Buildings	2,895,508	2,458,205	2,023,238	1,808,001	2,023,238	2,220,972	2,023,238	2,023,238	-
Contracted-Consultant	320,000	134,103	312,180	230,164	312,180	202,908	264,080	245,920	(18,160)
Contracted-Labor	165,000	116,142	1,004,300	1,055,715	1,004,300	966,648	1,052,400	1,052,400	-
Subtotal	4,878,888	5,615,327	4,838,098	4,880,208	4,938,098	5,602,511	4,938,098	4,896,265	(41,833)
Supplies and Materials									
Supplies-General	727,500	941,160	727,500	980,065	727,500	505,154	727,500	727,500	-
Supplies-Other	-	302,902	-	-	-	-	-	-	-
Food	-	-	-	-	-	107	6,480	6,480	-
Uniforms-Staff	-	-	-	-	-	1,120	12,150	12,150	-
Technology-Computer	-	11,865	-	1,330	-	10,697	-	-	-
Technology-Supply	-	563	-	368	-	973	-	-	-
Subtotal	727,500	1,256,490	727,500	981,763	727,500	518,051	746,130	746,130	-
Other Charges									
Travel-Mileage	-	-	-	9	-	374	-	-	-
Training	45,000	4,161	45,000	8,426	45,000	6,259	45,000	30,000	(15,000)
Subtotal	45,000	4,161	45,000	8,435	45,000	6,633	45,000	30,000	(15,000)
Equipment									
Equipment-Replacement	521,860	514,395	521,860	490,827	521,860	233,159	521,860	500,000	(21,860)
Subtotal	521,860	514,395	521,860	490,827	521,860	233,159	521,860	500,000	(21,860)
Program 7602 Total	\$ 13,466,105	\$ 14,363,877	\$ 13,993,968	\$ 13,731,807	\$ 13,973,342	\$ 14,137,102	\$ 14,123,087	\$ 13,190,733	\$ (932,354)

Budget Summary Analysis

Program 7602–Building Maintenance

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
<i>State Category 11 Maintenance of Plant</i>			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (785,886)	<ul style="list-style-type: none"> • Reflects the following staffing changes in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Project Manager reclassified to 1.0 Project Specialist ◦ (1.0) HVAC Technician reclassified to 1.0 HVAC Apprentice • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (2.0) Assistant Managers ◦ (1.0) Boiler Burner Specialist ◦ (2.0) Carpenters ◦ (1.0) Electrician ◦ (1.0) Electronics Technician ◦ (1.0) HVAC Master Mechanic ◦ (1.0) HVAC Technician ◦ (1.0) Leadman Carpenter ◦ (2.0) Mechanics Preventative Maintenance ◦ (1.0) Secretary • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget
Wages-Temporary Help	Wages for temporary help.	(38,000)	<ul style="list-style-type: none"> • Eliminates funding to support wages for the Youth Apprentice Program.
Wages-Overtime	Overtime for emergency situations and work that must be scheduled for off-hours.	(29,775)	<ul style="list-style-type: none"> • Decreases funding for overtime wages.
Contracted Services			
Rental-Equipment	Crane for hoisting replacement equipment on roofs. Chillers and spot coolers in event air-conditioning failure during cooling season. Generators in event of emergency generator failures.	(23,673)	<ul style="list-style-type: none"> • Decreases funding for equipment rentals.
Repair-Equipment	Overall costs associated with repairs to all HVAC and Plumbing maintenance equipment including but not limited to boilers, chillers, cooling towers, unit ventilators, fan coil units, exhaust fans, water heaters, water booster pumps, faucets, toilets, water coolers, and energy management controls.	-	<ul style="list-style-type: none"> • No change.
Repair-Buildings	Overall repairs to buildings and system components including but not limited to roofs, doors, windows, hardwood and tile flooring, carpet, elevators, panelboards, light fixtures, bleachers, lockers, fire extinguishers, cameras, fire alarm and security devices and panels.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 11 Maintenance of Plant (cont.)			
Contracted Services (cont.)			
Contracted-Consultant	Professional architect and engineering design services for equipment upgrades, minor renovations, and structural analyses.	(18,160)	• Decreases funding for consultant services.
Contracted-Labor	Services for inspections mandated by State and Local authorities including but not limited to fire alarm, roof inspections, sprinklers, elevators, grease traps, and gym equipment. Annual service for HVAC automated temperature controls and software upgrades.	-	• No change.
Supplies and Materials			
Supplies-General	Supplies and materials for maintenance shops including work uniforms.	-	• No change.
Food	Meal reimbursements for inclement weather, per negotiated AFSCME agreement.	-	• No change.
Uniforms-Staff	Apparel allowance for inclement weather gear, per negotiated AFSCME agreement.	-	• No change.
Other Charges			
Training	Training in new technology and safety seminars for employees in all disciplines.	(15,000)	• Decreases funding for training.
Equipment			
Equipment-Replacement	HVAC, plumbing, and electrical equipment to replace obsolete, badly damaged, and/or deteriorating items, such as chillers, rooftop units, compressors, generators, boilers, hot water heaters/tanks, etc.	(21,860)	• Decreases funding for equipment.
Total \$ Change		\$ (932,354)	
Total % Change		(6.60)%	

Staffing

Program 7602	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	1.0	1.0	1.0	-	-
MANAGER	2.0	2.0	2.0	2.0	2.0
ASSISTANT MANAGER	2.0	2.0	4.0	3.0	1.0
ACCOUNTING ASSISTANT	1.0	1.0	1.0	1.0	1.0
BOILER BURNER SPECIALIST	4.0	4.0	4.0	4.0	3.0
BUILDING AUTOMATED SYSTEM SPECIALIST	-	2.0	3.0	3.0	3.0
CARPENTER	14.0	14.0	14.0	14.0	12.0
COORDINATOR INVENTORY/DATA	1.0	-	-	-	-
COORDINATOR MAINTENANCE INV	1.0	1.0	1.0	1.0	1.0
DATA & INVENTORY COORDINATOR	-	1.0	1.0	-	-
ELECTRICIAN	11.0	6.0	6.0	5.0	4.0
ELECTRICIAN MASTER	-	3.0	3.0	3.0	3.0
ELECTRONICS TECHNICIAN	-	4.0	4.0	4.0	3.0
ELECTRONICS WORKER	-	2.0	2.0	2.0	2.0
FIRE EXTINGUISHER TECHNICIAN	1.0	1.0	1.0	1.0	1.0
GENERATOR TECHNICIAN	-	1.0	1.0	2.0	2.0
HARDWARE TECHNICIAN	-	1.0	1.0	1.0	1.0
HVAC APPRENTICE	2.0	2.0	2.0	2.0	3.0
HVAC MASTER MECHANIC	-	3.0	3.0	3.0	2.0
HVAC TECHNICIAN	-	14.0	14.0	14.0	12.0
LEADMAN CARPENTER	3.0	3.0	3.0	3.0	2.0
LEADMAN ELECTRICAL	1.0	1.0	1.0	1.0	1.0
LEADMAN HVAC	1.0	1.0	1.0	1.0	1.0
LEADMAN PLUMBER	-	1.0	1.0	1.0	1.0
LEADMAN SECURITY & SAFETY	-	1.0	1.0	1.0	1.0
MAINTENANCE CONTROL SPECIALIST	4.0	2.0	1.0	1.0	1.0
MECHANIC PREVENTIVE MAINTENANCE	7.0	7.0	8.0	8.0	6.0
PAINTER	2.0	2.0	2.0	2.0	2.0
PLUMBER	-	1.0	1.0	1.0	1.0
PLUMBER JOURNEYMAN	5.0	4.0	4.0	4.0	4.0
PLUMBER MASTER	3.0	1.0	1.0	1.0	1.0
PLUMBER/WATER TREATMENT SPECIALIST	-	1.0	1.0	1.0	1.0
PROJECT MANAGER	-	-	1.0	1.0	-
PROJECT SPECIALIST	-	-	-	-	1.0
REGISTERED LOCKSMITH	3.0	2.0	2.0	2.0	2.0
ROOF MECHANIC	2.0	2.0	2.0	2.0	2.0
SECRETARY	2.0	2.0	1.0	1.0	-
SPECIALIST	2.0	-	-	-	-
TECHNICIAN	21.0	-	-	-	-
Total Operating Fund FTE	96.0	96.0	99.0	96.0	83.0

Grounds Maintenance

7801

Program Overview and Insights

This program is responsible for providing safe, attractive, and well-maintained facilities for students, staff, and the community. The Office of Grounds Services is responsible for maintaining 1,613 acres including 76 basketball courts, 125 baseball/ softball fields, 105 multi-purpose fields, 140 acres of parking lot/driveway surfaces, 23 miles of walking paths, 63 tennis courts, 23 bio-retention ponds, 12 running tracks, 12 synthetic stadium fields, and other areas.

The program provides routine maintenance of facilities. Students and staff are provided with facilities to thrive in a safe, nurturing, and inclusive learning environment that embraces diversity.

Based on current Association of Physical Plant Administrators (APPA) Standards for the acres/person ratio, the Grounds Services Department is currently considerably understaffed. The current Level II standard is 10 acres/person. The Grounds Services Department currently manages 1,613 acres, equating to approximately 40 acres/person which is a low-Level III APPA rating.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Grounds Maintenance									
<i>State Category 10 Operation of Plant</i>									
Salaries and Wages									
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,283,034	\$ 2,581,401	\$ (701,633)
Wages-Overtime	-	-	-	-	-	-	145,130	50,890	(94,240)
Subtotal	-	-	-	-	-	-	3,428,164	2,632,291	(795,873)
<i>State Category 11 Maintenance of Plant</i>									
Salaries and Wages									
Salaries	1,736,253	1,707,907	1,737,805	1,714,385	1,811,183	1,943,218	-	-	-
Wages-Overtime	95,000	81,210	105,130	70,855	105,130	63,535	-	-	-
Subtotal	1,831,253	1,789,117	1,842,935	1,785,240	1,916,313	2,006,753	-	-	-
Contracted Services									
Maintenance-Grounds	-	467,945	-	-	65,200	183,834	65,200	50,200	(15,000)
Playground Site Improvements	40,000	306,247	40,000	38,592	40,000	39,997	-	-	-
Subtotal	40,000	774,192	40,000	38,592	105,200	223,831	65,200	50,200	(15,000)
Supplies and Materials									
Supplies-General	61,275	60,121	61,275	60,376	61,275	55,197	64,525	5,634	(58,891)
Food	-	-	-	-	-	198	3,600	3,600	-
Uniforms-Staff	-	-	-	-	-	6,907	6,750	6,750	-
Technology-Computer	-	-	-	-	-	-	11,000	3,500	(7,500)
Subtotal	61,275	60,121	61,275	60,376	61,275	62,302	85,875	19,484	(66,391)
Other Charges									
Travel-Conferences	1,000	7	1,000	-	1,000	-	1,000	-	(1,000)
Training	-	-	-	-	-	-	3,000	3,000	-
Subtotal	1,000	7	1,000	-	1,000	-	4,000	3,000	(1,000)
<i>State Category 14 Community Services</i>									
Contracted Services									
Maintenance-Grounds	-	-	-	-	-	-	143,000	133,000	(10,000)
Playground Site Improvements	-	-	-	-	-	-	40,000	30,000	(10,000)
Contracted-Labor	-	-	-	-	-	-	30,000	20,000	(10,000)
Subtotal	-	-	-	-	-	-	213,000	183,000	(30,000)
Supplies and Materials									
Supplies-General	-	-	-	-	-	-	220,000	210,000	(10,000)
Subtotal	-	-	-	-	-	-	220,000	210,000	(10,000)
Program 7801 Total	\$ 1,933,528	\$ 2,623,437	\$ 1,945,210	\$ 1,884,208	\$ 2,083,788	\$ 2,292,886	\$ 4,016,239	\$ 3,097,975	\$ (918,264)

Budget Summary Analysis

Program 7801–Grounds Maintenance

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 10 Operation of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (701,633)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Leadman Grounds ◦ (11.0) Groundskeepers ◦ (1.0) Secretary • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Overtime	Overtime wages to cover snow removal, emergencies, and special projects for schools.	(94,240)	<ul style="list-style-type: none"> • Decreases funding for overtime wages.
State Category 11 Maintenance of Plant			
Contracted Services			
Maintenance-Grounds	Repair and replacement of parking lots, basketball courts, walkways, bleachers, etc.	(15,000)	<ul style="list-style-type: none"> • Decreases funding for repair and replacement of parking lots and other common use areas.
Supplies and Materials			
Supplies-General	Grounds maintenance supplies and materials for all schools and buildings. Includes uniforms for grounds maintenance personnel.	(58,891)	<ul style="list-style-type: none"> • Decreases funding for supplies.
Food	Meal reimbursements for inclement weather, per negotiated AFSCME agreement.	-	<ul style="list-style-type: none"> • No change.
Uniforms-Staff	Apparel allowance for inclement weather gear, per negotiated AFSCME agreement.	-	<ul style="list-style-type: none"> • No change.
Technology-Computer	Replacement computers for staff.	(7,500)	<ul style="list-style-type: none"> • Decreases funding for computer replacements.
Other Charges			
Travel-Conferences	Conferences, meetings, and training for grounds maintenance personnel.	(1,000)	<ul style="list-style-type: none"> • Eliminates funding for conference attendance.
Training	Training and re-certification for grounds maintenance personnel.	-	<ul style="list-style-type: none"> • No change.

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 14 Community Services			
Contracted Services			
Maintenance-Grounds	Repair and replacement of parking lots, basketball courts, walkways, bleachers, etc.	(10,000)	• Decreases funding for repair and replacement of parking lots and other common use areas.
Playground Site Improvements	Maintenance of playground surface and existing equipment at school sites.	(10,000)	• Decreases funding for playground maintenance.
Contracted-Labor	Reconditioning of stadium fields.	(10,000)	• Decreases funding for reconditioning stadium fields.
Supplies and Materials			
Supplies-General	Grounds maintenance supplies and materials for all schools and buildings. Includes uniforms for grounds maintenance personnel.	(10,000)	• Decreases funding for supplies.
		Total \$ Change	\$ (918,264)
		Total % Change	(22.86)%

Staffing

Program 7801	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
MANAGER	1.0	1.0	1.0	1.0	1.0
ASSISTANT MANAGER	0.5	0.5	0.5	1.0	1.0
LEADMAN GROUNDS	3.0	3.0	3.0	6.0	5.0
IRRIGATION SVC TECH/GRDSKPR	1.0	1.0	1.0	2.0	2.0
GROUNDS WORKER	24.0	24.0	24.0	37.0	26.0
SECRETARY	-	-	0.5	2.0	1.0
Total Operating Fund FTE	29.5	29.5	30.0	49.0	36.0

Fleet Management

7802

Program Overview and Insights

This program manages and maintains the HCPSS fleet to ensure safety and efficiency, with students at the heart of all decisions. The Office of Fleet Management maintains 261 vehicles, 74 trailers and 797 pieces of equipment used by all HCPSS Departments. Maintenance for all vehicles and equipment includes preventive maintenance, fuel management, and life cycle replacement.

In addition to maintaining owned vehicles and equipment, the office manages the vehicle leasing program, which is a cost-effective method of replacing certain fleet vehicles with lower maintenance options. Of the 261 vehicles in the fleet, 88 of these vehicles are leased.

On-time completion rate for five-thousand-mile vehicle maintenance services.

Vehicle Maintenance Service		
Actual FY 2021	Actual FY 2022	Actual FY 2023
80%	82%	68% *

* This KPI which measures the staff’s production against prior years, was not achieved due to the unfilled mechanic position.

Cost and labor hours to maintain the fleet of vehicles (10–27-year vehicle age group). Older vehicles are more costly to maintain resulting in higher costs for fewer vehicles.

Vehicle Maintenance Costs					
FY 2021		FY 2022		FY 2023	
# of Vehicles	Cost/Labor Hrs.	# of Vehicles	Cost/Labor Hrs.	# of Vehicles	Cost/Labor Hrs.
147	\$176,257/2,822	141	\$192,342/2,212	90	\$80,565 /987

Budget Summary

Fleet Management	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 10 Operation of Plant</i>									
Equipment									
Equipment-Replacement	\$ -	\$ -	\$ -	\$ -	\$ 411,482	\$ 412,220	\$ -	\$ -	\$ -
Subtotal	-	-	-	-	411,482	412,220	-	-	-
<i>State Category 11 Maintenance of Plant</i>									
Salaries and Wages									
Salaries	743,340	719,363	807,635	640,357	813,474	701,300	743,346	634,764	(108,582)
Wages-Overtime	-	21,874	15,000	23,101	15,000	5,727	15,000	15,000	-
Wages-Temporary Help	24,000	27,069	39,000	40,550	39,000	40,590	39,000	-	(39,000)
Subtotal	767,340	768,306	861,635	704,008	867,474	747,617	797,346	649,764	(147,582)
Contracted Services									
Lease-Vehicle	209,000	209,000	241,970	241,970	678,070	323,163	678,070	658,400	(19,670)
Repair-Equipment	-	-	3,100	3,100	3,100	3,100	3,100	-	(3,100)
Maintenance-Vehicles	917,620	829,677	902,620	885,878	902,620	1,052,570	902,620	867,620	(35,000)
Subtotal	1,126,620	1,038,677	1,147,690	1,130,948	1,583,790	1,378,833	1,583,790	1,526,020	(57,770)
Supplies and Materials									
Supplies-General	50,000	56,593	50,000	50,348	70,000	60,083	70,000	70,000	-
Technology-Computer	-	6,645	-	2,763	-	-	-	-	-
Technology-Supply	-	833	-	576	-	-	-	-	-
Subtotal	50,000	64,071	50,000	53,687	70,000	60,083	70,000	70,000	-
Equipment									
Equipment-Replacement	-	-	-	18,641	-	62,677	-	-	-
Equipment-Additional	-	-	-	-	-	84,400	-	-	-
Equipment-Vehicles	-	1,062,937	-	14,383	-	13,227	-	-	-
Subtotal	-	1,062,937	-	33,024	-	160,304	-	-	-
Program 7802 Total	\$ 1,943,960	\$ 2,933,991	\$ 2,059,325	\$ 1,921,667	\$ 2,932,746	\$ 2,759,057	\$ 2,451,136	\$ 2,245,784	\$ (205,352)

Budget Summary Analysis

Program 7802–Fleet Management

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 11 Maintenance of Plant			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	(108,582)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Leadman Mechanic ◦ (1.0) Mechanic • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Overtime	Overtime for emergency situations and work that must be scheduled for off-hours.	-	• No change.
Wages-Temporary Help	Wages for temporary employees to assist mechanics.	(39,000)	• Eliminates funding for temporary wages.
Contracted Services			
Lease-Vehicle	Contractual lease payments for fleet vehicles.	(19,670)	• Decreases funding for lease payments.
Repair-Equipment	Repair of machines and equipment that cannot be done in-house.	(3,100)	• Eliminates funding for equipment repair.
Maintenance-Vehicles	Supplies, gasoline, and parts for maintenance of vehicles/equipment.	(35,000)	• Decreases funding for vehicle maintenance.
Supplies and Materials			
Supplies-General	Supplies and materials for the maintenance of custodial equipment.	-	• No change.
Total \$ Change		\$ (205,352)	
Total % Change		(8.38)%	

Staffing

Program 7802	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
MANAGER	1.0	1.0	1.0	1.0	1.0
LEADMAN MECHANIC	1.0	1.0	1.0	1.0	-
MECHANIC	8.0	9.0	9.0	7.0	6.0
Total Operating Fund FTE	10.0	11.0	11.0	9.0	7.0

Use of Facilities

9301

Program Overview and Insights

The Use of Facilities office serves as the HCPSS liaison to all community organizations and outside agencies, as well as various school departments, which seek to use school facilities. A new “cloud based” online reservation system and maintenance agreement with an outside vendor is in the process of installation and is intended to make the reservation system more user friendly. Maximum community usage for a cross section of new and established users will be achieved through the development of an updated and revised use of [Policy 10020](#).

An active community use program requires coordination with Custodial, Grounds Maintenance, Building Services, Food and Nutrition Service, and School Construction staff. This program also supports the Jim Rouse Theatre located at Wilde Lake High School by providing staffing and funds for programming. These funds are part of the school system’s contribution to the operation of this community performing arts facility. This program’s budget provides the staffing and services needed to provide the community with fair and equitable access to HCPSS facilities through transparent, open, and accessible communications so that community members trust the integrity of the school system and are active partners.

Budget Summary

Use of Facilities	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
<i>State Category 14 Community Services</i>									
Salaries and Wages									
Salaries	\$ 222,087	\$ 222,331	\$ 226,818	\$ 204,789	\$ 237,093	\$ 209,375	\$ 232,305	\$ 246,321	\$ 14,016
Wages-Overtime	722,289	-	722,289	722,289	712,289	712,289	720,000	720,000	-
Wages-Other	-	-	-	11,373	10,000	13,527	10,000	10,000	-
Subtotal	944,376	222,331	949,107	938,451	959,382	935,191	962,305	976,321	14,016
Contracted Services									
Maintenance-Software	10,200	7,887	10,200	8,833	28,137	18,829	16,052	16,052	-
Subtotal	10,200	7,887	10,200	8,833	28,137	18,829	16,052	16,052	-
Supplies and Materials									
Supplies-General	100	-	100	-	100	35	100	-	(100)
Technology-Computer	-	-	-	-	-	-	1,000	-	(1,000)
Technology-Supply	-	-	-	-	-	-	500	-	(500)
Subtotal	100	-	100	-	100	35	1,600	-	(1,600)
Other Charges									
Travel-Mileage	200	-	200	-	200	-	200	-	(200)
Utilities-Community Use	1,252,000	-	1,252,000	1,252,000	1,502,400	1,502,400	1,652,640	1,652,640	-
Subtotal	1,252,200	-	1,252,200	1,252,000	1,502,600	1,502,400	1,652,840	1,652,640	(200)
Program 9301 Total	\$ 2,206,876	\$ 230,218	\$ 2,211,607	\$ 2,199,284	\$ 2,490,219	\$ 2,456,455	\$ 2,632,797	\$ 2,645,013	\$ 12,216

Budget Summary Analysis

Program 9301–Use of Facilities

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
State Category 14 Community Services			
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 14,016	<ul style="list-style-type: none"> • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Overtime	Custodial and maintenance overtime costs for community use of schools.	-	• No change.
Wages-Other	Wages paid to Jim Rouse Theatre staff that assist with school events.	-	• No change.
Contracted Services			
Maintenance-Software	Maintenance agreement for the event management scheduling software, as well as training for the web-based component and web server.	-	• No change.
Supplies and Materials			
Supplies-General	General office supplies.	(100)	• Eliminates funding for office supplies.
Technology-Computer	Replacement computers for staff.	(1,000)	• Eliminates funding for computer replacements.
Technology-Supply	Computer accessories for staff.	(500)	• Eliminates funding for computer accessories.
Other Charges			
Travel-Mileage	Business-related mileage reimbursement for staff.	(200)	• Eliminates funding for mileage reimbursements.
Utilities-Community Use	Prorated costs for gas and electricity utilities to operate school facilities during use by community groups. See Utilities (7201) for more information.	-	• No change.
		Total \$ Change	\$ 12,216
		Total % Change	0.46%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 9301					
TECH DIRECTOR ROUSE THEATRE	0.8	0.8	0.8	0.8	0.8
ROUSE THEATRE FACILITY MANAGER	0.8	0.8	0.8	0.8	0.8
TECHNICAL ASSISTANT	1.0	1.0	1.0	1.0	1.0
Total Operating Fund FTE	2.6	2.6	2.6	2.6	2.6

Other Funds – Budget Summary

Program	Program Number	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024	% Change From FY 2024
GOVERNMENTAL FUNDS											
Special Revenue Fund											
Glenelg Wastewater Treatment Plant Fund	1600	\$ 253,000	\$ 193,432	\$ 242,912	\$ 198,656	\$ 242,912	\$ 211,683	\$ 244,151	\$ 244,151	\$ -	0.00%
Food and Nutrition Service	8301	\$ 16,431,789	\$ 14,983,522	\$ 16,937,099	\$ 18,995,533	\$ 18,218,024	\$ 19,852,763	\$ 19,676,014	\$ 23,747,000	\$ 4,070,986	20.69%
Capital Projects Fund											
School Construction Fund	3000	\$ 102,385,000	\$ 89,715,622	\$ 90,438,000	\$ 122,141,924	\$ 105,887,000	\$ 76,863,519	\$ 109,127,000	\$ 75,738,000	\$ (33,389,000)	(30.60)%
Restricted Fund											
Grants Fund	1900	\$ 45,000,000	\$ 48,127,431	\$ 108,506,702	\$ 86,332,423	\$ 49,227,746	\$ 69,472,198	\$ 72,790,684	\$ 74,553,537	\$ 1,762,853	2.42%
PROPRIETARY FUNDS											
Enterprise Fund											
Jim Rouse Theatre Fund	9204	\$ 225,000	\$ 148,127	\$ 135,240	\$ 208,438	\$ 225,000	\$ 240,063	\$ 250,000	\$ 275,000	\$ 25,000	10.00%
Internal Service Fund											
Print Services	9713	\$ 2,468,224	\$ 1,768,944	\$ 2,482,014	\$ 2,234,916	\$ 2,709,154	\$ 2,476,487	\$ 2,815,615	\$ 2,568,000	\$ (247,615)	(8.79)%
Technology Services	9714	\$ 13,265,800	\$ 12,566,131	\$ 15,030,233	\$ 13,643,747	\$ 17,823,537	\$ 15,560,258	\$ 26,007,606	\$ 27,191,212	\$ 1,183,606	4.55%
Health Fund	9715	\$ 163,063,774	\$ 160,091,120	\$ 179,035,849	\$ 170,823,773	\$ 183,740,223	\$ 187,283,508	\$ 192,101,185	\$ 215,963,112	\$ 23,861,927	12.42%
Workers' Compensation	9716	\$ 2,409,275	\$ 2,234,576	\$ 2,816,500	\$ 2,270,864	\$ 2,819,200	\$ 3,752,300	\$ 3,187,700	\$ 3,439,700	\$ 252,000	7.91%

Glenelg Wastewater Treatment Plant Fund

1600

Fund Overview and Insights

The Glenelg Wastewater Treatment Plant Fund accounts for the Glenelg Wastewater Treatment Plant, a shared sewage disposal facility that operates in accordance with Maryland State law for the benefit of the public at Glenelg High School and the 30 lot owners in the Musgrove Farms subdivision. As the owner of the plant, the Board is the controlling authority and is responsible for the plant’s operations and maintenance. The Board’s powers as controlling authority are authorized under Maryland State law and have been recognized by the Howard County Government.

The Musgrove Farms homeowners are responsible for the costs of providing sewage service to their homes. The annual assessments charged are determined by the Board, as controlling authority, in accordance with applicable Maryland State law. A revised rate schedule for FY 2022 through FY 2026 was approved by the Board on April 7, 2022.

Musgrove Homeowners Shared Septic Rate Schedule							
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Annual Cost to Homeowners	\$5,314.83	\$5,580.58	\$5,007.25	\$5,257.61	\$5,520.49	\$5,796.52	\$6,086.34

Revenues, Expenses, and Changes in Net Position

Glenelg Wastewater Treatment Plant	Budget		Actual		Budget		Actual		BUDGETARY BASIS		
	FY 2021	FY 2021*	FY 2022	FY 2022*	FY 2023	FY 2023*	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024		
Sources of Funds											
Investment Income	\$ 17,000	\$ 1,189	\$ 1,400	\$ 2,627	\$ 600	\$ 50,117	\$ 600	\$ 600	\$ -		
Charges for Services	236,000	95,978	241,512	198,656	242,312	309,139	243,551	243,551	\$ -		
Subtotal Revenues	253,000	97,167	242,912	201,283	242,912	359,256	244,151	244,151	-		
Total Sources of Funds	\$ 253,000	\$ 97,167	\$ 242,912	\$ 201,283	\$ 242,912	\$ 359,256	\$ 244,151	\$ 244,151	\$ -		
Uses of Funds											
Operating and Administrative Costs	236,000	193,432	241,512	198,656	242,312	211,683	243,551	243,551	\$ -		
Recovery of Fund Balance	17,000	-	1,400	-	600	-	600	600	\$ -		
Total Uses of Funds	\$ 253,000	\$ 193,432	\$ 242,912	\$ 198,656	\$ 242,912	\$ 211,683	\$ 244,151	\$ 244,151	\$ -		

* Actual revenues do not include use of fund balance.

Fund Balance										
Annual Summary										
Beginning Fund Balance	\$ 1,264,093	1,294,732	1,311,732	\$ 1,198,467	\$ 1,199,367	\$ 1,201,094	\$ 1,239,816	\$ 1,349,267	\$ 109,451	
Excess (Deficit) Revenue Over Expenditures	17,000	(96,265)	1,400	2,627	600	147,573	600	600	\$ -	
Ending Fund Balance	\$ 1,281,093	\$ 1,198,467	\$ 1,313,132	\$ 1,201,094	\$ 1,199,967	\$ 1,348,667	\$ 1,240,416	\$ 1,349,867	\$ 109,451	
Ending Fund Balance Summary										
Restricted	1,281,093	1,198,467	1,313,132	1,201,094	1,199,967	1,348,667	1,240,416	1,349,867	\$ 109,451	
Total Ending Fund Balance	\$ 1,281,093	\$ 1,198,467	\$ 1,313,132	\$ 1,201,094	\$ 1,199,967	\$ 1,348,667	\$ 1,240,416	\$ 1,349,867	\$ 109,451	

Food and Nutrition Service

8301

Program Overview and Insights

The program provides healthy, nutritionally complete, affordable meals, and resources to support the well-being of all students and promote excellence in child nutrition programs. School meals must comply with a variety of federal and state regulations and local school board policy. The United States Department of Agriculture (USDA) administers the National School Lunch Program (NSLP) and School Breakfast Program (SBP), and the most recent regulation enacted that has a significant impact on the way school districts operate their food service program is the Healthy, Hunger-Free Kids Act of 2010. This act requires schools to improve nutritional standards for each meal served.

The program must implement specific and rigid guidelines, including meeting the Dietary Guidelines for Americans and pricing requirements. For example, school lunches should include daily fruit and vegetable offerings, more whole grains, only fat-free or low-fat milk, and reduced saturated fat, trans-fat, and sodium. In addition, free and reduced-price meals must be offered to eligible students. Meals also comply with the HCPSS Wellness [Policy 9090](#).

Since HCPSS participates in the NSLP and SBP, the Food and Nutrition Service program receives cash subsidies and donated commodities from the USDA for each eligible meal served at schools. The goal of the program is to be self-supporting, such that revenue generated from meals served covers all operational and staffing costs with no assistance needed from the school system’s general funds.

The program serves over 5.2 million breakfast and lunch meals to students annually, regardless of their meal eligibility status. Approximately 30.4 percent of students enrolled in HCPSS schools are eligible to receive free and reduced-priced breakfast and lunch meals through federal reimbursements from the USDA Child Nutrition Program. Since 8 of HCPSS schools qualify for Community Eligibility Provision (CEP), all students receive free breakfast and lunch meals at these schools and the program receives federal reimbursements for these meals served.

Other Food and Nutrition Service program insights include:

- Providing free Breakfast in the Classroom at twenty-seven schools.
- Providing free after-school meals to eligible schools with enrichment activities and summer meals for all children at area-eligible sites.
- Maintaining a mandated food safety program based at each preparation and service facility as required by the Child Nutrition and WIC Reauthorization Act of 2004.
- Complying with Child Nutrition Act regulations on staff competency by providing mandatory annual training and professional development for all food service staff.
- Collaborating with stakeholders to increase access to healthy meals and reduce food insecurity in Howard County.

Student participation in meal programs is critical to the viability and sustainability of the program.

Total Meals Served				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
5,163,007	4,833,254*	5,621,436*	6,817,665	5,084,012

*Affected by the impact of COVID-19 on instruction and operations. All meals were free in FY 2021 and FY 2022.

Performance Manager: Brian Ralph

Other Funds

Food and Nutrition Service – 8301

Food and Nutrition Service continues to have a positive impact on food insecurity by improving annual certification rates for children eligible for free and reduced-price school meals as demonstrated in the table below:

Free and Reduced-Price Meals (FARM’s) Percentage				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
22.50%	22.72%	26.13%*	26.88%*	30.09%

*Officially adjusted rates based on MSDE guidelines during COVID-19.

Budget Summary

Food and Nutrition Service	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Salaries and Wages									
Salaries	\$ 5,955,912	\$ 5,336,217	\$ 5,849,953	\$ 5,782,806	\$ 6,608,592	\$ 6,573,792	\$ 7,328,533	\$ 8,084,319	\$ 755,786
Wages-Temporary Help	-	-	-	15,499	40,000	13,398	20,000	20,000	-
Wages-Workshop	18,720	3,198	22,000	18,368	22,000	23,196	25,000	62,000	37,000
Wages-Overtime	-	-	-	616	-	1,495	-	-	-
Wages-Other	60,593	60,895	60,593	60,539	62,411	67,838	64,283	78,000	13,717
Subtotal	6,035,225	5,400,310	5,932,546	5,877,828	6,733,003	6,679,719	7,437,816	8,244,319	806,503
Contracted Services									
Repair-Equipment	280,000	215,960	310,000	207,419	275,000	313,304	275,000	400,000	125,000
Trans-Food Service	108,670	118,502	108,670	124,024	111,930	135,395	127,720	140,000	12,280
Food Service-Storage	15,000	-	18,000	-	20,000	-	50,000	85,000	35,000
Contracted-General	100,000	-	100,000	843	100,000	8,240	-	-	-
Maintenance-Software	30,000	41,956	45,000	43,717	45,000	50,066	101,000	80,000	(21,000)
Maintenance-Hardware	12,000	3,322	15,000	-	15,000	16,624	15,000	100,000	85,000
Subtotal	545,670	379,740	596,670	376,003	566,930	523,629	568,720	805,000	236,280
Supplies and Materials									
Food	5,612,304	4,905,565	5,768,227	7,245,027	6,056,638	6,938,026	6,320,000	7,900,000	1,580,000
Rebates	(6,000)	(1,449)	(6,000)	(20,617)	(6,000)	(6,908)	(6,000)	(6,000)	-
USDA Commodities - Expense	-	488,447	-	1,353,508	-	1,311,896	-	-	-
Food Related Supplies	360,000	95,191	375,000	588,564	450,000	505,097	490,000	650,000	160,000
Uniforms-Staff	25,000	13,561	25,000	20,886	24,500	32,944	27,000	46,300	19,300
Supplies-Other	25,000	5,527	30,000	16,654	40,000	13,177	40,000	50,000	10,000
Technology-Computer	3,000	2,172	3,000	3,942	3,000	7,515	3,000	18,000	15,000
Technology-Supply	10,000	606	10,000	-	10,000	311	10,000	10,000	-
Subtotal	6,029,304	5,509,620	6,205,227	9,207,964	6,578,138	8,802,058	6,884,000	8,668,300	1,784,300
Other Charges									
Travel-Conferences	2,000	-	500	250	500	938	1,500	3,000	1,500
Travel-Mileage	20,000	16,641	25,000	15,127	27,000	16,259	32,000	37,000	5,000
Dues & Subscriptions	400	339	400	324	400	148	400	800	400
Retirement	541,748	582,669	569,807	622,317	602,514	741,868	752,116	967,693	215,577
Social Security	433,294	399,604	422,949	415,303	447,227	473,247	526,412	630,239	103,827
Employee Health Insurance-Fixed	2,525,787	2,410,834	2,758,000	2,253,231	2,916,312	2,382,459	2,891,250	3,143,849	252,599
Life Insurance	6,000	11,386	6,000	5,974	6,000	6,758	6,800	6,800	-
Workers Compensation Insurance-Fixed	35,000	9,554	60,000	42,098	30,000	45,310	30,000	45,000	15,000
Subtotal	3,564,229	3,431,027	3,842,656	3,354,624	4,029,953	3,667,117	4,240,478	4,834,381	593,903
Equipment									
Equipment-Food Service	47,361	-	50,000	8,522	40,000	9,507	40,000	90,000	50,000
Equipment-Additional	20,000	-	30,000	-	20,000	26,992	20,000	60,000	40,000
Equipment-Replacement	70,000	142,825	160,000	50,592	130,000	23,741	140,000	700,000	560,000
Subtotal	137,361	142,825	240,000	59,114	190,000	60,240	200,000	850,000	650,000
Pmt to the General Fund									
Transfers-Indirect Costs	120,000	120,000	120,000	120,000	120,000	120,000	345,000	345,000	-
Subtotal	120,000	120,000	120,000	120,000	120,000	120,000	345,000	345,000	-
Program 8301 Total	\$ 16,431,789	\$ 14,983,522	\$ 16,937,099	\$ 18,995,533	\$ 18,218,024	\$ 19,852,763	\$ 19,676,014	\$ 23,747,000	\$ 4,070,986

Budget Summary Analysis

Program 8301–Food and Nutrition Service

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ 755,786	<ul style="list-style-type: none"> • Reflects the following staffing changes in FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Food Service Specialist reclassified to 1.0 Technical Assistant • Reflects the following increase in positions in FY 2025: <ul style="list-style-type: none"> ◦ 1.0 Area Field Representative ◦ 1.3 Food Service Managers ◦ 8.6 Food Service Workers • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Temporary Help	Wages for temporary staff to provide food service support.	-	• No change.
Wages-Workshop	Reimbursement to employees for training courses.	37,000	• Increases funding to support training for staff.
Wages-Other	Training course reimbursement, wages for delivery of lunches from central kitchens to satellite schools.	13,717	• Increases funding to support training for staff.
Contracted Services			
Repair-Equipment	Maintenance of food service equipment.	125,000	• Increases funding for maintenance of aging equipment.
Trans-Food Service	Delivery of lunches from central kitchens to satellite schools.	12,280	• Increases funding to support rising transportation costs.
Food Service-Storage	Storage of United States Department of Agriculture (USDA) commodities.	35,000	• Increases funding to support rising storage costs.
Contracted-General	Armored car transport of deposits.	-	• No change.
Maintenance-Software	Specialized food services software licenses (e.g., FARMS, Menu Planning, Nutrislice, Point of Sale System, Franklin, etc.).	(21,000)	• Decreases funding for software licenses.
Maintenance-Hardware	Point of Sale hardware maintenance.	85,000	• Increases funding for point of sale hardware replacements.
Supplies and Materials			
Food	Food items.	1,580,000	• Increases funding to support rising food costs.
Rebates	Return of a portion of the purchase price for a specified quantity or value of goods purchases.	-	• No change.
Food Related Supplies	Nonfood items such as paper goods, chemicals, office supplies, etc.	160,000	• Increases funding to support rising supply costs.
Uniforms-Staff	Uniforms/reimbursement to employees for uniforms.	19,300	• Increases funding for uniforms.
Supplies-Other	Miscellaneous food service office supplies.	10,000	• Increases funding for supplies.
Technology-Computer	Replacement computers for staff.	15,000	• Increases funding for computer replacements.
Technology-Supply	Ink, toner, and computer accessories for staff.	-	• No change.

State/Spend Category	Description of Expenditure	Change from	
		FY 2024	Explanation of Change
Other Charges			
Travel-Conferences	Staff attendance at conferences: registration, travel, lodging, and per diem allowance for meals.	1,500	• Increases funding for conference attendance.
Travel-Mileage	Reimbursement to employees for work-related travel.	5,000	• Increases funding to support rising mileage needs.
Dues & Subscriptions	Subscriptions to work-related publications and associated dues.	400	• Increases funding for professional dues and subscriptions.
Retirement	Payment to General Fund for employees enrolled in State retirement/pension plans.	215,577	• Increases funding based on projected retirement costs.
Social Security	Payment to General Fund for employer share of Social Security costs.	103,827	• Increases funding based on projected social security costs.
Employee Health Insurance-Fixed	Payment of insurance to cover Food and Nutrition Service employees.	252,599	• Increases funding for employee health insurance costs.
Life Insurance	Payment of insurance to cover Food and Nutrition Service employees.	-	• No change.
Workers Compensation Insurance-Fixed	Payment of insurance to cover Food and Nutrition Service employees.	15,000	• Increases funding for employee workers' compensation insurance costs.
Equipment			
Equipment-Food Service	Small miscellaneous food service equipment for schools.	50,000	• Increases funding for equipment purchases.
Equipment-Additional	New equipment for schools.	40,000	• Increases funding for equipment purchases.
Equipment-Replacement	Replacement of equipment that cannot be repaired.	560,000	• Increases funding for equipment purchases.
Pmt to the General Fund			
Transfers-Indirect Costs	Payment to General Fund for support provided to Food Services (accounting, payroll, etc.).	-	• No change.
		Total \$ Change	\$ 4,070,986
		Total % Change	20.69%

Staffing

Program 8301	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
DIRECTOR	1.0	1.0	1.0	1.0	1.0
ACCOUNTANT	1.0	1.0	1.0	1.0	1.0
DIETICIAN	1.0	1.0	1.0	-	-
AREA FIELD REPRESENTATIVE	2.0	2.0	3.0	4.0	5.0
CLERK ACCOUNT	1.0	1.0	1.0	1.0	1.0
FOOD SERV SUPERVISOR	1.0	1.0	1.0	2.0	2.0
FOOD SERV ASST SUPERVISOR	1.0	1.0	1.0	-	-
FOOD SERV MANAGER	77.1	77.2	77.2	74.2	75.5
FOOD SERV SPECIALIST	-	-	-	1.0	-
FOOD SERV WORKER	111.0	110.9	118.9	111.9	120.4
SECRETARY	1.0	1.0	1.0	1.0	1.0
TECHNICAL ASSISTANT	1.0	1.0	1.0	-	1.0
Total Other Funds FTE	198.1	198.1	207.1	197.1	207.9

Revenues, Expenses, and Changes in Net Position

Food and Nutrition Service	BUDGETARY BASIS								
	Budget FY 2021	Actual FY 2021*	Budget FY 2022	Actual FY 2022*	Budget FY 2023	Actual FY 2023*	Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Sources of Funds									
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 995,214	\$ 3,745,000	\$ 2,749,786
State Reimbursements	433,000	535,602	580,000	419,286	637,000	713,224	635,000	730,000	95,000
Federal Reimbursements	8,340,548	15,685,811	8,685,000	27,748,705	9,582,600	12,703,232	10,433,800	11,205,000	771,200
Food Sales	7,652,241	331,050	7,671,499	456,548	7,997,824	7,576,726	7,603,000	8,058,000	455,000
Investment Income	6,000	442	600	976	600	18,622	9,000	9,000	-
Subtotal Sources of Funds	16,431,789	16,552,905	16,937,099	28,625,515	18,218,024	21,011,804	19,676,014	23,747,000	4,070,986
USDA Commodities Audit	-	591,270	-	1,472,419	-	1,422,645	-	-	-
Total Sources of Funds	\$ 16,431,789	\$ 17,144,175	\$ 16,937,099	\$ 30,097,934	\$ 18,218,024	\$ 22,434,449	\$ 19,676,014	\$ 23,747,000	\$ 4,070,986
Uses of Funds									
Operating Expenses	12,810,960	10,981,968	13,066,343	14,231,174	14,347,268	14,823,293	15,161,236	18,660,219	3,498,983
Health Benefits (to Health Fund)	2,525,787	2,410,834	2,758,000	2,253,231	2,758,000	2,382,459	2,891,250	3,143,849	252,599
Payment to General Fund	120,000	120,000	120,000	120,000	120,000	120,000	345,000	345,000	-
FICA, Retirement Charges	975,042	982,273	992,756	1,037,620	992,756	1,215,115	1,278,528	1,597,932	319,404
Subtotal Uses of Funds	16,431,789	14,495,075	16,937,099	17,642,025	18,218,024	18,540,867	19,676,014	23,747,000	4,070,986
USDA Commodities Expenditures (audit)	-	488,447	-	1,353,508	-	1,311,896	-	-	-
Total Uses of Funds	\$ 16,431,789	\$ 14,983,522	\$ 16,937,099	\$ 18,995,533	\$ 18,218,024	\$ 19,852,763	\$ 19,676,014	\$ 23,747,000	\$ 4,070,986

* Actual revenues do not include use of fund balance.

Fund Balance									
Annual Summary									
Beginning Fund Balance	\$ 1,031,517	\$ 1,440,973	\$ 730,339	\$ 3,601,626	\$ 3,640,825	\$ 14,704,027	\$ 17,866,802	\$ 16,290,499	\$ (1,576,303)
Excess (Deficit) Revenue Over Expenditures	-	2,160,653	-	11,102,401	-	2,581,686	(995,214)	(3,745,000)	(2,749,786)
Ending Fund Balance	\$ 1,031,517	\$ 3,601,626	\$ 730,339	\$ 14,704,027	\$ 3,640,825	\$ 17,285,713	\$ 16,871,588	\$ 12,545,499	\$ (4,326,089)
Ending Fund Balance Summary									
Nonspendable for Inventory	234,114	329,520	234,114	333,389	329,520	333,389	333,389	333,389	-
Assigned to Cost of Operation	797,403	3,272,106	496,225	14,370,638	3,311,305	16,952,324	16,538,199	12,212,110	(4,326,089)
Total Ending Fund Balance	\$ 1,031,517	\$ 3,601,626	\$ 730,339	\$ 14,704,027	\$ 3,640,825	\$ 17,285,713	\$ 16,871,588	\$ 12,545,499	\$ (4,326,089)

School Construction Fund

3000

Fund Overview and Insights

The School Construction Fund reflects the Capital Budget for the next fiscal year. The Capital Budget adds improvements and capacity where they are most urgently needed to relieve crowded schools and ensure the equitable allocation of instructional resources. It provides for the facilities that are essential to allow consistent delivery of high-quality instructional programming in every school. It also reflects the priorities of our school system and our community for maintaining excellence in instruction by leading with equity and closing opportunity gaps.

The school system’s Capital Budget funds the construction of new school facilities and provides for renovations, additions, roofing and barrier-free projects, technology infrastructure, and the purchase or relocation of portable classrooms for existing facilities. While funding for capital projects comes primarily from three sources - local bonds, local transfer tax, and state school construction funds - additional State funding will be provided through the Built to Learn Act.

Impact on Operating Budget: Systemic renovations and modernizations, including the replacement of old equipment with the installation of new energy-efficient equipment, help to reduce utility costs, and therefore, reduce operating funds required for maintenance and energy usage. Utilities (7201) has identified cost savings resulting from these improvements.

The opening of the new Guilford Park High School in 2023–2024 school year requires the reallocation or increase of the Operating Budget for several programs to operate the new facility.

Budget Summary

Project	Active Project Prior Year Appropriations	Requested FY 2025	Approved Project Totals Through FY 2025
Oakland Mills MS Renovation/Addition	6,189,000	10,197,000	16,386,000
Faulkner Ridge Center	22,000,000	1,056,000	23,056,000
Applications and Research Lab Renovation	13,000,000	1,000,000	14,000,000
Dunloggin MS Renovation/Addition	6,478,000	-	6,478,000
Systemic Renovations/Modernizations	45,130,000	49,665,000	94,795,000
Roofing Projects	1,000,000	4,000,000	5,000,000
Playground Equipment	3,955,000	600,000	4,555,000
Relocatable Classrooms	11,500,000	1,500,000	13,000,000
Site Acquisitions & Construction Reserve	1,000,000	-	1,000,000
Technology	18,500,000	6,620,000	25,120,000
School Parking Lot Expansions	6,000,000	600,000	6,600,000
Planning and Design	1,850,000	300,000	2,150,000
Barrier Free	6,553,000	200,000	6,753,000
Totals	\$ 143,155,000	\$ 75,738,000	\$ 218,893,000

Budget Summary Analysis

This budget includes \$61,182,515 requested from the Howard County Government. This accounts for 80.8 percent of the School Construction funding in FY 2025. The remaining \$14,555,485 is requested from the state of Maryland.

Revenues, Expenses, and Changes in Net Position

School Construction	Budget FY 2021	Actual FY 2021*	Budget FY 2022	Actual FY 2022*	Budget FY 2023	Actual FY 2023*	BUDGETARY BASIS		
							Approved Budget FY 2024	Board Proposed FY 2025	\$ Change from FY 2024
Sources of Funds									
Intergovernmental:									
Local Sources	\$ 68,687,000	\$ 59,196,103	\$ 57,345,000	\$ 77,298,573	\$ 54,346,000	\$ 57,857,579	\$ 51,588,000	\$ 61,182,515	9,594,515
State Sources	33,698,000	25,387,353	33,093,000	45,737,544	51,541,000	22,722,882	57,539,000	14,555,485	(42,983,515)
Earnings on Investments	-	16,939	-	19,561	-	422,656	-	-	-
Subtotal Revenues	102,385,000	84,600,395	90,438,000	123,055,678	105,887,000	81,003,117	109,127,000	75,738,000	(33,389,000)
Total Sources of Funds	\$ 102,385,000	\$ 84,600,395	\$ 90,438,000	\$ 123,055,678	\$ 105,887,000	\$ 81,003,117	\$ 109,127,000	\$ 75,738,000	\$ (33,389,000)
Uses of Funds									
Operating Expenditures	102,385,000	89,715,622	90,438,000	122,141,924	105,887,000	76,863,519	109,127,000	75,738,000	(33,389,000)
Total Uses of Funds	\$ 102,385,000	\$ 89,715,622	\$ 90,438,000	\$ 122,141,924	\$ 105,887,000	\$ 76,863,519	\$ 109,127,000	\$ 75,738,000	\$ (33,389,000)

* Actual revenues do not include use of fund balance.

Fund Balance									
Annual Summary									
Beginning Fund Balance	\$ 2,768,876	\$ 8,062,450	\$ 8,062,450	\$ 2,947,223	\$ 2,947,223	\$ 3,860,977	\$ 3,860,977	\$ 8,000,575	4,139,598
Excess (Deficit) Revenue Over	-	(5,115,227)	-	913,754	-	4,139,598	-	-	-
Ending Fund Balance	\$ 2,768,876	\$ 2,947,223	\$ 8,062,450	\$ 3,860,977	\$ 2,947,223	\$ 8,000,575	\$ 3,860,977	\$ 8,000,575	\$ 4,139,598
Ending Fund Balance Summary									
Unassigned	2,768,876	2,947,223	8,062,450	3,860,977	2,947,223	8,000,575	3,860,977	8,000,575	4,139,598
Ending Fund Balance	\$ 2,768,876	\$ 2,947,223	\$ 8,062,450	\$ 3,860,977	\$ 2,947,223	\$ 8,000,575	\$ 3,860,977	\$ 8,000,575	\$ 4,139,598

Grants Fund

1900

Program Overview and Insights

HCPSS leverages outside funding in the form of grants to support existing programs and to develop new programs in alignment with HCPSS priorities, values, and strategies. Grants are defined as funding from a government agency (federal, state, or local) or private external source that require a means of commitment for a particular purpose over a specific timeframe. Grant awards can be unrestricted or restricted to a specific program, school, or district. While projected FY 2025 grant funds only constitute a small portion of the total overall FY 2025 budget, grants are an important means of investing in classroom innovation, enhancing instructional excellence and student learning, and promoting social-emotional well-being for all students and staff.

A sizeable portion of HCPSS' projected FY 2025 grant funds come from federal grant programs that pass funding through the state's education agency (Maryland State Department of Education) where local allocations are based on specific formulas. These federal dollars supplement state resources by narrowing funding gaps for at-risk students through programs such as Title I grants under the Elementary and Secondary Education Act (ESEA) and Part B grants under the Individuals with Disabilities Education Act (IDEA). Additional grant funds may come from state grant programs connected to legislation or special initiatives (e.g., Blueprint for Maryland's Future, Maryland Safe to Learn Act of 2018), or from private foundations, corporations, or community-based organizations. HCPSS has also been the recipient of federal grant funds designed to address the impact of the COVID-19 pandemic on elementary and secondary schools, however these grant funds will sunset at the end of FY 2024.

This forecast for FY 2025 includes recurring, as well as newly awarded, grant awards that HCPSS anticipates receiving for FY 2025. The summary section below shows the estimated amount of each grant award, source of funding, and if applicable, the number of positions funded by the grant. Please note that some grants may display program funding periods that differ from the school system's fiscal year. Grant programs are always subject to continued availability of funding and other restrictions.

Grants origination and management is defined in HCPSS' [Grants 4000 policy](#). Elements of grants management are outlined in HCPSS policies [4010](#), [4020](#), [4040](#), [4050](#), [4080](#), [6060](#), and [10000](#), which includes guidance on donations, fundraising, fixed assets, procurement of goods and services, property management and family, student, and community engagement.

Budget Summary

Grants Fund	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Sources of Funds									
Local Grants	\$ -	\$ 6,531,224	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Grants	10,014,434	11,241,837	12,863,322	10,565,576	7,205,475	2,418,485	14,823,875	17,463,181	2,639,306
Federal Grants	23,318,048	27,178,556	66,805,113	65,658,867	23,593,583	59,047,792	25,462,781	27,669,274	2,206,493
Miscellaneous	350,173	-	893,191	2,685,725	528,688	-	393,688	260,000	(133,688)
School Activity Funds	-	2,856,478	-	7,213,415	2,900,000	9,295,508	7,110,340	14,161,082	7,050,742
Contingent Reserve	11,317,345	-	27,945,076	-	15,000,000	-	25,000,000	15,000,000	(10,000,000)
Total Sources of Funds	\$ 45,000,000	\$ 47,808,095	\$ 108,506,702	\$ 86,123,583	\$ 49,227,746	\$ 70,761,785	\$ 72,790,684	\$ 74,553,537	\$ 1,762,853
Uses of Funds									
Grant Programs	\$ 33,682,655	\$ 44,813,583	\$ 80,561,626	\$ 86,332,423	\$ 31,327,746	\$ 60,145,696	\$ 40,680,344	\$ 45,392,455	\$ 4,712,111
School Activity Funds	-	3,313,848	-	-	2,900,000	9,326,502	7,110,340	14,161,082	7,050,742
Grant Contingency	11,317,345	-	27,945,076	-	15,000,000	-	25,000,000	15,000,000	(10,000,000)
Total Uses of Funds	\$ 45,000,000	\$ 48,127,431	\$ 108,506,702	\$ 86,332,423	\$ 49,227,746	\$ 69,472,198	\$ 72,790,684	\$ 74,553,537	\$ 1,762,853
Fund Balance									
Annual Summary									
Beginning Fund Balance	\$ 2,361,932	\$ 7,612,800	\$ 7,293,464	\$ 7,293,464	\$ 7,293,464	\$ 7,084,624	\$ 7,084,624	\$ 8,374,211	\$ 1,289,587
Excess (Deficit) Revenue Over Expenditures	-	(319,336)	-	(208,840)	-	1,289,587	-	-	-
Ending Fund Balance	\$ 2,361,932	\$ 7,293,464	\$ 7,293,464	\$ 7,084,624	\$ 7,293,464	\$ 8,374,211	\$ 7,084,624	\$ 8,374,211	\$ 1,289,587
Ending Fund Balance Summary									
Restricted	2,361,932	7,293,464	7,293,464	7,084,624	7,293,464	8,374,211	7,084,624	8,374,211	1,289,587
Total Ending Fund Balance	\$ 2,361,932	\$ 7,293,464	\$ 7,293,464	\$ 7,084,624	\$ 7,293,464	\$ 8,374,211	\$ 7,084,624	\$ 8,374,211	\$ 1,289,587

Note: Pursuant to GASB Statement No. 84, School Activity Funds were moved into the Grants Fund effective FY 2021. This was done after adoption of the FY 2022 Budget.

Grant Summary

The following table provides funding information for each of the anticipated grants. A narrative description for each grant, as well as staffing details, are provided after this table.

Operating Program	Grant Title	Grant Manager	FTE	Funding
Federal Funding				
	3501 BRIDGES to Maryland's Future	Andrea Sykes	0.5	398,173
	3501 BRIDGES to Strengthen Communities	Andrea Sykes	0.5	399,007
	3901 Career and Technical Education (Perkins)	Daniel Rosewag	-	490,000
	6101 Homeless Education Assistance Program	Restia Whitaker	-	70,000
	3324 Infants and Toddlers Program (CLIG) [Federal and State Funded]	Jennifer Riccardi	4.5	609,828
3320/3330/ 5701	Medical Assistance (Ages 3-21) [Federal and State Funded]	Jeannie Dodge	7.5	928,000
	3324 Medical Assistance Infants & Toddlers (Birth-3)	Jennifer Riccardi	-	65,000
	3330 Parentally Placed Passthrough	Terrell Savage	1.0	75,132
	3324 Preschool Parentally Placed Passthrough	Jennifer Riccardi	-	888
	3320 Passthrough (IDEA Part B)	Terrell Savage	136.2	10,061,829
3330/5701	Comprehensive Coordinated Early Intervening Services - Part B 619 & Part B 611	Terrell Savage	14.0	1,834,534
	3330 Access, Equity & Progress (ALS/PL/UL)	Janice Yetter	-	190,649
	3330 Early Childhood	Jennifer Riccardi	1.0	105,634
	3330 Secondary Transitions	Janice Yetter/ Melissa Baxter	1.0	126,741
	3330 Family Support Systems	Ann Scholz	-	18,000
	3330 Special Education Citizens Advisory Committee (SECAC) (MSDE)	Terrell Savage	-	2,500
	3324 Preschool Passthrough (IDEA Part B)	Jennifer Riccardi	3.7	257,842
	3300 Maryland State Personnel Development Grant	Terrell Savage	2.0	330,788
	3202 Title I, Part A: Improving the Academic Achievement of the Disadvantaged	Amy Tieperman	51.0	8,700,000
	Various Title II, Part A: Building Systems for Excellent Teaching and Leading	Juliann Dibble	-	1,361,729
	1002 Title III: English Language Acquisition Program	Tamisha Sampson	3.0	518,000
	3202 Title IV, Part A: Student Support and Academic Enrichment (SSAE)	Caroline Walker	-	525,000
	4801 Margins to Center SEED Project	Jennifer Hlavka	-	600,000
Total Federal Funding			225.9	\$27,669,274

Operating Program	Grant Title	Grant Manager	FTE	Funding
State Funding				
1301	Judith P. Hoyer Early Childcare and Education Center (MSDE)	Amy Raymond	4.0	660,000
3328	Nonpublic Placement/Nonpublic and Community Intervention (MSDE)	Terrell Savage	-	13,527,941
3324	Infants and Toddlers Program (CLIG) [Federal and State Funded]	Jennifer Riccardi	7.0	845,681
3320/3330/5701	Medical Assistance (Ages 3-21) [Federal and State Funded]	Jeannie Dodge	-	672,000
1301	R4K (Ready for Kindergarten) Professional Development Grant (MSDE)	Amy Raymond	-	125,000
1302	Prekindergarten Expansion Grant	Amy Raymond	6.0	550,000
0601	Fine Arts Initiative (MSDE)	Gino Molfino	-	22,711
3901	Robotics After-School Programs (MSDE)	Assorted	-	32,000
7401	Maryland Safe Schools Fund Grant	Caroline Walker	-	25,000
7401	Maryland Association of Boards of Education (MABE) Group Insurance Pool	Pierre Van Greunen	-	44,000
7403	School Safety Grant Program (Maryland Center for School Safety)	Michael Rudinski	-	510,000
2501	Maryland Center for Computing Education (MCCE) Grant	Julie Wray	-	40,448
1001	STARTALK (NSA)	Kimberly Banks	-	136,400
3501	State Concentration of Poverty Grant	Caroline Walker	1.0	272,000
Total State Funding			18.0	\$17,463,181
Other Funding				
3403	School-Based Mental Health Expansion (Horizon Foundation)	Caroline Walker	-	200,000
TBD	Local Children’s Board	Various	-	35,000
Various	Bright Minds Foundation	Annette Bartlett	-	25,000
Various	School Activity Fund	Various	-	14,161,082
Total Other Funding			0.0	\$14,421,082
Grant Contingency			-	\$15,000,000
Total Grant Fund			243.9	\$74,553,537

**The source of funding refers to the original source, regardless of whether the grant passes through another entity. For example, some Federal grants are actually received through the State.*

Federal Funding

BRIDGES to Maryland’s Future

Supports BRIDGES afterschool program for students in Grades 2–5 at four schools: Bollman Bridge Elementary School, Ducketts Lane Elementary School Phelps Luck Elementary School, and Talbott Springs Elementary School. Funds come from the federal program, Title IV, Part B 21st Century Community Learning Centers.

BRIDGES to Strengthening Communities

Supports BRIDGES afterschool program for students in Grades 2–5 at three community schools: Deep Run Elementary School, Laurel Woods Elementary School, Stevens Forest Elementary School and at Oakland Mills Middle School. Funds come from the federal program, Title IV, Part B 21st Century Community Learning Centers.

Career and Technical Education (Perkins V)

Funds identified needed resources and supports for career and technical education classes and programs for students interested in vocational careers and additional post-high school career paths.

Performance Manager: Annette Bartlett

Other Funds

Grants Fund – 1900

Homeless Education Assistance Program

Funds continuation of academic/attendance achievement of students experiencing homeless status through providing support for basic needs, emergency transportation, school supplies, mentoring, and other services. Ongoing staff professional learning and marketing efforts are included to identify and educate youth experiencing homelessness on their rights under the McKinney-Vento Act.

Infants and Toddlers Program (CLIG) [Federal and State Funded]

Funds early intervention services for young children and their families to ensure optimal development in infants and toddlers with, or at risk of, developmental delays and disabilities.

Medical Assistance (Ages 3–21) [Federal and State Funded]

Program recoups costs from Medicaid for special education services. A portion of the costs from Medicaid for special education services received from third party practitioners are applied.

Medical Assistance Infants and Toddlers (Birth–3)

Program recoups costs from Medicaid for early intervention services for infants & toddlers.

Parentally Placed Passthrough

Supports school system strategy to ensure equitable participation of parentally placed students with disabilities in private and parochial schools. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Preschool Parentally Placed Passthrough

Supports school system strategy to ensure equitable participation of parentally placed preschool students with disabilities in private and parochial schools. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Passthrough (IDEA Part B)

Additional assistance in the development of special education programs for students with disabilities ages 3 through 21. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Comprehensive Coordinated Early Intervening Services – Part B 619 & Part B 611

Funds to implement a comprehensive system of proactive and responsive actions to address root cause factors contributing to significant disproportionality based on race and ethnicity for identification of students as having disabilities and their placement in educational settings. The CCEIS funds are reserved for serving children who are not currently identified as requiring special education or related services but who need additional academic and behavioral support to succeed in a general educational environment. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Access, Equity & Progress (ALS/PL/UL)

This program is one of Maryland's strategic imperatives under its Local Implementation for Results (LIR) formula grant program. Funds are used for additional services for students enrolled in special education, including specialized instruction within the general education curriculum. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Performance Manager: Annette Bartlett

Other Funds

Grants Fund – 1900

Early Childhood

The Early Childhood Local Implementation for Results plan is focused on expanding our capacity to serve increasing numbers of children ages 3-5 in the least restrictive environment in community settings. The funding supports the hiring of an additional SLP, additional hourly Social Work, temporary help for Child Find process/paperwork support and additional training materials. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Secondary Transitions

This program is one of Maryland's strategic imperatives under its Local Implementation for Results (LIR) formula grant program. Funds are used to support students with disabilities in acquiring the skills, attributes, and knowledge necessary to implement successful post-high school transitions to college, career, and community. Resources emphasize interagency and family collaboration. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Family Support Systems

Provides support for staff at the Family Support & Resource Center. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Special Education Citizens Advisory Committee (SECAC) (MSDE)

Supports the activities and operation of the SECAC. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Preschool Passthrough (IDEA Part B)

Ensures free appropriate public education in the least restrictive environment for preschool-age students with disabilities. This is a subaward of IDEA Part B federal funds, administered through MSDE's Local Application for Federal Funds (LAFF).

Maryland State Personnel Development Grant

The focus of the Maryland State Personnel Development Grant (SPDG) is to build capacity for delivering specially designed mathematics instruction with embedded social-emotional supports aligned with HCPSS' priorities and commitments to teaching and learning for all students, and especially for students with diverse needs and disabilities.

Title I, Part A: Improving the Academic Achievement of the Disadvantaged

Funding for academic and social emotional supplementary services in grades K–5 in participating schools. Its purpose is to provide all children significant opportunity to receive a fair, equitable, and high-quality education, and to close educational achievement gaps by providing financial assistance to schools with high numbers of students from low-income families. HCPSS leverages Title IA funds to improve academic outcomes for students across its 13 schools designated as Title I schools.

Title II, Part A: Building Systems of Support for Excellent Teaching and Leading

Funds activities and programs that increase the academic achievement of all students by improving the quality and effectiveness of educators and providing low-income and minority students greater access to effective educators. This includes new educator recruitment and hiring, effective induction programs, continued professional learning, educator retention strategies, and leadership development.

Performance Manager: Annette Bartlett

Other Funds

Grants Fund – 1900

Title III: English Language Acquisition Program

Funds activities to improve instruction and supports for English learners (ELs), including professional learning for HCPSS staff on evidence-based strategies when teaching ELs in the classroom, and additional supports to ensure ELs are able to access and make progress in all academic and social emotional areas, including rigorous grade-level academic content standards.

Title IV, Part A: Student Support and Academic Enrichment (SSAE)

Funds activities and programs that improve students' academic achievement by:

- Increasing access to, and opportunities for, a well-rounded education for all students.
- Supporting conditions for student learning to create a healthy and safe school environment.
- Increasing access to personalized learning experiences supported by technology and professional development for the effective use of data and technology.

Margins to Center SEED Project

HCPSS is a partner site for the National Board for Professional Teaching Standards' (NBPTS) Margins to Center SEED funding. The purpose of this funding is to develop, adapt and build evidence on practical and effective approaches to recruit and support teachers with professional development grounded in National Board Standards and Certification. Resources and programming will be modified with a particular focus on culturally responsive and sustaining experiences that equitably engage and support teachers of color.

State Funding

Judith P. Hoyer Early Childcare and Education Center (MSDE)

Judy Center Partnership at Cradlerock Elementary School helps families support their children (birth-age 5) in all developmental domains, to ensure their readiness for kindergarten.

Nonpublic Placement/Nonpublic and Community Intervention (MSDE)

Coverage of costs of Howard County special education students to enroll in nonpublic schools and institutions. Grant conjunction with the county-funded nonpublic placement/local intervention program.

Infants and Toddlers Program (CLIG) [Federal and State Funded]

Funds early intervention services for young children and their families to ensure optimal development in infants and toddlers with, or at risk of, developmental delays and disabilities.

Medical Assistance (Ages 3–21) [Federal and State Funded]

Program recoups costs from Medicaid for special education services. A portion of the costs from Medicaid for special education services received from third party practitioners are applied.

R4K (Ready for Kindergarten) Professional Development Grant (MSDE)

Training of kindergarten and prekindergarten teachers for the purposes of increasing kindergarten readiness and related activities for the Kindergarten Readiness Assessment.

Prekindergarten Expansion Grant

Funding supports expansion to full-day Pre-K at Cradlerock Elementary School, Laurel Woods Elementary School, and Phelps Luck Elementary School. Pays for instructional materials for classrooms, professional learning for staff, family engagement activities, a Family & Community Engagement Specialist, classroom teachers, and paraeducators.

Performance Manager: Annette Bartlett

Other Funds

Grants Fund – 1900

Fine Arts Initiative (MSDE)

Assists in the promotion of meaningful engagement in arts education by all students.

Robotics After-School Programs (MSDE)

With the use of new and emerging technologies via these robotics clubs, students increase their workforce readiness, STEM diversity and new skills in collaboration. Active at Hammond, Glenelg, Mt. Hebron high schools and Patuxent Valley Middle School.

Maryland Safe Schools Fund Grant

The Safe Schools Fund Grant (SSFG) is a non-competitive, State-funded grant program run by the Maryland Center for School Safety and designed for local school systems. The main purpose of the grant is to provide funding for school safety and security related matters as described under Md. Code Ann., Educ. Art. §7-1512. The grant funds are to be applied towards the cost of school safety-related projects and services, including training activities.

Maryland Association of Boards of Education (MABE) Group Insurance Pool

Provides funding to support specific projects identified by the HCPSS risk management program which will reduce risks and claims.

School Safety Grant Program (Maryland Center for School Safety)

Funding provided by the Maryland Center for School Safety, in collaboration with the State Interagency Commission for School Construction (IAC). This grant is a non-competitive, capital improvement grant which allows schools to prioritize larger safety improvement projects.

Maryland Center for Computing Education (MCCE) Grant

The MCCE works directly with each local school system to develop a local vision for computer science education, evaluate current programs, identify gaps, and create specific and measurable short- and long-term goals.

STARTALK (NSA)

Grant program funded by the National Security Agency to fund innovative programs with strong language learning outcomes for K-12 students in critical need languages. HCPSS' STARTALK program currently focuses on the Chinese language.

State Concentration of Poverty Grant

The State Concentration of Poverty grant is determined by a 4-year average of the percentage of the school's students living in poverty (excluding 2020-2021 school year). This program is part of Maryland's Blueprint for the Future initiative.

Other Funding

School-Based Mental Health Services (Horizon Foundation)

Develop additional sites and services within mental health priorities.

Local Children's Board

Provides support for school-based projects that benefit specific groups of students.

Performance Manager: Annette Bartlett

Other Funds

Grants Fund – 1900

Bright Minds Foundation

Bright Minds Foundation awards competitive annual grants to HCPSS teachers and school-based staff interested in delivering innovative instructional projects that support student success.

Grant Contingency

Creates the Budget Authority needed to allow HCPSS to accept grant awards for new (or pending) grant opportunities not included in this summary due to timing of awards.

Staffing

Operating Budget Program & Current Grant	Position	Approved FY 2024	Proposed FY 2025
Bridges To Higher Learning			
3501 - 23106103	MANAGER	0.5	-
Bridges To Higher Learning Total		0.5	-
Bridges To Success			
3501 - 23106201	MANAGER	0.5	-
Bridges To Success Total		0.5	-
Bridges To Maryland's Future			
3501 - 24118401	MANAGER	-	0.5
Bridges To Maryland's Future Total		-	0.5
Bridges To Strengthen Communities			
3501 - 24118301	MANAGER	-	0.5
Bridges To Strengthen Communities Total		-	0.5
Infants and Toddlers Program (CLIG) [Federal and State Funding]			
3324 - 24075201	INSTRUCTIONAL FACILITATOR	1.0	1.0
3324 - 24087501	SPEECH PATHOLOGIST	1.0	2.0
3324 - 24080301	TECHNICAL ASSISTANT	1.0	1.0
3324 - 23060501	SPEECH PATHOLOGIST	1.0	-
3324 - 24075202	OCCUPATIONAL THERAPIST 10 MONTH	1.3	0.5
3324 - 24080301	OCCUPATIONAL THERAPIST 10 MONTH	-	0.5
3324 - 24130027	OCCUPATIONAL THERAPIST 10 MONTH	-	0.5
3324 - 23060501	TECHNICAL ASSISTANT	0.5	-
5701 - 24087501	PSYCHOLOGIST	1.0	1.0
3324 - 24075201	SPEECH PATHOLOGIST	1.1	1.0
3324 - 24087501	SOCIAL WORKER	0.5	1.0
3324 - 24087501	PARAEDUCATOR	1.0	2.0
3324 - 24075201	TEACHER	-	0.5
3324 - 24087501	TEACHER	-	0.5
3324 - 23060501	SECRETARY	1.0	-
Infants & Toddlers Total		10.4	11.5
Medical Assistance (ages 3-21)			
3320 - 21130003-F	OCCUPATIONAL THERAPIST 11 MONTH	1.0	1.0
5701 - 21130003-F	PSYCHOLOGIST	1.5	1.5
3330 - 21130003-F	INSTRUCTIONAL FACILITATOR	1.0	1.0
3330 - 21130003-F	ANALYST	1.0	1.0
3330 - 21130003-F	MEDICAID BILLING TECHNICIAN	1.0	1.0
3330 - 21130003-F	SECRETARY	2.0	2.0
Medical Assistance (ages 3-12) Total		7.5	7.5

Performance Manager: Annette Bartlett

Other Funds

Grants Fund – 1900

Operating Budget Program & Current Grant	Position	Approved FY 2024	Proposed FY 2025
Parentally Placed Passthrough			
3320 - 24086802	SECRETARY	-	1.0
Parentally Placed Passthrough Total		-	1.0
Passthrough (IDEA Part B)			
3321 - 24086801	TEACHER	20.0	20.0
3321 - 24086801	PARAEDUCATOR	77.5	77.5
3321 - 24086801	PARAPRO STUDENT ASST	15.0	15.0
3320 - 24086801	ADAPTED PE	0.4	0.4
5701 - 24086801	PSYCHOLOGIST	0.3	0.3
3320 - 24086801	PHYSICAL THERAPIST 11 MONTH	1.0	1.0
3320 - 24086801	VISUAL/HEARING IMPAIRED TEACHER	1.0	1.0
3330 - 24086801	ACCOUNTANT	1.0	1.0
3330 - 24086801	INSTRUCTIONAL FACILITATOR	4.0	4.0
3330 - 24086801	BEHAVIOR SPECIALIST	6.0	4.0
3330 - 24086801	TEACHER RESOURCE	6.0	6.0
3330 - 24086801	PARAEDUCATOR	5.0	5.0
0303 - 24086801	SPECIALIST	1.0	1.0
Passthrough (IDEA Part B) Total		138.2	136.2
Comprehensive Coordinated Early Intervening Srvc - Part B 619 & Part B 611			
3330 - 24086803	CCEIS PROGRAM HEAD	1.0	1.0
3330 - 24086803	BEHAVIOR SPECIALIST	2.0	2.0
3330 - 24086803	DEI FACILITATOR	1.0	1.0
3330 - 24086803	FACILITATOR BEHAVIORAL INTERVENTION	1.0	1.0
3330 - 24086803	BOARD CERTIFIED BEHAVIOR ANALYST	1.0	1.0
3330 - 24086803	BEHAVIOR PARAEDUCATOR	5.0	5.0
3330 - 24086803	TEACHER RESOURCE	1.0	1.0
3330 - 24086803	SOCIAL WORKER	2.0	2.0
Comprehensive Coordinated Early Intervening Svc Total		14.0	14.0
Early Childhood (LIR)			
3324 - 24130040	SPEECH PATHOLOGIST	-	1.0
Early Childhood (LIR) Total		-	1.0
Secondary Transition (LIR)			
3321 - 24130041	TEACHER RESOURCE	-	1.0
Secondary Transition (LIR) Total		-	1.0
Preschool Passthrough			
3324 - 24083201	SPEECH PATHOLOGIST	1.8	3.2
3324 - 24083201	OCCUPATIONAL THERAPIST 10 MONTH	0.2	0.5
Preschool Passthrough Total		2.0	3.7
Title I, Part A: Improving the Academic Achievement of the Disadvantaged			
3202 - 23109601	MANAGER	1.0	-
3202 - 23109601	SPECIALIST	1.0	-
3202 - 24241297	COORDINATOR	-	1.0
3202 - 24241297	INSTRUCTIONAL FACILITATOR	-	1.0
3202 - 24241297	TEACHER RESOURCE	3.0	2.0
3202 - 24241297	TEACHER	45.0	44.0
3202 - 24241297	SCHOOL COUNSELOR	3.0	-
3202 - 24241297	TECHNICAL ASSISTANT	2.0	3.0
Title I, Part A: Improving the Academic Achievement of the Disadvantaged Total		55.0	51.0

Performance Manager: Annette Bartlett

Other Funds

Grants Fund – 1900

Operating Budget Program & Current Grant	Position	Approved FY 2024	Proposed FY 2025
Title III: English Language Acquisition Program			
1002 - 24243601	ENGLISH LANG DEVELOPMENT COACH	3.0	3.0
Title III: English Language Acquisition Program Total		3.0	3.0
Judy Center			
1301 - 24051401	MANAGER	1.0	1.0
1301 - 24051401	COORDINATOR	0.5	3.0
Judy Center Total		1.5	4.0
Prekindergarten Expansion			
1302 - 24106101	TEACHER RESOURCE	-	1.0
1302 - 24106101	TEACHER	2.0	3.0
1302 - 24106101	PARAEDUCATOR	2.0	2.0
Prekindergarten Expansion Total		4.0	6.0
State Personnel Development Grant			
3300 - 23075401	MATH COACH	-	1.0
3300 - 23075401	TEACHER RESOURCE	1.0	1.0
State Personnel Development Grant Total		1.0	2.0
State Concentration of Poverty Grant			
3501 - 24014001	SPECIALIST	1.0	1.0
State Concentration of Poverty Grant Total		1.0	1.0
Grants Total FTE's		238.6	243.9

Jim Rouse Theatre Fund

9204

Fund Overview and Insights

The Jim Rouse Theatre, located at Wilde Lake High School (WLHS), was created as a unique opportunity for school facilities to serve the performance and educational needs of Howard County students as well as the performance needs of Howard County arts organizations. Per the Jim Rouse Theatre Memorandum of Understanding, a “Shared-Use Committee” oversees the use of the theatre and consists of the HCPSS Superintendent or designee, WLHS Principal or designee, Executive Director of Howard County Arts Council or designee, representative appointed by County Executive, and representative appointed by the Chamber of Commerce.

The 12,500-square-foot performing arts space is utilized by Wilde Lake High School, the Howard County Public School System, and many non-profit and for-profit arts organizations.

The Shared-Use Committee establishes a schedule of fees and other charges for the use of the theatre and its facilities consistent with Board of Education policy. Additional fees may be charged for personnel, staging, sound, and lighting. All user fees collected are deposited and maintained in a separate account designated for the theatre and are used to pay for the operating costs of the theatre such as utilities, maintenance, and custodial services.

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 9204					
TECH DIRECTOR ROUSE THEATRE	0.2	0.2	0.2	0.2	0.2
ROUSE THEATRE MANAGER	0.2	0.2	0.2	0.2	0.2
Total Other Funds FTE	0.4	0.4	0.4	0.4	0.4

Revenues, Expenses, and Changes in Net Position

Jim Rouse Theatre Fund	BUDGETARY BASIS								
	Budget FY 2021	Actual FY 2021*	Budget FY 2022	Actual FY 2022*	Budget FY 2023	Actual FY 2023*	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Sources of Funds									
Charges for Services	\$ 225,000	\$ 152,128	\$ 135,240	\$ 242,375	\$ 225,000	\$ 308,367	\$ 250,000	\$ 275,000	\$ 25,000
Miscellaneous Revenue	-	-	-	6,687	-	-	-	-	-
Total Sources of Funds	\$ 225,000	\$ 152,128	\$ 135,240	\$ 249,062	\$ 225,000	\$ 308,367	\$ 250,000	\$ 275,000	\$ 25,000
Uses of Funds									
Operating Expenditures	208,000	131,819	119,240	195,407	208,000	224,022	237,000	259,000	22,000
Depreciation	17,000	16,308	16,000	13,031	17,000	16,041	13,000	16,000	3,000
Recovery of Fund Balance	-	-	-	-	-	-	-	-	-
Total Uses of Funds	\$ 225,000	\$ 148,127	\$ 135,240	\$ 208,438	\$ 225,000	\$ 240,063	\$ 250,000	\$ 275,000	\$ 25,000

Note: Budget is presented here for informational purposes; budget approval completed by the JRT Board in May.

* Actual revenues do not include use of fund balance.

Fund Balance									
Annual Summary									
Beginning Fund Balance	\$ 353,610	\$ 305,161	\$ 305,161	\$ 309,162	\$ 358,922	\$ 349,786	\$ 349,786	\$ 418,090	\$ 68,304
Excess (Deficit) Revenue Over Expenditures	-	4,001	-	40,624	-	68,304	-	-	-
Ending Fund Balance	\$ 353,610	\$ 309,162	\$ 305,161	\$ 349,786	\$ 358,922	\$ 418,090	\$ 349,786	\$ 418,090	\$ 68,304
Ending Fund Balance Summary									
Net Investment in Capital Assets	58,864	26,448	42,756	49,902	26,448	26,448	26,448	49,902	23,454
Unrestricted	294,746	282,714	262,405	299,884	332,474	391,642	323,338	368,188	44,850
Total Ending Fund Balance	\$ 353,610	\$ 309,162	\$ 305,161	\$ 349,786	\$ 358,922	\$ 418,090	\$ 349,786	\$ 418,090	\$ 68,304

Print Services

9713

Program Overview and Insights

Print Services provides high-quality offset printing, digital duplicating, and design services for staff and students throughout HCPSS at a fraction of the cost of commercial print services. The wide variety of printed jobs produced for schools, classrooms, and offices include instructional work, graduation programs and tickets, administrative and financial forms, annual reports, envelopes, flyers, posters, banners, wall graphics, vehicle decals, photos, postcards, and much more. Print Services utilizes large format graphics to create a warm and welcoming school environment.

Print Services has steadily increased production to keep up with demand through the addition of upgraded equipment, improved ordering service, and increased accessibility. Staff and students may submit print orders electronically 24 hours a day, 7 days a week through the Web-to-Print service, which increases job quality, productivity, and turnaround time, while reducing print costs.

In addition, Print Services supports local printing needs for schools and offices through the Managed Print Services program which includes leases, supplies, and maintenance for local Multi-Function Devices (MFDs) and desktop printers.

Print Services Demand – Number of Requests Processed

Number of Print Requests				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
32,677	27,228	2,360*	18,915	36,861

Measure: Print Services Demand – Number of Copies Produced

* Affected by the impact of COVID-19 on instruction and operations.

Number of Copies Produced				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
46,219,871	38,832,316	19,589,487*	39,847,893	65,532,286

* Affected by the impact of COVID-19 on instruction and operations.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Print Services									
Salaries and Wages									
Salaries	\$ 916,031	\$ 919,691	\$ 928,932	\$ 943,610	\$ 974,492	\$ 981,841	\$ 1,035,951	\$ 885,501	\$ (150,450)
Wages-Temporary Help	15,000	-	15,000	-	5,000	-	5,000	5,000	-
Wages-Overtime	10,000	-	10,000	1,592	10,000	11,091	10,000	10,000	-
Subtotal	941,031	919,691	953,932	945,202	989,492	992,932	1,050,951	900,501	(150,450)
Contracted Services									
Lease-Copier	472,973	119,931	472,973	65,610	565,918	105,723	565,918	470,832	(95,086)
Contracted-Labor	-	16,590	-	-	-	-	-	-	-
Printing-Outside Svcs	10,000	-	10,000	-	10,000	-	10,000	10,000	-
Maintenance-Software	-	8,975	-	-	-	11,195	-	-	-
Maintenance-Hardware	745,279	158,310	745,279	576,846	767,729	652,485	767,729	767,729	-
Subtotal	1,228,252	303,806	1,228,252	642,456	1,343,647	769,403	1,343,647	1,248,561	(95,086)
Supplies and Materials									
Supplies-Paper	201,500	80,017	201,500	90,206	272,025	215,826	327,025	310,225	(16,800)
Supplies-Other	17,000	-	17,000	5	17,000	6	17,000	17,000	-
Supplies-General	50,000	96,789	50,000	77,045	60,000	79,875	60,000	60,000	-
Technology-Computer	-	54,353	-	111,928	-	29,931	-	-	-
Subtotal	268,500	231,159	268,500	279,184	349,025	325,638	404,025	387,225	(16,800)
Other Charges									
Travel-Mileage	3,000	106	3,000	454	3,000	432	3,000	3,000	-
Subtotal	3,000	106	3,000	454	3,000	432	3,000	3,000	-
Equipment									
Depreciation-Proprietary	27,441	314,182	28,330	367,620	23,990	388,082	13,992	28,713	14,721
Subtotal	27,441	314,182	28,330	367,620	23,990	388,082	13,992	28,713	14,721
Program 9713 Total	\$ 2,468,224	\$ 1,768,944	\$ 2,482,014	\$ 2,234,916	\$ 2,709,154	\$ 2,476,487	\$ 2,815,615	\$ 2,568,000	\$ (247,615)

Budget Summary Analysis

9713–Print Services		Change from	
State/Spend Category	Description of Expenditure	FY 2024	Explanation of Change
Salaries and Wages			
Salaries	Salaries for staff serving this program.	\$ (150,450)	<ul style="list-style-type: none"> • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦ (1.0) Audiovisual Producer ◦ (1.0) Equipment Operator • Reflects placeholder for compensation increases and benefits for staff • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections
Wages-Temporary Help	Wages paid to part-time help to assist in finishing work. To promote partnerships, Print Services uses HCPSS students.		- • No change.
Wages-Overtime	Wages paid during peak operating periods when employee overtime is required.		- • No change.
Contracted Services			
Lease-Copier	Lease contracts for all copiers/printers used in production, as well as the lease costs for the systemwide Managed Print Services contract.	(95,086)	• Decreases funding for copier leases.
Printing-Outside Svcs	Services to print items not produced in-house.		- • No change.
Maintenance-Hardware	Maintenance of Print Services copier equipment, as well as the maintenance costs for the systemwide Managed Print Services contract.		- • No change.
Supplies and Materials			
Supplies-Paper	Paper for central offices and school-level printing.	(16,800)	• Decreases funding for paper.
Supplies-Other	Small equipment such as bindery and offset printing items.		- • No change.
Supplies-General	Graphic supplies for in-house printing.		- • No change.
Other Charges			
Travel-Mileage	Travel expenses to visit vendors, schools and offices when necessary.		- • No change.
Equipment			
Depreciation-Proprietary	Cost of large equipment purchased by this fund is depreciated over several years on a straight-line basis.	14,721	• Increases funding to support the estimated depreciation expense.
		Total \$ Change	\$ (247,615)
		Total % Change	(8.79)%

Staffing

	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
Program 9713					
MANAGER	1.0	1.0	1.0	1.0	1.0
AUDIOVISUAL PRODUCER	1.0	1.0	1.0	1.0	-
LARGE FORMAT PRINTING SPECIALIST	1.0	1.0	1.0	1.0	1.0
PRINT SERVICES SPECIALIST	1.0	1.0	1.0	1.0	1.0
REPRO EQUIPMENT OPERATOR	2.0	2.0	2.0	2.0	1.0
PRESS OPERATOR II	5.0	5.0	5.0	5.0	5.0
ASSISTANT	1.0	1.0	1.0	1.0	1.0
Total Other Funds FTE	12.0	12.0	12.0	12.0	10.0

Revenues, Expenses, and Changes in Net Position

Print Services	BUDGETARY BASIS								
	Budget FY 2021	Actual FY 2021*	Budget FY 2022	Actual FY 2022*	Budget FY 2023	Actual FY 2023*	Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Sources of Funds									
Use of Fund Balance	\$ 279,278	\$ -	\$ 293,068	\$ -	\$ 400,000	\$ -	\$ 506,461	\$ 258,846	\$ (247,615)
User Agency Charges:									
Administration	36,648	36,648	36,648	36,648	162,985	162,985	162,985	162,985	-
Mid-Level Admin	157,385	157,385	157,385	157,385	1,384,378	1,384,378	1,384,378	1,384,378	-
Instruction	1,794,212	1,794,212	1,794,212	1,794,212	551,851	551,851	551,851	551,851	-
Special Education	62,242	62,242	62,242	62,242	188,936	188,936	188,936	188,936	-
Pupil Services	2,287	2,287	2,287	2,287	2,076	2,076	2,076	2,076	-
Health Services	17,304	17,304	17,304	17,304	7,915	7,915	7,915	7,915	-
Transportation	1,469	1,469	1,469	1,469	425	425	425	425	-
Operation of Plant	5,324	5,324	5,324	5,324	7,595	7,595	7,595	7,595	-
Maintenance	452	452	452	452	-	-	-	-	-
Community Services	108,370	108,370	108,370	108,370	2,010	2,010	2,010	2,010	-
Capital Outlay	2,069	2,069	2,069	2,069	983	983	983	983	-
Health Fund	611	611	611	611	-	-	-	-	-
Technology Services Fund	573	573	573	573	-	-	-	-	-
Other	-	3,452	-	3,223	-	3,505	-	-	-
Subtotal User Charges	2,188,946	2,192,398	2,188,946	2,192,169	2,309,154	2,312,659	2,309,154	2,309,154	-
Total Sources of Funds	\$ 2,468,224	\$ 2,192,398	\$ 2,482,014	\$ 2,192,169	\$ 2,709,154	\$ 2,312,659	\$ 2,815,615	\$ 2,568,000	\$ (247,615)
Uses of Funds									
Operating Expenses	2,440,783	1,454,762	2,453,684	1,867,296	2,685,164	2,088,405	2,801,623	2,539,287	(262,336)
Depreciation	27,441	314,182	28,330	367,620	23,990	388,082	13,992	28,713	14,721
Recovery of Fund Balance	-	-	-	-	-	-	-	-	-
Total Uses of Funds	\$ 2,468,224	\$ 1,768,944	\$ 2,482,014	\$ 2,234,916	\$ 2,709,154	\$ 2,476,487	\$ 2,815,615	\$ 2,568,000	\$ (247,615)

* Actual revenues do not include use of fund balance.

Fund Balance									
Annual Summary									
Beginning Fund Balance	\$ 835,177	\$ 779,405	\$ 1,202,859	\$ 1,202,857	\$ 1,010,554	\$ 1,160,110	\$ 880,144	\$ 489,821	\$ (390,323)
Excess (Deficit) Revenue Over Expenditures	(279,278)	423,454	(293,068)	(42,747)	(400,000)	(163,828)	(506,461)	(258,846)	247,615
Ending Fund Balance	\$ 555,899	\$ 1,202,859	\$ 909,791	\$ 1,160,110	\$ 610,554	\$ 996,282	\$ 373,683	\$ 230,975	\$ (142,708)
Ending Fund Balance Summary									
Invested in Capital Assets	105,986	69,258	105,986	75,231	69,258	142,432	75,231	199,727	124,496
Unrestricted	449,913	1,133,601	803,805	1,084,879	541,296	853,850	298,452	31,248	(267,204)
Ending Fund Balance	\$ 555,899	\$ 1,202,859	\$ 909,791	\$ 1,160,110	\$ 610,554	\$ 996,282	\$ 373,683	\$ 230,975	\$ (142,708)

Technology Services

9714

Program Overview and Insights

The Technology Services program provides the technology infrastructure and security services, technical support services, and enterprise collaboration and productivity software used by students and staff throughout the school system for teaching and learning, and business operations. These services enable school system operations to run effectively and efficiently and help ensure high-quality learning experiences can be designed for all students across different instructional models. Focus areas include:

- Providing technology solutions in an efficient, secure, robust, cost effective and timely manner.
- Maintaining a proactive technology lifecycle management for all student and employee end user devices and the school system's technology infrastructure.
- Supporting Workday (Enterprise Resource Program), Microsoft, and Google platforms.
- Ensuring compliance, security, reliability, and integrity of HCPSS systems, network, data, and computing environments.

In alignment with the [Technology Strategic Plan](#) (Board Report from September 23, 2021, can also be accessed on Board Docs), several accomplishments were attained in FY 2023:

- Life Cycle replacement - Technology continues to decrease the percentage of computers that are at end of life. Older devices such as outdated Apple laptops and iPads were removed and replaced with newer devices and modern technologies.
- Student Technology Package – Chromebooks provide important access to instruction and Technology Services continue to support Chromebook forecasting, allocation, distribution, inventory, maintenance, and repair.
- Teacher Technology Package – All teachers are provided with a device, case, and multifunctional adapter.
- Network Server Optimization – The department continues to move towards a “cloud-first” strategy. All school-based file servers have been migrated to the cloud.
- Guilford Park High School – Various areas of IT completed implementation for the new high school, including configuring network equipment, wireless access points, audio/visual equipment, and phones.
- Security Awareness Training Platform – The department has implemented a training platform that helps ensure all staff are knowledgeable of cyber security awareness and best practices. This platform enhances staff knowledge and prepares the department to operate and respond with a focus on data security and the prevention of data breaches.
- Privileged Identity and Access Management Solution (PIM) – PIM was implemented for securing and protecting privileged account credentials.
- Multi-Factor Authentication (MFA) – continues to roll out for all staff.
- Managed Security Services Provider (MSSP) – MSSP maintains full implementation and provides HCPSS 24-hour X 7 day per week (24X7) incident monitoring and alerting.

Budget Summary

	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Technology Services									
Salaries and Wages									
Salaries	\$ 5,905,115	\$ 5,688,464	\$ 6,307,370	\$ 5,612,597	\$ 7,117,583	\$ 5,774,074	\$ 7,422,709	\$ 7,052,113	\$ (370,596)
Wages-Temporary Help	230,847	138,001	230,847	117,101	271,347	123,880	271,347	227,752	(43,595)
Wages-Overtime	95,000	46,084	95,000	38,408	95,000	39,513	95,000	54,000	(41,000)
Subtotal	6,230,962	5,872,549	6,633,217	5,768,106	7,483,930	5,937,467	7,789,056	7,333,865	(455,191)
Contracted Services									
Repair-Equipment	300,000	139,321	300,000	97,400	860,000	175,142	1,108,000	958,000	(150,000)
Contracted-General	1,188,008	825,957	2,388,008	1,643,657	2,453,008	1,748,865	3,025,008	3,025,008	-
Contracted-Labor	-	14,964	-	-	-	-	-	-	-
Maintenance-Software	3,127,397	1,710,430	3,548,147	1,394,206	4,083,647	1,797,929	4,156,647	4,811,416	654,769
Maintenance-Hardware	617,509	273,672	617,509	155,053	742,509	123,577	742,509	742,509	-
Maintenance-Vehicles	-	138	-	-	-	-	-	-	-
Subtotal	5,232,914	2,964,482	6,853,664	3,290,316	8,139,164	3,845,513	9,032,164	9,536,933	504,769
Supplies and Materials									
Printing- ISF Services	573	573	573	573	-	-	-	-	-
Postage	-	148,453	-	-	-	-	-	-	-
Supplies-Audio Visual	56,500	41,419	56,500	68,006	636,660	518,296	636,660	386,660	(250,000)
Supplies-Repairs	75,000	12,515	75,000	261,635	75,000	-	75,000	75,000	-
Supplies-General	111,300	118,326	111,300	38,816	111,300	40,435	111,300	111,300	-
Technology-Supply	-	4,933	-	175,832	-	3,202	-	-	-
Technology-Computer	500,000	784,125	500,000	1,489,444	495,009	2,740,157	825,009	9,157,043	8,332,034
Subtotal	743,373	1,110,344	743,373	2,034,306	1,317,969	3,302,090	1,647,969	9,730,003	8,082,034
Other Charges									
Travel-Conferences	25,000	299	25,000	5,614	25,000	1,196	25,000	25,000	-
Travel-Mileage	10,800	4,837	10,800	6,047	10,800	5,034	10,800	6,000	(4,800)
Dues & Subscriptions	-	2,576	-	-	-	6,169	-	-	-
Training	35,000	-	35,000	1,914	35,000	392	35,000	35,000	-
Classified Ads	-	395	-	-	-	-	-	-	-
Other Miscellaneous Charges	-	92,871	-	69,980	-	47,000	-	-	-
Subtotal	70,800	100,978	70,800	83,555	70,800	59,791	70,800	66,000	(4,800)
Equipment									
Equipment-Technology	30,000	-	30,000	21,922	130,000	7,360	130,000	-	(130,000)
Depreciation-Proprietary	957,751	2,517,778	699,179	2,445,542	681,674	2,408,037	637,617	524,411	(113,206)
Subtotal	987,751	2,517,778	729,179	2,467,464	811,674	2,415,397	767,617	524,411	(243,206)
Transfers									
Transfer to General Fund	-	-	-	-	-	-	6,700,000	-	(6,700,000)
Subtotal	-	-	-	-	-	-	6,700,000	-	(6,700,000)
Program 9714 Total	\$ 13,265,800	\$ 12,566,131	\$ 15,030,233	\$ 13,643,747	\$ 17,823,537	\$ 15,560,258	\$ 26,007,606	\$ 27,191,212	\$ 1,183,606

Budget Summary Analysis

Program 9714–Technology Services

State/Spend Category	Description of Expenditure	Change from FY	
		2024	Explanation of Change
Salaries and Wages			
Salaries	Salaries for staff serving in this program.	\$ (370,596)	<ul style="list-style-type: none"> • Reflects the following staffing changes in FY 2024: <ul style="list-style-type: none"> ◦(1.0) Technician reclassified to 1.0 Specialist ◦(1.0) Engineer reclassified to 1.0 Technology Support ◦(1.0) Coordinator reclassified to 1.0 Project Manager • Reflects the following decrease in positions in FY 2025: <ul style="list-style-type: none"> ◦(1.0) Manager ◦(1.0) Analyst ◦(2.0) Technicians ◦(1.0) Technology Support • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages for temporary support to complete critical projects and reduce service turnaround time.	(43,595)	• Decreases funding for temporary wages.
Wages-Overtime	Wages for staff to complete critical projects/assignments that cannot be completed during normal business hours.	(41,000)	• Decreases funding for overtime wages.
Contracted Services			
Repair-Equipment	Repair charges for end-user devices.	(150,000)	• Decreases funding for equipment repair.
Contracted-General	Contracted service fee to support technology infrastructure.	-	• No change.
Maintenance-Software	Maintenance cost for enterprise software/tools/systems used by the school system.	654,769	• Increases funding to renew contracts for which cost increases are anticipated.
Maintenance-Hardware	Maintenance charges for hardware used by the school system.	-	• No change.
Supplies and Materials			
Supplies-Audio Visual	Funds for parts and materials to support, repair, and maintain school A/V equipment.	(250,000)	• Decreases funding for classroom A/V equipment.
Supplies-Repairs	Funds for parts and materials to support, repair, and maintain school computer equipment.	-	• No change.
Supplies-General	Funds for office supplies, software, tools and other supplies.	-	• No change.
Technology-Computer	Funds for new technology devices under the current technology replacement program.	8,332,034	• Increases funding for student devices.

State/Spend Category	Description of Expenditure	Change from FY	
		2024	Explanation of Change
Other Charges			
Travel-Conferences	Conferences expenses for staff members.	-	• No change.
Travel-Mileage	Reimbursement to employees for work-related mileage/travel costs.	(4,800)	• Eliminates mileage stipend benefit for designated managerial positions.
Training	Training for staff serving this program.	-	• No change.
Equipment			
Equipment-Technology	Equipment for video conferencing.	(130,000)	• Eliminates funding for video conferencing equipment.
Depreciation-Proprietary	Fixed technology asset depreciation.	(113,206)	• Decreases funding for depreciation expense based on fixed assets that have been fully depreciated.
Transfers			
Transfer to General Fund	Transfer of funds from the technology services fund to the general fund	(6,700,000)	• Eliminates the one-time transfer of unrestricted net position to General Fund.
Total \$ Change		\$ 1,183,606	
Total % Change		4.55%	

Staffing

Program 9714	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
EXECUTIVE DIRECTOR	1.0	1.0	1.0	1.0	1.0
DIRECTOR	-	-	2.0	2.0	2.0
COORDINATOR	2.0	3.0	3.0	4.0	3.0
SENIOR MANAGER	1.0	1.0	-	-	-
MANAGER	5.0	6.0	6.0	6.0	5.0
PROJECT MANAGER	2.0	2.0	2.0	2.0	3.0
ASSISTANT MANAGER	6.0	5.0	5.0	5.0	5.0
ASSET ADMINISTRATOR	-	-	1.0	1.0	1.0
ANALYST	4.0	4.0	4.0	4.0	3.0
ENGINEER	8.0	8.0	8.0	8.0	7.0
TECHNICIAN	20.0	23.0	23.0	22.0	19.0
SPECIALIST	7.0	8.0	11.0	11.0	12.0
SOFTWARE DEVELOPER	1.0	1.0	1.0	1.0	1.0
TECHNOLOGY SUPPORT	3.0	3.0	4.0	4.0	4.0
EXECUTIVE ASSISTANT	-	-	1.0	1.0	1.0
SECRETARY	1.0	1.0	-	-	-
Total Other Funds FTE	61.0	66.0	72.0	72.0	67.0

Revenues, Expenses, and Changes in Net Position

							BUDGETARY BASIS		
	Budget FY 2021	Actual FY 2021*	Budget FY 2022	Actual FY 2022*	Budget FY 2023	Actual FY 2023*	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Technology Services									
Sources of Funds									
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,700,000	\$ 4,003,609	\$ (2,696,391)
User Agency Charges:									
Administration	796,922	796,922	906,111	1,406,111	249,600	263,600	270,306	324,626	54,320
Mid-Level Admin	5,119,313	5,119,313	5,820,728	6,320,728	1,956,147	2,186,147	2,123,837	2,550,636	426,799
Other Instructional Costs	-	-	-	500,000	7,487,983	7,787,983	8,109,194	9,738,795	1,629,601
Special Education	1,242,823	1,242,823	1,413,107	1,413,107	2,495,994	2,635,994	2,703,065	3,246,264	543,199
Student Services	332,821	332,821	378,422	378,422	267,427	282,427	289,614	347,814	58,200
Health Services	29,339	29,339	33,359	33,359	338,742	357,742	366,845	440,564	73,719
Transportation	624,664	624,664	710,251	1,210,251	213,942	435,942	231,691	278,251	46,560
Operation of Plant	90,953	90,953	103,415	103,415	178,285	188,285	193,076	231,876	38,800
Maintenance	4,629,632	4,629,632	5,263,953	5,263,953	4,457,132	4,497,132	4,826,902	5,796,901	969,999
Community Services	7,244	7,244	8,237	8,237	106,971	112,971	115,846	139,126	23,280
Capital Outlay	4,094	4,094	4,655	4,655	71,314	75,314	77,230	92,750	15,520
Health Fund	387,995	387,995	387,995	387,995	-	-	-	-	-
Miscellaneous	-	195	-	145,140	-	52,942	-	-	-
Subtotal User Charges	13,265,800	13,265,995	15,030,233	17,175,373	17,823,537	18,876,479	19,307,606	23,187,603	3,879,997
Total Sources of Funds	\$ 13,265,800	\$ 13,265,995	\$ 15,030,233	\$ 17,175,373	\$ 17,823,537	\$ 18,876,479	\$ 26,007,606	\$ 27,191,212	\$ 1,183,606
Uses of Funds									
Operating Expenses	12,308,049	10,048,353	14,331,054	11,198,205	17,141,863	13,152,221	18,669,989	26,666,801	7,996,812
Depreciation	957,751	2,517,778	699,179	2,445,542	681,674	2,408,037	637,617	524,411	(113,206)
Recovery of Fund Balance	-	-	-	-	-	-	-	-	-
Transfer to General Fund	-	-	-	-	-	-	6,700,000	-	(6,700,000)
Total Uses of Funds	\$ 13,265,800	\$ 12,566,131	\$ 15,030,233	\$ 13,643,747	\$ 17,823,537	\$ 15,560,258	\$ 26,007,606	\$ 27,191,212	\$ 1,183,606

* Actual revenues do not include use of fund balance.

Fund Balance									
Annual Summary									
Beginning Fund Balance	\$ 5,696,374	\$ 5,395,296	\$ 4,687,113	\$ 6,095,160	\$ 7,286,043	\$ 9,626,786	\$ 11,619,378	\$ 6,243,007	\$ (5,376,371)
Excess (Deficit) Revenue Over Expenditures	-	699,864	-	3,531,626	-	3,316,221	(6,700,000)	(4,003,609)	2,696,391
Ending Fund Balance	\$ 5,696,374	\$ 6,095,160	\$ 4,687,113	\$ 9,626,786	\$ 7,286,043	\$ 12,943,007	\$ 4,919,378	\$ 2,239,398	\$ (2,679,980)
Ending Fund Balance Summary									
Invested in Capital Assets	4,886,939	3,627,466	4,434,038	2,900,489	3,627,466	2,239,398	2,900,489	2,239,398	(661,091)
Unrestricted	809,435	2,467,694	253,075	6,726,297	3,658,577	10,703,609	2,018,889	-	(2,018,889)
Ending Fund Balance	\$ 5,696,374	\$ 6,095,160	\$ 4,687,113	\$ 9,626,786	\$ 7,286,043	\$ 12,943,007	\$ 4,919,378	\$ 2,239,398	\$ (2,679,980)

Health Fund

9715

Program Overview and Insights

The HCPSS Health Fund provides a high level of health insurance coverage and other voluntary benefits while monitoring and controlling overall costs to the school system, its employees, and its retirees.

The Health Fund is an Internal Service Fund that accounts for the school system’s insurance program for employee and retiree health, dental, vision, and related administrative insurance costs. The use of an Internal Service Fund for self-insured benefit activities can help smooth the impact of severe claim fluctuations, which could adversely impact the General Fund.

The fund’s revenues come from payments by the General Fund (Fixed Charges Category); Food and Nutrition Service Fund; employee contributions; COBRA; and retiree contributions; prescription rebates; and reimbursements for grant-funded employees. Per [Policy 4070](#), this self-insurance fund is required to maintain adequate reserves to cover medical claims liabilities. The FY 2025 proposed budget fully funds the actuarially projected costs for employee and retiree health insurance. Based on actuarial calculations, a placeholder for new employees as well as a placeholder for the proposed reductions of employees included in this budget have been factored in to ensure we are appropriately budgeting this fund.

Benefit plans for health, dental, and vision are administered by the Benefits Office.

Medical Benefits Cost per Employee/Retiree Per Month

Medical Benefits Cost per Employee/Retiree Per Month				
Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Actual FY 2023
\$36.29	\$37.40	\$37.01	\$36.93	TBD

Preventative Health Care Utilization, percentage of annual physicals (adults) and annual well check visits (children)

Preventative Health Care Utilization				
Actual FY 2019	Actual FY 2020*	Actual FY 2021*	Actual FY 2022	Actual FY 2023
Adult: 33.3% Child: 73%	Adult: 19.2% Child: 49.4%	Adult: 29.3% Child: 62.1%	Adult: 35% Child: 75%	TBD

* Affected by the impact of COVID-19 on instruction and operations.

Budget Summary

Health Fund	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Benefit Credits	\$ 2,968,140	\$ 2,956,464	\$ 2,968,140	\$ 2,939,594	\$ 3,116,547	\$ 3,009,916	\$ 3,116,547	\$ 2,341,547	\$ (775,000)
Administration Fees									
Stop Loss Insurance	678,846	590,647	731,728	723,221	754,160	838,524	908,036	893,501	(14,535)
Vendor Administrative Fees	4,931,299	4,197,876	4,603,107	5,041,942	5,284,964	4,705,691	5,396,458	5,352,266	(44,192)
Subtotal Administration Fees	5,610,145	4,788,523	5,334,835	5,765,163	6,039,124	5,544,215	6,304,494	6,245,767	(58,727)
Payment of Claims	153,193,415	151,077,098	159,403,158	161,075,119	173,554,272	177,814,555	181,622,180	206,305,373	24,683,193
PPACA Fees	-	46,449	60,000	48,975	60,000	52,880	60,000	61,200	1,200
Other Expenses									
Salaries	278,188	266,755	280,830	298,340	382,000	380,946	404,684	415,945	11,261
Wages-Temporary Help	6,780	2,940	6,780	-	6,780	-	6,780	6,780	-
Admin Fee-Actuarial	25,000	-	-	-	-	-	-	-	-
Technology- ISF Services	387,995	387,995	387,995	387,995	-	-	-	-	-
Contracted-Consultant	512,000	493,258	512,000	235,564	440,000	403,588	440,000	440,000	-
Contracted-Labor	-	-	-	-	60,000	-	60,000	60,000	-
Printing- ISF Services	611	611	611	611	-	-	-	-	-
Supplies-General	1,500	27	1,500	1,412	1,500	746	1,500	1,500	-
Technology-Computer	-	-	-	-	-	3,705	1,000	1,000	-
Technology-Supply	-	-	-	-	-	1,957	1,000	1,000	-
Employee Assistance Program	80,000	71,000	80,000	71,000	80,000	71,000	80,000	80,000	-
Training	-	-	-	-	-	-	3,000	3,000	-
Subtotal Other Expenses	1,292,074	1,222,586	1,269,716	994,922	970,280	861,942	997,964	1,009,225	11,261
Recovery of Fund Balance	-	-	10,000,000	-	-	-	-	-	-
Program 9715 Total	\$ 163,063,774	\$ 160,091,120	\$ 179,035,849	\$ 170,823,773	\$ 183,740,223	\$ 187,283,508	\$ 192,101,185	\$ 215,963,112	\$ 23,861,927

Budget Summary Analysis

Program 9715–Health Fund

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
Benefit Credits	Payments to employees to offset the cost of health benefits. For employees enrolled in benefits, the annual amount is \$420 per employee. Prior to calendar year 2019, employees who chose not to enroll received an annual credit of \$750. The opt-out credit has been discontinued.	\$ (775,000)	• Decreases funding for the employee benefit credit by reducing the credit to employees by 50% beginning in calendar year 2025.
Administration Fees			
Stop Loss Insurance	Stop-loss insurance caps the maximum amount the Health Fund must pay for any single claim and the maximum paid for all claims in any plan year.	(14,535)	• Decreases funding based on actuarial projections.
Vendor Administrative Fees	Fees paid to vendors to administer health insurance. Predominately charged on a per member per month (PMPM) basis.	(44,192)	• Decreases funding based on actuarial projections.
Payment of Claims	Self-insured health, dental, and vision claims coverage. Also includes COBRA payments.	24,683,193	<ul style="list-style-type: none"> • Increases \$26,318,943 in funding based on actuarial projections. • Increases \$2,385,615 in funding for new employees. • Decreases (\$4,021,365) in funding for position reductions.
PPACA Fees	The Patient Protection and Affordable Care Act (PPACA) was inclusive of all Affordable Care Act fees including now expired Transitional Reinsurance Program Assessment fee and ongoing PCORI (Patient Centered Outcomes Reinsurance Fee).	1,200	• Increases funding based on actuarial projections.

State/Spend Category	Description of Expenditure	FY 2024	Explanation of Change
Other Expenses			
Salaries	Salaries for staff serving this program.	11,261	<ul style="list-style-type: none"> • Reflects the following staffing change completed during FY 2024: <ul style="list-style-type: none"> ◦ (1.0) Manager reclassified to 1.0 Benefits Officer • Reflects differences in year over year budget costs resulting from variances attributable to turnover and/or budget projections. • Reflects placeholder for compensation increases and benefits for staff.
Wages-Temporary Help	Wages paid to temporary employees to provide support for the Benefits Office.		- • No change.
Contracted-Consultant	Consultant service to support changing health care regulations, support for new benefit administration system, and actuarial services providing projections for claims and administrative fees.		- • No change.
Contracted-Labor	Contracted services for virtual orientation and open enrollment sessions.		- • No change.
Supplies-General	Consumable supplies and materials.		- • No change.
Technology-Computer	Computers utilized by staff.		- • No change.
Technology-Supply	Computers supplies utilized by staff.		- • No change.
Employee Assistance Program	Confidential referral and treatment program designed to identify employee needs and provide subsequent referral recommendations and services.		- • No change.
Training	Funds for professional development.		- • No change.
		Total \$ Change	\$ 23,861,927
		Total % Change	12.42%

Staffing

Program 9715	Revised Budget FY 2021	Revised Budget FY 2022	Budget FY 2023	Budget FY 2024	Supt. Proposed FY 2025
MANAGER	1.0	1.0	1.0	1.0	-
BENEFITS OFFICER	-	-	-	-	1.0
BENEFITS SPECIALIST	1.0	1.0	1.0	1.0	1.0
BENEFITS ASSISTANT	1.0	1.0	-	-	-
CUSTOMER SERVICE REP	-	-	1.0	1.0	1.0
TECHNICAL ASSISTANT	-	-	1.0	1.0	1.0
Total Other Funds FTE	3.0	3.0	4.0	4.0	4.0

Revenues, Expenses, and Changes in Net Position

	BUDGETARY BASIS								
	Budget FY 2021	Actual FY 2021*	Budget FY 2022	Actual FY 2022*	Budget FY 2023	Actual FY 2023*	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change from FY 2024
Health Fund									
Sources of Funds									
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employee withholdings	21,982,864	21,506,147	22,213,178	22,420,093	27,424,772	24,363,655	24,731,410	27,861,297	3,129,887
Retiree payments	8,873,969	9,031,476	9,251,010	10,237,573	9,428,634	11,248,515	11,436,191	12,705,892	1,269,701
COBRA, leave, refunds, etc.	400,000	492,028	400,000	448,577	425,000	661,789	425,000	425,000	-
Payment from Food Services	2,525,787	2,410,834	2,758,000	2,253,231	2,916,312	2,382,459	2,891,250	3,143,849	252,599
Payment from Transportation	-	-	-	-	-	-	-	-	-
Payment from General Fund	113,724,932	113,724,932	117,628,777	132,028,777	126,488,643	126,488,643	129,966,694	146,502,074	16,535,380
Transfer from General Fund	-	3,600,000	10,000,000	-	-	4,452,778	-	-	-
Rebates	13,581,222	16,568,851	15,109,884	15,949,738	15,381,862	24,012,212	20,525,640	23,200,000	2,674,360
Miscellaneous Revenue	175,000	131,383	175,000	73,394	175,000	113,454	125,000	125,000	-
Payment from Grants	1,800,000	1,619,926	1,500,000	3,058,892	1,500,000	3,028,610	2,000,000	2,000,000	-
Subtotal User Charges	163,063,774	169,085,577	179,035,849	186,470,275	183,740,223	196,752,115	192,101,185	215,963,112	23,861,927
Total Sources of Funds	\$ 163,063,774	\$ 169,085,577	\$ 179,035,849	\$ 186,470,275	\$ 183,740,223	\$ 196,752,115	\$ 192,101,185	215,963,112	\$ 23,861,927
Uses of Funds									
Benefit Credits	\$ 2,968,140	\$ 2,956,464	\$ 2,968,140	\$ 2,939,594	\$ 3,116,547	\$ 3,009,916	\$ 3,116,547	2,341,547	\$ (775,000)
Administrative Fees	5,610,145	4,788,523	5,334,835	5,765,163	6,039,124	5,544,215	6,304,494	6,245,767	(58,727)
Payment of claims	153,193,415	151,077,098	159,403,158	161,075,119	173,554,272	177,814,555	181,622,180	206,305,373	24,683,193
PPACA Fees	-	46,449	60,000	48,975	60,000	52,880	60,000	61,200	1,200
Other Expenses	1,292,074	1,222,586	1,269,716	994,922	970,280	861,942	997,964	1,009,225	11,261
Recovery of Fund Balance	-	-	10,000,000	-	-	-	-	-	-
Total Uses of Funds	\$ 163,063,774	\$ 160,091,120	\$ 179,035,849	\$ 170,823,773	\$ 183,740,223	\$ 187,283,508	\$ 192,101,185	215,963,112	\$ 23,861,927

* Actual revenues do not include use of fund balance.

Fund Balance									
Annual Summary									
Beginning Fund Balance	\$ (21,272,045)	\$ (18,690,886)	\$ (9,696,429)	\$ (9,696,429)	\$ 1,355,689	\$ 5,950,073	\$ 5,950,073	\$ 15,418,680	\$ 9,468,607
Excess (Deficit) Revenue Over Expenditures	-	8,994,457	10,000,000	15,646,502	-	9,468,607	-	-	-
Ending Fund Balance	\$ (21,272,045)	\$ (9,696,429)	\$ 303,571	\$ 5,950,073	\$ 1,355,689	\$ 15,418,680	\$ 5,950,073	\$ 15,418,680	\$ 9,468,607
Ending Fund Balance Summary									
Unrestricted	\$ (21,272,045)	\$ (9,696,429)	\$ 303,571	\$ 5,950,073	\$ 1,355,689	\$ 15,418,680	\$ 5,950,073	\$ 15,418,680	\$ 9,468,607
Total Ending Fund Balance	\$ (21,272,045)	\$ (9,696,429)	\$ 303,571	\$ 5,950,073	\$ 1,355,689	\$ 15,418,680	\$ 5,950,073	\$ 15,418,680	\$ 9,468,607

Workers’ Compensation

9716

Program Overview and Insights

This program provides employees who have sustained a work-related injury or illness with timely medical services, relevant claim information, and support in their efforts to return to work. Benefits are provided in an efficient and cost-effective manner in accordance with industry-standard best practices, Maryland law, and HCPSS policy. Coordination of applicable benefits is through a third-party administrator (TPA) to ensure compliance with Maryland Workers’ Compensation laws. The Workers’ Compensation program analyzes current practices, investigates incidents for root causes, and conducts comparisons with other school systems. The program is self-insured with a per claim retention level that is supported by an excess insurance policy. Cost containment measures include centralized medical treatment provisions, a modified duty/return to work program, and a medical/prescription cost containment review.

Workers’ Compensation Cost per Employee

The decrease in Workers’ Compensation costs were due to personnel working remotely and significantly fewer people working onsite because of COVID, which caused a decline in claims.

Average Workers’ Compensation Cost per Employee					
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Claims Expenditure	\$2,078,318	\$3,598,322*	\$2,120,529*	\$1,833,248	TBD
Number of Employees**	10,920	10,950*	9,986*	10,836	TBD
Cost per Employee	\$190.32	\$328.61*	\$212.35*	\$169.18	TBD

*Claims costs in FY 2020 and FY 2021 include an increase to the fund reserve.

**Measured by the quantity of W-2s issued in January of the fiscal year.

Budget Summary

Workers’ Compensation	Budget FY 2021	Actual FY 2021	Budget FY 2022	Actual FY 2022	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Workers Compensation Claims	\$ 2,000,000	\$ 2,120,529	\$ 2,400,000	\$ 1,833,248	\$ 2,400,000	\$ 3,296,009	\$ 2,760,000	\$ 3,012,000	\$ 252,000
Insurance-Workers Compensation	170,000	7,547	170,000	185,791	170,000	208,684	170,000	170,000	-
Claims Administration	84,000	90,000	90,000	92,700	92,700	92,700	100,000	100,000	-
Administration									
Contracted-General	40,000	16,500	16,500	15,500	16,500	15,700	17,700	17,700	-
Maintenance-Software	-	-	-	900	-	1,200	-	-	-
Dues & Subscriptions	275	-	-	-	-	-	-	-	-
Workers Comp Assessments	115,000	-	140,000	142,725	140,000	137,669	140,000	140,000	-
Subtotal Administration	155,275	16,500	156,500	159,125	156,500	154,907	157,700	157,700	-
Program 9716 Total	\$ 2,409,275	\$ 2,234,576	\$ 2,816,500	\$ 2,270,864	\$ 2,819,200	\$ 3,752,300	\$ 3,187,700	\$ 3,439,700	\$ 252,000

Budget Summary Analysis

Program 9716–Workers' Compensation

State/Spend Category	Description of Expenditure	Change from FY 2024	Explanation of Change
Workers Compensation Claims	Payment of Workers' Compensation claims.	\$ 252,000	• Increases funding for claims based on actuarial analysis.
Insurance-Workers Compensation	Excess liability Workers' Compensation insurance.	-	• No change.
Claims Administration	Workers' Compensation claims administration services.	-	• No change.
Administration			
Contracted-General	Actuarial services.	-	• No change.
Workers Comp Assessments	State of Maryland Workers' Compensation assessment.	-	• No change.
		Total \$ Change	\$ 252,000
		Total % Change	7.91%

Revenues, Expenses, and Changes in Net Position

	BUDGETARY BASIS								
	Budget FY 2021	Actual FY 2021*	Budget FY 2022	Actual FY 2022*	Budget FY 2023	Actual FY 2023	Approved Budget FY 2024	Superintendent Proposed FY 2025	\$ Change From FY 2024
Workers' Compensation									
Sources of Funds									
Interest Income	\$ 60,000	\$ 4,358	\$ 4,800	\$ 9,628	\$ 2,400	\$ 183,694	\$ 2,400	\$ 2,400	\$ -
From Food Service Fund	-	-	-	42,098	-	45,309	-	-	-
Payment from General Fund	2,349,275	2,349,275	2,811,700	2,811,700	2,816,800	3,316,800	3,185,300	3,437,300	252,000
Subtotal Revenues	2,409,275	2,353,633	2,816,500	2,863,426	2,819,200	3,545,803	3,187,700	3,439,700	252,000
Total Sources of Funds	\$ 2,409,275	\$ 2,353,633	\$ 2,816,500	\$ 2,863,426	\$ 2,819,200	\$ 3,545,803	\$ 3,187,700	\$ 3,439,700	\$ 252,000
Uses of Funds									
Workers Compensation Claims	2,000,000	2,120,529	2,400,000	1,833,248	2,400,000	3,296,009	2,760,000	3,012,000	252,000
Insurance-Workers Compensation	170,000	7,547	170,000	185,791	170,000	208,684	170,000	170,000	-
Claims Administration	84,000	90,000	90,000	92,700	92,700	92,700	100,000	100,000	-
Administration	155,275	16,500	156,500	159,125	156,500	154,907	157,700	157,700	-
Total Uses of Funds	\$ 2,409,275	\$ 2,234,576	\$ 2,816,500	\$ 2,270,864	\$ 2,819,200	\$ 3,752,300	\$ 3,187,700	\$ 3,439,700	\$ 252,000

* Actual revenues do not include use of fund balance.

Fund Balance									
Annual Summary									
Beginning Fund Balance	\$ 1,241,820	\$ 366,092	\$ 480,611	\$ 485,149	\$ 771,127	\$ 1,077,711	\$ 824,632	\$ 871,214	\$ 46,582
Excess (Deficit) Revenue Over Expenditures	-	119,057	-	592,562	-	(206,497)	-	-	-
Ending Fund Balance	\$ 1,241,820	\$ 485,149	\$ 480,611	\$ 1,077,711	\$ 771,127	\$ 871,214	\$ 824,632	\$ 871,214	\$ 46,582
Ending Fund Balance Summary									
Unrestricted	1,241,820	485,149	480,611	1,077,711	771,127	871,214	824,632	871,214	46,582
Total Ending Fund Balance	\$ 1,241,820	\$ 485,149	\$ 480,611	\$ 1,077,711	\$ 771,127	\$ 871,214	\$ 824,632	\$ 871,214	\$ 46,582

Performance Manager: TBD/Vacant
Other Funds

Workers' Compensation – 9716

Howard County Public School System

Superintendent's Proposed
FY 2025 Operating Budget

Informational Section

January 2024

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Program Expenditures – Category Detail

FY 2025 Superintendent Proposed							
	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
0101-Board of Education	\$ 531,626	\$ -	\$ 7,000	\$ 248,589	\$ -	\$ -	787,215
0102-Office of the Superintendent	706,109	-	2,500	26,700	-	-	735,309
0103-Chief Human Resources and Professional Development Officer	212,890	-	300	500	-	-	213,690
0104-Legal Services	498,458	200,000	1,500	46,280	-	-	746,238
0105-Partnerships	101,501	5,000	3,020	2,600	-	-	112,121
0107-Office of the Deputy Superintendent	1,259,052	560,304	3,900	2,558	-	-	1,825,814
0201-Chief Operating Officer	294,332	-	2,200	2,250	-	-	298,782
0203-Budget	786,807	165,000	2,400	3,395	-	-	957,602
0204-Payroll Services	669,996	134,893	4,100	1,500	-	-	810,489
0205-Purchasing	528,557	65,423	19,500	10,249	-	-	623,729
0206-Accounting	1,131,253	203,970	5,020	6,965	-	-	1,347,208
0301-Chief Administrative Officer	691,417	-	3,500	8,550	-	-	703,467
0302-Communications and Engagement	464,370	1,500	8,650	3,140	-	-	477,660
0303-Human Resources	3,959,715	109,028	14,500	18,115	-	-	4,101,358
0306-Employee and Labor Relations	624,627	4,700	15,540	5,245	-	-	650,112
8002-Internal Service Fund Charges	-	324,626	162,985	-	-	-	487,611
Subtotal State Category 01 Administration	\$ 12,460,710	\$ 1,774,444	\$ 256,615	\$ 386,636	\$ -	\$ -	14,878,405
0106-Diversity, Equity, and Inclusion	\$ 797,167	\$ -	\$ 8,200	\$ 2,300	\$ -	\$ -	807,667
0303-Human Resources	-	73,355	-	-	-	-	73,355
0304-Chief Academic Officer	9,232,131	35,000	17,600	58,920	-	-	9,343,651
0305-Chief School Management and Instructional Leadership Officer	2,047,980	-	-	24,880	-	-	2,072,860
1503-Media Technical Services	191,242	3,000	5,480	-	-	-	199,722
2701-Multimedia Communications	438,972	-	-	-	-	-	438,972
2702-Board Meeting Broadcasting Services	113,467	22,397	18,000	-	8,000	-	161,864
4701-School Management and Instructional Leadership	47,358,871	27,780	415,351	483,700	-	-	48,285,702
4801-Teacher and Paraprofessional Development	706,739	187,143	18,537	111,876	-	-	1,024,295
4802-Leadership Development	542,664	-	2,000	1,000	-	-	545,664
5601-School Counseling	1,813,309	-	-	-	-	-	1,813,309
8002-Internal Service Fund Charges	-	2,550,636	1,384,378	-	-	-	3,935,014
9501-Student Access and Achievement	578,896	-	-	-	-	-	578,896
Subtotal State Category 02 Mid-Level Administration	\$ 63,821,438	\$ 2,899,311	\$ 1,869,546	\$ 682,676	\$ 8,000	\$ -	69,280,971

Program Expenditures – Category Detail

FY 2025 Superintendent Proposed							
	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
0106-Diversity, Equity, and Inclusion	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ -	72,000
0303-Human Resources	8,552,766	-	-	-	-	-	8,552,766
0601-Art	5,892,495	-	-	-	-	-	5,892,495
0710-Elementary Language Arts	1,411,630	-	-	-	-	-	1,411,630
0711-Elementary Mathematics	1,459,369	-	-	-	-	-	1,459,369
0712-Elementary Social Studies	7,600	-	-	-	-	-	7,600
0714-Elementary Science	172,461	-	-	-	-	-	172,461
1001-World Languages	109,842	-	-	-	-	-	109,842
1002-English for Speakers of Other Languages	14,707,586	-	-	-	-	-	14,707,586
1301-Early Childhood Programs	19,763,816	-	-	-	-	-	19,763,816
1302-Pre-K	7,195,087	-	-	-	-	-	7,195,087
1401-Mathematics - Secondary	2,232,258	-	-	-	-	-	2,232,258
1501-Library Media	12,135,748	-	-	-	-	-	12,135,748
1601-Music	14,664,255	-	-	-	-	-	14,664,255
1701-Physical Education	8,099,983	-	-	-	-	-	8,099,983
1802-Reading Supports	14,641,221	-	-	-	-	-	14,641,221
1901-Science - Secondary	386,480	-	-	-	-	-	386,480
2001-Social Studies - Secondary	113,209	-	-	-	-	-	113,209
2201-Theatre and Dance	98,836	-	-	-	-	-	98,836
2301-Gifted and Talented	11,243,077	-	-	-	-	-	11,243,077
2401-Summer Programs	1,419,805	-	-	-	-	-	1,419,805
2501-Instructional Technology	5,584,774	-	-	-	-	-	5,584,774
2601-Innovative Pathways	700,755	-	-	-	-	-	700,755
2801-Advanced Placement	85,000	-	-	-	-	-	85,000
2802-Dual Enrollment	133,167	-	-	-	-	-	133,167
3010-Elementary School Instruction	80,876,501	-	-	-	-	-	80,876,501
3020-Middle School Instruction	61,623,197	-	-	-	-	-	61,623,197
3030-High School Instruction	80,556,132	-	-	-	-	-	80,556,132
3201-Program Support for Schools	4,585,198	-	-	-	-	-	4,585,198
3202-Academic Support for Schools	153,254	-	-	-	-	-	153,254
3390-Home and Hospital	795,000	-	-	-	-	-	795,000
3402-Homewood	3,419,091	-	-	-	-	-	3,419,091
3403-Behavior Supports	5,173,176	-	-	-	-	-	5,173,176
3501-Academic Intervention	647,968	-	-	-	-	-	647,968
3901-Career and Technical Education	5,356,313	-	-	-	-	-	5,356,313
4701-School Management and Instructional Leadership	156,000	-	-	-	-	-	156,000
4801-Teacher and Paraprofessional Development	908,577	-	-	-	-	-	908,577

Informational Section

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Program Expenditures – Category Detail

Program Expenditures – Category Detail

FY 2025 Superintendent Proposed	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
4802-Leadership Development	54,490	-	-	-	-	-	54,490
5601-School Counseling	20,029,201	-	-	-	-	-	20,029,201
5701-Psychological Services	10,363,883	-	-	-	-	-	10,363,883
5801-Section 504 Program	142,624	-	-	-	-	-	142,624
8601-High School Athletics and Activities	3,573,665	-	-	-	-	-	3,573,665
8701-Intramurals	48,000	-	-	-	-	-	48,000
8801-Co-curricular Activities	229,280	-	-	-	-	-	229,280
9501-Student Access and Achievement	543,440	-	-	-	-	-	543,440
Subtotal State Category 03 Instructional Salaries and Wages	\$ 410,118,210	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 410,118,210
0205-Purchasing	\$ -	\$ -	\$ 1,429,833	\$ -	\$ -	\$ -	1,429,833
0601-Art	-	-	624,872	-	-	-	624,872
0710-Elementary Language Arts	-	-	153,277	-	-	-	153,277
0711-Elementary Mathematics	-	-	44,699	-	-	-	44,699
0712-Elementary Social Studies	-	-	61,663	-	-	-	61,663
0714-Elementary Science	-	-	113,825	-	-	-	113,825
0901-English Language Arts - Secondary	-	-	118,317	-	-	-	118,317
1001-World Languages	-	-	45,457	-	-	-	45,457
1002-English for Speakers of Other Languages	-	-	20,079	-	-	-	20,079
1101-Health Education	-	-	44,713	-	-	-	44,713
1301-Early Childhood Programs	-	-	75,956	-	-	-	75,956
1302-Pre-K	-	-	116,748	-	-	-	116,748
1401-Mathematics - Secondary	-	-	51,235	-	-	-	51,235
1501-Library Media	-	-	672,210	-	-	-	672,210
1601-Music	-	-	373,907	-	-	-	373,907
1701-Physical Education	-	-	110,687	-	-	-	110,687
1802-Reading Supports	-	-	47,866	-	-	-	47,866
1901-Science - Secondary	-	-	139,118	-	-	-	139,118
2001-Social Studies - Secondary	-	-	47,743	-	-	-	47,743
2201-Theatre and Dance	-	-	52,472	-	-	-	52,472
2301-Gifted and Talented	-	-	85,409	-	-	-	85,409
2401-Summer Programs	-	-	1,827	-	-	-	1,827
2501-Instructional Technology	-	-	120,483	-	-	-	120,483
2601-Innovative Pathways	-	-	21,680	-	-	-	21,680
2802-Dual Enrollment	-	-	33,000	-	-	-	33,000
3201-Program Support for Schools	-	-	180,540	-	-	-	180,540
3202-Academic Support for Schools	-	-	1,244,917	-	-	-	1,244,917
3390-Home and Hospital	-	-	3,541	-	-	-	3,541

Program Expenditures – Category Detail

FY 2025 Superintendent Proposed							
	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
3402-Homewood	-	-	47,144	-	-	-	47,144
3403-Behavior Supports	-	-	50,300	-	-	-	50,300
3501-Academic Intervention	-	-	37,516	-	-	-	37,516
3901-Career and Technical Education	-	-	922,040	-	-	-	922,040
5601-School Counseling	-	-	44,412	-	-	-	44,412
5701-Psychological Services	-	-	130,578	-	-	-	130,578
5801-Section 504 Program	-	-	10,000	-	-	-	10,000
8002-Internal Service Fund Charges	-	-	551,851	-	-	-	551,851
8601-High School Athletics and Activities	-	-	463,253	-	-	-	463,253
8701-Intramurals	-	-	42,000	-	-	-	42,000
9501-Student Access and Achievement	-	-	9,610	-	-	-	9,610
Subtotal State Category 04 Instructional Textbooks/Supplies	\$ -	\$ -	\$ 8,344,778	\$ -	\$ -	\$ -	\$ 8,344,778
0601-Art	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000
1001-World Languages	-	5,000	-	1,500	-	-	6,500
1101-Health Education	-	-	-	190	-	-	190
1401-Mathematics - Secondary	-	2,500	-	-	-	-	2,500
1501-Library Media	-	224,650	-	-	-	-	224,650
1601-Music	-	286,790	-	-	-	-	286,790
1701-Physical Education	-	16,000	-	-	-	-	16,000
1802-Reading Supports	-	558,185	-	39,480	-	-	597,665
1901-Science - Secondary	-	1,000	-	-	-	-	1,000
2001-Social Studies - Secondary	-	80,000	-	-	-	-	80,000
2201-Theatre and Dance	-	3,000	-	-	50,000	-	53,000
2301-Gifted and Talented	-	19,100	-	-	-	-	19,100
2401-Summer Programs	-	12,000	-	-	-	-	12,000
2501-Instructional Technology	-	108,387	-	-	-	-	108,387
2601-Innovative Pathways	-	284,800	-	-	26,300	-	311,100
2801-Advanced Placement	-	950,000	-	-	-	-	950,000
2802-Dual Enrollment	-	3,594,695	-	-	-	-	3,594,695
3201-Program Support for Schools	-	-	-	270,000	-	-	270,000
3202-Academic Support for Schools	-	125,000	-	-	-	580,000	705,000
3390-Home and Hospital	-	30,164	-	20,610	-	-	50,774
3402-Homewood	-	12,214	-	-	-	-	12,214
3403-Behavior Supports	-	69,272	-	-	-	-	69,272
3901-Career and Technical Education	-	2,212,390	-	4,500	-	-	2,216,890
5601-School Counseling	-	172,000	-	2,500	-	-	174,500
5701-Psychological Services	-	40,510	-	400	-	-	40,910

Program Expenditures – Category Detail

FY 2025 Superintendent Proposed							
	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
5801-Section 504 Program	-	30,000	-	265	-	-	30,265
8002-Internal Service Fund Charges	-	9,738,795	-	-	-	-	9,738,795
8601-High School Athletics and Activities	-	706,014	-	-	-	-	706,014
9501-Student Access and Achievement	-	400	-	-	-	-	400
Subtotal State Category 05 Other Instructional Costs	\$ -	\$ 19,440,866	\$ -	\$ 339,445	\$ 76,300	\$ 580,000	\$ 20,436,611
0104-Legal Services	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
3201-Program Support for Schools	357,000	-	-	-	-	-	357,000
3320-Countywide Services	10,675,525	330,379	238,973	111,145	93,622	-	11,449,644
3321-Special Education - School-Based Services	80,182,345	1,381,554	144,857	-	-	-	81,708,756
3322-Cedar Lane	6,017,335	3,000	60,473	-	-	-	6,080,808
3324-Birth-Five Early Intervention Services	29,573,401	637,900	288,485	99,880	-	-	30,599,666
3325-Speech, Language, and Hearing Services	13,468,739	622,719	45,360	52,500	-	-	14,189,318
3326-Special Education Summer Services	2,461,263	-	8,075	1,400	-	-	2,470,738
3328-Special Education Compliance and Nonpublic Services	1,647,708	1,060,400	5,100	32,600	-	19,943,977	22,689,785
3330-Special Education - Central Office	2,844,958	-	20,954	26,400	-	-	2,892,312
3402-Homewood	1,542,577	-	2,000	-	-	-	1,544,577
8002-Internal Service Fund Charges	-	3,246,264	188,936	-	-	-	3,435,200
Subtotal State Category 06 Special Education	\$ 148,770,851	\$ 7,357,216	\$ 1,003,213	\$ 323,925	\$ 93,622	\$ 19,943,977	\$ 177,492,804
3324-Birth-Five Early Intervention Services	\$ 200,754	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,754
3402-Homewood	554,229	-	-	-	-	-	554,229
6101-Pupil Personnel Services	3,324,184	-	10,181	33,442	-	-	3,367,807
6103-School Social Work Services	2,538,575	100,250	5,310	550	-	-	2,644,685
8002-Internal Service Fund Charges	-	347,814	2,076	-	-	-	349,890
9501-Student Access and Achievement	3,654,248	-	-	-	-	-	3,654,248
Subtotal State Category 07 Student Personnel Services	\$ 10,271,990	\$ 448,064	\$ 17,567	\$ 33,992	\$ -	\$ -	\$ 10,771,613
6401-Health Services	\$ 11,629,436	\$ 433,300	\$ 239,547	\$ 34,060	\$ -	\$ -	\$ 12,336,343
8002-Internal Service Fund Charges	-	440,564	7,915	-	-	-	448,479
8601-High School Athletics and Activities	5,200	556,900	33,973	-	-	-	596,073
Subtotal State Category 08 Student Health Services	\$ 11,634,636	\$ 1,430,764	\$ 281,435	\$ 34,060	\$ -	\$ -	\$ 13,380,895

Program Expenditures – Category Detail

FY 2025 Superintendent Proposed							
	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
2401-Summer Programs	-	11,891	-	-	-	-	11,891
2802-Dual Enrollment	-	106,000	-	-	-	-	106,000
3321-Special Education - School-Based Services	-	4,000	-	-	-	-	4,000
3328-Special Education Compliance and Nonpublic Services	-	175,000	-	-	-	-	175,000
3501-Academic Intervention	-	226,081	-	-	-	-	226,081
3901-Career and Technical Education	-	8,981	-	-	-	-	8,981
4701-School Management and Instructional Leadership	-	83,088	-	-	-	-	83,088
6103-School Social Work Services	-	575	-	-	-	-	575
6801-Student Transportation	2,710,302	61,314,294	20,420	5,722	-	-	64,050,738
7401-Risk Management	-	-	-	1,186,000	-	-	1,186,000
8002-Internal Service Fund Charges	-	278,251	425	-	-	-	278,676
8601-High School Athletics and Activities	-	1,516,491	-	-	-	-	1,516,491
9501-Student Access and Achievement	-	10,120	-	-	-	-	10,120
Subtotal State Category 09 Student Transportation Services	\$ 2,710,302	\$ 63,734,772	\$ 20,845	\$ 1,191,722	\$ -	\$ -	\$ 67,657,641
7102-Custodial Services	\$ 23,769,747	\$ 420,000	\$ 1,109,629	\$ -	\$ -	\$ -	25,299,376
7201-Utilities	-	-	-	17,593,126	-	-	17,593,126
7202-Energy Management	-	-	2,020	-	-	-	2,020
7203-Broadband and Telecommunications Services	-	73,500	51,922	2,595,836	-	-	2,721,258
7301-Logistics Center	1,134,492	713,132	58,668	-	7,500	-	1,913,792
7401-Risk Management	287,378	41,500	4,000	2,174,447	-	-	2,507,325
7402-Environment	291,443	7,200	-	5,250	-	-	303,893
7403-Emergency Preparedness and Response	235,596	72,495	-	200	-	-	308,291
7404-Security	1,998,819	314,064	44,736	37,997	-	-	2,395,616
7601-Facilities Administration	-	359,900	-	-	-	-	359,900
7801-Grounds Maintenance	2,632,291	-	-	-	-	-	2,632,291
8002-Internal Service Fund Charges	-	231,876	7,595	-	-	-	239,471
Subtotal State Category 10 Operation of Plant	\$ 30,349,766	\$ 2,233,667	\$ 1,278,570	\$ 22,406,856	\$ 7,500	\$ -	\$ 56,276,359
0202-School Construction	\$ 105,322	\$ -	\$ -	\$ -	\$ -	\$ -	105,322
0205-Purchasing	386,382	-	-	-	-	-	386,382
0503-Enterprise Applications	1,764,349	2,489,328	11,500	14,200	-	-	4,279,377
7402-Environment	-	258,725	9,000	-	-	-	267,725
7601-Facilities Administration	599,154	85,086	7,180	3,090	-	-	694,510
7602-Building Maintenance	7,018,338	4,896,265	746,130	30,000	500,000	-	13,190,733
7801-Grounds Maintenance	-	50,200	19,484	3,000	-	-	72,684
7802-Fleet Management	649,764	1,526,020	70,000	-	-	-	2,245,784
8002-Internal Service Fund Charges	-	5,796,901	-	-	-	-	5,796,901
Subtotal State Category 11 Maintenance of Plant	\$ 10,523,309	\$ 15,102,525	\$ 863,294	\$ 50,290	\$ 500,000	\$ -	\$ 27,039,418

Program Expenditures – Category Detail

FY 2025 Superintendent Proposed								
	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total	
3901-Career and Technical Education	\$ -	\$ -	\$ -	\$ 434,392	\$ -	\$ -	\$ 434,392	
4801-Teacher and Paraprofessional Development	\$ -	\$ -	\$ -	\$ 1,900,000	\$ -	\$ -	\$ 1,900,000	
7401-Risk Management	-	-	-	1,828,500	-	-	1,828,500	
8001-Fixed Charges	-	-	-	244,534,136	-	-	244,534,136	
Subtotal State Category 12 Fixed Charges	\$ -	\$ -	\$ -	\$ 248,697,028	\$ -	\$ -	\$ 248,697,028	
0302-Communications and Engagement	\$ -	\$ -	\$ -	\$ 15,400	\$ -	\$ -	\$ 15,400	
0601-Art	-	-	4,000	-	-	-	4,000	
2701-Multimedia Communications	232,387	137,490	2,100	4,500	6,400	-	382,877	
2702-Board Meeting Broadcasting Services	-	98,000	-	-	-	-	98,000	
7801-Grounds Maintenance	-	183,000	210,000	-	-	-	393,000	
8002-Internal Service Fund Charges	-	139,126	2,010	-	-	-	141,136	
9301-Use of Facilities	976,321	16,052	-	1,652,640	-	-	2,645,013	
9501-Student Access and Achievement	234,765	232,820	16,300	1,500	-	-	485,385	
Subtotal State Category 14 Community Services	\$ 1,443,473	\$ 806,488	\$ 234,410	\$ 1,674,040	\$ 6,400	\$ -	\$ 4,164,811	
0202-School Construction	\$ 678,489	\$ 500	\$ 2,500	\$ 6,000	\$ -	\$ -	\$ 687,489	
0212-School Planning	360,317	10,700	3,734	3,151	-	-	377,902	
8002-Internal Service Fund Charges	-	92,750	983	-	-	-	93,733	
Subtotal State Category 15 Capital Outlay	\$ 1,038,806	\$ 103,950	\$ 7,217	\$ 9,151	\$ -	\$ -	\$ 1,159,124	
Grand Total	\$ 703,143,491	\$ 115,332,067	\$ 14,177,490	\$ 275,829,821	\$ 691,822	\$ 20,523,977	\$ 1,129,698,668	

Materials of Instruction

Program/Type of Allocation	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025*	Allocation Basis
0601 Art						
Elementary - Materials of Instruction	\$ 5.19	\$ 5.19	\$ 5.19	\$ 5.19	\$ 5.19	per pupil
Elementary - General Supplies	\$ 2.77	\$ 2.77	\$ 2.77	\$ 2.77	\$ 2.77	per pupil
Middle - Materials of Instruction (quarter)**	\$ 7.21	\$ 7.21	\$ 7.21	\$ 7.21	\$ 7.21	per pupil
Middle - Materials of Instruction (annual)**	\$ -	\$ -	\$ 28.84	\$ 28.84	\$ 28.84	per pupil
Middle - General Supplies	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.58	per pupil
High - Photography**	\$ 92.70	\$ 92.70	\$ 92.70	\$ 92.70	\$ 92.70	per pupil
High - Materials of Instruction**	\$ 28.84	\$ 28.84	\$ 28.84	\$ 28.84	\$ 28.84	per pupil
High - General Supplies	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15	per pupil
0701 Elementary Programs						
Elementary - Materials of Instruction	\$ 1.52	\$ 1.52	\$ 1.52	\$ -	\$ -	per pupil
<i>Establishes rate for school-based allocation in FY 2021; Reduction in FY 2024 resulting in remaining funds being centrally-held</i>						
0710 Elementary Language Arts						
Elementary - Materials of Instruction	\$ 5.22	\$ 5.22	\$ 5.22	\$ 5.22	\$ 5.22	per pupil
<i>Transfers from Program 0701 and establishes new rate for centrally-held MOI in FY 2021</i>						
0711 Elementary Mathematics						
Elementary - Materials of Instruction	\$ 1.80	\$ 1.80	\$ 1.80	\$ 1.80	\$ 1.80	per pupil
<i>Transfers from Program 0701 and establishes new rate for centrally-held MOI in FY 2021</i>						
0712 Elementary Social Studies						
Elementary - Materials of Instruction	\$ 2.02	\$ 2.02	\$ 2.02	\$ 2.02	\$ 2.02	per pupil
Elementary - General Supplies	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	per school
<i>Transfers from Program 0701 and establishes new rate for centrally-held MOI in FY 2021</i>						
0714 Elementary Science						
Elementary - Materials of Instruction	\$ 1.29	\$ 1.29	\$ 1.29	\$ 1.29	\$ 1.29	per pupil
<i>Transfers from Program 0701 and establishes new rate for centrally-held MOI in FY 2021</i>						
0901 English Language Arts - Secondary						
Middle - Materials of Instruction	\$ 3.17	\$ 3.17	\$ 3.17	\$ 3.17	\$ 3.17	per pupil
High - Materials of Instruction	\$ 3.17	\$ 3.17	\$ 3.17	\$ 3.17	\$ 3.17	per pupil
High - General Supplies	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	per school
1001 World Languages						
Middle - Materials of Instruction**	\$ 1.53	\$ 1.53	\$ 1.53	\$ 1.53	\$ 1.53	per pupil
High - Materials of Instruction**	\$ 1.53	\$ 1.53	\$ 1.53	\$ 1.53	\$ 1.53	per pupil
1101 Health Education						
Elementary - Materials of Instruction	\$ 1.08	\$ 1.08	\$ 1.08	\$ 1.08	\$ 1.08	per pupil
Middle - Materials of Instruction	\$ 294	\$ 294	\$ 294	\$ 294	\$ 294	per school
High - Materials of Instruction	\$ 160	\$ 160	\$ 160	\$ 160	\$ 160	per school
<i>Elementary MOI transfers from Program 0701 in FY 2021</i>						

Materials of Instruction

Program/Type of Allocation	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025*	Allocation Basis
1301 Early Childhood Programs						
Kindergarten - Materials of Instruction	\$ 9.04	\$ 9.04	\$ 9.04	\$ 9.04	\$ 9.04	per pupil
1302 Pre-K						
Prekindergarten - Materials of Instruction	\$ 9.04	\$ 9.04	\$ 9.04	\$ 9.04	\$ 9.04	per pupil
1401 Mathematics - Secondary						
Middle - Materials of Instruction	\$ 1.43	\$ 1.43	\$ 1.43	\$ 1.43	\$ 1.43	per pupil
High - Materials of Instruction	\$ 1.43	\$ 1.43	\$ 1.43	\$ 1.43	\$ 1.43	per pupil
1501 Library Media						
All levels - Library Media Collection	\$ 4.95	\$ 4.95	\$ 4.95	\$ 4.95	\$ 4.95	per pupil
All levels - AV Supplies	\$ 2.24	\$ 2.24	\$ 2.24	\$ 2.24	\$ 2.24	per pupil
All levels - AV/Media Materials	\$ 1.17	\$ 1.17	\$ 1.17	\$ 1.17	\$ 1.17	per pupil
1601 Music						
Elementary - Instrumental Music**	\$ 3.70	\$ 3.70	\$ 3.70	\$ 3.70	\$ 3.70	per pupil
Elementary - Strings**	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49	per pupil
Elementary - Vocal Music - General	\$ 0.92	\$ 0.92	\$ 0.92	\$ 0.92	\$ 0.92	per pupil
Elementary - Vocal Music - Choral**	\$ 2.56	\$ 2.56	\$ 2.56	\$ 2.56	\$ 2.56	per pupil
Middle - Instrumental Music**	\$ 6.21	\$ 6.21	\$ 6.21	\$ 6.21	\$ 6.21	per pupil
Middle - Strings**	\$ 6.84	\$ 6.84	\$ 6.84	\$ 6.84	\$ 6.84	per pupil
Middle - Vocal Music - General	\$ 0.90	\$ 0.90	\$ 0.90	\$ 0.90	\$ 0.90	per pupil
Middle - Vocal Music - Choral**	\$ 3.84	\$ 3.84	\$ 3.84	\$ 3.84	\$ 3.84	per pupil
High - Instrumental Music**	\$ 9.18	\$ 9.18	\$ 9.18	\$ 9.18	\$ 9.18	per pupil
High - Strings**	\$ 16.89	\$ 16.89	\$ 16.89	\$ 16.89	\$ 16.89	per pupil
High - Vocal Music - Choral**	\$ 7.68	\$ 7.68	\$ 7.68	\$ 7.68	\$ 7.68	per pupil
High - Materials of Instruction**	\$ 4.83	\$ 4.83	\$ 4.83	\$ 4.83	\$ 4.83	per pupil
1701 Physical Education						
Elementary - Materials of Instruction	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	per pupil
Middle - Materials of Instruction	\$ 2.01	\$ 2.01	\$ 2.01	\$ 2.01	\$ 2.01	per pupil
High - Materials of Instruction**	\$ 2.36	\$ 2.36	\$ 2.36	\$ 2.36	\$ 2.36	per pupil
1802 Reading Support Programs						
Elementary - Materials of Instruction	\$ 251	\$ 251	\$ 251	\$ -	\$ -	per school
Middle - 6-8 Intervention	\$ 339	\$ 339	\$ 339	\$ -	\$ -	per teacher
Middle - 6-8 General Reading	\$ 98	\$ 98	\$ 98	\$ -	\$ -	per module
High - Materials of Instruction	\$ 1,123	\$ 1,123	\$ 1,123	\$ -	\$ -	per teacher
<i>Allocation discontinued for FY 2024, remaining funds centrally-held</i>						
1901 Science - Secondary						
Middle - Materials of Instruction	\$ 1.26	\$ 1.26	\$ 1.26	\$ 1.26	\$ 1.26	per pupil
High - Materials of Instruction	\$ 3.10	\$ 3.10	\$ 3.10	\$ 3.10	\$ 3.10	per pupil
2001 Social Studies - Secondary						
Middle - Materials of Instruction	\$ 1.07	\$ 1.07	\$ 1.07	\$ 1.07	\$ 1.07	per pupil
High - Materials of Instruction	\$ 1.07	\$ 1.07	\$ 1.07	\$ 1.07	\$ 1.07	per pupil

Materials of Instruction

Program/Type of Allocation	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025*	Allocation Basis
2301 Gifted and Talented						
Elementary - Materials of Instruction	\$ 465	\$ 465	\$ 465	\$ 465	\$ 465	per school
Middle - Materials of Instruction	\$ 566	\$ 566	\$ 566	\$ 566	\$ 566	per school
High - Materials of Instruction	\$ 566	\$ 566	\$ 566	\$ 566	\$ 566	per school
2501 Instructional Technology						
Elementary - Educational Tech	\$ 3.27	\$ 3.27	\$ 3.27	\$ 3.27	\$ 3.27	per pupil
Middle - Educational Tech	\$ 1.01	\$ 1.01	\$ 1.01	\$ 1.01	\$ 1.01	per pupil
High - Educational Tech	\$ 1.01	\$ 1.01	\$ 1.01	\$ 1.01	\$ 1.01	per pupil
3201 Program Support for Schools						
Elementary - Student Activity Supplies	\$ 1.62	\$ 1.62	\$ 1.62	\$ 1.62	\$ 1.62	per pupil
Middle - Student Activity Supplies	\$ 3.18	\$ 3.18	\$ 3.18	\$ 3.18	\$ 3.18	per pupil
High - Student Activity Supplies	\$ 4.80	\$ 4.80	\$ 4.80	\$ 4.80	\$ 4.80	per pupil
3321 Special Education - School-Based Services						
Elementary - Materials of Instruction	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	per teacher
Middle - Materials of Instruction	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	per teacher
High - Materials of Instruction	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	per teacher
3403 Behavior Supports						
Elementary - General Supplies	\$ 325	\$ 325	\$ 325	\$ 300	\$ 300	per school
Middle - General Supplies	\$ 325	\$ 325	\$ 325	\$ 300	\$ 300	per school
High - General Supplies	\$ 325	\$ 325	\$ 325	\$ 300	\$ 300	per school
<i>For select schools participating in the Alternative In-School Program</i>						
3325 Speech, Language, and Hearing						
Elementary - Materials of Instruction	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	per teacher
Middle - Materials of Instruction	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	per teacher
High - Materials of Instruction	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	per teacher

Materials of Instruction

Program/Type of Allocation	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025*	Allocation Basis
3901 Career and Technical Education						
Middle - Family and Consumer Sciences**	\$ 6.70	\$ 6.70	\$ -	\$ -	\$ -	per pupil
Middle - Family and Consumer Sciences (non-cooking)**	\$ -	\$ -	\$ 3.00	\$ 3.00	\$ 3.00	per pupil
Middle - Family and Consumer Sciences (cooking)**	\$ -	\$ -	\$ 10.00	\$ 10.00	\$ 10.00	per pupil
Middle - Engineering and Technology Education**	\$ 4.69	\$ 4.69	\$ -	\$ -	\$ -	per pupil
Middle - Engineering and Technology Education (quarter)**	\$ -	\$ -	\$ 5.00	\$ 5.00	\$ 5.00	per pupil
Middle - Engineering and Technology Education (annual)**	\$ -	\$ -	\$ 13.00	\$ 13.00	\$ 13.00	per pupil
Middle - Project Lead the Way**	\$ 24.00	\$ 24.00	\$ -	\$ -	\$ -	per pupil
High - Family and Consumer Sciences**	\$ 24.96	\$ 24.96	\$ -	\$ -	\$ -	per pupil
High - Family and Consumer Sciences (non-cooking)**	\$ -	\$ -	\$ 15.00	\$ 15.00	\$ 15.00	per pupil
High - Family and Consumer Sciences (cooking)**	\$ -	\$ -	\$ 40.00	\$ 40.00	\$ 40.00	per pupil
High - Engineering and Technology Education (annual)**	\$ 11.26	\$ 11.26	\$ 13.00	\$ 13.00	\$ 13.00	per pupil
High - Business and Computer Management Systems**	\$ 8.81	\$ 8.81	\$ 8.81	\$ 8.81	\$ 8.81	per pupil
High - Career Research and Development**	\$ 6.86	\$ 6.86	\$ 6.86	\$ 6.86	\$ 6.86	per pupil
4701 School Management and Instructional Leadership						
Elementary - General Supplies	\$ 3.87	\$ 3.87	\$ 3.87	\$ 3.87	\$ 3.87	per pupil
Elementary - General Postage	\$ 3.34	\$ 3.34	\$ 3.34	\$ 3.34	\$ 3.34	per pupil
Middle - General Supplies	\$ 4.92	\$ 4.92	\$ 4.92	\$ 4.92	\$ 4.92	per pupil
Middle - General Postage	\$ 3.34	\$ 3.34	\$ 3.34	\$ 3.34	\$ 3.34	per pupil
High - General Supplies	\$ 6.97	\$ 6.97	\$ 6.97	\$ 6.97	\$ 6.97	per pupil
High - General Postage	\$ 3.70	\$ 3.70	\$ 3.70	\$ 3.70	\$ 3.70	per pupil
5601 School Counseling						
Elementary - Materials of Instruction	\$ 404	\$ 404	\$ 404	\$ 404	\$ 404	per school
Middle - Materials of Instruction	\$ 1.03	\$ 1.03	\$ 1.03	\$ 1.03	\$ 1.03	per pupil
High - Materials of Instruction	\$ 1.03	\$ 1.03	\$ 1.03	\$ 1.03	\$ 1.03	per pupil
8601 High School Athletics and Activities						
High - Instructional Athletic Supplies***	\$ 22,721	\$ 22,721	\$ 22,721	\$ 22,721	\$ 22,721	per school
High - Health Supplies	\$ 1,950	\$ 1,950	\$ 1,950	\$ 2,500	\$ 2,500	per school

* FY 2025 Materials of Instruction funding is maintained at FY 2024 Approved Allocations based on FY 2024 projected enrollment.

**The per pupil allocation is based on elective enrollment.

***Four schools receive an additional allocation of \$6,480 for High School Athletics Supplies.

Transportation Details by Division

This schedule provides details of transportation funding by division and program.

Program	Description	Superintendent’s Proposed FY 2024
School Management and Instructional Leadership		
4701	School Management and Instructional Leadership	Grade 5 and 8 orientations and for conventions for Howard County Association of Student Council Member of the Board of Education (HCASC-SMOB) and Maryland Association of Student Councils (MASC). \$ 83,088
8601	High School Athletics and Activities	High school athletic team transportation. 1,516,491
School Management and Instructional Leadership Total		\$ 1,599,579
Program Innovation and Student Well-Being		
2802	Dual Enrollment	Field trips for curriculum/college related activities. \$ 106,000
2401	Summer Programs	Field trips for G/T Summer Institute. 11,891
3501	Academic Intervention	Summer and extended day programs, and STEM events. 226,081
3901	Career and Technical Education	Transportation for Career and Technology Student Organization competitions, career-related events, field trips and events. 8,981
6103	Student Support Programs	Field trips for the student support programs. 575
9501	Student Access and Achievement	BSAP field trips, Hispanic Youth Institute and Clubs picnic. 10,120
Program Innovation and Student Well-Being Total		\$ 363,648
Special Education		
3321	Special Education - School-Based Services	Cab fares for parents to participate in the IEP team meeting process. \$ 4,000
3328	Special Education Compliance and Nonpublic Services	Transportation to reflect the costs associated with providing compensatory services. 175,000
Special Education Total		\$ 179,000
Operations*		
6801	Student Transportation	Bus transportation for regular education students to public schools. Includes transportation to summer programs, the Centralized Career Academy program at the Application and Research lab, regional ESOL programs, and Teen Parenting. \$ 41,881,957
6801	Special Ed Transportation	Bus transportation for special education students (with transportation as a related service on their Individual Education Plan). Includes transportation for morning, midday, and afternoon Pre-K and RECC students using specially equipped buses; the extended school year program for special needs students; and the Special Education work study program. Also includes Cedar Lane community-based integration activities with non-disabled populations for both on campus and community trips. 14,325,878
6801	3328 Special Education Compliance and Nonpublic Services	Transports students to nonpublic special education facilities. 6,948,484
6801	3402 Homewood	Transports students to/from Homewood Center. 652,361
6801	6101 Pupil Personnel Services	Transports homeless students to "school of origin." 242,058
7401	Safety and Risk Management	Insurance for the buses that provide transportation services; special education, nonpublic, and regular. 1,186,000
Operations Total		\$ 65,236,738
<i>*Student Transportation (6801) includes the cost of multiple programs.</i>		
Grand Total Transportation		\$ 67,378,965

Technology Details by Division

This schedule provides the details for projected technology costs by division and program, as defined by the funding budgeted in the following six spend categories systemwide:

- Technology-Computer
- Supplies-Audio Visual
- Maintenance-Hardware
- Technology-Supply
- Maintenance-Software
- Equipment-Technology

Details on the types of cost/spend category are provided in the Glossary. This schedule excludes systemwide technology infrastructure costs in other spend categories. These supporting costs can be found in the Financial Section within the following programs: Enterprise Applications (0503), Board Meeting Broadcasting Services (2702), Telecommunications (7203), and Technology Services (9714).

FY 2025 Superintendent Proposed							
	Technology- Computer	Technology- Supply	Supplies- Audio Visual	Maintenance- Software	Maintenance- Hardware	Equipment- Technology	Total
EXECUTIVE							
0102-Office of the Superintendent	\$ 1,000	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 1,500
0107-Office of the Deputy Superintendent	2,000	900	-	1,200	-	-	4,100
0503-Enterprise Applications	10,000	-	-	2,489,328	-	-	2,499,328
2702-Board Meeting Broadcasting Services	-	-	-	18,767	-	8,000	26,767
Subtotal Executive	\$ 13,000	\$ 1,400	\$ -	\$ 2,509,295	\$ -	\$ 8,000	\$ 2,531,695
ADMINISTRATION							
0105-Partnerships	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
0203-Budget	-	1,950	-	165,000	-	-	166,950
0204-Payroll Services	1,600	1,000	-	114,893	-	-	117,493
0206-Accounting	-	-	-	103,770	-	-	103,770
0301-Chief Administrative Officer	-	800	-	-	-	-	800
0302-Communications and Engagement	2,500	2,000	-	-	1,500	-	6,000
2701-Multimedia Communications	-	600	-	25,040	1,250	6,400	33,290
Subtotal Administration	\$ 4,100	\$ 6,350	\$ -	\$ 413,703	\$ 2,750	\$ 6,400	\$ 433,303
HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT							
0106-Diversity, Equity, and Inclusion	\$ 1,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700
0303-Human Resources	3,400	3,600	-	142,355	-	-	149,355
4801-Teacher and Paraprofessional Development	2,000	-	-	187,143	-	-	189,143
Subtotal Human Resources and Professional Development	\$ 7,100	\$ 3,600	\$ -	\$ 329,498	\$ -	\$ -	\$ 340,198
SCHOOL MANAGEMENT AND INSTRUCTIONAL LEADERSHIP OFFICER							
4701-School Management and Instructional Leadership	\$ 2,100	\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ 4,400
8601-High School Athletics and Activities	-	-	-	116,177	-	-	116,177
Subtotal School Management and Instructional Leadership Officer	\$ 2,100	\$ 2,300	\$ -	\$ 116,177	\$ -	\$ -	\$ 120,577

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Technology Details by Division

continued

	Technology- Computer	Technology- Supply	Supplies- Audio Visual	Maintenance- Software	Maintenance- Hardware	Equipment- Technology	Total
ACADEMICS							
3202-Academic Support for Schools	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Subtotal Academics	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
ACADEMICS-CURRICULUM,INSTRUCTION, ASSESSMENT							
0901-English Language Arts - Secondary	\$ -	\$ -	\$ -	\$ 152,000	\$ -	\$ -	\$ 152,000
1501-Library Media	90,000	-	198,390	224,650	-	-	513,040
1802-Reading Supports	-	-	-	291,360	-	-	291,360
2001-Social Studies - Secondary	-	-	-	80,000	-	-	80,000
2301-Gifted and Talented	16,000	-	-	-	-	-	16,000
2501-Instructional Technology	-	-	-	104,387	-	-	104,387
Subtotal Academics-Curriculum, Instruction, Assessment	\$ 106,000	\$ -	\$ 198,390	\$ 852,397	\$ -	\$ -	\$ 1,156,787
ACADEMICS-PROGRAM INNOVATION, STUDENT WELL-BEING							
2601-Innovative Pathways	\$ 4,700	\$ 1,000	\$ 1,000	\$ 74,800	\$ -	\$ -	\$ 81,500
3901-Career and Technical Education	61,468	-	-	80,550	-	-	142,018
5601-School Counseling	-	-	-	172,000	-	-	172,000
5701-Psychological Services	5,000	2,000	-	-	-	-	7,000
9501-Student Access and Achievement	-	-	-	900	-	-	900
Subtotal Academics-Program Innovation, Student Well-Being	\$ 71,168	\$ 3,000	\$ 1,000	\$ 328,250	\$ -	\$ -	\$ 403,418
ACADEMICS-SPECIAL EDUCATION							
3320-Countywide Services	\$ 55,080	\$ 12,186	\$ 917	\$ 34,879	\$ -	\$ 54,607	\$ 157,669
3321-Special Education - School-Based Services	-	-	-	10,000	-	-	10,000
3322-Cedar Lane	3,000	1,000	-	-	-	-	4,000
3324-Birth-Five Early Intervention Services	1,000	1,985	-	37,900	-	-	40,885
3325-Speech, Language, and Hearing Services	9,690	-	-	-	-	-	9,690
3330-Special Education - Central Office	13,421	2,800	-	-	-	-	16,221
Subtotal Academics-Special Education	\$ 82,191	\$ 17,971	\$ 917	\$ 82,779	\$ -	\$ 54,607	\$ 238,465
OPERATIONS							
0201-Chief Operating Officer	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000
0202-School Construction	1,000	500	-	500	-	-	2,000
0205-Purchasing	3,500	2,000	-	50,423	-	-	55,923
0212-School Planning	1,800	-	-	10,700	-	-	12,500
6801-Student Transportation	1,000	-	-	56,439	-	-	57,439
7301-Logistics Center	-	-	-	19,232	-	-	19,232
7404-Security	2,000	1,880	-	-	-	-	3,880
7601-Facilities Administration	2,100	-	-	-	-	-	2,100
7801-Grounds Maintenance	3,500	-	-	-	-	-	3,500
9301-Use of Facilities	-	-	-	16,052	-	-	16,052
Subtotal Operations	\$ 14,900	\$ 6,380	\$ -	\$ 153,346	\$ -	\$ -	\$ 174,626

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Technology Details by Division

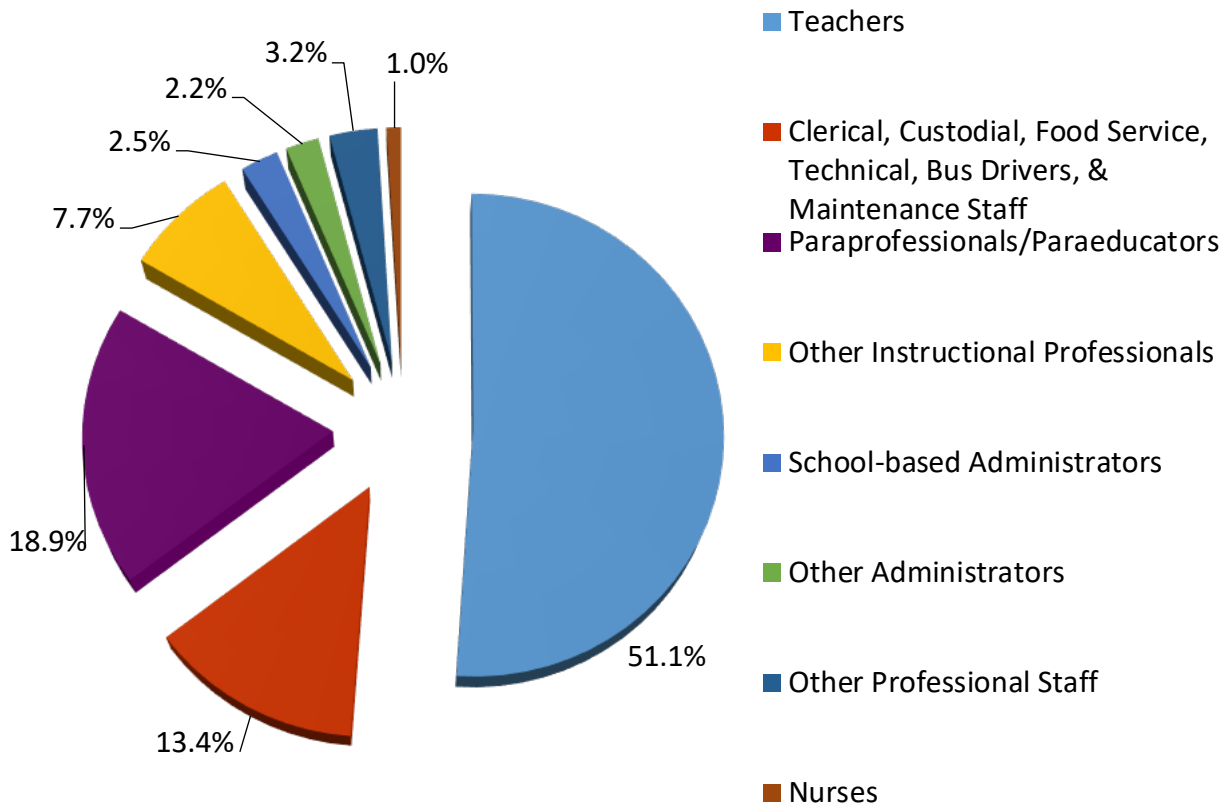
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	Technology- Computer	Technology- Supply	Supplies- Audio Visual	Maintenance- Software	Maintenance- Hardware	Equipment- Technology	Total
Subtotal General Fund	\$ 299,559	\$ 40,501	\$ 200,307	\$ 4,835,445	\$ 2,750	\$ 69,007	\$ 5,447,569
OTHER FUNDS							
8301-Food and Nutrition Service	\$ 18,000	\$ 10,000	\$ -	\$ 80,000	\$ 100,000	\$ -	\$ 208,000
9713-Print Services	-	-	-	-	767,729	-	767,729
9714-Technology Services	9,157,043	-	386,660	4,811,416	742,509	-	15,097,628
9715-Health Fund	1,000	1,000	-	-	-	-	2,000
Subtotal Other Funds	\$ 9,176,043	\$ 11,000	\$ 386,660	\$ 4,891,416	\$ 1,610,238	\$ -	\$ 16,075,357
Grand Total	\$ 9,476,602	\$ 52,001	\$ 586,967	\$ 9,726,861	\$ 1,612,988	\$ 69,007	\$ 21,524,426

Allocation of Staffing

This schedule provides details of staff within defined employee groups.

Distribution of Positions					
Position	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Teachers	4,522.0	4,584.7	4,699.6	4,715.6	4,552.3
Clerical, Custodial, Food Service, Technical, Bus Drivers, and Maintenance Staff	1,219.2	1,231.3	1,290.6	1,260.9	1,195.7
Paraprofessionals/Paraeducators	1,487.5	1,509.5	1,621.0	1,651.0	1,676.5
Other Instructional Professionals (Counselors, Media Specialists, Therapists, Psychologists, Pupil Personnel Workers)	588.0	615.3	652.5	680.5	681.1
School-based Administrators (Principals, Assistant Principals, Activity Managers, Interns)	219.0	221.0	221.0	224.0	224.0
Other Administrators	158.0	161.1	176.6	204.1	196.0
Other Professional Staff	231.4	230.8	274.2	277.0	283.0
Nurses	75.0	75.0	77.0	81.0	85.0
Total Positions (FTE)	8,500.1	8,628.6	9,012.5	9,094.0	8,893.6



Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Board of Education						
ADMINISTRATOR BOARD OF EDUCATION	1.0	0.0	1.0	0.0	0.0	1.0
AUDITOR INTERNAL BOARD OF EDUCATION	1.0	0.0	1.0	0.0	0.0	1.0
FINANCIAL ANALYST	0.0	0.0	0.0	0.0	1.0	1.0
EXECUTIVE ASSISTANT/OMBUDSMAN	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
0101 Board of Education Total	4.0	0.0	4.0	0.0	1.0	5.0
Office of the Superintendent						
SUPERINTENDENT	1.0	0.0	1.0	0.0	0.0	1.0
DEPUTY SUPERINTENDENT	1.0	0.0	1.0	0.0	0.0	1.0
EXECUTIVE ASSISTANT	2.0	0.0	2.0	0.0	0.0	2.0
0102 Office of the Superintendent Total	4.0	0.0	4.0	0.0	0.0	4.0
Chief Human Resources and Professional Development Officer						
CHIEF HUMAN RESOURCES & PROFESSIONAL DEVELOPMENT	1.0	0.0	1.0	0.0	0.0	1.0
0103 Chief Human Resources and Professional Development Officer Total	1.0	0.0	1.0	0.0	0.0	1.0
Legal Services						
GENERAL COUNSEL	1.0	0.0	1.0	0.0	0.0	1.0
ASSISTANT GENERAL COUNSEL	1.0	0.0	1.0	0.0	0.0	1.0
PARALEGAL/EXECUTIVE ADMINISTRATIVE	1.0	0.0	1.0	0.0	0.0	1.0
MPIA COMPLIANCE ADMINISTRATOR	1.0	0.0	1.0	(1.0)	0.0	0.0
0104 Legal Services Total	4.0	0.0	4.0	(1.0)	0.0	3.0
Partnerships						
MANAGER	1.0	0.0	1.0	(1.0)	0.0	0.0
SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
0105 Partnerships Total	2.0	0.0	2.0	(1.0)	0.0	1.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Diversity, Equity, and Inclusion						
DIRECTOR OF DIVERSITY, EQUITY & INCLUSION	1.0	0.0	1.0	0.0	0.0	1.0
COORDINATOR	3.0	0.0	3.0	(1.0)	0.0	2.0
FACILITATOR	4.0	0.0	4.0	(2.0)	0.0	2.0
EXECUTIVE ASSISTANT	0.0	1.0	1.0	(0.5)	0.0	0.5
SECRETARY	1.0	(1.0)	0.0	0.0	0.0	0.0
0106 Diversity, Equity, and Inclusion Total	9.0	0.0	9.0	(3.5)	0.0	5.5
Office of the Deputy Superintendent						
DIRECTOR	2.0	0.0	2.0	(1.0)	0.0	1.0
GRANT/PROGRAM MANAGER	1.0	(1.0)	0.0	0.0	0.0	0.0
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
COORDINATOR	3.0	0.0	3.0	0.0	0.0	3.0
INSTRUCTIONAL FACILITATOR	0.0	1.0	1.0	0.0	0.0	1.0
SPECIALIST	3.0	(1.0)	2.0	0.0	0.0	2.0
TECHNICAL ASSISTANT	2.0	0.0	2.0	0.0	0.0	2.0
SECRETARY	1.0	0.0	1.0	(1.0)	0.0	0.0
0107 Office of the Deputy Superintendent Total	13.0	(1.0)	12.0	(2.0)	0.0	10.0
Chief Operating Officer						
CHIEF OPERATING OFFICER	1.0	0.0	1.0	0.0	0.0	1.0
EXECUTIVE ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
0201 Chief Operating Officer Total	2.0	0.0	2.0	0.0	0.0	2.0
School Construction						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
PROJECT MANAGER	3.0	0.0	3.0	(1.0)	0.0	2.0
SPECIALIST CONSTRUCTION	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
ACCOUNTING ANALYST	0.5	0.0	0.5	0.0	0.0	0.5
0202 School Construction Total	7.5	0.0	7.5	(1.0)	0.0	6.5
Budget						
EXECUTIVE DIRECTOR OF BUDGET	1.0	0.0	1.0	0.0	0.0	1.0
COORDINATOR	1.0	0.0	1.0	0.0	0.0	1.0
BUDGET ANALYST	3.0	0.0	3.0	0.0	0.0	3.0
0203 Budget Total	5.0	0.0	5.0	0.0	0.0	5.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Payroll Services						
COORDINATOR	1.0	0.0	1.0	0.0	0.0	1.0
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
SPECIALIST	2.0	0.0	2.0	0.0	0.0	2.0
TECHNICAL ASSISTANT	3.0	0.0	3.0	(1.0)	0.0	2.0
0204 Payroll Services Total	7.0	0.0	7.0	(1.0)	0.0	6.0
Purchasing						
DIRECTOR PURCHASING	1.0	0.0	1.0	0.0	0.0	1.0
MANAGER	1.0	1.0	2.0	0.0	0.0	2.0
SPECIALIST	5.0	0.0	5.0	(1.0)	0.0	4.0
PURCHASING TECHNICIAN	1.0	0.0	1.0	(1.0)	0.0	0.0
CLERK ACCOUNT	1.0	(1.0)	0.0	0.0	0.0	0.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
0205 Purchasing Total	10.0	0.0	10.0	(2.0)	0.0	8.0
Accounting						
COORDINATOR	1.0	0.0	1.0	0.0	0.0	1.0
ACCOUNTING ANALYST	2.5	3.0	5.5	(1.0)	0.0	4.5
ACCOUNTANT	6.0	(3.0)	3.0	(1.0)	1.0	3.0
CLERK ACCOUNT	1.0	0.0	1.0	0.0	2.0	3.0
0206 Accounting Total	10.5	0.0	10.5	(2.0)	3.0	11.5
Office of Operations						
EXECUTIVE DIRECTOR	1.0	0.0	1.0	(1.0)	0.0	0.0
0207 Office of Operations	1.0	0.0	1.0	(1.0)	0.0	0.0
School Planning						
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
ANALYST	2.0	0.0	2.0	0.0	0.0	2.0
0212 School Planning Total	3.0	0.0	3.0	0.0	0.0	3.0
Chief Administrative Officer						
CHIEF ADMINISTRATIVE OFFICER	1.0	0.0	1.0	0.0	0.0	1.0
CONTROLLER	1.0	0.0	1.0	0.0	0.0	1.0
GRANTS ADMINISTRATION MANAGER	0.0	1.0	1.0	0.0	0.0	1.0
COMMUNITY WORKFORCE AND ENGAGEMENT SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
EXECUTIVE ASSISTANT	2.0	0.0	2.0	(1.0)	0.0	1.0
0301 Chief Administrative Officer Total	5.0	1.0	6.0	(1.0)	0.0	5.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Communications and Engagement						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
PROJECT SUPPORT MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
0302 Communications and Engagement Total	4.0	0.0	4.0	0.0	0.0	4.0
Human Resources						
EXECUTIVE DIRECTOR HUMAN RESOURCES	1.0	0.0	1.0	0.0	0.0	1.0
DIRECTOR	1.0	(1.0)	0.0	0.0	0.0	0.0
COORDINATOR	3.0	2.0	5.0	0.0	0.0	5.0
MANAGER	1.0	(1.0)	0.0	0.0	0.0	0.0
HR BUSINESS PARTNER	3.0	0.0	3.0	0.0	0.0	3.0
ANALYST	4.0	1.0	5.0	0.0	0.0	5.0
SPECIALIST	14.0	0.0	14.0	0.0	0.0	14.0
EXECUTIVE ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
TECHNICAL ASSISTANT HR	5.0	(1.0)	4.0	0.0	0.0	4.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
CLERK	0.0	0.0	0.0	0.0	1.0	1.0
0303 Human Resources Total	34.0	0.0	34.0	0.0	1.0	35.0
Chief Academic Officer						
CHIEF ACADEMIC OFFICER	1.0	0.0	1.0	0.0	0.0	1.0
EXECUTIVE DIRECTOR	2.0	0.0	2.0	0.0	0.0	2.0
DIRECTOR	2.0	0.0	2.0	0.0	0.0	2.0
COORDINATOR	29.0	0.5	29.5	(1.0)	0.0	28.5
INSTRUCTIONAL FACILITATOR	21.0	(1.0)	20.0	(3.0)	0.0	17.0
FACILITATOR	0.0	1.0	1.0	0.0	0.0	1.0
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
FISCAL ANALYST	0.0	0.5	0.5	0.0	0.0	0.5
SPECIALIST	4.0	(1.0)	3.0	0.0	0.0	3.0
EXECUTIVE ASSISTANT	4.0	0.0	4.0	(1.0)	0.0	3.0
TECHNICAL ASSISTANT	11.0	0.0	11.0	(1.0)	0.0	10.0
SECRETARY	3.0	(1.0)	2.0	(2.0)	0.0	0.0
0304 Chief Academic Officer Total	78.0	(1.0)	77.0	(8.0)	0.0	69.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Chief School Management and Instructional Leadership Officer						
CHIEF SCHOOL MANAGEMENT AND INSTRUCTIONAL LEADERSHIP OFFICER	1.0	0.0	1.0	0.0	0.0	1.0
COMMUNITY SUPERINTENDENT	3.0	0.0	3.0	0.0	0.0	3.0
EXECUTIVE DIRECTOR, COMMUNITY, PARENT & SCHOOL OUTREACH	1.0	0.0	1.0	(1.0)	0.0	0.0
DIRECTOR OF SCHOOLS	3.0	0.0	3.0	0.0	0.0	3.0
DIRECTOR OF CONTINUOUS IMPROVEMENT INITIATIVES FOR SCHOOL LEADERS	1.0	0.0	1.0	(1.0)	0.0	0.0
DIRECTOR OF ATHLETICS	1.0	0.0	1.0	0.0	0.0	1.0
STUDENT CONDUCT & ENGAGEMENT OFFICER	0.6	0.0	0.6	(0.6)	0.0	0.0
STAFFING ANALYST	1.0	0.0	1.0	0.0	0.0	1.0
EXECUTIVE ASSISTANT	4.0	1.0	5.0	(1.0)	0.0	4.0
TECHNICAL ASSISTANT	1.0	(1.0)	0.0	0.0	0.0	0.0
0305 Chief School Management and Instructional Leadership Officer Total	16.6	0.0	16.6	(3.6)	0.0	13.0
Employee and Labor Relations						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
COORDINATOR	1.0	0.0	1.0	0.0	0.0	1.0
EEO COMPLIANCE & INVESTIGATIONS OFFICER	1.0	0.0	1.0	0.0	0.0	1.0
SPECIALIST	0.0	1.0	1.0	0.0	0.0	1.0
EXECUTIVE ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
0306 Employee and Labor Relations Total	4.0	1.0	5.0	0.0	0.0	5.0
Enterprise Applications						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
COORDINATOR	3.0	0.0	3.0	0.0	0.0	3.0
PROJECT MANAGER	0.0	1.0	1.0	0.0	0.0	1.0
PROGRAMMER/ANALYST	7.0	(1.0)	6.0	0.0	0.0	6.0
SPECIALIST	2.0	0.0	2.0	0.0	0.0	2.0
TECHNICAL ASSISTANT	1.0	0.0	1.0	(1.0)	0.0	0.0
0503 Enterprise Applications Total	14.0	0.0	14.0	(1.0)	0.0	13.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Art						
TEACHER ELEM	63.0	0.0	63.0	(1.4)	0.6	62.2
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
0601 Art Total	64.0	0.0	64.0	(1.4)	0.6	63.2
Elementary Language Arts						
LITERACY COACH	14.0	0.0	14.0	0.0	0.0	14.0
0710 Elementary Language Arts Total	14.0	0.0	14.0	0.0	0.0	14.0
Elementary Mathematics						
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
MATH COACH	13.0	0.0	13.0	0.0	0.0	13.0
0711 Elementary Mathematics Total	14.0	0.0	14.0	0.0	0.0	14.0
Elementary Social Studies						
TEACHER RESOURCE	1.0	0.0	1.0	(1.0)	0.0	0.0
0712 Elementary Social Studies Total	1.0	0.0	1.0	(1.0)	0.0	0.0
Elementary Science						
TEACHER RESOURCE	1.0	0.0	1.0	(1.0)	0.0	0.0
SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
OPERATIONS ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
0714 Elementary Science Total	3.0	0.0	3.0	(1.0)	0.0	2.0
English Language Arts - Secondary						
TEACHER RESOURCE	1.0	0.0	1.0	(1.0)	0.0	0.0
0901 English Language Arts - Sec Total	1.0	0.0	1.0	(1.0)	0.0	0.0
World Languages						
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
1001 World Languages Total	1.0	0.0	1.0	0.0	0.0	1.0
English for Speakers of Other Languages						
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
TEACHER	130.4	0.0	130.4	0.0	0.0	130.4
PARAEDUCATOR	52.5	0.0	52.5	0.0	0.0	52.5
1002 English for Speakers of Other Lang Total	183.9	0.0	183.9	0.0	0.0	183.9

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Early Childhood Programs						
TEACHER RESOURCE	1.0	0.0	1.0	(1.0)	0.0	0.0
TEACHER ELEM KINDERGARTEN	196.0	(2.0)	194.0	(8.0)	0.0	186.0
PARAEDUCATOR KINDERGARTEN	88.0	0.0	88.0	(2.5)	(2.0)	83.5
1301 Early Childhood Programs Total	285.0	(2.0)	283.0	(11.5)	(2.0)	269.5
Pre-K						
TEACHER RESOURCE	0.0	0.0	0.0	0.0	1.0	1.0
TEACHER ELEM PRE-K	48.0	0.0	48.0	0.0	7.0	55.0
PARAEDUCATOR PRE-K	49.0	0.0	49.0	0.0	7.0	56.0
1302 Pre-K Total	97.0	0.0	97.0	0.0	15.0	112.0
Mathematics - Secondary						
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
MATH SPECIALIST	15.0	0.0	15.0	0.0	0.0	15.0
MATH COACH	6.0	0.0	6.0	0.0	0.0	6.0
1401 Mathematics - Secondary Total	22.0	0.0	22.0	0.0	0.0	22.0
Library Media						
MEDIA SPECIALIST	101.2	(0.2)	101.0	(7.5)	2.0	95.5
PARAEDUCATOR ES	42.0	0.0	42.0	0.0	0.0	42.0
PARAEDUCATOR MS	20.0	0.0	20.0	0.0	0.0	20.0
1501 Library Media Total	163.2	(0.2)	163.0	(7.5)	2.0	157.5
Media Technical Services						
SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
TEACHER RESOURCE	1.0	0.0	1.0	(1.0)	0.0	0.0
TECHNICAL ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
1503 Media Technical Services Total	3.0	0.0	3.0	(1.0)	0.0	2.0
Music						
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
TEACHER ENSEMBLE	109.5	0.0	109.5	(12.0)	0.0	97.5
TEACHER VOCAL	63.0	0.0	63.0	(1.4)	0.6	62.2
1601 Music Total	173.5	0.0	173.5	(13.4)	0.6	160.7
Physical Education						
TEACHER RESOURCE	1.0	0.0	1.0	(1.0)	0.0	0.0
TEACHER ELEM	87.4	0.2	87.6	(2.4)	2.6	87.8
1701 Physical Education Total	88.4	0.2	88.6	(3.4)	2.6	87.8

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Reading Supports						
READING SPECIALIST	136.1	0.5	136.6	0.0	0.0	136.6
TEACHER RESOURCE	1.0	0.0	1.0	0.0	1.0	2.0
1802 Reading Supports Total	137.1	0.5	137.6	0.0	1.0	138.6
Science - Secondary						
HOWARD COUNTY CONSERVANCY	1.0	0.0	1.0	(1.0)	0.0	0.0
TEACHER RESOURCE	1.0	0.0	1.0	(1.0)	0.0	0.0
PARAEDUCATOR HS	13.0	0.0	13.0	(6.5)	0.0	6.5
1901 Science - Secondary Total	15.0	0.0	15.0	(8.5)	0.0	6.5
Social Studies - Secondary						
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
2001 Social Studies - Secondary Total	1.0	0.0	1.0	0.0	0.0	1.0
Theatre and Dance						
TEACHER	0.8	0.0	0.8	0.0	0.0	0.8
2201 Theatre and Dance Total	0.8	0.0	0.8	0.0	0.0	0.8
Gifted and Talented						
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
TEACHER GT ES CLASSROOM	82.5	0.5	83.0	(20.0)	0.0	63.0
TEACHER GT MS CLASSROOM	20.0	0.0	20.0	0.0	0.0	20.0
TEACHER GT HS CLASSROOM	14.0	(1.0)	13.0	0.0	0.0	13.0
2301 Gifted and Talented Total	117.5	(0.5)	117.0	(20.0)	0.0	97.0
Instructional Technology						
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
TEACHER ELEM	53.0	0.0	53.0	0.0	2.0	55.0
2501 Instructional Technology Total	54.0	0.0	54.0	0.0	2.0	56.0
Innovative Pathways						
TEACHER RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
TEACHER HIGH	4.0	0.0	4.0	(1.0)	0.0	3.0
DATA ASSISTANT	1.0	0.0	1.0	(1.0)	0.0	0.0
2601 Innovative Pathways Total	6.0	0.0	6.0	(2.0)	0.0	4.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Multimedia Communications						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
SPECIALIST	2.0	0.0	2.0	0.0	0.0	2.0
SR WEB DEVELOPER	1.0	0.0	1.0	0.0	0.0	1.0
WEB DEVELOPER	1.0	0.0	1.0	0.0	0.0	1.0
PHOTOGRAPHER	1.0	0.0	1.0	(1.0)	0.0	0.0
2701 Multimedia Communications Total	6.0	0.0	6.0	(1.0)	0.0	5.0
Board Meeting Broadcasting Services						
SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
2702 Board Meeting Broadcasting Services Total	1.0	0.0	1.0	0.0	0.0	1.0
Dual Enrollment						
TEACHER	1.0	0.0	1.0	0.0	0.0	1.0
2802 Dual Enrollment Total	1.0	0.0	1.0	0.0	0.0	1.0
Elementary School Instruction						
TEACHER ES STAFFING	912.5	(20.5)	892.0	(16.0)	9.0	885.0
PARAEDUCATOR ES	157.0	0.0	157.0	0.0	0.0	157.0
3010 Elementary School Instruction Total	1,069.5	(20.5)	1,049.0	(16.0)	9.0	1,042.0
Middle School Instruction						
TEACHER MS STAFFING	697.0	12.0	709.0	(45.8)	0.8	664.0
PARAEDUCATOR MS	5.0	0.0	5.0	0.0	0.0	5.0
3020 Middle School Instruction Total	702.0	12.0	714.0	(45.8)	0.8	669.0
High School Instruction						
TEACHER HS STAFFING	921.4	10.5	931.9	(90.8)	(1.8)	839.3
PARAEDUCATOR HS	13.0	0.0	13.0	(6.5)	0.0	6.5
3030 High School Instruction Total	934.4	10.5	944.9	(97.3)	(1.8)	845.8
Program Support for Schools						
TEACHER POOL	15.0	0.0	15.0	0.0	0.0	15.0
TEACHER POOL-SPECIAL EDUCATION	5.0	0.0	5.0	0.0	0.0	5.0
TCHR DIFFERENTIATED STAFF	50.0	0.0	50.0	0.0	0.0	50.0
3201 Program Support for Schools Total	70.0	0.0	70.0	0.0	0.0	70.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Countywide Services						
COORDINATOR	1.0	0.0	1.0	0.0	0.0	1.0
AUDIOLOGIST	2.0	0.0	2.0	0.0	0.0	2.0
OCCUPATIONAL THERAPIST	53.0	0.0	53.0	0.0	0.0	53.0
PHYSICAL THERAPIST	12.8	0.0	12.8	0.0	0.0	12.8
SPEECH PATHOLOGIST	2.0	0.0	2.0	0.0	0.0	2.0
ADAPTED PE TEACHER	15.6	0.0	15.6	0.0	0.0	15.6
TCHR OTHER SPEC ED COUNTYWIDE	1.0	0.0	1.0	0.0	0.0	1.0
TEACHER RESOURCE	7.0	0.0	7.0	(2.0)	0.0	5.0
TEACHER OF THE BLIND AND VISUALLY IMPAIRED	12.0	0.0	12.0	0.0	0.0	12.0
BRAILLIST	1.0	0.0	1.0	0.0	0.0	1.0
ASST OCCUPATIONAL THERAPIST	2.0	0.0	2.0	0.0	0.0	2.0
TECHNICAL ASSISTANT	1.0	0.0	1.0	(1.0)	0.0	0.0
SECRETARY	3.0	(1.0)	2.0	0.0	0.0	2.0
SECRETARY TEACHER	1.0	0.0	1.0	0.0	0.0	1.0
PARAEDUCATOR	4.0	0.0	4.0	(1.0)	0.0	3.0
3320 Countywide Services Total	118.4	(1.0)	117.4	(4.0)	0.0	113.4
Special Education School-Based Services						
TEACHER	585.0	0.0	585.0	0.0	11.0	596.0
SCH MENTAL HEALTH TEACHER	1.0	0.0	1.0	0.0	0.0	1.0
TRANSITION FACILITATOR	1.0	0.0	1.0	0.0	0.0	1.0
TRANSITION TEACHER	13.0	0.0	13.0	0.0	0.0	13.0
PARAEDUCATOR	521.5	0.0	521.5	(1.0)	11.0	531.5
STUDENT ASSISTANT	196.0	0.0	196.0	0.0	14.0	210.0
3321 Special Education School-Based Serv Total	1,317.5	0.0	1,317.5	(1.0)	36.0	1,352.5
Cedar Lane						
PRINCIPAL	1.0	0.0	1.0	0.0	0.0	1.0
ASSISTANT PRINCIPAL	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY PRINCIPAL	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY TEACHER	1.0	0.0	1.0	0.0	0.0	1.0
BOARD CERT BEHAVIOR SUPERVISOR	0.0	1.0	1.0	0.0	0.0	1.0
BOARD CERT BEHAVIOR ANALYST	1.0	(1.0)	0.0	0.0	0.0	0.0
TEACHER 10 MONTH	26.5	0.0	26.5	0.0	0.0	26.5
TEACHER 11 MONTH	6.0	0.0	6.0	0.0	0.0	6.0
REGISTERED BEHAVIOR TECHNICIAN	1.0	0.0	1.0	0.0	0.0	1.0
PARAEDUCATOR	53.0	0.0	53.0	0.0	0.0	53.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
STUDENT ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
3322 Cedar Lane Total	92.5	0.0	92.5	0.0	0.0	92.5
Birth-Five Early Intervention Services						
COORDINATOR	1.0	0.0	1.0	0.0	0.0	1.0
INSTRUCTIONAL FACILITATOR	1.0	0.0	1.0	0.0	0.0	1.0
BEHAVIORAL SPECIALIST	2.0	0.0	2.0	0.0	0.0	2.0
AUTISM SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
TEACHER RESOURCE	4.0	0.0	4.0	(2.0)	0.0	2.0
TEACHER 10 MONTH	117.0	0.0	117.0	0.0	21.0	138.0
TEACHER 11 MONTH	29.5	0.0	29.5	0.0	1.5	31.0
SPEECH PATHOLOGIST	17.0	0.0	17.0	0.0	1.0	18.0
OCCUPATIONAL THERAPIST	11.5	0.0	11.5	0.0	0.0	11.5
PHYSICAL THERAPIST	9.0	0.0	9.0	0.0	1.0	10.0
SOCIAL WORKER	1.5	0.0	1.5	0.0	0.0	1.5
PROGRAM ASSISTANT	2.0	1.0	3.0	0.0	0.0	3.0
TECHNICAL ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
PARAEDUCATOR	122.0	0.0	122.0	0.0	26.0	148.0
STUDENT ASSISTANT	80.0	(1.0)	79.0	0.0	0.0	79.0
3324 Birth-Five Early Intervention Services Total	400.5	0.0	400.5	(2.0)	50.5	449.0
Speech, Language, and Hearing Services						
INSTRUCTIONAL FACILITATOR	2.0	0.0	2.0	(1.0)	0.0	1.0
SPEECH PATHOLOGIST	128.1	0.0	128.1	(1.0)	0.0	127.1
INTERPRETER-EDUCATIONAL	18.0	0.0	18.0	(1.0)	0.0	17.0
TEACHER OF THE DEAF AND HARD OF HEARING	4.0	0.0	4.0	0.0	0.0	4.0
3325 Speech, Lang, and Hearing Services Total	152.1	0.0	152.1	(3.0)	0.0	149.1
Special Education Summer Services						
FACILITATOR	1.0	0.0	1.0	0.0	0.0	1.0
3326 Special Education Summer Services Total	1.0	0.0	1.0	0.0	0.0	1.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Special Education Compliance and Nonpublic Services						
COORDINATOR	1.0	0.0	1.0	0.0	0.0	1.0
NONPUBLIC FACILITATOR	1.0	0.0	1.0	0.0	0.0	1.0
TEACHER RESOURCE	2.0	0.0	2.0	0.0	0.0	2.0
NONPUBLIC ANALYST	1.0	0.0	1.0	0.0	0.0	1.0
TECHNICAL ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
3328 Special Education Compliance and Nonpublic Services Total	7.0	0.0	7.0	0.0	0.0	7.0
Special Education - Central Office						
EXECUTIVE DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
INSTRUCTIONAL FACILITATOR	4.0	0.0	4.0	(1.0)	0.0	3.0
COORDINATOR	0.0	0.5	0.5	0.0	0.0	0.5
FISCAL ANALYST	0.0	0.5	0.5	0.0	0.0	0.5
TEACHER RESOURCE	2.0	0.0	2.0	0.0	0.0	2.0
BOARD CERTIFIED BEHAVIOR SUPERVISOR	0.0	6.0	6.0	0.0	0.0	6.0
BOARD CERTIFIED BEHAVIOR ANALYST	6.0	(6.0)	0.0	0.0	0.0	0.0
BEHAVIOR SPECIALIST	2.0	0.0	2.0	0.0	0.0	2.0
REGISTERED BEHAVIOR TECHNICIAN	3.0	0.0	3.0	0.0	0.0	3.0
BEHAVIOR PARAEDUCATOR	1.0	0.0	1.0	0.0	0.0	1.0
PROGRAM ASSISTANT	7.0	0.0	7.0	0.0	0.0	7.0
EXECUTIVE ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
3330 Special Education - Central Office Total	29.0	1.0	30.0	(1.0)	0.0	29.0
Homewood						
SCHOOL COUNSELOR OTHER	3.0	0.0	3.0	0.0	0.0	3.0
SOCIAL WORKER	2.0	0.0	2.0	0.0	0.0	2.0
SCH MENTAL HEALTH TECH	4.0	0.0	4.0	0.0	0.0	4.0
TEACHER	28.0	0.0	28.0	0.0	0.0	28.0
PARAEDUCATOR	6.0	0.0	6.0	0.0	0.0	6.0
PARAEDUCATOR OTHER	1.0	0.0	1.0	0.0	0.0	1.0
Bridges (3323)						
FACILITATOR	0.0	1.0	1.0	0.0	0.0	1.0
SOCIAL WORKER	3.0	0.0	3.0	0.0	0.0	3.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
SPECIALIST MENTAL HEALTH	1.0	(1.0)	0.0	0.0	0.0	0.0
SCH MENTAL HEALTH TECH	4.0	0.0	4.0	0.0	0.0	4.0
TEACHER	9.0	0.0	9.0	0.0	0.0	9.0
PARAEDUCATOR	6.0	0.0	6.0	0.0	0.0	6.0
3402 Homewood Total	67.0	0.0	67.0	0.0	0.0	67.0
Behavior Supports						
ALTERNATIVE EDUCATION TEACHER	35.0	0.0	35.0	(1.0)	0.0	34.0
TEACHER RESOURCE	3.0	0.0	3.0	(1.0)	0.0	2.0
PARAEDUCATOR ES	17.0	(2.0)	15.0	0.0	0.0	15.0
PARAEDUCATOR MS	9.0	0.0	9.0	0.0	0.0	9.0
PARAEDUCATOR HS	10.0	2.0	12.0	0.0	0.0	12.0
PARAEDUCATOR OTHER	2.0	0.0	2.0	(2.0)	0.0	0.0
3403 Behavior Supports Total	76.0	0.0	76.0	(4.0)	0.0	72.0
Career and Technical Education (CTE)						
TEACHER RESOURCE	2.0	0.0	2.0	0.0	0.0	2.0
TEACHER HIGH	28.0	0.0	28.0	0.0	0.0	28.0
JROTC TEACHER	7.0	0.0	7.0	0.0	0.0	7.0
COLLEGE AND CAREER COUNSELORS	13.0	0.0	13.0	0.0	0.0	13.0
TECHNICIAN COMPUTER	1.0	0.0	1.0	(1.0)	0.0	0.0
PARAEDUCATOR	1.0	0.0	1.0	(1.0)	0.0	0.0
3901 Career and Technical Education (CTE) Total	52.0	0.0	52.0	(2.0)	0.0	50.0
School Administration and Instructional Leadership						
PRINCIPAL	77.0	0.0	77.0	0.0	0.0	77.0
ASSISTANT PRINCIPAL	125.0	0.0	125.0	0.0	1.0	126.0
LEADERSHIP INTERN	7.0	0.0	7.0	0.0	0.0	7.0
MGR ATHLETICS & ACTIVITIES	13.0	0.0	13.0	0.0	0.0	13.0
SCHOOL FINANCIAL BOOKKEEPER	13.0	0.0	13.0	0.0	0.0	13.0
SECRETARY PRINCIPAL	77.0	0.0	77.0	0.0	0.0	77.0
SECRETARY TEACHER	154.5	0.0	154.5	(2.0)	1.0	153.5
4701 School Administration and Instructional Leadership Total	466.5	0.0	466.5	(2.0)	2.0	466.5
Teacher and Paraprofessional Development						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
COORDINATOR	2.0	0.0	2.0	(1.0)	0.0	1.0
FACILITATOR	3.0	0.0	3.0	(1.0)	0.0	2.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
SECRETARY	1.0	0.0	1.0	(1.0)	0.0	0.0
TECHNICAL ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
PARAEDUCATOR	0.5	0.0	0.5	(0.5)	0.0	0.0
4801 Teacher and Paraprofessional Development Total	8.5	0.0	8.5	(3.5)	0.0	5.0
Leadership Development						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
COORDINATOR	1.0	0.0	1.0	(1.0)	0.0	0.0
FACILITATOR	2.0	0.0	2.0	0.0	0.0	2.0
EXECUTIVE ASSISTANT	1.0	0.0	1.0	(0.5)	0.0	0.5
4802 Leadership Development Total	5.0	0.0	5.0	(1.5)	0.0	3.5
School Counseling						
COUNSELOR RESOURCE	2.0	0.0	2.0	(1.0)	0.0	1.0
SCHOOL COUNSELOR ES	56.5	0.0	56.5	0.0	0.0	56.5
SCHOOL COUNSELOR MS	52.0	0.0	52.0	0.0	0.0	52.0
SCHOOL COUNSELOR HS	70.0	0.0	70.0	0.0	0.0	70.0
SCHOOL COUNSELOR OTHER	2.0	0.0	2.0	0.0	0.0	2.0
SPECIALIST	2.0	0.0	2.0	0.0	0.0	2.0
CLERK MIDDLE SCHOOL DATA	20.0	0.0	20.0	0.0	0.0	20.0
GRADE SCHEDULING PROCESSOR	13.5	0.0	13.5	0.0	0.0	13.5
REGISTRAR	20.0	0.0	20.0	0.0	0.0	20.0
SCHOOL COUNSELING SECRETARY	33.0	0.0	33.0	0.0	0.0	33.0
5601 School Counseling Total	271.0	0.0	271.0	(1.0)	0.0	270.0
Psychological Services						
PSYCHOLOGIST	82.2	0.0	82.2	(1.0)	0.0	81.2
MANAGER, CRISIS TEAM	1.0	0.0	1.0	0.0	0.0	1.0
5701 Psychological Services Total	83.2	0.0	83.2	(1.0)	0.0	82.2
Section 504 Program						
COUNSELOR RESOURCE	1.0	0.0	1.0	0.0	0.0	1.0
5801 Section 504 Program Total	1.0	0.0	1.0	0.0	0.0	1.0
Pupil Personnel Services						
COORDINATOR	1.0	0.0	1.0	0.0	0.0	1.0
FACILITATOR	0.0	1.0	1.0	0.0	0.0	1.0
PUPIL PERSONNEL WORKER	26.0	(2.0)	24.0	(1.0)	0.0	23.0
SECRETARY	2.0	0.0	2.0	0.0	0.0	2.0
6101 Pupil Personnel Services Total	29.0	(1.0)	28.0	(1.0)	0.0	27.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
School Social Work Services						
SOCIAL WORKER	13.0	0.0	13.0	0.0	5.0	18.0
SCHOOL SOCIAL WORKER - TEEN PARENTING PROGRAM	1.0	0.0	1.0	0.0	0.0	1.0
CHILD CARE SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
PARAEDUCATOR	4.0	0.0	4.0	0.0	0.0	4.0
6103 School Social Work Services Total	19.0	0.0	19.0	0.0	5.0	24.0
Health Services						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
SUPERVISOR	0.0	5.0	5.0	(1.0)	0.0	4.0
SPECIALIST	5.0	(5.0)	0.0	0.0	0.0	0.0
NURSE	81.0	0.0	81.0	0.0	4.0	85.0
TECHNICAL ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
HEALTH ASSISTANT	63.0	0.0	63.0	(2.0)	0.0	61.0
6401 Health Services Total	151.0	0.0	151.0	(3.0)	4.0	152.0
Student Transportation						
DIRECTOR STUDENT TRANSPORTATION	1.0	0.0	1.0	0.0	0.0	1.0
COORDINATOR	3.0	0.0	3.0	0.0	0.0	3.0
TECHNOLOGY MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
PLANNING MANAGER	0.0	1.0	1.0	0.0	0.0	1.0
AREA MANAGER TRANSPORTATION	6.0	(3.0)	3.0	0.0	0.0	3.0
FIELD SPECIALIST	1.0	2.0	3.0	0.0	0.0	3.0
SCHOOL BUS ROUTER	3.0	0.0	3.0	0.0	0.0	3.0
ACCOUNTING ANALYST	1.0	0.0	1.0	0.0	0.0	1.0
TECHNOLOGY ANALYST	1.0	0.0	1.0	0.0	0.0	1.0
DRIVER TRAINER STUDENT TRANSPORTATION	2.0	0.0	2.0	0.0	0.0	2.0
TRANSPORTATION ANALYST/PLANNER	1.0	0.0	1.0	(1.0)	0.0	0.0
TRANSPORTATION SPECIALIST	0.0	1.0	1.0	0.0	0.0	1.0
BEHAVIOR SPECIALIST	1.0	(1.0)	0.0	0.0	0.0	0.0
TECHNICAL ASSISTANT	2.0	0.0	2.0	0.0	0.0	2.0
EXECUTIVE ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
6801 Student Transportation Total	24.0	0.0	24.0	(1.0)	0.0	23.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Custodial Services						
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
ASSISTANT MANAGER	4.0	1.0	5.0	(1.0)	0.0	4.0
FIELD TRAINING SUPERVISOR	0.0	1.0	1.0	0.0	0.0	1.0
ACCOUNTING ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
LEADMAN CUSTODIAL SPECIALIST	2.0	0.0	2.0	0.0	0.0	2.0
EQUIPMENT SPECIALIST	1.0	(1.0)	0.0	0.0	0.0	0.0
TRAINER SPEC CUSTODIAL/GROUNDS	1.0	(1.0)	0.0	0.0	0.0	0.0
CUSTODIAN	438.5	0.0	438.5	(15.0)	0.0	423.5
MAINTENANCE WORKER	2.0	(2.0)	0.0	0.0	0.0	0.0
MECHANIC PREVENTIVE MAINT	2.0	0.0	2.0	0.0	0.0	2.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
7102 Custodial Services Total	453.5	(2.0)	451.5	(16.0)	0.0	435.5
Logistics Center						
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
ASSISTANT MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
CLERK STOCK WAREHOUSE	1.0	0.0	1.0	0.0	0.0	1.0
CLERK SUPPORT SERVICES	2.8	0.0	2.8	0.0	0.0	2.8
CLERK TYPIST	1.0	0.0	1.0	(1.0)	0.0	0.0
MATERIALS HANDLER WAREHOUSE	9.0	0.0	9.0	0.0	0.0	9.0
7301 Logistics Center Total	15.8	0.0	15.8	(1.0)	0.0	14.8
Risk Management						
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY	1.0	0.0	1.0	(1.0)	0.0	0.0
7401 Risk Management Total	3.0	0.0	3.0	(1.0)	0.0	2.0
Environment						
INDUSTRIAL HYGIENIST/INDOOR ENVIRONMENTAL QUALITY MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
ASSISTANT MANAGER	1.0	0.0	1.0	(1.0)	0.0	0.0
SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY	0.0	0.0	0.0	1.0	0.0	1.0
7402 Environment Total	3.0	0.0	3.0	0.0	0.0	3.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Emergency Preparedness and Response						
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
7403 Emergency Preparedness and Response Total	2.0	0.0	2.0	0.0	0.0	2.0
Security						
DIRECTOR OF SECURITY, EMERGENCY PREPAREDNESS, AND RESPONSE	1.0	0.0	1.0	0.0	0.0	1.0
ASSISTANT DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
ASSISTANT MANAGER	2.0	0.0	2.0	0.0	0.0	2.0
OFFICER INVESTIGATION/SECURITY	1.0	0.0	1.0	(1.0)	0.0	0.0
SECURITY OFFICER	3.0	0.0	3.0	0.0	0.0	3.0
SECURITY ASSISTANT	15.0	0.0	15.0	(1.0)	0.0	14.0
EXECUTIVE ASSISTANT	0.0	1.0	1.0	0.0	0.0	1.0
SECRETARY	1.0	(1.0)	0.0	0.0	0.0	0.0
7404 Security Total	24.0	0.0	24.0	(2.0)	0.0	22.0
Facilities Administration						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
COORDINATOR	1.0	0.0	1.0	0.0	0.0	1.0
SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
SAFETY ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
7601 Facilities Administration Total	5.0	0.0	5.0	0.0	0.0	5.0
Building Maintenance						
MANAGER	2.0	0.0	2.0	0.0	0.0	2.0
ASSISTANT MANAGER	3.0	0.0	3.0	(2.0)	0.0	1.0
ACCOUNTING ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
BOILER BURNER SPECIALIST	4.0	0.0	4.0	(1.0)	0.0	3.0
BUILDING AUTOMATED SYSTEM SPECIALIST	3.0	0.0	3.0	0.0	0.0	3.0
CARPENTER	14.0	0.0	14.0	(2.0)	0.0	12.0
COORDINATOR MAINTENANCE INV	1.0	0.0	1.0	0.0	0.0	1.0
ELECTRICIAN	5.0	0.0	6.0	(1.0)	0.0	5.0
ELECTRICIAN MASTER	3.0	0.0	3.0	0.0	0.0	3.0
ELECTRONICS TECHNICIAN	4.0	0.0	4.0	(1.0)	0.0	3.0
ELECTRONICS WORKER	2.0	0.0	2.0	0.0	0.0	2.0
FIRE EXTINGUISHER TECHNICIAN	1.0	0.0	1.0	0.0	0.0	1.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
GENERATOR TECHNICIAN	2.0	0.0	1.0	0.0	0.0	1.0
HARDWARE TECHNICIAN	1.0	0.0	1.0	0.0	0.0	1.0
HVAC MASTER MECHANIC	3.0	0.0	3.0	(1.0)	0.0	2.0
HVAC TECHNICIAN	14.0	(1.0)	13.0	(1.0)	0.0	12.0
HVAC APPRENTICE	2.0	1.0	3.0	0.0	0.0	3.0
LEADMAN CARPENTER	3.0	0.0	3.0	(1.0)	0.0	2.0
LEADMAN ELECTRICAL	1.0	0.0	1.0	0.0	0.0	1.0
LEADMAN HVAC	1.0	0.0	1.0	0.0	0.0	1.0
LEADMAN PLUMBER	1.0	0.0	1.0	0.0	0.0	1.0
LEADMAN SECURITY & SAFETY	1.0	0.0	1.0	0.0	0.0	1.0
MAINTENANCE CONTROL SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
MECHANIC PREVENTIVE MAINTENANCE	8.0	0.0	8.0	(2.0)	0.0	6.0
PAINTER	2.0	0.0	2.0	0.0	0.0	2.0
PLUMBER	1.0	0.0	1.0	0.0	0.0	1.0
PLUMBER JOURNEYMAN	4.0	0.0	4.0	0.0	0.0	4.0
PLUMBER MASTER	1.0	0.0	1.0	0.0	0.0	1.0
PLUMBER/WATER TREATMENT SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
PROJECT MANAGER	1.0	(1.0)	0.0	0.0	0.0	0.0
PROJECT SPECIALIST	0.0	1.0	1.0	0.0	0.0	1.0
REGISTERED LOCKSMITH	2.0	0.0	2.0	0.0	0.0	2.0
ROOF MECHANIC	2.0	0.0	2.0	0.0	0.0	2.0
SECRETARY	1.0	0.0	1.0	(1.0)	0.0	0.0
7602 Building Maintenance Total	96.0	0.0	96.0	(13.0)	0.0	83.0
Grounds Maintenance						
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
ASSISTANT MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
LEADMAN GROUNDS	6.0	0.0	6.0	(1.0)	0.0	5.0
IRRIGATION SVC TECH/GRDSKPR	2.0	0.0	2.0	0.0	0.0	2.0
GROUNDS WORKER	37.0	0.0	37.0	(11.0)	0.0	26.0
SECRETARY	2.0	0.0	2.0	(1.0)	0.0	1.0
7801 Grounds Maintenance Total	49.0	0.0	49.0	(13.0)	0.0	36.0
Fleet Management						
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
LEADMAN MECHANIC	1.0	0.0	1.0	(1.0)	0.0	0.0
MECHANIC	7.0	0.0	7.0	(1.0)	0.0	6.0
7802 Fleet Management Total	9.0	0.0	9.0	(2.0)	0.0	7.0

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Use of Facilities						
ROUSE THEATRE FACILITY MANAGER	0.8	0.0	0.8	0.0	0.0	0.8
TECHNICAL ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
TECH DIRECTOR ROUSE THEATRE	0.8	0.0	0.8	0.0	0.0	0.8
9301 Use of Facilities Total	2.6	0.0	2.6	0.0	0.0	2.6
Student Access and Achievement						
SUPERVISOR	0.0	5.0	5.0	0.0	0.0	5.0
SPECIALIST	5.0	(4.0)	1.0	(1.0)	0.0	0.0
LIAISON BSAP	27.0	0.0	27.0	0.0	0.0	27.0
LIAISON HISPANIC ACHIEVEMENT	24.0	0.0	24.0	0.0	0.0	24.0
LIAISON MULTILINGUAL ACHIEVEMENT	11.0	0.0	11.0	0.0	0.0	11.0
TECHNICAL ASSISTANT	0.0	2.0	2.0	(1.0)	0.0	1.0
SECRETARY	1.0	(1.0)	0.0	0.0	0.0	0.0
9501 Student Access & Achievement Total	68.0	2.0	70.0	(2.0)	0.0	68.0
Operating Fund Total	8,569.9	(1.0)	8,568.9	(340.9)	132.3	8,360.4
Food and Nutrition Service						
DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
ACCOUNTANT	1.0	0.0	1.0	0.0	0.0	1.0
AREA FIELD REPRESENTATIVE	4.0	0.0	4.0	0.0	1.0	5.0
CLERK ACCOUNT	1.0	0.0	1.0	0.0	0.0	1.0
FOOD SERV SUPERVISOR	2.0	0.0	2.0	0.0	0.0	2.0
FOOD SERV MANAGER	74.2	0.0	74.2	0.0	1.3	75.5
FOOD SERV SPECIALIST	1.0	(1.0)	0.0	0.0	0.0	0.0
FOOD SERV WORKER	111.9	0.0	111.9	0.0	8.6	120.4
SECRETARY	1.0	0.0	1.0	0.0	0.0	1.0
TECHNICAL ASSISTANT	0.0	1.0	1.0	0.0	0.0	1.0
8301 Food and Nutrition Service Total	197.1	0.0	197.1	0.0	10.8	207.9
Jim Rouse Theatre Fund						
TECH DIRECTOR ROUSE THEATRE	0.2	0.0	0.2	0.0	0.0	0.2
ROUSE THEATRE MANAGER	0.2	0.0	0.2	0.0	0.0	0.2
9204 Jim Rouse Theatre Fund Total	0.4	0.0	0.4	0.0	0.0	0.4

Summary of All Positions

Position	Approved Positions FY 2024	Adjustments FY 2024	Preliminary FY 2025	Adjustments FY 2025	New Positions FY 2025	Total FY 2025
Print Services						
MANAGER	1.0	0.0	1.0	0.0	0.0	1.0
AUDIOVISUAL PRODUCER	1.0	0.0	1.0	(1.0)	0.0	0.0
LARGE FORMAT PRINTING SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
PRINT SERVICES SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
REPRO EQUIPMENT OPERATOR	2.0	0.0	2.0	(1.0)	0.0	1.0
PRESS OPERATOR II	5.0	0.0	5.0	0.0	0.0	5.0
ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
9713 Print Services Total	12.0	0.0	12.0	(2.0)	0.0	10.0
Technology Services						
EXECUTIVE DIRECTOR	1.0	0.0	1.0	0.0	0.0	1.0
DIRECTOR	2.0	0.0	2.0	0.0	0.0	2.0
COORDINATOR	4.0	(1.0)	3.0	0.0	0.0	3.0
MANAGER	6.0	0.0	6.0	(1.0)	0.0	5.0
PROJECT MANAGER	2.0	1.0	3.0	0.0	0.0	3.0
ASSISTANT MANAGER	5.0	0.0	5.0	0.0	0.0	5.0
ASSET ADMINISTRATOR	1.0	0.0	1.0	0.0	0.0	1.0
ANALYST	4.0	0.0	4.0	(1.0)	0.0	3.0
ENGINEER	8.0	(1.0)	7.0	0.0	0.0	7.0
SPECIALIST	11.0	1.0	12.0	0.0	0.0	12.0
TECHNICIAN	22.0	(1.0)	21.0	(2.0)	0.0	19.0
SOFTWARE DEVELOPER	1.0	0.0	1.0	0.0	0.0	1.0
TECHNOLOGY SUPPORT	4.0	1.0	5.0	(1.0)	0.0	4.0
EXECUTIVE ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
9714 Technology Services Total	72.0	0.0	72.0	(5.0)	0.0	67.0
Health Fund						
MANAGER	1.0	(1.0)	0.0	0.0	0.0	0.0
BENEFITS OFFICER	0.0	1.0	1.0	0.0	0.0	1.0
BENEFITS SPECIALIST	1.0	0.0	1.0	0.0	0.0	1.0
CUSTOMER SERVICE REP	1.0	0.0	1.0	0.0	0.0	1.0
TECHNICAL ASSISTANT	1.0	0.0	1.0	0.0	0.0	1.0
9715 Health Fund Total	4.0	0.0	4.0	0.0	0.0	4.0
Other Funds Total	285.5	0.0	285.5	(7.0)	10.8	289.3
Grants Fund Total	238.6	0.0	238.6	0.0	5.3	243.9
Grand Total All Funds	9,093.98	(1.0)	9,093.0	(347.85)	148.44	8,893.6

Schedule of New Positions – General Fund

This schedule provides details for new positions in the General Fund included in the FY 2025 Superintendent’s Proposed Operating Budget. It is not inclusive of all position changes and reflects salaries only. See the Summary of all Positions schedule for all staffing adjustments.

Program	Description	FTE	Amount
New Positions			
0101	Board of Education	1.0 Financial Analyst	118,000
0206	Accounting	1.0 Accountant 2.0 Clerk Account	207,319
0303	Human Resources	1.0 Clerk	68,528
0601	Art	0.6 Teacher Elem	39,780
1301	Early Childhood Programs	(2.0) Paraeducators Kindergarten	(55,080)
1302	Pre-k	7.0 Teachers Elem Pre-K 7.0 Paraeducators Pre-K 1.0 Teacher Resource	767,089
1501	Library Media	2.0 Media Specialists	150,960
1601	Music	0.6 Teacher Vocal	39,780
1701	Physical Education	2.6 Teacher Elem	172,380
1802	Reading Supports	1.0 Teacher Resource	123,052
2501	Instructional Technology	2.0 Teacher Elem	132,600
3010	Elementary School Instruction	9.0 Teacher Elem	596,700
3020	Middle School Instruction	0.8 Teacher MS	53,040
3030	High School Instruction	(1.8) Teacher HS	(119,340)
3321	Special Education School-Based Services	11.0 Teacher 11.0 Paraeducator 14.0 Student Assistant	1,416,780
3324	Birth-Five Early Intervention Services	21.0 Teachers 10 Mo. 1.5 Teachers 11 Mo. 1.0 Speech Pathologist 1.0 Physical Therapist 26.0 Paraeducators	2,529,600
4701	School Administration and Instructional Leadership	1.0 Assistant Principal 1.0 Secretary Teacher	152,109
6103	School Social Work Services	5.0 Social Workers	600,000
6401	Health Services	4.0 Nurses	341,893
Total General Fund New Positions		132.3	\$ 7,335,190

This schedule includes salaries only.

Salary Scale – 10-Month Teachers

10-Month Teachers (195 Days)

FY 2024
(Effective July 1, 2023)

Step	Grade				
	A (SPC)	B (BA/BS +30)	C (Masters)	D (MA/MS +30)	E (Doctorate)
4	\$58,477	\$61,563	\$63,456	\$65,348	\$67,241
5	\$60,116	\$63,781	\$65,674	\$67,567	\$69,460
6	\$61,755	\$66,000	\$67,893	\$69,786	\$71,679
7	\$63,393	\$68,219	\$70,112	\$72,004	\$73,897
8	\$65,032	\$70,437	\$72,330	\$74,223	\$76,116
9	\$66,671	\$72,656	\$74,549	\$76,442	\$78,335
10	\$68,310	\$74,875	\$76,768	\$78,660	\$80,553
11	\$69,949	\$77,094	\$78,987	\$80,880	\$82,773
12	\$71,588	\$79,312	\$81,205	\$83,098	\$84,991
13		\$81,531	\$83,424	\$85,316	\$87,209
14		\$83,750	\$85,643	\$87,536	\$89,429
15		\$85,968	\$87,861	\$89,754	\$91,647
16		\$88,188	\$90,081	\$91,973	\$93,866
17		\$90,406	\$92,299	\$94,192	\$96,085
18		\$92,624	\$94,517	\$96,410	\$98,303
19		\$94,844	\$96,737	\$98,629	\$100,522
20		\$97,062	\$98,955	\$100,848	\$102,741
21		\$99,280	\$101,173	\$103,066	\$104,959
22		\$101,500	\$103,393	\$105,285	\$107,178
23		\$103,718	\$105,611	\$107,504	\$109,397
24		\$105,938	\$107,830	\$109,723	\$111,616
25		\$108,156	\$110,049	\$111,941	\$113,834

Salary Scale – 11-Month Teachers

11-Month Teachers (215 Days)

FY 2024
(Effective July 1, 2023)

Step	Grade				
	A (SPC)	B (BA/BS +30)	C (Masters)	D (MA/MS +30)	E (Doctorate)
4	\$64,475	\$67,877	\$69,964	\$72,051	\$74,138
5	\$66,282	\$70,323	\$72,410	\$74,497	\$76,584
6	\$68,089	\$72,770	\$74,857	\$76,944	\$79,031
7	\$69,895	\$75,216	\$77,303	\$79,389	\$81,476
8	\$71,702	\$77,661	\$79,748	\$81,835	\$83,922
9	\$73,509	\$80,108	\$82,195	\$84,282	\$86,369
10	\$75,317	\$82,554	\$84,641	\$86,728	\$88,815
11	\$77,124	\$85,001	\$87,088	\$89,175	\$91,262
12	\$78,931	\$87,447	\$89,534	\$91,621	\$93,708
13		\$89,893	\$91,980	\$94,067	\$96,154
14		\$92,340	\$94,427	\$96,514	\$98,601
15		\$94,786	\$96,873	\$98,960	\$101,047
16		\$97,233	\$99,320	\$101,407	\$103,494
17		\$99,679	\$101,766	\$103,852	\$105,939
18		\$102,124	\$104,211	\$106,298	\$108,385
19		\$104,571	\$106,658	\$108,745	\$110,832
20		\$107,017	\$109,104	\$111,191	\$113,278
21		\$109,463	\$111,550	\$113,637	\$115,724
22		\$111,910	\$113,997	\$116,084	\$118,171
23		\$114,356	\$116,443	\$118,530	\$120,617
24		\$116,803	\$118,890	\$120,977	\$123,064
25		\$119,249	\$121,336	\$123,423	\$125,510

Salary Scale – 10-Month Special Education Teachers and Related Service Providers

10-Month Special Education Teachers and Related Service Providers (197 Days)

FY 2024
(Effective July 1, 2023)

Step	Grade				
	A (SPC)	B (BA/BS +30)	C (Masters)	D (MA/MS +30)	E (Doctorate)
4	\$59,076	\$62,194	\$64,107	\$66,018	\$67,931
5	\$60,732	\$64,435	\$66,348	\$68,260	\$70,172
6	\$62,389	\$66,678	\$68,589	\$70,502	\$72,414
7	\$64,044	\$68,919	\$70,830	\$72,743	\$74,655
8	\$65,700	\$71,160	\$73,072	\$74,984	\$76,897
9	\$67,356	\$73,401	\$75,314	\$77,226	\$79,138
10	\$69,011	\$75,643	\$77,555	\$79,467	\$81,380
11	\$70,667	\$77,885	\$79,797	\$81,709	\$83,621
12	\$72,323	\$80,126	\$82,038	\$83,951	\$85,862
13		\$82,367	\$84,280	\$86,192	\$88,104
14		\$84,609	\$86,521	\$88,433	\$90,346
15		\$86,850	\$88,763	\$90,674	\$92,587
16		\$89,092	\$91,004	\$92,917	\$94,828
17		\$91,333	\$93,245	\$95,158	\$97,070
18		\$93,575	\$95,487	\$97,399	\$99,312
19		\$95,816	\$97,729	\$99,640	\$101,553
20		\$98,057	\$99,970	\$101,883	\$103,794
21		\$100,300	\$102,211	\$104,124	\$106,036
22		\$102,541	\$104,453	\$106,365	\$108,278
23		\$104,782	\$106,695	\$108,606	\$110,519
24		\$107,023	\$108,936	\$110,848	\$112,760
25		\$109,266	\$111,177	\$113,090	\$115,002

Salary Scale – Other Certificated Staff

Other Certificated Staff

FY 2024
(Effective July 1, 2023)

Step	Grade		
	Psychologist PPW 10 Months	Psychologist PPW 11 Months	Coordinator Staff Dvlp. Facilitator 12 Months
	Grade I	Grade II	Grade III
1	\$78,058	\$85,864	\$92,184
2	\$81,736	\$89,906	\$96,589
3	\$85,413	\$93,947	\$100,994
4	\$89,090	\$97,989	\$105,402
5	\$92,767	\$102,030	\$109,807
6	\$96,444	\$106,073	\$114,214
7	\$100,122	\$110,114	\$118,619
8	\$103,799	\$114,156	\$123,026
9	\$107,477	\$118,197	\$127,432
10	\$111,154	\$122,238	\$131,838
11	\$114,832	\$126,281	\$136,245
12	\$119,318	\$131,212	\$141,620

Notes: Article 20, Other Certificated Staff

Entry level placement on Grade II or Grade III due to promotion is determined by the individual’s current salary multiplied by a factor of eleven tenths (11/10ths) or twelve-tenths (12/10ths), depending on promotion to an eleven (11)- or twelve (12)-month position. If a step on the appropriate salary scale matches an individual’s newly computed salary, the individual is placed on that step. If an individual’s computed salary is between steps, the placement is on the step above the individual’s computed step.

Salary Scale – School-Based and Central Office Administrators

SCHOOL-BASED AND CENTRAL OFFICE ADMINISTRATORS

FY 2024

(Effective July 1, 2023)

Step	Salary	Salary	Salary	Salary	Salary
1	\$82,787	\$90,540	\$99,497	\$103,508	\$112,208
2	\$86,510	\$94,795	\$103,219	\$107,230	\$115,931
3	\$90,552	\$99,050	\$107,261	\$111,273	\$119,972
4	\$94,594	\$103,305	\$111,304	\$115,315	\$124,015
5	\$98,636	\$107,560	\$115,345	\$119,357	\$128,057
6	\$102,678	\$111,814	\$119,387	\$123,398	\$132,099
7	\$106,720	\$116,068	\$123,429	\$127,440	\$136,140
8	\$110,761	\$120,323	\$127,471	\$131,483	\$140,183
9	\$114,804	\$124,578	\$131,514	\$135,525	\$144,225
10	\$118,846	\$128,833	\$135,555	\$139,566	\$148,267
11	\$122,888	\$133,087	\$139,597	\$143,608	\$152,308
12	\$126,929	\$137,342	\$143,639	\$147,651	\$156,350
13	\$130,972	\$141,597	\$147,682	\$151,693	\$160,393
14	\$135,014	\$145,852	\$151,723	\$155,735	\$164,435
15	\$139,056	\$150,107	\$155,765	\$159,776	\$168,476
16	\$143,098	\$154,361	\$159,807	\$163,819	\$172,518
17	\$147,140	\$158,616	\$163,849	\$167,861	\$176,561
	AAM High School	Asst. Principal Elementary School Middle School Cedar Lane Facilitator Central Office I	Asst. Principal High School Homewood Coordinator Central Office II	Principal Elementary School Middle School Cedar Lane	Principal High School Homewood

With the exception of leadership interns, administrators holding an earned doctorate degree shall receive an additional salary of \$3,000.

1. Administrators hired on or after April 1 shall not be eligible for any increment negotiated for the subsequent fiscal year.
2. Administrators successfully completing the National Board for Professional Teaching Standards (NBPTS) Nation Board Certification for Principals shall receive a supplement of \$2,000 each year provided that:
 - i. Their National Board Certification for Principals remains in good standing.
 - ii. They are assigned to a school-based principal or assistant principal position.
3. All administrators, except leadership interns, shall become eligible to receive a \$1,500 stipend upon completion of seven (7) consecutive years (formerly 10 years) of service in the same position within this bargaining unit provided the administrator is evaluated as satisfactory or higher during each of those years in that position. Those administrators who continue in the same position within the bargaining unit shall become eligible to receive a \$1,500 longevity stipend every seven (7) years (formerly 5 years) from receipt of the last stipend thereafter provided the administrator is evaluated as satisfactory or higher during each of those years in that position. The completed consecutive years of service eligibility period will be July 1 through June 30 of each fiscal year and will be paid to eligible employees no later than the last paycheck in June.
4. To account for the change in consecutive years of service, the FY24 stipend payment will be made to eligible employees who have completed the following during July 1, 2023 through June 30, 2024:
 - a) Seven (7), eight (8), nine (9), and ten (10) consecutive years of service from the start date of their current position within this unit provided the administrator is evaluated as satisfactory or higher each of those years. This only applies to employees who have not received the first ten (10) year stipend under the former language.

Salary Scale – Leadership Interns

Leadership Intern Salary Scale

FY 2024
(Effective July 1, 2023)

205 Day Scale with \$3,000 Stipend Included			
Step/Grade	Masters Degree	Masters Degree +30	Doctorate Degree
4	\$82,787	\$90,540	\$99,497
5	\$86,510	\$94,795	\$103,219
6	\$90,552	\$99,050	\$107,261
7	\$94,594	\$103,305	\$111,304
8	\$98,636	\$107,560	\$115,345
9	\$102,678	\$111,814	\$119,387
10	\$106,720	\$116,068	\$123,429
11	\$110,761	\$120,323	\$127,471
12	\$114,804	\$124,578	\$131,514
13	\$118,846	\$128,833	\$135,555
14	\$122,888	\$133,087	\$139,597
15	\$126,929	\$137,342	\$143,639
16	\$130,972	\$141,597	\$147,682
17	\$135,014	\$145,852	\$151,723
18	\$139,056	\$150,107	\$155,765
19	\$143,098	\$154,361	\$159,807
20	\$147,140	\$158,616	\$163,849
21	\$82,787	\$90,540	\$99,497
22	\$86,510	\$94,795	\$103,219
23	\$90,552	\$99,050	\$107,261
24	\$94,594	\$103,305	\$111,304
25	\$98,636	\$107,560	\$115,345

Leadership interns will receive an additional salary of \$3,000, which is included in the table above

Salary Scale – Non-Certificated Supervisors

Non-Certificated Supervisors

FY 2024

(Effective July 1, 2023)

	Area Field Representative	Assistant Manager, FNS Assistant Supervisor and Specialist	Manager, FNS Supervisor and Officer	Coordinator, Assistant Director	Director
Step					
1	\$93,183	\$99,120	\$104,799	\$110,478	\$116,156
2	\$95,512	\$101,598	\$107,419	\$113,239	\$119,061
3	\$97,901	\$104,138	\$110,105	\$116,071	\$122,037
4	\$100,348	\$106,742	\$112,857	\$118,972	\$125,088
5	\$102,857	\$109,411	\$115,679	\$121,947	\$128,216
6	\$105,428	\$112,146	\$118,571	\$124,995	\$131,422
7	\$108,064	\$114,949	\$121,536	\$128,121	\$134,707
8	\$110,766	\$117,823	\$124,574	\$131,324	\$138,075
9	\$113,535	\$120,768	\$127,688	\$134,607	\$141,527
10	\$116,373	\$123,787	\$130,881	\$137,972	\$145,065
11	\$119,283	\$126,882	\$134,153	\$141,422	\$148,691
12	\$122,265	\$130,054	\$137,506	\$144,957	\$152,408
13	\$125,321	\$133,305	\$140,943	\$148,581	\$156,218
14	\$128,453	\$136,638	\$144,467	\$152,296	\$160,124
15	\$131,664	\$140,053	\$148,079	\$156,104	\$164,127
16	\$134,956	\$143,555	\$151,781	\$160,007	\$168,230
17	\$138,330	\$147,144	\$155,575	\$164,006	\$172,436

Salary Scale – Secretaries and Assistants

Secretaries and Assistants

FY 2024
(Effective July 1, 2023)

Step	Grade											
	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
1	\$17.49	\$17.70	\$17.91	\$18.13	\$18.34	\$18.97	\$19.19	\$19.40	\$20.03	\$20.67	\$21.52	\$22.58
2	\$18.02	\$18.25	\$18.51	\$18.77	\$19.03	\$19.72	\$19.98	\$20.21	\$20.88	\$21.60	\$22.46	\$23.55
3	\$18.57	\$18.82	\$19.11	\$19.41	\$19.72	\$20.46	\$20.75	\$21.03	\$21.73	\$22.54	\$23.38	\$24.51
4	\$19.10	\$19.37	\$19.72	\$20.04	\$20.42	\$21.20	\$21.53	\$21.87	\$22.58	\$23.46	\$24.33	\$25.48
5	\$19.63	\$19.93	\$20.31	\$20.69	\$21.10	\$21.94	\$22.31	\$22.68	\$23.42	\$24.39	\$25.26	\$26.46
6	\$20.18	\$20.49	\$20.90	\$21.34	\$21.78	\$22.68	\$23.09	\$23.51	\$24.27	\$25.30	\$26.19	\$27.42
7	\$20.71	\$21.05	\$21.51	\$21.97	\$22.48	\$23.44	\$23.86	\$24.33	\$25.11	\$26.24	\$27.13	\$28.40
8	\$21.25	\$21.60	\$22.10	\$22.61	\$23.17	\$24.18	\$24.63	\$25.15	\$25.96	\$27.16	\$28.07	\$29.37
9	\$21.79	\$22.16	\$22.71	\$23.26	\$23.86	\$24.92	\$25.42	\$25.98	\$26.80	\$28.09	\$29.01	\$30.34
10	\$22.33	\$22.72	\$23.30	\$23.90	\$24.55	\$25.66	\$26.20	\$26.80	\$27.66	\$29.01	\$29.93	\$31.31
11	\$22.86	\$23.29	\$23.89	\$24.54	\$25.25	\$26.40	\$26.98	\$27.62	\$28.49	\$29.95	\$30.88	\$32.29
12	\$23.42	\$23.85	\$24.50	\$25.18	\$25.94	\$27.16	\$27.76	\$28.45	\$29.34	\$30.87	\$31.81	\$33.25
13	\$23.95	\$24.40	\$25.10	\$25.82	\$26.63	\$27.91	\$28.54	\$29.27	\$30.19	\$31.79	\$32.74	\$34.22
14	\$24.49	\$24.96	\$25.69	\$26.47	\$27.33	\$28.65	\$29.31	\$30.08	\$31.04	\$32.71	\$33.68	\$35.19
15	\$25.03	\$25.51	\$26.29	\$27.11	\$28.02	\$29.39	\$30.08	\$30.92	\$31.87	\$33.64	\$34.62	\$36.16
16	\$25.57	\$26.08	\$26.89	\$27.75	\$28.69	\$30.14	\$30.87	\$31.74	\$32.73	\$34.58	\$35.56	\$37.13
17	\$26.10	\$26.64	\$27.49	\$28.39	\$29.38	\$30.88	\$31.65	\$32.56	\$33.57	\$35.50	\$36.49	\$38.11
18	\$26.63	\$27.20	\$28.09	\$29.03	\$30.08	\$31.62	\$32.43	\$33.38	\$34.42	\$36.43	\$37.43	\$39.07
19	\$27.18	\$27.75	\$28.67	\$29.68	\$30.77	\$32.37	\$33.20	\$34.21	\$35.27	\$37.35	\$38.36	\$40.05
Over 19	\$27.72	\$28.31	\$29.28	\$30.32	\$31.46	\$33.11	\$33.98	\$35.03	\$36.11	\$38.28	\$39.30	\$41.02

Salary Scale – Interpreters

Interpreters
 FY 2024
 (Effective July 1, 2023)

Step	Grade			
	A	B	C	D
1	\$23.62	\$31.32	\$34.66	\$36.01
2	\$23.88	\$32.46	\$35.97	\$37.32
3	\$24.14	\$33.60	\$37.29	\$38.64
4	\$24.41	\$34.74	\$38.60	\$39.96
5	\$24.68	\$35.89	\$39.91	\$41.27
6	\$24.95	\$37.02	\$41.23	\$42.59
7	\$25.22	\$38.17	\$42.54	\$43.91
8	\$25.47	\$39.31	\$43.85	\$45.23
9	\$25.74	\$40.45	\$45.16	\$46.54
10	\$26.01	\$41.59	\$46.48	\$47.86
11	\$26.28	\$42.73	\$47.79	\$49.18
12	\$26.54	\$43.88	\$49.10	\$50.50
13	\$26.81	\$45.01	\$50.42	\$51.81
14	\$27.08	\$46.16	\$51.73	\$53.13
15	\$27.34	\$47.30	\$53.05	\$54.45
16	\$27.60	\$48.44	\$54.35	\$55.77
17	\$27.87	\$49.59	\$55.67	\$57.08

Interpreters-Hourly
Salary Grades

Grade A: Graduate of an Interpreter Training Program (ITP) or holds a Bachelor’s Degree in a related field.

Grade B: Has passed a national interpreter written knowledge exam (NIC Knowledge Exam, CASLI Generalist Knowledge Exam); or passed the EIPA written exam or NAD exam.

Grade C: NIC Certification (all levels except NIC level 3 Master Certification); EIPA written and performance exam score of at least 3.7 or if MD legislature changes; or RID Certification (all levels except NAD Level 5 Master Certification)

Grade D: Any two national certifications/qualifications from level C or a master’s level certification (NIC Level 3 Master Certification; NAD level 5 Master Certification)

Notes: Interpreters-Hourly

1. Employees who fail to complete education requirements remain at the same salary grade.
2. The interpreter designated as Program Head shall receive an additional \$1.50 per hour.
3. Work performed outside the duty day will be reimbursed at the rate of \$35 per hour for non-certificated Interpreters, \$40 per hour for certificated interpreters who meet the requirements of salary grade “C,” and \$45 per hour for certificated interpreters who meet the requirements of salary grade “D.” Every year, starting in FY25, the rates will increase by the same COLA applied to the Interpreters salary scale.

Salary Scale – Nurses

Nurses
 FY 2024
 (Effective July 1, 2023)

Step	School Based, Float Pool	Cluster Nurse
	<i>Hourly Rate</i>	<i>Hourly Rate</i>
	A	B
1	\$34.60	\$36.32
2	\$35.76	\$37.53
3	\$36.91	\$38.75
4	\$38.07	\$39.96
5	\$39.23	\$41.17
6	\$40.38	\$42.39
7	\$41.54	\$43.60
8	\$42.70	\$44.81
9	\$43.85	\$46.02
10	\$45.01	\$47.23
11	\$46.17	\$48.45
12	\$47.33	\$49.66
13	\$48.48	\$50.87
14	\$49.64	\$52.08
15	\$50.80	\$53.29
16	\$51.95	\$54.51
17	\$53.11	\$55.72
18	\$54.27	\$56.93
19	\$55.42	\$58.14
20	\$56.58	\$59.36
21	\$57.74	\$60.58

Notes: Nurses-Hourly

1. Lead cluster nurses and Telemedicine nurses shall receive an additional \$1.55 per hour.
2. Nurses who qualify for and receive National School Nurse Certification will receive an additional \$1.00 per hour as long as the certification is maintained.

Salary Scale – 10-Month Central Office and School-Based Staff

10 Month Technical Central Office and School Based

FY 2024
(Effective July 1, 2023)

Step	Grade							
	20	21	22	23	24	25	26	27
1	\$34,412	\$39,322	\$42,538	\$45,417	\$60,656	\$68,613	\$80,463	\$87,742
2	\$36,060	\$40,982	\$44,204	\$47,089	\$62,358	\$70,333	\$82,209	\$89,503
3	\$37,708	\$42,640	\$45,870	\$48,760	\$64,063	\$72,053	\$83,954	\$91,264
4	\$39,357	\$44,300	\$47,535	\$50,432	\$65,768	\$73,773	\$85,700	\$93,025
5	\$41,005	\$45,958	\$49,201	\$52,104	\$67,471	\$75,495	\$87,445	\$94,787
6	\$42,655	\$47,617	\$50,866	\$53,775	\$69,175	\$77,215	\$89,191	\$96,547
7	\$44,302	\$49,275	\$52,531	\$55,448	\$70,878	\$78,936	\$90,937	\$98,308
8	\$45,950	\$50,934	\$54,198	\$57,119	\$72,583	\$80,656	\$92,683	\$100,070
9	\$47,599	\$52,593	\$55,864	\$58,790	\$74,286	\$82,376	\$94,428	\$101,831
10	\$49,247	\$54,252	\$57,529	\$60,462	\$75,990	\$84,098	\$96,173	\$103,591
11	\$50,896	\$55,910	\$59,195	\$62,134	\$77,694	\$85,818	\$97,919	\$105,353
12	\$52,545	\$57,569	\$60,860	\$63,806	\$79,398	\$87,539	\$99,664	\$107,114
13	\$54,193	\$59,229	\$62,526	\$65,478	\$81,101	\$89,259	\$101,410	\$108,874
14	\$55,842	\$60,887	\$64,191	\$67,150	\$82,805	\$90,979	\$103,156	\$110,635
15	\$57,490	\$62,547	\$65,856	\$68,821	\$84,509	\$92,700	\$104,902	\$112,397
16	\$59,139	\$64,204	\$67,522	\$70,493	\$86,213	\$94,421	\$106,647	\$114,158
17	\$60,787	\$65,864	\$69,188	\$72,165	\$87,916	\$96,142	\$108,393	\$115,918
18	\$62,436	\$67,522	\$70,853	\$73,837	\$89,621	\$97,862	\$110,138	\$117,680
19	\$64,085	\$69,181	\$72,519	\$75,509	\$91,324	\$99,582	\$111,883	\$119,440
20	\$65,733	\$70,840	\$74,185	\$77,180	\$93,028	\$101,303	\$113,629	\$121,201
21	\$67,382	\$72,498	\$75,850	\$78,852	\$94,733	\$103,023	\$115,374	\$122,962
22	\$69,030	\$74,157	\$77,515	\$80,524	\$96,436	\$104,744	\$117,121	\$124,723
23	\$70,678	\$75,816	\$79,181	\$82,195	\$98,141	\$106,465	\$118,866	\$126,484
24	\$72,328	\$77,475	\$80,846	\$83,868	\$99,843	\$108,186	\$120,612	\$128,246
25	\$73,976	\$79,134	\$82,513	\$85,540	\$101,548	\$109,906	\$122,357	\$130,006
26	\$75,625	\$80,793	\$84,178	\$87,210	\$103,251	\$111,626	\$124,103	\$131,767
27	\$77,273	\$82,451	\$85,844	\$88,883	\$104,955	\$113,346	\$125,847	\$133,529
28	\$78,921	\$84,111	\$87,510	\$90,555	\$106,659	\$115,068	\$127,593	\$135,289

Note

1. Salaried personnel shall not be entitled to additional holiday pay other than as compensated in annual salary.

Salary Scale – 12-Month Technical Central Office and School-Based Staff

12 Month Technical Central Office and School Based

FY 2024
(Effective July 1, 2023)

Step	Grade							
	20	21	22	23	24	25	26	27
1	\$41,628	\$47,578	\$51,477	\$54,965	\$73,432	\$83,075	\$97,438	\$106,260
2	\$43,357	\$49,317	\$53,223	\$56,717	\$75,218	\$84,879	\$99,267	\$108,105
3	\$45,085	\$51,057	\$54,969	\$58,470	\$77,004	\$86,682	\$101,096	\$109,950
4	\$46,814	\$52,796	\$56,715	\$60,223	\$78,790	\$88,485	\$102,925	\$111,795
5	\$48,542	\$54,535	\$58,462	\$61,975	\$80,575	\$90,288	\$104,754	\$113,640
6	\$50,271	\$56,275	\$60,208	\$63,728	\$82,361	\$92,092	\$106,584	\$115,485
7	\$51,999	\$58,014	\$61,954	\$65,481	\$84,147	\$93,895	\$108,413	\$117,330
8	\$53,728	\$59,753	\$63,701	\$67,233	\$85,933	\$95,698	\$110,242	\$119,176
9	\$55,457	\$61,493	\$65,447	\$68,986	\$87,719	\$97,501	\$112,071	\$121,021
10	\$57,185	\$63,232	\$67,193	\$70,738	\$89,505	\$99,305	\$113,901	\$122,866
11	\$58,914	\$64,971	\$68,940	\$72,491	\$91,291	\$101,108	\$115,730	\$124,711
12	\$60,642	\$66,711	\$70,686	\$74,244	\$93,077	\$102,911	\$117,559	\$126,556
13	\$62,371	\$68,450	\$72,432	\$75,996	\$94,863	\$104,714	\$119,388	\$128,401
14	\$64,100	\$70,189	\$74,178	\$77,749	\$96,649	\$106,518	\$121,218	\$130,246
15	\$65,828	\$71,929	\$75,925	\$79,502	\$98,435	\$108,321	\$123,047	\$132,091
16	\$67,557	\$73,668	\$77,671	\$81,254	\$100,221	\$110,124	\$124,876	\$133,937
17	\$69,285	\$75,407	\$79,417	\$83,007	\$102,007	\$111,928	\$126,705	\$135,782
18	\$71,014	\$77,147	\$81,164	\$84,759	\$103,793	\$113,731	\$128,534	\$137,627
19	\$72,743	\$78,886	\$82,910	\$86,512	\$105,578	\$115,534	\$130,364	\$139,472
20	\$74,471	\$80,625	\$84,656	\$88,265	\$107,364	\$117,337	\$132,193	\$141,317
21	\$76,200	\$82,365	\$86,403	\$90,017	\$109,150	\$119,141	\$134,022	\$143,162
22	\$77,928	\$84,104	\$88,149	\$91,770	\$110,936	\$120,944	\$135,851	\$145,007
23	\$79,657	\$85,843	\$89,895	\$93,522	\$112,722	\$122,747	\$137,681	\$146,852
24	\$81,386	\$87,583	\$91,642	\$95,275	\$114,508	\$124,550	\$139,510	\$148,697
25	\$83,114	\$89,322	\$93,388	\$97,028	\$116,294	\$126,354	\$141,339	\$150,543
26	\$84,843	\$91,061	\$95,134	\$98,780	\$118,080	\$128,157	\$143,168	\$152,388
27	\$86,571	\$92,801	\$96,880	\$100,533	\$119,866	\$129,960	\$144,997	\$154,233
28	\$88,300	\$94,540	\$98,627	\$102,286	\$121,652	\$131,763	\$146,827	\$156,078

Note

1. Salaried personnel shall not be entitled to additional holiday pay other than as compensated in annual salary.

Salary Scale – Food Service Managers

FOOD SERVICE MANAGERS
FY 2024

(Effective July 1, 2023)

GRADE	VI	VII
STEP		
3	\$19.01	\$19.85
4	\$19.68	\$20.54
5	\$20.36	\$21.25
6	\$21.07	\$22.00
7	\$21.82	\$22.78
8	\$22.57	\$23.57
9	\$23.36	\$24.40
10	\$24.18	\$25.25
11	\$25.03	\$26.14
12	\$25.91	\$27.04
13	\$26.82	\$27.99
14	\$27.75	\$28.98
15	\$28.72	\$29.99
16	\$29.72	\$31.04
17	\$30.77	\$32.13
18	\$31.85	\$33.25
19	\$32.96	\$34.41

FNS Managers:

1. Longevity
 - a. Food and Nutrition Service Workers with 15-19 years in the Howard County Public School System will receive an additional 46¢ per hour.
 - b. Food and Nutrition Service Workers with 20 or more years in the Howard County Public School System will receive an additional \$1.00 per hour.
 - c. Employees hired before April 1 of a fiscal year will be granted a full year toward longevity. Longevity payments are not cumulative from year to year.

Salary Scale – Food and Nutrition Services Assistants

Food and Nutrition Services Assistants

FY 2024
(Effective July 1, 2023)

Step	GRADE	
	II	III
3	\$16.69	\$17.42
4	\$17.36	\$18.15
5	\$18.04	\$18.89
6	\$18.71	\$19.61
7	\$19.37	\$20.35
8	\$20.05	\$21.08
9	\$20.72	\$21.81
10	\$21.40	\$22.54
11	\$22.07	\$23.28
12	\$22.74	\$24.00
13	\$23.41	\$24.73
14	\$24.09	\$25.45
15	\$24.76	\$26.19
16	\$25.42	\$26.92

Salary Scale – Maintenance and Warehouse Staff

(Audio Visual / Grounds / Maintenance / Warehouse Salary Scale)

FY 2024

(EFFECTIVE July 1, 2023)

GRADE	I	III	IV	V	VI	VII	VIII	IX	X	XI
Step										
1	16.67	18.21	19.04	19.95	20.82	21.75	22.76	23.77	24.80	25.96
2	17.35	18.93	19.79	20.76	21.65	22.61	23.68	24.73	25.80	27.01
3	17.93	19.72	20.56	21.54	22.52	23.53	24.61	25.71	26.85	28.08
4	18.35	20.17	21.08	22.09	23.08	24.10	25.19	26.36	27.53	28.77
5	18.61	20.49	21.38	22.34	23.32	24.37	25.47	26.64	27.79	29.10
6	18.85	20.75	21.61	22.61	23.61	24.62	25.71	26.89	28.07	29.32
7	19.08	20.96	21.89	22.90	23.90	24.95	26.12	27.30	28.53	29.83
8	19.54	21.48	22.47	23.43	24.49	25.60	26.79	27.97	29.19	30.53
9	20.00	21.99	22.94	23.97	25.08	26.20	27.43	28.59	29.93	31.29
10	21.00	23.02	24.07	25.14	26.27	27.45	28.73	29.96	31.32	32.72
11	22.01	24.20	25.36	26.41	27.64	28.88	30.18	31.54	32.99	34.46
12	23.12	25.42	26.52	27.74	29.02	30.25	31.63	33.11	34.59	36.16
13	24.02	26.38	27.60	28.84	30.16	31.52	32.98	34.43	35.99	37.54
14	24.76	27.22	28.47	29.77	31.08	32.50	33.95	35.45	37.12	38.81
15	25.73	28.31	29.58	30.91	32.34	33.75	35.28	36.84	38.50	40.26
16	26.37	29.03	30.29	31.69	33.12	34.60	36.17	37.79	39.46	41.29
17	26.67	29.36	30.66	32.04	33.51	35.00	36.48	38.20	40.03	41.65
18	27.58	30.24	31.63	33.05	34.57	36.08	37.72	39.41	41.18	43.03
19	27.84	30.53	31.94	33.37	34.88	36.46	38.04	39.78	41.59	43.44
20	28.09	30.85	32.21	33.66	35.24	36.79	38.44	40.17	41.98	43.85
21	28.38	31.15	32.51	33.95	35.52	37.09	38.73	40.47	42.28	44.15
22	28.71	31.45	32.82	34.27	35.84	37.40	39.03	40.77	42.58	44.46
23	29.27	32.08	33.47	34.94	36.55	38.16	39.83	41.59	43.44	45.35
Over 23	29.90	32.72	34.14	35.63	37.25	38.84	40.55	42.33	44.21	46.14

Leadman Responsibility: Personnel designated as leadmen will have the index outlined below applied to their salary.

- Less than 5 employees - 12%
- 5 to 10 employees - 14%
- More than 10 employees - 16%

Longevity Pay

\$.50 per hour - 15 to 19 years of service with the Howard County Public School System

\$.90 per hour - 20 to 24 years of service with the Howard County Public School System

\$ 1.25 per hour - 25 to 29 years of service with the Howard County Public School System

\$ 1.50 per hour - 30 to 34 years of service with the Howard County Public School System

\$ 1.75 per hour - 35 or more years of service with the Howard County Public School System

•Longevity payments are not cumulative from year-to-year. •Employees hired before April 1 of a fiscal year will be granted a full year toward longevity.

Licensure: Employees who hold a CDL Class A license and are required to operate vehicles that require this license will receive a payment of \$.50 per hour.

Salary Scale – Custodial Staff

Custodial
FY 2024
(EFFECTIVE July 1, 2023)

GRADE	II	III	IV	V	VI	VII
Step						
1	16.39	16.95	17.54	18.17	18.84	19.51
2	17.04	17.63	18.24	18.89	19.59	20.29
3	17.25	17.86	18.48	19.18	20.32	21.08
4	17.46	18.06	18.71	19.59	20.58	21.61
5	17.67	18.26	18.95	19.87	20.85	21.87
6	17.89	18.48	19.19	20.07	21.08	22.09
7	18.09	18.68	19.38	20.39	21.39	22.47
8	18.30	18.93	19.88	20.85	21.89	22.96
9	18.52	19.38	20.39	21.39	22.47	23.58
10	19.36	20.36	21.36	22.46	23.53	24.73
11	20.36	21.36	22.46	23.53	24.73	25.92
12	21.36	22.46	23.53	24.73	25.92	27.22
13	22.17	23.30	24.39	25.69	26.97	28.29
14	22.88	23.97	25.17	26.41	27.75	29.15
15	23.73	24.94	26.21	27.53	28.90	30.32
16	24.36	25.58	26.87	28.20	29.62	31.08
17	24.68	25.88	27.14	28.54	29.96	31.44
18	25.57	26.80	28.09	29.53	30.94	32.51
19	25.79	27.04	28.38	29.78	31.26	32.84
20	26.05	27.31	28.62	30.07	31.56	33.14
21	26.33	27.59	28.94	30.37	31.87	33.42
22	26.64	27.90	29.23	30.69	32.16	33.74
23	27.17	28.48	29.81	31.29	32.81	34.41
Over 23	27.77	29.06	30.45	31.93	33.45	35.08

Leadman Responsibility: Personnel designated as leadman will have the index outlined below applied to their salary.

- Less than 5 employees - 12%
- 5 to 10 employees - 14%
- More than 10 employees - 16%

Day Building Supervisor III: Personnel designated as Day Building Supervisor III will have a 10% index applied to their salary.

Longevity Pay

- \$.50 per hour - 15 to 19 years of service with the Howard County Public School System
- \$.90 per hour - 20 to 24 years of service with the Howard County Public School System
- \$ 1.25 per hour - 25 to 29 years of service with the Howard County Public School System
- \$ 1.50 per hour - 30 to 34 years of service with the Howard County Public School System
- \$ 1.75 per hour - 35 or more years of service with the Howard County Public School System

- Longevity payments are not cumulative from year-to-year.
- Employees hired before April 1 of a fiscal year will be granted a full year toward longevity.

Licensure: Employees who hold a CDL Class A license and are required to operate vehicles that require this license will receive a payment of \$.50 per hour.

Enrollment by School

Elementary Schools	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Atholton	438	453	465	482	479	479	452	443
Bellows Spring	610	672	733	766	802	778	771	779
Bollman Bridge	649	640	655	668	675	688	685	686
Bryant Woods	352	312	343	333	331	374	381	395
Bushy Park	570	570	581	581	579	613	620	628
Centennial Lane	655	658	670	707	697	687	687	672
Clarksville	501	539	581	557	570	549	547	535
Clemens Crossing	549	563	543	506	512	536	543	546
Cradlerock	433	427	436	438	450	450	434	413
Dayton Oaks	636	685	727	704	731	713	714	699
Deep Run	628	647	650	617	604	629	630	629
Ducketts Lane	578	560	558	543	545	568	557	560
Elkridge	793	794	751	746	751	750	738	756
Forest Ridge	642	625	612	634	652	679	694	724
Fulton	805	822	830	820	803	690	651	624
Gorman Crossing	754	733	704	670	671	625	614	616
Guilford	477	469	458	453	451	438	444	443
Hammond	620	622	651	739	720	718	739	751
Hanover Hills	731	761	801	789	868	902	931	934
Hollifield Station	768	750	732	721	722	755	737	728
Ilchester	521	510	495	469	472	518	534	547
Jeffers Hill	373	395	377	379	394	390	378	378
Laurel Woods	614	578	598	543	591	646	641	643
Lisbon	377	402	453	460	449	439	440	426
Longfellow	460	469	450	396	432	481	473	487
Manor Woods	697	697	662	675	677	682	671	691
Northfield	736	718	747	749	764	747	747	731
Phelps Luck	596	647	697	670	664	698	693	673
Pointers Run	750	743	778	783	809	809	813	783
Rockburn	574	582	598	621	632	626	621	622
Running Brook	375	378	346	330	335	382	403	433
St. John’s Lane	679	651	641	657	671	696	714	738
Stevens Forest	332	311	290	300	298	301	307	313
Swansfield	488	497	556	553	563	542	516	497
Talbott Springs	451	410	409	416	414	397	396	387
Thunder Hill	481	485	472	454	462	454	440	447
Triadelphia Ridge	540	562	605	606	604	621	609	598
Veterans	889	828	792	825	829	808	817	832
Waterloo	545	546	557	573	563	525	531	511
Waverly	831	831	814	797	819	811	816	825
West Friendship	376	382	366	370	377	375	364	371
Worthington	421	405	391	368	360	335	341	343
Elementary Schools K-5 Enrollment Total	24,295	24,329	24,575	24,468	24,792	24,904	24,834	24,837

Enrollment by School

Middle Schools	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Bonnie Branch	695	664	683	711	738	725	695	731
Burleigh Manor	844	785	806	776	798	825	819	812
Clarksville	716	665	649	643	651	679	667	694
Dunloggin	625	625	619	638	632	639	648	653
Elkridge Landing	710	687	681	682	714	754	772	756
Ellicott Mills	789	725	670	722	688	689	681	666
Folly Quarter	662	664	683	684	685	715	735	747
Glenwood	510	490	493	492	500	510	511	526
Hammond	612	583	570	582	625	661	697	708
Harper’s Choice	491	505	499	469	514	508	522	521
Lake Elkhorn	602	603	599	624	581	555	557	568
Lime Kiln	642	619	643	650	694	727	739	745
Mayfield Woods	795	758	716	695	775	817	804	804
Mount View	835	866	894	876	888	867	875	874
Murray Hill	723	634	591	600	629	626	672	658
Oakland Mills	481	476	475	428	447	460	451	451
Patapsco	693	663	661	639	687	751	750	743
Patuxent Valley	779	800	768	845	876	877	900	875
Thomas Viaduct	835	857	858	764	763	832	874	901
Wilde Lake	644	628	611	619	657	648	631	650
Middle Schools 6-8 Enrollment Total	13,683	13,297	13,169	13,139	13,542	13,865	14,000	14,083

High Schools	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Atholton	1,482	1461	1475	1,509	1,491	1,441	1,453	1,469
Centennial	1,470	1379	1401	1,371	1,397	1,388	1,393	1,403
Glenelg	1,267	1300	1339	1,367	1,376	1,344	1,371	1,382
Guilford Park	0	0	0	790	1,143	1,585	1,609	1,658
Hammond	1,333	1321	1293	1,180	1,223	1,308	1,332	1,377
Howard	1,839	1799	1746	1,536	1,423	1,280	1,312	1,302
Long Reach	1,605	1645	1724	1,463	1,377	1,267	1,331	1,374
Marriotts Ridge	1,598	1665	1720	1,708	1,725	1,785	1,821	1,805
Mt. Hebron	1,639	1640	1623	1,520	1,452	1,299	1,336	1,386
Oakland Mills	1,286	1347	1417	1,446	1,472	1,453	1,474	1,467
Reservoir	1,797	1827	1849	1,738	1,632	1,526	1,523	1,609
River Hill	1,474	1509	1424	1,465	1,452	1,393	1,389	1,430
Wilde Lake	1,406	1380	1358	1,289	1,280	1,394	1,416	1,413
High Schools 9-12 Enrollment Total	18,196	18,273	18,369	18,382	18,443	18,463	18,760	19,075

K-12 Schools	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
K-12 Enrollment	56,174	55,899	56,113	55,989	56,777	57,232	57,594	57,995

Enrollment by School

Cedar Lane School	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Cedar Lane Enrollment Total	114	110	121	132	130	130	130	130

Prekindergarten	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Elementary School Prekindergarten	1,012	1,318	1,448	1,519	1,142	1,165	1,188	1,212
Cedar Lane Prekindergarten	2	3	3	2	5	5	5	5
Prekindergarten Enrollment Total	1,014	1,321	1,451	1,521	1,147	1,170	1,193	1,217

FY 2021-FY 2025 include actual Prekindergarten enrollment. FY 2024-FY 2027 include Prekindergarten capacity.

Total Enrollment	Actual FY 2021	Actual FY 2022	Actual FY 2023	Actual FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Total Enrollment All Students	57,302	57,330	57,685	57,642	58,054	58,532	58,917	59,342

The enrollment projection model and methodology used by the HCPSS is based on historic cohort survival ratios. A cohort survival ratio is the proportion of students enrolled in one grade in a specific school year compared to the number of students that “survive” and enroll in the next incremental grade the following school year. The effects of new housing yields and the net effects of resale of existing housing stock and apartment turnover are also taken into consideration for the projection. Using actual birth and enrollment data history, total student enrollment is projected at each HCPSS school for September 30 of each future year.

Free and Reduced-Price Meals

The National School Lunch Program is a federally assisted meal program operating in public and nonprofit private schools and residential childcare institutions. It provides nutritionally balanced, low-cost or free lunches to children each school day. The program was established under the National School Lunch Act, signed by President Harry Truman in 1946. This schedule provides details on meals served to students by the HCPSS through this program.

Description	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021*	Actual FY 2022	Actual FY 2023
Number of schools served	75	76	76	76	76	76
Number of days meals served	180	179	223	275	180	180
Number of lunches and breakfasts served to students annually						
Lunch						
Free	1,332,341	1,298,616	1,169,535	1,527,080	4,578,613	1,365,487
At reduced price	271,152	298,901	201,906	0	0	238,437
At regular price	1,642,685	1,642,005	1,162,023	0	0	1,605,567
Total number of lunches served to students annually	3,246,178	3,239,522	2,533,464	1,527,080	4,578,613	3,209,491
Breakfast						
Free	668,351	694,276	810,666	1,369,712	1,996,943	723,368
At reduced price	91,049	110,745	90,439	0	0	97,500
At regular price	405,638	427,632	380,226	0	0	451,055
Total number of breakfasts served to students annually	1,165,038	1,232,653	1,281,331	1,369,712	1,996,943	1,271,923
Total Lunch and Breakfast						
Free	2,000,692	1,992,892	1,980,201	2,896,792	6,575,556	2,088,855
At reduced price	362,201	409,646	292,345	0	0	335,937
At regular price	2,048,323	2,069,637	1,542,249	0	0	2,056,622
Total number of lunches and breakfasts served to students annually	4,411,216	4,472,175	3,814,795	2,896,792	6,575,556	4,481,414
Average number of lunches and breakfasts served to students daily						
Free	7,402	7,255	5,245	5,553	25,437	7,586
<i>Percent of students receiving free lunches and breakfast</i>	<i>13.62%</i>	<i>13.09%</i>	<i>9.31%</i>	<i>10.13%</i>	<i>46.36%</i>	<i>13.74%</i>
At reduced price	1,506	1,670	905	0	0	1,325
<i>Percent of students receiving reduced-price lunches and breakfast</i>	<i>2.77%</i>	<i>3.01%</i>	<i>1.61%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>2.40%</i>
At regular price	9,126	9,173	5,211	0	0	8,920
<i>Percent of students receiving reegular-price lunches and breakfast</i>	<i>16.79%</i>	<i>16.55%</i>	<i>9.25%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>16.16%</i>
Total average number of lunches served to students daily	18,034	18,098	11,361	5,553	25,437	17,831
<i>Percent of students served school lunches daily</i>	<i>33.18%</i>	<i>32.66%</i>	<i>20.16%</i>	<i>10.13%</i>	<i>46.36%</i>	<i>32.30%</i>
Total average number of breakfasts served to students daily	6,472	6,886	5,746	4,981	11,094	7,066
<i>Percent of students served school breakfast daily</i>	<i>11.91%</i>	<i>12.43%</i>	<i>10.20%</i>	<i>9.08%</i>	<i>20.22%</i>	<i>12.80%</i>
Total average number of lunches and brekfast served to students daily	24,507	24,984	17,107	10,534	36,531	24,897
<i>Percent of students served school lunches and brekfast daily</i>	<i>45.09%</i>	<i>45.08%</i>	<i>30.36%</i>	<i>19.21%</i>	<i>66.58%</i>	<i>45.10%</i>

continued on following page

Free and Reduced-Price Meals

continued

Description	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021*	Actual FY 2022	Actual FY 2023
Charge per meal to students						
<u>Lunch</u>						
Elementary	\$2.75	\$2.75	\$2.75	\$2.80	\$2.80	\$2.80
Secondary	\$3.25	\$3.25	\$3.25	\$3.30	\$3.30	\$3.30
<u>Breakfast</u>						
Elementary	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Secondary	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00

*Due to the COVID-19 Pandemic, the USDA issued a national waiver providing all students free meals for the entirety of FY 2021. Lunch costs would have been \$2.80 for Elementary and \$3.30 for Secondary.

Percentages of students receiving free, reduced, regular-price lunches and breakfast are based on Average Daily Attendance, which is 95.7% of enrollment.

Graduation and Dropout Rates

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

The 2022 four-year graduation rate for students in the HCPSS was 94.6 percent, exceeding the state average of 86.3 percent and the highest among the six Maryland school systems with enrollment exceeding 50,000 students.

HCPSS Four-Year Adjusted Cohort Graduation Rates						
Student Group	Graduation Rate (Percent)			Number of Students in Cohort		
	Class of 2020	Class of 2021	Class of 2022	Class of 2020	Class of 2021	Class of 2022
All	93.4	94.1	94.6	4,520	4,518	4,662
American Indian/Alaskan	*	*	*	*	*	*
Asian	≥ 95.0	≥ 95.0	≥ 95.0	946	933	982
Black	91.2	90.7	93.3	1,075	1,098	1,134
Hispanic	80.4	85.3	81.6	511	502	564
Native Hawaiian/ Other Pacific	*	*	*	*	*	*
White	≥ 95.0	≥ 95.0	≥ 95.0	1,713	1,659	1,713
2+ Races	94.7	≥95.0	≥95.0	264	316	264
FARMS	84.3	83.7	84.1	945	870	865
LEP	57.9	66.2	56.7	183	145	194
Spec Ed	73.8	70.9	76.0	324	316	342

The 2022 HCPSS dropout rate was ≤5.00 percent, remaining well below the state average of 8.54 percent and the lowest among the six Maryland school systems with enrollment exceeding 50,000 students.

HCPSS Four-Year Adjusted Cohort Dropout Rates						
Student Group	Dropout Rate (Percent)			Number of Students in Cohort		
	Class of 2020	Class of 2021	Class of 2022	Class of 2020	Class of 2021	Class of 2022
All	≤5.00	≤5.00	≤5.00	4,520	4,518	4,662
American Indian/Alaskan	*	*	*	*	*	*
Asian	≤5.00	≤5.00	≤5.00	946	933	982
Black	≤5.00	≤5.00	≤5.00	1,075	1,098	1,134
Hispanic	14.68	8.76	13.30	511	502	564
Native Hawaiian/ Other Pacific	*	*	*	*	*	*
White	≤5.00	≤5.00	≤5.00	1,713	1,659	1,713
2+ Races	≤5.00	≤5.00	≤5.00	264	316	264
FARMS	9.63	10.34	10.52	945	870	865
LEP	33.33	22.07	32.47	183	145	194
Spec Ed	≤5.00	≤5.00	≤5.00	324	316	342

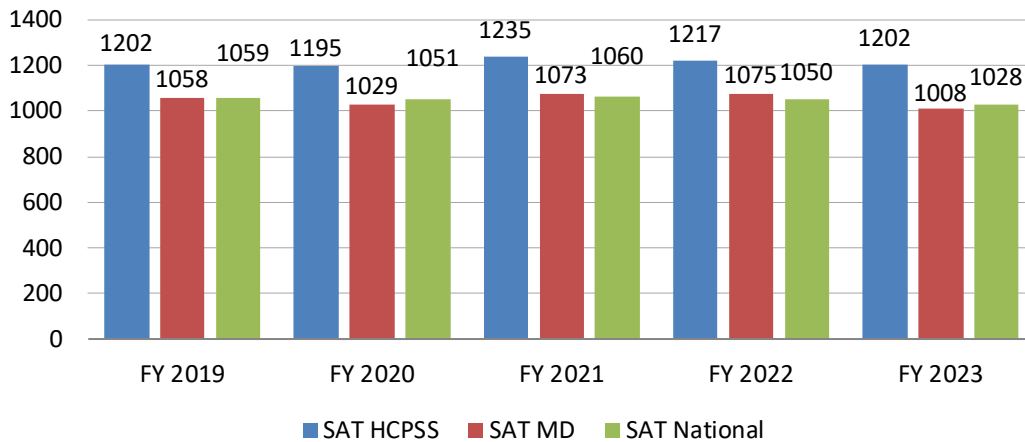
*Population of student groups of fewer than 10 students are suppressed.

Note: Percentages ≥95 have been suppressed. Results for suppressed student data counts have been included in Number of All Students.

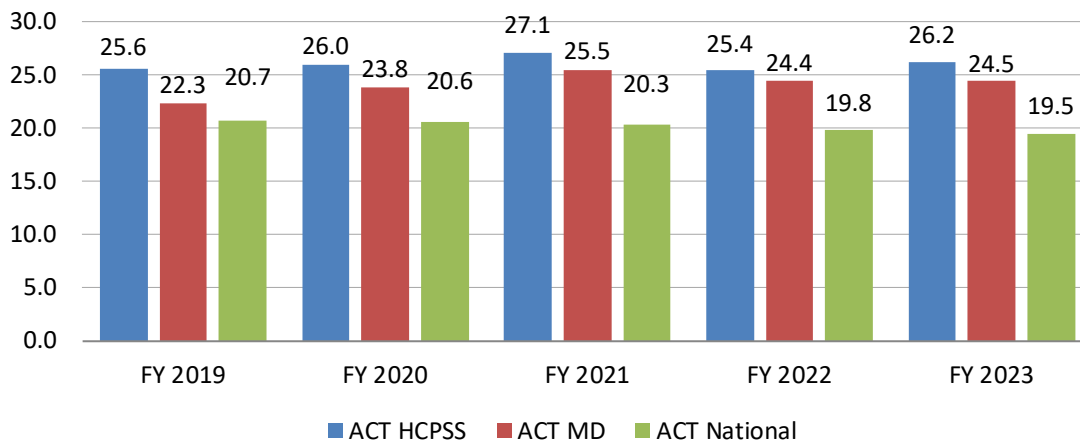
Standardized Test Results

This schedule provides standardized test results for HCPSS student performance on the Scholastic Achievement Test (SAT) and the American College Test (ACT). [2023 11-16 Class of 2023 SAT & ACT Participation Performance and Four-Year Trends BR.pdf \(boarddocs.com\)](#)

Average SAT Scores



Average ACT Scores



Glossary

Actual (expenses)

The amount spent in the last complete fiscal year.

Allocation

The process by which staffing and other resources are given to each individual school based upon factors such as enrollment, types of programs, and other identified needs of the school.

Appropriation

Authority to spend money within a specified dollar limit for an approved program during a fiscal year. The County Council appropriates funds to HCPSS according to MSDE defined state categories. Unless explicitly renewed, appropriation authorizations expire at the end of the fiscal year.

Authorized (budget)

The budget approved for the current fiscal year.

Bargaining Unit

Labor groups (unions) representing school system employees.

Budget

A plan of financial operation including an estimate of proposed expenditures for a given period.

Budgeted Funds

The money available to the school or office included in the operating budget of the system that is a component of all fiscal resources.

Capital Budget

A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays. The capital budget should be based on a capital improvement program.

Capital Fund

Used to report the long-term projects for the purchase, construction, renovation, and maintenance of the school buildings.

Capital Project

Any improvement or acquisition of major facilities with a useful life of at least five years such as roads, bridges, buildings, or land.

Category

The school system's budget is divided into 14 expense areas. These include: Administration, Mid-Level Administration, Instructional Salaries and Wages, Instructional Textbooks/Supplies, Other Instructional Costs, Special Education, Student Personnel Services, Student Health Services, Student Transportation Services, Operation of Plant, Maintenance of Plant, Fixed Charges, Community Services, and Capital Outlay.

Glossary

Classified

Support service employees of the public school system (clerical, maintenance, custodial, etc.).

Code of Maryland Regulations (COMAR)

The official compilation of all administrative regulations issued by agencies of the state of Maryland.

Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA)

A federal law that requires most employers with group health plans to offer employees the opportunity to temporarily continue their group health care coverage under their employer's plan if their coverage otherwise would cease due to termination, layoff, or other change in employment status.

Depreciation

The expiration of the useful life of a fixed asset over a determined period of time attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. Also, the portion of the cost of a fixed asset charged as an expense during a particular period.

Employee Benefits

Employee compensation in addition to regular wages and salaries. Benefits are budgeted in the Fixed Charges Category and include health insurance, social security, etc.

Encumbrances

Purchase orders, contracts, and other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when actual liability is set up.

English for Speakers of Other Languages (ESOL)

A program targeted to assist students with limited English language skills.

English Learners (EL) See Multilingual Learner**Enrollment**

The number of students attending HCPSS officially counted as of September 30 each school year.

Enterprise Fund

A fund used to record the fiscal transactions of HCPSS activities financed and operated in a manner similar to private enterprise, with the intent that the costs of providing goods and services, including financing, are wholly recovered through charges to consumers, users, or other non-tax revenue.

Equipment

Items over \$5,000 in value that have a multi-year life expectancy. Items under \$5,000 are included in the Supplies accounts.

Expenditure

A decrease in the net financial resources of HCPSS generally due to the purchase of goods and services or the payment of salaries and benefits.

Glossary

Expenses

Money budgeted and spent by the school system.

Fiscal Year

The 12-month period to which the annual operating and capital budgets and their appropriations apply. The Howard County fiscal year for HCPSS starts on July 1 and ends on June 30. The number of the fiscal year refers to the year in which the fiscal year ends. Example: Fiscal Year 2022 runs from July 1, 2021 to June 30, 2022.

Food Service

The Food and Nutrition Services Fund—an enterprise fund that includes the costs and revenues associated with school cafeterias.

Free and Reduced-Price Meals (FARMs)

Students may qualify for free or reduced-price meals based on household income and size, or if they are receiving Food Supplement Program or Temporary Cash Assistance (TCA) benefits.

FTE (full-time equivalent)

A method of showing part-time students or positions as portions of full time slots. For example, an employee who works half of the regular full-time workweek in a position is shown as 0.5 FTE.

Fund

A group of programs budgeted and paid for by one or more revenue sources. For example, the General Fund includes most daily operations of the school system and is paid for by County tax dollars, fees and other unrestricted revenues. Other funds include the Grants and Internal Service funds.

General Fund

The fund that includes most day-to-day operating expenses of the school system (teacher salaries, school grounds maintenance, administration, etc.). The General Fund is supported by local, state, and other revenues.

Geographic Cost of Education Index (GCEI)

Funds provided by the State of Maryland to account for geographic differences associated with providing comparable education services in different Maryland counties.

Grants Fund

Special purpose grants from the state, federal government, and other sources. These are budgeted separately in the Grants fund. Also known as Special Projects.

HCPSS

Abbreviation for Howard County Public School System.

Glossary

Individuals with Disabilities Education Act (IDEA)

A federal law that governs how states and public agencies provide early intervention, special education, and related services to children with disabilities. It addresses the educational needs of children with disabilities from birth to age twenty-one.

Individualized Education Program (IEP)

A program mandated by the Individuals with Disabilities Education Act for each public school student who receives special education and related services. The IEP creates an opportunity for teachers, parents, school administrators, and related services personnel to work together to improve educational results for children with disabilities.

Individual Family Service Plan (IFSP)

A plan for special services for young children with disabilities. An IFSP only applies to children from birth to three years of age.

Infants and Toddlers

Serves children, birth through two years of age, who demonstrate a 25 percent delay in at least one area: Cognitive, Communication, Fine Motor, Gross Motor, Adaptive and/or Social Emotional.

Internal Service Fund

Internal Service Funds are used to account for the costs of maintaining the School System's self-insured programs for health, dental and workers compensation benefits for its employees and to account for the costs of printing, duplicating and data processing services.

Least Restrictive Environment (LRE)

A federal mandate included in the Individuals with Disabilities Education Act that requires children with disabilities be educated to the maximum extent appropriate with their peers with no disabilities.

Level of Service

The existing or current services, programs, and facilities provided by HCPSS to students. The level of service may increase, decrease, or remain the same depending upon needs, alternatives, and available resources.

Major Category

The Maryland State Department of Education (MSDE) account code is hierarchical and governs the financial reporting structure to be followed for the Annual Financial Report. The hierarchy groups like costs into the following major categories: Salary and Wages, Contracted Services, Supplies and Materials, Other Charges, and Equipment.

Maintenance of Effort (MOE)

A Maryland state law that requires local governments to provide a definite level of local effort to fund public education from year to year. Local funding is to remain at least the same on a per-student basis. The law ensures that additional state aid will not supplant local revenues.

Glossary

Measures of Academic Progress (MAP)

An advanced assessment tool is being piloted in several HCPSS schools. This is a move away from heavy reliance on high-stakes end-of-course tests, toward infusing ongoing assessments into the instructional program throughout the school year.

Multilingual Learners (ML)/ English Learners (EL)

A person in the process of acquiring English and has a first language other than English.

Multiple Intense Needs Classes (MINC)

Classes for Preschool/PreK children (aged 3 through 5 years old) who need a more intense level of services to meet IEP goals. Services are provided through geographically designated elementary schools across the county

Negotiated Agreement

A legal contract between the BOE and a certified representative of a recognized bargaining unit for specific terms and conditions of employment; e.g., hours, working conditions, salaries, or employee benefits.

Operating Budget

The school system's budget for annual operating expenses. By contrast, the Capital Budget includes multi-year construction projects.

Per Student Allocations

Per-student dollar amounts used to budget for textbooks, instructional supplies, media center materials, and other funds for schools.

Positions

Identified permanent jobs into which persons may be hired on either a full-time or less-than-full-time basis.

Program

The basic unit of organization in the school system budget. A program is a set of related expenses within a budget category. For example, Logistics Center 7301, is a program within state category 10 (Operation of Plant).

Realignment

The process by which resources are moved from one part of the budget to another part to meet managerial and operational needs with no net change in the total budget.

Reorganization

A change in the organizational structure within or between HCPSS units.

Restricted Funds

Funds received by the school system that must be spent for a specific purpose. Most grants are restricted funds.

Glossary

Revenue

All funds HCPSS receives annually for the Operating Budget from federal, state, and county sources, enterprise funds, fees, and other sources.

Salaries and Wages

An object of expenditure for monetary compensation to employees in the form of annual or hourly rates of pay for hours worked.

Spend Category

The HCPSS accounting system offers the ability to track financial activities by grouping similar expenditures, allowing for a more detailed identification of costs.

Staffing Ratios

Per-student standards used to budget for teachers, administrators, and other instructional and support staff at schools.

State Categories

State law requires all county school districts to appropriate and record expenditures for education in accordance with standardized state budget categories. (see Category)

Step Increase

A salary increment negotiated annually to for employees, which are no longer available when the employee reaches the top pay step of the pay grade to which the position is assigned.

Strategy

The principal ways in which HCPSS staff direct their efforts in pursuit of the school system's and unit's mission and goals. They are clear and uncomplicated methods for attaining goals and key results.

Synchronous

Real-time instruction with an HCPSS teacher through a video-conferencing application. Teacher instruction from the "home" classroom is streamed to "remote" school sites, allowing collaboration within and across classrooms. Students access instructional materials and submit assignments through the Canvas learning management system.

Technology Spend Categories**Technology-Computer**

Spend category for the purchase of computer equipment such as desktop computers, laptops, iPads, Chromebooks, projectors, and document cameras.

Technology-Supply

Spend category for the purchase of cables, mice, keyboards, monitors, and other computer peripheral items. Supplies for fax machines and non-networked printers are also included here.

Glossary

Supplies-Audio Visual

Spend category for the purchase of headphones, microphones, speakers, and projector bulbs.

Maintenance-Software

Spend category for the purchase of software licenses (cloud-based or on-premise), hosting costs, and configuration costs. Professional services (implementation, initial training, etc.) may also be included, if they are provided as part of the supplier's contract. Digital subscriptions to instructional or enterprise software are also classified as Maintenance-Software.

Maintenance-Hardware

Spend category for the maintenance contracts for printers and other technology equipment.

Equipment-Technology

Spend category for large technology equipment (\$5,000+ per item).

Title I

A federally funded program, providing reading and mathematics supplementary reinforcement for first, second, and third grade students in participating schools.

Turnover

The unused budgeted salary that accumulates when an employee terminates and is replaced by a lower salaried employee, and/or savings netted due to a lapse in time before the position is filled.

Acronyms/Initialisms

ADA	Americans with Disabilities Act
AED	Automated External Defibrillator
AIA	American Institute of Architects
ALS	Academic Life Skills
AP	Advanced Placement
APE	Adapted Physical Education
ARL	Applications and Research Laboratory
ASBO	Association of School Business Officials
ASP	Aging Schools Program
BRCPC	Baltimore Regional Cooperative Purchasing Committee
BSAP	Black Student Achievement Program
CDC	County Diagnostic Center
CIP	Capital Improvement Program
CLIG	Consolidated Local Implementation Grant
CNA	Certified Nursing Assistant
COBRA	Consolidated Omnibus Budget Reconciliation Act of 1985
CogAT	Cognitive Abilities Test
COMAR	Code of Maryland Regulations
CPD	Continuing Professional Development
CPR	Cardiopulmonary Resuscitation
CTE	Career and Technology Education
DHH	Deaf and Hard of Hearing
DIBELS	Dynamic Indicators of Basic Early Literacy Skills®
ESSER	Elementary and Secondary School Emergency Relief
EA	Enterprise Applications
ED	Emotionally Disabled
EEOC	Equal Employment Opportunity Commission
ELA	English Language Arts
EMT	Emergency Medical Technician

EPA	Environmental Protection Agency
ESOL	English for Speakers of Other Languages
ESP	Educational Support Professional
ESSA	Every Student Succeeds Act
ESY	Extended School Year
FACS	Family and Consumer Sciences
FARMS	Free and Reduced-Price Meals
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GCEI	Geographic Cost of Education Index
GFOA	Government Finance Officers Association
GT	Gifted and Talented
HCC	Howard Community College
HCM	Human Capital Management
HMO	Health Maintenance Organization
HVAC	Heating, Ventilation, and Air Conditioning
IDEA	Individuals with Disabilities Education Act
IEE	Independent Educational Evaluation
IEP	Individualized Education Program
IEQ	Indoor Environmental Quality
IFSP	Individualized Family Service Plan
IIT	Instructional Intervention Team
ISF	Internal Service Fund
JROTC	Junior Reserve Officers Training Course
KPI	Key Performance Indicator
LEED	Leadership in Energy and Environmental Design
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual
LRE	Least Restrictive Environment
MABE	Maryland Association of Board of Education

Acronyms/Initialisms

MOSH	Maryland Occupational Safety and Health
MAP	Measures of Academic Progress
MAPE	Mean Absolute Percentage Error
MESA	Mathematics, Engineering, Science Achievement
MFD	Multi-Functional Device
MINC	Multiple Intensive Needs Classes
ML	Multilingual Learners
MOU	Memorandum of Understanding
MSDE	Maryland State Department of Education
MST	Math Support Teacher
NBC	National Board Certification
NCTM	National Council of Teachers of Mathematics
NSA	National Security Agency
NTI	Net Taxable Income
OSHA	Occupational Safety and Health Administration
O&M	Orientation and Mobility
OT	Occupational Therapist
PAC	Public Access Catalog
PALS	Promoting All Learners Success
PBIS	Positive Behavioral Intervention & Supports
PDS	Professional Development School
PL	Primary Learner
PLTW	Project Lead the Way
PM	Preventive Maintenance
PPACA	Patient Protection and Affordable Care Act
PPO	Preferred Provider Organization

PPW	Pupil Personnel Worker
PQI	Program Quality Index
PSAT	Practice Scholastic Aptitude Test
PSCP	Public School Construction Program
PT	Physical Therapist
PTA	Parent Teacher Association
PTSA	Parent Teacher Student Association
QZAB	Qualified Zone Academy Bond Program
RST	Reading Support Teacher
RECC	Regional Early Childcare Center
ROTC	Reserve Officers Training Course
SAT	Scholastic Aptitude Test
SBMHS	School-Based Mental Health Services
SCTA	Strategic Call to Action
SECAC	Special Education Citizens Advisory Committee
SIP	School Improvement Plan
SIS	Student Information System
SOAR	Social Opportunities and Relationships
SSAE	Student Support and Academic Enrichment
STEM	Science, Technology, Engineering and Mathematics
T4T	Teachers for Tomorrow
TBD	To Be Determined
TPA	Third Party Administrators
TPD	Teacher and Paraprofessional Development
TVI	Teachers of the Visually Impaired
UL	Upper Learner
USDA	US Department of Agriculture



Student Art – S. Saffle