

# Expenditures

## Budget Development Process

In order to understand how the fiscal 2012 budget was derived, the process by which the total expenditures were determined must first be discussed. Difficult economic times have impacted our national, state and local economy. Certain costs continue to grow while revenue remains flat. Harford County Public School employees have not received a wage adjustment since July 1, 2008. In addition to a freeze on wages, balancing the 2011 budget required an adjustment to the health plan that resulted in a \$3.9 million annual saving in health premiums. It is also important to note that the HCPS Adopted Budget for FY 2011 included the use of:

- \$3.1 million of Fund Balance to support ongoing general operating costs,
- \$4.1 million of Restricted ARRA Funds to support ongoing health and non-public placement costs, and
- \$ .4 million of one-time cost savings measures.

With the use of one time funding to balance the fiscal year 2011 budget, Harford County Public Schools will end the 2011 fiscal year with a structural deficit of \$7.6 million. It is with this understanding, that the fiscal 2012 budget process began and the following budget strategies were developed:

### 2012 Budget Strategies

Preserve the integrity of the instructional programs

Maintain a competitive salary structure

Open Red Pump Elementary School

During the fiscal 2012 budget development cycle, budget managers were asked to examine their accounts in terms of inflation and non-discretionary cost increases.

**Inflation and Non-Discretionary Cost Increase** - Building the budget requires making assumptions about cost growth in areas of spending that are not directly tied to funding decisions regarding educational policies, collective bargaining commitments, or enrollment. These include transportation, facilities management, employee benefits, and contracted educational services. Each one of these areas has been examined and adjusted to reflect the variables that drive fixed costs. The factors considered include:

- Current year forecasted spending
- Inflation/cost of living
- Anticipated increases in the rate structure for medical insurance premiums
- Historical spending and growth rates for operations, transportation, and contracted services
- Utility cost increases – fuel for buildings and vehicles

**Base Budget Adjustments** - Budget managers were then asked to review current funding levels and, whenever possible, work to realign current dollars to meet changing program and service requirements. Base Budget Adjustments are simply a realignment of current funds with no additional financial impact. These adjustments are reflected throughout the document in the column entitled "FY 2012 Base Budget".

**Salary/Wages** – The original Superintendent's Proposed Budget for fiscal year 2012, released in December 2010 included an increase of \$15.3 million in salary/wage and fixed charges for Harford County Public School employees. As a result of no step increases or Cost of Living Adjustments (COLA) since July 1, 2008, it was our intent with this budget proposal to avoid falling further behind. However, new funding was not adequate to cover the proposed wage increase. The proposed wage package was subsequently removed from the 2012 budget.

In following the logic of distinguishing changes by how they were approved in the budget, each program outlines the changes by the same categories:

- Base Budget Adjustments
- Wage/Benefit changes for Active and Retired Employees
- Cost of Doing Business
- Opening of Red Pump Elementary School
- Priority Items

# Expenditures

The difficult economic times of the past several years have had significant impact on state and local funding for school systems across the nation. The stark budget realities faced by Harford County Public Schools in fiscal years 2009, 2010 and 2011 must be examined in order to understand how the fiscal 2012 budget was developed. The process of reducing expenditures actually began in fiscal 2009 when Harford County Government requested a "give back" of \$3.9 million in funding. Cost savings measures totaling \$3.9 million were implemented in fiscal year 2009 in order to return the funds to the county. In fiscal year 2010, \$3.5 million of the 2009 cost savings measures carried forward to fiscal 2010 as budget reductions.

In fiscal year 2011 and 2012, Harford County Public Schools faced increased operating costs of \$12.4 million and \$16.7 million respectively. The increase in expenditures represented only costs deemed necessary to provide mandated services, meet contractual obligations and to maintain the integrity of the instructional programs. Unfortunately, for the third consecutive year, the fiscal 2012 budget does not include a wage adjustment for HCPS employees. With limited new revenue, the Unrestricted Fund budget required innovative thinking in order to cover the additional costs. In response to this challenge, all areas of the budget were examined with an emphasis on preserving critical programs related to student achievement, creating greater efficiencies in all operating areas, and making difficult decisions on cost reductions that would least impact students. The following table reflects the additional expenditures and the solutions required to balance the fiscal 2011 and 2012 budget:

<b>Balancing the Unrestricted Operating Budget</b>			
<b>FY 2011 &amp; FY 2012</b>			
(In Millions)			
	<b>FY11</b>	<b>FY12</b>	<b>Total</b>
<b>Cost Increases:</b>			
Health Insurance (Rate & Enrollment Changes)	7.6	5.1	12.7
Health Insurance paid with Restricted Funds in FY11*		6.1	6.1
One Time OPEB Payment in FY12		0.4	0.4
Red Pump Elementary/Other Capital Projects	0.3	1.2	1.5
Special Education	2.0	1.1	3.1
Transportation (Drivers/Attendants, Other)	0.4	1.6	2
Other Costs (Including Pension)	1.7	0.8	2.5
Magnet Programs	0.4	0.4	0.8
<b>Cost Increases</b>	<b>\$ 12.4</b>	<b>\$ 16.7</b>	<b>\$ 29.1</b>
<b>New Revenue/Fund Balance:</b>			
New Revenue*	(4.2)	(8.2)	(12.4)
Increase Use of Fund Balance	(0.8)	(2.9)	(3.7)
<b>New Revenue/Fund Balance</b>	<b>\$ (5.0)</b>	<b>\$ (11.1)</b>	<b>\$ (16.1)</b>
<b>Resolutions/Cost Savings Measures:</b>			
Turnover Savings	(1.6)	(2.1)	(3.7)
Health Plan Design Changes	(3.9)		(3.9)
Reversals FY10 One Time Expenditures	(0.4)	(0.2)	(0.6)
Reduction of Utility Rates & Savings		(1.1)	(1.1)
Other Cost Avoidance	(0.6)	(0.4)	(1.0)
Transfer of Expenditures to Restricted	(0.9)		(0.9)
Reduction of 39.0 Positions		(1.8)	(1.8)
<b>Cost Saving Measures Implemented</b>	<b>\$ (7.4)</b>	<b>\$ (5.6)</b>	<b>\$ (13.0)</b>
<b>Balanced Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\*FY 2012 new revenue includes the return of \$6.1 million in Job Education Program funding and like amount of health expenditures classified as Restricted in FY 2011.

# Expenditures

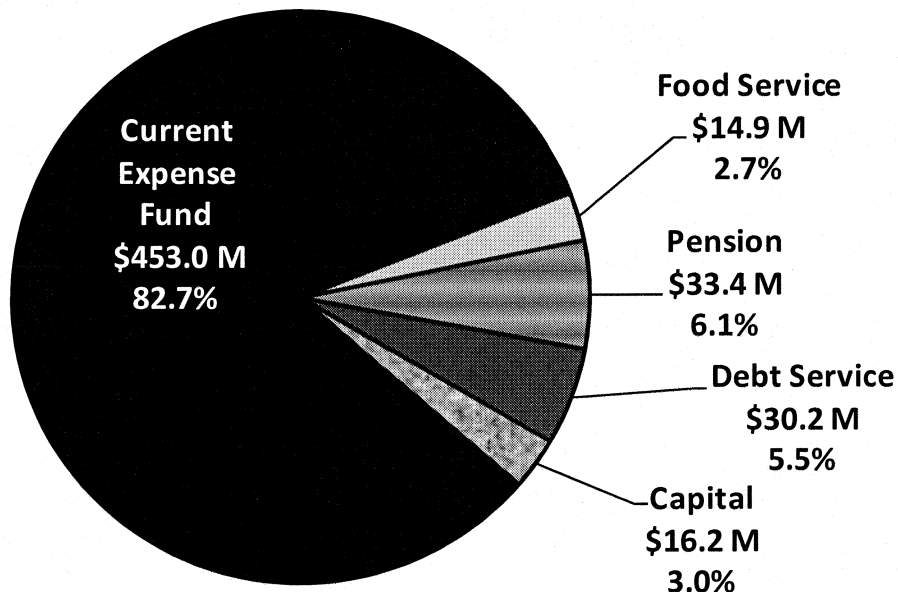
## All Funds

Total expenditures by fund for Harford County Public Schools are summarized below. The Unrestricted Fund and Restricted Fund generally referred to as the Current Expense Fund or Operating Budget totals slightly over \$453.0 million for fiscal 2012. The Operating Budget will be discussed in greater detail in this section of the budget book. The Food Service Fund is a self-supporting special revenue fund. The Food Service Fund is \$14.9 million for fiscal 2012. Additional detail is provided in the Food Service section located in Tab 22 of this document. The Pension Fund is \$33.4 million which represents the State of Maryland's contribution to the teacher pension system. HCPS pension cost is included in the Unrestricted, Restricted, and Food Service Funds. More detail on the Pension Fund is provided in the Pension section located in Tab 25 of this document. Debt Service funds in the estimated amount of \$30.2 million are managed by the Harford County Government and additional detail is provided in Tab 23. The Capital Projects Fund totaling \$16.2 million includes primarily state and local government funding. The Capital Budget Summary is contained in a Tab 24 near the end of this budget book.

Current Expense Fund Expenditures							
	FY09 Actual	FY10 Actual	FY11 Actual	FY11 Budget	Change 11 - 12	FY12 Budget	% Chg
TOTAL UNRESTRICTED FUND	\$ 408,788,212	\$ 409,201,965	\$ 408,767,830	\$ 416,384,100	\$ 11,148,138	\$ 427,532,238	2.7%
TOTAL RESTRICTED FUND	24,357,891	33,693,057	41,571,808	43,545,940	(18,064,824)	25,481,116	-41.5%
<b>TOTAL CURRENT EXPENSE FUND</b>	<b>\$ 433,146,103</b>	<b>\$ 442,895,022</b>	<b>\$ 450,339,638</b>	<b>\$ 459,930,040</b>	<b>\$ (6,916,686)</b>	<b>\$ 453,013,354</b>	<b>-1.5%</b>
FOOD SERVICE	14,461,087	14,301,327	15,002,160	14,801,234	129,319	14,930,553	0.9%
PENSION	26,419,617	31,578,248	34,323,976	34,323,976	(963,408)	33,360,568	-2.8%
DEBT SERVICE	13,357,222	15,861,041	22,576,521	\$25,552,328	\$4,603,314	30,155,642	18.0%
CAPITAL	111,524,256	83,305,397	47,763,925	34,699,534	(\$18,493,689)	16,205,845	-53.3%
<b>GRAND TOTAL - ALL FUNDS</b>	<b>\$ 598,908,285</b>	<b>\$ 587,941,035</b>	<b>\$ 570,006,220</b>	<b>\$ 569,307,112</b>	<b>\$ (21,641,150)</b>	<b>\$ 547,665,962</b>	<b>-3.8%</b>

## FY 2012 Expenditures - All Funds

**\$547.7 Million**



# Expenditures

## Current Expense Fund (Unrestricted and Restricted Funds) – By Program

The Current Expense Fund is comprised of the Unrestricted Fund, usually referred to as the general operating budget, and the Restricted Fund. Restricted Funds are primarily the state and federal government, which require the money be spent on specific programs. Hence, the term "restricted" is used to classify these programs. The total Current Expense Fund Budget for fiscal 2012 is \$453 million, a decrease of \$6.9 million or 1.5% from fiscal 2011. Unrestricted Fund revenues for fiscal 2012 increased \$11.1 million and Restricted Fund revenues decreased by \$18.1 million in fiscal 2012. The fiscal 2012 Current Expense Fund is summarized below by program area.

Current Expense Fund Expenditures - By Program							
	FY09 Actual	FY10 Actual	FY11 Actual	FY11 Budget	Change 11 - 12	FY12 Budget	% Chg
<b>BOARD OF EDUCATION</b>	<b>448,884</b>	<b>452,351</b>	<b>447,029</b>	<b>530,143</b>	<b>8,000</b>	<b>538,143</b>	
Board of Education Services	132,489	143,752	106,666	168,330	8,000	176,330	
Legal Services	200,026	198,878	200,030	207,246	0	207,246	
Internal Audit Services	116,369	109,721	140,333	154,567	0	154,567	
<b>EXECUTIVE ADMINISTRATION</b>	<b>1,841,064</b>	<b>1,721,602</b>	<b>1,932,613</b>	<b>2,070,782</b>	<b>(71,952)</b>	<b>1,998,830</b>	
Executive Administration Office	1,328,539	1,256,863	1,264,529	1,316,152	(15,088)	1,301,064	
Community Engagement	99,911	77,732	264,445	278,693	(69,321)	209,372	
Communications	412,614	387,007	403,639	475,937	12,457	488,394	
<b>EDUCATION SERVICES</b>	<b>187,900,231</b>	<b>183,948,922</b>	<b>184,276,862</b>	<b>184,989,602</b>	<b>(2,476,573)</b>	<b>182,513,029</b>	
Office of Education Services	3,740,812	3,724,124	1,597,027	1,637,413	0	1,637,413	
Regular Programs	160,439,741	156,554,532	157,729,452	158,022,060	(2,481,084)	155,540,976	
Career and Technology Programs	7,820,491	7,879,602	9,078,462	9,064,494	(2,285)	9,062,209	
School Library Media Program	6,940,502	6,936,285	7,012,203	7,075,982	79,245	7,155,227	
Gifted and Talented Program	1,585,270	1,457,474	1,468,750	1,601,508	0	1,601,508	
Intervention Services	2,333,443	2,204,073	2,192,774	2,245,352	(252,464)	1,992,888	
Magnet and Signature Programs	1,464,537	1,596,699	1,736,699	1,729,542	202,580	1,932,122	
Summer School	754,208	782,958	760,790	810,608	(50,000)	760,608	
Other Special Programs	2,821,227	2,813,175	2,700,705	2,802,643	27,435	2,830,078	
<b>SPECIAL EDUCATION</b>	<b>37,944,159</b>	<b>38,957,985</b>	<b>39,541,189</b>	<b>39,584,829</b>	<b>1,014,044</b>	<b>40,598,873</b>	
<b>EXTRA-CURRICULAR ACTIVITIES</b>	<b>3,516,475</b>	<b>3,486,422</b>	<b>3,493,516</b>	<b>3,561,397</b>	<b>49,000</b>	<b>3,610,397</b>	
Student Activities	790,872	793,804	773,326	823,915	24,000	847,915	
Interscholastics Athletics	2,725,603	2,692,618	2,720,190	2,737,482	25,000	2,762,482	
<b>SAFETY AND SECURITY</b>	<b>1,010,867</b>	<b>1,174,275</b>	<b>1,146,291</b>	<b>1,199,709</b>	<b>(115,000)</b>	<b>1,084,709</b>	
<b>STUDENT SERVICES</b>	<b>14,734,088</b>	<b>14,391,887</b>	<b>14,249,498</b>	<b>14,633,394</b>	<b>(368)</b>	<b>14,633,026</b>	
School Counseling Services	7,274,190	7,212,682	7,049,702	7,121,570	45,350	7,166,920	
Psychological Services	2,375,310	2,246,215	2,246,896	2,375,813	0	2,375,813	
Pupil Personnel Services	1,711,106	1,690,074	1,759,624	1,771,405	(29,276)	1,742,129	
Health Services	3,373,482	3,242,916	3,193,276	3,364,606	(16,442)	3,348,164	
<b>CURRICULUM AND INSTRUCTION</b>	<b>4,970,190</b>	<b>4,832,410</b>	<b>4,587,901</b>	<b>5,031,886</b>	<b>(198,014)</b>	<b>4,833,872</b>	
Curriculum Dev. and Implementation	3,354,713	3,385,845	3,122,670	3,475,332	(85,057)	3,390,275	
Professional Development	526,241	459,324	550,564	643,608	(55,000)	588,608	
Office of Accountability	1,089,236	987,241	914,667	912,946	(57,957)	854,989	
<b>OPERATIONS AND MAINTENANCE</b>	<b>62,421,156</b>	<b>63,226,575</b>	<b>65,543,076</b>	<b>67,804,399</b>	<b>(135,342)</b>	<b>67,669,057</b>	
Transportation	27,236,467	27,602,898	29,553,223	29,948,613	1,211,557	31,160,170	
Facilities Management	19,543,932	20,404,451	20,843,806	21,687,181	(312,217)	21,374,964	
Utility Resource Management	14,616,125	14,313,039	14,258,946	15,215,271	(942,383)	14,272,888	
Planning and Construction	1,024,632	906,187	887,101	953,334	(92,299)	861,035	
<b>BUSINESS SERVICES</b>	<b>26,271,187</b>	<b>25,897,892</b>	<b>26,563,022</b>	<b>27,017,288</b>	<b>1,053,492</b>	<b>28,070,780</b>	
Fiscal Services	25,192,964	24,846,835	25,539,590	25,967,606	1,043,860	27,011,466	
Purchasing	1,078,223	1,051,057	1,023,432	1,049,682	9,632	1,059,314	
<b>HUMAN RESOURCES</b>	<b>59,707,923</b>	<b>62,821,837</b>	<b>58,588,341</b>	<b>60,590,491</b>	<b>12,044,306</b>	<b>72,634,797</b>	
<b>OFFICE OF TECHNOLOGY &amp; INFO.</b>	<b>8,021,988</b>	<b>8,289,807</b>	<b>8,398,492</b>	<b>9,370,180</b>	<b>(23,455)</b>	<b>9,346,725</b>	
<b>TOTAL UNRESTRICTED FUND</b>	<b>\$ 408,788,212</b>	<b>\$ 409,201,965</b>	<b>\$ 408,767,830</b>	<b>\$ 416,384,100</b>	<b>\$ 11,148,138</b>	<b>\$ 427,532,238</b>	<b>2.7%</b>
<b>TOTAL RESTRICTED FUND</b>	<b>24,357,891</b>	<b>33,693,057</b>	<b>41,571,808</b>	<b>43,545,940</b>	<b>(18,064,824)</b>	<b>25,481,116</b>	<b>-41.5%</b>
<b>TOTAL CURRENT EXPENSE FUND</b>	<b>\$ 433,146,103</b>	<b>\$ 442,895,022</b>	<b>\$ 450,339,638</b>	<b>\$ 459,930,040</b>	<b>\$ (6,916,686)</b>	<b>\$ 453,013,354</b>	<b>-1.5%</b>

# Expenditures

## Current Expense Fund - By Maryland State Reporting Category

The following tables reflect Current Expense Fund expenditures by object class and state reporting category, the method of reporting that is required by the Maryland State Department of Education:

<b>Current Expense Fund - By Object Class</b>						
<b>SUMMARY BY OBJECT</b>	<b>Unrestricted</b>		<b>Restricted</b>		<b>Current Expense</b>	
	<b>FY 2012</b>		<b>FY 2012</b>		<b>FY 2012</b>	
	<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>
Salary and Wages	\$258,316,460	60.4%	\$12,311,396	48.3%	\$ 270,627,856	59.7%
Contracted Services	41,645,901	9.7%	6,652,051	26.1%	48,297,952	10.7%
Supplies and Materials	13,724,624	3.2%	778,909	3.1%	14,503,533	3.2%
Other Charges	112,236,170	26.3%	5,105,337	20.0%	117,341,507	25.9%
Equipment	2,074,083	0.5%	168,423	0.7%	2,242,506	0.5%
Transfers	(465,000)	-0.1%	465,000	1.8%	0	0.0%
<b>TOTAL</b>	<b>\$ 427,532,238</b>	<b>100.0%</b>	<b>\$ 25,481,116</b>	<b>100.0%</b>	<b>\$ 453,013,354</b>	<b>100.0%</b>

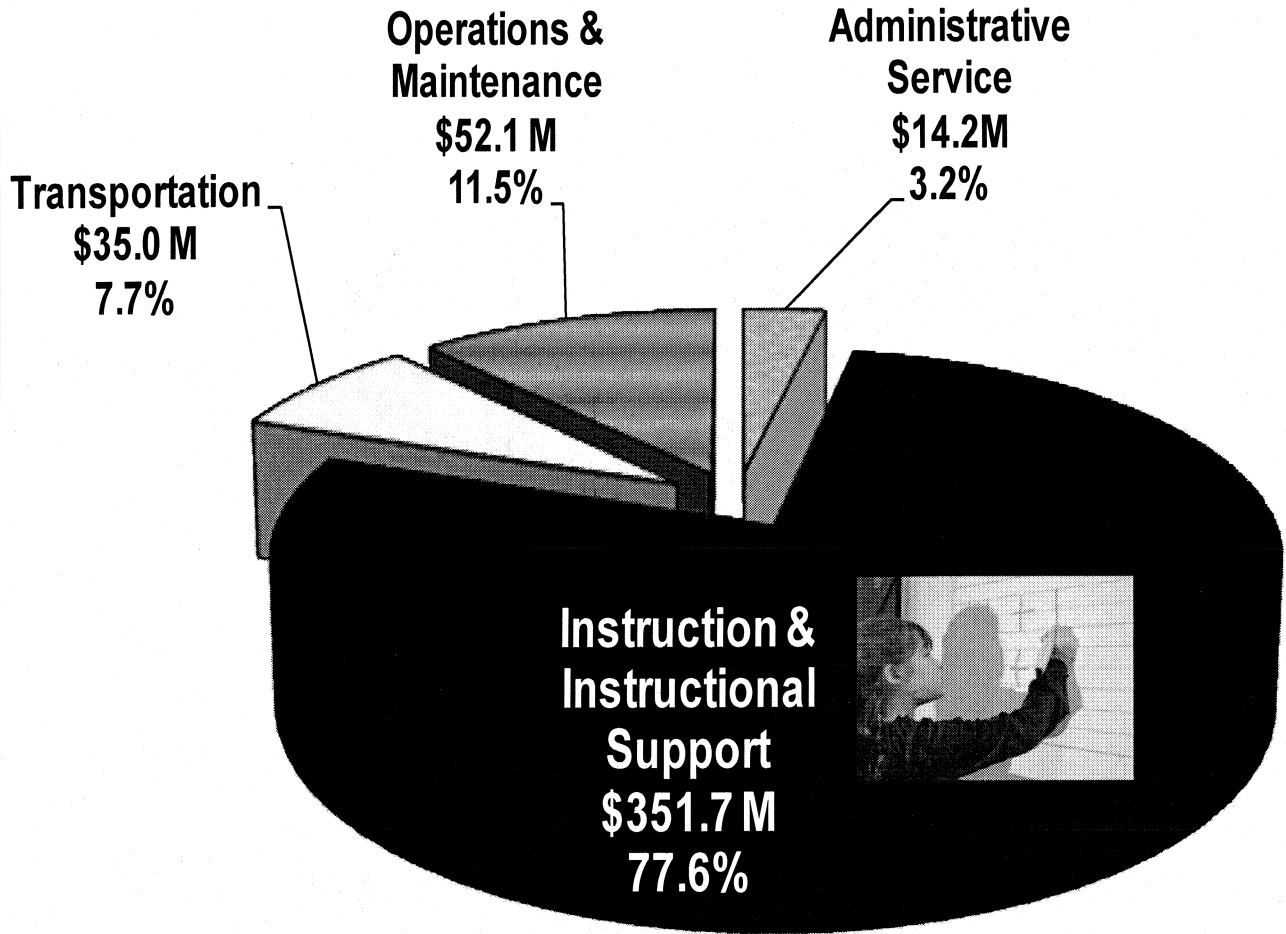
<b>Current Expense Fund - By State Category</b>						
<b>SUMMARY BY CATEGORY</b>	<b>Unrestricted</b>		<b>Restricted</b>		<b>Current Expense</b>	
	<b>FY 2012</b>		<b>FY 2012</b>		<b>FY 2012</b>	
	<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>	<b>Amount</b>	<b>%</b>
Administrative Services	\$11,339,841	2.7%	\$ 465,000	1.8%	\$ 11,804,841	2.6%
Mid-Level Administration	\$25,560,814	6.0%	351,995	1.4%	25,912,809	5.7%
Instructional Salaries	\$164,129,127	38.4%	4,257,087	16.7%	168,386,214	37.2%
Textbooks & Classroom Supplies	\$7,959,288	1.9%	666,336	2.6%	8,625,624	1.9%
Other Instructional Costs	\$3,089,001	0.7%	1,308,418	5.1%	4,397,419	1.0%
Special Education	\$40,674,641	9.5%	13,835,868	54.3%	54,510,509	12.0%
Student Services	\$1,625,336	0.4%	0	0.0%	1,625,336	0.4%
Health Services	\$3,348,164	0.8%	0	0.0%	3,348,164	0.7%
Student Transportation	\$30,929,541	7.2%	0	0.0%	30,929,541	6.8%
Operation of Plant	\$29,454,477	6.9%	0	0.0%	29,454,477	6.5%
Maintenance of Plant	\$12,595,972	2.9%	0	0.0%	12,595,972	2.8%
Fixed Charges	\$95,928,328	22.4%	4,546,412	17.8%	100,474,740	22.2%
Community Services	\$520,473	0.1%	0	0.0%	520,473	0.1%
Capital Outlay	\$377,235	0.1%	50,000	0.2%	427,235	0.1%
<b>TOTAL</b>	<b>\$427,532,238</b>	<b>100.0%</b>	<b>\$ 25,481,116</b>	<b>100.0%</b>	<b>\$ 453,013,354</b>	<b>100.0%</b>

# Expenditures

*Where the money goes...*

## FY 2012 Current Expense Fund

**\$453.0 Million**



# Expenditures

## Unrestricted Operating Budget Changes FY 2011 to FY 2012

<b>Total</b>		<b>FY11 Original Budget</b>	<b>\$ 422,528,722</b>
<b>FTEs</b>		<b>Job Edu Amendment</b>	<b>(6,144,622)</b>
<b>4,965.5</b>		<b>FY 2011 Unrestricted Budget - Revised</b>	<b>\$ 416,384,100</b>
<b>(39.0)</b>	<b>Positions Eliminated</b>		<b>(1,828,910)</b>
	<b>Turnover</b>		<b>(2,094,426)</b>
	<b>Net Health Insurance:</b>		
	Health Expense Paid with Restricted Job Ed Funds in FY11	6,144,622	
	Net Health Change	5,063,612	
	One Time OPEB Payment in FY2012	376,529	<b>11,584,763</b>
<b>23.6</b>	<b>Red Pump Elementary School</b>		<b>1,224,209</b>
	<b>Cost of Doing Business Adjustments:</b>		
<b>0.0</b>	Reversals of FY11 One Time Expenditures	(234,364)	
<b>0.0</b>	Salary Variances Removed	(428,589)	
<b>0.0</b>	Special Education	1,100,000	
<b>4.0</b>	Magnet/Special Programs	367,462	
<b>0.0</b>	Utilities	(1,078,312)	
<b>6.0</b>	Transportation	1,634,303	
<b>0.0</b>	Other Cost of Doing Business	808,096	<b>\$2,168,596</b>
<b>1.0</b>	<b>Priority</b>		<b>93,906</b>
<b>(4.4)</b>	<b>Total Change Unrestricted Budget FY11 - FY12</b>	<b>2.7% Increase</b>	<b>\$ 11,148,138</b>
<b>4,961.1</b>	<b>FY 2012 Approved Unrestricted Budget</b>		<b>\$ 427,532,238</b>

Revenue	FY11 Adj. Budget	11-12 Change	FY12 Budget
Local	\$ 214,061,789	\$ 229,838	\$ 214,291,627
State	\$ 193,518,639	8,212,542	\$ 201,731,181
Federal	\$ 650,000	-	\$ 650,000
Other Sources	\$ 2,720,958	(156,000)	\$ 2,564,958
Fund Balance	\$ 5,432,714	2,861,758	\$ 8,294,472
<b>Total</b>	<b>\$ 416,384,100</b>	<b>\$ 11,148,138</b>	<b>\$ 427,532,238</b>

# Expenditures

**Salary/Wages** – The original Superintendent’s Proposed Budget for fiscal year 2012, released in December 2010 included an increase of \$15.3 million in salary/wage and fixed charges for Harford County Public School employees. As a result of no step increases or Cost of Living Adjustments (COLA) since July 1, 2008, it was our intent with this budget proposal to avoid falling further behind. However, new funding was not adequate to cover the proposed wage increase for fiscal year 2012. In fact, the final approved budget for fiscal year 2012 required the elimination of 39 positions in order to direct available funding to cover rising health care costs for HCPS employees/retirees and to support the opening of the new Red Pump Elementary School.

**Benefits** – The proposed budget includes a net increase of \$11.6 million for health insurance coverage for HCPS employees and retirees. The increase in expenditures is the net of a projected rate increase of 6.6% for fiscal year 2012, transfer to the operating budget of prior year health costs funded with restricted ARRA funds and changes in enrollment projections.

**Cost of Doing Business** – Cost of Doing Business expenditures in this section primarily encompass price increases for on-going services and supplies (utilities and contracted services), fund needs associated with mandated services (special education) and infrastructure support (HVAC, building security, software maintenance, etc.) totaling \$3.9 million. In addition, this section details the \$1.7 million in cost savings measures approved for fiscal 2012. The net increase in the Cost of Doing Business for fiscal year 2012 is \$2.2 million.

<b>Cost of Doing Business</b>		
Description	FTE	Total by Item
<b>Reversals of FY11 One Time Items</b>		
Fund Pilot Energy Program with operational cost savings		(106,862)
Performance Matters equipment		(122,502)
BAHS transportation during field renovations		(5,000)
<b>Total - Reversals of FY11 One Time Items</b>	<b>0.0</b>	<b>(234,364)</b>
<b>Salary Variances</b>		
Purchasing, Professional		(10,368)
Communications, Clerical		(8,543)
Human Resources, Professional		(8,948)
Office of the Principal, Professional		(91,054)
Office of the Principal, Clerical		(25,484)
Student Services, PPW		(29,276)
Health Services, Clerical		(11,519)
Health Services, Non Instructional		(10,391)
Operation of Plant, Professional		(30,537)
Operation of Plant, Custodial		(47,765)
Maint of Plant-Vehicles, Technical		(25,464)
Maint of Plant-Upkeep, Technical		(87,238)
Maint of Plant-Technology, Technical		(9,922)
FICA/Workers Compensation		(32,080)
<b>Total - Salary Variance</b>	<b>0.0</b>	<b>(428,589)</b>
<b>Special Education</b>		
Prior Year Non-Public Placement Costs (paid with Restricted Funds in FY11)		1,100,000
<b>Total - Special Education</b>	<b>0.0</b>	<b>1,100,000</b>
<b>Magnet/Special Programs</b>		
One additional contractor bus to service Global Studies/IB Program EHS		53,000
One additional contractor bus to service Natural Resource/Ag. Science Program NHHS		53,000
Add 2.0 FTE teaching positions for the International Baccalaureate Program EHS	2.0	118,541
Add 2.0 FTE teaching positions for the Natural Resource/Ag Science Program NHHS	2.0	118,541
International Baccalaureate testing fees		24,380
<b>Total - Magnet/Special Programs</b>	<b>4.0</b>	<b>367,462</b>



# Expenditures

## Cost of Doing Business continued.

Description	FTE	Total by Item
<b>Utilities</b>		
Electricity Rate Decrease 6.7%		(601,212)
Electricity Savings/Installation of Solar Panels at six schools		(77,100)
Adjustment to align energy account based on actual results for FY10.		(400,000)
<b>Total - Utilities</b>	<b>0.0</b>	<b>(1,078,312)</b>
<b>Transportation</b>		
Add 3.0 FTE SE bus drivers & 3.0 FTE SE attendants for three new SE buses	6.0	184,303
Opening Red Pump/Impact of Redistricting		60,000
Redistricting - Grandfather fifth grade students		100,000
Contracted Bus Service (Increase fuel from \$3.00 to \$3.75)		740,000
Contracted Bus Service (Increase projected rate for fuel from \$3.75 - \$4.25)		500,000
Contracted Bus Service required under McKinney Vento Act		50,000
<b>Total - Transportation</b>	<b>6.0</b>	<b>1,634,303</b>
<b>Other - Adjustments</b>		
Last year of Transportation Incentive for Deerfield Elementary		(50,000)
Annual escalation of Johnson Controls Performance Maintenance Contracts		18,071
Increase in annual service agreements for energy management systems		13,720
Reduction in Contracted Security Costs		(52,000)
Hardware Maintenance		69,941
Property Insurance		19,439
Liability Insurance		41,252
Workers Compensation		74,561
Board Allowance (to fully fund for entire BOE)		8,000
Increase in annual maintenance contracts for network equipment		67,337
Increased need for audio visual supplies and parts in classrooms		50,000
Increased need for parts and supplies for communications equipment		50,000
State Retirement/Pension - State administrative charge		755,578
Online Courses - Alt. Education		(10,185)
High School Summer Program (Reduce Revenue & Expense)		(50,000)
Alert Now System - savings on new (3 yr) contract		(23,000)
Operations/Maint. - Contracted Services		(40,000)
Intervention - Before/After School Salaries		(40,000)
Intervention - Consultants		(15,000)
Curriculum - Professional Development		(50,000)
Technology - Professional Development		(50,000)
Office of Curriculum - Consultants & Mileage		(30,000)
Human Resources - Consulting/Bids/Finger Printing Services		(45,000)
Executive Administration - Office Supplies & Equipment		(15,088)
Office of Technology - Equipment Maint. Contracts		(30,050)
Remove expense related to Performance Matters implementation (scanners)		(135,000)
Adjust Indirect Costs charged to Grants		98,882
Negotiated Agreement Item		176,638
<b>Total - Other Adjustments</b>	<b>0.0</b>	<b>808,096</b>
<b>Net Cost of Doing Business Adjustments</b>	<b>10.0</b>	<b>\$ 2,168,596</b>

# Expenditures

**Red Pump Elementary School** – The newly constructed Red Pump Elementary School is scheduled to open August, 2011 for the 2011–2012 school year. The elementary school contains 100,573 additional square footage including 22 regular classrooms and 4 kindergarten rooms.

The following chart provides a projection of staffing requirements and costs for the new Red Pump Elementary School:

<b>Red Pump Elementary</b>				
	Transferred Staff	New Staff	Total	Total Cost New Staff
<b><u>Staffing</u></b>				
Administrative Staff	1.8	0.5	2.3	\$ 59,675
Clerical Staff	1.5	0.5	2.0	\$ 23,488
Classroom Teachers K - 5	30.0	-	30.0	-
Special Area Teachers	1.3	6.5	7.8	385,271
Media Specialist	-	1.6	1.6	94,836
Guidance Counselor	-	1.0	1.0	59,272
Mentor	0.4		0.4	-
Psychologist	0.3		0.3	-
Special Education Teachers/Therapists	0.2	4.5	4.7	\$ 266,727
Paraeducators & Technicians	1.0	2.0	3.0	58,730
Nurse	-	1.0	1.0	48,577
Inclusion Helpers	4.0		4.0	-
Custodial Staff <small>(Funding transferred from substitute account)</small>	-	6.0	6.0	-
<b>Total Staff</b>	<b>40.5</b>	<b>23.6</b>	<b>64.1</b>	<b>\$ 996,576</b>
<b><u>Supplies and Other Expenses</u></b>				
Library Media - Discovery Education online video database				6,835
Custodial and Preventative Maintenance Supplies				14,057
WAN fees for increased network circuit				14,741
Waste/Recycling Fees				6,000
Utilities (Electricity \$154k, Natural Gas \$26k & Water \$6k)				186,000
<b>Total Supplies and Other Expenses</b>				<b>\$ 227,633</b>
<b>Preliminary Cost Projection for Red Pump Elementary</b>				<b>\$ 1,224,209</b>

**Priority Items** – The original proposed budget for fiscal year 2012 includes a limited number of priority items to support ever changing needs of the system and to support student achievement. Due to funding issues, all priority items were removed from the final fiscal year 2012 budget with the exception of a new Medical Case Manager. This position will assess, coordinate and monitor medical service/options for HCPS employees and, in the process, aid in the management of ever rising health care costs.

# Expenditures

## Fiscal 2012 Operating Expenditures Funded with Fund Balance

The following table identifies the onetime and ongoing expenditure items that will be funded by Appropriated Fund Balance for fiscal 2012.

<b>Items Funded with Fund Balance</b>	
<i>FY 2012 One Time Costs:</i>	
One time payments for OPEB	\$376,529
Construction Contingency	50,000
Interscholastic Athletics Transport during Field Renovation	7,000
<b>One Time Items - Funded with Fund Balance</b>	<b>\$ 433,529</b>
<b>General Ongoing Operating Costs Funded with Fund Balance</b>	<b>\$ 7,860,943</b>
<b>Total FY12 Fund Balance Transfer to Operating Budget</b>	<b>\$ 8,294,472</b>

## Restricted Fund Expenditures

The Board of Education is projecting \$25,481,116 for fiscal 2012 in restricted funding which will support 215.4 full time equivalent positions and numerous programs. The sources of these funds are primarily the federal and state government, which require the money to be spent on specific programs. Hence, the term "restricted" is used to classify these funds and the programs supported. Special Education or IDEA funding represents the largest portion of restricted funding.

Harford County Public Schools, along with school districts across the country, are faced with the substantial loss of federal money from the American Recovery and Reinvestment Act of 2009. In fiscal year 2012, HCPS will lose over \$9.4 million in ARRA funds resulting in a reduction of 47.8 full time equivalent positions. Positions funded with ARRA funding were temporary assignments with a focus on supporting initiatives in Title I schools as well as in Special Education. The positions retained in Title I schools were used to provide additional educational services to students in high poverty. The positions in Special Education were used to intensify HCPS's Corrective Action Plan (CAP) mandated by MSDE to reduce the number of children identified as needing services and to reduce the suspension rate of children with disabilities.

The table below summarizes restricted expenditures by major categories:

Restricted Fund Categories	FY 2011		FY 2012	
	Amount	FTEs	Amount	FTEs
American Recovery and Reinvestment Act (ARRA)	10,571,317	53.0	1,084,591	5.2
Career and Technology Programs	365,903	-	309,992	-
Master Plan/Bridge to Excellence	5,435,626	62.1	5,144,643	42.9
Special Education	17,318,570	146.2	17,172,046	163.6
Special Programs	9,854,524	3.7	1,769,844	3.7
<b>Total</b>	<b>\$43,545,940</b>	<b>265.0</b>	<b>\$25,481,116</b>	<b>215.4</b>

Details for the Restricted Funds fiscal 2012 budget and individual grants are in the Restricted Section of this Budget Book, Tab 21.

# Expenditures

## Long Term Budgetary Issue Facing HCPS

**Structural Deficit – Ongoing expenditures exceed revenue;  
Use of one time money to fund ongoing expenditures.**

The extraordinary economic times that the nation, state and county are currently experiencing provide additional challenges that reach years into the future in regard to sustainability of current spending. The proposed fiscal year 2012 Operating Budget utilizes \$7,860,943 of one time money to fund ongoing operating budget expenditures.

We are optimistic that Harford County government's revenue will show improvement in the next fiscal year to address the increases in the HCPS budget for healthcare and transportation costs. Otherwise, we will need to determine a one to three year process to incrementally decrease this fiscal exigency.

**The long term structural deficit issue can only be addressed by:**

- **Increase Revenues, and/or**
- **Permanent Reductions to Ongoing Expenditures**



### Summary of Fiscal 2012 Unrestricted Operating Changes

On the next several pages, within programs, changes are identified as Base Budget Adjustments, Wages and Benefits, Cost of Doing Business (includes Reversal of One Time Items, Special Education, Transportation, Magnet/Signature Programs, Utilities and Other Cost of Doing Business), Red Pump Elementary School, and Priority Items. The following table "Summary of Fiscal Year 2012 Unrestricted Operating Budget Changes" reflects the dollar changes in this format by program.

# HARFORD COUNTY PUBLIC SCHOOLS

## Summary of Fiscal 2012 Unrestricted Operating Budget Changes

### Fiscal 2011 Unrestricted Operating Budget

**\$ 416,384,100**

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
<b>Board of Education</b>							
<i>Board Services</i>							
To fully fund the monthly allowance of \$300 for each Board Member and a \$2,000 annual stipend for the student representative.			8,000			8,000	2
<i>Board Services</i>		-	8,000		-	8,000	
<b>Legal Services</b>							
Increase Other Legal Services expense		600				600	
Transfer funds from Institutes, Conferences and Meetings to Other Legal Services		(600)				(600)	
<i>Legal Services</i>		-	-		-	0	
<b>Total Board of Education</b>	\$0	\$0	\$8,000	\$0	\$0	\$8,000	
<b>Executive Administration</b>							
<i>Executive Administration Office</i>							
Reduce Office Supplies			(12,000)			(12,000)	
Reduce Computer Equipment			(2,588)			(2,588)	
Reduce Other Equipment			(500)			(500)	
<i>Executive Administration Office</i>		-	(15,088)		-	(15,088)	
<b>Community Engagement</b>							
Salary - Eliminate position	(79,617)					(79,617)	
Service Learning Representative and MSDE Liaison-funding transferred from Curriculum temporary help		10,296				10,296	2
<i>Community Engagement Office</i>	(79,617)	10,296			-	(69,321)	
<b>Communications</b>							
Salary and Wage Adjustments			(8,543)			(8,543)	3
Realign accounts within Communications to better meet the needs of the program - reduction in Other Contracted Services		(1,000)				(1,000)	3
Increase Copier/ Machine Rentals		2,000				2,000	3
Reduce Office Supplies		(2,000)				(2,000)	3
Increase Printing services		4,000				4,000	3
Reduce Institutes, Conferences and Meetings		(2,000)				(2,000)	3
Reduce Other Equipment		(1,000)				(1,000)	3

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
Employee Recognition dinner funding transferred from Human Resources	-	21,000				21,000	3
<i>Communications</i>	-	21,000	(8,543)	-	-	12,457	
<b>Total Executive Administration</b>	<b>(\$79,617)</b>	<b>\$31,296</b>	<b>(\$23,631)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$71,952)</b>	
<b>Education Services</b>							
<i>Regular Programs</i>							
Salary and Wage Variance Adjustments	(317,450)		(116,538)			(116,538)	3
Eliminate 7 classroom teaching positions	(1,925,538)					(317,450)	3
Turnover savings						(1,925,538)	3
Fund coaches for allied sports-offset in Extracurricular activities			(30,000)			(30,000)	
Consolidate commencement expense into one account within education services		2,435				2,435	1
Correct position reduction-offset in Office of Accountability	42,000					42,000	
Reduce High School Summer School			(10,185)			(10,185)	
Reversal of FY11 one time transfer for student incentives to intervention		(14,000)				(14,000)	1
Transfer funding for other supplies, \$3,000 and copier rentals \$3,200 from the Math and Science Academy to the Science office		6,200				6,200	3
Transfer funding to Facilities Management - Music		(1,000)				(1,000)	4
Repairs from other music equipment							
Materials of instruction transferred from regular program equipment		20,000				20,000	1
Transfer from regular program equipment to materials of instruction		(20,000)				(20,000)	1
Reversal of year end fiscal 2011 transfer increasing instructional equipment funding		(200,000)				(200,000)	
Reversal of year end fiscal 2011 transfer to fund computer lab at Center for Educational Opportunity		55,000				55,000	
Reduce 5.0 FTE Teacher Mentors	(238,855)					(238,855)	
Principal - Red Pump (.5 FTE budgeted in FY11)				50,429		50,429	1 & 3
Lead Secretary - Red Pump (.5 FTE budgeted in FY11)				16,993		16,993	1 & 3
Classroom and Special Area Teachers - Red Pump Elementary				249,425		249,425	1 & 3
Elimination of 4th tier bussing incentive Deerfield			(50,000)			(50,000)	
<b>Regular Programs</b>	<b>(2,439,843)</b>	<b>(151,365)</b>	<b>(206,723)</b>	<b>316,847</b>	<b>-</b>	<b>(2,481,084)</b>	

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
<b>Career &amp; Technology</b>							
To align Career and Technology accounts based on program needs, reduce Professional Development Salaries		(2,675)				(2,675)	3
Consolidate commencement expense into one account within education services		(2,435)				(2,435)	1
Reduce Bulletins and Guides expense		(700)				(700)	3
Reduce Training Supplies expense		(500)				(500)	3
Increase Contracted Services Evaluations		3,265				3,265	3
Increase Institutes, Conferences and Meetings		760				760	3
<b>Career &amp; Technology</b>	-	(2,285)	-	-	-	(2,285)	
<b>School Library Media Programs</b>							
Transfer Professional Library funds to Career and Technology		(150)				(150)	1
Media Specialist - Red Pump				72,560		72,560	1 & 3
Library/Media - Discovery Education online video database				6,835		6,835	1
<b>School Library Media Programs</b>	-	(150)	-	79,395	-	79,245	
<b>Intervention Services</b>							
Eliminate 3.0 FTE Intervention Paraeducators	(53,151)					(53,151)	
Reduce Before/After School Intervention funds			(40,000)			(40,000)	
Transfer Intervention funds to Special Programs							
Other for ESOL Registrar services		(15,000)				(15,000)	2
Eliminate 3.0 FTE Intervention Teacher Specialists	(143,313)					(143,313)	
Reduce Intervention Consultants			(15,000)			(15,000)	
Reversal of one time transfer for student incentives from regular programs		14,000				14,000	1
<b>Intervention Services</b>	(196,464)	(1,000)	(55,000)	-	-	(252,464)	
<b>Magnet &amp; Signature Programs</b>							
Realign IB accounts and provide funding for other supplies and copier rentals in the science office in regular programs		(3,200)				(3,200)	1
2.0 FTE teachers for IB Magnet Program			90,700			90,700	1 & 3
2.0 FTE teachers for Natural Resources Magnet International Baccalaureate testing fees			90,700			90,700	1 & 3
			24,380			24,380	1
<b>Magnet &amp; Signature Programs</b>	-	(3,200)	205,780	-	-	202,580	

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
<i>Summer School</i>			(50,000)			(50,000)	
<b>Summer School</b>	-		(50,000)	-	-	(50,000)	
<b>Other Special Programs</b>							
Special Programs Teacher - Red Pump				45,350		45,350	1 & 3
Special Programs Paraeducator - Red Pump				17,717		17,717	1 & 3
Reallocate funds for Pre-Kindergarten supplies to Strategic Reading Initiative		(50,632)				(50,632)	1
Reallocated Intervention funds to provide ESOL Registrar services		15,000				15,000	1 & 3
<b>Other Special Programs</b>	-	(35,632)	-	63,067	-	27,435	
<b>Total Education Services</b>	(2,636,307)	(193,632)	(105,943)	459,309	-	(\$2,476,573)	
<b>Special Education</b>							
Reduce Other Supplies account		(13,000)				(13,000)	3
Increase Office Supplies account		13,000				13,000	3
Reduce John Archer School Equipment repair		(1,000)				(1,000)	1
Reduce John Archer School Forms		(400)				(400)	1
Reduce John Archer School Bulletins & Guides		(650)				(650)	1
Reduce John Archer School Film Library		(350)				(350)	1
Reduce John Archer School Training		(500)				(500)	1
Reduce Itinerant Services Audiovisual		(3,406)				(3,406)	1
Increase Infants/Toddler Mileage		6,306				6,306	1
Reduce Itinerant Services Other Supplies		(2,652)				(2,652)	1
Reduce Itinerant Services Materials of Instruction		(16,817)				(16,817)	1
Increase Cluster Programs Materials of Instruction		19,469				19,469	1
Turnover savings	(168,888)					(168,888)	3
Special Education Teachers - Red Pump				136,050		136,050	1 & 3
Special Education Paraeducators - Red Pump				17,717		17,717	1 & 3
Reduce 1.0 Transition Paraeducator	(17,717)					(17,717)	
Reduce 2.0 Special Ed Teacher Specialists	(94,854)					(94,854)	
Speech Therapists - Red Pump				68,025		68,025	1 & 3
Reduce 15.0 Inclusion Helpers	(189,495)					(189,495)	
Inclusion Helpers rate increase			163,206			163,206	3
Non Public Placements - replaces ARRA funding used in FY10 & FY 11			1,100,000			1,100,000	1
<b>Total Special Education</b>	(470,954)	-	1,263,206	221,792	-	1,014,044	



Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
<b>Extra-Curricular Activities</b>							
<i>Student Activities</i>							
Service Learning Coordinators-funds transferred from Pre-K supplies.		24,000				24,000	2
<b>Interscholastic Athletics</b>							
<i>Student Activities</i>							
Coaches for Allied Sports							
Athletic Training contracted services for athletics trainers for soccer games		14,170	30,000			30,000	4
Transfer funds from Athletic transportation for athletic trainers for soccer games		(14,170)				14,170	4
Reversal of additional athletic transportation funding used during BAHHS renovation			(5,000)			(14,170)	4
<b>Interscholastic Athletics</b>							
			25,000			(5,000)	4
<b>Total Extra-Curricular</b>	\$0	\$24,000	\$25,000	\$0	\$0	\$49,000	
<b>Safety and Security</b>							
Savings on Employee Background checks			(40,000)			(40,000)	3
Savings from renegotiated Alert Now Contract			(23,000)			(23,000)	4
Reduction in contracted security costs (newly negotiated contract)			(52,000)			(52,000)	4
<b>Total Safety and Security</b>	\$0	\$0	(\$115,000)	\$0	\$0	(\$115,000)	
<b>Student Services</b>							
<i>School Counseling</i>							
Reduce Professional Development Guidance to provide additional funds for imaging		(2,000)				(2,000)	3
Increase Microfilming/Imaging		2,000				2,000	1
Reduce Travel to provide funding for the Peer Mediation Conference		(1,000)				(1,000)	1
Increase Institutes/Conferences and Meetings for Peer Mediation Conference		1,000				1,000	1
Guidance Counselor - Red Pump				45,350		45,350	1 & 3
<b>Total School Counseling</b>				45,350		45,350	
<b>Psychological Services</b>							
Reduce Mileage account		(1,240)				(1,240)	3
Increase Institutes/Conferences and Meetings		1,240				1,240	3
<b>Total Psychological Services</b>						0	
<b>Pupil Personnel Services</b>							
Salary variance adjustment			(29,276)			(29,276)	3
<b>Total Pupil Personnel Services</b>			(29,276)			(29,276)	
<b>Health Services</b>							
Salary variance adjustment			(21,910)			(21,910)	3

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
Reversal of one time budget transfer in FY 2011 for health supplies		(30,000)				(30,000)	4
Realign Professional Development account - Nurses/Techs		13,415				13,415	3
Professional Development Other Training Nurse - Red Pump		(13,415)		35,468		(13,415)	3
<b>Total Health Services</b>	-	<b>(30,000)</b>	<b>(21,910)</b>	<b>35,468</b>	-	<b>(16,442)</b>	<b>1 &amp; 3</b>
<b>Total Student Services</b>	<b>\$0</b>	<b>(\$30,000)</b>	<b>(\$51,186)</b>	<b>\$80,818</b>	<b>\$0</b>	<b>(\$368)</b>	
<b>Curriculum &amp; Instruction</b>							
<i>Curriculum Development</i>							
Align temporary help with Office of Accountability			(21,393)			(21,393)	3
Materials for Strategic Reading Initiative		10,000				10,000	1
Strategic Reading classroom consultant-funding transferred from curriculum salary and supply accounts							
Funds transferred for Strategic Reading Initiative		16,632				16,632	1
Reduce Professional Development		(10,296)				(10,296)	1
Reduce Consultants			(50,000)			(50,000)	
Reduce Mileage account			(10,000)			(10,000)	
			(20,000)			(20,000)	
<b>Curriculum Development</b>	-	<b>16,336</b>	<b>(101,393)</b>	-	-	<b>(85,057)</b>	
<b>Professional Development</b>							
Reversal of year end fiscal 2011 transfer to fund computer lab at Center for Educational Opportunity		(55,000)				(55,000)	3
<b>Professional Development</b>	-	<b>(55,000)</b>	-	-	-	<b>(55,000)</b>	
<b>Office of Accountability</b>							
Reduce 1.0 FTE Teacher Specialist	(87,350)					(87,350)	
Align temporary help with Curriculum Office			21,393			21,393	3
Reversal of year end fiscal 2011 transfer to purchase scanners		8,000				8,000	1
Realign Other Contracted Services based on actual expenditures		(5,500)					
Increase Postage/Courier Services account		2,000				2,000	3
Increase Office Supplies account		2,000				2,000	1
Increase Other Supplies account		1,500				1,500	1
<b>Office of Accountability</b>	<b>(87,350)</b>	<b>8,000</b>	<b>21,393</b>	-	-	<b>(57,957)</b>	
<b>Total Curriculum and Instruction</b>	<b>(\$87,350)</b>	<b>(\$30,664)</b>	<b>(\$80,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$198,014)</b>	

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
<b>Operations &amp; Maintenance</b>							
<i>Transportation</i>							
Transfer funds from Maint of Plant - Building and Grounds Supplies to Grounds Equipment		30,000				30,000	4
Transfer funding from Transportation-Science Trips to Regular Programs-Other Supplies		(3,000)				(3,000)	4
Transfer funding for Music Equipment Repairs from Transportation - Music Field Trips		(1,000)				(1,000)	4
Salary variance adjustment			(25,464)			(25,464)	3
To properly classify Maintenance Supplies for HCPS vehicles and grounds equipment;							
Maintenance of Plant - Other Vehicle Supplies		258,000				258,000	4
Reduce Operations Care & Upkeep - Other Supplies		(258,000)	53,000			(258,000)	4
Additional contractor bus for IB Magnet Program			53,000			53,000	4
Additional contractor bus for Natural Resources Magnet Program							
3.0 FTE Bus Drivers & 3.0 FTE Bus Attendants for three newly ordered Special Education busses			105,021			105,021	3
Contracted bus service rate increase			1,450,000			1,450,000	4
Reversal of one time fiscal 2011 year end transfer		(450,000)				(450,000)	
Additional funding transferred from Vehicle fuel oil to parts and supplies		20,500				20,500	4
Transfer of funds from fuel oil to vehicle parts and supplies		(20,500)				(20,500)	3
		(424,000)	1,635,557			1,211,557	
<b>Facilities Management</b>							
<i>Transportation</i>							
Reduce custodial substitute funding to provide 6.0 FTE Custodians for Red Pump			(249,200)			(249,200)	4
Salary variance adjustment			(165,540)			(165,540)	3
6.0 FTE Custodians for Red Pump			156,027			156,027	4
Reduce Operations Care & Upkeep - Building and Grounds Supplies		(30,000)				(30,000)	4
Increase Maint of Plant - Repairs/Maint of Vehicles		20,500				20,500	4
Reduce Operations Care & Upkeep-/Fuel/Oil		(20,500)				(20,500)	4
Transfer funding from Transportation and Regular Programs for Music Equipment Repairs		2,000				2,000	4

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
Reduce Maintenance, Contracted Service, Art Equipment		(500)				(500)	4
Increase Maintenance, Art Supplies		500				500	4
Savings on refuse disposal			(25,000)	6,000		(19,000)	4
Septic Tank Service and Pumping savings			(20,000)			(20,000)	4
Savings on air conditioning contracted service			(20,000)			(20,000)	4
Additional custodial supplies for Red Pump				10,057		10,057	4
Property insurance adjustment			19,439			19,439	4
Preventative maintenance supplies for Red Pump				4,000		4,000	4
<b>Facilities Management</b>	-	(28,000)	(304,274)	20,057	-	(312,217)	
<b>Utility Resource Management</b>							
Annual escalation of Johnson Controls Performance maintenance contracts			18,071			18,071	4
Electricity savings realized as a result of the Pilot Energy Program			(81,862)			(81,862)	4
6.7% decrease in electricity rate			(601,212)			(601,212)	4
Electricity savings due to the installation of solar panels at six schools			(77,100)			(77,100)	4
Savings in electricity, gas and oil expenses due to the implementation of a comprehensive energy program focusing on the installation of energy efficient equipment and lighting			(400,000)			(400,000)	4
Utilities expense for Red Pump-Electricity \$154k, Natural Gas \$26k, and Water \$6k				186,000		186,000	4
Increase in annual service agreements for energy management systems and performance contracts			13,720			13,720	4
<b>Utility Resource Management</b>	-	-	(1,128,383)	186,000	-	(942,383)	
<b>Planning and Construction</b>							
Reduce 1.0 FTE Asst. Supv. Planning/Construc	(92,299)					(92,299)	
<b>Planning and Construction</b>	(92,299)					(92,299)	
<b>Total Operations &amp; Maintenance</b>	(992,299)	(452,000)	\$202,900	\$206,057	\$0	(\$135,342)	
<b>Business Services</b>							
<b>Fiscal Services</b>							
Increase Temporary Help		2,200				2,200	3
Decrease Clerical Overtime		(4,800)				(4,800)	3
Increase Equipment Maintenance Contracts		1,800				1,800	3
Decrease Copier Rental		(2,100)				(2,100)	3
Decrease Printing		(3,000)				(3,000)	3

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
Increase Other Services		2,000				2,000	3
Increase Mileage Reimbursement		500				500	3
Increase Professional Dues		5,400				5,400	3
Decrease Software expense		(2,000)				(2,000)	3
Decrease Fixed Charges, Interest		(15,521)				(15,521)	4
Increase Fixed Charges, Principal		15,521				15,521	4
Reversal of one time fiscal 2011 year end transfer for healthcare consulting costs		8,000				8,000	
Reversal of one time budget transfer in fiscal 2011 from professional salaries		50,000				50,000	
Reduction in indirect costs due to reduction in projected restricted funding			98,882			98,882	
Liability insurance increases			41,252			41,252	4
Retirement increase for HCPS employees not in the teachers pension, new positions and wage adjustments			784,274		6,306	790,580	4
Social Security increases	(97,298)		15,617	57,765	5,330	(18,586)	4
Workers Compensation increases	(4,310)		75,242	2,566	234	73,732	4
<b>Fiscal Services</b>	<b>(101,608)</b>	<b>58,000</b>	<b>1,015,267</b>	<b>60,331</b>	<b>11,870</b>	<b>1,043,860</b>	
<b>Purchasing</b>							
Salary variance adjustment			(10,368)			(10,368)	3
Reversal of one time budget transfer in fiscal 2011 from professional salaries		20,000				20,000	
Increase Other Contracted Services		2,000				2,000	3
Decrease Equipment Repair		(1,250)				(1,250)	3
Decrease Copier Rental		(100)				(100)	3
Increase Other Supplies		2,600				2,600	3
Decrease Office Supplies		(2,392)				(2,392)	3
Decrease Printing Supplies		(500)				(500)	3
Decrease Postage/Courier Service		(400)				(400)	3
Increase Books/Subscriptions		250				250	3
Increase Professional Dues		1,455				1,455	3
Decrease Computer Equipment		(1,663)				(1,663)	3
<b>Purchasing</b>	<b>-</b>	<b>20,000</b>	<b>(10,368)</b>	<b>-</b>	<b>-</b>	<b>9,632</b>	
<b>Total Business Services</b>	<b>(\$101,608)</b>	<b>\$78,000</b>	<b>\$1,004,899</b>	<b>\$60,331</b>	<b>\$11,870</b>	<b>\$1,053,492</b>	
<b>Human Resources</b>							
Salary variance adjustment			(8,948)			(8,948)	3
Reversal of one time budget transfer in fiscal 2011 from professional salaries		50,000				50,000	

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
Increase Temporary Help		3,000				3,000	3
Decrease Clerical Overtime		(3,000)				(3,000)	3
Increase Printing Supplies		2,000				2,000	3
Increase Postage/Courier Service		1,000				1,000	3
Increase Other Services		2,000				2,000	3
Decrease Mileage Reimbursement		(2,000)				(2,000)	3
Decrease Computer Equipment		(3,000)				(3,000)	3
Increase consulting costs			5,000			5,000	4
Reversal of one time fiscal 2011 year end transfer for healthcare consulting costs		(8,000)				(8,000)	
Reduction in advertising			(10,000)			(10,000)	3
Transfer cost of employee recognition dinner to the Communications Department		(21,000)				(21,000)	3
1.0 FTE Medical Case Manager					69,679	69,679	3
Furniture/equipment for Medical Case Manager					2,000	2,000	4
Reversal of OPEB contribution to health insurance from FY11	(2,053,746)					(2,053,746)	
OPEB Contribution for FY12	376,529					376,529	
Health Insurance	12,834,287	480,000	153,008	168,311	9,563	13,645,169	3
Dental Insurance	(24,453)		10,032	11,037	627	(2,757)	3
Life Insurance	(3,055)		1,455	1,813	167	380	3
<b>Total Human Resources</b>	<b>\$11,129,562</b>	<b>\$501,000</b>	<b>\$150,547</b>	<b>\$181,161</b>	<b>\$82,036</b>	<b>\$12,044,306</b>	
<b>Office of Technology &amp; Information</b>							
Salary variance adjustment			(9,922)			(9,922)	3
Reversal of one time budget transfer in fiscal 2011 from professional salaries		80,000				80,000	
Reversal of one time fiscal 2011 year end transfer for print shop equipment		43,000				43,000	
Reduction in equipment maint. contracts			(30,050)			(30,050)	4
Increase Internet Access Fees		10,000				10,000	1
Reduce Communications expense		(10,000)				(10,000)	4
Increase Audiovisual Contracted Service		15,000				15,000	3
Decrease PA Systems expense		(15,000)				(15,000)	3
Decrease Printing Services, Office Supplies		(1,500)				(1,500)	3
Decrease Printing Services, Conferences & Meetings		(200)				(200)	3
Increase Printing Services, Other Equipment		(41,300)				(41,300)	3
Hardware maintenance increase			69,941			69,941	4
Increase in annual maintenance contracts for network equipment, including wireless & media retrieval for BAHs, EHS & Deerfield			67,337			67,337	4

Program	Wages & Benefits	Base Budget Adjustments	Cost of Doing Business	Red Pump Elementary	Priority List	Fiscal 2012 Budget	Strategic Plan Goal
Increase in audio visual supplies and parts to maintain technology installed in classrooms			50,000			50,000	4
Increase in parts and supplies for communications equipment			50,000			50,000	4
WAN fees for increase in network circuit for Red Pump				14,741		14,741	4
Reduce Professional Development			(50,000)			(50,000)	
Remove expenses related to Performance Matters equipment			(135,000)			(135,000)	4
Reversal of one time fiscal 2011 transfer to purchase scanners		(8,000)				(8,000)	4
Reversal of performance matters software purchased in FY11			(30,200)			(30,200)	4
Reversal of performance matters equipment purchased in FY11			(92,302)			(92,302)	4
<b>Total Office of Technology &amp; Information</b>							
<b>Change</b>	\$0	\$72,000	(\$110,196)	\$14,741	\$0	(\$23,455)	
	\$7,661,427	\$0	\$2,168,596	\$1,224,209	\$93,906	\$11,148,138	
<b>Fiscal 2012 Unrestricted Operating Budget</b>							<b>\$427,532,238</b>

