



Texas Comptroller  
Leadership Circle  
Platinum Member

**HIGHLIGHTS  
of  
INTERIM FINANCIAL REPORT  
December 31, 2014  
and  
BUDGET AMENDMENT REPORT  
for the January 22, 2015 Board Meeting  
(unaudited)**

**Click below for a 1 minute Briefing**

<http://www.showme.com/sh/?h=2Zmq4xc>

**Prepared by  
Business Support Services Division**



**Always Taking Care of Business!**

# Posted on our website at

<http://www.hcde-texas.org/default.aspx?name=013.BusinessHome>

**Linked from State Comptroller's website**

<http://www.texas Transparency.org/local/schools.php>



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# Business Office Message

- Copy of the Business Office Newsletter is available at:



# INTERIM FINANCIAL REPORT (unaudited)

## GENERAL FUND Balance Sheet at December 31, 2014

	ACTUAL
<b><u>ASSETS</u></b>	
Cash and Temporary Investments	\$ 24,895,353
Property Taxes-Delinquent at September 1, 2014	971,717
Less: Allowances for Uncollectible Taxes	(29,152)
Due from Federal Agencies	(54,927)
Other Receivables	3,193,280
Inventories	104,832
Deferred Expenditures	-
Other Prepaid Items	24,665
<b>TOTAL ASSETS:</b>	<b>\$ 29,105,768</b>
<b><u>LIABILITIES</u></b>	
Accounts Payable	20,421
Bond Interest Payable	-
Due to Other Funds	-
Accrued Wages	868
Payroll Deductions	490,712
Due to Other Governments	1,281
Deferred Revenue	982,876
<b>TOTAL LIABILITIES:</b>	<b>\$ 1,496,158</b>
<b><u>FUND EQUITY</u></b>	
Unassigned Fund Balance	12,296,703
Non-Spendable Fund Balance	146,918
Restricted Fund Balance	117,019
Committed Fund Balance	1,408,000
Assigned Fund Balance	8,689,183
Excess(Deficiency) of Revenues & Other Resources Over(Under) Expenditures & Other Uses	1,007,733
<b>TOTAL FUND EQUITY:</b>	<b>\$ 23,665,556</b>
Fund Balance Appropriated Year-To-Date	3,944,054
<b>TOTAL LIABILITIES, FUND EQUITY, AND FUND BALANCE APPROPRIATED TO DATE:</b>	<b>\$ 29,105,768</b>

# INTERIM FINANCIAL REPORT (unaudited)

## ASST. SUPERINTENDENT FOR BUSINESS SERVICES' MESSAGE

As of December 31, 2014

The audited General Fund balance at 9/1/13 is \$24,815,013

Assigned: \$ 11,528,374

Unassigned: \$ 11,614,702

As of 12-31-2014, activity includes:

As year end adjustments are completed, a budget amendment will be submitted to the board for items assigned, restricted and committed that will roll forward into FY 2015.

Description	9/1/2013	Appropriated YTD	Estimated Balance
Non-Spendable	\$ 146,918	\$ -	\$ 146,918
Restricted	117,019	-	117,019
Committed	1,408,000	-	1,408,000
Assigned	11,528,374	(2,839,191)	8,689,183
Unassigned	11,614,702	(1,104,863)	10,509,839
Total Fund Balance	\$ 24,815,013	\$ (3,944,054)	\$ 20,870,959

## **Financial Ratios**

- *Level One - Indicator of financial strength*
- *Level Two - Indicator of efficient leverage*
- *Level Three - Indicators of efficiency*
- *Level Four - Indicator of revenue growth*

# INTERIM FINANCIAL REPORT (unaudited)

As of December 31, 2014

## Indicator of Financial Strength



### Percent of Fund Balance to G/F Expenditures Ratio

What is the percent of rainy fund balance? (\*)Unadjusted

Unassigned Fund Balance  
----- \$10,509,839  
Total G/F Expenditures \$13,078,424

Goal : > 30% of G/F Exp.  
Benchmark: 10% to 29%  
Danger: Under 10%

### Working Capital Ratio

What is the cash flow availability for the organization?

Total Current Assets  
Less Total Liabilities  
-----  
29,105,767 – 1,496,158 = 19.45

Goal : >\$15,000,000  
Benchmark : \$10M to \$15M  
Danger : Under < \$10M

80% FY15

97% FY14

\$19M FY15

\$23M FY14

Details on Schedule 3

Details on Schedule 1

Budgeted  
26%

Budgeted  
\$18 M

# INTERIM FINANCIAL REPORT (unaudited)

As of December 31, 2014

## Indicator of Efficient Leverage Reserves



### Unassigned Fund Balance Ratio

How much is available in reserves?  
(adjusted for FY 14 year end)

<b>Unassigned Fund Balance</b>	<b>\$12,296,703</b>
-----	
<b>Total Fund Balances</b>	<b>\$23,665,556</b>

Goal :	>75%
Benchmark:	50% to 75%
Danger:	<50%

### Debt to Income Ratio

What is the ability of HCDE to cover  
its debt payments?

<b>Annual Principal and Interest Payments on Term Debt and Capital Leases</b>	<b>\$0</b>
-----	
<b>G/F Revenue Less Facility Charges</b>	<b>\$14,086,156 – \$1,724,780</b>

Goal :	<25% of annual revenue
Benchmark :	25% to <49%
Danger :	Under < 50%

51% FY15

55% FY14

0% FY15

0% FY14

Details on Schedule 1

Details on Schedule 5

Budgeted  
52%

Budgeted  
7%



# INTERIM FINANCIAL REPORT (unaudited)

As of December 31, 2014

Indicators of efficiency



<b>Tax Revenue to Total Revenue Ratio</b> How efficient is HCDE at leveraging local taxes? (Current)	<b>Indirect Cost to Tax Ratio</b> How much dependency on indirect cost from grants?																								
<table> <tr> <td><b>Total Tax Revenue</b></td> <td><b>\$4,857,928</b></td> </tr> <tr> <td colspan="2">-----</td> </tr> <tr> <td><b>Total Revenue</b></td> <td><b>\$21,402,622</b></td> </tr> <tr> <td> Goal :</td> <td>&lt; 20% of revenue</td> </tr> <tr> <td>Benchmark:</td> <td>20% to 30%</td> </tr> <tr> <td>Danger:</td> <td>More than 30%</td> </tr> </table>	<b>Total Tax Revenue</b>	<b>\$4,857,928</b>	-----		<b>Total Revenue</b>	<b>\$21,402,622</b>	 Goal :	< 20% of revenue	Benchmark:	20% to 30%	Danger:	More than 30%	<table> <tr> <td><b>Indirect Cost General Fund</b></td> <td><b>\$378,541</b></td> </tr> <tr> <td colspan="2">-----</td> </tr> <tr> <td><b>Total General Fund Revenues</b></td> <td><b>\$14,086,156</b></td> </tr> <tr> <td> Goal :</td> <td>&gt;5%</td> </tr> <tr> <td>Benchmark :</td> <td>2% to 5%</td> </tr> <tr> <td>Danger :</td> <td>Under &lt; 2%</td> </tr> </table>	<b>Indirect Cost General Fund</b>	<b>\$378,541</b>	-----		<b>Total General Fund Revenues</b>	<b>\$14,086,156</b>	 Goal :	>5%	Benchmark :	2% to 5%	Danger :	Under < 2%
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Benchmark :	2% to 5%																								
Danger :	Under < 2%																								

**22% FY15**

**15%FY14**

Details on Schedule 2

**2.7% FY15**

**3%FY14**

Details on Schedule 3

Budgeted  
22%

Budgeted  
5%

# INTERIM FINANCIAL REPORT (unaudited)

As of December 31, 2014

Indicator of revenue growth



## Fee for Service Revenue Ratio

How are revenues spread across All Funds?

Total Fee for Service Revenues (G/F) \$8,329,319

-----  
Total Revenues \$21,402,622

Goal : > 30% of annual revenue  
Benchmark: 10% to 29%  
Danger: Under 10%

## Fee for Service Revenue Growth Ratio

What is the market growth for fee for services?

Fee for Services Current Year Less Fee for Services Last Year

\$8,329,319 – 7,875,818

Fees for Service Last Year \$7,875,818

Goal : >3% + growth  
Benchmark : 0% to 3%  
Danger : Under < 0%

39% FY15

41% FY14

6% FY15

1% FY14

Details on Schedule 13-

Budgeted  
25%

Details on Schedule 13-

Budgeted  
6%

# FY 2014-15 FUND BALANCE – BUDGETED ACTIVITY

FUND BALANCE CATEGORY	Sept 1, 2014 Beginning Unaudited	September	October	November	December	January	Est. F/Bal 8-31-15
Inventory	120,424						120,424
Asset Replace Schedule	1,500,000	(591,173)					908,827
Bldg & Vehicle Replacement Schedule	1,475,000	(186,650)					1,288,350
Carryover encumbrances	237,958						237,958
Deferred Revenue –HP Schools	103,300						103,300
Deferred revenues	26,494						26,494
Emp. Retire Leave Fund	1,250,000						1,250,000
PFC Construction	1,200,000						1,200,000
Early Childhood Intervention Funding	1,100,000						1,100,000
Insurance Deductibles	500,000						500,000
NEW Payroll System	295,000						295,000

# FY 2014-15 FUND BALANCE – BUDGETED ACTIVITY

FUND BALANCE CATEGORY	Sept 1, 2014 Beginning Unaudited	September	October	November	December	January	Est. F/Bal 8-31-15
PFC Lease payment	807,915						807,915
Preschool Preparedness Initiative Program	1,500,000						1,500,000
Program start up	50,000						50,000
Local Construction Fund 170	1,776,368	(677,246)	(1,099,122)				0
QZAB Renovation Projects	117,019						117,019
QZAB bond payment	697,833						697,833
Safe & Secure Schools Project	285,000	(285,000)					0
Unemployment Liability	158,000						158,000
<b>Total Reserves:</b>	<b>13,200,311</b>	<b>(1,740,069)</b>	<b>(1,099,122)</b>				<b>10,361,120</b>
<b>Unassigned:</b>	<b>11,614,702</b>	<b>(474,047)</b>		<b>(630,816)</b>			<b>10,509,839</b>
<b>Total Est. Fund Balance:</b>	<b>24,815,013</b>	<b>(2,214,116)</b>	<b>(1,099,122)</b>	<b>(630,816)</b>			<b>20,870,959</b>

# INTERIM FINANCIAL REPORT (unaudited)

## GENERAL, SPECIAL REVENUE, DEBT SERVICE FUNDS AND INTERNAL SERVICE FUNDS

### Revenues

### Budget to Actual at December 31, 2014

Fund	Budget	Received/Billed	%
<b>General Fund</b>	\$ 50,256,938	14,086,156	28%
December is the end of the 4th month or <b>approximately 33%</b> of the fiscal year.			
(1) This amount includes accounts receivable billed.			
<b>Special Revenue Funds</b>	37,526,496	5,450,944	15%
Most grant periods differ from fiscal year.			
(2) Grants are on monthly reimbursement basis; subsequently billed			
<b>Debt Service Fund</b>	2,534,231	-	0%
(3) This fund has activity in February (interest and principal payments) and August (interest only payment).			
<b>PFC Fund</b>	-	-	0%
<b>Trust and Agency Fund</b>	-	987	0%
<b>Worker's Comp. Fund</b>	464,082	139,755	30%
<b>Internal Service Fund</b>	5,779,058	1,724,780	30%
<b>Total as of the end of the month</b>	<b>\$96,560,805</b>	<b>\$21,402,622</b>	<b>22%</b>

# INTERIM FINANCIAL REPORT (unaudited)

## GENERAL, SPECIAL REVENUE, DEBT SERVICE FUNDS and INTERNAL SERVICE FUNDS

### Expenditures

#### Budget to Actual at December 31, 2014

Fund	Budget	Encumbered/Spent	%
<b>General Fund</b>	\$54,200,992	\$13,078,424	30%
(1) Encumbrances as of the end of the month total. <span style="float: right;">3,152,149</span> Encumbrances December is the end of the 4th month or <b>approximately 33%</b> of the fiscal year.			
<b>Special Revenue Fund</b>	37,526,496	7,830,364	37%
(2) Encumbrances as of the end of the month total. <span style="float: right;">6,013,811</span> Encumbrances Most grant periods differ from fiscal year.			
<b>Debt Service Fund</b>	2,534,231	-	0%
(3) This fund has activity in February (interest and principal payments) and in August (interest only payment).			
<b>PFC Fund</b>	-	-	0%
<b>Trust and Agency Fund</b>	-	2,918	0%
<b>Worker's Comp. Fund</b>	464,082	59,627	13%
<b>Internal Service Fund</b>	5,779,058	2,662,558	46%
<b>Total as of the end of the month</b>	<b>\$100,504,859</b>	<b>\$32,799,850</b>	<b>33%</b>

# INTERIM FINANCIAL REPORT (unaudited)

## FY 2014-15 Donations Report All Funds as of December 31, 2014

MONTH 2014-2015	CASH	IN-KIND	TOTAL
September	\$665	\$475	\$1,140
October	\$400	\$108	\$508
November	\$1,500	\$4,150	\$5,650
December	\$3,210	\$750	\$3,960
January			
February			
March			
April			
May			
June			
July			
August			
<b>2014 Total:</b>	<b>\$5,775</b>	<b>\$5,483</b>	<b>\$11,258</b>
<b>2013 Total:</b>	<b>\$2,104</b>	<b>\$24,343</b>	<b>\$26,948</b>

# INTERIM FINANCIAL REPORT (unaudited)

## FY 2014-15 Donations Report All Funds as of December 31, 2014

		CENTER FOR GRANTS DEVELOPMENT ON BEHALF OF HCDE DIVISIONS						
		December 1st through December 31st, 2014						
<i>Donor Last Name</i>	<i>Donor First Name</i>	<i>Organization/Division</i>	<i>Site</i>	<i>Sponsored Division</i>	<i>Description of Donation</i>	<i>Cash Totals</i>	<i>In-kind Totals</i>	<i>Totals</i>
<b>Donors</b>								
		ServPro/Spring	HCDE	Choice Partners Cooperative	Rollerbag		\$50.00	\$50.00
		Millennium Project Solutions	HCDE	Choice Partners Cooperative	NFL Mug Gift Set		\$50.00	\$50.00
		Insource Technology	HCDE	Choice Partners Cooperative	Starbucks Gift Card		\$50.00	\$50.00
		Pinnacle Office Group	HCDE	Choice Partners Cooperative	MasterCard Gift Card		\$50.00	\$50.00
		Lab Resources	HCDE	Choice Partners Cooperative	Itunes Gift Card		\$50.00	\$50.00
		Impac Fleet	HCDE	Choice Partners Cooperative	Darden Restaurants Gift Card		\$50.00	\$50.00
		Pollock Paper Distributors	HCDE	Choice Partners Cooperative	Clorox Wipes Dispenser with Wipes		\$50.00	\$50.00
		Johnson Supply	HCDE	Choice Partners Cooperative	Tool Organizer		\$50.00	\$50.00
		High Point Sanitary Solutions	HCDE	Choice Partners Cooperative	Pappas Gift Card		\$50.00	\$50.00
Garza	Jorgannie		HCDE	Head Start	Cash donation (Electronic Payment)	\$50.00		\$50.00
Garcia	Raymond T.		HCDE	ISS - ECWC	Check	\$500.00		\$500.00
Akins	Joyce		HCDE	Head Start	Cash donation (Electronic Payment)	\$40.00		\$40.00
Akins	Joyce		HCDE	CASE for Kids	Cash donation (Electronic Payment)	\$40.00		\$40.00
Akins	Joyce		HCDE	Scholastic Arts and Writing Awards	Cash donation (Electronic Payment)	\$40.00		\$40.00
Akins	Joyce		HCDE	Adult Education	Cash donation (Electronic Payment)	\$40.00		\$40.00
<b>Sponsors</b>								
Marquez	Gilbert	Kaplan Early Learning	HCDE	ISS - ECWC	Silver sponsorship	\$1,500.00		\$1,500.00
Garza-Roberts	Cyndy	HEB	HCDE	ISS - ECWC	Gift card donation		\$300.00	\$300.00
Gatlin	Glenda	Smart Financial Credit Union	HCDE	ISS - ECWC	Cash donation	\$1,000.00		\$1,000.00
<b>TOTALS</b>						<b>\$3,210.00</b>	<b>\$750.00</b>	<b>\$3,960.00</b>



# INTERIM FINANCIAL REPORT (unaudited)

## TAX COLLECTIONS COMPARATIVE ANALYSIS Fiscal

### Year-To-Date at December 31, 2014

See Tax Calculator at → <http://www.hcde-texas.org/default.aspx?name=TaxCalculator>

	Certified	October	November
	ADOPTED	ADOPTED	ADOPTED
	TAX RATE	TAX RATE	TAX RATE
Proposed Collections Tax Year 2014	0.005999	0.005999	0.005999
Certified Taxable Value per HCAD *	\$ 312,291,342,203	\$ 340,748,837,086	\$ 345,799,791,150
Values under protest or not certified	34,534,477,690	10,384,803,094	5,524,440,711
	346,825,819,893	351,133,640,180	351,324,231,861
/ Rate per Taxable \$100	3,468,258,199	3,511,336,402	3,513,242,319
X Tax Rate	20,806,081	21,064,507	21,075,941
X Estimated 98% collection rate →	20,389,959	20,643,217	20,654,422
+Delinquent Tax Collections	270,000	270,000	270,000
+Special Assessments	10,000	10,000	10,000
+ Penalty & Interest	130,500	130,500	130,500
<b>Estimated Current Tax Available</b>	\$ 20,800,459	\$ 21,053,717	\$ 21,064,922

# INTERIM FINANCIAL REPORT (unaudited)

## TAX COLLECTIONS Fiscal Year-To-Date at December 31, 2014 (4th month/12 month)

TAX YEAR 2014 COLLECTION SUMMARY					
DESCRIPTION	BUDGET	CURRENT MONTH	Y-T-D	BALANCE (OVER) / UNDER	Y-T-D % OF BUDGET
<b>REVENUES:</b>					
Current Tax	\$21,243,775	4,585,209	4,856,320	\$16,387,455	23%
Delinquent Tax *	270,000	12,776	61,253	208,747	23%
Penalty & Interest	130,500	8,396	36,135	94,365	28%
Special Assessments and Miscellaneous*	10,000	603	1,608	8,392	16%
<b>Subtotal Revenues:</b>	\$21,654,275	4,606,984	4,955,316	\$16,698,959	23%
DESCRIPTION	BUDGET	CURRENT MONTH	Y-T-D	BALANCE (OVER) / UNDER	Y-T-D % OF BUDGET
<b>EXPENDITURES:</b>					
LESS: HCAD Fees	\$155,000	\$44,532	\$72,916	\$82,084	47%
LESS: HCTO Fees	400,500	115,159	123,842	276,658	1%
<b>Subtotal Expenditures:</b>	\$555,500	\$159,691	\$196,758	\$358,742	35%
<b>Net Tax Collections:</b>	<b>\$21,098,775</b>	<b>\$4,447,293</b>	<b>\$4,758,558</b>	<b>\$16,340,217</b>	<b>23%</b>

a) 2014 Tax Rate =  $\$0.005999 / \$100$  Property Assessment/Appraisal - --> Annual Tax on a \$200,000 - \$40,000 =  $\$160,000 / 100 \times .005999 =$  Residential Property = \$9.59 (net of 20% homestead exception.)

b)  $\$555,500 / \$21,654,275 = 2.5\%$  Collection and assessment costs

# INTERIM FINANCIAL REPORT (unaudited)

## TAX COLLECTIONS Fiscal Year-To-Date at December 31, 2014 (4th month/12 month)

	SCENARIO (1) APPRAISED VALUE HCAD	SCENARIO (2) OWNER'S VALUE OWNER REQUESTED	SCENARIO (3) EST FINAL VALUE COMMITTEE RECOMMENDED
<b>Property Use Category Recap-Certified To Date -Report:</b>			
Taxable value	\$345,799,791,150	\$345,799,791,150	\$345,799,791,150
<b>PLUS: Uncertified Roll Summary Report:</b>			
Scenario (1) Appraised value	9,500,105,767	-	-
Scenario (2) Owner's value	-	9,209,043,280	-
Scenario (3) Estimated final value	-	-	5,524,440,711
<b>Total taxable value, Certified and Uncertified:</b>	<u>\$355,299,896,917</u> (A)	<u>\$355,008,834,430</u> (A)	<u>\$351,324,231,861</u> (A)
<b>Calculate Interim Current Tax Revenue Estimate:</b>			
1) (A) divided by 100	\$3,552,998,969 (B)	\$3,550,088,344 (B)	\$3,513,242,319 (B)
2) Current Tax Rate	<u>X 0.005999</u> (C)	<u>X 0.005999</u> (C)	<u>X 0.005999</u> (C)
3) 2014 Interim Current Tax Revenue Estimate, at 100% Collection Rate, (B) X (C)	<u>\$21,314,441</u> (D)	<u>\$21,296,980</u> (D)	<u>\$21,075,941</u> (D)
4) Interim Tax Rev Estimate @ 98% Collection Rate:	<u>\$20,888,152</u> (E)	<u>\$20,871,040</u> (E)	<u>\$20,654,422</u> (E)
<b>Comparison of Interim Tax Rev Estimate @ 99% Collection Rate with Interim Current Tax Revenue Est:</b>			
Interim Current Tax Revenue Estimate Over/(Under)			
Current Tax Revenue, Currently Budgeted:			
Interim Current Tax Revenue Estimate (E)	\$21,101,296 (E)	\$21,084,010 (E)	\$20,865,181 (E)
LESS: Tax Revenue, Currently Budgeted	<u>\$21,243,775</u> (F)	<u>\$21,243,775</u> (F)	<u>\$21,243,775</u> (F)
<b>Total Interim Current Tax Revenue Estimate Over/(Under)</b>			
Current Tax Revenue, Currently Budgeted, (E) - (F):	<u>-\$142,479</u>	<u>-\$159,765</u>	<u>-\$378,594</u>
<b>Total Current Tax Revenue Received, November 2014, 1995-571100**:</b>	<u>\$271,111</u>	<u>\$271,111</u>	<u>\$271,111</u>

# INTERIM FINANCIAL REPORT (unaudited)

## DISBURSEMENTS – ALL FUNDS

December 2014

DESCRIPTION	DISBURSEMENTS	AMOUNT
All Funds	495 Checks	\$1,066,973.53
P Card – November 2014	353 Transactions	\$56,534.72
Bank ACH - payroll liabilities	3 Transfers	\$1,454,910.52
	<b>Total:</b>	<b>\$2,578,418.77</b>

### Notes:

(A) All Purchase Orders and Payment Authorizations are reviewed before disbursement.

(B) All Procurement Card charges are reviewed by cardholder, supervisor, and business office staff each month.

(C) A report on CH Local expenditures is included in the monthly report.

# INTERIM FINANCIAL REPORT (unaudited)

## Segment Division Data

As of December 31, 2014

<u>BUDGET MANAGER TITLE</u>	<u>Revenues</u>	<u>Tax Subsidy</u>	<u>Expenditure and Encumbran</u>	<u>Includes Tax subsidy Variance</u>	<u>w/o Tax Profit Ratio</u>	<u>Profitability Variance</u>
Alternative Certification	\$ 103,649	\$ -	\$ 118,285	\$(14,636)	-14%	\$(14,636)
Choice Partners Cooperative	995,682	-	851,530	144,152	14%	144,152
Records Management	579,899	-	542,831	37,067	6%	37,067
Special Education - Therapy Services	2,694,963	230,717	2,926,255	(575)	-9%	(231,291)

# HIGHLIGHTS Of BUDGET AMENDMENT REPORT



Texas Comptroller  
Leadership Circle  
Platinum Member

**January 22, 2015  
Board Meeting**

**(unaudited)**



## Amendments

**General Fund = \$ 6,750**

**Special Revenue Funds = \$ 0**

# INTERIM FINANCIAL REPORT (unaudited)

## FY 2014-15 BUDGET AMENDMENT REPORT

January 22, 2015

General Fund

### GENERAL FUND (199)

#### Center for Safe and Secure Schools (CSSS)

Increase revenues & expenditures-Revised revenue projections-Threat Assessment Training-Klein  
ISD

Total CSSS

6,750

**6,750**

**Total GENERAL FUND:**

**\$ 6,750**

# INTERIM FINANCIAL REPORT (unaudited)

FY 2014-15 BUDGET AMENDMENT REPORT

January 22, 2015

General Fund

## *SPECIAL REVENUE FUND*

No Amendments for January 2015

**Total SPECIAL REVENUE FUNDS:**

\$ -



# INTERIM FINANCIAL REPORT (unaudited)

I certify that the foregoing information is true and accurate to the best of my knowledge.

/s/ Jesus J. Amezcua, RTSBA, CPA, Ph.D., Asst. Supt. for Business Support Services

/s/ Rosa Maria Torres, RTSBA, Chief Accounting Officer

/s/ John Weber, MBA, RTSBA, Accounting and Reporting Compliance Officer

/s/ Antonia Yvette Hamm, RTSBA, Accounting Manager

\*\*\*

Q & A



Texas Comptroller  
Leadership Circle  
Platinum Member