

**Harford County Public Schools  
Fiscal Year 2019 Budget  
Table of Contents**

<b>1</b>	<b>Budget Introduction</b>	<b>1</b>
	Board Roster	1
	GFOA Certificate	2
	Superintendent's Letter of Transmittal and Budget in Brief	3
	Understanding the Budget	8
	Map of School Locations	18
	Organizational Chart	19
<b>2</b>	<b>Executive Summary</b>	<b>21</b>
<b>3</b>	<b>Strategic Plan and Master Plan</b>	<b>27</b>
<b>4</b>	<b>System Performance</b>	<b>63</b>
<b>5</b>	<b>Revenues</b>	<b>73</b>
<b>6</b>	<b>Expenditures</b>	<b>81</b>
	Expenditures by Program	83
	Expenditures by State Category	84
	Summary of Unrestricted Operating Budget Changes FY18 - FY19	86
	Cost of Doing Business Adjustments/Cost Saving Measures	90
	Summary of Fiscal 2019 Unrestricted Operating Budget Changes by Program	93
<b>7</b>	<b>Positions</b>	<b>101</b>
	Positions - School Based/Non School Based	102
	Position Changes - Fiscal 2019	103
	Position Summary by State Category	105
	Position Summary by Program	107
	Position Summary by Job Code	108
<b>8</b>	<b>Board of Education</b>	<b>109</b>
	Board of Education Services	111
	Internal Audit	114
	Legal Counsel	117
<b>9</b>	<b>Business Services</b>	<b>121</b>
	Fiscal Services	123
	Purchasing	129
<b>10</b>	<b>Curriculum and Instruction</b>	<b>133</b>
	Curriculum Development and Implementation	136
	Office of Accountability	148
	Professional Development	152
<b>11</b>	<b>Education Services</b>	<b>157</b>
	Career & Technology Programs	161
	Gifted & Talented	167
	Intervention Services	171
	Magnet Programs	174
	Office of Elementary, Middle and High School Performance	182
	Other Special Programs	186
	Regular Program	193
	School Library Media Programs	201
	Summer Learning Programs	206

**Harford County Public Schools  
Fiscal Year 2019 Budget  
Table of Contents**

<b>12</b>	<b>Executive Administration</b>	<b>209</b>
	Executive Administration Office	211
	Communications	214
	Office of Equity and Cultural Proficiency	219
<b>13</b>	<b>Extra-curricular Activities</b>	<b>223</b>
	Interscholastic Athletics	225
	Student Activities	228
<b>14</b>	<b>Human Resources</b>	<b>231</b>
<b>15</b>	<b>Operations and Maintenance</b>	<b>237</b>
	Facilities Management	240
	Planning and Construction	254
	Transportation	259
	Utility Resource Management	268
<b>16</b>	<b>Safety and Security</b>	<b>275</b>
<b>17</b>	<b>Special Education</b>	<b>279</b>
<b>18</b>	<b>Student Services</b>	<b>291</b>
	Health Services	294
	Psychological Services	299
	Pupil Personnel Services	303
	School Counseling Services	307
<b>19</b>	<b>Office of Technology and Information Services</b>	<b>311</b>
<b>20</b>	<b>Restricted</b>	<b>321</b>
<b>21</b>	<b>Food Service</b>	<b>325</b>
<b>22</b>	<b>Debt Service</b>	<b>333</b>
<b>23</b>	<b>Capital</b>	<b>339</b>
<b>24</b>	<b>Pension</b>	<b>381</b>
<b>25</b>	<b>Other Post Employment Benefits</b>	<b>385</b>
<b>26</b>	<b>Statistical Section</b>	<b>411</b>
<b>27</b>	<b>Glossary</b>	<b>445</b>