



# BUDGET BOOK

## FISCAL YEAR 2024-2025



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**Harris County**  
Department of  
**Education**

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**Harris County**  
Department of  
**Education**

## **Budget Book**

For Fiscal Year  
September 1, 2024 through August 31, 2025

**Prepared by  
Business Services Division**

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**6300 Irvington Blvd.,  
Houston, Texas 77022**



ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

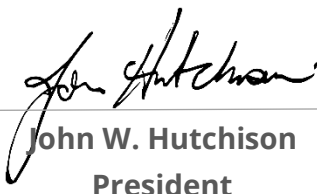
This Meritorious Budget Award is presented to:

# HARRIS COUNTY DEPARTMENT OF EDUCATION

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

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



  
John W. Hutchison  
President

  
Siobhán McMahon, CAE  
Chief Operations Officer/  
Interim Executive Director



## CITIZEN'S GUIDE TO OUR BUDGET

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### WHAT IS THE HCDE BUDGET?

The HCDE budget is an annually revised document that describes the financial performance and the detailed financial allocations made to maintain department operations for the proposed budget year.

### WHAT IS THE PURPOSE OF A BUDGET?

The objective of the budget is to communicate the financial plan about operations to the public, the Harris County Department of Education (HCDE) Board of Trustees, and all members of the organization for each budget year.

### WHAT ARE PROPERTY TAXES?

Property taxes are funds that are levied, assessed, and collected annually (ad valorem taxes) for the further maintenance of schools in the department and to pay bonds issued by HCDE.

### WHAT IS A TAX RATE?

It is the amount of dollars levied per \$100 of taxable value (after exemptions). The resulting amount is called Ad Valorem Taxes.

### WHAT IS AD VALOREM TAX?

Ad Valorem Tax is the Property Tax (after exemptions) that is placed on all the property within the department's jurisdiction. The appraised value is determined by the Harris County Appraisal District. HCDE has a maximum maintenance and operations tax of \$0.01 by law.

### HOW ARE PROPERTY TAXES CALCULATED?

They are calculated by taking the taxable value (after exemptions) divided by 100 and multiplied by the tax rate:

Average Appraised Value	\$ 379,030
Less 29% Homestead Exemption & other	<u>109,919</u>
Total Taxable Value	<b>\$ 269,111</b>

HCDE Proposed Tax Rate      \$ .004900 / per \$100 valuation

**\$269,111** = **\$2.691** x \$.004799 = **\$12.91** Total Property Tax Due Per Year  
\$100

### WHAT IS THE EFFECT OF ONE HUNDREDTH OF A PENNY INCREASE IN TAXES FOR A RESIDENTIAL OWNER?

The effect is +/- \$0.20 per year.      (**\$2,691** x \$.004899) = \$13.18 minus **\$12.91** = \$0.27  
Depending on an increase or decrease

### WHERE CAN I GET ADDITIONAL INFORMATION ABOUT HCDE AND THE DEPARTMENT BUDGET?

HCDE Web Page: <http://www.hcde-texas.org>  
Contact by email: [jamezcua@hcde-texas.org](mailto:jamezcua@hcde-texas.org)  
Write: Harris County Department of Education  
C/O Communications Office  
6300 Irvington Boulevard  
Houston, Texas 77022

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**Harris County**  
Department of  
**Education**

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# Executive Summary









July 29, 2024

Members of the Board of Trustees  
Harris County Department of Education

6300 Irvington Boulevard  
Houston, Texas 77022

Dear Trustees:

We are pleased to present the Harris County Department of Education's (the Department or "HCDE") Annual Budget for fiscal year 2024-2025. This budget presents the Department's financial and operations plan.

### Introduction

In accordance with State requirements, we are presenting our projected budget to the Board of Trustees and to the Harris County community. We encourage you and our citizens to engage in positive dialogue in fine tuning our budget proposal. Given the limited resources, our staff has developed a financial plan for the 2024-2025 General Fund, Debt Service Fund, Enterprise Fund, Capital Projects Fund, and Internal Service Fund Budgets. The development, review, and consideration of the 2024-2025 budget were completed with a detailed review of every revenue and expenditure item within the context of the Department's mission, goals, and financial policies. This document provides information on each of the fund budgets. In addition, we also provide information about our projected grants, which are accounted as Special Revenue Funds.

The primary purpose of this document is to provide timely and useful information concerning the past, current, and projected financial status of the Department, to facilitate financial decisions that support the educational goals of the Department. This budget's focus is the improvement of HCDE divisions with the fiscal resources available to the Department. This budget addresses the essential needs of the Department by directing resources to those areas that will assist our staff in carrying out the mission of HCDE.

With this budget, we are continuing to use our performance-based budgeting model. Our conservative process focuses on evaluating programs and initiatives for efficiencies while considering current resources. Moreover, two variables are then reviewed during our SWOT Analysis Review (Strengths, Weaknesses, Opportunities & Threats Analysis), which includes (1) to determine the fee structure for our clients and (2) the level of taxation based on the property values projected to be received from the Harris County Appraisal District.

**James Colbert, Jr.**  
County Superintendent

#### Board of Trustees

**Amy Flores Hinojosa**  
President

**David W. Brown**  
First Vice President

**Erica Davis**  
Second Vice President

**Dr. John McGee**

**Eric Dick**

**Richard Cantu**

**Andrea Duhon**



The HCDE Accountability System has been used as the basis for this performance-based budgeting model. This is the fourteenth year using goals, objectives, and performance measures to plan the budget. This budget document is the first step towards achieving these goals. It includes sound, prudent fiscal policies that will ensure the continuity of the Department.

## **About Harris County Department of Education**

Harris County Department of Education (HCDE), one source for all learners, is a highly successful educational resource in the Houston Metroplex, is a nonprofit tax-assisted organization dedicated to the equalization of educational opportunity and to the advancement of public schools. HCDE has been serving the county's public schools for 135 years.

HCDE is in Harris County in the upper Gulf Coast region of Texas, approximately 50 miles from the Gulf of Mexico. Harris County, Texas with 4.8 million people, is the third most populous county in the United States and houses the fourth largest city in the country. Harris County's population base includes a wide variety of racial, ethnic, and socio-economic groups that give the area a rich diversity and cosmopolitan feel. In Texas, the second largest county is Dallas with 2.68 million people.

Harris County and the Houston metropolitan area comprise a leading region of business development in the nation. Houston continues to be a leader in oil and gas, aerospace, industrial engineering, and medical research, but diversification is fueling the local economy. The County's major hospitals, many of these concentrated just south of downtown Houston in the Texas Medical Center, offer world-class facilities for general and specialized medical needs. Houston is the fourth largest city in the nation and is a leader in numerous industries including oil & gas, manufacturing, healthcare services and engineering.

There are 25 public school districts located either entirely or partially within Harris County, as well as charter, private, and parochial schools. HCDE impacts the educational community through visionary leadership, shared resources, and innovative programs.

### HCDE Mission Statement

Harris County Department of Education supports Harris County by enriching educational opportunities and providing value through services.

### **Department Goals:**

1. Impact education by responding to the evolving needs of Harris County.
2. Deliver value to Harris County by utilizing resources in an ethical, transparent, and fiscally responsible manner.
3. Advocate for all learners by using innovative methods to maximize students' potential.
4. Provide cost-savings to school districts by leveraging tax dollars.
5. Recruit and maintain high-quality staff.

In the reaching of these goals, HCDE is a public entity dedicated to helping meet the needs of uniquely challenged learners and school staff through innovative programming and support services. HCDE directly serves approximately 104,644 students with four alternative campuses, therapy services provided in local schools, 18 Head Start centers for early childhood education, after-school programming in dozens of community and school settings, the largest adult education program in Texas, and other programs. HCDE also supports educators and staff through a diversity of programs and operational support, which will be presented in more detail in this document.

Each HCDE Division has objectives directly associated with the Department's goals, that are measured annually by the HCDE Accountability System. The Performance Measures are in four constructs:

1. Service Delivery
2. Client Satisfaction
3. Compliance
4. Financial Objectives

## **Budget Process and Significant Changes**

### **Legal Requirements in Preparing the Budget**

The Texas Education Code requires that a local education agency prepare a budget of anticipated expenditures and revenues on or before August 20<sup>th</sup>. The Board is required to adopt a budget before August 31<sup>st</sup>. The budget must be itemized in detail according to classification (object) and purpose of expenditure (function) and be prepared according to General Accepted Accounting Principles.

The budget must be legally adopted before the adoption of the tax rate. The president of the Board of Trustees must call a public meeting of the Board of Trustees giving ten days public notice in a newspaper for the adoption of the budget. Any taxpayer within the Department's taxing authority, may be present and participate in the meeting. The budget must be adopted by the Board of Trustees, inclusive of budget amendments no later than August 31<sup>st</sup>.

### **Budget Development Process**

The budget development process comprises three stages: planning, preparation, and evaluation. The first phase, planning, involves defining the mission, goals, and objectives of campuses, divisions, and the Department. This initial phase took place from September 2023 and lasted until the middle of January 2024.

Once these plans and programs have been established, the preparation phase of budgeting begins by allocating resources to support them. This phase took place the second quarter 2024 with several training sessions. Every division started assigning resources and gathering the data.

Evaluation is the last step of the Department's budget cycle, in which information is compiled and analyzed to assess the performance of each individual division and campus, as well as the Department as a whole. During April and May, the data was analyzed, organized, and summarized in the Board Budget Committee Workbook. After several internal review sessions, evaluations, and adjustments, the Administration prepared a Board Budget Book to be presented to the Board Budget Committee on June 25, 2024.

The Human Resources Department played an important role assisting the Business Support Services in the budget process as they developed salary budgets utilizing established staffing guidelines. On June 25<sup>th</sup>, the Board of Trustees will review a final compensation proposal for adoption and to be implemented on September 1<sup>st</sup>, 2024.

### **Amending the Budget**

A budget is an estimate of planned expenditures and expected revenues. Many changes can take place between estimating for the proposed budget in March and April and the start of the new fiscal year in September. Program and operational changes will mean budget changes. These changes to the budget are made in the form of budget amendments. The Board delegates to the Superintendent or the Superintendent's designee the authority to approve budget amendments of less than \$200,000 and that do not result in a change to fund balance. Budget amendments of \$200,000 or more or that result in a change to fund balance shall require Board approval.

### **Initiatives for FY 24-25**

In meeting the goals and objectives of the Board of Trustees, the Superintendent has implemented several new initiatives that will enhance the relations with school districts while maintaining a positive business model. Fiscal results and projections include this new planned objective, and the major initiatives include a focus of six major enhancements to program and services to include:

1. Maintaining a positive business model while delivering high quality services.
2. Enhancing HCDE's Special Schools by investing in talent and recruitment.
3. Invest in talent and recruitment and implement recruitment and retention plans.

4. Continue to invest in marketing strategies and the campaign awareness.
5. Continue the major capital projects started in FY 2020.
6. Continuing our competitive edge to enhance services to school districts.

To this objective, our financial plan encompasses the major elements: (1) the enhancement of local revenues through projected contract commitments that will be presented to the Board during the summer, (2) a review and implementation of program-based budgeting to seek internal efficiencies and budget reductions, (3) the recommendation of competitive salaries and (4) tax revenues due to the adoption of a rate of \$.004799 per \$100 valuation.

Included in the budget are 8.3 new positions aimed at enhancing our capabilities to meet the Department's needs in Business Services, Procurement, and Information Technology; and to enhance our fee revenue stream for School Based Therapy Services, and Choice Partners.

In specific, our operations plan includes the following program enhancements:

1. Wage increase: 3% for all General Fund, Internal Service Fund, Choice employees, plus TASB suggested adjustments. For Special Revenue Funds, the grant and the granting agency will determine if the fund is able to absorb the salary increase. The cost of the increase is \$719,913.
2. HCDE plans to recruit, hire, and retain high quality staff to be able to provide the best services available in the marketplace. The Cost of incentives are \$479,750.
3. An additional \$200,000 for the Teacher Supplies program to the Education Foundation.
4. School Based Therapy Program will receive additional (3.3) FTEs to increase the level of service to School Districts around the County due to additional service demand. The cost is \$249,234. An increase (15%) of \$37,385 is the tax subsidy for this division is included in the tax projection.
5. To retain staff at AB Schools, the department is proposing a pilot program to establish a stipend for all teachers at \$5,250 and \$4,000 for teacher aides assigned to the AB Schools. additional local tax subsidy is budgeted in the amount of \$200,000 and \$104,000 respectively.
6. The Crisis Stipend for AB Schools will also be implemented for 20 staff members at a cost of \$7,500.
7. One FTE (helpdesk technician) is being added to the Information Technology Division for the Adult Ed Building. The cost is \$68,480.
8. One FTE (Contract Specialist) is being added to the Procurement Division. The cost is \$62,230.
9. One FTE (Continuous Improvement Specialist/Engineer) is being added to the Business Division. The cost is \$105,000.
10. One FTE (Contract Coordinator) and One FTE (Contract Manager) are being added to the Choice Partners Fund to address the growth in the cooperative usage, and one Field Representative (Contracted). The cost is \$268,239. In addition, \$150,000 is set aside for technology needs for the cooperative.
11. The cost of health insurance cost increase for employee only high deductible premium will continue to be covered by the department. The cost is \$121,506.
12. The Department has also included the continuation of the lobbying cost commitment previously approved by the Board of Trustees. The cost is \$276,000.
13. The budget includes \$3,718,469 for the payment of debt service payments to include the 2024 maintenance note.
14. The budget is predicated on adopting a tax rate that will bring in more revenue to address revenue loss and implementation of new initiatives such as the campaign awareness and costs associated with talent recruitment and compensation recruitment and retention plan. The **estimated tax rate of \$.004799** will be adopted, and this is below the voter-approval tax rate ("VAR"). Public hearings and notices were required to adopt the tax rate. This rate is key to the funding of the operations plan for the current year.

## Summary of Proposed Budgets

The Department utilizes Governmental, Proprietary, and Fiduciary fund types. The Department's Governmental fund types are comprised of General Funds, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds. The Proprietary Fund types include the Internal Service Fund and the

Enterprise Fund. The Enterprise Fund includes the Choice Partners. The Fiduciary fund types include Agency Funds. It is important to note that the Department approves the annual budgets for the General Fund, Internal Service Fund, Debt Service Fund and Capital Project Funds. Agency (Custodial) Funds and Special Revenue Funds adopt project-length budgets which do not correspond to the Department's fiscal year end. As the notice of grant awards are received, these are presented for Board approval.

**HCDE fiscal year is September 1<sup>st</sup> to August 31<sup>st</sup>.**

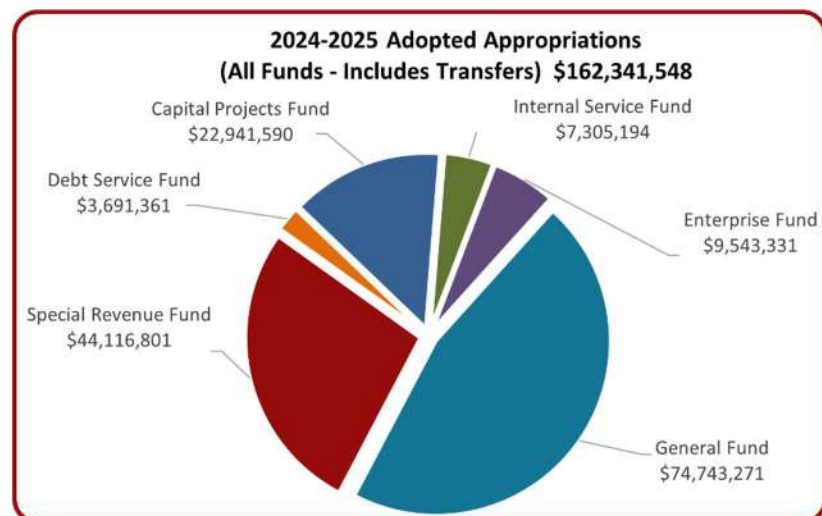
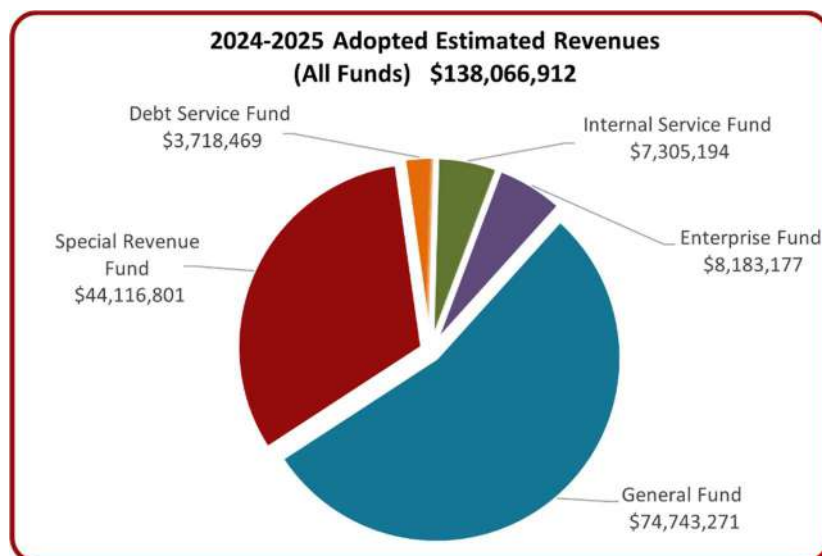
The following table presents a comparison of the proposed expenditures for General Fund with a comparison to fiscal year 2023-2024.

	<b>Adopted Budget 2023-2024</b>	<b>Amended Budget 2023-2024</b>	<b>Adopted Budget 2024-2025</b>	<b>Percent Change</b>
<b>Beg. Fund Balance</b>	<b>\$ 25,698,561</b>	<b>\$ 25,698,561</b>	<b>\$ 24,378,242</b>	
Estimated Revenues	69,172,489	69,687,413	74,743,271	8%
Appropriations	65,472,727	66,606,970	70,074,015	7%
Transfers Out	4,400,762	4,400,762	4,669,256	6%
<b>Total Appropriations</b>	<b>\$ 69,873,489</b>	<b>\$ 71,007,732</b>	<b>\$ 74,743,271</b>	<b>6.97%</b>
Excess/(Deficiency) of Revenues Over/(Under) Appropriations	(701,000)	(1,320,319)	-	
<b>Ending Fund Balance</b>	<b>24,997,561</b>	<b>24,378,242</b>	<b>24,378,242</b>	-
<b><u>Fund Balance categories per GASB 54</u></b>				
Non-Spendable Fund Balance	144,887	144,887	219,796	
Restricted Fund Balance	-	-	-	
Committed Fund Balance	2,514,976	2,514,976	2,014,976	
Assigned Fund Balance	6,120,200	6,120,200	3,571,629	
Unassigned Fund Balance	16,217,498	15,598,179	18,571,841	
<b>Ending Fund Balance</b>	<b>\$ 24,997,561</b>	<b>\$ 24,378,242</b>	<b>\$ 24,378,242</b>	

Note: The projected fund balance is based on levels spent at 100%. Actual amounts are projected on the next page.

The following table presents a comparison of the estimated revenues, appropriations, other financing sources and uses, and beginning and ending fund balance of all governmental funds for fiscal year 2024-2025:

	Governmental				Proprietary		
	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Fund	Total
Estimated Revenues	\$ 74,743,271	\$ 44,116,801	\$ 3,718,469	\$ -	\$ 7,305,194	\$ 8,183,177	\$ 138,066,912
Appropriations	\$ 70,074,015	\$ 44,116,801	\$ 3,691,361	\$ 22,841,590	\$ 7,305,194	\$ 4,359,370	\$ 152,388,331
Transfers Out	\$ 4,669,256	\$ -	\$ -	\$ 100,000	\$ -	\$ 5,183,961	\$ 9,953,217
Total Appropriations and Other Uses	\$74,743,271	\$44,116,801	\$3,691,361	\$22,941,590	\$7,305,194	\$9,543,331	\$162,341,548
Appropriations from Fund Balance:	\$0	\$0	\$27,108	(\$22,941,590)	\$0	(\$1,360,154)	(\$24,274,636)
Projected Fund Balance Beg.	\$ 24,378,242	\$0	\$755,169	\$24,745,941	\$1,350,878	\$1,753,271	\$52,983,501
Projected Fund Balance End.	\$ 24,378,242	\$ -	\$ 782,277	\$ 1,804,351	\$ 1,350,878	\$ 393,117	\$ 28,708,865





The Department's Proprietary Funds are the Internal Service Fund and the Enterprise Fund. The Internal Service Fund consists of two funds: The Worker's Compensation Fund and the Facilities Support Charges. For the Worker's Compensation Fund, the Department participated in a partially self-funded pool, originally approved by the Board in the fiscal year 2005. Since 2016-2017, the Department moved to a fully funded program. Claims administration, loss control, and consultant services will be provided for by worker's compensation insurance company and a third-party administrator will handle the run-off claims from the previous self-insurance plan.

#### Internal Service Fund - Workers Compensation

The following table presents a comparison of the proposed fiscal year 2024-2025 revenues and expenditures for the Workers Compensation Fund with a comparison to fiscal year 2023-2024:

	Adopted Budget 2023-2024	Amended Budget 2023-2024	Adopted Budget 2024-2025
Operating Revenues	\$ 450,000	\$ 450,000	\$ 475,000
Operating Expenses	450,000	450,000	475,000
Total Operating Expenses and Other Uses	450,000	450,000	475,000
Net Position	-	-	-
Projected Balance Beginning	1,350,878	1,350,878	1,350,878
Projected Balance Ending	\$ 1,350,878	\$ 1,350,878	\$ 1,350,878

#### Internal Service Fund - Facilities Support Charges

The Internal Service Fund also includes the Facilities Support Charges Fund. It consists of facilities support charges that are divided among the divisions based on square footage. The following table presents a comparison of the proposed fiscal year 2024-2025 revenues and expenditures for the Facilities Support Charges with a comparison to fiscal year 2023-2024.

	Adopted Budget 2023-2024	Amended Budget 2023-2024	Adopted Budget 2024-2025
Operating Revenues	\$ 6,705,121	\$ 6,705,121	\$ 6,830,194
Operating Expenses	6,705,121	6,705,121	6,830,194
Transfers Out	-	-	-
Total Operating Expenses and Other Uses	6,705,121	6,705,121	6,830,194
Projected Balance Beginning	-	-	-
Projected Balance Ending	\$ -	\$ -	\$ -

#### Enterprise Fund – Choice Partners

The Enterprise Fund consist of the Choice Partners Fund which offers quality, legal, procurement and contract solutions to meet the purchasing needs of school districts and other governmental entities. The following table presents a comparison of the proposed fiscal year 2024-2025 revenues and expenditures for Choice Partners Fund with a comparison to fiscal year 2023-2024.

	Adopted Budget 2023-2024	Amended Budget 2023-2024	Adopted Budget 2024-2025
<b>Operating Revenues</b>	\$ 6,896,619	\$ 6,896,619	\$ 8,183,177
<b>Operating Expenses</b>	3,901,950	3,901,950	4,359,370
<b>Transfers Out</b>	4,494,669	4,494,669	5,183,961
<b>Total Operating Expenses and Other Uses</b>	8,396,619	8,396,619	9,543,331
<b>Projected Balance Beginning</b>	1,500,000	1,500,000	1,753,271
<b>Projected Balance Ending</b>	\$ -	\$ -	\$ 393,117

Note: While the amended FY24 Budget still includes the use of \$1.5M fund balance, revenues have exceeded the need for this use. Therefore, the expected fund balance transfer will occur in FY25, contingent on Choice Partners' realized revenues.

## Balanced Budget

Per CE Local Policy, the operating budget requires a balanced budget. This means that for each fund, expenditures are not to exceed revenues plus projected one-time use fund balances. If the fund balance is used, this cost must be a one-time cost and not recurring (i.e., capital expenditures). The Department is projecting a balanced budget for fiscal year 2024-2025. Expenditures plus other financing uses total \$74,743,271. Revenues also equal \$74,743,271. There are no one-time costs projected for fiscal year 2025.

We believe that the budget represents a fiscally responsible and conservative approach to the needs of the Department within the available funds. The chart below shows a historical summary and forecast of the General Fund.

## Trend Analysis, All Funds

For fiscal year 2026 to 2028 forecasted figures the trend includes 3% growth in revenues and 2% in expenditures. A more detailed projection can be found in the Financial Section.

	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Projected 2023-2024	Adopted 2024-2025	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030
Beginning Fund Balance	38,633,589	\$83,222,066	\$64,851,107	\$45,714,359	\$52,983,501	\$28,708,865	\$27,651,947	\$29,184,184	\$31,540,017	\$34,759,706
General Fund	56,961,707	56,864,265	63,577,861	70,773,805	74,743,271	76,985,569	79,295,136	81,673,990	84,124,210	86,647,936
Special Revenue Funds	31,022,363	31,658,930	40,351,542	37,806,629	44,116,801	44,999,137	45,899,120	46,817,102	47,753,444	48,708,513
Debt Service Fund	6,500,255	3,658,500	3,116,117	3,286,720	3,718,469	3,685,804	4,158,088	4,185,963	4,182,713	4,183,713
Capital Project Fund	53,468,120	2,981,186	4,358,481	17,440,216	-	-	-	-	-	-
Internal Service Fund	5,954,336	6,060,000	6,610,512	6,948,080	7,305,194	7,524,350	7,750,080	7,982,583	8,222,060	8,468,722
Enterprise Fund	6,924,045	7,580,665	7,108,364	12,400,319	8,183,177	8,428,672	8,681,532	8,941,978	9,210,238	9,486,545
<b>Estimated Revenues</b>	<b>160,830,826</b>	<b>108,803,546</b>	<b>125,122,878</b>	<b>148,655,769</b>	<b>138,066,912</b>	<b>141,623,532</b>	<b>145,783,956</b>	<b>149,601,616</b>	<b>153,492,665</b>	<b>157,495,429</b>
General Fund	63,713,239	57,029,128	63,798,360	69,539,806	74,743,271	76,238,136	77,762,899	79,318,157	80,904,520	82,522,611
Special Revenue Funds	31,022,363	31,658,930	40,351,542	37,806,629	44,116,801	44,999,137	45,899,120	46,817,102	47,753,444	48,708,513
Debt Service Fund	4,000,255	4,790,544	3,728,904	3,285,109	3,691,361	3,685,804	4,158,088	4,185,963	4,182,713	4,183,713
Capital Project Fund	4,656,614	20,026,783	22,907,568	11,563,483	22,941,590	1,804,351	-	-	-	-
Internal Service Fund	5,925,833	6,088,455	6,618,159	6,791,281	7,305,194	7,524,350	7,750,080	7,982,583	8,222,060	8,468,722
Enterprise Fund	6,924,045	7,580,665	6,855,093	12,400,319	9,543,331	8,428,672	8,681,532	8,941,978	9,210,238	9,486,545
<b>Appropriations (Exp.)</b>	<b>116,242,349</b>	<b>127,174,505</b>	<b>144,258,626</b>	<b>141,386,627</b>	<b>162,341,548</b>	<b>142,680,450</b>	<b>144,251,719</b>	<b>147,245,783</b>	<b>150,272,975</b>	<b>153,370,103</b>
Difference	44,588,477	(18,370,959)	(19,136,748)	7,269,142	(24,274,636)	(1,056,918)	1,532,237	2,355,833	3,219,690	4,125,326
<b>Projected Ending Fund Balance</b>	<b>\$83,222,066</b>	<b>\$64,851,107</b>	<b>\$45,714,359</b>	<b>\$52,983,501</b>	<b>\$28,708,865</b>	<b>\$27,651,947</b>	<b>\$29,184,184</b>	<b>\$31,540,017</b>	<b>\$34,759,706</b>	<b>\$38,885,032</b>



## Projected Fund Balance

We are projecting that the fiscal year 2024-2025 ending General Fund balance will be **\$24,378,242**. This represents a **\$0** decrease from the projected 2023-2024 ending fund balance. There is no projected use of fund balance.

It is the policy of the Department to maintain an unassigned fund balance equivalent to a minimum of two months of operations costs. Currently, the Department projects the desired fund balance. According to our five-year forecast, the Department will have sufficient funds to meet the CE local policy requirements but may need additional cash to fund the Special Revenue Fund since they work on a reimbursement basis.

## About the 2024-2025 Department Budget

Below are highlights of the Department that will provide you with a general overview of the basis of our assumptions and projections for the coming 2024-2025 fiscal year. To prepare the annual budget, HCDE develops projections for taxable value, collection rate, and expenditure levels.

## Appropriation Levels

**General Operating Fund** –The 2024-2025 appropriation levels for the General Operating Fund are projected at \$74,743,271; this represents an increase of 5% or \$3,735,539 from 2023-2024 amended budget.

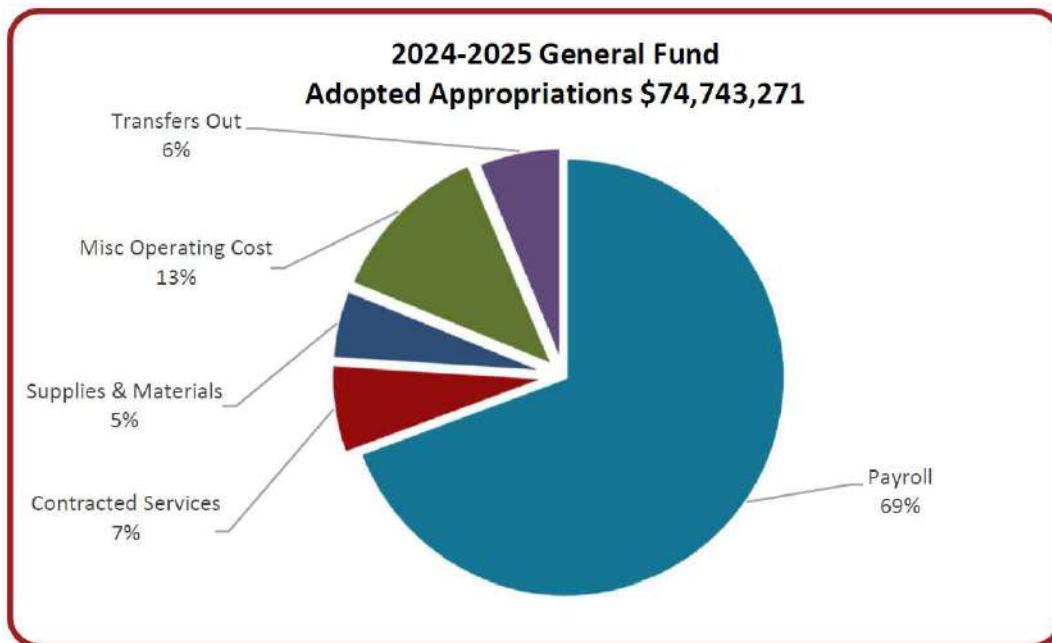
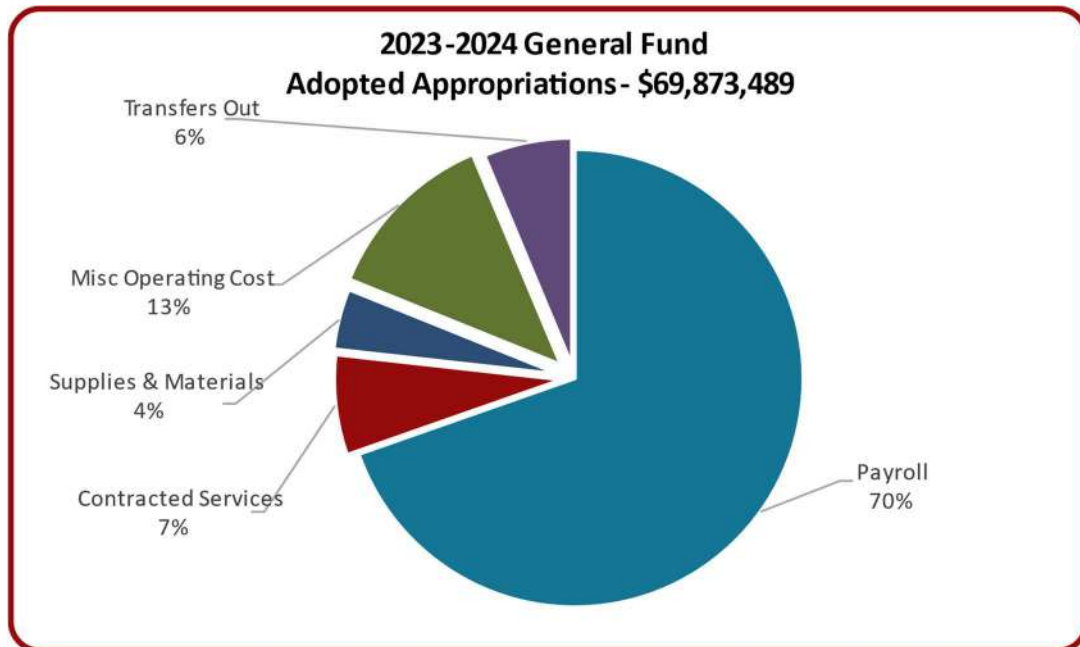
The budget process was representative of the economic environment. A series of budget meetings and reviews were conducted by the Superintendent and the Budget Committee to achieve this budget. Transfers-out to other funds amounted to \$4,669,256 in fiscal year 2024-2025 mainly due to the CASE local match at \$550,787, the Head Start local match at \$400,000, and the Debt Service transfer at \$3,718,469.

## Comparison of General Operating Fund Appropriations by Object

### General Fund Only -

Object Code	Adopted Budget 2023-2024	Amended Budget 2023-2024	Adopted Budget 2024-2025	Percent Change
Payroll	\$ 48,659,301	\$ 48,852,012	\$ 51,835,222	6%
Contracted Services	4,975,952	5,039,037	4,966,836	-1%
Supplies & Materials	3,032,271	3,317,826	3,879,292	17%
Misc Operating Cost	8,782,245	9,391,784	9,304,707	-1%
Capital Outlay	22,958	6,311	87,958	1294%
Transfers Out	4,400,762	4,400,762	4,669,256	6%
<b>Total Appropriations</b>	<b>\$ 69,873,489</b>	<b>\$ 71,007,732</b>	<b>\$ 74,743,271</b>	<b>5%</b>

In the following charts, please find the comparison of the appropriation for the previous year budget and the current year budget.



**Debt Service Fund** – The Department budgeted \$ 3,691,361 in appropriations for fiscal year 2024-2025. Resources in the Debt Service Fund must be used to pay for general long-term debt principal and interest for debt issues and other long-term debts for which revenues are dedicated from the General Fund.

Currently the Department has approximately \$58.8 million plus premium of \$26.6 million in debt including:

- PFC Lease Revenue bonds for \$27.7 million outstanding for the construction of the 2020 Capital improvement Plan that included new buildings for HP East, AB East, Adult Education Center. For these projects, the General Fund contributed \$5.7 million.
- Series 2020 HCDE Maintenance Note for \$13.8 million for the renovation of the Ronald Reagan building, equipment for the Adult Ed Center, equipment and other resources for AB East, Highpoint East buildings, and other equipment and renovation costs.
- New Series 2024 HCDE Maintenance Note for 15.1 million to continue renovation and repair on existing facilities throughout the Department.
- Previous PFC Lease bond (2016 Series) remaining value is \$2.2 million.
- The amount of premium and other resources used from the bond sale was \$1.4 million.

**Special Revenues Funds** – Appropriations for these funds are restricted to or designated for specific purposes by a grantor. For fiscal year 2024-2025, the Department's appropriation is \$44,116,801. The Department provides information to the Board of Trustees on all Department grants, as the Notice of Grant Awards (NOGA) are received, the estimated revenues and appropriations are adjusted to reflect the awarded grant budget. These grants have restrictions placed by grantors.

## Revenue Levels

Revenue estimates are based upon a variety of demographic and tax information. Estimating revenue from the two major sources, customer fees and local property taxes, are critical to the budget.

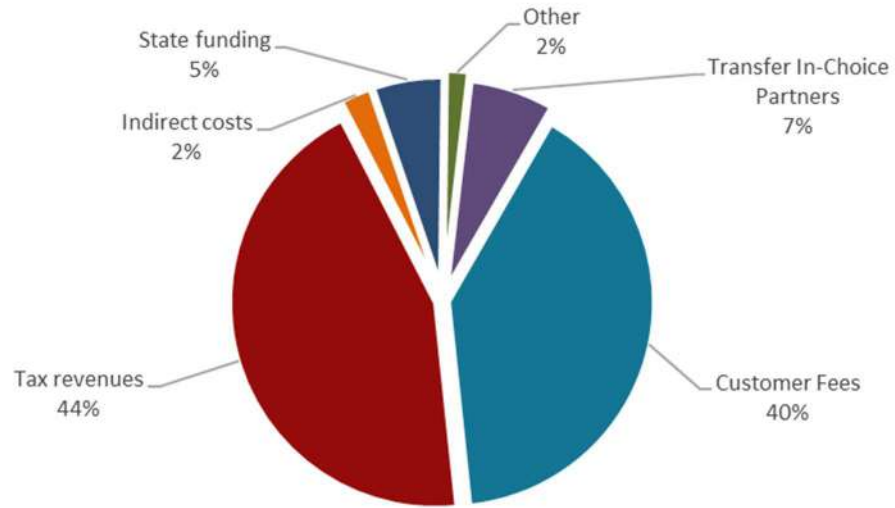
The Department estimates total General Operating Fund revenues of \$74,743,271 for the 2024-2025 fiscal year. Customer fees are projected to be \$29,377,667 or 39% of the estimated revenues. Tax revenues are projected to be \$ 32,184,041 or 43% of the estimated revenues. The remaining 18% of the revenues are indirect costs at \$2,676,232; state funding \$3,915,000, transfer in from Choice Partners Fund of \$5,183,961 and other revenues at \$1,406,370.

The recommended budget includes an increase in revenues of 7% from the amended fiscal year 2023-2024 budget for the General Fund.

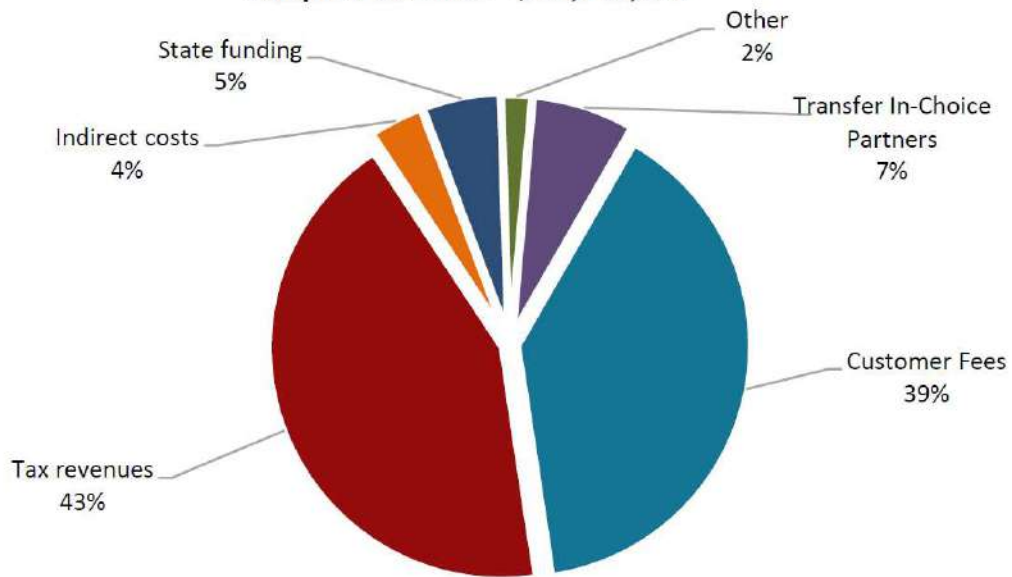
The following charts present the adopted revenue levels for fiscal year 2023-2024 and the proposed revenues for fiscal year 2024-2025.

Object Code	Adopted Budget 2023-2024	Amended Budget 2023-2024	Adopted Budget 2024-2025	Percent Change
Customer Fees	\$ 27,672,055	\$ 28,186,979	\$ 29,377,667	4.2%
Tax revenues	30,500,840	30,500,840	32,184,041	6%
Indirect costs	1,615,925	1,615,925	2,676,232	66%
State funding	3,748,000	3,748,000	3,915,000	4%
Other	1,141,000	1,141,000	1,406,370	23%
Transfer In-Choice Partners	4,494,669	4,494,669	5,183,961	15%
<b>Total Revenues</b>	<b>\$ 69,172,489</b>	<b>\$ 69,687,413</b>	<b>\$ 74,743,271</b>	<b>7%</b>

**2023 - 2024 General Fund  
Adopted Revenue - \$ 69,172,489**



**2024 - 2025 General Fund  
Adopted Revenue - \$ 74,743,271**



## Local Revenues

Local revenues are projected to increase by 7%. Revenues from current year customer fees are expected to increase by 4.2% from an amended budget of \$28,186,979 in fiscal year 2023-2024 to a projected \$29,377,667 for fiscal year 2024-2025. HCDE has increased the rates and at the special schools for Out of County and Summer School by 5%, and Therapy Division increased rates by 5%. There is no increment in the service rates from Records Management, or the Center for Safe and Secure Schools. In addition, the Department anticipates a 6% increase change in tax revenues from \$30,500,840 in fiscal year 2023-2024 to \$32,184,041 in fiscal year 2024-2025 due to the increase in property values and the adopted tax rate. A 4.11% increase in values is projected based on the preliminary estimate from the Harris County Appraisal District. Also, a 99% collection was used in projecting revenues for fiscal year 2024-2025, and it is expected that this rate will be realized for the fiscal year.

**Tax Rate** – Effective January 1<sup>st</sup>, 2020, the State Legislature approved SB3 that included change in terminology for tax rates and tax rate calculations. The new terminology is as follows: Effective Tax Rate – Now called “No-New-Revenue Tax Rate”. Roll Back Tax Rate – Now called “Voter Approval Tax Rate”. In addition, the calculation was changed as the new law requires to use the average of three-year collection rates.

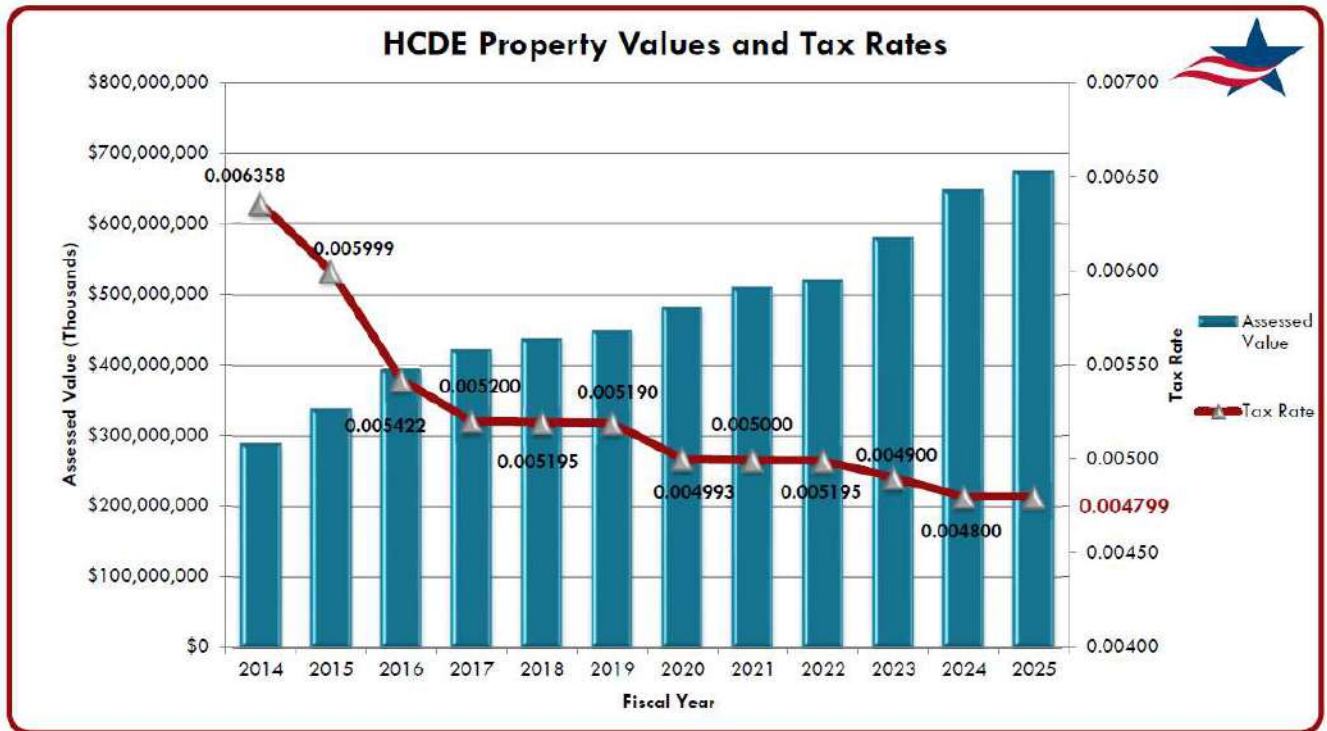
Based on the taxable value, the Department must project the level of taxation that will generate adequate funds to provide funds to meet Department obligations while keeping in mind the ability of local taxpayers to pay their taxes. The Harris County Tax Office will calculate the no-new-revenue tax rate (“NNRR”), formerly called the effective tax rate. The NNRR was calculated at \$.004800 for tax year 2024. The adopted tax rate for Tax Year 2024 is less than to the voter approved rate (VAR) calculated at \$.005259.

Throughout the budget process, we used the current tax rate and the projected values to estimate the level of local effort. Upon receiving the certified values and the NNRR calculation from the Harris County Tax Assessor—Collector, the tax rate proposal will be developed and presented to the board in accordance with the truth in taxation law. Current revenue projections and tax rates are based on projected values and current rates. Projections will be recalculated in accordance with State tax regulations.

**Taxable Value** – The Harris County Appraisal District certifies the taxable value from which the Department begins to develop the estimates for local tax revenues. The certified net taxable value for the 2023 tax year was \$639,568,198,447 (based on HCAD report updated 8/18/2024). The 2024 Preliminary Estimate is **\$665 Billion** (based on HCAD reports dated 8/16/24), which is an increase of \$25,949,134,161 or 4%. The adjacent chart illustrates the 10-year taxable value history of the Department. The Department is also proposing to increase the Over 65 & Disabled Exemption from \$275,000 to \$320,000 with an estimated impact of \$634,370 at the current rate.

**Tax Collections** – The collections percentage used to estimate the tax revenues is 99%. This is a realistic approach given the trend of the Department’s collections effort and the projected tax increase.





In the chart above, the tax rate has been reducing as the property values for the Harris County have increased. As the population in the Harris County has grown, new areas have been developed with new construction and new businesses.

### Other Tax Revenues

The Department does not have any other local taxes or collections. Harris County Department of Education does not receive sales tax, franchise taxes or any other taxes. It does charge fees for services for various activities. The following are general fee charges by the various divisions.

### Fees for Services

**School based therapy services** are provided to school districts which contract with HCDE to provide occupational therapists. The rates based are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$515 to \$565 per day. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There was a 5% increase in Out of County fees compared to last year.

**Special school services** are provided to school districts which contract with HCDE to provide services for students with behavioral and disability issues. The rates are based on whether the district is within the county boundaries or outside of the boundaries. The fees range from \$6,875 (Fortis – In County) to \$28,875 (AB Schools – Out of County) per year. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There was a 5% increase in Out of County fees compared to last year.

**Records management services** are provided to school districts which contract with HCDE to provide services for safe keeping documents and records. Rates are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$.24 to \$.26 cents per box, \$.25 cents per month for tape or film. Rates are lower for educational entities, and other out of County or non-educational entities require a 15% to 25% margin to reduce the cost of providing services to ISDs. There was no increase in fees compared to last year's fees.

**Center for Educator Success' services** are provided to school districts which contract with HCDE to provide digital training and course development. The rates are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$850 to \$2,000 depending on the scope of work. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. The cost per district participation in the teacher institute is \$25,000 per year.

**Center for Safe and Secure Schools services** are provided to school districts which contract with HCDE to provide facility audits. The rates are based on whether the district is within the county boundaries or outside of the boundaries. The fees range from \$1,500 to \$2,400 per school. There is no increase in fees compared to last year's fees.

### **Enterprise Activity**

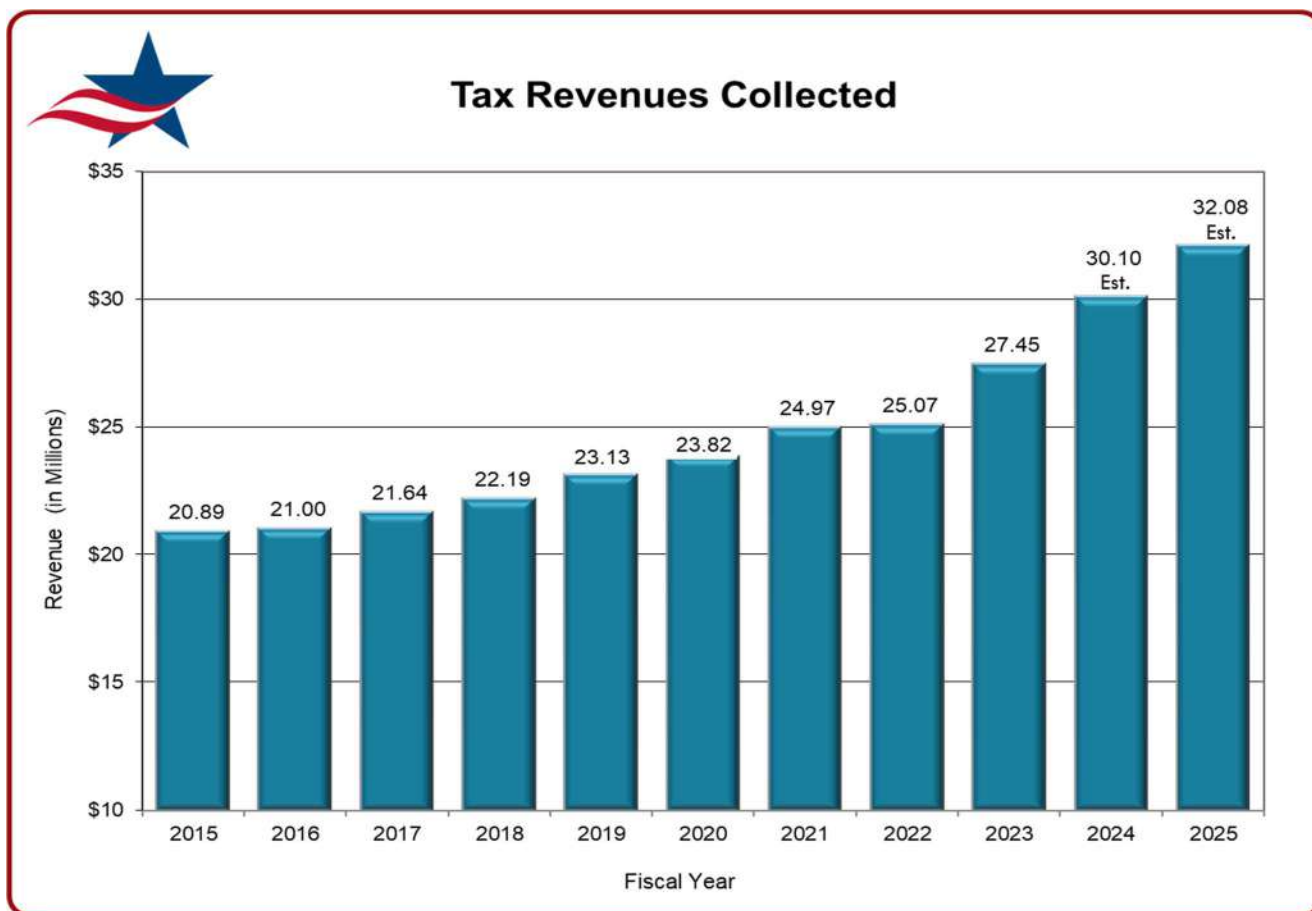
**Cooperative procurement services** are provided to school districts which contract with HCDE and participate in the national cooperative – Choice Partners. The rates are paid by the vendors based on the type of commodity. The fees range from 1% to 4%. The sustainability of this model has been identified a self-sustaining activity which provides revenue to the General Fund and supports Department activities for grants and other services.

### **Other Local Revenue Sources**

The Department has other sources of revenue. For Fiscal Year 2024-2025 the only source of other revenue is interest. Interest revenues are estimated at \$1,184,370 due to the stability in interest rates for the near term.



The following chart presents the projected tax revenues and those collected in the last ten years.



#### Other 2024-2025 HCDE Budget Highlights

##### Salary Increase –

The proposed budget continues the \$15 an hour minimum compensation plan and a 3% for all employees for General Fund, Facilities and Enterprise employees. HCDE plans to recruit, hire, and retain high quality staff to be able to provide the best services available in the marketplace. The new beginning teacher salary will be \$75,000 which is expected to be at the highest level for the region. Grant employees are only included in the increase if the grant can absorb the cost. For the Head Start Program, a \$400,000 additional transfer from General Fund will be required for FY25 to continue the \$15 minimum compensation plan.

##### Other Payroll Highlights –

Additionally, included in the budget are 8.3 new positions which includes 3.3 therapists for the School Based Therapy Division, 1 FTE each for Information Technology Services, Procurement and Business Services. Choice Partners will have 1 contract coordinator and 1 contract manager to address growth in the division.

##### Workers Compensation Insurance –

The amount of \$475,000 was budgeted for fiscal year 2024-2025. There are sufficient funds in the reserve account for uncertainties and to cover any runoff claims.

### Transfers Out –

The transfers out increased from \$4,400,762 in fiscal year 2023-2024 to \$4,669,256 in fiscal year 2024-2025. The Head Start transfer is \$400,000, the CASE transfer is \$550,787, and the Debt Service transfer is \$3,718,469.

### Transfers In –

Choice Partners Cooperative is an Enterprise Fund with excess funds transferred to the General Fund to support the mission of HCDE. The total transfer (revenue to General Fund) is projected at \$5,183,961.

Below is the five-year all Funds forecast for Harris County Department of Education. The assumption is that revenues will grow at a 3% rate and appropriation will grow at a 2% rate for the estimated years below.

### Harris County Department of Education All Funds Revenues and Expenditures Five Year Forecast

	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Projected 2023-2024	Adopted 2024-2025	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030
Beginning Fund Balance	\$38,633,589	\$83,222,066	\$64,851,107	\$45,714,359	\$52,983,501	28,708,865	\$27,651,947	\$29,184,184	\$31,540,017	\$34,759,707
Estimated Revenues	160,830,826	108,803,546	125,122,878	149,899,769	138,066,912	141,623,532	145,783,956	149,601,616	153,492,665	157,495,429
Appropriations (Exp.)	116,242,349	127,174,505	144,259,626	142,630,627	162,341,548	142,680,450	144,251,719	147,245,783	150,272,975	153,370,103
Difference	44,588,477	(18,370,959)	(19,136,748)	7,269,142	(24,274,636)	(1,056,918)	1,532,237	2,355,833	3,219,690	4,125,326
Projected Ending Fund Balance	\$83,222,066	\$64,851,107	\$45,714,359	\$52,983,501	\$28,708,865	\$27,651,947	\$29,184,184	\$31,540,017	\$34,759,707	\$38,885,032
Nonspendable Fund Balance	504,996	332,212	219,796	219,796	219,796	219,796	219,796	219,796	219,796	219,796
Restricted Fund Balance	51,751,156	34,705,559	16,156,472	24,551,723	1,610,133	-	-	-	-	-
Committed Fund Balance	2,014,976	2,014,976	2,014,976	2,014,976	2,014,976	2,014,976	2,014,976	2,014,976	2,014,976	2,014,976
Assigned Fund Balance	9,270,790	7,517,685	3,571,629	3,571,629	3,571,629	3,571,629	3,571,629	3,571,629	3,571,629	3,571,629
Unassigned Fund Balance	19,680,148	20,280,675	23,751,486	22,625,377	21,292,331	21,845,546	23,377,783	24,201,379	26,597,472	28,326,704
Cash Flow Required two months	19,373,725	21,195,751	24,043,271	24,164,000	27,180,069	23,905,682	24,027,621	24,669,083	25,030,877	25,547,065
Cash Flow Needed for one month:										
- For Special Revs Funds	2,585,197	2,638,244	3,362,629	3,422,993	3,491,453	3,561,282	3,561,282	3,632,508	3,632,508	3,632,508
- From General Fund	7,101,666	7,959,631	8,659,007	8,659,007	10,098,581	8,391,559	8,452,528	8,702,034	8,882,931	9,141,025
Cash Flow Calculations:										
Special Revenue Funds - Grants	31,022,363	31,658,930	40,351,542	41,075,918	41,897,436	42,735,385	42,735,385	43,590,093	43,590,093	43,590,093
1/12 of Total Grant is (one month)	2,585,197	2,638,244	3,362,629	3,422,993	3,491,453	3,561,282	3,561,282	3,632,508	3,632,508	3,632,508
All Other Funds - Appropriations	85,219,986	95,515,575	103,908,084	103,908,084	121,182,975	100,698,705	101,430,340	104,424,403	106,595,168	109,692,296
1/12 of General Fund for Cash Flow	7,101,666	7,959,631	8,659,007	8,659,007	10,098,581	8,391,559	8,452,528	8,702,034	8,882,931	9,141,025

Notes: 1) To reflect the actual events of the construction projects during fiscal year 2023-2024, the amended numbers were also adjusted to reflect expenditures over multiple years.

2) Due to revenues realized over budget (interest earned and Choice), 2 million in Department fund balance was not utilized in FY24 as previously budgeted.

### Going forward beyond fiscal year 2024-2025

Estimated revenues and appropriations for the next five years will depend on the ability of HCDE to remain implementing a positive business model that will maximize fee structure, grant resources, and leverage local tax dollars. The ability to remain competitive in the market relies on maintaining a knowledgeable and expert work force, safe and secured facilities, 21<sup>st</sup> century technology, and relevant program and services that client districts and governmental entities need and seek from HCDE.

The future financial situation of HCDE would be the result of the collective Department effort to become a major player in three areas: **(1) Therapy Services:** HCDE's objective is to become the best source of therapy services for the schools in Harris County by offering competitive rates and top of the line services; **(2) Special Schools:** HCDE provides excellent services in schools designed to provide education to students with special needs. HCDE looks forward to expanding its clientele to new schools in other areas of the Harris County, such is the case of the Fortis Academy; **(3) Choice Partners:** HCDE provides benefit to school districts in Harris County and other clients by complying with the procurement requirements and vendors in all service areas. Out of every transaction, the vendors that supply Choice Partners members pay a commission as revenue for Choice. After Choice expenses are covered, the remaining excess is transferred to the General Fund to fund HCDE programs that benefit our community and students.

One of HCDE main goals is recruiting, hiring, and retaining high quality staff. Regarding personnel staffing trends, HCDE maintains the minimum level of staff required to provide good quality services. The HCDE advantage is that can utilize tax revenues to provide quality services.

### **Acknowledgements**

In fiscal year 2023-2024, the Business Office earned the Distinguished Budget Presentation Award for Budgeting from ASBO, and the Distinguished Budget Presentation Award from GFOA. This was the fourteenth submission for ASBO and the sixteenth submission for GFOA for HCDE in its history. All budget managers also were instrumental in providing timely information to the Business Office.

### **Final Comments**

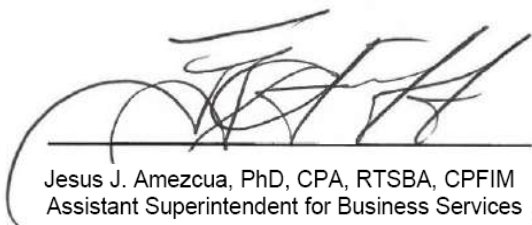
The preparation of the Department's budget is a coordination of many efforts from divisions, Research & Evaluation, Human Resources, Technology and Business Support Services. We are excited about the performance-based budgeting and look forward to FY 2024-2025. We thank the Budget Team that coordinated the wealth of information before you and we look forward to your input and feedback on our financial and operations plan.

**Respectfully,**



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James Colbert, Jr.  
County School Superintendent



Jesus J. Amezcua, PhD, CPA, RTSBA, CPFIM  
Assistant Superintendent for Business Services



## OFFICIALS, STAFF & CONSULTANTS

Harris County Department of Education

### COUNTY BOARD OF TRUSTEES

NAME	TITLE	SERVICE DATE
Amy Flores Hinojosa	President	2019
David W. Brown	First Vice President	2021
Erica Davis	Second Vice President	2021
Andrea Duhon	Member	2019
Richard Cantu	Member	2019
Eric Dick	Member	2017
John McGee	Member	2023

### ADMINISTRATIVE OFFICIALS

Name	Position
James Colbert, Jr.	Superintendent
Jesus Amezcua, PhD, CPA, RTSBA, CPFIM	Assistant Superintendent for Business Services
Jonathan Parker	Assistant Superintendent for Academic Support Assistant
C.J. Rodgers, Ed.D.	Superintendent for Education & Enrichment
Danielle Bartz	Chief of Staff
Danielle Clark	Chief Communications Officer
Tyrone Sylvester, Ed.D.	Executive Director, Human Resources
Michelle Williams, Ed.D.	Executive Director for Facilities

### CONSULTANTS & ADVISORS

Financial Advisor .....	US Capital, LLC. Houston, Texas
Bond Counsel.....	Orrick, Herrington & Sutcliffe LLP Houston, Texas
Certified Public Accountants .....	Whitley Penn, LLP Houston, Texas
General Counsel .....	Karczewski, Bradshaw, Spalding, Nichols, Lamp, Langlois Houston, Texas





# Organizational Section







## SUPERINTENDENT'S BIOGRAPHY

Harris County Department of Education



### **James Colbert, Jr**

Mr. James Colbert, Jr. is the County School Superintendent of Harris County Department of Education since 2014. Harris County is the most populous county in Texas and encompasses 25 school districts. Superintendent Colbert is probably best known for being a fearless advocate for students and for his ability to transform academic performance.

Prior to joining Harris County Department of Education, Mr. Colbert served as Superintendent of West Orange-Cove Consolidated Independent School District. Before that post, he was Assistant Superintendent at Hamilton County Department of Education in Tennessee where he had oversight of 72 campuses with more than 42,000 students.

A native of Washington, D.C., Colbert was the recipient of a track and field scholarship to the University of Texas at Austin, where he earned a Bachelor's degree in Special Education. He received his Master's degree in Education Administration from Texas State University and holds certification in the areas of the Superintendency, Administration, and Special Education in both Texas and Tennessee.

He and his wife Angie are the parents of a son, Isom, who graduated from Louisiana State University. Mr. Colbert and his family have made Kingwood, Texas their home upon relocating to the Houston area.



## **ASSISTANT SUPERINTENDENT OF BUSINESS**

Harris County Department of Education



### **Jesus J. Amezcua, PhD, CPA, RTSBA, CPFIM**

Dr. Amezcua has been the Department's Assistant Superintendent for Business Services since 2008 and he oversees the financial management, investment management, debt management, procurement, compliance, tax collections, and school's finance council.

Under his leadership, the Department secured over \$8 million in Quality Zone (QZAB) credit contracts and over \$5.8 million in E-RATE technology funding, the 2016 Bond series for the construction of the AB West new campus for \$7 million, and recently the \$44.9 2020 Bond Series for the Construction plan of several new schools and buildings. Dr. Amezcua also coordinated the creation of the School Finance Council to provide professional development opportunities, sharing of ideas and networking opportunities for business managers in Harris County.

After graduating from Martin High School, Dr. Amezcua attended Tarkio College in Missouri and earned three master's degrees, including an MBA from Texas A&M International University. Dr. Amezcua is a Certified Public Accountant and has taught since 1991 at Texas A&M International University. He earned his doctorate in educational administration from Texas A&M University in December 2014, and his Texas Superintendent Certificate in 2016.

Before HCDE, Dr. Amezcua worked for Laredo Independent School District as the Chief Finance Officer for 12 years. Prior to Laredo ISD, Dr. Amezcua worked for the City of Laredo. During his tenure with the City, he served as the assistant director of finance, revenue manager, internal auditor, and staff accountant.

Dr. Amezcua is member of the Houston Rotary Club and is actively involved in numerous community events and organizations. He is a member of the best practice committees for GFOA and ASBO, and a member of the Professional Standards Committee by the Texas Society of CPAs. He is also a member of the AICPA.

Dr. Amezcua and his wife, Ramona, have three children who graduated from St. Edwards University and a grandchild.



## BOARD OF TRUSTEES BIOGRAPHIES

Harris County Department of Education

**Amy Flores Hinojosa**  
**Board President**  
**Position 1, Precinct 2**



Amy Hinojosa was sworn in on January 2, 2023, and her Position 1, Precinct 2, 6-year term runs from January 1, 2023 – December 31, 2028. She was first appointed to the Board in 2019, then won the general election in 2022.

As a process engineer, she is employed by Chevron Corporation as project manager in technology development. She earned a Bachelor of Science in Chemical Engineering from the University of Houston.

She resides in Pasadena with her husband and two children and shares her passion for education through several student and professional mentoring initiatives. As the founder of Community Leaders Encouraging Academia Through Sports, Inc. or CLEATS, the Pasadena native heads a community youth athletic program which allows students to explore their college futures by visiting local universities.

During 2020, Hinojosa serves as director on the board of ProUnitas, a nonprofit dedicated to raising awareness for health and wellness resources for youth to be successful in school and beyond. She continues to grow her leadership skills as a Houston Leadership ISD 2020 fellow and a Houston Latinos for Education 2019 fellow.

**David W. Brown**  
**First Vice President**  
**Position 7, At-Large**



David W. Brown, a first-generation high school and college graduate, is a proud husband and father of three. After graduating from college, he became a full-time entrepreneur and community activist. He is currently a health educator with a non-profit organization located in the Third Ward.

He holds a bachelor's degree in business administration, a master's in business administration with a focus on public administration and is currently working on a doctorate in business administration specializing in leadership.

Brown began his term in January 2021 with the term ending December 2026.

**Erica Davis**  
**Second Vice President**  
**Position 5, At Large**



Erica Davis is the Chief of Staff for the Harris County Precinct One Constable's Office of Alan Rosen where she focuses on building bridges between Law Enforcement and the Community.

She earned her Bachelor of Arts in Interpersonal Communication & Spanish from the University of Houston, a Master's in Public Affairs from the LBJ School at the University of Texas, a Master's in Strategic Communications from Columbia University and is now pursuing her Doctorate of Education and Organizational Leadership from the University of Pennsylvania.

As a true public servant, Erica develops educational safety seminars to all communities, provide resource fairs for low-income communities and developed multiple platforms for diversity and inclusion and youth to dialogue on progressive issues.

Erica Davis is a proud Veteran's wife to David, devoted bonus mom to Elijah, & native Houstonian. In her free time, you can find her serving in all communities.

Davis began her term January 2021 with the term ending December 2026.

Davis believes the community needs to know about all the resources available for our children.

**Andrea Duhon**  
**Position 2, Precinct 4**



Andrea Duhon serves as board member for Harris County Department of Education Position 4, Precinct 3.

Duhon is a territory manager and marketing strategist for Plant Sight 3D. She graduated with a Bachelor of Science in marketing from McNeese State University.

Her affiliations include community leader for Combined Arms, formerly Lone Star Veterans Association, a nonprofit helping veterans' transition to civilian life. Husband Hand is active-duty Navy. Her daughter attends school in Katy.

Duhon was appointed to her position in December 2019 with the term ending December 2025.

**Eric Dick**  
**Position 4, Precinct 3**



Eric Dick is a homeowner's insurance lawyer and owner of Dick Law Firm, PLLC.

After obtaining an associate's degree from Houston Community College, he gained his bachelor's degree from the University of Phoenix. He earned a Juris Doctor from Thomas M. Cooley Law School, a Master of Laws from the University of Alabama, a Master of Business Administration from Rice University, and a Master of Accelerated MSQM in Business Analytics from Duke University.

Trustee Dick was elected to Position 2, Precinct 4, in January 2017, and his term expired on December 31, 2022. Trustee Duhon's former Position 4, Precinct 3, seat was left vacant effective January 2, 2023, leaving an open seat on the HCDE Board.

On January 12, 2023, the Board met in a Called Board meeting and appointed Eric Dick to fill the unexpired portion of the Position 4, Precinct 3 seat. His term will end on December 31, 2024.

**Richard Cantu**  
**Position 3, At Large**



Richard Cantu is the executive director of the East Aldine Management District and has more than 28 years of experience as a public servant. He has also worked in management and executive level positions at the City of Houston (Parks and Recreation Department and Mayor's Office), as director of the Houston Mayor's Citizens' Assistance Office and as a program and community center director at BakerRipley.

He serves as president of the Aldine Education Foundation and board member of the Greens Bayou Coalition, the North Harris County Education Alliance, and the Lone Star College Foundation. He is a graduate of Leadership North Houston, and the Citizens Police Academy of the Houston Police Department and the Harris County Sheriff's Office. He is also a senior fellow of the American Leadership Forum.

He earned a Bachelor of Arts in Political Science from the University of Houston and a Master of Liberal Arts in Public Administration from the University of St. Thomas.

Cantu began his term in January 2019 with the term expiring in December 2024.



**John McGee, Ph.D.**  
**Position 6, Precinct 1**



John Fitzgerald McGee began his 33-year career in public service as a budget examiner with the Legislative Budget Board. He was the assistant budget director for the Texas Education Agency (TEA) when the commissioner of education, Dr. Mike Moses, and associate commissioner, Dr. Carol Francois, asked if he would consider serving as the chief financial officer for a small district the agency was overseeing in his hometown of Dallas.

After spending the next six weeks in prayer, McGee decided to shift the focus of his career to local schools. He served as the budget director for Dallas ISD for seven years and relocated to Houston, where he served in Spring Branch and Houston ISDs. He retired in August of 2022 from Aldine ISD as the director of accounting and business services. Continuing his life's walk of public service, McGee performs financial reviews and analysis for 37 multi-family properties totaling \$273 million for the City of Houston's Housing and Community Development Department.

He holds a bachelor's degree in finance and a master's in business administration from the University of Texas at Austin. He completed his doctorate in biblical servant leadership from Dallas Baptist University in 2015. McGee previously served on the board of a local YMCA and as a mentor for Project Graduation. McGee is a volunteer deputy voter registrar and an active Texas Association of School Business Officials (TASBO) member.

McGee began his term in November 2023, with the term expiring in December 2024.

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## Department Mission & Goals

Harris County Department of Education

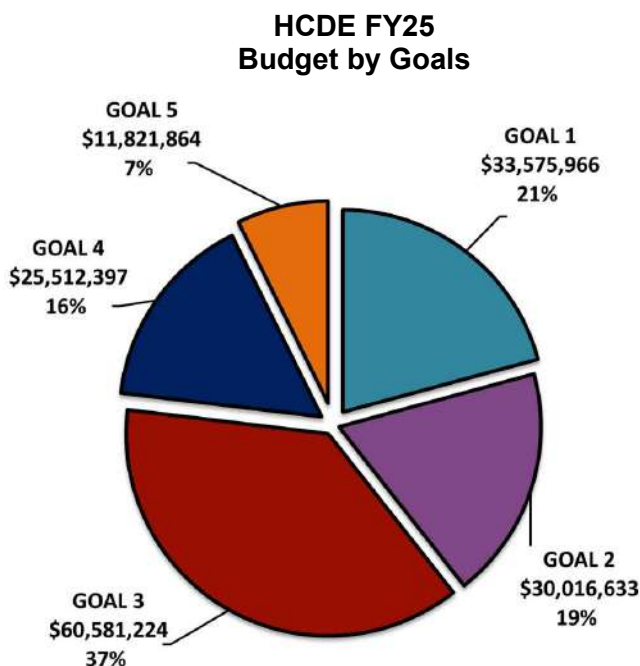
Harris County Department of Education (“HCDE”), a highly successful educational resource in the Houston Metroplex, is a nonprofit tax-assisted organization dedicated to the equalization of educational opportunity and to the advancement of public schools. HCDE has been serving the county's public schools since 1889. Harris County Department of Education was formed as the original area district to provide free public schools. Today, HCDE has about 950 employees and provides education services for school districts and the public in Harris County and beyond. The organization impacts the educational community through visionary leadership, shared resources, and innovative programs.



### HCDE Mission Statement

Harris County Department of Education supports Harris County by enriching educational opportunities and providing value through services.

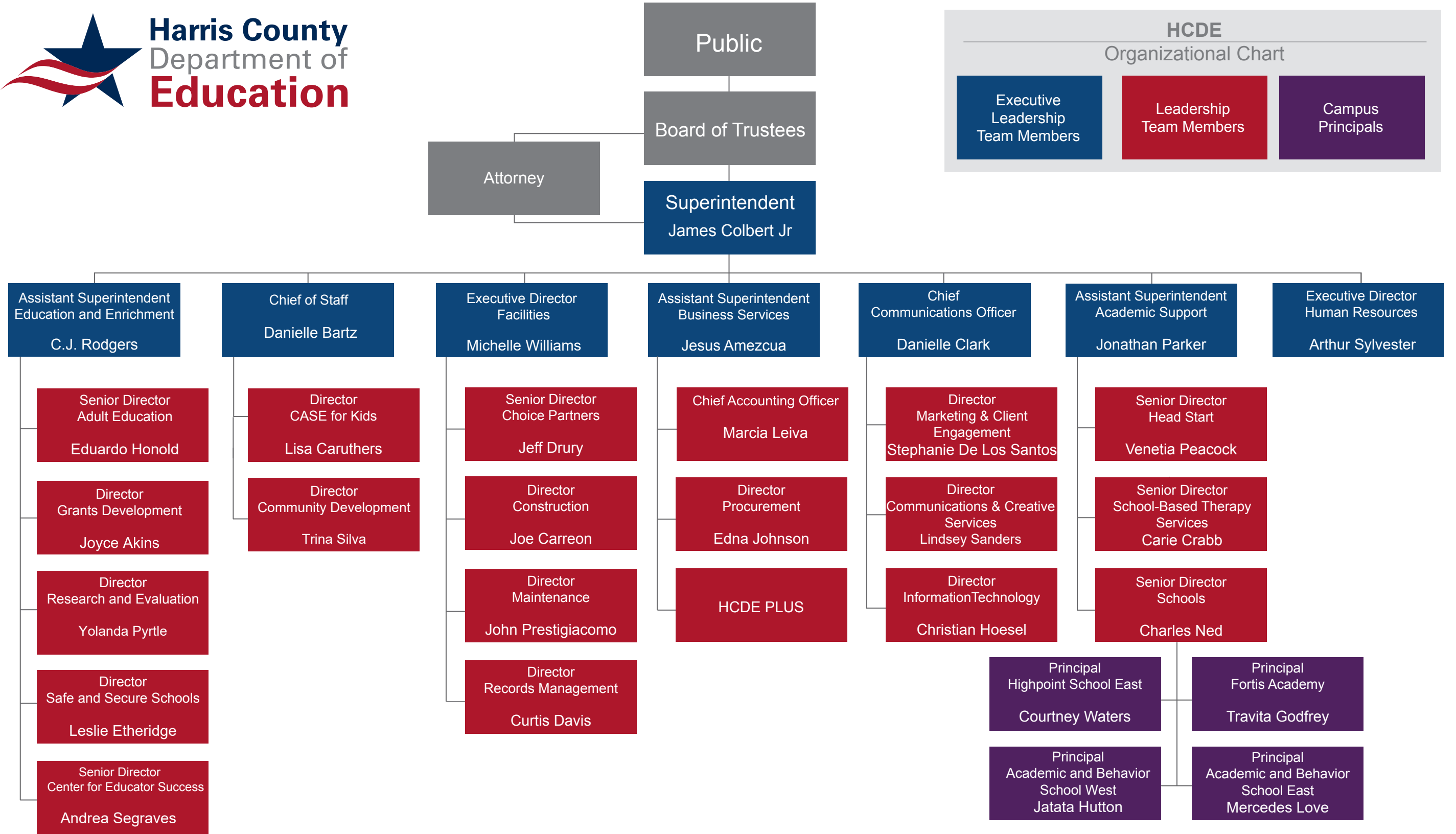
The chart below shows the Budget by Goals. Every division provided the Business Office the percentage of their task devoted to each goal. Divisions budget get allocated accordingly and as we add all division, we get the total amount of the budget devoted to every Goal. The process is reviewed and approved by the Assistant Superintendent for Business Services.



### Goals

Harris County Department of Education will:

1. Impact education by responding to the evolving needs of Harris County
2. Deliver value to Harris County by utilizing resources in an ethical, transparent, and fiscally responsible manner
3. Advocate for all learners by using innovative methods to maximize students' potential
4. Provide cost-savings to school districts by leveraging tax dollars
5. Recruit and maintain high-quality staff





## Department Profile

Harris County Department of Education

### A HISTORICAL TEXAS INSTITUTION

Harris County Department of Education is intrinsically linked with the inception of the Texas public education system. As memorialized on our prominent historical marker:

The Texas Declaration of Independence specifically noted the lack of a public education system as one compelling reason for establishing a separate republic. Later, as a result, Republic of Texas President Mirabeau B. Lamar led the congress in setting aside land in each county to support primary schools and colleges.

As Texas continued to develop during the 19th century, additional legislation began to define a cohesive education system. By November 1856, Harris County funded schooling for indigent children; within two years, the county also used public monies for teacher examinations. During the next decades, the state created the office of the State Superintendent of Schools, allowing each county to establish the office of County Superintendent.

Early Harris County schools were served by district and community systems. In 1889, the county created its Department of Education, and all schools became part of its jurisdiction. B.L. James became the first county superintendent, and he oversaw more than 50 common school districts. These districts together served approximately 900 students. In the 1920s, once a district's enrollment reached 500, it could attain independent status.

As the Texas school district system changed throughout the 20th century, services of the Harris County Department of Education evolved. In 1978, the legislature abolished state funding for county school trustees, and by 2003 only two such entities fully functioned - in Harris and Dallas counties - existing as non-profit support organizations. Today, the Harris County Department of Education supports students, teachers, administrators, school boards and public schools with a wide range of programs.



As of 2017, Harris County Department of Education, first to be incorporated in 1889, is now the last remaining county-funded education jurisdiction in Texas. Separate and distinct from the county agencies led by the Harris County Commissioner's Court, HCDE has evolved in response to educational and community needs to provide educational services to students (of all ages) and to school districts primarily within but also outside of Harris County, Texas.

### COUNTY BOARD OF TRUSTEES

The HCDE County Board of School Trustees (Board), elected by voters of Harris County, Texas, has governance responsibilities over all activities and operations of the Department. The Board consists of seven members who serve overlapping six-year terms. Trustees are elected in even numbered election years for six-year staggered terms to provide board continuity. Four trustees must be elected

from districts conforming to the four Harris County Commissioners' precincts. The other three trustees are elected at-large.

<b>NAME</b>	<b>TITLE</b>	<b>SERVICE DATE</b>
Amy Flores Hinojosa	President	2019
David W. Brown	Vice President	2021
Erica Davis	Second Vice President	2021
James Colbert, Jr.	Secretary	2014
Andrea Duhon	Member	2019
Richard Cantu	Member	2019
Eric Dick	Member	2017
John McGee	Member	2023

#### **ADMINISTRATIVE OFFICIALS**

<b>NAME</b>	<b>TITLE</b>
James Colbert, Jr.	Superintendent
Jesus Amezcua, PhD, CPA, RTSBA, CPFIM	Assistant Superintendent of Business
Jonathan Parker	Assistant Superintendent of Academic Support
CJ Rodgers, Ed.D.	Assistant Superintendent of Education & Enrichment
Danielle Clark	Chief Communications Officer
Tyrone Sylvester, Ed.D.	Executive Director, Human Resources
Michelle Williams, Ed.D.	Executive Director for Facilities

The Department is a primary governmental unit and is not included in any other governmental reporting entity. There is a blended component unit, the Harris County Department of Education Public Facilities Corporation (PFC), included within the reporting entity.

#### **The PFC Board of Directors:**

<b>NAME</b>	<b>TITLE</b>
Michelle Williams, Ed.D.	President
Richard Cantu	First Vice President
Andrea Duhon	Second Vice President
Dr. Jesus Amezcua	Treasurer / Secretary
James Colbert, Jr	Director
Amy Flores Hinojosa	Director
Joe Carreon	Director

#### **ORGANIZATION AUTHORITY**

The Harris County Department of Education was created by the Texas Legislature in 1889 under Texas Education Code, Chapter 17. COUNTY ADMINISTRATION, SUBCHAPTER C. COUNTY SUPERINTENDENT and Chapter 18.



## STRUCTURE

HCDE has Five Pillars of Service:

Division	Students Served	Reports To
Adult Education	4,599	Assistant Superintendent of Education & Enrichment
Special Schools	891	Assistant Superintendent of Academic Support
Head Start	1,362	
School-Based Therapy	7,417	
CASE for Kids	17,690	Chief of Staff

These five divisions showcase the community benefit of Harris County Department of Education. Our direct services provide care and education from infancy to adulthood in service to school districts, charter schools, and nonprofits within Harris County and beyond. Moreso, HCDE has proven itself to be a trusted partner for the educational community of our region. As stated by Dan Huberty, Chief Operating Officer of the public-school consulting firm Moak Casey:

“HCDE is able to offer services that take into account scale efficiencies; these efficiencies or cost reductions permit the HCDE to incur lower costs than would be experienced by districts operating as individual units. School districts voluntarily chose to use the services of HCDE, which is testament to the quality and the cost of these programs.

“...If HCDE were not providing services, districts and other entities would either have to reduce service levels, seek additional revenue, or establish another entity to offer similar services.”

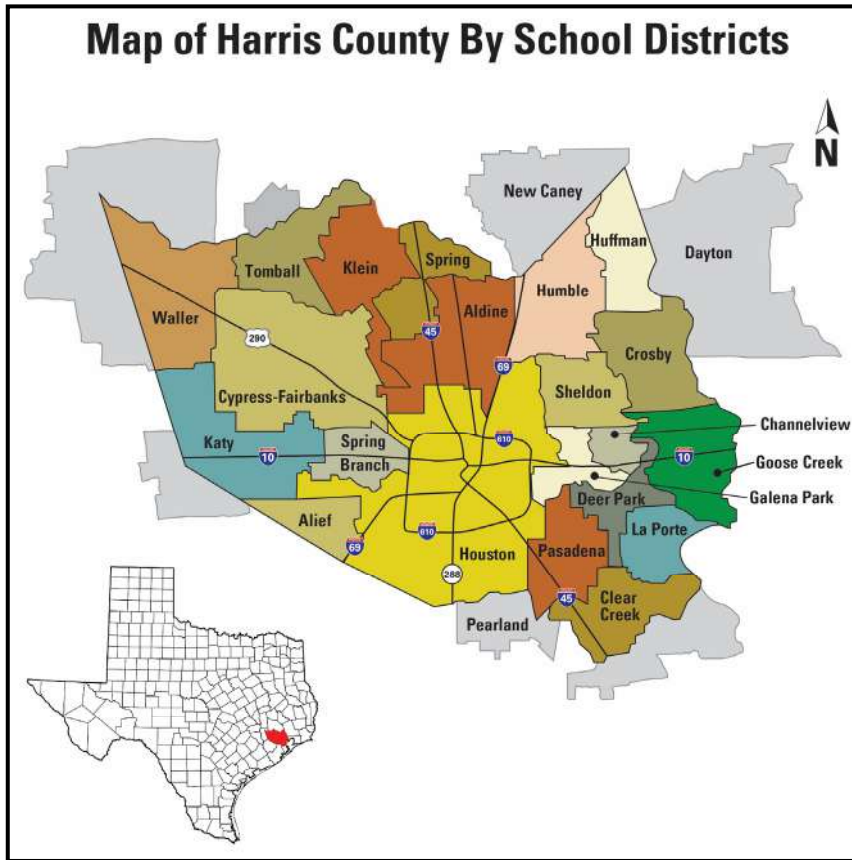
In addition to these Five Pillars, HCDE supports local districts by improving operating efficiencies through our public education support divisions, as well as some internal support divisions which offer guidance to outside organizations in need:

Division	Schools & Governments Served	Reports To
Business Services	50	Assistant Superintendent of Business
Center for Safe and Secure Schools	220	Assistant Superintendent of Education & Enrichment
Center for Educator Success	111	
Center for Grants Development	36	
Research & Evaluation Institute	12	
Choice Partners	2,233	Executive Director for Facilities
Records Management Services	2,690	

## OUR MISSION

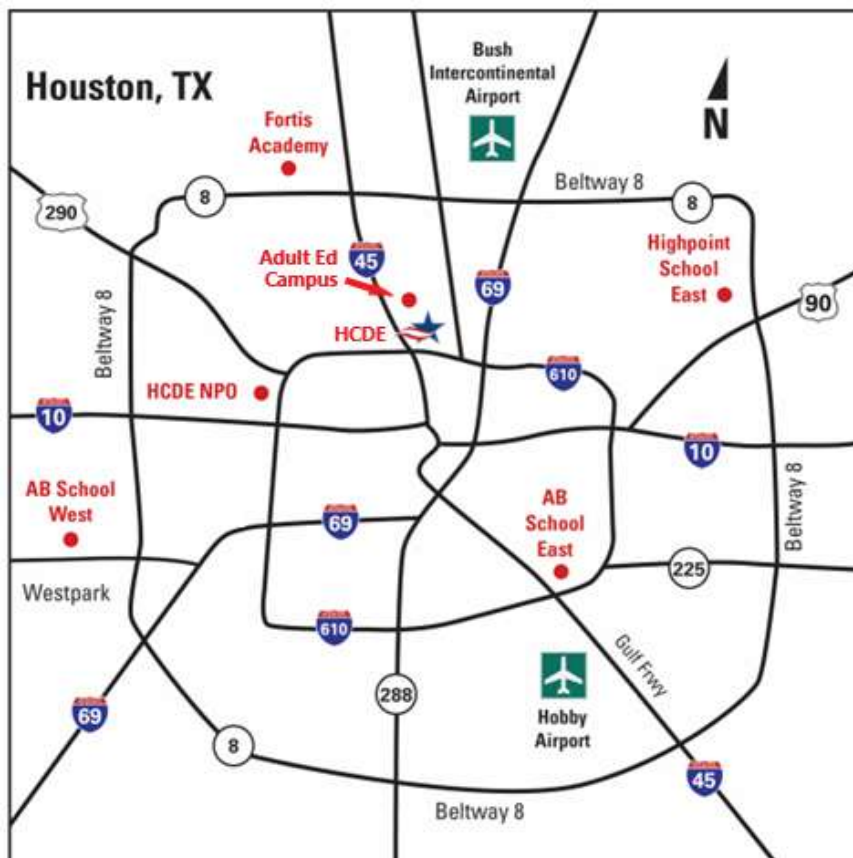
HCDE’s stated mission, “to support Harris County by enriching educational opportunities and providing value through services” fulfills the long-term benefit for the taxpayers of Harris County by consolidating the operations management of special education, therapy support, pre-kindergarten education, records management, professional development, procurement services, and adult education. Where each school district is required to maintain these services on behalf of the public, the value of taxpayer dollars is compounded in a consolidated framework rather than if each district had to operate each service on their own.

## HARRIS COUNTY SCHOOL DISTRICTS SERVED AND HCDE CAMPUS LOCATIONS



### Harris County School Districts

Aldine ISD  
 Alief ISD  
 Channelview ISD  
 Clear Creek ISD  
 Crosby ISD  
 Cypress-Fairbanks ISD  
 Dayton ISD  
 Deer Park ISD  
 Galena Park ISD  
 Goose Creek ISD  
 Houston ISD  
 Huffman ISD  
 Humble ISD  
 Katy ISD  
 Klein ISD  
 La Porte ISD  
 New Caney ISD  
 Pasadena ISD  
 Pearland ISD  
 Sheldon ISD  
 Spring ISD  
 Spring Branch ISD  
 Stafford MSD  
 Tomball ISD  
 Waller ISD



### HCDE CAMPUSES

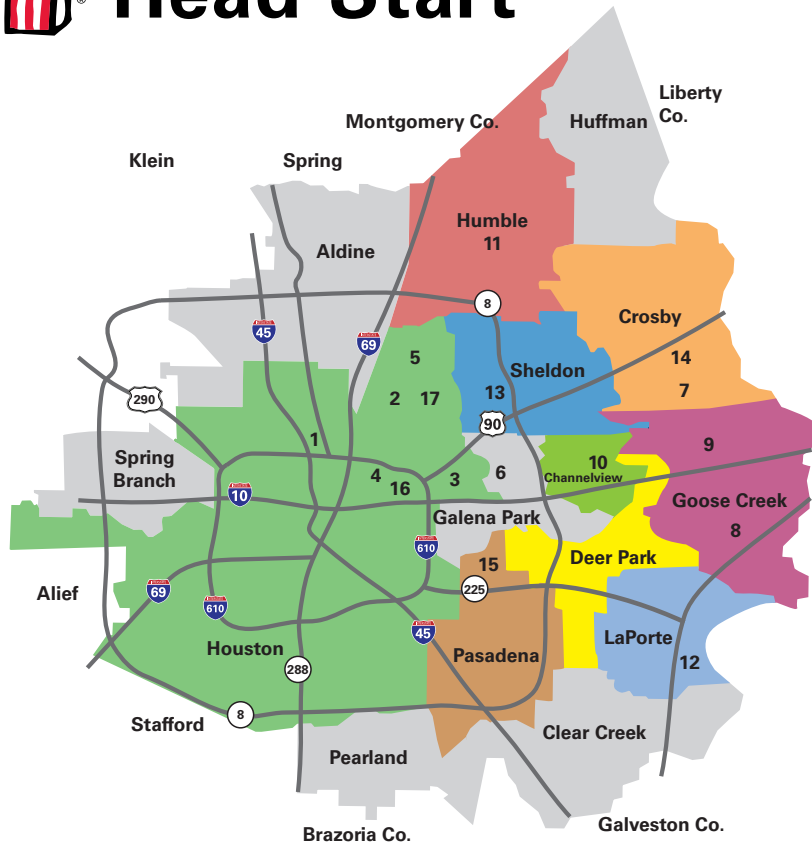
Academics and Behavior School East  
 Academics and Behavior School West  
 Adult Education  
 Fortis Academy  
 Highpoint School East

### ADMINISTRATION BUILDINGS

HCDE Irvington  
 HCDE North Post Oak



# Head Start



## HEAD START CAMPUSES

### HOUSTON

1. HCDE Main Offices
2. Compton
3. Coolwood EHS & HS
4. Dogan
5. Fonwood

### GOOSE CREEK

8. Baytown EHS & HS
9. JD Walker

### CHANNELVIEW

10. Channelview

### GALENA PARK

6. Sheffield

### HUMBLE

11. Humble EHS & HS

### CROSBY

7. Barrett Station EHS & HS

### LA PORTE

12. La Porte EHS & HS

### SHELDON

13. Tidwell EHS & HS

## EARLY HEAD START CHILDCARE PARTNERS

### CROSBY

14. John G. Jones

### HOUSTON

16. Community Partners Early Childhood Development Center
17. Successful Starters Learning Academy II

### PASADENA

15. Pasadena Learning Center

### 1. HCDE HEAD START OFFICES

6300 Irvington Blvd.  
Houston, TX 77022  
O:713-672-9343 F:713-672-9363

### 2. COMPTON CAMPUS

9720 Spaulding St.  
Houston, TX 77016  
O:713-635-4142 F:713-631-8598

### 3. COOLWOOD EHS & HS CAMPUS

767 Coolwood Dr.  
Houston, TX 77013  
O:713-451-9024 F:713-451-8356

### 4. DOGAN CAMPUS

4202 Liberty Rd.  
Houston, TX 77026  
O:713-672-0207 F:713-672-7838

### 5. FONWOOD CAMPUS

9709 Mesa Dr.  
Houston, TX 77078  
O:713-556-3830

### 6. SHEFFIELD CAMPUS

14300 Wallisville Rd.  
Houston, TX 77049  
O:713-450-3813 F:713-450-0829

### 7. BARRETT STATION EHS & HS CAMPUS

808 1/2 Magnolia Ave.  
Crosby, TX 77532  
O:713-696-3119 F:713-696-3110

### 8. BAYTOWN EHS & HS CAMPUS

317 Massey Tompkins Rd.  
Baytown, TX 77521  
O:713-696-3120 F:713-696-3111

### 9. J.D. WALKER CAMPUS

7613A Wade Rd.  
Baytown, TX 77521  
O:713-696-3122 F:713-696-3113

### 10. CHANNELVIEW CAMPUS

16102 Ridlon  
Channelview, TX 77530  
O:713-696-1852 F:281-452-4707

### 11. HUMBLE EHS & HS CAMPUS

130 Atascocita  
Humble, TX 77396  
O:713-696-3121 F:713-696-3112

### 12. LA PORTE EHS & HS CAMPUS

927 S. 1st St.  
La Porte, TX 77571  
O:713-696-3123 F:713-696-3114

### 13. TIDWELL EHS & HS CAMPUS

8302 John Ralston Rd.  
Houston, TX 77044  
O:713-696-3124 F:281-459-4365

### 14. JOHN G. JONES

12406 Crosby Lynchburg Rd.  
Crosby, TX 77532  
O:713-696-2150

### 15. PASADENA LEARNING CENTER

1511 Allendale Rd.  
Pasadena, TX 77502  
O:713-696-2150

### 16. COMMUNITY PARTNERS EARLY CHILDHOOD DEVELOPMENT CENTER

3917 Collingsworth  
Houston, TX 77026  
O: 713-696-2150

### 17. SUCCESSFUL STARTERS LEARNING ACADEMY II

10635 Homestead Rd. #B  
Houston, TX 77016  
O: 713-696-2150



## Strategies & Initiatives

Harris County Department of Education

### RESPONSIBILITY TO HARRIS COUNTY

The 44th Session of the Texas Legislature in 1935 defined the purposes of an Equalization Fund in Chapter 18 of the Texas Education Code; that it is a tax levied upon the properties of that county for the purposes of benefiting all school districts within that county. Section 18.06(c) states that, “In those counties with a population of 100,000 or more, the county governing board shall be designated as the county board of education.” This clause therefore assigns Harris County Department of Education as the Fund administrator for Harris County.

During the 65<sup>th</sup> Texas Legislative Session of 1978, Chapter 17 of the Texas Education Code was amended with Subchapter G, Section 17.94 to establish that Texas was “terminating state fiscal support for county school administration”. Effective December 31<sup>st</sup> of 1978, HCDE no longer had the subsidy of state funding.

It is under these conditions that HCDE was granted its authority to levy a tax against the properties within Harris County and reinforces our solemn responsibility to provide high quality services to the public education system within our jurisdiction equitably and transparently, and with the flexibility to adapt the ever-evolving needs of our community. To meet this responsibility, HCDE has established diversified revenue streams in addition to the tax levy.

### BUSINESS MODEL

The Department’s primary service area geographically covers 1,788 square miles within Harris County, Texas in the upper Texas Gulf Coast region. Harris County’s population base includes a wide variety of racial, ethnic, and socio-economic groups that gives the area a rich diversity and cosmopolitan feel. The Department offers services to 25 rural, suburban, and urban school districts entirely or partially within its primary service area of Harris County. It also serves school districts and governmental agencies in surrounding counties, as well as schools, education services centers, and other governmental agencies statewide.

Responding to and serving the needs of learners of all ages, socio-economic status, ethnic backgrounds, educational or development delays and at-risk behaviors requires the Department to be an institution of great flexibility. Meeting this challenge requires respecting the variables which influence performance metrics and measuring the business activity based on these factors.

Each division must be structurally identified as an enterprise activity, a service delivery activity, a grant activity, or a support activity. Each of these categories has their relative level of self-sufficiency or tax subsidy.

Enterprise utilizes a business model which aims at being profitable with no tax subsidy.

Service Delivery utilizes a business model which aims at providing a high-quality service at a reasonable price with the use of tax resources to lower the costs to the districts in Harris County. Districts that are out of the county are charged additional premium on the fee and/or the overall cost of the program.

Grant utilizes a business model that aims at administering a federal, state or local grant. HCDE’s

policy is to include indirect cost in the grant proposal to support the general operation of these grants. Furthermore, some grants require an in-kind or local match, and the department will utilize multiple means to achieve the match.

Support utilizes a business model which aims to provide administrative support and technical services to all other activities in the department. Typically, these are 100% supported by tax funding, however some internal support divisions offset their tax burden through public offerings of professional development or consultation services.

Foundation: The Education Foundation of Harris County (EFHC) is a 501 (c) (3) nonprofit organization governed by a volunteer Board of Directors, serving the students of Harris County. EFHC has been supporting the programs of the Harris County Department of Education since 1993. The HCDE division Community Development supports the outreach efforts, encouraging corporate and community partnerships providing grants to local ISDs and other educational non-for-profit organizations in the region.

The following divisions provide services to our educational community, each with an alternate revenue stream to offset the costs of their activities:

### **Enterprise**

Choice Partners National Cooperative offers quality, legal procurement, and contract solutions to meet the purchasing needs of school districts and other governmental entities. Through this cooperative purchasing program, members gain immediate access to legal, competitively bid contracts they need, saving time and money on the bidding and purchasing process.

### **Service Delivery**

Academic and Behavior Schools serve children, youth, and young adults ages 5-22 with severe emotional disturbances, mental retardation, pervasive developmental disorders, and other health impairments.

Center for Educator Success transforms educator talent pipelines by partnering directly with districts to reimagine a comprehensive approach to educator recruitment, growth, advancement and leadership with the primary goal to inspire a new generation of educators to teach and lead in ways that generate real results and new opportunities for all children.

Center for Safe and Secure Schools was created in 1999 in response to a request from school superintendents in Harris County. The Center was tasked with the mission of supporting school districts' efforts to have safe and secure learning environments; it provides a wide variety of services pertaining to best practices in the fields of Emergency Preparedness and School Safety.

Fortis Academy serve youth coming out of treatment from substance dependency by providing a safe place with counseling and curriculum to continue academic requirement for finishing school.

Highpoint School serve adjudicated youth by providing intensive counseling and a technology-driven curriculum in a strict disciplinary environment.

Records Management Cooperative assists Houston-area school and governmental agencies to achieve and maintain compliance with State of Texas Local Governmental Records Act of 1989.

School-Based Therapy Services provides assessment, intervention, consultation training and direct service to children with disabilities and their families.



## **Grant**

Adult Education Program prepares youths and adults aged 16-plus to read and speak English, complete a high school General Equivalency Diploma, and/or sit for the citizenship and naturalization exam. HCDE Adult Education also offers certification courses for nursing assistants, phlebotomists, and professional development.

CASE - The Center for After-School, Summer and Enrichment serves elementary, middle, and high school students delivering quality after-school learning opportunities. In collaboration with Houston ISD, CASE offers an out-of-school-time debate program for low income and minority high school students as an expansion of HUDL – Houston Urban Debate League.

Head Start / Early Head Start Programs serve preschool children ages 6 weeks to 5-years old from economically disadvantaged families, and their families with school readiness abilities. Over 10 percent of those children have an identified disability requiring intervention.

## **Support**

Business Services / HCDE Plus provides professional services in school finance to school districts and charter schools. It also, through the School Finance Council, serves school districts business managers and CFOs with training and pertinent information relative to school finance and business operations.

Procurement Services supports the connection between local governments and prospective vendors through the Internal Procurement Annual Supplier Showcase (iPASS) where suppliers are provided an instructional how to do business with government entities. The vendors, in turn, have opportunity to showcase their services and products in an open setting.

Center for Grants Development supports efforts to locate and obtain funds which forward new programs, program enhancement and expansion needs.

Research and Evaluation provides quality, scientific-based evaluations services that meet the needs of HCDE, School districts, and other community groups.

## **THE EXCEPTIONAL COMPONENT TO EDUCATION**

During Fiscal Year 2023 (September 1, 2022, to August 31, 2023) HCDE provided services to 257,332 students and 39,634 educators through programs such as Head Start, Therapy Services, Center for Safe and Secure Schools, and others. These services provided to districts throughout Harris County had the economic impact of more than \$158.3 million, a \$5.68 to \$1.00 return on investment. Every year, our service volume for the previous year (fiscal year 2024) is finalized by December through the Accountability Study provided by the Research & Evaluation Institute.

HCDE utilizes its resources to leverage additional revenues and enhance the impact to school districts and the community. While \$23 million was received from districts and local taxes, HCDE delivered over \$158 million in direct economic benefits to our region. Additionally, some of our various activities have indirect impacts that are not quantified here such as the personal and community impact of providing a GED education, afterschool program, and Head Start program to families and communities. In FY 2023, the Department experienced an increase in contracts for special schools and therapy services. We also served more students in the Adult Education program and after-school programs.

Working in one of the fastest growing counties in America means school leaders in Harris County must make wise decisions about all kinds of issues including: school safety, curriculum advancements, therapy for children with disabilities, purchasing food and other school commodities, facility construction, and training to recruit and retain new teachers. HCDE provides:

- Programs that improve teaching and learning
- Innovative resources that efficiently and effectively support our client school districts and partners
- Effective technological infrastructure and systems that support 21st century learning and ensure communication and service delivery
- Professional development programs that promote educational opportunities designed to attract and maintain qualified staff
- Consistent planning and evaluation that results in successful delivery of services

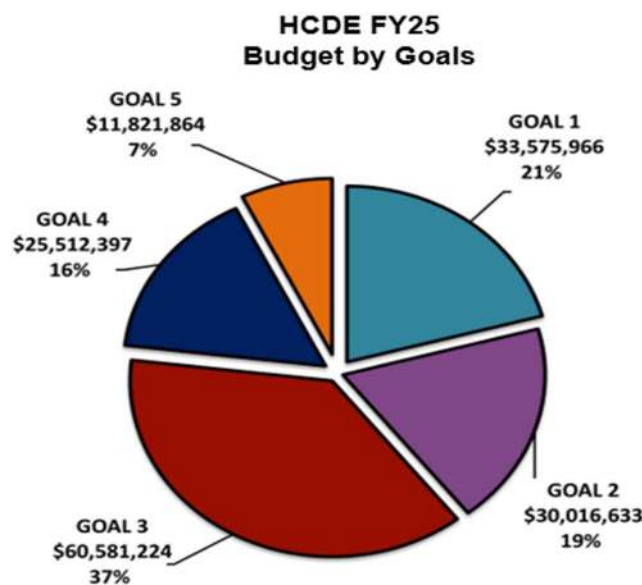
### **BUDGET INITIATIVES FOR FY2024-2025**

The initiatives for FY 24-25 were provided by the Superintendent for all divisions given the adopted Board goals as follows:

Harris County Department of Education will:

1. Impact education by responding to the evolving needs of Harris County
2. Deliver value to Harris County by utilizing resources in an ethical, transparent, and fiscally responsible manner
3. Advocate for all learners by using innovative methods to maximize students' potential
4. Provide cost-savings to school districts by leveraging tax dollars
5. Recruit and maintain high-quality staff

To this end, we had identified the projected cost of each of these goals for the general fund:



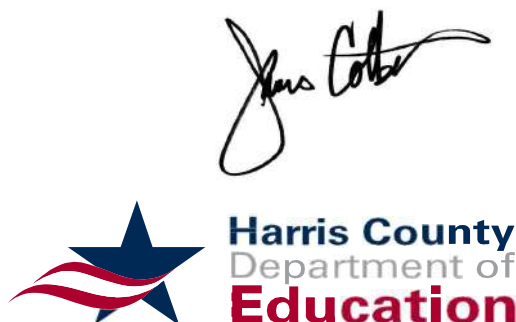
## DETAILED BUDGET INITIATIVES AS PRESENTED BY SUPERINTENDENT COLBERT:

To: All HCDE Budget Managers

From: James Colbert, Jr.  
County Superintendent

Ref: 2024-2025 Performance  
Budgeting Process

Date: February 6, 2024



### FY 2022-2023



FY 2023 has been a year of changing economic conditions in the interest rate market, the consumer market, and the property market. With all those variables, HCDE has been able to adapt and end the year on a positive note.

Our staff were resilient and adapted to the unique environment immediately. Our divisions continue to deliver services to clients and

expanding our reach through reorganizations such as the Center for Educator Success, expansion of Choice Partners into the Amazon Platform, and continuing to complete our phase one capital improvement program

The department was able to meet its goals and objectives and ended in serving over **257,332** students and **39,634** educators. Given the changes in the programs, the department was able to adjust its spending patterns and realize 95% of its revenues and ending in a small use of fund balance of \$220,503. This result was an extraordinary task that involved high collaborations, careful adaptation, and purposeful intent to deliver excellent service.

The fiscal condition of the organization is at its all-time high, and it has excellent cash flows and revenue streams that allowed the department to achieve the highest rating from Moody's Investor Service at Aaa for its tax notes and Aa1 for the revenue financing bonds. In the area of accountability, there were many divisions that met their goals, and the external auditors provided an unmodified opinion. Our group continues to be accountable and resilient.

It is time to plan for our next fiscal cycle, and we need to be mindful of lessons learned during the pandemic and the changes in the market. We need to assess our system strengths, weaknesses, opportunities, and threats. We must finish our initiatives started in 2023 and be receptive to a changing education landscape. Some of the programs that are going on are Capital Improvement Program, the Head Start Expansion Projects, and Facilities upgrades.

**Your leadership and skills have been essential elements to meeting our objectives by design.**

Your collaborative spirit and staff cohesiveness have resulted in positive budget results. We need to continue to do our due diligence and manage both sides of the budget equation. We need to be ready to address how we generate revenues and how we prioritize spending levels. It is a year-round process, and we need to continue to adapt our processes to the market where we operate.

**Several initiatives** (our new water) that are under development and plans are being created to start on the new fiscal year. Our executive team leaders and division managers are doing their due diligence to make sure that motions are in place to carry out the plans.

As we look to our future, we need to link our budgetary process to our overall strategic plans and goals that the Board has outlined for our department. We need to maintain focus on a sound business model that can deliver exemplary governmental services to Harris County districts and other local governmental entities. This is the time to develop our financial plan through the budget process to make sure that we capture the initiatives and efforts around our communications, financing and operations plans designed to meet our HCDE Goals.

### **Going forward to fiscal year 2023 – 2024**

We need to sharpen our expectations to continue to provide exemplary services while increasing the value of services and relationships with our school districts and stakeholder community at large. It is important to keep in mind the business formula that we have undertaken and the administrator's code that we value in our organization.

Our stakeholders, our board, our community, and our client expect:

**Value, Trust, Integrity, Focus, Excellent Performance  
Expectations Every Day**

To achieve this, we must continue to develop a prudent balanced budget that ensures positive budget model while delivering quality services. New initiatives will be entertained, and we need to make sure that we have sound fiscal projections for both estimated revenues and appropriations. New initiatives and or growth areas in the budget must be tied to revenue growth or use of planned resources. One of the first steps is to review **fees schedules and revenue projections**, thus a meeting will be scheduled with you early this month with the business office to make sure that our fee structure is feasible and reflective of the target market.

### **Strategies and Priorities For fiscal year 2024-2025**

**A list of new priorities will be provided in late February** to assist you in the development of your budget. As a start, we need to continue our current initiatives and be ready to justify your budget and its impact to the overall budget. Additional instructions will be provided during the budget meetings. I challenge you be flexible to adjust projections based on organization projected initiatives.

We also ask that you keep **reviewing the FY 2024 trends** and identify possible new revenue streams or what I call the “new water” of the Department. Also, it is essential that we identify those expenditure areas that need to be adjusted and reprioritized. During the budget process, additional direction will be given to develop various alternative plans to meet a balanced budget.

**Our FY 2024-2025 budget goals** include to develop a performance-based budget that meets the following budget goals:

1. Develop a balanced budget,
2. Be Ready to develop, if necessary, Contingency Projections
3. Maintain a positive business model
4. Establish competitive and sustainable fee structures,
5. Continue implementing efficiencies – proprietary divisions to be self-supporting and support divisions to operate efficiently,
6. Identify the “new water” new revenue possibilities inclusive of forecast models.



Our Board has adopted a Budget Calendar, and the Business Office Staff has created a Budget Instructions Manual that will guide you in the development of the budget. Each budget will be reviewed by the Budget Committee, and each division must be ready to discuss a SWOT analysis, a need assessment, and a sustainability analysis of your division during the budget meetings. Our goal is to develop operations and financial plans that meet the needs of our stakeholders: educational clients, students, and taxpayers.

We look forward in reviewing your plans and objectives to improve educational opportunities in Harris County in fiscal year 2024-2025





## NEW INITIATIVES AND STRATEGIES

HCDE maintains its support role by being ever watchful toward the changing needs of Harris County and we will follow the direction the public education community takes us.

New Initiatives for FY 24-25 include the following:

### **Goal # 1 Impact education by responding to the evolving needs of Harris County**

- a. An additional \$200,000 for the Teacher Supplies program to the Education Foundation.
- b. School Based Therapy Program will receive additional **(3.3) FTEs** to increase the level of service to School Districts around the County due to additional service demand. The cost is \$249,234. An increase (15%) of \$37,385 is the tax subsidy for this division is included in the tax projection.
- c. The cost of health insurance cost increase for employee only high deductible premium will continue to be covered by the department. The cost is \$121,506.

### **Goal # 2 Deliver value to Harris County by utilizing resources in an ethical, transparent, and fiscally responsible manner**

- a. The budget is predicated on adopting a tax rate that will bring in more revenue to address revenue loss and implementation of new initiatives such as the campaign awareness and costs associated with talent recruitment and compensation recruitment and retention plan. The **estimated tax rate of \$.004780** will be adopted, and this is below the voter-approval tax rate ("VAR"). Public hearings and notices were required to adopt the tax rate. This rate is key to the funding of the operations plan for the current year.
- b. One FTE (Contract Specialist) is being added to the Procurement Division. The cost is \$62,230.
- c. One FTE (Continuous Improvement Specialist/Engineer) is being added to the Business Division. The cost is \$105,000.
- d. The Department has also included the continuation of the lobbying cost commitment previously approved by the Board of Trustees. The cost is \$276,000.

### **Goal # 3 Advocate for all learners by using innovative methods to maximize students' potential**

- a. One FTE (helpdesk technician) is being added to the Information Technology Division for the Adult Ed Building. The cost is \$68,480.

### **Goal # 4 Provide cost-savings to school districts by leveraging tax dollars**

- a. One FTE (Contract Coordinator) and One FTE (Contract Manager) are being added to the Choice Partners Fund to address the growth in the cooperative usage, and one Field Representative (Contracted). The cost is \$268,239. In addition, \$150,000 is set aside for technology needs for the cooperative.
- b. The budget includes \$3,718,469 for the payment of debt service payments to include the 2024 maintenance note.

### **Goal # 5 Recruit and maintain high-quality staff**

- a. Wage increase: 3% for all General Fund, Internal Service Fund, Choice employees, plus TASB suggested adjustments. For Special Revenue Funds, the grant and the granting agency will determine if the fund is able to adsorb the salary increase. The cost of the increase is \$719,913.
- b. HCDE plans to recruit, hire, and retain high quality staff to be able to provide the best services available in the marketplace. The Cost of incentives are \$479,750.
- c. To retain staff at AB Schools, the department is proposing a pilot program to establish a stipend for all teachers at \$5,250 and \$4,000 for teacher aides assigned to the AB Schools.

- Additional local tax subsidy is budgeted in the amount of \$200,000 and \$104,000 respectively.
- d. The Crisis Stipend for AB Schools will also be implemented for 20 staff members at a cost of \$7,500.

## **POTENTIAL PROGRAMS ON THE HORIZON**

### **Translation Services**

Current prospects include translation services provided by Marketing & Client Engagement division. Forty-five percent of Houston speaks a language other than English, with three-quarters of those households speaking Spanish. As our Marketing division had sought to reach the non-English Speaking populations of Harris County, it became apparent that not only are translation services financially difficult to acquire, but without certified translators, HCDE and many of the districts we serve struggle to create translated documents of quality.

Should these services be established, they would be revenue generating for the division to offset cost of implementation and would have a net zero impact on the General Fund.



## Budget Administration & Financial Policies

Harris County Department of Education

### Legal Requirement for Budgets

Legal requirements for school district budgets are formulated by the state, the Texas Education Agency ("TEA"), and the local district. In addition to these requirements, individual school districts also may have their own legal requirements for budget preparation. Additional legal requirements also may be imposed by state and federal grants; however, this section deals only with state legal mandates, TEA legal requirements and local district requirements for basic budget development and submission.

HCDE follows the legal budget requirements for school districts in accordance with the education code and the tax adoption requirements for counties in accordance with the Government code. HCDE policies can be found at <http://pol.tasb.org/Home/Index/578>.

### Statement of Texas Law

Sections 44.002 through 44.006 of the Texas Education Code establish the legal basis for budget development in school districts. The following six items summarize the legal requirements from the code:

1. The superintendent is the budget officer for the district and prepares or causes the budget to be prepared.
2. The district budget must be prepared by a date set by the state board of education, currently August 20<sup>th</sup>.
3. The president of the board of trustees must call a public meeting of the board of trustees, giving ten days public notice in a newspaper, for the adoption of the district budget. Any taxpayer in the district may be present and participate in the meeting.
4. No funds may be expended in any manner other than as provided for in the adopted budget. The board does have the authority to amend the budget or adopt a supplementary emergency budget to cover unforeseen expenditures.
5. The budget must be prepared in accordance with GAAP (generally accepted accounting principles) and state guidelines.
6. The budget must be legally adopted before the adoption of the tax rate.

### Texas Education Agency (TEA) Legal Requirements

TEA has developed additional requirements for school district budget preparation as follows:

1. The budget must be adopted by the board of trustees, inclusive of amendments, no later than August 31<sup>st</sup>.
2. Minutes from district board meetings will be used by TEA to record adoption of and amendments to the budget.
3. Budgets for the General Fund, the Food Service Fund (whether accounted for in the General Fund, a Special Revenue Fund or Enterprise Fund) and the Debt Service Fund must be included in the official district budget (legal or fiscal year basis). These budgets must be prepared and approved at least at the fund and function levels to comply with the state's legal level of control mandates.

### Tax Authority

HCDE received its tax authority in 1935 from the 44<sup>th</sup> Texas Legislature statute creating an equalization tax not to exceed of \$0.01 in counties with population exceeding 350,000 residents. HCDE follows Property Tax Code Chapter 26 for the tax setting process. HCDE follows the Texas Comptroller's Truth in Taxation - A Guide for Setting Tax Rates for Taxing Units Other than Schools.

### **Code of Ethics**

All Business Services and Purchasing Division employees are required to read and sign the HCDE Code of Ethics for Business Support Services and Purchasing Division Employees on an annual basis. The management of the Business Support Services and Purchasing Division is dedicated to making ethical and lawful choices by providing a structured code of ethics for its personnel to follow. Business Support Services and Purchasing Division employees shall model and promote ethical behavior to all HCDE employees through their behavior.

### **Risk Awareness**

Risk awareness is an organization wide process to address internal control and risk-based standards in an audit requirement, per Statement of Auditing Standards (SAS) No. 115 Communicating Internal Control Related Matters, issued by the American Institute of Certified Public Accountants (AICPA). The finished product, the packet of completed forms, is provided to the independent auditors for their review during the audit process.

Each Division is given a Risk Awareness packet early in the budget process. This packet is completed and returned to the Business Office. The Business Office reviews each packet and looks for high risk items and discuss the reasons why the division manager considers the item a high risk. The information is documented and placed in folders for additional review. There is a Mid-Year review and assessment during the budget process in February in addition to a Year End Review by the Executive Team member for that division.

### **Fraud Prevention**

The HCDE Fraud Prevention Model and Awareness Program supports SAS #99 by communicating to management and others an awareness and understanding of FRAUD and educating management about FRAUD and the types of controls that will deter and detect FRAUD. The Business Office alone cannot prevent and/or detect all the types of FRAUD that may be perpetrated within the Department. It takes all HCDE employees being aware and being knowledgeable that FRAUD could occur to possibly prevent FRAUD from occurring or even detecting a FRAUD that has occurred.

### **HCDE Financial Policies**

In addition to state legal requirements, HCDE has established its own requirements for annual budget preparation. HCDE recognizes the importance of maintaining its financial integrity; therefore, it has developed this policy to support its mission and its goals and objectives. Five-year financial forecasts are used to estimate financial decisions on subsequent fiscal years. The forecasts are updated, reviewed, and evaluated annually by the Assistant Superintendent of Business Services to identify areas where resources have been over/under allocated. Long term financial plans will include, but not be limited to, an analysis that may include such factors as:

1. Economic growth rates
2. Property tax valuations
3. The full ongoing impacts of grants
4. The costs of new programs that are not fully funded
5. The difference between ongoing and one-time expenses and revenue
6. Analyze financial trends

HCDE's fiscal policies dictate budgetary requirements that go beyond those required by the Texas Education Code and TEA. These policies are delineated below.

Local Board Policies are reviewed and approved by the Board of Trustees periodically when there is a change in Federal or State Law. Administrative procedures are implemented consistent with Board Policy.

## **Fiscal Policy & Objectives**

### ***Financial Stability***

In seeking to fulfill its mission, HCDE shall maintain a high level of financial stability and shall not compromise the long-term financial integrity to achieve short term benefits.

To provide adequate cash flow for its operations, HCDE shall maintain a fund balance (the difference between assets and liabilities in a governmental fund) with five categories to meet the GASB 54 requirements:

1. Non-Spendable fund balance
2. Restricted fund balance
3. Committed fund balance
4. Assigned fund balance
5. Unassigned fund balance

As of August 31, 2024, HCDE will have a fund balance of approximately 2 months of operating costs. To achieve this goal, the Superintendent and the Assistant Superintendent for Business Services are instructed to implement the following financial plan:

1. Develop and submit for Board approval a balanced budget with input from Division Managers to the Budget Committee. (A balanced budget means that for each fund, expenditures are not to exceed revenues plus available fund balances; if the fund balance is to be used, then this must be for a one-time cost and not reoccurring costs.)
2. Restrict any surplus funds towards unassigned fund balance.

### ***Funds from Operations***

Funds from operations should provide adequate funds to support its:

1. Special schools and alternative schools
2. Instructional programs
3. Capital programs
4. Debt service programs

### ***Revenue***

Revenue levels shall be evaluated with staff recommendations yearly, in consideration of:

1. Student growth assumptions
2. The projected level of expenditures
3. Facility and construction requirements
4. Current business conditions (local economy)
5. Economic projections (state economy, legislative issues, etc.)
6. Bond ratings

### ***General Operating Fund Expenditures***

General Fund expenditures shall maintain the following priorities of obligation:

1. Payments of all legal and reasonable expenditures relating to maintenance and operations of the HCDE operating fund.
2. Payments to meet all debt service requirements of outstanding bond indebtedness including the interest and sinking fund.
3. Payments to special revenue funds that require a matching for federal or state grants, including the CASE fund, the Head Start fund and others.
4. All net surpluses after payment of items 1 to 3 above may be used to fund necessary capital equipment purchases, facility expansion, and renovation. All remaining funds will go toward maintaining a budgeted ending cash balance (unassigned fund balance) which equates to at least two months of operating costs. This amount would be determined by first adding



budgeted operations and maintenance costs plus debt service requirements. This total would be divided by 12 and then multiplied by two to calculate the two months operating costs requirements.

### ***Long Term Financing***

In the absence of surplus funds in item 4 above, the HCDE will utilize long term financing for capital projects and equipment funded through the maintenance and operations tax rate. Available mechanisms include the following:

1. Public Property Finance Contractual Obligations (PPFCO)
2. Time Warrants
3. Delinquent Tax Notes
4. Any other legal mechanism
5. Public Facilities Corporation (PFC)

### ***Short Term Financing***

HCDE will strive to minimize its short-term financing by maintaining a two-month unassigned fund balance. Based on cash flow projections, the Assistant Superintendent for Business may recommend to the Board to utilize short term financing to satisfy the cash flow requirements of the HCDE.

Available mechanisms include the following:

1. Tax anticipation notes
2. Tax warrants
3. Delinquent tax notes

### ***Reporting –Department and Public Facilities Corporation (PFC)***

HCDE will prepare reports of financial operations as follows:

1. A monthly operating and financial report, requiring review by the Audit Committee and/or the Board as the Board deems necessary.
2. An annual financial plan (budget) detailing revenues, expenditures, and capital additions presented for approval prior to September 1 of each year. Midyear analysis and review shall be presented to the Board for approval.
3. An annual audit by an outside professional auditing firm that would include all necessary details in reconciling all the year's financial operation. The audit report will be submitted for review and approval to the Board after the end of the fiscal year. A copy of the audit report will be submitted to Harris County and other respective oversight agencies.

## **Investments**

### ***Investment Authority***

Department depository and investment authority is established within the office of the Superintendent. By the authority of the Board, the Assistant Superintendent - Business Services, Chief Accounting Officer, and Senior Accountant are designated as the HCDE's investment officers. The investment officers are responsible for depositing funds, investing such funds, assuring that each investment has the proper authorized collateral, monitoring investments, assuring the security of HCDE's principal and interest, receiving and reporting principal and interest at the maturity of each investment, and providing the proper documentation and reports on such investments to the Superintendent and the Board in accordance with the HCDE's written investment policy and generally accepted accounting procedures.

The investment officers shall be bonded or shall be covered under a fidelity insurance policy. All investment transactions except investment pool funds and mutual funds shall be executed on a delivery-versus-payment basis.

### ***Approved Investment Instruments***

From those investments authorized by law and described further in CDA (LEGAL), the Board shall permit investment of Department funds in only the following investment types, consistent with the strategies and maturities defined in this policy:

1. Obligations of or guarantees by governmental entities as permitted by Government Code 2256.009.
2. Certificates of deposit and share certificates as permitted by Government Code 2256.010.
3. Fully collateralized repurchase agreements permitted by Government Code 2256.011.
4. A securities lending program as permitted by Government Code 2256.0115.
5. Banker's acceptances as permitted by Government Code 2256.012.
6. Commercial paper as permitted by Government Code 2256.013.
7. No-load money market mutual funds, as permitted by Government Code 2256.014.
8. No-load mutual funds as permitted by Government Code 2256.014.
9. A guaranteed investment contract as an investment vehicle for bond proceeds provided it meets the criteria and eligibility requirements established by Government Code 2256.015.
10. Public funds investment pools as permitted by Government Code 2256.016, .019.
11. Corporate bonds as permitted by Government Code 2256.0204 (a)-(c).

### ***Safety and Investment Management***

The main goal of the investment program is to ensure its safety and maximize financial returns within current market conditions in accordance with this policy avoiding any financial risk. Investments shall be made in a manner that ensures the preservation of capital in the overall portfolio, and offsets during a 12-month period any market price losses resulting from interest-rate fluctuations by income received from the balance of the portfolio. No individual investment transaction shall be undertaken that jeopardizes the total capital position of the overall portfolio.

### ***Liquidity and Maturity***

Any internally created pool fund group of HCDE shall have a maximum dollar weighted maturity of 180 days. The maximum allowable stated maturity of any other individual investment owned by HCDE shall not exceed one year from the time of purchase. The Board may specifically authorize a longer maturity for a given investment, within legal limits. HCDE's investment portfolio shall have sufficient liquidity to meet anticipated cash flow requirements.

### ***Diversity***

The investment portfolio shall be diversified in terms of investment instruments, maturity scheduling, and financial institutions to reduce risk of loss resulting from over concentration of assets in a specific class of investments, specific maturity, or specific issuer. It does not apply to U.S. Treasury securities and money market mutual funds.

### ***Monitoring Market Prices***

The investment officer shall monitor the investment portfolio and shall keep the Board informed of significant declines in the market value of HCDE's investment portfolio. Information sources may include financial / investment publications and electronic media, available software for tracking investments, depository banks, commercial or investment banks, financial advisors, and representatives / advisors of investment pools or money market funds. Monitoring shall be done monthly, or more often as economic conditions warrant by using appropriate reports, indices, or benchmarks for the type of investment.

### ***Funds / Strategies***

Investments of the following fund categories shall be consistent with this policy and in accordance with the strategy defined below.

- Operating Funds – Investment strategies for operating funds (including any co-mingled pools containing operating funds) shall have as their primary objective's safety, investment liquidity, and maturity sufficient to meet anticipated cash flow requirements.
- Agency Funds – Investment strategies for agency funds shall have as their objective's safety, investment liquidity, and maturity sufficient to meet anticipated cash flow requirements.
- Debt Service Funds – Investment strategies for debt service funds shall have as their objective sufficient investment liquidity to timely meet debt service payment obligations in accordance with provisions in the bond documents. Maturities longer than one year are authorized provided legal limits are not exceeded.
- Capital Projects – Investment strategies for capital project funds shall have as their objective sufficient investment liquidity to timely meet capital project obligations. Maturities longer than one year are authorized provided legal limits are not exceeded.

### ***Safekeeping and Custody***

HCDE shall retain clearly marked receipts providing proof of HCDE's ownership. HCDE may delegate, however, to an investment pool the authority to hold legal title as custodian of investments purchased with HCDE funds by the investment pool.

### ***Brokers / Dealers***

Prior to handling investments on behalf of HCDE, brokers / dealers must submit required written documents in accordance with Law. Representatives of brokers / dealers shall be registered with the Texas State Securities Board and must have membership in the Securities Investor Protection Corporation (SIPC) and be in good standing with the Financial Industry Regulatory Authority (FINRA).

### ***Soliciting Bids for CD's***

To get the best return on its investments, HCDE may solicit bids for certificates of deposit in writing, by telephone, or electronically, or by a combination of these methods.

### ***Internal Controls***

A system of internal controls shall be established and documented in writing and must include specific procedures designating who has authority to withdraw funds. Also, they shall be designed to protect against losses of public funds arising from fraud, employee error, and misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of HCDE. Controls deemed most important shall include:

1. Separation of transaction authority from accounting and recordkeeping and electronic transfer of funds.
2. Avoidance of collusion.
3. Custodial safekeeping.
4. Clear delegation of authority.
5. Written confirmation of telephone transactions.
6. Documentation of dealer questionnaires, quotations and bids, evaluations, transactions, and rationale.
7. Avoidance of bearer-form securities.

These controls shall be reviewed by HCDE's independent auditing firm.

### ***Portfolio Report***

In addition to the quarterly report required by law and signed by HCDE's investment officer, a comprehensive report on the investment program and investment activity shall be presented annually

to the Board. This report shall include a performance evaluation that may include, but not be limited to, comparisons to 91-day U.S. Treasury Bills, six-month U.S. Treasury Bills, the Fed Fund rate, the Lehman bond index, and rates from investment pools. The annual report shall include a review of the activities and total yield for the preceding 12 months, suggest policies, strategies, and improvements that might enhance the investment program, and propose an investment plan for the ensuing year. The Government Treasurers' Organization of Texas (GTOT) has certified our policy.

## **Ad-Valorem Taxes**

### ***Discounts***

Discount options shall not be provided for the early payment of property taxes in HCDE.

### ***Split Payments***

Split payment of taxes shall be allowed in accordance with statutory provisions.

## **Purchasing & Acquisition**

### ***Purchasing Authority***

The Board delegates to the Superintendent or designee the authority to determine the method of purchasing, in accordance with HCDE Board policy CH (LEGAL), and to make budgeted purchases. However, any single budgeted purchase of good or services that costs or aggregates to a cost of \$50,000 or more shall require procurement. In accordance with CH LEGAL, there are 7 methods of procuring goods and services:

1. Competitive bidding for services other than construction services;
2. Competitive sealed proposals for services other than construction services;
3. A request for proposals, for services other than construction services;
4. An interlocal contract;
5. A method provided by Chapter 2269, Government Code, for construction services;
6. The reverse auction procedure as defined by Section 2155.062(d), Government Code; or
7. The formation of a political subdivision corporation under Section 304.001, Local Government Code.

In addition, contracts amounting to more than \$75,000 must be approved by the Board according to HCDE Board policy CH (LOCAL). Additionally, all purchases of political services, including, without limitation, lobbying services, shall require Board approval. The Board is informed of purchases that aggregate to \$50,000 or greater from a single vendor in the absence of prior Board approval.

A competitive bid and a competitive proposal are both purchasing methods that may be used when making formal purchases valued at \$50,000 or greater. The key difference between the two methods is that the competitive bid does not allow for negotiation and the competitive proposal does allow for negotiations.

### ***Competitive Bidding***

Competitive Bids, or Invitation to Bid ("ITB"), are used when you can clearly define what goods or services you need. If competitive bidding is chosen as the purchasing method, the Superintendent or designee shall prepare bid specifications. All bids shall be submitted in sealed envelopes, plainly marked with the name of the bidder and the time of opening. All bidders shall be invited to attend the bid opening. Any bid may be withdrawn prior to the scheduled time for opening. Bids received after the specified time shall not be considered. The Department may reject any and / or all bids.

### ***Competitive Sealed Proposals***

Competitive Proposals and Request for Proposal ("RFP") are used when the user has a good idea of what he / she wants but there might be different ways of arriving at the same goal. Competitive proposals may be the preferred method of acquisition when the need exists to generate a spectrum of alternative responses to the need proposed and to retain the ability to refine these responses through negotiation. The competitive proposal will have a scope of work that describes the goods or services being purchased and the application, but HCDE is going to leave it up to the company as to how to best accomplish the end result. Competitive Sealed Bids is used on generic goods or services that normally are awarded to low bidder meeting specifications. RFP is used on more complicated purchases that require an evaluation to take place along with possible negotiations. If competitive sealed proposal method is chosen as the purchasing method, the Superintendent or designee shall prepare the request for proposals and/or specifications for items to be purchased. All proposals shall be submitted in sealed envelopes, plainly marked with the name of the proposer and the time of opening.

Proposals received after the specified time shall not be considered. Proposals shall be opened at the time specified, and all proposers shall be invited to attend the proposal opening. Proposals may be withdrawn prior to the scheduled time of opening. Changes in the content of a proposal, and in prices, may be negotiated after proposals are opened. HCDE may reject any and / or all proposals.

### ***Responsibility for Debts***

The Board shall assume responsibility for debts incurred in the name of the Department so long as those debts are for purchases made in accordance with adopted Board policy and current administrative procedures regarding purchases and expenditures. The Board shall not be responsible for debts incurred by unauthorized persons or organizations not directly under Board control or who were acting outside their Departmental authority. Full responsibility for payment of unauthorized purchases shall be assumed by persons making such purchases.

### ***Purchase Commitments***

Purchase commitments shall be made by the Superintendent or the Superintendent's designee on properly drawn and issued Departmental documents.

### ***Conflict of Interest rules***

HCDE has developed conflict of interest rules for all its employees in the past. Effective with new federal EDGAR rules under 2 CFR Section 200 and Chapter 176 of the Texas Local Government Code, conflict of interest guidelines are in effect which impact employees who plan, recommend, select, and implement grants and contracts.

HCDE (i.e. Districts) is required to comply with House Bill 1295, which amended the Texas Government Code by adding Section 2252.908, Disclosure of Interested Parties. Section 2252.908 prohibits HCDE from entering a contract resulting from this RFP with a business entity unless the business entity submits a Disclosure of Interested Parties (Form 1295) to the HCDE at the **time business entity submits the signed contract**. The Texas Ethics Commission has adopted rules requiring the business entity to file Form 1295 electronically with the Texas Ethics Commission.

### **EDGAR Conflict of Interest Requirements**

It should be noted that in accordance with EDGAR requirements as amended on Dec 26, 2014 under 2 CFR Part 200, the requirements include the following: No employee, officer, or agent may participate in the selection, award, or administration of a contract if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is



about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of HCDE may neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts. However, HCDE has set a de minimis amount of less than \$50 per year for items that are unsolicited and of minimal and promotional items. Violations of this standard by an employee will be reported to the Superintendent's Office and addressed through our personnel policies. Violations of this standard by an officer or the Superintendent shall be addressed to the Board President and addressed through the board policies.

### **State of Texas Conflict of Interest requirements**

In addition, Chapter 176 of the Local Government Code, a local government officer shall file a **conflict of interest disclosure** with respect to a vendor if: (1) the vendor enters a contract with the local government entity or the local governmental entity is considering entering a contract with the vendor **AND**, (2) the vendor has **(A)** an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family receiving taxable income, other than investment income, that exceeds **\$2,500** during the 12-month preceding the date that the officer becomes aware that: (i) A contract between the local governmental entity and vendor has been executed by (ii) The local governmental entity is considering entering a contract with the vendor **(B)** has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that (i) a contract between the local governmental entity and vendor has been executed or (ii) the local governmental entity is considering entering into a contract with the vendor or **(C)** has a family relationship with the local government officer.

### **Personnel**

#### ***New Positions***

Any new positions of employment shall be prominently described and set out in the budget for the fiscal year in which the position is created and shall be approved by the Board at the time that the budget is approved. Notice of vacancies shall be posted at campuses but not be limited to campuses.

New positions created after approval of the budget shall be approved by the Board at public meeting before the positions can be advertised, offered, or funded. For fiscal year 2024-2025, there are 8.3 new positions added to the budget that are budget neutral.

### **Annual Operating Budget**

#### ***Fiscal Year***

HCDE operates on a fiscal year beginning September 1 and ending August 31.

#### ***Budget Planning***

Budget planning is an integral part of overall program planning so that the budget effectively reflects the HCDE's programs and activities and provides the resources to implement them. In the budget planning process, general educational goals, specific program goals, and alternatives for achieving program goals shall be considered, as well as input from the HCDE Administration, division managers, and campus-level planning. Budget planning and evaluation are continuous processes and are part of each month's activities.

#### ***Availability of Proposed Budget***

After it is presented to the Board and prior to adoption, a copy of the proposed budget shall be available upon request from the business office or Superintendent. The Superintendent or designee shall be available to answer questions arising from inspection of the budget.

### ***Budget Meeting***

The annual public meeting to discuss the proposed budget and tax rate shall be conducted as follows:

1. The Board President shall request at the beginning of the meeting that all persons who desire to speak on the proposed budget and/or tax rate sign up on the sheet provided.
2. Prior to the beginning of the meeting, the Board may establish time limits for speakers.
3. Speakers shall confine their remarks to the appropriation of funds as contained in the proposed budget and/or the tax rate.
4. No Trustee, officer, or employee of HCDE shall be required to respond to questions during the meeting from speakers or the public.

### ***Authorized Expenditures***

The adopted budget provides authority to expend funds for the purposes indicated and in accordance with state law, Board policy, and HCDE's approved purchasing procedures. The expenditure of funds shall be under the direction of the Superintendent, Assistant Superintendent - Business Services, or appropriate designee who shall ensure that funds are expended in accordance with the adopted budget.

### ***Budget Amendments***

The budget shall be amended when a change in expenditures is made between or among divisions or increasing / decreasing revenue object accounts and other resources.

### **Budget Transfers & Amendments Signature Authority**

Budget amendments / transfers must be aligned with modifications to division plans. For any significant change made to a division budget, the change must be reflected in their division plan. In the processing of the budget amendment, the division must include required documentation. Budget amendments will not be approved if the required documentation is not included with the amendment form. Budget transfers are approved online and require division budget manager approval. Budget transfers over \$25,000 require Assistant Superintendent for Business' approval.

Administration is authorized to move funds between line items. The budget shall be amended when a change in expenditures is made between or among divisions increasing/decreasing revenue object accounts and other resources. The Board delegates to the Superintendent or the Superintendent's designee the authority to approve budget amendments of less than \$200,000 and that do not result in a change to fund balance. Budget amendments of \$200,000 or more or that result in a change to fund balance shall require Board approval.

For Special Revenue Funds, intra-function budget transfers are subject to the approval by the granting agency. The Superintendent is authorized to apply for grants, approve commitment of district funds for matching, cost sharing, cooperative or jointly funded projects up to the amounts specifically allowed under the district budget approved by the board and approve grant and award amendments as necessary, and approve grant budgets and amendments as necessary.

### **Capital Expenditures Policies**

Capital Expenditures are funds committed for improving facilities or for the construction of new facilities. Capital expenditures also include costs of maintenance and operations on facilities and are financed through various funds depending on available funding. The Budget Process includes a review of capital expenditures to be undertaken with General Funds (if any) or the need for additional bonds.

## **New Purchases**

Capital assets are identified as any item having a value of \$5,000 or more and have an expected useful life of more than one year. Items should be considered individually and not in groups when using these criteria. The only exceptions are computers and printers. These items are charged to object code 663X (new purchase).

Assets having a value of \$1,000 or more, but less than \$5,000-unit cost should use object codes 6393 (new purchase). Sensitive items in excess of \$250, should use the account 63990006. Items, such as desks, file cabinets, etc., under \$1,000 should be charged to general supply object code 6399. For software purchases and purchase of computer software including site license, application, and anything associated with software the code 6497 is used.

Bulk purchases: New guidance was issued in 2024 (that is retroactive to 2021) requiring capitalization of some non-capital items (costs less than \$5,000 per item) if 1) the purchase is *significant* and 2) items are acquired *at the same time*. Current interpretation is that the bulk purchase must be procured on a single PO, and the threshold for *significance* is at that the discretion of the Assistant Superintendent of Business Services.

The funds utilized for capital expenditures include the following:

- **PFC Fund** – capital expenditures are funded through this fund when a new bond is issued and committed for capital expenditures
- **Local Construction Fund** – capital expenditures are funded on a pay as you go basis and funded from excess General Funds. These projects and capital expenditures are appropriated annually.
- **Facilities Fund** – capital expenditures are funded on a pay as you go basis and funded from facilities charges allocated to all divisions. These projects and capital expenditures are appropriate annually.

## **One Time Expenditures and Capital Expenditures**

For FY25, there are no planned one-time expenditures from the General Fund balance.



## **Budgetary Controls & Basis of Accounting**

Harris County Department of Education

### **Reporting Entity**

The County School Board (“Board”), a seven-member group, has governance responsibilities over all departmental activities within the jurisdiction of the Department. The Board is elected and has the exclusive power and duty to govern and oversee the management of the Department. All powers and duties not specifically delegated by statute to the Texas Education Agency (“TEA”) or the State Board of Education are reserved for the Board, and the TEA may not substitute its judgment for the lawful exercise of those power and duties by the Board. The Department receives funding from local, state, and federal government sources and must comply with the requirements of those funding entities. The Department is considered an independent entity for financial reporting purposes and is considered a primary government.

### **Accounting System Structure**

The Business Support Services division is responsible for providing all Department financial services including financial accounting and reporting, payroll and accounts payable disbursement functions, cash and investment management, debt management, budgeting, fixed assets, tax office collections, and special financial and policy analyses to Department management. The Assistant Superintendent for Business Services, appointed by the Superintendent, has oversight responsibility of the division’s operations.

The Department’s hardware includes three servers that are virtualized as well as numerous personal computers and system terminals. The Department utilizes the eFinancePlus a software application from PowerSchool which during February of 2017 acquired SunGard, the manufacturer of Pentamotion software application and computerized financial accounting system, which includes a system of internal accounting controls. Such controls have been designed and are continually being reevaluated to provide reasonable, but not absolute assurance for the safeguarding of assets against loss from unauthorized use of disposition and the reliability of financial records for preparing financial statement and maintaining accountability of the Department’s assets.

The concept of reasonable assurances recognizes that the cost of a control should not exceed the benefits likely to be derived, and the evaluation of costs and benefits requires estimates and judgments by management. All internal control evaluations occur within this framework and are believed to adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

### **Basis of Accounting**

Accounting records for governmental fund types are maintained on a modified accrual basis with revenues recorded when services or goods are received, and the liabilities when incurred.

The modified accrual basis of accounting is used for the governmental fund types. This basis of accounting recognizes revenues in the accounting period in which they become susceptible to accrual (i.e., both measurable and available), and expenditures in the accounting period in which the fund liability is incurred, if measurable, except for certain compensated absences, which are recognized when obligations are expected to be liquidated with expendable, available financial resources.

Federal grant funds are generally considered to be earned to the extent of expenditures made under the provisions of the grant and, accordingly, when such funds are received, they are recorded as deferred revenues until earned.

### Basis of Budgeting

Harris County Department of Education accounting policies substantially comply with the rules prescribed in the Texas Education Agency's Financial Accountability System Resource Guide and conforms to generally accepted accounting principles applicable to governmental units. The Board of Trustees requires that annual budget be adopted for the General Fund. Budgets are prepared using the same accounting basis (modified accrual) as for financial statements. The modified accrual basis of accounting recognizes revenues in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest and principal on long-term debt, which is recognized when due.

The Special Revenue Funds and Capital Projects Funds adopt project-length budgets which might not correspond with the Department's fiscal year. Following is a description of the Department's funds. The basis of budget and the basis of accounting are shown in the chart below:

<b>Fund Type</b>	<b>Operating Budget</b>	<b>Audited Financial Statements</b>
<b>Governmental</b>		
General Fund	Modified Accrual	Modified Accrual
Special Revenue Fund	Modified Accrual	Modified Accrual
Debt Service Funds	Modified Accrual	Modified Accrual
Capital project Fund	Modified Accrual	Modified Accrual
<b>Proprietary</b>		
Internal Service Funds	Accrual	Accrual
Enterprise Funds	Accrual	Accrual
<b>Fiduciary</b>		
Custodial Funds	Accrual	Accrual

### Funds and Fund Types

The Department's accounting system is organized and operated on a fund basis and account groups. In addition, the department budgets on an organizational unit basis within each fund. Each fund is considered a separate accounting entity. The operations of each fund are accounted for through a separate set of self-balancing accounts that are comprised of its assets, liabilities, fund equity, revenue, and expenditures and / or expenses. Governmental resources are allocated and accounted in individual funds based upon the purposes for which spending activities are controlled. The Department utilizes the following fund types:

#### ***Governmental fund type***

General Fund – used to account for financial resources used for general operations. Any fund balances are considered resources available for current operations. All general tax revenues and other receipts that are not allocated by law or contractual agreement to other funds are accounted for in this fund. Included in this fund is the Local Construction and the Retirement Fund.

Special Revenue Funds – used to account for resources restricted to, or designated for, specific purposes by a grantor. Federal, state, and local grants are accounted for in separate special revenue funds.

Debt Service Fund – used to pay interest, related costs and to retire long-term debt. A transfer from the General Fund is made to fund for debt issued by using the maintenance and operations taxes.



Capital Projects Fund – accounts for the proceeds of general obligation bond sales. Revenues from sale of bonds are used for acquiring sites, constructing, and equipping new facilities and renovating existing facilities. The Harris County Department of Education Public Facility Corporation (PFC) issues bonds to provide for the acquisition of and the construction and renovation of educational facilities in accordance with the Public Facility Corporation Act.

***Proprietary fund types***

Internal Services Fund – used to account for revenues and expenses related to services provided by one division within the Department to other divisions. This fund facilitates distribution of facility support costs to the users of support services and workers compensation costs. HCDE remains fully insured with Texas Association of Schools Board (TASB) Risk Pool.

Enterprise Fund – used to report an activity for which a fee is charged to external users of goods and services. It is to account for Choice Partners Cooperative.

***Fiduciary fund types***

Custodial Funds – used to account for clearing accounts and campus activities funds and are not budgeted.

## HCDE Fund Codes

<b>100 - GENERAL FUND</b>	<b>400 - LOCAL GRANTS - CONT.</b>
199-GENERAL FUND	467-LOC-CITY OF HOUSTON
<b>200 - FEDERAL GRANTS</b>	468-COUNTY CONNECTION PROGRAM
205-HEAD START	475-EARLY HEAD START IN-KIND
206-HEAD START TRAINING	479-HEADSTART INKIND
208-EDUCATORS & FAMILIES ENGL	495-HOGG GRANT - MENTAL HEALTH
209-HS - COOLWOOD CONSTRUCTIO	496-LOC-HOGG FOUNDATION
212 - 2022 HS CARE RELIEF FUNDS	498-LOC-OTHER LOCAL GRANTS
213-TECQ/ AUDUBON	<b>500 - DEBT SERVICE</b>
214-EARLY HEADSTART START-UP	599-DEBT SERVICE ADMIN
215-EARLY HEADSTART OPERATION	<b>600 - CAPITAL PROJECT FUNDS</b>
216-EARLY HEADSTART T&TA	692-MAINTENANCE NOTE SERIES 2024
218-HS - COOLWOOD LAND ACQUI	693-DISASTER RELIEF FUND
224 - TCEQ - ENGAG COMMUN CASE	694-CAPITAL PROJECTS - PFC
230-FED ADULT ED REGULAR	695-CAPITAL PROJ LOCAL FUNDS
234-FED-ADULT ED-EL/CIVICS	697-CAPITAL PROJECT FUND
231 -TWC - ADULT EDUCATION	698-PFC REFUNDING BONDS
237 - EMPLOYER ENGAGEMENT	699-PUBLIC FACILITIES CORP
238 - FAMILY MATH LITERAC	<b>700 - PROPRIETARY FUNDS</b>
243 -TWC - ADULT ED-EL/CIVICS	711-CHOICE PARTNERS
264-FED 21ST CENT CYCLE 12	753-ISF-WORKERS COMPENSATION
265-21ST CENTURY - CYCLE 11	799-ISF-FACILITIES
268-FED 21ST CENTURY CYCLE 10	<b>800 - FIDUCIARY - TRUST/CUSTODIAL FUNDS</b>
286-TX COUNCIL DEV DISABILITY	811-HIGHPOINT EAST ACTIVITY
288-FED-AFTER SCHOOL PTNRSHIP	815-COURTESY COMMITTEE
<b>400 - LOCAL GRANTS</b>	829-BLAIR ENDOWMENT FUND
437-HS - DISASTER RELIEF COVI	<b>900 - ACCOUNT GROUPS</b>
451-DCF - EPP GRANT	901-GENERAL CAPITAL ASSETS
462 - EVERY HOUR COUNTS	902-PFC CAPITAL ASSETS
463-LOC-HOUSTON ENDOWMNET	903-LONG TERM DEBT
464-YOUR VOICE MATTERS PROJ	904-LONG TERM DEBT PFC

### Accounting Measurement Focus

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. The Governmental Fund Types are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

The modified accrual basis of accounting is used for the Governmental Fund Types and Permanent Funds. This basis of accounting recognizes revenues in the accounting period in which they become susceptible to accrual, i.e., both measurable and available, and expenditures in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt, which is recognized when due and certain compensated absences and claims and judgments, which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

Revenues from local sources consist primarily of contract fees from local school districts and property tax revenues. Contract revenues and property tax revenues are recognized under the susceptible-to-accrual concept. Miscellaneous revenues are recorded as revenue when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned, since they are both measurable and available.

Grant funds are considered to be earned to the extent of expenditures made under the provisions of the grant. Any excess revenues at fiscal year-end are recorded as deferred revenue or due to grantor, as necessary.

Proprietary Fund Types and Fiduciary Fund Types use the accrual basis of accounting. This basis of accounting recognizes revenues in the accounting period in which they are earned and become measurable, and expenses in the accounting period in which they are incurred and become measurable.

### **Property Taxes**

Property taxes are levied on the assessed value listed as of the prior January 1 for all real and business personal property located in the Department's taxing area of Harris County, Texas in conformity with Subtitle E. Texas Property Tax Code. Taxes are due on receipt of the tax bill and are delinquent if not paid before February 1 of the year following the year in which imposed. On January 1 of each year, a tax lien attaches to property to secure the payment of all taxes, penalties, and interest ultimately imposed. Property tax revenues are considered available when they become due or past due and receivable within the current period.

Allowances for uncollectible taxes are based upon historical experience in collecting property taxes. Uncollectible personal property taxes receivable are written off after ten years and real property taxes receivable are written off after twenty years.

### **Fund Balance**

Order of Expenditure Fund balance shall mean the gross difference between governmental fund assets and liabilities reflected on the balance sheet. The fund balance of the general fund, one of the governmental fund types, is of primary significance because the general fund is the fund which finances most functions of the Department.

The five classifications of fund balance of the general fund include:

1. **Non-spendable fund balance** shall mean that portion of the gross fund balance that is not expendable (such as inventories) or is legally earmarked for a specific use such as the self-funded reserves program. Example of fund balance reserves for which fund balance is not available for financing general operating expenditures are:
  - a. Inventories
  - b. Prepaid items
  - c. Deferred expenditures
  - d. Self-funded risk management programs
  - e. Long term receivables
  - f. Outstanding encumbrances
2. **Restricted fund balance** includes amounts constrained to a specific purpose by the provider, such as grantor.
  - a. Federal or state granting agency (i.e. CASE, Adult Education, Head Start)
  - b. Construction funds (PFC)
  - c. Retirement of long-term debt

3. **Committed fund balance** shall mean that portion of the fund balance that is constrained to a specific purpose by the Board of Trustees.
4. **Assigned fund balance** shall mean that portion of the fund balance that is spendable or available for appropriation but has been tentatively earmarked for some specific purpose by the Board of Trustees and/or the Superintendent. In current practice, such plans or intent may change and never be budgeted or result in expenditures in future periods of time. Examples of assigned fund balances which the department may have tentative plans for expenditures in future period include:
  - a. Capital replacement (expenditures for equipment, furniture, software)
  - b. Building construction, repair, and renovation
  - c. Insurance deductibles
  - d. Claims and judgments
  - e. Employee retirement leave reserves
  - f. Expansion and moving costs
  - g. Program startup costs
  - h. Debt service reduction
  - i. Other legal uses
5. **Unassigned fund balance** includes amounts available for any legal purpose. This portion of the total fund balance in the general fund is available to finance operating expenditures. Unassigned fund balance shall mean the difference between the total fund balance and the total of the no-spendable fund balance restricted fund balance, committed fund balance and assigned fund balance.

Credit rating agencies carefully monitor levels of fund balance and unassigned fund balance in a government's general fund to evaluate the government's continued creditworthiness. Historically, HCDE enjoyed a Moody's Aa Rating on Education Lease Revenue Bonds. When HCDE borrowed from the Qualified Zone Academy Bonds and Maintenance Notes in 2009, and Education Lease Revenue Bonds in 2006, HCDE's credit rating was Aa, and these bonds were issued to raise revenue for construction purposes. The 2016 bonds for the construction of AB West School are also rated Aa. For the 2020 Capital Improvement Plan, which oversaw construction of new buildings in several divisions and the extensive renovation of 6300 Irvington, HCDE saw our credit rating move to Aaa with the issuing of Series 2020 and then 2024 bonds.

The Government Finance Officers Association and the Texas Association of School Business Officials recommends that general-purpose governments maintain unassigned fund balance in their general fund of no less than five to 15 percent of regular general fund operating revenues, or of no less than one to two months of regular general fund operating expenditures. Local budget policy is to maintain an unassigned fund balance equal to a minimum of two months of operations costs. This amount would be determined by first adding budgeted operations and maintenance costs plus debt service requirements. This total would be divided by 12 and then multiplied by two to calculate the two months operating costs requirements.

**Estimated Revenues** are classified by fund and object or source. There are three major sources: local sources, state sources and federal sources. Federal and State estimated revenues correspond to grants assigned to the different programs HCDE offers. Local estimated revenue includes Property Tax Revenue, Customer Fees, Capital Projects and Transfers In. Customer fees main sources are: Therapy Services, Tuition from the four schools, The Teaching and Learning Center fees, Record Management fees and other. Capital projects correspond to revenue precedent from Bond issuance. Transfers In represent the excess of revenues over the expenses for the Choice Partners Cooperative.

## **Expenditure Functions**

A function represents a general operational area and groups together related activities. Most school districts use all the functions in the process of educating students or organizing the resources to educate students. Each of these activities is a function as required by the Texas Education Agency (TEA) Financial Accountability System Resource Guide (FASRG).

**Function 11 – Instruction** – is used for transactions that deal directly with the interaction between teachers and students. This function includes expenditures for direct classroom instruction and other activities that enhance the delivery of learning opportunities to students. Teaching may be provided in the classroom, at home, in the hospital, and other learning situations, including television, radio, telephone, telecommunications, multimedia and/or correspondence. Expenditures include salaries and fringe benefits for teachers, teacher assistants, substitutes, special education speech and occupational instructional services, and physical therapy. It includes purchase of instructional equipment, supplies, and materials.

**Function 12 – Instructional Resources and Media Services** – is used for expenditures that are directly used for resource centers, establishing and maintaining libraries and other facilities dealing with educational resources and media. It includes expenditures for salaries and fringe benefits of librarians, library assistants, media center personnel and other staff related to media services, expenditures for supplies and materials associated with media center and resource centers such as library books, films, video cassettes, CD-ROM disks, equipment purchases, and upkeep of the equipment.

**Function 13 – Curriculum Development and Instructional Staff Development** – is used for expenditures directly used to aid instructional staff in planning, developing, and evaluating the process of providing learning experiences for students. It includes research personnel salaries and fringe benefits for research personnel and training personnel. Includes expenditures associated with staff development, in-service training and development of curriculum.

**Function 21 – Instructional Leadership** – is used for expenditures directly used for managing, directing, supervising, and leadership to staff who provide general and specific instructional services. It includes salaries and fringe benefits for instructional supervisors, educational program coordinators or directors, and related support staff. It includes expenditures for supplies and materials associated with the upkeep of the instructional support area.

**Function 23 – School Leadership** – is used for expenditures used to direct and manage a school campus. They include activities performed by the principal, assistant principals, and other assistants while they supervise campus operations, evaluate campus staff, and assign duties to staff maintaining the records of the students on campus. It includes expenditures for salaries and fringe benefits for the above-named groups and any supplies and materials needed to maintain campus administration.

**Function 31 – Guidance, Counseling and Evaluation Services** – is used for expenditures directly and exclusively used for assessing and testing students' abilities, aptitudes, and interests; counseling students with respect to career and educational opportunities and helping them establish realistic goals. It includes costs of psychological services, identification of individual characteristics, testing, educational counseling, and student evaluation. It includes expenditures for salaries and fringe benefits for counselors and related staff, psychologists, psychiatrists, and diagnosticians. It includes expenditures for testing materials, student appraisal services, and supplies and materials needed to test students outside of the classroom.



**Function 32 – Social Work Services** – is used for expenditures that are directly used for investigating and diagnosing student social needs, case work and group work services for the child and/or parent, interpreting the social needs of the student for other staff members and promoting modification of the circumstances surrounding the student which relate to his/her social needs. It includes expenditures for salaries and fringe benefits of attendance officers, social workers, and other related staff and expenditures for equipment, supplies and materials.

**Function 33 – Health Services** – is used for expenditures that provide physical health services for students, including medical, dental, and nursing services. Includes expenditures for salaries and fringe benefits of school physicians, dentists, nurses and nurses' aides, contracted medical services, medical and health supplies, and expenditures needed to maintain the health services function.

**Function 34 – Student Transportation** – is used for expenditures that are incurred transporting students to and from school.

**Function 35 – Food Services** – is used for expenditures for a food service operation. It includes salaries and fringe benefits for food service supervisors, cooks, snack-bar staff and other related staff, expenditures for food, non-food and commodities purchases, storage and transportation, and related expenditures.

**Function 41 – General Administration** – is used for expenditures for the purposes of managing and governing the entire organization, not applicable to a specific function. Expenditures included in this function are salaries and fringe benefits for the Superintendent's Office, Board of Trustees, Business Services, Purchasing, Communications & Public Information, and Human Resources.

**Function 51- Plant Maintenance and Operations** – is used for expenditures to keep the building and grounds operational, clean, comfortable, and in effective working condition and state of repair, and insured. It includes salaries and fringe benefits for custodial staff, building maintenance staff, and warehouse staff. It includes expenditures for utilities, insurance premiums for buildings, property and equipment, and expenditures needed to maintain the physical plant.

**Function 52 – Security and Monitoring Services** – is used for expenditures to keep student and staff safe at school, to and from school, or at campus-sponsored events. Includes expenditures for salaries and fringe benefits of security guards and campus police, handheld communication devices, and related supplies and materials.

**Function 53 – Data Processing Services** – is used for expenditures for data processing services, whether in-house or contracted. It includes computer facility management, computer processing, and systems development, analysis and design. Including salaries and fringe benefits of chief information officer, network managers, PC network managers, and other related staff. It includes expenditures for maintaining networks, software, and services to the end user.

**Function 61 – Community Services** – is used for expenditures that are for activities other than regular public education and adult basic education services. It includes providing resources to non-public schools, higher education institutions and proprietary types of services incurred for outside entities in the community. Expenditures include related parenting programs, parental involvement programs, and parental and educational services to adults other than adult basic education. Includes expenditures for staff providing childcare for teen parents attending school, staff providing child care for teachers or working parents, baby-sitting after hours and after school daycare and other related expenditures needed to maintain the programs. HCDE uses this function for expenditures for Center for Safe and Secure Schools, Education Foundation, and Scholastic Arts and Writing Program.

**Function 62 – School District Administrative Support Services** – is used for expenditures relating to performing certain administrative support services including indirect instructional services such as guidance and counseling, social work, and health and food services as well as general administrative services such as budgeting, accounting, tax administration, and joint purchasing. HCDE uses this function for expenditures for School Governance and Fiscal Accountability, Food Co-ops, Purchasing Co-ops, Choice Facility Partners, and Records Management Services.

**Function 71 – Debt Service** – is used for expenditures to retire recurring bond, capital lease principal, other debt related services, debt service fees and debt interest. Expenditures include bond, capital lease, and long-term debt principal and interest payments, and interest on short-term notes.

**Function 81 – Facilities Acquisition and Construction** – is used for expenditures to acquire, equip, and/or make additions to real property and sites, including lease and capital lease transactions. Include acquisition or purchase of land and buildings, remodeling or construction of buildings, major site improvements, and capital outlay to equip new facilities.

**Function 93 – Payments to Fiscal Agent or Member Districts of Shared Services Arrangements** – is used for payments from a member district to a fiscal agent of a shared services arrangement; or payments from a fiscal agent to a member district of a shared services arrangement.

**Function 99 – Other Intergovernmental Charges** – is used to record intergovernmental charges not defined above, including amounts paid to county appraisal districts for costs relating to the appraisal of property, and salaries and related expenditures to obtain instructional services from another school district for grade levels not provided by the sending school district.

## Expenditure Object Codes

Object codes are the four-digit code that identifies the purpose of an account, a transaction, or a source. The first of the four digits identifies the type of account or transaction, the second digit identifies the highest level of classification, and the third and fourth digits provide further subclassifications. The object codes HCDE utilizes are as required by the Texas Education Agency (TEA) Financial Accountability System Resource Guide (FASRG).

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### **6100 Payroll Costs**

- 6110 Teachers and Other Professional Personnel
- 6120 Support Personnel
- 6130 Employee Allowances
- 6140 Employee Benefits

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### **6200 Professional and Contracted Services**

- 6210 Professional Services
- 6220 Tuition and Transfer Payments
- 6230 Education Service Center Services
- 6240 Contracted Maintenance and Repair Services
- 6250 Utilities
- 6260 Rentals—Operating Leases
- 6290 Miscellaneous Contracted Services

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### **6300 Supplies and Materials**

- 6310 Supplies and Materials for Maintenance and Operations
- 6320 Instructional Materials
- 6330 Testing Materials
- 6340 Food Service and Other Resale Items
- 6390 Supplies and Materials—General

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### **6400 Other Operating Expenses**

- 6410 Travel, Subsistence, and Stipends
- 6420 Insurance and Bonding Costs
- 6430 Election Costs
- 6440 Depreciation Expense of Proprietary and Nonexpendable Trust Funds
- 6490 Miscellaneous Operating Costs

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### **6500 Debt Service**

- 6510 Debt Principal
- 6520 Interest Expenditures
- 6590 Other Debt Service Expenditures

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### **6600 Capital Outlay—Land, Buildings, and Equipment**

- 6610 Land Purchase and Improvement
- 6620 Building Purchase, Construction, or Improvements
- 6630 Furniture and Equipment
- 6640 Fixed Assets—District Defined
- 6650 Fixed Assets under Capital Leases
- 6660 Library Books and Media



## Budget Responsibilities

Harris County Department of Education

### Budget Requirements

The official budget is prepared for all funds. The General Fund and Debt Service Fund are mandated to be an annual budget. HCDE utilizes budgets in the other funds to facilitate monitoring by budget managers and for control purposes. The following procedures are followed: Prior to August 20<sup>th</sup> of the preceding fiscal year, the Department prepares a budget for the next succeeding fiscal year beginning September 1<sup>st</sup>. The operating budget includes proposed expenditures and the means of financing them. A duly posted meeting of the Board is called for the purpose of adopting the proposed budget. Once a budget is approved, it can be amended at the budget level (increases or decreases to the total individual budget) only by approval of a majority of the members of the Board.

Amendments are presented to the Board of Trustees at its regular meetings. Such amendments are made prior to expenditures, are reflected in the official minutes of the Board, and are not made after fiscal year end as required by law. Increases and decreases to accounts (individual line items) within a budget may be made without Board approval.

Each budget is controlled by the budget manager at the revenue and expenditure class-object level. General Fund budget appropriations lapse at fiscal year-end, August 31<sup>st</sup>. During the fiscal year, the budget was amended as necessary.

Encumbrances for goods or purchased services are documented by purchase orders or contracts. Under Texas law, appropriations lapse at August 31<sup>st</sup>, and encumbrances outstanding at that time are to be either canceled or appropriately provided for in the subsequent year's budget.

### Budget Responsibilities

The development of division and Department annual budgets should be part of the ongoing budget process. The budget preparation process and guidelines are established through interaction between the board budget committee, the superintendent, and the Department budget committee. The following individuals and groups are involved in budget development:

1. Division Level
  - a. Division / Budget Directors
2. Department Level: HCDE Budget Committee
  - a. Superintendent
  - b. Assistant Superintendent Business
  - c. Chief Accounting Officer
  - d. Budget Analyst/Senior Accountant
  - e. Assistant Superintendents
  - f. Executive Director of Human Resources
  - g. Executive Director of Facilities
  - h. Chief Communications Officer
  - i. Chief of Staff
3. Board Level:
  - a. Board Budget Committee
  - b. Board of Trustees

### Annual Budget Responsibilities and Guidelines

HCDE is organized as a department with multiple divisions which report to the various Executive

Team members. The Executive Team is composed of the following individuals: Superintendent, Assistant Superintendents, Chief Communication Officer, Executive Director for Human Resources, Executive Director for Facilities, and Chief of Staff.

The levels of responsibility include:

Division: Includes division managers who have fiscal oversight over their individual budgets.

Department: Includes the executive team members who have oversight of divisions within their responsibility.

The following table shows the interaction necessary between individuals and groups at different levels of the Department to produce the annual budget:

<b>PARTICIPANTS</b>	<b>ROLES &amp; RESPONSIBILITIES</b>	<b>LEVEL</b>
<b>Division / Budget Directors</b>	✓ Coordinates preparation of division level program budgets, performance measures and objectives	Division
<b>HCDE Budget Committee</b>	<ul style="list-style-type: none"> <li>✓ Reviews for appropriateness division-level budgets and reviews/prioritizes allocated requests submitted by division directors</li> <li>✓ Discusses budget recommendations for superintendent review</li> </ul>	Division
<b>Superintendent</b>	<ul style="list-style-type: none"> <li>✓ Communicates budget process guidelines to division / budget directors and HCDE budget committee</li> <li>✓ Serves as lead member of HCDE Budget Committee to review division budget requests and to analyze budget components</li> </ul>	Department
<b>Assistant Superintendent for Business</b>	<ul style="list-style-type: none"> <li>✓ Serves as chair of HCDE Budget Committee</li> <li>✓ Serves as Department Budget Officer</li> <li>✓ Communicates budget calendar</li> <li>✓ Reviews fund balance estimates</li> <li>✓ Conducts final review of proposed budget to Board Budget Committee</li> </ul>	Department
<b>Chief Accounting Officer</b>	✓ Reviews proposed budget drafts subsequent to superintendent and HCDE Budget Committee review	Department
<b>Senior Accountant</b>	<ul style="list-style-type: none"> <li>✓ Provides requested forecasts and analyses to Assistant Superintendent for Business, HCDE Budget Committee, and Superintendent</li> <li>✓ Compiles division budgets into proposed Department budget</li> <li>✓ Communicates any revisions to appropriate divisions</li> <li>✓ Develops and communicates budget calendar</li> <li>✓ Develops division revenue estimates</li> <li>✓ Develops fund balance estimates</li> <li>✓ Updates proposed budget drafts subsequent to superintendent and HCDE Budget Committee review</li> </ul>	Department
<b>Assistant Superintendents</b>	<ul style="list-style-type: none"> <li>✓ Serves as member of HCDE Budget Committee</li> <li>✓ Reviews and approves all division budgets under their immediate supervision prior to submission to Assistant Superintendent for Business</li> </ul>	Department
<b>Executive Director of Human</b>	✓ Compiles and reviews personnel staffing needs submitted by budget directors and any necessary	Division



<b>Resources</b>	revisions ✓ Serves as member of HCDE Budget Committee to ascertain personnel use changes and requirements	Department
<b>Executive Director of Facilities</b>	✓ Develops schedules of facilities and facility and vehicle maintenance for budget planning ✓ Serves as member of HCDE Budget Committee to ascertain facility support responsibilities	Division Department
<b>Chief Communication Officer</b>	✓ Serves as member of HCDE Budget Committee to ascertain communications and technology support responsibilities	Department
<b>Board Budget Committee</b>	✓ Reviews / prioritizes / revises proposed budget submitted by Superintendent and Assistant Superintendent for Business ✓ Recommends a final version of the proposed budget for adoption by the full Board of Trustees	Board
<b>Board of Trustees</b>	✓ Conducts public hearings for budget presentation ✓ Adopts official budget and tax rate	Board

### Budget Guidelines

Budget preparation guidelines are prepared by the Assistant Superintendent for Business with input from the Superintendent and other Department administrators. The budget preparation guidelines, which are distributed to division / budget directors in the Budget Planning Workbook, include the following elements:

1. A *budget transmittal letter* from the Superintendent which provides the overall context for budget development at the division/program levels.
2. A *budget overview* which explains the Department budgeting philosophy and approach; outlines the budget development process to include the *development of budget requests, performance objectives and division objectives for the year*; and references *major assumptions and changes in the budgetary process* from the previous year.
3. *Fiscal limitations* to be observed Department-wide such as maintenance of service levels, specific percentage increases / decreases in resource allocations, and personnel hiring guidance.
4. A *budget calendar* of critical dates for budget development, submission and review.
5. Instructions concerning level of detail required for budget submission.
6. A copy of standard budget *preparation worksheets* and submission forms.
7. A list of the *account codes* necessary for the preparation of campus and division budgets. This list normally will include fund, function, object, sub-object and program intent codes.
8. *Instructions* for the submission of budgets to the business office including the number of copies required, due dates and personnel to contact for assistance.
9. *Guidelines* for estimating the costs of salaries and benefits are provided by the Human Resources division.

Key factors which impacted fiscal year 2024-2025 budget development include:

1. Wage increase: 3% for all General Fund, Internal Service Fund, Choice employees as well as TASB suggested adjustments. For Special Revenue Funds, the grant and the granting agency will determine if the fund is able to adsorb the salary increase. The cost of the increase is \$719,913.
2. HCDE plans to recruit, hire, and retain high quality staff to be able to provide the best services available in the marketplace. The Cost of incentives are \$479,750.

3. An additional \$200,000 for the Teacher Supplies program to the Education Foundation.
4. School Based Therapy Program will receive additional **(3.3) FTEs** to increase the level of service to School Districts around the County due to additional service demand. The cost is \$249,234. An increase (15%) of \$37,385 is the tax subsidy for this division is included in the tax projection.
5. To retain staff at AB Schools, the department is proposing a pilot program to establish a stipend for all teachers at \$5,250 and \$4,000 for teacher aides assigned to the AB Schools. additional local tax subsidy is budgeted in the amount of \$200,000 and \$104,000 respectively.
6. The Crisis Stipend for AB Schools will also be implemented for 20 staff members at a cost of \$7,500.
7. One FTE (helpdesk technician) is being added to the Information Technology Division for the Adult Ed Building. The cost is \$68,480.
8. One FTE (Contract Specialist) is being added to the Procurement Division. The cost is \$62,230.
9. One FTE (Continuous Improvement Specialist/Engineer) is being added to the Business Division. The cost is \$105,000.
10. One FTE (Contract Coordinator) and One FTE (Contract Manager) are being added to the Choice Partners Fund to address the growth in the cooperative usage, and one Field Representative (Contracted). The cost is \$268,239. In addition, \$150,000 is set aside for technology needs for the cooperative.
11. The cost of health insurance cost increase for employee only high deductible premium will continue to be covered by the department. The cost is \$121,506.
12. The Department has also included the continuation of the lobbying cost commitment previously approved by the Board of Trustees. The cost is \$276,000.
13. The budget includes \$3,718,469 for the payment of debt service payments to include the 2024 maintenance note.
14. The budget is predicated on adopting a tax rate that will bring in more revenue to address revenue loss and implementation of new initiatives such as the campaign awareness and costs associated with talent recruitment and compensation recruitment and retention plan. The **estimated tax rate of \$.004799** will be adopted, and this is below the voter-approval tax rate ("VAR"). Public hearings and notices were required to adopt the tax rate. This rate is key to the funding of the operations plan for the current year.

### **Budget Calendar**

The budget calendar is the responsibility of the Assistant Superintendent for Business who presented it to the Board of Trustees at the December board meeting. Updates may be made with approval from the Superintendent and are communicated to the HCDE budget committee and division / budget directors.

The calendar identifies all the activities which must be included in the proposed budget process

and is arranged in chronological order. It contains a column showing the individual or group responsible for each activity listed. This column is helpful to users since a quick scan of the calendar allows each of them to identify those activities in the budget development process for which he or she is responsible.

### **Funds reviewed and incorporated into the budget review process**

The budget review for SWOT analysis and review through the budget committee review and budget board workshops include all funds: General Fund, Facilities Fund (internal service fund), grants (special revenue funds, and Choice Fund, (enterprise fund) and other worker's comp. fund (internal service fund).

The budget process includes the development of a budget for the operating of the Department. The General Fund is the primary budget. In addition, each division manager also incorporates in the review the planned grants to be received during the subsequent year. The grant proposals and projections are reviewed and prioritized during the budget process. The facilities inclusive of the budget is an integral part of the operating function of the Department, and charges are allocated to each division. The Facilities Division, as part of their annual budget review, addresses facilities needs and capital projects to be funded for the year through a pay as you go plan. The facilities budget is included in the budget review and it is discussed during the Superintendent and Budget Committee meetings discussion over SWOT Analysis and Performance Review for each division. The Department does not have an interest and sinking tax rate; thus, all projects are either funded through pay as you go plan or through the Public Facilities Corporation which is funded through the General Fund.

# HARRIS COUNTY DEPARTMENT OF EDUCATION

## FY 2024-25 Budget Planning Calendar



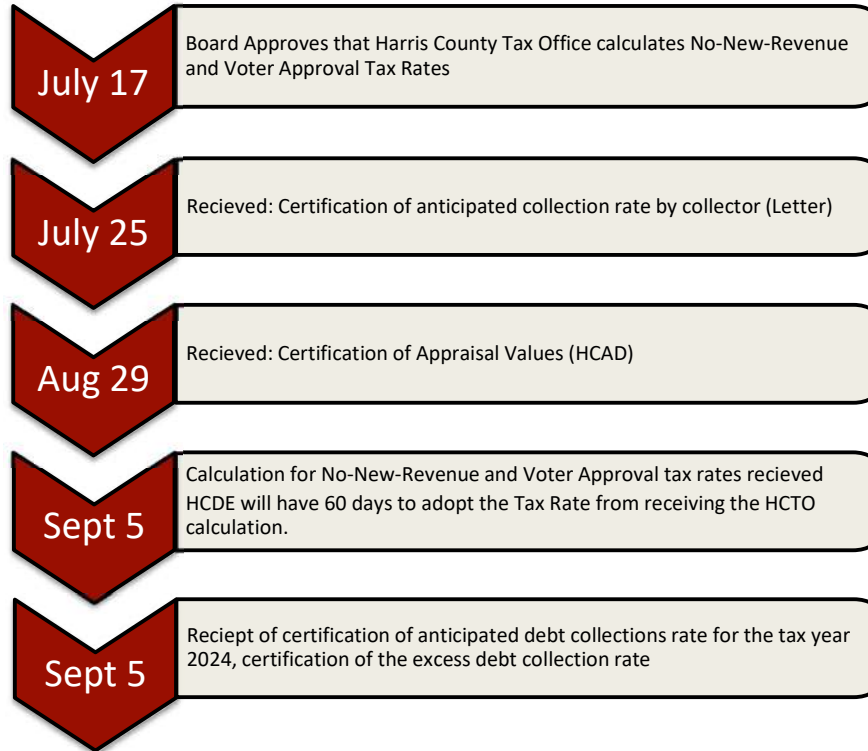
	Date	Activity	Location	Participants
Budget Planning		Budget Planning with Budget Analyst & Accounting Staff		
	Friday, December 8, 2023	Strategic Planning Process Begins Cost of Service level to ISD	N/A	Divisions
	Friday, December 8, 2023	Cost of Services Report due	1:00 PM	Superintendent
	Wednesday, December 13, 2023	<u>Board Meeting, 1 PM</u> Approval of proposed calendar for FY 2024-25 Budget Year	1:00 PM Board Room	Board
	January 22 - 26, 2024	1st Qtr. Budget Review Meetings	TEAMS	Budget Managers
	Friday, January 19, 2024	Accountability Steering Committee - 9:00 am	TEAMS	Budget Managers
	Friday, February 23, 2024	Budget Information & Instructions Budget Planning Book on the HCDE portal	N/A	Business Services
Needs Assessment and Budget Development	Friday, March 1, 2024	Budget Planning / Preparation Training (Superintendent Initiatives)	9 AM NPO 1010-11	Budget Managers Only
	Monday, March 4, 2024	Budget Entry Training	Irv 504 9 AM	Business Services - Budget Entry
	Tuesday, March 5, 2024	Budget Entry Training	Irv 504 9 AM	Business Services - Budget Entry
	Wednesday, March 6, 2024	Fee Setting Review for FY24	TEAMS 9 AM	Revenue Divisions
	Friday, March 8, 2024	Target Date for Needs Assessment to be Conducted	N/A	Divisions
	<b>March 11 - 15, 2024</b>	<b>Spring Break</b>		<b>Department Closed</b>
	March 27 to 30, 2024	2nd Qtr. Budget Review Meetings	TEAMS	Budget Managers
	Friday, March 29, 2024	DUE: Risk Assessment - Mid-Year Evaluation	Business Office	Budget Managers
	Tuesday, April 2, 2024	Proposed Budgets to Budget Analyst & SWOT Analysis & Packets DUE	N/A	Budget Managers
Budget Analysis and Superintendent Review	Friday, March 29, 2024	Final FY23-24 Accountability Objectives to be sent to Research & Evaluation	N/A	Budget Managers
	Friday, April 19, 2024	HCDE Goals & Strategic Plan Integration - Executive Team Leaders (ELT) - Annual Review	N/A	ELT Members
	Friday, April 26, 2024	Budget Committee Planning Workbook to Budget Committee		Business Services
	Monday, April 29, 2024	Budget Committee Planning Meeting	400 A	HCDE Budget Committee
	May 6-22, 2024	Division Budget Presentations	400 A	HCDE Budget Committee
	Tuesday, May 14, 2024	Supt. Budget Review Session: Draft 1 Proposed Budget	400 A	Superintendent Business & Assistant Superintendents
Board Workshops	Wednesday, June 19, 2024	Final Accountability Objectives Presented to the Board	Board Room	Superintendent Business Services
	Wednesday, June 12, 2024	Supt. Budget Review Session: Proposed Budget	400 A	Superintendent Business Services
	June 19 - 23, 2024	3rd Qtr. Budget Review Meetings	TEAMS	Budget Managers
	Tuesday, June 25, 2024	BOARD Workshop Work Session #1	400 A	Board Budget Committee
	Saturday, June 29, 2024	Post <u>Budget Notice</u> in the <u>Houston Chronicle</u> and Post Budget on the web	N/A	Business Services
	Thursday, July 4, 2024	Agenda Items Due	N/A	Business Services
	Monday, July 29, 2024	BOARD WORKSHOP Budget Work Session #2	400 A	Board Budget Committee Superintendent, Bus. Services
Budget Approval	Monday, July 29, 2024	(1) BOARD Budget Committee Session # 3 Present Finalized Budget and Make Recommendation (2) Public Hearing on the Budget, 12:00 PM (3) <u>Board Meeting, 1:00 PM</u> and BUDGET APPROVAL	Board Room	Board Budget Committee, Superintendent Business Services Board Board
	Thursday, August 29, 2024	Risk Assessment Year-End Evaluation	N/A	Divisions
	Sunday, September 1, 2024	FY25 Budget is effective		
	Friday, September 13, 2024	Accountability Meeting Year End Reports		Budget Managers
	Wednesday, October 16, 2024	Board Presentation of Risk Assessment Document	Board Room	Board
	October 24 - 28, 2024	4th Qtr. Budget Review Meetings	TEAMS	Budget Managers

**HCDE Budget Committee:** Colbert, Parker, Rodgers, Clark, Bartz, Sylvester, Williams, Amezcuca, Leiva

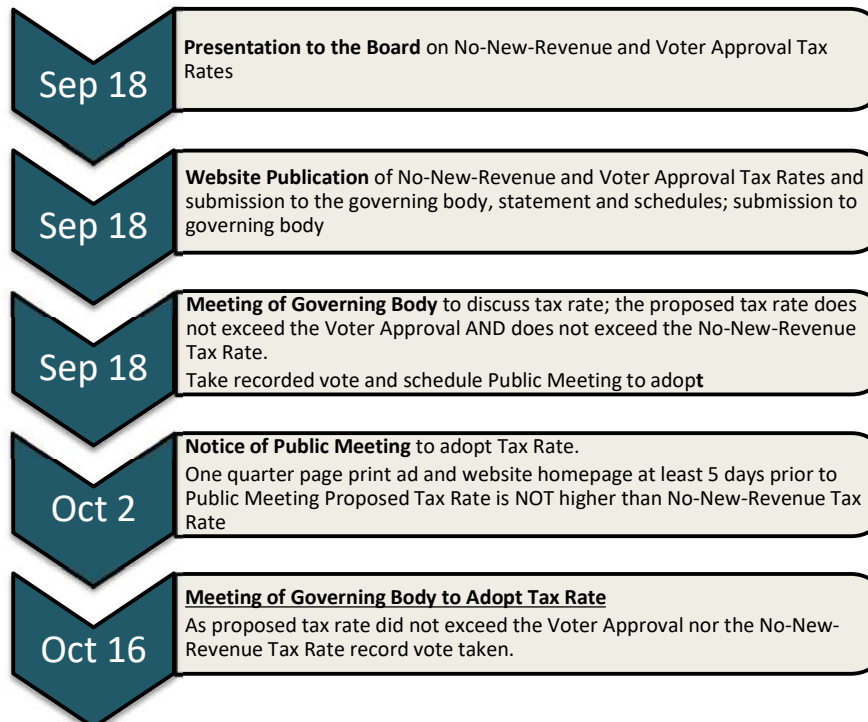
# HARRIS COUNTY DEPARTMENT OF EDUCATION

## Tax Calendar 2024

### TAX RATE CALCULATION



### TAX RATE APPROVAL





## Budget Development Process

Harris County Department of Education

The annual Budget Development Process and the annual Planning Process are overlapping and augment one another, although the focus of each is different. The Budget Development Process is comprised of three major phases: planning, implementation, and evaluation.

The budgetary process begins with sound planning. Planning defines the goals and objectives and develops strategies to attain those goals and objectives. Once these plans have been established, budgetary resource allocations are made to support them. Budgetary resource allocation is the implementation phase of budgeting. The allocations cannot be made, however, until plans have been established.

Finally, the budget is evaluated for its effectiveness in attaining goals and objectives. Evaluation typically involves an examination of how funds were expended, what outcomes resulted from the expenditure of funds, and to what degree these outcomes achieved the objectives stated during the planning phase. This evaluation phase is important in determining the following year's budgetary allocations. Budget preparation is not a one-time exercise to determine how funds are allocated rather, it is part of a continuous cycle of planning and evaluation to achieve Department goals.

The development of division annual budgets should be part of ongoing planning processes and those levels. Beyond the budgetary requirements for federal and state programs, the HCDE board and the Superintendent largely will determine the budget preparation process and related budget responsibilities.

### PLANNING PHASE

The first phase of the Budget Development Process is planning. Planning involves defining the mission, goals and objectives of divisions and the Department. Importance is placed upon sound budget planning for the following reasons:

- In implementing the type, quantity, and quality of divisional services, the budget becomes the limiting force.
- Providing quality education and services is very important to the public interest.
- The scope and diversity of the Department's operations make comprehensive planning necessary for good decision-making.

Since strategies to attain the goals and objectives need to be developed before starting the actual budget calculation process, it is important that each division prepare statements in the "Goals and Objectives" and "Performance Evaluation" forms as the initial exercise in planning the annual division budget. This exercise comprises developing narrative and quantitative statements. These statements must be consistent with the HCDE Accountability System. This information will be used to analyze and justify the Department's programs and operational request, as well as to ensure that individual division goals and objectives are consistent with the Department's overall mission and goals. Line item budgeting remains the primary fiscal tool; thus, completion of the "Goals and Objectives" and "Performance Evaluation" forms is an important step in summarizing and evaluating each division and its budget.

Listed below are standardized definitions to be used in the development of these statements and completion of the appropriate forms. It is recommended that strict adherence to these definition parameters be kept in order to insure consistency throughout the Department:



- *Division Function:* A statement of specific overall mission.
- *Division Goals:* “Broad” statements of desired results; ultimate accomplishments; overall end results.
- *Division Objectives:* “Specific” statements of desired program accomplishments; usually measurable; shows progress toward a goal; desired results of activities. Clearly stated measurable objectives should represent a concise summary of the principal work activities in which progress can be monitored and evaluated periodically throughout the fiscal year. Objectives should be stated in common “action-oriented phrases such as “to maintain,” “to increase,” “to reduce,” “to facilitate,” “to continue,” etc. These are the same as the Accountability Objectives.
- *Performance Measures:* Specific quantitative and qualitative measures of work performed by division must be included in this section. Quantitative measures are defined as observable and in narrative format. These are the measures that Research & Evaluation analyze for the Accountability system.

With the Budget Development Process, divisions are allowed time to integrate the Department goals into their specific budget requests. During division budget hearings the Business Services Division will review revenue projections and refined budget requests to develop a preliminary Department budget. As a result of this collaborated process, the Business Services Division was able to present a preview of the proposed 2024-2025 budget to the Board of Trustees before the June Workshop. The preview enabled the Board of Trustees and the Superintendent to review and discuss the direction of the budget at the July 29<sup>th</sup> public hearing.

## **IMPLEMENTATION PHASE**

### **Revenue Projections**

To meet the future needs of the Department, directors should forecast the source and amount of resources or revenue available. Therefore, projections of revenue from the three major sources should be made. These revenue sources include Local, State, and Federal aid.

- **Local Revenues** typically consists of monies generated by the local tax efforts and fees for service. Factors that need to be considered include such things as assessed property values, property value growth / decline rates, applicable tax rates, historical collection rates. Factors for fees for service are market value for services, demand for service, and current market conditions. The main source of local revenues are Tax revenues that represent about 49% of local revenue, customer fees that are estimated at about 41%, and other local revenues about 10%, including transfers-in from Choice Partners. HCDE does not receive sales tax, franchise taxes or any other taxes. It does charge fees for services rendered by some of its divisions. More detailed explanations will be provided in the Financial Section.
- **State Revenues** traditionally consists of monies received because of state funding. The tool that plays a major part in the estimation of this type of resources is the state provided “Summary of Finances” which considers several components.
- **Federal Revenues** involve a variety of amounts and sources. These sources generally are federally distributed funds, which can flow through the Department, Region Education Centers, Texas Education Agency, or directly from the federal source. Methods of allocations can vary from payment of indirect costs to applications for specific grants.

### **Expenditure Projections**

To support the mission, goals and objectives of the Department, directors should forecast the operating costs for all funds necessary to achieve those intents. Expenditures / appropriation / expenses should be classified by the major object classes according to the types of items purchased or services obtained. These budgetary allocations should project costs for the major expenditure categories (objects), which include:

- Payroll Costs (6100) are the costs of employee salaries and benefits. These costs make up 60% or more of annual operating expenditures and should be based primarily upon FTE projections. When appropriating this area, it is important that the division director conduct a full analysis of the personnel situation as well as submit recommendations addressing the findings. The “Position Listing” form is the management tool that can assist to address this issue. Therefore, this form needs to be completed and submitted to the Business Services Division by the Budget Request deadline.
- Professional and Contracted Services (6200), Supplies and Materials (6300) and Other Operating Costs (6400) are typically variable and miscellaneous expenditures. The completion of expenditure estimates for these costs should be directly related to service levels.
- Capital Outlay Costs (6600) includes items that are inventoried and become part of the Department’s fixed assets group such as furniture, audio-visual equipment, computer equipment, and other equipment. These costs should be forecasted and budgeted based on an overall Department Replacement Asset Schedule rather than on a division basis, the proper “Capital Outlay Justification” form needs to be submitted as well.

Implementation, the second phase of the Budget Development Process, is the process of allocating resources to the prioritized needs of the Department in support of its planned mission, goals, and objectives. Although budget formats and policies are by no means uniform in the public arena, formal budgets play a far more important role in the planning, control, and evaluation of public entities than in those of privately-owned organizations. In educational settings, the adoption of a budget implies that a set of decisions have been made by school board members and administrators which culminate in matching resources with its needs. As such, the budget is a product of the planning process. The budget also provides an important tool for the control and evaluation of sources and uses of resources. With the assistance of the accounting system, directors are able to execute and control the activities that have been authorized by the budget and evaluate performance based upon comparisons between budgeted and actual operations.

The link between planning and budget preparation in educational entities gives budgets a unique role in these organizations. Budgets in the public arena are often considered the ultimate policy document since they are the financial plan used to achieve its goals and objectives reflecting:

- Public choices about what goods and services will and will not be produced.
- The Department’s priorities among the wide range of activities in which they are involved.
- How a public entity has acquired and used its resources.

The budget, itself, then becomes intrinsically a political document reflecting administrators’ accountability for fiduciary responsibility to citizens.

The annual operating budget or financial plan is proposed by the Superintendent and enacted by the Board of Trustees after public discussion.

Directors, principals, and other staff of the Department under the direction of the Superintendent, developed the budget. Budget Preparation Training was held on March 1<sup>st</sup> with Division managers and two budget entry training on March 4<sup>th</sup> and March 5<sup>th</sup>, 2024. The budget deadline set for divisions was April 2<sup>nd</sup>, 2024, and the Business Services Division compiled the budget requests. During the month of May, various budget meetings were scheduled with the Superintendent, the Executive Team and Division Directors.

The Superintendent’s Budget Review Team reviewed various budget options for personnel and financing. This entails maintaining competitive salaries and benefits for our employees, providing adequate funding for services, providing for construction and repairs to facilities, and other miscellaneous projects.

Budget workshop was held on June 25<sup>th</sup> and July 29<sup>th</sup> to review the preliminary budget estimates. The citizens of Harris County and Department employees are invited to attend the budget workshops. On July 29<sup>th</sup>, the Board of Trustees voted to approve the final budget to be implemented on September 1<sup>st</sup>, 2024.

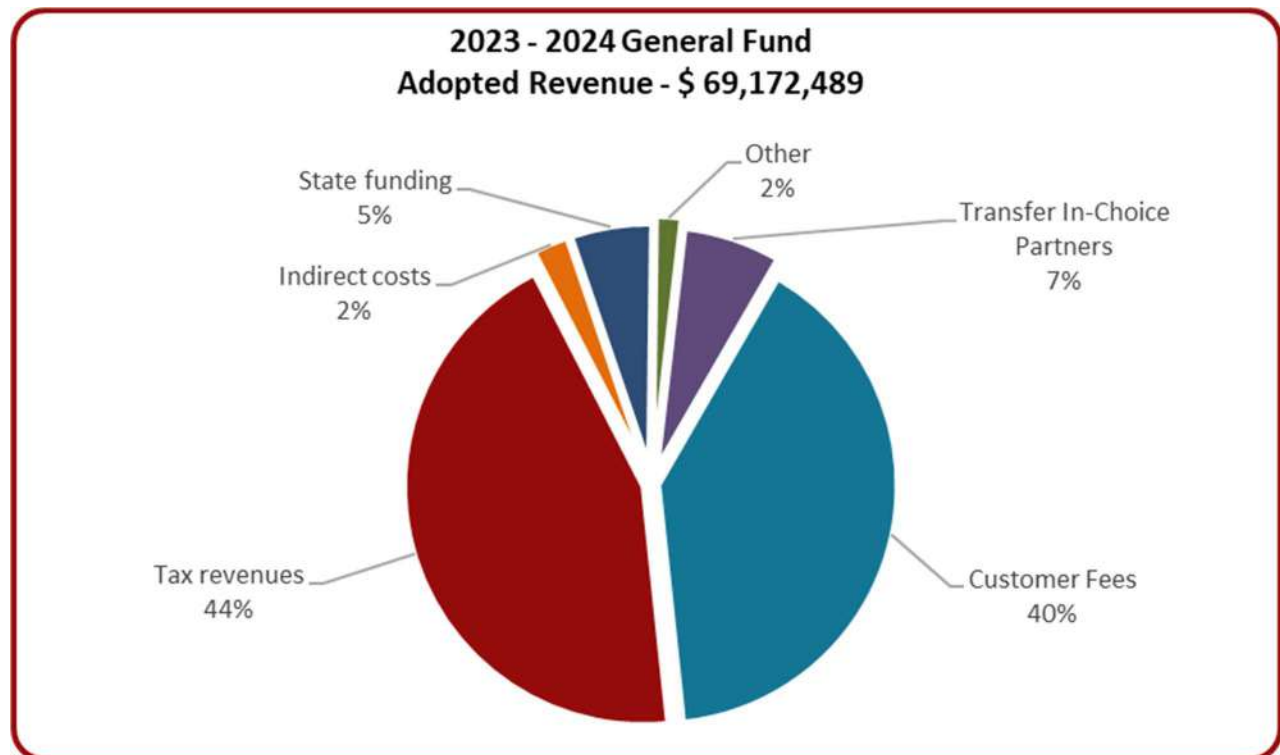
### EVALUATION PHASE

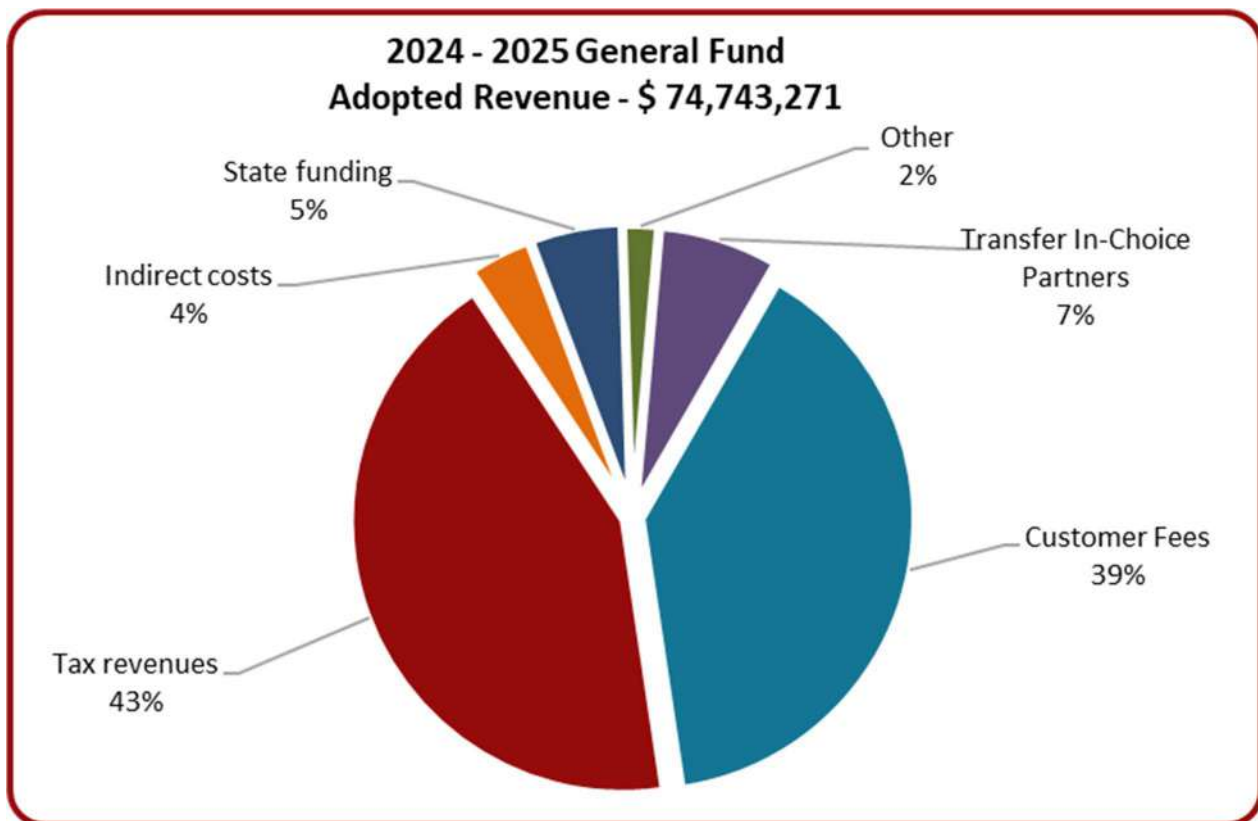
Evaluation is the last step of the Department's budget cycle. Information is compiled and analyzed to assess the performance of each individual division and campus, as well as the Department as a whole. This information is a fundamental part of the planning phase for the following budget year.

In the educational context, budgeting is a valuable tool in both planning and evaluation processes. Budgeting provides a vehicle for translating educational goals and programs into financial resource plans. Thus, operational planning (to attain divisional goals) should determine budgetary allocations. This link between operations and financial planning is critical to effective budgeting. In addition, such a budgeting practice may enhance the evaluation of budgetary and educational performance since resource allocations are closely associated with instructional plans.

### LOCAL REVENUES

Revenue estimates are based upon a variety of demographic and tax information. Estimating revenue from the two major sources, customer fees and local property taxes, are critical to the budget. The following charts present the adopted revenue levels for fiscal year 2023-2024 and the adopted revenues for fiscal year 2024-2025.





The Department estimates total General Operating Fund revenues of \$74,743,271 for the 2024-2025 fiscal year. Customer fees are projected to be \$29,377,667 or 39% of the estimated revenues. Tax revenues are projected to be \$32,184,041 or 43% of the estimated revenues. The remaining 17.6% of the revenues are indirect costs at \$2,676,232; state funding \$3,915,000, transfer in from Choice Partners Fund of \$5,183,961 and other revenues at \$1,406,370.

Object Code	Adopted Budget 2023-2024	Amended Budget 2023-2024	Adopted Budget 2024-2025	Percent Change
Customer Fees	\$ 27,672,055	\$ 28,186,979	\$ 29,377,667	4.2%
Tax revenues	30,500,840	30,500,840	32,184,041	6%
Indirect costs	1,615,925	1,629,989	2,676,232	64%
State funding	3,748,000	3,748,000	3,915,000	4%
Other	1,141,000	1,178,000	1,406,370	19%
Transfer In-Choice Partners	4,494,669	8,859,669	5,183,961	-41%
<b>Total Revenues</b>	<b>\$ 69,172,489</b>	<b>\$ 74,103,477</b>	<b>\$ 74,743,271</b>	<b>1%</b>

Local revenues are projected to increase by 1%. Revenues from current year customer fees are expected to increase by 4.2% from an amended budget of \$28,186,979 in fiscal year 2023-2024 to a projected \$29,377,667 for fiscal year 2024-2025. HCDE has increased the rates and at the special schools for Out of County and Summer School by 5%, and Therapy Division increased rates by 5%. There is no increment in the service rates from Records Management, or the Center for Safe and Secure Schools. In addition, the Department anticipates a 6% increase change in tax revenues from \$30,500,840 in fiscal year 2023-2024 to \$32,184,041 in fiscal year 2024-2025 due to the increase in property values and the adopted tax rate. A 4.11% increase in values is projected based on the

preliminary estimate from the Harris County Appraisal District. Also, a 99% collection was used in projecting revenues for fiscal year 2024-2025, and it is expected that this rate will be realized for the fiscal year.

## **TAX RATE**

Effective January 1st, 2020, the State Legislature approved SB3 that included change in terminology for tax rates and tax rate calculations. The new terminology is as follows: Effective Tax Rate – Now called “No-New-Revenue Tax Rate”. Roll Back Tax Rate – Now called “Voter Approval Tax Rate”. In addition, the calculation was changed as the new law requires to use the average of three-year collection rates.

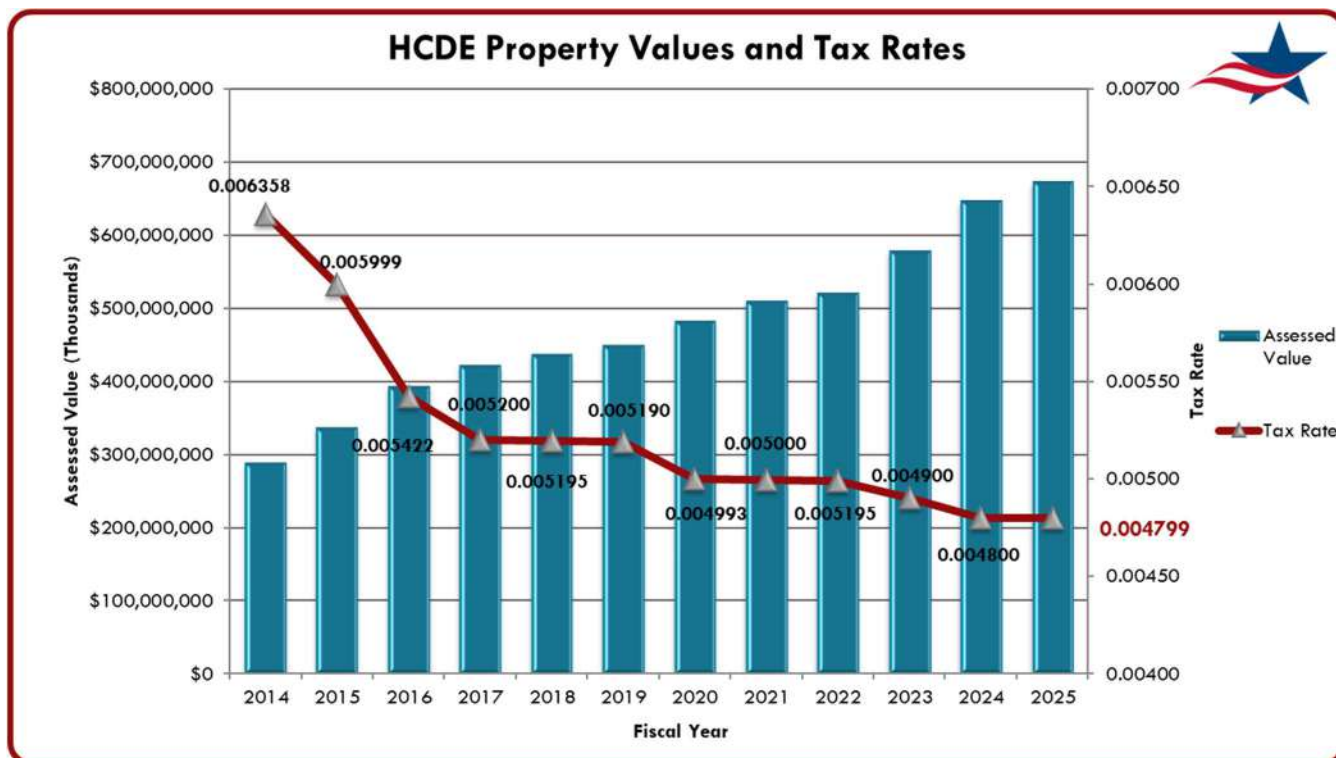
Based on the taxable value, the Department must project the level of taxation that will generate adequate funds to provide funds to meet Department obligations while keeping in mind the ability of local taxpayers to pay their taxes. The Harris County Tax Office will calculate the no-new-revenue tax rate (“NNRR”), formerly called the effective tax rate. The NNRR was calculated at \$.004800 for fiscal year 2024-2025. The adopted tax rate for HCDE fiscal year 2024-2025 is less than to the voter approved rate (VAR) calculated at \$.005268.

Throughout the budget process, we used the current tax rate and the projected values to estimate the level of local effort. Upon receiving the certified values and the NNRR calculation from the Harris County Tax Assessor – Collector, the tax rate proposal will be developed and presented to the board in accordance with the truth in taxation law. Current revenue projections and tax rates are based on projected values and current rates. Projections will be recalculated in accordance with State tax regulations.

**Taxable Values** – The Harris County Appraisal District certifies the taxable value from which the Department begins to develop the estimates for local tax revenues. The certified net taxable value for the 2023 Tax year are \$ 639,568,198,447 (based on 2023 HCAD report updated 8/18/2024). The 2024 Tax Year Preliminary Estimate is \$665 Billion (based on 2024 HCAD report updated 8/16/2024), which is an increase of \$25,949,134,161 or 4%. The adjacent chart illustrates the 10-year taxable value history of the Department. The Department is also proposing to increase the Over 65 & Disabled Exemption from \$275,000 to \$320,000 with an estimated impact of \$634,370 at the current rate.

**Tax Collections** – The collections percentage used to estimate the tax revenues is 99%. This is a realistic approach given the trend of the Department’s collections effort and the projected tax increase.





In the chart above, the tax rate has been reducing as the property values for the Harris County have increased. As the population in the Harris County has grown, new areas have been developed with new construction and new businesses.

### Other Tax Revenues

The Department does not have any other local taxes or collections. Harris County Department of Education does not receive sales tax, franchise taxes or any other taxes. It does charge fees for services for various activities. The following are general fee charges by the various divisions.

### FEES FOR SERVICES

**School based therapy services** are provided to school districts which contract with HCDE to provide occupational therapists. The rates based are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$515 to \$565 per day. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There was a 5% increase in Out of County fees compared to last year.

**Special school services** are provided to school districts which contract with HCDE to provide services for students with behavioral and disability issues. The rates are based on whether the district is within the county boundaries or outside of the boundaries. The fees range from \$6,875 (Fortis – In County) to \$28,875 (AB Schools – Out of County) per year. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There was a 5% increase in Out of County fees compared to last year.

**Records management services** are provided to school districts which contract with HCDE to provide services for safe keeping documents and records. Rates are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$.24 to \$.26 cents per box, \$.25



cents per month for tape or film. Rates are lower for educational entities, and other out of County or non-educational entities require a 15% to 25% margin to reduce the cost of providing services to ISDs. There was no increase in fees compared to last year's fees.

**Center for Educator Success' services** are provided to school districts which contract with HCDE to provide digital training and course development. The rates are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$850 to \$2,000 depending on the scope of work. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. The cost per district participation in the teacher institute is \$25,000 per year.

**Center for Safe and Secure Schools' services** are provided to school districts which contract with HCDE to provide facility audits. The rates are based on whether the district is within the county boundaries or outside of the boundaries. The fees range from \$1,500 to \$2,400 per school. There is no increase in fees compared to last year's fees.

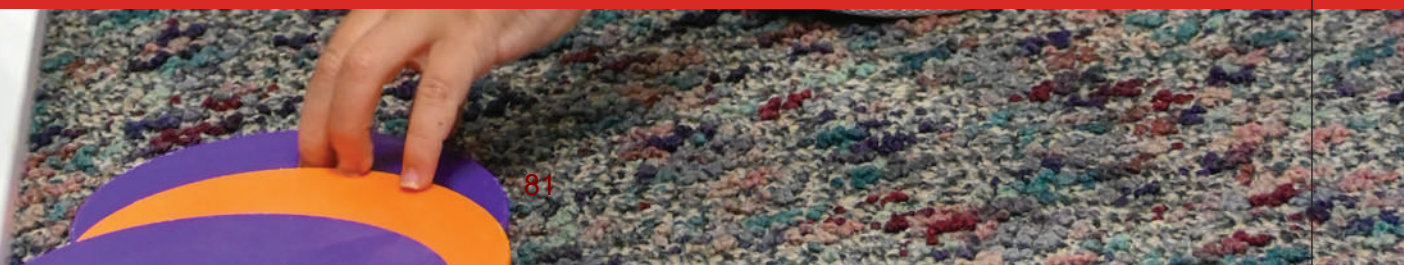
**Cooperative procurement services** are provided to school districts which contract with HCDE and participate in the national cooperative – Choice Partners. The rates are paid by the vendors based on the type of commodity. The fees range from 1% to 4%. The sustainability of this model has been identified a self-sustaining activity which provides revenue to the General Fund and supports Department activities for grants and other services.

#### **Other Local Revenue Sources**

The Department has other sources of revenue. For Fiscal Year 2024-2025 the only source of other revenue is interest. Interest revenues are estimated at \$1,184,370 due to the stability in interest rates for the near term.



# Financial Section





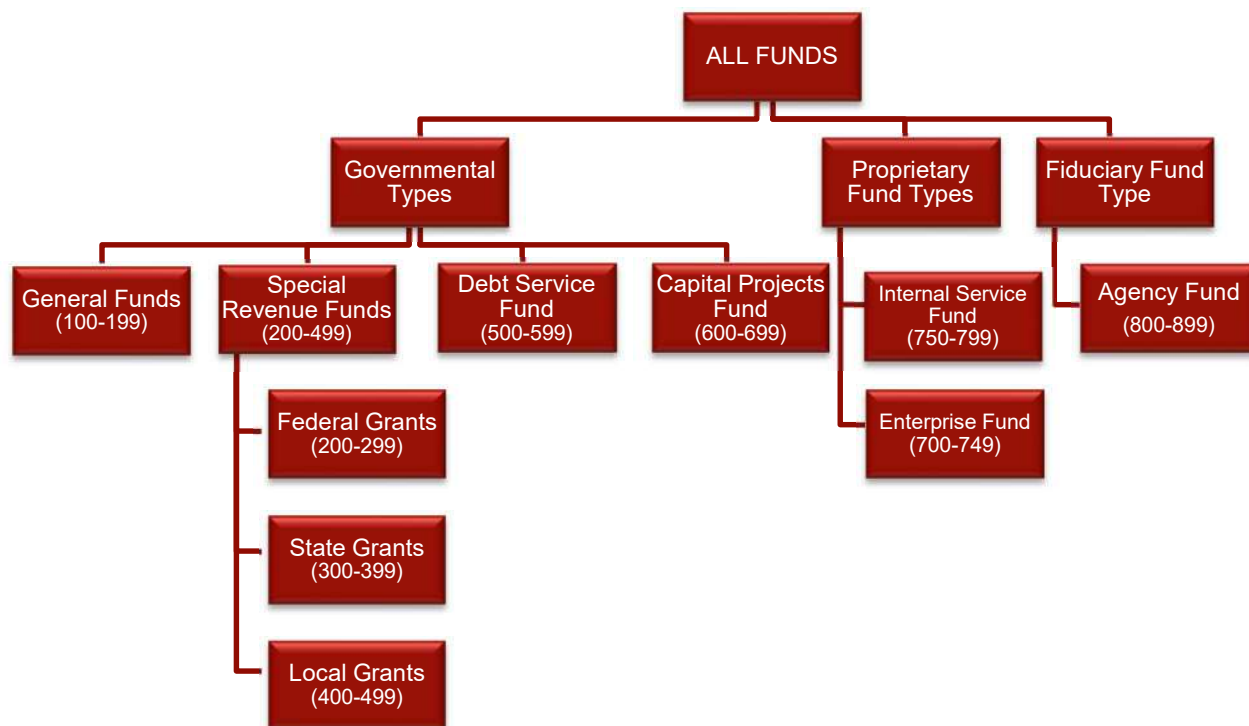


## FINANCIAL SECTION: Fund Types

Harris County Department of Education

### ALL FUND TYPES

All fund types include Governmental Funds, Proprietary Funds and Fiduciary Funds. This is illustrated in the following chart:



### GOVERNMENTAL FUND TYPES

Governmental fund types for Texas school districts consist of four governmental fund groups (General, Special Revenue, Debt Service and Capital Projects) that account for the acquisition, use and balances of expendable financial resources and related liabilities as required by law or rule.

These funds follow the modified accrual basis of accounting method. Under this method, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred.

The following are the Department's governmental funds:

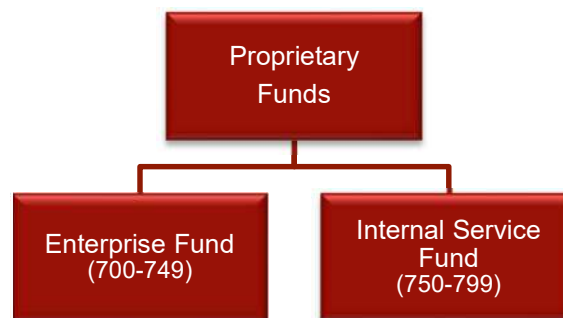
- General Fund – The governmental fund type used and serves as the chief operating fund of the organization. This fund is considered a major fund under the uniform grant guidance (EDGAR).



- Special Revenue Fund – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditures for specified purposes.
- Debt Service Fund – Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
- Capital Project Fund – A governmental fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds) funded through the Maintenance and Operations tax rate.

## PROPRIETARY FUND TYPES

The Department's Proprietary Fund consists of the Enterprise Fund and the Internal Service Fund. The following are the Department's Proprietary Funds:

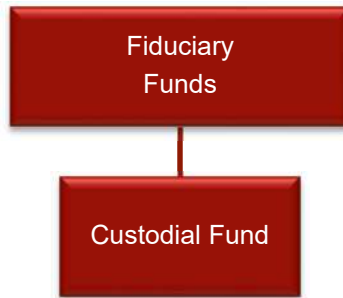


The Enterprise Fund is a Proprietary Fund comprised of the Choice Partners Cooperatives. Choice Partners Cooperatives offers quality, legal procurement and contract solutions to meet the purchasing needs of school districts and other governmental entities with legal, competitively bid contracts.

The Internal Service Fund consists of two funds: the Worker's Compensation Fund and the Facilities Support Services. For the Worker's Compensation Fund, the Department participated in a partially self-funded pool, originally approved by the Board in fiscal year 2005; beginning FY16-17 HCDE moved to a fully funded program. Claims administration, loss control, and consultant services are provided for by a third-party administrator for run-off claims from a self-insurance plan. The Facilities Support Services takes care of the maintenance and supports renovations and construction of additions to HCDE buildings.

## FIDUCIARY FUND TYPES

In addition to Governmental Funds, the Department has one Fiduciary Fund which is not budgeted and is a non-major fund. It is classified as an Agency Fund and is used to account for assets held by the Department in a trustee capacity, or as an agent for individuals, private organizations, other government units, and/or other funds.



Examples of these funds are endowments received from individuals and / or organizations for specific purposes for which the principal and interest earned or revenue may be used. There are two small funds for students' activities from the Highpoint Schools East, one endowment fund for scholarships and a trust fund for the flexible expending of HCDE employees. These are accounted for on the accrual basis and are not reported as part of HCDE Financial Statements.





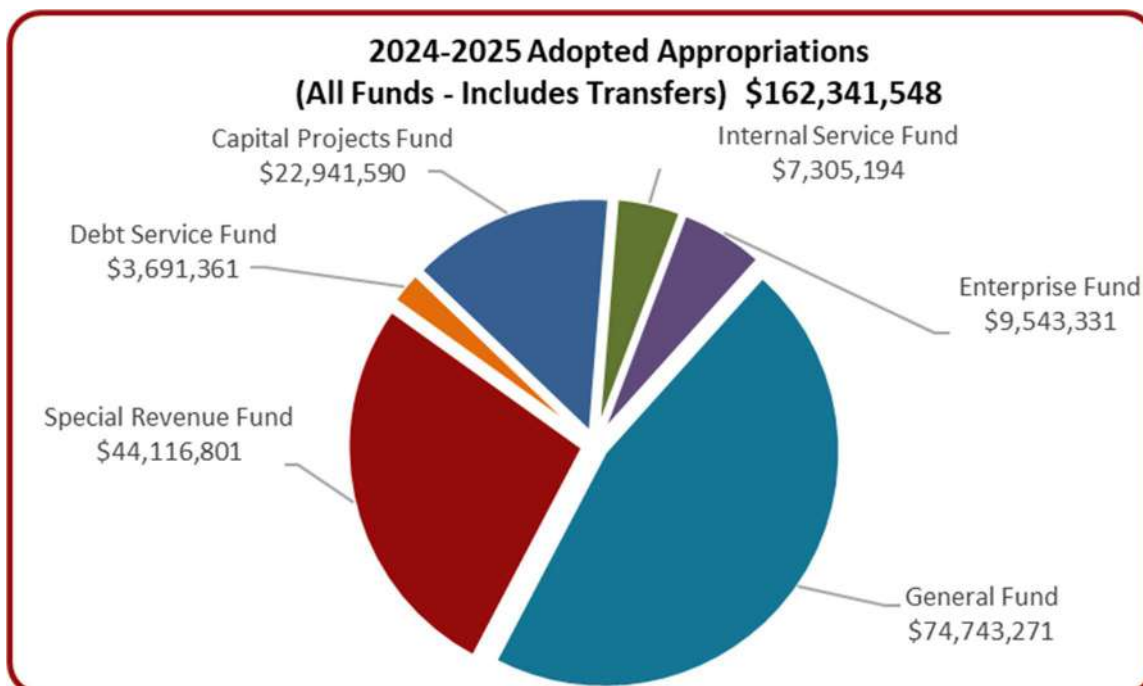
## GOVERNMENTAL & PROPRIETARY FUNDS

Harris County Department of Education

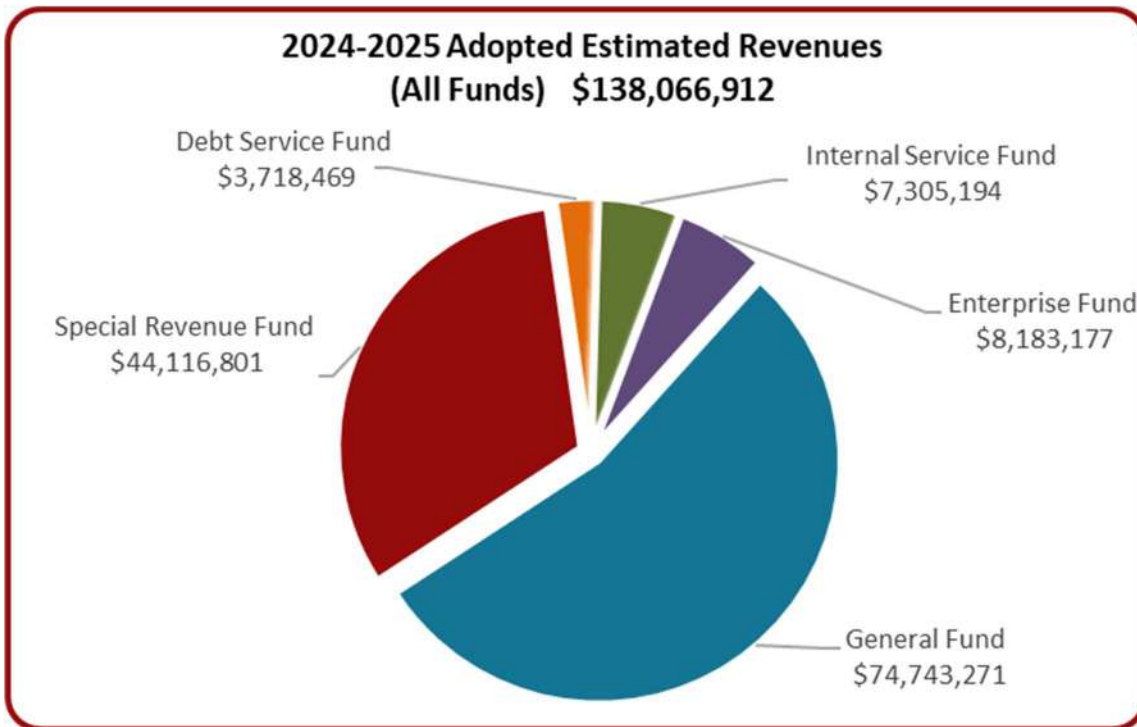
The following table presents the adopted budgeted expenditures for FY25 for the Governmental Fund Types (General Fund, Special Revenues Fund, Debt Service Fund and Capital Projects Fund) and the Proprietary Fund Types (the Internal Service Fund and the Enterprise Fund).

	Governmental				Proprietary		
	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Fund	Total
Estimated Revenues	\$ 74,743,271	\$ 44,116,801	\$ 3,718,469	\$ -	\$ 7,305,194	\$ 8,183,177	\$ 138,066,912
Appropriations	\$ 70,074,015	\$ 44,116,801	\$ 3,691,361	\$ 22,841,590	\$ 7,305,194	\$ 4,359,370	\$ 152,388,331
Transfers Out	\$ 4,669,256	\$ -	\$ -	\$ 100,000	\$ -	\$ 5,183,961	\$ 9,953,217
Total Appropriations and Other Uses	\$74,743,271	\$44,116,801	\$3,691,361	\$22,941,590	\$7,305,194	\$9,543,331	\$162,341,548
Appropriations from Fund Balance:							
Balance:	\$0	\$0	\$27,108	(\$22,941,590)	\$0	(\$1,360,154)	(\$24,274,636)
Projected Fund Balance Beg.	\$ 24,378,242	\$0	\$755,169	\$24,745,941	\$1,350,878	\$1,753,271	\$52,983,501
Projected Fund Balance End.	\$ 24,378,242	\$ -	\$ 782,277	\$ 1,804,351	\$ 1,350,878	\$ 393,117	\$ 28,708,865

The following pie chart presents the budgeted appropriations for the fiscal year 2024-2025 by fund type, the participation of each fund in the total budgeted amount is presented.



In the following pie chart the total adopted revenues are presented by fund type.



The following chart presents ten years of financial data for all funds combined by revenues, expenditures, and type of fund per year. The first four years are actual data from 2020-21 to 2022-23. Fiscal year 2023-24 has the projected actual, but unaudited, figures. Approved budget for fiscal year 2024-25 and five years projection from 2025-26 to 2029-30.

Harris County Department of Education  
All Funds Revenues and Expenditures  
Five Year Forecast

	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Projected 2023-2024	Adopted 2024-2025	Forecast 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030
Beginning Fund Balance	38,633,589	\$83,222,066	\$64,851,107	\$45,714,359	\$52,983,501	\$28,708,865	\$27,651,947	\$29,184,184	\$31,540,017	\$34,759,706
General Fund	56,961,707	56,864,265	63,577,861	70,773,805	74,743,271	76,985,569	79,295,136	81,673,990	84,124,210	86,647,936
Special Revenue Funds	31,022,363	31,658,930	40,351,542	37,806,629	44,116,801	44,999,137	45,899,120	46,817,102	47,753,444	48,708,513
Debt Service Fund	6,500,255	3,658,500	3,116,117	3,286,720	3,718,469	3,685,804	4,158,088	4,185,963	4,182,713	4,183,713
Capital Project Fund	53,468,120	2,981,186	4,358,481	17,440,216	-	-	-	-	-	-
Internal Service Fund	5,954,336	6,060,000	6,610,512	6,948,080	7,305,194	7,524,350	7,750,080	7,982,583	8,222,060	8,468,722
Enterprise Fund	6,924,045	7,580,665	7,108,364	12,400,319	8,183,177	8,428,672	8,681,532	8,941,978	9,210,238	9,486,545
<b>Estimated Revenues</b>	<b>160,830,826</b>	<b>108,803,546</b>	<b>125,122,878</b>	<b>148,655,769</b>	<b>138,066,912</b>	<b>141,623,532</b>	<b>145,783,956</b>	<b>149,601,616</b>	<b>153,492,665</b>	<b>157,495,429</b>
General Fund	63,713,239	57,029,128	63,798,360	69,539,806	74,743,271	76,238,136	77,762,899	79,318,157	80,904,520	82,522,611
Special Revenue Funds	31,022,363	31,658,930	40,351,542	37,806,629	44,116,801	44,999,137	45,899,120	46,817,102	47,753,444	48,708,513
Debt Service Fund	4,000,255	4,790,544	3,728,904	3,285,109	3,691,361	3,685,804	4,158,088	4,185,963	4,182,713	4,183,713
Capital Project Fund	4,656,614	20,026,783	22,907,568	11,563,483	22,941,590	1,804,351	-	-	-	-
Internal Service Fund	5,925,833	6,088,455	6,618,159	6,791,281	7,305,194	7,524,350	7,750,080	7,982,583	8,222,060	8,468,722
Enterprise Fund	6,924,045	7,580,665	6,855,093	12,400,319	9,543,331	8,428,672	8,681,532	8,941,978	9,210,238	9,486,545
<b>Appropriations (Exp.)</b>	<b>116,242,349</b>	<b>127,174,505</b>	<b>144,259,626</b>	<b>141,386,627</b>	<b>162,341,548</b>	<b>142,680,450</b>	<b>144,251,719</b>	<b>147,245,783</b>	<b>150,272,975</b>	<b>153,370,103</b>
Difference	44,588,477	(18,370,959)	(19,136,748)	7,269,142	(24,274,636)	(1,056,918)	1,532,237	2,355,833	3,219,690	4,125,326
<b>Projected Ending Fund Balance</b>	<b>\$83,222,066</b>	<b>\$64,851,107</b>	<b>\$45,714,359</b>	<b>\$52,983,501</b>	<b>\$28,708,865</b>	<b>\$27,651,947</b>	<b>\$29,184,184</b>	<b>\$31,540,017</b>	<b>\$34,759,706</b>	<b>\$38,885,032</b>

Note: Fiscal Year 2024-2025 has no one-time appropriations of fund balance

Harris County Department of Education  
Combined Projection of Revenues, by Source and Expenditures by Object - All Funds  
For the Fiscal Year August 31, 2025

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>EST. REVENUES &amp; OTHER SOURCES</b>										
<b>Revenues</b>										
Customer Fees & Charges	\$ 27,818,069	\$ 28,108,678	\$ 31,252,584	\$ 38,876,665	\$37,560,844	\$ 38,687,669	\$ 39,848,299	\$ 41,043,748	\$ 42,275,061	\$ 43,543,313
Property Tax Rev-Current	24,866,856	25,253,823	27,800,619	30,400,840	32,084,041	33,046,562	34,037,959	35,059,098	36,110,871	37,194,197
Property Tax Rev-Delinquent & P&I	219,384	116,036	84,629	100,000	100,000	103,000	106,090	109,273	112,551	115,927
Investment Earnings-HCDE	26,124	168,995	1,677,020	1,000,000	1,184,370	1,219,901	1,256,498	1,294,193	1,333,019	1,373,009
Other Local Revenues	1,120,761	167,958	573,781	178,000	122,000	125,660	129,430	133,313	137,312	141,431
Local Grants	6,094,583	6,245,562	6,455,333	6,101,470	8,479,061	8,733,433	8,995,436	9,265,299	9,543,258	9,829,556
<b>Total Local Revenues</b>	<b>60,145,777</b>	<b>60,061,052</b>	<b>67,843,966</b>	<b>76,656,975</b>	<b>79,530,316</b>	<b>81,916,225</b>	<b>84,373,712</b>	<b>86,904,924</b>	<b>89,512,071</b>	<b>92,197,433</b>
Facility Support Services	5,603,310	5,697,952	6,175,926	6,705,121	6,830,194	7,035,100	7,246,153	7,463,537	7,687,444	7,918,067
Workers Compensation	351,027	362,048	434,586	470,000	475,000	489,250	503,928	519,045	534,617	550,655
<b>Total Inter-Departmental Revenues</b>	<b>5,954,337</b>	<b>6,060,000</b>	<b>6,610,512</b>	<b>7,175,121</b>	<b>7,305,194</b>	<b>7,524,350</b>	<b>7,750,080</b>	<b>7,982,583</b>	<b>8,222,060</b>	<b>8,468,722</b>
State TEA Supplemental Compensation	174,834	174,834	174,834	200,000	169,950	175,049	180,300	185,709	191,280	197,019
State TEA Employee Portion Health Ins	354,966	354,966	354,966	248,000	345,050	355,402	366,064	377,045	388,357	400,008
State TRS On Behalf Payments	2,815,070	3,019,944	3,295,407	3,300,000	3,400,000	3,502,000	3,607,060	3,715,272	3,826,730	3,941,532
State Grants	-	-	-	-	-	-	-	-	-	-
State-Indirect Costs	-	-	-	-	-	-	-	-	-	-
<b>Total State Revenues</b>	<b>3,344,870</b>	<b>3,549,744</b>	<b>3,825,207</b>	<b>3,748,000</b>	<b>3,915,000</b>	<b>4,032,450</b>	<b>4,153,424</b>	<b>4,278,026</b>	<b>4,406,367</b>	<b>4,538,558</b>
Federal Grants	23,221,213	24,714,790	32,586,031	34,211,360	34,686,953	35,727,562	36,799,388	37,903,370	39,040,471	40,211,685
Indirect Cost-Federal Grants	2,059,264	2,089,412	2,358,857	1,628,162	2,676,232	2,756,519	2,839,215	2,924,391	3,012,123	3,102,486
<b>Total Federal Revenues</b>	<b>25,280,477</b>	<b>26,804,202</b>	<b>34,944,888</b>	<b>35,839,522</b>	<b>37,363,185</b>	<b>38,484,081</b>	<b>39,638,603</b>	<b>40,827,761</b>	<b>42,052,594</b>	<b>43,314,172</b>
<b>Total Revenues</b>	<b>94,725,461</b>	<b>96,474,998</b>	<b>113,224,573</b>	<b>123,419,618</b>	<b>128,113,695</b>	<b>131,957,106</b>	<b>135,915,819</b>	<b>139,993,294</b>	<b>144,193,092</b>	<b>148,518,885</b>
<b>Other Financing Sources</b>										
Transfers In-										
Fund 711-Choice Partners	4,828,938	5,028,650	4,294,308	8,859,669	5,183,961	5,339,480	5,499,664	5,664,654	5,834,594	6,009,632
Fund 697-Capital Projects	6,478,587	2,806,705	3,586,100	-	100,000	103,000	106,090	109,273	112,551	115,927
Fund 288-CASE After School Partnership	550,787	520,243	530,036	550,787	550,787	567,311	584,330	601,860	619,916	638,513
Fund 205-Head Start	155,780	178,335	371,743	700,000	400,000	412,000	424,360	437,091	450,204	463,710
Fund 234-Adult Education	-	-	-	43,012	-	-	-	-	-	-
Fund 098-Star Reimagined	436,783	136,115	-	-	-	-	-	-	-	-
Fund 599-Debt Service Payment	6,500,256	3,658,500	3,116,118	3,349,975	3,718,469	3,685,804	4,158,088	4,185,963	4,182,713	4,182,713
Total Transfers In	18,951,131	12,328,548	11,898,305	13,503,443	9,953,217	10,107,594	10,772,532	10,998,840	11,199,976	11,410,494
Bond Issuance-Fund 697 Capital Project	47,154,233	-	-	16,313,000	-	-	-	-	-	-
<b>Total Other Sources</b>	<b>66,105,364</b>	<b>12,328,548</b>	<b>11,898,305</b>	<b>29,816,443</b>	<b>9,953,217</b>	<b>10,107,594</b>	<b>10,772,532</b>	<b>10,998,840</b>	<b>11,199,976</b>	<b>11,410,494</b>
<b>Total Revenues &amp; Other Sources</b>	<b>160,830,825</b>	<b>108,803,546</b>	<b>125,122,878</b>	<b>153,236,061</b>	<b>138,066,912</b>	<b>142,064,700</b>	<b>146,688,351</b>	<b>150,992,134</b>	<b>155,393,069</b>	<b>159,929,379</b>
<b>EXPENDITURES</b>										
<b>Expenditures by Object</b>										
6100 - Payroll Costs	57,143,046	59,438,105	66,870,972	69,228,521	83,504,458	85,174,547	86,878,038	88,615,599	90,387,911	92,195,669
6200 - Contracted Services	16,006,767	14,902,849	14,511,833	15,083,325	15,508,457	15,818,626	16,134,999	16,457,699	16,786,853	17,122,590
6300 - Supplies and Materials	4,121,184	4,587,435	5,305,285	6,259,279	7,229,892	7,374,490	7,521,980	7,672,419	7,825,868	7,982,385
6400 - Misc. Operating Costs	13,535,238	13,581,570	14,346,370	15,973,728	19,406,825	19,794,962	20,190,861	20,594,678	21,006,572	21,426,703
6500 - Debt Service Costs	4,614,583	4,790,543	3,728,904	4,070,491	3,691,361	3,685,804	4,158,088	4,185,963	4,182,713	4,182,713
6600 - Capital Outlay	1,870,400	17,545,456	27,597,957	17,952,737	23,127,496	2,090,046	631,847	644,484	657,373	670,521
8900 - Transfers Out	18,951,131	12,328,547	11,898,304	13,503,443	9,873,059	10,107,594	10,772,532	10,998,840	11,199,976	11,410,494
<b>Total Expenditures</b>	<b>116,242,349</b>	<b>127,174,505</b>	<b>144,259,625</b>	<b>142,071,523</b>	<b>162,341,548</b>	<b>144,046,068</b>	<b>146,288,343</b>	<b>149,169,681</b>	<b>152,047,265</b>	<b>154,991,074</b>
Difference	44,588,476	(18,370,959)	(19,136,747)	11,164,538	(24,274,636)	(1,981,368)	400,008	1,822,453	3,345,804	4,938,305
Projected Fund Balance Beginning	38,633,589	83,222,065	64,851,106	45,714,359	56,878,897	32,604,261	30,622,893	31,022,900	32,845,353	36,191,157
Projected Fund Balance Ending	\$ 83,222,065	\$ 64,851,106	\$ 45,714,359	\$ 56,878,897	\$32,604,261	\$ 30,622,893	\$ 31,022,900	\$ 32,845,353	\$ 36,191,157	\$ 41,129,462

**Harris County Department of Education**  
**Combined Statement of Revenues, by Source and Expenditures by Object - All Funds**  
**For the Fiscal Year August 31, 2025**

	Governmental Funds				Proprietary Funds		
	General Funds	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Funds	Total
<b>EST. REVENUES &amp; OTHER Sources</b>							
<b>Revenues</b>							
Customer Fees & Charges	\$ 29,377,667	\$ -	\$ -	\$ -	\$ -	\$ 8,183,177	\$ 37,560,844
Property Tax Rev-Current	32,084,041	-	-	-	-	-	32,084,041
Property Tax Rev-Delinquent & P&I	100,000	-	-	-	-	-	100,000
Investment Earnings-HCDE	1,184,370	-	-	-	-	-	1,184,370
Other Local Revenues	122,000	-	-	-	-	-	122,000
Local Grants	-	8,479,061	-	-	-	-	8,479,061
Total Local Revenues	62,868,078	8,479,061	-	-	-	8,183,177	79,530,316
Facility Support Services	-	-	-	-	6,830,194	-	6,830,194
Workers Compensation	-	-	-	-	475,000	-	475,000
Total Inter-Departmental Revenues	-	-	-	-	7,305,194	-	7,305,194
State TEA Supplemental Compensation	169,950	-	-	-	-	-	169,950
State TEA Employee Portion Health Ins	345,050	-	-	-	-	-	345,050
State TRS On Behalf Payments	3,400,000	-	-	-	-	-	3,400,000
State Grants	-	-	-	-	-	-	-
State-Indirect Costs	-	-	-	-	-	-	-
Total State Revenues	3,915,000	-	-	-	-	-	3,915,000
Federal Grants	-	34,686,953	-	-	-	-	34,686,953
Indirect Cost-Federal Grants	2,676,232	-	-	-	-	-	2,676,232
Total Federal Revenues	2,676,232	34,686,953	-	-	-	-	37,363,185
Total Revenues	69,459,310	43,166,014	-	-	7,305,194	8,183,177	128,113,695
<b>Other Financing Sources</b>							
Transfers In-							
Fund 711-Choice Partners	5,183,961	-	-	-	-	-	5,183,961
Fund 697- Capital Projects	100,000	-	-	-	-	-	100,000
Fund 288-CASE After School Partnership	-	550,787	-	-	-	-	550,787
Fund 205-Head Start	-	400,000	-	-	-	-	400,000
Fund 599-Debt Service Payment (PFC)	-	-	-	-	-	-	-
Fund 599-Debt Service Payment (QZAB)	-	-	3,718,469	-	-	-	3,718,469
Total Transfers In	5,283,961	950,787	3,718,469	-	-	-	9,953,217
Bond Issuance-Fund 697 Capital Project	-	-	-	-	-	-	-
Total Other Sources	5,283,961	950,787	3,718,469	-	-	-	9,953,217
Total Revenues & Other Sources	74,743,271	44,116,801	3,718,469	-	7,305,194	8,183,177	138,066,912
<b>EXPENDITURES</b>							
<b>Expenditures by Object</b>							
6100 - Payroll Costs	51,835,222	26,234,986	-	-	3,284,771	2,149,479	83,504,458
6200 - Contracted Services	4,966,836	7,499,798	-	70,000	2,040,773	931,050	15,508,457
6300 - Supplies and Materials	3,879,292	2,914,443	-	40,000	299,037	97,120	7,229,892
6400 - Misc. Operating Costs	9,304,707	7,169,626	-	-	1,670,613	1,261,879	19,406,825
6500 - Debt Service Costs	-	-	3,691,361	-	-	-	3,691,361
6600 - Capital Outlay	87,958	297,948	-	22,731,590	10,000	-	23,127,496
8900 - Transfers Out	4,669,256	-	-	100,000	-	5,103,803	9,873,059
Total Expenditures	74,743,271	44,116,801	3,691,361	22,941,590	7,305,194	9,543,331	162,341,548
Appropriations from Fund Balance	-	-	27,108	(22,941,590)	-	(1,360,154)	(24,274,636)
Projected Fund Balance Beginning	24,378,242	-	755,169	24,745,941	1,350,878	1,753,271	52,983,501
Projected Fund Balance Ending	\$ 24,378,242	\$ -	\$ 782,277	\$ 1,804,351	\$ 1,350,878	\$ 393,117	\$ 28,708,865



**Harris County Department of Education**  
**Combined Statement of Revenues by Source, Expenditures by Function - All Funds**  
**For the Fiscal Year August 31, 2025**

	Governmental Funds				Proprietary Funds		
	General Funds	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Funds	Total
<b>REVENUES &amp; OTHER Sources</b>							
<b>Revenues</b>							
Customer Fees & Charges	\$ 29,377,667	\$ -	\$ -	\$ -	\$ -	\$ 8,183,177	\$ 37,560,844
Property Tax Rev-Current	32,084,041	-	-	-	-	-	32,084,041
Property Tax Rev-Delinquent & P&I	100,000	-	-	-	-	-	100,000
Investment Earnings-HCDE	1,184,370	-	-	-	-	-	1,184,370
Other Local Revenues	122,000	-	-	-	-	-	122,000
Local Grants	-	8,479,061	-	-	-	-	8,479,061
<b>Total Local Revenues:</b>	<b>62,868,078</b>	<b>8,479,061</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,183,177</b>	<b>79,530,316</b>
Facility Support Services	-	-	-	-	6,830,194	-	6,830,194
Workers Compensation	-	-	-	-	475,000	-	475,000
<b>Total Inter-Departmental Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,305,194</b>	<b>-</b>	<b>7,305,194</b>
State TEA Supplemental Compensation	169,950	-	-	-	-	-	169,950
State TEA Employee Portion Health Ins	345,050	-	-	-	-	-	345,050
State TRS On Behalf Payments	3,400,000	-	-	-	-	-	3,400,000
State Grants	-	-	-	-	-	-	-
State-Indirect Costs	-	-	-	-	-	-	-
<b>Total State Revenues:</b>	<b>3,915,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,915,000</b>
Federal Grants	-	34,686,953	-	-	-	-	34,686,953
Indirect Cost-Federal Grants	2,676,232	-	-	-	-	-	2,676,232
<b>Total Federal Revenues:</b>	<b>2,676,232</b>	<b>34,686,953</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37,363,185</b>
<b>Total Revenues:</b>	<b>69,459,310</b>	<b>43,166,014</b>	<b>-</b>	<b>-</b>	<b>7,305,194</b>	<b>8,183,177</b>	<b>128,113,695</b>
<b>Other Financing Sources</b>							
Transfers In-							
Fund 711-Choice Partners	5,183,961	-	-	-	-	-	5,183,961
Fund 697- Capital Projects	100,000	-	-	-	-	-	100,000
Fund 288-CASE After School Partnership	-	550,787	-	-	-	-	550,787
Fund 205-Head Start	-	400,000	-	-	-	-	400,000
Fund 498-Star Re-Imagined	-	-	-	-	-	-	-
Fund 599-Debt Service Payment (PFC)	-	-	-	-	-	-	-
Fund 599-Debt Service Payment (QZAB)	-	-	3,718,469	-	-	-	3,718,469
Total Transfers In	5,283,961	950,787	3,718,469	-	-	-	9,953,217
Bond Issuance-Fund 697 Capital Project	-	-	-	-	-	-	-
<b>Total Other Sources:</b>	<b>5,283,961</b>	<b>950,787</b>	<b>3,718,469</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,953,217</b>
<b>Total Revenues &amp; Other Sources:</b>	<b>74,743,271</b>	<b>44,116,801</b>	<b>3,718,469</b>	<b>-</b>	<b>7,305,194</b>	<b>8,183,177</b>	<b>138,066,912</b>
<b>EXPENDITURES &amp; OTHER USES</b>							
<b>Expenditures by Function</b>							
11 - Instruction	16,433,022	11,547,392	-	-	-	-	27,980,414
13 - Staff Development	2,899,969	388,497	-	-	-	-	3,288,466
21 - Instructional Leadership	17,413,780	8,195,773	-	-	-	-	25,609,553
23 - School Leadership	1,937,866	0	-	-	-	-	1,937,866
31 - Guidance & Counseling	1,798,784	7,273	-	-	-	-	1,806,057
32 - Social Work	-	-	-	-	-	-	-
33 - Health Services	481,946	1,100,000	-	-	-	-	1,581,946
34 - Student Transportation	64,378	-	-	-	-	-	64,378
35 - Food Services	81,451	-	-	-	-	-	81,451
41 - General Administration	18,760,988	643,470	-	100,000	475,000	2,057,580	22,037,038
51 - Plant Maintenance	6,926,051	-	-	-	6,371,459	69,612	13,367,122
52 - Security & Monitoring	529,060	-	-	-	458,735	1,100	988,895
53 - Data Processing	4,784,840	-	-	-	-	-	4,784,840
61 - Community Services	1,116,406	6,221,448	-	-	-	-	7,337,854
62 - School District Admin Support Svcs	1,514,730	-	-	-	-	7,415,039	8,929,769
71 - Debt Service	-	-	3,691,361	-	-	-	3,691,361
81 - Acquisition & Construction	-	297,948	-	22,841,590	-	-	23,139,538
93 - Payments to Member Districts	-	500,000	-	-	-	-	500,000
99 - Other Government Charges	-	15,215,000	-	-	-	-	15,215,000
<b>Total Expenditures &amp; Other Uses:</b>	<b>74,743,271</b>	<b>44,116,801</b>	<b>3,691,361</b>	<b>22,941,590</b>	<b>7,305,194</b>	<b>9,543,331</b>	<b>161,841,548</b>
<b>Expenditures from Fund Balance:</b>							
	-	-	27,108	(22,941,590)	-	(1,360,154)	(24,274,636)
Projected Fund Balance Beginning:	\$24,378,242	\$0	\$755,169	\$24,745,941	\$1,350,878	\$1,753,271	52,983,501
Projected Fund Balance Ending:	\$ 24,378,242	\$ -	\$ 782,277	\$ 1,804,351	\$ 1,350,878	\$ 393,117	\$ 28,708,865

**Harris County Department of Education**  
**Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Funds**  
**For the Fiscal Year August 31, 2025**

	Governmental Funds				Proprietary Funds		Total
	General Funds	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Funds	
<b>EST. REVENUES &amp; OTHER Sources</b>							
<b>Revenues</b>							
Customer Fees & Charges	\$ 29,377,667	\$ -	\$ -	\$ -	\$ -	\$ 8,183,177	\$ 37,560,844
Property Tax Rev-Current	32,084,041	-	-	-	-	-	32,084,041
Property Tax Rev-Delinquent & P&I	100,000	-	-	-	-	-	100,000
Investment Earnings-HCDE	1,184,370	-	-	-	-	-	1,184,370
Other Local Revenues	122,000	-	-	-	-	-	122,000
Local Grants	-	8,479,061	-	-	-	-	8,479,061
<b>Total Local Revenues:</b>	<b>62,868,078</b>	<b>8,479,061</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,183,177</b>	<b>79,530,316</b>
Facility Support Services	-	-	-	-	6,830,194	-	6,830,194
Workers Compensation	-	-	-	-	475,000	-	475,000
<b>Total Inter-Departmental Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,305,194</b>	<b>-</b>	<b>7,305,194</b>
State TEA Supplemental Compensation	169,950	-	-	-	-	-	169,950
State TEA Employee Portion Health Ins	345,050	-	-	-	-	-	345,050
State TRS On Behalf Payments	3,400,000	-	-	-	-	-	3,400,000
State Grants	-	-	-	-	-	-	-
<b>Total State Revenues:</b>	<b>3,915,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,915,000</b>
Federal Grants	-	34,686,953	-	-	-	-	34,686,953
Indirect Cost - Federal Grants	2,676,232	-	-	-	-	-	2,676,232
<b>Total Federal Revenues:</b>	<b>2,676,232</b>	<b>34,686,953</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37,363,185</b>
<b>Total Revenues:</b>	<b>69,459,310</b>	<b>43,166,014</b>	<b>-</b>	<b>-</b>	<b>7,305,194</b>	<b>8,183,177</b>	<b>128,113,695</b>
<b>Other Financing Sources</b>							
Transfers In-							
Fund 711 - Choice Partners	5,183,961	-	-	-	-	-	5,183,961
Fund 697- Capital Projects	100,000	-	-	-	-	-	100,000
Fund 288 - CASE After School Partnership	-	550,787	-	-	-	-	550,787
Fund 205 - Head Start	-	400,000	-	-	-	-	400,000
Fund 498 - Star Re-Imagine	-	-	-	-	-	-	-
Fund 599 - Debt Service Payment (PFC)	-	-	3,718,469	-	-	-	3,718,469
Fund 599 - Debt Service Payment (QZAB)	-	-	-	-	-	-	-
Total Transfers In	5,283,961	950,787	3,718,469	-	-	-	9,953,217
Bond Issuance-Fund 697 Capital Project	-	-	-	-	-	-	-
<b>Total Other Sources:</b>	<b>5,283,961</b>	<b>950,787</b>	<b>3,718,469</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,953,217</b>
<b>Total Revenues &amp; Other Sources:</b>	<b>74,743,271</b>	<b>44,116,801</b>	<b>3,718,469</b>	<b>-</b>	<b>7,305,194</b>	<b>8,183,177</b>	<b>138,066,912</b>
<b>EXPENDITURES &amp; OTHER USES</b>							
<b>Expenditures</b>							
Board of Trustees	188,275	-	-	-	-	-	188,275
Superintendent's Office	780,311	-	-	-	-	-	780,311
<b>Assistant Supt Education &amp; Enrichment</b>	<b>346,909</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>346,909</b>
Center for Safe & Secure Schools	1,133,623	-	-	-	-	-	1,133,623
Adult Ed. (Local & Grant)	613,114	5,229,808	-	-	-	-	5,842,922
Center for Grant Development	648,376	-	-	-	-	-	648,376
Research & Evaluation	685,371	-	-	-	-	-	685,371
Center For Educator Success	2,709,120	-	-	-	-	-	2,709,120
<b>Chief of Staff</b>	<b>348,199</b>	<b>210,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>558,299</b>
Education Foundation	200,000	-	-	-	-	-	200,000
Community Development	143,185	-	-	-	-	-	143,185
CASE Local	925,470	9,702,057	-	-	-	-	10,627,527
<b>Business Services</b>	<b>2,205,909</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,205,909</b>
Department Wide	8,482,079	-	-	-	-	-	8,482,079
Retirement Leave Benefits	200,000	-	-	-	-	-	200,000
State TEA On Behalf Payments	3,400,000	-	-	-	-	-	3,400,000
State TEA Employee Health Insurance	345,050	-	-	-	-	-	345,050
Purchasing Support	871,990	-	-	-	-	-	871,990
Workers Compensation (Fund 753)	-	-	-	-	475,000	-	475,000
Debt Services (Fund 599)	-	-	3,691,361	-	-	-	3,691,361



Harris County Department of Education  
Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Funds  
For the Fiscal Year August 31, 2025

	Governmental Funds				Proprietary Funds		Total
	General Funds	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Funds	
<b>EXPENDITURES &amp; OTHER USES</b>							
Chief Information Officer	241,020	-	-	-	-	-	241,020
Technology Services	4,574,049	-	-	-	-	-	4,574,049
Asset Replacement Schedule	-	-	-	-	-	-	-
Client Engagement	774,743	-	-	-	-	-	774,743
Communication	1,441,566	-	-	-	-	-	1,441,566
Human Resources	1,416,967	-	-	-	-	-	1,416,967
Assistant Supt Academic Support	377,238	-	-	-	-	-	377,238
Therapy Services	15,474,846	7,500	-	-	-	-	15,482,346
Head Start - Local	8,000	-	-	-	-	-	8,000
Head Start Grant	-	28,967,336	-	-	-	-	28,967,336
Special Schools & Services-							
Special Schools Administration	997,430	-	-	-	-	-	997,430
Academic & Behavior School-East	6,065,262	-	-	-	-	-	6,065,262
Academic & Behavior School-West	5,645,441	-	-	-	-	-	5,645,441
Fortis Academy / Other	1,641,067	-	-	-	-	-	1,641,067
Highpoint East School	4,390,354	-	-	-	-	-	4,390,354
Facilities Support Services							
Facilities-Construction Services	251,272	-	-	20,676,099	-	-	20,927,371
Records Management Services	2,547,779	-	-	-	-	-	2,547,779
Facilities - Choice Partners	-	-	-	-	-	4,359,370	4,359,370
Facilities - Operations	-	-	-	-	-	-	-
Facilities and Asset Replacement Schedule	-	-	-	-	-	-	-
Facilities - Local Construction	-	-	-	2,165,491	-	-	2,165,491
Facilities - Internal Service (Fund 799)	-	-	-	-	6,830,194	-	6,830,194
<b>Total Expenditures:</b>	<b>70,074,015</b>	<b>44,116,801</b>	<b>3,691,361</b>	<b>22,841,590</b>	<b>7,305,194</b>	<b>4,359,370</b>	<b>152,388,331</b>
<b>Other Uses</b>							
Transfers Out-							
Fund 199-General Fund	-	-	-	-	-	5,183,961	5,183,961
Fund 288-CASE	550,787	-	-	-	-	-	550,787
Fund 205-Head Start	400,000	-	-	-	-	-	400,000
Fund 599-Debt Service-PFC	3,718,469	-	-	-	-	-	3,718,469
Facilities-Local Construction	-	-	-	-	-	-	-
Fund 697-Capital Projects	-	-	-	100,000	-	-	100,000
<b>Total Other Uses:</b>	<b>4,669,256</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>5,183,961</b>	<b>9,953,217</b>
<b>Total Expenditures &amp; Other Uses:</b>	<b>74,743,271</b>	<b>44,116,801</b>	<b>3,691,361</b>	<b>22,941,590</b>	<b>7,305,194</b>	<b>9,543,331</b>	<b>162,341,548</b>
<b>Expenditures from Fund Balance:</b>	<b>-</b>	<b>-</b>	<b>27,108</b>	<b>(22,941,590)</b>	<b>-</b>	<b>(1,360,154)</b>	<b>(24,274,636)</b>
Projected Fund Balance Beginning:	24,378,242	-	\$755,169	24,745,941	1,350,878	1,753,271	52,983,501
Projected Fund Balance Ending:	\$ 24,378,242	\$ -	\$ 782,277	\$ 1,804,351	\$ 1,350,878	\$ 393,117	\$ 28,708,865



## FINANCIAL SECTION: Fund Balance

### Harris County Department of Education

The Board of Trustees and the administration work together to make sure that the mission and goals are achieved. Harris County Department of Education has a board policy that provides guidance on the unassigned fund balance. In an effort to provide adequate cash flow for HCDE operations, the Department shall maintain an unassigned fund balance equal to a minimum of two months of operations costs. This amount would be determined by first adding budgeted operations and maintenance costs plus debt service requirements. This total would be divided by 12 and then multiplied by two to calculate the two months operating costs requirements.

Each year the Board's adopted budget is reviewed to make sure that the fund balance requirements are met. At the end of the year once the annual audit is completed, the administration recommends a level of assignments and commitments and adopts a resolution of fund balance designations and these are incorporated into the financial statements. The annual audit is presented within 120 days of the fiscal year and this is typically completed during the month of January. Below is the table showing the fund balance by governmental fund types:

#### For the Fiscal Year Ending August 31, 2025 – Projected

	General Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Internal Services Funds	Enterprise Funds	Total
Non-Spendable Fund Balance	\$ 144,887	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144,887
Restricted Fund Balance	-	-	-	1,804,351	-	-	1,804,351
Committed Fund Balance	2,514,976	-	-	-	-	-	2,514,976
Assigned Fund Balance	6,120,200	-	782,277	-	-	-	6,902,477
Unassigned Fund Balance	15,598,179	-	-	-	1,350,878	393,117	17,342,174
Ending Fund Balance	\$ 24,378,242	\$ -	\$ 782,277	\$ 1,804,351	\$ 1,350,878	\$ 393,117	\$ 28,708,865

General fund percent of Ending Fund Balance and indicator to meet board policy (CE Local) available at <http://pol.tasb.org/Home/Index/578>

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Adopted
Total Appropriations	\$88,797,480	94,948,308	\$93,341,185	\$100,890,371	116,416,353	\$113,635,022	142,630,627	162,341,548
Inter-Division Cost (Facilities Support)	4,579,528	4,870,172	4,803,716	4,829,039	5,603,310	5,430,910	4,093,800	6,830,194
Transfers Between Funds	11,291,141	8,573,482	10,190,219	9,265,896	18,951,131	11,247,095	12,958,866	9,953,217
Capital Outlay & One-time Fund Balance Use	1,779,866	2,079,977	1,318,350	15,510,736	11,065,429	16,536,094	14,683,157	23,337,496
Operating Expenditures	71,146,945	79,424,677	77,028,900	71,284,700	80,796,483	80,420,923	110,894,804	122,220,641
Unassigned Fund Balance	13,266,766	18,431,542	19,722,162	23,392,005	19,961,720	19,680,148	20,280,675	22,625,377
Percentage of Ending Fund Balance to Operating Expenditures	19%	23%	26%	33%	25%	24%	18%	19%
Months of Operations in Fund Balance	2.24	2.78	3.07	3.94	2.96	2.94	2.19	2.22



## FINANCIAL SECTION: General Fund

Harris County Department of Education

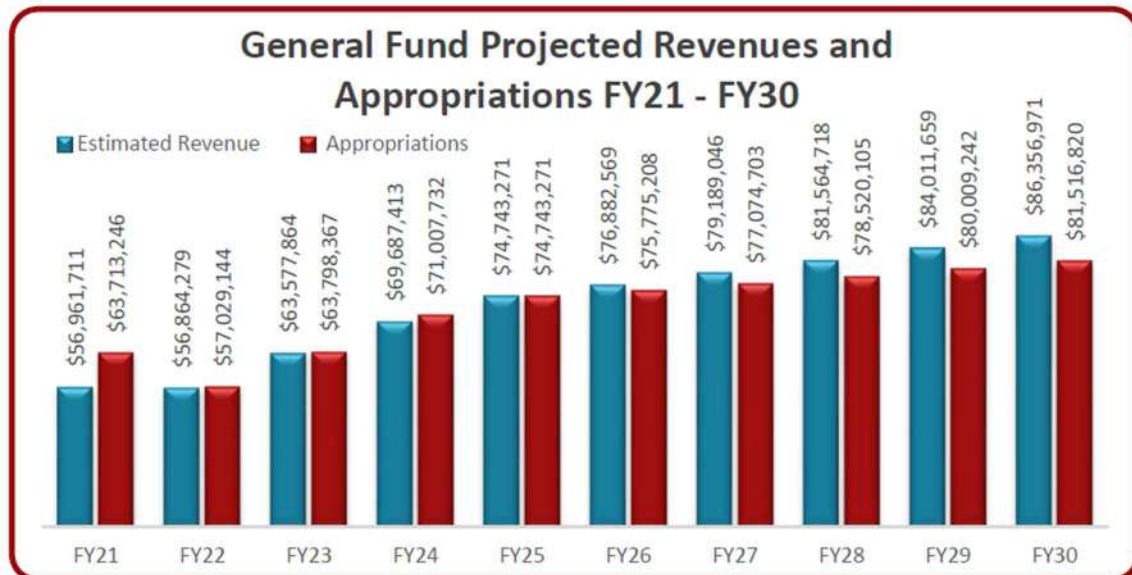
The General Fund is a governmental fund with budgetary control which is used to show transactions resulting from operations of on-going organizations and activities from a variety of revenue sources for which fund balance is controlled by and retained for the use of the local education agency. The General Fund utilizes the modified accrual basis of accounting.

The General Fund is the primary operating fund of the Department. The Department accounts for financial resources used for general operations in this fund. It is a budgeted fund, and any fund balances are considered resources available for current operations. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. The major revenue sources include: customer fees, property tax revenues, state matching and indirect costs from state and federal grants.

**General Operating Fund (199)** is the department's primary fund and is used to account for all financial transactions.

### Harris County Department of Education FY25 General Fund Proposed Budget Overview

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
Beginning Fund Balance	\$ 32,835,463	\$ 26,083,929	\$ 25,919,064	\$ 25,698,561	\$ 28,794,306	\$ 28,794,306	\$ 29,901,667	\$ 32,016,010	\$ 35,060,623	\$ 39,063,039
Estimated Revenue	56,961,711	56,864,279	63,577,864	74,103,477	74,743,271	76,882,569	79,189,046	81,564,718	84,011,659	86,356,971
Appropriations	49,765,052	51,231,239	56,351,388	66,606,970	70,074,015	71,329,447	72,547,956	73,998,915	75,478,893	76,988,471
Total Other Uses	(13,948,194)	(5,797,905)	(7,446,979)	(4,400,762)	(4,669,256)	(4,445,762)	(4,526,748)	(4,521,191)	(4,530,350)	(4,528,350)
Net Change in Fund Balance	(6,751,535)	(164,865)	(220,503)	3,095,745	-	1,107,361	2,114,343	3,044,612	4,002,417	4,840,151
Ending Fund Balance	\$ 26,083,929	\$ 25,919,064	\$ 25,698,561	\$ 28,794,306	\$ 28,794,306	\$ 29,901,667	\$ 32,016,010	\$ 35,060,623	\$ 39,063,039	\$ 43,903,190



**HCDE Goals**

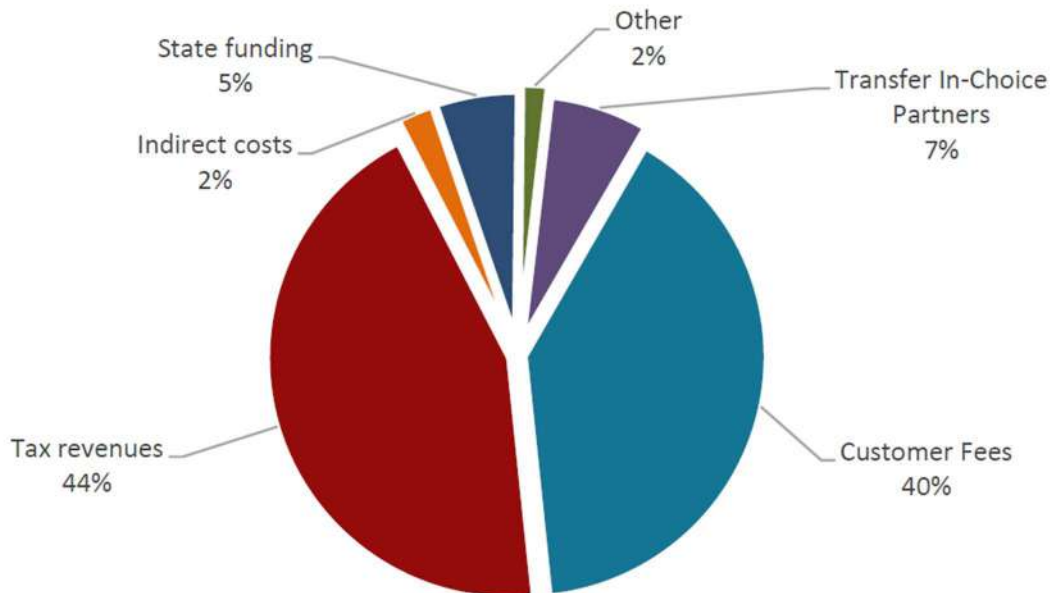
- Impact education by responding to the evolving needs of Harris County
- Deliver value to Harris County by utilizing resources in an ethical, transparent and fiscally responsible manner
- Advocate for all learners by using innovative methods to maximize students' potential
- Provide cost savings to school districts by leveraging tax dollars
- Recruit and maintain a high-quality professional staff

**Harris County Department of Education  
FY25 General Fund Proposed Budget Overview  
Estimated Revenues (In Flows)**

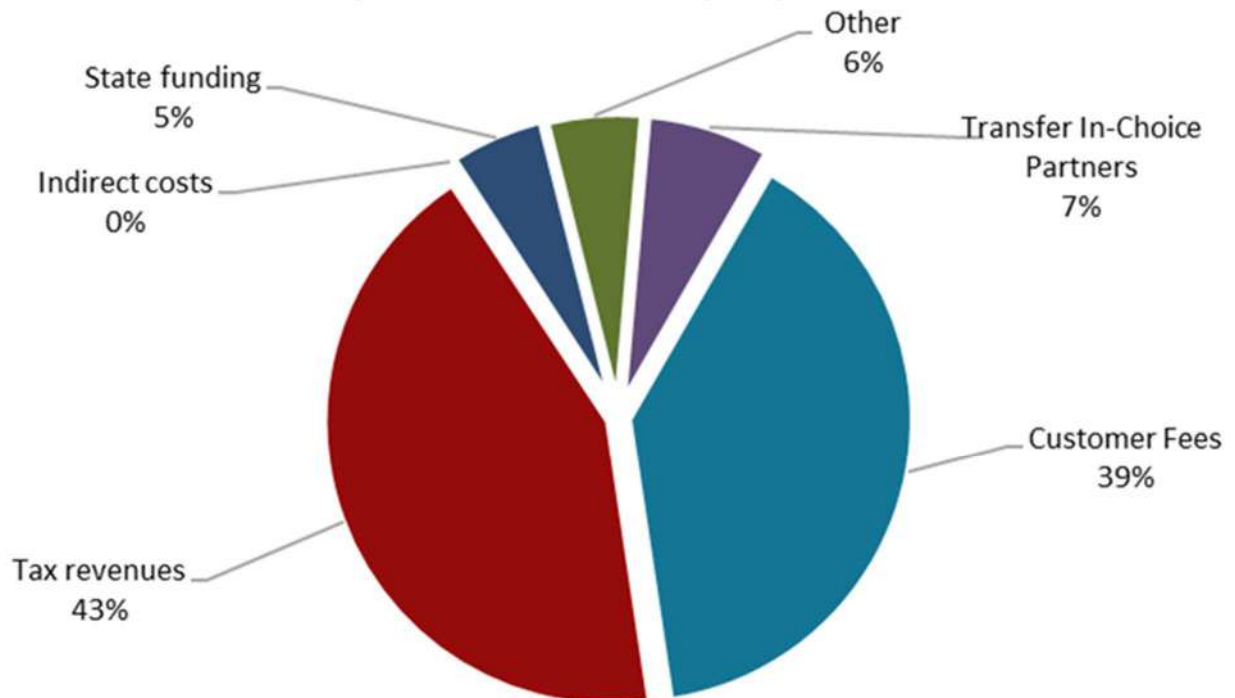
Object Code	Adopted Budget 2023-2024	Amended Budget 2023-2024	Adopted Budget 2024-2025	Percent Change
Customer Fees	\$ 27,672,055	\$ 28,186,979	\$ 29,377,667	4.2%
Tax revenues	30,500,840	30,500,840	32,184,041	6%
Indirect costs	1,615,925	1,629,989	2,676,232	64%
State funding	3,748,000	3,748,000	3,915,000	4%
Other	1,141,000	1,178,000	1,406,370	19%
Transfer In-Choice Partners	4,494,669	8,859,669	5,183,961	-41%
<b>Total Revenues</b>	<b>\$ 69,172,489</b>	<b>\$ 74,103,477</b>	<b>\$ 74,743,271</b>	<b>1%</b>

The following pie charts present the fiscal year 2023-2024 and 2024-2025 estimated revenues for the General Fund by type of revenue, with the estimated amount and the percentage participation from the total.

**2023 - 2024 General Fund  
Adopted Revenue - \$ 69,172,489**



**2024 - 2025 General Fund  
Proposed Revenue - \$ 74,743,271**

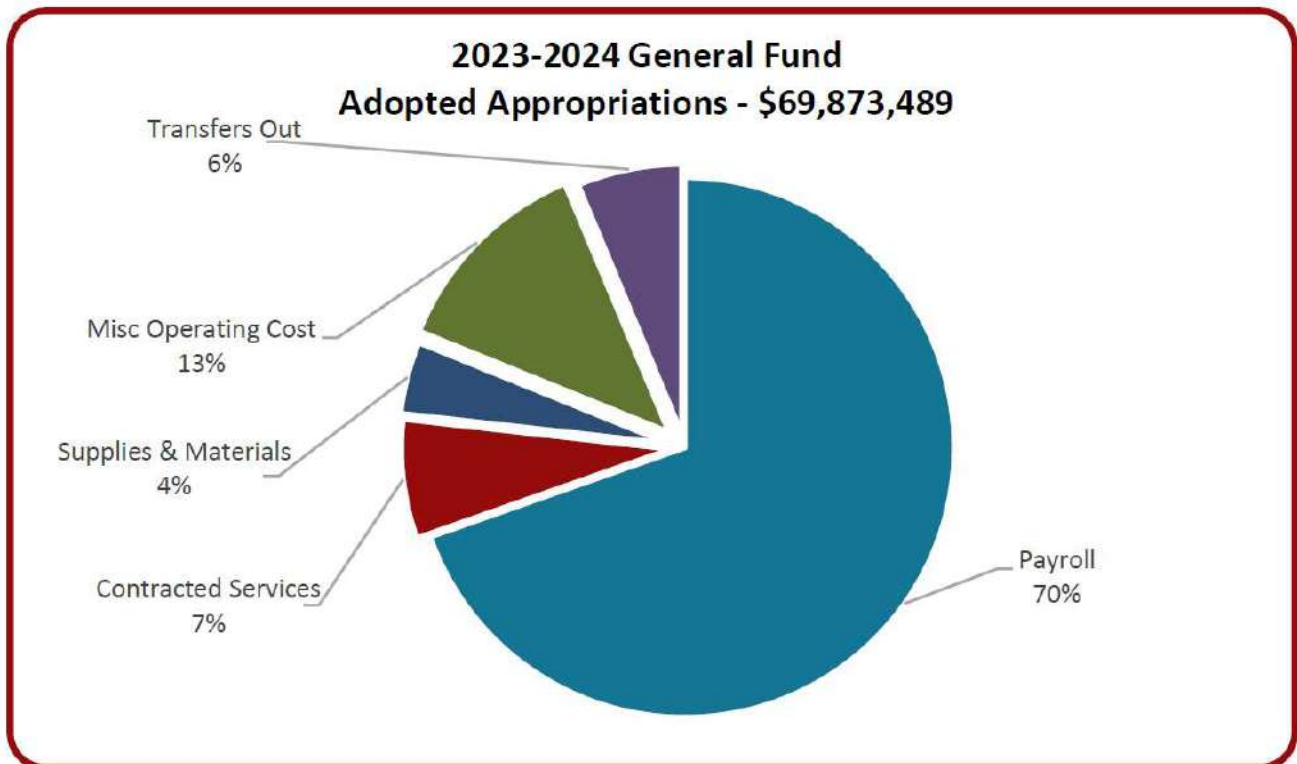




**Harris County Department of Education  
FY25 General Fund Proposed Budget Overview  
Appropriations (Out Flows)**

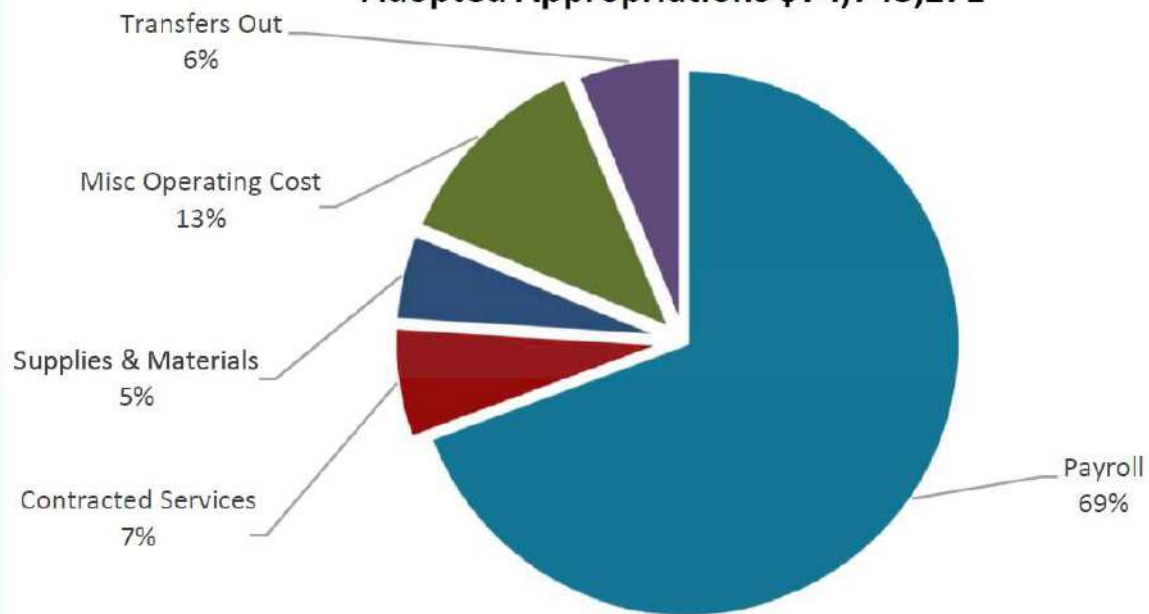
Object Code	Adopted Budget 2023-2024	Amended Budget 2023-2024	Adopted Budget 2024-2025	Percent Change
Payroll	\$ 48,659,301	\$ 48,852,012	\$ 51,835,222	6%
Contracted Services	4,975,952	5,039,037	4,966,836	-1%
Supplies & Materials	3,032,271	3,317,826	3,879,292	17%
Misc Operating Cost	8,782,245	9,391,784	9,304,707	-1%
Capital Outlay	22,958	6,311	87,958	1294%
Transfers Out	4,400,762	4,400,762	4,669,256	6%
<b>Total Appropriations</b>	<b>\$ 69,873,489</b>	<b>\$ 71,007,732</b>	<b>\$ 74,743,271</b>	<b>5%</b>

The following pie charts presents the total budgeted appropriations for the fiscal years 2023-2024 and 2024-2025 by type of expenditures and with the percentage participation from the total amount.





**2024-2025 General Fund  
Adopted Appropriations \$74,743,271**



**Harris County Department of Education**  
**Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - General Fund**  
**For the Fiscal Year August 31, 2025**

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Revenues</b>										
Customer Fees/Charges	\$ 20,500,077	\$ 20,489,233	\$ 22,964,781	\$ 28,186,979	29,377,667	\$ 30,258,997	\$ 31,166,767	\$ 32,101,770	\$ 33,064,823	\$ 34,056,768
Property Tax Revenue-Current	24,866,856	\$ 25,253,823	\$ 27,800,619	\$ 30,400,840	32,084,041	33,046,562	34,037,959	35,059,098	36,110,871	37,194,197
Tax Revenue-Del, P&I, HCTO Fees	219,384	\$ 116,036	\$ 84,629	\$ 100,000	100,000	103,000	106,090	109,273	112,551	115,927
Investment Earnings	16,824	\$ 168,696	\$ 1,672,755	\$ 1,000,000	1,184,370	1,219,901	1,256,498	1,294,193	1,333,019	1,373,009
Indirect Cost from Local Grants		\$ -	\$ -	-	-	-	-	-	-	-
Other Local Revenues	1,120,761	\$ 167,958	\$ 573,781	\$ 178,000	122,000	125,660	129,430	133,313	137,312	141,431
State TEA Supplemental Compensation	174,834	\$ 174,834	\$ 174,834	\$ 200,000	169,950	175,049	180,300	185,709	191,280	197,019
State TEA Employee Portion Health Ins	354,966	\$ 354,966	\$ 354,966	\$ 248,000	345,050	355,402	366,064	377,045	388,357	400,008
State TRS On Behalf Matching	2,815,070	\$ 3,019,944	\$ 3,295,407	\$ 3,300,000	3,400,000	3,502,000	3,607,060	3,715,272	3,826,730	3,941,532
Indirect Costs from State Grants	4,737	\$ 727	\$ 2,927	\$ 1,827	-	-	-	-	-	-
Indirect Cost from Federal Grants	2,059,264	\$ 2,089,412	\$ 2,358,857	\$ 1,628,162	2,676,232	2,756,519	2,839,215	2,924,391	3,012,123	3,102,486
<b>Total Revenues</b>	<b>52,132,773</b>	<b>51,835,629</b>	<b>59,283,556</b>	<b>65,243,808</b>	<b>69,459,310</b>	<b>71,543,089</b>	<b>73,689,382</b>	<b>75,900,063</b>	<b>78,177,065</b>	<b>80,522,377</b>
<b>Expenditures</b>										
Board of Trustees	162,519	203,356	197,363	250,130	188,275	192,041	195,881	199,799	203,795	207,871
Superintendent's Office	622,805	655,534	688,993	759,108	780,311	795,917	811,836	828,072	844,634	861,526
<b>Assistant Supt Education &amp; Enrichment</b>	<b>292,916</b>	<b>307,577</b>	<b>341,027</b>	<b>345,199</b>	<b>346,909</b>	<b>353,847</b>	<b>360,924</b>	<b>368,143</b>	<b>375,505</b>	<b>383,016</b>
Center for Safe & Secure Schools	546,610	547,363	835,578	1,108,363	1,133,623	1,156,295	1,179,421	1,203,010	1,227,070	1,251,611
Adult Ed. Local	194,999	187,358	98,392	547,110	613,114	625,376	637,884	650,641	663,654	676,927
Center for Grant Development	584,081	535,226	581,303	723,272	648,376	661,344	674,570	688,062	701,823	715,859
Research & Evaluation	582,976	582,976	551,004	602,215	685,371	699,078	713,060	727,321	741,868	756,705
Center For Educator Success	1,944,208	1,839,960	1,958,789	2,754,675	2,709,120	2,763,302	2,818,568	2,874,940	2,932,439	2,991,087
<b>Chief of Staff</b>	<b>280,940</b>	<b>276,167</b>	<b>318,001</b>	<b>328,763</b>	<b>348,199</b>	<b>355,163</b>	<b>362,266</b>	<b>369,512</b>	<b>376,902</b>	<b>384,440</b>
Education Foundation	210,543	508,374	600,083	200,000	200,000	204,000	-	-	-	-
Community Engagement	-	-	113,733	149,292	143,185					
CASE Local	628,372	715,778	767,698	915,527	925,470	943,979	962,859	982,116	1,001,758	1,021,794

**Harris County Department of Education**  
**Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - General Fund**  
**For the Fiscal Year August 31, 2025**

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Expenditures (Continued)</b>										
<b>Business Support Services</b>	1,977,237	1,877,350	1,834,358	2,411,937	2,205,909	2,250,027	2,295,028	2,340,928	2,387,747	2,435,502
Center for School Governance &					-	-	-	-	-	-
Department Wide	5,491,474	5,078,175	5,342,902	4,852,986	8,482,079	8,651,721	8,824,755	9,001,250	9,181,275	9,364,901
Retirement Leave Benefits	333,844	542,606	475,565	450,000	200,000	204,000	208,080	212,242	216,486	220,816
State TEA Supplemental	-	-	-	-	-	-	-	-	-	-
State TRS On Behalf	2,815,070	3,019,944	3,295,407	3,300,000	3,400,000	3,468,000	3,537,360	3,608,107	3,680,269	3,753,875
State TEA Employee Portion	-	-	-	248,000	345,050	351,951	358,990	366,170	373,493	380,963
Procurement Services	573,016	674,840	728,248	921,709	871,990	889,430	907,218	925,363	943,870	962,747
<b>Chief Communications Officer</b>	190,454	199,843	222,870	240,357	241,020	245,840	250,757	255,772	260,888	266,106
Technology Support Svcs	3,495,579	3,704,925	3,711,842	4,299,348	4,574,049	4,665,530	4,758,841	4,854,017	4,951,098	5,050,120
Asset Replacement Schedule	-	-	-	-	-	-	-	-	-	-
Client Engagement	441,113	557,474	642,192	750,064	774,743	790,238	806,043	822,163	838,607	855,379
Communication	903,620	858,665	1,026,740	1,318,158	1,441,566	1,470,397	1,499,805	1,529,801	1,560,397	1,591,605
<b>Human Resources</b>	1,070,532	1,175,005	1,342,821	1,425,041	1,416,967	1,445,306	1,474,212	1,503,697	1,533,771	1,564,446
<b>Asst Supt for Academic</b>	302,619	320,929	352,025	371,922	377,238	384,783	392,478	400,328	408,335	416,501
School Based Therapy Svcs	11,317,449	11,463,589	13,041,057	15,397,485	15,474,846	15,784,343	16,100,030	16,422,030	16,750,471	17,085,480
Headstart	5,918	1,181	1,500	8,000	8,000	8,160	8,323	8,490	8,659	8,833
Special Schools & Services-										
Special Schools Admin	763,860	921,933	828,753	1,042,803	997,430	1,017,379	1,037,726	1,058,481	1,079,650	1,101,243
Academic and Behavior East	3,870,999	3,912,742	4,543,957	6,523,063	6,065,262	6,186,567	6,310,299	6,436,505	6,565,235	6,696,539
Academic and Behavior West	3,907,992	3,886,325	4,493,835	5,900,483	5,645,441	5,758,350	5,873,517	5,990,987	6,110,807	6,233,023
Fortis Academy	1,073,184	1,217,636	1,483,879	1,661,066	1,641,067	1,673,888	1,707,366	1,741,513	1,776,344	1,811,871
Highpoint East School	3,140,923	3,339,508	3,712,990	4,588,995	4,390,354	4,478,161	4,567,724	4,659,079	4,752,260	4,847,306
<b>Facilities Support Services-</b>										
Construction Services	163,536	164,603	212,642	251,680	251,272	256,297	261,423	266,652	271,985	277,425
Records Management	1,875,662	1,954,297	2,005,841	2,237,875	2,547,779	2,598,735	2,650,709	2,703,723	2,757,798	2,812,954
Local Construction	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>49,765,052</b>	<b>51,231,239</b>	<b>56,351,388</b>	<b>66,884,626</b>	<b>70,074,015</b>	<b>71,329,447</b>	<b>72,547,956</b>	<b>73,998,915</b>	<b>75,478,893</b>	<b>76,988,471</b>

Harris County Department of Education  
Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - General Fund  
For the Fiscal Year August 31, 2025

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Excess (Deficiency) of Revenues</b>										
<b>Over/(Under) Expen</b>	2,367,721	604,390	2,932,168	(1,640,818)	(614,705)	213,643	1,141,426	1,901,149	2,698,172	3,533,907
<b>Other Financing Sources</b>										
Transfers In-										
Choice	4,828,938	5,028,650	4,294,308	8,859,669	5,183,961	5,339,480	5,499,664	5,664,654	5,834,594	5,834,594
Covid 19 Excess Funds	-	-	-	-	100,000	-	-	-	-	-
Transfers Out-										
Fund 288, CASE	(550,787)	(520,241)	(530,036)	(550,787)	(550,787)	(550,787)	(550,787)	(550,787)	(550,787)	(550,787)
Fund 472, Star Reimagined	(436,784)	(136,115)	-	-	-	-	-	-	-	-
Fund 693, Covid 19		(300,000)	-	-						
Fund 205, Head Start	(682,485)	(178,335)	(371,743)	(700,000)	(400,000)	(400,000)	(500,000)	(500,000)	(500,000)	(500,000)
Fund 599, PFC Lease	(6,048,827)	(2,405,785)	(2,959,100)	(3,349,975)	(3,718,469)	(2,994,975)	(2,975,961)	(2,970,404)	(2,979,563)	(2,977,563)
Fund 599, QZAB Payment	(451,429)	(451,429)	-	(43,012)	-	-	-	-	-	-
Facilities	(37,882)									
Fund 642 ,Capital project	(5,740,000)	(1,806,000)	(3,586,100)	-	-	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
<b>Total Other Financing Sources</b>										
<b>(Uses)</b>	(9,119,256)	(769,255)	(3,152,671)	4,215,895	614,705	893,718	972,917	1,143,464	1,304,244	1,306,244
Net Change in Fund Bal	(6,751,535)	(164,865)	(220,503)	2,575,077	-	1,107,361	2,114,343	3,044,612	4,002,417	4,840,151
<b>Fund Balance - Initial</b>	32,835,463	26,083,929	25,919,064	25,698,561	28,273,638	28,273,638	29,380,999	31,495,342	34,539,955	38,542,371
<b>Ending Fund Balance</b>	<u>\$ 26,083,929</u>	<u>\$ 25,919,064</u>	<u>\$ 25,698,561</u>	<u>\$ 28,273,638</u>	<u>\$ 28,273,638</u>	<u>\$ 29,380,999</u>	<u>\$ 31,495,342</u>	<u>\$ 34,539,955</u>	<u>\$ 38,542,371</u>	<u>\$ 43,382,522</u>

Harris County Department of Education  
Statement of Revenues & Expenditures by Object - All General Funds (100-199)  
For the Fiscal Year August 31, 2025

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Revenues</b>										
Customer Fees/Charges	\$ 20,500,077	\$ 20,489,233	\$ 22,964,781	\$ 28,186,979	\$ 29,377,667	\$ 30,258,997	\$ 31,166,767	\$ 32,101,770	\$ 33,064,823	\$ 34,056,768
Property Tax Revenue-Current	24,866,856	25,253,823	27,800,619	30,400,840	32,084,041	33,046,562	34,037,959	35,059,098	36,110,871	37,194,197
Tax Revenue-Del, P&I, HCTO Fees	219,384	116,036	84,629	100,000	100,000	103,000	106,090	109,273	112,551	115,927
Investment Earnings	16,824	168,696	1,672,755	1,000,000	1,184,370	1,219,901	1,256,498	1,294,193	1,333,019	1,373,009
Indirect Cost from Local Grants	4,737	727	2,927	1,827	-	-	-	-	-	-
Other Local Revenues	1,120,761	167,957	573,781	178,000	122,000	125,660	129,430	133,313	137,312	141,431
<b>Total Local Sources:</b>	<b>46,728,639</b>	<b>46,196,472</b>	<b>53,099,492</b>	<b>59,867,646</b>	<b>62,868,078</b>	<b>64,754,120</b>	<b>66,696,744</b>	<b>68,697,646</b>	<b>70,758,576</b>	<b>72,881,333</b>
State TEA Supplemental Compensation	174,834	174,834	174,834	200,000	\$ 169,950	175,049	180,300	185,709	191,280	197,019
State TEA Employee Portion Health Ins	354,966	354,965	354,966	248,000	\$ 345,050	355,402	366,064	377,045	388,357	400,008
State TRS On Behalf Matching	2,815,070	3,019,944	3,295,407	3,300,000	\$ 3,400,000	3,502,000	3,607,060	3,715,272	3,826,730	3,941,532
<b>Total State Sources:</b>	<b>3,344,870</b>	<b>3,549,743</b>	<b>3,825,207</b>	<b>3,748,000</b>	<b>3,915,000</b>	<b>4,032,450</b>	<b>4,153,424</b>	<b>4,278,026</b>	<b>4,406,367</b>	<b>4,538,558</b>
Indirect Cost from Federal Grants	2,059,264	\$ 2,089,412	\$ 2,358,857	\$ 1,628,162	2,676,232	2,756,519	2,839,215	2,924,391	3,012,123	3,102,486
<b>Total Federal Sources:</b>	<b>2,059,264</b>	<b>2,089,412</b>	<b>2,358,857</b>	<b>1,628,162</b>	<b>2,676,232</b>	<b>2,756,519</b>	<b>2,839,215</b>	<b>2,924,391</b>	<b>3,012,123</b>	<b>3,102,486</b>
Transfer In-Choice Partners	4,828,938	\$ 5,028,650	\$ 4,294,308	\$ 8,859,669	5,283,961	5,442,480	5,605,754	5,773,927	5,947,145	6,125,559
<b>Total Other Financing Sources:</b>	<b>4,828,938</b>	<b>5,028,650</b>	<b>4,294,308</b>	<b>8,859,669</b>	<b>5,283,961</b>	<b>5,442,480</b>	<b>5,605,754</b>	<b>5,773,927</b>	<b>5,947,145</b>	<b>6,125,559</b>
<b>Total Revenues:</b>	<b>56,961,711</b>	<b>56,864,277</b>	<b>63,577,864</b>	<b>74,103,477</b>	<b>74,743,271</b>	<b>76,985,569</b>	<b>79,295,136</b>	<b>81,673,990</b>	<b>84,124,210</b>	<b>86,647,936</b>
<b>Expenditures</b>										
<b>Expenditures by Object</b>										
6100 - Payroll Costs	36,383,399	36,934,883	41,894,416	49,106,976	51,835,222	52,871,926	53,929,365	55,007,952	56,108,111	57,230,274
6200 - Contracted Services	4,373,916	5,111,299	3,948,634	4,786,252	4,966,836	5,066,173	5,167,496	5,270,846	5,376,263	5,483,788
6300 - Supplies and Materials	1,983,253	2,330,327	2,559,440	3,373,602	3,879,292	3,956,878	4,036,015	4,116,736	4,199,070	4,283,052
6400 - Misc. Operating Costs	7,003,411	6,846,993	7,905,725	9,598,307	9,304,707	9,490,801	9,680,617	9,874,230	10,071,714	10,273,148
6600 - Capital Outlay	21,073	7,722	43,165	19,489	87,958	89,717	91,512	93,342	95,209	97,113
8900 - Transfers Out	13,948,194	5,797,909	7,446,979	4,643,774	4,669,256	4,762,641	4,857,894	4,955,052	5,054,153	5,155,236
<b>Total Expenditures:</b>	<b>63,713,246</b>	<b>57,029,133</b>	<b>63,798,360</b>	<b>71,528,400</b>	<b>74,743,271</b>	<b>76,238,136</b>	<b>77,762,899</b>	<b>79,318,157</b>	<b>80,904,520</b>	<b>82,522,611</b>
Net Change in Fund Balance	(6,751,535)	(164,856)	(220,496)	2,575,077	-	747,433	1,532,237	2,355,833	3,219,690	4,125,326
Fund Balance-Beginning	32,835,463	26,083,932	25,919,067	25,698,571	28,273,648	28,273,648	29,021,081	30,553,318	32,909,151	36,128,840
<b>Fund Balance, Ending</b>	<b>\$ 26,083,932</b>	<b>\$ 25,919,067</b>	<b>\$ 25,698,571</b>	<b>\$ 28,273,648</b>	<b>\$ 28,273,648</b>	<b>\$ 29,021,081</b>	<b>\$ 30,553,318</b>	<b>\$ 32,909,151</b>	<b>\$ 36,128,840</b>	<b>\$ 40,254,166</b>

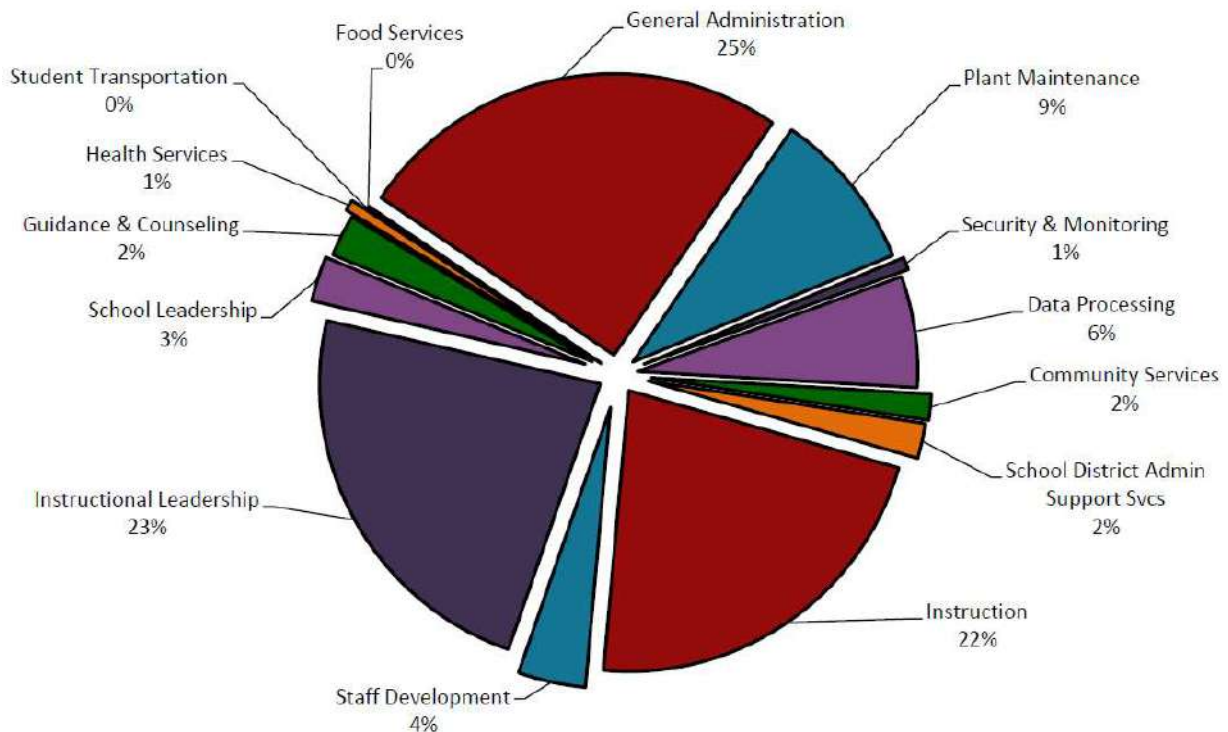
## Harris County Department of Education FY25 General Fund Appropriations by Function

The following charts present the budgeted appropriations for the fiscal year 2024-2025 for the general fund by function.

**Harris County Department of Education  
FY 2024-2025 Adopted Budget Compared to FY 2023-2024 Amended Budget  
Expenditures by Function**

Function Code	Function Description	FY 2025 Adopted Budget	FY 2024 Amended Budget	Difference
11	Instruction	\$ 16,433,022	\$ 17,035,046	(602,024)
13	Staff Development	2,899,969	2,863,350	36,619
21	Instructional Leadership	17,413,780	16,625,009	788,771
23	School Leadership	1,937,866	1,793,708	144,158
31	Guidance & Counseling	1,798,784	1,805,373	(6,589)
33	Health Services	481,946	380,832	101,114
34	Student Transportation	64,378	60,690	
35	Food Services	81,451	84,301	(2,850)
41	General Administration	18,760,988	16,973,221	1,787,767
51	Plant Maintenance	6,926,051	6,796,193	129,858
52	Security & Monitoring	529,060	578,200	(49,140)
53	Data Processing	4,784,840	4,241,563	543,277
61	Community Services	1,116,406	619,061	497,345
62	School District Admin Support Svcs	1,514,730	1,471,853	42,877
71	Debt Service	-	-	-
81	Acquisition & Construction	-	200,000	(200,000)
99	Other Government Charges	-	-	-
<b>Total Appropriations by Function:</b>		<b>\$ 74,743,271</b>	<b>\$ 71,528,400</b>	<b>3,214,871</b>

**FY25 Appropriation by Function**





The following table presents FY21 to FY23 actual historical data, amended budget for FY24, adopted budget FY25, and forecasted amounts for the following five years.

Harris County Department of Education  
Revenues and Expenditures by Function - General Fund  
For the Fiscal Year August 31, 2025

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Revenues</b>										
Local Sources	\$ 46,723,902	\$ 46,195,746	\$ 53,096,565	\$ 59,865,819	\$ 62,868,078	\$ 64,754,120	\$ 66,696,744	\$ 68,697,646	\$ 70,758,576	\$ 72,881,333
State Sources	3,349,607	3,550,471	3,828,134	3,749,827	3,915,000	\$ 4,032,450	\$ 4,153,424	\$ 4,278,026	\$ 4,406,367	\$ 4,538,558
Federal Sources	2,059,264	2,089,412	2,358,857	1,628,162	2,676,232	\$ 2,756,519	\$ 2,839,215	\$ 2,924,391	\$ 3,012,123	\$ 3,102,486
<b>Total Revenues</b>	<b>\$ 52,132,773</b>	<b>\$ 51,835,629</b>	<b>\$ 59,283,556</b>	<b>\$ 65,243,808</b>	<b>\$ 69,459,310</b>	<b>\$ 71,543,089</b>	<b>\$ 73,689,382</b>	<b>\$ 75,900,063</b>	<b>\$ 78,177,065</b>	<b>\$ 80,522,377</b>
<b>Expenditures by Function</b>										
Instruction	7,968,114	8,380,818	10,860,489	17,035,046	16,433,022	16,761,682	17,096,916	17,438,854	17,787,631	18,143,384
Staff Development	2,100,296	2,213,361	2,174,881	2,863,350	2,899,969	2,957,968	3,017,128	3,077,470	3,139,020	3,201,800
Instructional Leadership	13,142,802	13,356,889	15,095,862	16,625,009	17,413,780	17,762,056	18,117,297	18,479,643	18,849,235	19,226,220
School Leadership	1,634,587	1,695,574	1,781,477	1,793,708	1,937,866	1,976,623	2,016,156	2,056,479	2,097,608	2,139,561
Guidance & Counseling	1,208,338	1,202,221	1,555,821	1,805,373	1,798,784	1,834,760	1,871,455	1,908,884	1,947,062	1,986,003
Social Work	869	564	1,192	-	-	-	-	-	-	-
Health Services	327,458	255,540	335,709	380,832	481,946	491,585	501,417	511,445	521,674	532,107
Student Transportation	25,772	53,257	60,937	60,690	64,378	65,666	66,979	68,318	69,685	71,079
Food Service	38,462	24,457	12,433	84,301	81,451	83,080	84,742	86,436	88,165	89,928
General Administration	11,136,185	11,568,463	7,784,070	12,329,447	14,091,732	14,373,567	14,661,038	14,954,259	15,253,344	15,558,411
Plant Maintenance	6,259,171	5,963,449	6,453,087	6,796,193	6,926,051	7,064,572	7,205,863	7,349,981	7,496,980	7,646,920
Security & Monitoring	471,896	563,950	543,200	578,200	529,060	539,641	550,434	561,443	572,672	584,125
Data Processing	3,634,712	3,822,912	3,833,229	4,241,563	4,784,840	4,880,537	4,978,148	5,077,710	5,179,265	5,282,850
Community Services	427,659	711,770	965,165	619,061	1,116,406	1,138,734	1,161,509	1,184,739	1,208,434	1,232,602
School District Admin	1,205,023	1,279,723	1,307,729	1,471,853	1,514,730	1,545,025	1,575,925	1,607,444	1,639,592	1,672,384
Acquisition & Construction	2,804	26	3,586,100	200,000	-	-	-	-	-	-
Other Govt Charges	180,901	138,263	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 49,765,052</b>	<b>\$ 51,231,239</b>	<b>\$ 56,351,381</b>	<b>\$ 66,884,626</b>	<b>\$ 70,074,015</b>	<b>\$ 71,475,495</b>	<b>\$ 72,905,005</b>	<b>\$ 74,363,105</b>	<b>\$ 75,850,367</b>	<b>\$ 77,367,375</b>
<b>Excess/(Deficiency) of Revenues Over/(Under)</b>	<b>2,367,721</b>	<b>604,390</b>	<b>2,932,175</b>	<b>(1,640,818)</b>	<b>(614,705)</b>	<b>67,594</b>	<b>784,377</b>	<b>1,536,958</b>	<b>2,326,698</b>	<b>3,155,003</b>
<b>Other Financing Sources (Uses)</b>										
Transfers In	4,828,938	5,028,650	4,294,308	8,859,669	5,283,961	\$ 5,442,480	\$ 5,605,754	\$ 5,773,927	\$ 5,947,145	\$ 6,125,559
Transfers Out	(13,948,194)	(5,797,905)	(7,446,979)	(4,643,774)	(4,669,256)	(4,762,641)	(4,857,894)	(4,955,052)	(5,054,153)	(5,155,236)
<b>Total Other Financing Sources (Uses)</b>	<b>(9,119,256)</b>	<b>(769,255)</b>	<b>(3,152,671)</b>	<b>4,215,895</b>	<b>614,705</b>	<b>679,839</b>	<b>747,860</b>	<b>818,875</b>	<b>892,992</b>	<b>970,323</b>
<b>Net Change in Fund Bal</b>	<b>(6,751,535)</b>	<b>(164,865)</b>	<b>(220,496)</b>	<b>2,575,077</b>	<b>-</b>	<b>747,433</b>	<b>1,532,237</b>	<b>2,355,833</b>	<b>3,219,690</b>	<b>4,125,326</b>
<b>Fund Balance, Beginning</b>	<b>32,835,463</b>	<b>26,083,929</b>	<b>25,919,064</b>	<b>25,698,571</b>	<b>28,273,648</b>	<b>28,273,648</b>	<b>29,021,081</b>	<b>30,553,318</b>	<b>32,909,151</b>	<b>36,128,841</b>
<b>Fund Balance, Ending</b>	<b>\$ 26,083,929</b>	<b>\$ 25,919,064</b>	<b>\$ 25,698,571</b>	<b>\$ 28,273,648</b>	<b>\$ 28,273,648</b>	<b>\$ 29,021,081</b>	<b>\$ 30,553,318</b>	<b>\$ 32,909,151</b>	<b>\$ 36,128,841</b>	<b>\$ 40,254,166</b>



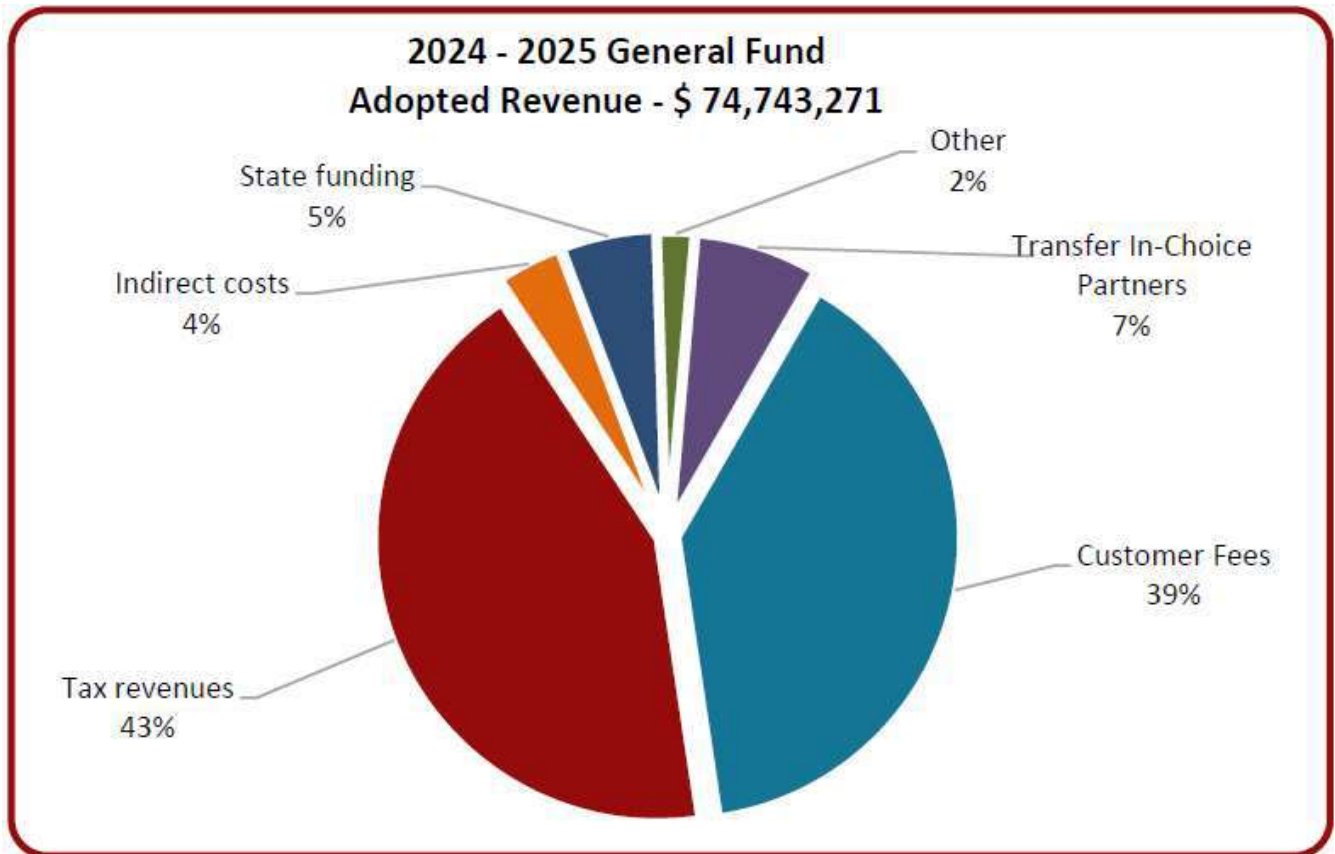
## Major Revenue Assumptions

Harris County Department of Education

A variety of demographic, economic and tax information impact assumptions are made during the budget process. Business Support Services prepares annual budgets to forecast the financial status of the department. It is imperative that assumptions be made to accurately forecast our financial position.

The Department's top three General Fund revenue sources are:

1. Customer Fees/Charges at 39%
2. Property Tax Revenues at 43%
3. Transfers-in from Choice Partners Cooperative at 7%



Estimating revenue from two major sources, customer fees and local property taxes are critical to the budget. These categories alone comprise over \$61.5 million, or 82% of The Department's estimated General Operating Fund revenues, totaling \$74,743,271 for the 2024-2025 fiscal year.

### **Customer Fees/Charges**

The Department has projected a 4.2% increase in customer fees (\$1,190,688) over the Amended Budget for FY2023-2024 (\$28,186,979), to \$29,377,667 for the Adopted Budget for FY2024-2025. The customer fees are received from school districts that use HCDE services. Since the Department contracts with school districts, those districts' current economy will have an effect on the revenues. Each division had contract talks or negotiations with their customers and made conservative, but achievable customer fee revenue assumptions.

### **Property Tax Revenues**

Current appraisal district values were used in the early stages of the planning process. During the budget process we received updated information for fiscal year 2024-2025. The projected property values increased by 4.11% per HCAD's estimate at 7/25/2024, therefore the tax revenues are updated to reflect the growth from the amended budget.

### **State Matching**

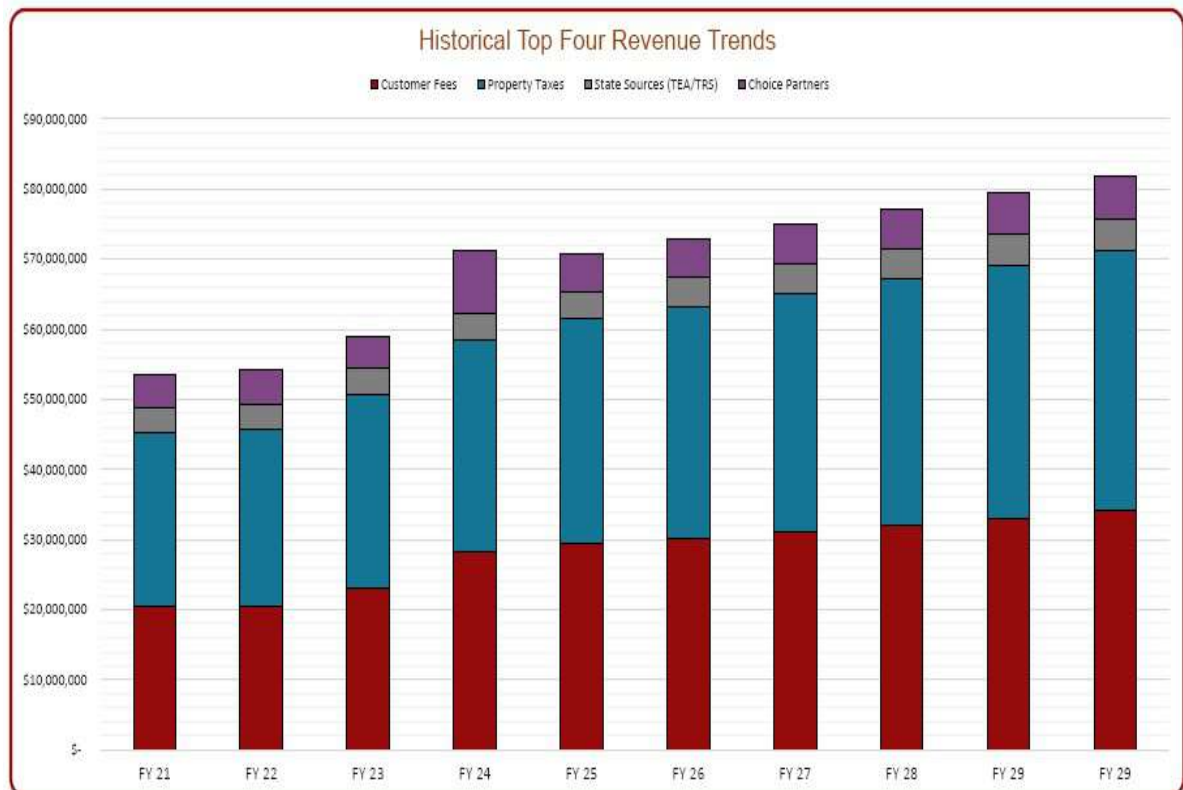
Pass-through revenue for State TRS Matching contribution is budgeted in accordance with projected payroll cost and the contribution rate schedule mandated by the Texas Legislature.

Harris County Department of Education  
Statement of Revenues by Source Expenditures by Classification - General Fund (199)  
For the Fiscal Year August 31, 2025

	2023-2024 Amended	2024-2025 Adopted	Increase (Decrease)	% Change
<b><u>REVENUES &amp; OTHER RESOURCES</u></b>				
<b><u>Revenues</u></b>				
Customer Fees/Charges	28,186,979	29,377,667	1,190,688	4%
Property Tax Revenue-Current	30,400,840	32,084,041	1,683,201	6%
Tax Revenue-Del, P&I, HCTO Fees	100,000	100,000	-	0%
Investment Earnings	1,000,000	1,184,370	184,370	18%
Indirect Cost from Local Grants	-	-	-	0%
Other Local Revenues	178,000	122,000	(56,000)	-31%
State TEA Supplemental Compensation	200,000	169,950	(30,050)	-15%
State TEA Employee Portion Health Ins	248,000	345,050	97,050	39%
State TRS On Behalf Matching	3,300,000	3,400,000	100,000	3%
Indirect Costs from State Grants	1,827	-	(1,827)	-100%
Indirect Cost from Federal Grants	1,628,162	2,676,232	1,048,070	64%
Transfer In-Choice Partners	8,859,669	5,283,961	(3,575,708)	-40%
<b>Total Revenues:</b>	<b>74,103,477</b>	<b>74,743,271</b>	<b>639,794</b>	<b>0.9%</b>
<b><u>EXPENDITURES &amp; OTHER USES</u></b>				
<b><u>Expenditures</u></b>				
6100 - Payroll Costs	49,106,976	51,835,222	2,728,246	6%
6200 - Contracted Services	4,786,252	4,966,836	180,584	4%
6300 - Supplies and Materials	3,373,602	3,879,292	505,690	15%
6400 - Misc. Operating Costs	9,598,307	9,304,707	(293,600)	-3%
6600 - Capital Outlay	19,489	87,958	68,469	351%
<b>Total Expenditures:</b>	<b>66,884,626</b>	<b>70,074,015</b>	<b>3,189,389</b>	<b>4.8%</b>
<b>Excess (Deficiency) of Revenues Over/(Under) Expenditures</b>	<b>7,218,851</b>	<b>4,669,256</b>	<b>(2,549,595)</b>	<b>-35%</b>
<b><u>Other Uses</u></b>				
Transfers Out	4,643,774	4,669,256	25,482	1%
<b>Total Other Uses:</b>	<b>4,643,774</b>	<b>4,669,256</b>	<b>25,482</b>	<b>0.5%</b>
Net Change in Fund Balance	2,575,077	-	(2,575,077)	-100%
<b>Projected Fund Balance Beginning</b>	<b>25,698,561</b>	<b>28,273,638</b>	<b>2,575,077</b>	<b>10%</b>
<b>Projected Fund Balance Ending</b>	<b>28,273,638</b>	<b>28,273,638</b>	<b>-</b>	<b>0.0%</b>

Harris County Department of Education  
Statement of Revenues - All General Funds (100-199)  
For the Fiscal Year August 31, 2025

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Revenues</b>										
Customer Fees/Charges	\$ 20,500,077	\$ 20,489,233	\$ 22,964,781	\$ 28,186,979	\$ 29,377,667	\$ 30,258,997	\$ 31,166,767	\$ 32,101,770	\$ 33,064,823	\$ 34,056,768
Property Tax Revenue-Current	24,866,856	25,253,823	27,800,619	30,400,840	32,084,041	33,046,562	34,037,959	35,059,098	36,110,871	37,194,197
Tax Revenue-Del. P&I, HCTO Fees	219,384	116,036	84,629	100,000	100,000	103,000	106,090	109,273	112,551	115,927
Investment Earnings	16,824	188,696	1,672,755	1,000,000	1,184,370	1,219,901	1,256,498	1,294,193	1,333,019	1,373,009
Indirect Cost from Local Grants	-	-	-	-	-	-	-	-	-	-
Other Local Revenues	1,120,761	167,958	573,781	178,000	122,000	125,660	129,430	133,313	137,312	141,431
<b>Total Local Sources:</b>	<b>46,723,902</b>	<b>46,195,746</b>	<b>53,096,565</b>	<b>59,865,819</b>	<b>62,868,078</b>	<b>64,754,120</b>	<b>66,696,744</b>	<b>68,697,646</b>	<b>70,758,576</b>	<b>72,881,333</b>
State TEA Supplemental Compensation	174,834	174,834	174,834	200,000	169,950	175,049	180,300	185,709	191,280	197,019
State TEA Employee Portion Health Ins	354,966	354,966	354,966	248,000	345,050	355,402	366,064	377,045	388,357	400,008
State TRS On Behalf Matching	2,815,070	3,019,944	3,295,407	3,300,000	3,400,000	3,502,000	3,607,060	3,715,272	3,826,730	3,941,532
Indirect Costs from State Grants	4,737	727	2,927	1,827	-	-	-	-	-	-
<b>Total State Sources:</b>	<b>3,349,607</b>	<b>3,550,471</b>	<b>3,828,134</b>	<b>3,749,827</b>	<b>3,915,000</b>	<b>4,032,450</b>	<b>4,153,424</b>	<b>4,278,026</b>	<b>4,406,367</b>	<b>4,538,558</b>
Indirect Cost from Federal Grants	2,059,264	2,089,412	2,358,857	1,628,162	2,676,232	2,756,519	2,839,215	2,924,391	3,012,123	3,102,486
<b>Total Federal Sources:</b>	<b>2,059,264</b>	<b>2,089,412</b>	<b>2,358,857</b>	<b>1,628,162</b>	<b>2,676,232</b>	<b>2,756,519</b>	<b>2,839,215</b>	<b>2,924,391</b>	<b>3,012,123</b>	<b>3,102,486</b>
Transfer In-Choice Partners	\$ 4,828,938	\$ 5,028,650	\$ 4,294,308	\$ 8,859,669	\$ 5,283,961	5,442,480	5,605,754	5,773,927	5,947,145	6,125,559
<b>Total Other Financing Sources:</b>	<b>4,828,938</b>	<b>5,028,650</b>	<b>4,294,308</b>	<b>8,859,669</b>	<b>5,283,961</b>	<b>5,442,480</b>	<b>5,605,754</b>	<b>5,773,927</b>	<b>5,947,145</b>	<b>6,125,559</b>
<b>Total Revenues:</b>	<b>\$ 56,961,711</b>	<b>\$ 58,864,279</b>	<b>\$ 63,577,864</b>	<b>\$ 74,103,477</b>	<b>\$ 74,743,271</b>	<b>\$ 76,985,569</b>	<b>\$ 79,295,136</b>	<b>\$ 81,673,990</b>	<b>\$ 84,124,210</b>	<b>\$ 86,647,936</b>





**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Revenue Analysis - Customer Fees by Division**  
**For the Fiscal Year Ended August 31, 2025**

<b>CUSTOMER FEES</b>	<b>FY2025 Adopted Budget</b>	<b>FY2024 Adopted Budget</b>	<b>Increase / Decrease between original budgets</b>	<b>Amended Budget</b>	<b>Actual to 08/31/24 (unaudited)</b>	<b>Amount over/under</b>	<b>% Realized</b>
Business Services	\$ 152,000	\$ 152,000	\$ -	\$ 320,000	323,729	\$ 3,729	101%
Center for Educator Success	855,324	685,000	170,324	819,924	248,837	\$ (571,087)	30%
Center for Grant Development	1,000	900	100	900	1,360	460	151%
Center for Safe & Secure Schools	443,592	460,000	(16,408)	460,000	232,556	(227,444)	51%
CASE Local	78,500	85,500	(7,000)	85,500	81,363	(4,137)	95%
Records Management Services	1,925,400	1,973,580	(48,180)	1,973,580	1,628,018	(345,562)	82%
Research & Evaluation	79,500	79,500	-	79,500	79,500	-	100%
School Based Therapy Services	12,980,458	12,016,808	963,650	12,016,808	10,304,810	(1,711,998)	86%
Special Schools:	-	-					
AB-East	4,779,563	4,840,488	(60,925)	4,888,488	4,396,645	(491,843)	90%
AB-West	5,086,800	4,666,979	419,821	4,830,979	5,490,142	659,163	114%
Highpoint-East	2,752,850	2,502,150	250,700	2,502,150	2,763,830	261,680	110%
Fortis Academy	242,680	209,150	33,530	209,150	235,925	26,775	113%
Technology Support Services	\$ -	-	-			-	-
<b>Total Customer Fees :</b>	<b>\$ 29,377,667</b>	<b>\$ 27,672,055</b>	<b>\$ 1,705,612</b>	<b>\$ 28,186,979</b>	<b>\$ 25,786,715</b>	<b>\$ (2,400,264)</b>	<b>91%</b>



**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Revenue Analysis - Other Revenue by Type**  
**For the Fiscal Year Ended August 31, 2025**

OTHER	FY2025 Adopted Budget	FY2024 Adopted Budget	Increase / Decrease between original budgets	Amended Budget	Actual to 08/31/24 (unaudited)	Amount over/under	% Realized
Tax Revenues							
Property Tax Revenues-Current	32,084,041	30,400,840	1,683,201	30,400,840	30,267,990	(132,850)	100%
Property Tax Revenues-Del & P&I	100,000	100,000	-	100,000	(207,116)	(307,116)	-207%
<b>Total Tax Revenues</b>	<b>32,184,041</b>	<b>30,500,840</b>	<b>1,683,201</b>	<b>30,500,840</b>	<b>30,060,874</b>	<b>(439,966)</b>	<b>99%</b>
Indirect Costs-Federal	2,676,232	1,614,098	1,062,134	1,628,162	2,040,611	412,449	125%
Indirect Costs-Local	-	1,827	(1,827)	1,827	727	(1,100)	100%
State Matching							
FSP-Compensation	169,950	200,000	(30,050)	200,000	174,834	(25,166)	1%
TEA Health Ins-Employees	345,050	248,000	97,050	248,000	354,966	106,966	100%
TRS Matching	3,400,000	3,300,000	100,000	3,300,000	3,300,000	(3,300,000)	0%
<b>Total State Matching</b>	<b>3,915,000</b>	<b>3,748,000</b>	<b>167,000</b>	<b>3,748,000</b>	<b>529,800</b>	<b>(3,218,200)</b>	<b>14%</b>
Other							
Investment Earnings	1,184,370	1,000,000	184,370	1,000,000	1,974,628	974,628	197%
Other Local Revenues	122,000	70,000	52,000	107,000	255,266	148,266	239%
Medicaid Adm Claim (MAC)	-	71,000	(71,000)	71,000	25,467	(45,533)	100%
Transfers In	5,283,961	4,494,669	789,292	8,859,669	9,673,757	814,088	109%
<b>Total Other Revenues</b>	<b>6,590,331</b>	<b>5,635,669</b>	<b>954,662</b>	<b>10,037,669</b>	<b>11,929,119</b>	<b>1,891,450</b>	<b>119%</b>
<b>Total Estimated Revenues</b>	<b>\$ 45,365,604</b>	<b>\$ 41,500,434</b>	<b>\$ 3,865,170</b>	<b>\$ 45,916,498</b>	<b>\$ 44,561,131</b>	<b>\$ (1,355,367)</b>	<b>97%</b>
<b>Total Customer Fees</b>	<b>29,377,667</b>	<b>27,672,055</b>	<b>1,705,612</b>	<b>28,186,979</b>	<b>25,786,715</b>	<b>(2,400,264)</b>	
<b>Total Est. Rev. &amp; Other Resources:</b>	<b>\$ 74,743,271</b>	<b>\$ 69,172,489</b>	<b>\$ 5,570,782</b>	<b>\$ 74,103,477</b>	<b>\$ 70,347,847</b>	<b>\$ (3,755,631)</b>	



## Fee Schedule: Fiscal Year 2024-2025

Harris County Department of Education

CENTER FOR SAFE AND SECURE SCHOOLS		
Service	In County	Out of County
Safety Audits	\$1,200 - \$2,000	\$1,500 - \$2,400
Basic NIMS Training	\$75	\$100
Emergency Operations Proce. Training	\$75	\$100
Threat Assessment Training	\$50	\$75
Retreat to Teach: Self Care for Educators	\$100	\$125
Restorative Practices Training off-site	\$1,500 per day	\$2,500 per day
Restorative Practices Training (different levels)	\$150	\$175
Restorative Practices - Refresher	\$50	\$75
Youth Mental Health First Aid	\$25	\$25
Membership	\$500 - \$9,500	\$500 - \$10,000
CENTER FOR GRANTS DEVELOPMENT		
Service	In County	Out of County
Seminars (early-bird vs regular registration)	\$75 / \$95	\$85 / \$105
CHOICE PARTNERSHIP COOPERATIVE		
Service	In County	Out of County
Job Order Contracting (JOC)	2%	2%
Trade IDIQ Services	2%	2%
Commodities	2%	2%
Food (no fee on commodity processing)	1%	1%
* Rates may be negotiated on a per-contract basis		
CENTER FOR EDUCATOR SUCCESS		
Service	In County	Out of County
Full Day Standard District Professional Development	\$1,500	\$1,650
Full Day Customized District Professional Development	\$2,000	\$2,200
Half Day Professional Development	\$850	\$935
HCDE Hosted Event – Teacher (Per Day)	\$60	\$66
HCDE Hosted Event – Teacher Advancement	\$120	\$132
HCDE Hosted Event – Team	\$300	\$330
Core Program – Teacher	\$900	\$990
Core Program – Teacher Advancement	\$1,800	\$1,980
Consultation	\$500	\$550
Certification - Teacher	\$3,000	\$3,300
Certification - Principal	\$3,500	\$3,850



## Fee Schedule: Fiscal Year 2024-2025

Harris County Department of Education

Continued

SPECIAL SCHOOLS		
Service	In County	Out of County
Academic Behavior Centers - Annual	\$23,800	\$28,875
Academic Behavior Centers - Monthly	\$3,700	\$4,500
Overage Per Diem	\$140	\$140
Fortis Academy	\$6,250	\$6,875
Special Education Surcharge - Fortis	\$85	\$85
Highpoint Schools	\$10,049	\$11,064
Special Education Surcharge - Highpoint	\$185	\$185
Overage Per Diem - Highpoint	\$240	\$240
Summer School Fee	\$6,300	\$7,000

SCHOOL-BASED THERAPY SERVICES		
Service	In County	Out of County
Music Therapy	\$515/ per day	\$565/ per day
Occupational Therapy	\$515/ per day	\$565/ per day
Physical Therapy	\$515/ per day	\$565/ per day
Occupational Therapy Assistant	\$415/ per day	\$465/ per day
Physical Therapy Assistant	\$415/ per day	\$465/ per day
Management Consulting	\$1,500/ per day or \$200/hour	\$1,650/ per day or \$220/hour
Program Evaluation (*)	\$1,500/ per day or \$200/hour	\$1,650/ per day or \$220/hour
Staff Development / Training (*)	\$1,500/ per day or \$200/hour	\$1,650/ per day or \$220/hour
<p><b>Note:</b> Usual day is 7.5 hours (excludes lunch). Charges for services that are less than a day will be in quarter increments</p> <p>(*) Clients with OT, PT and/or Music Therapy service agreements for 2024-2025 receive on-going management consultation and support to assist with service delivery, and may be provided with up to 4 hours of staff development/training from managers as part of their service. Staff development in excess of 4 hours is subjected to fees as indicated here.</p>		

COOPERATIVE FOR AFTER SCHOOL ENRICHMENT (CASE)		
Service	In County	Out of County
Conference Attendee	\$100 - \$150	\$110 - \$160
Sponsorships / Ads	\$750 - \$5,000	
Trainings	\$45-\$60 per person signature speaker	\$55-\$70 per person signature speaker
	\$45 per person CPR training	\$50 per person CPR training
	\$50 per person Symposium	\$55 per person Symposium
Kids Day Series	\$1,750-\$2,500 per site	\$2100-\$3,000 per site
Consulting Fee	\$100-\$125/ hr.	\$125-\$150/ hr.
External Assessment Fee	\$20,000 flat rate	\$24,000 flat rate
Ecobot Challenge Participant Fees	\$50 per team	\$60 per team



## Fee Schedule: Fiscal Year 2024-2025

Harris County Department of Education

Continued

RECORDS MANAGEMENT SERVICES		
Service	In County	Out of County
Standard Rates		
Membership Fee	Varies	Varies
Storage Rates		
Standard 10" x 12" x 15" Storage Box	\$0.26 per box/ mo.	\$0.27 per box/ mo.
Non standard size boxes	\$0.26 per cu.ft./mo.	\$0.27 per cu.ft./mo.
Service Rates		
Training	Membership	Membership
Consulting/Records Control Schedules	Membership	Membership
Receiving ( <i>new material</i> , includes data entry)	\$1.25 per box	\$1.50 per box
Retrieval (accessing a stored file or box)	Membership	Membership
Refile (returning a stored file or box)	Membership	Membership
FAX (HCDE to user)/Electronic Transmission	Membership	Membership
Document Shredding (external)	Membership	Membership
Interfiling/Indexing per file	\$2.25 each file	\$2.55
Monthly Management Reports (all types)	Membership	Membership
Permanent Removal (box)	\$2.00 each item	\$2.75 per box
Permanent Removal To Close Account	\$3.00 per item	\$3.75 per item
Researching Files - Inside Boxes	\$25.00 per Hour	\$28.00 per Hour
Project Labor - above normal services	\$25.00 per Hour	\$28.00 per Hour
Transportation		
Transportation/Scheduled pick-ups and deliveries (up to 100 Boxes)	\$20 per stop	\$25 per stop
Transportation/Rush pick-ups and deliveries same day	\$45 per stop	\$50 per stop
Large Volume Pickups (over 100 boxes)	\$75.00 per stop	\$85.00 per Stop
Supplies		
Storage Boxes (packed 25/bundle) standard size only	\$2.65 ea.	\$2.75 ea.
Recycling Bin Services (monthly rotations) 64 gallon	\$8.00 ea.	\$9.50 ea.
Recycling Bin Services (monthly rotations) 95 gallon	\$10.00 ea.	\$12.00 ea.
Recycling Consoles (for confidential papers)	\$8.00 ea.	\$9.50 ea.
Recycling Bin Services (monthly rotations) 175 gallon	\$25.00 ea	\$30.00 ea
Re-boxing Damaged Boxes (Supply & Labor)	\$6.50 ea	\$7.50 ea
Electronic Document Management Services		
Rates for 16mm & 35mm microfilming and/or electronic imaging, indexing, scanning and document preparation must be quoted separately due to the wide range of variables associated with each job.		
Converting 16mm/35mm to digital	\$0.15 per Image	\$0.12 per Image
Converting Microfiche to digital	\$0.20 per Image	\$0.12 per Image
Scanning HR & Benefits Records	\$0.10 per Page	\$0.12 per Page
Scanning Special Ed Records	\$0.10 per Page	\$0.12 per Page
Scanning Student Records	\$0.10 per Page	\$0.12 per Page
Scanning Accounts Payable/Receivable Records	\$0.10 per Page	\$0.12 per Page
Scanning Permanent Records	\$0.10 per Page	\$0.12 per Page
Scanning Large Format Construction Maps	\$3.50 per Sheet	\$3.00 per Sheet
Scanned Documents Retrieval/ Emailed	\$1.00 per item	\$0.70 per item
Document Preparation	\$25.00/hour	\$25.00/hour
Web-Based Electronic Document Storage and Retrieval	\$13.50 per gigabyte/month	\$14.50 per gigabyte/month
Vault Storage and Services		
16mm/35mm/8mm/4mm	\$0.30/month	\$0.35 /month
Roll film/Microfilm	\$0.30/month	\$0.35 /month
3480/3490/3490E tapes, CD's & Hard Drives	\$0.30/month	\$0.30 /month
Small case storage (standard 1.2 cu.ft.)	\$2.50/month	\$2.50/month
Large case storage (over size cases)	\$5.00/month	\$5.50/month
Vault Service Rates		
New Tapes: incl. bar-coding, filing, data entry and tracking	\$2.25/month	\$2.50/month
After Hour/Rush Transportation	\$45 per hour	\$50.00 per hour



## **FINANCIAL SECTION: Special Revenue Funds**

Harris County Department of Education

Special Revenue Funds are used to account for resources restricted to, or designated for, specific purposes by a grantor. Federal financial assistance often is accounted for in a Special Revenue Fund. In most Special Revenue Funds, unused balances are recorded as deferred revenue and carried forward to the succeeding fiscal year, provided the amount carried forward is within the limits established by the grantor. In some cases, the unused balances are returned to the grantor at the close of specified project periods. The Department budgets for Special Revenue Funds and uses project accounting for them in order to maintain integrity for the various sources of funds. These funds utilize the modified accrual basis of accounting and budgeting.

### **SPECIAL REVENUE FUNDS**

Special Revenue Funds are used to account for specific revenue sources which are legally restricted to expenditures for specific purposes. Listed by program:

#### **Adult Basic Education (ABE) Program**

Accounts, on a project basis, for state and federal funds granted to provide or support programs for adult education and literacy services to adults who are beyond compulsory school age attendance and do not have a high school diploma or lack sufficient mastery of basic educational skills to function effectively in society, or are unable to speak, read or write the English language; and are not enrolled in school. Separate accountability must be maintained for each section listed below:

- Federal ABE Regular

#### **Center for After School, Summer and Expanded Learning (CASE)**

- 21st Century Community Learning Centers (CLC) - Accounts, on a project basis, for federal funds granted to provide opportunities for communities to establish or expand activities in community learning centers that provide opportunities for academic enrichment and additional services to students and literary and related educational development for families of students. This is a shared services arrangement program.
- Partnership – Funding to provide professional development opportunities, supplemental funding for comprehensive programs and project-based providers that offer activities that support language literacy and numeracy development, collaborative reading initiatives and educational material and equipment for use in out of school time programs.
- Local:
  - City of Houston
  - County Connection Program
  - Houston Endowment

## Center for Educator Success

Alternative certification for teachers or principals, preparing aspiring degreed professionals to become teachers or principals.

- Educator Preparation Program

## Head Start (HS) Program

Accounts, on a project basis, for federal funds from the U. S. Department of Health and Human Services, in addition to other grant sources listed below, for which separate accountability is required:

- Head Start Grant
- Early Head Start Grant
- Local In-Kind Funds for local matching funds
- EHS / HS Teacher Training - Technical Assistance
- USDA Child & Adult Food Program
- COVID19 Grant
- TWC Funds

### Harris County Department of Education

Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - Special Revenue Funds - By Program

For the Fiscal Year ended August 31, 2021 through August 31, 2030

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Revenues</b>											
Local Sources	\$ 5,459,086	\$ 6,196,485	\$ 6,846,462	\$ 6,655,432	\$ 8,817,110	\$ 8,479,061	\$ 8,648,642	\$ 8,821,615	\$ 8,998,047	\$ 9,178,008	\$ 9,361,568
Federal Sources	22,590,782	23,682,529	23,977,775	32,794,331	48,411,382	34,686,953	35,380,692	36,088,306	36,810,072	37,546,273	38,297,199
<b>Total Revenues</b>	<b>28,049,868</b>	<b>29,879,014</b>	<b>30,824,237</b>	<b>39,449,763</b>	<b>57,228,492</b>	<b>43,166,014</b>	<b>\$ 44,029,334</b>	<b>\$ 44,909,921</b>	<b>\$ 45,808,119</b>	<b>\$ 46,724,282</b>	<b>\$ 47,658,767</b>
<b>Expenditures</b>											
Adult Education Program	4,265,918	3,773,612	3,960,401	4,847,063	10,488,379	4,790,808	4,886,624	4,984,357	5,084,044	5,185,725	5,289,439
Center for Safe and Secure Schools	118,002	201,017	112,502	105,418	-	-	-	-	-	-	-
Center for Educator Success <sup>(1)</sup>	18,596	20,100	56,492	96,593	73,645	100,000	102,000	104,040	106,121	108,243	110,408
Chief of Staff	-	-	-	-	198,064	210,100	214,302	218,588	222,960	227,419	231,967
Client Engagement	-	15,365	-	-	-	-	-	-	-	-	-
Communications	-	44,508	-	-	-	-	-	-	-	-	-
Center for After School Enrichment (CASE)	5,681,616	6,991,055	6,697,268	7,240,950	10,665,120	9,702,057	9,896,098	10,094,020	10,295,901	10,501,819	10,711,855
Star Re-Imagined Program - Several divisions	-	-	136,115	-	-	-	-	-	-	-	-
Facilities Services	-	-	-	4,414	-	-	-	-	-	-	-
Head Start (Early Head Start) <sup>(2)</sup>	19,243,107	19,785,503	20,696,151	28,051,830	37,086,583	28,967,336	29,546,683	30,137,616	30,740,369	31,355,176	31,982,280
Human Resources	-	23,940	-	-	-	-	-	-	-	-	-
Records Management	-	13,995	-	-	-	-	-	-	-	-	-
Research & Evaluation	-	44,849	-	-	-	-	-	-	-	-	-
School Based Therapy Services	-	14,732	-	5,274	7,500	7,500	7,650	7,803	7,959	8,118	8,281
Special Schools Administration	-	-	-	-	-	-	-	-	-	-	-
Special Schools (ABS/Fortis/Highpoint)	3,990	37,372	35,041	-	3,000	339,000	345,780	352,696	359,750	366,945	374,283
Technology Support Services	-	56,316	-	-	-	-	-	-	-	-	-
<b>Total Expenditures:</b>	<b>29,331,231</b>	<b>31,022,364</b>	<b>31,693,970</b>	<b>40,351,542</b>	<b>58,522,291</b>	<b>44,116,801</b>	<b>\$ 44,999,137</b>	<b>\$ 45,899,120</b>	<b>\$ 46,817,102</b>	<b>\$ 47,753,444</b>	<b>\$ 48,708,513</b>
Excess (Deficiency) of Revenues											
Over/(Under) Expenditures	(1,281,363)	(1,143,350)	(869,733)	(901,779)	(1,293,799)	(950,787)	(969,803)	(989,199)	(1,008,983)	(1,029,162)	(1,049,746)
<b>Other Financing Sources</b>											
Transfers In	1,281,363	1,143,350	869,733	901,779	1,293,799	950,787	969,803	989,199	1,008,983	1,029,162	1,049,746
<b>Total Other Financing Sources (Uses):</b>	<b>1,281,363</b>	<b>1,143,350</b>	<b>869,733</b>	<b>901,779</b>	<b>1,293,799</b>	<b>950,787</b>	<b>969,803</b>	<b>989,199</b>	<b>1,008,983</b>	<b>1,029,162</b>	<b>1,049,746</b>
<b>Net Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance-Beginning</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance-Ending</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

(1) Historical data compiled from ledgers for divisions merged: Teaching & Learning Center; Educator Certification & Advancement

(2) There is an overlap in grant years and the Head Start Fund includes a total of both grant awards. The 12 month calendar year Head Start grant is approximately \$38 million.



The following table shows the fiscal year 2025 Special Revenue Funds presented by object:

Harris County Department of Education

Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - Special Revenue Funds - By Object

For the Fiscal Year ended August 31, 2021 through August 31, 2030

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Revenues</b>											
Local Sources	\$ 5,459,086	\$ 6,196,485	\$ 6,846,462	\$ 6,655,432	\$ 8,817,110	\$ 8,479,061	\$ 8,648,642	\$ 8,821,615	\$ 8,998,047	\$ 9,178,008	\$ 9,361,568
Federal Sources	22,590,782	23,682,529	23,977,775	32,794,331	48,411,382	34,686,953	35,380,692	36,088,306	36,810,072	37,546,273	38,297,199
<b>Total Revenues</b>	<b>28,049,868</b>	<b>29,879,014</b>	<b>30,824,237</b>	<b>39,449,763</b>	<b>57,228,492</b>	<b>\$ 43,166,014</b>	<b>\$ 44,029,334</b>	<b>\$ 44,909,921</b>	<b>\$ 45,808,119</b>	<b>\$ 46,724,282</b>	<b>\$ 47,658,767</b>
<b>Expenditures</b>											
<b>Expenditures by Object</b>											
6100 - Payroll Costs	17,013,021	16,347,676	17,759,777	19,991,588	26,838,639	26,134,986	26,657,686	27,190,839	27,734,656	28,289,349	28,855,136
6200 - Contracted Services	5,556,412	7,477,986	6,474,582	6,981,688	12,717,013	7,499,798	7,649,794	7,802,790	7,958,846	8,118,023	8,280,383
6300 - Supplies and Materials	1,690,189	1,592,383	1,648,662	2,209,919	6,524,746	2,914,443	2,972,732	3,032,186	3,092,830	3,154,687	3,217,781
6400 - Misc. Operating Costs	5,052,877	5,263,051	5,119,913	4,707,145	6,585,827	7,269,626	7,415,019	7,563,319	7,714,585	7,868,877	8,026,255
6600 - Capital Outlay	18,731	341,268	655,996	6,461,202	5,856,066	297,948	303,907	309,985	316,185	322,508	328,959
<b>Total Expenditures:</b>	<b>29,331,231</b>	<b>31,022,364</b>	<b>31,658,930</b>	<b>40,351,542</b>	<b>58,522,291</b>	<b>\$ 44,116,801</b>	<b>\$ 44,999,137</b>	<b>\$ 45,899,120</b>	<b>\$ 46,817,102</b>	<b>\$ 47,753,444</b>	<b>\$ 48,708,513</b>
Excess (Deficiency) of Revenues											
Over/(Under) Expenditures	(1,281,363)	(1,143,350)	(834,693)	(901,779)	(1,293,799)	(950,787)	(969,803)	(989,199)	(1,008,983)	(1,029,162)	(1,049,746)
<b>Other Financing Sources</b>											
Transfers In	1,281,363	1,143,350	834,693	901,779	1,293,799	950,787	969,803	989,199	1,008,983	1,029,162	1,049,746
<b>Total Other Financing Sources (Uses):</b>	<b>1,281,363</b>	<b>1,143,350</b>	<b>834,693</b>	<b>901,779</b>	<b>1,293,799</b>	<b>950,787</b>	<b>969,803</b>	<b>989,199</b>	<b>1,008,983</b>	<b>1,029,162</b>	<b>1,049,746</b>
<b>Net Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance-Beginning</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance-Ending</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The following table shows the relationship between the primary grant programs and HCDE Divisions supported by those programs:

Harris County Department of Education

Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - Special Revenue Funds

For the Fiscal Year ending August 31, 2025

	Head Start & Early Head Start			CASE				Adult Education		Schools & Other Divisions	
	Federal Head Start	Federal Head Start Training Funds	Local Head Start	Federal Partnership After School	Local Houston Endowment	City Houston / County Connection	Federal 21st Century Cycle XI	Federal ABE Regular	Local Adult Education	ABS & Highpoint	Other Grants
<b>Revenues</b>											
Local Sources	\$ -	\$ -	\$ 5,692,869	\$ -	\$ 126,284	\$ 2,220,000	\$ -	\$ -	\$ 229,808		\$ 310,100
State Sources	-	-	-	-	-	-	-	-	-	-	-
Federal Sources	22,743,470	210,997	-	3,254,173	-	-	4,101,600	4,561,000	-	339,000	-
<b>Total Revenues</b>	<b>22,743,470</b>	<b>210,997</b>	<b>5,692,869</b>	<b>3,254,173</b>	<b>126,284</b>	<b>2,220,000</b>	<b>4,101,600</b>	<b>4,561,000</b>	<b>229,808</b>	<b>339,000</b>	<b>310,100</b>
<b>Expenditures</b>											
Adult Education Program	-	-	-	-	-	-	-	4,561,000	229,808	-	-
Center for Educator Success*	-	-	-	-	-	-	-	-	-	-	100,000
Cooperative for After School Enrichment (CASE)	-	-	-	3,804,960	126,284	2,220,000	4,101,600	-	-	-	-
Chief of Staff	-	-	-	-	-	-	-	-	-	-	210,100
Head Start (Early Head Start)	23,143,470	210,997	5,692,869	-	-	-	-	-	-	-	-
Special Schools (ABS/Fortis/Highpoint)	-	-	-	-	-	-	-	-	-	339,000	-
<b>Total Expenditures:</b>	<b>23,143,470</b>	<b>210,997</b>	<b>5,692,869</b>	<b>3,804,960</b>	<b>126,284</b>	<b>2,220,000</b>	<b>4,101,600</b>	<b>4,561,000</b>	<b>229,808</b>	<b>339,000</b>	<b>310,100</b>
Excess (Deficiency) of Revenues											
Over/(Under) Expenditures	(400,000)	-	-	(550,787)	-	-	-	-	-	-	-
<b>Other Financing Sources</b>											
Transfers In	400,000	-	-	550,787	-	-	-	-	-	-	-
<b>Total Other Financing Sources (Uses):</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>550,787</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Change in Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance-Beginning</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance-Ending</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* Formerly known as Educator Certification & Advancement.



## **FINANCIAL SECTION: Debt Service Funds**

Harris County Department of Education

The Debt Service Fund is a governmental fund type, with budgetary control, that must be used to account for general long-term debt principal and interest for debt issues and other long-term debts for which a tax has been dedicated. A separate bank account must be kept for this fund. Principal and interest payments for operating indebtedness, including warrants, notes, and short-term lease-purchase agreements, are to be made from the fund for which the debt was incurred. This fund utilizes the modified accrual basis of accounting.

### **TAX AUTHORITY**

HCDE accounts for bond payments in the Debt Service Fund, however, all debt is supported and paid by the Maintenance and Operations Tax. The Department does not have authority to tax a Debt Service Tax Rate.

### **DEBT MANAGEMENT POLICIES**

Harris County Department of Education has managed its debt by maintaining a conservative approach to financing and refunding of debt instruments. All previous bonds have been financed and savings in interest have been realized. The Department via policy has maintained a debt service fund balance equal to 0% of the average principal and interest because there is no long term debt payable by the interest and sinking tax rate. All current debt is paid from the maintenance and operations taxes and annual revenue contracts.

#### Type of Debt

- Public Facility Corporation Bonds (PFC): Contractual obligations are issued to finance the capital requirements of the department. Contractual obligations are issued at parity with general obligation bonds but carry a secondary revenue stream pledge. This debt can be issued without a vote of the citizens.

#### Method of Sale

The Department uses a combination of competitive bidding process and a negotiation process in the sale of bonds. The notice of sale is carefully constructed to ensure the best possible value for the Department considering the existing market conditions and other prevailing factors.

Parameters to be examined include:

- Limits between lowest and highest coupons
- Coupon requirements relative to the yield curve
- Method of underwriter compensation, discount or premium coupons
- Use of bond insurance
- Deep discount bonds
- Variable rate bonds
- Call provisions

Currently, the Department has approximately \$58 million in debt of which \$28,465,000 is mid-term debt in the form of Public Facilities Corporation Series 2016 and 2020 (PFC) and \$28,960,000 in Maintenance Notes 2020 and 2024 as of August 31<sup>st</sup>, 2024. Payments for this

debt are made via fee for services and available maintenance and operations taxes in the general fund.

#### Federal Requirements

The Department complies with arbitrage rebate and other federal requirements.

#### Bond Ratings

Bond ratings directly affect the cost of debt. The Department's fiscal policies call for the maintenance of high bond ratings to minimize the cost of debt. HCDE's bonds currently have the following rating:

	<u>Moody's</u>
PFC Maintenance Tax Notes	Aaa

Aaa bond rating has been applied to Moody Rating Service on the 2024 Bonds; received on March 1<sup>st</sup>, 2024.

#### **LEGAL DEBT MARGIN**

Debt margin, sometimes referred to as borrowing power, is the difference between the amount of debt limit calculated as prescribed by law and the net amount of outstanding indebtedness subject to limitation. The computation of the District's legal debt margin, as established by State Statutes, as of August 31, 2013, and for HCDE is as follows:

Assessed Valuation of 2024 Tax Roll (1) (\$000)	\$665,517,333
Debt Limit - 10 Percent of Assessed Valuation (2)	66,551,733
Less:	
General Obligation Bonds Outstanding at Aug. 31, 2024	\$57,425,000
Amount Available in Debt Service Fund Bal. at Aug. 31, 2024	<u>782,277</u>
Applicable Debt	<u>\$56,642,723</u>
Legal Debt Margin at Aug. 31, 2024	<u><u>\$9,909,010</u></u>

#### Notes:

(1) Total uncertified taxable value received from Harris County Appraisal District on September 5<sup>th</sup>, 2024.

(2) This percentage is in accordance with the recommendation of the Texas Education Agency as stated in FASRG version 14.0.

\*Harris County Department of Education does not have a tax rate for debt service. A transfer is made from the maintenance & operations tax reserve to fund the required debt service payment.

#### **LONG TERM DEBT PAYMENT REQUIREMENTS**

On August 2016 and November 2020, Harris County Department of Education Public Facility Corporation issued **Lease Revenue Bonds** (Series 2016 and 2020). Debt Service requirements of general obligation bonds are payable solely from future revenues consisting of school contracts. Effective interest rates range from 3.75% to 5.75%.

**Public Facilities Corporation  
Annual Debt Service Requirements**

<b>Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Annual D/S</b>
8/31/2025	1,480,000.00	987,160.50	2,467,160.50
8/31/2026	1,525,000.00	936,603.50	2,461,603.50
8/31/2027	880,000.00	888,762.50	1,768,762.50
8/31/2028	930,000.00	843,512.50	1,773,512.50
8/31/2029	930,000.00	797,012.50	1,727,012.50
8/31/2030	970,000.00	749,512.50	1,719,512.50
8/31/2031	1,005,000.00	705,162.50	1,710,162.50
8/31/2032	1,040,000.00	664,262.50	1,704,262.50
8/31/2033	1,080,000.00	621,862.50	1,701,862.50
8/31/2034	1,125,000.00	577,762.50	1,702,762.50
8/31/2035	1,160,000.00	543,662.50	1,703,662.50
8/31/2036	1,190,000.00	520,162.50	1,710,162.50
8/31/2037	1,240,000.00	489,662.50	1,729,662.50
8/31/2038	1,265,000.00	452,087.50	1,717,087.50
8/31/2039	1,310,000.00	413,462.50	1,723,462.50
8/31/2040	1,345,000.00	378,681.25	1,723,681.25
8/31/2041	2,060,000.00	340,375.00	2,400,375.00
8/31/2042	2,115,000.00	274,900.00	2,389,900.00
8/31/2043	1,860,000.00	195,400.00	2,055,400.00
8/31/2044	1,940,000.00	119,400.00	2,059,400.00
8/31/2045	2,015,000.00	40,300.00	2,055,300.00
<b>Total</b>	<b>\$ 28,465,000.00</b>	<b>\$ 11,539,707.75</b>	<b>\$ 40,004,707.75</b>

During 2020, Harris County Department of Education issued **Maintenance Bonds** for \$13,865,000 to finance the 2021 Capital Improvement Plan, which included a renovation plan of the Conference Center and Main offices on Irvington.

As material and construction costs increased from 2021-2024, priority was also elevated for the unmet restoration needs of other aging facilities. To meet this challenge, the Department secured an additional maintenance note for \$16,536,670 on March 19<sup>th</sup> 2024.

Below are the payment requirements for the 2020 and 2024 Maintenance Tax Notes.



## Maintenance Tax Notes, Series 2020 & 2024

Date	Principal	Interest	Total Annual D/S
8/31/2025	-	1,224,200.00	1,224,200.00
8/31/2026	-	1,224,200.00	1,224,200.00
8/31/2027	1,195,000.00	1,194,325.00	2,389,325.00
8/31/2028	1,280,000.00	1,132,450.00	2,412,450.00
8/31/2029	1,390,000.00	1,065,700.00	2,455,700.00
8/31/2030	1,470,000.00	994,200.00	2,464,200.00
8/31/2031	1,550,000.00	923,350.00	2,473,350.00
8/31/2032	1,625,000.00	853,500.00	2,478,500.00
8/31/2033	1,700,000.00	780,350.00	2,480,350.00
8/31/2034	1,770,000.00	709,250.00	2,479,250.00
8/31/2035	1,840,000.00	640,400.00	2,480,400.00
8/31/2036	1,910,000.00	568,650.00	2,478,650.00
8/31/2037	1,910,000.00	495,050.00	2,405,050.00
8/31/2038	1,985,000.00	419,525.00	2,404,525.00
8/31/2039	2,065,000.00	340,825.00	2,405,825.00
8/31/2040	2,145,000.00	258,775.00	2,403,775.00
8/31/2041	1,190,000.00	187,150.00	1,377,150.00
8/31/2042	1,250,000.00	132,400.00	1,382,400.00
8/31/2043	1,305,000.00	81,300.00	1,386,300.00
8/31/2044	1,380,000.00	27,600.00	1,407,600.00
Total	\$ 28,960,000.00	\$ 13,253,200.00	\$ 42,213,200.00

Consistent with prior capital project financings by the Department, these bonds were issued by the PFC and secured by lease payments from the Department. The lease payments from the Department securing the bonds will be paid for over a period of 20 years, after which such lease payments will cease, and ownership of the project will transfer from the PFC and fully vest in the Department.

**Harris County Department of Education**  
**Ratio of Annual Debt Service Expenditure by Type**  
**To Governmental Funds Expenditures**  
**Last Ten Fiscal Years**

<b>Year Ended August 31</b>	<b>Principal and Interest</b>			<b>Governmental Funds Expenditures</b>	<b>Ratio of Bonded Debt &amp; Expenditures to Governmental Expenditures</b>
	<b>Bonds &amp; Notes Payable Expenditures</b>	<b>Capital Acquisition Program</b>	<b>Total Debt Expenditures</b>		
2024	\$ 3,691,361	-	\$ 3,691,361	\$ 145,493,023	2.54%
2023	3,646,340	-	3,646,340	118,564,980	3.08%
2022	4,790,544	-	4,790,544	106,205,501	4.51%
2021	4,000,255	-	4,000,255	89,444,277	4.47%
2020	2,917,610	-	2,917,610	90,213,971	3.23%
2019	3,149,496	-	3,149,496	82,995,395	3.79%
2018	3,144,592	-	3,144,592	79,368,338	3.96%
2017	3,133,732	-	3,133,732	76,879,551	4.08%
2016	2,408,200	-	2,408,200	72,783,901	3.31%
2015	2,438,478		2,438,478	78,145,010	3.12%

Note: 2024 Expenditures are estimated until audited figures are available.



Harris County Department of Education  
 Combined Statement of Revenues and Expenditures - Debt Service Funds  
 For the Fiscal Years Ending August 31, 2021 through August 31, 2030

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Revenues</b>										
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Expenditures by Function</b>										
Debt Service-PFC	\$ 3,548,827	\$ 3,830,315	\$ 3,137,541	\$ 3,349,975	\$ 3,691,361	\$ 3,685,804	\$ 4,158,088	\$ 4,185,963	\$ 4,182,713	\$ 4,182,713
Debt Service-QZAB	451,429	960,229	591,363	-	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ 4,000,255	\$ 4,790,544	\$ 3,728,904	\$ 3,349,975	\$ 3,691,361	\$ 3,685,804	\$ 4,158,088	\$ 4,185,963	\$ 4,182,713	\$ 4,182,713
<b>Excess/(Deficiency) of Revenues Over/(Under) Expenditures</b>	(4,000,255)	(4,790,544)	(3,728,904)	(3,349,975)	(3,691,361)	(3,685,804)	(4,158,088)	(4,185,963)	(4,182,713)	(4,182,713)
<b>Other Financing Sources (Uses)</b>										
Transfers from General Fund	6,500,255	2,857,214	2,959,100	3,349,975	3,718,469	3,685,048	4,158,088	4,185,963	4,182,713	4,182,713
Transfers from Capital Projects	-	801,286	157,017	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	6,500,255	3,658,500	3,116,117	3,349,975	3,718,469	3,685,048	4,158,088	4,185,963	4,182,713	4,182,713
<b>Projected Fund Balance Beg.</b>	-	2,500,000	1,367,956	755,169	755,169	782,277	781,521	781,521	781,521	781,521
<b>Projected Fund Balance End.</b>	\$ 2,500,000	\$ 1,367,956	\$ 755,169	\$ 755,169	\$ 782,277	\$ 781,521	\$ 781,521	\$ 781,521	\$ 781,521	\$ 781,521

- (1) HCDE does not have a tax rate for debt service. A transfer is made from the Maintenance & Operations (General Fund) tax reserve to fund the required debt service payment.
- (2) Forecasted values do not include estimated payments for bonds not yet sold.
- (3) Impact of future budgets beyond this graph proportionally retain the same budget impacts as the forecasted years.



## FINANCIAL SECTION: Capital Projects Funds

Harris County Department of Education

The capital projects fund is a governmental fund type, with budgetary control, that must be used to account, on a project basis, for projects financed by the proceeds from the bond issues, or for capital projects otherwise mandated to be accounted for in this fund. The capital projects fund utilizes the modified accrual basis of accounting.

### FUNDING SOURCES OF CAPITAL PROJECTS

The Harris County Department of Education Public Facility Corporation ("PFC") meets the criteria set out by GASB 39 and has been included as a blended component in the financial statements of the Department. The PFC, a legally separate entity, is, in substance, part of the Department's operations and its purpose is to finance the Department's construction and building acquisition needs. Therefore, the PFC is reported as a capital project fund.

**Capital Expenditures** are funds committed for improving facilities or for the construction of new facilities. Capital expenditures also include costs of maintenance and operations on facilities and are financed through various funds depending on available funding. Among the funds include the following:

- PFC Fund – capital projects for the construction of large facilities require to be funded through the emission of bonds. This fund is used to the administration of the bond proceeds and the debt service.
- Local Construction Fund – capital expenditures are funded on a pay as you go basis and funded from excess general funds. These projects and capital expenditures are appropriated annually.
- Facilities Fund – capital expenditures are funded on a pay as you go basis and funded from facilities charges allocated to all divisions. These projects and capital expenditures are appropriated annually.

**PFC – Public Facilities Corporation** In January 2006, the Harris County Department of Education Public Facility Corporation issued \$22.6 million in lease revenue bonds (Series 2006A, 2006B, 2006C) to fund the purchase and renovation of a facility for administrative offices, meeting rooms, a warehouse, records storage, and printing; and the construction of new Academic and Behavior Center and Highpoint schools. Debt Service requirements of lease bonds are payable solely from future revenues consisting of school contracts. These bonds are issued as 3 through 17 year lease revenue bonds with various amounts of principal maturing each year.

**Capital Expenditures in the PFC Fund** Capital expenditures for HCDE have been included in the PFC fund for prior years. During fiscal year 2016-2017, PFC issued bonds for \$7,000,000 and received transfers from general fund for \$5,000,000 during that same year for the construction of the new AB West School Campus.

### Capital Expenditures - Pay as you go Plan

The (HCDE) Department has a pay as you go plan which is reviewed each year. The Facilities Division develops an annual review of facilities needs and includes in their SWOT analysis potential projects to be developed with current year revenues. In addition, the department

prepares development plans to determine feasibility and cost impact to the general fund maintenance as well as revenue impact.

The (HCDE) department funding source for pay as you go projects is excess revenue for the year and fund balance assigned for future projects.

### **Capital Expenditures – Impact to General Fund**

In the past, the PFC has funded various projects through the PFC Fund using Maintenance Tax Notes supported by maintenance and operations taxes of the General Fund, including the bonds issued in FY17. Replacements schedules for Facility and Technology items are reviewed every fiscal year and necessary items are added to the budget. Ongoing maintenance or periodic updates are reviewed on a yearly basis and budgeted as needed.

The Department issued Harris County Department of Education Public Facilities Corporation Lease Revenue Bonds, Series 2016 in the amount of \$7 million during August 2016 and funds were collected during November 2016. A Board Feasibility Subcommittee was created, and the evaluation of the construction has been under the supervision of the subcommittee. During fiscal year 2017-2018 the construction had some delays related to Property Owners Association for the new location (AB West School); HCDE PFC obtained the permission from the Property Owners Association to build the School without the current restrictions. Construction was finished during fiscal year 2019-2020.

Consistent with prior capital project financings by the Department, HCDE PFC issued the 2016 Series bonds and secured by lease payments from the Department. The lease payments from the Department securing the bonds will be paid for over a period of 10 years, after which such lease payments will cease, and ownership of the School will transfer from the PFC and fully vest in the Department.

During fiscal year 2022-2023, the Department placed into service 3 large-scale projects from Capital Improvement Plan Phase One. Due to increased materials costs, adjustments were made to balance the need to complete the project on time while also conserving available funds. The original project cost for the Improvement Plan was \$53,869,002, of which \$6,425,000 came from the general fund balance, and \$47M financed through the sale of bonds issued through the HCDE PFC and maintenance note financing the renovation. At the close of fiscal year 2022-2023, the total budget for the Capital Improvement plan had increased by over 8 million to 61,928,802:

1. A new AB East Campus – This is a 43,605 square foot facility to meet special education students. AB East continues to attract additional students, and it is projected that the facility will be at capacity. The final budget was ultimately reduced by \$4 million to \$13,787,573 and the building placed into service September 2023.
2. A new High Point East Campus for Middle School. This school needed additional space to meet the needs of students sent by the district for an alternative campus. This is a 21,212 square foot facility, and the final budget had increased by \$1 million to \$8,925,969 and the building placed into service September 2023.
3. A new Adult Ed Center to replace the former facility on Irvington Blvd. This is a new 40,500 square foot building that will be used to offer adult education classes and workforce development programs. The final budget had increased by \$3.1 million to \$19,939,990 and the building placed into service September 2023.

The last major project of the original Improvement Plan is the Irvington building Renovation. Our changing project economy required construction delay until October of 2023. Once the project

fully initiated, renovation required the orchestration of several teams to move divisions floor-by-floor, away from the construction zone and then returning them to their newly redesigned and refurnished office spaces. The project remained remarkably on-schedule, with the final floor due for completion in the Spring of 2025.

In the chart below, the effect of Capital Expenditures in all Governmental Funds is presented:

**Harris County Department of Education**  
**Consolidated Summary of Capital Expenditures - All Funds**  
**For The Fiscal Year Ended August 31, 2025**

	Governmental Funds				
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Total
<b>Estimated Revenues</b>					
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Sources	-	-	-	-	-
<b>Total Revenues:</b>	-	-	-	-	-
<b>Expenditures</b>					
Replacement Assets & Buses	-	-	-	5,000,000	5,000,000
Fortis Roof Replacement	-	-	-	650,000	650,000
Barret Station- Head Start				470,000	470,000
Coolwood-Head Start	-	-	-	638,768	638,768
Ivington Building Renovations	-	-	-	13,882,386	13,882,386
Maintenance Projects, Several Locations	-	-	-	2,200,436	2,200,436
Transfers Out				100,000	\$ 100,000
<b>Total Expenditures:</b>	-	-	-	<b>22,941,590</b>	<b>22,941,590</b>
<b>Projected Balance Beginning</b>	\$ -	\$ -	\$ -	\$ 24,745,941	\$ 24,745,941
<b>Projected Balance Ending</b>	\$ -	\$ -	\$ -	\$ 1,804,351	\$ 1,804,351

The above projects are planned as partially funded from fund balance appropriations, and the issuance of bonds and maintenance notes.

The following chart presents the Capital Project Fund statement by Object:

# Harris County Department of Education

Combined Statement of Revenues and Expenditures-Public Facilities Corporation - by Object  
For the Fiscal Years ended August 31, 2021 through August 31, 2028

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2026-2028 Forecast
<b>Revenues</b>								
Local Sources	\$ 53,468,120	\$ 2,981,186	\$ 4,358,481	\$ 19,447,850	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>53,468,120</b>	<b>2,981,186</b>	<b>4,358,481</b>	<b>19,447,850</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Function</b>								
6100 - Payroll Costs	229,886	290,431	256,345	254,290	70,000	-	-	-
6200 - Contracted Services	1,833,168	1,762,050	1,668,133	579,160	40,000	-	-	-
6300 - Supplies and Materials	148,410	183,995	88,471	190,670	-	-	-	-
6400 - Misc. Operating Costs	96,474	95,174	1,200	5,780	-	-	-	-
6500 - Debt Service Costs	650,328	-	-	-	-	-	-	-
6600 - Capital Outlay	1,524,348	16,893,846	20,736,401	9,825,000	22,731,590	1,804,351	-	-
8900 - Transfers Out	174,000	801,286	157,017	3,480	100,000	-	-	-
<b>Total Expenditures</b>	<b>4,656,614</b>	<b>20,026,783</b>	<b>22,907,568</b>	<b>10,858,380</b>	<b>22,941,590</b>	<b>1,804,351</b>	<b>-</b>	<b>-</b>
<b>Excess/(Deficiency) of Revenues Over/(Under) Expenditures</b>	<b>48,811,506</b>	<b>(17,045,597)</b>	<b>(18,549,088)</b>	<b>8,589,470</b>	<b>(22,941,590)</b>	<b>(1,804,351)</b>	<b>-</b>	<b>-</b>
Net Change to Fund Balance	48,811,506	(17,045,597)	(18,549,088)	8,589,470	(22,941,590)	(1,804,351)	-	-
<b>Projected Fund Balance-Beginning</b>	<b>2,939,650</b>	<b>51,751,156</b>	<b>34,705,559</b>	<b>16,156,471</b>	<b>24,745,941</b>	<b>1,804,351</b>	<b>-</b>	<b>-</b>
<b>Projected Fund Balance-Ending</b>	<b>\$ 51,751,156</b>	<b>\$ 34,705,559</b>	<b>\$ 16,156,471</b>	<b>\$ 24,745,941</b>	<b>\$ 1,804,351</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ -</b>

- (1) HCDE does not have a tax rate for debt service. A transfer is made from the Maintenance & Operations (General Fund) tax reserve to fund the required debt service payment.
- (2) Remaining funds in the PFC are in reserve for the repayment of PFC outstanding bonds.





## FINANCIAL SECTION: Internal Service Funds

Harris County Department of Education

The Department's Proprietary Fund consists of the Internal Service Fund. The Internal Service Fund consists of two funds: The Worker's Compensation Fund and Facilities Support Services.

For the Worker's Compensation Fund (753), the Department participated in a partially self-funded pool, originally approved by the Board in fiscal year 2005. Claims administration, loss control, and consultant services were provided for by a third-party administrator for run-off claims from a self-insurance plan. Beginning in fiscal year 2016-2017 the Department moved to a fully funded program. HCDE established an internal service fund, (Workers' Compensation Fund), to account for the claims. Claims administration, loss control, and consultant services are provided for by a third-party administrator for run-off claims from a self-insurance plan.

### Harris County Department of Education

Combining Statement of Revenues, Expenses, and Changes in Fund Net Assets - Internal Service Fund

For the Fiscal Year ended August 31, 2021 through August 31, 2030

#### Workers Compensation Fund

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended	2024-2025 Adopted	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast
<b>Operating Revenues</b>										
Inter-Departmental Revenues	\$ 351,027	\$ 362,048	\$ 434,586	\$ 450,000	\$ 475,000	\$ 489,250	\$ 503,928	\$ 519,045	\$ 534,617	\$ 550,655
<b>Total Operating Revenues</b>	<b>\$ 351,027</b>	<b>\$ 362,048</b>	<b>\$ 434,586</b>	<b>\$ 450,000</b>	<b>\$ 475,000</b>	<b>\$ 489,250</b>	<b>\$ 503,928</b>	<b>\$ 519,045</b>	<b>\$ 534,617</b>	<b>\$ 550,655</b>
<b>Operating Expenses</b>										
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracted Services	-	-	-	-	-	-	-	-	-	-
Supplies and Materials	-	-	-	-	-	-	-	-	-	-
Miscellaneous Operating Cost	322,523	390,503	442,233	450,000	475,000	489,250	503,928	519,045	534,617	550,655
<b>Total Operating Expenses</b>	<b>\$ 322,523</b>	<b>\$ 390,503</b>	<b>\$ 442,233</b>	<b>\$ 450,000</b>	<b>\$ 475,000</b>	<b>\$ 489,250</b>	<b>\$ 503,928</b>	<b>\$ 519,045</b>	<b>\$ 534,617</b>	<b>\$ 550,655</b>
Change in Net Assets	28,504	(28,455)	(7,647)	-	-	-	-	-	-	-
<b>Beginning</b>	<b>1,358,477</b>	<b>1,386,981</b>	<b>1,358,526</b>	<b>1,350,878</b>	<b>1,350,878</b>	<b>1,350,878</b>	<b>1,350,878</b>	<b>1,350,878</b>	<b>1,350,878</b>	<b>1,350,878</b>
<b>Ending</b>	<b>\$1,386,981</b>	<b>\$1,358,526</b>	<b>\$1,350,878</b>	<b>\$1,350,878</b>	<b>\$1,350,878</b>	<b>\$1,350,878</b>	<b>\$1,350,878</b>	<b>\$1,350,878</b>	<b>\$1,350,878</b>	<b>\$1,350,878</b>

(1) The fund balance for the Worker's Compensation Fund is categorized as assigned in accordance with GASB 54.

The Internal Service Fund also includes the Facilities Support Charges (799). The charges consist of facilities support charges that are divided among the divisions based on square footage. The charges include the costs of maintaining the facilities, to include, but not limited to maintenance payroll, utilities, contracted services, and supplies associated with the upkeep of the buildings and grounds.



# Harris County Department of Education

Combining Statement of Revenues, Expenses, and Changes in Fund Net Assets - Internal Service Fund

For the Fiscal Year ended August 31, 2021 through August 31, 2030

## Facilities Support Services

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
	Actual	Actual	Actual	Amended	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Operating Revenues</b>										
Inter-Departmental Revenues	\$5,603,310	\$5,697,952	\$6,175,926	\$6,705,121	\$6,830,194	\$7,035,100	\$7,246,153	\$7,463,537	\$7,687,444	\$7,918,067
<b>Total Operating Revenues</b>	<b>\$5,603,310</b>	<b>\$5,697,952</b>	<b>\$6,175,926</b>	<b>\$6,705,121</b>	<b>\$6,830,194</b>	<b>\$7,035,100</b>	<b>\$7,246,153</b>	<b>\$7,463,537</b>	<b>\$7,687,444</b>	<b>\$7,918,067</b>
<b>Operating Expenses</b>										
Payroll	\$2,762,315	\$2,961,052	\$3,092,398	\$3,229,741	\$3,284,771	\$3,383,314	\$3,484,814	\$3,589,358	\$3,697,039	\$3,807,950
Contracted Services	1,870,777	1,582,300	1,730,680	1,867,252	2,040,773	2,101,996	2,165,056	2,230,008	2,296,908	2,365,815
Supplies and Materials	307,357	472,544	414,708	365,876	299,037	308,008	317,248	326,766	336,569	346,666
Miscellaneous Operating Costs	662,861	674,167	912,064	1,242,252	1,195,613	1,231,481	1,268,426	1,306,479	1,345,673	1,386,043
Capital Outlay	-	7,890	26,076	-	10,000	10,300	10,609	10,927	11,255	11,593
<b>Total Operating Expenses</b>	<b>\$5,603,310</b>	<b>\$5,697,952</b>	<b>\$6,175,926</b>	<b>\$6,705,121</b>	<b>\$6,830,194</b>	<b>\$7,035,100</b>	<b>\$7,246,153</b>	<b>\$7,463,537</b>	<b>\$7,687,444</b>	<b>\$7,918,067</b>
Change in Net Assets	-	-	-	-	-	-	-	-	-	-
Total Net Assets -Beginning	-	-	-	-	-	-	-	-	-	-
<b>Projected Fund Balance, Ending</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>





## FINANCIAL SECTION: Divisions

Harris County Department of Education

### Accountability Objectives

HCDE has thirty-three divisions with budgets separately managed, under seven executive leadership members, led by the Superintendent. The diversity of services each division fulfills or manages, requires an accountability matrix tailored to The Department's unique organizational structure. HCDE, through the Research and Evaluation Institute (REI), began implementing the Accountability Initiative in year 2002, with full implementation in 2005, measuring five constructs: service delivery, client satisfaction, compliance, outcome effectiveness, and financial efficiency. In 2015 and 2021, the Accountability Steering Committee recommended and passed that the "compliance" and "client satisfaction" constructs, respectively, be discontinued as HCDE has other controls in place to monitor these elements.

Accountability data provided in the current fiscal year are based on evaluations of the **most recently completed** fiscal year. Data presented here is based on the study conducted during fiscal year 2024 and references activity during fiscal year 2023.

Generally, divisions are classified as providing either external program services to school districts and the community at large, or internal support services to HCDE employees. Some support divisions, such as Business Services, Center for Grants Development, and the Research and Evaluation Institute, also have services for school districts and the educational community even though their central operational purpose is internal support.

For those divisions which did not participate, it is determined that these measurable objectives do not apply because those divisions are established for an administrative purpose only as opposed to type of service.

In this section, the divisions are presented in accordance with their central operational purpose:

#### Public Education Support Services

- a) School Based Therapy
- b) Academic and Behavior School East
- c) Academic and Behavior School West
- d) Fortis Academy
- e) Highpoint East School
- f) Center for Safe and Secure Schools (CSSS)
- g) Center for Educator Success
- h) Records Management Services
- i) Choice Partners

#### Grant-Funded Community Resources

- a) Cooperative for After School, Summer, and Expanded Learning (CASE)
- b) Adult Education
- c) Head Start

**Internal Support Services**

- a) Human Resources
- b) Business Support Services
  - a. Other Business Divisions (Dept. Wide/Retirement/TRS /TEA & ISF)
- c) Procurement Services
- d) Center for Grants Development
- e) Research & Evaluation
- f) Technology Support Services
- g) Communication & Public Information
- h) Marketing & Client Engagement
- i) Facility Support Services
- j) Construction

**HCDE Administration**

- a) Board of Trustees
- b) Superintendent's Office
- c) Assistant Superintendent for Education & Enrichment
- d) Assistant Superintendent for Academic Support
- e) Special Schools Administration
- f) Chief of Staff
- g) Chief Communications Officer

**Community Outreach Initiatives**

- a) Community Engagement
- b) Education Foundation of Harris County

**Division Financial History**

For HCDE's General Funds and Proprietary Funds (Facilities, Choice Partners, and Workers Compensation) financial information is presented in a standardized format. Each table includes the actual historical values from fiscal year 2018-2019, through fiscal year 2022-2023. For Fiscal year 2023-2024, the sixth column shows the amended budget as of August 31, 2024. The final column includes the adopted budget for fiscal year 2024-2025.

At the bottom of each chart, the respective ratios are included:

**Performance Ratio:**

The performance ratio is calculated by dividing total revenue from local, federal and state sources by the total expenditures. This ratio reflects the percentage of the expenditures that are financed by external resources, such as fees. The performance ratio applies to revenue generating divisions. For divisions that receive grants from the federal, state or local government, the performance ratio has been expressed at 100% since it is designed to be full grant funded.

**Sustainability ratio:**

The sustainability ratio is calculated by dividing the total tax revenue by the total expenditures. This represents the percentage of the expenditures that is financed by taxes. The sustainability ratio applies to divisions that provide administrative support.

Grant-funded divisions will also have supplemental tables provided, illustrating the annual use of grant expenditure for each of the funded programs.



## **Public Education Support Services**

Harris County Department of Education

Responding to the needs of locally elected school boards and education leaders, HCDE partners with Harris County school districts to maximize resources for students, teachers, and the community. HCDE's programs support educational opportunity throughout Harris County while generating significant local tax savings to school districts. Working in school districts, charter schools, non-profit organizations, and local governments, HCDE's approximately 1,075 employees provide direct student services, teacher training and support services in response to the needs and demands of the 25 school districts throughout Harris County and beyond.

Working in one of the fastest growing counties in America means school leaders in the region must make wise decisions about all kinds of issues including: school safety, curriculum advancements, therapy for children with disabilities, purchasing food and other school commodities, facility construction, and training to recruit and retain new teachers.

To further the collective goals of the educational community of Harris County, HCDE provides:

- Programs that improve teaching and learning
- Innovative resources that efficiently and effectively support our client school districts and partners
- Effective technological infrastructure and systems that support 21st century learning and ensure communication and service delivery
- Professional development programs that promote educational opportunities designed to attract and maintain qualified staff
- Consistent planning and evaluation that results in successful delivery of services



## School-Based Therapy Services

Harris County Department of Education

**School-Based Therapy Services** supports students who struggle with autism spectrum disorders, intellectual disabilities and other challenges through occupational therapy, physical therapy and music therapy.

Working on school campuses across greater Houston, Harris County Department of Education's highly qualified, efficient and caring team of therapy specialists work collaboratively as part of campus teams to meet the unique needs of each district or charter school. Therapists also tailor services to meet the unique educational challenges faced by students in an effort to help them achieve. This support comes through assessment, intervention, consultation, training and direct service in the classroom.

HCDE provides 55% of all occupational, physical and music therapy in Harris County school districts. By partnering with school districts, students with disabilities and their families, HCDE's therapists supported more than 7,000 students in 2022-2023 and they provide 100% of all therapy services to some of the largest districts in the area.

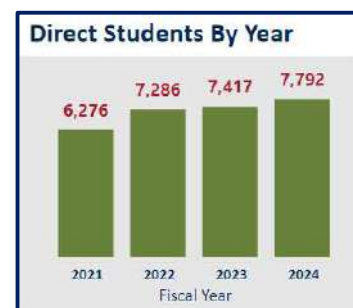


Division managers are physical and occupational therapists with an average of 30 years of experience in school-based practice who understand the complexities of special education law and the needs of students and districts. Managers provide oversight, mentoring and problem-solving with our staff to ensure compliance, quality and efficiency to best assist districts with their unique therapy needs.

HCDE's School-Based Therapy Services is nationally recognized for its leadership in delivering effective evidence-based services since 1978.

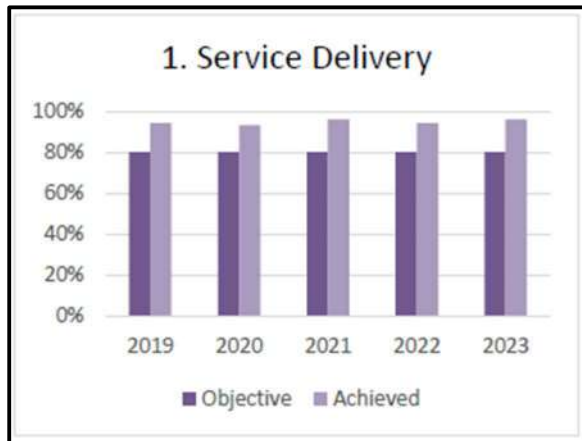
### ACCOUNTABILITY OBJECTIVES:

1. **Service Delivery:** The School-Based Therapy Services Division will deliver 80% of the days of service contracted with independent school districts and programs for children from pre-kindergarten to 22 years. The number of contracted days was calculated on August 15, 2022 to account for multiple additions and modifications requested throughout the contract year.
2. **Outcomes:** A minimum of 80% of therapy providers will adhere to best practices when delivering services to students.
3. **Financial Effectiveness:** The School-Based Therapy Services division will provide 80-85% self-support as measured by the actual revenue to expenses.

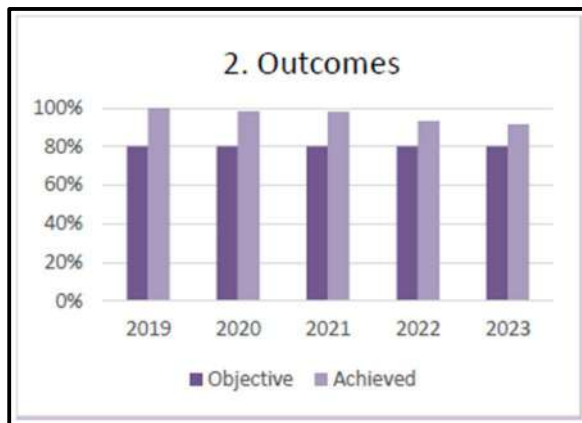




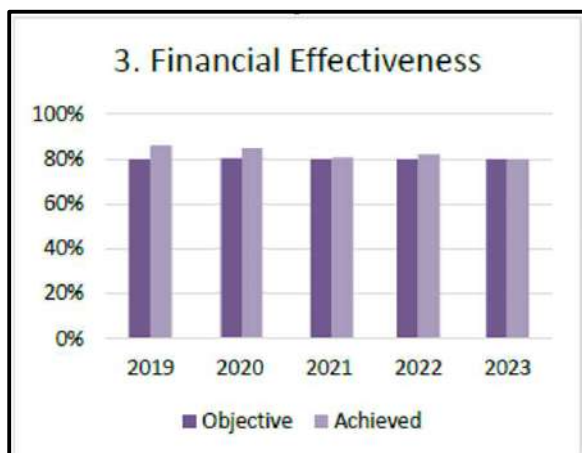
## HISTORY OF ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2018-2019	92%
2019-2020	91%
2020-2021	96%
2021-2022	92%
2022-2023	96%
Therapy Services has consistently achieved their Service Delivery objective.	



FISCAL YEAR	RESULT
2018-2019	100%
2019-2020	98%
2020-2021	98%
2021-2022	92%
2022-2023	91.5%
Therapy Services has consistently achieved their Outcomes objective, but with a lower margin in the last 2 years.	



FISCAL YEAR	RESULT
2018-2019	86%
2019-2020	85%
2020-2021	80%
2021-2022	82%
2022-2023	80%
Therapy Services has consistently achieved their Financial Objective, however the margin is very tight. Recruitment for highly trained and effective therapists requires competition with the medical sector and private practice.	

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**School Based-Therapy Services**

**REVENUES**

**REVENUES - Local, State, and Federal**

5720 - Local Rev-Schl Districts  
 5740 - Local Revenue-Other

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ 8,888,791	\$ 8,888,791	\$ 8,981,970	\$ 8,892,942	\$ 9,359,728	10,441,274	12,016,808	12,980,458
-	-	-	-	-	-	-	-
8,888,791	8,888,791	8,981,970	8,892,942	9,359,728	10,441,274	12,016,808	12,980,458
REVENUES - Tax Revenues							
5710 - Local Property Taxes	1,428,440	1,568,718	2,226,222	2,103,860	2,599,782	3,380,677	3,094,025
Total REVENUES:	10,317,231	10,550,688	11,119,164	11,463,588	13,041,057	15,397,485	16,074,483

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures  
 6200 - Contracted Services  
 6300 - Supplies & Materials  
 6400 - Other Operating Costs

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
10,025,196	10,025,196	10,268,908	10,909,212	11,169,081	12,717,488	14,982,374	15,705,811
25,103	25,103	23,492	25,144	20,480	19,204	46,500	55,900
102,893	102,893	77,708	42,519	103,700	106,053	129,500	72,900
104,142	104,142	113,506	77,706	98,255	122,211	168,200	170,547
10,257,334	10,257,334	10,483,614	11,054,581	11,391,515	12,964,956	15,326,574	16,005,158

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges

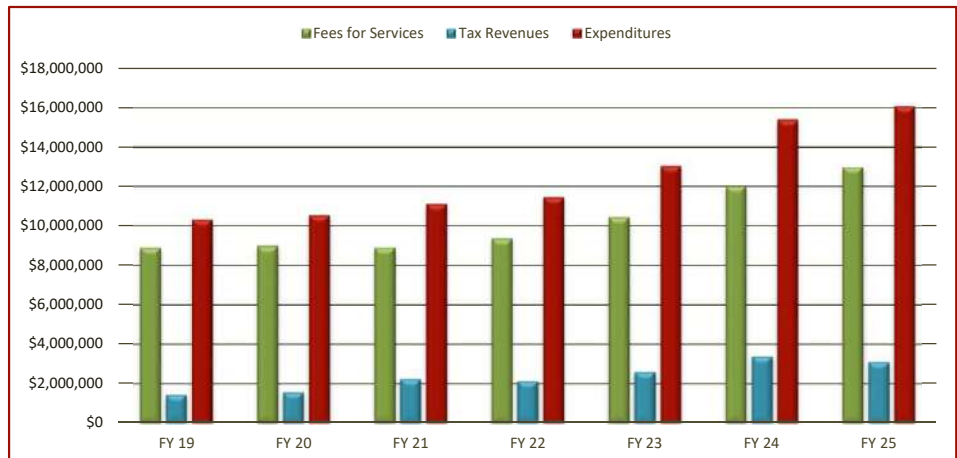
Total EXPENDITURES:

59,897	59,897	67,074	64,583	72,073	76,101	70,911	69,325
\$ 10,317,231	\$ 10,317,231	\$ 10,550,688	\$ 11,119,164	\$ 11,463,588	\$ 13,041,057	\$ 15,397,485	\$ 16,074,483

**Performance Ratio**

Total Local, Federal, and State Revenues / Total Expenditures

86%      85%      80%      82%      80%      78%      81%





## Academic Behavior Schools East

Harris County Department of Education

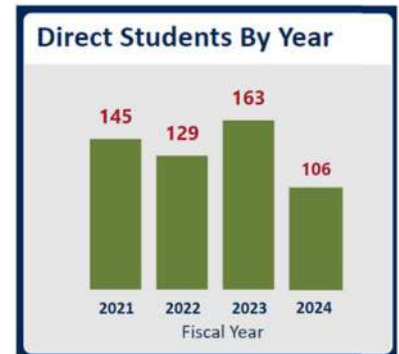
Opened its doors in 1982, Academic and Behavior Schools East, provides an enriching and supportive learning environment for students aged 5-22 with intellectual, developmental and behavioral disorders, autism spectrum disorder and other significant health impairments. Our state-aligned curriculum emphasizes academics, life skills and behavior management. With low student-to-teacher ratios, we give students the skills needed to live independently and contribute to society.

The classes are specifically designed to help special education students to function successfully. Staff members at the Academic and Behavior Schools use data-driven behavior management techniques emphasizing positive reinforcement. The philosophy of the ABS program revolves around the premise that significant learning and behavioral changes may be achieved by the following:

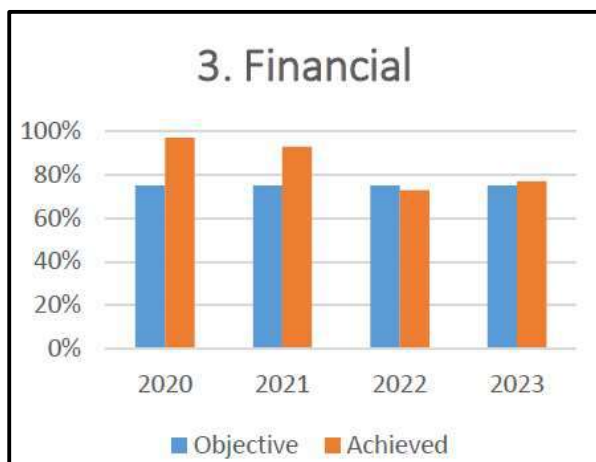
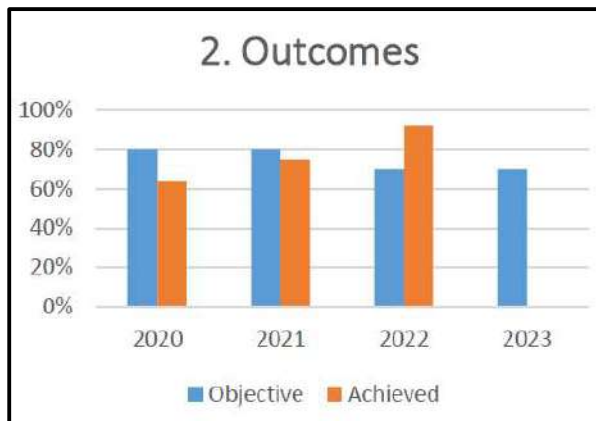
- Appropriate educational tasks;
- Reinforcement that is meaningful to the student; and
- Student knowledge of socially acceptable, responsible behaviors.

### ACCOUNTABILITY OBJECTIVES:

1. **Service Delivery:** Academic and Behavior Schools will conduct an ARD meeting within two weeks of enrollment for 100% of the students.
2. **Outcomes:** 70% of high school students enrolled at least 45 days will progress or master their IEP.
3. **Financial:** Academic and Behavior Schools' will be 75% to 80% self-supporting.



## HISTORY OF ACCOUNTABILITY RESULTS:



# HARRIS COUNTY DEPARTMENT OF EDUCATION

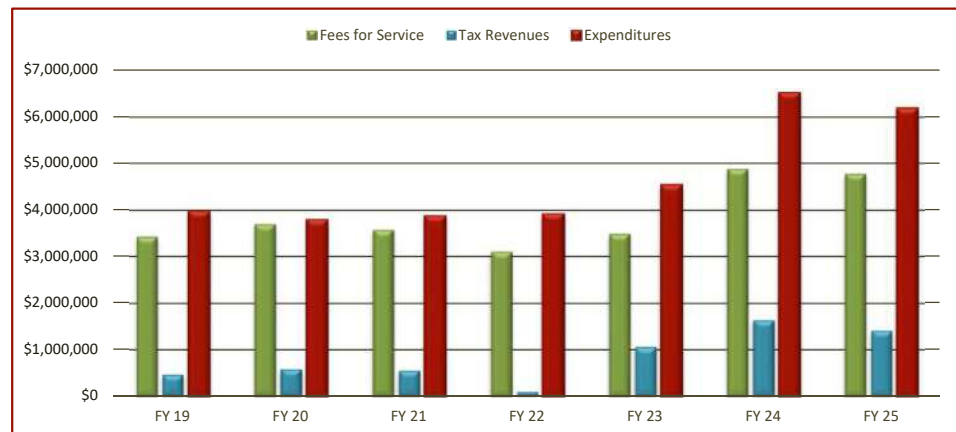
## Budget Trend Analysis for Fiscal Year 2024-2025

### Academic and Behavior School East

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State, and Federal</b>							
5720 - Local Rev-Schl Districts	\$ 3,428,875	\$ 3,703,769	\$ 3,578,535	\$ 3,109,371	3,489,613	4,888,488	4,779,563
5740 - Local Rev-Other	283	-	-	-	1,432	-	-
	3,429,158	3,703,769	3,578,535	3,109,371	3,491,045	4,888,488	4,779,563
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	459,609	575,753	541,751	88,442	1,052,912	1,634,575	1,406,205
Total REVENUES:	\$ 3,888,767	\$ 4,279,522	\$ 4,120,286	\$ 3,197,813	\$ 4,543,957	\$ 6,523,063	\$ 6,185,768

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	3,258,184	3,147,140	3,210,420	3,218,950	3,744,462	5,297,914	5,060,356
6200 - Contracted Services	151,058	177,929	178,861	182,475	180,158	234,610	138,720
6300 - Supplies & Materials	190,906	133,682	126,972	123,149	216,695	255,000	251,700
6400 - Other Operating Costs	48,260	22,934	36,690	53,738	49,516	41,100	31,118
	3,648,408	3,481,685	3,552,944	3,578,312	4,190,832	5,828,624	5,481,894
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	322,501	310,526	318,056	334,430	353,125	694,439	703,874
Total EXPENDITURES:	\$ 3,970,909	\$ 3,792,211	\$ 3,870,999	\$ 3,912,742	\$ 4,543,957	\$ 6,523,063	\$ 6,185,768

<b>Performance Ratio</b>	86%	98%	92%	79%	77%	75%	77%
Total Local, Federal, and State Revenues / Total Expenditures							





## Academic Behavior School West

Harris County Department of Education

Since 1998, Academic and Behavior Schools (ABS) West has provided an enriching and supportive learning environment for students aged 5-22 with intellectual, developmental, and behavioral disorders, autism spectrum disorder, and other significant health impairments. Harris County Department of Education's (HCDE) Academic and Behavior Schools provide an educational environment for students with severe behavioral, emotional, and developmental disabilities.

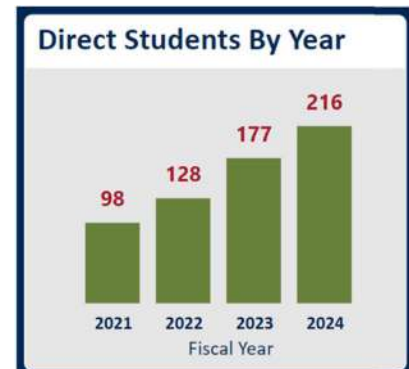
The classes are specifically designed to assist special education students to function successfully. Staff members at the Academic and Behavior Schools use data-driven behavior management techniques emphasizing positive reinforcement. The philosophy of the ABS program revolves around the premise that students may achieve significant learning and behavioral changes with the following:

- Appropriate educational tasks;
- Meaningful support and
- Knowledge of socially acceptable, responsible behaviors.



### ACCOUNTABILITY OBJECTIVES:

1. **Service Delivery:** Academic and Behavior Schools will conduct an ARD meeting within two weeks of enrollment for 100% of the students.
2. **Outcomes:** 70% of high school students enrolled at least 45 days will progress or master their IEP.
3. **Financial:** Academic and Behavior Schools' will be 75% to 80% self-supporting.

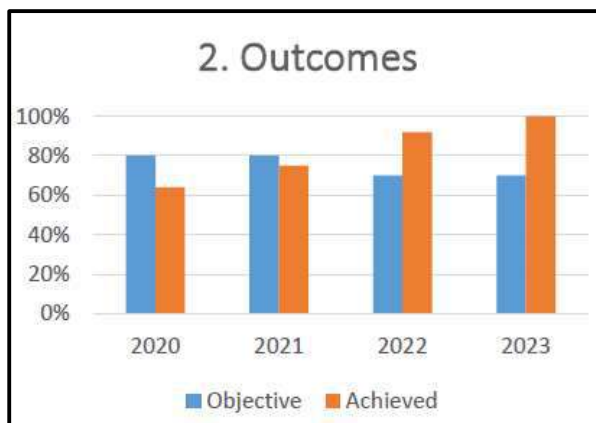




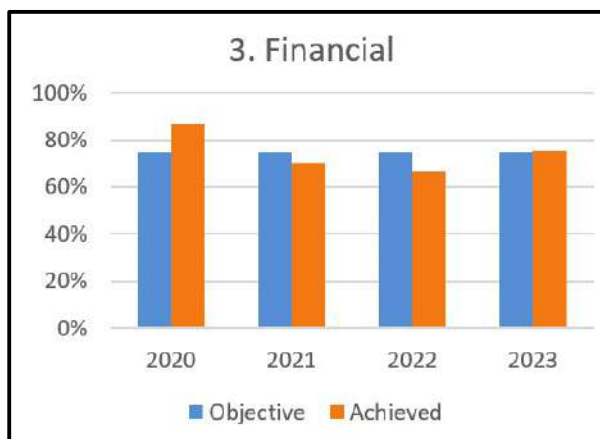
## HISTORY OF ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2019-2020	50%
2020-2021	95%
2021-2022	100%
2022-2023	100%
Recent years show significant recovery from the effects of COVID in FY2020. ABS West has met its Service Delivery Objective for 2 years. Expectation is to continue the trend in 2024.	



FISCAL YEAR	RESULT
2019-2020	65%
2020-2021	75%
2021-2022	90%
2022-2023	100%
Recent years show significant recovery from the effects of COVID in FY2020. ABS West has significantly exceeded its Outcomes Objective for 2 years. Expectation is to continue the trend in 2024.	



FISCAL YEAR	RESULT
2019-2020	87%
2020-2021	70%
2021-2022	67%
2022-2023	76%
Recent years shows the challenge with increased cost of maintaining high quality staff.	

# HARRIS COUNTY DEPARTMENT OF EDUCATION

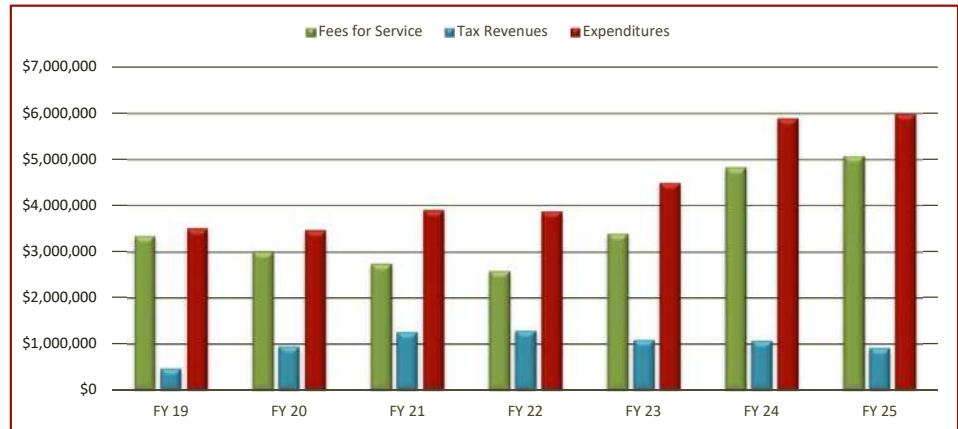
## Budget Trend Analysis for Fiscal Year 2024-2025

### Academic and Behavior School West

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State, and Federal</b>							
5720 - Local Rev-Schl Districts	\$ 3,350,553	\$ 3,012,997	\$ 2,745,260	\$ 2,594,606	3,400,448	4,830,979	5,086,800
5740 - Local Revenue-Other	-	-	-	-	1,568	-	-
	3,350,553	3,012,997	2,745,260	2,594,606	3,402,016	4,830,979	5,086,800
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	464,617	945,465	1,264,768	1,291,719	1,091,820	1,069,504	911,026
Total REVENUES:	\$ 3,815,170	\$ 3,958,462	\$ 4,010,027	\$ 3,886,325	\$ 4,493,835	\$ 5,900,483	\$ 5,997,826

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	3,029,887	3,051,786	3,271,414	3,195,370	3,647,616	4,954,340	5,032,793
6200 - Contracted Services	80,052	82,200	104,178	115,176	115,074	166,756	178,146
6300 - Supplies & Materials	186,618	130,186	106,265	122,644	230,287	300,794	302,520
6400 - Other Operating Costs	42,010	41,461	37,589	43,319	91,044	61,379	76,826
6600 - Capital Assets	-	-	5,683	-	-	-	-
	3,338,567	3,305,633	3,525,129	3,476,510	4,084,020	5,483,269	5,590,285
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	171,981	165,596	382,864	409,815	409,815	417,214	407,541
Total EXPENDITURES:	\$ 3,510,548	\$ 3,471,229	\$ 3,907,992	\$ 3,886,325	\$ 4,493,835	\$ 5,900,483	\$ 5,997,826

<b>Performance Ratio</b>	95%	87%	70%	67%	76%	82%	85%
Total Local, Federal, and State Revenues / Total Expenditures							





## Fortis Academy

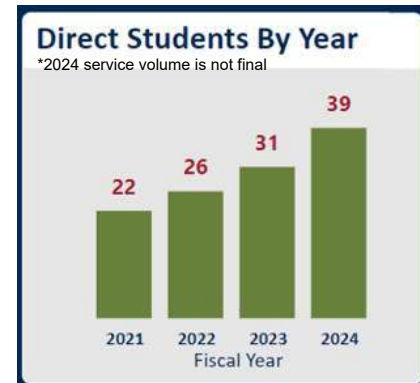
Harris County Department of Education

In FY 2018, the Department created a new Fortis Academy Program to serve students with substance abuse problems and in need of recovery assistance. According to the Association of Recovery Schools, there is a treatment gap. HCDE analyzed the need, the availability of providers and the potential need in the northern part of the county and found that the Department can provide another school of choice for students who need a different environment to continue with their academics. Having a different location to complete their high school requirements

(a) will allow the students to change their environment, reducing their daily challenges in dealing with their substance abuse; and (b) will allow students to continue to earn credits toward graduation at their home campus.

Fortis Academy is the first public recovery high school in the Houston area. The school seeks to change the paradigm from punishment to support, providing students with drug or alcohol addiction a high-quality education in a sober environment.

Fortis provides rigorous academics, accredited rehabilitation treatment, and individualized counseling and support. The school also offers unique programming, including a state-of-the-art Culinary Arts program with a commercial kitchen.

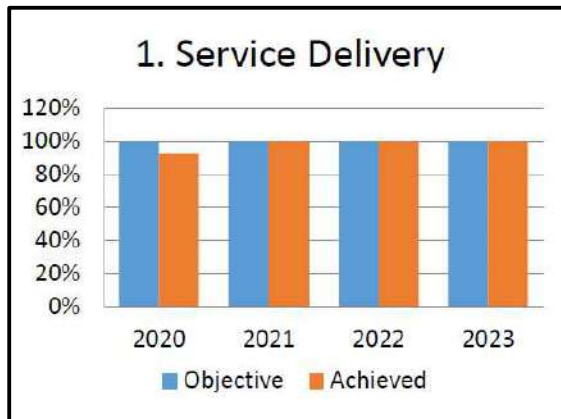


### ACCOUNTABILITY OBJECTIVES

1. **Service Delivery:** Fortis Academy will provide a comprehensive educational (academics, attendance, and behavior) and therapeutic assessment for 100% of students.
2. **Outcomes Objective:** 50% of students who enrolled a minimum of 45 days will achieve 2 out of 3 target goals as specified in their comprehensive assessment plan.
3. **Financial Objective** Fortis Academy will be 30% self-sustaining.

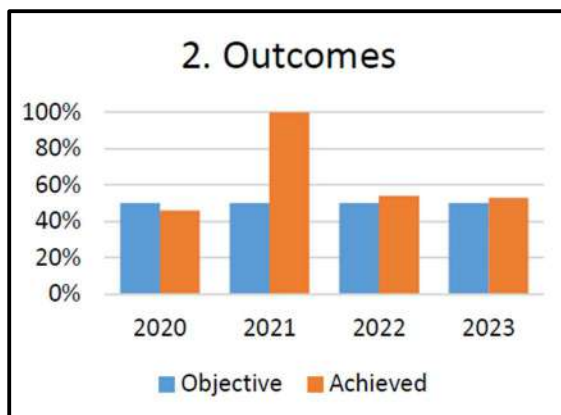


## HISTORY OF ACCOUNTABILITY RESULTS:



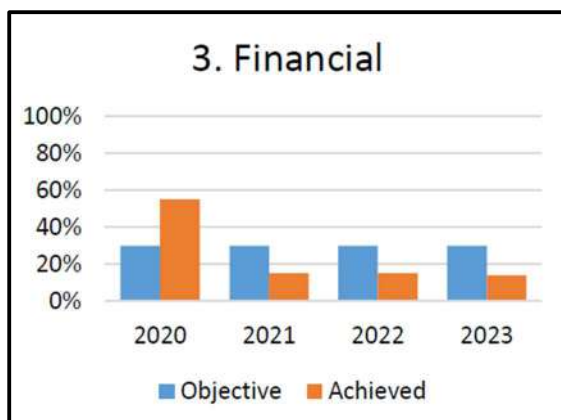
FISCAL YEAR	RESULT
2019-2020	92%
2020-2021	100%
2021-2022	100%
2022-2023	100%

Fortis Academy has consistently achieved their Service Delivery objective. In FY 23 100% were provided with education assessment the same day as enrollment. 27% of students had a Therapeutic Assessment within the 1<sup>st</sup> 30 days.



FISCAL YEAR	RESULT
2019-2020	45%
2020-2021	100%
2021-2022	54%
2022-2023	53%

Fortis Academy has consistently achieved their Outcomes objective.



FISCAL YEAR	RESULT
2019-2020	58%
2020-2021	11%
2021-2022	15%
2022-2023	14%

Maintaining the Financial Objective of 30% self-support remains a long term goal for Fortis Academy/

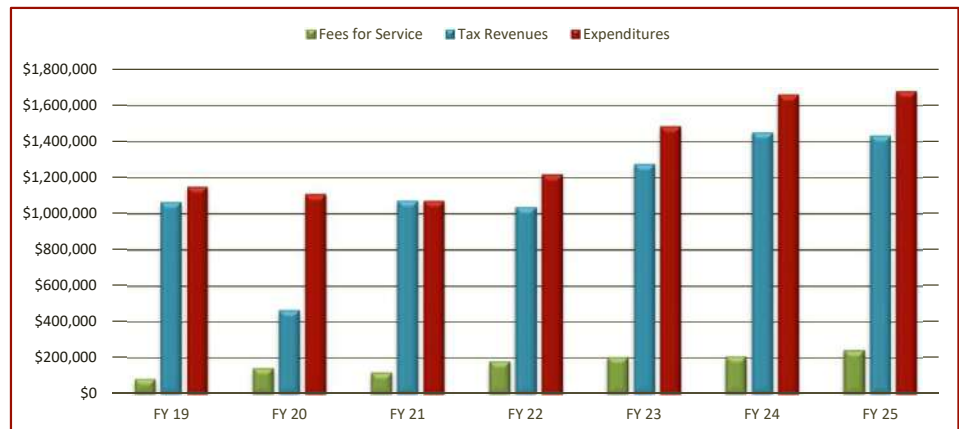
**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Fortis High School**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State, and Federal</b>							
5720 - Local Rev-Schl Districts	\$ 84,000	\$ 143,750	\$ 118,750	\$ 181,250	\$ 205,000	\$ 209,150	\$ 242,680
5740 - Local Revenue-Other					\$ 4,348	\$ -	\$ 4,000
5615 - Transfer In - Choice	-	500,000	-	-	-	-	-
	84,000	643,750	118,750	181,250	209,348	209,150	246,680
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	1,065,797	465,732	1,073,184	1,035,839	1,274,531	1,451,916	1,433,894
Total EXPENDITURES:	\$ 1,115,385	\$ 1,709,547	\$ 1,191,934	\$ 1,217,089	\$ 1,483,879	\$ 1,661,066	\$ 1,680,574

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	690,432	775,146	753,005	748,121	1,074,343	1,157,583	1,165,265
6200 - Contracted Services	201,216	87,418	72,505	87,384	96,669	124,858	129,986
6300 - Supplies & Materials	67,731	76,490	72,074	182,579	97,381	146,005	164,599
6400 - Other Operating Costs	28,099	14,137	15,520	28,202	44,136	58,176	50,325
6600 - Capital Assets	-	-	-	-	-	-	-
	987,478	953,191	913,103	1,046,286	1,312,529	1,486,622	1,510,175
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	162,319	156,292	160,081	171,350	171,350	174,444	170,399
Total EXPENDITURES:	\$ 1,149,797	\$ 1,109,483	\$ 1,073,184	\$ 1,217,636	\$ 1,483,879	\$ 1,661,066	\$ 1,680,574

<b>Performance Ratio</b>	7%	58%	11%	15%	14%	13%	15%
Total Local, Federal, and State Revenues / Total Expenditures							



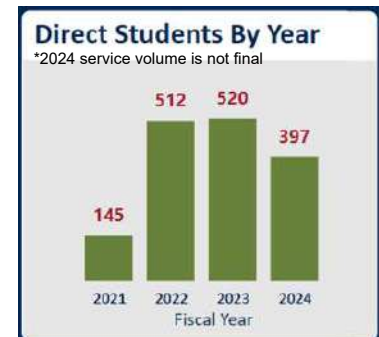


## Highpoint East

Harris County Department of Education

HCDE's **Highpoint Schools** (HP schools) serve students in grades 6 through 12. The two HP schools provide a disciplinary alternative educational program (DAEP) for students removed from their home school districts for disciplinary issues. Highpoint schools serve students placed for both mandatory and discretionary offenses and behaviors.

Students at Highpoint Schools learn discipline skills to manage their behavior when they return to the regular classroom. Students and their legal guardians must attend orientation and training prior to admittance to the Highpoint program. Highpoint schools provide educational pathways and a technology-driven TEKS-aligned curriculum in a strict disciplinary environment. Students are assigned core courses to continue their academic plan and can access credit recovery courses and special education services as appropriate based on a student's IEP.



### ACCOUNTABILITY OBJECTIVES:

1. **Service Delivery Objective:** Highpoint Schools will provide transition services for 100% of the students enrolled for 45 or more days.
2. **Outcomes Objective:** 80% of students who attend 45 days or longer will successfully complete the Highpoint program.
3. **Financial Objective:** Highpoint School will be 75% to 80% or self-supporting.



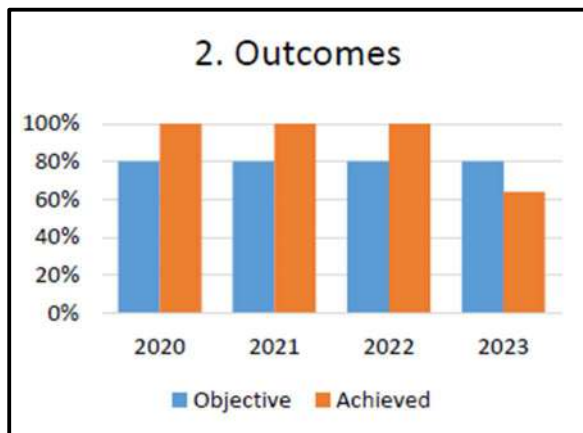


## HISTORY OF ACCOUNTABILITY RESULTS:



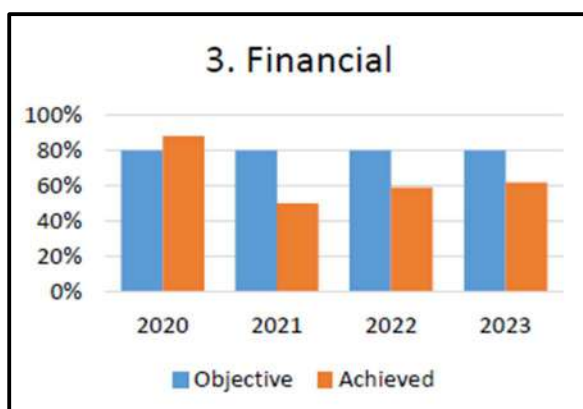
FISCAL YEAR	RESULT
2019-2020	95%
2020-2021	55%
2021-2022	100%
2022-2023	100%

Highpoint East has established, and is expected to maintain, their Service Delivery Objective in coming years. .



FISCAL YEAR	RESULT
2019-2020	100%
2020-2021	100%
2021-2022	100%
2022-2023	63%

FY 2023 saw the first shortfall for the Outcomes Objective in recent years. Review and assessment will ensure a correction in FY 2024.



FISCAL YEAR	RESULT
2019-2020	69%
2020-2021	50%
2021-2022	59%
2022-2023	62%

Maintaining the Financial Objective of 75-80% self-support remains a long term goal for Highpoint East. FY 2024 is projected at 55% and FY 2025 is budgeted for 61% self support

# HARRIS COUNTY DEPARTMENT OF EDUCATION

## Budget Trend Analysis for Fiscal Year 2024-2025

### Highpoint East School

#### REVENUES

##### REVENUES - Local, State, and Federal

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
5720 - Local Rev-Schl Districts	\$ 2,016,830	\$ 2,162,008	\$ 1,558,767	\$ 1,964,392	\$ 2,318,287	\$ 2,502,150	\$ 2,752,850
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	2,016,830	2,162,008	1,558,767	1,964,392	2,318,287	2,502,150	2,752,850

##### REVENUES - Tax Revenues

5710 - Local Property Taxes	902,352	959,629	1,582,156	1,375,116	1,394,703	2,086,845	1,773,226
<b>Total REVENUES:</b>	<b>2,919,182</b>	<b>3,121,637</b>	<b>3,140,923</b>	<b>3,339,508</b>	<b>3,712,990</b>	<b>4,588,995</b>	<b>4,526,076</b>

#### EXPENDITURES

##### EXPENDITURES before Facilities

6100 - Payroll Expenditures	2,224,970	2,434,405	2,476,687	2,589,068	2,956,502	3,576,087	3,486,602
6200 - Contracted Services	218,655	230,512	217,058	256,869	245,602	282,740	289,210
6300 - Supplies & Materials	78,154	91,116	68,184	89,130	72,731	113,369	146,800
6400 - Other Operating Costs	32,381	14,137	19,006	25,919	36,912	53,440	38,564
	2,554,161	2,770,170	2,780,936	2,960,985	3,311,747	4,025,636	3,961,176

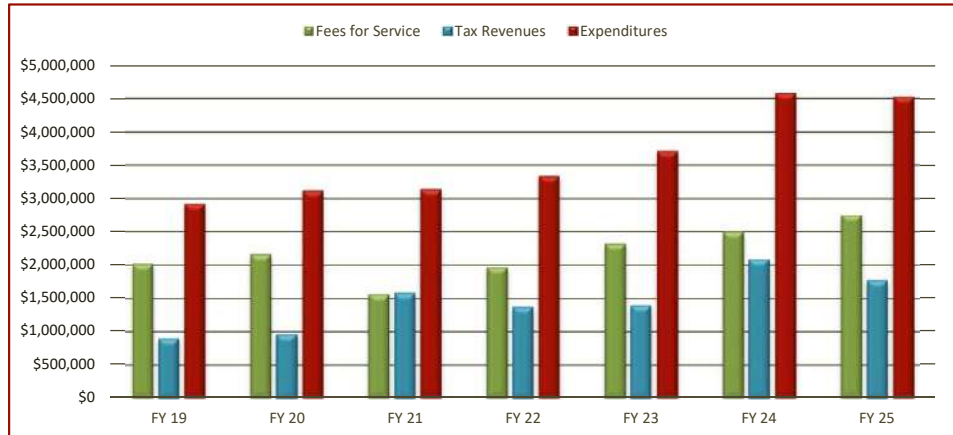
##### EXPENDITURES - Facilities

6487 - Facilities Support Charges	365,021	351,467	359,987	378,523	401,243	557,328	564,900
<b>Total EXPENDITURES:</b>	<b>\$ 2,919,182</b>	<b>\$ 3,121,637</b>	<b>\$ 3,140,923</b>	<b>\$ 3,339,508</b>	<b>\$ 3,712,990</b>	<b>\$ 4,582,964</b>	<b>\$ 4,526,076</b>

#### Performance Ratio

Total Local, Federal, and State Revenues / Total Expenditures

69% 69% 50% 59% 62% 55% 61%





## Center for Safe & Secure Schools

Harris County Department of Education

The Center for Safe and Secure Schools was created in 1999 at the request of school district superintendents in Harris County. The mandate given was to support their efforts to create and maintain safe and secure learning environments where teachers could teach and students could learn. In the past core services has included the following:

- Provide campus and District facility safety audits
- Conduct National Incident Management System Certification Training
- Conduct Threat Assessment Training
- Conduct Intruder-ology Training

Recently, the Center expanded its safety and security focus to include training that explores alternative options for out of school suspension such Restorative Discipline Practices and Positive Behavior Interventions and Support. The Center will continue to offer the foundational core services that that have been offered since its inception but will possibly do more outsourcing of the school safety audit core services.



\*2024 service volume is not final

### ACCOUNTABILITY OBJECTIVES:

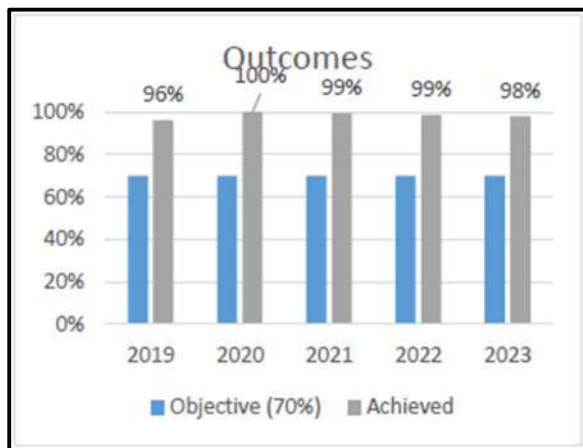
1. **Service Delivery:** The Center will make available emergency management/operations services to the 25 CORE HCDE member school districts (within Harris County) and at least 5 non-member school districts.
2. **Outcomes Objective:** 70% of responding participants will report an increase in their knowledge, strategies and/or skills for addressing behavior modification and transformation using restorative disciplinary practice strategies.
3. **Financial Objective:** The Center for Safe and Secure Schools will be 65% self-supporting.

## HISTORY OF ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2019-2020	95%
2020-2021	55%
2021-2022	100%
2022-2023	100%

The objective was close to being met, as the center served 24 member school districts and 194 non member school district and programs. While there was a high increase in the numbers of district served this year, CSSS did not meet their goals of serving all 25 HCDE member school districts..



FISCAL YEAR	RESULT
2019-2020	100%
2020-2021	100%
2021-2022	100%
2022-2023	63%

The objective was met with 97.5% (n=359) of responding participants reporting an increase in their knowledge, strategies, and/or skills for addressing behavior modification and transformation of the restorative disciplinary practice strategies.



FISCAL YEAR	RESULT
2019-2020	69%
2020-2021	50%
2021-2022	59%
2022-2023	62%

Maintaining the Financial Objective of 75-80% self-support remains a long term goal for Highpoint East. FY 2024 is projected at 55% and FY 2025 is budgeted for 61% self support

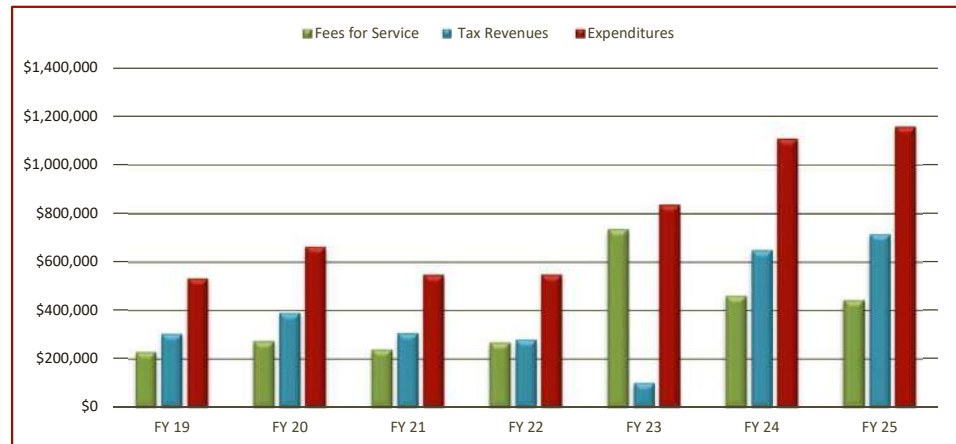
**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Center Safe & Secure Schools**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES - Local, State, and Federal</b>							
5720 - Local Rev-Schl Districts	\$ 229,396	\$ 273,803	\$ 239,982	\$ 268,565	\$ 735,326	\$ 460,000	\$ 443,592
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	229,396	273,803	239,982	268,565	735,326	460,000	443,592
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	302,502	389,396	306,628	278,794	100,249	648,363	716,317
<b>Total REVENUES:</b>	<b>\$ 531,898</b>	<b>\$ 663,198</b>	<b>\$ 546,610</b>	<b>\$ 547,359</b>	<b>\$ 835,576</b>	<b>\$ 1,108,363</b>	<b>\$ 1,159,909</b>

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	399,760	390,003	363,307	359,766	581,721	826,147	879,318
6200 - Contracted Services	43,585	210,432	125,819	128,389	147,209	127,510	142,710
6300 - Supplies & Materials	30,326	18,032	15,063	5,669	28,948	50,690	50,690
6400 - Other Operating Costs	41,718	28,835	28,438	38,833	62,173	83,950	66,852
6600 - Capital Assets	-	-	-	-	-	-	-
	515,389	647,302	532,626	532,656	820,051	1,088,297	1,139,570
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	16,509	15,896	13,984	14,704	15,525	20,066	20,339
<b>Total EXPENDITURES:</b>	<b>\$ 531,898</b>	<b>\$ 663,198</b>	<b>\$ 546,610</b>	<b>\$ 547,359</b>	<b>\$ 835,576</b>	<b>\$ 1,108,363</b>	<b>\$ 1,159,909</b>

<b>Performance Ratio</b>	43%	41%	44%	49%	88%	42%	38%
Total Local, Federal, and State Revenues / Total Expenditures							





## Center for Educator Success

Harris County Department of Education

In late fiscal year 2022-2023, the Department rebranded the Teacher Learning Center and consolidated it with the Education Certification Programs for Teachers and Principals, and Superintendent. The new division was named Center for Educator Success (CES). The mission of the new program is to create a teacher training and development program that includes certification, mentoring, and sustainability in the teaching profession. Partnerships and curriculum were developed in FY 22-23, and implementation is expected in FY 2024. This is a critical endeavor designed to address the current teacher recruitment and retention crisis.

The Center for Educator Success partners directly with school districts to transform educator talent pipelines and reimagine a comprehensive approach to educator recruitment, growth, advancement, and leadership. Inspiring a new generation of educators is only part of the goal. We must prepare new leaders to generate measurable results for children.

CES also makes a direct impact to students served in the Scholastic Art and Writing Program. In just this year alone, more than **15,000** students from Harris, Fort Bend and Galveston counties participated in the Scholastic Competition. More than 3,800 of those students received regional Gold Key, Silver Key or Honorable Mention Awards.



### ACCOUNTABILITY OBJECTIVES:

#### 1. **Service Delivery Objectives:**

- a. Year One Preservice Teachers: Teachers will obtain 180 hours of combined Coursework and Content Exam Prep.
- b. Year Two Internship: Teachers will obtain a minimum of 40 hours of PPR Coaching.

#### 2. **Outcomes Objectives:**

- a. Year One Preservice Teachers: 85% of teachers enrolled will be eligible for internship by the end of year one.
- b. Year Two Internship: 100% of teachers will pass their Pedagogy and Professional Responsibilities (PPR) exam.

#### 3. **Financial Effectiveness:** CES will be 65%-70% self- supporting for FY2022-2023.



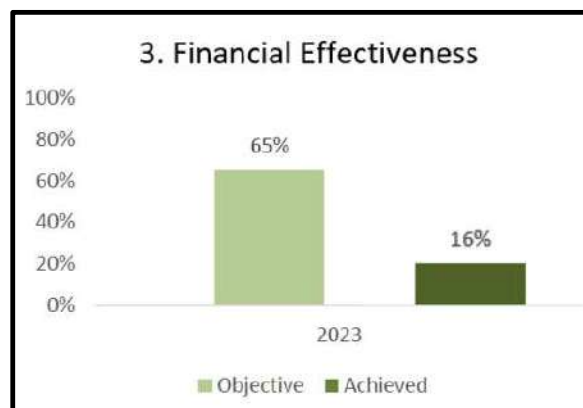
## ACCOUNTABILITY RESULTS:



OBJECTIVE	RESULT
1A	100%
1B	0%
The objective for was partially met. During FY2022-2023, 100% of the Year One Preservice Teachers obtained 180 hours of combined coursework and content exam prep. However, 0% of the candidates were provided with online PPR Coaching, resulting in objective 1B. not being met..	



OBJECTIVE	RESULT
2A	0%
2B	90%
The objective was partially met. 0% of the Preservice teachers that started Year 1 for preparation of content exam were extended to the fall semester, to start Year 2 in January. 90%-100% of Year Two Intern teachers passed their Pedagogy and Professional Responsibilities (PPR) exam..	



OBJECTIVE	RESULT
3	16%
The objective was not met this year. Calculations across the CES revenue and expenditure resulted in a 16% self-supporting rate.	

# HARRIS COUNTY DEPARTMENT OF EDUCATION

## Budget Trend Analysis for Fiscal Year 2024-2025

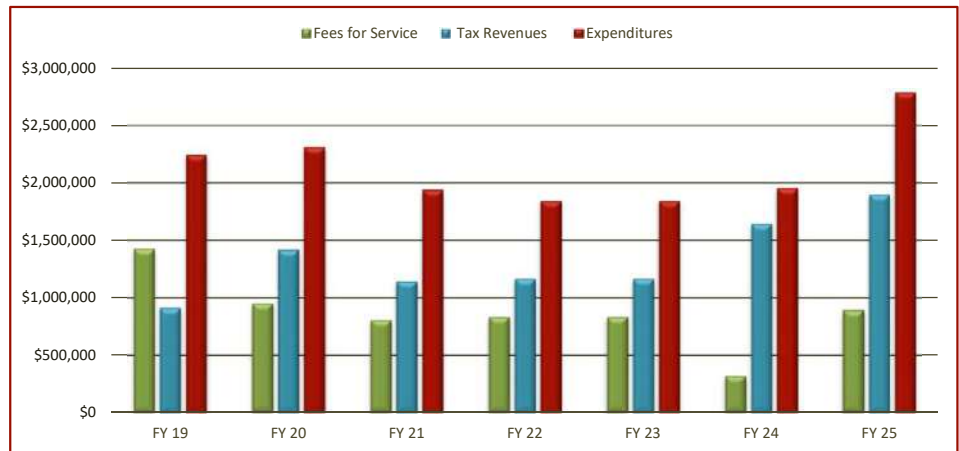
### Center for Educator Success

(Historical data compiled from TLC & ECA ledgers)

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State, and Federal</b>							
5720 - Local Rev-Schl Districts	\$ 1,381,190	\$ 918,489	\$ 764,247	\$ 772,710	\$ 233,453	\$ 784,924	\$ 855,324
5730 - Local Rev-Other Entities	\$ 42,373	\$ 24,412	\$ 34,931	\$ 51,889	\$ 76,370	\$ 35,000	\$ 35,000
5740 - Local Revenue-Other	\$ 2,206	\$ 5,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -
	1,425,769	948,401	804,178	829,599	314,823	819,924	890,324
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	912,868	1,418,953	1,143,530	1,167,001	1,643,963	\$ 1,934,751	1,900,283
Total REVENUES:	2,338,637	2,367,354	1,947,708	1,996,599	1,958,786	2,754,675	2,790,607

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	\$ 1,488,834	\$ 1,683,446	\$ 1,479,502	\$ 1,411,898	1,491,377	1,890,886	1,932,450
6200 - Contracted Services	\$ 460,192	\$ 288,890	\$ 239,857	\$ 149,315	162,740	321,756	368,256
6300 - Supplies & Materials	\$ 100,723	\$ 95,242	\$ 97,077	\$ 106,678	66,968	164,902	164,902
6400 - Other Operating Costs	\$ 149,752	\$ 200,249	\$ 80,779	\$ 109,885	167,803	318,927	270,201
	2,199,500	2,267,826	1,897,214	1,777,776	1,888,888	2,696,471	2,735,809
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	47,651	46,008	46,994	66,200	69,898	58,204	54,798
Total EXPENDITURES:	\$ 2,247,151	\$ 2,313,834	\$ 1,944,208	\$ 1,843,976	\$ 1,958,786	\$ 2,754,675	\$ 2,790,607

<b>Performance Ratio</b>	63%	41%	41%	45%	16%	30%	32%
Total Local, Federal, and State Revenues / Total Expenditures							





## Records Management

Harris County Department of Education

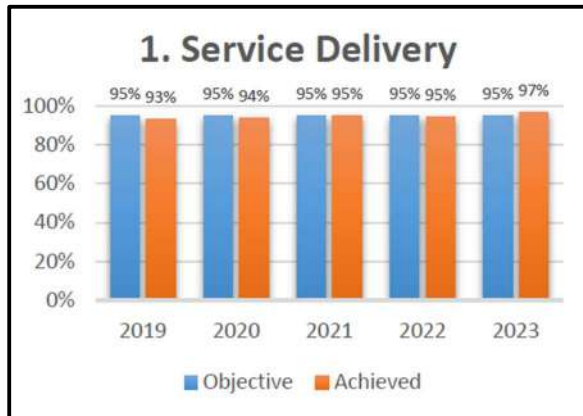
The Records Management Cooperative assists over 60 Houston-area schools and governmental agencies in achieving and maintaining compliance with the State's Local Governmental Records Act of 1989. Services provided by Records Management include records destruction services, management consulting, training, microfilming, electronic imaging, vital records protection, and paper and electronic records storage. The HCDE Records Management Cooperative provides competitive prices and reduced costs to member districts and agencies.

### ACCOUNTABILITY OBJECTIVES:

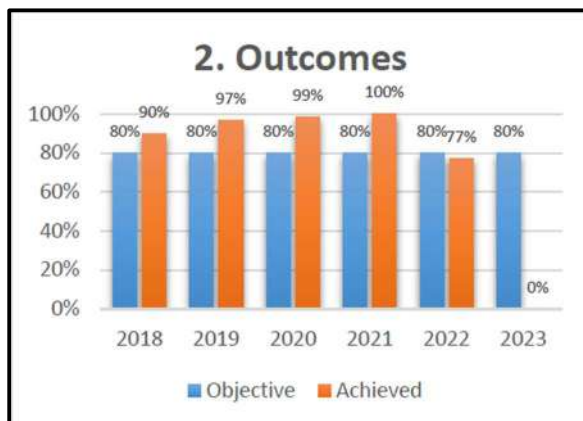
1. **Service Delivery Objective:** Weekly pickup and delivery services will be 95% on time.
2. **Outcomes Objective:** 80% of all Records Management customers will report they are comfortable with processing web orders.
3. **Financial Effectiveness:** Records Management will be 90%-95% self-sustaining.



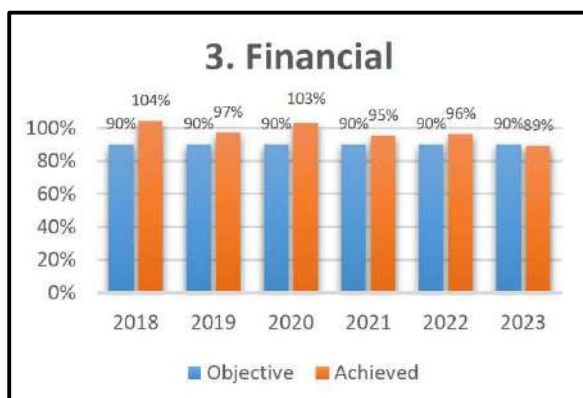
## HISTORY OF ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2018-2019	93%
2019-2020	94%
2020-2021	95%
2021-2022	95%
2022-2023	97%
Records Management has consistently achieved their Service Delivery objective.	



FISCAL YEAR	RESULT
2017-2018	90%
2018-2019	97%
2019-2020	99%
2020-2021	100%
2021-2022	77%
2022-2023	0%
While there was not enough data to calculate customer comfort levels this year, there were other data that measured the outcome effectiveness of the Records Division. In particular, a focus on obtaining new business and new boxes is a priority for the division.	



FISCAL YEAR	RESULT
2017-2018	104%
2018-2019	97%
2019-2020	103%
2020-2021	95%
2021-2022	96%
2022-2023	89%
Records Management had consistently achieved their Financial Objective until recent years. The objective was narrowly missed by about 1%. As governments transition to electronic record keeping, business models will be reviewed for the changing environment	

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Records Mgmt. Services**

**REVENUES**

**REVENUES - Local, State, and Federal**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
5720 - Local Rev-Schl Districts	\$ 1,619,412	\$ 1,803,988	\$ 1,732,472	\$ 1,835,581	\$ 1,711,261	\$ 1,973,580	\$ 1,925,400
5615 - Transfer In - Choice	174,136	-	-	-	-	-	-
5740 - Local Revenue-Other	68,270	64,796	49,118	54,841	65,922	70,000	80,000
	1,861,817	1,868,784	1,781,591	1,890,422	1,777,183	2,043,580	2,005,400

**REVENUES - Tax Revenues**

5710 - Local Property Taxes	55,524	-	94,072	79,056	228,658	194,295	588,561
<b>Total REVENUES:</b>	<b>\$ 1,917,341</b>	<b>\$ 1,868,784</b>	<b>\$ 1,875,662</b>	<b>\$ 1,969,478</b>	<b>\$ 2,005,841</b>	<b>\$ 2,237,875</b>	<b>\$ 2,593,961</b>

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures	808,152	862,935	873,159	881,977	941,526	1,041,103	1,089,430
6200 - Contracted Services	184,532	77,933	118,364	177,282	132,362	176,000	131,000
6300 - Supplies & Materials	131,172	146,381	138,799	156,962	148,957	224,266	225,000
6400 - Other Operating Costs	17,804	1,328	808	262	1,274	17,306	317,145
6600 - Capital Assets	-	-	12,600	-	14,165	13,178	65,000
	1,141,661	1,088,577	1,143,729	1,216,483	1,238,285	1,471,853	1,827,575

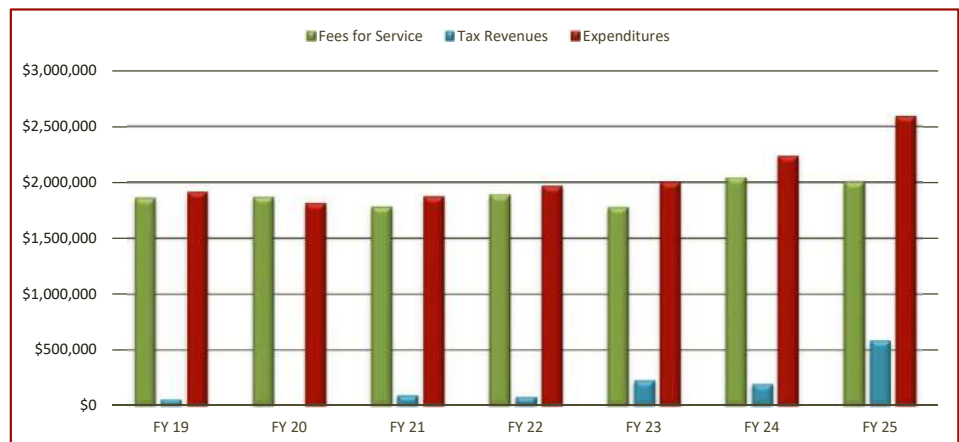
**EXPENDITURES - Facilities**

6487 - Facilities Support Charges	775,680	730,370	731,933	752,995	767,556	766,022	766,386
<b>Total EXPENDITURES:</b>	<b>\$ 1,917,341</b>	<b>\$ 1,818,947</b>	<b>\$ 1,875,662</b>	<b>\$ 1,969,478</b>	<b>\$ 2,005,841</b>	<b>\$ 2,237,875</b>	<b>\$ 2,593,961</b>

**Performance Ratio**

Total Local, Federal, and State Revenues / Total Expenditures

97%      103%      95%      96%      89%      91%      77%





## Choice Partners Cooperative

Harris County Department of Education

**CHOICE PARTNERS COOPERATIVE** provides governmental entities a cost-effective, efficient method to meet their statutory procurement obligations. Specializing in legally procured vendor contracts for goods and services, Choice Partners follows all applicable procurement laws, including federal laws such as 2 CFR 200 (EDGAR), Form 1295 requirements, as well as all state requirements.

Over 2,200 governmental entities that have entered inter-local contracts with HCDE may use any of the available cooperative contracts at their discretion. Choice Partners does not charge any membership or other fee to governmental entities for use of cooperative contracts.

The cooperative contracts available for use by governmental entities include facility and maintenance services, food, supplies, general services, and technology, plus a unique office and school supply catalog of more than 1,300 individually bid line items. Choice Partners saves public funds and adds value to governmental entities that are members of the cooperative by reducing the cost of competitive procurement, implementing economies of scale, and achieving price reductions associated with volume.



### ACCOUNTABILITY OBJECTIVES:

1. Choice Partners Cooperative will increase the number of members by 5% for FY22-23.
2. Choice Partners will be 148% self-sustaining, which is an 8% increase over the financial effectiveness benchmark.
3. Choice Partners will be 130% self-sustaining in 2022-2023.



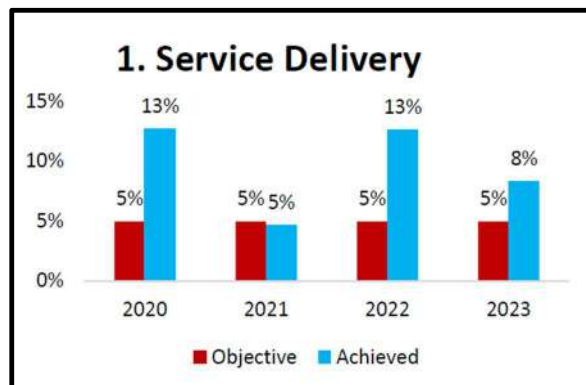
MORE THAN

**\$55 MILLION**

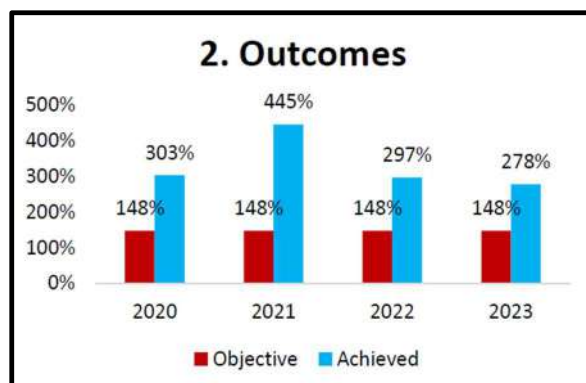
DIRECT ECONOMIC IMPACT  
IN SUPPORT FOR DISTRICTS,  
NONPROFITS & GOVERNMENT ENTITIES



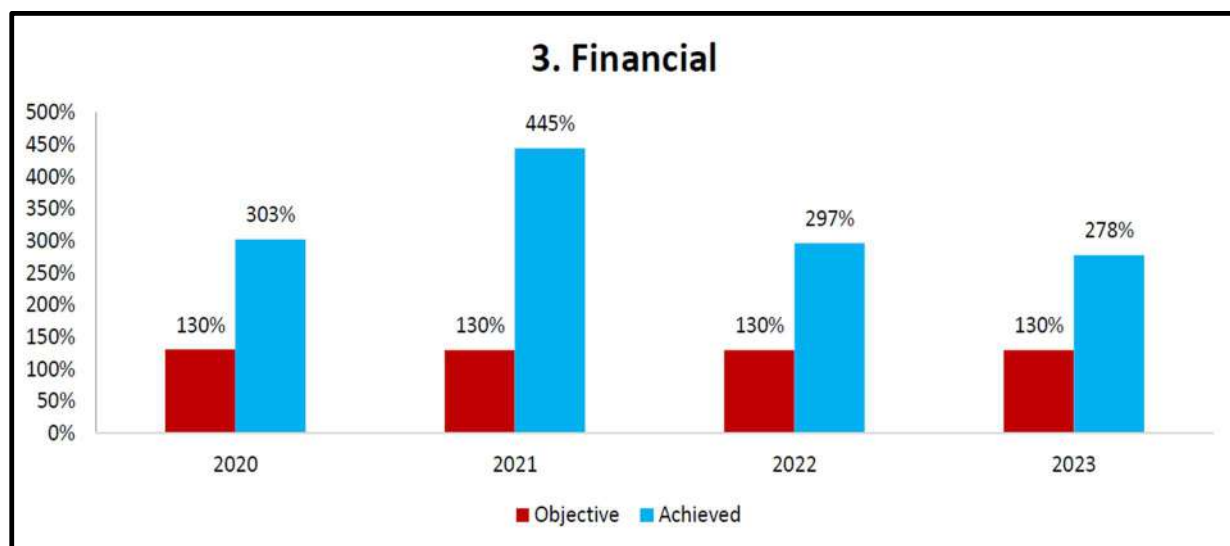
## HISTORY OF ACCOUNTABILITY RESULTS



FISCAL YEAR	RESULT
2019-2020	13%
2020-2021	5%
2021-2022	13%
2022-2023	8%
Choice Partners has consistently achieved their Service Delivery Objective.	



FISCAL YEAR	RESULT
2019-2020	303%
2020-2021	445%
2021-2022	297%
2022-2023	278%
Choice Partners has consistently achieved their Outcomes Objective.	



Choice Partners consistently achieves their Financial Effectiveness Objective, successfully subsidizing general operations by \$5.1 million in Fiscal Year 2023.

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

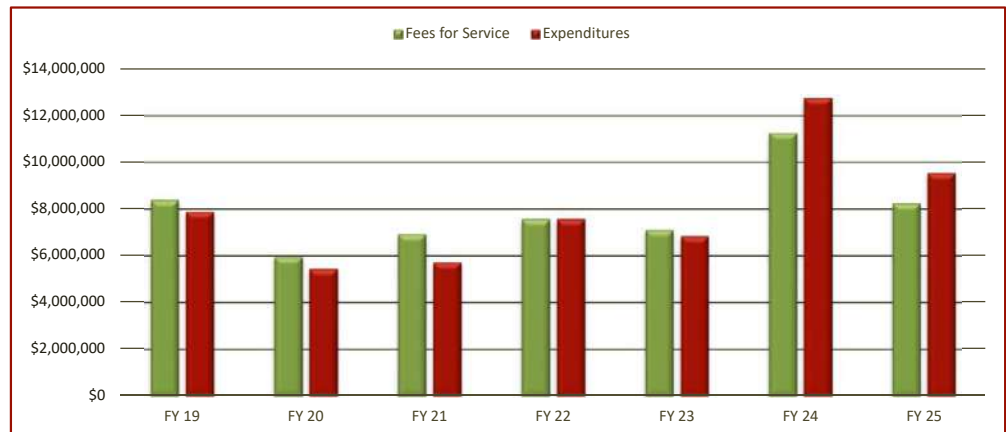
Choice Partners

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State, and Federal</b>							
5720 - Local Rev-Schl Districts	\$ 8,349,972	\$ 5,921,174	\$ 6,924,043	\$ 7,544,790	\$ 7,073,355	\$ 11,229,619	\$ 8,223,111
5740 - Local Revenue-Other	39,700	31,506		35,875	35,009	32,000	35,000
Total <b>REVENUES:</b>	8,389,672	5,952,680	6,924,043	7,580,665	7,108,364	11,261,619	8,258,111

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	1,370,380	1,438,371	1,677,946	1,591,964	1,636,224	1,856,513	2,069,321
6200 - Contracted Services	367,292	264,157	505,190	382,624	500,644	735,531	931,050
6300 - Supplies & Materials	50,917	43,561	190,690	52,607	62,747	124,820	97,120
6400 - Other Operating Costs	229,291	135,423	359,220	455,169	291,519	1,114,176	1,192,613
6600 - Capital Assets	-	17,261	-	-	-	-	-
8900 - Other Uses	5,805,811	3,490,423	2,927,240	5,028,649	4,294,308	8,859,669	5,183,961
	7,823,691	5,389,196	5,660,286	7,511,013	6,785,441	12,690,709	9,474,065
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	65,981	63,485	68,094	69,652	69,652	70,910	69,266
Total <b>EXPENDITURES:</b>	\$ 7,889,672	\$ 5,452,681	\$ 5,728,380	\$ 7,580,665	\$ 6,855,093	\$ 12,761,619	\$ 9,543,331

**Performance Ratio\*** 69% 59% 42% 66% 60% 79% 63%

\*Total Transfer to General Fund / Total Revenue





## Grant-Funded Community Resources

Harris County Department of Education

HCDE has 3 Major Grant-Funded Divisions:

- CASE - The Center for After-School, Summer and Enrichment serves elementary, middle, and high school students delivering quality after-school learning opportunities. In collaboration with Houston ISD, CASE offers an out-of-school-time debate program for low income and minority high school students as an expansion of HUDL – Houston Urban Debate League.
- Adult Education Program prepares youths and adults aged 16-plus to read and speak English, complete a high school General Equivalency Diploma, and/or sit for the citizenship and naturalization exam. HCDE Adult Education also offers certification courses for nursing assistants, phlebotomists, and professional development.
- Head Start / Early Head Start Programs serve preschool children ages 6 weeks to 5-years old from economically disadvantaged families, and their families with school readiness abilities. Over 10 percent of those children have an identified disability requiring intervention.

This section will continue to highlight the Accountability Objectives for each division, but will also detail the grant funding activity for the last 10 years, and finally, show the historical trends for the General Fund impact.



## Cooperative for After School, Summer, & Expanded Learning

Harris County Department of Education

The Center for Afterschool, Summer and Enrichment for Kids (CASE) program delivers quality after-school learning opportunities to elementary, middle, and high school students. HCDE implements this shared service arrangement and cooperative by serving as fiscal agent and providing program support for afterschool services throughout Harris County.

The afterschool cooperative program leverages funding from various sources to provide its services. CASE received a 21-Century grant from the Texas Education Agency and is the fiscal agent. CASE also allocates a funding match to the Houston Galveston Area Council (HGAC) and certifies local dollars from partners to receive federal funding that is assigned to benefit its participants. Moreover in 2023, the Department received city and county connections grant to serve additional after-school programs to expand afterschool programs in the different areas of Houston by leveraging the funds received from other sources and delivering an effective program with minimal increase in funding.



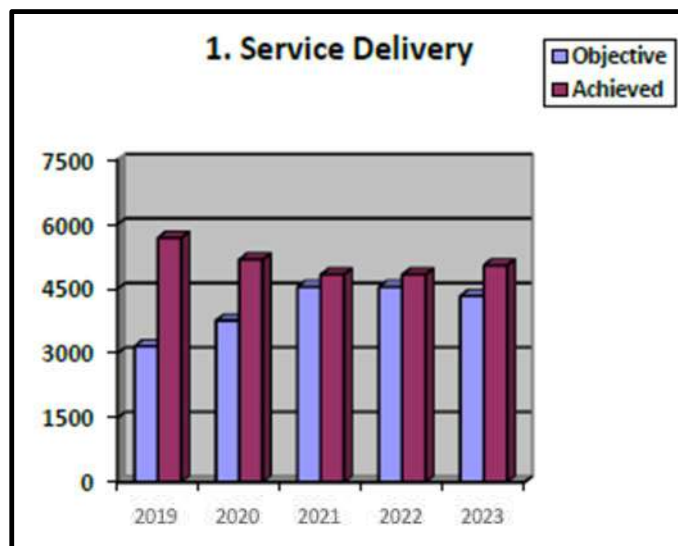
\*2024 service volume is not final

### ACCOUNTABILITY OBJECTIVES:

1. **Service Delivery:** At least 90% of the proposed number of students for the 21<sup>st</sup> Century grant and Partnership Project will participate in CASE projects during the 2022-2023 school year.
2. **Outcomes:** At least 70% of students participating in CASE programs will report awareness of college readiness skills.
3. **Financial Effectiveness:** The average cost per student served by CASE for Kids will not exceed \$1000.00.

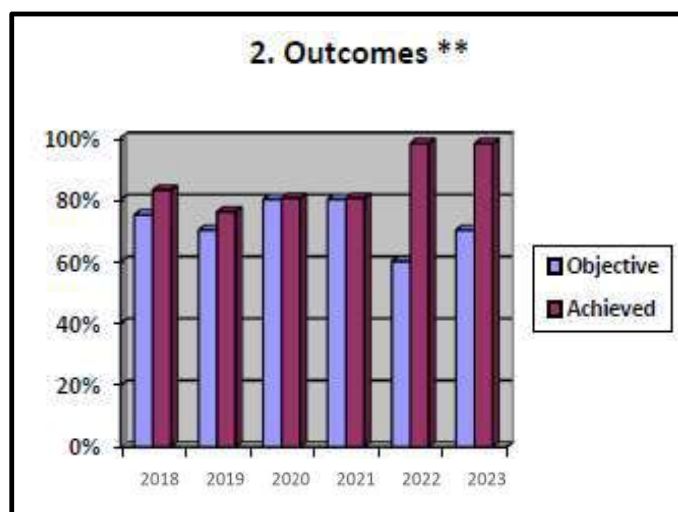


## HISTORY OF ACCOUNTABILITY RESULTS:



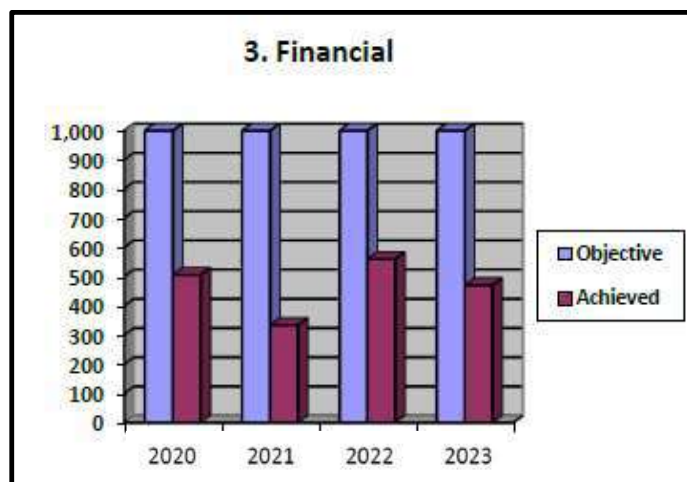
Year	Proposed	Actual	%
2019	3,170	5,782	182%
2020	3,770	5,123	136%
2021	4,500	4,680	104%
2022	4,500	4,677	104%
2023	4,489	4,772	106%

CASE for Kids has consistently achieved their Service Delivery objective.



FISCAL YEAR	RESULT
2017-2018	85%
2018-2019	75%
2019-2020	81%
2020-2021	81%
2021-2022	97%
2022-2023	97%

Number of students surveyed may vary by year. Fiscal Year 2023 saw 525 surveys completed

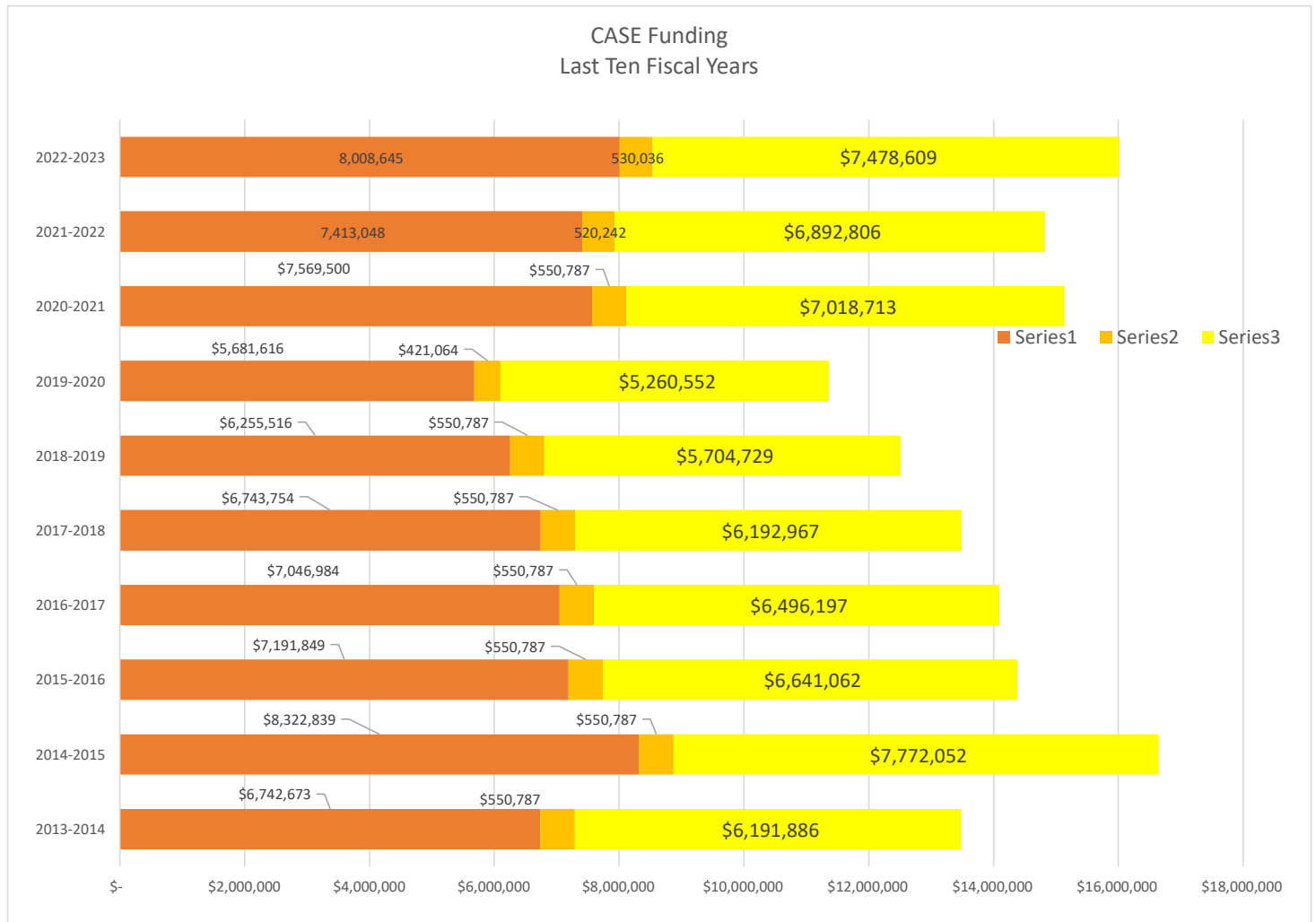


FISCAL YEAR	RESULT
2019-2020	\$512
2020-2021	\$329
2021-2022	\$557
2022-2023	\$489

CASE for Kids has consistently achieved their Financial Effectiveness objective.

# Harris County Department of Education

## CASE Funding



Fiscal Year	Actual Revenue	Transfer In - CASE	Actual Revenue from Funding Sources
2010-2011	7,923,875	550,787	7,373,088
2011-2012	8,607,164	550,787	8,056,377
2012-2013	8,011,273	550,787	7,460,486
2013-2014	6,742,673	550,787	6,191,886
2014-2015	8,322,839	550,787	7,772,052
2015-2016	7,191,849	550,787	6,641,062
2016-2017	7,046,984	550,787	6,496,197
2017-2018	6,743,754	550,787	6,192,967
2018-2019	6,255,516	550,787	5,704,729
2019-2020	5,681,616	421,064	5,260,552
2020-2021	7,569,500	550,787	7,018,713
2021-2022	7,413,048	520,242	6,892,806
2022-2023	8,008,645	530,036	7,478,609
	\$ 95,518,735	\$ 6,979,211	\$ 88,539,523

Fiscal Year	Budgeted Revenue	Transfer In - CASE	Projected Revenue
2023-2024	\$ 11,472,973	\$ 550,787	\$ 10,922,186



# HARRIS COUNTY DEPARTMENT OF EDUCATION

## Budget Trend Analysis for Fiscal Year 2024-2025

### CASE Local

#### REVENUES

##### REVENUES - Local, State, and Federal

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
5720 - Local Rev-Schl Districts	\$ 8,685	\$ 89,994	\$ 87,566	\$ 83,400	\$ 79,327	\$ 83,500	\$ 78,500
5730 - Local Rev-Ecobot	-	-	7,182	160	934	2,000	2,000
5740 - Local Revenue-Other	1,053	-	2,445	-	-	-	-
5790 - Local Rev-Local Grants	-	-	-	-	-	-	-
	9,738	89,994	97,192	83,560	80,261	85,500	80,500

##### REVENUES - Tax Revenues

5710 - Local Property Taxes	263,799	582,112	596,828	676,334	687,434	830,027	830,335
<b>Total REVENUES:</b>	<b>273,537</b>	<b>672,106</b>	<b>694,020</b>	<b>759,894</b>	<b>767,695</b>	<b>915,527</b>	<b>910,835</b>

#### EXPENDITURES

##### EXPENDITURES before Facilities

6100 - Payroll Expenditures	214,479	255,726	316,116	303,691	376,681	342,524	338,366
6200 - Contracted Services	248,307	283,121	295,263	279,740	279,483	284,926	321,872
6300 - Supplies & Materials	51,484	53,516	41,140	37,407	4,836	50,265	19,668
6400 - Other Operating Costs	157,836	101,656	107,376	94,942	106,695	237,812	96,900
	672,106	694,020	759,895	715,780	767,695	915,527	776,806

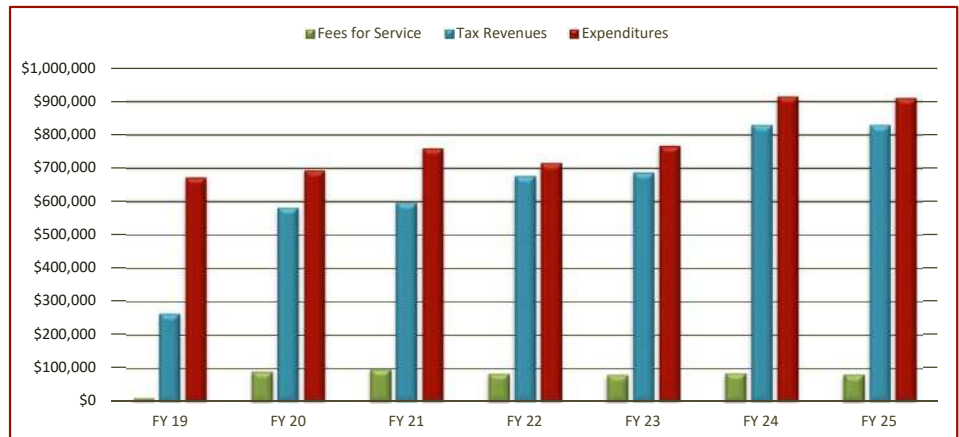
##### EXPENDITURES - Facilities

6487 - Facilities Support Charges	-	-	-	-	-	-	134,029
<b>Total EXPENDITURES:</b>	<b>\$ 672,106</b>	<b>\$ 694,020</b>	<b>\$ 759,895</b>	<b>\$ 715,780</b>	<b>\$ 767,695</b>	<b>\$ 915,527</b>	<b>\$ 910,835</b>

#### Performance Ratio

Total Local, Federal, and State Revenues / Total Expenditures

1% 13% 13% 12% 10% 9% 9%





## Adult Education

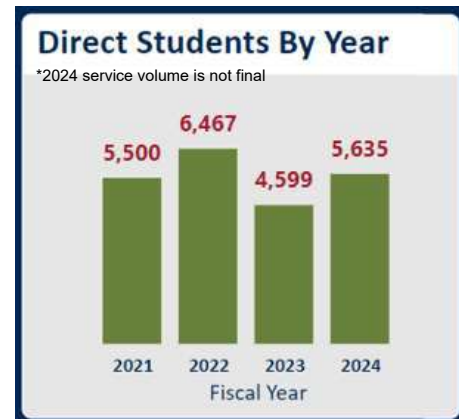
Harris County Department of Education

Education is critical for a break in the poverty cycle and its importance is reflected in the American economic structure. One in five adults nearly 333,000 people in Houston are considered functionally illiterate, 14 out of 20 are unable to manage daily activities and employment task that requires reading skills beyond basic level in any language. HCDE Adult Education provide access to free and low-cost adult literacy and workforce programs which enable participants to learn skills that influence their health and well-being. Without access to affordable adult education programming, many individuals and families are subject to become a statistic. Adult Education prepares age 16-plus youths and adults to read and speak English, and/or to complete a high school General Equivalency Diploma education.

The HCDE Adult Education program prepares students aged 16 and older to read and speak English and/or to complete a high school General Equivalency Diploma (GED). During the pandemic, the classes were offered virtually.

In fiscal year 2017, the Texas Workforce Commission (TWC) changed the adult education grant requirements and incorporated a workforce development component to include vocational training, a requirement that has needed more grant program investment. As the division serves more students in vocational programs, there will be a decline in ESL and GED students being served.

In FY 22-23, the Department continued construction to complete a new Adult Education Building to replace the old facility. This was a **\$19 million investment** in Adult Education students' facilities, and the building was opened in 2023.





**Service Objective A:** At least 90% of Adult Basic Education students (ABE), English as a Second language (ESL) and Adult Secondary Education (ASE) students surveyed will indicate satisfaction with the program.

FISCAL YEAR	RESULT
2018-2019	96%
2019-2020	95%
2020-2021	95%
2021-2022	96%
2022-2023	94%



**Service Objective B:** 62% of adult education students will complete basic literacy and/or ESL by the end of the session.

FISCAL YEAR	RESULT
2018-2019	61%
2019-2020	33%
2020-2021	83%
2021-2022	72%
2022-2023	72%



50% of all students will make progress (obtain a measurable skills gain [MSG]).

FISCAL YEAR	RESULT
2018-2019	61%
2019-2020	33%
2020-2021	83%
2021-2022	72%
2022-2023	38%



The average cost per student served by Adult Ed. will not exceed \$800. (Adjusted from \$600 in FY23)

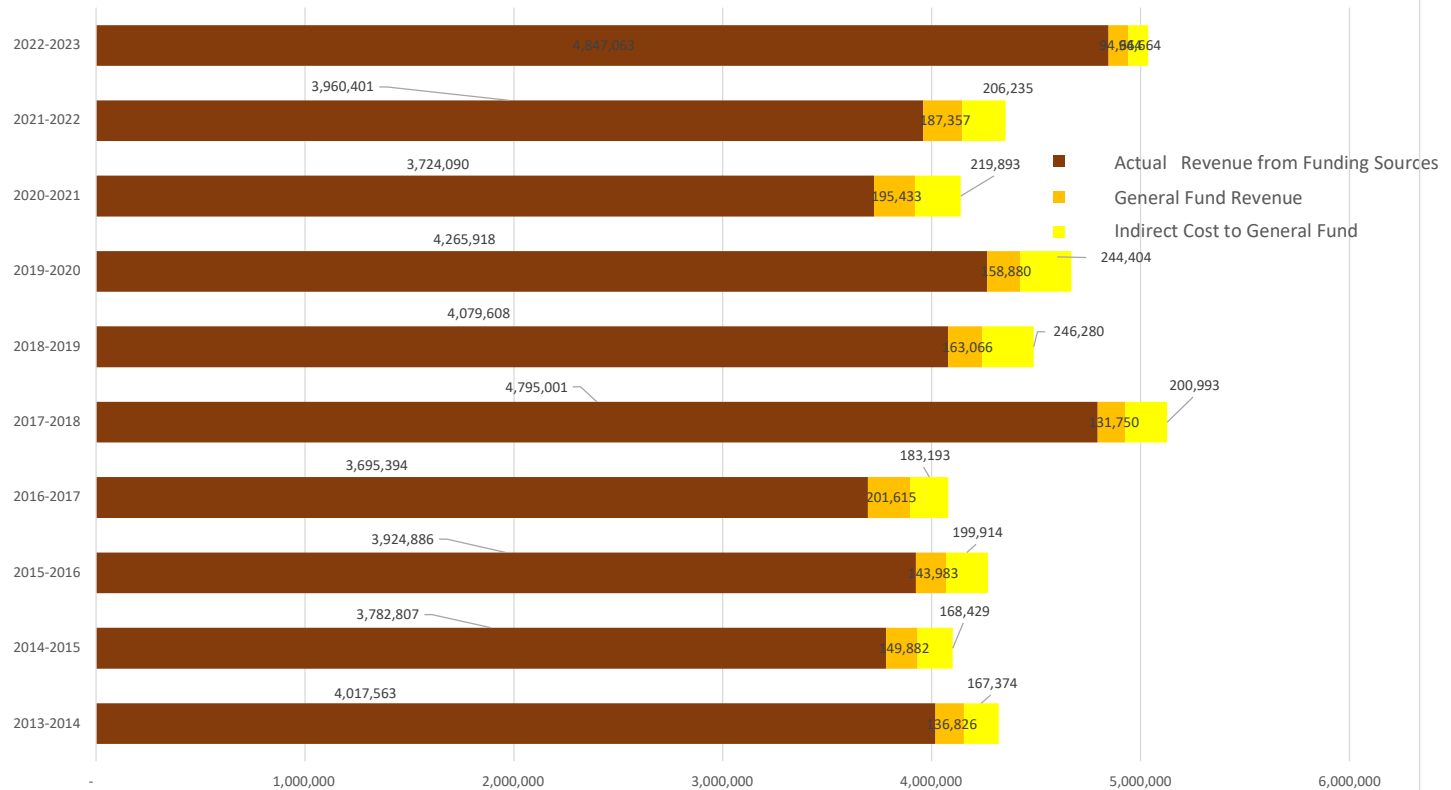
FISCAL YEAR	RESULT
2018-2019	\$398
2019-2020	\$740
2020-2021	\$696
2021-2022	\$618
2022-2023	\$1107

# Harris County Department of Education

## Adult Education Funding



Adult Education Funding  
Last Ten Fiscal Years



Fiscal Year	Actual Revenue	General Fund Revenue	Indirect Cost to General Fund	Actual Revenue from Funding Sources	Net amount (IC less GF)
2011-2012	4,357,565	134,897	180,232	4,357,565	45,335
2012-2013	4,483,960	138,947	219,430	4,483,960	80,483
2013-2014	4,017,563	136,826	167,374	4,017,563	30,548
2014-2015	3,782,807	149,882	168,429	3,782,807	18,547
2015-2016	3,924,886	143,983	199,914	3,924,886	55,931
2016-2017	3,695,394	201,615	183,193	3,695,394	(18,422)
2017-2018	4,795,001	131,750	200,993	4,795,001	69,243
2018-2019	4,079,608	163,066	246,280	4,079,608	83,214
2019-2020	4,265,918	158,880	244,404	4,265,918	85,524
2020-2021	3,724,090	195,433	219,893	3,724,090	24,460
2021-2022	3,960,401	187,357	206,235	3,960,401	18,878
2022-2023	4,847,063	94,664	278,227	4,847,063	183,563
	\$ 49,934,256	\$ 1,837,299	\$ 2,514,604	\$ 49,934,256	\$ 677,305

872,356.79  
187,356.79

Fiscal Year	Budgeted Revenue	Budgeted General Fund Revenue	Budgeted Indirect Cost to General Fund	Projected Revenue	Net amount (IC less GF)
2023-2024	4,169,143	529,546	211,800	4,169,143	(317,746)

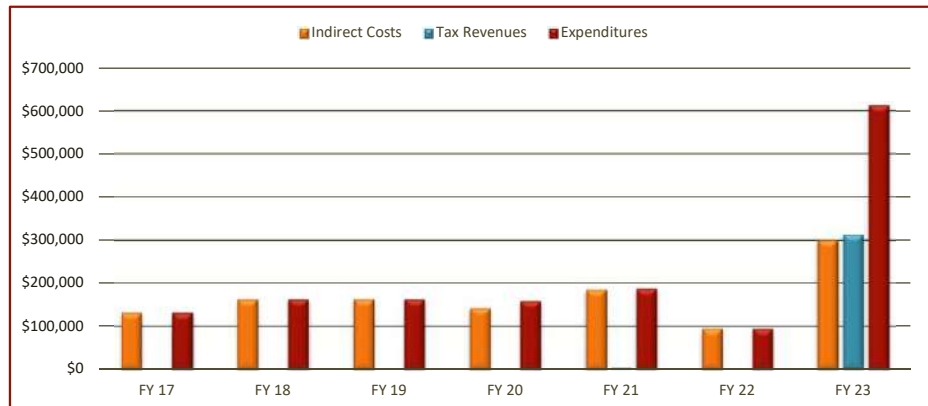
**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Adult Education-Local**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State, and Federal</b>							
5740 - Local Revenue-Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5890 - State Rev-Shared Services	73,509	-	-	-	-	-	-
5990 - Federal Revenue - Indirect Costs	58,241	163,066	141,992	184,653	94,664	225,864	300,000
	131,750	163,066	141,992	184,653	94,664	225,864	300,000
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	-	-	-	2,704	-	321,246	313,114
<b>Total REVENUES:</b>	131,750	163,066	141,992	187,357	94,664	547,110	613,114

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	3,616	-	-	438	5,994	14,064	-
6200 - Contracted Services	1,500	4,454	9,993	5,338	2,723	13,489	1,054
6300 - Supplies & Materials	3,212	6,094	3,415	7,789	3,368	4,933	4,614
6400 - Other Operating Costs	5,282	8,717	7,009	24,670	22,393	11,778	97,769
	13,610	19,264	20,417	38,235	34,478	44,264	103,437
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	118,140	143,802	138,462	149,122	60,186	502,846	509,677
<b>Total EXPENDITURES:</b>	\$ 131,750	\$ 163,066	\$ 158,879	\$ 187,357	\$ 94,664	\$ 547,110	\$ 613,114

<b>Performance Ratio</b>	100%	100%	89%	99%	100%	41%	49%
Total Local, Federal, and State Revenues / Total Expenditures							





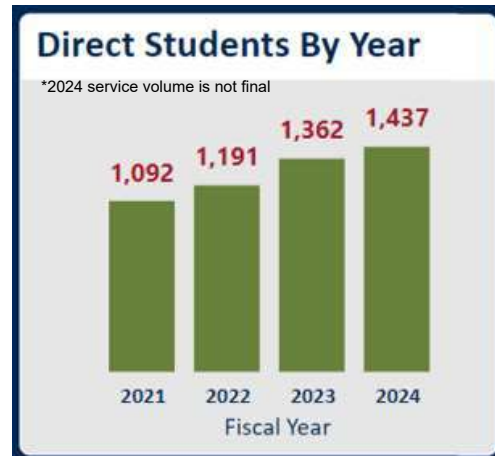
## Head Start & Early Head Start

Harris County Department of Education

The HCDE Head Start Program provides school readiness services to economically disadvantaged students and their families. The program supports academic achievement, social emotional development, health and wellness, and family development, while providing intervention services to children who may have an identified disability. HCDE served 1,191 and 1,362 students during fiscal years 2022 and 2023 respectively and plans to serve more than 1,300 students during FY 2024.

The Head Start Program received a continuation grant in the amount of over **\$2.7 million** to assist the program in addressing the needs for technology, personal protective equipment, supplies, tracking, and cleaning functions to make the facilities ready and safe for children and staff. This grant was part of the Cares Fund Act that provided funding to deal with the COVID-19 virus.

Other Health and Human Services grants received for expansion of Head Start included grants for expansion of Early Head Start at Humble and Barrett Station. In addition, the program received a continuation grant to acquire property and build a new Coolwood Head Start with disaster recovery funds. The new Coolwood Head Start is projected to cost **\$8,000,000**. This facility is expected to be complete in fiscal year 23-24.

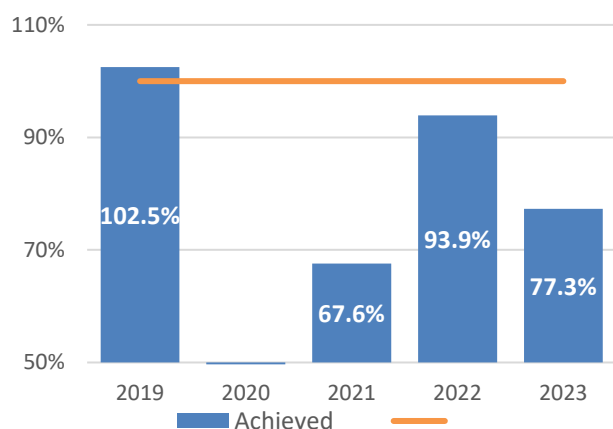




# SUMMARY OF OBJECTIVES

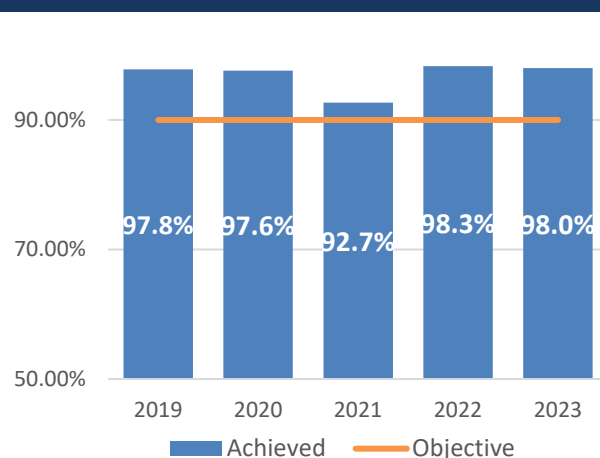
## SERVICE DELIVERY

**Goal:** Head Start will have an average enrollment of 100% of the funded



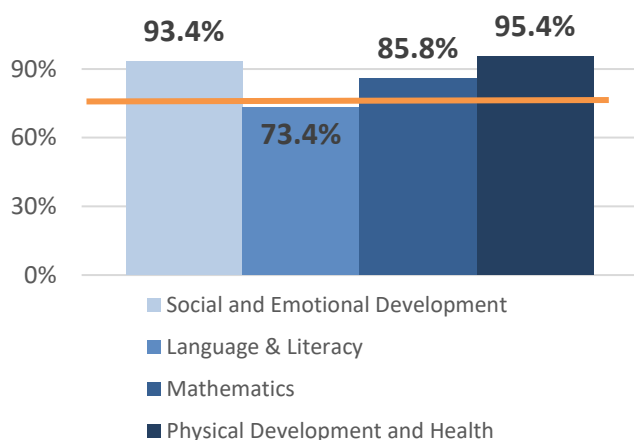
## CLIENT SATISFACTION

**Goal:** 92% of parents responding to the Parent Satisfaction Survey will report being



## OUTCOME

**Goal:** 75% of students will achieve school readiness goals by mastering all four developmental domains as they transition from Head Start to Kindergarten



## FINANCIAL EFFICIENCY

**Goal:** The average cost per student served by Head Start will not exceed \$12,500

Average Cost Per Student	
Goal	\$12,500
Actual	\$28,624



## Harris County Department of Education - Head Start Program Information

### Actual year end numbers

Fiscal year	HS & EHS/CCP Federal Revenues Received (grant) (includes USDA)	HS & EHS/CCP In-Kind Received	Indirect cost received By General Fund	Transfer out to Head Start	Net Amount
2009-2010	10,738,581	3,611,530	867,753		867,753
2010-2011	10,563,316	5,508,518	888,622	348,168	540,454
2011-2012	10,680,477	3,740,319	971,432	270,742	700,690
2012-2013	10,990,972	3,330,655	1,002,035	156,916	845,119
2013-2014	10,479,514	3,094,260	907,747	-	907,747
2014-2015 (1)	13,033,884	3,329,942	1,106,299	-	1,106,299
2015-2016 (1)	12,589,128	3,531,533	1,064,252	288,206	776,046
2016-2017 (1)	13,509,846	3,928,677	1,179,589	-	1,179,589
2017-2018	14,547,018	3,827,982	1,300,550	569,000	731,550
2018-2019	14,771,310	4,380,807	1,446,099	129,688	1,316,412
2019-2020	11,943,713	4,305,738	1,563,692	610,298	953,394
2019-2020 Covid	304,375	-	36,082	-	36,082
2020-2021	13,716,057	4,270,642	1,661,760	155,780	1,505,980
2020-2021 Covid	513,791		61,667		61,667
2021-2022	15,091,816	3,758,918	1,741,057	178,335	1,562,722
2022-2023	14,990,652	3,405,161	1,826,350	371,743	1,454,607
	<b>\$ 178,464,451</b>	<b>\$ 54,024,683</b>	<b>\$ 17,624,985</b>	<b>\$ 3,078,876</b>	<b>\$ 14,546,109</b>

(1) Early Head Start included beginning FY15

<b>2023-2024</b>	\$ 20,701,382	\$ 3,591,560	\$ 2,605,705	\$ 500,000	\$ 2,105,705
<b>BUDGET</b>					
posted on HCDE website (Note: this is an overlap of grant years)					

### Based on Projected NOGA Grant 23-24

	Funds 205 & 206 Head Start	Funds 205 & 206 Head Start	Funds 215 & 216 EHS/CCP	Funds 215 & 216 EHS/CCP	Total Grants
Budget Period	9/1/23 - 12/31/23	1/1/24 - 12/31/24	9/1/23 - 11/30/23	9/1/23 - 8/31/24	
Direct Costs	\$ 3,880,085	\$ 12,138,094	\$ 6,928	\$ 4,676,275	\$ 20,701,382
Indirect Costs	422,343	1,588,146	901	594,315	\$ 2,605,705
<b>Total Budget</b>	<b>\$ 4,302,428</b>	<b>\$ 13,726,240</b>	<b>\$ 7,829</b>	<b>\$ 5,270,590</b>	<b>\$ 23,307,087</b>

Note: Data for the grant includes netting out grant years for Calendar Year 2023

### Based on Projected NOGA Grant 24-25

	Funds 205 & 206 Head Start	Funds 205 & 206 Head Start	Funds 215 & 216 EHS/CCP	Funds 215 & 216 EHS/CCP	Total Grants
Budget Period	9/1/24 - 12/31/24	1/1/25 - 12/31/25	9/1/24 - 11/30/24	9/1/24 - 8/31/25	
Direct Costs	\$ 3,854,000	\$ 12,623,618	\$ 450,000	\$ 4,816,563	\$ 21,744,181
Indirect Costs	501,020	1,767,306	58,500	674,319	\$ 3,001,145
<b>Total Budget</b>	<b>\$ 4,355,020</b>	<b>\$ 14,390,924</b>	<b>\$ 508,500</b>	<b>\$ 5,490,882</b>	<b>\$ 24,745,326</b>
Transfer-out to HS In-Kind				500,000.00 3,591,560.00	

	FY 2023-2024		FY 2024-2025		
Construction Funds	Direct Cost	Indirect Cost	Direct Cost	Indirect Cost	
<b>Land Acquisition</b>	\$ -	\$ -	\$ -	\$ -	Fy 24- 25 based on Projections
<b>Construction</b>	\$ 4,671,454	\$ -	\$ -	\$ -	

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Head Start**

**REVENUES**

**REVENUES - Local, State, and Federal**

5740 - Local Revenue-Other

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$	-	\$ -	\$ -	\$ -	-	-	-
	-	-	-	-	-	-	-
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	1,986	4,558	3,274	1,181	1,371	8,000	8,000
Total <b>REVENUES:</b>	1,986	4,558	3,274	1,181	1,371	8,000	8,000

**EXPENDITURES**

**EXPENDITURES before Facilities**

6400 - Other Operating Costs

Total **EXPENDITURES:**

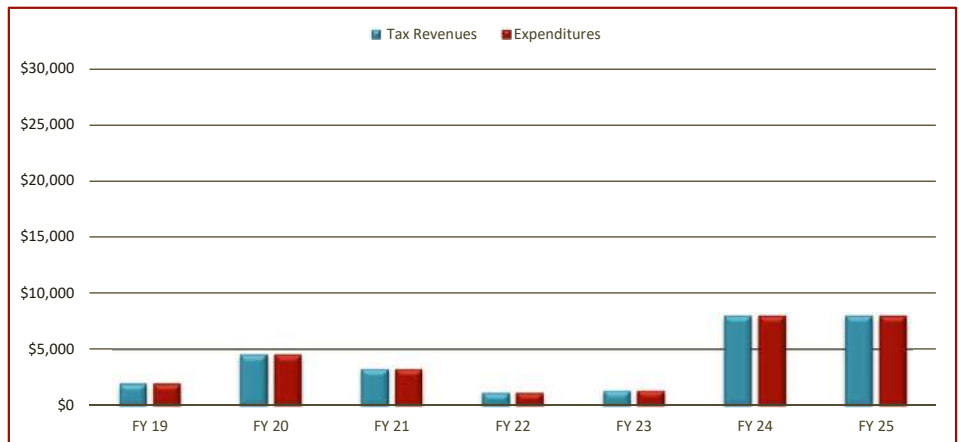
	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
	1,986	4,558	3,274	1,181	1,371	8,000	8,000
Total <b>EXPENDITURES:</b>	\$ 1,986	\$ 4,558	\$ 3,274	\$ 1,181	\$ 1,371	\$ 8,000	\$ 8,000

**Sustainability Ratio**

Local Property Taxes / Expenditures

Local Revenues (excluding Property Taxes)

0% 0% 100% 100% 100% 100% 100%





## **Internal Support Services**

Harris County Department of Education

Internal Support Divisions are collectively “The Team Behind the Scenes”. They keep the wheels of operation turning, from maintaining our benefits package and ensuring payment to vendors and employees through Human Resources and Business Support Services, to managing “The Voice of HCDE” through Communications and Client Engagement, to keeping the building humming along with Technology and Facility Support Services, internal support is the platform upon which Public Service and Grant Divisions are built.

Divisions for internal support are funded mostly by tax dollars, but also indirect cost allocation from grant funded activity, and (to a lesser extent) fees for service to outside clients. Other Business activities include state contribution for employee TRS Accounts, TEA Employee Health Insurance, and other supplemental employee compensation.

This section will highlight the Accountability Objectives for those divisions which it applies, then detail the historical trends for impact to the General Fund.

- Human Resources
- Business Support Services
  - Other Business Divisions (Dept. Wide/Retirement/TRS /TEA & ISF)
- Procurement Services
- Center for Grants Development
- Research & Evaluation
- Communication & Public Information
- Marketing & Client Engagement
- Technology Support Services
- Facility Support Services & Maintenance
- Construction Services



## Human Resources

Harris County Department of Education

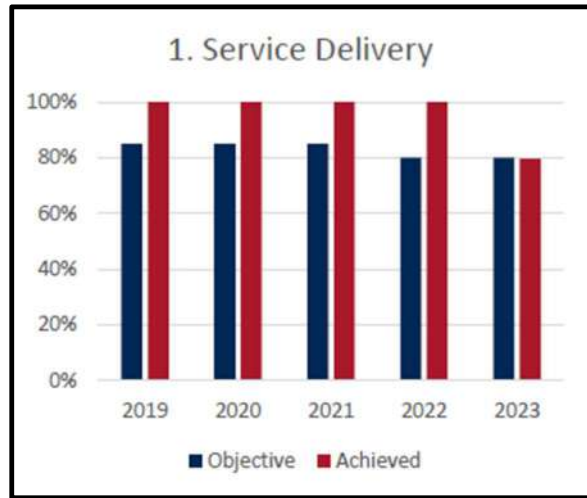
The Human Resources Division (HR) is responsible for the design of formal systems to ensure the effective and efficient use of human talents to accomplish the goals of the Harris County Department of Education. To assist the department in meeting its goals, HR is composed of several groups of interlinked activities:

- Employment and Recruiting
- Training and Development
- Compensation Administration
- Benefits Administration
- Employee Relations
- Employee Services
- Personnel Records Management

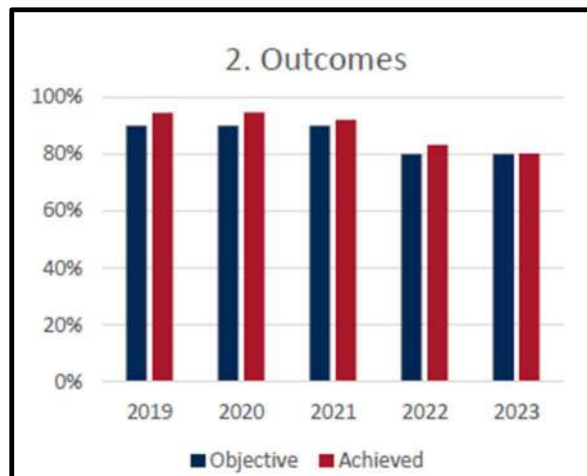
### ACCOUNTABILITY OBJECTIVES

1. **Service Delivery Objective:** 80% of all new HCDE employees will receive New Employee Orientation and Benefits Orientation via an online learning management system.
2. **Outcomes Objective:** 80% of all new HCDE employees will complete all new hire documents and the benefits enrollment process via an online platform.
3. **Financial Effectiveness:** Human Resources' expenditures for operations will not exceed the approved budget.

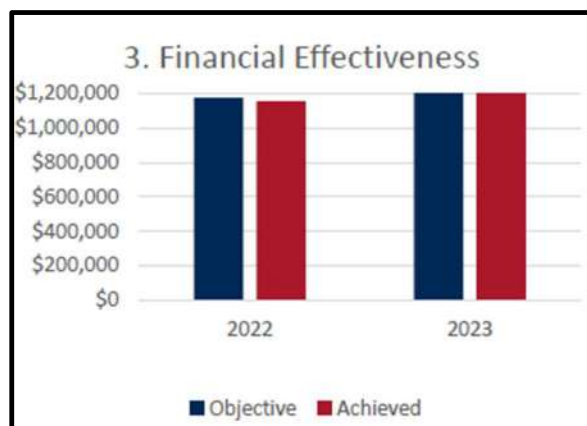
## HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2018-2019	100%
2019-2020	100%
2020-2021	100%
2021-2022	100%
2022-2023	80%
Human Resources has consistently achieved their Service Delivery objective.	



FISCAL YEAR	RESULT
2018-2019	95%
2019-2020	95%
2020-2021	92%
2021-2022	82%
2022-2023	80%
Human Resources has consistently achieved their Outcomes objective.	



FISCAL YEAR	RESULT
2021-2022	Under
2022-2023	Under
HR has remained under their approved budget the last 2 recorded years	



# HARRIS COUNTY DEPARTMENT OF EDUCATION

## Budget Trend Analysis for Fiscal Year 2024-2025

### Human Resources

#### REVENUES

##### REVENUES - Local, State, and Federal

5740 - Local Revenue-Other

5890 - State Revenue-Shared Services

5990 - Fed Rev - Indirect Costs

##### REVENUES - Tax Revenues

5710 - Local Property Taxes

Total REVENUES:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
244,632	264,943	290,669	323,210	377,594	250,874	412,272
244,632	264,943	290,669	323,210	377,594	250,874	412,272
753,546	779,340	798,044	851,797	965,227	1,174,167	1,047,195
998,178	1,044,283	1,088,713	1,175,007	1,342,821	1,425,041	1,459,467

#### EXPENDITURES

##### EXPENDITURES before Facilities

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

##### EXPENDITURES - Facilities

6487 - Facilities Support Charges

Total EXPENDITURES:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
799,866	824,394	861,568	901,318	1,046,750	1,114,125	1,134,475
38,234	86,539	109,832	64,764	64,483	63,900	58,900
48,785	49,359	52,692	73,935	81,056	99,750	99,750
59,219	61,583	43,044	113,547	127,891	125,850	145,952
946,104	1,021,874	1,067,136	1,153,564	1,320,180	1,403,625	1,439,077
52,074	22,409	21,577	21,442	22,641	21,416	20,390
\$ 998,178	\$ 1,044,283	\$ 1,088,713	\$ 1,175,007	\$ 1,342,821	\$ 1,425,041	\$ 1,459,467

#### Sustainability Ratio

Local Property Taxes / Expenditures

75%

75%

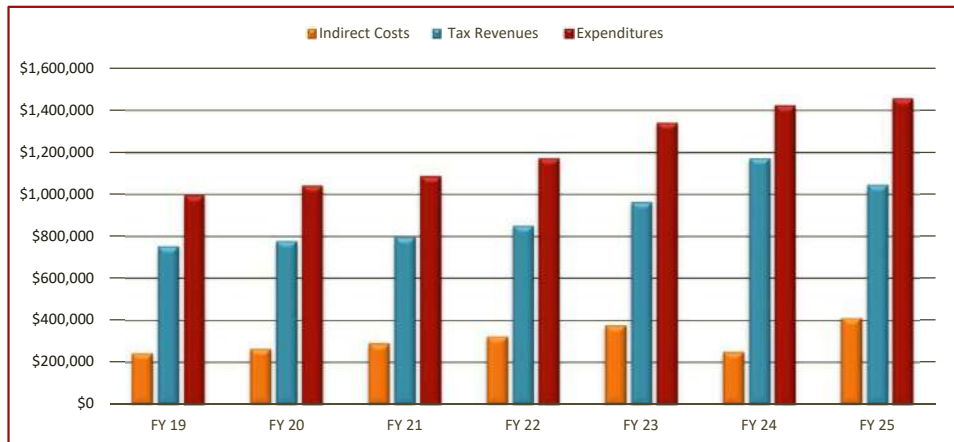
73%

72%

72%

82%

72%





## Business Support Services

Harris County Department of Education

The Business Services division provides financial support services to all divisions within HCDE. Activities include, but are not limited to: processing contracts, budgeting, financial reporting, grant accounting, payroll services (processing paychecks, direct deposits, payroll benefits, and payroll withholding), paying bills (accounts payable), depositing funds (accounts receivable), and finance training.

Business Services accounting policies, which form the basis of record-keeping and reporting functions, conform to general accounting principles applicable to federal, state, and local governmental units. The division produces the Comprehensive Annual Financial Report, which is audited by an independent accounting firm, and the Popular Annual Financial Report for the general public.

The mission of the Business Services division is to support the programs and operations of divisions of HCDE by providing timely and accurate reporting for decision-makers and other interested parties.

### ACCOUNTABILITY OBJECTIVES:

#### 1. **Service Delivery**

- a. Deliver finance training and provide a monthly calendar.
- b. Update finance software operating procedures so that it is functioning in an optimum manner and implement upgrades and post timely financial information
- c. To prepare for the independent audit.
- d. Update the portal and the transparency page info on an ongoing basis.
- e. Assist school districts through the School Finance Council and be a leader in the school district by providing training.

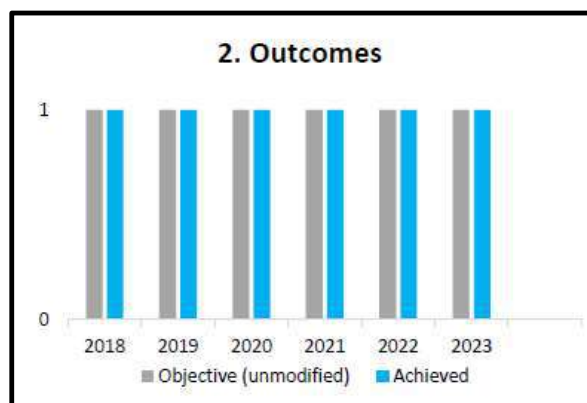
2. **Outcomes:** The FY 2022-2023 annual financial audit will have received an “unmodified” opinion from the independent auditors, with no findings.

3. **Financial Effectiveness:** The Business Office operation costs will range between 3% to 5% of the Department’s total General Fund Expenditures.

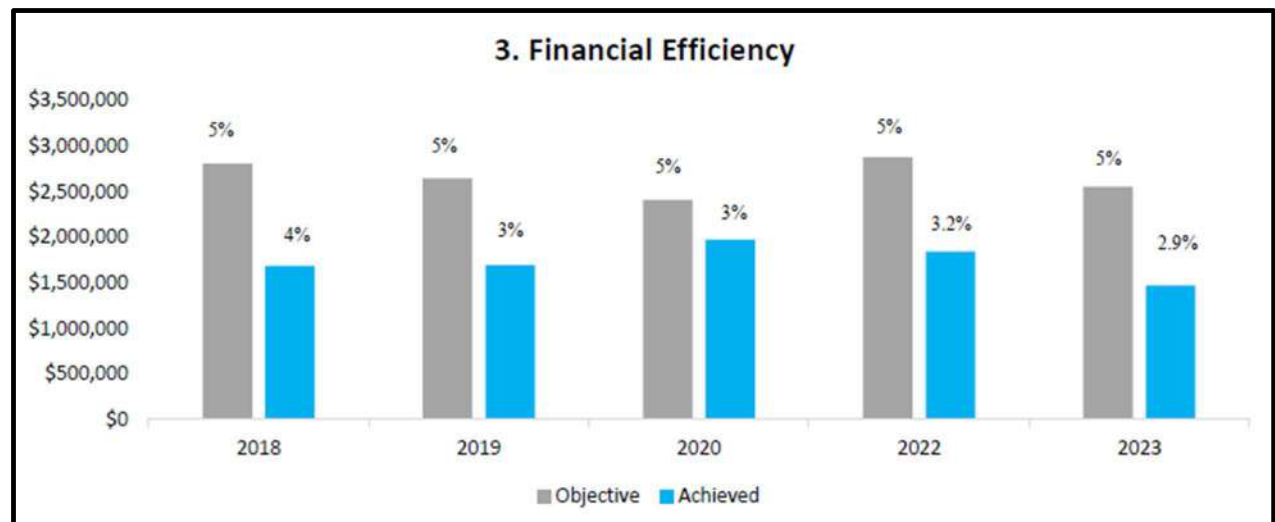
## HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2018-2019	4/4 Met
2019-2020	4/4 Met
2020-2021	4/4 Met
2021-2022	4/4 Met
2022-2023	4/4 Met
Business Services has consistently achieved their Service Delivery objective.	



FISCAL YEAR	RESULT
2018-2019	Met
2019-2020	Met
2020-2021	Met
2021-2022	Met
2022-2023	Met
Business Services has consistently achieved their Outcomes objective.	



Business Services has consistently met their Objective in Financial Efficiency. Expenditures below 3% are indicative of short staffing levels, corrected within fiscal year 2024.

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Business Support Services**

**REVENUES**

**REVENUES - Local, State, and Federal**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
5720 - Local Rev-Schl Districts	\$ 54,525	\$ 1,628	\$ 54,068	\$ 245,754	167,483	333,592	152,000
5730 - Local Rev-Other Entities	4,052	340	-	-	-	-	-
5740 - Local Revenue-Other	20	2,622	1,030	-	-	-	-
5890 - State Rev - Shared Services	-	-	-	-	-	-	-
5990 - Fed Rev - Indirect Costs	365,758	444,132	444,132	528,045	685,526	393,125	686,071
	424,355	448,722	499,231	773,799	853,009	726,717	838,071

**REVENUES - Tax Revenues**

5710 - Local Property Taxes	1,287,220	1,284,514	1,189,810	1,198,598	981,349	1,683,510	1,590,662
<b>Total REVENUES:</b>	<b>1,711,575</b>	<b>1,733,236</b>	<b>1,689,041</b>	<b>1,972,397</b>	<b>1,834,358</b>	<b>2,410,227</b>	<b>2,428,733</b>

**EXPENDITURES**

**EXPENDITURES before Facilities**

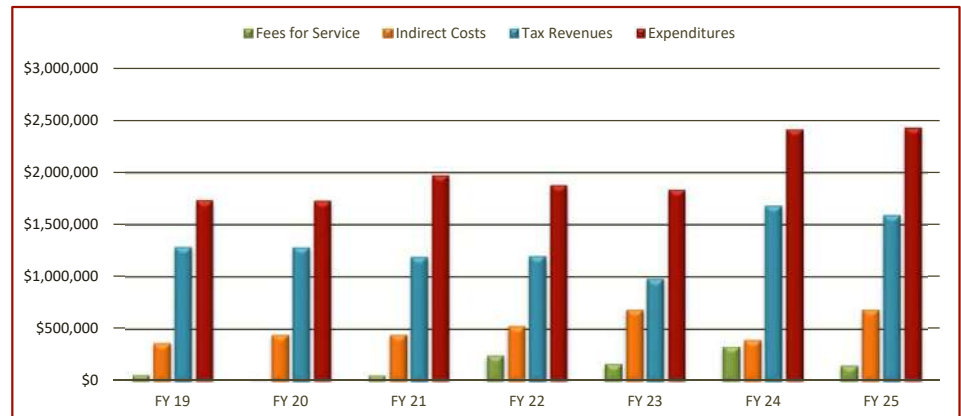
	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
6100 - Payroll Expenditures	1,224,714	1,191,499	1,361,694	1,326,837	1,371,940	1,678,262	1,935,634
6200 - Contracted Services	325,695	395,502	461,478	392,100	294,756	551,444	354,200
6300 - Supplies & Materials	46,149	45,185	64,147	47,691	56,372	35,571	54,250
6400 - Other Operating Costs	64,712	59,918	52,100	72,251	70,670	108,237	51,167
6600 - Capital Assets	-	-	-	-	-	-	-
	1,661,270	1,692,104	1,939,419	1,838,879	1,793,738	2,373,514	2,395,251

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges	71,966	34,249	32,978	38,470	40,620	38,423	33,482
<b>Total EXPENDITURES:</b>	<b>\$ 1,733,236</b>	<b>\$ 1,726,353</b>	<b>\$ 1,972,397</b>	<b>\$ 1,877,349</b>	<b>\$ 1,834,358</b>	<b>\$ 2,411,937</b>	<b>\$ 2,428,733</b>

**Sustainability Ratio**

Local Property Taxes / Expenditures	74%	74%	60%	64%	53%	70%	65%
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## **Other Business Divisions**

Harris County Department of Education

Occasionally a division is established to isolate expenditures which impact The Department as a whole. These divisions with no personnel are overseen by the Superintendent of Business Services.

- Department Wide
- Retirement Leave Benefits Fund
- State TRS On Behalf Payments
- State TEA Employee Portion Health Insurance
- State TEA Supplemental Compensation
- Internal Service Fund: Workers Compensation

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Department Wide**

**REVENUES**

**REVENUES - Local, State, and Federal**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
5610 - Other Sources	\$ 2,588,083	\$ 2,803,104	\$ 5,631,675	\$ 2,990,423	\$ 4,294,308	\$ 8,859,669	\$ 5,183,961
5730 - Local Rev-Other Entities	-	2,810	9,297	-	-	-	-
5740 - Local Revenue-Other	159,188	595,642	788,005	408,144	2,010,870	1,000,000	1,184,370
5790 - Local Grants - Indirect Costs	-	945	-	-	2,927	1,827	-
5930 - Other Federal Source	-	-	-	-	142,889	71,000	-
5990 - Fed Rev - Indirect Costs	-	-	101,989	139,883	-	-	-
	2,747,271	3,402,501	6,530,965	3,538,450	6,450,994	9,932,496	6,368,331

**REVENUES - Tax Revenues**

5710 - Local Property Taxes	6,692,639	6,910,967	6,385,994	5,839,207	5,587,585	1,944,175	6,601,254
<b>Total REVENUES:</b>	<b>9,439,910</b>	<b>10,313,468</b>	<b>12,916,959</b>	<b>9,377,657</b>	<b>12,038,578</b>	<b>11,876,671</b>	<b>12,969,585</b>

**EXPENDITURES**

**EXPENDITURES before Facilities**

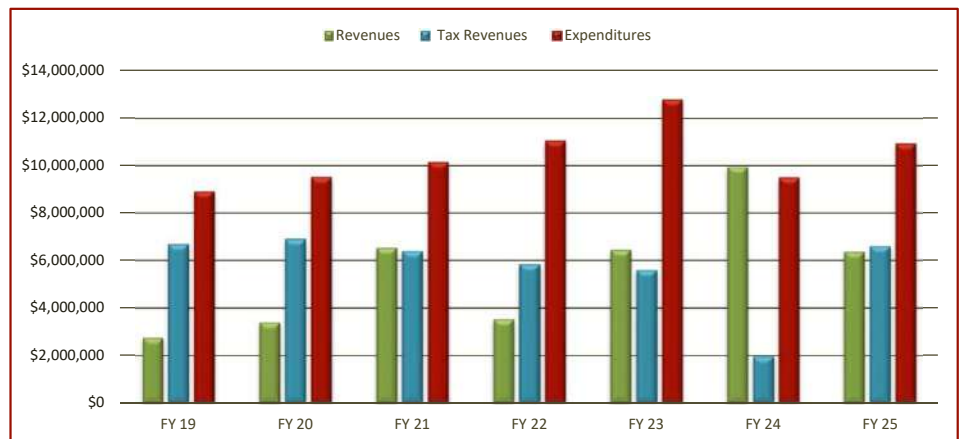
6100 - Payroll Expenditures	-	-	-	-	-	(1,112,797)	(19,485)
6200 - Contracted Services	725,605	886,289	959,788	2,009,716	1,295,307	1,765,677	2,119,594
6300 - Supplies & Materials	(32,018)	36,814	143,573	87,761	135,326	104,834	734,677
6400 - Other Operating Costs	80,196	105,427	129,095	176,911	524,625	1,180,650	448,238
6600 - Capital Assets	-	11,709	-	-	-	-	-
8900 - Other Uses	5,770,378	5,829,097	6,272,885	5,797,906	7,446,979	4,643,774	4,669,256
	6,544,161	6,869,336	7,505,341	8,072,295	9,402,237	6,582,138	7,952,280

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges	2,354,102	2,647,639	2,643,572	2,984,762	3,387,643	2,914,622	2,975,519
<b>Total EXPENDITURES:</b>	<b>\$ 8,898,263</b>	<b>\$ 9,516,975</b>	<b>\$ 10,148,913</b>	<b>\$ 11,057,058</b>	<b>\$ 12,789,880</b>	<b>\$ 9,496,760</b>	<b>\$ 10,927,799</b>

**Sustainability Ratio**

Local Property Taxes / Expenditures	75%	73%	63%	53%	44%	20%	60%
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**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

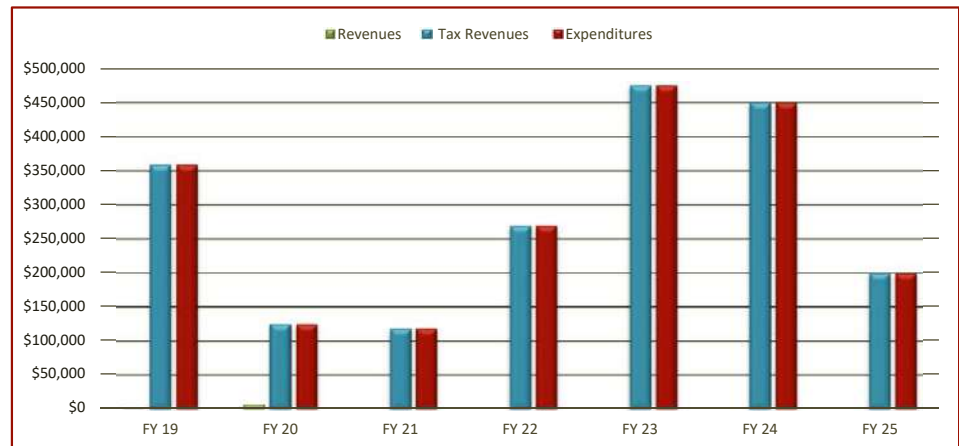
**Retirement Leave Benefits Fund**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State, and Federal</b>							
5610 - Other Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5740 - Local Revenue-Other	554	7,344	-	-	-	-	-
	554	7,344	-	-	-	-	-
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	358,410	117,488	118,233	269,275	475,565	450,000	200,000
Total <b>REVENUES:</b>	358,964	124,832	118,233	269,275	475,565	450,000	200,000

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	358,964	124,832	118,233	269,275	475,565	450,000	200,000
Total <b>EXPENDITURES:</b>	\$ 358,964	\$ 124,832	\$ 118,233	\$ 269,275	\$ 475,565	\$ 450,000	\$ 200,000

**Sustainability Ratio**

Local Property Taxes / Expenditures	100%	94%	100%	100%	100%	100%	100%
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**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

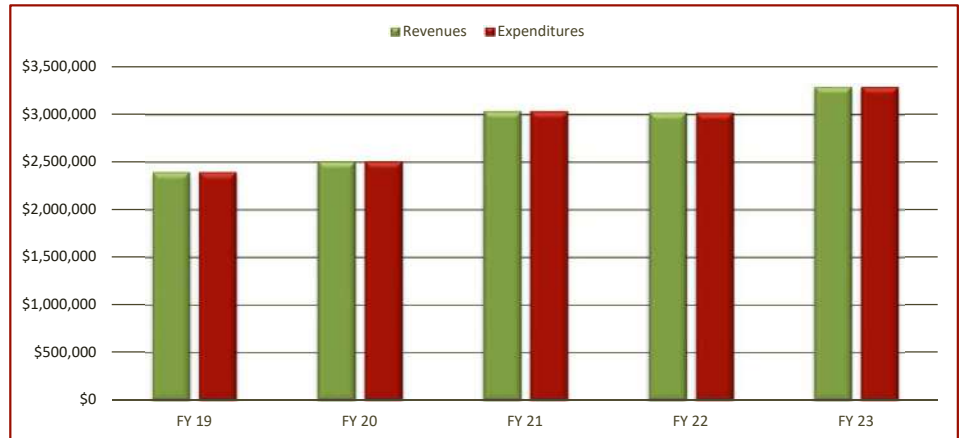
**State TRS On Behalf Payments**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
REVENUES - Local, State, and Federal							
5830 - Revenue-Other TX Agencies	\$ 2,396,189	\$ 2,508,669	\$ 3,036,198	\$ 3,019,944	\$ 3,295,407	\$ 3,300,000	\$ 3,400,000
Total <b>REVENUES</b> :	2,396,189	2,508,669	3,036,198	3,019,944	3,295,407	3,300,000	3,400,000

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	2,396,189	2,508,669	3,036,198	3,019,944	3,295,407	3,300,000	3,400,000
Total <b>EXPENDITURES</b> :	\$ 2,396,189	\$ 2,508,669	\$ 3,036,198	\$ 3,019,944	\$ 3,295,407	\$ 3,300,000	\$ 3,400,000

**Sustainability Ratio**

Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%
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**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**State TEA Employee Portion Health Insurance**

**REVENUES**

**REVENUES - Local, State, and Federal**

5830 - Revenue-Other TX Agencies

Total **REVENUES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ 530,900	\$ 367,573	\$ 354,966	\$ 354,966	\$ 354,966	\$ 248,000	345,050
530,900	367,573	354,966	354,966	354,966	248,000	345,050

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures

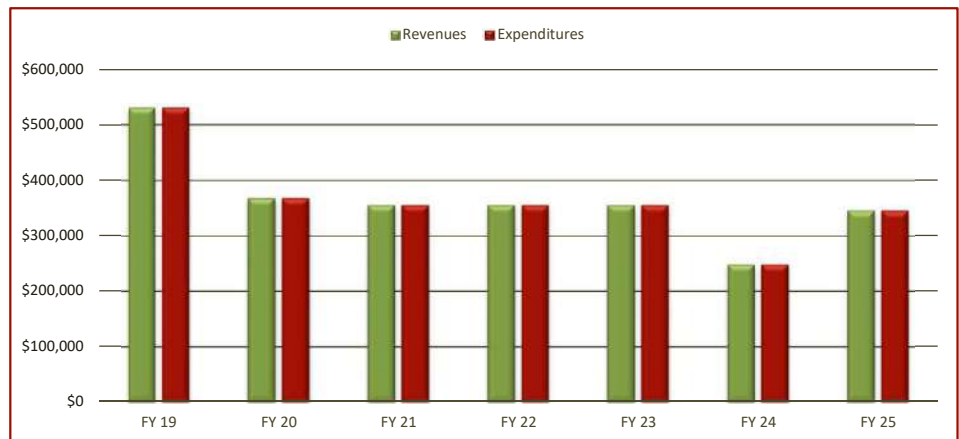
Total **EXPENDITURES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
530,900	367,573	354,966	354,966	354,966	248,000	345,050
\$ 530,900	\$ 367,573	\$ 354,966	\$ 354,966	\$ 354,966	\$ 248,000	\$ 345,050

**Sustainability Ratio**

Local Property Taxes / Expenditures

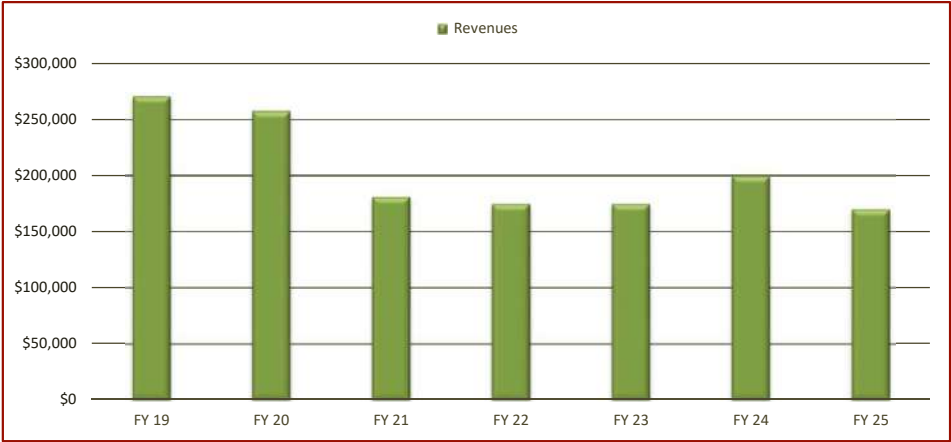
100% 100% 100% 100% 0% 0% 0%



HARRIS COUNTY DEPARTMENT OF EDUCATION  
Budget Trend Analysis for Fiscal Year 2024-2025

State TEA Supplemental Compensation

		2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
		Actual	Actual	Actual	Actual	Actual	Amended Budget	Adopted Budget
REVENUES								
REVENUES - Local, State, and Federal								
REVENUES - Tax Revenues								
5810 - State Revenues		\$ 270,803	\$ 257,561	\$ 181,043	\$ 174,834	\$ 174,834	\$ 200,000	169,950
Total REVENUES:		\$ 270,803	\$ 257,561	\$ 181,043	\$ 174,834	\$ 174,834	\$ 200,000	\$ 169,950



**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**ISF - Workers Compensation**

**REVENUES**

**REVENUES - Local, State and Federal**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
5740 - Local Revenue - Other	\$ 412	\$ -	\$ 36,912	\$ 1,035	\$ -	\$ -	45,000
5759 - Local Revenue - Workers	312,682	252,081	248,628	349,991	391,972	470,000	430,000
Total <b>REVENUES</b> :	313,094	252,081	285,540	351,027	391,972	470,000	475,000

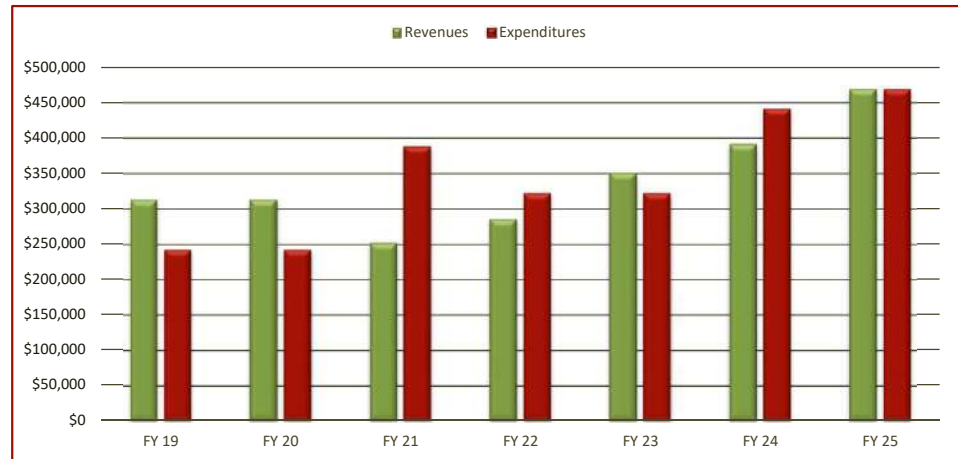
**EXPENDITURES**

**EXPENDITURES before Facilities**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
6200 - Contracted Services	-	-	-	-	-	-	-
6400 - Other Operating Costs	242,666	388,885	322,522	322,522	442,233	470,000	475,000
Total <b>EXPENDITURES</b> :	\$ 242,666	\$ 388,885	\$ 322,522	\$ 322,522	\$ 442,233	\$ 470,000	\$ 475,000

**Sustainability Ratio**

Local Property Taxes / Expenditures	0%	65%	89%	109%	89%	100%	100%
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## Procurement Services

Harris County Department of Education

Procurement is responsible for all purchasing-related activities for HCDE in accordance with the authority delegated by the Superintendent, the Board of Trustees, and all federal and state laws. The function of Internal Purchasing is to procure goods and services that will support the various divisions of HCDE. The procurement of these goods and services ensures that HCDE is spending tax dollars in a cost-effective manner. Some of the functions Internal Purchasing performs are issuing bids/proposals and purchase orders; assisting in the development of specifications and scope of services; and assisting in the resolution of problems between HCDE and vendors. Internal Purchasing serves all HCDE divisions

### ACCOUNTABILITY OBJECTIVES:

1. **Service Delivery Objective:** Internal Purchasing will provide purchasing training for 20 HCDE staff during the year.
2. **Outcomes Objective:** 85% of informal purchase requisitions will be processed within a two-day time-period after “final approval”.
3. **Financial Efficiency.** Internal Purchasing Division support expenditures for operations will not exceed approved budget

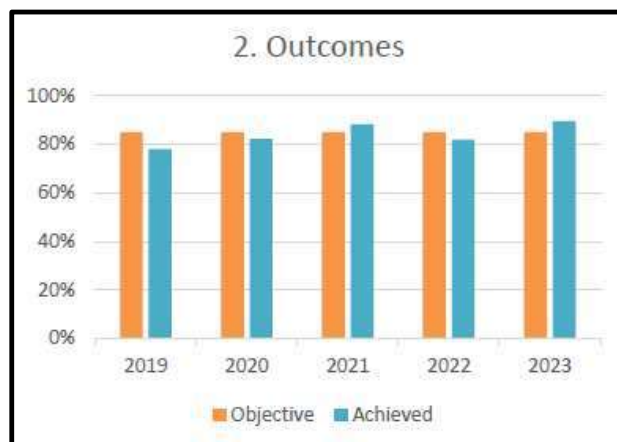


## HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2018-2019	42
2019-2020	25
2020-2021	30
2021-2022	68
2022-2023	114

Procurement has consistently achieved their Service Delivery objective.



FISCAL YEAR	RESULT
2018-2019	79%
2019-2020	82%
2020-2021	88%
2021-2022	82%
2022-2023	90%

The Outcomes Objective (speed of processing requisitions) has the primary focus for improvement within Procurement services. Maintaining this objective is a future imperative.



FISCAL YEAR	RESULT
2017-2018	92%
2018-2019	88%
2019-2020	96%
2020-2021	97%
2021-2022	100%
2022-2023	100%

Procurement has consistently achieved their Financial Objective.

# HARRIS COUNTY DEPARTMENT OF EDUCATION

## Budget Trend Analysis for Fiscal Year 2024-2025

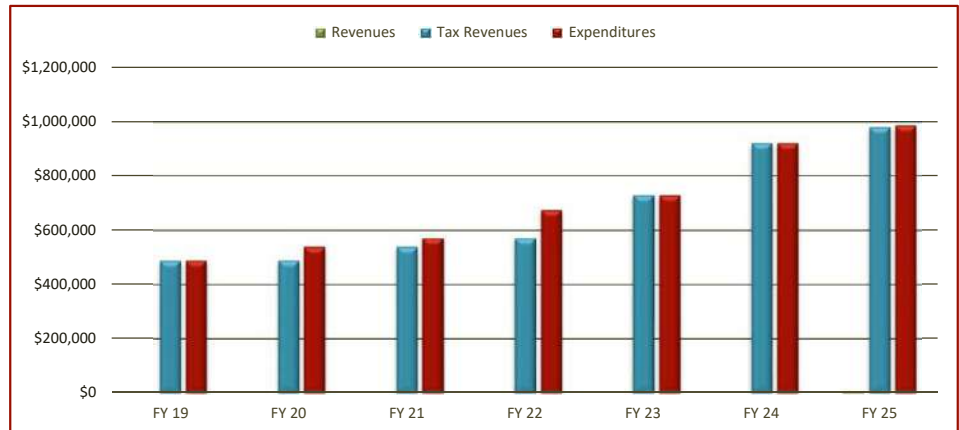
### Procurement Services

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State and Federal</b>							
5740 - Local Revenue-Other							6,500
	-	-	-	-	-	-	6,500
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	487,590	488,358	538,984	569,876	728,248	921,709	980,345
Total <b>REVENUES:</b>	487,590	488,358	538,984	569,876	728,248	921,709	980,345

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	433,340	461,324	511,755	590,299	635,870	727,066	812,158
6200 - Contracted Services	5,122	19,571	18,657	26,738	22,394	61,701	64,300
6300 - Supplies & Materials	19,832	19,569	11,957	11,003	10,092	46,200	24,700
6400 - Other Operating Costs	22,265	26,397	15,834	22,128	33,839	62,099	64,108
	480,559	526,861	558,203	650,168	702,196	897,066	965,266
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	7,799	12,123	11,673	24,673	26,052	24,643	21,579
Total <b>EXPENDITURES:</b>	\$ 488,358	\$ 538,984	\$ 569,876	\$ 674,841	\$ 728,248	\$ 921,709	\$ 986,845

#### Sustainability Ratio

Local Property Taxes / Expenditures	100%	91%	95%	84%	100%	100%	99%
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## Center for Grants Development

Harris County Department of Education

The mission of the Center for Grants Development, the grant resource, is to acquire public and private resources through collaborations with HCDE divisions, local educational agencies and community entities to create, support and/or expand programs that enhance all learners' lives. The division's purpose is to effectively and efficiently use public resources through designing, directing and implementing diversified funding strategies to support HCDE programs, 25 Harris County districts and 35+ charters.

CGD supports HCDE personnel and area school districts in their efforts to locate and obtain funds which create new programs, enhance current programs, and/or meet expanding needs. CGD focuses on federal, state, and local grants. Projects of particular interest are those that build upon collaborations within Harris and surrounding counties. CGD provides technical support in the areas of: 1) public and private funding research; 2) proposal overviews and outlines; 3) proposal coordination, compilation and submission; 4) proposal review and comments; 5) solicitation of foundation and corporate sponsors; and 6) preparation of government grant proposals.

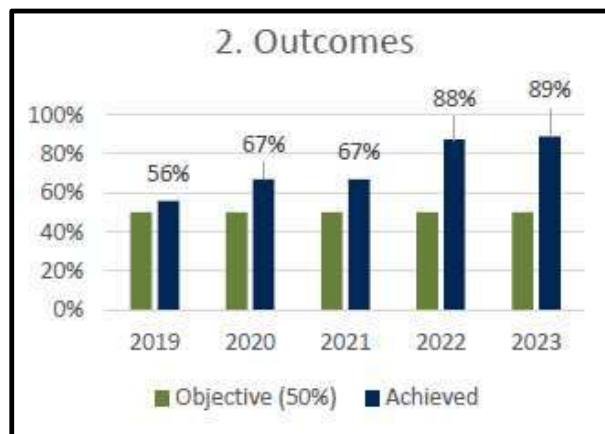
### ACCOUNTABILITY OBJECTIVES

1. **Service Delivery Objective:** Facilitate grant assistance and related projects for 75% of CGD-Identified service divisions.
2. **Outcomes Objective:** Fifty percent (50%) of CGD-identified divisions will receive funding because of work facilitated by the Center for Grants Development (CGD).
3. **Financial Effectiveness:** Center for Grants Development (CGD) will generate \$40.00 for every dollar of HCDE financial support.

## HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2018-2019	78%
2019-2020	89%
2020-2021	89%
2021-2022	88%
2022-2023	89%
Grants Development has consistently achieved their Service Delivery objective.	



FISCAL YEAR	RESULT
2018-2019	56%
2019-2020	67%
2020-2021	67%
2021-2022	88%
2022-2023	89%
Grants Development has consistently achieved their Outcomes objective	



FISCAL YEAR	RESULT
2018-2019	\$34
2019-2020	\$33
2020-2021	\$48
2021-2022	\$44
2022-2023	\$40
Grants Development has achieved their Financial Objective in recent years, and it is a focus to maintain moving forward.	

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

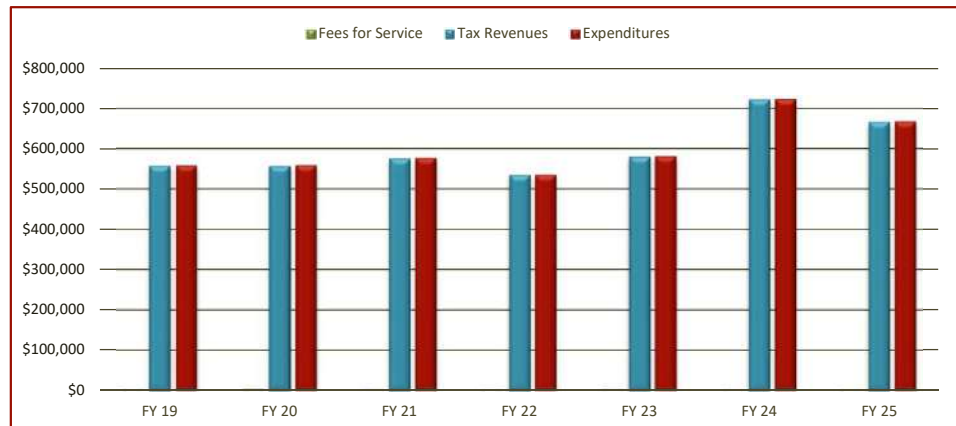
Center for Grant Development

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State, and Federal</b>							
5720 - Local Rev-Other Entities	\$ 865	\$ 2,495	\$ 1,515	\$ 120	\$ 1,305	\$ 900	\$ 1,000
	865	2,495	1,515	120	1,305	900	1,000
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	557,303	556,210	575,638	535,106	579,996	722,372	666,509
Total <b>REVENUES:</b>	558,168	558,705	577,153	535,226	581,301	723,272	667,509

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	503,170	511,571	538,614	500,076	543,167	669,620	613,643
6200 - Contracted Services	2,430	2,475	2,679	4,092	6,617	10,617	11,200
6300 - Supplies & Materials	15,406	22,033	17,849	11,351	14,000	19,675	16,875
6400 - Other Operating Costs	9,667	11,548	7,344	8,218	5,386	11,885	14,160
	530,673	547,626	566,486	523,737	569,170	711,797	655,878
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	27,495	11,079	10,667	11,489	12,131	11,475	11,631
Total <b>EXPENDITURES:</b>	\$ 558,168	\$ 558,705	\$ 577,153	\$ 535,226	\$ 581,301	\$ 723,272	\$ 667,509

**Sustainability Ratio**

Local Property Taxes / Total Expenditures	100%	100%	100%	100%	100%	100%	100%
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## Research & Evaluation Institute

Harris County Department of Education

mission of the Research and Evaluation Institute (REI), experts in educational and social science research, is to strengthen effective educational services provided to all learners through the use of customized evaluation and research designs, quality data collection and analytical methods, and objective interpretation, as supported by collaborative and ethical standards of practice.

The Research and Evaluation Institute (REI) serves all divisions and programs in the Harris County Department of Education (HCDE) and the external educational community (county school districts, charter schools, and other non-profit organizations) by providing needs assessments, educational and social science research, and process and outcome program evaluations. One of REI's primary responsibilities is to coordinate the HCDE wide Accountability System for continuous quality improvement. These efforts help to make HCDE programs more efficacious, cost-effective and tailored to the educational needs of learners in Harris County. In addition, the Research and Evaluation Institute coordinates the registered HCDE Institutional Review Board for the protection of human subjects and collaborates with local colleges and universities for research and internship/fellowship opportunities.

### ACCOUNTABILITY OBJECTIVES:

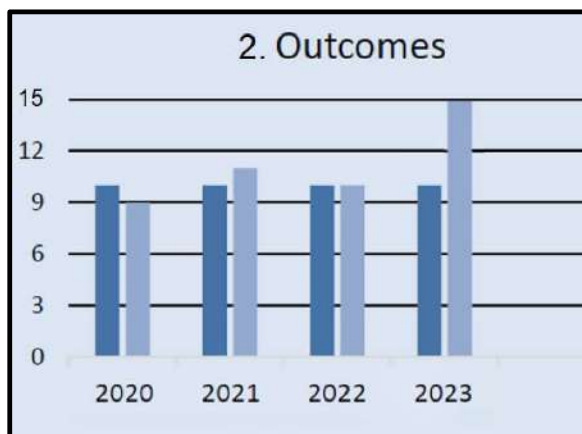
1. **Service Delivery:** REI will provide 80% of one-pager reports to Divisions or the Organization 5-business days after data has been collected following a major event.
2. **Outcomes:** More than 10 of REI's deliverables will generate scholarly products and public dissemination of findings.
3. **Financial Effectiveness:** The average cost per deliverable will be less than 5% of the division's total expenditures.



## HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2018-2019	100%
2019-2020	100%
2020-2021	100%
2021-2022	100%
2022-2023	100%
REI has consistently achieved their Service Delivery objective	



FISCAL YEAR	RESULT
2019-2020	9
2020-2021	11
2021-2022	10
2022-2023	15
REI has made it a priority to excel at their Outcomes objective.	



FISCAL YEAR	RESULT
2019-2020	4.2%
2020-2021	1.9%
2021-2022	1.7%
2022-2023	1.7%
REI has consistently achieved their Financial Effectiveness objective	

# HARRIS COUNTY DEPARTMENT OF EDUCATION

## Budget Trend Analysis for Fiscal Year 2024-2025

### Research & Evaluation

#### REVENUES

##### REVENUES - Local, State, and Federal

5720 - Local Rev-Schl Districts

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ 80,786	\$ 91,499	\$ 149,500	\$ 79,500	\$ 104,500	\$ 79,500	\$ 79,500
80,786	91,499	149,500	79,500	104,500	79,500	79,500

##### REVENUES - Tax Revenues

5710 - Local Property Taxes

Total REVENUES:

479,371	514,230	433,476	463,103	446,503	522,715	626,494
560,157	605,729	582,976	542,603	551,003	602,215	705,994

#### EXPENDITURES

##### EXPENDITURES before Facilities

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
508,065	559,560	537,520	490,170	492,920	527,831	631,466
423	242	422	1,479	4,331	2,975	2,000
22,534	27,605	31,781	26,396	29,962	38,964	44,064
21,657	11,121	5,878	16,806	15,602	24,700	20,614
552,679	598,529	575,601	534,851	542,815	594,470	698,144

##### EXPENDITURES - Facilities

6487 - Facilities Support Charges

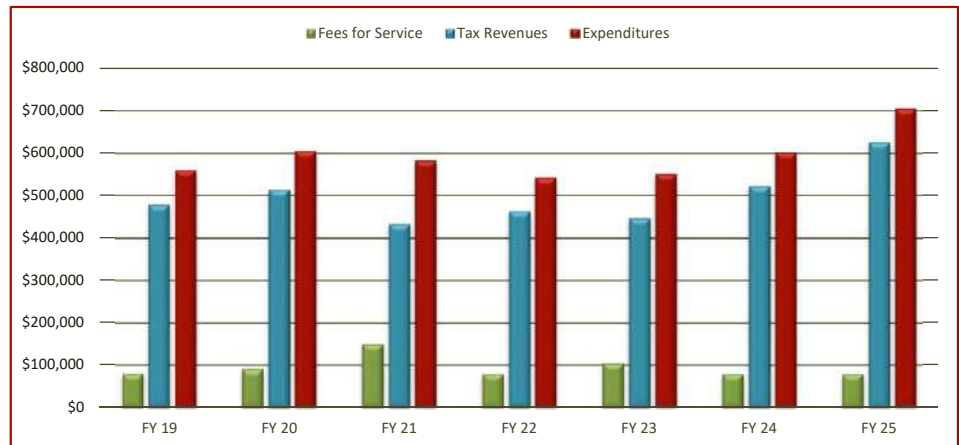
Total EXPENDITURES:

7,478	7,200	7,375	7,752	8,188	7,745	7,850
\$ 560,157	\$ 605,729	\$ 582,976	\$ 542,603	\$ 551,003	\$ 602,215	\$ 705,994

#### Performance Ratio

Total Local, Federal, and State Revenues / Total Expenditures

14% 15% 26% 15% 19% 13% 11%





## Communication & Public Information

Harris County Department of Education

The Communications and Creative Services division of Harris County Department of Education assists HCDE divisions with marketing and publicity of their programs and services. Communications also recognize divisions for their efforts and achievements through varied vehicles. The division further serves as the official communications center for the Department as a whole. The objectives continue to focus on the work that the division does to raise HCDE visibility in the community.

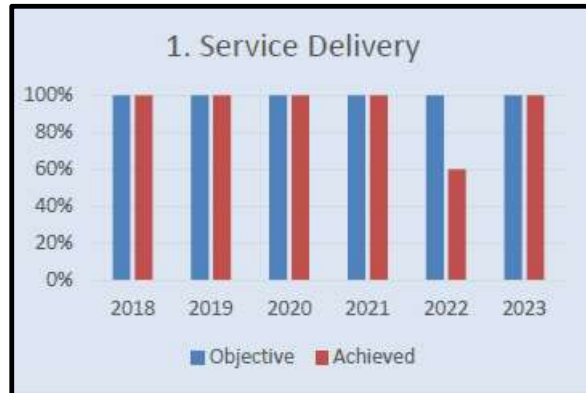
Communications and Creative Services staff manages:

- Media Services - full-service, in-house video production to create promotional content, staff development videos, public service announcements, informational/educational videos, and more
- Development and production of communication materials on behalf of HCDE and the Department's programs and services
- Communications campaigns that serve an audience that includes educators, parents, students, district staff, and community members
- Social media accounts (Twitter, Instagram, and Facebook)
- Websites: [www.hcde-texas.org](http://www.hcde-texas.org), The Hub (HCDE's employee portal), news blog, and HCDE's career site ([TeachHarrisCounty.org](http://TeachHarrisCounty.org))

### ACCOUNTABILITY OBJECTIVES

1. The Communications and Creative Services Division will produce communication collateral for the following audiences: The HCDE Board, The HCDE internal audience, the community-at-large, external constituents, and member school districts.
2. HCDE will increase in visibility by receiving at least 100 media 'hits' (instances of coverage) in either local or national media outlets as a result of Communication and Creative Services efforts.
3. Communications and Creative Services will serve each organizational lead (managers and higher) at a cost of not more than \$14,000 per each unit of service.

## HISTORICAL ACCOUNTABILITY RESULTS:



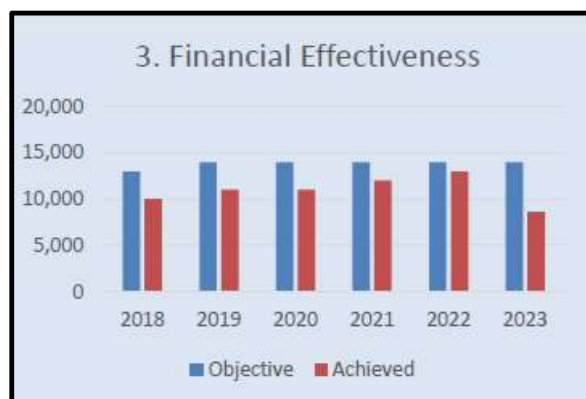
FISCAL YEAR	RESULT
2017-2018	100%
2018-2019	100%
2019-2020	100%
2020-2021	100%
2021-2022	50%
2022-2023	100%

Communications has a history of consistently achieving their Service Delivery objective, with FY 2022 the only anomaly. Future outlook expects more consistent achievement.



FISCAL YEAR	RESULT
2017-2018	150
2018-2019	200
2019-2020	150
2020-2021	300
2021-2022	150
2022-2023	105

Objective was reduced in 2023 from 150 “hits” to 100 due to impending management turnover. Future outlook expects improvement.



FISCAL YEAR	RESULT
2017-2018	10,000
2018-2019	11,000
2019-2020	11,000
2020-2021	12,500
2021-2022	13,000
2022-2023	8,600

Communications has consistently met their Financial Effectiveness objective.

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Communications**

**REVENUES**

**REVENUES - Tax Revenues**

5710 - Local Property Taxes

Total **REVENUES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
865,963	823,409	824,796	951,545	1,026,740	1,318,158	1,481,510
865,963	823,409	824,796	951,545	1,026,740	1,318,158	1,481,510

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges

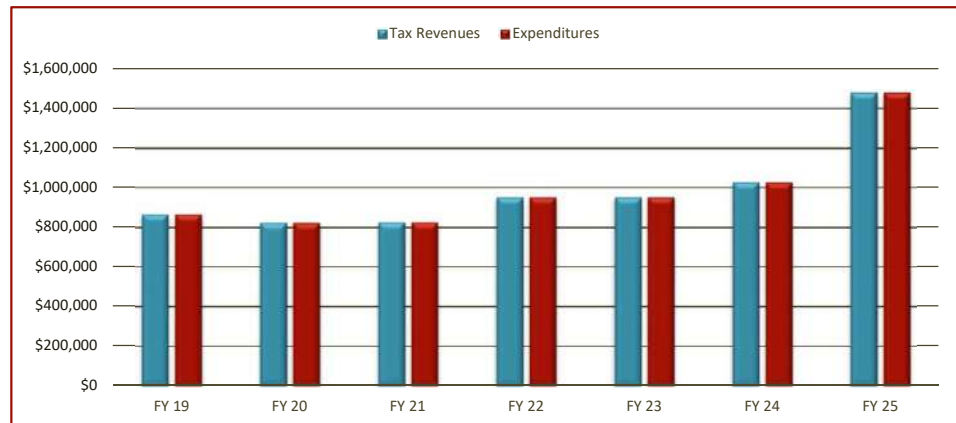
Total **EXPENDITURES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
598,375	622,412	704,642	850,016	919,015	1,098,413	1,262,007
62,038	77,344	33,819	7,262	6,310	54,676	90,616
58,499	66,052	41,879	44,057	36,946	91,832	64,432
24,142	38,631	26,190	30,540	43,697	53,590	43,156
846,258	804,439	806,530	931,874	1,005,969	1,298,511	1,460,211
19,705	18,970	18,266	19,671	20,771	19,647	21,299
\$ 865,963	\$ 823,409	\$ 824,796	\$ 951,545	\$ 1,026,740	\$ 1,318,158	\$ 1,481,510

**Sustainability Ratio**

Local Property Taxes / Expenditures

100% 100% 100% 100% 100% 100% 100%





## Marketing & Client Engagement

Harris County Department of Education

The Marketing and Client Engagement (MCE) division offers marketing support to any HCDE division requesting assistance. By branding each division with their own signature look in support of HCDE, They create marketing tools and provide guidance for timely organization and execution of meetings that effectively reach targeted audiences. They can work in collaboration with outside non-profit groups that want to partner with an HCDE division to present relative information to our area school districts and community. MCE also provides technology support to create a vehicle for each division to rollout their marketing needs.

Marketing and Client Engagement is the face of HCDE at a variety of conferences in support of public education and the ever-growing student population.

### Market Offerings:

Marketing and Client Engagement creates a varied offering of marketing collateral for any HCDE division on an as-needed basis. The depth of the team's knowledge allows provision of tangible products ranging from exhibit features with promotional items to enhanced powerpoint presentations and videos. The staff is available to make in-person presentations for HCDE to our community and around the state of Texas to help expand awareness of the benefits HCDE offers through all 25 divisions. Marketing and Client Engagement exhibits at 6 different conferences each year promoting the department.

### ACCOUNTABILITY OBJECTIVES

1. **Service Delivery:** Marketing & Client Engagement will develop or update a marketing strategy for the following revenue-generating divisions Choice Partners (CP) Cooperative, Records Management (RM), the Center for Safe and Secure Schools (CSSS), and the Center for Educator Success (CES). Strategies include advertising, e-mail marketing, web pages, social media, PowerPoint presentations, trade show exhibits at conferences, print/electronic marketing collateral, event timelines, webinars, podcasts and promotional items.
2. **Outcomes:** Marketing will increase the visibility of the following revenue-generating divisions: CP, RM, CSSS, and CES. Increased visibility will be measured by open rate for e-mail/content marketing; number of e-blasts sent, number of marketing campaigns/events, impressions/page views for website; social media analytics and distribution of publications and number of new members processed.
3. **Financial Effectiveness:** Client engagement expenditures for the fiscal year will not exceed the approved budget.



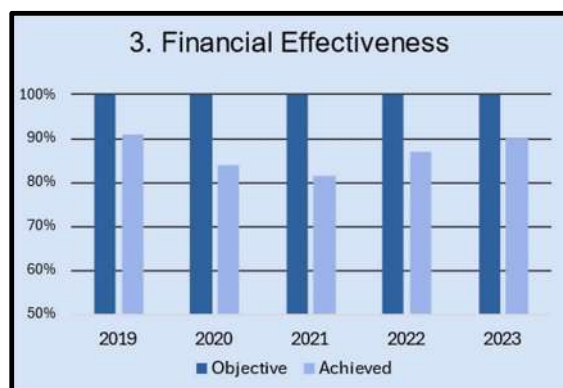
## HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2018-2019	5
2019-2020	5
2020-2021	3
2021-2022	5
2022-2023	5
MCE's Service objective focused on the needs of 4 divisions and they surpassed their objective by servicing 5 divisions during fiscal year 2023	



FISCAL YEAR	RESULT
2018-2019	4
2019-2020	4
2020-2021	4
2021-2022	5
2022-2023	4
MCE's Service objective focused on the needs of 4 divisions. The Objective was met during fiscal year 2023	



FISCAL YEAR	RESULT
2018-2019	91%
2019-2020	84%
2020-2021	81%
2021-2022	87%
2022-2023	90%
MCE maintains their expenditures between 80% & 100% of their annual approved budget.	

# HARRIS COUNTY DEPARTMENT OF EDUCATION

## Budget Trend Analysis for Fiscal Year 2024-2025

### Client Engagement

#### REVENUES

##### REVENUES - Tax Revenues

5710 - Local Property Taxes

Total REVENUES:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
485,496	635,549	428,762	557,476	642,192	750,064	790,403
485,496	635,549	428,762	557,476	642,192	750,064	790,403

#### EXPENDITURES

##### EXPENDITURES before Facilities

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
419,469	507,403	330,337	433,214	515,882	616,601	619,052
10,662	15,765	9,480	33,247	7,183	8,279	14,630
12,150	22,381	12,979	12,201	13,990	17,080	39,160
36,036	82,870	69,101	71,420	97,331	100,720	110,076
478,317	628,419	421,897	550,082	634,385	742,680	782,918

##### EXPENDITURES - Facilities

6487 - Facilities Support Charges

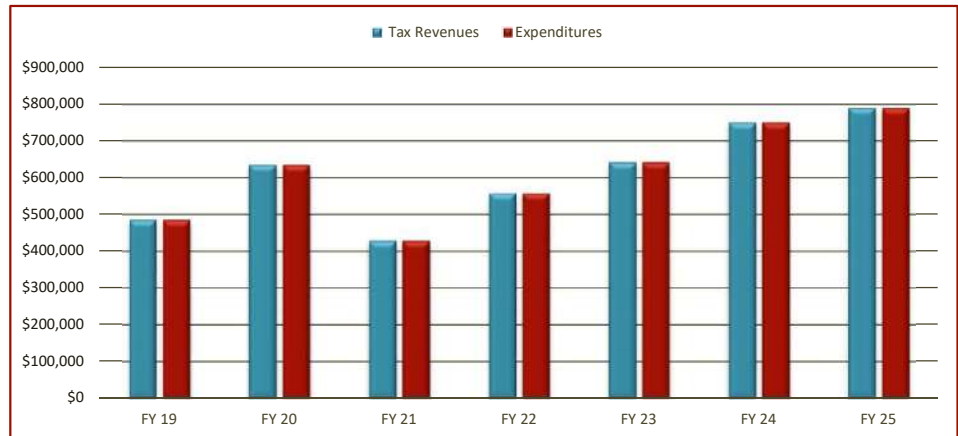
Total EXPENDITURES:

7,179	7,130	6,865	7,394	7,807	7,384	7,485
\$ 485,496	\$ 635,549	\$ 428,762	\$ 557,476	\$ 642,192	\$ 750,064	\$ 790,403

#### Sustainability Ratio

Local Property Taxes / Expenditures

100% 100% 100% 100% 100% 100% 100%





## Technology Support Services

Harris County Department of Education

Technology Support Services (IT) provides a broad range of technical services to HCDE in support of the educational services that HCDE provides to school districts, students, parents, and the community. The team consists of network analysts, systems engineers, storage specialists, application developers, systems analysts, and Service Desk technicians who provide technology planning, implementation, and support.

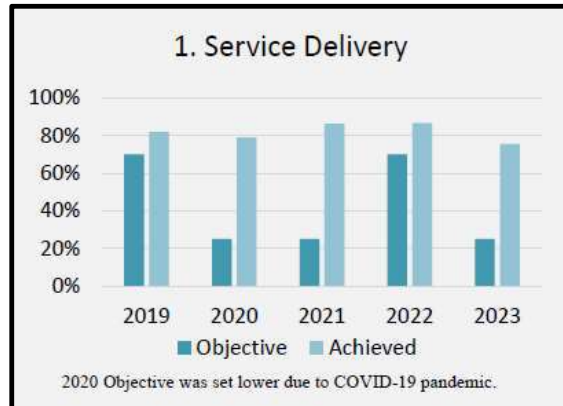
### SERVICES PROVIDED

- Help Desk Tech Support
- Event Support providing audio/visual and equipment support for events, meetings, and conferences
- Dedicated technology curriculum trainer providing application, Computer, and process training to employees
- Technology Quote Service providing HCDE employees the ability to make purchasing decisions via vendor quote service
- Support, provision, deploy, and remediate endpoint computers and devices
- Facilitate the movement of technology assets during physical moves

### ACCOUNTABILITY OBJECTIVES:

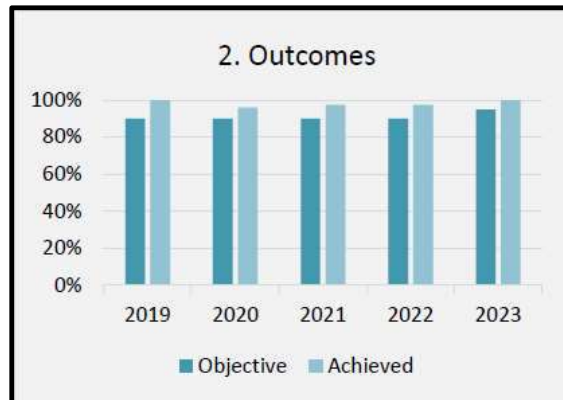
1. **Service Delivery:** 25% of Help Desk tickets will be resolved on first contact.
2. **Outcomes:** 95% of identified HCDE forms will allow data to be submitted online.
3. **Financial Effectiveness:** 5% of institutional revenues will be spent on central IT expenditures.

## HISTORICAL ACCOUNTABILITY RESULTS:



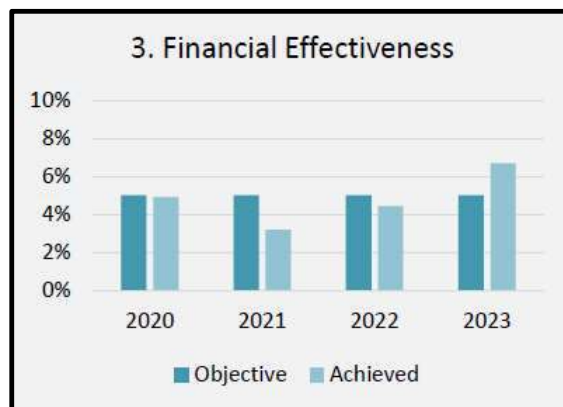
FISCAL YEAR	RESULT
2018-2019	81%
2019-2020	79%
2020-2021	87%
2021-2022	87%
2022-2023	75.5%

The objective was exceeded with 2,057 of 2,725 tickets, or 75.49% of tickets, resolved on first contact to help desk.



FISCAL YEAR	RESULT
2018-2019	100%
2019-2020	95%
2020-2021	97%
2021-2022	97%
2022-2023	100%

100% of all forms are believed to be form-fillable online



FISCAL YEAR	RESULT
2019-2020	4.9%
2020-2021	3%
2021-2022	4.6%
2022-2023	6.7%

Technology did not meet their goal, with 6.69% of institutional revenues being spent on Technology.

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Technology Support Services**

**REVENUES**

**REVENUES - Local, State, and Federal**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
5610 - Other Sources	\$ -	\$ -	\$ 1,200	\$ -	-	-	-
5720 - Local Rev-Schl Districts	17,400	9,850	17	-	-	-	-
5740 - Local Revenue-Other	40	-	-	-	-	-	-
5990 - Fed Rev - Indirect Costs	614,520	788,285	806,786	925,306	1,201,073	758,299	1,366,089
	631,960	798,135	808,003	925,306	1,201,073	758,299	1,366,089

**REVENUES - Tax Revenues**

5710 - Local Property Taxes	2,243,872	1,924,409	2,692,641	2,438,404	2,511,494	3,541,049	3,469,946
<b>Total REVENUES:</b>	<b>2,875,832</b>	<b>2,722,544</b>	<b>3,500,644</b>	<b>3,363,710</b>	<b>3,712,567</b>	<b>4,299,348</b>	<b>4,836,035</b>

**EXPENDITURES**

**EXPENDITURES before Facilities**

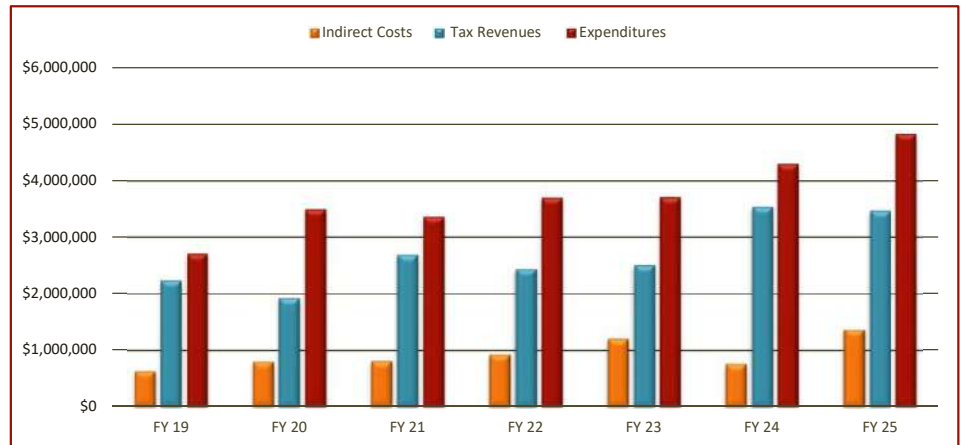
6100 - Payroll Expenditures	1,824,378	1,901,864	2,006,889	2,293,889	2,341,355	2,756,613	3,118,780
6200 - Contracted Services	392,098	503,669	432,406	371,608	263,388	211,978	397,809
6300 - Supplies & Materials	402,092	778,898	752,882	932,015	978,459	1,154,605	1,190,901
6400 - Other Operating Costs	37,758	101,650	81,307	56,665	46,781	125,187	53,015
6600 - Capital Assets	6,166	165,626	43,106	-	29,000	280	22,958
	2,662,492	3,451,706	3,316,590	3,654,177	3,658,982	4,248,663	4,783,463

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges	48,938	47,120	52,108	50,747	53,585	50,685	52,572
<b>Total EXPENDITURES:</b>	<b>\$ 2,711,430</b>	<b>\$ 3,498,826</b>	<b>\$ 3,368,698</b>	<b>\$ 3,704,924</b>	<b>\$ 3,712,567</b>	<b>\$ 4,299,348</b>	<b>\$ 4,836,035</b>

**Sustainability Ratio**

Local Property Taxes / Expenditures	83%	55%	80%	66%	68%	82%	72%
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## Facilities Support Services

Harris County Department of Education

Facilities Support Services covers two major subdivisions: Building Operations & Maintenance.

As part of its division, Building Operations Services strives to organize and accommodate requests for meeting rooms, mail services, and building reception and security. The aim is to provide staff with functional and attractive meeting spaces in a building that is friendly and secure. Responsibility areas include scheduling rooms, processing workshop registrations, room set-up, providing services during meetings, providing a comfortable and clean meeting space, mail delivery services, building security and telephone and building reception.

Meanwhile, Maintenance strives to ensure a condition of operating excellence so that full educational use of HCDE facilities may always be made. The aim is to provide students and staff with an environment that is safe, clean, and attractive as well as functional. Its responsibilities extend not only to those facilities owned by HCDE, but to rented facilities as well. Responsibility areas include repair and maintenance of all buildings and facilities, maintenance of vehicles, and coordination of pest control, dumpster pickups, maintenance vendors, the alarm system, vehicle tags and registrations.

### ACCOUNTABILITY OBJECTIVES:

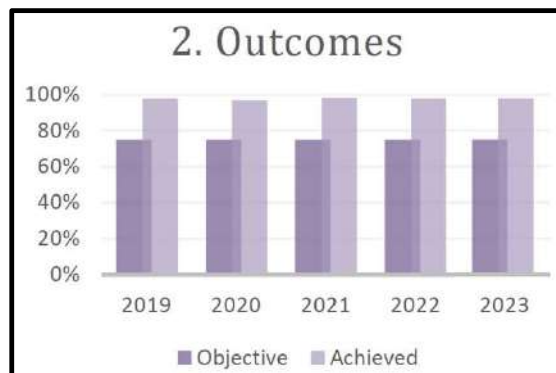
1. **Service Delivery Objective:** HCDE facilities will be maintained for both employees and visitors by providing timely repairs and replacements. Upon receipt, 90% of work orders will be initiated within the following timelines: Priority A: 24 hours; Priority B: 72 hours; Priority C: 184 hours.
2. **Outcomes Objective:** 75% of clients will report that their meeting experience was positive (safe & clean environment).
3. **Financial Effectiveness:** Facilities support expenditures for operations will not exceed the approved budget.



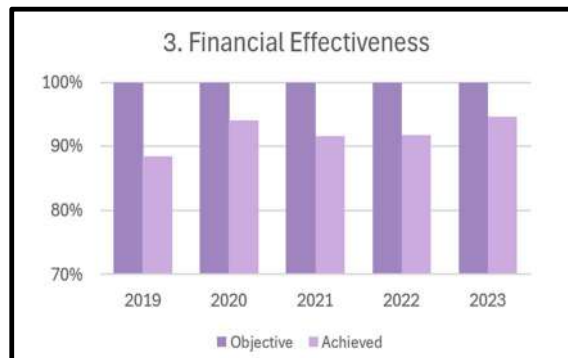
## HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2018-2019	99%
2019-2020	99%
2020-2021	100%
2021-2022	99.6%
2022-2023	99.7%
Facilities has consistently met their Service Delivery objective.	



FISCAL YEAR	RESULT
2018-2019	99%
2019-2020	98%
2020-2021	99%
2021-2022	99.5%
2022-2023	98%
Facilities met their objective 75% of meeting (training/workshop) attendees will indicate that the meeting room environment contributed to a positive experience at HCDE.	



FISCAL YEAR	RESULT
2018-2019	88%
2019-2020	94%
2020-2021	92%
2021-2022	92%
2022-2023	95%
Facilities achieved their goal and did not exceed the approved budget.	

# HARRIS COUNTY DEPARTMENT OF EDUCATION

## Budget Trend Analysis for Fiscal Year 2024-2025

### Facilities Support Services

#### REVENUES

##### REVENUES - Local, State, and Federal

5790 - Local Revenue

Total REVENUES:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
5,106,152	4,957,533	5,603,310	5,697,952	6,175,926	6,109,292	6,830,194
\$ 5,106,152	\$ 4,957,533	\$ 5,603,310	\$ 5,697,952	\$ 6,175,926	\$ 6,109,292	\$ 6,830,194

#### EXPENDITURES

##### EXPENDITURES before Facilities

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

6600 - Capital Assets

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
2,464,963	2,631,243	2,762,315	2,961,052	3,092,398	3,229,741	3,284,771
1,696,516	1,505,222	1,870,777	1,582,300	1,730,680	1,877,754	2,040,773
441,044	271,732	307,357	472,544	414,708	367,913	299,037
471,864	539,728	662,861	674,167	912,064	1,229,713	1,195,613
31,764	9,608	-	7,890	26,076	-	10,000
5,106,152	4,957,533	5,603,310	5,697,952	6,175,926	6,705,121	6,830,194

##### EXPENDITURES - Facilities

6487 - Facilities Support Charges

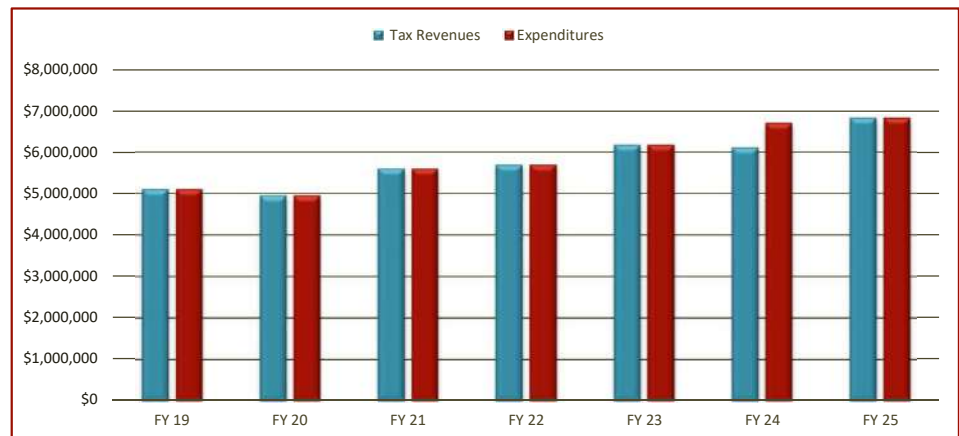
Total EXPENDITURES:

-	-	-	-	-	-	-
\$ 5,106,152	\$ 4,957,533	\$ 5,603,310	\$ 5,697,952	\$ 6,175,926	\$ 6,705,121	\$ 6,830,194

#### Sustainability Ratio

Local Revenue / Expenditures

100% 100% 100% 100% 100% 91% 100%





## **Construction**

Harris County Department of Education

Whether due to major repairs or renovation for aging facilities, or raising a new building from the ground up, the expertise of a Construction director is required to remain on-hand for all projects.

The Construction division works in conjunction with Facilities Support to assess building needs and potential cost for minor or major repairs. When a major repair is necessary, Construction will utilize the Capital Projects Fund for the labor and materials, however the management cost is maintained via the General Operating Fund and must be budgeted annually.

Given the qualities of the Construction division (as with HCDE Administration section to follow), the overall Accountability Survey is not applicable. The next page will detail the historical and proposed trends which impacting the General Fund.

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Facility - Construction Services**

**REVENUES**

**REVENUES - Tax Revenues**

5710 - Local Property Taxes

Total **REVENUES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ 224,436	\$ 166,604	\$ 163,761	\$ 164,603	\$ 209,839	\$ 251,680	\$ 275,727
224,436	166,604	163,761	164,603	209,839	251,680	275,727

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges

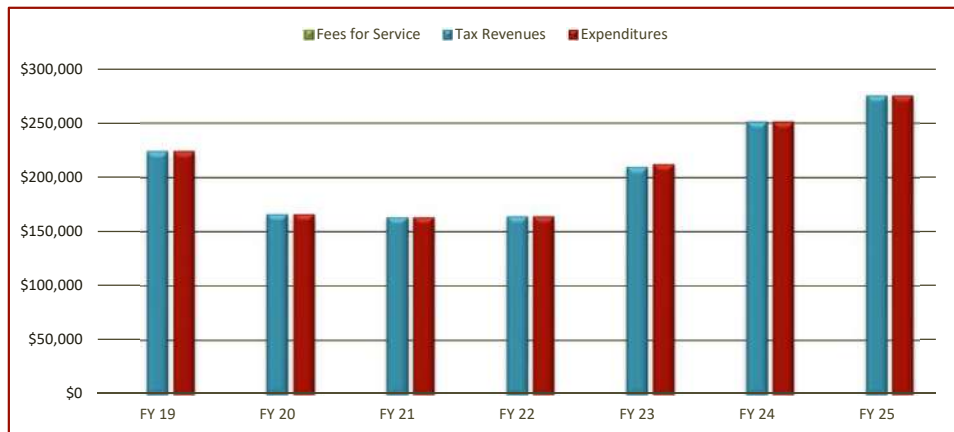
Total **EXPENDITURES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
171,592	159,978	156,552	156,003	201,105	225,484	249,436
3,022	2,031	2,131	1,975	4,542	5,000	8,000
-	930	-	1,523	1,608	3,900	2,900
2,429	548	-	-	-	12,200	10,226
177,044	163,487	158,683	159,501	207,254	246,584	270,562
47,392	3,117	5,078	5,102	5,388	5,096	5,165
\$ 224,436	\$ 166,604	\$ 163,761	\$ 164,603	\$ 212,642	\$ 251,680	\$ 275,727

**Sustainability Ratio**

Local Property Taxes / Expenditures

100% 100% 100% 100% 99% 100% 100%





## **HCDE Administration**

Harris County Department of Education

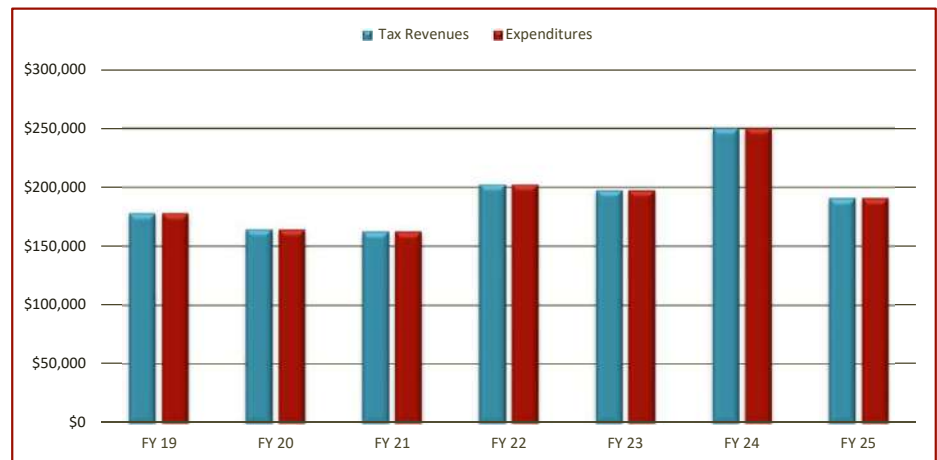
Effective organizations require effective leadership. Each of these administrative divisions are 100% covered by taxpayer funding and the focus of this section will be the historical and proposed impact on the general operating fund.

- Board of Trustees
- Superintendent's Office
- Assistant Superintendent for Education & Enrichment
- Assistant Superintendent for Academic Support
- Special Schools Administration
- Chief of Staff
- Chief Communications Officer

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Board of Trustees**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	\$ 177,758	\$ 164,110	\$ 162,519	\$ 202,255	\$ 197,363	\$ 250,130	\$ 190,690
Total <b>REVENUES</b> :	177,758	164,110	162,519	202,255	197,363	250,130	190,690
	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	47,875	55,992	48,429	62,815	63,612	69,422	73,337
6200 - Contracted Services	67,771	53,865	62,424	54,513	39,381	70,262	7,012
6300 - Supplies & Materials	17,805	19,223	6,998	6,307	6,372	13,280	21,588
6400 - Other Operating Costs	20,141	11,762	20,837	53,561	61,538	72,138	63,954
	153,592	140,842	138,688	177,196	170,903	225,102	165,891
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	24,166	23,268	23,831	25,059	26,460	25,028	24,799
Total <b>EXPENDITURES</b> :	\$ 177,758	\$ 164,110	\$ 162,519	\$ 202,255	\$ 197,363	\$ 250,130	\$ 190,690
						\$ -	
<b>Sustainability Ratio</b>							
Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%





**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

Superintendent's Office

**REVENUES**

**REVENUES - Tax Revenues**

5710 - Local Property Taxes

Total **REVENUES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ 513,513	\$ 558,928	\$ 622,805	\$ 656,637	\$ 688,993	\$ 759,108	\$ 783,497
513,513	558,928	622,805	656,637	688,993	759,108	783,497

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges

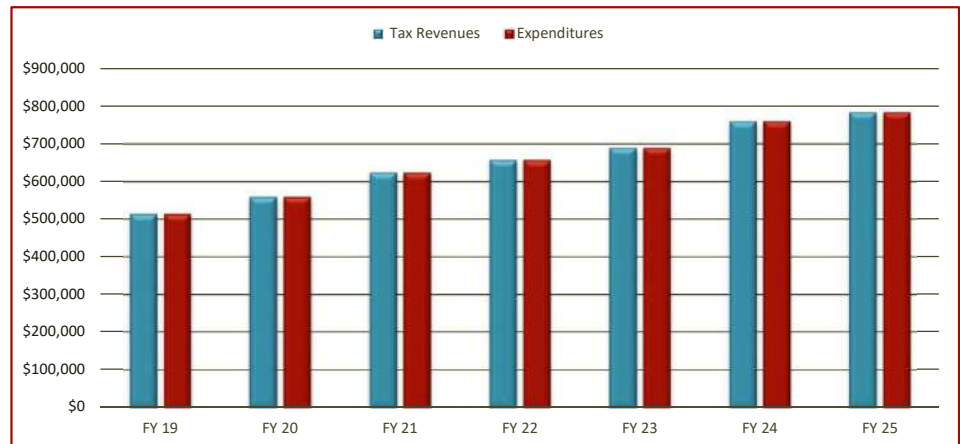
Total **EXPENDITURES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
423,843	480,961	540,009	570,932	612,635	619,729	668,887
53,798	47,043	58,780	44,238	25,094	67,000	49,257
7,290	8,793	3,974	4,550	5,892	8,170	11,970
21,282	15,102	8,246	24,513	32,275	51,821	28,355
506,213	551,899	611,009	644,233	675,896	746,720	758,469
7,300	7,029	11,796	12,404	13,097	12,388	25,028
\$ 513,513	\$ 558,928	\$ 622,805	\$ 656,637	\$ 688,993	\$ 759,108	\$ 783,497

**Sustainability Ratio**

Local Property Taxes / Expenditures

100% 100% 100% 100% 100% 100% 100%



**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

Assistant Superintendent Education & Enrichment

**REVENUES**

**REVENUES - Tax Revenues**

5710 - Local Property Taxes

Total **REVENUES:**

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ 284,388	\$ 248,001	\$ 292,916	\$ 307,577	341,027	345,199	356,180
284,388	248,001	292,916	307,577	341,027	345,199	356,180

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
250,906	221,681	268,423	273,833	308,045	310,823	321,687
1,965	724	1,580	2,135	2,054	2,068	2,134
4,049	6,604	6,824	6,032	3,274	5,003	5,252
21,423	13,171	10,127	19,308	21,035	21,044	20,761
278,343	242,180	286,954	301,308	334,408	338,938	349,834

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges

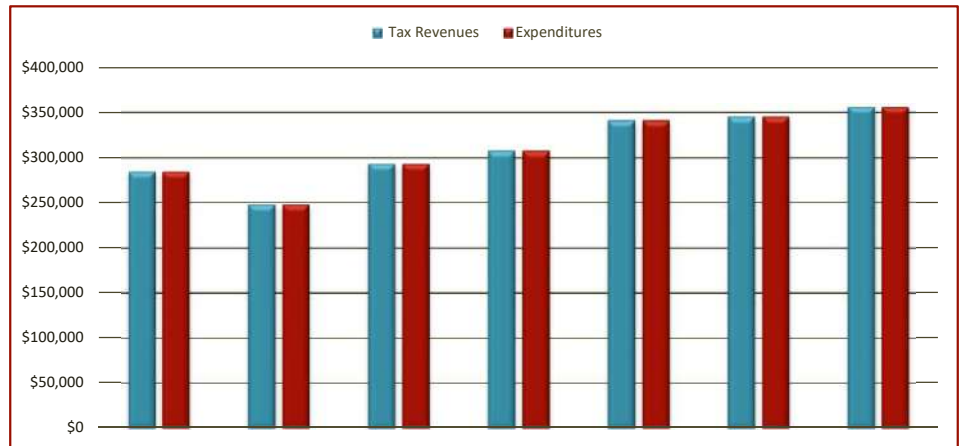
Total **EXPENDITURES:**

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
6,045	5,821	5,962	6,269	6,619	6,261	6,346
\$ 284,388	\$ 248,001	\$ 292,916	\$ 307,577	\$ 341,027	\$ 345,199	\$ 356,180

**Sustainability Ratio**

Local Property Taxes / Expenditures

100% 100% 100% 100% 100% 100% 100%



**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Assistant Superintendent Academic Support**

**REVENUES**

**REVENUES - Tax Revenues**

5710 - Local Property Taxes

Total **REVENUES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ 274,141	\$ 283,393	\$ 299,899	\$ 320,929	352,025	371,922	390,382
274,141	283,393	299,899	320,929	352,025	371,922	390,382

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges

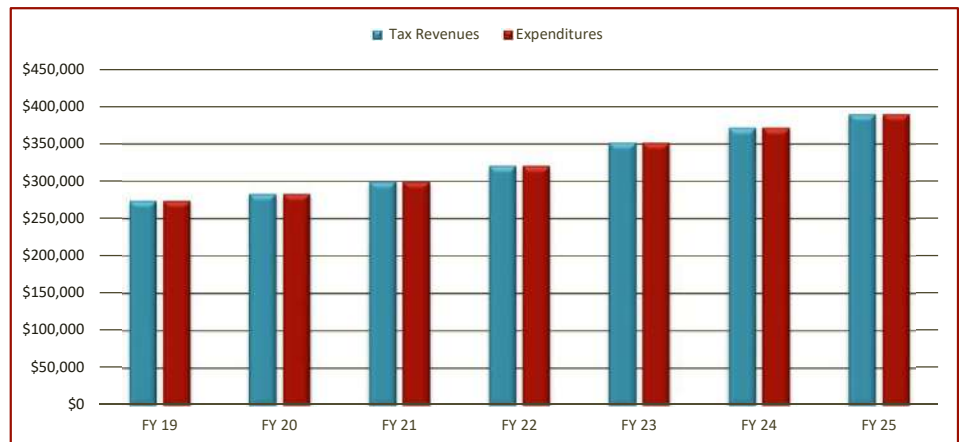
Total **EXPENDITURES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
256,871	263,930	278,803	292,871	321,895	331,597	349,966
914	915	1,815	610	915	960	1,310
820	239	1,631	411	781	7,887	3,728
9,897	13,590	13,107	22,144	23,269	26,591	30,425
268,502	278,674	295,356	316,036	346,859	367,035	385,429
5,639	4,719	4,543	4,893	5,166	4,887	4,953
\$ 274,141	\$ 283,393	\$ 299,899	\$ 320,929	\$ 352,025	\$ 371,922	\$ 390,382

**Sustainability Ratio**

Local Property Taxes / Expenditures

100% 100% 100% 100% 100% 100% 100%



**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

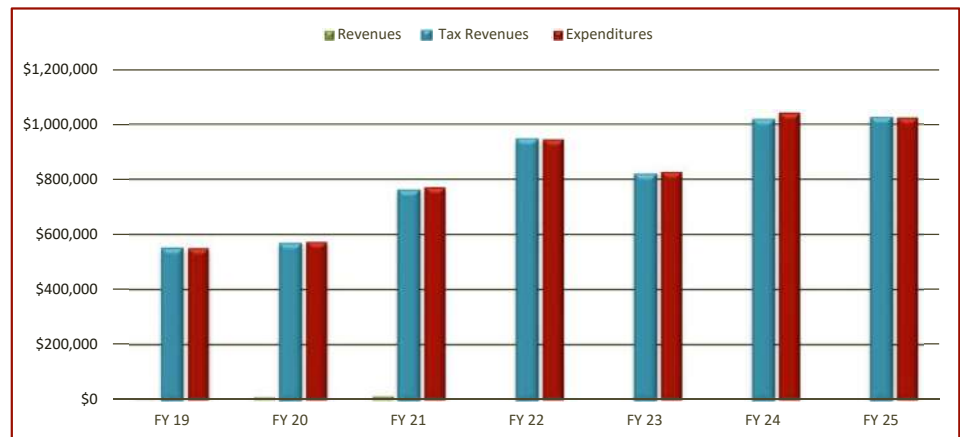
**Special School Administration**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Local, State, and Federal</b>							
5720 - Local Rev-Schl Districts	\$ 1,980	\$ 8,493	\$ 12,379	\$ -	\$ -	\$ -	\$ -
5740 - Local Rev-Other	-	-	-	-	10,900	-	1,000
	1,980	8,493	12,379	-	10,900	-	1,000
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	549,205	566,542	759,783	945,136	817,853	1,016,271	1,023,812
Total <b>REVENUES:</b>	551,185	575,035	772,162	945,136	828,753	1,016,271	1,024,812

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	374,023	386,367	466,453	567,497	586,312	723,433	750,287
6200 - Contracted Services	58,036	91,142	245,642	285,678	74,729	77,600	27,300
6300 - Supplies & Materials	56,595	47,650	29,910	24,522	54,847	131,932	155,332
6400 - Other Operating Costs	32,868	41,865	22,442	59,130	104,092	101,540	83,482
	521,522	567,023	764,447	936,827	819,980	1,034,505	1,016,401
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	29,663	8,012	7,715	8,309	8,773	8,298	8,411
Total <b>EXPENDITURES:</b>	\$ 551,185	\$ 575,035	\$ 772,162	\$ 945,136	\$ 828,753	\$ 1,042,803	\$ 1,024,812

**Sustainability Ratio**

Local Property Taxes / Expenditures	100%	99%	98%	100%	99%	97%	100%
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**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

Chief of Staff

**REVENUES**

**REVENUES - Tax Revenues**

5710 - Local Property Taxes

Total **REVENUES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ 239,430	\$ 269,039	\$ 273,568	\$ 273,568	\$ 318,001	\$ 328,763	\$ 357,775
239,430	269,039	273,568	273,568	318,001	328,763	357,775

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges

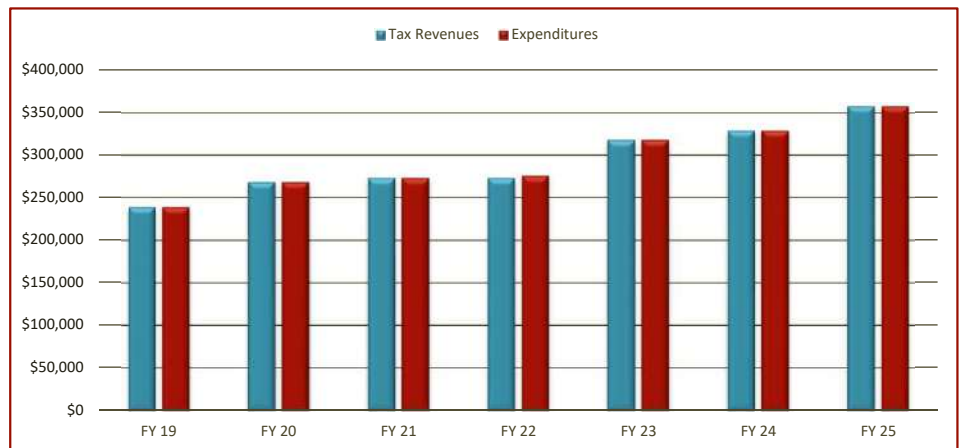
Total **EXPENDITURES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
223,555	250,734	263,066	268,364	304,243	317,969	329,157
10,778	457	915	915	702	270	220
1,296	7,912	1,289	729	2,219	445	1,020
1,055	5,209	3,747	1,257	5,662	5,184	19,698
236,684	264,312	269,017	271,265	312,826	323,868	350,095
2,746	4,727	4,551	4,901	5,175	4,895	7,680
\$ 239,430	\$ 269,039	\$ 273,568	\$ 276,166	\$ 318,001	\$ 328,763	\$ 357,775

**Sustainability Ratio**

Local Property Taxes / Expenditures

100% 100% 100% 99% 100% 100% 100%



**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

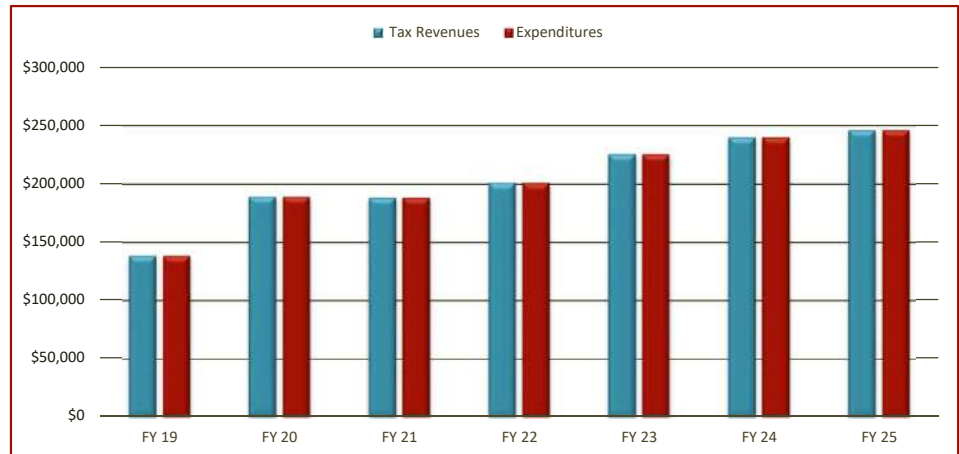
Chief Communications Officer

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>REVENUES</b>							
<b>REVENUES - Tax Revenues</b>							
5710 - Local Property Taxes	\$ 138,432	\$ 189,376	\$ 188,352	\$ 201,302	\$ 225,880	\$ 240,357	\$ 246,703
<b>Total REVENUES:</b>	<b>138,432</b>	<b>189,376</b>	<b>188,352</b>	<b>201,302</b>	<b>225,880</b>	<b>240,357</b>	<b>246,703</b>

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
<b>EXPENDITURES</b>							
<b>EXPENDITURES before Facilities</b>							
6100 - Payroll Expenditures	134,027	173,689	178,956	189,169	213,033	219,072	225,361
6200 - Contracted Services	-	1,459	457	710	4,515	2,700	1,500
6300 - Supplies & Materials	-	5,089	271	2,835	478	3,650	3,800
6400 - Other Operating Costs	1,210	6,160	5,800	5,500	4,593	11,850	12,916
	<b>135,237</b>	<b>186,398</b>	<b>185,484</b>	<b>198,214</b>	<b>222,619</b>	<b>237,272</b>	<b>243,577</b>
<b>EXPENDITURES - Facilities</b>							
6487 - Facilities Support Charges	3,195	2,978	2,868	3,088	3,261	3,085	3,126
<b>Total EXPENDITURES:</b>	<b>\$ 138,432</b>	<b>\$ 189,376</b>	<b>\$ 188,352</b>	<b>\$ 201,302</b>	<b>\$ 225,880</b>	<b>\$ 240,357</b>	<b>\$ 246,703</b>

**Sustainability Ratio**

Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%
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## **Community Outreach Initiatives**

Harris County Department of Education

Citizens of Harris County, corporate and private, have expressed interest in supporting public education in our community.

The Education Foundation of Harris County (EFHC) believes that every child is born with a natural desire to learn and is capable of achieving their fullest potential if they experience motivating and imaginative opportunities that reveal and encourage their unique talents. Through its partnership with the Harris County Department of Education (HCDE), EFHC has funded programs impacting thousands of students throughout 25 independent school districts and cultivated a network of talented educators.

In addition to existing programs, EFHC develops new initiatives by providing the tools, talent, and technology that engage students in original curriculum aligned for success in the 21st century. EFHC-funded programs are specifically launched in Harris County for the benefit of local institutions.

EFHC has been supporting the programs of the Harris County Department of Education since 1993. However in 2021, in response to the unmet needs of the Covid19 pandemic, EFHC began partnering with the school districts in Harris County to close the gaps in public education.

This new initiative of supporting local districts required new investment in the driving force for donations to the EFHC. At the start of fiscal year 2023, the Community Development division was established, and a Director for Community Development was appointed to bridge the gap between those who most wish to give and those who are in most need to receive.

The following pages will detail the historical and projected impact to HCDE's General Operating Fund, as well as showcase the recent achievements of the Education Foundation of Harris County.

**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Community Development**

**REVENUES**

**REVENUES - Tax Revenues**

5710 - Local Property Taxes

Total **REVENUES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ -	\$ -	\$ -	\$ -	\$ 113,732	\$ 149,292	\$ 147,007
-	-	-	-	113,732	149,292	147,007

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges

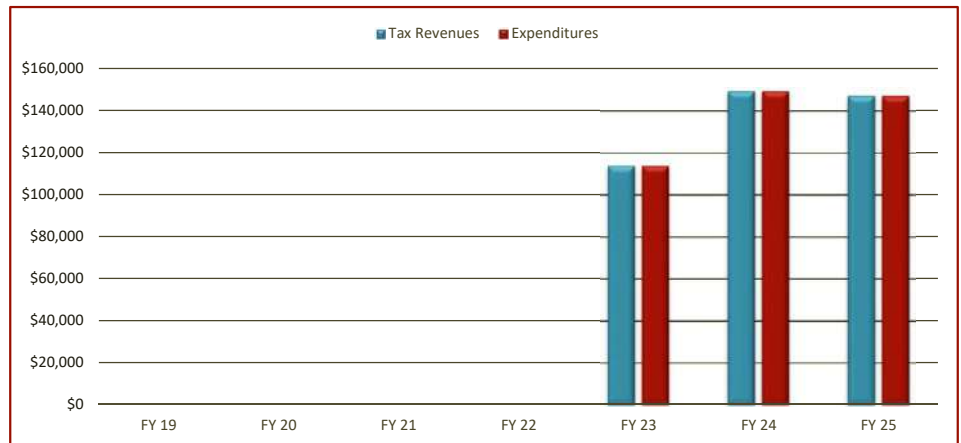
Total **EXPENDITURES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
-	-	-	-	107,957	132,691	123,933
-	-	-	-	500	-	-
-	-	-	-	1,542	1,100	1,500
-	-	-	-	3,734	13,900	18,516
-	-	-	-	113,732	147,691	143,949
-	-	-	-	-	1,601	3,058
-	-	-	-	113,732	149,292	147,007

**Sustainability Ratio**

Local Property Taxes / Expenditures

0% 0% 0% 0% 0% 100% 100%



**HARRIS COUNTY DEPARTMENT OF EDUCATION**  
**Budget Trend Analysis for Fiscal Year 2024-2025**

**Education Foundation**

**REVENUES**

**REVENUES - Tax Revenues**

5710 - Local Property Taxes

Total **REVENUES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
\$ -	\$ -	\$ -	\$ -	\$ 600,083	\$ 200,000	\$ 200,000
-	-	-	-	600,083	200,000	200,000

**EXPENDITURES**

**EXPENDITURES before Facilities**

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

6400 - Other Operating Costs

**EXPENDITURES - Facilities**

6487 - Facilities Support Charges

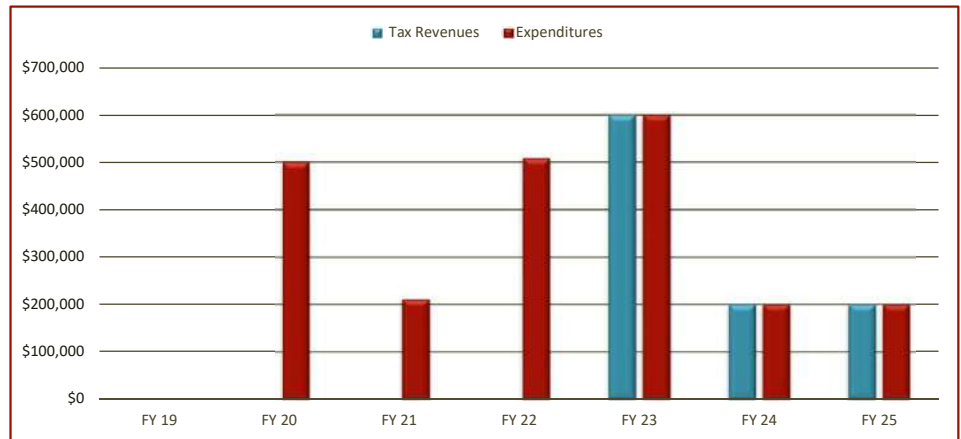
Total **EXPENDITURES**:

2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
-	-	-	-	-	-	-
-	-	8,772	407,074	450,083	50,000	-
-	500,600	200,000	101,300	150,000	150,000	-
-	-	1,772	-	-	-	200,000
-	500,600	210,544	508,374	600,083	200,000	200,000
-	-	-	-	-	-	-
\$ -	\$ 500,600	\$ 210,544	\$ 508,374	\$ 600,083	\$ 200,000	\$ 200,000

**Sustainability Ratio**

Local Property Taxes / Expenditures

0% 0% 0% 0% 0% 100% 100%





## 2023 PARTNERS IN EDUCATION IMPACT REPORT:

**\$193,601 IN CAMPUS GRANTS**

**\$168,869 IN TOOLS FOR TEACHERS  
CLASSROOM SUPPLIES**

**\$70,000 IN SCHOLARSHIPS**

**\$51,695 IN EDUCATOR PROFESSIONAL  
DEVELOPMENT**

**\$22,500 IN COMMUNITY SUPPORT  
FOR SCHOOL DISTRICTS**



## 2023 PROGRAM IMPACT REPORT:

**EARLY CHILDHOOD WINTER CONFERENCE  
704 EDUCATORS**

**EARLY CHILDHOOD LITERACY STUDENTS AND  
FAMILIES**

**APPROX. 900 STUDENTS AND FAMILIES**

**STEM PROGRAMMING (ECOBOT & KIDS'  
ENTREPRENEURSHIP DAY)**

**494 STUDENTS**

## 2023 AWARDED GRANTS

### School District Project Title

**Aldine ISD** Scholarships for Deserving Students

**Clear Creek ISD** Falcon Pass Leaders - #1  
Brookwood Leaders - #2

**Clear Creek ISD** Robotics Rock - #3

**Crosby ISD** Science Weekly Readers,  
Feed Your Mind - Bookworm,  
Vending Machine

**Houston ISD** Ideation Fund Mental Health Fund

**Humble ISD** Expanding Speech Expression Tools

**Katy ISD** Inspiring Imagination Teacher Grants

**La Porte ISD** Books are Treats Too!  
The Digital Art Age Comes to La Porte High School, Putting La Porte ISD Robotics FIRST

**Pasadena ISD** Making AP Tests Affordable for College Hopefuls, Tornado Relief for Pasadena ISD Families, Recognizing PISD's Shining Stars and Distinguished Educators

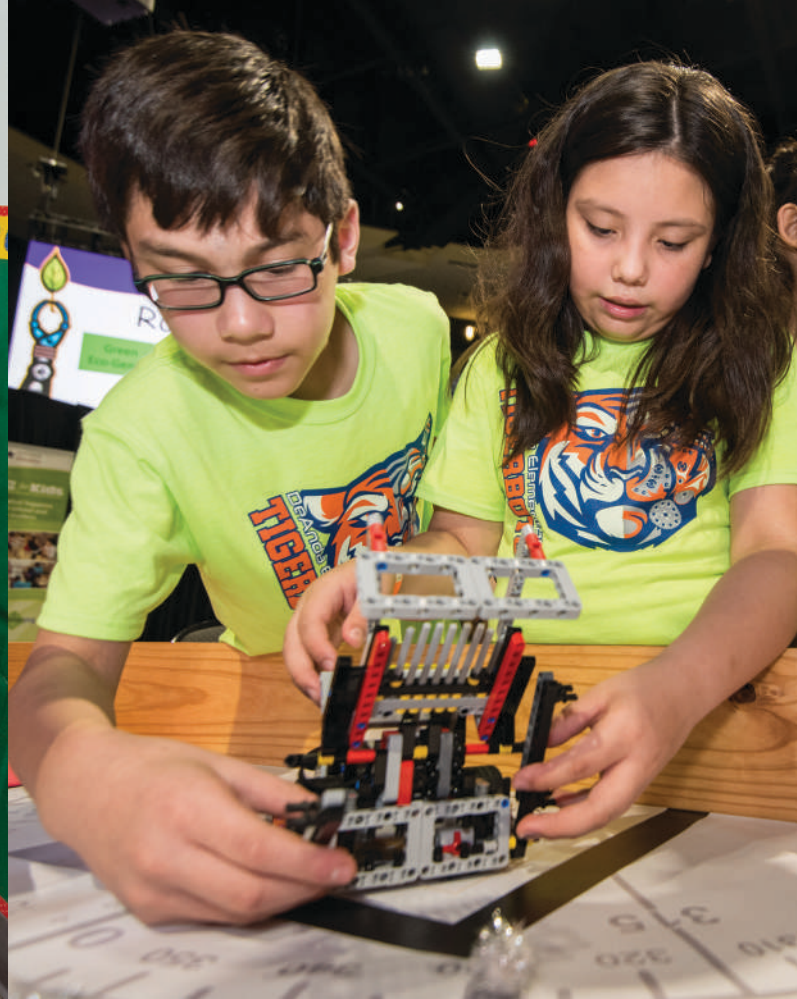
**Pearland ISD** Evening for Education Gala 2023

**Sheldon ISD** Invest in Yourself: Financial Literacy Program, Raising the Bar in STEM: Next Level

**Spring Branch ISD** 2023 Project School Supply

**Stafford MSD** STEM Magnet School Playground





## BOARD OF DIRECTORS

### OFFICERS / EXECUTIVE COMMITTEE OF THE BOARD

Steven David – Chair, Deputy Chief of Staff,  
Houston Mayor  
Patrick Joyce – Secretary, Client Services Manager,  
Silverline  
Kimberly Peck – Treasurer, Treasury Director

### DIRECTORS / MEMBERS OF THE BOARD

Gina Singh Felton - Director, Federal Regulatory,  
ConocoPhillips  
Melissa Noriega – Former Houston City Council  
Member At-Large, Former State Representative, HD145  
Michael Parks – Director, Provider Market, FinThrive  
Lyndsey Ray – Advancement Director, St. Catherine's  
Montessori

James Colbert, Jr. – Superintendent, Harris County  
Department of Education (Ex-Officio)  
Richard Cantu – Trustee, Harris County Department of  
Education (Ex-Officio)  
Andrea Duhon – Trustee, Harris County Department of  
Education (Ex-Officio)  
Amy Hinojosa – Trustee, Harris County Department of  
Education (Ex-Officio)

## CORPORATE & COMMUNITY PARTNERS

Accenture	Perfectus Solution
Appddiction Studio	PowerSchool
Astros Foundation	Quality Security
CenterPoint Energy	System
Challenge Office Products	RBC Capital Markets
ConocoPhillips	San Jacinto College
Critical Infrastructure	Simply Communicate
Solutions (CIS) LLC	USA
D&M Leasing Ed Cain	Spalding Nichols
Dunhill	Lamp & Langlois
Durotech Foundation	Spring ISD Foundation
First Financial Group	Strong Strategies LLC
HEB	Tarkett Home
Henderson Engineers	Terracon Consultants,
Hillco Partners	Inc
Houston Endowment	TPL Energy
Incorporated	U.S. Capital Advisors
Indeco	LLC
Lockwood, Andrews, &	Veritex Community
Newnam, Inc.	Bank
Orrick Public Finance	Whataburger
Pasadena ISD Foundation	Wood Group



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# Information Section





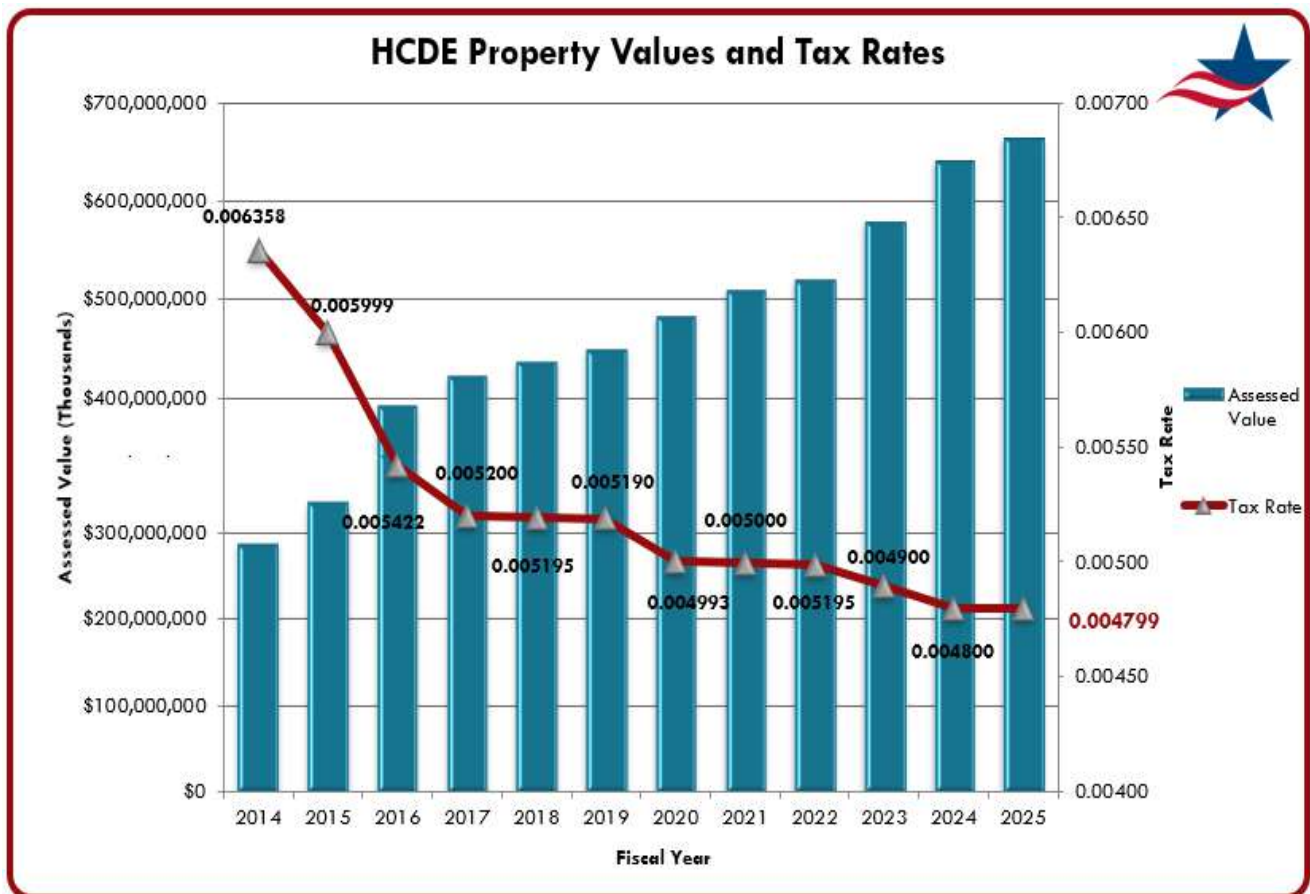
## INFORMATION SECTION: Tax & Debt Assumptions

Harris County Department of Education

### Taxable Value and Tax Rates

Current appraisal district values are used and updated throughout every stage of the budget planning and tax rate proposal process. The adjusted Taxable Values for Tax Year 2023 (Fiscal Year 2024) were \$641,480,171,165, and the Harris County Appraisal District estimated the Tax Year 2024 values (Fiscal Year 2025) at \$665,517,332,608. This is an 3.75% increase in values from the ones certified for the previous year. Houston has experienced a spike in property values that have an inverse relationship with tax rates. As we are expecting this increase in values, we have budgeted growth in tax revenues at 6%, to \$32,084,041 from \$30,400,840.

The following graph and table show the historical taxable values and estimates for the next year, illustrating the inverse relationship between assessed values and tax rates. As the values have increased, the tax rates have decreased.





Fiscal Year	2014	2015	2016	2017	2018
Assessed Value in Thousands					
\$(000)	\$ 289,414,941	\$ 338,519,353	\$ 393,714,660	\$ 422,985,448	\$ 437,880,500
Tax Rate per \$100 in Dollars	\$ 0.006358	\$ 0.005999	\$ 0.005422	\$ 0.005200	\$ 0.005195

Fiscal Year	2019	2020	2021	2022	2023
Assessed Value in Thousands					
\$(000)	\$ 450,373,366	\$ 483,136,335	\$ 511,016,112	\$ 521,912,555	\$ 579,997,188
Tax Rate per \$100 in Dollars	\$ 0.005190	\$ 0.005000	\$ 0.004993	\$ 0.004990	\$ 0.004900

Fiscal Year	2024	2025	Forecast		
Assessed Value in Thousands					
\$(000)	\$ 641,480,171	\$ 665,517,332	\$ 685,482,852	\$ 706,047,338	\$ 727,228,758
Tax Rate per \$100 in Dollars	\$ 0.004800	\$ 0.004799	\$ 0.004740	\$ 0.004680	\$ 0.004620

The table above offers a forecast value of taxable property for FY 2026 through FY2 028, estimated using an algorithm of averages based on the previous 3 rate reductions.

### Tax Rate

The tax rate used in estimating revenue for fiscal year 2024-2025 was \$.004799. The No-New-Revenue Tax Rate was calculated at \$.004800, and the Voter-Approval tax rate was calculated at \$.005259. The **No-New-Revenue Tax Rate** is the tax rate for the 2024 tax year that will raise the same amount of property tax revenue for HCDE from the same properties in both the 2023 tax year and the 2024 tax year. While **the Voter-Approval rate** is the highest tax rate that Harris County Department of Education may adopt without holding an election to seek voter approval of the proposed tax rate.

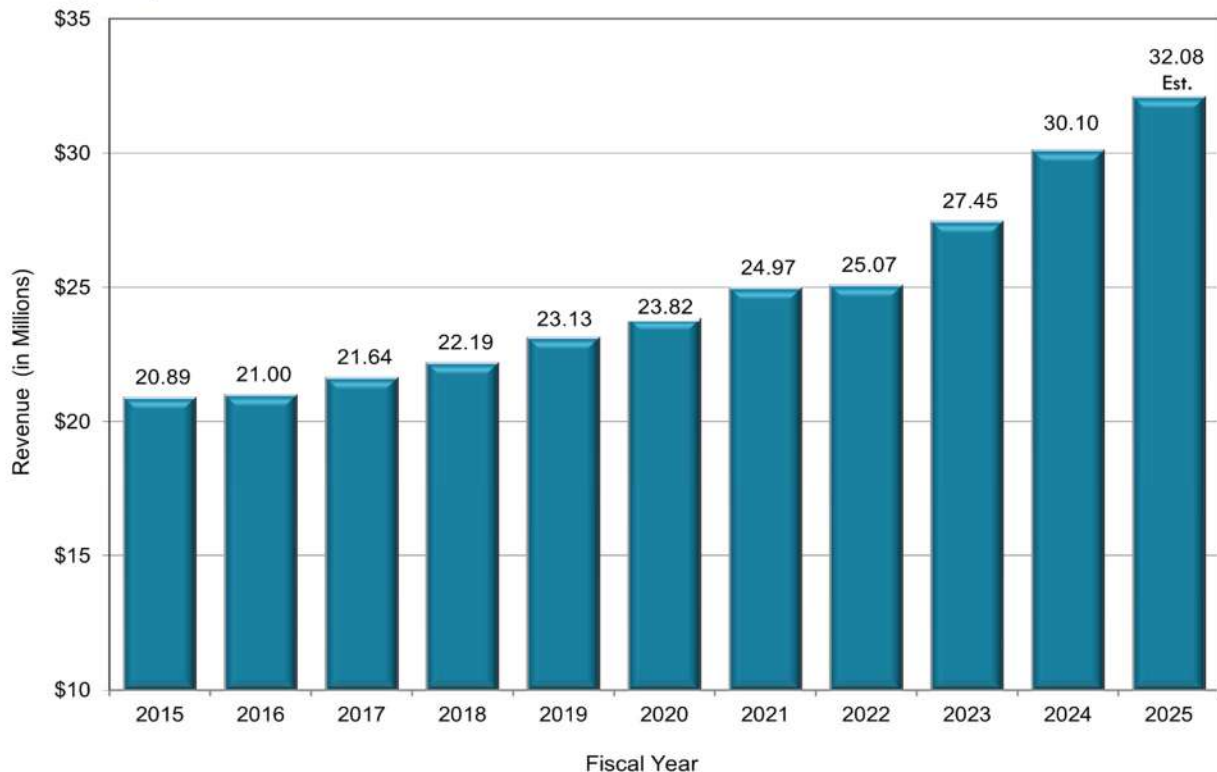
These rates are calculated by the Harris County Appraisal District (HCAD) and validated by HCDE. The final calculations were received on September 20, 2024. On October 16<sup>th</sup>, 2024, the HCDE Board of Trustees voted to adopt a tax rate of \$.004799. The approved tax rate is lower than both the Voter-Approved Tax Rate and the No-New-Revenue Tax Rate, therefore a Public Hearing was not required to be held immediately before the Board voted to adopt this rate.

### Tax Collections

Harris County Tax Office collects tax revenues for HCDE. The anticipated collection rate for Tax Year 2024 for the Harris County Department of Education is 96.98% as projected by the Harris County Tax Assessor – Collector. In the following chart, the amount of tax revenue collected during the last ten years is presented. For fiscal year 2025 the estimated amount is \$32,184,041, from which \$32,084,041 are estimated revenue for Current Property Taxes and \$100,000 are estimated for Delinquent Property Taxes. As of August 31, 2024, the actual total collection for taxes for HCDE is \$30,182,188. HCDE recognizes fees to the Harris County Appraisal District and to the Harris County Tax Office. The actual amount paid as of August 31, 2023, was \$609,703, equivalent to 2% of the actual tax collected. Actual figures for the fiscal year for tax collections and fees will change according to the assumptions below.



## Tax Revenues Collected



### Property Tax Revenue Estimate

The Harris County Appraisal District report dated July 25, 2024 was used to calculate the Tax Revenue Estimate since the certified values were received much later (9/20/24). The assumptions used include the following:

1. 96% anticipated rate for total tax collections, per HCTO letter dated July 17, 2024
2. In preparing the budget, HCDE used the total estimate of \$100,000 for Delinquent Tax, Penalty and Interests and special tax assessments collections.
3. The Harris County Tax Office (HCTO) collects tax revenues for HCDE. A 2% fee is deducted by HCTO. In the same proportion taxes are collected, HCTO deducts its fee and the net revenue is sent to HCDE. Collection fees are estimated at \$650,000 for Fiscal Year 2024-2025.
4. The Harris County Appraisal District (HCAD) appraises property and hears appraisal protests on behalf of HCDE. For these services, HCAD charges HCDE a quarterly fee based on HCDE percentage of the total appraisals for Harris County. Appraisal fees are estimated at \$200,000 for Fiscal Year 2024-2025.

**Harris County Department of Education  
Tax Year 2024 Current Tax Revenue Estimate Update**

	<b>EST FINAL VALUE HCAD</b>
<b>Total Taxable value, Certified and Uncertified:</b>	<u><u>\$665,517,332,608</u></u>
<b>Calculate Interim Current Tax Revenue Estimate:</b>	
1) (A) divided by 100	\$6,655,173,326
2) Adopted Tax Rate	<u>0.004799</u>
3) 2024 Current Tax Revenue Estimate, at 100% Collection Rate, (B) X (C)	<u>\$31,938,177</u>
4) Current Tax Rev Estimate @ 99% Collection Rate:	<u><u>\$31,618,795</u></u>
<b>Comparison of Current Tax Rev Estimate @ 99% Collection Rate with Budgeted Tax Revenue Est:</b>	
Interim Current Tax Revenue Estimate Over/(Under) Current Tax Revenue, Currently Budgeted:	
Current Tax Revenue Estimate (E)	\$31,618,795
LESS: Tax Revenue, Currently Budgeted	<u>\$32,084,041</u>
<b>Total Current Tax Revenue Estimate Over/(Under) Tax Revenue, Currently Budgeted, (E) - (F):</b>	<u><u>-\$465,246</u></u>
<b>FY2024-2025 Estimated Current Tax Revenue</b>	<b>\$ 31,618,795</b>
Estimated Delinquent Tax Collections	100,000
Estimated Penalty and Interest	-
Estimated Special Assessment Collections	-
<b>Total Estimated Revenue - Property Taxes</b>	<u><u><b>\$31,718,795</b></u></u>

\* Note: There is an expected shortfall due to adjusted appraisal estimates following budget adoption.  
Additional revenues can be expected from Choice Partners to offset.

**Effect on the Average Taxpayer**

Property taxes are calculated by taking the taxable value (after exemptions) divided by 100 and multiplied by the tax rate:



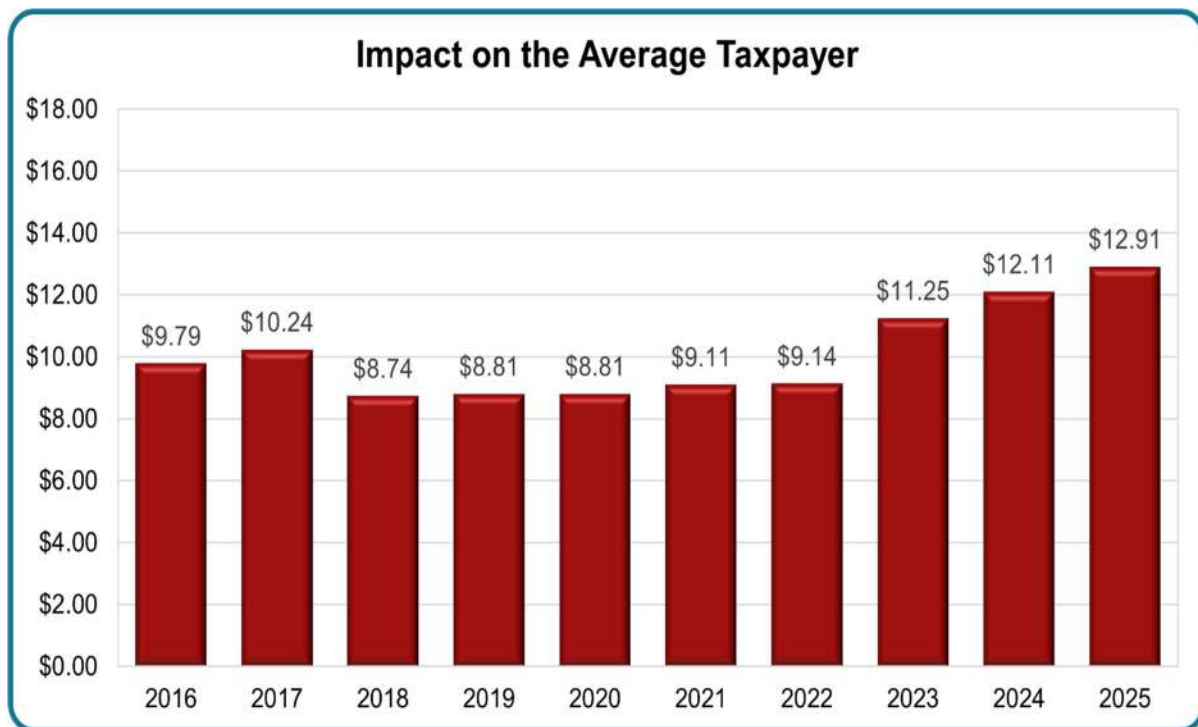
	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25
Average Appraised Value, Residential Homestead	\$ 241,335	\$ 249,978	\$ 257,851	\$ 323,504	\$ 355,378	\$ 379,030
% of Homestead and Other Average Exemptions	27%	27%	29%	29%	29%	29%
Less Exemptions	(65,160)	(67,494)	(74,777)	(93,816)	(103,060)	(109,919)
Total Taxable Value	176,175	182,484	183,074	229,688	252,318	269,111
Divided by \$100	\$ 1,762	\$ 1,825	\$ 1,831	\$ 2,297	\$ 2,523	\$ 2,691
HCDE Tax Rate	0.005000	0.004993	0.004990	0.004900	0.004800	0.004799
Impact on Average Tax Payer	\$ 8.81	\$ 9.11	\$ 9.14	\$ 11.25	\$ 12.11	\$ 12.91

HCDE Adopted Tax Rate \$ 0.004799 per \$100 valuation

**\$269,111** / \$100= **\$2,691** x \$.004799 = **\$12.91** Total Property Tax Due Per Year

It is estimated that for Fiscal Year 2025, the homeowner / taxpayer will have to pay \$12.91 per year for an average appraised valued home.

The impact on the taxpayer during the last twelve years is shown on the following table:



## Projected Debt

On August 2016 and November 2020, Harris County Department of Education Public Facility Corporation issued Lease Revenue Bonds (Series 2016 and 2020). Debt Service requirements of general obligation bonds are payable solely from future revenues consisting of school contracts. Effective interest rates range from 3.75% to 5.75%.

### Public Facilities Corporation Annual Debt Service Requirements

Date	Principal	Interest	Total Annual D/S
8/31/2025	1,480,000.00	987,160.50	2,467,160.50
8/31/2026	1,525,000.00	936,603.50	2,461,603.50
8/31/2027	880,000.00	888,762.50	1,768,762.50
8/31/2028	930,000.00	843,512.50	1,773,512.50
8/31/2029	930,000.00	797,012.50	1,727,012.50
8/31/2030	970,000.00	749,512.50	1,719,512.50
8/31/2031	1,005,000.00	705,162.50	1,710,162.50
8/31/2032	1,040,000.00	664,262.50	1,704,262.50
8/31/2033	1,080,000.00	621,862.50	1,701,862.50
8/31/2034	1,125,000.00	577,762.50	1,702,762.50
8/31/2035	1,160,000.00	543,662.50	1,703,662.50
8/31/2036	1,190,000.00	520,162.50	1,710,162.50
8/31/2037	1,240,000.00	489,662.50	1,729,662.50
8/31/2038	1,265,000.00	452,087.50	1,717,087.50
8/31/2039	1,310,000.00	413,462.50	1,723,462.50
8/31/2040	1,345,000.00	378,681.25	1,723,681.25
8/31/2041	2,060,000.00	340,375.00	2,400,375.00
8/31/2042	2,115,000.00	274,900.00	2,389,900.00
8/31/2043	1,860,000.00	195,400.00	2,055,400.00
8/31/2044	1,940,000.00	119,400.00	2,059,400.00
8/31/2045	2,015,000.00	40,300.00	2,055,300.00
Total	\$ 28,465,000.00	\$ 11,539,707.75	\$ 40,004,707.75

During 2020, Harris County Department of Education issued Maintenance Bonds for \$13,865,000 to finance the 2021 Capital improvement Plan that included a renovation plan of the Conference Center and main offices on Irvington. Below are the payment requirements for the 2020 Maintenance Tax Notes.

As material and construction costs increased from 2021-2024, priority was also elevated for the unmet restoration needs of other aging facilities. To meet this challenge, the Department secured an additional maintenance note for \$16,536,670 on March 19<sup>th</sup> 2024.

Below are the payment requirements for the 2020 and 2024 Maintenance Tax Notes.

#### **Maintenance Tax Notes, Series 2020 & 2024**

<b>Date</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Annual D/S</b>
8/31/2025	-	1,224,200.00	1,224,200.00
8/31/2026	-	1,224,200.00	1,224,200.00
8/31/2027	1,195,000.00	1,194,325.00	2,389,325.00
8/31/2028	1,280,000.00	1,132,450.00	2,412,450.00
8/31/2029	1,390,000.00	1,065,700.00	2,455,700.00
8/31/2030	1,470,000.00	994,200.00	2,464,200.00
8/31/2031	1,550,000.00	923,350.00	2,473,350.00
8/31/2032	1,625,000.00	853,500.00	2,478,500.00
8/31/2033	1,700,000.00	780,350.00	2,480,350.00
8/31/2034	1,770,000.00	709,250.00	2,479,250.00
8/31/2035	1,840,000.00	640,400.00	2,480,400.00
8/31/2036	1,910,000.00	568,650.00	2,478,650.00
8/31/2037	1,910,000.00	495,050.00	2,405,050.00
8/31/2038	1,985,000.00	419,525.00	2,404,525.00
8/31/2039	2,065,000.00	340,825.00	2,405,825.00
8/31/2040	2,145,000.00	258,775.00	2,403,775.00
8/31/2041	1,190,000.00	187,150.00	1,377,150.00
8/31/2042	1,250,000.00	132,400.00	1,382,400.00
8/31/2043	1,305,000.00	81,300.00	1,386,300.00
8/31/2044	1,380,000.00	27,600.00	1,407,600.00
<b>Total</b>	<b>\$ 28,960,000.00</b>	<b>\$ 13,253,200.00</b>	<b>\$ 42,213,200.00</b>

The Department issued Harris County Department of Education Public Facilities Corporation Lease Revenue Bonds, Series 2016 in the amount of \$7 million. During October 15<sup>th</sup>, 2020 Harris County Department of Education Public Facilities Corporation issued the Series 2020 bonds for \$34.66 million to finance the 2021 Capital Improvement Plan.

For fiscal year 2023-2024, the Department prepared a needs assessment for the ongoing Capital Improvement Plan Phase One. Due to increased materials costs, these projects have had adjustments to their expected overall cost:

1. A new AB East Campus – This is a 43,605 square foot facility to meet special education students. AB East continues to attract additional students, and it is projected that the facility will be at capacity. The final budget was ultimately reduced by \$4 million to \$13,787,573 and the building went into service September 2023.
2. A new High Point East Campus for Middle School. This school needed additional space to meet the needs of students sent by the district for an alternative campus. This is a 21,212 square foot facility, and the final budget had increased by \$1 million to \$8,925,969 and the building went into service September 2023.
3. A new Adult Education Center to replace the former facility on Irvington Blvd. This is a new 40,500 square foot building that will be used to offer adult education classes and workforce development programs. The final budget had increased by \$3.1 million to \$19,939,990 and the building went into service September 2023.

The last major project of the original Improvement Plan is the Irvington building renovation. Our changing project economy required construction delay until October of 2023. Once the project fully initiated, renovation required the orchestration of several teams to move divisions floor-by-floor, away from the construction zone and then returning them to their newly redesigned and refurnished office spaces.

Consistent with prior capital project financings by the Department, the bonds will be issued by the PFC and secured by lease payments from the Department. The lease payments from the Department securing the bonds will be paid for over a period of 20 years, after which such lease payments will cease, and ownership of the project will transfer from the PFC and fully vest in the Department.



## Budget Development Process

Harris County Department of Education

The budget process is linked to the accountability system in that all the performance objectives and financial measures are made part of the annual budget process. Furthermore, during the budget process objectives are reviewed and each division is required to develop an analysis of Strengths, Weaknesses, Opportunities and Threats, called the “SWOT Analysis”, for their division prior to projecting and requesting funding.

The budget development process includes planning, development, monitoring and evaluation. The budget process is coordinated by the Assistant Superintendent for Business Services.

HCDE implemented two new elements in the Budget Planning Process. The GAP Analysis and the Academic Return-On-Investment (“AROI”). The purpose is to integrate the financial process with the academic evaluation to make the budget an engaging activity for all stakeholders such as principals, teachers, community, and students. The process includes several steps:

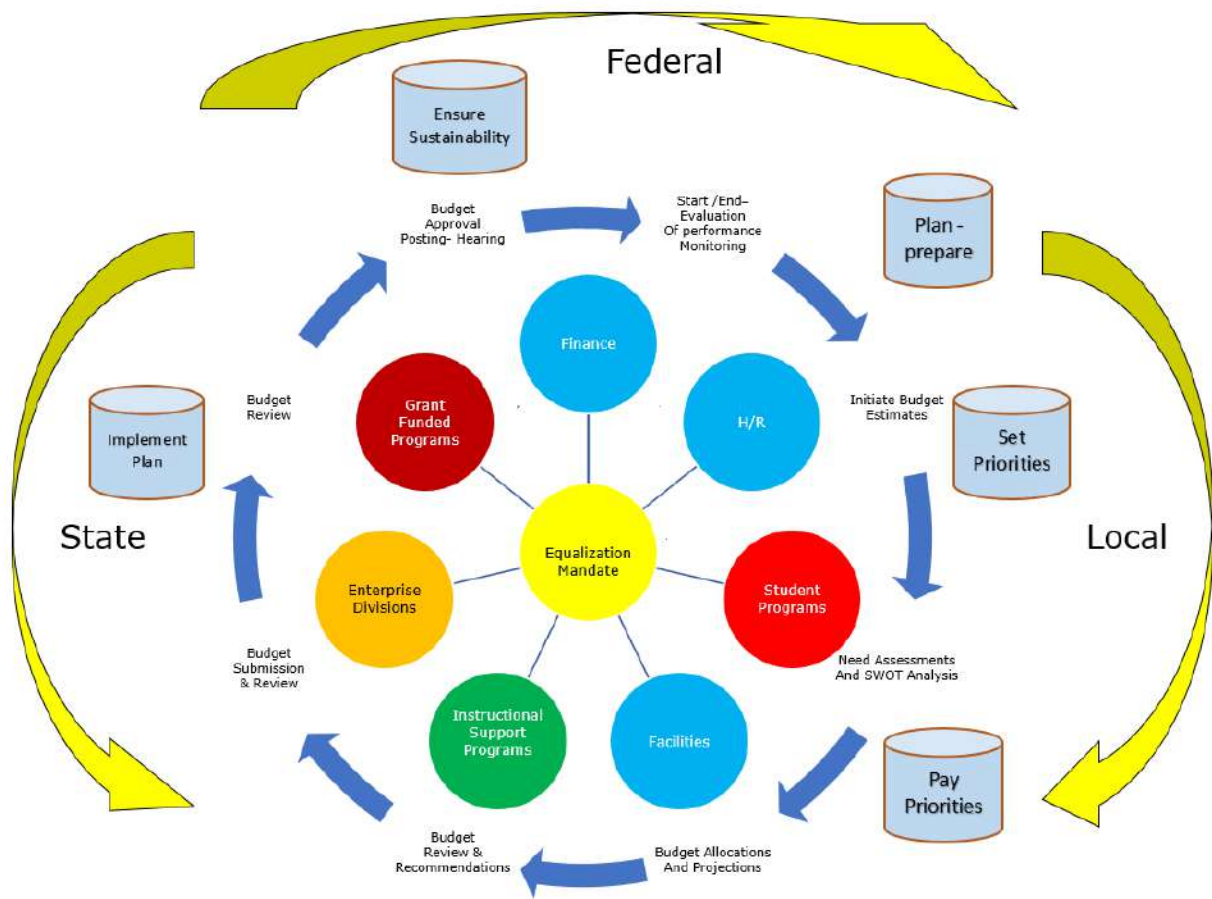
- What are the students learning goals?
- What is preventing the institution from reaching the goals?
- What are the best strategies to reach the goals?
- How to pay for the strategies?
- How to prioritize the strategies over the long term? and,
- How to create a financial strategic financial plan?

The Gap Analysis compares the actual performance with the potential performance. Sometimes it is referred as need-gap analysis, need analysis, or need assessment. The division determines the factors that define its current state, lists down the factors needed to reach its target state and then plan on how to fill the gap between the two states. It helps to identify if a division is performing to its potential and if not performing, the reasons why it is not performing to its potential. This helps identify flaws in resource allocation, planning, operations and other

AROI or Academic Return-On-Investment is a tool created to determine the effect of the amount spent on the desired objectives. The most common determination is established by dividing the (Learning Increase) times (number of students helped) by the amount of dollars spent.

The Board of Trustees reviews the annual budget process—the connection between the budget process, the accountability process, and the strategic planning process. All the parts used in the evaluation process are reflected in the graph below:





The arrows represent the laws, regulations, taxes and other aspects at the federal, state and local level that frames HCDE. The cylinders represent the new elements included into the budget development process. The blue arrows and tasks represent the process that takes place at HCDE to go through the determination of the figures to include and approve during the previous year to the budget year. The circles represent the different divisions and the administration. All this gravitating around the Equalization mandate that ascertain whether each class of real or personal property has been equally and uniformly assessed in the Harris County.





## Accountability System

Harris County Department of Education

Four constructs of the Harris County Department of Education accountability system are:

### 1. SERVICE DELIVERY

#### Program Services

Four different types of measures are reported for the twelve program serving programs and divisions. These include unduplicated counts (counts of individuals, districts, schools, or other organizations), coverage, service units, and response time objectives.

Types of Service Delivery Objectives for Program Services		
Measurement	Definition	Divisions
Unduplicated counts or increase in client entities	Each served district is counted only once regardless of how often it is served. Some objectives state a desired amount of increase in districts served.	Center for Safe & Secure Schools Choice Partners
Coverage	The unduplicated number of clients served, or services provided divided by the total number of clients eligible for service. The service in question may include all services or a specific service. Client may be individual or a district.	Adult Education CASE for Kids; Schools: AB Schools: Highpoint Head Start School Based Therapy Services
Service units	The number or percent of service units provided, or units received as well as increased or decreased over time. The service unit may be expressed as visits, classes, money, days, hours, participants, products, etc. May be duplicated.	Center for Educator Success
Response time	The amount of time it takes for weekly delivery services	Records Management

#### Support Services

Five different types of measures are reported for the ten divisions/programs providing services to HCDE internal clients. Each type necessitates a different type of tracking.

Types of Service Delivery Objectives for Support Services		
Measurement	Definition	Divisions
Response time	The amount of time it takes between when a service request is made and filled	Facilities - Maintenance

Unduplicated counts of clients or products	Each served client/product is counted only once despite the frequency he/she is served. "Client" is an HCDE division / program or employee.	Business Services Internal Purchasing Client Engagement Human Resources
Service Units	Number of times services were delivered, or number of service hours delivered	Communication & Community Engagement, Research & Evaluation Institute
Coverage	The unduplicated number of clients served divided by the total number of clients eligible for service.	Center for Grants Development Technology Support Services
Accuracy rate	The accuracy of room set up according to all requested specifications.	Facilities - Operations

## 2. OUTCOMES

Outcomes are the core of any program evaluation. Programs exist for the benefit or effect they promote for clients, district/entity, or HCDE. With the diversity of services provided by HCDE, the specific outcome assessed varies greatly, as does the method and measure. Even though, the gold standard to assess program effects is the experimental or comparison design, these designs are not usually feasible to implement in a practice environment. In lieu of rigorous experimentation, objectives are supported by a theory of change and are written to be compatible with one of two general types of designs:

(1) *Benchmark / Static Designs*: A post-test only or end of year measure or level of attainment is applied with a specified standard desired and stated in the objective. This design does not measure a starting point—only a desired end point.

(2) *Change Designs*: A pretest-posttest design to estimate the amount of change in a group of clients that has occurred over a given period. Some divisions specified a certain average amount of change; others specified a statistically significant change. Note that conclusions cannot be drawn about the *cause* of the change, just that change did occur<sup>1</sup>.

## 3. FINANCIAL EFFECTIVENESS

Program serving divisions are required to be revenue-generating. That is, these divisions are not expected to rely solely upon HCDE tax revenues for support. Rather, they are expected to receive funds from external sources for most of their operations. The source of revenues may be from fee-for-services (i.e. workshops, sliding scale), member dues, job order contracting, cooperative purchasing, grants, and contracts.

Financial data are supplied by Business Services following the independent audit for each fiscal year. The revenues reported are those billed and received. Revenues reported from grants do not include indirect costs. For the tests of objectives, allocated facilities' costs are subtracted out of the total expenditures. Some divisions which are divided into programs for other accountability objectives are considered as one division for the financial construct because the structure of their budget may not isolate program costs.

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<sup>1</sup> A change can occur for many reasons in addition to a possible effect of the program; history, maturation, regression, testing effects are all technical terms for the alternative causes for an observed change.



## Community Information

Harris County Department of Education

### Overview

Harris County is the third largest county in the United States and houses the fourth largest city in the nation. Its county seat is Houston Texas, also the fourth largest city in the nation. Within a big city comes a diverse population. Houston has among the youngest populations in the nation. The city has the third largest Hispanic and third largest Mexican population in the United States. Houston has something for everyone from attending a ball game to visiting an art museum. Harris County spans over 1,778 square miles. At 655 square miles, the city limits of Houston could contain the cities of New York, Washington, DC, Boston, San Francisco, Seattle, Minneapolis, and Miami. Everything is bigger in Texas!



### Local History

Harris County was originally settled in 1824 and named after an early settler, John Richardson Harris. Houston was incorporated on June 5, 1837 and named after then President of the Republic of Texas — former General Sam Houston — who had commanded at the Battle of San Jacinto, which took place 25 miles (40 km) east of where the city was established. The burgeoning port and railroad industry, combined with oil discovery in 1901, has induced continual surges in the city's population. In the mid-twentieth century, Houston became the home of the Texas Medical Center — the world's largest concentration of healthcare and research institutions — and NASA's Johnson Space Center, where the Mission Control Center is located.

### Population

The United States Census Bureau estimates the county population is over 4.73 million as of the 2020 Census; in the 2010 Census, it was 4.1 million, an increase of over 15%. If Harris County was a state, it would rank 26th in population. In Harris County, there are over 41 incorporated cities. Below are the top populated cities in Harris County.



Population – Harris County	
Total Population	4,731,145
Houston	3,067,553
Katy	239,456
Humble	171,173
Pasadena	148,198
Baytown	94,540
LaPorte	37,699
Deer Park	32,745
Crosby	30,042
Webster	26,513
Seabrook	23,003



Harris County has been called the single most ethnically and culturally diverse large metropolitan region in the nation.

Race & Ethnicity – Harris County	
Hispanic	44%
White	28%
African American	20%
Asian	7%
Other	1%

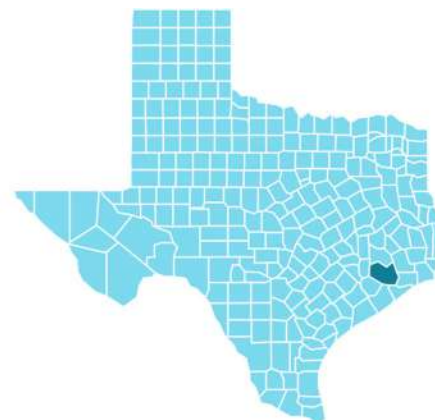
Languages Spoken	
English Only	54.56%
Spanish	34.60%
Indo-European Dialects	2.26%
Vietnamese	1.97%
Chinese (Mandarin/Cantonese)	1.36%
Arabic	0.77%

*Source: US Census Bureau*

## Education

Harris County independent school districts operate with the basic premise that every child can and should learn. Harris County has many educational opportunities from distinguished school districts to prominent colleges and universities. The U.S. Census Bureau reported that of the population that 25 years of age or older 81.4% have at least a high school degree, 31.5% have bachelor's degree or higher.

Harris County area has 25 independent school districts.		
Aldine	Alief	Channelview
Clear Creek	Crosby	Cypress-Fairbanks
Dayton	Deer Park	Galena Park
Goose Creek	Houston	Huffman
Humble	Katy	Klein
La Porte	New Caney	Pasadena
Pearland	Sheldon	Spring
Stafford	Spring Branch	Tomball
Waller		



## Economic Characteristics — Houston

According to the US Bureau of Labor Statistics, there has been a reduction in unemployment rate over the last year. In July 2021, Harris County unemployment rate was 6.6%, where it is 4.8% in July of 2022. The unemployment rate for the nation during the same period was 5.7%, then dropped to 3.8%. The effects of COVID-19 in the Houston economy have been notable but the resilience of Houstonians is also at play and the unemployment rate tends to level to its normal level with the passing of time.

The Greater Houston Partnership reports *The Economy at a Glance*, in its Volume 31 Number 9 for September 2022 that active listings for home sales are up 23.6 percent as of July '22 over one year ago; it remains well below its recent peak of 1,083 in late December 2028. Crude price averaged \$93.67 per barrel (WTI price) in August '22, up nearly 50% from \$67.73 average over the same period in '21.

## Employers

Houston's employment base has become increasingly diverse. In the past, the economic base was dominated by energy-related businesses with nearly 85 percent of all jobs in those sectors. Today nearly half of all jobs are in non-energy fields, such as business services, technology, aero- space, medicine and manufacturing. Houston is home to 24 Fortune 500 Companies. Known as the Bayou City for its waterway system, Houston thrives because it is a great place to work and a great place to live.

## Largest Houston Area Employers

Walmart – 37,000  
Memorial Hermann Health System – 24,108  
HEB – 23,732  
University of Texas MD Anderson – 21,086  
McDonald's Corp – 20,918  
Houston Methodist – 20,000  
Kroger Company – 16,000  
United Airlines – 14,941  
Schlumberger Limited – 12,069  
Shell Oil Company – 11,507  
Exxon Mobil Corporation – 11,000  
Texas Children Hospital – 10,992

*Source: Greater Houston Partnership, Houston 2020 Facts*



Industry Share of Houston Area Employment

Trade, Transportation and Utilities	20.1%
Professional & Business Services	16.3%
Educational & Health Services	13.6%
Government	12.7%
Leisure & Hospitality	10.6%
Mining, Logging & Construction	9.2%
Manufacturing	7.0%
Finance & Insurance	5.6%
Information Technology	0.9%
Other	4.0%

*Source: Greater Houston Partnership, "Talking Points", 10.16.24*



## Tourism

More than 31 million people visit the greater Houston area on a yearly basis, Houston has many interesting places to visit. Top Attractions include:

- Space Center Houston Museum District:
- Museum of Natural Science
- Museum of Health
- Holocaust Museum
- Contemporary Arts Museum
- Museum of Fine Arts
- Children's Museum
- Galleria Mall
- Houston Zoo
- Kemah
- Boardwalk
- Sports Arenas: Minute Maid Park, NRG Park, Toyota Center



## Fun Fact

60% of all domestic travelers to Houston are from Texas.

On a budget, Houston also has inexpensive places to visit such as: Art Car Museum, Blaffert Gallery, Buffalo Bayou, Children's Museum of Houston, and Discovery Green are just a few of the attractions Houston offers for 2 dollars or under.

## Recreation

Besides the many places to visit, Houston is a city that loves sports. Year-round, the weather lends itself to sports, and Houstonians take advantage of it.

Houston Fans have many choices when it comes to watching professional teams:

- In basketball we have the Houston Rockets, two-time NBA champions
- In soccer we have the Houston Dynamo, 2006 & 2007 MLS champions
- In football we have the Houston Texans
- In baseball we have the Houston Astros

Houston also has a variety of collegiate teams:

- Rice University Owls
- University of Houston Cougars
- Texas Southern University Tigers







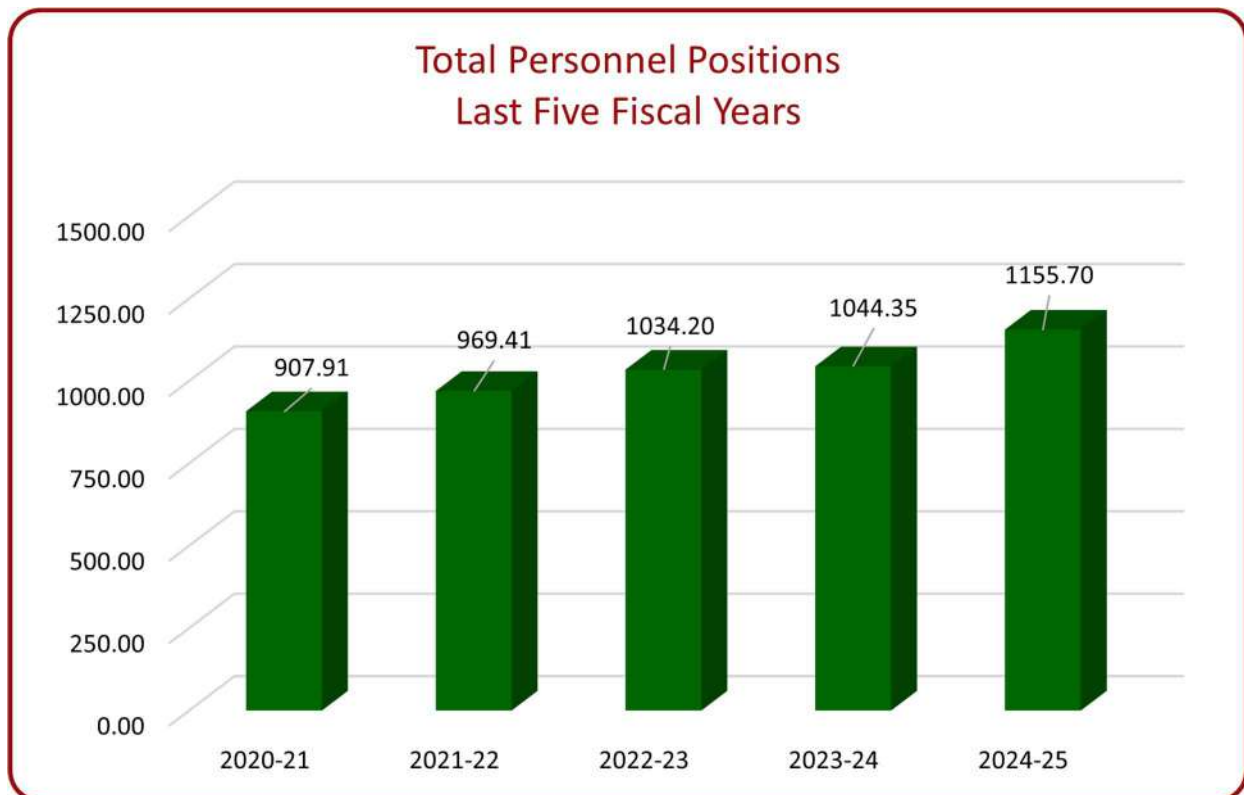
## HUMAN RESOURCES

Harris County Department of Education

The Superintendent shall develop and recommend a pay system for all Department personnel to the Board of Trustees for adoption. The pay system shall be designed to provide appropriate pay for the assessed worth of jobs. The system shall consist of pay range structures for the following employee groups: management, professional, certified instructional, clerical/paraprofessional, and technical. The system shall be designed and administered to accomplish the following:

- Remain competitive with appropriate labor markets for the various categories of personnel.
- Recognize the levels of skill, effort, and responsibility required of different jobs.
- Be fiscally controlled and cost effective.

In the following pages, the salary schedule procedures and the employee benefits are disclosed. Also, the personnel positions by fund comparing the last five years are included. A description of each position with the level, number of days of work per year, number of positions and totals are included by division or program.





## PERSONNEL POSITIONS BY FUND

Harris County Department of Education

The number of employees by fund will be presented in the following charts. They will be followed by a section with more detailed information with the position level, number of working days in the year and the number of positions through the Department. Administrative salary schedules will accompany this sub-section.

### GENERAL FUND

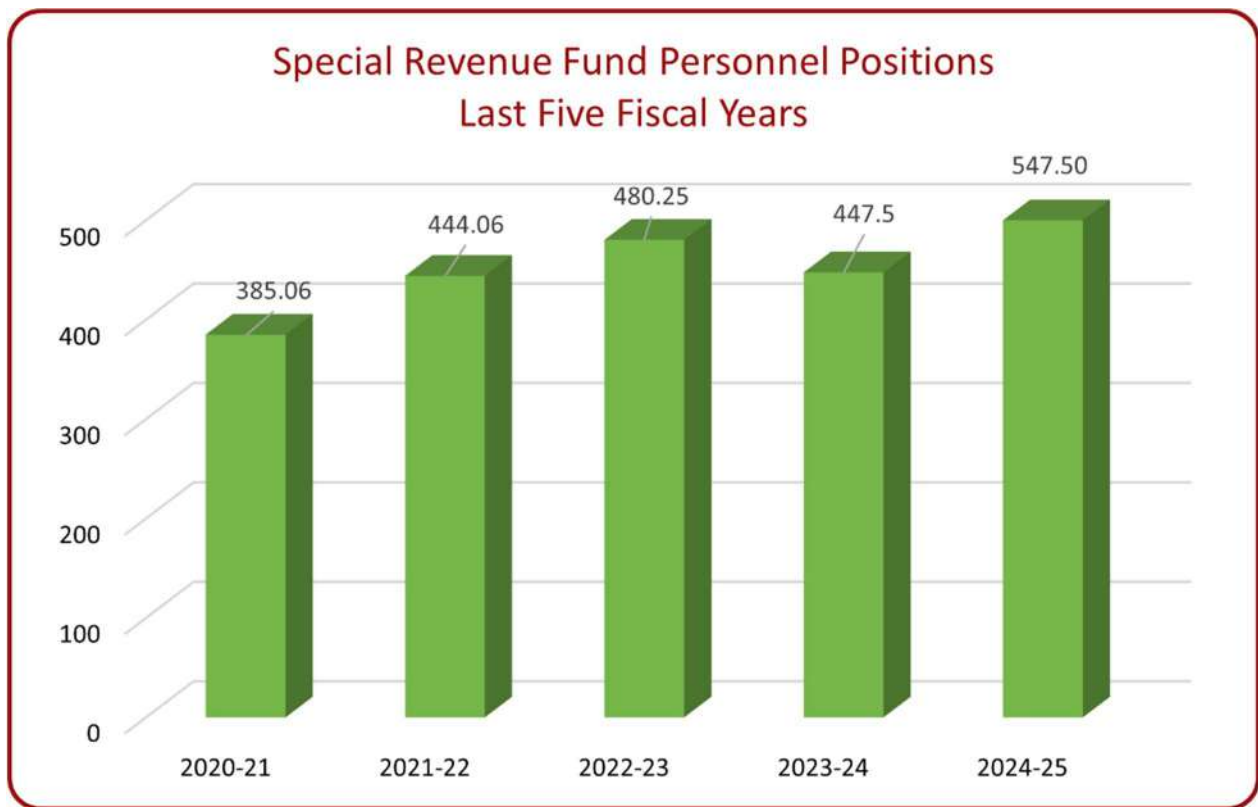
Over the last 5 years, General Fund divisions have seen an increase of 86.35 Full-time Equivalents (FTEs). Increase will always follow demand, and the steepest increases are for Academic and Behavior School West with 21.0 FTEs and Therapy Services with 30.25 FTEs.

Much of this increase is the effect of the recovery following the COVID lockdown of 2020, but in later years, it illustrates the growing demand in special education and therapy services by local school districts. As ISD Budget become increasingly strained, some schools have discovered the economic benefit to partnering with HCDE where before they operated these services on their own.



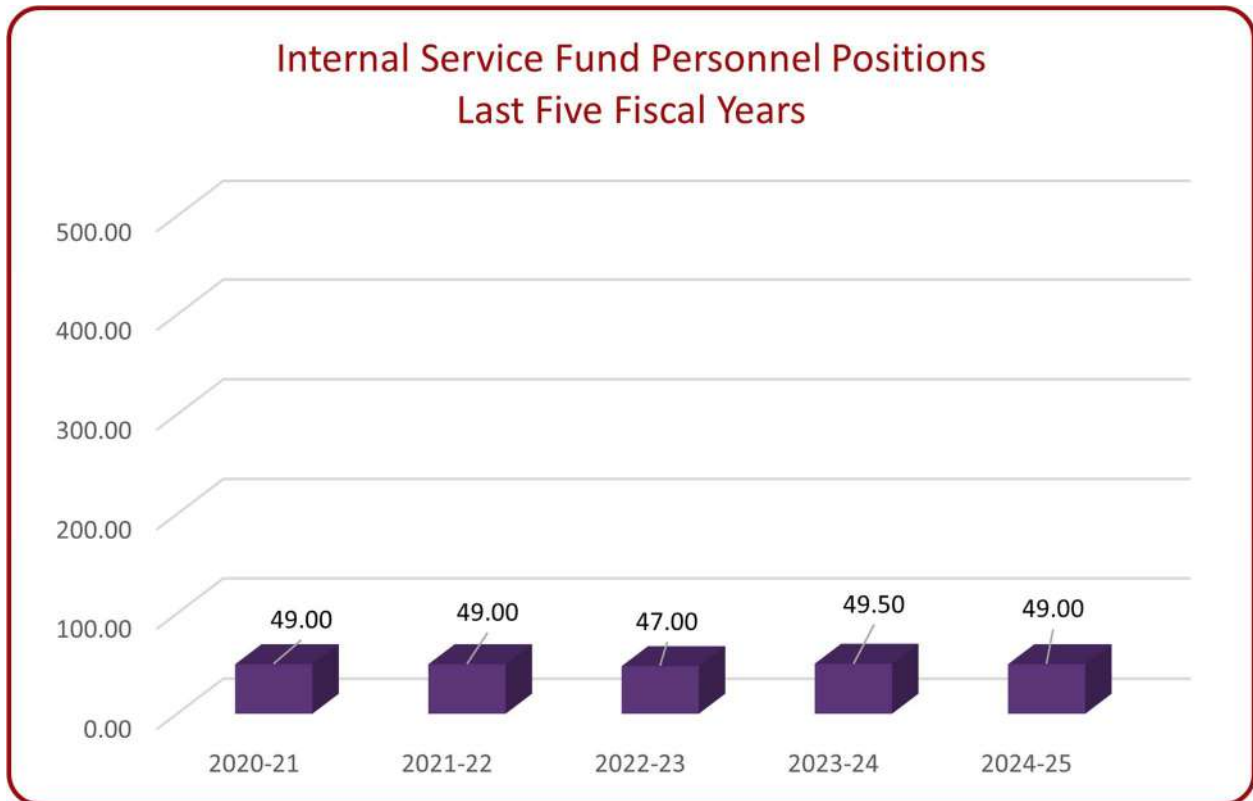
## SPECIAL REVENUE FUNDS

Over the last 5 years, Special Revenue Fund divisions (Head Start, CASE For Kids, and Adult Education) have seen an increase of 164.44 Full-time Equivalents (FTEs). This increase is due to 1) the opening of new Head Start centers, resulting in a 25.50 FTE increase in personnel, 2) increased partnerships throughout the county to provide after school activities with CASE, and 3) the opening of our brand-new Adult Education Campus at the start of the 2024 Fiscal year, creating a need for over 102.94 new FTEs. As we transitioned Adult Education from their old and obsolete facilities, the program did suffer from lack of enrollment, causing the initial decrease in positions that school year. A hiring surge took place during 2024, however, as enrollment increased by over 1000 students.



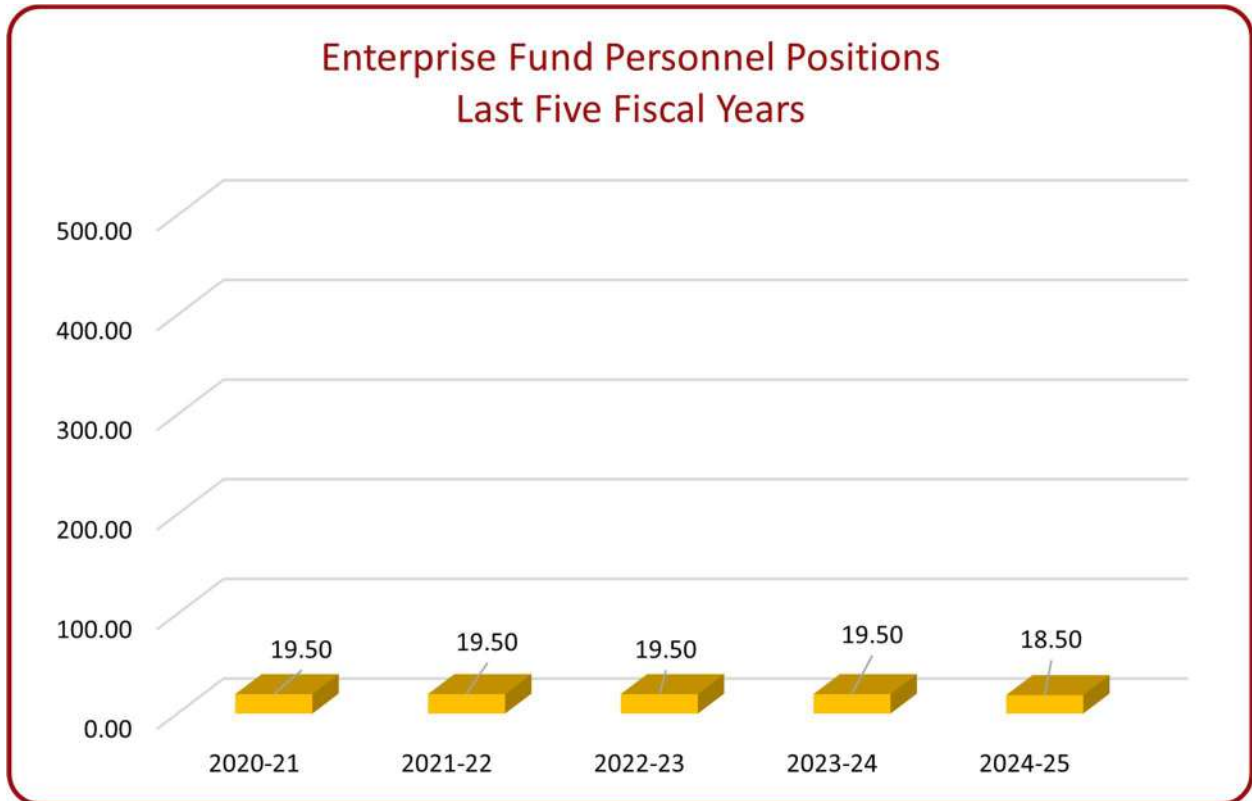
## INTERNAL SERVICE FUND

Internal Service Fund personnel has remained stable over the last 5 years and is comprised of our Facilities Support & Maintenance divisions. Almost half the FTEs for Facilities are custodians at our various campuses (21 FTEs), followed by Maintenance and Warehouse (16 FTEs) and finally Administration & Support personnel (8 FTEs). Without a dramatic change in the number of building assets to support, Facilities personnel levels are expected to remain stable into the future.



## ENTERPRISE FUND

Enterprise Fund personnel is comprised solely of Choice Partners Cooperative and Personnel level have remained stable. Most recently two clerical positions were combined into one specialist position, which can be expected as an organization advances in process efficiencies.



# Harris County Department of Education

## FY 2024-2025

### Personnel Positions Summary

#### General Fund

BM No.	DIVISION/BUDGET	2024-25	2023-24	2022-23	2021-22	2020-21
131	Academic and Behavior School East	68.25	77.50	65.00	64.25	64.25
132	Academic and Behavior School West	79.25	71.50	58.00	58.25	58.25
201	Adult Education	0.00	0.00	0.00	0.00	0.00
011	Asst. Superintendent for Academic Support	2.00	2.00	2.00	2.00	2.00
012	Asst. Superintendent for Education & Enrichment	2.00	2.00	2.00	2.00	2.00
010	Board of Trustees	1.00	1.00	1.00	1.00	1.00
050	Business Support Services	20.50	18.50	18.50	17.00	17.00
301	Center for Educator Success	19.50	17.50	17.50	12.50	12.50
923	Center for Grants Development	6.00	6.00	6.00	6.00	6.00
005	Center for Safe & Secure Schools	7.00	7.00	7.00	4.00	4.00
093	Chief Communications Officer	1.00	1.00	1.00	1.00	1.00
940	Chief of Staff	4.00	3.00	2.00	2.00	2.00
925	Communications and Creative Services	12.00	12.00	10.00	10.00	10.00
921	Community Engagement	1.00	1.00	1.00	0.00	0.00
014	Educator Certification and Advancement	0.00	0.00	0.00	5.50	5.50
086	Facilities-Construction	2.00	2.00	2.00	2.00	2.00
800	Fortis Academy	13.25	12.25	12.25	10.25	10.25
970	Highpoint School East	44.25	46.25	44.25	37.25	37.25
030	Human Resources	11.00	11.00	11.00	10.00	10.00
090	Information Technology Services	27.00	26.00	25.00	24.00	24.00
092	Marketing & Client Engagement	6.50	6.50	6.50	4.50	4.50
955	Procurement Services	8.00	8.00	8.00	7.00	7.00
954	Records Management Services	15.00	15.00	15.00	15.00	15.00
924	Research and Evaluation Institute	7.00	7.00	7.00	7.00	7.00
111	School-Based Therapy Services	175.20	165.85	157.45	146.35	144.85
501	Schools	6.00	6.00	6.00	6.00	5.00
001	Superintendent's Office	2.00	2.00	2.00	2.00	2.00
	<b>Total</b>	<b>540.70</b>	<b>527.85</b>	<b>487.45</b>	<b>456.85</b>	<b>454.35</b>

#### Special Revenue Fund

BM No.	DIVISION/BUDGET	2024-25	2023-24	2022-23	2021-22	2020-21
201	Adult Education	180.00	88.50	120.25	81.06	77.06
922	Center for Afterschool, Summer and Enrichment	61.00	67.00	51.50	51.50	26.00
005	Center for Safe and Secure Schools	0.00	0.00	0.00	0.00	1.00
901	Head Start	306.50	292.00	308.50	311.50	281.00
	<b>Total</b>	<b>547.50</b>	<b>447.50</b>	<b>480.25</b>	<b>444.06</b>	<b>385.06</b>

#### Internal Service Fund

BM No.	DIVISION/BUDGET	2024-25	2023-24	2022-23	2021-22	2020-21
083	Facility Support Services	35.00	36.00	36.00	38.00	38.00
084	Facility Support Services-Operations	14.00	13.50	11.00	11.00	11.00
	<b>Total</b>	<b>49.00</b>	<b>49.50</b>	<b>47.00</b>	<b>49.00</b>	<b>49.00</b>



## Enterprise Fund

BM No.	DIVISION/BUDGET	2024-25	2023-24	2022-23	2021-22	2020-21
089	Facilities-Choice Partners	18.5	19.50	19.50	19.50	19.50
	<b>Total</b>	<b>18.50</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>

POSITIONS BY FUND		2024-25	2023-24	2022-23	2021-22	2020-21
Total General Fund Positions		540.70	527.85	487.45	456.85	454.35
Total Special Revenue Fund Positions		547.50	447.50	480.25	444.06	385.06
Total Internal Service Fund Positions		49.00	49.50	47.00	49.00	49.00
Total Enterprise Fund Positions		18.50	19.50	19.50	19.50	19.50
<b>TOTAL HCDE FTE POSITIONS</b>		<b>1155.70</b>	<b>1044.35</b>	<b>1034.20</b>	<b>969.41</b>	<b>907.91</b>

**Harris County Department of Education**  
**Full-time Personnel Positions for FY 2024-2025**  
**General Fund**

BUDGETS IN ALPHABETICAL ORDER: GENERAL FUND	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Academic and Behavior School East (Schools)</b>				<b>68.25</b>
Principal	A-7	240	1.00	
Assistant Principal	A-5	210	2.00	
Compliance and Technical Support Officer	A-5	200	0.50	
Parent Engagement/SHARS Liaison	A-3	200	0.50	
Occupational Therapist	P-3	191	0.50	
School Counselor	P-2	200	1.00	
Social and Emotional Counselor	P-2	200	1.00	
Instructional Coach	P-2	200	0.25	
Licensed Specialist in School Psychology	P-3	200	0.50	
School Nurse	P-1	213	2.00	
Behavior Intervention Specialist	P-2	200	1.00	
Teacher	teach sched	191	23.00	
Transition Specialist	teach sched	200	2.00	
Secretary	S-4	240	1.00	
Educational Aide I, II, III	I-1, 2, 3	191	26.00	
Campus Clerk	S-2	210	1.00	
Food Service Clerk	O-2	200	1.00	
Relief Instructor	sub sched	178	4.00	
<b>Academic and Behavior School West (Schools)</b>				<b>79.25</b>
Principal	A-7	240	1.00	
Assistant Principal	A-5	210	2.00	
Compliance and Technical Support Officer	A-5	200	0.50	
Parent Engagement/SHARS Liaison	A-3	200	0.50	
Occupational Therapist	P-3	191	0.50	
Counselor	P-2	200	1.00	
Instructional Coach	P-2	200	0.25	
Licensed Specialist in School Psychology	P-3	200	0.50	
School Nurse	P-1	213	1.00	
Teacher	teach sched	191	23.00	
PV Teacher Intern	teach sched	191	3.00	
Transition Specialist	teach sched	200	2.00	
Behavior Intervention Specialist	P-2	200	1.00	
Secretary	S-4	240	1.00	
Educational Aide I, II, III	I-1, 2, 3	191	29.00	
Campus Clerk	S-2	210	1.00	
Food Service Clerk	O-2	200	1.00	
Relief Instructor	sub sched	178	11.00	
<b>Assistant Superintendent for Academic Support</b>				<b>2.00</b>
Assistant Superintendent	A-10	240	1.00	
Executive Assistant	S-6	240	1.00	

BUDGETS IN ALPHABETICAL ORDER: GENERAL FUND	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Assistant Superintendent for Education and Enrichment</b>				<b>2.00</b>
Assistant Superintendent	A-10	240	1.00	
Executive Assistant	S-6	240	1.00	
<b>Board of Trustees</b>				<b>1.00</b>
Executive Assistant	S-6	240	1.00	
<b>Business Support Services</b>				<b>20.50</b>
Assistant Superintendent	A-10	240	1.00	
Chief Accounting Officer	A-8	240	1.00	
Accounting Manager	A-5	240	1.00	
Senior Accountant	A-5	240	2.00	
Staff Accountant II	A-4	240	2.00	
Special Project - Workflow Specialist	A-4	240	1.00	
Staff Accountant I	A-3	240	1.00	
Junior Staff Accountant	A-1	240	2.00	
Executive Assistant	S-6	240	1.00	
Payroll Specialist - Lead	S-6	240	1.00	
Senior Accountants Payable Specialist	S-6	240	1.00	
Accounts Payable Specialist	S-5	240	2.00	
Accounts Receivable Specialist	S-5	240	1.00	
Payroll Specialist	S-5	240	1.50	
Senior Grant Accounting Clerk	S-5	240	1.00	
Business Clerk	S-4	240	1.00	
<b>Center for Educator Success</b>				<b>19.50</b>
Senior Director	A-8	240	1.00	
Officer - Educator Advancement	A-6	240	1.00	
Officer - Elementary Education	A-6	240	1.00	
Officer - Partnerships and Certification	A-6	240	1.00	
Officer - Secondary Education	A-6	240	1.00	
Officer - Certification and Assessment	A-6	240	1.00	
Manager - Bilingual	A-4	240	1.00	
Manager - Compliance	A-4	240	1.00	
Manager - Recruitment	A-4	240	2.00	
Manager - Teacher Advancement	A-4	240	1.00	
Manager - Teacher Support	A-4	240	4.00	
Financial Asst/Administrative Asst to Senior Director	S-5	240	1.00	
Administrative Assistant - Events	S-5	240	1.00	
Compliance/Records Adm Assistant	S-4	240	1.00	
Administrative Support Assistant	S-4	240	0.50	
Administrative Assistant	S-3	240	1.00	

BUDGETS IN ALPHABETICAL ORDER: GENERAL FUND	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Center for Grants Development</b>				<b>6.00</b>
Director	A-7	240	1.00	
Manager	A-4	240	1.00	
Specialist	A-4	240	1.00	
Coordinator	A-3	240	1.00	
Development Associate	A-2	240	1.00	
Secretary	S-4	240	1.00	
<b>Center for Safe &amp; Secure Schools</b>				<b>7.00</b>
Director	A-7	240	1.00	
Officer of School Safety and Security	A-6	240	1.00	
School Climate and Culture Specialist	A-5	240	2.00	
School Safety and Security Specialist	A-5	240	2.00	
Administrative Assistant	S-4	240	1.00	
<b>Chief Communications Officer</b>				<b>1.00</b>
Chief Communications Officer	A-9	240	1.00	
<b>Chief of Staff</b>				<b>4.00</b>
Chief of Staff	A-9	240	1.00	
Public Information and Policy Manager	A-4	240	1.00	
Civic Engagement Project Coordinator	A-3	240	1.00	
Civic Engagement Specialist	A-2	240	1.00	
<b>Communications and Creative Services</b>				<b>12.00</b>
Director	A-7	240	1.00	
Manager	A-4	240	1.00	
Communications & Community Engagement Coordinator	A-3	240	1.00	
Events Coordinator	A-3	240	1.00	
Creative Content Coordinator	A-3	240	2.00	
Web Content Coordinator	T-4	240	1.00	
Graphic Design Manager	T-4	240	1.00	
Multimedia Manager	T-4	240	1.00	
Multimedia Production Coordinator	T-3	240	1.00	
Multimedia Content Coordinator	T-3	240	1.00	
Administrative Assistant	S-4	240	1.00	

BUDGETS IN ALPHABETICAL ORDER: GENERAL FUND	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Community Engagement</b>				<b>1.00</b>
Community Development/Educatin Foundation Director	A-6	240	1.00	
<b>Facilities - Construction</b>				<b>2.00</b>
Director	A-7	240	1.00	
Construction and Environmental Specialist	O-4	240	1.00	
<b>Fortis Academy</b>				<b>13.25</b>
Principal	A-7	240	1.00	
Recovery Coach	A-3	240	1.00	
Recovery Program Coordinator	P-3	240	1.00	
Instructional Coach	P-2	200	0.25	
Counselor	P-2	200	1.00	
Nurse	P-2	191	1.00	
Teacher	teach sched	191	5.00	
Secretary to Principal	S-4	230	1.00	
Relief Instructor	sub sched	178	1.00	
Educational Aide III	I-3	191	1.00	
<b>Highpoint School East (Schools)</b>				<b>44.25</b>
Principal	A-7	240	1.00	
Assistant Principal	A-5	210	3.00	
Counselor	P-2	200	2.00	
Instructional Coach	P-2	200	0.25	
Transition Specialist	teach sched	200	3.00	
School Nurse	P-2	191	1.00	
Teacher	teach sched	191	17.00	
Secretary	S-4	240	1.00	
Educational Aide I, II, III	I-1, 2, 3	191	11.00	
Campus Clerk	S-2	210	2.00	
Relief Instructor	sub sched	178	3.00	
<b>Human Resources</b>				<b>11.00</b>
Executive Director	A-9	240	1.00	
Assistant Director	A-5	240	1.00	
HR Compensation Analyst	A-4	240	1.00	
Risk Management Specialist	A-4	240	1.00	
Benefits Coordinator	A-3	240	1.00	
Human Resources Coordinator	A-3	240	3.00	
Benefits Specialist	S-6	240	1.00	
Administrative Assistant	S-5	240	1.00	
Human Resources Recruitment Specialist	S-5	240	1.00	

BUDGETS IN ALPHABETICAL ORDER: GENERAL FUND	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Information Technology Services</b>				<b>27.00</b>
Director	T-7	240	1.00	
Applications Manager	T-6	240	1.00	
Service Desk Manager	T-6	240	1.00	
Operations Services Manager	T-6	240	1.00	
Project Manager	T-6	240	1.00	
Senior Software Developer	T-5	240	1.00	
Senior Systems Analyst	T-5	240	1.00	
Senior Systems Engineer	T-5	240	1.00	
Process Improvement Coordinator	T-4	240	1.00	
Information Security Officer	T-5	240	1.00	
Software Developer	T-4	240	1.00	
Systems Analyst	T-4	240	3.00	
Application and Network Support Analyst	T-3	240	1.00	
Infrastructure Analyst - Network	T-3	240	1.00	
Systems Engineer	T-4	240	2.00	
Technology Trainer	T-3	240	1.00	
Help Desk Analyst II	T-2	240	3.00	
Help Desk Analyst I	T-1	240	2.00	
Help Desk Field Technician	T-1	240	2.00	
Administrative Assistant	S-5	240	1.00	
<b>Marketing and Client Engagement</b>				<b>6.50</b>
Director	A-7	240	1.00	
Assistant Director	A-5	240	0.50	
Coordinator - Client Engagement	A-3	240	3.00	
Coordinator - Translation	A-3	240	1.00	
Administrative Assistant	S-4	240	1.00	
<b>Procurement Services</b>				<b>8.00</b>
Director - Procurement Services	A-7	240	1.00	
Contract Manager	A-4	240	1.00	
Procurement Manager	A-4	240	1.00	
Procurement Coordinator	A-3	240	2.00	
Contract Specialist	S-5	240	1.00	
Procurement Services Specialist	S-5	240	1.00	
P-Card Specialist	S-5	240	1.00	



BUDGETS IN ALPHABETICAL ORDER: GENERAL FUND	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Records Management Services</b>				<b>15.00</b>
Director	A-7	240	1.00	
Records Operations Manager	A-3	240	1.00	
Senior Records Center Technician	O-6	240	1.00	
Senior Customer Support/Imaging Specialist	O-5	240	1.00	
Records Center Technician	O-4	240	5.00	
Imaging and Content Support Specialist	S-5	240	1.00	
Records Support Specialist	S-5	240	1.00	
Customer Support and Imaging Clerk II	S-4	240	1.00	
Imaging Quality Control Clerk	S-3	240	1.00	
Customer Support & Imaging Clerk I	S-3	240	2.00	
<b>Research and Evaluation Institute</b>				<b>7.00</b>
Director	A-7	240	1.00	
Manager	A-4	240	1.00	
Coordinator	A-3	240	4.00	
Secretary	S-4	240	1.00	
<b>School-Based Therapy Services</b>				<b>175.20</b>
Senior Director	A-9	240	1.00	
Manager	P-4	240	7.00	
Manager	P-4	230	1.00	
Manager	P-4	200	1.00	
Field Staff-OT/PT	P-3	180	114.60	
Field Staff-Music Therapist	P-1	180	11.10	
Field Staff-COTA/PTA	S-7	180	36.50	
Administrative Assistant	S-5	240	1.00	
General Office Clerk	S-4	240	2.00	
<b>Schools</b>				<b>6.00</b>
Senior Director of School Administration	A-8	240	1.00	
Director - Curriculum and Compliance Services	A-7	240	1.00	
Compliance and Technical Support Officer	A-5	200	1.00	
Bus Driver	O-4	240	1.00	
Administrative Assistant	S-5	240	1.00	
General Office Clerk II	S-4	240	1.00	
<b>Superintendent's Office</b>				<b>2.00</b>
Superintendent	-	240	1.00	
Senior Executive Assistant	S-8	240	1.00	

**General Fund - Full Time Equivalent Positions**

**540.70**

**Harris County Department of Education  
Full-time Personnel Positions for FY 2024-2025  
Special Revenue Fund**

BUDGETS IN ALPHABETICAL ORDER: SPECIAL REVENUE FUNDS	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Adult Education Program Total</b>				<b>180.00</b>
<b>Adult Education - HGAC Grant</b>				<b>177.00</b>
Senior Director	A-8	240	1.00	
Director	A-7	240	1.00	
Manager	A-5	240	3.00	
Career Pathways Manager	A-5	240	1.00	
Quality Assurance Coordinator	A-4	240	1.00	
Grant & Budget Compliance Specialist	A-4	240	1.00	
Career Navigator (CORE AEFLA)	A-3	240	2.00	
Career Navigator (IELCE)	A-3	240	1.00	
Coordinator	A-3	240	1.00	
Instruction & Curriculum Specialist (CORE AEFLA)	A-3	240	1.00	
Instruction & Curriculum Specialist (IELCE)	A-3	240	1.00	
Performance & Accountability Coordinator	A-3	240	1.00	
Professional Development & Digital Lit Coordinator	A-3	240	1.00	
Program Coordinator - Workforce Dev	A-3	240	1.00	
Teacher	A-3	190	2.00	
Teacher	A-3	240	1.00	
Secretary to Senior Director	S-5	240	1.00	
Data Clerk	S-3	240	5.00	
General Office Clerk I	S-3	240	10.00	
Receptionist	S-2	240	1.00	
Custodian	O-1	240	2.00	
Aide - Instructional	AES	PT	16.00	
Program Assistant	AES	PT	14.00	
Teacher	AES	PT	105.00	
<b>Adult Education - Access Harris Grant</b>				<b>3.00</b>
Intake Specialist	A-2	240	3.00	

BUDGETS IN ALPHABETICAL ORDER: SPECIAL REVENUE FUNDS	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Center for Afterschool, Summer and Enrichment (CASE) for Kids</b>				<b>61.00</b>
Senior Director	A-8	240	1.00	
Assistant Director	A-5	240	2.00	
Manager	A-4	240	3.00	
Coordinator - Family Engagement	A-2	240	2.00	
Coordinator - Project	A-3	240	6.50	
Coordinator - Research and Evaluation	A-3	240	1.00	
Coordinator - Program	A-2	240	5.00	
Coordinator - Resource	A-3	240	1.00	
Project Based Learning Associate (P/T)	A-2	240	1.50	
Coordinator - Site	A-1	240	6.00	
Administrative Assistant - Senior Director	S-5	240	1.00	
Administrative Assistant	S-3	240	4.00	
Afterschool Program Specialist (P/T)	S-2	240	25.00	
Data Clerk	S-2	240	1.00	
Special Initiatives Clerk	S-2	240	1.00	
<b>Head Start Program Total</b>				<b>306.50</b>
<b>Head Start-Central Office</b>				<b>48.50</b>
Senior Director	H-7	240	1.00	
Assistant Director - Education and Operations	H-6	240	1.00	
Assistant Director - Compliance and Family Services	H-6	240	1.00	
Manager - Data Compliance	H-5	240	1.00	
Manager - Education and Special Services	H-5	240	1.00	
Manager - Community Partnerships	H-5	240	1.00	
Manager - Health and Family Services	H-5	240	1.00	
Manager - Nutrition Services	H-5	240	1.00	
Manager - Operations	H-5	240	2.00	
Coordinator - Compliance	H-4	230	1.00	
Coordinator - Data	H-4	230	1.00	
Coordinator - Education Services	H-4	230	4.00	
Coordinator - Family Services	H-4	230	4.00	
Coordinator - Health Services	H-4	230	3.00	
Coordinator - Nutrition Services	H-4	230	3.00	
Coordinator - Operations	H-4	230	2.00	
Coordinator - Professional Development	H-4	230	1.00	
Coordinator - Special Education	H-4	230	1.00	
Instructional Coach (non-certified)	H-2	230	5.00	
Counselor	H-5	230	1.00	

BUDGETS IN ALPHABETICAL ORDER: SPECIAL REVENUE FUNDS	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Data/Compliance Specialist	S-4	230	1.00	
Financial Assistant	S-4	230	1.00	
Administrative Assistant - Senior Director	S-5	230	1.00	
Secretary	S-4	240	1.00	
Administrative Assistant - Education and Operations	S-3	230	1.00	
Administrative Assistant - Health and Family Services	S-3	230	1.00	
Clerk - Community Partnerships	S-3	230	1.00	
Clerk - Education and Special Services	S-3	230	1.00	
Clerk - Health and Family Services	S-3	230	1.00	
Clerk - Nutrition Services	S-3	230	1.00	
Clerk - Operations	S-3	230	1.00	
Clerk - Operations	S-3	230	0.50	
Courier	O-2	230	1.00	
<b>Head Start-Barrett Campus</b>				<b>14.00</b>
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.50	
Family Services Provider	H-1	230	1.00	
Teacher	E-3,4,5	200	7.00	
Teaching Assistant	E-1	200	3.00	
Cook	O-1	190	1.00	
Custodian	O-1	190	1.00	
<b>Head Start-Barrett Early Head Start</b>				<b>13.00</b>
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.50	
Family Services Provider	H-1	230	1.00	
Teacher	E-2,3,4,5	218	9.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	1.00	
<b>Head Start-Baytown Campus</b>				<b>20.00</b>
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	3.00	
Teacher	E-3,4,5	200	5.00	
Teaching Assistant	E-1	200	7.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Campus Clerk	S-2	230	0.50	

BUDGETS IN ALPHABETICAL ORDER: SPECIAL REVENUE FUNDS	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Head Start-Baytown Early Head Start</b>				<b>16.00</b>
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	1.00	
Teacher	E-2,3,4,5	218	11.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	1.00	
Campus Clerk	S-2	230	0.50	
<b>Head Start-Baytown CCP</b>				<b>2.00</b>
Family Services Provider	H-1	230	2.00	
<b>Head Start-Channelview Campus</b>				<b>16.00</b>
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	2.00	
Teacher	E-3,4,5	200	4.00	
Teaching Assistant	E-1	200	5.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
<b>Head Start-Compton Campus</b>				<b>20.00</b>
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	3.00	
Teacher	E-3,4,5	200	5.00	
Teaching Assistant	E-1	200	7.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
<b>Head Start-Coolwood Campus</b>				<b>14.00</b>
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.50	
Family Services Provider	H-1	230	2.00	
Teacher	E-3,4,5	200	4.00	
Teaching Assistant	E-1	200	5.00	
Cook	O-1	190	1.00	
Custodian	O-1	190	1.00	
<b>Head Start-Coolwood Early Head Start</b>				<b>14.00</b>
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.50	
Family Services Provider	H-1	230	1.00	
Teacher	E-2,3,4,5	218	10.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	1.00	

BUDGETS IN ALPHABETICAL ORDER: SPECIAL REVENUE FUNDS		LEVEL	# DAYS	# FTEs	TOTAL FTEs
Head Start-Dogan Campus					10.00
Campus Manager	H-4	230	1.00		
Assistant Campus Manager	H-3	230	1.00		
Family Services Provider	H-1	230	2.00		
Teacher	E-3,4,5	200	4.00		
Teaching Assistant	E-1	200	2.00		
Head Start-Fonwood Campus					15.00
Campus Manager	H-4	230	1.00		
Assistant Campus Manager	H-3	230	1.00		
Family Services Provider	H-1	230	3.00		
Teacher	E-3,4,5	200	7.00		
Teaching Assistant	E-1	200	3.00		
Head Start-Humble Campus					13.50
Campus Manager	H-4	230	0.50		
Assistant Campus Manager	H-3	230	0.50		
Family Services Provider	H-1	230	2.00		
Teacher	E-3,4,5	200	3.00		
Teaching Assistant	E-1	200	5.00		
Cook	O-1	190	1.00		
Custodian	O-1	190	1.00		
Campus Clerk	S-2	230	0.50		
Head Start-Humble Early Head Start					13.50
Campus Manager	H-4	230	0.50		
Assistant Campus Manager	H-3	230	0.50		
Family Services Provider	H-1	230	1.00		
Teacher	E-2,3,4,5	218	9.00		
Cook	O-1	218	1.00		
Custodian	O-1	218	1.00		
Campus Clerk	S-2	230	0.50		
Head Start-JD Walker Campus					12.00
Campus Manager	H-4	230	1.00		
Assistant Campus Manager	H-3	230	1.00		
Family Services Provider	H-1	230	1.00		
Teacher	E-3,4,5	200	3.00		
Teaching Assistant	E-1	200	4.00		
Cook	O-1	190	1.00		
Custodian	O-1	190	1.00		



BUDGETS IN ALPHABETICAL ORDER: SPECIAL REVENUE FUNDS	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Head Start-LaPorte Campus</b>				<b>10.00</b>
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	1.00	
Teacher	E-3,4,5	200	2.00	
Teaching Assistant	E-1	200	3.00	
Cook	O-1	190	1.00	
Custodian	O-1	190	1.00	
<b>Head Start-LaPorte Early Head Start</b>				<b>10.00</b>
Family Services Provider	H-1	230	1.00	
Teacher	E-2,3,4,5	218	9.00	
<b>Head Start-Sheffield Campus</b>				<b>25.00</b>
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	3.00	
Teacher	E-3,4,5	200	7.00	
Teaching Assistant	E-1	200	10.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
<b>Head Start-Tidwell Campus</b>				<b>10.00</b>
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	1.00	
Teacher	E-3,4,5	200	2.00	
Teaching Assistant	E-1	200	3.00	
Cook	O-1	190	1.00	
Custodian	O-1	190	1.00	
<b>Head Start-Tidwell Early Head Start</b>				<b>10.00</b>
Family Services Provider	H-1	230	1.00	
Teacher	E-2,3,4,5	218	9.00	

Special Revenue Fund - Full Time Equivalent Positions

**547.50**

**Harris County Department of Education  
Full-time Personnel Positions for FY 2024-2025  
Internal Service Fund**

BUDGETS IN ALPHABETICAL ORDER: INTERNAL SERVICE FUND	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Facility Support Services</b>				<b>35.00</b>
Executive Director	A-9	240	1.00	
Maintenance Director	A-7	240	1.00	
Assistant Director	A-5	240	1.00	
Operations Coordinator	A-3	240	1.00	
Administrative Assistant	S-5	240	1.00	
Secretary to Director	S-4	240	1.00	
Fixed Assets Clerk	S-4	240	1.00	
Receptionist	S-1	240	2.00	
Maintenance Technician III	O-6	240	4.00	
Utility Craftsman II	O-5	240	2.00	
Transportation Technician	O-5	240	1.00	
Maintenance Technician II	O-5	240	2.00	
Maintenance Technician I	O-4	240	3.00	
Maintenance Worker	O-3	240	2.00	
Warehouseman	O-3	240	1.00	
Courier	O-2	240	1.00	
Mail Clerk	O-2	240	1.00	
Parking Monitor	O-2	240	2.00	
Custodian	O-1	240	7.00	
<b>Facility Support Services-Operations</b>				<b>14.00</b>
Custodian-ABS East	O-1	240	3.00	
Custodian-ABS West	O-1	240	3.00	
Custodian-Highpoint East	O-1	240	4.00	
Custodian-Fortis Academy	O-1	240	2.00	
Custodian-Adult Ed	O-1	240	2.00	

**Internal Service Fund - Full Time Equivalent Positions**

**49.00**

**Harris County Department of Education  
Full-time Personnel Positions for FY 2024-2025  
Enterprise Fund**

BUDGETS IN ALPHABETICAL ORDER: ENTERPRISE FUND	LEVEL	# DAYS	# FTEs	TOTAL FTEs
<b>Facilities - Choice Partners</b>				<b>18.50</b>
Senior Director	A-8	240	1.00	
Assistant Director	A-5	240	2.50	
Client Services Manager	A-4	240	1.00	
Contract Compliance Specialist	A-4	240	1.00	
Contract Manager II	A-4	240	5.00	
Contract Coordinator	A-3	240	1.00	
Food Contract Coordinator	A-3	240	1.00	
Contract Billing Specialist	S-5	240	3.00	
Administrative Assistant	S-5	240	1.00	
Contract Billing Specialist	S-5	240	1.00	
Food Contract Assistant	S-4	240	1.00	

**Enterprise Fund - Full Time Equivalent Positions**

**18.50**



## FY 2024-2025 Salary Schedule

Harris County Department of Education

### New Hire Certified Teachers

YEARS EXPERIENCE	191 DAY SALARY
0	\$69,250
1	69,750
2	70,200
3	70,650
4	71,100
5	71,800
6	72,600
7	73,100
8	73,786
9	74,464
10	74,864
11	75,264
12	75,664
13	76,064
14	76,464
15	76,864
16	77,262
17	77,662
18	78,081
19	78,492
20	78,904
21	79,264
22	79,704
23	80,104
24	80,504
25	80,904
26	81,304
27	81,704
28	82,104
29	82,504
30	82,904

This schedule shows minimum salaries only. Some employees are paid more than these amounts for additional duty days or stipends. Salary schedules are developed for one year only. Future salaries cannot be predicted from this schedule.

This schedule is used for Chapter 21 contract teachers and transition specialists employed in the Schools division.



## FY 2024-2025 Salary Schedule

Harris County Department of Education

### Administrative Salary Schedule

<b>A-1</b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	171.27	210.15	249.03
	<b>240 Days</b>	41,105	50,436	59,767
	<u>Job Titles:</u> Junior Staff Accountant – Business Services Program Coordinator Program Site Coordinator - CASE			

<b>A-2</b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	206.90	253.86	300.82
	<b>190 Days</b>	39,311	48,233	57,156
	<b>240 Days</b>	49,656	60,926	72,197
	<u>Job Titles:</u> Career Navigator- Adult Education Data Coordinator – CASE Data Coordinator – Choice Partners Family Engagement Coordinator Grants Development Associate Instructional Coach (non-certified) – Adult Education Intake Transition Specialist – Adult Education Program Coordinator – Adult Education Program Coordinator – CASE Project Based Learning Associate Project Coordinator – Provider Support Teacher (FT) – Adult Education			

<b>A-3</b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	250.96	307.93	364.90
	<b>240 Days</b>	60,230	73,903	87,576
	<u>Job Titles:</u> Benefits Coordinator – Human Resources Contract Coordinator – Choice Partners Coordinator – Center for Grants Development Coordinator – Communications and Creative Services Coordinator – Creative Content Coordinator – Events Coordinator – Contracts Coordinator – Human Resources Coordinator – Marketing and Client Engagement Coordinator – Outreach Coordinator – Procurement Services			

Coordinator – Professional Development
Coordinator – Research and Evaluation Institute
Coordinator – Special Projects
Manager – Research & Evaluation Institute
Operations Coordinator – Facilities
Program Coordinator - Workforce
Project Coordinator – CASE
Records Operations Manager
Recovery Coach – Fortis Academy
SHARS/Parent Engagement Liaison – Schools
Special Events and Promotions Coordinator – CASE
Staff Accountant – Business Services
Translation Coordinator – Marketing & Client Engagement

<b><u>A-4</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	297.39	364.90	432.41
	<b>240 Days</b>	71,374	87,576	103,778
	<u>Job Titles:</u> Client Services Manager – Choice Partners Compensation Analyst – Human Resources Compliance Manager – Center for Educator Success Contract Compliance Specialist – Choice Partners Contract Procurement Manager – Choice Partners Coordinator – Grants & Budget Compliance (Adult Education) Grants Development Manager – Educator Certification Grants Development Specialist – Center for Grants Development Manager – Center for Grants Development Manager – Communications and Creative Services Manager – Facilities Manager – Federal Programs & Community Manager – Marketing & Client Services Manager – Procurement Services Manager – Programs & Compliance Manager of Teacher Advancement – Center for Educator Success Manager of Teacher Support (Bilingual) – Center for Educator Success Manager of Teacher Support (Spec Educ) – Center for Educator Success Manager of Teacher Support (STEM) – Center for Educator Success Manager of Teacher Support (ELA) – Center for Educator Success Public Information and Policy Manager Quality Manager – CASE Recruitment Manager – Center for Educator Success Risk Management Specialist – Human Resources Special Initiatives Manager – CASE Special Projects Workflow Staff Accountant II			



<b><u>A-5</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	349.14	428.39	507.64
	<b>200 Days</b>	69,828	85,678	101,528
	<b>210 Days</b>	73,319	89,962	106,604
	<b>240 Days</b>	83,794	102,814	121,834
	<u>Job Titles:</u> Accounting Manager – Business Services Assistant Director – CASE Assistant Director – Choice Partners Assistant Director – Facilities Assistant Director – Human Resources Assistant Director – Marketing and Client Engagement Assistant Director – Procurement Services Assistant Principal – Schools Compliance & Technical Support Officer Manager – Adult Education School Climate and Culture Specialist – Safe Schools School Safety and Security Specialist – Safe Schools Senior Accountant – Business Services			

<b><u>A-6</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	397.41	475.94	554.47
	<b>240 Days</b>	95,378	114,226	133,073
	<u>Job Titles:</u> Community Engagement/Education Foundation Director Officer of Certification & Assessments – Center for Educator Success Officer of Education Advancement – Center for Educator Success Officer of Elementary Education – Center for Educator Success Officer of Partnership & Certification – Center for Educator Success Officer of Secondary Education – Center for Educator Success Officer of School Safety and Security – Center for Safe and Secure Schools			

<b><u>A-7</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	457.02	547.33	637.64
	<b>240 Days</b>	109,685	131,359	153,034
	<u>Job Titles:</u> Director – Adult Education Director – Center for Grants Development Director – Center for Safe and Secure Schools Director – Communications and Creative Services Director – Construction (Facilities) Director – Curriculum and Compliance Services (Schools) Director – Maintenance (Facilities) Director – Marketing and Client Engagement Director – Procurement Services Director – Records Management Director – Research and Evaluation Institute Principal – Schools			

<b><u>A-8</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	544.32	640.38	736.44
	<b>240 Days</b>	130,637	153,691	176,746
	<u>Job Titles:</u> Chief Accounting Officer – Business Services Senior Director – Adult Education Senior Director – Center for After-school, Summer and Enrichment Senior Director – Center for Educator Success Senior Director – Choice Partners Senior Director – School-Based Therapy Services Senior Director – Schools			

<b><u>A-9</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	636.85	749.24	861.63
	<b>240 Days</b>	152,844	179,818	206,791
	<u>Job Titles:</u> Chief Communications Officer Chief of Staff Executive Director – Facilities Executive Director – Human Resources			

<b><u>A-10</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	714.55	840.65	966.75
	<b>240 Days</b>	171,492	201,756	232,020
	<u>Job Titles:</u> Assistant Superintendent – Academic Support Services Assistant Superintendent – Business Services Assistant Superintendent – Education and Enrichment			



## FY 2024-2025 Salary Schedule

Harris County Department of Education

### Administrative Salary Schedule – Head Start

<b>H-1</b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	170.56	208.00	245.44
	<b>230 Days</b>	39,229	47,840	56,451
	<u>Job Titles:</u> Family Services Provider			
<b>H-2</b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	196.03	240.53	285.03
	<b>230 Days</b>	45,087	55,322	65,557
	<u>Job Titles:</u> Instructional Coach (non-certified)			
<b>H-3</b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	216.03	260.37	304.71
	<b>230 Days</b>	49,687	59,885	70,083
	<u>Job Titles:</u> Assistant Center Manager			
<b>H-4</b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	243.93	297.47	351.01
	<b>230 Days</b>	58,543	71,393	84,242
	<u>Job Titles:</u> Campus Manager Community Partnerships Manager Compliance Coordinator Data Coordinator Education and Special Services Coordinator Family and Community Coordinator Health Services Coordinator Nutrition Services Coordinator Operations Coordinator Professional Development Coordinator Special Projects Coordinator			

<b><u>H-5</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	297.59	369.21	428.23
	<b>230 Days</b>	68,446	83,469	98,493
	<b>240 Days</b>	71,422	87,098	102,775
	<u>Job Titles:</u> Counselor Data Compliance Manager Assistant Director – Education/Operations Education and Special Services Manager Health and Family Services Manager Nutrition Services Manager Operations Manager			

<b><u>H-6</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	350.19	421.92	493.65
	<b>240 Days</b>	84,046	101,261	118,476
	<u>Job Titles:</u> Assistant Director – Child Care Partnership Assistant Director – Compliance/Family Services Assistant Director – Education/Operations			

<b><u>H-7</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Daily</b>	509.86	599.84	689.82
	<b>240 Days</b>	122,366	143,962	165,557
	<u>Job Titles:</u> Senior Director			



## FY 2024-2025 Salary Schedule

Harris County Department of Education

### Professional Support Salary Schedule

<b>P-1</b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Daily</b>	302.39	355.75	409.11
	<b>180 Days</b>	54,430	64,035	73,640
	Job Titles: Music Therapist			

<b>P-2</b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Daily</b>	335.65	394.88	454.11
	<b>191 Days</b>	64,109	75,422	86,735
	<b>200 Days</b>	67,130	78,976	90,822
	<b>213 Days</b>	71,493	84,109	96,725
	Job Titles: Behavior Intervention Specialist Instructional Coach (certified) School Counselor School Counselor SEL School Nurse			

<b>P-3</b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Daily</b>	380.52	458.46	536.40
	<b>162 Days</b>	61,644	74,271	86,897
	<b>180 Days</b>	68,494	82,523	96,552
	<b>200 Days</b>	76,104	91,692	107,280
	<b>240 Days</b>	91,325	110,030	128,736
	Job Titles: Licensed Specialist in School Psychology Occupational Therapist Physical Therapist Recovery Coach Recovery Program Coordinator			

<b>P-4</b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Daily</b>	449.01	540.98	632.95
	<b>180 Days</b>	80,822	97,376	113,931
	<b>230 Days</b>	103,272	124,425	145,579
	<b>240 Days</b>	107,762	129,835	151,908
	Job Titles: Manager, School-Based Therapy Services			



## FY 2024-2025 Salary Schedule

Harris County Department of Education

### Technology Salary Schedule

<b><u>T-1</u></b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Hourly</b>	24.00	28.57	33.14
	<b>Daily</b>	192.00	228.56	265.12
	<b>240 Days</b>	46,080	54,854	63,629
	<u>Job Titles:</u> Help Desk Analyst I Help Desk Field Technician			
<b><u>T-2</u></b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Hourly</b>	29.00	34.52	40.04
	<b>Daily</b>	232.00	276.16	320.32
	<b>240 Days</b>	55,680	66,278	76,877
	<u>Job Titles:</u> Help Desk Analyst II			
<b><u>T-3</u></b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Daily</b>	305.51	363.70	421.89
	<b>240 Days</b>	73,322	87,288	101,254
	<u>Job Titles:</u> Infrastructure Analyst Infrastructure Analyst – Application and Network Support Infrastructure Analyst – Network Multimedia Production Coordinator Technology Trainer			
<b><u>T-4</u></b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Daily</b>	329.95	392.80	455.65
	<b>240 Days</b>	79,188	94,272	109,356
	<u>Job Titles:</u> Manager – Graphic Design Manager – Multimedia Process Improvement Coordinator Software Developer Systems Analyst Systems Engineer Web Content Coordinator			



<b><u>T-5</u></b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Daily</b>	393.63	468.61	543.59
	<b>240 Days</b>	94,471	112,466	130,462
	<u>Job Titles:</u> Information Security Officer Senior Software Developer Senior Systems Engineer Senior Systems Analyst			

<b><u>T-6</u></b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Daily</b>	418.43	498.13	577.83
	<b>240 Days</b>	100,423	119,551	138,679
	<u>Job Titles:</u> Manager – Applications Manager – Operations Support Manager – Service Desk			

<b><u>T-7</u></b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
	<b>Daily</b>	476.17	566.87	657.57
	<b>240 Days</b>	114,281	136,049	157,817
	<u>Job Titles:</u> Director - Information Technology Services			



## FY 2024-2025 Salary Schedule

Harris County Department of Education

### Administrative Support Salary Schedule

<b><u>S-2</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	15.75	19.45	23.15
	<b>Daily</b>	126.00	155.60	185.20
	<b>210 Days</b>	26,460	32,676	38,892
	<b>230 Days</b>	28,980	35,788	42,596
	<b>240 Days</b>	30,240	37,344	44,448
	<b>Job Titles:</b> After-School Program Specialist Campus Clerk Data Clerk Receptionist Special Initiatives Clerk			

<b><u>S-3</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	17.25	21.30	25.35
	<b>Daily</b>	138.00	170.40	202.80
	<b>230 Days</b>	31,740	39,192	46,644
	<b>240 Days</b>	33,120	40,896	48,672
	<b>Job Titles:</b> Administrative Assistant – CASE Administrative Assistant – School-Based Therapy Services Clerk – Business Services Community Partnership Clerk – Head Start Customer Support/Imaging Clerk – Records Management Data Clerk – Adult Education Education & Special Services Clerk – Head Start General Office Clerk I Imaging Quality Control Clerk – Records Management Nutrition Services Clerk – Head Start Operations Clerk – Head Start Project/Promotions Assistant			

<b><u>S-4</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	18.75	23.15	27.55
	<b>Daily</b>	150.00	185.20	220.40
	<b>230 Days</b>	34,500	42,596	50,692
	<b>240 Days</b>	36,000	44,448	52,896
	<u>Job Titles:</u> Administrative Assistant to Director Administrative Assistant to Principal Customer Support/Imaging Clerk II Data/Compliance Specialist Financial Assistant Fixed Assets Clerk Food Contract Assistant General Office Clerk II Professional Development Clerk			

<b><u>S-5</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	21.25	26.23	31.21
	<b>Daily</b>	170.00	209.84	249.68
	<b>230 Days</b>	39,100	48,263	57,426
	<b>240 Days</b>	40,800	50,362	59,923
	<u>Job Titles:</u> Accounts Payable Specialist Accounts Receivable Specialist Administrative Assistant – Executive Director Administrative Assistant – Senior Director Contract Billing Specialist Contract Specialist Financial Assistant/Adm Assistant – Senior Director Human Resources Recruitment Specialist Imaging and Content Support Specialist Payroll Specialist Payroll/TRS Reporting Specialist P-card Specialist Procurement Services Specialist Records Support Specialist Senior Accounting Clerk			

<b><u>S-6</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	24.50	30.25	36.00
	<b>Daily</b>	196.00	242.00	288.00
	<b>240 Days</b>	47,040	58,080	69,120
	<u>Job Titles:</u> Benefits Specialist Executive Assistant – Assistant Superintendent Executive Assistant – Board of Trustees Lead Payroll Specialist Senior Accounts Payable Specialist			

<b><u>S-7</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	28.25	34.88	41.51
	<b>Daily</b>	226.00	279.04	332.08
	<b>162 Days</b>	36,612	45,204	53,797
	<b>180 Days</b>	40,680	50,227	59,774
	<u>Job Titles:</u> Occupational Therapy Assistant Physical Therapist Assistant			

<b><u>S-8</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	34.25	42.29	50.33
	<b>Daily</b>	274.00	338.32	402.64
	<b>240 Days</b>	65,760	81,197	96,634
	<u>Job Titles:</u> Senior Executive Assistant – Superintendent			



## FY 2024-2025 Salary Schedule

Harris County Department of Education

### Instructional Support Salary Schedule

<b><u>I-1</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	15.25	18.60	21.95
	<b>Daily</b>	122.00	148.80	175.60
	<b>191 Days</b>	23,302	28,421	33,540
	<b>Job Titles:</b> Educational Aide I - Schools			

<b><u>I-2</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	16.50	20.13	23.76
	<b>Daily</b>	132.00	161.04	190.08
	<b>191 Days</b>	25,212	30,759	36,305
	<b>Job Titles:</b> Educational Aide II - Schools			

<b><u>I-3</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	19.00	23.17	27.34
	<b>Daily</b>	152.00	185.36	218.72
	<b>191 Days</b>	29,032	35,404	41,776
	<b>Job Titles:</b> Educational Aide III - Schools			

<b><u>I-4</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	23.00	28.05	33.10
	<b>Daily</b>	184.00	224.40	264.80
	<b>191 Days</b>	35,144	42,860	50,577
	<b>Job Titles:</b> Licensed Vocational Nurse			



## FY 2024-2025 Salary Schedule

Harris County Department of Education

### Instructional Support Salary Schedule – Head Start

<b><u>E-1</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	15.25	18.60	21.95
	<b>Daily</b>	122.00	148.80	175.60
	<b>200 Days</b>	24,400	29,760	35,120
	<b>Job Titles:</b> Teaching Assistant			

<b><u>E-2</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	17.20	20.98	24.76
	<b>Daily</b>	137.62	167.85	198.08
	<b>200 Days</b>	27,524	33,570	39,616
	<b>218 Days</b>	30,001	36,591	43,181
	<b>Job Titles:</b> Early Childhood Teacher – pre-CDA			

<b><u>E-3</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	20.07	24.48	28.89
	<b>Daily</b>	160.56	195.83	231.10
	<b>200 Days</b>	32,112	39,166	46,220
	<b>218 Days</b>	35,002	42,691	50,380
	<b>Job Titles:</b> Early Childhood Teacher - CDA			

<b><u>E-4</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	22.94	27.97	33.01
	<b>Daily</b>	183.49	223.77	264.05
	<b>200 Days</b>	36,698	44,754	52,810
	<b>218 Days</b>	40,001	48,782	57,563
	<b>Job Titles:</b> Early Childhood Teacher - AA Teacher - AA			

<b><u>E-5</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	25.80	31.47	37.13
	<b>Daily</b>	206.41	251.72	297.03
	<b>200 Days</b>	41,282	50,344	59,406
	<b>218 Days</b>	44,997	54,875	64,753
	<b>Job Titles:</b> Early Childhood Teacher - BS Teacher - BS			





## FY 2024-2025 Salary Schedule

Harris County Department of Education

### Operations Support Salary Schedule

<b><u>O-1</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	15.25	18.60	21.95
	<b>Daily</b>	122.00	148.80	175.60
	<b>190 Days</b>	23,180	28,272	33,364
	<b>218 Days</b>	26,596	32,438	38,281
	<b>240 Days</b>	29,280	35,712	42,144
	<b>Job Titles:</b> Cook Custodian			
<b><u>O-2</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	16.25	19.83	23.41
	<b>Daily</b>	130.00	158.64	187.28
	<b>210 Days</b>	27,300	33,314	39,329
	<b>230 Days</b>	29,900	36,487	43,074
	<b>240 Days</b>	31,200	38,074	44,947
	<b>Job Titles:</b> Courier Food Service Clerk Mail Clerk Parking Monitor			
<b><u>O-3</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	17.50	21.33	25.16
	<b>Daily</b>	140.00	170.64	201.28
	<b>240 Days</b>	33,600	40,954	48,307
	<b>Job Titles:</b> Maintenance Worker Warehouseman			
<b><u>O-4</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	20.50	25.00	29.50
	<b>Daily</b>	164.00	200.00	236.00
	<b>240 Days</b>	39,360	48,000	56,640
	<b>Job Titles:</b> Bus Driver Construction and Environmental Specialist Maintenance Technician I Records Center Technician			

<b><u>O-5</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	24.00	28.57	33.14
	<b>Daily</b>	192.00	228.56	265.12
	<b>240 Days</b>	46,080	54,854	63,629
	<b>Job Titles:</b> Customer Support/Imaging Center Supervisor – Records Management Maintenance Technician II Transportation Technician Utility Craftsman			

<b><u>O-6</u></b>		<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>
	<b>Hourly</b>	27.50	32.74	37.98
	<b>Daily</b>	220.00	261.92	303.84
	<b>240 Days</b>	52,800	62,861	72,922
	<b>Job Titles:</b> Maintenance Technician III Senior Records Center Technician			



## STIPENDS

Harris County Department of Education

Certified Instructional Teachers	
Advanced Degree* (Subject Area)	\$1,000
HCDE Identified Critical Needs Stipends:	
Bilingual	\$4,200
Board Certified Behavior Analyst	5,000
Math	3,500
Reading	2,000
Science	3,500
Special Education	2,000
Additional Certificate	150
Certified SBEC Counselors	
Special Education	\$2,000
STAAR/EOC Testing	1,000
Certified SBEC Assistant Principals	
Special Education	\$2,000
Response Team Member	
Assigned AB Campus Staff	\$1,500
Academic & Behavior School Special Education Assignment	
Certified Teacher	\$5,250
Educational Aide	\$4,000

\*Effective August 1, 2011, the Advanced Degree Stipend will only be awarded to certified teachers hired on or after August 1, 2011 who possess an advanced degree specific to his/her assigned subject area.

A stipend shall not be paid to an employee unless it is part of the Board of Trustees' approved Salary Schedule for certified instructional teachers, counselors, and assistant principals. All of the following recommendations for employee stipends must be made directly to the Board: certification, additional work duties, added assignments, or any other requests.



## SUBSTITUTE PAY CHART

Harris County Department of Education

### Substitute Pay Chart

POSITION	Pay Rate
Educational Aide	\$125/day
Teacher (Degree Only)	\$200/day
Teacher (TX Teacher Certificate)	\$260/day
Assistant Principal	\$375/day
Nurse	\$300/day
Bus Driver	\$20/hour

### Relief Instructor Pay Chart

POSITION	Pay Rate
Teacher (Degree Only)	\$200/day
Teacher (TX Teacher Certificate)	\$260/day



## SUPPLEMENTAL SALARY CHART

Harris County Department of Education

Adult Education	
Aide with High School Diploma	\$16.00/hour
Aide with 12 College Credit Hours	\$16.50/hour
Career Pathways Instructor	\$40.00/hour
Clerk	\$16.00/hour
Craft Instructor	\$40.00/hour
Program Assistant	\$33.00/hour
Substitute Teacher	\$25.00/hour
Teacher	\$30.00/hour
Transition Specialist/Career Navigator	\$30.00/hour
Head Start	
Assistant Cook	\$2,000/year
Cook Supplemental Pay	\$1.75/hour
Early Head Start Center Management	\$3,000/year
Healthy Living Catering/Policy Council	\$2,000/year
Substitute Teaching Assistant	\$15.00/hour
Teaching Assistant Supplemental Pay	\$1.61/hour
Translator – Policy Council	\$25.00/hour
Special Schools	
Administrator – Summer/Extra Duty Pay	\$35.00/hour
Bus Aide	\$17.00/hour
Bus Driver	\$500/year
Counselor – Summer/Extra Duty Pay	\$32.00/hour
Educational Aide – Summer/Extra Duty Pay	\$21.00/hour
Home Bound Student Services	\$40.00/hour
School Nurse – Summer/Extra Duty Pay	\$32.00/hour
Teacher – Summer/Extra Duty Pay	\$32.00/hour
Trainer Pay – Boys Town and Love & Logic	\$38.00/hour
Interns	
High School Student	\$15.00/hour
College Student	\$17.00/hour

## Adult Education Professional Development Stipend

**Eligibility:** part-time staff only

Position	Required Hours	Category of Required Professional Development	Stipend
<ul style="list-style-type: none"><li>• Teacher</li><li>• Substitute Teacher</li><li>• Program Assistant</li></ul>	15	3 hours – Principles of Adult Learning 6 hours – Literacy 6 hours – Other	\$450
<ul style="list-style-type: none"><li>• Clerk</li><li>• Aide</li><li>• Transition Specialist</li><li>• Career Navigator</li></ul>	3	3 hours – Other	\$45
Additional training	N/A	Paid at hourly rate if required and approved.  Excludes full-time positions.	

Staff required to complete only half of the professional development hours will receive half of the stipend amount.





## EMPLOYEE BENEFITS

Harris County Department of Education

HCDE provides the following Employer-Paid Benefits:

- Employee Assistance Program (EAP)  
HCDE's EAP program with Alliance Work Partners, provides for eight counseling sessions per issue/per year for benefits eligible employees and their family members. Issues can range from family problems, stress, alcohol/drug abuse, depression, anxiety, legal, and/or financial problems. HCDE pays \$1.99 per month (or \$23.88 annually) per employee.
- Life Insurance  
A basic \$20,000 life and accidental death policy is provided to all benefits eligible employees. HCDE's monthly cost for these policies is \$1.20 (or \$14.40 annually) per employee.
- Medical Insurance  
HCDE participates in the TRS ActiveCare Plan. Coverage is provided by Blue Cross Blue Shield. Employees may select coverage under TRS ActiveCare-HD, ActiveCare Primary or ActiveCare Primary Plus for coverage of the Employee, Employee & Spouse, Employee & Children, or Family. Employees already enrolled in TRS ActiveCare 2 may remain in the plan, but it is closed to new enrollments. All employees working 20 or more hours per week are eligible to enroll and receive employer contributions. HCDE contributes for employee coverage up to \$484.00 per month (or \$5,808 annually) for enrollees in the TRS Active Care plans.
- Social Security and Medicare Tax  
All HCDE employees must participate in the Social Security System. The tax rate is 6.2% for Social Security and 1.45% for Medicare for both the employee and the employer.
- Teacher Retirement System (TRS)  
In addition to the Social Security System, HCDE also participates in the Teacher Retirement System. Participation is mandatory for all HCDE employees working 20 or more hours per week in a TRS eligible position. Employees contribute 8.25% to their TRS retirement account and 0.65% to TRS-Care. TRS-Care is a program designed to provide health benefits to eligible HCDE employees upon retirement. HCDE pays 0.75% of gross salary of each TRS active employee to TRS-Care. HCDE also contributes 2.0% of all eligible TRS compensation for the reporting entity payment for non-OASDI members.
- Unemployment Insurance  
HCDE provides unemployment insurance for all employees. HCDE pays a contribution on wages at a rate of 0.39%. Claims are managed by Corporate Cost Control, Inc.

- Workers Compensation Insurance

All employees are protected by workers' compensation insurance. HCDE is insured with the Texas Association of School Business. The amount paid is determined by a percentage of the gross wages paid to employees in each of the above classifications.

Coverage is provided for three classifications of employees:

1. Professional (school or student associated personnel)
2. Clerical (non-school or student associated personnel)
3. All others (maintenance, custodial, couriers, cooks and records).

HCDE offers the following Employee Optional Benefits:

- Flexible Spending Account (FSA)

As part of our Cafeteria Plan, employees may set aside pre-tax money to pay for out-of-pocket medical or dependent care expenses.

- Health Savings Account (HSA)

Employees enrolled in the high deductible health plan may set aside pre-tax money to pay for out-of-pocket medical expenses.

- Voluntary Life Insurance

Full time employees may purchase additional life insurance for themselves and their dependents.

- Retirement Plan (Voluntary)

Employees may participate in the 403(b)-retirement savings plan and/or a 457-retirement savings plan. In both plans, money is set aside on a pretax basis to be invested in annuities and mutual funds.

- Vision Coverage

Coverage includes a routine eye exam, glasses or contact lenses every 12 months.

- Dental Coverage

Coverage has two plans to select from (DHMO and PPO) and includes routine preventative, restorative and periodontal services.

- Cancer Protection

Supplemental coverage to provide cash benefits should an employee be diagnosed with cancer. Two levels of coverage are available.

- Disability Insurance

Coverage provides long term salary protection when an employee is unable to work due to a disability.

- Prepaid Legal

The plan provides services including wills, power of attorney, living trusts for employees and their spouses, traffic ticket defense (except DUI) contract review, assistance with identity issues, real estate and family matters.

- Identity Theft Protection  
Coverage has two levels of protections from which to select. Plans include credit monitoring, cyber alert internet surveillance, and full-service identity restoration.
- Accident Plan  
The plan has two levels of coverage from which to select. Coverage provides for some financial benefit to help with out-of-pocket costs associated with the emergency treatment of or hospitalization for a covered accident.
- Hospital Indemnity Plan  
The plan has two levels of coverage from which to select. Coverage provides for some financial benefit to help with out-of-pocket costs associated with the hospitalization for a covered illness or accident.
- Telemedicine  
The plan provides for virtual healthcare for common conditions and illnesses such as allergies, sinus, cold & flu, and bladder infection. Access to a doctor is available 24/7 by phone, mobile app or online portal.



## ADMINISTRATIVE GUIDELINES

Harris County Department of Education

### Compensation Policy

Refer to board policies DEA, DEAA, and DEAB Legal and Local for all policies and state and federal regulations governing employee pay practices.

The superintendent shall recommend an annual compensation plan for all employees to the board for approval. The employee compensation plan may include wage and salary structures, stipends, benefits, and incentive pay plans.

The superintendent and designees shall administer the compensation plans consistent with board policies, the annual budget approved by the board, and these administrative guidelines.

### Description of Pay Systems

Employee pay systems are designed and administered for the purpose of attracting and retaining qualified employees to achieve the goals of the department. Human Resources is responsible for the maintenance and administration of employee pay systems. Teachers will be paid according to a salary schedule that correlates salaries with total years of creditable service in education. Other jobs will be assigned to a pay grade and range structure that sets the range of pay for the position.

The pay plan includes:

- Teachers
- Administrative Exempt Staff
- Professional Support Exempt Staff
- Technology Exempt and Nonexempt Staff
- Admin Support Nonexempt Staff
- Instructional Support Nonexempt Staff
- Operations Nonexempt Staff

Pay ranges and salary schedules are reviewed and adjusted periodically. Employee pay is adjusted based on the pay increase budget and guidelines approved by the board annually.

### Job Description

Job documentation is an essential function in the administration of the compensation system. Accurate and complete job documentation will be collected and maintained by Human Resources with input from job supervisors. Job descriptions will define job qualifications, job purpose, major duties and responsibilities, working conditions, and exemption status. Job titles are assigned by Human Resources to accurately reflect the level and nature of work and the departmental structure of the department.

Job descriptions will be updated by Human Resources with input from supervisors. Supervisors should review job descriptions at least every three years and at each vacancy. Employees will

sign off on their job description when hired and when the job description changes, acknowledging and agreeing to the general responsibilities of the job.

### **Duty Calendars**

Duty calendars are determined based on the business needs of the department and will align with pay cycles. The department will strive to maintain few duty calendar variations. A duty calendar will be maintained for each position.

### **Pay Schedule**

Employees are paid semi-monthly (the 15th and the last workday of each month). Each pay period, annualized income will be equivalent to 1/24th of the annual salary. Employees who began work after the start date for their assigned position will have their pay calculated based on the number of workdays remaining in the school year. This prorated amount will be divided by the number of pay periods remaining in the school year and will become the employee's semi-monthly salary through the duration of that school year. Non-salaried employees or part-time employees who work from the 1st through the 15th of the month will receive their pay on the last workday of the month. Time worked between the 16th and the last day of the month will be paid on the 15th of the following month.

### **Exemption Status**

All jobs will be classified as exempt or nonexempt in accordance with the requirements of the federal Fair Labor Standards Act (FLSA) and documented on the job description. Human Resources will determine the classification of each position based on a description of assigned job duties and weekly pay. In order to be exempt, the employee's primary duties must meet the requirements defined by federal regulations for the executive, administrative, professional, or computer employee exemption test or be a teacher, and the employee must meet applicable federal salary requirements. All employees who do not meet the legal requirements for exemption are classified as nonexempt.

### **Job Classification**

Job classification determines the assigned pay range for a job. Job classification is based on job requirements, assigned duties, and market rates. All jobs are classified for pay based on the relative level of knowledge and skill requirements, scope and complexity of assigned duties, job accountability, and working conditions. Human Resources will collect job information, evaluate jobs for classification purposes, and assign jobs to pay grades.

### **Classification of New Positions**

Prior to posting, new positions must have a written job description created collaboratively by the hiring supervisor and Human Resources. Human Resources will recommend to the superintendent the pay grade classification of new positions based on the description, qualifications required, and market value. New positions must be classified in the pay system prior to hiring new employees.

### **Job Reclassification**

A job reclassification occurs when a job classification is changed to a higher or lower pay range. Jobs may be reclassified as a result of a significant and sustained change in job duties assigned, a need to improve internal pay equity with similar jobs, or a change in competitive market rates.

### **Procedures for Job Reclassification**

Review of job reclassifications must be initiated by the division director or by Human Resources. Jobs previously submitted for review or FTEs added within the last school year are not eligible for review. Reviews will be conducted as follows:

A request for a job classification review must be submitted on a form provided by Human Resources that describes the rationale for reclassifying the position and provides an explanation of changes in job duties and responsibilities. The request also should include current and proposed job descriptions. The request must be approved by the division director before submitting to Human Resources.

Human Resources will review the request and obtain additional information, if needed. Additional information may be obtained from the supervisor, employee(s), and/or external job market pay data.

Human Resources will evaluate the job classification and prepare a recommendation for review by the superintendent or designee.

### **Salary Adjustments for Job Reclassification**

A change in job classification will result in a greater or lesser potential for long-term pay advancement. Salary adjustments cannot be made for contract employees after the beginning of the contract term unless the job responsibilities have increased. Salary changes for contract employees are prohibited during the contract term. Human Resources should evaluate the need for salary adjustment for reclassified employees and use appropriate demotion or promotion procedures.

Salary placement for an employee who is reclassified will follow the guidelines for placement of a new hire with additional adjustments made as needed to achieve pay equity among peer employees.

- If the job is reclassified upward due to an increase in level of responsibilities, the procedure for promotion increases may be applied;
- If the job is reclassified due to departmental changes, there may be no immediate pay increase;
- If the job is reclassified due to a change in the competitive job market for hard-to-fill positions, equity adjustments may be made at the direction of the superintendent subject to contractual pay change restrictions;
- If the job is reclassified to a lower pay range based on a reduction in level of assigned responsibilities, the employee's pay may be reduced at the direction of the superintendent for the following school year. Refer to procedures on pay adjustments for reassignment to a lower pay grade.

### **General Pay Increases and Eligibility**

Employee pay will be reviewed annually for adjustment. The general pay increase (GPI) may be recommended to the board by the superintendent each year. They are based on the annual amount budgeted for pay raises and approved by the board. General pay increases provide the same dollar amount of increase to employees in the same pay grade. Teachers will be granted a GPI and reflected in the hiring schedule for the next year.

To receive a general pay increase, an employee must be in a paid status or on an approved leave of absence at the time of the first pay cycle reflecting the pay increase. Eligible employees must have received satisfactory evaluation in the preceding year.

### Employees on Salary Schedules

Pay increases for jobs on salary schedules are calculated by applying the percent increase approved by the board each year to the market rate.

#### Annual Increase Example:

Market Rate:	\$55,000
% Increase	.02
Annual Increase	\$1,100

### Employees on Pay Ranges

General pay increases for employees on pay ranges are calculated by applying the percent increase approved by the board each year to the midpoint rate of the pay range. Employees in the same pay grade will receive the same rate of increase when pay increases are calculated as a percent of midpoint, unless the employee's pay is close to or exceeds the maximum of the pay range.

<u>Hourly Rate Increase</u> (midpoint x %)		<u>Annual Increase</u> (hourly rate increase x duty hours x duty days)	
Pay Range Midpoint:	\$15.00	Duty Hours:	8.0
% Increase:	.02	Duty Days:	226
Hourly Rate Increase:	\$0.30	Annual Increase:	\$542.40

### Head Start Cost of Living Adjustments

HCDE Head Start employees receive the Cost of Living Adjustment (COLA) from the Office of Head Start (OHS). Notice of the approved increase is generally received mid-calendar year. The COLA is effective January of the current budget year. In other words, the increase is usually retroactive, dating back to January 1 of the current year or as authorized by OHS . In order to receive the COLA when the increase is applied to the payroll, an employee must be currently employed with the Head Start Division. COLA adjustments are subject to any provisions specified by OHS.

**Example:** If increases are calculated and applied to the September 15 payroll, then the employee must be a current employee in the Head Start Division on this date. If employment is terminated (voluntary or involuntary), or if the employee transfers to another division prior to this date, then the employee is not eligible to receive the COLA.

### Individual Equity Adjustments

The Superintendent may make special equity adjustments to individual employee salaries to correct identified internal or external pay equity problems. Equity adjustments are made only on as-needed basis at the direction of the Superintendent. Equity adjustments may be made to retain an employee who is at risk due to competitive pay problems; to correct an internal pay inequity; or to compensate an employee for a significant change in job responsibilities that do not result in a job classification change. All special equity adjustments must be reported to the Board in the



Human Resources Information section of the monthly board agenda by the next regular Board meeting.

## **Placement of New Hires**

### **Salary Placement – Schedules for Teachers**

Salaries for teachers who are new to the department will be determined by total creditable years of service in education and the department's salary schedule for the current year.

Creditable years of service will be determined by Human Resources as defined by state regulation at the time of employment (TAC Title 19, part II, 153.1021). New hires will receive salary credit for years of service up to a maximum of 20 years.

### **Salary Placement – Exempt and Nonexempt**

Starting pay for a new hire in a pay range plan will be determined individually based on each person's job-related experience and qualifications, and salaries paid to peer employees in the same position with similar experience.

**Peer equity.** In multi-incumbent positions (e.g., classroom aide), starting pay for a new hire should not exceed rates being paid to other employees in the same job with similar experience and qualifications.

**Placement credit for prior experience.** Starting pay for exempt and nonexempt jobs that require prior experience may utilize the following guidelines for calculation, but will still be evaluated against peer equity and midpoint limits before a final amount is determined.

- *Percent increase.* Pay is calculated at 1 percent above minimum for each year of job experience directly related to job duties. Credit for teaching experience is limited to 20 years for salary placement for teachers promoted to a position that requires educator certification on the Administrative Professional pay schedule.
- *Placement scale.* Salary placement scales may be used to determine rates of pay for newly hired nonexempt employees. Individual employee placement may be based on job-related experience approved by the department. Credit will be given for years of experience granted by Human Resources based on the department's salary placement scale for nonexempt jobs. Current employees may be paid above the placement scale. Salary placement scales are reviewed and may be adjusted on an annual basis and salary advancement is not guaranteed.

## **Reassignments**

### **Pay Adjustments for Reassignment to a Higher Pay Grade**

A promotion occurs when an employee is moved to a different job in a higher pay grade. Salary placement for an employee who is promoted to a job in a pay grade with a higher midpoint will follow the guidelines for placement of a new hire with additional adjustments made as needed to achieve pay equity among peer employees. Employees promoted internally will not be paid less than a new hire with similar experience.

Example of promotion from paraprofessional pay grade 1 to pay grade 2:

<u>New Hire Pay Rate in PG 2</u>		<u>Minimum 3% Increase</u>	
Employee Current Rate	\$10.37	Employee Current Rate	\$10.37
Credited Experience	3 years	3 Percent Increase	<u>x 1.03</u>
Calculated Hourly Rate	\$12.00	Employee New Rate	\$10.68

*The higher of the two calculations becomes the new hourly rate: \$12.00*

Example of promotion from paraprofessional pay grade 3 to pay grade 4:

<u>New Hire Pay Rate in PG 4</u>		<u>Minimum 3% Increase</u>	
Employee Current Rate	\$15.59	Employee Current Rate	\$15.59
Credited Experience	7 years	3 Percent Increase	<u>x 1.03</u>
Calculated Hourly Rate	\$16.26	Employee New Rate	\$16.06

*The higher of the two calculations becomes the new hourly rate: \$16.26*

### **Pay Adjustments for Reassignment to a Lower Pay Grade**

Reassignment to a different job in a lower pay range is considered a demotion and a corresponding reduction in pay may result. A pay adjustment for reassignment to a lower pay range requires approval of the superintendent.

**Contract employees.** A reduction in pay as a result of a demotion will not be made during the current contract year, unless mutually agreed to by the employee and the department in writing. Demotions that become effective during the contract term may result in a pay reduction for the following school year provided notice of the reduction is given to the employee before the penalty-free resignation date (i.e., 45 days before the first day of instruction for the next school year). Pay reductions for contract employees are made at the direction of the superintendent and may follow the same guidelines as pay reductions for noncontract employees.

**Noncontract employees.** Subject to approval by the superintendent, a reduction in pay for a demotion will be made effective with the new assignment to a lower pay grade. The employee's base rate of pay (hourly or daily) may be calculated the same as a new hire's pay in the lower pay grade, with peer equity factored into the final determination.

Pay adjustments may also be made for a longer or shorter work year associated with the change in duty assignment. In the case of a demotion from a pay range structure to an experience-based placement scale, salary placement will be made according to years of experience.

### **Review and Adjustment of Pay Ranges**

Human Resources will review pay structures annually and recommend adjustments as needed to maintain competitive alignment with external job markets and internal alignment of career pathways. Adjustments to pay ranges are made prior to the calculation of pay increases. If no pay raise is approved by the board, no pay range adjustments will be made. Salary schedules will be adjusted only to update the years of service associated with a pay rate.

### **Reinstatement Following Break in Service**

An employee who is rehired for the same position following a break-in-service that is less than 12 months shall be reinstated at the same pay rate previously held prior to the break-in-service, or according to the procedures for placement of new hires, whichever is greater.

If rehired at a different pay grade level or rehired following a break in service that is longer than 12 months, the employee's pay will be placed according to the procedures for placement of new hires.

### **Stipends and Allowances**

A stipend shall not be paid to an employee unless it is part of the Board of Trustees' approved Salary Schedule for certified instructional teachers, counselors, and assistant principals. All of the following recommendations for employee stipends must be made directly to the Board: Certification, additional work duties, added assignments, or any other requests. The Superintendent is only authorized to provide allowances to employees for cell phones and travel. Refer to the Supplemental Salary Chart for supplemental pay rates approved by the Board of Trustees as part of the HCDE Salary Schedule.

### **General Guidelines: Job Classification Review**

Job classification determines the assigned pay range for a job and is based on job requirements, assigned duties, and market rates. All jobs are classified for pay based on the relative level of knowledge and skill requirements, scope and complexity of assigned duties, job accountability, and working conditions.

A reclassification occurs when a job classification is changed to a higher or lower pay range. Job classification changes may be warranted for the following reasons:

- A substantial and sustained change in job duties assigned
- A significant change in the competitive price for the job
- Identification of an internal inequity related to other jobs

Administrative procedures should provide a process for reviewing job reclassifications. The procedures should identify:

- Who has authority to initiate a request for job reclassification
- What supporting information needs to be provided
- Who is responsible for analyzing the request and making a recommendation
- What is the timeline for receiving and completing reviews
- When is the effective date of a job reclassification
- Who has final approval authority and if there will be an option to appeal

Changing the pay grade classification for a job should be based on the work itself and not solely due to the request of the job incumbent or supervisor. Job classification changes should be limited and relatively infrequent. These infrastructure changes to the pay plan should not be a result of negotiation. Instead, changes should be based only on a review of job duties relative to other jobs in the department and market data.

Review of job reclassifications must be initiated by the division director or by Human Resources. Jobs previously submitted for review within the last 18 months and newly created jobs are usually not eligible for review.

A request for a job classification review must be submitted on a form provided by Human Resources that describes the rationale for reclassifying the position and provides an explanation of changes in job duties and responsibilities. The request must be approved by the division director before submitting to Human Resources.

Human Resources will evaluate the job reclassification and prepare a recommendation for review by the superintendent or designee.

## Request for Job Classification Review

Request Date: \_\_\_\_\_ Job Title to Review: \_\_\_\_\_

Current Pay Grade: \_\_\_\_\_ Requesting Supervisor: \_\_\_\_\_

Requested Pay Grade: \_\_\_\_\_ Supervisor Job Title: \_\_\_\_\_

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Job classification groups jobs of similar value into pay grades and pay ranges, and is based on the requirements of the job with the following factors taken into consideration:

- ◆ Knowledge (education and specialized experience)
  - ◆ Effort (decision-making, complexity, communication responsibility)
  - ◆ Responsibility (scope of impact, financial accountability, supervisory responsibility)
  - ◆ Environment (exposure to hazardous working conditions)
  - ◆ External Job Market Value
- 

Requests should include a copy of the current job description and departmental chart.

1. Why do you feel that this job is assigned to the wrong pay grade level?
2. How has the job changed? What led to the change in job duties and responsibilities?
3. List core job responsibilities and percent time required for each (use additional pages if needed).

% time: \_\_\_\_\_

% time: \_\_\_\_\_

% time: \_\_\_\_\_

% time: \_\_\_\_\_

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Signature of Division Director

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Date





# Glossary







## GLOSSARY

Harris County Department of Education

**AB School** -Adaptive and Behavior School

**Account Code** – This is the second part of the eFinance Account Code. It is an eight-digit numerical sequence consisting of the 4-digit object code and 4-digit sub-object code used for accounting purposes. Follows the Budget Code. See **Object Code** and **Sub-object Code**.

**Account Number (Budget Number)** – Consists of the **Budget Code** and the **Account Code**; the numerical sequence necessary to reflect budget operations and conditions, such as estimate revenues, appropriations, and encumbrances, the net balance, and other related information.

**Accounting Period** – A period at the end of which and for which financial statements are prepared; for example, September 1 through August 31.

**Accrual Basis** – Accrual accounting attempts to records the financial effects on an enterprise of transactions and other events and circumstances that have cash consequences for an enterprise in the periods in which those transactions, events, and circumstances occur rather than only in the periods in which cash is received or paid by the enterprise. Accrual accounting is concerned with the process by which cash expended on resources and activities is returned as more (or perhaps less) cash to the enterprise, not just with the beginning and end of that process. It recognizes that the buying, producing, selling, and other operations of an enterprise during a period, as well as other events that affect enterprise performance, often do not coincide with the cash receipts and payments of the period.

**ACFR** – Annual Comprehensive Financial Report

**Adopted Tax Rate** – The total adopted rate is composed of a maintenance and operation rate (M&O) and a debt service rate (sometimes referred to as the Interest and Sinking, or I&S, rate). Rates are expressed per \$100 of taxable value.

**Allocation** – A part of a lump-sum appropriation, which is designated for expenditure by specific organization units and/or for special purposes, activities, or objects.

**Appraisal** – (1) The act of appraising; (2) The estimated value resulting from such action.

**Appraise** – To make an estimate of value, particularly of the value of property. Note: if the property is valued for purpose of taxation, the less-inclusive term “assess” is usually used.

**Appropriation** – Budget dollars that have been set aside for a particular use.

**Appropriation Account** – A budgetary account set up to record specific authorization to spend. The account is credited with original and any supplemental appropriations and is charged with expenditures and encumbrances.

**Arbitrage** – In the context of government finance, the reinvestment of the proceeds of tax-exempt securities in materially higher-yielding taxable securities.

**Assess** – To value property officially for the purpose of taxation. Note: the term is also sometimes used to denote the levy of taxes, but such usage is not correct because it fails to

distinguish between the valuation process and the tax levy process.

**Assessed Valuation** – A valuation set upon real estate or other property by a government as a basis for levying taxes.

**Assets/Personal Property** – Property (fixed assets or capital assets) that is generally portable and owned by an entity (sometimes leased); which has a monetary value.

**Assets/Real Property** – Real estate or other property owned by an entity, which has a monetary value.

**Balanced Budget** – A budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund.

**Bill** – A term used to denote a law or statute passed by certain legislative bodies. A bill has greater legal formality and standing than a resolution.

**Board of Education** – The elected or appointed body that has been created according to State law and vested with responsibilities for educational activities in each geographical area. These bodies are sometimes called school boards, governing boards, school trustees, etc.

**Bond** – A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future, called the date of maturity, and carrying interest at a fixed rate, usually payable periodically. The difference between a note and a bond is that the latter usually runs for a longer period and requires greater legal formality.

**Bonded Debt** – The part of debt which is covered by outstanding bonds. Sometimes called “Bonded Indebtedness.”

**Bonds Issued** – Bonds sold.

**Bonds Payable** – The face value of bonds issued and unpaid.

**Budget** – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them.

**Budget Code** – This is the first part of the eFinance Account Code. It is fourteen digit numerical sequence consisting of the 3-digit fund code, 1-digit year code, 2-digit function code, 3-digit location code, 2-digit program code, and the 3-digit budget manager code, used to accounting purposes; precedes the **Account Code**. See **Fund Code**, **Function Code**, **Location Code**, **Program Code**, and **Budget Manager Code**.

**Budget Manager Code** – Denotes a program, purpose, or division applicable to the revenue or expenditure; part of the Budget Code: XXX-X-XX-XXX-XX-**XXX**.

**Capital Asset** – Same as **Fixed Asset**. Usually depreciated in governmental accounting

**Capital Budget** – A plan of proposed capital outlays and the means of financing them for the fiscal period. It is usually a part of the current budget. A capital program is sometimes referred to as a capital budget.

**Capital Outlay** – Expenditures which result in the acquisition of or addition to fixed assets. A fixed asset is defined as a tangible item whose expected useful life is over one year and whose value is more than \$1,000 and less than \$5,000 per item. It is not depreciated. A capital asset is defined as a

tangible item (fixed asset) whose expected useful life is over one year and whose value exceeds \$5,000 per item. It is depreciated if applicable.

**Capital Expenditure** – charges for the acquisition at the delivered price including transportation, costs of equipment, land, buildings, or improvements of land or buildings, fixtures and other permanent improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$5,000 and a useful life expectancy of greater than 1 year.

**Capital Project** – A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure in which the local education agency is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**CASE – Cooperative for After School Enrichment** – A division of Harris County Department of Education formed in 1999, to mobilize the community to work together to ensure that every child in Harris County has access to an after-school program.

**CDA** – A HCDE investment policy that covers all financial assets under the direct control of the Department. Transactions involving the purchase, sale, and maintenance of all Department financial investments are included within the jurisdiction of this policy.

**CGD – Center for Grant Development** – A program in HCDE's Resource Development Division.

**CH** – A HCDE policy in which the Board delegates to the Superintendent or the Superintendent's designee the authority to determine the method of purchasing, in accordance with CH(LEGAL), and to make budgeted purchases. However, any purchase that costs or aggregates to a cost of \$50,000 or more shall require Board approval before a transaction is culminated.

**Community Services** – Those services, which are provided for the community, or some segment of the community and the activities are other than regular public education and adult basic education services.

**Consultant** – A resource person who aids the regular personnel through conference, demonstration, research, or other means.

**Contracted Services** – Labor, material, and other costs for services rendered by personnel who are not on the payroll of the local education agency.

**CSSS** – Center for Safe and Secure Schools

**Current** – As used in this manual, the term has reference to the fiscal year in progress.

**Current Budget** – The annual budget prepared for and effective during the present fiscal year.

**Current Year's Tax Levy** – Taxes levied for the current fiscal period.

**Debt** – An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of local education agencies include bonds, warrants, and notes, etc.

**Debt Service Fund** – A fund used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest on all bonds.

**Deficit** – The excess of the expenditures of a fund over the fund's resources.

**Delinquent Taxes** – Taxes remaining unpaid on and after the date on which they become delinquent by statute.

**Depreciate/Depreciation** – [Verb] to consider something as having less value each year over a fixed period, for the calculation of income tax; [Noun] the amount or percentage by which something decreases in value over time, usually one year.

**Designated Fund Balance** – Management's intended use of available expendable financial resources in governmental funds reflecting actual plans approved by the Education Board.

**Direct Debt** – Debt that is to be repaid by the reporting government itself rather than by an overlapping or underlying government.

**EDGAR** – the **Electronic Data Gathering, Analysis, and Retrieval** system, performs automated collection, validation, indexing, acceptance, and forwarding of submissions by companies and others who are required by law to file forms with the [U.S. Securities and Exchange Commission](#) (the "SEC"). The database is freely available to the public via the Internet.

**EFT – Electronic Funds Transfer** – Electronic payments and collections.

**Effective Tax Rate** – tax rate that will impose the same total taxes as last year if you compare properties taxed in both years. This tax rate will now be recognized as “no-new-revenue tax rate” (NNRR)

**Encumbrance** – Commitments related to unperformed contracts for goods or services.

**Enterprise Fund** – Proprietary fund type used to report an activity for which a fee is charged to external users for goods and services.

**FASRG – Financial Accountability System Resource Guide** – Describes the rules for financial accounting for Charter Schools, Education Service Centers and School Districts. Texas Administrative Code (TAC) §109.41.

**Fiduciary Funds** – A category of funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

**Final Amended Budget** – Term used in connection with budgetary reporting. The original budget adjusted by all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes applicable to the fiscal year, whenever signed into law or otherwise legally authorized.

**Financial Resources** – Resources that are or will become available for spending.

**Fiscal Year (FY)** – A twelve-month period to which the annual budget applies and at the end of which the entity determines its financial position and the results of its operations.

**Fixed Asset** – A permanently owned thing; an asset of a business that is central to its operation and is not traded. Usually not depreciated in governmental accounting.

**Food Service** – Function 35; those activities that have as their purpose the preparation and serving of regular and incidental meals, lunches, or snacks in connection with school activities.

**Full-time Equivalent (FTE)** – is a ratio that represents the number of hours that an employee works compared to 40 hours.

**Function Code** – As applied to expenditures, this term has reference to an activity or service aimed at accomplishing a certain purpose; for example, Instruction, Administration, etc.; part of the **Budget Code**: XXX-X-XX-XXX-XX-XXX.

**Fund** – A sum of money or other resources set-aside for specific activities of a school district. The fund accounts constitute a complete entity and all the financial transactions for the fund are recorded in them.

**Fund Code** – 3-digit code assigned to accounts for funds with separate purposes, part of the **Budget Code**: XXX-X-XX-XXX-XX-XXX.

**Fund Balance** – The difference between assets and liabilities reported in a governmental fund.

**Fund Balance:**

**Assigned** – Amounts constrained by the state 's intent to be used for specific purposes, but are neither restricted nor committed, should be reported as assigned fund balance. Intent should be expressed by the Texas Legislature, or a body (a budget or finance committee, for example) or official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.

**Unassigned** – represents fund balance that has not been assigned to other funds and has not been restricted, committed or assigned to specific purposes within the general fund **Committed** – Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority (the Texas Legislature)

**Restricted** – constraints placed on the use of resources are either: Externally imposed by creditors (such as through debt covenants), grantors, contributors or laws or regulations of other governments; or imposed by law through constitutional provisions or enabling legislation.

**Non-Spendable** – classification includes amounts that cannot be spent because they are either: Not in spendable form, or legally or contractually required to be maintained intact.

**GASB – Governmental Accounting Standards Board** – An independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

**General Fund** – A fund used to finance the ordinary operations of the local education agency. Its available for a legally authorized purpose and consists of money not specifically designated for some other particular purpose.

**GFOA – Government Finance Officers Association** – An association that educates

professionals about financial policy, best practices, education, training, networking, and leadership.

**Governmental Funds** – A generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The General Fund, special revenue funds, capital projects funds, debt service funds, and permanent funds are the types of funds referred to as *governmental funds*.

**Grant** – A contribution, either money or material goods, made by an outside entity or a governmental unit to another unit and for which the contributing unit expects no repayment. Grants may be for specific or general purposes.

**HCAD – Harris County Appraisal District** – Establishes the appraisal value of property within Harris County. This is done to allocate taxes fairly among all taxpayers.

**HCDE** – Harris County Department of Education

**HCOEM – Harris County Office of Emergency Management** – Helps prepare the residents and property of Harris County for disasters with training, education, and preparedness.

**HCTO – Harris County Tax Office** – Manages automobile registration, titling, property tax services, and voter registration for Harris County.

**Internal Service Funds** – Proprietary fund type that may be used to report any activities that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

**I & S Tax** – Interest and sinking is a term that is used interchangeably with debt service fund in discussing the components of the tax rate.

**IRB – Institutional Review Board** – A committee designated to review, monitor, and approve research involving humans.

**ISS** – Instructional Support Services

**ITB – Invitation to Bid** – A request made by a purchaser to prospective suppliers for their competitive price quotations on goods or services.

**Location Code** – Denotes the physical address of the revenue or expenditure, part of the Budget Code: XXX-X-XX-XXX-XX-XXX.

**Levy** – [Verb] To impose taxes or special assessments. [Noun] The total of taxes or special assessments imposed by a governmental unit.

**Major Fund** – Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to separate opinion in the independent auditor's report.

**M & O Tax** – Maintenance and operations is a term that is used interchangeably with general fund in discussing the components of the tax rate.

**Modified Accrual Basis** – Under the modified accrual basis of accounting, required for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

**No-New-Revenue Rate (“NNRR”)** – It replaced the Effective Tax Rate which is the tax rate that

will impose the same total taxes as previous year if you compare properties taxed in both years.

**Nominal Rate** – the rate that appears on the tax bills

**Object Code** – As applied to expenditures, this term has reference to an article or services received; for example, payroll costs, or purchased and contracted services; part of the Account Code: **XXXX-XXXX**.

**Operating Funds** – Operating funds are used to pay for the day-to-day expenses of the Department. Those expenses include salaries, benefits, utilities, supplies, etc. They do not include construction, renovations and building maintenance, which are included under Internal service funds, and it does not include Federal Grants funded programs administered by the Department which are included under Special Revenue Funds.

**Other Resources** – An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends.

**Other Uses** – A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends.

**P** – Reference point for “Projected”.

**EFinance Account Code** – The EFinance Account Code is divided into two codes: The Budget Code (14-digit numerical sequence) and the Account Code (an 8-digit numerical sequence) these are both further described in this glossary.

**Principal of Bonds** – The face value of bonds.

**Professional Staff** – This is a full-time equivalent count of teachers, professional support staff, campus administrators, and central administrators.

**Program Code** – The definition of an effort to accomplish a specific objective or objectives consistent with funds or resources available; part of the Budget Code: **XXX-X-XX-XXX-XX- XXX**.

**Proprietary Fund** – Sometimes referred to as *income-determination, business-like, or commercial-type* fund of state or local government. Examples are enterprise funds and internal service funds.

**PFC** – stands for Public Facility Corporation

**QZAB – Qualified Zone Academy Bonds** – A Federal Grant Program that provides funding for schools to renovate building and developing curricular.

**Refunding** – The issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time.

**Reimbursement** – Cash or other assets received as a repayment of the cost of work or services performed, or of other expenditures made for or on behalf of another governmental unit or department, or for an individual, firm, or corporation.

**Reserve** – An amount set aside for a specified purpose, or an account which records a portion of the fund balance that is to be segregated for some future use and, therefore, is not available for further appropriation and expenditure.



**Rollback Rate** – tax rate is the highest tax rate the taxing unit can set before taxpayers can start tax rollback procedures. This rate will now be recognized as “voter-approval tax rate” (**VAR**), after House Bill 3.

**Sinking Fund** – See Debt Service Fund

**Special Education** – This refers to the population served by programs for students with disabilities.

**Special Revenue Fund** – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditures for specific purposes.

**Sub-object Code** – A subdivision within an expenditure object classification.

**TASB – Texas Association of School Boards** – A nonprofit statewide educational association that serves and represents local Texas school districts.

**TEA** – Texas Education Agency.

**TMS** – Travel Management System

**TRS** – The **T**eacher **R**etirement **S**ystem of Texas is a public employee retirement system that is a multiple employer defined benefit pension plan. Based on salary and wages, for FY 2019-20 State law provides for a

- Member Retirement Contribution 8%
- TRS-Care Contribution for Member .65% and for Reporting Entity .75%
- State or Federal grant contribution rate of 8%
- Federal TRS-Care 1.25%
- Public Education Employer Contribution (formerly RE Payment for Non-OASDI Members: 1.5%
- Pension Surcharge: 15.2% and
- TRS-Care Surcharge \$535

**Tax Rate Components** – See **I & S Tax** (Interest and sinking) **M & O** (Maintenance and Operations) **Tax**.

**Taxes** – Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

**Unreserved and Undesignated Fund Balance** – Available expendable financial resources in a governmental fund that are not the object of tentative management plans.

**Voter-approval Rate (“VAR”)** – It replaced the Rollback Rate tax rate which is the highest tax rate the taxing unit can set before taxpayers can start tax VAR procedures.





It is the policy of Harris County Department of Education not to discriminate on the basis of race, color, national origin, gender, limited English proficiency, or handicapping condition(s) in its programs.

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