

Operations and Maintenance

Program Overview

Harford County Public Schools operates 54 public education facilities and various administrative buildings. HCPS facilities total approximately 6 million gross square feet of space. The Operations and Maintenance program is comprised of various non-instructional areas of the school system that enable teaching and learning. The Office of Operations is charged with the management of the departments and functions responsible for efficiently and effectively delivering Facilities Management, Planning and Construction, Student Transportation, Utility Resource Management and Community Services. Departments deliver services to schools and HCPS stakeholders in support of the Harford County Board of Education Strategic Plan.

The primary purposes of the Office of Operations are to:

- Provide the technical skill and expertise to establish and deliver a comprehensive maintenance plan for school building and grounds
- Provide the technical skills for the operations of public school facilities
- Manage a capital improvement program to plan, design, construct, and modernize educational facilities for the students and staff
- Provide energy management resources through the coordination of administration and policy between the central office management team and the individual facility managers
- Provide transportation to eligible students enrolled in our schools
- Administer the program for use of public school facilities by the community
- Administer the program for school improvement projects funded by outside organizations
- Manage HCPS' property portfolio inclusive of acquisition, maintenance, utilization, leasing and disposition

Program Component Organization



	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	Change
Operations and Maintenance	\$ 64,844,761	\$ 67,483,858	\$ 66,561,799	\$ 68,933,312	\$ 70,481,538	\$ 1,548,226
Facilities Management	22,125,603	22,453,985	21,951,801	23,689,661	23,958,151	268,490
Planning and Construction	808,053	844,585	887,989	918,826	771,162	(147,664)
Transportation	29,569,924	30,992,796	31,595,597	32,384,927	33,810,196	1,425,269
Utility Resource Management	12,341,181	13,192,493	12,126,412	11,939,898	11,942,029	2,131

Summary Report

Operations and Maintenance

By Object Code

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
Salaries	\$22,622,448	\$23,632,158	\$23,927,810	\$24,955,746	(\$8,399)	\$24,947,347
Contracted Services	\$26,940,636	\$26,788,878	\$26,834,997	\$27,472,739	\$1,582,001	\$29,054,740
Supplies	\$4,080,748	\$3,848,149	\$4,498,312	\$4,521,941	(\$140,621)	\$4,381,320
Other Charges	\$13,083,912	\$12,201,661	\$12,239,660	\$11,899,450	\$86,760	\$11,986,210
Equipment	\$1,039,193	\$328,444	\$308,336	\$348,436	\$28,485	\$376,921
Transfers	(\$283,080)	(\$237,491)	(\$265,000)	(\$265,000)	\$0	(\$265,000)
Total:	\$67,483,858	\$66,561,799	\$67,544,115	\$68,933,312	\$1,548,226	\$70,481,538

By State Category

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget	FY20 FTE
STUDENT TRANSPORTATION							
Contracted Services	\$23,233,333	\$23,720,463	\$23,052,866	\$23,555,912	\$1,576,181	\$25,132,093	
Equipment	\$172,205	\$16,604	\$4,441	\$44,541	\$21,485	\$66,026	
Other Charges	\$19,267	\$17,574	\$32,452	\$41,352	\$(8,453)	\$32,899	
Salaries	\$6,243,812	\$6,520,022	\$6,612,181	\$6,871,853	\$(40,816)	\$6,831,037	
Supplies	\$985,285	\$1,002,599	\$1,623,500	\$1,458,500	\$(20,650)	\$1,437,850	
Transfers	(\$283,080)	(\$237,491)	(\$265,000)	(\$265,000)	\$0	(\$265,000)	
TOTAL:	\$30,370,822	\$31,039,772	\$31,060,440	\$31,707,158	\$1,527,747	\$33,234,905	185.4
OPERATION OF PLANT							
Contracted Services	\$1,100,814	\$892,534	\$1,147,945	\$1,026,422	\$0	\$1,026,422	
Equipment	\$435,672	\$98,983	\$56,768	\$56,768	\$0	\$56,768	
Other Charges	\$13,047,704	\$12,164,727	\$12,177,037	\$11,832,927	\$95,213	\$11,928,140	
Salaries	\$10,499,494	\$11,020,513	\$11,143,042	\$11,635,411	\$407,922	\$12,043,333	
Supplies	\$1,069,094	\$999,067	\$1,061,146	\$1,049,131	\$0	\$1,049,131	
TOTAL:	\$26,152,779	\$25,175,825	\$25,585,938	\$25,600,659	\$503,135	\$26,103,794	336.9
MAINTENANCE OF PLANT							
Contracted Services	\$2,575,683	\$2,150,615	\$2,584,186	\$2,830,405	\$37,320	\$2,867,725	
Equipment	\$431,316	\$212,857	\$247,127	\$247,127	\$7,000	\$254,127	
Other Charges	\$16,940	\$19,359	\$30,171	\$25,171	\$0	\$25,171	
Salaries	\$5,500,676	\$5,684,298	\$5,776,394	\$6,028,829	\$(377,925)	\$5,650,904	
Supplies	\$1,898,183	\$1,723,817	\$1,693,310	\$1,889,310	\$(119,971)	\$1,769,339	
TOTAL:	\$10,422,798	\$9,790,946	\$10,331,188	\$11,020,842	\$(453,576)	\$10,567,266	94.5
COMMUNITY SERVICES							
Salaries	\$373,032	\$382,725	\$396,193	\$419,653	\$2,420	\$422,073	
Supplies	\$122,797	\$122,665	\$120,356	\$125,000	\$0	\$125,000	
TOTAL:	\$495,829	\$505,390	\$516,549	\$544,653	\$2,420	\$547,073	1.6
CAPITAL OUTLAY							
Contracted Services	\$30,806	\$25,266	\$50,000	\$60,000	\$(31,500)	\$28,500	
Salaries	\$5,434	\$24,599	166 \$0	\$0	\$0	\$0	

By State Category	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget	FY20 FTE
Supplies	\$5,390	\$0	\$0	\$0	\$0	\$0	
TOTAL:	\$41,630	\$49,865	\$50,000	\$60,000	\$(31,500)	\$28,500	0.0
Grand Total:	\$67,483,858	\$66,561,799	\$67,544,115	\$68,933,312	\$1,548,226	\$70,481,538	618.4

Facilities Management

Program Overview

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

Included in the operations of our department are the custodians who maintain the schools and central office in a clean and healthy environment. Over 6,000,000 square feet of floors must be cleaned, most of which is done on a daily basis. Custodians also change lighting tubes, provide lawn maintenance, clear snow and ice from sidewalks, move furniture within the building for assemblies and special programs, remove trash, clean the cafeteria between lunch periods, and operate the heating and air conditioning system.

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

Board of Education Goals – FY 2020

- Board Goal 1: Prepare every student for success in postsecondary education and career
- Board Goal 2: Engage families and the community to be partners in the education of our students
- Board Goal 3: Hire and support highly effective staff who are committed to building their own professional capacity in order to increase student achievement
- Board Goal 4: Provide safe, secure, and healthy learning environments that are conducive to effective teaching and learning, creativity and innovation

Departmental Objectives – FY 2020

- Participate in EPA's Tools for Schools across HCPS (Board Goal 4)
- Inspect all school buildings (Board Goal 4)
- Inspect and perform preventative maintenance on all storm water management facilities (Board Goal 4)
- Work collaboratively with schools and departments to support their needs (Board Goal 4)
- Evaluate site/building conditions to include for program adequacy (Board Goal 4)
- Provide an environment where every child feels comfortable going to school (Board Goal 4)
- Obtain and optimize use of adequate resources (Board Goal 4)
- Improve operational efficiency and effectiveness (Board Goal 4)
- Recruit and retain a high quality, diverse work force (Board Goal 3)
- Provide a diverse, highly trained, skilled work force to apply modern technologies to building systems, contributing to the quality of instruction and student achievement (Board Goal 3)
- Provide advice, resources, and consultation to all the stakeholders of the school system (Board Goal 2)
- Develop a maintenance program that evaluates and prioritizes the needs of each facility to include structural, mechanical integrity, energy efficiency, operational and maintenance efficiencies to meet health and safety requirements (Board Goal 4)
- Provide modern, aesthetically pleasing facilities (Board Goal 4)
- Minimize operating/utility costs via an efficient workforce and providing modern efficient building systems (all aspects of physical plant) (Board Goal 4)
- Maintain a program that addresses emergencies, both planned and unplanned (Board Goal 4)

Accomplishments – FY 2018

- Chiller replacement at Roye-Williams Elementary (Board Goal 4)
- Folding partition replacements at Magnolia Elementary and Center for Educational Opportunity (Board Goal 4)
- Refinished gym floor at Aberdeen middle (Board Goal 4)
- Painted the entire building at Deerfield Elementary, William Paca/Old Post Road Elementary, Aberdeen Middle, Edgewood Middle, and C. Milton Wright High (Board Goal 4)
- Sprinkler head replacements at Emmorton Elementary (Board Goal 4)
- Modifications to Nurse's suite at Halls Cross Roads Elementary (Board Goal 4)
- Roof replacement at North Harford Elementary (Board Goal 4)
- Replacement of heating loop valves at Aberdeen Middle (Board Goal 4)
- Asbestos abatement throughout the county (Board Goal 4)
- Replacement of the elevator power unit at Fallston High (Board Goal 4)
- Auxiliary gym bleacher replacement at C. Milton Wright High (Board Goal 4)
- Concrete repairs at Churchville Elementary (Board Goal 4)

Facilities Management

By Object Code

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
Salaries	\$15,439,313	\$16,088,698	\$16,310,839	\$17,035,098	\$173,277	\$17,208,375
Contracted Services	\$2,899,078	\$2,385,175	\$2,844,232	\$3,077,288	\$0	\$3,077,288
Supplies	\$2,620,959	\$2,560,006	\$2,404,812	\$2,605,456	(\$7,000)	\$2,598,456
Other Charges	\$629,657	\$607,436	\$609,573	\$670,279	\$95,213	\$765,492
Equipment	\$864,977	\$310,485	\$301,540	\$301,540	\$7,000	\$308,540
Total:	\$22,453,985	\$21,951,801	\$22,470,996	\$23,689,661	\$268,490	\$23,958,151

By State Category

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
FTE: 335.9						
OPERATION OF PLANT						
Salaries						
1 PROFESSIONAL Service Area Direction 110-XXX-031-800 51100 FTE: 0.5	\$72,922	\$74,166	\$74,186	\$77,619	\$4,488	\$82,107
2 CLERICAL Service Area Direction 110-XXX-031-800 51110 FTE: 1.0	\$46,979	\$49,378	\$49,621	\$56,782	\$3,949	\$60,731
3 MAINTENANCE/MECHANICS/TECHS Service Area Direction 110-XXX-031-800 51120 FTE: 4.0	\$170,311	\$171,109	\$174,492	\$168,663	\$47,479	\$216,142
4 CUSTODIAL Care and Upkeep 110-XXX-031-825 51115 FTE: 330.4	\$10,042,748	\$10,544,495	\$10,629,770	\$11,114,470	\$349,875	\$11,464,345
5 CUSTODIAL - ADDT'L HRS Care and Upkeep 110-XXX-031-825 51155 FTE: 0.0	\$88,093	\$98,398	\$113,017	\$111,819	\$0	\$111,819
Total Salaries	\$10,421,054	\$10,937,545	\$11,041,086	\$11,529,353	\$405,791	\$11,935,144
Contracted Services						
6 UNIFORMS Care and Upkeep 110-XXX-031-825 52265	\$42,460	\$34,372	\$54,000	\$54,000	\$0	\$54,000
7 INSPECTIONS Care and Upkeep 110-XXX-031-825 52290	\$785	\$5,532	\$15,000	\$15,000	\$0	\$15,000
8 FURNITURE Care and Upkeep 110-XXX-031-825 52316	\$58,736	\$(21,192)	\$20,000	\$20,000	\$0	\$20,000
9 REFUSE DISPOSAL Care and Upkeep 110-XXX-031-825 52385	\$169,444	\$208,212	\$138,000	\$138,000	\$0	\$138,000

By State Category		FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
OPERATION OF PLANT							
Contracted Services							
10	SEPTIC SERVICE/TANK PUMPING Care and Upkeep 110-XXX-031-825 52390	\$311,718	\$287,214	\$364,200	\$364,200	\$0	\$364,200
11	TANK TESTING Care and Upkeep 110-XXX-031-825 52395	\$20,642	\$67,662	\$57,250	\$57,250	\$0	\$57,250
12	WATER TESTING/TREATMENT Care and Upkeep 110-XXX-031-825 52400	\$72,931	\$1,380	\$70,675	\$70,675	\$0	\$70,675
13	SNOW REMOVAL Care and Upkeep 110-XXX-031-825 52425	\$84,986	\$47,840	\$50,000	\$50,000	\$0	\$50,000
14	RENT Care and Upkeep 110-XXX-031-825 52645	\$168,710	\$184,773	\$171,900	\$170,000	\$0	\$170,000
Total Contracted Services		\$930,411	\$815,793	\$941,025	\$939,125	\$0	\$939,125
Supplies							
15	OFFICE Service Area Direction 110-XXX-031-800 53440	\$1,231	\$682	\$1,000	\$3,885	\$0	\$3,885
16	PRINTING Service Area Direction 110-XXX-031-800 53445	\$9	\$15	\$250	\$0	\$0	\$0
17	POSTAGE/COURIER SERVICE Service Area Direction 110-XXX-031-800 53450	\$447	\$477	\$2,635	\$0	\$0	\$0
18	CUSTODIAL Care and Upkeep 110-XXX-031-825 53115	\$627,804	\$671,298	\$631,061	\$631,061	\$0	\$631,061
19	OTHER SUPPLIES Care and Upkeep 110-XXX-031-825 53170	\$0	\$66	\$0	\$0	\$0	\$0
20	REP./ MAINT.- BLDGS. & GROUNDS Care and Upkeep 110-XXX-031-825 53310	\$88,727	\$83,953	\$100,000	\$100,000	\$0	\$100,000
21	SNOW REMOVAL Care and Upkeep 110-XXX-031-825 53425	\$149,034	\$125,811	\$150,000	\$150,000	\$0	\$150,000
22	WATER CONDITIONING Care and Upkeep 110-XXX-031-825 53570	\$73,471	\$83,257	\$83,700	\$83,700	\$0	\$83,700
Total Supplies		\$940,723	\$965,560	\$968,646	\$968,646	\$0	\$968,646
Other Charges							

By State Category	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
OPERATION OF PLANT						
Other Charges						
23 MILEAGE, PARKING, TOLLS Service Area Direction 110-XXX-031-800 54720	\$86	\$25	\$1,203	\$1,203	\$0	\$1,203
24 INSTITUTES, CONFERENCES, MTGS. Service Area Direction 110-XXX-031-800 54750	\$604	\$625	\$250	\$250	\$0	\$250
25 PROPERTY INSURANCE Care and Upkeep 110-XXX-031-825 54650	\$624,472	\$601,702	\$601,702	\$662,408	\$95,213	\$757,621
Total Other Charges	\$625,162	\$602,352	\$603,155	\$663,861	\$95,213	\$759,074
Equipment						
26 OTHER EQUIPMENT Service Area Direction 110-XXX-031-800 55170	\$504	\$0	\$0	\$0	\$0	\$0
27 COMPUTERS/BUSINESS EQUIPMENT Service Area Direction 110-XXX-031-800 55805	\$2,438	\$2,222	\$500	\$500	\$0	\$500
28 OTHER EQUIPMENT Care and Upkeep 110-XXX-031-825 55170	\$151,367	\$0	\$15,244	\$15,244	\$0	\$15,244
29 VEHICLES Care and Upkeep 110-XXX-031-825 55820	\$256,567	\$17,468	\$9,048	\$9,048	\$0	\$9,048
30 GROUNDS EQUIPMENT Care and Upkeep 110-XXX-031-825 55830	\$24,796	\$79,294	\$31,476	\$31,476	\$0	\$31,476
Total Equipment	\$435,672	\$98,983	\$56,268	\$56,268	\$0	\$56,268
Total OPERATION OF PLANT	\$13,353,021	\$13,420,234	\$13,610,180	\$14,157,253	\$501,004	\$14,658,257

FTE: 84.5

MAINTENANCE OF PLANT**Salaries**

31 PROFESSIONAL Service Area Direction 111-XXX-990-800 51100 FTE: 2.5	\$355,688	\$368,287	\$369,172	\$383,517	\$(89,840)	\$293,677
32 CLERICAL Service Area Direction 111-XXX-990-800 51110 FTE: 3.0	\$122,245	\$130,373	\$132,047	\$144,182	\$5,522	\$149,704
33 MAINTENANCE/MECHANICS/TECHS Care and Upkeep 111-XXX-990-825 51120 FTE: 70.0	\$3,484,508	\$3,545,137	\$3,597,099	\$3,791,870	\$(159,288)	\$3,632,582
34 TEMPORARY HELP Care and Upkeep 111-XXX-990-825 51140 FTE: 0.0	\$102,360	\$114,910	\$122,021	\$122,021	\$0	\$122,021

By State Category			FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
MAINTENANCE OF PLANT								
Salaries								
35	MAINT./MECH./TECH. - ADDT'L HRS Care and Upkeep 111-XXX-990-825 51160 FTE: 0.0		\$121,748	\$167,778	\$179,949	\$179,949	\$0	\$179,949
36	MAINTENANCE/MECHANICS/TECHS Preventative Maintenance 111-XXX-990-850 51120 FTE: 9.0		\$458,678	\$441,942	\$473,272	\$464,553	\$8,672	\$473,225
Total Salaries			\$4,645,227	\$4,768,427	\$4,873,560	\$5,086,092	\$(234,934)	\$4,851,158
Contracted Services								
37	OTHER CONTRACTED SERVICES Service Area Direction 111-XXX-990-800 52170		\$30,884	\$31,728	\$32,800	\$32,800	\$0	\$32,800
38	COPIER / MACHINE RENTAL Service Area Direction 111-XXX-990-800 52370		\$1,775	\$1,775	\$1,800	\$1,800	\$0	\$1,800
39	OTHER CONTRACTED SERVICES Care and Upkeep 111-XXX-990-825 52170		\$45,294	\$4,653	\$26,413	\$26,413	\$0	\$26,413
40	RESTITUTION Care and Upkeep 111-XXX-990-825 52222		\$(87)	\$0	\$0	\$0	\$0	\$0
41	ART Care and Upkeep 111-XXX-990-825 52241		\$677	\$1,953	\$2,500	\$2,500	\$0	\$2,500
42	PHYSICAL EDUCATION Care and Upkeep 111-XXX-990-825 52243		\$28,044	\$20,840	\$21,499	\$21,499	\$0	\$21,499
43	SCIENCE Care and Upkeep 111-XXX-990-825 52244		\$0	\$3,505	\$4,000	\$4,000	\$0	\$4,000
44	UNIFORMS Care and Upkeep 111-XXX-990-825 52265		\$20,890	\$21,364	\$24,663	\$24,663	\$0	\$24,663
45	FIRE SYSTEMS Care and Upkeep 111-XXX-990-825 52271		\$121,637	\$146,822	\$125,761	\$125,761	\$0	\$125,761
46	INSPECTIONS Care and Upkeep 111-XXX-990-825 52290		\$9,312	\$1,051	\$6,707	\$6,707	\$0	\$6,707
47	REP./ MAINT.- BLDGS. & GROUNDS Care and Upkeep 111-XXX-990-825 52310		\$28,941	\$50,234	\$38,066	\$38,066	\$0	\$38,066
48	OTHER BUILDING Care and Upkeep 111-XXX-990-825 52311		\$0	\$2,100	\$4,607	\$4,607	\$0	\$4,607

By State Category

FY17
Actual

FY18
Actual

FY18
Budget

FY19
Budget

19-20
Change

FY20
Budget

MAINTENANCE OF PLANT

Contracted Services

49	POWER TOOLS Care and Upkeep 111-XXX-990-825 52312	\$0	\$0	\$1,658	\$1,658	\$0	\$1,658
50	FURNITURE Care and Upkeep 111-XXX-990-825 52316	\$3,647	\$6,314	\$10,595	\$10,595	\$0	\$10,595
51	REPAIRS-MATERIALS HAND EQUIP Care and Upkeep 111-XXX-990-825 52317	\$0	\$1,368	\$3,043	\$3,043	\$0	\$3,043
52	AIR CONDITIONING Care and Upkeep 111-XXX-990-825 52330	\$699,002	\$535,320	\$669,922	\$669,922	\$0	\$669,922
53	BOILER/PRESSURE VESSELS Care and Upkeep 111-XXX-990-825 52331	\$89,171	\$77,159	\$100,000	\$100,000	\$0	\$100,000
54	ELECTRICAL Care and Upkeep 111-XXX-990-825 52335	\$171,065	\$161,951	\$148,492	\$148,492	\$0	\$148,492
55	NATATORIUMS Care and Upkeep 111-XXX-990-825 52339	\$2,815	\$12,300	\$4,000	\$4,000	\$0	\$4,000
56	PLUMBING Care and Upkeep 111-XXX-990-825 52340	\$170,237	\$160,129	\$160,000	\$160,000	\$0	\$160,000
57	FAMILY/CONSUMER SCIENCE Care and Upkeep 111-XXX-990-825 52341	\$426	\$5,551	\$4,100	\$0	\$0	\$0
58	INDUSTRIAL ARTS Care and Upkeep 111-XXX-990-825 52342	\$14,928	\$8,098	\$10,000	\$0	\$0	\$0
59	VOCATIONAL EDUCATION Care and Upkeep 111-XXX-990-825 52343	\$8,002	\$14,063	\$8,556	\$22,656	\$0	\$22,656
60	MASONRY Care and Upkeep 111-XXX-990-825 52345	\$4,908	\$358	\$9,213	\$9,213	\$0	\$9,213
61	GLASS AND GLAZING Care and Upkeep 111-XXX-990-825 52346	\$87	\$2,250	\$4,607	\$4,607	\$0	\$4,607
62	ROOFING Care and Upkeep 111-XXX-990-825 52350	\$24,803	\$3,395	\$18,427	\$18,427	\$0	\$18,427

By State Category		FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
MAINTENANCE OF PLANT							
Contracted Services							
63	ENVIRONMENTAL COMPLIANCE Care and Upkeep 111-XXX-990-825 52351	\$308,603	\$173,574	\$300,000	\$534,956	\$0	\$534,956
64	PARKING LOTS Care and Upkeep 111-XXX-990-825 52355	\$39,382	\$7,625	\$18,427	\$18,427	\$0	\$18,427
65	SIGNS AND FLAGPOLES Care and Upkeep 111-XXX-990-825 52357	\$(1,055)	\$0	\$4,607	\$4,607	\$0	\$4,607
66	SWITCH GEAR Care and Upkeep 111-XXX-990-825 52358	\$0	\$2,016	\$20,000	\$20,000	\$0	\$20,000
67	INTERSCHOLASTIC ATHLETICS Care and Upkeep 111-XXX-990-825 52480	\$17,910	\$16,201	\$23,764	\$23,764	\$0	\$23,764
68	MUSIC Care and Upkeep 111-XXX-990-825 52481	\$70,952	\$66,349	\$72,502	\$72,502	\$0	\$72,502
69	HARDWARE Care and Upkeep 111-XXX-990-825 52545	\$890	\$0	\$9,213	\$9,213	\$0	\$9,213
70	EXTERM AND PEST CONTROL Care and Upkeep 111-XXX-990-825 52555	\$2,463	\$125	\$4,900	\$4,900	\$0	\$4,900
71	FLOORS Care and Upkeep 111-XXX-990-825 52565	\$30,686	\$28,027	\$601	\$601	\$0	\$601
72	GROUNDS EQUIPMENT Care and Upkeep 111-XXX-990-825 52830	\$22,378	\$1,184	\$7,764	\$7,764	\$0	\$7,764
Total Contracted Services		\$1,968,666	\$1,569,382	\$1,903,207	\$2,138,163	\$0	\$2,138,163
Supplies							
73	OTHER SUPPLIES Service Area Direction 111-XXX-990-800 53170	\$136	\$268	\$1,000	\$1,000	\$0	\$1,000
74	OFFICE Service Area Direction 111-XXX-990-800 53440	\$8,371	\$8,802	\$8,500	\$11,608	\$0	\$11,608
75	PRINTING Service Area Direction 111-XXX-990-800 53445	\$20	\$10	\$2,000	\$500	\$0	\$500
76	POSTAGE/COURIER SERVICE Service Area Direction 111-XXX-990-800 53450	\$29	\$10	\$2,108	\$500	\$0	\$500

By State Category

FY17
Actual

FY18
Actual

FY18
Budget

FY19
Budget

19-20
Change

FY20
Budget

MAINTENANCE OF PLANT

Supplies

77 OTHER SUPPLIES Care and Upkeep 111-XXX-990-825 53170	\$691	\$1,293	\$0	\$0	\$0	\$0
78 ART Care and Upkeep 111-XXX-990-825 53241	\$0	\$0	\$500	\$500	\$0	\$500
79 PHYSICAL EDUCATION Care and Upkeep 111-XXX-990-825 53243	\$2,349	\$475	\$7,371	\$7,371	\$0	\$7,371
80 SCIENCE Care and Upkeep 111-XXX-990-825 53244	\$4,000	\$2,495	\$2,000	\$3,000	\$0	\$3,000
81 LAUNDRY Care and Upkeep 111-XXX-990-825 53266	\$1,912	\$2,481	\$2,000	\$2,000	\$0	\$2,000
82 LOCKERS Care and Upkeep 111-XXX-990-825 53267	\$18,979	\$10,100	\$8,292	\$8,292	\$0	\$8,292
83 SAFETY AND SECURITY Care and Upkeep 111-XXX-990-825 53270	\$1,930	\$671	\$5,528	\$5,528	\$0	\$5,528
84 REP./ MAINT. - BLDGS. & GROUNDS Care and Upkeep 111-XXX-990-825 53310	\$133,951	\$121,291	\$70,447	\$70,447	\$0	\$70,447
85 POWER TOOLS Care and Upkeep 111-XXX-990-825 53312	\$19,088	\$26,708	\$10,000	\$10,000	\$0	\$10,000
86 ACCOM. FOR DISABLED Care and Upkeep 111-XXX-990-825 53313	\$10,957	\$2,094	\$14,607	\$14,607	\$0	\$14,607
87 PAINTING Care and Upkeep 111-XXX-990-825 53314	\$25,953	\$36,786	\$41,067	\$41,067	\$0	\$41,067
88 FURNITURE Care and Upkeep 111-XXX-990-825 53316	\$2,631	\$4,119	\$2,000	\$2,000	\$0	\$2,000
89 SUPPLIES-MATERIALS HAND EQUIP. Care and Upkeep 111-XXX-990-825 53317	\$19,906	\$8,166	\$5,528	\$5,528	\$0	\$5,528
90 SHADES, CURTAINS Care and Upkeep 111-XXX-990-825 53318	\$3,283	\$273	\$3,685	\$3,685	\$0	\$3,685

By State Category

FY17
Actual

FY18
Actual

FY18
Budget

FY19
Budget

19-20
Change

FY20
Budget

MAINTENANCE OF PLANT

Supplies

91	AIR CONDITIONING Care and Upkeep 111-XXX-990-825 53330	\$378,972	\$310,011	\$134,382	\$284,382	\$0	\$284,382
92	BOILER/PRESSURE VESSELS Care and Upkeep 111-XXX-990-825 53331	\$61,083	\$35,479	\$120,752	\$120,752	\$0	\$120,752
93	ELECTRICAL Care and Upkeep 111-XXX-990-825 53335	\$199,336	\$165,639	\$185,000	\$185,000	\$0	\$185,000
94	LUMBER AND BUILDING Care and Upkeep 111-XXX-990-825 53336	\$44,480	\$48,568	\$50,000	\$50,000	\$0	\$50,000
95	PLUMBING Care and Upkeep 111-XXX-990-825 53340	\$304,785	\$357,723	\$330,000	\$330,000	\$0	\$330,000
96	FAMILY/CONSUMER SCIENCE Care and Upkeep 111-XXX-990-825 53341	\$0	\$54	\$543	\$0	\$0	\$0
97	INDUSTRIAL ARTS Care and Upkeep 111-XXX-990-825 53342	\$513	\$18	\$2,449	\$0	\$0	\$0
98	VOCATIONAL EDUCATION Care and Upkeep 111-XXX-990-825 53343	\$2,000	\$13,504	\$2,041	\$5,033	\$0	\$5,033
99	MASONRY Care and Upkeep 111-XXX-990-825 53345	\$10,599	\$11,012	\$9,213	\$9,213	\$0	\$9,213
100	GLASS AND GLAZING Care and Upkeep 111-XXX-990-825 53346	\$20,252	\$19,441	\$30,427	\$30,427	\$(10,000)	\$20,427
101	ROOFING Care and Upkeep 111-XXX-990-825 53350	\$16,833	\$26,321	\$18,427	\$18,427	\$0	\$18,427
102	ENVIRONMENTAL COMPLIANCE Care and Upkeep 111-XXX-990-825 53351	\$9,788	\$4,823	\$17,961	\$17,961	\$0	\$17,961
103	PARKING LOTS Care and Upkeep 111-XXX-990-825 53355	\$7,596	\$16,730	\$24,213	\$24,213	\$0	\$24,213
104	SIGNS AND FLAGPOLES Care and Upkeep 111-XXX-990-825 53357	\$1,942	\$1,283	\$2,764	\$2,764	\$0	\$2,764

By State Category	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
MAINTENANCE OF PLANT						
Supplies						
105 INTERSCHOLASTIC ATHLETICS Care and Upkeep 111-XXX-990-825 53480	\$0	\$2,000	\$2,000	\$2,000	\$0	\$2,000
106 MUSIC Care and Upkeep 111-XXX-990-825 53481	\$506	\$0	\$1,000	\$1,000	\$0	\$1,000
107 HARDWARE Care and Upkeep 111-XXX-990-825 53545	\$7,815	\$6,333	\$3,000	\$3,000	\$3,000	\$6,000
108 PEST CONTROL Care and Upkeep 111-XXX-990-825 53555	\$8,768	\$7,455	\$6,633	\$6,633	\$0	\$6,633
109 FLOOR Care and Upkeep 111-XXX-990-825 53565	\$29,897	\$34,536	\$14,372	\$14,372	\$0	\$14,372
110 GROUNDS EQUIPMENT Care and Upkeep 111-XXX-990-825 53830	\$94,016	\$92,398	\$70,000	\$115,000	\$0	\$115,000
111 OTHER SUPPLIES Preventative Maintenance 111-XXX-990-850 53170	\$104,071	\$92,411	\$104,000	\$104,000	\$0	\$104,000
Total Supplies	\$1,557,440	\$1,471,781	\$1,315,810	\$1,511,810	\$(7,000)	\$1,504,810
Other Charges						
112 MILEAGE, PARKING, TOLLS Service Area Direction 111-XXX-990-800 54720	\$535	\$952	\$1,218	\$1,218	\$0	\$1,218
113 INSTITUTES, CONFERENCES, MTGS. Service Area Direction 111-XXX-990-800 54750	\$3,697	\$1,287	\$1,200	\$1,200	\$0	\$1,200
114 MILEAGE, PARKING, TOLLS Care and Upkeep 111-XXX-990-825 54720	\$0	\$0	\$100	\$100	\$0	\$100
115 INSTITUTES, CONFERENCES, MTGS. Care and Upkeep 111-XXX-990-825 54750	\$263	\$2,845	\$3,900	\$3,900	\$0	\$3,900
Total Other Charges	\$4,495	\$5,084	\$6,418	\$6,418	\$0	\$6,418
Equipment						
116 OTHER EQUIPMENT Service Area Direction 111-XXX-990-800 55170	\$570	\$0	\$1,476	\$1,476	\$0	\$1,476
117 OTHER EQUIPMENT Care and Upkeep 111-XXX-990-825 55170	\$158,664	\$156,512	\$163,730	\$163,730	\$0	\$163,730

By State Category	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
MAINTENANCE OF PLANT						
Equipment						
118 LAUNDRY Care and Upkeep 111-XXX-990-825 55266	\$3,710	\$2,314	\$1,215	\$1,215	\$0	\$1,215
119 SAFETY AND SECURITY Care and Upkeep 111-XXX-990-825 55270	\$962	\$0	\$500	\$500	\$0	\$500
120 POWER TOOLS Care and Upkeep 111-XXX-990-825 55312	\$236	\$0	\$500	\$500	\$0	\$500
121 SHADES, CURTAINS Care and Upkeep 111-XXX-990-825 55318	\$4,021	\$1,761	\$4,251	\$4,251	\$0	\$4,251
122 AIR CONDITIONING Care and Upkeep 111-XXX-990-825 55330	\$491	\$2,295	\$4,921	\$4,921	\$0	\$4,921
123 BOILER/PRESSURE VESSELS Care and Upkeep 111-XXX-990-825 55331	\$0	\$1,335	\$5,716	\$5,716	\$0	\$5,716
124 ELECTRICAL Care and Upkeep 111-XXX-990-825 55335	\$1,673	\$4,450	\$4,723	\$4,723	\$0	\$4,723
125 NATATORIUMS Care and Upkeep 111-XXX-990-825 55339	\$1,637	\$1,351	\$4,723	\$4,723	\$0	\$4,723
126 PLUMBING Care and Upkeep 111-XXX-990-825 55340	\$11,385	\$1,059	\$4,921	\$4,921	\$0	\$4,921
127 INTERSCHOLASTIC ATHLETICS Care and Upkeep 111-XXX-990-825 55480	\$1,960	\$0	\$1,968	\$1,968	\$0	\$1,968
128 HARDWARE Care and Upkeep 111-XXX-990-825 55545	\$18,328	\$22,637	\$12,377	\$12,377	\$7,000	\$19,377
129 FLOORS Care and Upkeep 111-XXX-990-825 55565	\$4,515	\$8,540	\$7,409	\$7,409	\$0	\$7,409
130 GROUNDS EQUIPMENT Care and Upkeep 111-XXX-990-825 55830	\$221,155	\$9,248	\$26,842	\$26,842	\$0	\$26,842
Total Equipment	\$429,305	\$211,502	\$245,272	\$245,272	\$7,000	\$252,272
Total MAINTENANCE OF PLANT	\$8,605,134	\$8,026,177	\$8,344,267	\$8,987,755	\$(234,934)	\$8,752,821

FTE: 1.6

COMMUNITY SERVICES**Salaries**

By State Category				FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
COMMUNITY SERVICES									
Salaries									
131	CLERICAL Community Service 114-XXX-990-870 51110 FTE: 1.0	\$28,688	\$40,076	\$41,943	\$43,515	\$1,723	\$45,238		
132	CUSTODIAL Community Service 114-XXX-990-870 51115 FTE: 0.6	\$14,640	\$16,540	\$18,568	\$17,631	\$697	\$18,328		
133	CUSTODIAL - ADDT'L HRS Community Service 114-XXX-990-870 51155 FTE: 0.0	\$179,587	\$178,764	\$243,518	\$200,000	\$0	\$200,000		
134	OTHER SALARIES Community Service 114-XXX-990-870 51170 FTE: 0.0	\$150,117	\$147,346	\$92,164	\$158,507	\$0	\$158,507		
Total Salaries		\$373,032	\$382,725	\$396,193	\$419,653	\$2,420	\$422,073		
Supplies									
135	CUSTODIAL Community Service 114-XXX-990-870 53115	\$122,797	\$122,665	\$120,356	\$125,000	\$0	\$125,000		
Total Supplies		\$122,797	\$122,665	\$120,356	\$125,000	\$0	\$125,000		
Total COMMUNITY SERVICES		\$495,829	\$505,390	\$516,549	\$544,653	\$2,420	\$547,073		
Report Total:		\$22,453,985	\$21,951,801	\$22,470,996	\$23,689,661	\$268,490	\$23,958,151		

Planning and Construction

Program Overview

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

Through the development of the annual Capital Improvement Program, the Planning and Construction Department analyzes population trends, birth numbers, student enrollment patterns, and residential growth in Harford County and assists in the planning of new school facilities to accommodate student enrollment.

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

Board of Education Goals – FY 2020

- Board Goal 1: Prepare every student for success in postsecondary education and career
- Board Goal 2: Engage families and the community to be partners in the education of our students
- Board Goal 3: Hire and support highly effective staff who are committed to building their own professional capacity in order to increase student achievement
- Board Goal 4: Provide safe, secure, and healthy learning environments that are conducive to effective teaching and learning, creativity and innovation

Departmental Objectives – FY 2020

- Continue construction on Havre de Grace Middle/High Replacement School. (Board Goal 4)
- Complete design and start construction on Joppatowne High School Limited Renovation. (Board Goal 4)
- Complete design and start construction on Aberdeen Middle School Roof Replacement. (Board Goal 4)
- Complete design and start construction on Roye Williams Elementary School HVAC Systemic Renovation. (Board Goal 4)
- Complete design and start construction on Hickory Elementary School Roof Replacement. (Board Goal 4)
- Complete design and start construction on George D. Lisby Elementary School HVAC Systemic Renovation. (Board Goal 4)
- Complete design and start construction on North Bend Elementary Central Plant/Fire Alarm Upgrades (Board Goal 4)
- Complete design and start construction to add boilers to HCPS Central Office (Board Goal 4)
- Complete design and start construction on CEO Annex and Training Areas HVAC Upgrades (Board Goal 4)
- Developing a sound educational program, coupled with a modern physical environment translate into a community school building at either the elementary, middle, or secondary level (Board Goal 4)
- Facilities are designed and constructed to provide a safe, secure, and healthy teaching and learning environment (Board Goal 4)
- Facilities are designed and constructed that are attractive, affordable, and flexible in their design to accommodate differentiated teaching and learning styles as required (Board Goal 4)
- Facilities are designed and constructed to allow students, teachers, and staff the opportunity to access the most current advances in technology (Board Goal 4)
- Design and construct quality school facilities that meet educational program requirements and are within budget and on schedule (Board Goal 4)

Accomplishments – FY 2018

- Completed design and started construction on Havre de Grace Middle/High Replacement School. (Board Goal 4)
- Completed design and started construction on Bel Air Elementary School HVAC and Open Space Enclosure Project. (Board Goal 4)
- Completed design and construction on the roof replacement at North Harford Elementary School. (Board Goal 4)

- Completed design and construction on North Harford High School Aquaculture Lab/Greenhouse Project. (Board Goal 4)
- Completed design and construction on Harford Glen Emergency Generator and Commercial Dryers Project. (Board Goal 4)

Planning and Construction

By Object Code

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
Salaries	\$718,625	\$770,351	\$748,985	\$779,468	(\$147,664)	\$631,804
Contracted Services	\$101,446	\$95,613	\$134,132	\$110,750	\$0	\$110,750
Supplies	\$10,058	\$6,396	\$8,000	\$8,000	\$0	\$8,000
Other Charges	\$12,445	\$14,275	\$23,753	\$18,753	\$0	\$18,753
Equipment	\$2,011	\$1,355	\$1,855	\$1,855	\$0	\$1,855
Total:	\$844,585	\$887,989	\$916,725	\$918,826	(\$147,664)	\$771,162

By State Category

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
FTE: 7.0 MAINTENANCE OF PLANT						
Salaries						
1 PROFESSIONAL Planning & Construction 111-XXX-990-845 51100 FTE: 4.0	\$492,874	\$512,895	\$512,775	\$533,514	\$(96,283)	\$437,231
2 CLERICAL Planning & Construction 111-XXX-990-845 51110 FTE: 1.0	\$97,829	\$102,727	\$103,176	\$106,213	\$(54,333)	\$51,880
3 MAINTENANCE/MECHANICS/TECHS Planning & Construction 111-XXX-990-845 51120 FTE: 2.0	\$100,767	\$106,783	\$105,607	\$112,314	\$2,952	\$115,266
4 OTHER SALARIES Planning & Construction 111-XXX-990-845 51170 FTE: 0.0	\$21,720	\$23,346	\$27,427	\$27,427	\$0	\$27,427
Total Salaries	\$713,191	\$745,751	\$748,985	\$779,468	\$(147,664)	\$631,804
Contracted Services						
5 OTHER CONTRACTED SERVICES Planning & Construction 111-XXX-990-845 52170	\$19,735	\$27,510	\$31,500	\$0	\$0	\$0
6 CONSULTANTS Planning & Construction 111-XXX-990-845 52205	\$45,177	\$37,172	\$39,632	\$42,750	\$31,500	\$74,250
7 BIDS/NOTICES/ADVERTISING Planning & Construction 111-XXX-990-845 52210	\$2,677	\$2,613	\$10,000	\$5,000	\$0	\$5,000
8 COPIER / MACHINE RENTAL Planning & Construction 111-XXX-990-845 52370	\$3,051	\$3,051	\$3,000	\$3,000	\$0	\$3,000
Total Contracted Services	\$70,640	\$70,347	\$84,132	\$50,750	\$31,500	\$82,250
Supplies						

By State Category				FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
MAINTENANCE OF PLANT									
Supplies									
9	OFFICE Planning & Construction 111-XXX-990-845 53440	\$4,669	\$6,396	\$8,000	\$8,000	\$0	\$8,000		
Total Supplies		\$4,669	\$6,396	\$8,000	\$8,000	\$0	\$8,000		
Other Charges									
10	MILEAGE, PARKING, TOLLS Planning & Construction 111-XXX-990-845 54720	\$10,432	\$12,081	\$21,653	\$16,653	\$0	\$16,653		
11	INSTITUTES, CONFERENCES, MTGS. Planning & Construction 111-XXX-990-845 54750	\$2,013	\$2,194	\$2,100	\$2,100	\$0	\$2,100		
Total Other Charges		\$12,445	\$14,275	\$23,753	\$18,753	\$0	\$18,753		
Equipment									
12	COMPUTERS/BUSINESS EQUIPMENT Planning & Construction 111-XXX-990-845 55805	\$1,176	\$752	\$1,176	\$1,176	\$0	\$1,176		
13	OFFICE FURNITURE/EQUIPMENT Planning & Construction 111-XXX-990-845 55810	\$835	\$603	\$679	\$679	\$0	\$679		
Total Equipment		\$2,011	\$1,355	\$1,855	\$1,855	\$0	\$1,855		
Total MAINTENANCE OF PLANT		\$802,955	\$838,124	\$866,725	\$858,826	\$(116,164)	\$742,662		
FTE: 0.0									
CAPITAL OUTLAY									
Salaries									
14	PROFESSIONAL Capital Outlay 115-XXX-037-990 51100 FTE: 0.0	\$5,434	\$2,119	\$0	\$0	\$0	\$0		
15	CUSTODIAL - ADDT'L HRS Capital Outlay 115-XXX-037-990 51155 FTE: 0.0	\$0	\$17,631	\$0	\$0	\$0	\$0		
16	MAINT./MECH./TECH. - ADDT'L HRS Capital Outlay 115-XXX-037-990 51160 FTE: 0.0	\$0	\$4,850	\$0	\$0	\$0	\$0		
Total Salaries		\$5,434	\$24,599	\$0	\$0	\$0	\$0		
Contracted Services									
17	OTHER CONTRACTED SERVICES Capital Outlay 115-XXX-037-990 52170	\$30,806	\$25,266	\$50,000	\$50,000	\$(31,500)	\$18,500		
18	LEGAL FEES Capital Outlay 115-XXX-037-990 52195	\$0	\$0	\$0	\$10,000	\$0	\$10,000		
Total Contracted Services		\$30,806	\$25,266	\$50,000	\$60,000	\$(31,500)	\$28,500		
Supplies									
19	OTHER SUPPLIES Capital Outlay 115-XXX-037-990 53170	\$5,390	\$0	\$0	\$0	\$0	\$0		

By State Category	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
CAPITAL OUTLAY						
Total Supplies	\$5,390	\$0	\$0	\$0	\$0	\$0
Total CAPITAL OUTLAY	\$41,630	\$49,865	\$50,000	\$60,000	\$(31,500)	\$28,500
Report Total:	\$844,585	\$887,989	\$916,725	\$918,826	\$(147,664)	\$771,162

Transportation

Program Overview

The mission of the Transportation Department is to provide transportation to eligible students enrolled in Harford County Public Schools. Primary consideration is given to the safety of the students transported, maintaining effective and efficient service that transports students to and from school in an environment that is conducive to learning, and to provide co-curricular and extra-curricular transportation for a multitude of programs.

Approximately 31,500 students are provided direct transportation to and from school, in accordance with policies and procedures established by the Board of Education. Additionally, thousands of students are transported to co-curricular, extra-curricular, special programs and field trips that are provided throughout the school year.

The McKinney-Vento Homeless Assistance Act requires schools to identify children and youth in situations where they are displaced from their homes and provide appropriate services. One such service is to provide students with transportation to and from their school of origin. The McKinney-Vento Act is an unfunded federal mandate that has required HCPS to transport students to their school of origin regardless of their location.

Board of Education Goals – FY 2020

- Board Goal 1: Prepare every student for success in postsecondary education and career
- Board Goal 2: Engage families and the community to be partners in the education of our students
- Board Goal 3: Hire and support highly effective staff who are committed to building their own professional capacity in order to increase student achievement
- Board Goal 4: Provide safe, secure, and healthy learning environments that are conducive to effective teaching and learning, creativity and innovation

Departmental Objectives – FY 2020

- Strive to reduce the number of preventable accidents by 15%, by requiring behind the wheel evaluations and retraining of 100% of drivers identified as having had a preventable accident (Board Goal 4)
- Review and make recommendations for all route buses upon completion of their 12th year of service (Board Goal 4)
- Provide a high level of service that meets the needs and expectations of all stakeholders within the established policies and procedures (Board Goal 2)
- Maintain 98% on-time arrivals to schools to ensure instructional time (Board Goal 2)
- Develop and implement bus routes that transport students to and from school and extra-curricular activities in a safe and efficient manner (Board Goal 4)
- Successfully resolve and mediate parental, school and public concerns (Board Goal 4)
- Comply with all federal, state and local laws and the Harford County Public Schools Board of Education policies (Board Goal 4)
- Hire, train and evaluate county drivers and attendants in compliance with COMAR, MSDE and Harford County Public Schools' policies and objectives (Board Goal 3)
- Train and evaluate contracted drivers in compliance with COMAR, MSDE and Harford County Public Schools' policies and objectives (Board Goal 3)

Accomplishments – FY 2018

- Collaboratively worked with the Department of Social Services and HCPS Pupil Services, to ensure placement and transportation services for foster care and displaced (McKinney-Vento) students was provided in accordance with federal mandates and in the best interest of the students (Board Goals 2 & 4)
- Lead professional development training to school administrators regarding our operation and the shared roles and responsibilities with schools regarding pupil transportation to ensure proper alignment with student achievement objectives (Board Goals 3 & 4)
- Collaborated with local and state law enforcement agencies regarding threat assessment training for our drivers and school bus safety enforcement, specifically the red-light runner program (Board Goal 4)

Transportation

By Object Code

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
Salaries	\$6,386,070	\$6,690,142	\$6,766,030	\$7,035,122	(\$36,143)	\$6,998,979
Contracted Services	\$23,376,974	\$23,860,529	\$23,137,866	\$23,700,912	\$1,582,001	\$25,282,913
Supplies	\$1,321,360	\$1,248,240	\$1,993,000	\$1,828,000	(\$133,621)	\$1,694,379
Other Charges	\$19,267	\$17,574	\$32,452	\$41,352	(\$8,453)	\$32,899
Equipment	\$172,205	\$16,604	\$4,441	\$44,541	\$21,485	\$66,026
Transfers	(\$283,080)	(\$237,491)	(\$265,000)	(\$265,000)	\$0	(\$265,000)
Total:	\$30,992,796	\$31,595,597	\$31,668,789	\$32,384,927	\$1,425,269	\$33,810,196

By State Category

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
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FTE: 185.4

STUDENT TRANSPORTATION

Salaries

1	PROFESSIONAL Service Area Direction 109-XXX-990-800 51100 FTE: 4.0	\$441,893	\$441,088	\$443,277	\$449,346	\$11,756	\$461,102
2	CLERICAL Service Area Direction 109-XXX-990-800 51110 FTE: 3.0	\$184,868	\$193,457	\$193,921	\$206,662	\$(52,724)	\$153,938
3	MAINTENANCE/MECHANICS/TECHS Service Area Direction 109-XXX-990-800 51120 FTE: 4.0	\$276,440	\$304,987	\$304,529	\$315,672	\$(66,436)	\$249,236
4	CLERICAL - ADDT'L HRS Service Area Direction 109-XXX-990-800 51150 FTE: 0.0	\$0	\$0	\$1,187	\$1,187	\$(137)	\$1,050
5	MAINT./MECH./TECH. - ADDT'L HRS Service Area Direction 109-XXX-990-800 51160 FTE: 0.0	\$5,252	\$1,794	\$2,000	\$2,040	\$(40)	\$2,000
6	MAINTENANCE/MECHANICS/TECHS Regular Programs 109-XXX-990-805 51120 FTE: 0.0	\$0	\$0	\$0	\$0	\$214	\$214
7	BUS DRIVERS/ATTENDANTS Regular Programs 109-XXX-990-805 51125 FTE: 0.8	\$30,079	\$21,804	\$22,348	\$22,987	\$0	\$22,987
8	MAINTENANCE/MECHANICS/TECHS Special Transportation 109-XXX-990-810 51120 FTE: 2.0	\$97,709	\$99,887	\$100,163	\$103,109	\$1,001	\$104,110
9	BUS DRIVERS/ATTENDANTS Special Transportation 109-XXX-990-810 51125 FTE: 163.8	\$3,398,621	\$3,555,854	\$3,632,426	\$3,824,881	\$111,817	\$3,936,698

By State Category		FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
STUDENT TRANSPORTATION							
Salaries							
10	BUS DRIVERS/ATTENDANTS SUBS Special Transportation 109-XXX-990-810 51126 FTE: 0.0	\$94,355	\$182,081	\$130,395	\$130,395	\$0	\$130,395
11	BUS DRIVERS/ATTENDANTS SUMMER Special Transportation 109-XXX-990-810 51127 FTE: 0.0	\$318,392	\$393,974	\$400,000	\$400,000	\$0	\$400,000
12	MAINT./MECH./TECH. - ADDT'L HRS Special Transportation 109-XXX-990-810 51160 FTE: 0.0	\$0	\$1,127	\$6,950	\$6,950	\$(2,450)	\$4,500
13	BUS DRIVER/ATTEND. - ADDT'L HRS Special Transportation 109-XXX-990-810 51165 FTE: 0.0	\$677,767	\$642,615	\$643,338	\$656,205	\$0	\$656,205
14	OTHER SALARIES Special Transportation 109-XXX-990-810 51170 FTE: 0.0	\$25,105	\$27,930	\$29,391	\$29,979	\$599	\$30,578
15	BUS DRIVERS/ATTENDANTS School Activity 109-XXX-990-815 51125 FTE: 0.8	\$22,646	\$23,000	\$23,022	\$24,419	\$(745)	\$23,674
16	BUS DRIVER/ATTENDANT FIELDTRIPS School Activity 109-XXX-990-815 51128 FTE: 0.0	\$262,289	\$218,713	\$236,000	\$240,720	\$(10,720)	\$230,000
17	MAINTENANCE/MECHANICS/TECHS Vehicle Maintenance 109-XXX-990-820 51120 FTE: 7.0	\$399,429	\$397,652	\$426,522	\$440,375	\$(32,025)	\$408,350
18	TEMPORARY HELP Vehicle Maintenance 109-XXX-990-820 51140 FTE: 0.0	\$525	\$0	\$6,000	\$6,000	\$0	\$6,000
19	MAINT./MECH./TECH. - ADDT'L HRS Vehicle Maintenance 109-XXX-990-820 51160 FTE: 0.0	\$8,443	\$14,061	\$10,712	\$10,926	\$(926)	\$10,000
Total Salaries		\$6,243,812	\$6,520,022	\$6,612,181	\$6,871,853	\$(40,816)	\$6,831,037
Contracted Services							
20	OTHER CONTRACTED SERVICES Service Area Direction 109-XXX-990-800 52170	\$31,815	\$32,450	\$30,000	\$0	\$35,000	\$35,000
21	REPAIRS-EQUIPMENT Service Area Direction 109-XXX-990-800 52315	\$3,877	\$3,460	\$2,000	\$2,000	\$0	\$2,000
22	COPIER / MACHINE RENTAL Service Area Direction 109-XXX-990-800 52370	\$1,594	\$1,400	\$2,000	\$2,000	\$0	\$2,000
23	SOFTWARE MAINTENANCE Service Area Direction 109-XXX-990-800 52380	\$0	\$0	\$0	\$46,000	\$(18,939)	\$27,061

By State Category		FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
STUDENT TRANSPORTATION							
Contracted Services							
24	BUS CONTRACTS-FOSTER Regular Programs 109-XXX-990-805 52284	\$45,243	\$74,874	\$0	\$0	\$75,000	\$75,000
25	BUS CONTRACTS Regular Programs 109-XXX-990-805 52285	\$20,939,285	\$21,366,448	\$20,818,714	\$21,273,262	\$1,446,779	\$22,720,041
26	BUS CONTRACTS - ALT ED Regular Programs 109-XXX-990-805 52286	\$341,393	\$378,977	\$450,000	\$450,000	\$(50,000)	\$400,000
27	BUS CONTRACTS-MCKINNEY VENTO Regular Programs 109-XXX-990-805 52288	\$249,422	\$427,483	\$404,962	\$353,962	\$46,038	\$400,000
28	OTHER CONTRACTED SERVICES Special Transportation 109-XXX-990-810 52170	\$13,510	\$14,729	\$35,000	\$35,000	\$0	\$35,000
29	MEDICAL SERVICES Special Transportation 109-XXX-990-810 52280	\$15,265	\$16,635	\$20,000	\$20,000	\$0	\$20,000
30	BUS CONTRACTS Special Transportation 109-XXX-990-810 52285	\$129,198	\$117,840	\$90,000	\$130,000	\$0	\$130,000
31	BUS CONTRACTS - ALT ED Special Transportation 109-XXX-990-810 52286	\$46,827	\$35,086	\$52,700	\$52,700	\$(7,700)	\$45,000
32	BUS CONTRACTS - ARROW Special Transportation 109-XXX-990-810 52287	\$300,272	\$291,322	\$335,000	\$335,000	\$0	\$335,000
33	BUS CONTRACTS-HIGHROADS Special Transportation 109-XXX-990-810 52289	\$65,511	\$74,347	\$0	\$0	\$75,000	\$75,000
34	TRANSPORTATION-FIELD TRIPS Special Transportation 109-XXX-990-810 52300	\$81	\$0	\$5,000	\$5,000	\$0	\$5,000
35	REPAIRS/MAINTENANCE-VEHICLES Special Transportation 109-XXX-990-810 52325	\$497,890	\$336,032	\$250,000	\$250,000	\$0	\$250,000
36	TRANSPORTATION-FIELD TRIPS School Activity 109-XXX-990-815 52300	\$337,384	\$346,379	\$355,000	\$355,000	\$0	\$355,000
37	TRANSPORTATION-SCIENCE School Activity 109-XXX-990-815 52301	\$100,251	\$96,633	\$79,005	\$101,503	\$0	\$101,503

By State Category	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
STUDENT TRANSPORTATION						
Contracted Services						
38 TRANSPORTATION-MUSIC School Activity 109-XXX-990-815 52302	\$73,804	\$69,279	\$62,278	\$77,278	\$0	\$77,278
39 TRANSPORTATION-TECH/NURSE School Activity 109-XXX-990-815 52303	\$21,150	\$14,858	\$15,960	\$20,960	\$419	\$21,379
40 TRANSPORTATION-OTHER School Activity 109-XXX-990-815 52304	\$9,014	\$10,129	\$20,072	\$20,072	\$(9,741)	\$10,331
41 INSPECTIONS Vehicle Maintenance 109-XXX-990-820 52290	\$10,545	\$12,101	\$9,500	\$10,500	\$0	\$10,500
42 REPAIRS/MAINTENANCE-VEHICLES Vehicle Maintenance 109-XXX-990-820 52325	\$0	\$0	\$15,675	\$15,675	\$(15,675)	\$0
Total Contracted Services	\$23,233,333	\$23,720,463	\$23,052,866	\$23,555,912	\$1,576,181	\$25,132,093
Supplies						
43 REPAIRS/MAINTENANCE-VEHICLES Service Area Direction 109-XXX-990-800 53325	\$804	\$604	\$0	\$0	\$0	\$0
44 OFFICE Service Area Direction 109-XXX-990-800 53440	\$13,496	\$10,793	\$19,000	\$19,000	\$(8,000)	\$11,000
45 PRINTING Service Area Direction 109-XXX-990-800 53445	\$1,718	\$3,176	\$5,000	\$5,000	\$0	\$5,000
46 POSTAGE/COURIER SERVICE Service Area Direction 109-XXX-990-800 53450	\$123	\$30	\$0	\$0	\$100	\$100
47 FUEL/OIL Service Area Direction 109-XXX-990-800 53575	\$3,094	\$2,636	\$7,000	\$7,000	\$0	\$7,000
48 FUEL/OIL Regular Programs 109-XXX-990-805 53575	\$35,378	\$27,773	\$52,250	\$39,250	\$(9,250)	\$30,000
49 BULK STORAGE Regular Programs 109-XXX-990-805 53576	\$(361,500)	\$13,601	\$0	\$0	\$0	\$0
50 TRAINING SUPPLIES Regular Programs 109-XXX-990-805 53580	\$7,621	\$7,090	\$10,000	\$10,000	\$(2,500)	\$7,500
51 OTHER SUPPLIES Special Transportation 109-XXX-990-810 53170	\$6,637	\$4,043	\$5,000	\$5,000	\$(1,000)	\$4,000

By State Category

FY17
Actual

FY18
Actual

FY18
Budget

FY19
Budget

19-20
Change

FY20
Budget

STUDENT TRANSPORTATION

Supplies

52 REPAIRS/MAINTENANCE-VEHICLES Special Transportation 109-XXX-990-810 53325	\$589,004	\$440,871	\$650,000	\$600,000	\$0	\$600,000
53 FUEL/OIL Special Transportation 109-XXX-990-810 53575	\$672,190	\$472,105	\$845,000	\$750,000	\$0	\$750,000
54 REPAIRS/MAINTENANCE-VEHICLES Vehicle Maintenance 109-XXX-990-820 53325	\$7,744	\$11,535	\$20,250	\$13,250	\$0	\$13,250
55 TOOLS Vehicle Maintenance 109-XXX-990-820 53540	\$8,976	\$8,342	\$10,000	\$10,000	\$0	\$10,000
Total Supplies	\$985,285	\$1,002,599	\$1,623,500	\$1,458,500	\$(20,650)	\$1,437,850

Other Charges

56 MILEAGE, PARKING, TOLLS Service Area Direction 109-XXX-990-800 54720	\$7,506	\$7,520	\$9,015	\$9,015	\$(1,515)	\$7,500
57 PROFESSIONAL DUES Service Area Direction 109-XXX-990-800 54730	\$0	\$0	\$1,100	\$0	\$0	\$0
58 INSTITUTES, CONFERENCES, MTGS. Service Area Direction 109-XXX-990-800 54750	\$2,853	\$1,515	\$2,937	\$2,937	\$(437)	\$2,500
59 EMPLOYEE RECOGNITION Special Transportation 109-XXX-990-810 54710	\$295	\$207	\$1,500	\$1,500	\$1,399	\$2,899
60 MILEAGE, PARKING, TOLLS Special Transportation 109-XXX-990-810 54720	\$8,613	\$8,200	\$17,900	\$17,900	\$(7,900)	\$10,000
61 INSTITUTES, CONFERENCES, MTGS. Special Transportation 109-XXX-990-810 54750	\$0	\$0	\$0	\$10,000	\$0	\$10,000
62 TRAINING Vehicle Maintenance 109-XXX-990-820 54580	\$0	\$133	\$0	\$0	\$0	\$0
Total Other Charges	\$19,267	\$17,574	\$32,452	\$41,352	\$(8,453)	\$32,899

Equipment

63 OTHER EQUIPMENT Service Area Direction 109-XXX-990-800 55170	\$850	\$0	\$679	\$0	\$0	\$0
64 SOFTWARE Service Area Direction 109-XXX-990-800 55460	\$16,715	\$15,600	\$0	\$39,000	\$22,026	\$61,026

By State Category	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
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STUDENT TRANSPORTATION

Equipment

65 OFFICE FURNITURE/EQUIPMENT Service Area Direction 109-XXX-990-800 55810	\$0	\$0	\$0	\$1,779	\$(279)	\$1,500
66 SAFETY AND SECURITY Regular Programs 109-XXX-990-805 55270	\$154,640	\$0	\$0	\$0	\$0	\$0
67 COMPUTERS/BUSINESS EQUIPMENT Regular Programs 109-XXX-990-805 55805	\$0	\$1,004	\$2,262	\$2,262	\$(262)	\$2,000
68 OTHER EQUIPMENT Vehicle Maintenance 109-XXX-990-820 55170	\$0	\$0	\$1,500	\$1,500	\$0	\$1,500
Total Equipment	\$172,205	\$16,604	\$4,441	\$44,541	\$21,485	\$66,026

Transfers

69 FIELDTRIP COST RECOVERY School Activity 109-XXX-990-815 89500	\$(283,080)	\$(237,491)	\$(265,000)	\$(265,000)	\$0	\$(265,000)
Total Transfers	\$(283,080)	\$(237,491)	\$(265,000)	\$(265,000)	\$0	\$(265,000)
Total STUDENT TRANSPORTATION	\$30,370,822	\$31,039,772	\$31,060,440	\$31,707,158	\$1,527,747	\$33,234,905

FTE: 3.0

MAINTENANCE OF PLANT

Salaries

70 MAINTENANCE/MECHANICS/TECHS Vehicle Maintenance 111-XXX-990-820 51120 FTE: 3.0	\$142,258	\$153,970	\$153,849	\$163,269	\$4,673	\$167,942
71 MAINT./MECH./TECH. - ADDT'L HRS Vehicle Maintenance 111-XXX-990-820 51160 FTE: 0.0	\$0	\$16,150	\$0	\$0	\$0	\$0
Total Salaries	\$142,258	\$170,119	\$153,849	\$163,269	\$4,673	\$167,942

Contracted Services

72 OTHER CONTRACTED SERVICES Vehicle Maintenance 111-XXX-990-820 52170	\$137,753	\$127,497	\$78,000	\$138,000	\$0	\$138,000
73 REPAIRS/MAINTENANCE-VEHICLES Vehicle Maintenance 111-XXX-990-820 52325	\$5,888	\$12,569	\$7,000	\$7,000	\$5,820	\$12,820
Total Contracted Services	\$143,641	\$140,066	\$85,000	\$145,000	\$5,820	\$150,820

Supplies

74 OTHER SUPPLIES Vehicle Maintenance 111-XXX-990-820 53170	\$101,463	\$88,940	\$95,000	\$105,000	\$(14,282)	\$90,718
75 REPAIRS/MAINTENANCE-VEHICLES Vehicle Maintenance 111-XXX-990-820 53325	\$5,397	\$7,293	\$16,500	\$6,500	\$938	\$7,438

By State Category		FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
MAINTENANCE OF PLANT							
Supplies							
76	FUEL/OIL Vehicle Maintenance 111-XXX-990-820 53575	\$229,214	\$149,408	\$258,000	\$258,000	\$(99,627)	\$158,373
Total Supplies		\$336,074	\$245,640	\$369,500	\$369,500	\$(112,971)	\$256,529
Total MAINTENANCE OF PLANT		\$621,973	\$555,825	\$608,349	\$677,769	\$(102,478)	\$575,291
Report Total:		\$30,992,796	\$31,595,597	\$31,668,789	\$32,384,927	\$1,425,269	\$33,810,196

Utility Resource Management

Program Overview

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

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

Board of Education Goals – FY 2020

- Board Goal 1: Prepare every student for success in post-secondary education and career
- Board Goal 2: Engage families and the community to be partners in the education of our students
- Board Goal 3: Hire and support highly effective staff who are committed to building their own professional capacity in order to increase student achievement
- Board Goal 4: Provide safe, secure, and healthy learning environments that are conducive to effective teaching and learning, creativity and innovation

Departmental Objectives –FY 2020

- Continue to reduce operational cost without adversely affecting the comfort and safety of our building occupants (Board Goal 4)
- Continue to collaborate with other agencies to expand sustainability initiatives (Board Goal 4)
- Continue to pursue grants and other stimulus funds to upgrade our infrastructure (Board Goal 4)
- Continue to work with HCPS staff to identify and address operational inefficiencies.
- Continue to improve the learning environment (Board Goal 3)
- Continue with Harford Co. Office of Recycling to promote recycling awareness to students (Board Goal 2)

Accomplishments – FY 2018

- To date, received over \$2,816,000 in Smart Energy Rebates for over 276 projects that will lower energy consumption by over 11 million kilowatt hours annually and yield over \$500,000 in energy cost reductions (Board Goal 4)
- Participated in the Load Response Program for 25 sites, resulting in a cumulative savings of over \$1,000,000 (Board Goal 4)
- Installed over 280 hand dryers in school buildings, to reduce paper towel usage and operational costs (Board Goal 4)
- Implemented Low Mow Zones at 17 schools, saving an estimated \$54,000 in maintenance costs to date (Board Goal 4)
- Made conservation and sustainability presentations to students in Elementary, Middle, and High schools (Board Goal 1).
- Organized and hosted Regional Energy Management & Recycling Coordinators workshops (Board Goal 3)
- Annual Resource Conservation Administrator summer meetings for all schools (Board Goal 3)
- Implemented a Pharmaceutical collection program for unwanted medicines at years end. Collected over 2,500 pounds of medicine since inception (Board Goal 4)
- Recipient of the Maryland Green Registry Leadership Award (Board Goals 2, 3 & 4)

Energy Cost Saving Initiatives

HCPS is entering the tenth year of their Energy and Resource Conservation Initiative. The goal is to support educational objectives, improve financial management by eliminating inefficiencies and recognize savings while improving building operations, maintenance programs, and the learning environment. HCPS coordinates all conservation initiatives through various strategies.

- **Innovative Policies and Procedures:** In June of 2008, HCPS approved a comprehensive energy management plan. The goal of the plan was to reduce resource and energy consumption while creating a more environmentally sustainable organization. Through this plan HCPS adopted new policies and procedures which established specific criteria and requirements relating to energy use, conservation, and sustainability at all levels of HCPS operations. Through this initiative HCPS established a Resource Conservation Manager to identify short and long-term opportunities and respond to the needs of the schools. Temporary subcommittees are used to investigate and address potential programs and projects. The Resource Conservation Manager is responsible for implementing the energy conservation program, as well as provide training and education to the students, faculty and staff.
- **Behavior Modification and Training: “Grass Roots” Energy Conservation Initiative:** HCPS is aware that no conservation effort will be successful without Ownership, Pride, Participation, and Cooperation of the building occupants, users, and all stakeholders. HCPS also acknowledges the need to have programs that enhance the opportunities for success and savings. Linking energy conservation efforts to teaching and instruction is a priority. Resource conservation activities are designed to include each local school, teacher and student, and have a focus on establishing and strengthening partnerships with organizations internal and external to HCPS, for the purpose of educating our staff and students as we continue to improve the efficient use of our resources through the following initiatives:
 - Twenty- two HCPS schools have joined the Maryland Green Schools program. Additional schools are actively engaged in obtaining similar accreditation status.
 - In 2017, C. Milton Wright High School was recognized as an international EcoSchool by the National Wildlife Federation. This honor is bestowed to only 16 schools across the country.
 - Provide ongoing training workshops for sustainable operational practices for the Facilities.
 - The Resource Conservation manager works in tandem with the Earth & Environmental Science programs to focus on sustainability issues inside the school buildings and provide real-world problem-solving opportunities for our students.
- **Performance Contract-** The program benefits and energy savings through the 3rd Quarter of the Year 2 performance period, cumulative of January 1, 2016 through September 30, 2016 totaled \$1,021,126. These energy savings are used to cover mechanical improvements to existing equipment.
- **Water Conservation Efforts:** Conserve water usage through various improvements to school building and grounds (i.e. fixtures, synthetic turf). Include water conservation methods on all capital projects through design standards.
- **Alternative Energy Program:** Solar electric generation sites are active on the rooftops of six schools and a potential expansion is being reviewed. These systems to-date have resulted in over \$120,000 in utility savings. The wind turbine at Harford Glen Environmental Center generates electricity for the lights in the dining hall. Solar hot water is being used at two locations.
- **Recycling:** Our scrap metal recycling program provides an average of \$35,000 annually to support HCPS programs.
- **Summer Schedule Program:** Our summer operational schedule adjustment to four days saves an average of \$84,000 annually.
- **Energy Procurement Strategies:** We participate in the purchasing consortium with the Baltimore Regional Purchasing Cooperative and the Eastern Shore of Maryland Energy Consortium, in which school districts and municipalities jointly procure natural gas and electricity to maximize savings.
- **Improved Practices:** A recently completed pilot program for purchasing recycled printer cartages shows great potential to reduce operational costs.

Utility Resource Management

By Object Code

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
Salaries	\$78,441	\$82,968	\$101,956	\$106,058	\$2,131	\$108,189
Contracted Services	\$563,139	\$447,561	\$718,767	\$583,789	\$0	\$583,789
Supplies	\$128,371	\$33,508	\$92,500	\$80,485	\$0	\$80,485
Other Charges	\$12,422,542	\$11,562,375	\$11,573,882	\$11,169,066	\$0	\$11,169,066
Equipment	\$0	\$0	\$500	\$500	\$0	\$500
Total:	\$13,192,493	\$12,126,412	\$12,487,605	\$11,939,898	\$2,131	\$11,942,029

By State Category

	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
FTE: 1.0						
OPERATION OF PLANT						
Salaries						
1 PROFESSIONAL Utility Resource Management 110-XXX-031-835 51100 FTE: 1.0	\$78,441	\$82,968	\$101,956	\$106,058	\$2,131	\$108,189
Total Salaries	\$78,441	\$82,968	\$101,956	\$106,058	\$2,131	\$108,189
Contracted Services						
2 OTHER CONTRACTED SERVICES Utility Resource Management 110-XXX-031-835 52170	\$158,095	\$13,307	\$136,920	\$0	\$0	\$0
3 CONSULTANTS Utility Resource Management 110-XXX-031-835 52205	\$0	\$0	\$0	\$19,396	\$0	\$19,396
4 FIRE SYSTEMS Utility Resource Management 110-XXX-031-835 52271	\$0	\$0	\$15,000	\$14,550	\$0	\$14,550
5 ENVIRONMENTAL SERVICES Utility Resource Management 110-XXX-031-835 52420	\$12,308	\$63,434	\$55,000	\$53,351	\$0	\$53,351
Total Contracted Services	\$170,403	\$76,741	\$206,920	\$87,297	\$0	\$87,297
Supplies						
6 OTHER SUPPLIES Utility Resource Management 110-XXX-031-835 53170	\$23,512	\$18,255	\$17,500	\$16,975	\$0	\$16,975
7 ENVIRONMENTAL SUPPLIES Utility Resource Management 110-XXX-031-835 53420	\$104,859	\$15,253	\$75,000	\$63,510	\$0	\$63,510
Total Supplies	\$128,371	\$33,508	\$92,500	\$80,485	\$0	\$80,485
Other Charges						
8 UTILITIES-ELECTRICITY Utility Resource Management 110-XXX-031-835 54770	\$7,787,727	\$6,615,840	\$6,865,346	\$6,897,271	\$0	\$6,897,271

By State Category	FY17 Actual	FY18 Actual	FY18 Budget	FY19 Budget	19-20 Change	FY20 Budget
OPERATION OF PLANT						
Other Charges						
9 UTILITIES-GAS Utility Resource Management 110-XXX-031-835 54775	\$1,529,106	\$1,859,450	\$1,702,980	\$1,859,541	\$0	\$1,859,541
10 UTILITIES-OIL Utility Resource Management 110-XXX-031-835 54780	\$419,124	\$584,537	\$563,000	\$566,565	\$0	\$566,565
11 SEWAGE Utility Resource Management 110-XXX-031-835 54785	\$354,789	\$354,264	\$281,000	\$355,000	\$0	\$355,000
12 SEWAGE - FRONT FOOT Utility Resource Management 110-XXX-031-835 54786	\$26,324	\$25,064	\$27,000	\$26,190	\$0	\$26,190
13 WATER Utility Resource Management 110-XXX-031-835 54790	\$328,841	\$329,952	\$342,193	\$331,927	\$0	\$331,927
14 WATER - FRONT FOOT Utility Resource Management 110-XXX-031-835 54791	\$29,330	\$28,070	\$27,000	\$27,000	\$0	\$27,000
15 ENERGY LOAN PAYMENT Utility Resource Management 110-XXX-031-835 54795	\$1,947,302	\$1,765,199	\$1,765,363	\$1,105,572	\$0	\$1,105,572
Total Other Charges	\$12,422,542	\$11,562,375	\$11,573,882	\$11,169,066	\$0	\$11,169,066
Equipment						
16 OTHER EQUIPMENT Utility Resource Management 110-XXX-031-835 55170	\$0	\$0	\$500	\$500	\$0	\$500
Total Equipment	\$0	\$0	\$500	\$500	\$0	\$500
Total OPERATION OF PLANT	\$12,799,757	\$11,755,592	\$11,975,758	\$11,443,406	\$2,131	\$11,445,537
MAINTENANCE OF PLANT						
Contracted Services						
17 EQUIPMENT MAINTENANCE CONTRACT Maintenance, Utility Resource Mgt. 111-XXX-990-835 52360	\$392,736	\$370,821	\$511,847	\$496,492	\$0	\$496,492
Total Contracted Services	\$392,736	\$370,821	\$511,847	\$496,492	\$0	\$496,492
Total MAINTENANCE OF PLANT	\$392,736	\$370,821	\$511,847	\$496,492	\$0	\$496,492
Report Total:	\$13,192,493	\$12,126,412	\$12,487,605	\$11,939,898	\$2,131	\$11,942,029

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