



Harris County
Department of
Education

FISCAL YEAR

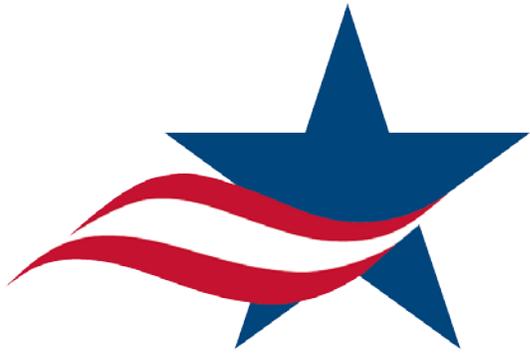
2021
2022

BUDGET
B O O K



Harris County
Department of
Education

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Harris County
Department of
Education

Budget Book

For Fiscal Year
September 1, 2021 through August 31, 2022

**Prepared by
Business Services Division**

Jesus J. Amezcua, PhD, CPA, RTSBA Assistant Superintendent
Jaime H Martinez, MBA, Business Analyst

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





Harris County
Department of
Education

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**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 2020–2021.

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



A handwritten signature in black ink, reading 'Claire Hertz'.

**Claire Hertz, SFO
President**

A handwritten signature in black ink, reading 'David J. Lewis'.

**David J. Lewis
Executive Director**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**Harris County Department of Education
Texas**

For the Fiscal Year Beginning

September 01, 2020

Christopher P. Morill

Executive Director



Harris County
Department of
Education

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TABLE OF CONTENTS

CITIZEN'S GUIDE TO OUR BUDGET

EXECUTIVE SUMMARY SECTION

Executive Summary.....	1
Department Officials, Staff & Consultants	20
Superintendent's Biography	21
Assistant Superintendent for Business Services Biography	22
Board of Trustees Biographies.....	23

ORGANIZATIONAL SECTION

Department's Mission & Goals.....	29
Organizational Chart.....	30
Profile of the Department	31
Budget Administration & Financial Policies	35
Budgetary Control & Basis of Accounting	44
Budget Responsibilities	51
Budget Planning Calendar	55
Tax Calendar	56
Budget Development Process.....	57

FINANCIAL SECTION

HCDE's Fund Structure & Fund Types	67
Governmental & Proprietary Funds Selected Items Summary	69
Combined Statement of Revenues by Source, Expenditures by Object-All Funds Summary.....	72
Combined Statement of Revenues by Source, Expenditures by Function-All Funds Summary	73
Combined Statement of Revenues by Source, Expenditures by Division-All Funds Summary	74
Combined Summary of Fund Balances, All Funds	76
Fund Balance	77
General Fund.....	78
Combined Statement of Revenues and Expenditures by Division – General Fund	82
General Fund Analysis by Function	85
Major Revenue Assumptions.....	87
Revenue Analysis.....	90
Special Revenue Funds.....	92
Debt Service Fund.....	100
Capital Projects Fund.....	106
Internal Service Fund.....	111
Overview of Divisions	113
010 – Board of Trustees.....	114
001 – Superintendent's Office	116
012 – Assistant Superintendent Education & Enrichment.....	118
005 – Center for Safe and Secure Schools.....	120
014 – Educator Certification and Professional Advancement	122
201 – Adult Education – Local.....	124
923 – Center for Grant Development	126
924 – Research & Evaluation	128
301 – The Teaching and Learning Center – Division Wide.....	130
109 – The Teaching and Learning Center – Digital Learning	132
302 – The Teaching and Learning Center – Math	134
303 – The Teaching and Learning Center – Science	136
304 – The Teaching and Learning Center – Bilingual Education.....	138
307 – The Teaching and Learning Center – English Language Arts	140
308 – The Teaching and Learning Center – Social Studies	142
309 – The Teaching and Learning Center – Early Childhood Winter Conference.....	144

312 – The Teaching and Learning Center – Scholastics Arts	146
313 – The Teaching and Learning Center – Special Education	148
314 – The Teaching and Learning Center – Speaker Series.....	150
094 – Chief of Staff.....	152
922 – Center for After School, Summer and Expanded Learning (CASE)	154
050 – Business Support Services	156
950 – Purchasing – Internal Support Services	158
098 – Other Business Divisions (Dept. Wide – Retirement – TRS –TEA & ISF)	160
093 – Technology Services – Chief Communications Officer	166
090 – Technology Support Services	168
092 – Marketing & Client Engagement.....	170
925 – Communications.....	172
030 – Human Resources.....	174
011 – Assistant Superintendent Academic Support.....	176
111 – School Based Therapy Services	178
501 – Special Schools Administration.....	180
131 – Special Schools – Academic and Behavior School East	182
132 – Special Schools – Academic and Behavior School West	184
800 – Special Schools – Fortis Academy.....	186
970 – Special Schools – Highpoint East School	188
086 – Facility Support Services – Construction.....	190
954 – Facilities – Records Management Services	192
089 – Choice Facility Partners	194
799 – Facility Support Services – Maintenance – Support Local.....	196

INFORMATIONAL SECTION

Tax & Debt Assumptions.....	201
Effect on Taxpayer	204
Projected Debt.....	205
Budget Development Process.....	208
Accountability System	210
Community Profile	212
Disaster that affects the Community – COVID-19.....	215
Human Resources Section.....	217
Salary Schedule Procedures.....	218
Personnel Positions by Fund.....	224
Salary Schedules.....	242
Stipends.....	256
Substitute Pay Chart.....	258
Supplemental Salary Chart.....	259
Employee Benefits.....	261
Planning & Evaluation Model for FY2021-22	264

GLOSSARY SECTION

Glossary.....	319
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I - Executive Summary



Harris County
Department of
Education

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August 18th, 2021

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 2021-2022. 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 2021-2022 General Fund, Debt Service Fund, Enterprise Fund, Capital Projects Fund, and Internal Service Fund Budgets. The development, review, and consideration of the 2021-2022 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 the (2) 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

Danyahel (Danny) Norris
President

Richard Cantu
Vice President

Andrea Duhon
Second Vice President

David W. Brown

Erica Davis

Eric Dick

Amy Flores Hinojosa

The HCDE Accountability System has been used as the basis for this performance-based budgeting model. This is the thirteenth 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 132 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 4.7 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 2.62 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 programing and support services. HCDE directly serves approximately 135,000 students with four alternative campuses, therapy services provided in local schools, 14 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 details 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 20th. The Board is required to adopt a budget before August 31st. 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 31st.

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 2020 and lasted until the middle of January 2021.

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 2021 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 meetings, evaluations, and adjustments, the Administration prepared a Board Budget Book that was presented to the Board Budget Committee during hearings that took place on June 15th, and July 21st, 2021.

The Human Resources Division played an important role assisting the Business Support Services Division in the budget process as they developed salary budgets utilizing established staffing guidelines. On July 21st, the Board of Trustees was presented with a final proposal for adoption and to be implemented on September 1st, 2021.

Amending the Budget

A budget is an estimate of planned expenditures and expected revenues. Many changes can take place between estimating for the adopted 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. Any increase or decrease in the budget expenditures requires board approval. Changes to revenues also require budget adjustments before the end of the year. All other changes are submitted by divisions and campuses to the Business Support Services Division for review and processing.

COVID19 Impact

On March 9, 2020, the Department was scheduled to go on Spring Break, and it was preparing to develop the budget projections for the next year, and the news of a widespread pandemic hit the Nation. The President of the United States declared an Emergency Disaster situation across the US, and in Texas, the Governor implemented a stay home mandate for the state. The Department staff did not return from the spring break, and everyone was asked to go on emergency leave pending guidance from the federal, state, and local authorities. Soon thereafter, the staff was asked to work from home and be available for

meetings via TEAMS, ZOOM and other communication means. Work from support divisions continued from home, and service division began to provide alternative services to districts and students via ZOOM and distance learning. HCDE staff returned to work from the office in July 2nd, 2021. Operations continued as normal on the General Fund activities and all Special Revenue grants administered by HCDE. Keeping all the restriction in distancing, wearing masks and all other preventive measures, the Department went through the budget review process by holding meetings with Division Directors in a socially distanced conference room. Clients have been in close contact with our Divisions, and all indications are that contracts are projected to be renewed at higher levels of services. To address the potential loss of revenues this year and next year, the Department is looking at developing new plans and projections to include utilizing the revenue and tax projections to meet budget needs for the new year.

Initiatives for FY 21-22

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 establish a \$15 minimum rate per hour.
4. Invest in enhancing marketing strategies and the campaign awareness.
5. Developing major capital projects to continue to serve HCDE clients.
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 \$.004990 per \$100 valuation.

Included in the budget are 7.5 new positions aimed at enhancing our capabilities to meet the client needs and enhance our fee revenue stream for Therapy Services, Adult Education, and Head Start Program.

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

1. Wage increase: 2% for all employees. HCDE plans to recruit, hire, and retain high quality staff to be able to provide the best services available in the marketplace.
2. HCDE implemented a wellness program aimed at improving the health of HCDE staff. This program is nutrition-based program designed to promote healthy habits. The projected costs for FY22 is \$35,000.
3. School Based Therapy Program will receive additional 1.5 FTE to increase the level of service to School Districts around the County. The cost is \$133,254.
4. Two grant funded positions for instructional coaching for the Head Start program were recommended. The cost associated is \$138,602.
5. Adult Education Program will grow in operations, and it will require the hiring of 4 FTEs. The cost of the position will be funded by the Adult Ed Grant. The cost is \$248,499.
6. HCDE will continue the marketing strategy and awareness campaign as started the previous year. It will include \$1 Million in the Budget.
7. The Department has also included an appropriation for the lobbying cost commitment previously approved by the Board of Trustees. The cost is \$276,000.
8. Balanced Budget: The adopted budget is balanced for on-going operations, and it is projected that the Department will invest part of its fund balance to implement a capital improvement program. All expenditures will be covered with the revenues generated during the year except for the one-time costs. For more detail see section number 9 for Capital Improvement Plan Phase One, and in the Capital Expenditure section in chapter IV of this book.

9. A Capital Improvement Plan Phase One was approved, and in fiscal year 21-22 it is projected to be implemented. The following projects were approved:
 - a. Administration and Conference Center HVAC replacement for \$477,000.
 - b. Conference Center change in partitions for \$264,000, and
 - c. Replacement of Computers and IT Equipment for \$380,000.
10. A Star Re-Imagined Initiative was aimed at implementing pilot programs that will enhance the footprint of HCDE by rethinking the way we do things. For FY22 \$320,087 will be used across 10 divisions and 15 requests.
11. Planned one-time expenditures from the General Fund balance totaling \$3,201,303 as follows:

Debt Service Transfer for future payments- CIP Plan	\$610,216
Capital Improvement Plan - Buildings	741,000
Capital Improvement Plan - Equipment	380,000
Star Re-Imagined Program	320,087
Head Start Transfer	600,000
Education Foundation	400,000
Retirement benefit	<u>150,000</u>
Total fund balance capital expenditure appropriations	<u>\$3,201,303</u>
12. 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 plan starting at \$15 per hour. The estimated tax rate of \$.004990 was adopted, and this is below the voter-approval tax rate ("VAR"). Public hearing and notice will be required to adopt the tax rate. This rate is key to the funding of the operations plan for the current year.

Summary of Adopted 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 1st to August 31st.

The following table presents a comparison of the Adopted expenditures for General Fund with a comparison to fiscal year 2020-2021.

	Adopted Budget 2020-2021	Amended Budget 2020-2021	Adopted Budget 2021-2022	Percent Change
Beg. Fund Balance	\$ 32,835,461	\$ 32,835,461	\$ 21,121,494	
Estimated Revenues (In flows)	57,484,758	57,623,191	59,188,729	3%
Appropriations (Out flows)	55,214,929	55,478,565	56,940,944	3%
Transfers Out	13,858,593	13,858,593	5,449,088	-61%
Total Appropriations (Out Flows)	\$ 69,073,522	\$ 69,337,158	\$ 62,390,032	-10.02%
Excess/(Deficiency) of Revenues				
Over/(Under) Appropriations	(11,588,764)	(11,713,967)	(3,201,303)	
Ending Fund Balance	21,246,697	21,121,494	17,920,191	
<u>Fund Balance categories per GASB 54</u>				
Non-Spendable Fund Balance	223,355	223,355	223,355	
Restricted Fund Balance	-	-	-	
Committed Fund Balance	1,864,976	1,864,976	1,914,976	
Assigned Fund Balance	4,650,000	4,650,000	5,499,088	
Unassigned Fund Balance	14,508,366	14,383,163	10,282,772	
Ending Fund Balance	\$ 21,246,697	\$ 21,121,494	\$ 17,920,191	

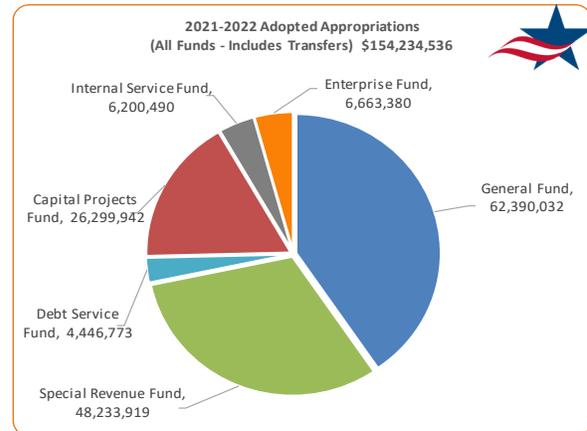
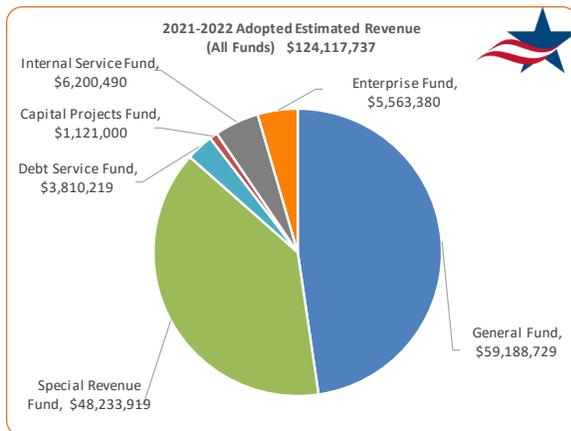
Note: The projected fund balance is based on levels spent at 100%. Actual amounts are projected on the next page.

(*) For FY22, planned one-time expenditures from the General Fund balance \$3,201,303 as follows:

Debt Service Transfer for future payments- CIP Plan	\$610,216
Capital Improvement Plan - Buildings	741,000
Capital Improvement Plan - Equipment	380,000
Star Re-Imagined Program	320,087
Head Start Transfer	600,000
Education Foundation	400,000
Retirement benefit	150,000
Total fund balance capital expenditure appropriations	<u>\$3,201,303</u>

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 2021-2022:

Fiscal Year 2021-2022	Governmental				Proprietary		Total
	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Fund	
Estimated Revenues (In flows)	\$ 59,188,729	\$ 48,233,919	\$ 3,810,219	\$ 1,121,000	\$ 6,200,490	\$ 5,563,380	\$ 124,117,737
Appropriations (Out flows)	56,940,944	48,233,919	4,446,773	26,299,942	6,200,490	2,608,968	144,731,036
Transfers Out	5,449,088	-	-	-	-	4,054,412	9,503,500
Total Appropriations and Other Uses (Out flows)	62,390,032	48,233,919	4,446,773	26,299,942	6,200,490	6,663,380	154,234,536
Appropriations (Out flows) from Fund Balance:	(3,201,303)	-	(636,554)	(25,178,942)	-	(1,100,000)	(30,116,799)
Projected Fund Balance Beg.	21,121,494	-	2,168,871	52,118,592	1,344,067	1,500,000	78,253,024
Projected Fund Balance End.	\$ 17,920,191	\$ -	\$ 1,532,317	\$ 26,939,650	\$ 1,344,067	\$ 400,000	\$ 48,136,225



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 adopted fiscal year 2021-2022 revenues and expenditures for the Workers Compensation Fund with a comparison to fiscal year 2020-2021:

	Adopted Budget 2020-2021	Amended Budget 2020-2021	Adopted Budget 2021-2022
Operating Revenues	\$ 475,000	\$ 475,000	\$ 400,000
Operating Expenses	475,000	475,000	400,000
Total Operating Expenses and Other Uses	475,000	475,000	400,000
Net Position	-	-	-
Projected Balance Beginning	1,358,477	1,358,477	1,358,477
Projected Balance Ending	\$ 1,358,477	\$ 1,358,477	\$ 1,358,477

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 adopted fiscal year 2021-2022 revenues and expenditures for the Facilities Support Charges with a comparison to fiscal year 2020-2021. The Facilities Division is projecting \$146,500 more than adopted fiscal year 2020-2021 budget due to increase in security expenses.

	Adopted Budget 2020-2021	Amended Budget 2020-2021	Adopted Budget 2021-2022
Operating Revenues	\$ 5,653,990	\$ 5,806,832	\$ 5,800,490
Operating Expenses	5,653,990	5,806,832	5,800,490
Total Operating Expenses and Other Uses	5,653,990	5,806,832	5,800,490
Projected Balance Beginning	-	-	-
Projected Balance Ending	\$ -	\$ -	\$ -

(*) Amended Budget fiscal year 2020-2021 adjusted for additional \$14,410 Projected Revenue.

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 adopted fiscal year 2021-2022 revenues and expenditures for Choice Partners Fund with a comparison to fiscal year 2020-2021.

	Adopted Budget 2020-2021	Amended Budget 2020-2021	Adopted Budget 2021-2022
Operating Revenues (*)	\$ 5,728,380	\$ 5,728,380	\$ 5,563,380
Operating Expenses	2,801,140	2,801,140	2,608,968
Transfers Out	2,927,240	2,927,240	4,054,412
Total Operating Expenses and Other Uses	5,728,380	5,728,380	6,663,380
Projected Balance Beginning	1,500,000	1,500,000	1,500,000
Projected Balance Ending	\$ 1,500,000	\$ 1,500,000	\$ 400,000

(*) Adopted and Amended Budget fiscal year 2020-2021 adjusted for additional \$500,000 Projected Revenue.

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 2021-2022. Expenditures plus other financing uses total \$62,390,032. Revenues equal \$59,188,729. One-time costs total \$3,201,303, from which technology equipment totals \$380,000, Education Foundation program for \$400,000, construction projects total \$741,000, debt service payment from General Fund for \$610,216, Head Start transfer for \$600,000, Star Re-Imagined Campaign for \$320,087, and retirement benefits from Fund Balance for \$150,000. 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.

General Operating Fund Summary (Trend)

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast
Beginning Fund Balance	\$30,920,246	\$28,122,494	\$29,412,173	\$32,614,360	\$32,835,461	\$21,121,494	\$17,920,191	\$16,234,785	\$15,448,293	\$15,340,120	\$15,941,916	\$17,287,950
Estimated Revenue	49,028,062	51,262,202	56,240,706	54,663,765	57,623,191	59,188,729	59,921,904	61,719,561	63,571,148	65,478,282	67,442,631	67,544,435
Appropriations	43,146,296	44,202,144	47,209,422	48,169,777	55,478,565	56,940,944	57,506,523	58,656,653	59,829,786	61,026,382	62,246,910	63,491,848
Total Other Uses	(8,679,518)	(5,770,379)	(5,829,098)	(6,272,887)	(13,858,593)	(5,449,088)	(4,100,787)	(3,849,399)	(3,849,535)	(3,850,103)	(3,849,687)	(3,848,287)
Net Change in Fund Balance	(2,797,752)	1,289,679	3,202,186	221,101	(11,713,967)	(3,201,303)	(1,685,406)	(786,492)	(108,174)	601,797	1,346,034	204,300
Ending Fund Balance	\$28,122,494	\$29,412,173	\$32,614,360	\$32,835,461	\$21,121,494	\$17,920,191	\$16,234,785	\$15,448,293	\$15,340,120	\$15,941,916	\$17,287,950	\$17,492,250

For fiscal year 2023 to 2027 forecasted figures the trend includes 3% growth increase in revenues and 2% at expenditures. A more detailed projection can be found at the Financial Section.

Projected Fund Balance

We are projecting that the fiscal year 2021-2022 ending fund balance will be \$17,920,191. This represents a decrease of \$3,201,303 from the projected 2020-2021 ending fund balance. The use of fund balance is for planned appropriations that are one time in nature (i.e., construction projects and capital outlay). 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 2021-2022 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 2021-2022 fiscal year. To prepare the annual budget, HCDE develops projections for taxable value, collection rate, and expenditure levels.

Appropriation Levels

General Operating Fund –The 2021-2022 appropriation levels for the General Operating Fund are projected at \$56,940,944 and estimated other uses (transfers to other funds and one-time cost at \$5,449,088, for a total of \$62,390,032; this represents a decrease of 10% or \$6,947,126 from 2020-2021 amended budget.

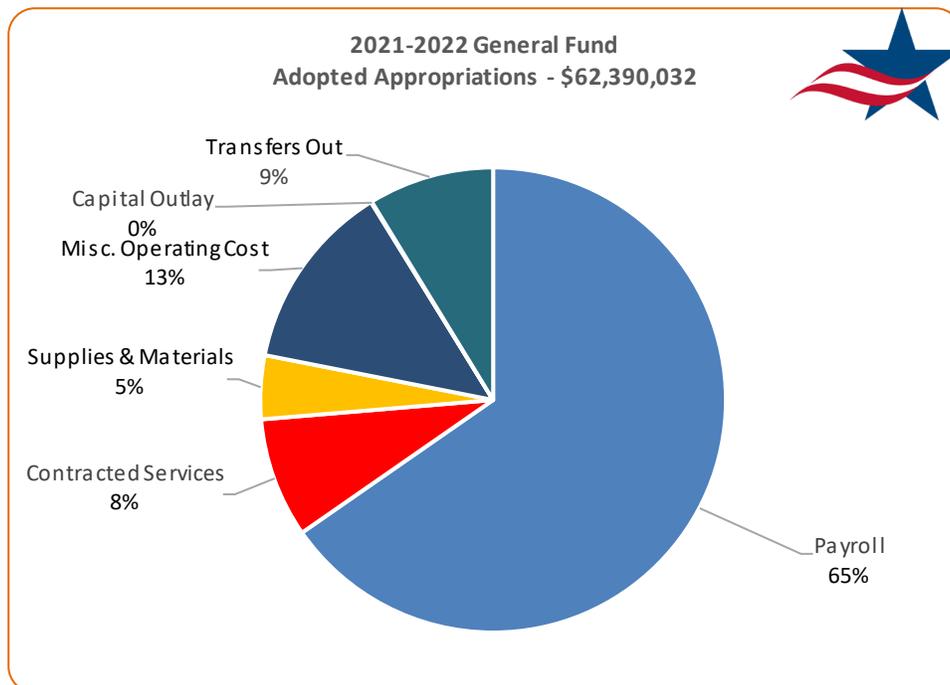
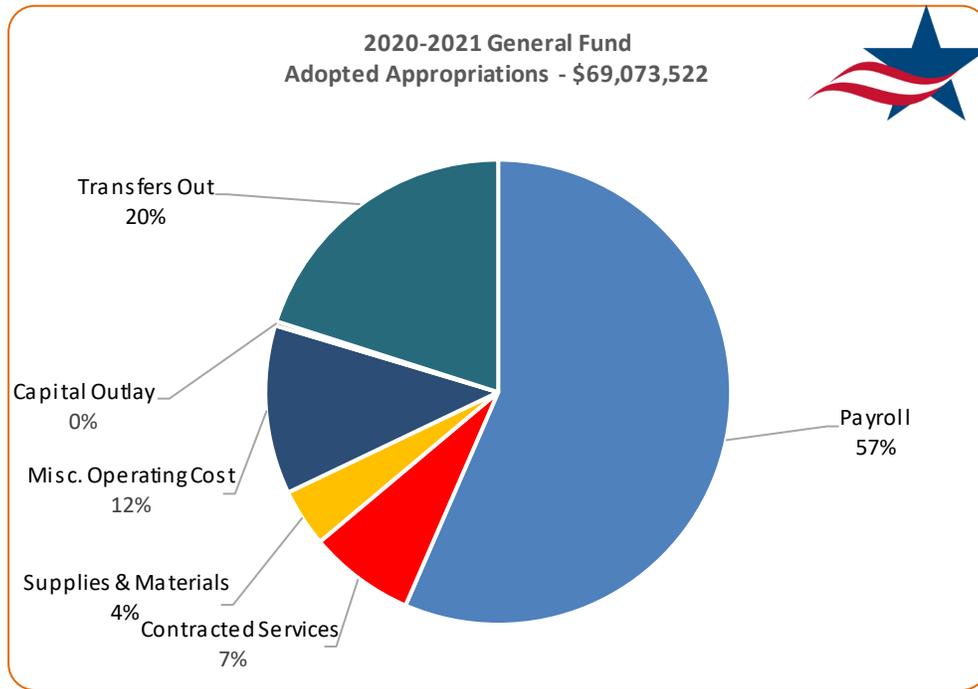
The 2021-2022 budget includes a 2% salary increase for all employees. The budget process was representative of the economic environment. A series of budget meetings and reviews were conducted by the Superintendent and the Budget Committee to achieve this budget. Transfers-out to other funds amounted to \$5,449,088 for fiscal year 2021-2022 mainly due to the additional participation of the General Fund in the construction projects to upgrade existing facilities, Star Re-Imagine project, and debt service contributions from General Fund for the new bonds.

Comparison of General Operating Fund Appropriations by Object

General Fund Only -

Object Code	Adopted Budget 2020-2021	Amended Budget 2020-2021	Adopted Budget 2021-2022	Percent Change
Payroll	\$ 39,036,777	\$ 39,016,777	\$ 40,760,751	4%
Contracted Services	5,085,572	5,230,874	5,200,800	-1%
Supplies & Materials	2,779,374	2,790,481	2,761,188	-1%
Misc Operating Cost	8,101,274	8,226,941	8,178,205	-1%
Capital Outlay	211,932	213,492	40,000	-81%
Transfers Out	13,858,593	13,858,593	5,449,088	-61%
Total Appropriations	\$ 69,073,522	\$ 69,337,158	\$ 62,390,032	-10%

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 \$4,446,773 in appropriations for fiscal year 2021-2022. 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. A

transfer is projected from the General Fund to the Debt Service Fund in the amount of \$2,857,214. Also, there will be a revenue addition for the contribution of the balances remaining in Bank of Texas accounts to debt service for \$953,005. Currently the Department has approximately \$52 million in debt including:

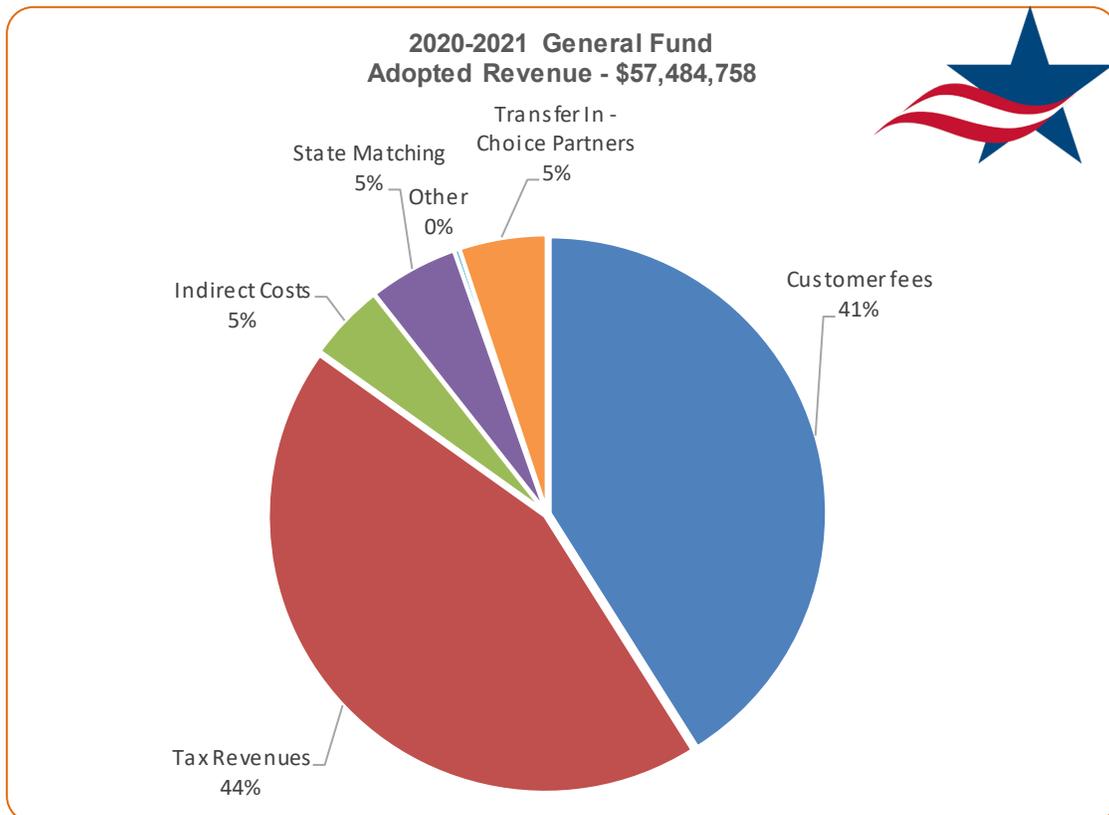
- PFC Lease Revenue bonds for \$27 million issued for the construction of the 2020 Capital improvement Plan that included new buildings for HP East, AB East, Adult Education Center. For these projects, the General Fund contributed \$5.7 million.
- Series 2020 HCDE Maintenance Notes for \$13.8 million for the renovation of the Ronald Reagan building, equipment of the Adult Ed Center, equipment and other resources for AB East, Highpoint East buildings, and other equipment and renovation costs.
- Previous PFC Lease bonds and QZAB bonds for a remaining value of \$11 million

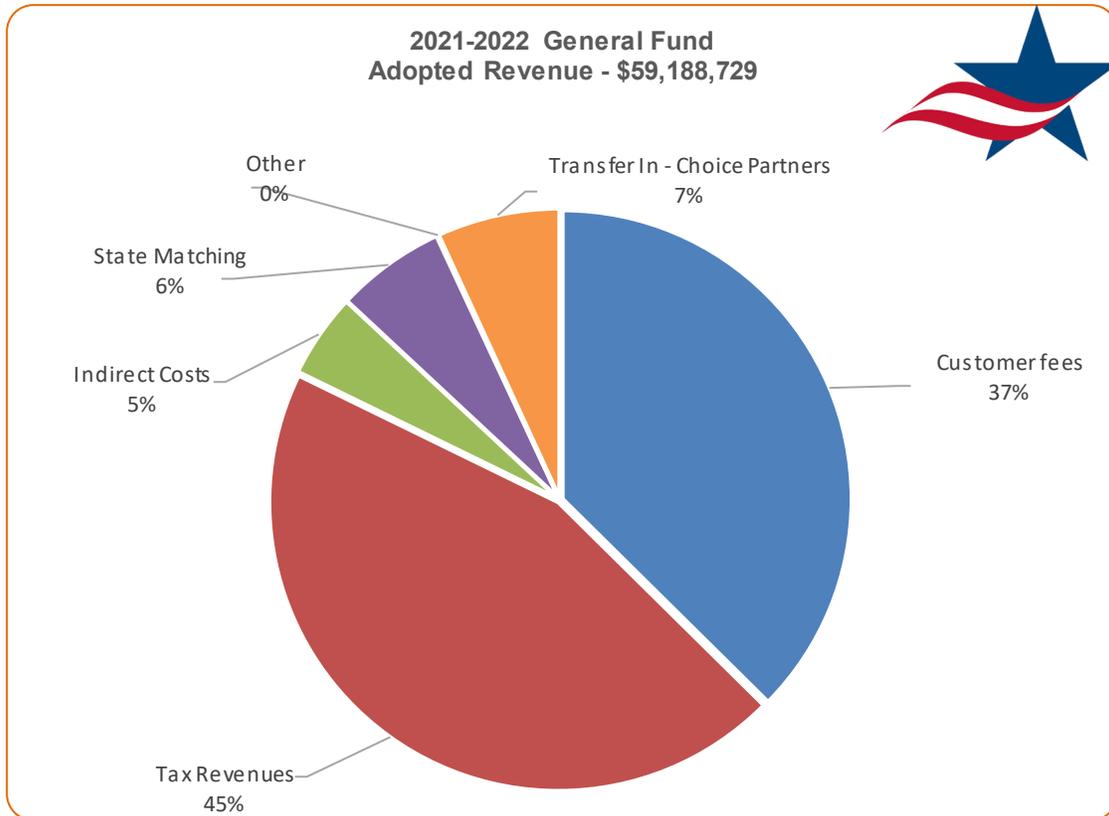
Special Revenues Funds – Appropriations for these funds are restricted to or designated for specific purposes by a grantor. For fiscal year 2021-2022, the Department’s appropriation is \$48,233,919. The Department provides information to the Board of Trustees on all Department grants, as the Notice of 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. Adopted 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 2020-2021 and the adopted revenues for fiscal year 2021-2022.





The Department estimates total General Operating Fund revenues of \$59,188,729 for the 2021-2022 fiscal year. Customer fees are projected to be \$22,145,627 or 37% of the estimated revenues. Tax revenues are projected to be \$26,528,250 or 45% of the estimated revenues. The remaining 18% of the revenues are indirect costs at \$2,790,440; state funding \$3,620,000, transfer in from Choice Partners Fund of \$4,054,412 and other revenues at \$50,000.

The recommended budget includes an increase in revenues of 3% from the amended fiscal year 2020-2021 budget for the General Fund.

Object Code	Adopted Budget 2020-2021	Amended Budget 2020-2021	Adopted Budget 2021-2022	Percent Change
Customer Fees	\$ 23,601,005	\$ 23,601,006	\$ 22,145,627	-6.2%
Tax revenues	25,188,000	25,326,432	26,528,250	5%
Indirect costs	2,598,513	2,598,513	2,790,440	7%
State funding	3,000,000	3,000,000	3,620,000	21%
Other	170,000	170,000	50,000	-71%
Transfer In-Choice Partners	2,927,240	2,927,240	4,054,412	39%
Total Revenues	\$ 57,484,758	\$ 57,623,191	\$ 59,188,729	3%

Local Revenues

Local revenues are projected to increase by 3%. Revenues from current year customer fees are expected to decrease by 6.2% from an amended budget of \$23,601,006 in fiscal year 2020-2021 to a projected \$22,145,627 for fiscal year 2021-2022. HCDE has not increased the rates and additional contracted seats at the special schools, no increment in the service rates from Records Management, Therapy division, and the Center for Safe and Secure Schools, and a reduction in rates from Educator Certification and Advancement Division for fiscal year 2021-2022. In addition, the Department anticipates a 5% increase change in tax revenues from \$25,326,432 in fiscal year 2020-2021 to \$26,528,250 in fiscal year 2021-2022 due to the increase in property values and the adopted tax rate. A 3.8% increase in values is projected based on the preliminary estimate from the Harris County Appraisal District. Also, a 99% collection rate was used in projecting revenues for fiscal year 2021-2022, and it is expected that this rate will be realized for the fiscal year.

Tax Rate – Effective January 1st, 2020, the State Legislature approved SB-3 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.

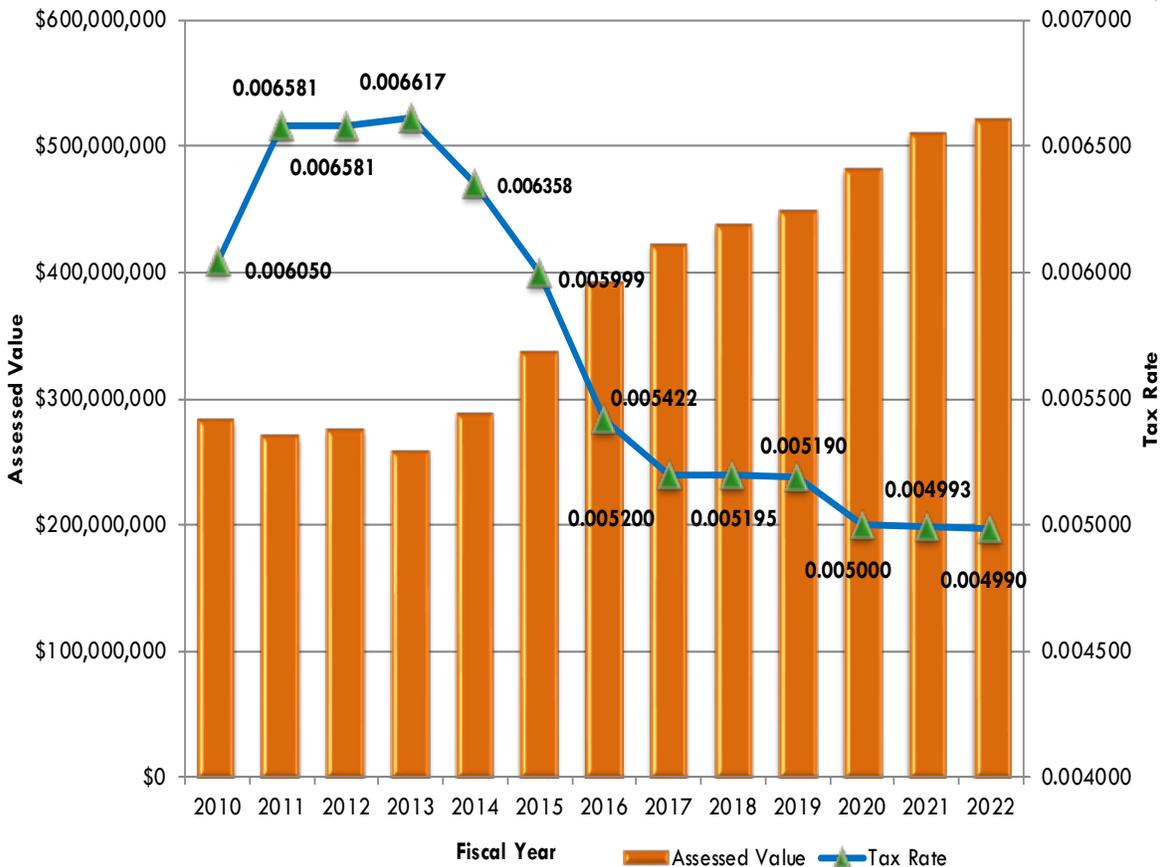
Based on the taxable value, the Department must project the level of taxation that will generate adequate funds to provide for funds to meet Department obligations while keeping in mind the ability of local taxpayers to pay their taxes. The Harris County Tax Office will calculate the no-new-revenue tax rate (“NNRR”), formerly called the effective tax rate. The NNRR was projected at \$.004990 for fiscal year 2020-2021. The adopted tax rate is below the voter approved rate (VAR) for fiscal year 2021-2022 which was calculated at \$.005202.

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 2019 certified valuations of net taxable value for the 2020-2021 fiscal year are \$505,450,987,981 (based on HCAD report updated 4/30/20). The 2021 Preliminary Estimate is \$513,616,649,590 (based on HCAD letter dated 4/30/21), which is an increase of \$8,165,661,609 or 1.61%. For fiscal year 2021-2022 the appraised values were estimated at \$521,912,555,942 billion considering a larger increase of new property added, which represents a 3.26% increase. The adjacent chart illustrates the 10-year taxable value history of the Department. For fiscal year 2021-2022 to 2024-2025, the Department projects a 3% growth on appraised values due to the positive economic impact in the region and value growth.

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

HCDE Property Values and Tax Rates



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 \$380 to \$532 per day. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There was no increase in fees compared to last year's fees.

Special school services are provided to school district which contract with HCDE to provide services for students with behavioral and disability issues. The rates are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$6,250 (Fortis – In County) to \$23,853 (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 no increase in fees compared to last year's fees.

Records management services are provided to school districts which contract with HCDE to provide services to 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.

Teaching and Learning Center 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 \$2,497 depending on the scope of work. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There was no increase in fees compared to last year's fees.

Safe and Secure School services are provided to school districts which contract with HCDE to provide facility audits. The rates are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$1,200 to \$2,500 per school. There was no increase in fees compared to last year's fees.

Certification and Training Services are provided to individuals seeking certification in the areas of teaching, principalship and superintendency. The rates for the previous fiscal year ranged from \$4,400 to \$6,595 per individual per program, for FY22 the adopted rates will range between \$2,650 to \$3,000 per individual per program. There was a decrease in fees compared to last year's fees.

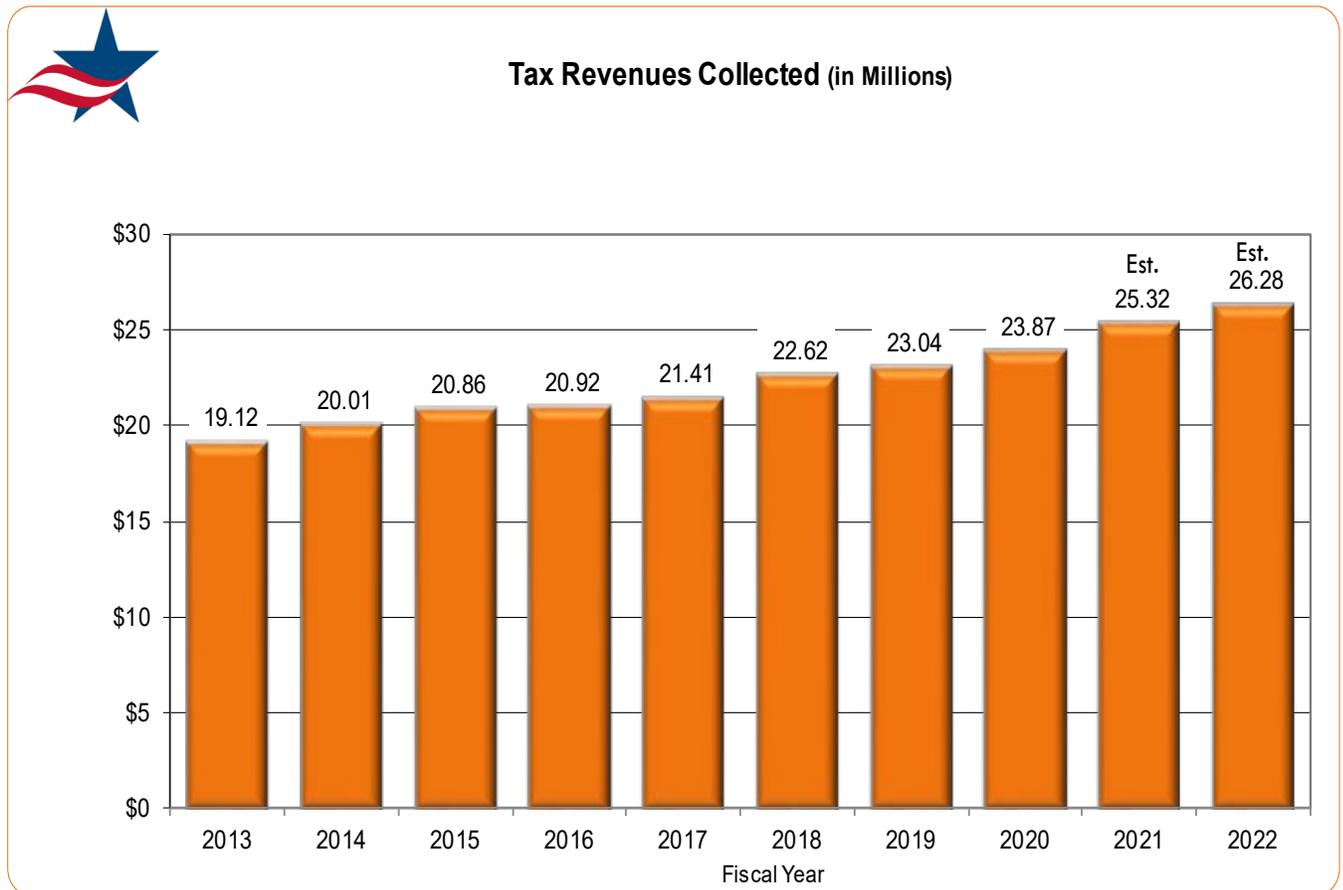
Enterprise Activity

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 2021-2022 the only source of other revenue is interest. Interest revenues are estimated in \$50,000.

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



Other 2021-2022 HCDE Budget Highlights

Salary Increase –

The adopted budget includes a \$15 an hour minimum compensation plan and a 2% 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 \$62,800 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 \$300,000 additional transfer from General Fund will be required for FY 22 to implement the \$15 minimum compensation plan.

Other Payroll Highlights –

Additionally, included in the budget are 7.5 new positions which included 1.5 therapists for the School Based Therapy Division, 2 Instructional Coaches for Head Start and 4 FTE for Adult Education.

Workers Compensation Insurance –

The amount of \$400,000 was budgeted for fiscal year 2021-2022. There are sufficient funds in the reserve account for uncertainties and to cover any runoff claims.

Transfers Out –

The amount of transfers out decreased by \$8,409,505 from fiscal year 2020-2021, for a total of \$5,449,088. This includes the Head Start transfer for \$600,000, the CASE transfer for \$550,787, Lease (QZAB) fund transfer for \$451,429, the capital projects for \$1,121,000, the Debt Service transfer for \$2,405,785, and the Star Re-Imagined one-time transfer for \$320,087.

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 \$4,054,412.

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 2017-18	Actual 2018-19	Actual 2019-20	Amended 2020-21	Adopted 2021-22	Estimated 2022-23	Estimated 2023-24	Estimated 2024-25	Estimated 2025-26	Estimated 2026-27
Beginning Fund Balance	\$40,427,732	\$42,583,959	45,676,310	\$38,633,589	\$78,253,024	\$48,136,225	\$21,186,111	\$20,399,620	\$20,399,620	\$20,291,447
Estimated Revenues	97,104,537	105,155,340	100,243,233	167,188,004	124,117,737	124,487,287	127,381,032	130,611,815	132,721,981	136,002,338
Appropriations (Exp.)	94,948,310	102,062,989	107,285,954	127,568,569	154,234,536	151,437,401	128,167,523	130,719,988	132,120,183	134,755,143
Difference	2,156,227	3,092,351	(7,042,721)	39,619,435	(30,116,799)	(26,950,114)	(786,491)	(108,173)	601,797	1,247,195
Projected Ending Fund Balance	\$42,583,959	\$45,676,310	\$38,633,589	\$78,253,024	\$48,136,225	\$21,186,111	\$20,399,620	\$20,291,447	\$21,001,418	\$21,538,642
Nonspendable Fund Balance	128,037	169,805	177,243	223,355	223,355	223,355	223,355	223,355	223,355	223,355
Restricted Fund Balance	11,219,387	10,600,127	2,939,650	32,446,770	14,239,592	2,939,650	2,939,650	2,939,650	-	-
Committed Fund Balance	2,014,976	2,014,976	2,014,976	1,864,976	1,914,976	1,914,976	1,914,976	1,914,976	1,914,976	1,914,976
Assigned Fund Balance	9,466,397	9,499,397	13,540,000	13,540,000	5,449,088	5,249,088	5,249,088	5,249,088	5,249,088	5,249,088
Unassigned Fund Balance	19,755,162	23,392,005	19,961,720	30,177,923	26,309,214	10,859,042	10,072,551	9,964,378	13,613,999	14,151,223
Cash Flow Required two months	15,824,718	17,010,498	17,880,992	21,261,428	25,705,756	25,239,567	21,361,254	21,786,665	22,020,031	22,459,190
Cash Flow Needed for one month:										
- For Special Revs Funds	2,445,621	2,870,235	3,463,105	3,246,100	4,005,319	4,085,426	4,167,134	4,250,477	4,250,477	4,335,486
- From General Fund	5,466,738	5,635,014	5,477,391	7,384,614	8,847,559	8,534,358	6,513,493	6,642,855	6,759,538	6,894,109
Cash Flow Calculations:										
Special Revenue Funds - Grants	29,347,454	34,442,824	41,557,265	38,953,199	48,063,832	49,025,109	50,005,611	51,005,723	51,005,723	52,025,837
1/12 of Total Grant is (one month)	2,445,621	2,870,235	3,463,105	3,246,100	4,005,319	4,085,426	4,167,134	4,250,477	4,250,477	4,335,486
All Funds - Appropriations	65,600,856	67,620,165	65,728,689	88,615,370	106,170,704	102,412,293	78,161,912	79,714,265	81,114,460	82,729,305
1/12 of General Fund for Cash Flow	5,466,738	5,635,014	5,477,391	7,384,614	8,847,559	8,534,358	6,513,493	6,642,855	6,759,538	6,894,109

Note: To reflect the actual events of the construction projects during fiscal year 2020-2121 the amended numbers were also adjusted to reflect expenditures over multiple years.

Going forward beyond fiscal year 2021-2022

Estimated revenues and appropriations for the next five years will depend on the ability for 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, 21st 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.

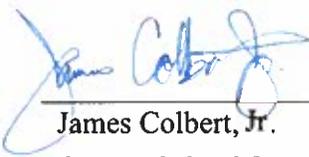
Acknowledgements

In fiscal year 2020-2021, the Business Office earned the Distinguished Budget Presentation Award for Budgeting from ASBO, and the Distinguished Budget Presentation Award from GFOA. This was the twelfth submission for ASBO and the thirteenth submission for GFOA for HCDE in its history. All budget managers also were instrumental in providing timely information to the Business Office.

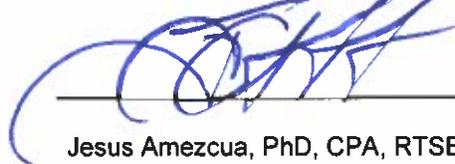
Final Comments

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 2021-2022. 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,



James Colbert, Jr.
County School Superintendent



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

DEPARTMENT OFFICIALS, STAFF & CONSULTANTS

COUNTY BOARD OF TRUSTEES

NAME	TITLE	SERVICE DATE
Danyahel (Danny) Norris	President	2019
Richard Cantu	Vice President	2019
Andrea Duhon	Second Vice President	2020
David W. Brown	Member	2021
Erica Davis	Member	2021
Eric Dick	Member	2017
Amy Flores Hinojosa	Member	2020

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
C.J. Rodgers, Ed.D.	Assistant Superintendent for Education & Enrichment
Danielle Clark	Chief Communications Officer
Natasha Truitt, MBA	Executive Director, Human Resources
Rich Vela	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

SUPERINTENDENT'S BIOGRAPHY



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

ASSISTANT SUPERINTENDENT FOR BUSINESS SERVICES' BIOGRAPHY



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 and a grandchild.

BOARD OF TRUSTEES BIOGRAPHIES

Danyahel (Danny) Norris
Board President
Position 6, Precinct 1



Danyahel (Danny) Norris serves as trustee for Harris County Department of Education Position 6, Precinct 1 and was elected to office in November 2018.

Norris is an associate director and instructor of law at Thurgood Marshall School of Law on the campus of Texas Southern University. He is a practicing intellectual property attorney, principal partner of Norris & Norris Attorneys and Counselors at Law and is a past president of the Houston Lawyers Association. He shares his leadership skills through various professional organizations, including the New Leaders Council, Houston chapter.

Richard Cantu
Position 3, At Large
Board Vice-President



Richard Cantu serves as trustee for Harris County Department of Education Position 3, At-Large and was elected to office in November 2018.

Richard is the deputy executive director of the East Aldine Management District and has held several nonprofit and municipal leadership positions.

Andrea Duhon
Second Vice President
Position 4, Precinct 3



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.

David W. Brown
Position 7, At Large



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 nonprofit organization located in 3rd Ward.

He holds a bachelor's degree in Business Administration, a Master's in Business Administration with a focus in Public Administration and is currently working on a Doctorate's in Business Administration Specializing in Leadership.

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

Erica Davis
Position 5, At Large



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 a 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 – Austin, and currently working on a M.S. in Science at Columbia University-New York.

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.

Eric Dick
Position 2, Precinct 4



Eric Dick serves as a trustee of the HCDE Board of Trustees and as trustee for Position 2, Precinct 4. He was elected as trustee in November 2016.

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

After obtaining an associate degree from Community College, he gained his bachelor's degree from University of Phoenix. He obtained his law degree after attending Western Michigan University Cooley Law School and the University of Alabama School of Law.

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



Amy Flores Hinojosa serves as board member for Harris County Department of Education Position 1, Precinct 2.

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.



II - Organizational Section



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DEPARTMENT'S MISSION & GOALS

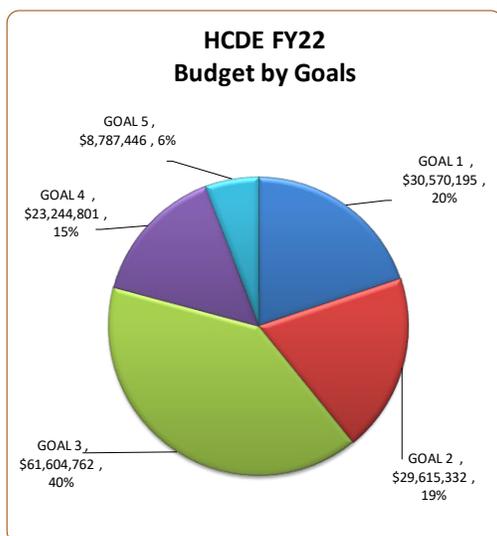
Harris County Department of Education (“HCDE”), a highly successful educational resource in the Houston Metroplex, is a nonprofit tax-assisted organization dedicated to the equalization of educational opportunity and to the advancement of public schools. HCDE has been serving the county's public schools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

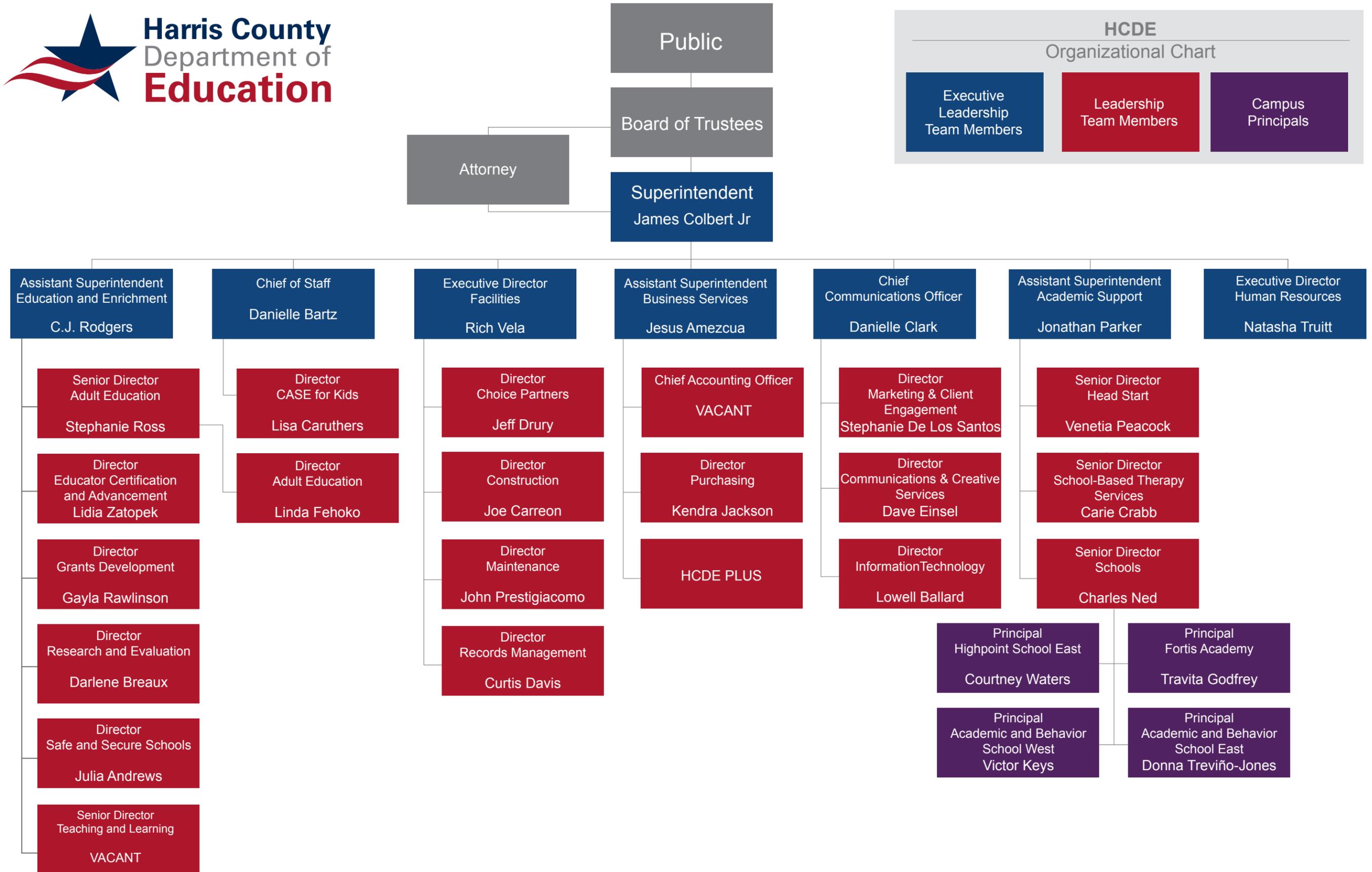
The chart below shows the Budget by Goals. Every division provided the Business Office the percentage of their task devoted to each goal. Divisions budget get allocated accordingly and as we add all division, we get the total amount of the budget devoted to every Goal. The process is reviewed and approved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



PROFILE OF THE DEPARTMENT

Harris County Department of Education, incorporated in 1889, is a political subdivision of the State of Texas. HCDE is in Houston, Texas. Originally every county in Texas had its own Department of education. Therefore, Harris County Department of Education was the first school district in Harris County, Texas.

It is important for the reader of this budget to know and understand that the name ‘Harris County Department of Education’ stands as an entity separate and distinct from county agencies of the Harris County, in Texas. Also, HCDE is not a school district but a governmental entity. It has evolved in response to educational and community needs to provide educational services to students (of all ages) and school districts primarily within but also outside of Harris County, Texas.

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.

COUNTY BOARD OF TRUSTEES

NAME	TITLE	SERVICE DATE
Danyahel (Danny) Norris	President	2019
Richard Cantu	Vice President	2019
Andrea Duhon	Second Vice President	2020
David W. Brown	Member	2021
Erica Davis	Member	2021
Eric Dick	Member	2017
Amy Flores Hinojosa	Member	2020

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
CJ Rodgers, Ed.D.	Assistant Superintendent for Education & Enrichment
Danielle Clark	Chief Communications Officer
Natasha Truitt, MBA	Executive Director, Human Resources
Rich Vela	Senior Director for Facilities

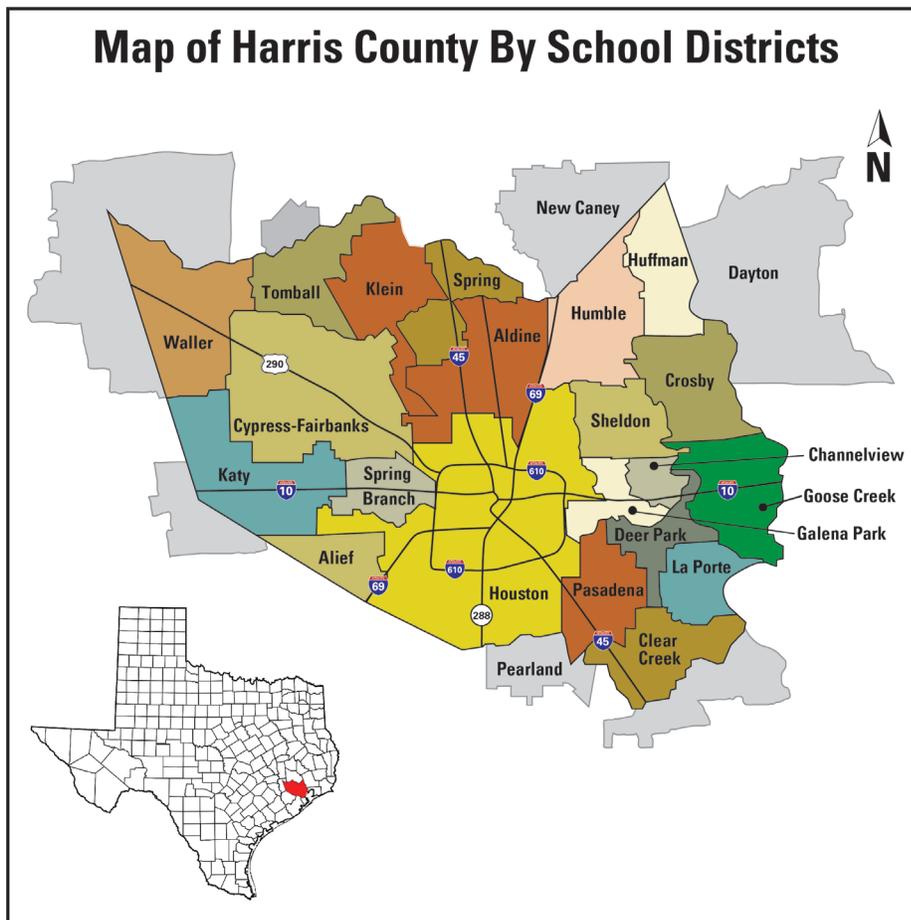
The Department is a primary governmental unit and is not included in any other governmental reporting entity. There is a blended component unit, the Harris County Department of Education Public Facilities Corporation (PFC), included within the reporting entity.

The PFC Board of Directors:

NAME	TITLE
Rich Vela	President
Richard Cantu	First Vice President
Andrea Duhon	Second Vice President
Dr. Jesus Amezcua	Treasurer / Secretary
James Colbert, Jr	Director
Danny Norris	Director
Joe Carreon	Director

Organization Authority

HCDE was created by the Texas Legislature in 1889 and operates under Chapter 17 &18 of the education code.



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

Organizational Philosophy

The core ideology of Harris County Department of Education outlines the direction of the Department and the expectation held for all employees. The mission defines what we are. Our goals define how we intend to achieve our mission.

Primary Services

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 as evidenced by the activities described below. Affordable and highly flexible programs and products are developed with clients in mind. Client population examples are:

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.

Adult Education Program prepares age 16-plus youths and adults to read and speak English, and/or to complete a high school General Equivalency Diploma education.

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.

CASE - The Center for After-School, Summer and Enrichment serves elementary, middle, and high school students delivering quality after-school learning opportunities. It includes a program implemented in FY18 as an out-of-school-time debate program for low income and minority high school students. An expansion of HUDL – Houston Urban Debate League in collaboration with Houston ISD.

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.

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.

Education Certification and Professional Advancement train and supports degreed professionals to become teachers, administrators, and Superintendents. Candidates attend teacher training and teach in a public school with the guidance of an assigned teacher / mentor.

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.

Head Start / Early Head Start Programs serve preschool children ages 6 weeks to 5-year old from

economically disadvantaged families, and their families with school readiness abilities. Over 10 percent of those children have an identified disability requiring intervention.

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.

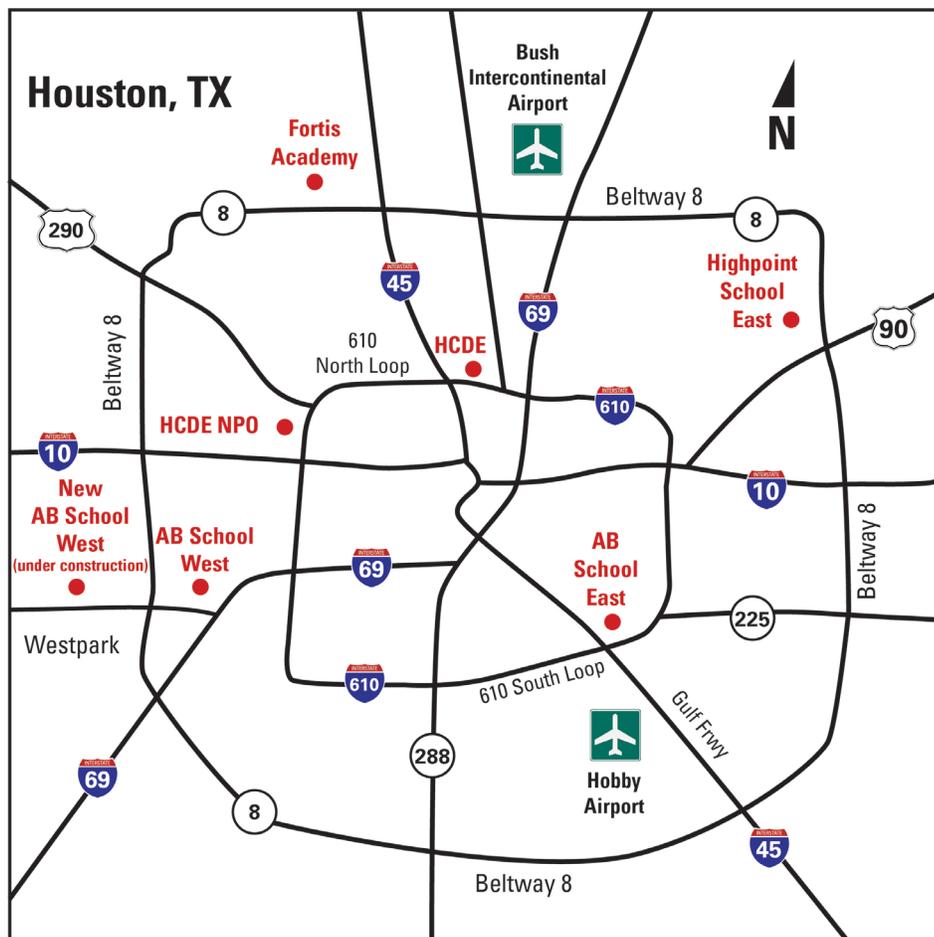
Resource Development / Texas Center for Grant Development supports efforts to locate and obtain funds which forward new programs, program enhancement and expansion needs.

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

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

The Teaching and Learning Center provides professional development and instructional support to administrators, teachers, support personnel, students, parents and the community.

Below is a map of Houston identifying the location of the administrative building and the five different campuses, including the new AB West campus.



BUDGET ADMINISTRATION & FINANCIAL POLICIES

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 located 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 20th.
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 31st.
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 with a statute creating an equalization tax not to exceed of \$0.01. 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, the 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, 2020, 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, Business Analyst, 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 Board approval before a transaction is culminated 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 interests' 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 2020-2021, there are 6.17 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 Amendments / Transfers

Budget amendments / transfers must be aligned with modifications to division plans. Every time that a significant change is made to a 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 on-line and require budget manager approval. Budget transfers over \$25,000 require Assistant Superintendent for Business' approval. Documentation for Amendments is available to the public via Board Agenda Items.

Budget Transfers & Amendments Signature Authority

Administration is authorized to move funds between line items. If the overall budget amount for revenue or expenditures increases or decreases, then Board approval is required. For Special Revenue Funds, intra-function budget transfers are approved subject to the approval by the granting agency. A summary of all transfers is presented to the Board of Trustees. Inter-Departmental transfers and any increase or decrease or operating appropriations must be approved by the Board of Trustees and the Superintendent. All divisions are required to operate within their budgetary constraints. The operating budgets are amended prior to expenditure, and the accounting system provides a strong budgetary control over expenditures.

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, or sensitive items regardless of the price, should use object codes 6393 (new purchase). 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.

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 FY22, planned one-time expenditures from the General Fund balance \$3,201,303 as follows:

Debt Service Transfer for future payments- CIP Plan	\$610,216
Capital Improvement Plan - Buildings	741,000
Capital Improvement Plan - Equipment	380,000
Star Re-Imagined Program	320,087
Head Start Transfer	600,000
Education Foundation	400,000
Retirement benefit	150,000
Total fund balance capital expenditure appropriations	<u>\$3,201,303</u>

BUDGETARY CONTROL & BASIS OF ACCOUNTING

Reporting Entity

The County School Board (“Board”), a seven-member group, has governance responsibilities over all Departmental activities within the jurisdiction of the Department. TEA assigned the County ID# as 101-000. 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 eFinance Plus a software application from PowerSchool which during February of 2017 acquired SunGard, the manufacturer of Pentamation 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 are incurred.

The modified accrual basis of accounting is used for the governmental fund types. The 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.

For HCDE is important to clarify that Department refers to the business unit as a whole and for HCDE the Department is subdivided in “Divisions”, as referred throughout the document.

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:

	<u>Operating Budget</u>	<u>Audited Financial Statements</u>
<u>Governmental Funds</u>		
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
<u>Proprietary Funds</u>		
Internal Service Funds	Accrual	Accrual
Enterprise Funds	Accrual	Accrual
<u>Fiduciary Funds</u>		
Agency 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 a separate special revenue fund.

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. In January 2006, the PFC issued bonds to fund construction of the new AB West school and the acquisition, renovation, and equipping of the records management warehouse / administrative North Post Oak facility. The Department issued \$7,000,000 bonds in FY16-17 for this purpose. For FY20-21 the Department issued \$27,715,000 in lease revenue bonds and \$13,865,000 in maintenance notes to finance the Capital Improvement Plan.

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 through a modified self-insurance program prior to FY15-16. Beginning September 1st, 2016 to August 31st, 2020 HCDE was fully insured with Texas Mutual Insurance Company. From September 1st, 2020 HCDE is fully insured with Texas Association of School

Businesses, TASB.

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

HCDE Fund Codes	
<u>100 - GENERAL FUND</u>	<u>400 - LOCAL GRANTS - Cont.</u>
199 General Fund	475 Early Head Start in Kind
	479 Head Start In-Kind
<u>200 - FEDERAL GRANTS</u>	491 Stop School Violence - In Kind
205 Head Start	496 Head Start Hogg Grant
206 Head Start Training	498 EFHC Local Grants
207 Head Start Disaster Assis.	<u>500 - DEBT SERVICE</u>
209 Head Start Coolwood Construction	599 Debt Service
208 Educators & Families Enl.	<u>600 - CAPITAL PROJECTS FUND</u>
210 Stop School Violence Grant	693 Disaster Relief Fund
213 TECQ / AUDUBON	694 Capital Projects PFC
215 Early Head Start Operation	695 Capital Projects - Local Funds
216 Early Head Start T&TA	697 Capital Projects
217 Gen-Cyber Grant	698 PFC Refunding Bonds
218 Head Start - Coolwood Land Acquisition	699 Public Facilities Corporation
221 Dist. Learning Cap. Build	<u>700 - INTERNAL SERVICE FUNDS</u>
222 CDBG AEL Grant	711 Choice Partners-Enterprise Fund
223 Temporary Assistance for Needy Families	753 Workers Compensation
230 Adult Basic Education (ABE) Regular	799 Facility Support Services
234 ABE EL / Civics	<u>800 - TRUST AND CUSTODIAL FUNDS</u>
267 TX 21st Century Grant Cycle 9	811 Highpoint-East Activity Funds
268 TX 21st Century Grant Cycle 10	814 Highpoint Activity Funds
288 CASE After School Partnership	815 Courtesy Committee
289 Head Start - OP & Training	829 Blair Endowment-Scholastic Program
<u>300 - STATE GRANTS</u>	<u>900 - ACCOUNT GROUPS</u>
381 Adult Basic Education Regular	901 General Capital Assets
<u>400 - LOCAL GRANTS</u>	902 PFC Capital Assets
427 Disaster Recovery	903 Long Term Debt
463 Houston Endowment Grant	904 PFC Long Term Debt
464 JAMS Grant Year 1	
467 CASE - City of Houston	
474 JAMS - In Kind	

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 received. Investment earnings are recorded as earned, since they are both measurable and available.

Grant funds are 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 is 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 A2 Rating on Education Lease Revenue Bonds, Series 1999, released to raise revenue for construction purposes. When HCDE borrowed from the Qualified Zone Academy Bonds and Maintenance Notes in 2009, HCDE's credit rating was A2. HCDE's credit rating on Education Lease Revenue Bonds, Series 2006 is also A2, and these bonds were issued to raise revenue for construction purposes. The 2016 bonds for the construction of AB West School are also rated A2.

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 childcare 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.

BUDGET RESPONSIBILITIES

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 20th of the preceding fiscal year, the Department prepares a budget for the next succeeding fiscal year beginning September 1st. 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 most 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 31st. 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 on August 31st, 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
 - 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:

PARTICIPANTS	ROLES & RESPONSIBILITIES	LEVEL
Division / Budget Directors	✓ Coordinates preparation of division level program budgets, performance measures and objectives	Division
HCDE Budget Committee	✓ Reviews for appropriateness division-level budgets and reviews/prioritizes allocated requests submitted by division directors ✓ Discusses budget recommendations for superintendent review	Division
Superintendent	✓ Communicates budget process guidelines to division / budget directors and HCDE budget committee ✓ Serves as lead member of HCDE Budget Committee to review division budget requests and to analyze budget components	Department
Assistant Superintendent for Business	✓ Serves as chair of HCDE Budget Committee ✓ Serves as Department Budget Officer ✓ Communicates budget calendar ✓ Reviews fund balance estimates ✓ Conducts final review of proposed budget to Board Budget Committee	Department
Chief Accounting Officer	✓ Reviews proposed budget drafts subsequent to superintendent and HCDE Budget Committee review	Department
Budget Analyst	✓ Provides requested forecasts and analyses to Assistant Superintendent for Business, HCDE Budget Committee, and Superintendent ✓ Compiles division budgets into proposed Department budget ✓ Communicates any revisions to appropriate divisions ✓ Develops and communicates budget calendar ✓ Develops division revenue estimates ✓ Develops fund balance estimates ✓ Updates proposed budget drafts subsequent to superintendent and HCDE Budget Committee review	Department
Assistant Superintendents	✓ Serves as member of HCDE Budget Committee ✓ Reviews and approves all division budgets under their immediate supervision prior to submission to Assistant Superintendent for Business	Department
Executive Director of Human Resources	✓ Compiles and reviews personnel staffing needs submitted by budget directors and any necessary revisions ✓ Serves as member of HCDE Budget Committee to ascertain personnel use changes and requirements	Division Department
Executive Director of Facilities	✓ 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
Chief Communication Officer	✓ Serves as member of HCDE Budget Committee to ascertain communications and technology support responsibilities	Department
Board Budget Committee	✓ 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
Board of Trustees	✓ 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 that affected the fiscal year 2020-2021 Budget development included:

1. Wage increase: 2% for all employees. HCDE plans to recruit, hire, and retain high quality staff to be able to provide the best services available in the marketplace.
2. HCDE implemented a wellness program aimed at improving the health of HCDE staff. This program is nutrition-based program designed to promote healthy habits. The projected costs for FY22 is \$35,000.
3. School Based Therapy Program will receive additional 1.5 FTE to increase the level of service to School Districts around the County. The cost is \$133,254.
4. Two grant funded positions for instructional coaching for the Head Start program were recommended. The cost associated is \$138,602.
5. Adult Education Program will grow in operations and it will require the hiring of 4 FTEs. The cost of the position will be funded by the Adult Ed Grant. The cost is \$248,499.
6. HCDE will continue the marketing strategy and awareness campaign as started the previous year. It will include \$1 Million in the Budget.
7. The Department has also included an appropriation for the lobbying cost commitment previously approved by the Board of Trustees. The cost is \$276,000.
8. Balanced Budget: The adopted budget is balanced for on-going operations, and it is projected that the Department will invest part of its fund balance to implement a capital improvement program. All expenditures will be covered with the revenues generated during the year except for the one-time costs. For more detail see section number 7 below, and in the Capital Expenditure section.
9. A Capital Improvement Plan Phase One is adopted to be implemented. The following projects are adopted:
 - a. Administration and Conference Center HVAC replacement for \$477,000.
 - b. Conference Center change in partitions for \$264,000, and
 - c. Replacement of Computers and IT Equipment for \$380,000.
10. A Star Re-Imagined Initiative was aimed at implementing pilot programs that will enhance the footprint of HCDE by rethinking the way we do things. For FY22 \$320,087 will be used across 10 divisions and 15 requests.

11. Planned one-time expenditures from the General Fund balance totaling \$3,201,303 as follows:

Debt Service Transfer for future payments- CIP Plan	\$610,216
Capital Improvement Plan - Buildings	741,000
Capital Improvement Plan - Equipment	380,000
Star Re-Imagined Program	320,087
Head Start Transfer	600,000
Education Foundation	400,000
Retirement benefit	150,000
Total fund balance capital expenditure appropriations	<u>\$3,201,303</u>

12. 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 plan starting at \$15 per hour. The estimated tax rate of \$.004990 is adopted, and this is below the voter-approval tax rate ("VAR"). Public hearings and notices will be 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 / 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 includes 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 2021-22 Budget Planning Calendar

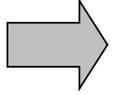
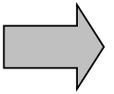
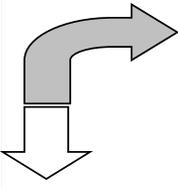
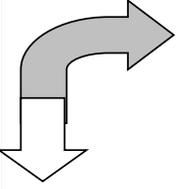


	Date	Activity	Location	Participants
Budget Planning		Budget Planning with Budget Analyst & Accounting Staff		
	Thursday, December 10, 2020	Strategic Planning Process Begins Cost of Service level to ISD	N/A	Divisions
	Wednesday, December 16, 2020	Cost of Services Report due Board Budget Committee	1:00 PM Board Room	Board
	Wednesday, December 16, 2020	<u>Board Meeting, 1 PM</u> Approve proposed calendar for FY 2021-22 Budget Year	1:00 PM Board Room	Board
	January 11 - 15, 2021	1st Qtr. Budget Review Meetings	TEAMS	Budget Managers
	Friday, January 22, 2021	Accountability Steering Committee - 9:00 am	501-502	Budget Managers
	Friday, February 26, 2021	Budget Information & Instructions Available on the HCDE portal	N/A	Business Svcs
Needs Assessment and Budget Development	Wednesday, March 3, 2021	Budget Planning / Preparation Training	9 AM 501-502	Division Managers Only
	Wednesday, March 3, 2021	Budget Entry Training	TEAMS 9 AM	Business Svcs - Budget Entry
	Thursday, March 4, 2021	Budget Entry Training	TEAMS 9 AM	Business Svcs - Budget Entry
	Friday, March 5, 2021	Needs Assessment to be Conducted	N/A	Divisions
	March 15 - 19, 2021	Spring Break		Department Closed
	March 22 to 26, 2021	2nd Qtr. Budget Review Meetings	TEAMS	Budget Managers
	Wednesday, March 31, 2021	DUE: Risk Assessment - Mid-Year Evaluation	Bus. Office	Budget Mgrs
Friday, April 2, 2021	DUE: Proposed Budgets to Business Analyst	N/A	Budget Mgrs	
Budget Analysis and Superintendent Review	Friday, April 2, 2021	Final FY21-22 Accountability Objectives to be sent to Research & Evaluation / Budget Manager Overview Form	N/A	Budget Managers
	Thursday, April 22, 2021	HCDE Goals & Strategic Plan Integration - Executive Team Leaders (ELT) - Annual Review	N/A	ELT Members
	Friday, May 7, 2021	Budget Committee Planning Workbook to Budget Committee		Business Analyst
	Monday, May 10, 2021	Budget Committee Planning Meeting	9 AM 501-502	HCDE Budget Committee
	Monday, May 10, 2021	Updated SWOT Analysis for Divisions	N/A	Budget Managers
	May 10 - 20, 2021	Division Budget Presentations	9 AM 501-502	HCDE Budget Committee
	Monday, June 14, 2021	Supt. Budget Review Session: Draft 1 Proposed Budget	400 A	Superintendent, Bus. Svcs Assistant Superintendents
Board Workshops (Tentative)	Wednesday, June 16, 2021	Final Accountability Objectives Presented to the Board	Board Room	Superintendent, Bus. Svcs
	Monday, June 21, 2021	Supt. Budget Review Session: Draft 2 Proposed Budget	400A	Superintendent, Bus. Svcs
	Wednesday, June 30, 2021	Budget Work Session #1	9 AM 501	Board Budget Committee
	Friday, July 2, 2021	Post <u>Budget Notice</u> in the <u>Houston Chronicle</u> and Post Budget on the web	N/A	Business Svcs
	Tuesday, July 6, 2021	Agenda Items Due	N/A	Business Svcs
	June 21 - 25, 2021	3rd Qtr. Budget Review Meetings	TEAMS	Budget Managers
	Wednesday, July 14, 2021	Budget Work Session #2	11 AM 501	Board Budget Committee Superintendent, Bus. Svcs
Budget Approval (Tentative)	Wednesday, July 21, 2021	(1) Board Budget Committee 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, Bus. Svcs Board Board
	Friday, August 27, 2021	Risk Assessment Year-End Evaluation	N/A	Divisions
	Wednesday, September 1, 2021	FY22 Budget is effective		
	Wednesday, September 15, 2021	Accountability Meeting Year End Reports		Division Managers
	Wednesday, October 20, 2021	Board Presentation of Risk Assessment Document	Board Room	Board
	October 25 - 29, 2021	4th Qtr. Budget Review Meetings	TEAMS	Budget Managers

HARRIS COUNTY DEPARTMENT OF EDUCATION

Tax Calendar 2021

Date	Activity
Wednesday, July 21, 2021	Board Approves HCTO to calculate No-New-Revenue and Voter Approval Tax Rates
Friday, July 23, 2021	Certification of anticipated collection rate by collector (Letter)
Wednesday, August 4, 2021	Calculation of No-New-Revenue and Voter Approval tax rates HCDE will have 60 days to adopt the Tax Rate from receiving the HCTO calculation
Wednesday, August 18, 2021	Presentation to the Board on No-New-Revenue and Voter Approval Tax Rates
Wednesday, August 25, 2021	Estimated date to receive the Certification of Appraisal Values (HCAD)
Wednesday, August 11, 2021	<u>Meeting of Governing Body to discuss tax rate</u> ; the proposed tax rate did not exceed the Voter Approval or the No-New-Revenue Tax Rates (whichever is lower), take record vote and schedule public hearing
Wednesday, August 11, 2021	Certification of anticipated debt collections rate for the tax year 2021, certification of the excess debt collection rate
Wednesday, September 1, 2021	<u>Notice of Public Hearing on Tax Increase</u> One Quarter page ad and other web at least 7 days prior to Public Hearing, as Proposed Tax Rate was not higher than No-New-Revenue Tax Rate Publication of No-New-Revenue and Voter Approval Tax Rates and submission to the governing body, statement and schedules; submission to governing body.
Wednesday, September 8, 2021	72 hour meeting notice
Wednesday, September 15, 2021	<u>Public Hearing</u>
Wednesday, September 15, 2021	<u>Meeting of Governing Body to Adopt Tax Rate</u> As proposed tax rate did not exceed the Voter Approval or the No-New-Revenue Tax Rate (whichever is lower), record vote taken.



BUDGET DEVELOPMENT PROCESS

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 2021-2022 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 14th 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 44% of local revenue, customer fees that are estimated in about 41%, and other revenues for about 15% generated by indirect costs, and other 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 February 26th with Division managers and two budget entry training on March 10th and March 11th, 2021. The budget deadline set for divisions was April 2nd, 2021, 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 workshops were held on June 15th and July 14th to review the preliminary budget estimates. The citizens of Harris County and Department employees were invited to attend the budget workshops. On July 14th, the Board of Trustees approved the final budget to be implemented on September 1st, 2021.

EVALUATION PHASE

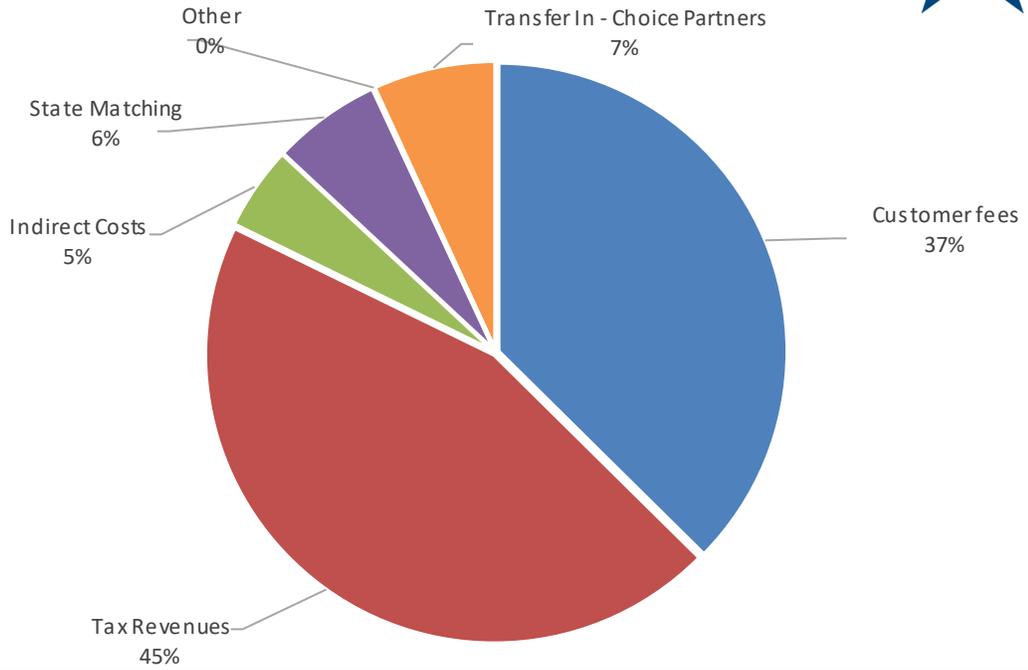
Evaluation is the last step of the Department's budget cycle. Information is compiled and analyzed to assess the performance of each individual division and campus, as well as the Department as a whole. This information is a fundamental part of the planning phase for the following budget year.

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.

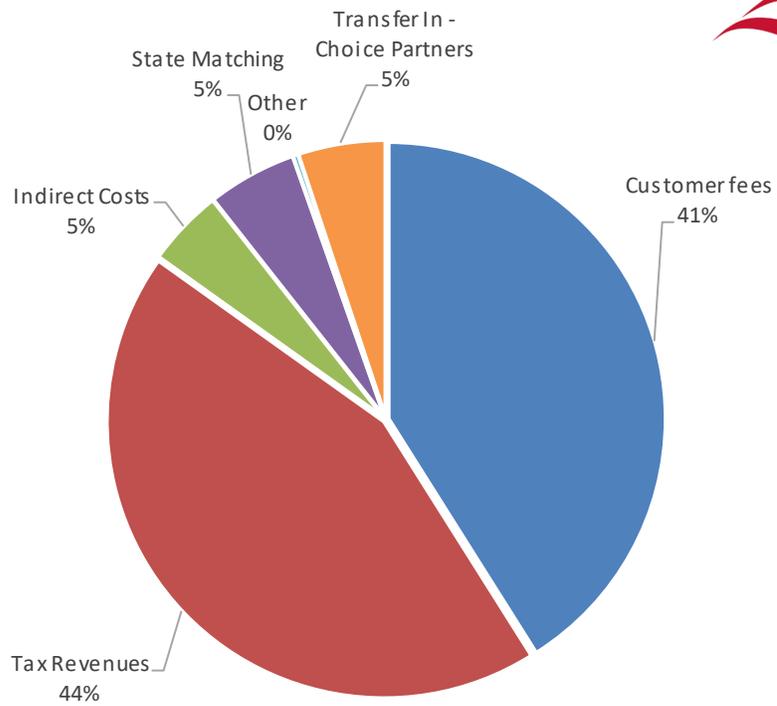
LOCAL REVENUES

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 2021-2022 and the adopted revenues for fiscal year 2020-2021.

**2021-2022 General Fund
Adopted Revenue - \$59,188,729**



**2020-2021 General Fund
Adopted Revenue - \$57,484,758**



The Department estimates total General Operating Fund revenues of \$59,188,729 for the 2021-2022 fiscal year. Customer fees are projected to be \$22,145,627 or 41% of the estimated revenues. Tax revenues are projected to be \$26,528,250 of 44% of the estimated revenues. The remaining revenues are indirect costs at \$2,790,440; state funding \$3,620,000, transfer in from Choice Partners Fund of \$4,054,412 and other revenues at \$50,000.

The recommended budget includes an increase in revenues of 3% from the amended fiscal year 2020-2021 budget for the General Fund.

Object Code	Adopted Budget 2020-2021	Amended Budget 2020-2021	Adopted Budget 2021-2022	Percent Change
Customer Fees	\$ 23,601,005	\$ 23,601,006	\$ 22,145,627	-6.2%
Tax revenues	25,188,000	25,326,432	26,528,250	5%
Indirect costs	2,598,513	2,598,513	2,790,440	7%
State funding	3,000,000	3,000,000	3,620,000	21%
Other	170,000	170,000	50,000	-71%
Transfer In-Choice Partners	2,927,240	2,927,240	4,054,412	39%
Total Revenues	\$ 57,484,758	\$ 57,623,191	\$ 59,188,729	3%

Local Revenues

Local revenues are projected to increase by 3%. Revenues from current year customer fees are expected to decrease by 6.2% from an amended budget of \$23,601,006 in fiscal year 2020-2021 to a projected \$22,145,627 for fiscal year 2021-2022. HCDE has not increased the rates and additional contracted seats at the special schools, no increment in the service rates from Records Management, Therapy division, and the Center for Safe and Secure Schools, and a reduction in rates from Educator Certification and Advancement Division for fiscal year 2021-2022. In addition, the Department anticipates a 5% increase change in tax revenues from \$25,326,432 in fiscal year 2020-2021 to \$26,528,250 in fiscal year 2021-2022 due to the increase in property values and the adopted tax rate. A 3.8% 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 2021-2022, and it is expected that this rate will be realized for the fiscal year.

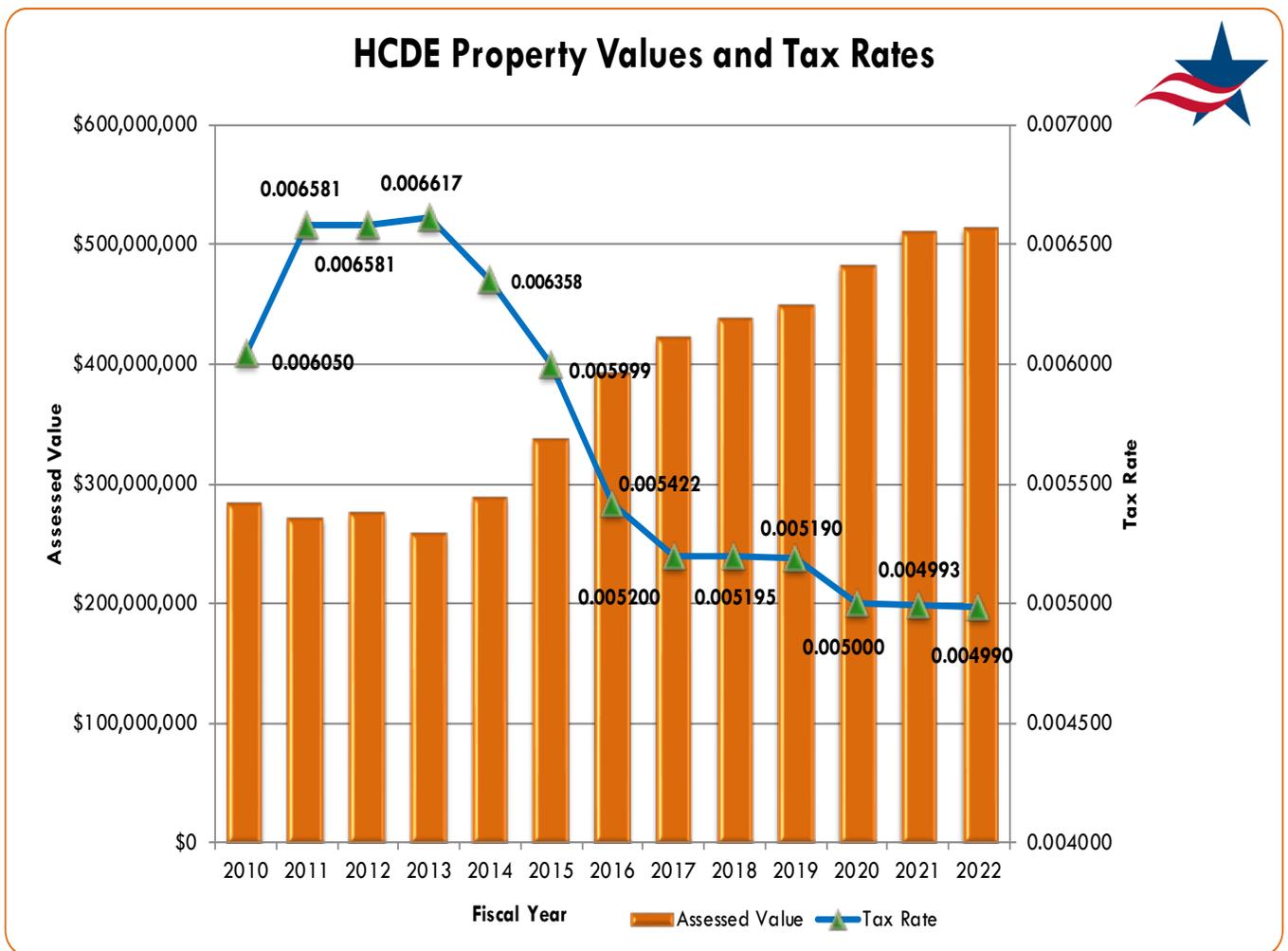
Tax Rate – Effective January 1st, 2020, the State Legislature approved SB-3 that included change in terminology for tax rates and tax rate calculations. The new terminology is as follows: Effective Tax Rate – Now called “No-New-Revenue Tax Rate”. Roll Back Tax Rate – Now called “Voter Approval Tax Rate”. 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 for 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 projected at \$.004807 for tax year 2021. The adopted tax rate is below the voter approved rate (VAR) for fiscal year 2021-2022 which was calculated at \$.005202.

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 2019 certified valuations of net taxable value for the 2020-2021 fiscal year are \$505,450,987,981 (based on HCAD report updated 4/30/20). The 2021 Preliminary Estimate is \$513,616,649,590 (based on HCAD letter dated 4/30/21), which is an increase of \$8,165,661,609 or 1.61%. For fiscal year 2021-2022 the appraised values were estimated at \$521,912,555,942 billion considering a larger increase of new property added, which represents a 3.26% increase. The adjacent chart illustrates the 10-year taxable value history of the Department. For fiscal year 2021-2022 to 2024-2025, the Department projects a 3% growth on appraised values due to the positive economic impact in the region and value growth.

Tax Collections – The collections percentage used to estimate the tax revenues is 99%; the Department’s tax collections goal 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 \$380 to \$532 per day. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There was no increase in fees compared to last year's fees.

Special school services are provided to school district which contract with HCDE to provide services for students with behavioral and disability issues. The rates are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$6,250 (Fortis – In County) to \$23,853 (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 no increase in fees compared to last year's fees.

Records management services are provided to school districts which contract with HCDE to provide services to 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.

Teaching and Learning Center 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 \$2,497 depending on the scope of work. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There was no increase in fees compared to last year's fees.

Safe and Secure School services are provided to school districts which contract with HCDE to provide facility audits. The rates are based whether the district is within the county boundaries or outside of the boundaries. The fees range from \$1,200 to \$2,500 per school. There was no increase in fees compared to last year's fees.

Certification and Training Services are provided to individuals seeking certification in the areas of teaching, principalship and superintendency. The rates for the previous fiscal year ranged from \$4,400 to \$6,595 per individual per program, for FY22 the adopted rates will range between \$2,650 to \$3,000 per individual per program. There was a decrease 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 2021-2022 the only source of other revenue is interest. Interest revenues are estimated in \$50,000.



Harris County
Department of
Education

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III - Financial Section

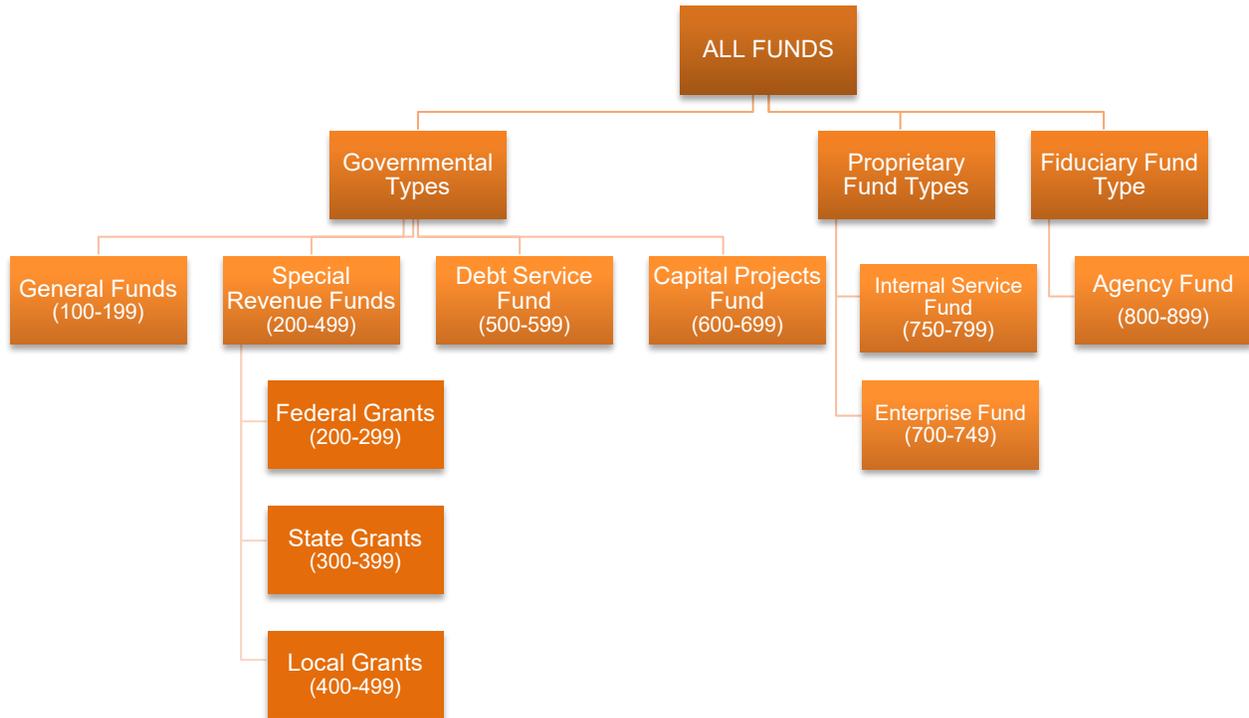


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HCDE'S FUNDS STRUCTURE & FUND TYPES

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.

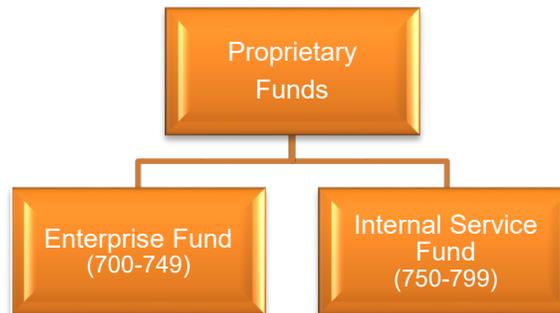
These funds follow the modified accrual basis of accounting method. Under this method, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred.

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:

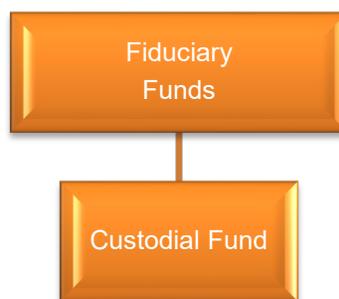


The Enterprise Fund is a Proprietary Fund comprised of the Choice Partners Cooperatives. Choice Partners Cooperatives offers quality, legal procurement and contract solutions to meet the purchasing needs of school districts and other governmental entities with legal, competitively bid contracts.

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.



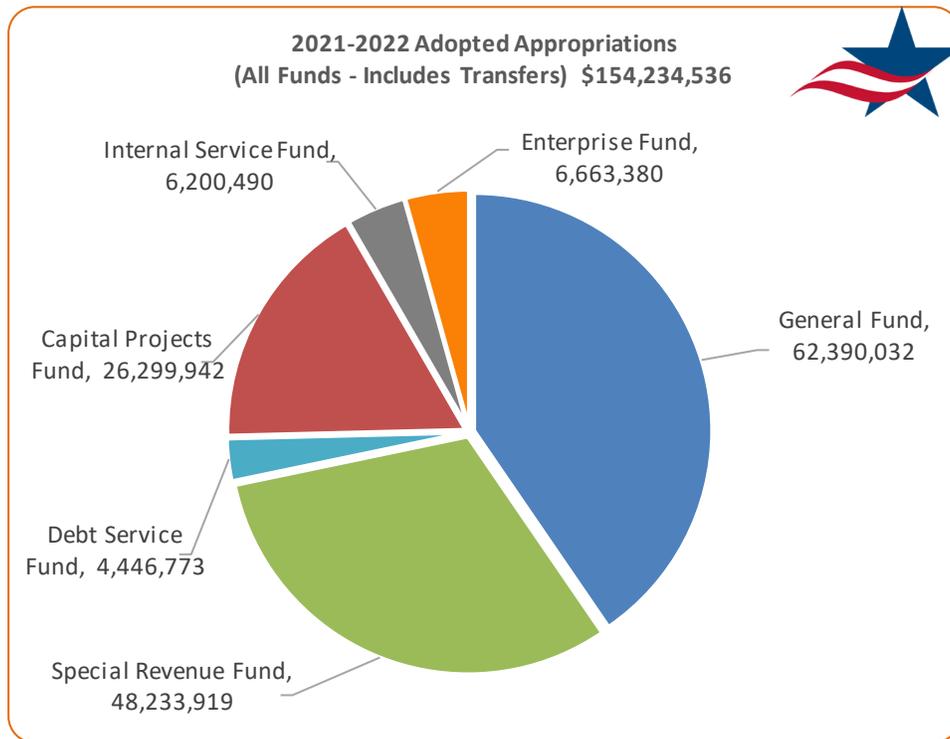
Examples of these funds are endowments received from individuals and / or organizations for specific purposes for which the principal and interest earned or revenue may be used. There are two small funds for students' activities from the Highpoint Schools East, one endowment fund for scholarships and 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.

The following table presents the proposed budgeted expenditures for FY21 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).

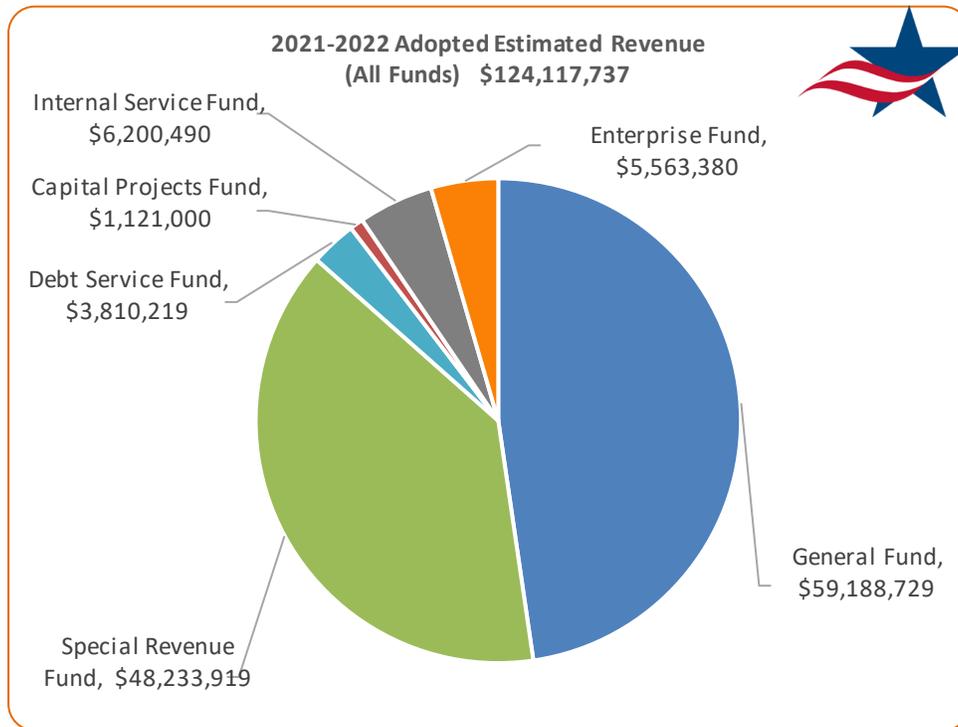
GOVERNMENTAL & PROPRIETARY FUNDS - SUMMARY

Fiscal Year 2021-2022	Governmental				Proprietary		Total
	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Fund	
Estimated Revenues (In flows)	\$ 59,188,729	\$ 48,233,919	\$ 3,810,219	\$ 1,121,000	\$ 6,200,490	\$ 5,563,380	\$ 124,117,737
Appropriations (Out flows)	56,940,944	48,233,919	4,446,773	26,299,942	6,200,490	2,608,968	144,731,036
Transfers Out	5,449,088	-	-	-	-	4,054,412	9,503,500
Total Appropriations and Other Uses (Out flows)	62,390,032	48,233,919	4,446,773	26,299,942	6,200,490	6,663,380	154,234,536
Appropriations (Out flows) from Fund Balance:	(3,201,303)	-	(636,554)	(25,178,942)	-	(1,100,000)	(30,116,799)
Projected Fund Balance Beg.	21,121,494	-	2,168,871	52,118,592	1,344,067	1,500,000	78,253,024
Projected Fund Balance End.	\$ 17,920,191	\$ -	\$ 1,532,317	\$ 26,939,650	\$ 1,344,067	\$ 400,000	\$ 48,136,225

The following pie chart presents the budgeted appropriations for the fiscal year 2021–2022 by fund type, the participation of each fund in the total budgeted amount is presented.



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



Note: The difference between estimated revenue and appropriations is \$3,201,303 which includes one-time costs associated with:

Debt Service Transfer for future payments- CIP Plan	\$610,216
Capital Improvement Plan - Buildings	741,000
Capital Improvement Plan - Equipment	380,000
Star Re-Imagined Program	320,087
Head Start Transfer	600,000
Education Foundation	400,000
Retirement benefit	150,000
Total fund balance capital expenditure appropriations	<u>\$3,201,303</u>

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 2016-17 to 2019-20. Fiscal year 2020-21 is the amended budget figures. Proposed budget for fiscal year 2021-22 and five years projection from 2022-23 to 2026-27.

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

	Actual 2016-17	Actual 2017-18	Actual 2018-19	Actual 2019-20	Amended 2020-21	Budget 2021-22	Estimated 2022-23	Estimated 2023-24	Estimated 2024-25	Estimated 2025-26	Estimated 2026-27
Beginning Fund Balance	\$32,368,711	\$40,427,732	\$42,583,959	45,676,310	\$38,633,589	\$78,253,024	\$48,136,225	\$21,186,111	\$20,399,620	\$20,399,620	\$20,291,447
General Fund	49,028,061	51,262,196	56,240,717	54,663,767	57,623,190	59,188,729	59,921,904	61,719,561	63,571,148	65,478,282	67,343,792
Special Revenue Funds	29,415,598	30,703,257	29,777,441	29,331,231	38,953,199	48,233,919	49,198,597	50,182,569	51,186,221	51,186,221	52,209,945
Debt Service Fund	3,133,732	3,144,592	3,149,496	2,917,610	6,169,043	3,810,219	3,250,000	2,998,612	2,999,748	2,999,516	2,998,900
Capital Project Fund	12,025,950	1,663,731	2,239,777	2,134,871	52,446,770	1,121,000	-	-	-	-	-
Internal Service Fund	5,020,120	5,183,265	5,358,235	5,243,073	6,267,422	6,200,490	6,386,505	6,578,100	6,775,443	6,978,706	7,188,067
Enterprise Fund	4,371,278	5,147,496	8,389,674	5,952,681	5,728,380	5,563,380	5,730,281	5,902,190	6,079,256	6,079,256	6,261,633
Estimated Revenues	102,994,739	97,104,537	105,155,340	100,243,233	167,188,004	124,117,737	124,487,287	127,381,032	130,611,815	132,721,981	136,002,338
General Fund	51,825,812	49,972,518	53,038,522	54,442,663	69,337,158	62,390,032	61,607,310	62,506,052	63,679,321	64,876,485	66,096,597
Special Revenue Funds	29,415,598	30,703,257	29,777,441	29,331,231	38,953,199	48,233,919	49,198,597	50,182,569	51,186,221	51,186,221	52,209,945
Debt Service Fund	3,133,732	3,144,592	3,149,496	2,917,610	4,000,172	4,446,773	4,514,708	2,998,612	2,999,748	2,999,516	2,998,900
Capital Project Fund	1,183,927	1,318,350	2,859,036	9,795,352	3,267,828	26,299,942	24,000,000	-	-	-	-
Internal Service Fund	5,005,371	5,162,097	5,348,820	5,346,418	6,281,832	6,200,490	6,386,505	6,578,100	6,775,443	6,978,706	7,188,067
Enterprise Fund	4,371,278	4,647,496	7,889,674	5,452,681	5,728,380	6,663,380	5,730,281	5,902,190	6,079,256	6,079,256	6,261,633
Appropriations (Exp.)	94,935,718	94,948,310	102,062,989	107,285,954	127,568,569	154,234,536	151,437,401	128,167,523	130,719,988	132,120,183	134,755,143
Difference	8,059,021	2,156,227	3,092,351	(7,042,721)	39,619,435	(30,116,799)	(26,950,114)	(786,491)	(108,173)	601,797	1,247,195
Projected Ending Fund Balance	\$40,427,732	\$42,583,959	\$45,676,310	\$38,633,589	\$78,253,024	\$48,136,225	\$21,186,111	\$20,399,620	\$20,291,447	\$21,001,417	\$21,538,642

Note: Fiscal year 2021-2022 appropriations over projected revenues are due to planned one-time expenditures from the General Fund balance totaling \$30,116,799 as follows:

Debt Service Transfer and additional payments	\$1,246,770
Capital Improvement Plan – Buildings & Equipment	26,299,942
Choice transfer to General Fund	1,100,000
Star Re-Imagined Program	320,087
Head Start Transfer	600,000
Education Foundation	400,000
Retirement benefit	150,000
Total fund balance capital expenditure appropriations	\$30,116,799

Harris County Department of Education
 Combined Statement of Revenues, by Source and Expenditures by Object - All Funds
 For The Fiscal Year Ended August 31, 2022

	Governmental Funds				Proprietary Funds		Total
	General Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Fund	Internal Services Funds	Enterprise Funds	
EST. REVENUES & OTHER Sources							
Revenues							
Customer Fees & Charges	\$ 22,145,627	\$ -	\$ -	\$ -	\$ -	\$ 5,563,380	\$ 27,709,007
Property Tax Rev-Current	26,213,250	-	-	-	-	-	26,213,250
Property Tax Rev-Delinquent & P&I	315,000	-	-	-	-	-	315,000
Investment Earnings-HCDE	50,000	-	-	-	-	-	50,000
Other Local Revenues	-	-	953,005	-	-	-	953,005
Local Grants	-	7,282,155	-	-	-	-	7,282,155
Total Local Revenues	48,723,877	7,282,155	953,005	-	-	5,563,380	62,522,417
Facility Support Services	-	-	-	-	5,800,490	-	5,800,490
Workers Compensation	-	-	-	-	400,000	-	400,000
Total Inter-Departmental Revenues	-	-	-	-	6,200,490	-	6,200,490
State TEA Supplemental Compensation	370,000	-	-	-	-	-	370,000
State TRS On Behalf Payments	3,250,000	-	-	-	-	-	3,250,000
State-Indirect Costs	-	-	-	-	-	-	-
Total State Revenues	3,620,000	-	-	-	-	-	3,620,000
Federal Grants	-	39,480,890	-	-	-	-	39,480,890
Indirect Cost-Federal Grants	2,790,440	-	-	-	-	-	2,790,440
Total Federal Revenues	2,790,440	39,480,890	-	-	-	-	42,271,330
Total Revenues	55,134,317	46,763,045	953,005	-	6,200,490	5,563,380	114,614,237
Other Financing Sources							
Transfers In-							
Fund 711-Choice Partners	4,054,412	-	-	-	-	-	4,054,412
Fund 697- Capital Projects	-	-	-	1,121,000	-	-	1,121,000
Fund 288-CASE After School Partnership	-	550,787	-	-	-	-	550,787
Fund 205-Head Start	-	600,000	-	-	-	-	600,000
Fund 497-Star Re-Imagined	-	320,087	-	-	-	-	320,087
Fund 599-Debt Service Payment (PFC)	-	-	2,405,785	-	-	-	2,405,785
Fund 599-Debt Service Payment (QZAB)	-	-	451,429	-	-	-	451,429
Total Transfers In	4,054,412	1,470,874	2,857,214	1,121,000	-	-	9,503,500
Bond Issuance-Fund 697 Capital Project	-	-	-	-	-	-	-
Total Other Sources	4,054,412	1,470,874	2,857,214	1,121,000	-	-	9,503,500
Total Revenues & Other Sources	59,188,729	48,233,919	3,810,219	1,121,000	6,200,490	5,563,380	124,117,737
EXPENDITURES							
Expenditures by Object							
6100 - Payroll Costs	40,760,751	21,765,083	-	-	2,816,390	1,677,946	67,020,170
6200 - Contracted Services	5,200,800	7,281,786	-	644,000	2,004,600	402,250	15,533,436
6300 - Supplies and Materials	2,761,188	2,648,155	-	-	262,800	160,690	5,832,833
6400 - Misc. Operating Costs	8,178,205	6,906,973	-	-	1,116,700	368,082	16,569,960
6500 - Debt Service Costs	-	-	4,446,773	-	-	-	4,446,773
6600 - Capital Outlay	40,000	9,631,922	-	25,655,942	-	-	35,327,864
8900 - Transfers Out	5,449,088	-	-	-	-	4,054,412	9,503,500
Total Expenditures	62,390,032	48,233,919	4,446,773	26,299,942	6,200,490	6,663,380	154,234,536
Appropriations from Fund Balance	(3,201,303)	-	(636,554)	(25,178,942)	-	(1,100,000)	(30,116,799)
Projected Fund Balance Beginning	21,121,494	-	2,168,871	52,118,592	1,344,067	1,500,000	78,253,024
Projected Fund Balance Ending	\$ 17,920,191	\$ -	\$ 1,532,317	\$ 26,939,650	\$ 1,344,067	\$ 400,000	\$ 48,136,225

Harris County Department of Education
Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Funds
For The Fiscal Year Ended August 31, 2022

	Governmental Funds				Proprietary Funds		Total
	General Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Fund	Internal Services Funds	Enterprise Funds	
REVENUES & OTHER Sources							
Revenues							
Customer Fees & Charges	\$ 22,145,627	\$ -	\$ -	\$ -	\$ -	\$ 5,563,380	\$ 27,709,007
Property Tax Rev-Current	26,213,250	-	-	-	-	-	26,213,250
Property Tax Rev-Delinquent & P&I	315,000	-	-	-	-	-	315,000
Investment Earnings-HCDE	50,000	-	-	-	-	-	50,000
Other Local Revenues	-	-	953,005	-	-	-	953,005
Local Grants	-	7,282,155	-	-	-	-	7,282,155
Total Local Revenues:	48,723,877	7,282,155	953,005	-	-	5,563,380	62,522,417
Facility Support Services	-	-	-	-	5,800,490	-	5,800,490
Workers Compensation	-	-	-	-	400,000	-	400,000
Total Inter-Departmental Revenues:	-	-	-	-	6,200,490	-	6,200,490
State TEA Supplemental Compensation	370,000	-	-	-	-	-	370,000
State TRS On Behalf Payments	3,250,000	-	-	-	-	-	3,250,000
State Grants	-	-	-	-	-	-	-
State-Indirect Costs	-	-	-	-	-	-	-
Total State Revenues:	3,620,000	-	-	-	-	-	3,620,000
Federal Grants	-	39,480,890	-	-	-	-	39,480,890
Indirect Cost-Federal Grants	2,790,440	-	-	-	-	-	2,790,440
Total Federal Revenues:	2,790,440	39,480,890	-	-	-	-	42,271,330
Total Revenues:	55,134,317	46,763,045	953,005	-	6,200,490	5,563,380	114,614,237
Other Financing Sources							
Transfers In-							
Fund 711-Choice Partners	4,054,412	-	-	-	-	-	4,054,412
Fund 697- Capital Projects	-	-	-	1,121,000	-	-	1,121,000
Fund 288-CASE After School Partnership	-	550,787	-	-	-	-	550,787
Fund 205-Head Start	-	600,000	-	-	-	-	600,000
Fund 497-Star Re-Imagined	-	320,087	-	-	-	-	320,087
Fund 599-Debt Service Payment (PFC)	-	-	2,405,785	-	-	-	2,405,785
Fund 599-Debt Service Payment (QZAB)	-	-	451,429	-	-	-	451,429
Total Transfers In	4,054,412	1,470,874	2,857,214	1,121,000	-	-	9,503,500
Total Other Sources:	4,054,412	1,470,874	2,857,214	1,121,000	-	-	9,503,500
Total Revenues & Other Sources:	59,188,729	48,233,919	3,810,219	1,121,000	6,200,490	5,563,380	124,117,737
EXPENDITURES & OTHER USES							
Expenditures by Function							
11 - Instruction	14,237,931	10,564,284	-	-	-	-	24,802,215
13 - Staff Development	2,781,519	347,943	-	-	-	-	3,129,462
21 - Instructional Leadership	13,628,585	4,249,971	-	-	-	-	17,878,556
23 - School Leadership	1,563,577	100,000	-	-	-	-	1,663,577
31 - Guidance & Counseling	1,132,260	29,275	-	-	-	-	1,161,535
32 - Social Work	-	-	-	-	-	-	-
33 - Health Services	403,126	275,990	-	-	-	-	679,116
34 - Student Transportation	57,093	-	-	-	-	-	57,093
35 - Food Services	29,372	-	-	-	-	-	29,372
41 - General Administration	15,307,190	178,000	-	-	400,000	1,677,946	17,563,136
51 - Plant Maintenance	5,952,423	778,074	-	-	5,416,490	69,652	12,216,639
52 - Security & Monitoring	506,775	-	-	-	384,000	-	890,775
53 - Data Processing	3,906,356	-	-	-	-	-	3,906,356
61 - Community Services	258,619	5,627,843	-	-	-	-	5,886,462
62 - School District Admin Support Svcs	1,314,206	15,000	-	-	-	4,915,782	6,244,988
71 - Debt Service	-	-	4,446,773	-	-	-	4,446,773
81 - Acquisition & Construction	1,121,000	10,033,457	-	26,299,942	-	-	37,454,399
93 - Payments to Mender Districts	-	1,808,287	-	-	-	-	1,808,287
99 - Other Government Charges	190,000	14,225,795	-	-	-	-	14,415,795
Total Expenditures & Other Uses:	62,390,032	48,233,919	4,446,773	26,299,942	6,200,490	6,663,380	154,234,536
Expenditures from Fund Balance:	(3,201,303)	-	(636,554)	(25,178,942)	-	(1,100,000)	(30,116,799)
Projected Fund Balance Beginning:	21,121,494	-	2,168,871	52,118,592	1,344,067	1,500,000	78,253,024
Projected Fund Balance Ending:	\$ 17,920,191	\$ -	\$ 1,532,317	\$ 26,939,650	\$ 1,344,067	\$ 400,000	\$ 48,136,225

Harris County Department of Education
 Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Funds
 For The Fiscal Year Ended August 31, 2022

	Governmental Funds				Proprietary Funds		Total
	General Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Fund	Internal Services Funds	Enterprise Funds	
EST. REVENUES & OTHER Sources							
Revenues							
Customer Fees & Charges	\$ 22,145,627	\$ -	\$ -	\$ -	\$ -	\$ 5,563,380	\$ 27,709,007
Property Tax Rev-Current	26,213,250	-	-	-	-	-	26,213,250
Property Tax Rev-Delinquent & P&I	315,000	-	-	-	-	-	315,000
Investment Earnings-HCDE	50,000	-	-	-	-	-	50,000
Other Local Revenues	-	-	953,005	-	-	-	953,005
Local Grants	-	7,282,155	-	-	-	-	7,282,155
Total Local Revenues:	48,723,877	7,282,155	953,005	-	-	5,563,380	62,522,417
Facility Support Services	-	-	-	-	5,800,490	-	5,800,490
Workers Compensation	-	-	-	-	400,000	-	400,000
Total Inter-Departmental Revenues:	-	-	-	-	6,200,490	-	6,200,490
State TEA Supplemental Compensation	370,000	-	-	-	-	-	370,000
State TRS On Behalf Payments	3,250,000	-	-	-	-	-	3,250,000
Total State Revenues:	3,620,000	-	-	-	-	-	3,620,000
Federal Grants	-	39,480,890	-	-	-	-	39,480,890
Indirect Cost - Federal Grants	2,790,440	-	-	-	-	-	2,790,440
Total Federal Revenues:	2,790,440	39,480,890	-	-	-	-	42,271,330
Total Revenues:	55,134,317	46,763,045	953,005	-	6,200,490	5,563,380	114,614,237
Other Financing Sources							
Transfers In-							
Fund 711 - Choice Partners	4,054,412	-	-	-	-	-	4,054,412
Fund 697- Capital Projects	-	-	-	1,121,000	-	-	1,121,000
Fund 288 - CASE After School Partnership	-	550,787	-	-	-	-	550,787
Fund 205 - Head Start	-	600,000	-	-	-	-	600,000
Fund 498 - Star Re-Imagine	-	320,087	-	-	-	-	320,087
Fund 599 - Debt Service Payment (PFC)	-	-	2,405,785	-	-	-	2,405,785
Fund 599 - Debt Service Payment (QZAB)	-	-	451,429	-	-	-	451,429
Total Transfers In	4,054,412	1,470,874	2,857,214	1,121,000	-	-	9,503,500
Bond Issuance-Fund 697 Capital Project	-	-	-	-	-	-	-
Total Other Sources:	4,054,412	1,470,874	2,857,214	1,121,000	-	-	9,503,500
Total Revenues & Other Sources:	59,188,729	48,233,919	3,810,219	1,121,000	6,200,490	5,563,380	124,117,737
EXPENDITURES & OTHER USES							
Expenditures							
Board of Trustees	198,715	-	-	-	-	-	198,715
Superintendent's Office	631,740	-	-	-	-	-	631,740
Assistant Supt Education & Enrichment	300,467	20,000	-	-	-	-	320,467
Center for Safe & Secure Schools	621,588	162,469	-	-	-	-	784,057
Educator Certification & Professional Advanc	749,102	20,000	-	-	-	-	769,102
Adult Ed. Local & (Funds 223, 230, 234, & 3	180,103	3,848,754	-	-	-	-	4,028,857
Center for Grant Services	613,717	-	-	-	-	-	613,717
Research & Evaluation	647,180	50,000	-	-	-	-	697,180
<u>The Teaching and Learning Center</u>							
TLC - Division Wide	338,882	30,000	-	-	-	-	368,882
TLC - Digital Education & Innovation	273,642	-	-	-	-	-	273,642
TLC - Math	221,867	-	-	-	-	-	221,867
TLC - Science	95,586	22,000	-	-	-	-	117,586
TLC - Bilingual Education	45,349	-	-	-	-	-	45,349
TLC - English Language Arts	195,038	-	-	-	-	-	195,038
TLC - Social Studies	49,522	-	-	-	-	-	49,522
TLC - EC Winter Conference	138,807	-	-	-	-	-	138,807
TLC - Scholastic Arts Program	178,581	-	-	-	-	-	178,581
TLC - Special Education	68,189	-	-	-	-	-	68,189
TLC - Speaker Series	155,996	-	-	-	-	-	155,996

Harris County Department of Education
Combined Statement of Revenues, Expenditures and Changes in Fund Balance - All Funds
For The Fiscal Year Ended August 31, 2022

	Governmental Funds			Proprietary Funds		Total	
	General Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Fund	Internal Services Funds		Enterprise Funds
EXPENDITURES & OTHER USES							
Chief of Staff	282,167	-	-	-	-	-	282,167
Education Foundation	412,000	-	-	-	-	-	412,000
CASE Local & (Funds 266/7, 288, 463, 467,479)	754,660	5,944,366	-	-	-	-	6,699,026
Business Services	2,065,005	-	-	-	-	-	2,065,005
Department Wide	5,984,467	-	-	741,000	-	-	6,725,467
Retirement Leave Benefits	150,000	-	-	-	-	-	150,000
State TEA On Behalf Payments	3,250,000	-	-	-	-	-	3,250,000
Purchasing Support	673,486	-	-	-	-	-	673,486
Workers Compensation (Fund 753)	-	-	-	-	400,000	-	400,000
Debt Services (Fund 599)	-	-	4,446,773	-	-	-	4,446,773
Chief Information Officer	204,825	-	-	-	-	-	204,825
Technology Services	3,927,276	-	-	380,000	-	-	4,307,276
Marketing & Client Engagement	542,038	-	-	-	-	-	542,038
Communication	1,213,821	-	-	-	-	-	1,213,821
Human Sources	1,091,941	-	-	-	-	-	1,091,941
Assistant Supt Academic Support	327,984	37,000	-	-	-	-	364,984
Therapy Services	12,807,618	27,946	-	-	-	-	12,835,564
Head Start	8,000	-	-	-	-	-	8,000
Head Start Grant	-	37,946,243	-	-	-	-	37,946,243
Special Schools & Services-							
Special Schools Administration	912,462	20,000	-	-	-	-	932,462
Academic & Behavior School-East	4,908,867	31,736	-	-	-	-	4,940,603
Academic & Behavior School-West	4,668,585	28,405	-	-	-	-	4,696,990
Fortis Academy / Other	1,347,961	-	-	-	-	-	1,347,961
Highpoint East School	3,400,991	30,000	-	-	-	-	3,430,991
Facilities Support Services							
Facilities-Construction Services	221,975	-	-	25,178,942	-	-	25,400,917
Records Management Services	2,080,744	-	-	-	-	-	2,080,744
Facilities - Choice Partners	-	15,000	-	-	-	2,608,968	2,623,968
Facilities - Operations							
Facilities - Internal Service (Fund 799)	-	-	-	-	5,800,490	-	5,800,490
Total Expenditures:	56,940,944	48,233,919	4,446,773	26,299,942	6,200,490	2,608,968	144,731,036
Other Uses							
Transfers Out-							
Fund 199-General Fund	-	-	-	-	-	4,054,412	4,054,412
Fund 288-CASE	550,787	-	-	-	-	-	550,787
Fund 205-Head Start	600,000	-	-	-	-	-	600,000
Fund 599-Debt Service-PFC	320,087	-	-	-	-	-	320,087
Fund 599-Debt Service-QZAB	2,857,214	-	-	-	-	-	2,857,214
Fund 697-Capital Projects	1,121,000	-	-	-	-	-	1,121,000
Total Other Uses:	5,449,088	-	-	-	-	4,054,412	9,503,500
Total Expenditures & Other Uses:	62,390,032	48,233,919	4,446,773	26,299,942	6,200,490	6,663,380	154,234,536
Expenditures from Fund Balance:	(3,201,303)	-	(636,554)	(25,178,942)	-	(1,100,000)	(30,116,799)
Projected Fund Balance Beginning:	21,121,494	-	2,168,871	52,118,592	1,344,067	1,500,000	78,253,024
Projected Fund Balance Ending:	\$ 17,920,191	\$ -	\$ 1,532,317	\$ 26,939,650	\$ 1,344,067	\$ 400,000	\$ 48,136,225

Harris County Department of Education
 Combined Summary of Fund Balances - All Funds
 For the Fiscal Year Ended August 31, 2022

Fund	Fund Description	Beginning Fund Balance	Estimated Revenues	Appropriations	Transfers (Out) / In	Ending Fund Balance
General Fund:						
199	General Operating Fund	\$ 21,121,494	\$ 55,134,317	\$ 56,940,944	\$ (1,394,676)	\$ 17,920,191
	Total General Fund	21,121,494	55,134,317	56,940,944	(1,394,676)	17,920,191
200 - 499	Special Revenue Funds:	-	46,763,045	48,233,919	1,470,874	-
	Total Special Revenue Fund	-	46,763,045	48,233,919	1,470,874	-
Debt Service Funds:						
599	Debt Service Fund	2,168,871	953,005	4,446,773	2,857,214	1,532,317.00
	Total Debt Service Fund	-	953,005	4,446,773	2,857,214	-
Enterprise Fund:						
711	Choice Partners	1,500,000	5,563,380	2,608,968	(4,054,412)	400,000
	Total Enterprise Fund	1,500,000	5,563,380	2,608,968	(4,054,412)	400,000
Capital Project						
697	Several Projects	52,118,592	-	26,299,942	1,121,000	26,939,650
	Total Debt Service Fund	52,118,592	-	26,299,942	1,121,000	26,939,650
Internal Service Funds:						
753	Workers Compensation Fund	1,344,067	400,000	400,000	-	1,344,067
799	Facilities Fund	-	5,800,490	5,800,490	-	-
	Total Internal Service Fund	1,344,067	6,200,490	6,200,490	-	1,344,067
	Total	78,253,024	114,614,237	144,731,036	-	48,136,225
	Transfers In and Out	-	9,503,500	9,503,500	-	-
	Total with Transfers In/Out:	78,253,024	124,117,737	154,234,536	-	48,136,225
	Unassigned Fund Balance	30,074,035	-	3,818,709	-	26,255,326
	Non-Spendable Fund Balance	177,243	-	-	-	177,243
	Restricted Fund Balance	32,446,770	-	18,207,178	-	14,239,592
	Committed Fund Balance	2,014,976	-	-	-	2,014,976
	Assigned Fund Balance	13,540,000	-	8,090,912	-	5,449,088
	Ending Fund Balance	\$ 78,253,024	\$ -	\$ 26,298,090	\$ -	\$ 48,136,225

Efficient Leverage Indicator

How much is available in reserves?

$$\frac{\text{Unassigned Fund Balance } \$26,255,326}{\text{Total Fund Balance } \$48,136,225} = 54.5\%$$

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

FUND BALANCE

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, 2021 - Projected

	General Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Internal Services Funds	Enterprise Funds	Total
Non-Spendable Fund Balance	\$ 223,355	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 223,355
Restricted Fund Balance	-	-	-	12,872,796	1,366,796	-	14,239,592
Committed Fund Balance	1,914,976	-	-	-	-	-	1,914,976
Assigned Fund Balance	1,939,384	-	-	2,059,704	1,450,000	-	5,449,088
Unassigned Fund Balance	13,842,476	-	-	11,366,738	-	1,100,000	26,309,214
Ending Fund Balance	<u>\$ 17,920,191</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 26,299,238</u>	<u>\$ 2,816,796</u>	<u>\$ 1,100,000</u>	<u>\$ 48,136,225</u>

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

	2014-2015 Actual	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Projected	2021-2022 Adopted
Operating Expenditures	\$ 78,145,010	\$ 72,783,901	\$ 76,879,551	79,368,338	82,995,395	90,213,971	174,490,972	154,234,536
Capital Outlay or one time fund balance use	2,678,806	1,336,508	1,779,866	2,079,977	1,318,350	15,510,736	76,894,127	30,116,799
Operating Expenditures - Net	75,466,204	71,447,393	75,099,685	86,365,989	81,677,045	74,703,235	97,596,845	124,117,737
Unassigned Fund Balance	15,826,627	17,022,340	17,020,303	17,769,755	20,930,182	17,103,242	35,250,147	26,309,214
Percentage of Ending Fund Balance to Operating Expenditures	21%	24%	23%	21%	26%	23%	36%	21%
Months of operations in Fund Balance	2.52	2.86	2.72	2.47	3.08	2.75	4.33	2.54

GENERAL FUND

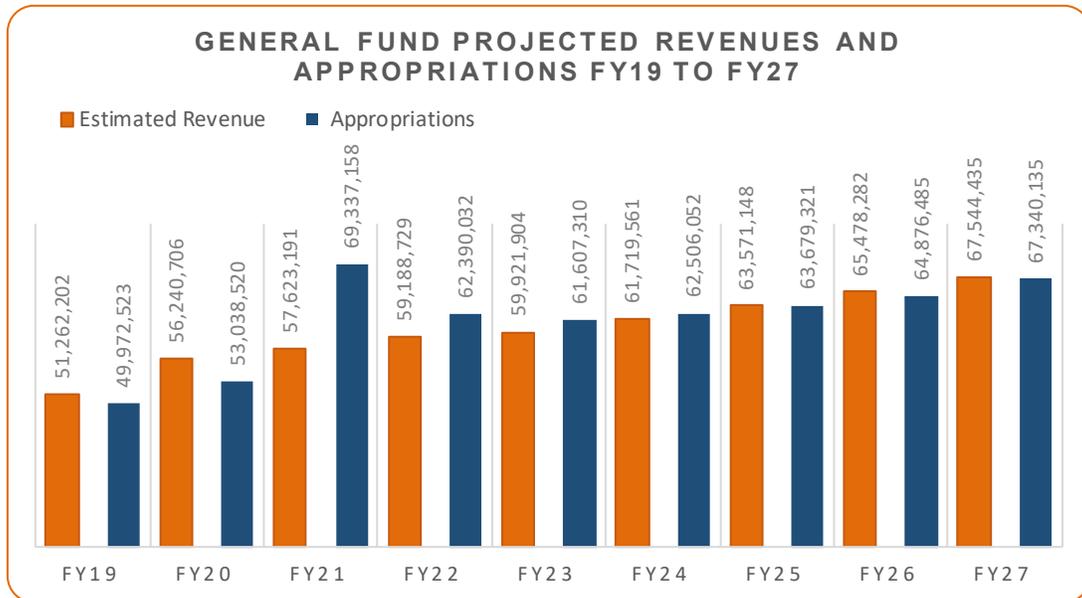
The General Fund is a governmental fund with budgetary control which is used to show transactions resulting from operations of on-going organizations and activities from a variety of revenue sources for which fund balance is controlled by and retained for the use of the local education agency. The General 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 FY22 General Fund Proposed Budget Overview

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast
Beginning Fund Balance	\$ 30,920,246	\$ 28,122,494	\$ 29,412,173	\$ 32,614,360	\$ 32,835,461	\$ 21,121,494	\$ 17,920,191	\$ 16,234,785	\$ 15,448,293	\$ 15,340,120	\$ 15,941,916	\$ 17,287,950
Estimated Revenue	49,028,062	51,262,202	56,240,706	54,663,765	57,623,191	59,188,729	59,921,904	61,719,561	63,571,148	65,478,282	67,442,631	67,544,435
Appropriations	43,146,296	44,202,144	47,209,422	48,169,777	55,478,565	56,940,944	57,506,523	58,656,653	59,829,786	61,026,382	62,246,910	63,491,848
Total Other Uses	(8,679,518)	(5,770,379)	(5,829,098)	(6,272,887)	(13,858,593)	(5,449,088)	(4,100,787)	(3,849,399)	(3,849,535)	(3,850,103)	(3,849,687)	(3,848,287)
Net Change in Fund Balance	(2,797,752)	1,289,679	3,202,186	221,101	(11,713,967)	(3,201,303)	(1,685,406)	(786,492)	(108,174)	601,797	1,346,034	204,300
Ending Fund Balance	\$ 28,122,494	\$ 29,412,173	\$ 32,614,360	\$ 32,835,461	\$ 21,121,494	\$ 17,920,191	\$ 16,234,785	\$ 15,448,293	\$ 15,340,120	\$ 15,941,916	\$ 17,287,950	\$ 17,492,250



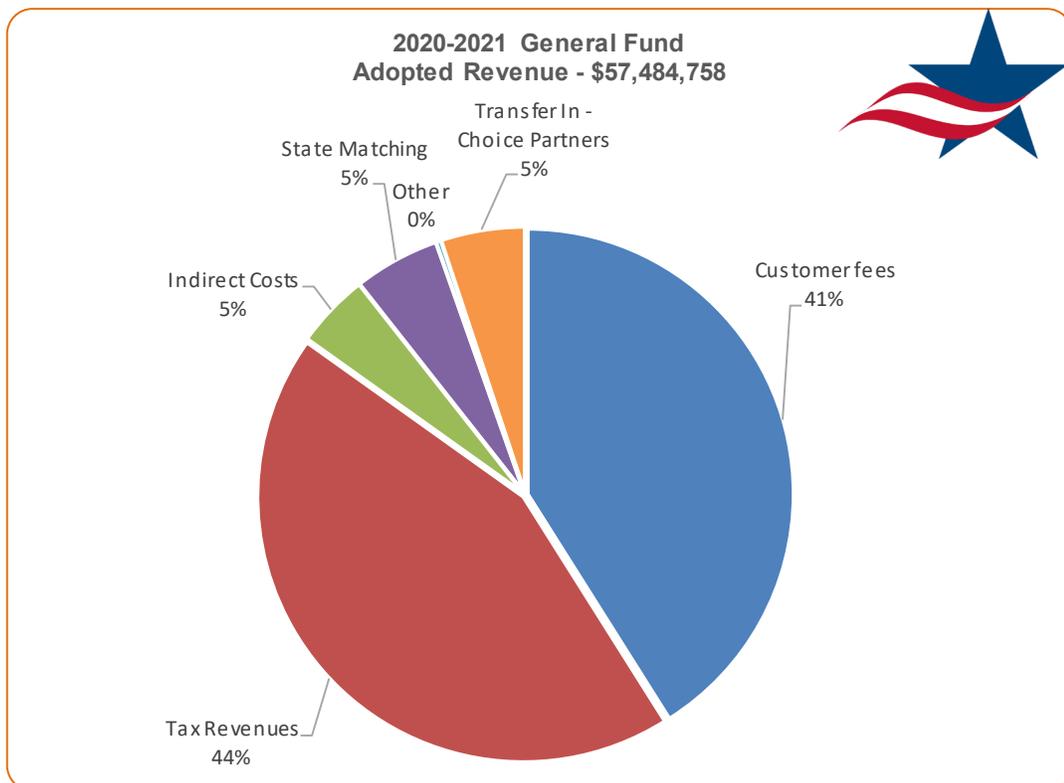
HCDE Goals

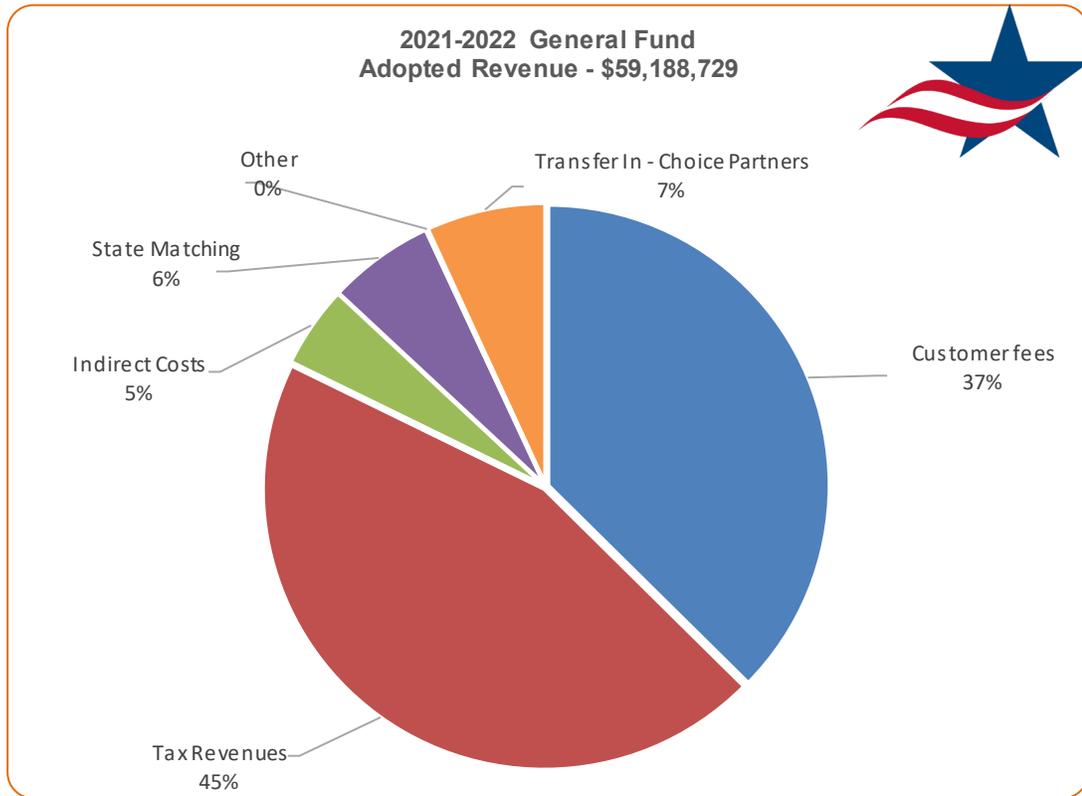
- Impact education by responding to the evolving needs of Harris County
- Deliver value to Harris County by utilizing resources in an ethical, transparent and fiscally responsible manner
- Advocate for all learners by using innovative methods to maximize students' potential
- Provide cost savings to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

**Harris County Department of Education
FY22 General Fund Proposed Budget Overview
Estimated Revenues
(In Flows)**

Object Code	Adopted Budget 2020-2021	Amended Budget 2020-2021	Adopted Budget 2021-2022	Percent Change
Customer Fees	\$ 23,601,005	\$ 23,601,006	\$ 22,145,627	-6.2%
Tax revenues	25,188,000	25,326,432	26,528,250	5%
Indirect costs	2,598,513	2,598,513	2,790,440	7%
State funding	3,000,000	3,000,000	3,620,000	21%
Other	170,000	170,000	50,000	-71%
Transfer In-Choice Partners	2,927,240	2,927,240	4,054,412	39%
Total Revenues	\$ 57,484,758	\$ 57,623,191	\$ 59,188,729	3%

The following pie charts present the fiscal year 2020-2021 and the 2021–2022 estimated revenues for the General Fund by type of revenue, with the estimated amount and the percentage participation from the total.



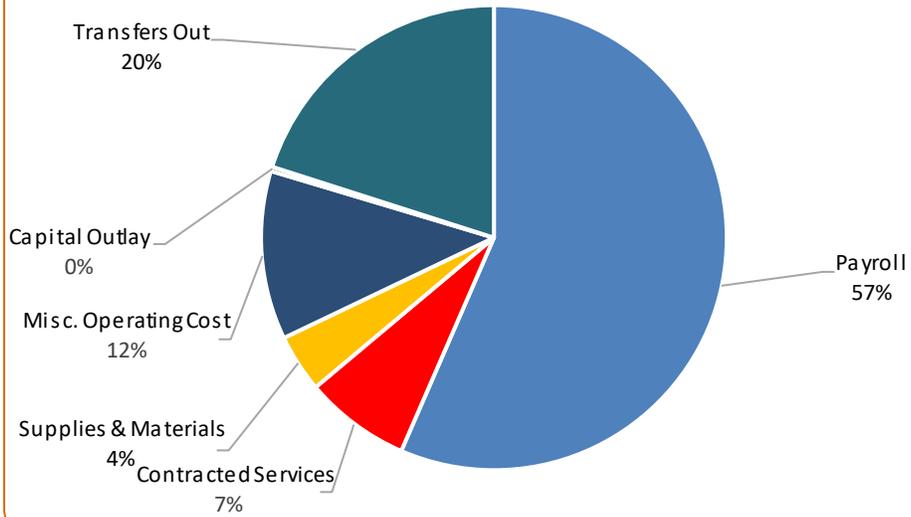


**Harris County Department of Education
FY21 General Fund Proposed Budget Overview
Appropriations
(Out Flows)**

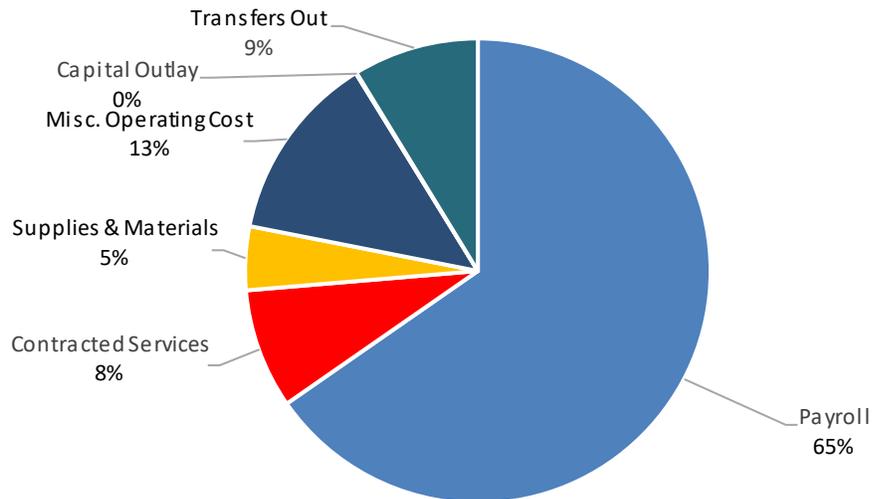
Object Code	Adopted Budget 2020-2021	Amended Budget 2020-2021	Adopted Budget 2021-2022	Percent Change
Payroll	\$ 39,036,777	\$ 39,016,777	\$ 40,760,751	4%
Contracted Services	5,085,572	5,230,874	5,200,800	-1%
Supplies & Materials	2,779,374	2,790,481	2,761,188	-1%
Misc Operating Cost	8,101,274	8,226,941	8,178,205	-1%
Capital Outlay	211,932	213,492	40,000	-81%
Transfers Out	13,858,593	13,858,593	5,449,088	-61%
Total Appropriations	\$ 69,073,522	\$ 69,337,158	\$ 62,390,032	-10%

The following pie charts presents the total budgeted appropriations for the fiscal years 2020-2021 & 2021-2022 by type of expenditures and with the percentage participation from the total amount.

2020-2021 General Fund
Adopted Appropriations - \$69,073,522



2021-2022 General Fund
Adopted Appropriations - \$62,390,032



Harris County Department of Education
 Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - General Fund
 For the Fiscal Year August 31, 2022

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Actual	Amended	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast
Revenues											
Customer Fees/Charges	\$20,043,478	\$20,383,455	\$21,404,878	\$21,471,538	\$23,601,006	\$22,145,627	\$22,809,996	\$23,494,296	\$24,199,125	\$24,925,098	\$25,672,851
Property Tax Revenue-Current	21,462,505	22,226,355	23,057,385	23,642,988	25,161,432	26,213,250	26,999,648	27,809,637	28,643,926	29,503,244	30,388,341
Tax Revenue-Del, P&I, HCTO Fees	289,418	288,436	(5,500)	64,517	165,000	315,000	324,450	334,184	344,209	354,535	365,171
Investment Earnings	139,528	396,977	870,748	370,033	170,000	50,000	170,000	175,100	180,353	185,764	191,336
Indirect Cost from Local Grants	-	-	-	-	-	-	-	-	-	-	-
Other Local Revenues	100,025	338,272	101,988	5,827	-	-	-	-	-	-	-
State TEA Supplemental Compensat	238,468	270,803	257,561	181,043	-	370,000	381,100	392,533	404,309	416,438	428,931
State TEA Employee Portion Health I	484,162	549,813	522,927	-	-	-	-	-	-	-	-
State TRS On Behalf Matching	2,290,135	2,396,189	2,508,669	3,403,771	3,000,000	3,250,000	3,347,500	3,447,925	3,551,363	3,657,904	3,767,641
Indirect Costs from State Grants	18,647	73,509	25,629	7,730	727	-	-	-	-	-	-
Indirect Cost from Federal Grants	1,373,613	1,535,289	1,690,610	2,025,895	2,597,786	2,790,440	2,874,153	2,960,378	3,049,189	3,140,665	3,234,885
Total Revenues	46,439,979	48,459,098	50,434,895	51,173,342	54,695,951	55,134,317	56,906,847	58,614,052	60,372,473	62,183,648	64,049,157
Expenditures											
Board of Trustees	138,343	128,396	177,757	164,109	198,143	198,715	202,689	206,743	210,878	215,096	219,397
Superintendent's Office	445,967	443,458	513,510	558,927	631,457	631,740	644,375	657,262	670,408	683,816	697,492
Assistant Supt Education & E	266,334	276,140	284,388	248,001	300,324	300,467	306,476	312,606	318,858	325,235	331,740
Center for Safe & Secure School	647,093	458,509	531,902	663,198	654,303	621,588	634,020	646,700	659,634	672,827	686,283
Educator Certification & Professio	615,966	616,557	577,079	643,279	707,271	749,102	764,084	779,366	794,953	810,852	827,069
Adult Ed. Local & (Funds 223, 23	201,615	131,750	163,066	158,880	176,707	180,103	183,705	187,379	191,127	194,949	198,848
Internal Grant Services	550,918	558,168	558,705	577,153	613,455	613,717	625,991	638,511	651,281	664,307	677,593
Research & Evaluation	569,923	590,450	560,157	605,729	650,927	647,180	660,124	673,326	686,793	700,528	714,539
The Teaching and Learning Center											-
TLC - Division Wide	119,670	142,563	273,810	281,225	315,754	338,882	345,660	352,573	359,624	366,817	374,153
TLC - Digital Learning & Instr Te	30,117	30,818	-	-	-	-	-	-	-	-	-
TLC - Digital Education & Innova	158,339	173,406	223,125	396,138	311,442	273,642	279,115	284,697	290,391	296,199	302,123
TLC - Math	210,185	215,252	193,378	176,296	221,867	221,867	226,304	230,830	235,447	240,156	244,959
TLC - Science	156,156	154,676	93,378	81,218	101,526	95,586	97,498	99,448	101,437	103,465	105,535
TLC - Bilingual Education	117,650	115,634	99,105	93,013	156,270	45,349	46,256	47,181	48,125	49,087	50,069
TLC - English Language Arts	126,789	154,204	189,577	147,428	195,038	195,038	198,939	202,918	206,976	211,115	215,338
TLC - Social Studies	78,491	75,451	28,884	37,940	53,522	49,522	50,512	51,523	52,553	53,604	54,676
TLC - EC Winter Conference	192,965	196,042	115,111	128,241	143,507	138,807	141,583	144,415	147,303	150,249	153,254
TLC - Scholastic Arts Program	101,187	99,931	139,109	142,239	166,554	178,581	182,153	185,796	189,512	193,302	197,168
TLC - Special Education	68,812	64,735	67,199	66,378	80,508	68,189	69,553	70,944	72,363	73,810	75,286
TLC - Speaker Series	158,708	110,542	223,944	120,439	155,996	155,996	159,116	162,298	165,544	168,855	172,232
TLC - Professional Development	-	6,000	23,452	-	-	-	-	-	-	-	-
Chief of Staff	289,057	239,430	269,039	273,568	281,956	282,167	287,810	293,567	299,438	305,427	311,535
Education Foundation	9,812	-	-	500,600	7,829	412,000	-	-	-	-	-
CASE Local & (Funds 266/7, 288	273,537	672,106	694,019	759,894	793,660	754,660	769,753	785,148	800,851	816,868	833,206

Harris County Department of Education
 Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - General Fund
 For the Fiscal Year August 31, 2022

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Actual	Amended	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast
Expenditures (Continued)											
Business Support Services	1,711,576	1,733,236	1,726,357	1,972,397	2,128,629	2,065,005	2,106,305	2,148,431	2,191,400	2,235,228	2,279,932
Center for School Governance &											
Department Wide	4,032,352	3,127,884	3,687,877	3,876,024	5,006,515	5,984,467	6,104,156	6,226,239	6,350,764	6,477,780	6,607,335
Retirement Leave Benefits	358,964	124,832	118,233	231,057	150,000	150,000	-	-	-	-	-
State TEA Supplemental	-	-	-	-	-	-	-	-	-	-	-
State TRS On Behalf	2,290,135	2,396,189	2,508,669	3,036,199	3,000,000	3,250,000	3,315,000	3,381,300	3,448,926	3,517,905	3,588,263
State TEA Employee Portion	539,660	526,930	530,900	-	-	-	-	-	-	-	-
Purchasing Support Svcs	487,590	488,358	538,986	569,876	687,574	673,486	686,956	700,695	714,709	729,003	743,583
QZAB & Maintenance Notes	-	-	-	-	-	-	-	-	-	-	-
Fiscal Accountability	-	-	-	-	-	-	-	-	-	-	-
Chief Communications Officer	152,604	138,432	189,379	188,352	204,755	204,825	208,922	213,100	217,362	221,709	226,143
Technology Support Svcs	2,875,832	2,722,544	3,500,644	3,363,711	3,957,844	3,927,276	4,005,822	4,085,938	4,167,657	4,251,010	4,336,030
Asset Replacement Schedule	318,418	734,913	44,473	92,444	-	-	-	-	-	-	-
Marketing & Client Engagement	371,341	485,496	635,546	428,762	541,869	542,038	552,879	563,936	575,215	586,719	598,454
Communication	844,140	762,759	823,411	824,796	1,186,144	1,213,821	1,238,097	1,262,859	1,288,117	1,313,879	1,340,156
Human Resources	986,813	998,178	1,044,283	1,088,713	1,091,452	1,091,941	1,113,780	1,136,055	1,158,777	1,181,952	1,205,591
Asst Supt for Academic	268,261	274,141	283,393	299,898	327,872	327,984	334,544	341,235	348,059	355,020	362,121
School Based Therapy Svcs	9,701,864	10,317,231	10,550,740	11,119,164	12,733,654	12,807,618	13,063,770	13,325,046	13,591,547	13,863,378	14,140,645
Headstart	1,986	4,558	3,274	2,221	8,000	8,000	8,160	8,323	8,490	8,659	8,833
Special Schools & Services-											
Special Schools Admin	492,543	551,185	575,035	772,162	912,272	912,462	930,711	949,325	968,312	987,678	1,007,432
Academic and Behavior East	3,502,335	3,700,004	3,970,909	3,792,210	4,864,948	4,908,867	5,007,044	5,107,185	5,209,329	5,313,516	5,419,786
Academic and Behavior West	3,134,178	3,172,524	3,510,548	3,471,228	4,659,415	4,668,585	4,761,957	4,857,196	4,954,340	5,053,427	5,154,495
Recovery Highschool	61,275	1,031,385	1,149,797	1,109,482	1,415,911	1,347,961	1,374,920	1,402,419	1,430,467	1,459,076	1,488,258
Highpoint North School	670,199	-	-	-	-	-	-	-	-	-	-
Highpoint East School	2,847,310	2,833,112	2,919,182	3,121,637	3,402,446	3,400,991	3,469,011	3,538,391	3,609,159	3,681,342	3,754,969
Facilities Support Services-											
Construction Services	179,413	192,282	224,435	166,605	221,859	221,975	226,415	230,943	235,562	240,273	245,078
Records Management	1,557,380	1,826,139	1,917,340	1,818,946	2,059,390	2,080,744	2,122,359	2,164,806	2,208,102	2,252,264	2,297,310
Facility Support	-	-	-	-	-	-	-	-	-	-	-
Choice Partners-Facility & Co-op	-	-	-	-	-	-	-	-	-	-	-
Choice Partners-Food	-	-	-	-	-	-	-	-	-	-	-
Choice Partners-Co-op	-	-	-	-	-	-	-	-	-	-	-
Local Construction	232,493	405,614	756,317	-	-	-	-	-	-	-	-
Principal Certification	-	-	-	-	-	-	-	-	-	-	-
Research Institute of Texas	-	-	-	-	-	-	-	-	-	-	-
Career Center	-	-	-	-	-	-	-	-	-	-	-
ECI-Keep Pace Program	-	-	-	-	-	-	-	-	-	-	-
Texas LEARNS Local	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	43,146,296	44,202,144	47,209,422	48,169,777	55,478,565	56,940,944	57,506,523	58,656,653	59,829,786	61,026,382	62,246,910

Harris County Department of Education
 Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - General Fund
 For the Fiscal Year August 31, 2022

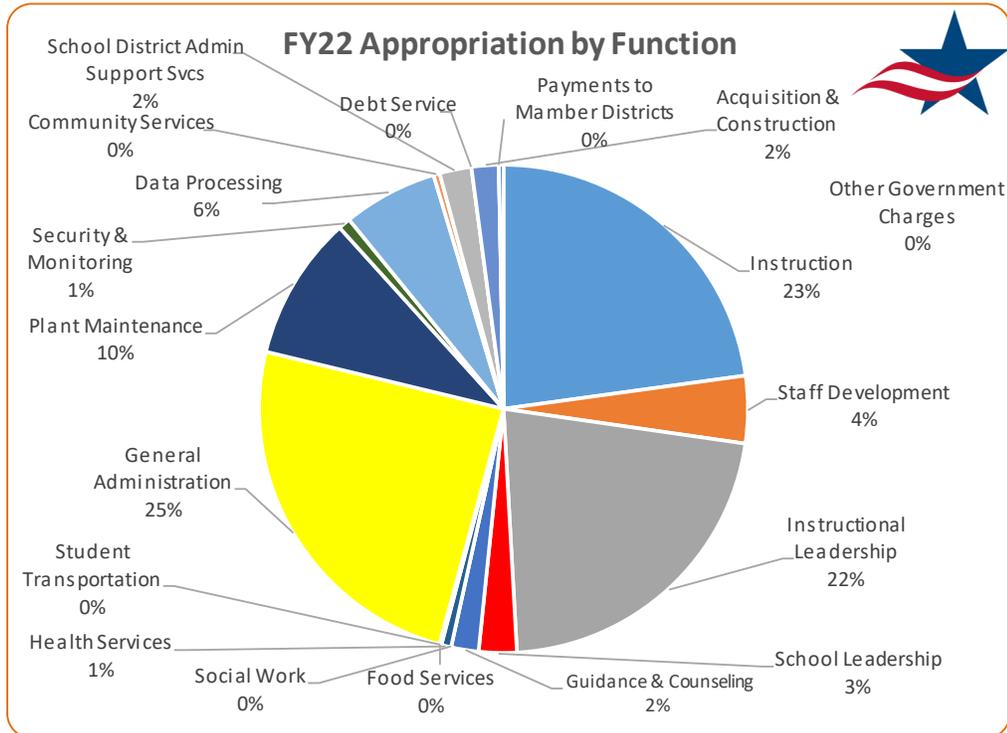
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Actual	Amended	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast
Excess (Deficiency) of Revenues											
Over/(Under) Expen	3,293,683	4,256,954	3,225,473	3,003,565	(782,614)	(1,806,627)	(599,676)	(42,601)	542,687	1,157,266	1,802,247
Other Financing Sources											
Transfers In-											
Chioce	2,588,083	2,803,104	5,805,811	3,490,423	2,927,240	4,054,412	3,015,057	3,105,509	3,198,674	3,294,634	3,393,473
Transfers Out-											
Fund 288, CASE	(550,787)	(550,787)	(550,787)	(421,064)	(550,787)	(550,787)	(550,787)	(550,787)	(550,787)	(550,787)	(550,787)
Fund 481, ECI-Keep Pace	-	-	-	-	-	-	-	-	-	-	-
Fund 205, Head Start	-	(569,000)	(129,688)	(860,298)	(750,000)	(600,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Fund 599, PFC Lease / Star Re-In	(2,439,503)	(2,458,963)	(2,458,368)	(2,466,182)	(648,764)	(320,087)	-	-	-	-	-
Fund 599, QZAB Payment	(694,229)	(685,629)	(690,255)	(451,431)	(6,169,042)	(2,857,214)	(3,250,000)	(2,998,612)	(2,998,748)	(2,999,316)	(2,998,900)
Capital project	(4,994,999)	(1,506,000)	(2,000,000)	(2,073,912)	(5,740,000)	(1,121,000)	-	-	-	-	-
Total Other Financing Sources (Uses)	(6,091,435)	(2,967,275)	(23,287)	(2,782,464)	(10,931,353)	(1,394,676)	(1,085,730)	(743,890)	(650,861)	(555,469)	(456,214)
Net Change in Fund Bal	(2,797,752)	1,289,679	3,202,186	221,101	(11,713,967)	(3,201,303)	(1,685,406)	(786,492)	(108,174)	601,797	1,346,034
Fund Balance - Initial	30,920,246	28,122,494	29,412,173	32,614,360	32,835,461	21,121,494	17,920,191	16,234,785	15,448,293	15,340,120	15,340,120
Ending Fund Balance	<u>\$28,122,494</u>	<u>\$29,412,173</u>	<u>\$32,614,360</u>	<u>\$32,835,461</u>	<u>\$21,121,494</u>	<u>\$17,920,191</u>	<u>\$16,234,785</u>	<u>\$15,448,293</u>	<u>\$15,340,120</u>	<u>\$15,941,916</u>	<u>\$16,686,153</u>

GENERAL FUND ANALYSIS BY FUNCTION

The following charts present the budgeted appropriations for the fiscal year 2020-2021 for the general fund by function.

**Harris County Department of Education
FY 2021 Adopted Budget Compared to FY20 Adopted Budget
Expenditures by Function**

Function Code	Function Description	FY 2022 Proposed Budget	FY 2021 Amended Budget	Difference
11	Instruction	\$ 14,237,931	\$ 14,300,084	(62,153)
13	Staff Development	2,781,519	2,897,157	(115,638)
21	Instructional Leadership	13,628,585	13,618,146	10,439
23	School Leadership	1,563,577	1,554,998	8,579
31	Guidance & Counseling	1,132,260	1,128,867	3,393
32	Social Work	-	-	-
33	Health Services	403,126	407,626	(4,500)
34	Student Transportation	57,093	57,093	-
35	Food Services	29,372	29,372	-
41	General Administration	15,307,190	17,458,499	(2,151,309)
51	Plant Maintenance	5,952,423	5,947,024	5,399
52	Security & Monitoring	506,775	500,083	6,692
53	Data Processing	3,906,356	3,936,476	(30,120)
61	Community Services	258,619	288,269	(29,650)
62	School District Admin Support Svcs	1,314,206	1,293,464	20,742
71	Debt Service	-	300,000	(300,000)
81	Acquisition & Construction	1,121,000	5,440,000	(4,319,000)
93	Payments to Mamber Districts	-	-	-
99	Other Government Charges	190,000	180,000	10,000
Total Appropriations by Function:		\$ 62,390,032	\$ 69,337,158	(6,947,126)



The following table presents FY17 to FY20 actual historical data, amended FY21, adopted budget FY22, and forecasted amounts for the following five years.

**Harris County Department of Education
Est. Revenues and Expenditures by Function - General Fund
For the Fiscal Year August 31, 2022**

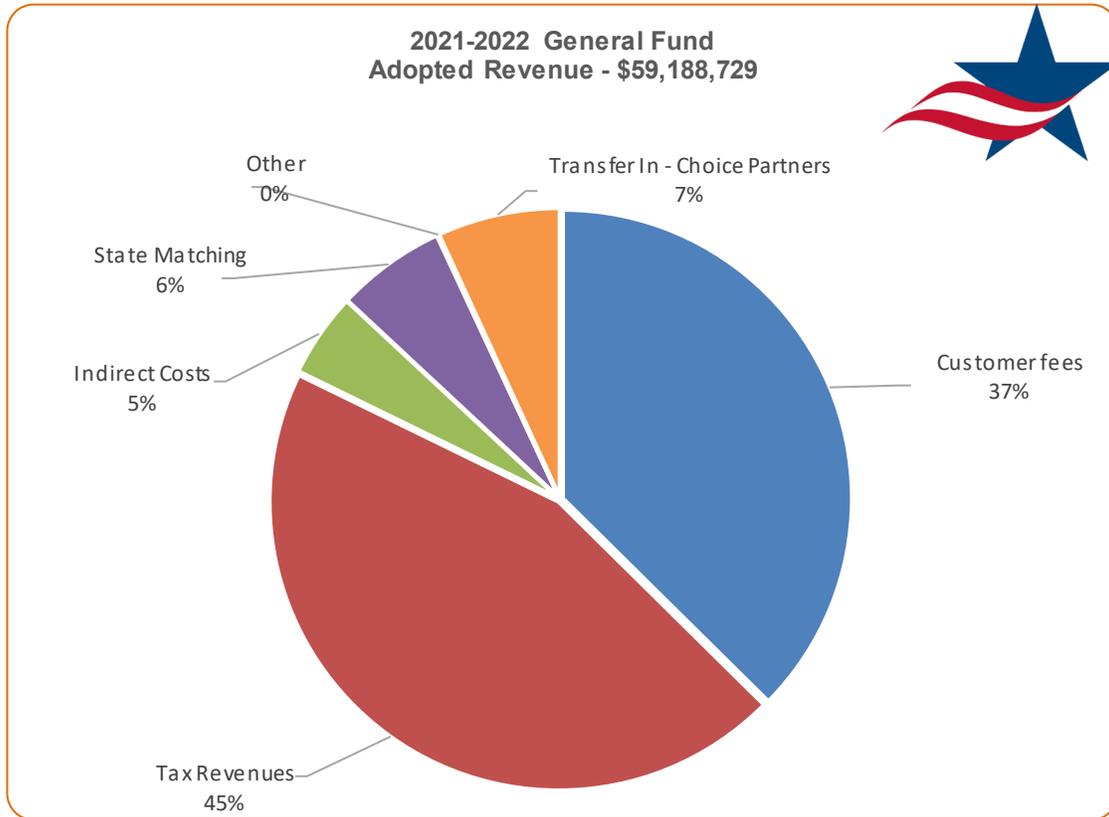
	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
Revenues											
Local Sources	\$ 42,034,953	\$ 43,633,495	\$ 45,429,499	\$ 46,341,615	\$ 49,097,438	\$ 48,723,877	\$ 50,304,094	\$ 51,813,216	\$ 53,367,613	\$ 54,968,641	\$ 56,518,862
State Sources	3,031,413	3,290,314	3,314,786	3,083,419	3,000,727	3,620,000	3,728,600	3,840,458	3,955,672	4,074,342	4,196,572
Federal Sources	1,373,614	1,535,289	1,690,610	1,748,308	2,597,786	2,790,440	2,874,153	2,960,378	3,049,189	3,140,665	3,234,885
Total Revenues	\$ 46,439,979	\$ 48,459,098	\$ 50,434,895	\$ 51,173,342	\$ 54,695,951	\$ 55,134,317	\$ 56,906,847	\$ 58,614,052	\$ 60,372,474	\$ 62,183,648	\$ 63,950,319
Expenditures by Function											
Instruction	7,042,625	7,692,434	8,070,093	8,079,878	12,999,297	13,087,144	12,775,647	13,031,160	13,291,783	13,557,619	13,828,771
Staff Development	2,608,113	2,266,976	2,409,130	2,473,508	2,897,157	2,781,519	2,837,149	2,893,892	2,951,770	3,010,806	3,071,022
Instructional Leadership	11,250,856	11,788,529	12,126,859	12,912,788	13,618,146	13,628,585	13,901,157	14,179,180	14,462,763	14,752,019	15,047,059
School Leadership	1,394,697	1,430,457	1,459,496	1,532,073	1,554,998	1,563,577	1,594,849	1,626,746	1,659,280	1,692,466	1,726,315
Guidance & Counseling	731,015	1,040,432	1,189,186	1,149,213	1,128,867	1,132,260	1,154,905	1,178,003	1,201,563	1,225,595	1,250,107
Health Services	293,355	27,052	367,973	306,001	407,626	403,126	411,189	419,412	427,801	436,357	445,084
Student Transportation	-	-	-	56,346	57,093	57,093	58,235	59,400	60,588	61,799	63,035
Food Service	25,595	310,981	26,187	31,305	29,372	29,372	29,959	30,559	31,170	31,793	32,429
General Administration	8,834,671	9,011,830	9,805,468	10,057,815	10,640,693	12,129,889	12,372,487	12,619,937	12,872,335	13,129,782	13,392,378
Plant Maintenance	4,998,302	5,066,794	5,345,125	5,305,044	5,947,024	5,952,423	6,071,471	6,192,901	6,316,759	6,443,094	6,571,956
Security & Monitoring	332,518	443,023	510,939	503,827	500,083	506,775	516,911	527,249	537,794	548,550	559,521
Data Processing	3,276,133	3,261,935	3,658,828	3,600,160	3,936,476	3,906,356	3,984,483	4,064,173	4,145,456	4,228,365	4,312,933
Community Services	650,894	78,755	120,937	818,787	288,269	258,619	263,791	269,067	274,449	279,938	285,536
School District Admin	1,064,789	1,208,628	1,218,996	1,153,964	1,293,464	1,314,206	1,340,490	1,367,300	1,394,646	1,422,539	1,450,990
Acquisition & Construction	482,906	409,614	730,020	13,876	-	-	-	-	-	-	-
Other Govt Charges	159,825	164,703	170,178	175,193	180,000	190,000	193,800	197,676	201,630	205,662	209,775
Total Expenditures	\$ 43,146,295	\$ 44,202,144	\$ 47,209,413	\$ 48,169,778	\$ 55,478,565	\$ 56,940,944	\$ 57,506,523	\$ 58,656,653	\$ 59,829,786	\$ 61,026,382	\$ 62,246,910
Excess/(Deficiency) of Revenues Over/(Under)	3,293,684	4,256,954	3,225,482	3,003,564	(782,614)	(1,806,627)	(599,676)	(42,601)	542,688	1,157,266	1,703,409
Other Financing Sources (Uses)											
Transfers In	2,588,083	2,803,104	5,805,811	3,490,423	2,927,240	4,054,412	3,015,057	3,105,509	3,198,674	3,294,634	3,393,473
Transfers Out	(8,679,518)	(5,770,379)	(5,829,097)	(6,272,887)	(13,858,593)	(5,449,088)	(4,100,787)	(3,849,399)	(3,849,535)	(3,850,103)	(3,849,687)
Total Other Financing Sources (Uses)	(6,091,435)	(2,967,275)	(23,286)	(2,782,464)	(10,931,353)	(1,394,676)	(1,085,730)	(743,890)	(650,861)	(555,469)	(456,214)
Net Change in Fund Bal	(2,797,751)	1,289,678	3,202,195	221,100	(11,713,967)	(3,201,303)	(1,685,406)	(786,492)	(108,173)	601,797	1,247,195
Fund Balance, Beginning	30,920,238	28,122,487	29,412,165	32,614,360	32,835,461	21,121,494	17,920,191	16,234,785	15,448,293	15,340,120	15,941,917
Fund Balance, Ending	\$ 28,122,487	\$ 29,412,165	\$ 32,614,360	\$ 32,835,461	\$ 21,121,494	\$ 17,920,191	\$ 16,234,785	\$ 15,448,293	\$ 15,340,120	\$ 15,941,917	\$ 17,189,112

MAJOR REVENUE ASSUMPTIONS

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 41%,
2. Property Tax Revenues at 44%
3. State Matching Funds at 5%.



Estimating revenue from two major sources, customer fees and local property taxes are critical to the budget. The Department estimates total General Operating Fund revenues of \$59,188,729 for the 2021-2022 fiscal year.

Customer Fees/Charges

The Department has projected a 6.6% decrease of \$1,455,378 in customer fees from \$23,601,005 in 2020-2021 in the Amended Budget, to \$22,145,627 for FY2021-2022. The customer fees are received from school districts that use HCDE services. Since the Department contracts with school districts, their 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 2021-2022, the projected property values increased by 5.82% including values under protest; the tax revenues were updated to reflect the growth from the amended budget.

State Matching

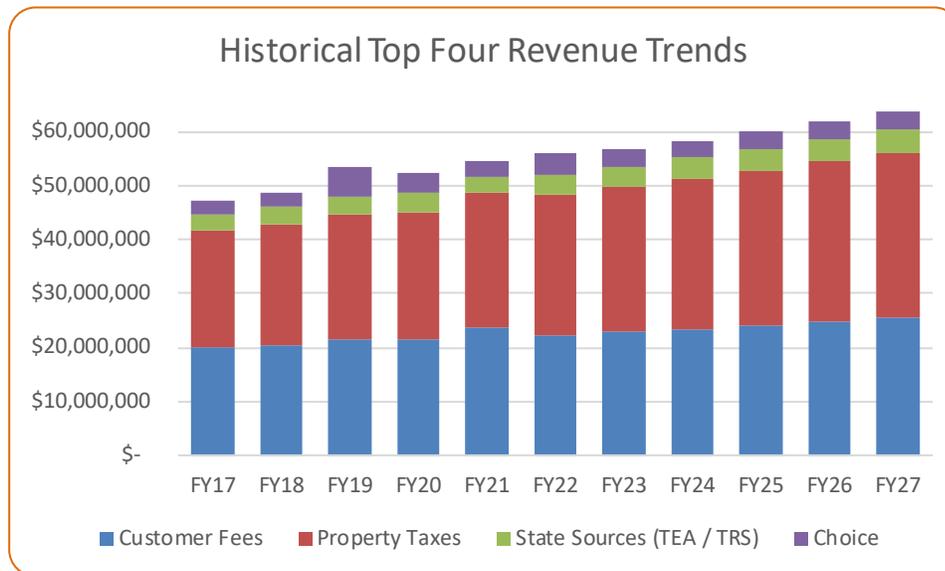
The Department has projected a 8% increase of \$250,000 in state matching revenue from \$3,000,000 in 2020-2021 in the amended budget to \$3,250,000 for FY2021-2022. With increased competition for competitive grants, conservative projection has been made for this revenue type.

Harris County Department of Education
Statement of Revenues by Source, Expenditures by Classification - General Fund (199)
For the Fiscal Year August 31, 2022

	2020-2021 Amended	2021-2022 Adopted Budget	Increase (Decrease)	% Change
REVENUES & OTHER RESOURCES				
Revenues				
Customer Fees/Charges	\$ 23,601,005	\$ 22,145,627	\$ (1,455,378)	-6.6%
Property Tax Revenues-Current	25,161,432	26,213,250	1,051,818	4%
Tax Revenues-Delinquent, P&I	165,000	315,000	150,000	48%
Investment Earnings	170,000	50,000	(120,000)	-240%
Local Grants	-	-	-	#DIV/0!
Other Local Revenues	-	-	-	100%
Foundation Schools Program Compensation	-	370,000	370,000	-100%
TEA State Health Insurance	-	-	-	#DIV/0!
TRS State Matching	3,000,000	3,250,000	250,000	8%
Indirect Costs - State matching	727	-	(727)	#DIV/0!
Federal Indirect Cost from Grants	2,597,786	2,790,440	192,654	7%
Transfer In-Choice Partners	2,927,240	4,054,412	1,127,172	28%
Total Revenues:	57,623,190	59,188,729	1,565,539	3%
EXPENDITURES & OTHER USES				
Expenditures				
6100-Payroll Costs	39,016,777	40,760,751	1,743,974	4%
6200-Professional & Contracted Services	5,230,874	5,200,800	(30,074)	-1%
6300-Materials & Supplies	2,790,481	2,761,188	(29,293)	-1%
6400-Other Operating Costs	8,226,941	8,178,205	(48,736)	-1%
6600 & 6800-Capital Purchases	213,492	40,000	(173,492)	-434%
Total Expenditures	55,478,565	56,940,944	1,462,379	3%
Excess /(Deficiency) of Revenues Over /(Under) Expenditures	2,144,625	2,247,785	103,160	5%
Other Financing Sources (Uses)				
Transfers Out	(13,858,593)	(5,449,088)	8,409,505	-154%
Total Other Financing Sources (Uses)	(13,858,593)	(5,449,088)	8,409,505	-154%
Net Change in Fund Balance	(11,713,968)	(3,201,303)	8,512,665	-266%
Projected Fund Balance Beginning	32,835,461	21,121,493	(11,713,968)	-55%
Projected Fund Balance Ending	\$ 21,121,493	\$ 17,920,190	\$ (3,201,303)	-18%

Harris County Department of Education
 Statement of Revenues-All General Funds (100-199)
 For the Fiscal Year August 31, 2022, with Comparative Data for Prior Years

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Forecast	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
Revenues											
Customer Fees/Charges	\$ 20,043,478	\$ 20,383,455	\$ 21,404,878	\$ 21,471,538	\$ 23,601,005	\$ 22,145,627	\$ 22,809,996	\$ 23,494,296	\$ 24,199,125	\$ 24,925,098	\$ 25,672,851
Property Tax Revenue-Current	21,462,505	22,226,355	23,057,385	23,642,988	25,161,432	26,213,250	26,999,648	27,809,637	28,643,926	29,503,244	30,388,341
Tax Revenue-Delinquent, P&I	289,418	288,436	(5,500)	64,517	165,000	315,000	324,450	334,184	344,209	354,535	365,171
Investment Earnings	139,528	396,977	870,748	370,033	170,000	50,000	170,000	175,100	180,353	185,764	191,336
Indirect Cost from Local Grants	-	-	-	-	-	-	-	-	-	-	-
Other Local Revenues	100,025	338,272	101,988	5,827	-	-	-	-	-	-	-
Total Local Sources	42,034,954	43,633,495	45,429,499	45,554,903	49,097,437	48,723,877	50,304,093	51,813,216	53,367,613	54,968,641	56,617,700
State TEA Supplemental Compensation	238,468	270,803	257,561	181,043	-	370,000	381,100	392,533	404,309	416,438	428,931
State TEA Employee Portion Health Ins	484,162	549,813	522,927	-	-	-	-	-	-	-	-
State TRS On Behalf Matching	2,290,135	2,396,189	2,508,669	3,403,771	3,000,000	3,250,000	3,347,500	3,447,925	3,551,363	3,657,904	3,767,641
Indirect Costs from State grants	18,647	73,509	25,629	7,730	727	-	-	-	-	-	-
Total State Sources	3,031,412	3,290,314	3,314,786	3,592,544	3,000,727	3,620,000	3,728,600	3,840,458	3,955,672	4,074,342	4,196,572
Indirect Cost from Federal Grants	1,373,613	1,535,289	1,690,610	2,025,895	2,597,786	2,790,440	2,874,153	2,960,378	3,049,189	3,140,665	3,234,885
Total Federal Sources	1,373,613	1,535,289	1,690,610	2,025,895	2,597,786	2,790,440	2,874,153	2,960,378	3,049,189	3,140,665	3,234,885
Other Financing Sources (Uses)											
Transfer In-Choice Partners	2,588,083	2,803,104	5,805,811	3,490,423	2,927,240	4,054,412	3,015,057	3,105,509	3,198,674	3,294,634	3,393,473
Total Other Financing Sources (Uses)	2,588,083	2,803,104	5,805,811	3,490,423	2,927,240	4,054,412	3,015,057	3,105,509	3,198,674	3,294,634	3,393,473
Total Revenues	\$ 49,028,062	\$ 51,262,202	\$ 56,240,706	\$ 54,663,765	\$ 57,623,190	\$ 59,188,729	\$ 59,921,904	\$ 61,719,561	\$ 63,571,147	\$ 65,478,282	\$ 67,442,630



HARRIS COUNTY DEPARTMENT OF EDUCATION
Revenue Analysis - Customer Fees by Division
For the Fiscal Year Ended August 31, 2022

CUSTOMER FEES	FY2022 Requested Budget	FY2021 Adopted Budget	Increase / Decrease between original budgets	FY21			
				Amended Budget	Actual to 2/29/21	Amount over/under	% Realized
Business Services	\$ 80,000	\$ 620,000	\$ (540,000)	\$ 620,000	\$ 45,471	\$ (574,529)	7%
Center for Grant Development	1,250	1,250	-	1,250	655	(595)	100%
Center for Safe & Secure Schools	300,650	223,200	77,450	223,200	141,542	(81,659)	63%
CASE Local	85,000	105,000	(20,000)	105,000	30,000	(75,000)	29%
Educator Certification and Prof Adv	386,036	300,045	85,991	300,045	206,625	(93,421)	69%
Facilities-Choice Facility Partners			-	-		-	0%
Records Management Services	1,800,575	1,800,500	75	1,710,500	566,914	(1,143,586)	33%
Research & Evaluation	79,500	149,500	(70,000)	149,500	109,750	(39,750)	73%
School Based Therapy Services	10,396,110	10,170,332	225,778	10,170,332	4,745,601	(5,424,731)	47%
Special Schools:							
AB-East	3,685,621	3,699,730	(14,109)	3,699,730	3,517,464	(182,266)	95%
AB-West	2,821,329	3,222,318	(400,989)	3,222,318	2,200,622	(1,021,697)	68%
Highpoint-East	1,841,146	2,012,977	(171,831)	2,012,977	1,505,452	(507,525)	75%
Fortis Academy	187,500	256,250	(68,750)	256,250	168,750	(87,500)	66%
Special Schools Administration	1,000	-	1,000	-	-	-	-
Technology Support Services	-	3,003	(3,003)	3,003	-	(3,003)	0%
Teaching and Learning Center:							
Digital Education and Innovation	135,000	236,000	(101,000)	236,000	78,844	(157,156)	33%
Math	80,000	168,000	(88,000)	168,000	6,942	(161,058)	4%
Science	-	97,000	(97,000)	97,000	1,850	(95,150)	2%
Bilingual Education	-	77,000	(77,000)	77,000	13,045	(63,955)	17%
English Language Arts	80,000	104,500	(24,500)	104,500	28,835	(75,666)	28%
Social Studies	-	22,000	(22,000)	22,000	1,400	(20,600)	6%
EC Winter Conference	65,000	85,000	(20,000)	85,000	35,401	(49,599)	42%
Scholastic Arts & Writing Program	10,000	-	10,000	-	10,289	10,289	0%
Special Education	-	77,000	(77,000)	77,000	12,699	(64,301)	16%
Speaker Series	55,910	170,400	(114,490)	170,400	8,480	(161,920)	5%
Prof Development	54,000	-	54,000	-	3,500	3,500	0%
Total Customer Fees :	\$ 22,145,627	\$ 23,601,005	\$ (1,455,378)	\$ 23,511,005	\$ 13,440,129	\$(10,070,876)	57%

HARRIS COUNTY DEPARTMENT OF EDUCATION
Revenue Analysis - Other Revenue by Type
For the Fiscal Year Ended August 31, 2022

OTHER	FY21						
	FY2022 Requested Budget	FY2021 Adopted Budget	Increase / Decrease between original budgets	Amended Budget	Actual to 2/29/21	Amount over/under	% Realized
Tax Revenues							
Property Tax Revenues-Current	26,213,250	25,023,000	1,190,250	25,023,000	23,420,121	(1,602,879)	94%
Property Tax Revenues-Del & P&I	315,000	165,000	150,000	303,432	88,236	(215,196)	29%
Total Tax Revenues	26,528,250	25,188,000	1,340,250	25,326,432	23,508,357	(1,818,075)	93%
Indirect Costs							
Indirect Costs-Federal	2,790,440	2,597,786	192,654	2,597,787	808,026	(1,789,761)	31%
Indirect Costs-State	-	727	(727)	-	-	-	0%
State Matching							
FSP-Compensation	370,000	-	370,000	-	104,921	104,921	1%
TEA Health Ins-Employees	-	-	-	-	213,021	213,021	0%
TRS Matching	3,250,000	3,000,000	250,000	3,000,000	-	(3,000,000)	0%
Total State Matching	3,620,000	3,000,000	620,000	3,000,000	317,942	(2,682,058)	11%
Other							
Investment Earnings	50,000	170,000	(120,000)	170,000	13,471	(156,529)	8%
Other Local Revenues	-	-	-	90,727	50,675	(40,052)	56%
Transfers In	4,054,412	2,927,240	1,127,172	2,927,240	2,048,614	(878,626)	70%
Total Other Revenues	4,104,412	3,097,240	1,007,172	3,187,967	2,112,761	(1,075,206)	66%
Total Estimated Revenues	\$ 37,043,102	\$ 33,883,753	\$ 3,159,349	\$ 34,112,186	\$ 26,747,085	\$ (7,365,101)	78%
Total Customer Fees	22,145,627	23,601,005	(1,455,378)	23,511,005	13,440,129	(10,070,876)	
Total Est. Rev. & Other Resources:	\$ 59,188,729	\$ 57,484,758	\$ 1,703,971	\$ 57,623,191	\$ 40,187,214	\$ (17,435,977)	

Assumptions:

The Department used the following assumptions in estimating values:

- 99% collection rate for tax revenues was used. The nominal tax rate estimated for the projections was (\$0.004993) for fiscal year 2021-2022. The actual rate used for fiscal year 2020-2021 was (\$0.004993). The tax rate approved by the Board of Trustees for fiscal year 2021-2022 was (\$0.004990)
- Local revenue and grants are submitted by divisions.
- Indirect Costs: Based on Fiscal Year 2021 Grants

SPECIAL REVENUE FUNDS

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 District 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
- Federal English Literacy & Civics Education

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 – Houston endowment
 - County Connection Program
 - Houston Endowment

Center for Safe and Secure Schools (“CSSS”)

Federal grant by the US Department of Justice, a three-layered approach to prevent violence, directed to enable adult training in active shooter scenarios, threat assessment, the Alert, Lockdown, Inform, Counter, Evacuate (ALICE) programs, and Youth Mental Health First Aid.

JAMS foundation grant where CSSS will develop training for teachers, counselors, school personnel and students in conflict-resolution, and support implementation of these practices.

Educator Certification and Professional Advancement

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

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
- Coolwood Land Acquisition Grant
- Coolwood Construction Grant
- USDA Child & Adult Food Program
- COVIT19 Grant

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, 2017 through August 31, 2025

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
Revenues											
Local Sources	\$ 5,052,209	\$ 4,765,565	\$ 5,291,334	\$ 5,459,086	\$ 7,470,836	\$ 8,432,942	\$ 8,601,601	\$ 8,773,633	\$ 8,949,106	\$ 9,128,088	\$ 9,310,649
State Sources	1,519,576	1,458,159	-	-	-	-	-	-	-	-	-
Federal Sources	22,293,025	23,359,736	23,805,632	22,590,782	29,532,812	38,330,103	39,096,705	39,878,639	40,676,212	41,489,736	42,319,531
Total Revenues	28,864,810	29,583,460	29,096,967	28,049,868	37,003,648	46,763,045	\$ 47,698,306	\$ 48,652,272	\$ 49,625,317	\$ 50,617,824	\$ 51,630,180
Expenditures											
Adult Education Program	3,695,395	4,794,998	4,079,608	4,265,918	4,091,797	3,848,754	3,925,729	4,004,244	4,084,329	4,166,015	4,249,335
Center for Safe and Secure Schools	-	-	85,959	118,002	578,638	162,469	165,718	169,033	172,413	175,862	179,379
AB Schools	310	435	4,897	3,990	-	-	-	-	-	-	-
Educator Certification and Professional Adv.	57,499	2,777	11,500	17,000	20,000	20,000	20,400	20,808	21,224	21,649	22,082
Center for After School Enrichment (CASE)	7,046,399	6,743,752	6,255,516	5,681,616	8,023,315	5,914,366	6,032,653	6,153,306	6,276,373	6,401,900	6,529,938
Digital Learning & Instructional Technology	10,324	-	21,257	1,596	-	-	-	-	-	-	-
Star Re-Imagined Program - Several divisions:	-	-	-	-	648,764	320,087	326,489	333,019	339,679	346,472	353,402
Head Start (Early Head Start) (1)	17,453,127	18,955,702	19,289,995	19,243,107	24,374,897	37,946,243	38,705,168	39,479,271	40,268,857	41,074,234	41,895,718
Business Services - Dept Wide	-	-	-	-	1,174,572	-	-	-	-	-	-
Research & Evaluation	5,908	-	-	-	-	-	-	-	-	-	-
The Learning Center	-	3,698	28,709	-	41,216	22,000	22,440	22,889	23,347	23,814	24,290
Texas LEARNS	-	-	-	-	-	-	-	-	-	-	-
Texas Virtual Schools Network (TxVSN)	1,146,635	201,885	-	-	-	-	-	-	-	-	-
Total Expenditures:	29,415,597	30,703,247	29,777,441	29,331,231	38,953,199	48,233,919	\$ 49,198,597	\$ 50,182,569	\$ 51,186,221	\$ 52,209,945	\$ 53,254,144
Excess (Deficiency) of Revenues											
Over/(Under) Expenditures	(550,787)	(1,119,787)	(680,475)	(1,281,363)	(1,949,551)	(1,470,874)	(1,500,291)	(1,530,297)	(1,560,903)	(1,592,121)	(1,623,964)
Other Financing Sources											
Transfers In	550,787	1,119,787	680,475	1,281,363	1,949,551	1,470,874	1,500,291	1,530,297	1,560,903	1,592,121	1,623,964
Total Other Financing Sources (Uses):	550,787	1,119,787	680,475	1,281,363	1,949,551	1,470,874	1,500,291	1,530,297	1,560,903	1,592,121	1,623,964
Net Change in Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Fund Balance-Beginning	-	-	-	-	-	-	-	-	-	-	-
Fund Balance-Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				

(1) 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 \$12 million.

In the following chart the Special Revenue Funds are 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, 2017 through August 31, 2025

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
Revenues											
Local Sources	\$ 5,052,209	\$ 4,765,565	\$ 5,291,334	\$ 5,459,086	\$ 7,470,836	\$ 8,432,942	\$ 8,601,601	\$ 8,773,633	\$ 8,949,106	\$ 9,128,088	\$ 9,310,649
State Sources	1,519,576	1,458,159	-	-	-	-	-	-	-	-	-
Federal Sources	22,293,025	23,359,736	23,805,632	22,590,782	29,532,812	38,330,103	39,096,705	39,878,639	40,676,212	41,489,736	42,319,531
Total Revenues	28,864,810	29,583,460	29,096,967	28,049,868	37,003,648	46,763,045	\$ 47,698,306	\$ 48,652,272	\$ 49,625,317	\$ 50,617,824	\$ 51,630,180
Expenditures											
Expenditures by Object											
6100 - Payroll Costs	15,945,718	15,519,422	15,956,978	17,013,021	20,087,176	21,765,083	22,200,385	22,644,392	23,097,280	23,559,226	24,030,410
6200 - Contracted Services	6,656,432	8,914,161	6,759,409	5,556,412	8,950,103	7,281,786	7,427,422	7,575,970	7,727,490	7,882,039	8,039,680
6300 - Supplies and Materials	1,234,942	1,547,121	1,539,502	1,690,189	3,301,949	2,648,155	2,701,118	2,755,140	2,810,243	2,866,448	2,923,777
6400 - Misc. Operating Costs	5,526,765	4,665,214	5,273,282	5,052,877	6,598,971	6,906,973	7,045,112	7,186,015	7,329,735	7,476,330	7,625,856
6600 - Capital Outlay	51,740	57,329	248,270	18,731	15,000	9,631,922	9,824,560	10,021,052	10,221,473	10,425,902	10,634,420
Total Expenditures:	29,415,597	30,703,247	29,777,441	29,331,231	38,953,199	48,233,919	\$ 49,198,597	\$ 50,182,569	\$ 51,186,221	\$ 52,209,945	\$ 53,254,144
Excess (Deficiency) of Revenues											
Over/(Under) Expenditures	(550,787)	(1,119,787)	(680,475)	(1,281,363)	(1,949,551)	(1,470,874)	(1,500,291)	(1,530,297)	(1,560,903)	(1,592,121)	(1,623,964)
Other Financing Sources											
Transfers In	550,787	1,119,787	680,475	1,281,363	1,949,551	1,470,874	1,500,291	1,530,297	1,560,903	1,592,121	1,623,964
Total Other Financing Sources (Uses):	550,787	1,119,787	680,475	1,281,363	1,949,551	1,470,874	1,500,291	1,530,297	1,560,903	1,592,121	1,623,964
Net Change in Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Fund Balance-Beginning	-	-	-	-	-	-	-	-	-	-	-
Fund Balance-Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				

Harris County Department of Education

Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - Special Revenue Funds
For the Fiscal Year August 31, 2022

	Federal ABE Regular	Federal ESL / Civics	Adult Ed Local	Star Re- Imagined
Revenues				
Local Sources	\$ -	\$ -	\$ 1,108	\$ -
State Sources	-	-	-	-
Federal Sources	3,384,995	462,651	-	-
Total Revenues	3,384,995	462,651	1,108	-
Expenditures				
Adult Education Program	3,384,995	462,651	1,108	-
Educator Certification and Professional Adv.	-	-	-	-
CASE	-	-	-	-
Head Start (Early Head Start)	-	-	-	-
Center for Safe and Secure Schools	-	-	-	-
Several Divisions	-	-	-	320,087
Total Expenditures:	3,384,995	462,651	1,108	320,087
Excess (Deficiency) of Revenues				
Over/(Under) Expenditures	-	-	-	(320,087)
Other Financing Sources				
Transfers In	-	-	-	320,087
Total Other Financing Sources (Uses):	-	-	-	320,087
Net Change in Fund Balance	-	-	-	-
Fund Balance-Beginning	-	-	-	-
Fund Balance-Ending	\$ -	\$ -	\$ -	\$ -

Harris County Department of Education

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

For the Fiscal Year August 31, 2022

	Federal Partnership After School	Local Houston Endowment	City Houston / County Connections	Federal 21st Century Cycle 10	Center Safe Secure Schools
Revenues					
Local Sources	\$ -	\$ 298,000	\$ 1,022,193	\$ -	\$ -
State Sources	-	-	-	-	-
Federal Sources	2,573,386	-	-	1,470,000	162,469
Total Revenues	2,573,386	298,000	1,022,193	1,470,000	162,469
Expenditures					
Adult Education Program	-	-	-	-	-
Educator Certification and Professional Adv.	-	-	-	-	-
CASE	3,124,173	298,000	1,022,193	1,470,000	-
Head Start (Early Head Start)	-	-	-	-	-
Center for Safe and Secure Schools	-	-	-	-	162,469
Several Divisions	-	-	-	-	-
Total Expenditures:	3,124,173	298,000	1,022,193	1,470,000	162,469
Excess (Deficiency) of Revenues					
Over/(Under) Expenditures	(550,787)	-	-	-	-
Other Financing Sources					
Transfers In	550,787	-	-	-	-
Total Other Financing Sources (Uses):	550,787	-	-	-	-
Net Change in Fund Balance	-	-	-	-	-
Fund Balance-Beginning	-	-	-	-	-
Fund Balance-Ending	\$ -	\$ -	\$ -	\$ -	\$ -

Harris County Department of Education

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

For the Fiscal Year August 31, 2022

	Federal Head Start	Federal Head Start Training Funds	Local Head Start	Educator Certification / COVID-19	Total Special Revenue Funds
Revenues					
Local Sources	\$ -	\$ -	\$ 7,092,103	\$ 37,000	8,450,404
State Sources	-	-	-	-	-
Federal Sources	29,976,197	112,943	-	20,000	38,162,641
Total Revenues	29,976,197	112,943	7,092,103	57,000	46,613,045
Expenditures					
Adult Education Program	-	-	-	-	3,848,754
Educator Certification and Professional Adv.	-	-	-	57,000	57,000
CASE	-	-	-	-	5,914,366
Head Start (Early Head Start)	30,726,197	112,943	7,092,103	-	37,931,243
Center for Safe and Secure Schools	-	-	-	-	162,469
Several Divisions	-	-	-	-	320,087
Total Expenditures:	30,726,197	112,943	7,092,103	57,000	48,233,919
Excess (Deficiency) of Revenues					
Over/(Under) Expenditures	(750,000)	-	-	-	(1,620,874)
Other Financing Sources					
Transfers In	750,000	-	-	-	1,620,874
Total Other Financing Sources (Uses):	750,000	-	-	-	1,620,874
Net Change in Fund Balance	-	-	-	-	-
Fund Balance-Beginning	-	-	-	-	-
Fund Balance-Ending	\$ -	\$ -	\$ -	\$ -	\$ -

STAR RE-IMAGINED PROGRAM

During Fiscal Year 2020, HCDE Superintendent created an initiative to motivate Divisions to bring new ideas to improve their operations. This program was so successful that the Superintendent decided to extend it to fiscal year 2021-2022.

The Superintendent established this program to challenge the directors to develop an idea that is innovative and that can address educational opportunities in Harris County. The idea should be aligned to one of the HCDE goals. It is one-time funding for Fiscal Year 2021-2022. It also must meet the following criteria:

1. **Innovative** – A new idea that changes the delivery of services or brings about new methods.
2. **Collaborative** – The idea must involve multiple stakeholders and identify potential partners.
3. **Sustainable** – The idea must be sustainable by creating a new stream of resources.
4. **Leveraged** – The idea should be leveraged to attract other external Funds.

Moreover, the program must be excellent, extraordinary, and on the cutting edge of innovation. This program will not entertain new payroll since it is a one-time program.

All requests were presented to the Budget Committee and the Superintendent approved the following list of initiatives that were presented and approved by the Board of Trustees.

Code	Description	Additional Funds Requested	Contracted Services	Supplies & Materials	Other Costs	Capital	Total Requested
012	Assit. Super - E&E	Directors and Senior Directors Leadership development	15,000	5,000	-	-	20,000
924	REI	Dash Board	50,000	-	-	-	50,000
301	TLC	Energage Survey	25,000	5,000	-	-	30,000
922	CASE	Youth Embassadors and Youth Leadership Conference	18,000	4,000	8,000	-	30,000
711	CHOICE	On-Line Registration Software	15,000	-	-	-	15,000
131	AB East	Laptop Computers for Teacher	-	31,736	-	-	31,736
132	AB West	PE Equipment for the kids - Shreaders to train the kids	2,191	18,658	5,520	2,036	28,405
501	Special Schools	Training for Principals	20,000	-	-	-	20,000
970	HP East	5 swivl devices - 5 iPads - Bookd - Picnic Tables - Projectors	-	30,000	-	-	30,000
111	Therapy	Evidence-based professional development - Paula Kurt. PhD	9,400	2,000	-	-	11,400
111		Create a Cache of instructional videos	10,500	558	-	-	11,058
111		Team Building - management development	1,988	3,500	-	-	5,488
901	Head Start	Improvement Head Start Campuses	-	-	-	-	-
011	Assistant Super - Academic	Harvard Training	9,000	-	-	-	9,000
011		Head Start Children STEAM program	-	18,000	-	-	18,000
011		Genious Program	-	10,000	-	-	10,000
Totals							320,087

DEBT SERVICE FUND

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.
- Qualified Zone Academy Bond (QZAB): The QZAB is for the purpose of paying all or a portion of the Department's costs incurred in connection with the repair, rehabilitation, renovation, and replacement of school facilities at the Qualified Zone Academies.

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 \$49.3 million in debt of which \$36,660,000 is mid-term debt in the form of Public Facilities Corporation Series 2014, 2015, 2016 and 2020 (PFC) and \$14,637,857 in Qualified Zone Academy Bonds (QZAB) and Maintenance Notes 2020 as of August 31st, 2021 . All of these debt payments are paid by 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 in order to minimize the cost of debt. HCDE's bonds currently have the following rating:

	<u>Moody's</u>
QZAB Maintenance Tax Notes	Aaa
PFC Maintenance Tax Notes	Aa2

A bond rating has been applied to Moody Rating Service on the projected 2020 Bonds; it is expected to be received on October 5th, 2020

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 2021 Tax Roll (3) (\$000)	\$504,345,828
Debt Limit - 10 Percent of Assessed Valuation (1)	50,434,583
Less:	
General Obligation Bonds Outstanding at Aug. 31, 2021	\$49,927,857
Amount Available in Debt Service Fund Bal. at Aug. 31, 2021	<u>2,618,871</u>
Applicable Debt	<u>\$47,308,986</u>
Legal Debt Margin at Aug. 31, 2022	<u><u>\$3,125,597</u></u>

Note:

- (1) This percentage is in accordance with the recommendation of the Texas Education Agency as stated in FASRG version 14.0.
- (2) 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.
- (3) Using total certified taxable value received from Harris County Appraisal District on 8/20/21.

LONG TERM DEBT PAYMENT REQUIREMENTS

On February 2014, January 2015, and August 2016 Harris County Department of Education Public Facility Corporation issued lease revenue bonds, Series 2014, 2015, 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 1.68% to 5.0%.

**Public Facilities Corporation
Annual Debt Service Requirements**

Date	Principal	Interest	Total Annual D/S
8/31/2022	\$ 2,350,000.00	\$ 1,136,544.00	\$ 3,486,544.00
8/31/2023	2,395,000.00	1,085,991.50	3,480,991.50
8/31/2024	1,450,000.00	1,036,174.50	2,486,174.50
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	\$34,660,000.00	\$14,798,417.75	\$49,458,417.75

In April 2009, Harris County Department of Education issued Qualified Zone Academy Bonds, series 2009A and 2009B. The QZAB program allows school districts to obtain interest-free financing for the purpose of establishing 'qualified zone academies'. The QZAB are set up to deposit annual payments in the amount of \$451,428.57 in order to pay the debt by FY2024. Below are the payment requirements for the QZAB bonds. 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.

Maintenance Tax Qualified Zone Academy Bonds, Series 2009A

Date	Principal	Interest	Total Annual D/S
8/31/2022	\$ 451,428.57	\$ 508,800.00	\$ 960,228.57
8/31/2023	451,428.57	508,800.00	960,228.57
8/31/2024	-	508,800.00	508,800.00
8/31/2025	-	508,800.00	508,800.00
8/31/2026	-	508,800.00	508,800.00
8/31/2027	720,000.00	490,800.00	1,210,800.00
8/31/2028	750,000.00	454,050.00	1,204,050.00
8/31/2029	830,000.00	414,550.00	1,244,550.00
8/31/2030	880,000.00	371,800.00	1,251,800.00
8/31/2031	930,000.00	331,200.00	1,261,200.00
8/31/2032	975,000.00	293,100.00	1,268,100.00
8/31/2033	1,020,000.00	253,200.00	1,273,200.00
8/31/2034	1,055,000.00	216,975.00	1,271,975.00
8/31/2035	1,085,000.00	184,875.00	1,269,875.00
8/31/2036	1,115,000.00	151,875.00	1,266,875.00
8/31/2037	1,115,000.00	119,025.00	1,194,025.00
8/31/2038	1,075,000.00	86,250.00	1,196,250.00
8/31/2039	1,075,000.00	52,425.00	1,197,425.00
8/31/2040	1,110,000.00	17,625.00	1,192,625.00
Total	\$14,637,857.14	\$ 5,981,750.00	\$20,749,607.14

The Department issued Harris County Department of Education Public Facilities Corporation Lease Revenue Bonds, Series 2016 in the amount of \$7 million on August 30, 2016 and closed during November 2016.

The Department prepared a needs assessment the 2021 Capital Improvement Plan Phase One which includes the following projects:

1. A new AB East Campus – This is a 43,605 square feet 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 next year. The projected budget is \$17,805,875.
2. A new High Point East Campus for Middle School. This school needs additional space to meet the needs of students sent by the district for an alternative campus. This is a 13,750 sq. ft facility, and the projected budget is \$7,916,645.
3. A new Adult Ed Center is proposed to replace the current facility at the Adult Ed Building. This is a new 40,500 sq. ft building that will be used to offer adult ed classes and workforce development

programs. The projected budget is \$16,858,750 for the new facility and \$1,500,000 for the renovation of adjacent Adult Ed Building.

4. The Irvington Building is over 25 years old, and it is scheduled for a renovation. The projected renovation is expected to cost \$8,365,500. A The number of sq. ft to be renovated is 60,000.

A PFC financing program has been approved for the first three projects and a maintenance note financing has been approved for the fourth. Bond sale is projected for October 15th, 2020.

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.

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

Year Ended August 31	Principal and Interest			Governmental Funds Expenditures	Ratio of Bonded Debt & Expenditures to Governmental Expenditures
	Bonds & Notes Payable Expenditures	Capital Acquisition Program	Total Debt Expenditures		
2021	\$ 4,396,101	\$ -	\$ 4,396,101	\$ 77,357,289	5.68%
2020	\$ 2,917,610	\$ -	\$ 2,917,610	\$ 90,210,338	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%
2014	2,568,163	-	2,568,163	75,858,286	3.39%
2013	2,652,897	-	2,652,897	83,597,445	3.17%
2012	2,654,452	-	2,654,452	78,904,603	3.36%

Note: 2021 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 Year August 31, 2017 through August 31, 2026

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast
Revenues								
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Sources	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures by Function								
Debt Service-PFC	\$ 2,454,263	\$ 2,458,368	\$ 2,466,182	\$ 3,548,743	\$ 3,995,344	\$ 4,063,279	\$ 2,998,612	\$ 2,999,748
Debt Service-QZAB	690,329	691,129	451,429	451,429	451,429	451,429	-	-
Total Expenditures	\$ 3,144,592	\$ 3,149,497	\$ 2,917,611	\$ 4,000,172	\$ 4,446,773	\$ 4,514,708	\$ 2,998,612	\$ 2,999,748
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(3,144,592)	(3,149,497)	(2,917,611)	(4,000,172)	(4,446,773)	(4,514,708)	(2,998,612)	(2,999,748)
Other Financing Sources (Uses)								
Transfers from G/F - PFC	2,454,263	2,458,368	2,466,182	5,717,614	3,358,790	2,798,571	2,998,612	2,999,748
Transfers from G/F - (QZAB)	690,329	691,129	451,429	451,429	451,429	451,429	-	-
Total Other Financing Sources	3,144,592	3,149,497	2,917,611	6,169,043	3,810,219	3,250,000	2,998,612	2,999,748
Projected Fund Balance Beg.	-	-	-	-	2,168,871	1,532,317	267,609	267,609
Projected Fund Balance End.	\$ -	\$ -	\$ -	\$ 2,168,871	\$ 1,532,317	\$ 267,609	\$ 267,609	\$ 267,609

(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.

CAPITAL PROJECTS FUND (PFC)

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 until 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.
- QZAB Fund – capital expenditures are funded on QZAB bonds issued for equipment and renovation. These projects are initiated depending on available revenues to pay back the bonds issued.

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. Bond money will also be spent on furnishing and equipping the new facilities. 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; 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.

For fiscal year 2020-2021, the Department prepared a needs assessment for the 2021 Capital Improvement Plan Phase One which includes the following projects:

1. A new AB East Campus – This is a 43,605 square feet 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 next year. The projected budget is \$17,805,875.
2. A new High Point East Campus for Middle School. This school needs additional space to meet the needs of students sent by the district for an alternative campus. This is a 13,750 sq. ft facility, and the projected budget is \$7,916,645.
3. A new Adult Ed Center is proposed to replace the current facility at the Adult Ed Building. This is a new 40,500 sq. ft building that will be used to offer adult ed classes and workforce development programs. The projected budget is \$16,858,750. A \$1,500,000 plan is also projected to renovate an adjacent Adult Ed building.
4. The Irvington Building is over 25 years old, and it is scheduled for a renovation. The projected renovation is expected to cost \$8,365,500. A The number of sq. ft to be renovated is 60,000.

The total project cost for the 2021 Capital Improvement Plan is \$50,946,770, of which \$5,740,000 will come from the general fund balance, and \$45M will be financed through the sale of bonds issued through the HCDE PFC and maintenance note financing the renovation. Please see below the effect of new construction in operating costs for HCDE:

Future Projected NEW Operating Costs for CIP Phase one

AB East costs	Increase in insurance costs due to increased value of \$12M	\$100,000	
	Operating Costs Increase in Utilities	\$200,000	
	Operating Costs Increase in maintenance Costs	\$100,000	
			FY 23 \$400,000
Adult Ed costs	Increase in insurance costs due to increased value of \$16M	\$150,000	
	Operating Costs Increase in Utilities	\$200,000	
	Operating Costs Increase in maintenance Costs	\$100,000	
			FY 24 \$450,000
HP East costs	Increase in insurance costs due to increased value of \$8M	\$75,000	
	Operating Costs Increase in Utilities	\$200,000	
	Operating Costs Increase in maintenance Costs	\$50,000	
			FY 24 \$325,000
Irvington costs	Increase in insurance costs due to increased value of \$12M	\$100,000	
	Operating Costs Increase in Utilities	\$0	
	Operating Costs Increase in maintenance Costs	\$0	
			FY 24 \$100,000

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, 2022**

	Governmental Funds			Total	
	General Fund	Special Revenue Funds	Debt Service Funds		Capital Projects Fund (PFC)
Estimated Revenues					
Transfers In / (Out)	\$(1,121,000)	\$ -	\$ -	\$ 1,121,000	\$ -
Revenue Sources	-	-	-	-	-
Total Expenditures:	(1,121,000)	-	-	1,121,000	-
Expenditures					
Technology Replacement Assets	-	-	-	380,000	380,000
AB East Campus	-	-	-	8,800,030	8,800,030
Adult Ed New Center	-	-	-	8,331,941	8,331,941
Irvington Building renovation	-	-	-	4,134,402	4,134,402
HP East New Campus for Middle School	-	-	-	3,912,569	3,912,569
Upgrade to Conference Center	-	-	-	741,000	741,000
Total Expenditures:	-	-	-	26,299,942	26,299,942
Projected Balance Beginning	\$ 1,121,000	\$ -	\$ -	\$ 52,118,592	\$ 53,239,592
Projected Balance Ending	\$ -	\$ -	\$ -	\$ 26,939,650	\$ 26,939,650

These projects are planned as part funded from fund balance appropriations, and the issuance of bonds and maintenance notes.

Harris County Department of Education
 Combined Statement of Revenues and Expenditures-Public Facilities Corporation - by Program
 For the Fiscal Years ended August 31, 2018 through August 31, 2026

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast
Revenue									
Local Sources	\$ 1,663,731	\$ 2,239,776	\$ 2,134,873	\$ 52,446,770	\$ 1,121,000	\$ -	\$ -	\$ -	\$ -
Total Revenues	1,663,731	2,239,776	2,134,873	52,446,770	1,121,000	-	-	-	-
Expenditures by Function									
Construction	1,318,350	2,859,034	9,795,350	3,267,828	26,299,942	24,000,000	-	-	-
Total Expenditures	1,318,350	2,859,034	9,795,350	3,267,828	26,299,942	24,000,000	-	-	-
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	345,381	(619,258)	(7,660,477)	49,178,942	(25,178,942)	(24,000,000)	-	-	-
Other Financing Sources (Uses)									
Transfers Out to Debt Service	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-	-	-	-
Net Change to Fund Balance	345,381	(619,258)	(7,660,477)	49,178,942	(25,178,942)	(24,000,000)	-	-	-
Projected Fund Balance-Beginning	10,874,004	11,219,385	10,600,127	2,939,650	52,118,592	26,939,650	2,939,650	2,939,650	2,939,650
Projected Fund Balance-Ending	\$ 11,219,385	\$ 10,600,127	\$ 2,939,650	\$ 52,118,592	\$ 26,939,650	\$ 2,939,650	\$ 2,939,650	\$ 2,939,650	\$ 2,939,650

- (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.
- (3) Fiscal Year 2020-2021 Amended numbers adjusted to reflect proper allocation of actual construction

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, 2018 through August 31, 2026

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast
Revenue									
Local Sources	\$ 1,663,731	\$ 2,239,776	\$ 2,134,873	\$ 52,446,770	\$ 1,121,000	\$ -	\$ -	\$ -	\$ -
Total Revenues	1,663,731	2,239,776	2,134,873	52,446,770	1,121,000	-	-	-	-
Expenditures by Function									
6100 - Payroll Costs	-	-	73,530	-	-	-	-	-	-
6200 - Contracted Services	12,991	21,199	340,004	-	644,000	-	-	-	-
6300 - Supplies and Materials	35,505	14,960	177,639	-	-	-	-	-	-
6400 - Misc. Operating Costs	-	13,229	74,259	-	-	-	-	-	-
6500 - Debt Service Costs	-	-	-	-	-	-	-	-	-
6600 - Capital Outlay	1,269,854	2,808,772	9,129,918	3,267,828	25,655,942	24,000,000	-	-	-
8900 - Transfers Out	-	874	-	-	-	-	-	-	-
Total Expenditures	1,318,350	2,859,034	9,795,350	3,267,828	26,299,942	24,000,000	-	-	-
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	345,381	(619,258)	(7,660,477)	49,178,942	(25,178,942)	(24,000,000)	-	-	-
Other Financing Sources (Uses)									
Transfers Out to Debt Service	-	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-	-	-	-
Net Change to Fund Balance	345,381	(619,258)	(7,660,477)	49,178,942	(25,178,942)	(24,000,000)	-	-	-
Projected Fund Balance-Beginning	10,874,004	11,219,385	10,600,127	2,939,650	52,118,592	26,939,650	2,939,650	2,939,650	2,939,650
Projected Fund Balance-Ending	\$ 11,219,385	\$ 10,600,127	\$ 2,939,650	\$ 52,118,592	\$ 26,939,650	\$ 2,939,650	\$ 2,939,650	\$ 2,939,650	\$ 2,939,650

- (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.
- (3) Fiscal Year 2020-2021 Amended numbers adjusted to reflect proper allocation of actual construction

INTERNAL SERVICE FUND

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 the Facilities Support Charges.

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, 2017 through August 31, 2026

Workers Compensation Fund

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast
Operating Revenues										
Inter-Departmental Revenues	\$ 257,135	\$ 313,094	\$ 252,082	\$ 285,540	\$ 475,000	\$ 400,000	\$ 412,000	\$ 424,360	\$ 437,091	\$ 450,204
Total Operating Revenues	\$ 257,135	\$ 313,094	\$ 252,082	\$ 285,540	\$ 475,000	\$ 400,000	\$ 412,000	\$ 424,360	\$ 437,091	\$ 450,204
Operating Expenses										
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracted Services	-	-	-	-	-	-	-	-	-	-
Supplies and Materials	-	-	-	-	-	-	-	-	-	-
Miscellaneous Operating Costs	242,386	291,926	242,666	388,885	475,000	400,000	412,000	424,360	437,091	450,204
Total Operating Expenses	\$ 242,386	\$ 291,926	\$ 242,666	\$ 388,885	\$ 475,000	\$ 400,000	\$ 412,000	\$ 424,360	\$ 437,091	\$ 450,204
Change in Net Assets	14,749	21,168	9,416	(103,345)	-	-	-	-	-	-
(1) Fund Balance Beginning	1,416,490	1,431,239	1,452,407	1,461,822	1,358,477	1,358,477	1,358,477	1,358,477	1,358,477	1,358,477
Ending	\$ 1,431,239	\$ 1,452,407	\$ 1,461,822	\$ 1,358,477	\$ 1,358,477	\$ 1,358,477	\$ 1,358,477	\$ 1,358,477	\$ 1,358,477	\$ 1,358,477

(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, 2017 through August 31, 2026

Facilities Support Services

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Adopted	2022-2023 Forecast	2023-2024 Forecast	2024-2025 Forecast	2025-2026 Forecast
Operating Revenues										
Inter-Departmental Revenues	\$ 4,762,985	\$ 4,870,171	\$ 5,106,154	\$ 4,957,533	\$ 5,806,832	\$ 5,800,490	\$ 5,974,505	\$ 6,153,740	\$ 6,338,352	\$ 6,528,503
Total Operating Revenues	\$ 4,762,985	\$ 4,870,171	\$ 5,106,154	\$ 4,957,533	\$ 5,806,832	\$ 5,800,490	\$ 5,974,505	\$ 6,153,740	\$ 6,338,352	\$ 6,528,503
Operating Expenses										
Payroll	\$ 2,354,833	\$ 2,437,533	\$ 2,464,963	\$ 2,631,243	\$ 2,816,390	\$ 2,816,390	\$ 2,900,882	\$ 2,987,908	\$ 3,077,545	\$ 3,169,872
Contracted Services	1,582,693	1,551,261	1,696,517	1,505,221	1,988,421	2,004,600	2,064,738	2,126,680	2,190,481	2,256,195
Supplies and Materials	360,600	427,287	441,045	271,733	305,758	262,800	270,684	278,805	287,169	295,784
Miscellaneous Operating Costs	422,694	454,090	471,865	539,728	696,263	716,700	738,201	760,347	783,157	806,652
Capital Outlay	42,165	-	31,764	9,608	-	-	-	-	-	-
Total Operating Expenses	\$ 4,762,985	\$ 4,870,171	\$ 5,106,154	\$ 4,957,533	\$ 5,806,832	\$ 5,800,490	\$ 5,974,505	\$ 6,153,740	\$ 6,338,352	\$ 6,528,503
Change in Net Assets	-	-	-	-	-	-	-	-	-	-
Total Net Assets -Beginning	-	-	-	-	-	-	-	-	-	-
Projected Fund Balance, Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				

OVERVIEW OF DIVISIONS

This section presents an overview of the divisions in HCDE. Those Divisions that are operational or administrative will have pages presenting the Budget Manager Overview Form and a summary of the financial information. Divisions that are not operational such as “Retirement Leave Benefit Fund” or “ISF Workers Compensation” will not be included in the attached analysis. Divisions are presented according to the Executive Team Leader and in the same order as presented in the Organizational Chart.

Fiscal year 2021-2022 is the eleventh year since the department implemented performance-based budgeting. The budget process is linked to the Accountability System in that all of the performance objectives and financial measures are made part of the annual budget process. The HCDE goals that were developed in the Strategic Planning Process are also part of the annual budget process. Furthermore, objectives are reviewed and each division is required to develop a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis for their division prior to projecting and requesting funding.

The HCDE Accountability System includes four constructs: Service Delivery, Client Satisfaction, Outcomes and Financial. Each division creates objectives in each construct. Each objective is reviewed on a yearly basis and should be completed by the end of the fiscal year.

Each division provided the following information on the first page called the Budget Manager Overview Form:

- Program narrative by Division & Budget Manager (BM)
- Division Goals
- Division 2021-2022 Accountability Objectives
- Prior Year Highlights
- HCDE Goals
- Personnel Allocations for the last three years
- Expenditures by Object for the last three years
- Performance Measures for the last three years

The second page is the Trend Analysis of Revenues and Expenditures that was used during the budget process to allocate resources. The form present Revenues and Expenditures for 5 year: Program narrative by Division & Budget Manager (BM)

- Actual amounts for four Fiscal Years: from 2015-16 to 2019-20
- Projected Budget amounts for Fiscal Year 2020-21
- Approved Budget amounts for Fiscal Year 2021-2022

Two ratios are included. Sustainability and Performance Ratio. Each ratio applies according to the type of Division:

1. For Divisions that operate based on receiving revenue due to rendering of services, or receiving grants, a five year performance indicator (Local, Federal and State revenues divided by total expenditures) is calculated to show the historical use of resources. In this case, as an example, if a Division has a Performance Ratio of 90%, it indicates that 90% of the revenue comes from external sources such as local fees, or grants from local, state or federal entities. 10% of the revenues to support its operation comes from local property taxes.
2. For Divisions that operate to provide internal support to other divisions and/or as administrative by nature a five year Sustainability indicator (Local Property Taxes divided by Total Expenditures) is calculated to show the historical use of resources. A Sustainability Ratio of 90% for these Divisions would represent that 90% of the revenues to support the Division come from the local taxes collected by HCDE, and 10% of the revenues come from other sources such as fees or seminars or third party donations.

**Board of Trustees
010**

Program Narrative FY 2021-2022

The Board is elected by the public. It has the authority to make decisions, appoint the Superintendent, ratify personnel changes, adopt the Budget, approve the tax rate, significantly influence operations, and has the primary accountability for fiscal matters.

The HCDE Accountability System is a systematic objective process, whereby the degree of program effectiveness and efficiency in the use of public funds is demonstrated in a way that is:

- Linked to HCDE mission and goals
- Driven by program outcome objectives
- Focused to facilitate decision making for program improvement & organizational development
- Easily understandable & relevant to multiple constituencies
- Integrated into HCDE standard processes

The HCDE Accountability System examines 4 constructs or objective categories:

- Service Delivery
- Client Satisfaction
- Outcome effectiveness
- Financial efficiency

Department 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 and high-quality staff

Personnel Allocations				General Operating Fund Expenditures by Object			
Position	19/20	20/21	21/22		2019/20	2020/21	2021/22
					Actual	Projected	Budget
Executive Assistant	1	1	1	Payroll	55,992	57,525	57,525
				Contracted Services	53,865	30,300	30,300
				Supplies & Materials	19,223	27,450	30,950
				Other Operating Expenses	11,762	57,930	54,430
				Capital Outlay	0	0	0
				Facility Charges	23,268	24,938	25,510
Total	1	1	1	Total Budget	\$164,110	\$198,143	\$198,715

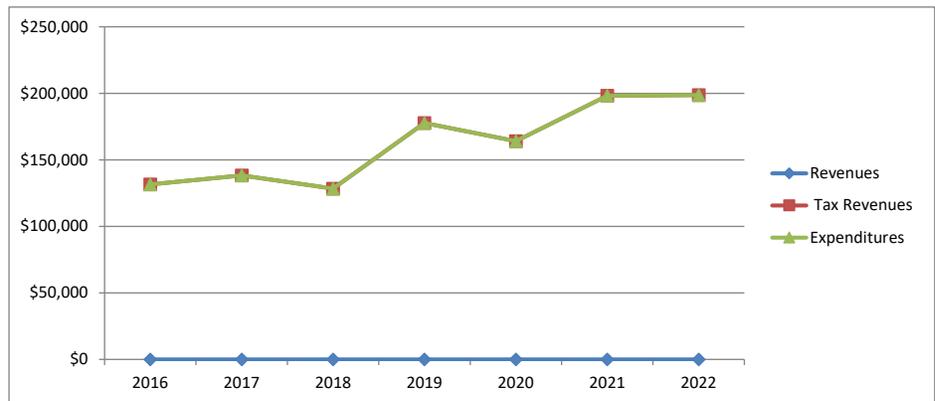
HARRIS COUNTY DEPARTMENT OF EDUCATION
 Budget Trend Analysis for Fiscal Year 2021-2022

Board of Trustees

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 131,482	\$ 138,343	\$ 128,396	\$ 177,758	\$ 164,109	\$ 198,143	\$ 198,715
Total REVENUES:	131,482	138,343	128,396	177,758	164,109	198,143	198,715

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	36,448	37,049	18,310	47,875	55,992	57,525	57,525
6200 - Contracted Services	41,469	44,430	49,506	67,771	53,865	30,300	30,300
6300 - Supplies & Materials	16,472	18,838	21,045	17,805	19,223	27,450	30,950
6400 - Other Operating Costs	18,150	18,670	19,520	20,141	11,762	57,930	54,430
	112,539	118,987	108,381	153,592	140,842	173,205	173,205
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	18,943	19,335	20,015	24,166	23,268	24,938	25,510
Total EXPENDITURES:	\$ 131,482	\$ 138,322	\$ 128,396	\$ 177,758	\$ 164,110	\$ 198,143	\$ 198,715

Sustainability Ratio							
Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%



**Superintendent's Office
001**

Program Narrative FY 2021-2022

The Superintendent's office is responsible for the coordination of the overall administration of the Department.

HCDE Accountability system is a systematic objective process first implemented in year 2002-03, whereby the degree of program effectiveness and efficiency in the use of public funds is demonstrated in a way that is:

- Linked to HCDE mission and goals
- Driven by program outcome objectives
- Focused to facilitate decision making for program improvement & organizational development
- Easily understandable & relevant to multiple constituencies
- Integrated into HCDE standard processes

Examines 5 constructs or objective categories:

- Service Delivery
- Client Satisfaction
- Compliance
- Outcome effectiveness
- Financial efficiency

Division Goals

Harris County Department of Education will:

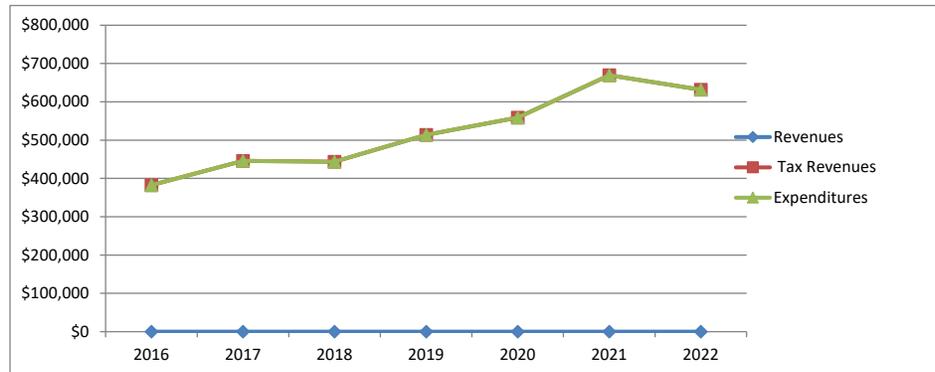
1. Impact education by responding to the evolving needs of Harris County
2. Deliver value to Harris County by utilizing resources in an ethical, transparent, and fiscally responsible manner.
3. Advocate for all learners by using innovative methods to maximize students' potential
4. Provide cost-savings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

Personnel Allocations				General Operating Fund Expenditures by Object			
Position	19/20	20/21	21/22		2019/20 Actual	2020/21 Projected	2021/22 Budget
Superintendent	1	1	1	Payroll	480,961	517,122	517,122
Executive Assistant	1	1	1	Contracted Services	47,043	87,257	49,257
				Supplies & Materials	8,793	12,770	11,970
				Other Operating Expenses	15,102	39,964	40,764
				Capital Outlay	0	0	0
				Facility Charges	7,028	12,344	12,627
Total	1.5	2	2	Total Budget	\$558,927	\$669,457	\$631,740

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Superintendent's Office

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 382,543	\$ 445,967	\$ 443,458	\$ 513,513	\$ 558,927	\$ 669,457	\$ 631,740
Total REVENUES:	382,543	445,967	443,458	513,513	558,927	669,457	631,740
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	320,314	341,339	390,864	423,843	480,961	517,122	517,122
6200 - Contracted Services	26,148	70,363	16,154	53,798	47,043	87,257	49,257
6300 - Supplies & Materials	3,761	3,550	6,878	7,290	8,793	12,770	11,970
6400 - Other Operating Costs	17,966	16,049	14,396	21,282	15,102	39,964	40,764
	368,189	431,301	428,292	506,213	551,899	657,113	619,113
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	14,354	14,666	15,166	7,300	7,028	12,344	12,627
Total EXPENDITURES:	\$ 382,543	\$ 445,967	\$ 443,458	\$ 513,513	\$ 558,927	\$ 669,457	\$ 631,740
Sustainability Ratio							
Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%



**Assistant Superintendent – Education and Enrichment
012**

Program Narrative	Division 2021-2022 Objectives
<p>HCDE Education and Enrichment partners with the educational entities and the community organizations of Harris County to provide the service, support, and solutions needed to help improve and/or enhance student achievement. Our suite of services and supports are data driven, researched based, affordable and designed with a laser-like focus on improving student achievement and improving schools at scale. We remain relentless about supporting our school districts so that the residents of Harris County have consistent access to rigorous, high-quality, equitable and diverse educational experiences.</p>	<p>Service Delivery Objective</p> <p>1. E&E will collaborate and strategize as a team, thinking outside the box and with a growth mindset, to address the complex needs of the various educational and community entities in Harris County. We believe that collectively, every challenge can be conquered.</p>
	<p>Client Satisfaction Objective</p> <p>2. E&E will use data and our Value Proposition to make informed decisions about how to effectively impact the lives of Harris County residents as it pertains to educations.</p>
	<p>Outcomes Objective</p> <p>3. E&E will have a seat at the table with all education and community entities as strategic partners to support with planning, implementation and evaluation.</p>
	<p>Financial Objective</p> <p>4. E&E will be fiscally responsible, triangulating Budget and revenue goals, district needs, and program offerings.</p>
Division Goals (enter 1 -3)	
Divisions will meet objectives in the accountability category.	

HCDE Goals					
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	
X	X	X	X	X	
Personnel Allocations					
Position		19/20	20/21	21/22	
Assistant Superintendent		1	1	1	
Executive Assistant		1	1	1	
Total		2	2	2	

General Operating Fund Expenditures by Object			
	2019/20	2020/21	2021/22
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Payroll	221,681	265,970	265,970
Contracted Services	724	2,020	2,160
Supplies & Materials	6,604	6,914	4,265
Other Operating Expenses	13,171	19,181	21,690
Capital Outlay	0	0	0
Facility Charges	5,821	6,239	6,382
Total Budget	248,001	300,324	300,467

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
% of divisions that met their service delivery objectives.	100%	100%	100%
% of divisions that met their client satisfaction objectives.	100%	100%	100%
% of divisions that met their outcomes objectives.	100%	100%	100%
% of divisions that met their financial effectiveness objectives.	100%	100%	100%

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

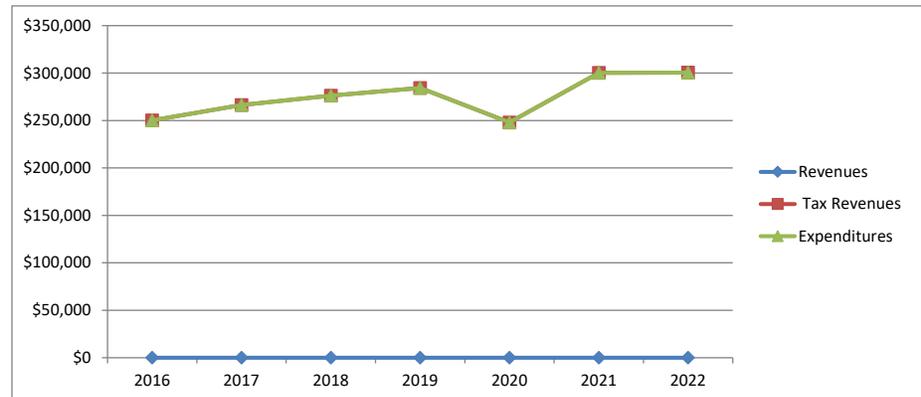
Assistant Superintendent Education & Enrichment

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 250,132	\$ 266,334	276,140	\$ 284,388	\$ 248,001	\$ 300,324	\$ 300,467
Total REVENUES:	250,132	266,334	276,140	284,388	248,001	300,324	300,467

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	230,622	236,557	240,131	250,906	221,681	265,970	265,970
6200 - Contracted Services	781	1,357	2,039	1,965	724	2,020	2,160
6300 - Supplies & Materials	1,704	2,632	2,913	4,049	6,604	6,914	4,265
6400 - Other Operating Costs	10,269	20,334	23,918	21,423	13,171	19,181	21,690
	243,376	260,880	269,001	278,343	242,180	294,085	294,085
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	6,756	5,454	7,139	6,045	5,821	6,239	6,382
Total EXPENDITURES:	\$ 250,132	\$ 266,334	\$ 276,140	\$ 284,388	\$ 248,001	\$ 300,324	\$ 300,467

Sustainability Ratio

Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%
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**Center for Safe and Secure Schools
005**

Program Narrative	Division 2021-2022 Objectives
<p>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:</p> <ul style="list-style-type: none"> • Providing campus and District facility safety audits • Conducting National Incident Management System Certification Training • Conducting Threat Assessment Training • Conducting Intruder ology Training <p>Last year 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.</p>	Service Delivery Objective 1. The Center will provide services designed to highlight best practices in school safety and emergency management & operations to 25 Harris County Schools Districts and at least 5 School Districts outside the County.
	Client Satisfaction Objective 2. 95% of the Center's clients will be satisfied with services received.
	Outcomes Objective 3. 70-90% of Center members will be engaged in planning for multi-hazard events and attending professional development opportunities offered by the Center for Safe and Secure Schools.
	Financial Objective 4. The Center will meet all financial goals.

Division Goals	Prior Year Highlights
To provide professional development training around restorative discipline practices and alternative solutions training to address the equity issues in discipline practices in public schools Serve as a clearinghouse of safe school information and best practices with up-to date research based on information on creating and maintaining safe schools. Provide technical assistance to schools and school systems in auditing their efforts in maintaining safe and secure schools. Research and apply for additional funds from private and public agencies and foundations to fund its activities and for long-term sustainability and expansion.	Continued liaison position with HCOEM, HC Public Health and Environmental Services, and membership districts. The CSSS offered evidenced based workshops that received excellent reviews in the areas of Restorative Discipline Practices, facilitated the emergency operations development process for HCDE sites have EOPs in place, provided emergency response training for all HCDE administrators and provided safety orientations for all HCDE staff. Applied for and secured a School Safety and security Grant for \$480,000 over a three-year period.

HCDE Goals					General Operating Fund Expenditures by Object				
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X			2019/20	2020/21	2021/22
							Actual	Projected	Budget
Personnel Allocations					Payroll		390,003	416,470	416,470
Position							210,432	138,332	68,400
Director							18,032	33,600	28,450
Safety School Specialist							28,835	51,268	93,300
Culture Specialist							0	0	0
Grant Manager							15,896	14,633	14,698
Secretary							\$663,198	\$654,303	\$621,588
Total									

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
The Center will provide services to 25 core HCDE member School Districts and at 5 non-member School Districts	90%	90%	90%
Percent of districts participating in professional development such as restorative justice and Positive Behavior Intervention and Supports to improve campus climate.	100%	50%	50%
Percentage of the Center's members satisfied with services received	100%	100%	90%
Percentage of Center's budget that will be self-sustaining.	90%	71%	63%

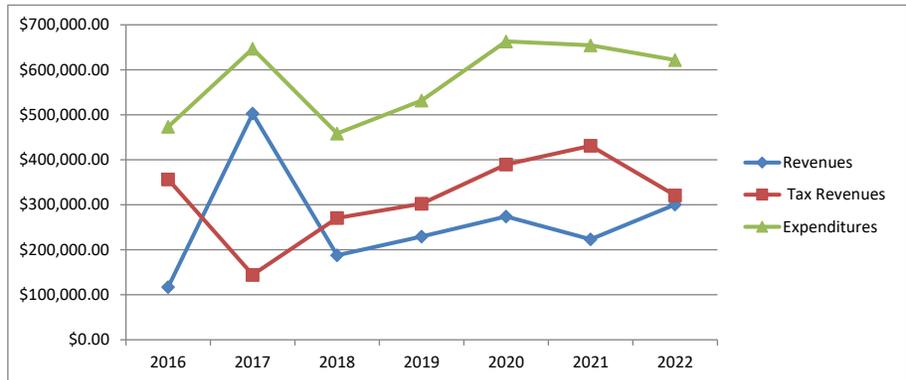
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Center Safe & Secure Schools

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 117,350	\$ 502,661	\$ 187,830	\$ 229,396	\$ 273,802	\$ 223,200	\$ 300,650
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	117,350	502,661	187,830	229,396	273,802	223,200	300,650
REVENUES - Tax Revenues							
5710 - Local Property Taxes	356,326	144,432	270,679	302,502	389,396	431,103	320,938
Total REVENUES:	473,676	647,093	458,509	531,898	663,198	654,303	621,588

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	276,175	261,890	365,476	399,760	390,003	416,470	416,470
6200 - Contracted Services	137,529	334,295	46,653	43,585	210,432	138,332	68,400
6300 - Supplies & Materials	22,246	13,573	12,736	30,326	18,032	33,600	28,450
6400 - Other Operating Costs	27,730	27,122	23,082	41,718	28,835	51,268	93,300
6600 - Capital Assets	-	-	-	-	-	-	-
	463,680	636,880	447,947	515,389	647,302	639,670	606,620
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	9,996	10,213	10,562	16,509	15,896	14,633	14,968
Total EXPENDITURES:	\$ 473,676	\$ 647,093	\$ 458,509	\$ 531,898	\$ 663,198	\$ 654,303	\$ 621,588

Performance Ratio 25% 78% 41% 43% 41% 34% 48%
 Total Local, Federal, and State Revenues / Total Expenditures



**Educator Certification and Advancement
014**

Program Narrative	Division 2021-2022 Objectives
HCDE Educator Certification and Professional Advancement Division is a state-approved educator preparation and certification entity that recruits, trains, supports, and certifies a cadre of high-quality individuals for both initial level teaching certificates and professional level principal certificates to meet the staffing needs of school districts in Harris County.	Service Delivery Objective 1. HCDE Teacher ECA candidates will complete a minimum of 300 clock-hours of coursework and/or training during the year as outlined in Texas Administrative Code, Title 19, Part 7, Chapter 228, Rule §228.35; (2) HCDE Principal ECA candidates will complete a minimum of 200 clock-hours of coursework and/or training during the year as outlined in Texas Administrative Code, Title 19, Part 7, Chapter 228, Rule §228.35.
	Client Satisfaction Objective 2. 90% of ECA candidates will be satisfied with coursework/trainings.
	Outcomes Objective 3. ECA Division will have 85% pass rate for PPR Certification Examination Results and 75% pass rate on Non-PPR reported to Texas Education Agency in an annual Accountability System for Educator Preparation (ASEP) report as required by Texas Administrative Code (TAC) Chapter §229.2.
	Financial Objective 4. ECA will maintain 41% revenue/ Expenditure Ratio.

Division Goals	Prior Year Highlights
To provide high quality instruction and support for educators enrolled in our alternative certification programs. To maintain accreditation and accountability status with Texas Education Agency, and State Board for Educator Certification.	ECA earned 100% pass rate on its PPR and Non-PPR certification exams. ECA has been recognized by the State Board for Educator Certification for successfully completing five-year program review desk audit by the Texas Education Agency, pivoting its program delivery model to virtual learning by redesigning the curriculum to fit the online and remote live sessions model, and developing a new course to prepare teachers candidates for the Science of Teaching Reading state exam.

HCDE Goals					General Operating Fund Expenditures by Object				
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5		2019/20	2020/21	2021/22	
X	X	X	X	X		<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
						Payroll	546,543	582,067	582,067
						Contracted Services	48,414	74,7950	91,950
						Supplies & Materials	17,233	38,288	43,935
						Other Operating Expenses	20,180	7,273	19,190
						Facilities Charges	10,909	11,693	11,960
						Total Budget	\$643,279	\$714,271	\$749,102
Personnel Allocations									
<u>Position</u>		<u>19/20</u>	<u>20/21</u>	<u>21/22</u>					
Director		1	1	1					
Grants Dev Officer		1	1	1					
Curr. & Compliance Officer		1	1	1					
Leadership Advancement Officer		1	1	1					
Secretary		1.5	1.5	1.5					
Total		5.5	5.5	5.5					

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
State required coursework hours (Teacher/Principal/Superintendent(programs))	801/393/375	600/200/200	600/200
% Satisfaction with courses	98.8%	90%	85%
% pass rate on finishers	100%	85%	85%
% self-sustaining	100%	75%	75%

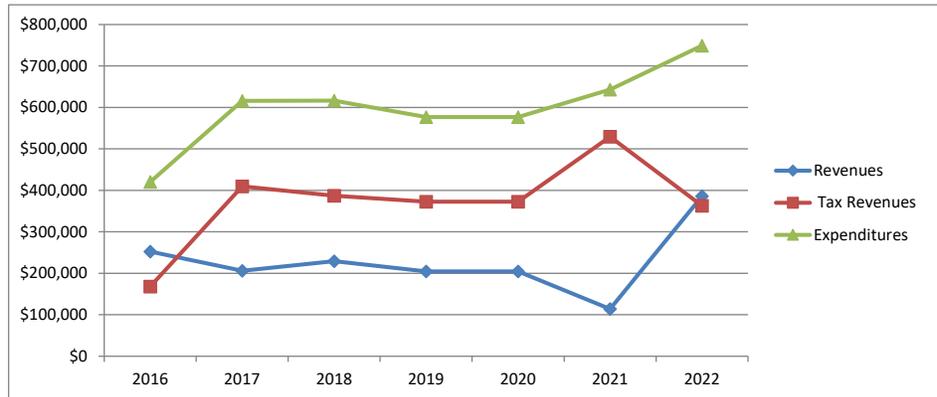
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

**Educator Certification and
Professional Advancement**

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 252,270	\$ 206,289	\$ 229,348	\$ 204,520	\$ 113,982	\$ 300,045	\$ 386,036
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	252,270	206,289	229,348	204,520	113,982	300,045	386,036
REVENUES - Tax Revenues							
5710 - Local Property Taxes	168,018	409,677	387,209	372,557	529,297	407,226	363,066
Total REVENUES:	420,288	615,966	616,557	577,077	643,279	707,271	749,102

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	298,660	488,463	508,308	462,111	546,543	582,067	582,067
6200 - Contracted Services	78,699	73,878	51,031	62,140	48,414	74,950	91,950
6300 - Supplies & Materials	13,320	27,441	15,969	14,826	17,233	38,288	43,935
6400 - Other Operating Costs	13,914	10,146	24,666	26,670	20,180	7,273	19,190
	404,593	599,928	599,974	565,747	632,370	702,578	737,142
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	15,695	16,038	16,583	11,330	10,909	11,693	11,960
Total EXPENDITURES:	\$ 420,288	\$ 615,966	\$ 616,557	\$ 577,077	\$ 643,279	\$ 714,271	\$ 749,102

Performance Ratio 60% 33% 37% 35% 18% 42% 52%
Total Local, Federal, and State Revenues / Total Expenditures



Adult Education – Local 201

Program Narrative	Division 2021-2022 Objectives
The Adult Education Division provides classes in English as a Second Language, Adult Basic Education, Adult Secondary Education and workforce training to adults in Harris and Liberty counties who need to improve their skills for employment, post-secondary education and community involvement.	Service Delivery Objective
	1. Of our adults with a baseline assessment, 68% will have a progress assessment.
	Client Satisfaction Objective
	2. At least 90% of ABE, ESL, and ASE students surveyed will indicate satisfaction with the program.
	Compliance Objective
	3. 62% of adult students will complete “Beginning Literacy ESL” level by then end of the grant year.
	Financial Objective
	4. Adult Education will be 90% self-sustaining.

Division Goals	Prior Year Highlights
To provide literacy services to undereducated adults. To acquire 8 new partnerships, expand geographical reach, enroll 35% of ESL and 30% HSE learners into the workforce.	Exceeded all targets in all categories in spite of COVID-19. 117 students obtained their GED. Launched virtual learning program.

HCDE Goals						General Operating Fund Expenditures by Object			
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X			2019/20	2020/21	2021/22
							Actual	Projected	Budget
Personnel Allocations*						Payroll	0	0	0
Position						Contracted Services	9,993	4,866	3,979
Directors						Supplies & Materials	3,415	5,500	5,950
Coordinators						Other Operating Expenses	7,009	17,934	18,371
Managers						Capital Outlay	0	0	0
Teacher						Facility Charges	138,462	148,407	151,803
Secretary / Aides						Total Budget	\$158,879	\$176,707	\$180,103
Custodians						This budget is the general fund budget.			
Receptionist									
Clerks									
Total									

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percentage of adults with a progress assessment.	53%	56%	50%
Percentage of students satisfied with the program.	95%	90%	95%
Percentage ABE Learners	23%	52%	55%
Average cost per student	\$577	\$594	\$716

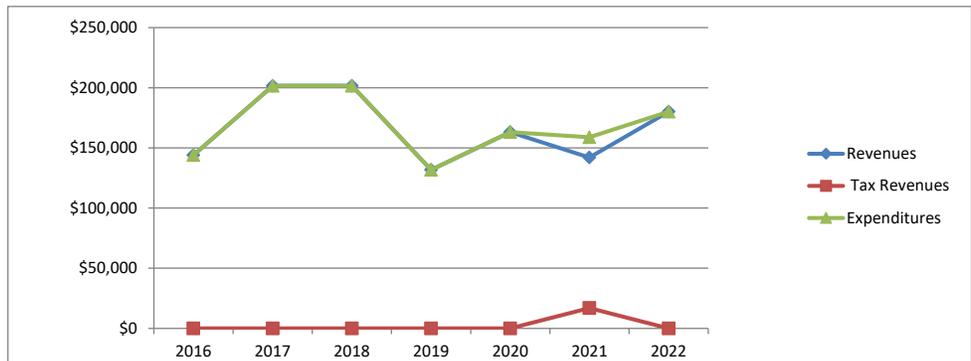
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Adult Education-Local

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5740 - Local Revenue-Other	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -
5890 - State Rev-Shared Services	-	18,647	73,509	-	-	-	-
5990 - Federal Revenue - Indirect Costs	143,983	182,468	58,241	163,066	141,992	176,707	180,103
	143,983	201,615	131,750	163,066	141,992	176,707	180,103
REVENUES - Tax Revenues							
5710 - Local Property Taxes	-	-	-	-	16,888	-	-
Total REVENUES:	143,983	201,615	131,750	163,066	158,880	176,707	180,103

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	9,455	64,576	3,616	-	-	-	-
6200 - Contracted Services	1,492	1,852	1,500	4,454	9,993	4,866	3,979
6300 - Supplies & Materials	2,682	3,450	3,212	6,094	3,415	5,500	5,950
6400 - Other Operating Costs	6,947	5,643	5,282	8,717	7,009	17,934	18,371
	20,576	75,521	13,610	19,264	20,417	28,300	28,300
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	123,406	126,094	118,140	143,802	138,462	148,407	151,803
Total EXPENDITURES:	\$ 143,983	\$ 201,615	\$ 131,750	\$ 163,066	\$ 158,879	\$ 176,707	\$ 180,103

Performance Ratio 100% 100% 100% 100% 89% 100% 100%
 Total Local, Federal, and State Revenues / Total Expenditures



**Center for Grant Development
923**

Program Narrative	Division 2021-2022 Objectives
<p>The mission of the Center for Grants Development (CGD), 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. CGD purpose is to utilize public and private resources efficiently and effectively through designing, directing and implementing diversified funding strategies to support programs within HCDE and Harris County local education agencies. CGD supports HCDE personnel and 25 school districts; and 45+ charters within and surrounding Harris County in their efforts to locate and obtain funds that forward new programs, or enhance or expand existing programs. CDG focuses broadly on federal, state, local and private grants, including corporate and foundation giving. CDG also assists HCDE divisions in their documentation and acknowledgement of donations received.</p>	Service Delivery Objective 1. Facilitate grant assistance/related projects for 75% of the HCDE external service divisions and participating HCDE school districts.
	Client Satisfaction Objective 2. 90% of participating divisions/programs/districts will express satisfaction in the quality of services provided by the Center for Grants Development.
	Outcomes Objective 4. 50% of HCDE external service divisions will receive funding as a result of work facilitated by the Center for Grants Development.
	Financial Objective(s) 5. Center for Grants Development (CGD) will generate \$40 for every dollar of HCDE financial support.

Division Goals	Prior Year Highlights
<p>Research public and private funding opportunities that are disseminated to HCDE divisions and educational entities within and surrounding Harris County.</p> <p>Pursue public and private funding opportunities through the implementation of proposal coordination, compilation and submission activities with HCDE divisions.</p> <p>Provide grant-assistance services (funding research, training, proposal reviews and comments, and technical assistance) for 25 school districts and 35+ charters within Harris County.</p>	<p>This past year, CDG joined eight divisions to submit 81 requests. CGD served over 5,000 people from 760 organizations through customized funding research posted to public forum proposal reviews and comments, workshops and other technical support. Our clients include 25 HCDE service districts, 35+ charter schools, and other education agencies. In collaboration with HCDE divisions, we were awarded over \$19.1 million last year. Since September 1998, HCDE has been awarded over \$557 million. CDG was directly involved in more than \$400 million of these awards and \$183 million competitive requests. These funds have helped HCDE serve more than 400,000 infants, children, youth and adults in collaboration with the local community. We were able to develop after-school, drop-out recovery, early childhood intervention, Head Start, mentoring, district crisis planning, school safety, virtual schools, and other education-related programs. CDG's work has generated an average of 16.6 million each year which is 30 times the financial support provided by HCDE.</p>

HCDE Goals	General Operating Fund Expenditures by Object																																										
<table border="1"> <tr> <td>Goal 1</td> <td>Goal 2</td> <td>Goal 3</td> <td>Goal 4</td> <td>Goal 5</td> </tr> <tr> <td align="center">X</td> <td></td> <td></td> <td align="center">X</td> <td></td> </tr> </table>	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	X			X		<table border="1"> <thead> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> <tr> <th></th> <th><u>Actual</u></th> <th><u>Projected</u></th> <th><u>Budget</u></th> </tr> </thead> <tbody> <tr> <td>Payroll</td> <td>\$538,614</td> <td>555,958</td> <td>555,958</td> </tr> <tr> <td>Contracted Services</td> <td>2,679</td> <td>4,400</td> <td>4,400</td> </tr> <tr> <td>Supplies & Materials</td> <td>17,849</td> <td>22,973</td> <td>21,773</td> </tr> <tr> <td>Other Operating Expenses</td> <td>7,344</td> <td>18,690</td> <td>19,890</td> </tr> <tr> <td>Facility Charges</td> <td>10,667</td> <td>11,434</td> <td>11,696</td> </tr> <tr> <td>Total Budget</td> <td>\$577,153</td> <td>\$613,455</td> <td>\$613,717</td> </tr> </tbody> </table>		2019/20	2020/21	2021/22		<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	Payroll	\$538,614	555,958	555,958	Contracted Services	2,679	4,400	4,400	Supplies & Materials	17,849	22,973	21,773	Other Operating Expenses	7,344	18,690	19,890	Facility Charges	10,667	11,434	11,696	Total Budget	\$577,153	\$613,455	\$613,717
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Secretary	1	1	1																																								
Total	6	6	6																																								

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
% division receiving work from CGD.	75%	75%	75%
% satisfied with CGD.	97%	90%	90%
% of divisions receiving funding	50	50	50
\$ raised compared to HCDE support	\$33.21	\$40	\$40

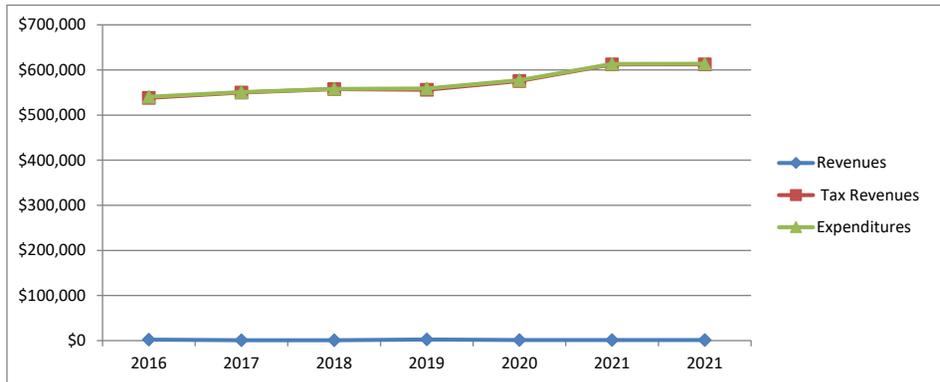
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Center for Grant Development

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5730 - Local Rev-Other Entities	\$ 2,275	\$ 840	\$ 865	\$ 2,495	\$ 1,515	\$ 1,250	\$ 1,250
	2,275	840	865	2,495	1,515	1,250	1,250
REVENUES - Tax Revenues							
5710 - Local Property Taxes	538,264	550,078	557,303	556,210	575,638	612,205	612,467
Total REVENUES:	540,539	550,918	558,168	558,705	577,153	613,455	613,717

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	480,243	492,569	503,170	511,571	538,614	555,958	555,958
6200 - Contracted Services	2,444	2,104	2,430	2,475	2,679	4,400	4,400
6300 - Supplies & Materials	23,191	18,657	15,406	22,033	17,849	22,973	21,773
6400 - Other Operating Costs	8,638	10,998	9,667	11,548	7,344	18,690	19,890
	514,516	524,328	530,673	547,626	566,486	602,021	602,021
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	26,023	26,590	27,495	11,079	10,667	11,434	11,696
Total EXPENDITURES:	\$ 540,539	\$ 550,918	\$ 558,168	\$ 558,705	\$ 577,153	\$ 613,455	\$ 613,717

Sustainability Ratio	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Local Property Taxes / Total Expenditures	100%	100%	100%	100%	100%	100%	100%



**Research and Evaluation
924**

Program Narrative	Division 2021-2022 Objectives
<p>The Research and Evaluation Institute provides educational and social science research, evaluation, and needs assessment services primarily to the many program divisions of HCDE for the benefit of the educational community. REI also provides customized technical assistance to school districts, community-based agencies, universities, and colleges. Some of REI's major projects include conducting the agency-wide HCDE Accountability initiatives for 21 divisions, evaluating grant projects of the CASE for Kids and Head Start divisions. In addition, REI conducts research studies, publishes whitepapers, and collaborates with the Center for Grants Development in writing proposals. Partnering with the Center for Safe and Secure Schools and The Teaching and Learning Center on contracts with districts and administering a registered IRB for the Protection of Human Subjects. Finally, REI has collaborated with HCDE's IT department to create data visualizations through Power-BI dashboards.</p>	<p>Service Delivery Objective</p> <p>1. 80% of deliverables will be completed 30 to 45 days after data has been collected or meets the deadline as specified by the client.</p>
	<p>Client Satisfaction Objective</p> <p>2. Ninety percent (90%) of Research and Evaluation Institute (REI) clients will express satisfaction with the services provided..</p>
	<p>Outcomes Objective</p> <p>4. More than 10 of REI's deliverables will generate products for public dissemination.</p>
	<p>Financial Objective</p> <p>5. Average cost per deliverable will be less than 5% of the division's total expenditures.</p>

Division Goals	Prior Year Highlights
<p>Development of a data dashboard where program data is stored and is dynamically updated when data is updated.</p> <p>Provide technical support on how to use the data (trends, patterns, forecasting) to guide decisions.</p> <p>Work collaboratively with divisions to provide sound research to support programs through whitepapers, briefs, infographics, literature reviews and other.</p>	<p>For FY21, REI's highlights include completing the Head Start Community Assessment. This is a 5-year assessment was conducted for all four grantees in Harris County. REI completed a needs assessment for Lee College which included dissemination of a survey to Lee college students and business partners. Several focus groups were conducted to gain qualitative information for the final report. Lastly, REI completed a dashboard for Mr. Colbert titled the State of African Americans in Texas. This dashboard consisted of several pages which covered the broad scope of all districts and narrowed in focus to teachers and Superintendents.</p>

HCDE Goals					General Operating Fund Expenditures by Object				
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5		2019/20	2020/21	2021/22	
X	X	X	X	X		Actual	Projected	Budget	
Personnel Allocations						Payroll	559,560	588,559	588,650
Position		19/20	20/21	21/22		Contracted Services	242	3,374	4,906
Director		1	1	1		Supplies & Materials	27,605	36,199	30,239
Research Manager		1	1	1		Other Operating Expenses	11,121	14,987	15,494
Research Coordinator		4	4	4		Capital Outlay	0	0	0
Secretary		1	1	1		Facility Charge	7,200	7,717	7,891
Total		7	7	7		Total Budget	\$605,728	\$650,927	\$647,180

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percent of deliverables completed on time	>50	>50	>60
Percent of satisfied clients	90%	90%	90%
Number of deliverables / scholarly products	10	10	10
Percent of total expenditures of average cost per deliverable	<5%	<5%	<5%

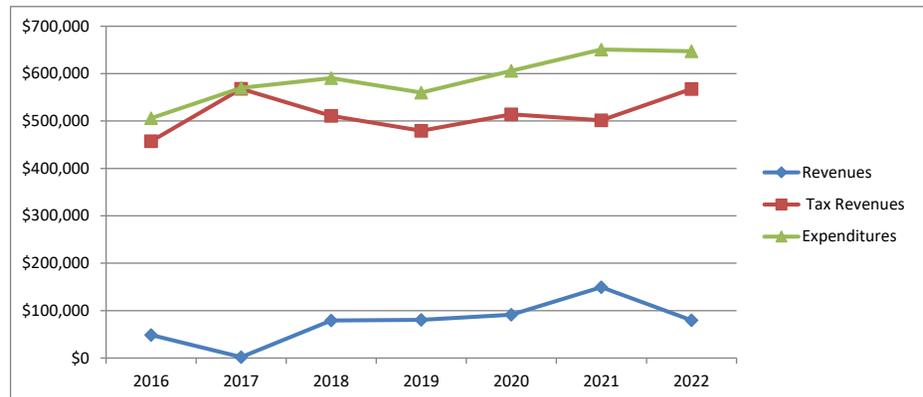
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Research & Evaluation

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 48,644	\$ 2,002	\$ 79,249	\$ 80,786	\$ 91,499	\$ 149,500	\$ 79,500
	48,644	2,002	79,249	80,786	91,499	149,500	79,500
REVENUES - Tax Revenues							
5710 - Local Property Taxes	457,390	567,921	511,201	479,371	514,230	501,427	567,680
Total REVENUES:	506,034	569,923	590,450	560,157	605,729	650,927	647,180

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	429,416	522,831	530,571	508,065	559,560	588,650	588,650
6200 - Contracted Services	32,456	418	2,861	423	242	3,374	4,906
6300 - Supplies & Materials	21,683	20,065	25,324	22,534	27,605	36,199	30,239
6400 - Other Operating Costs	3,505	7,222	11,647	21,657	11,121	14,987	15,494
	487,060	550,536	570,403	552,679	598,528	643,210	639,289
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	18,974	19,387	20,047	7,478	7,200	7,717	7,891
Total EXPENDITURES:	\$ 506,034	\$ 569,923	\$ 590,450	\$ 560,157	\$ 605,728	\$ 650,927	\$ 647,180

Performance Ratio 10% 0% 13% 14% 15% 23% 12%
 Total Local, Federal, and State Revenues / Total Expenditures



**TLC - Division Wide
301**

Program Narrative	Division 2021-2022 Objectives
The Teaching and Learning Center (TLC) offers educator professional learning across multiple subject areas. Our Curriculum Directors coach educators and provide customized professional learning sessions both in school districts and at HCDE facilities. Visiting national presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve school districts in Harris County and beyond, including both charter and private schools. TLC will continue to provide value, opportunity and service to our surrounding community.	Service Delivery Objective
	1. TLC will provide services to 96% of the public school districts within Harris County.
	Client Satisfaction Objective
	2. 90% of participants will express satisfaction with TLC's professional support.
	Outcomes Objective
	3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables.
	Financial Objective
	4. TLC will work to decrease the Tax/Revenue of the department by at least 10% every year.

Division Goals	Prior Year Highlights
TLC is dedicated to providing educators with exemplary and innovative professional learning.	TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.
TLC team will work together both internally and with other HCDE Departments to deepen their impact.	
TLC will provide more direct services to districts helping districts solve their complex needs.	

HCDE Goals	General Operating Fund Expenditures by Object												
<table border="1" style="width: 100%;"> <tr> <td>Goal 1</td> <td>Goal 2</td> <td>Goal 3</td> <td>Goal 4</td> <td>Goal 5</td> </tr> <tr> <td style="text-align: center;">X</td> </tr> </table>	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	X	X	X	X	X			
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5									
X	X	X	X	X									
Personnel Allocations													
Position	19/20	20/21	21/22										
Financial Assistant	1	1	1										
Director	1	1	1										
Secretary	0.5	0.5	0.5										
Total	2.5	2.5	2.5										

	2019/20	2020/21	2021/22
	Actual	Projected	Budget
Payroll	231,442	249,440	249,440
Contracted Services	926	6,149	6,149
Supplies & Materials	5,788	13,293	16,293
Other Operating Expenses	8,097	9,388	11,569
Capital Outlay	0	0	0
Facilities	34,973	37,484	55,431
Total Budget	\$281,226	\$315,754	\$338,882

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percentage of Harris County Public School Districts Served	96%	96%	96%
Percent Satisfied	97%	97%	97%
Percent implementing or intended to implement concepts/strategies post training.	85%	85%	85%
Revenues/Expenditures	72.6%	70%	26%

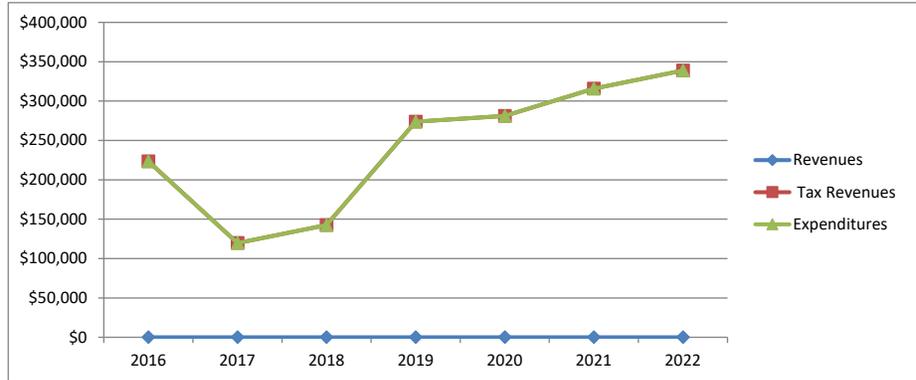
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

TLC - Division Wide

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES - Tax Revenues							
5710 - Local Property Taxes	223,460	119,670	142,563	273,810	281,226	315,754	338,882
Total REVENUES:	223,460	119,670	142,563	273,810	281,226	315,754	338,882

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	171,266	63,165	65,359	213,384	231,442	249,440	249,440
6200 - Contracted Services	869	1,586	1,745	16,565	926	6,149	6,149
6300 - Supplies & Materials	2,425	3,177	4,379	7,851	5,788	13,293	16,293
6400 - Other Operating Costs	3,765	5,623	7,207	2,700	8,097	9,388	11,569
6600 - Equipment Purchase	-	-	-	-	-	-	-
	178,324	73,551	78,690	240,500	246,253	278,270	283,451
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	45,136	46,119	63,873	33,310	34,973	37,484	55,431
Total EXPENDITURES:	\$ 223,460	\$ 119,670	\$ 142,563	\$ 273,810	\$ 281,226	\$ 315,754	\$ 338,882

Sustainability Ratio	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Local Property Taxes / Total Expenditures	100%	100%	100%	100%	100%	100%	100%



TLC – Digital Education
190

Program Narrative	Division 2021-2022 Objectives
The Teaching and Learning Center (TLC) offers customized, innovative educator professional learning across multiple content areas. Our Curriculum Directors coach, support and work with educators and stakeholders to provide customized professional learning sessions both in school districts and at HCDE Facilities. An array of national and local speakers and presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve and support school districts in Harris County and beyond, including both charter and private schools.	Service Delivery Objective
	1. TLC will provide services to 96% of the public school districts within Harris County (Service Delivery).
	Client Satisfaction Objective
	2. 90% of participants will express satisfaction with TLC's professional support.
	Outcomes Objective
	3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables.
	Financial Objective
	4. TLC will work to decrease the Tax/Revenue of the department by at least 10% every year.

Division Goals	Prior Year Highlights
TLC is dedicated to providing educators with exemplary and innovative professional learning.	TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.
TLC team will work together both internally and with other HCDE Departments to deepen their impact.	
TLC will provide more direct services to districts helping districts solve their complex needs.	

HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5		2019/20	2020/21	2021/22
X	X	X	X	X		<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Personnel Allocations								
Position		19/20	20/21	21/22	Payroll	221,938	242,902	242,902
Director		1	1	1	Contracted Services	55,655	41,230	7,930
Instructional Specialist		0.5	0.5	0.5	Supplies & Materials	12,091	10,190	10,190
Systems Analyst		0.25	0.25	.25	Other Operating Expenses	106,444	17,120	12,620
					Capital Outlay	0	0	0
					Facility Charges	0	0	0
Total		1.75	1.75	1.75	Total Budget	\$396,138	\$311,442	\$273,642

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percentage of Harris County Public School Districts Served	96%	96%%	96%
Percent Satisfied	97%	90%	90%
Percent implementing or intended to implement concepts/strategies post training.	97%	82%	85%
Revenues/Expenditures	67%	70-75%	49%

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Digital Education and Innovation

REVENUES

REVENUES - Local, State, and Federal

5720 - Local Rev-Schl Districts

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
\$ 226,976	\$ 98,500	\$ 119,200	\$ 186,977	\$ 438,276	\$ 236,000	\$ 135,000	
226,976	98,500	119,200	186,977	438,276	236,000	135,000	

REVENUES - Tax Revenues

5710 - Local Property Taxes

Total **REVENUES:**

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
-	59,839	54,206	36,148	-	75,442	138,642	
226,976	158,339	173,406	223,125	438,276	311,442	273,642	

EXPENDITURES

EXPENDITURES before Facilities

6100 - Payroll Expenditures

6200 - Contracted Services

6300 - Supplies & Materials

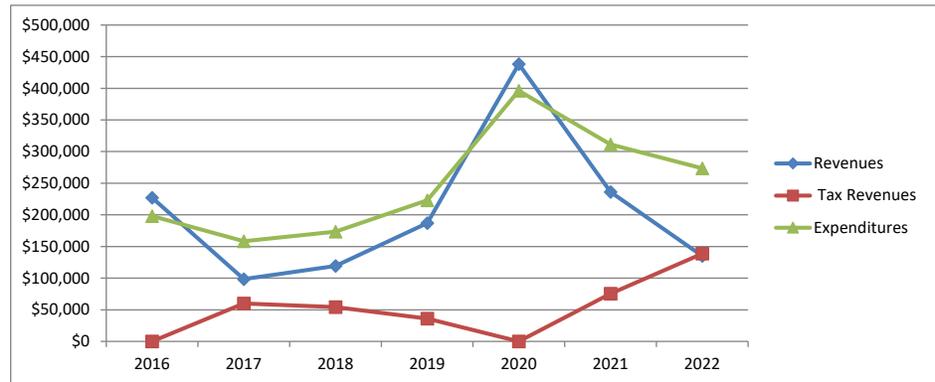
6400 - Other Operating Costs

Total **EXPENDITURES:**

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
190,849	149,618	163,544	200,108	221,938	242,902	242,902	
654	1,690	1,955	3,550	55,665	41,230	7,930	
2,068	4,555	4,345	4,709	12,091	10,190	10,190	
4,377	2,476	3,562	14,758	106,444	17,120	12,620	
\$ 197,948	\$ 158,339	\$ 173,406	\$ 223,125	\$ 396,138	\$ 311,442	\$ 273,642	

Performance Ratio

#	115%	62%	69%	84%	111%	76%	49%
Total Local, Federal, and State Revenues / Total Expenditures							



**TLC - Math
302**

Program Narrative Provide Mathematics professional development and technical assistance to public and private schools. The Teaching and Learning Center (TLC) offers customized, innovative educator professional learning across multiple content areas. Our Curriculum Directors coach, support and work with educators and stakeholders to provide customized professional learning sessions both in school districts and at HCDE Facilities. An array of national and local speakers and presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve and support school districts in Harris County and beyond, including both charter and private schools.	Division 2021-2022 Objectives Service Delivery Objective 1. TLC will provide services to 96% of the public school districts within Harris County (Service Delivery). Client Satisfaction Objective 2. 90% of participants will express satisfaction with Core professional development. Outcomes Objective 3. 85% of workshop participants will report implemented or intend to implement learning from the training attended. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables. Financial Objective 4. TLC will work to decrease the Tax/Revenue of the department by at least 10% every year.
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Division Goals The Teaching and Learning Center (TLC) division is dedicated to providing educators with exemplary professional development and instructional support in the four core curricular areas (English/language arts, mathematics, science and social studies) as well as in early childhood, bilingual, gifted/talented and special education. The team consists of experienced specialists who work with each client to customize programs to meet the needs of each individual district and/or campus. One of the principal activities of staff is to conduct workshops and trainings for educational professionals in Harris County.	Prior Year Highlights TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.
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HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X		2019/20	2020/21	2021/22
						Actual	Projected	Budget
Personnel Allocations					Payroll	141,995	139,873	139,873
Position					Contracted Services	21,168	51,520	50,456
Secretary					Supplies & Materials	6,643	9,550	12,487
Director					Other Operating Expenses	6,490	20,924	19,051
Total					Total Budget	\$176,296	\$221,867	\$221,867
Performance Measures					Actual	Projected	Projected	
					2019/20	2020/21	2021/22	
% of Districts/Entities served					96%	96%	96%	
% of Clients Satisfied					97%	97%	97%	
% of participants implemented or intend to implement					97%	85%	85%	
% self sufficiency					67%	70%	36%	

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

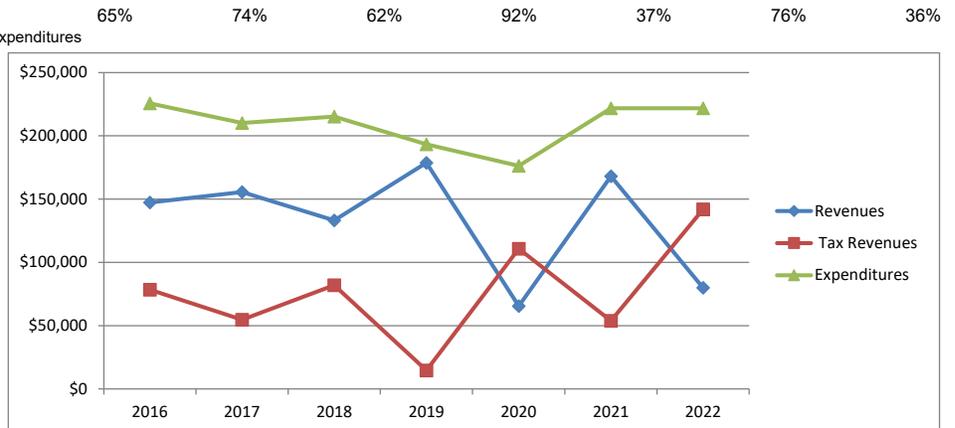
TLC - Math

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 147,286	\$ 155,527	\$ 133,268	\$ 178,737	\$ 65,515	\$ 168,000	\$ 80,000
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	147,286	155,527	133,268	178,737	65,515	168,000	80,000
REVENUES - Tax Revenues							
5710 - Local Property Taxes	78,393	54,658	81,895	14,642	110,781	53,867	141,867
Total REVENUES:	225,678	210,185	215,163	193,379	176,296	221,867	221,867

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	156,717	137,003	141,200	131,297	141,995	139,873	139,873
6200 - Contracted Services	47,808	48,673	42,124	38,158	21,168	51,520	50,456
6300 - Supplies & Materials	10,866	6,092	6,427	6,213	6,643	9,550	12,487
6400 - Other Operating Costs	10,288	18,417	25,502	17,710	6,490	20,924	19,051
Total EXPENDITURES:	\$ 225,678	\$ 210,185	\$ 215,253	\$ 193,379	\$ 176,296	\$ 221,867	\$ 221,867

Performance Ratio

Total Local, Federal, and State Revenues / Total Expenditures



**TLC - Science
303**

Program Narrative	Division 2021-2022 Objectives
The Teaching and Learning Center (TLC) offers customized, innovative educator professional learning across multiple content areas. Our Curriculum Directors coach, support and work with educators and stakeholders to provide customized professional learning sessions both in school districts and at HCDE Facilities. An array of national and local speakers and presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve and support school districts in Harris County and beyond, including both charter and private schools.	Service Delivery Objective
	1. The Teaching and Learning Center will provide services to 96% of the public school districts within Harris County (Service Delivery).
	Client Satisfaction Objective
	2. 90% of participants will express satisfaction with TLC's professional support.
	Outcomes Objective
	3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables.
	Financial Objective
	4. The Teaching and Learning Center will work to decrease the Tax/Revenue of the department by at least 10% every year.

Division Goals	Prior Year Highlights
TLC is dedicated to providing educators with exemplary and innovative professional learning.	TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.
TLC team will work together both internally and with other HCDE Departments to deepen their impact	
TLC will provide more direct services to districts helping districts solve their complex needs	

HCDE Goals					General Operating Fund Expenditures by Object			
Goal1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X		2019/20	2020/21	2021/22
						<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Personnel Allocations					Payroll	68,412	70,586	70,586
Position	19/20	20/21	21/22		Contracted Services	5,107	7,300	15,000
Director	.5	.5	.5		Supplies & Materials	3,262	11,800	0
Secretary	.25	.25	.25		Other Operating Expenses	4,437	11,840	10,000
					Total Budget	\$81,218	\$101,526	\$95,586
Total	.75	.75	.75					

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percentage of Harris County Public School Districts Served	100%	96%	96%
Percent Satisfied	96.8%	90%	90%
Percent implementing or intended to implement concepts/strategies post training.	97.3%	85%	85%
Revenues/Expenditures	72.6%	70%	70%

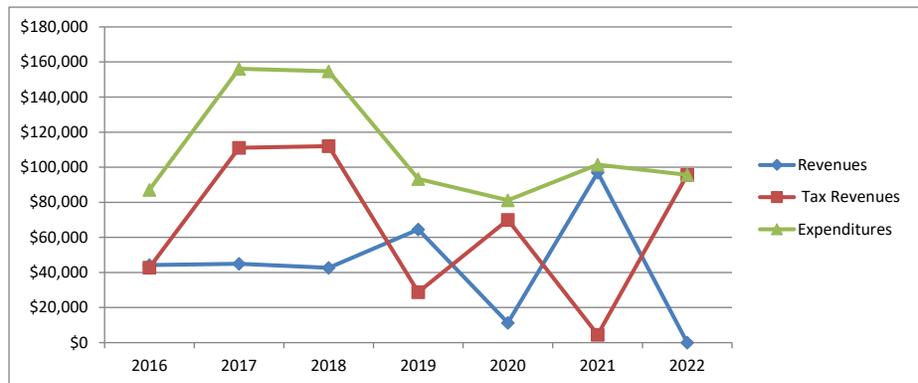
**HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022**

TLC - Science

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 44,247	\$ 45,015	\$ 42,662	\$ 64,535	\$ 11,255	\$ 97,000	\$ -
5740 - Local Revenue-Other	30	-	-	-	-	-	-
5790 - Local Rev-Local Grants	-	-	-	-	-	-	-
	44,277	45,015	42,662	64,535	11,255	97,000	-
REVENUES - Tax Revenues							
5710 - Local Property Taxes	42,814	111,141	112,015	28,843	69,963	4,526	95,586
Total REVENUES:	87,091	156,156	154,677	93,378	81,218	101,526	95,586

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	76,859	136,349	140,536	71,549	68,412	70,586	70,586
6200 - Contracted Services	1,814	7,518	2,357	7,995	5,107	7,300	15,000
6300 - Supplies & Materials	3,605	3,503	1,279	6,596	3,262	11,800	-
6400 - Other Operating Costs	4,813	8,786	10,505	7,238	4,437	11,840	10,000
Total EXPENDITURES:	\$ 87,091	\$ 156,156	\$ 154,677	\$ 93,378	\$ 81,218	\$ 101,526	\$ 95,586

Performance Ratio 51% 29% 28% 69% 14% 96% 0%
Total Local, Federal, and State Revenues / Total Expenditures



**TLC - Bilingual
304**

Program Narrative	Division 2021-2022 Objectives
The Teaching and Learning Center (TLC) offers customized, innovative educator professional learning across multiple content areas. Our Curriculum Directors coach, support and work with educators and stakeholders to provide customized professional learning sessions both in school districts and at HCDE Facilities. An array of national and local speakers and presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve and support school districts in Harris County and beyond, including both charter and private schools.	Service Delivery Objective
	1. TLC will provide services to 96% of the public school districts within Harris County (Service Delivery).
	Client Satisfaction Objective
	2. 90% of participants will express satisfaction with TLC's professional support.
	Outcomes Objective
	3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables.
	Financial Objective
	4. TLC will work to decrease the Tax/Revenue of the department by at least 10% every year.

Division Goals	Prior Year Highlights
TLC is dedicated to providing educators with exemplary and innovative professional learning.	TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.
TLC team will work together both internally and with other HCDE Departments to deepen their impact.	
TLC will provide more direct services to districts helping districts solve their complex needs.	

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HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X		2019/20	2020/21	2021/22
						Actual	Projected	Budget
Personnel Allocations					Payroll	66,869	67,952	20,239
		19/20	20/21	21/22	Contracted Services	18,557	49,962	15,000
Position					Supplies & Materials	6,091	23,021	5,000
Clerical		.25	.25	.25	Other Operating Expenses	1,496	15,335	5,000
Director		.30	.50	.50	Capital Outlay	0	0	0
					Total Budget	\$93,013	\$156,270	\$45,349
Total		.75	.75	.75				

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percentage of Harris County Public School Districts Served	96%	96%	96%
Percent Satisfied	97%	90%	90%
Percent implementing or intended to implement concepts/strategies post training.	97%	85%	90%
Revenues/Expenditures	67%	70-75%	55%

TLC - English Language Arts

307

Program Narrative	Division 2021-2022 Objectives
The Teaching and Learning Center (TLC) offers customized, innovative educator professional learning across multiple content areas. Our Curriculum Directors coach, support and work with educators and stakeholders to provide customized professional learning sessions both in school districts and at HCDE Facilities. An array of national and local speakers and presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve and support school districts in Harris County and beyond, including both charter and private schools.	Service Delivery Objective
	1. TLC will provide services to 96% of the public school districts within Harris County (Service Delivery).
	Client Satisfaction Objective
	2. 90% of participants will express satisfaction with TLC's professional support.
	Outcomes Objective
	3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables
	Financial Objective
	4. TLC will work to decrease the Tax/Revenue of the department by at least 10% every year.

Division Goals	Prior Year Highlights
TLC is dedicated to providing educators with exemplary and innovative professional learning..	TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.
TLC team will work together both internally and with other HCDE Departments to deepen their impact.	
TLC will provide more direct services to districts helping districts solve their complex needs.	

HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5		2019/20	2020/21	2021/22
X	X	X	X	X		Actual	Projected	Budget
Personnel Allocations								
Position		19/20	20/21	21/22	Payroll	101,975	104,949	104,949
Director		.55	.55	.55	Contracted Services	25,649	25,132	29,132
Secretary		.65	.65	.65	Supplies & Materials	11,518	28,757	28,757
					Other Operating Expenses	8,286	36,200	32,200
					Capital Outlay	0	0	0
					Total Budget	\$147,428	\$195,038	\$195,038
Total		1.1	1.1	1.1				

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Districts/entities served	96%	96%	96%
Client satisfaction	97%	90%	90%
Clients reporting implementation of learning	97%	85%	85%
% self-sufficiency	67%	70-75%	41%

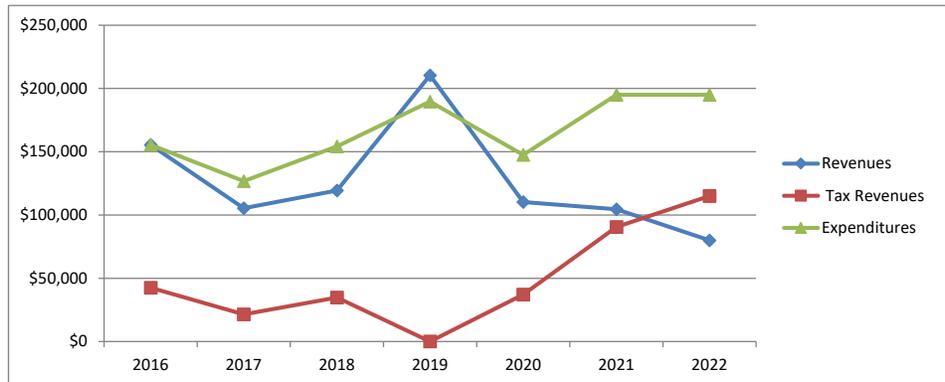
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

TLC - English Language Arts

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 112,799	\$ 105,370	\$ 119,400	\$ 210,415	\$ 110,227	\$ 104,500	\$ 80,000
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	112,799	105,370	119,400	210,415	110,227	104,500	80,000
REVENUES - Tax Revenues							
5710 - Local Property Taxes	42,552	21,419	34,804	-	37,201	90,538	115,038
Total REVENUES:	155,351	126,789	154,204	210,415	147,428	195,038	195,038

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	87,226	68,467	70,583	102,359	101,975	104,949	104,949
6200 - Contracted Services	39,635	29,576	62,541	60,231	25,649	25,132	29,132
6300 - Supplies & Materials	15,028	12,241	13,088	16,806	11,518	28,757	28,757
6400 - Other Operating Costs	13,463	16,505	7,992	10,181	8,286	36,200	32,200
Total EXPENDITURES:	\$ 155,351	\$ 126,789	\$ 154,204	\$ 189,577	\$ 147,428	\$ 195,038	\$ 195,038

Performance Ratio 73% 83% 77% 111% 75% 54% 41%
 Total Local, Federal, and State Revenues / Total Expenditures



**TLC - Social Studies
308**

Program Narrative The Teaching and Learning Center (TLC) offers customized, innovative educator professional learning across multiple content areas. Our Curriculum Directors coach, support and work with educators and stakeholders to provide customized professional learning sessions both in school districts and at HCDE Facilities. An array of national and local speakers and presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve and support school districts in Harris County and beyond, including both charter and private schools.	Division 2021-2022 Objectives Service Delivery Objective 1. The Teaching and Learning will provide services to 96% of the public school districts within Harris County (Service Delivery). Client Satisfaction Objective 2. 90% of participants will express satisfaction with TLC's professional support. Outcomes Objective 3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables. Financial Objective 4. The Teaching and Learning Center will work to decrease the Tax/Revenue of the department by at least 10% every year.
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Division Goals TLC is dedicated to providing educators with exemplary and innovative professional learning. TLC team will work together both internally and with other HCDE Departments to deepen their impact. TLC will provide more direct services to districts helping districts solve their complex needs.	Prior Year Highlights TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.
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HCDE Goals	General Operating Fund Expenditures by Object																																										
<table border="1" style="width: 100%;"> <tr> <td>Goal 1</td> <td>Goal 2</td> <td>Goal 3</td> <td>Goal 4</td> <td>Goal 5</td> </tr> <tr> <td style="text-align: center;">X</td> </tr> </table>	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	X	X	X	X	X	<table border="1" style="width: 100%;"> <thead> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> <tr> <th></th> <th>Actual</th> <th>Projected</th> <th>Budget</th> </tr> </thead> <tbody> <tr> <td>Payroll</td> <td style="text-align: right;">31,350</td> <td style="text-align: right;">32,287</td> <td style="text-align: right;">32,287</td> </tr> <tr> <td>Contracted Services</td> <td style="text-align: right;">2,370</td> <td style="text-align: right;">6,500</td> <td style="text-align: right;">12,000</td> </tr> <tr> <td>Supplies & Materials</td> <td style="text-align: right;">4,000</td> <td style="text-align: right;">9,100</td> <td style="text-align: right;">3,100</td> </tr> <tr> <td>Other Operating Expenses</td> <td style="text-align: right;">220</td> <td style="text-align: right;">5,635</td> <td style="text-align: right;">2,135</td> </tr> <tr> <td>Capital Outlay</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: right;">Total Budget</td> <td style="text-align: right;">\$37,940</td> <td style="text-align: right;">\$53,522</td> <td style="text-align: right;">\$49,522</td> </tr> </tbody> </table>		2019/20	2020/21	2021/22		Actual	Projected	Budget	Payroll	31,350	32,287	32,287	Contracted Services	2,370	6,500	12,000	Supplies & Materials	4,000	9,100	3,100	Other Operating Expenses	220	5,635	2,135	Capital Outlay	0	0	0	Total Budget	\$37,940	\$53,522	\$49,522
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5																																							
X	X	X	X	X																																							
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Personnel Allocations																																											
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Director	.4	.4	.4																																								
Secretary	0	0	0																																								
Total	.4	.4	.4																																								

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percentage of Harris County Public School Districts Served	96%	96%	96%
Percent Satisfied	97%	90%	90%
Percent implementing or intended to implement concepts/strategies post training.	85%	85%	85%
Revenues/Expenditures	67%	70-75%	0%

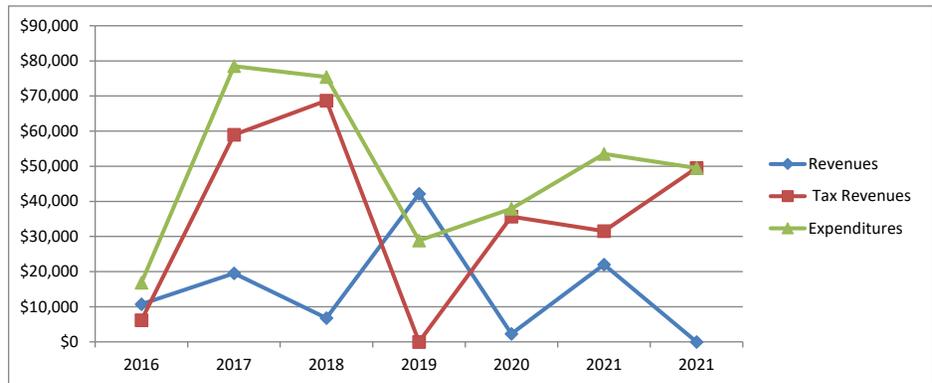
**HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022**

TLC - Social Studies

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 10,705	\$ 19,539	\$ 6,755	\$ 42,143	\$ 2,300	\$ 22,000	\$ -
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	10,705	19,539	6,755	42,143	2,300	22,000	-
REVENUES - Tax Revenues							
5710 - Local Property Taxes	6,153	58,952	68,696	-	35,640	31,522	49,522
Total REVENUES:	16,858	78,491	75,451	42,143	37,940	53,522	49,522

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	12,809	65,092	67,138	21,606	31,350	32,287	32,287
6200 - Contracted Services	2,000	9,280	8,155	2,855	2,370	6,500	12,000
6300 - Supplies & Materials	1,859	2,530	53	2,791	4,000	9,100	3,100
6400 - Other Operating Costs	190	1,589	105	1,633	220	5,635	2,135
Total EXPENDITURES:	\$ 16,858	\$ 78,491	\$ 75,451	\$ 28,885	\$ 37,940	\$ 53,522	\$ 49,522

Performance Ratio 64% 25% 9% 146% 6% 41% 0%
Total Local, Federal, and State Revenues / Total Expenditures



TLC - Early Childhood - Winter Conference

309

Program Narrative	Division 2021-2022 Objectives
<p>The annual conference provides a full-day professional development opportunity for teachers and administrators in programs serving children ages 3-8, in public and private settings. 1,300 plus participants attend over 75 sessions offered by nationally-known and local presenters.</p> <p>The Teaching and Learning Center (TLC) offers customized, innovative educator professional learning across multiple content areas. Our Curriculum Directors coach, support and work with educators and stakeholders to provide customized professional learning sessions both in school districts and at HCDE Facilities. An array of national and local speakers and presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve and support school districts in Harris County and beyond, including both charter and private schools.</p>	Service Delivery Objective 1. TLC will provide services to 96% of the public school districts within Harris County (Service Delivery).
	Client Satisfaction Objective 2. 90% of participants will express satisfaction with TLC's professional support.
	Outcomes Objective 3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables.
	Financial Objective 4. TLC will work to decrease the Tax/Revenue of the department by at least 10% every year.

Division Goals (enter 1-3)	Prior Year Highlights
<p>TLC is dedicated to providing educators with exemplary and innovative professional learning.</p> <p>TLC team will work together both internally and with other HCDE Departments to deepen their impact.</p> <p>TLC will provide more direct services to districts helping districts solve their complex needs.</p>	<p>TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.</p>

HCDE Goals					General Operating Fund Expenditures by Object																											
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X		2019/20	2020/21	2021/22																								
						Actual	Projected	Budget																								
<table border="1" style="width: 100%;"> <tr> <th colspan="4">Personnel Allocations</th> </tr> <tr> <th>Position</th> <th>18/19</th> <th>19/20</th> <th>20/21</th> </tr> <tr> <td>Director</td> <td>0.5</td> <td>0.5</td> <td>0.5</td> </tr> <tr> <td>Secretary</td> <td>0.25</td> <td>0.25</td> <td>0.25</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td>Total</td> <td>0.75</td> <td>0.75</td> <td>0.75</td> </tr> </table>					Personnel Allocations				Position	18/19	19/20	20/21	Director	0.5	0.5	0.5	Secretary	0.25	0.25	0.25					Total	0.75	0.75	0.75	Payroll	48,139	48,807	48,807
Personnel Allocations																																
Position	18/19	19/20	20/21																													
Director	0.5	0.5	0.5																													
Secretary	0.25	0.25	0.25																													
Total	0.75	0.75	0.75																													
					Contracted Services	54,215	62,700	55,100																								
					Supplies & Materials	7,413	11,200	13,200																								
					Other Operating Expenses	18,474	20,800	21,700																								
					Capital Outlay	0	0	0																								
					Total Budget	\$128,241	\$143,507	\$138,807																								

Performance Measures	Actual 2019/20	Projected 2020/21	Projected 2021/22
Percentage of Harris County Public School Districts Served	96%	96%	96%
Percent Satisfied	97%	90%	90%
Percent implementing or intended to implement concepts/strategies post training.	97%	85%	85%
Revenues/Expenditures	67%	70-75%	47%

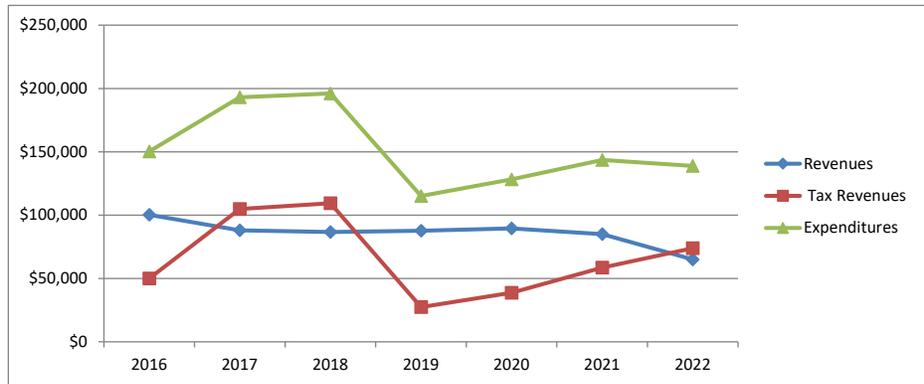
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

TLC - EC Winter Conference

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 91,367	\$ 79,465	\$ 78,480	\$ 77,320	\$ 83,905	\$ 85,000	\$ 62,500
5730 - Local Rev-Other Entities	6,575	8,110	5,750	9,910	5,125	-	2,500.00
5740 - Local Revenue-Other	2,300	500	2,430	500	500	-	-
	100,242	88,075	86,660	87,730	89,530	85,000	65,000
REVENUES - Tax Revenues							
5710 - Local Property Taxes	50,030	104,890	109,382	27,381	38,711	58,507	73,807
Total REVENUES:	150,271	192,965	196,042	115,111	128,241	143,507	138,807

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	59,978	103,808	106,449	43,109	48,139	48,807	48,807
6200 - Contracted Services	52,391	51,610	56,641	53,894	54,215	62,700	55,100
6300 - Supplies & Materials	12,717	11,914	10,885	6,532	7,413	11,200	13,200
6400 - Other Operating Costs	25,186	25,663	22,067	11,576	18,474	20,800	21,700
Total EXPENDITURES:	\$ 150,271	\$ 192,995	\$ 196,042	\$ 115,111	\$ 128,241	\$ 143,507	\$ 138,807

Performance Ratio 67% 46% 44% 76% 70% 59% 47%
 Total Local, Federal, and State Revenues / Total Expenditures



TLC - Scholastics Arts

312

Program Narrative	Division 2021-2022 Objectives
<p>The Scholastic Art & Writing program is the longest running, largest and most prestigious competitions of its kind in the nation. Art and writing entries from public and private schools throughout Harris County arrive at HCDE for regional competition.</p> <p>HCDE, as Regional Sponsor for The Scholastic Art and Writing Awards, recognizes and celebrates the outstanding talent of young writers and artists in public, private and home schools throughout Harris County. Each fall schools and districts submit the best artwork and writing of their students to HCDE to compete at the regional level. After entries are evaluated by a panel of judges, selected pieces are recognized locally and prizes are awarded to acknowledge outstanding work. Gold Key winners then go on to compete at the national level.</p>	Service Delivery Objective
	1. The Teaching and Learning will provide services to 96% of the public school districts within Harris County (Service Delivery).
	Client Satisfaction Objective
	2. 90% of participants will express satisfaction with TLC's professional support.
	Outcomes Objective
	3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables.
	Financial Objective
	4. The Teaching and Learning Center will work to decrease the Tax/Revenue of the department by at least 10% every year

Division Goals (enter 1-3)	Prior Year Highlights	
<p>The Teaching and Learning Center (TLC) division is dedicated to providing educators with exemplary professional development and instructional support in the four core curricular areas (English/language arts, mathematics, science and social studies) as well as in early childhood, bilingual, gifted/talented and special education.</p> <p>The team consists of experienced specialists who work with each client to customize programs to meet the needs of each individual district and/or campus.</p> <p>TLC will provide more direct services to districts helping districts solve their complex needs.</p>	<p>TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.</p>	

HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5		2019/20	2020/21	2021/22
X	X					Actual	Projected	Budget
Personnel Allocations					Payroll	111,750	110,540	110,540
Position		19/20	20/21	21/22	Contracted Services	1,432	18,585	18,585
Director		.50	.50	.50	Supplies & Materials	8,656	7,610	7,610
Secretary		.50	.50	.50	Other Operating Expenses	20,275	29,819	41,846
					Facility Charges	126	0	0
					Total Budget	\$142,239	\$166,554	\$178,581
Total		1	1	1				

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
% of Districts/Entities served	96%	96%	96%
% of Clients Satisfied	97%	90%	90%
% of participants implemented or intend to implement	97%	85%	85%
% self sufficiency	67%	70-75%	5.6%

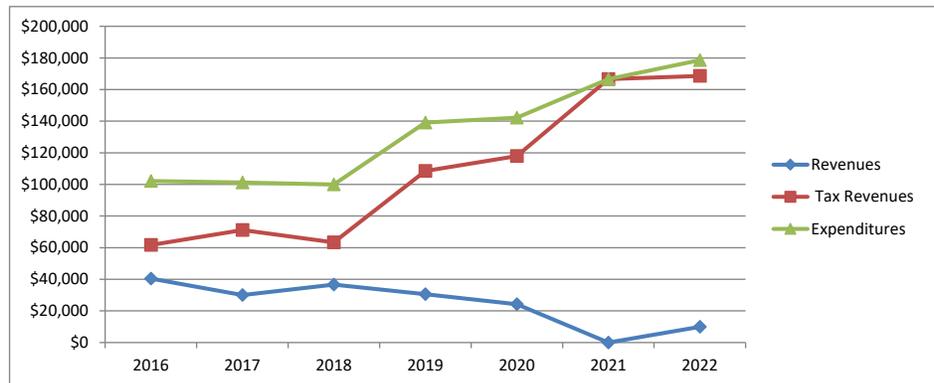
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Scholastic Arts

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5730 - Local Rev-Other Entities	\$ 40,449	\$ 735	\$ 36,623	\$ 28,920	\$ 19,287	\$ -	\$ 10,000
5740 - Local Revenue-Other	-	29,262	-	1,705	5,000	-	-
	40,449	29,997	36,623	30,625	24,287	-	10,000
REVENUES - Tax Revenues							
5710 - Local Property Taxes	61,666	71,190	63,308	108,484	117,952	166,554	168,581
Total REVENUES:	102,115	101,187	99,931	139,109	142,239	166,554	178,581

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	62,382	53,567	55,657	80,040	111,750	110,540	110,540
6200 - Contracted Services	7,500	11,610	7,890	11,238	1,432	18,585	18,585
6300 - Supplies & Materials	3,918	5,894	3,994	9,176	8,656	7,610	7,610
6400 - Other Operating Costs	23,850	25,553	27,672	35,644	20,275	29,819	41,846
	97,650	96,624	95,213	136,098	142,113	166,554	178,581
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	4,465	4,563	4,718	3,011	126	-	-
Total EXPENDITURES:	\$ 102,115	\$ 101,187	\$ 99,931	\$ 139,109	\$ 142,239	\$ 166,554	\$ 178,581

Performance Ratio	40%	30%	37%	22%	17%	0%	6%
Total Local, Federal, and State Revenues / Total Expenditures							



TLC - Special Education

313

Program Narrative	Division 2021-2022 Objectives
To provide staff development and training for K-12 teachers working with students with disabilities. The content and training provided reflects legislative mandates and best practices in special education. The Teaching and Learning Center (TLC) offers customized, innovative educator professional learning across multiple content areas. Our Curriculum Directors coach, support and work with educators and stakeholders to provide customized professional learning sessions both in school districts and at HCDE Facilities. An array of national and local speakers and presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve and support school districts in Harris County and beyond, including both charter and private schools.	Service Delivery Objective
	1. The Teaching and Learning Center will provide services to 96% of the public school districts within Harris County (Service Delivery)
	Client Satisfaction Objective
	2. 90% of participants will express satisfaction with Core professional development.
	Outcomes Objective
	3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables.
	Financial Objective
	4. The Teaching and Learning Center will work to decrease the Tax/Revenue of the department by at least 10% every year.

Division Goals	Prior Year Highlights
TLC is dedicated to providing educators with exemplary and innovative professional learning.	TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms.
TLC team will work together both internally and with other HCDE Departments to deepen their impact.	
TLC will provide more direct services to districts helping districts solve their complex needs.	

HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X		2019/20	2020/21	2021/22
						Actual	Projected	Budget
Personnel Allocations					Payroll	65,546	67,552	20,349
Position		19/20	20/21	21/22	Contracted Services	0	8,575	25,000
Director		.5	.5	.5	Supplies & Materials	638	1,277	11,000
Secretary		.25	.25	.25	Other Operating Expenses	194	2,704	11,840
					Capital Outlay	0	0	0
					Total Budget	\$66,378	\$80,508	\$68,189
Total		.75	.75	.75				

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
% of Districts/Entities served	96%	96%	96%
% of Clients Satisfied	97%	90%	96%
% of participants implemented or intend to implement	97%	85%	85%
% self sufficiency	67%	70-75%	0%

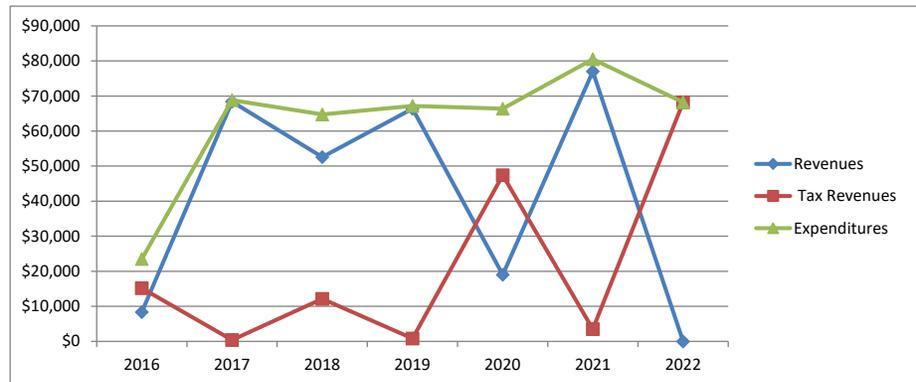
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

TLC - Special Education

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 8,340	\$ 68,418	\$ 52,605	\$ 66,393	\$ 18,988	\$ 77,000	\$ -
5790 - Local Rev-Local Grants	-	-	-	-	-	-	-
	8,340	68,418	52,605	66,393	18,988	77,000	-
REVENUES - Tax Revenues							
5710 - Local Property Taxes	15,168	394	12,130	806	47,390	3,508	68,189
Total REVENUES:	23,508	68,812	64,735	67,199	66,378	80,508	68,189

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	21,387	62,724	59,171	60,805	65,546	67,952	20,349
6200 - Contracted Services	800	3,000	4,300	3,900	-	8,575	25,000
6300 - Supplies & Materials	1,003	899	437	1,665	638	1,277	11,000
6400 - Other Operating Costs	318	2,189	826	829	194	2,704	11,840
Total EXPENDITURES:	\$ 23,508	\$ 68,812	\$ 64,734	\$ 67,199	\$ 66,378	\$ 80,508	\$ 68,189

Performance Ratio	35%	99%	81%	99%	29%	96%	0%
Total Local, Federal, and State Revenues / Total Expenditures							



**TLC - Speaker Series
314**

Program Narrative	Division 2021-2022 Objectives
To provide educators with an instructional leadership series featuring nationally recognized educational leaders who will provide training on current research and timely trends. Legal issues as well as guidance on state assessment changes have also been included. The Teaching and Learning Center (TLC) offers customized, innovative educator professional learning across multiple content areas. Our Curriculum Directors coach, support and work with educators and stakeholders to provide customized professional learning sessions both in school districts and at HCDE Facilities. An array of national and local speakers and presenters support TLC's vision to share relevant, research-based practices and to fuel innovation. TLC exists to serve and support school districts in Harris County and beyond, including both charter and private schools.	Service Delivery Objective
	1. The Teaching and Learning will provide services to 96% of the public school districts within Harris County (Service Delivery).
	Client Satisfaction Objective
	2. 90% of participants will express satisfaction with Core professional development.
	Outcomes Objective
	3. For every project or service rendered, the project will be outlined with a SOW with clear tangible deliverables.
	Financial Objective
	4. The Teaching and Learning Center will work to decrease the Tax/Revenue of the department by at least 10% every year.

Division Goals	Prior Year Highlights
TLC is dedicated to providing educators with exemplary and innovative professional learning.	TLC was able to transition to virtual supports in every division providing teacher and principal support and professional development via Zoom. In addition, TLC hosted very successful conferences via zoom and other virtual platforms..
TLC team will work together both internally and with other HCDE Departments to deepen their impact.	
TLC will provide more direct services to districts helping districts solve their complex needs.	

HCDE Goals					General Operating Fund Expenditures by Object																							
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X		2019/20	2020/21	2021/22																				
						Actual	Projected	Budget																				
Personnel Allocations					Payroll	47,489	44,176	44,176																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Position</th> <th style="width: 15%;">19/20</th> <th style="width: 15%;">20/21</th> <th style="width: 15%;">21/22</th> <th style="width: 15%;"></th> </tr> </thead> <tbody> <tr> <td>Director</td> <td style="text-align: center;">.45</td> <td style="text-align: center;">.45</td> <td style="text-align: center;">.45</td> <td></td> </tr> <tr> <td>Secretary</td> <td style="text-align: center;">.30</td> <td style="text-align: center;">.30</td> <td style="text-align: center;">.30</td> <td></td> </tr> <tr> <td>Total</td> <td style="text-align: center;">.75</td> <td style="text-align: center;">.75</td> <td style="text-align: center;">.75</td> <td></td> </tr> </tbody> </table>					Position	19/20	20/21	21/22		Director	.45	.45	.45		Secretary	.30	.30	.30		Total	.75	.75	.75		Contracted Services	55,385	79,870	80,740
Position	19/20	20/21	21/22																									
Director	.45	.45	.45																									
Secretary	.30	.30	.30																									
Total	.75	.75	.75																									
					Supplies & Materials	11,908	16,900	16,900																				
					Other Operating Expenses	5,657	15,050	14,180																				
					Total Budget	\$120,439	\$155,996	\$155,996																				
Performance Measures					Actual	Projected	Projected																					
					2019/20	2020/21	2021/22																					
Percentage of Harris County Public School Districts Served					96%	96%	96%																					
Percent Satisfied					97%	90%	90%																					
Percent implementing or intended to implement concepts/strategies post training.					97%	85%	85%																					
Revenues/Expenditures					67%	70-75%	36%																					

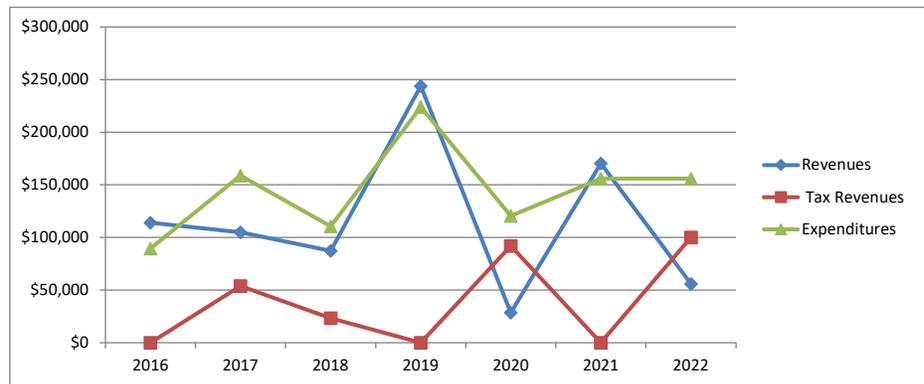
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

TLC - Speaker Series

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 113,951	\$ 104,883	\$ 87,291	\$ 243,950	\$ 28,505	\$ 170,400	\$ 55,910
5710 - Local Property Taxes	-	53,825	23,251	-	91,934	-	100,086
Total REVENUES:	113,951	158,708	110,542	243,950	120,439	170,400	155,996

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	31,154	70,894	73,542	40,730	47,489	44,176	44,176
6200 - Contracted Services	44,681	68,332	23,800	152,676	55,385	79,870	80,740
6300 - Supplies & Materials	6,244	11,549	6,785	16,229	11,908	16,900	16,900
6400 - Other Operating Costs	7,419	7,933	6,415	14,311	5,657	15,050	14,180
Total EXPENDITURES:	\$ 89,499	\$ 158,708	\$ 110,542	\$ 223,944	\$ 120,439	\$ 155,996	\$ 155,996

Performance Ratio 127% 66% 79% 109% 24% 109% 36%
 Total Local, Federal, and State Revenues / Total Expenditures



**Chief of Staff
094**

Program Narrative	Division 2021-2022 Objectives
The Chief of Staff oversees and supervises Case for Kids, while providing support to the County School Superintendent	Service Delivery Objective 1. The Chief of Staff will meet with the superintendent and division directors regularly to address evolving needs.
	Client Satisfaction Objective 2. The Chief of Staff will effectively support the superintendent and the divisions the office oversees (CASE).
	Outcomes Objective 3. CASE will meet both HCDE and division objectives.
	Financial Objective 4. CASE meet their division financial objectives.
Division Goals	Prior Year Highlights
To ensure successful delivery of programs and services under CASE for Kids.	None reported.

HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X		2019/20	2020/21	2021/22
						Actual	Projected	Budget
Personnel Allocations					Payroll	263,066	271,179	271,179
Position					Contracted Services	915	900	500
Chief of Staff					Supplies & Materials	1,289	709	709
Public Information and Policy Officer					Other Operating Expenses	3,747	4,290	4,790
					Capital Outlay	0	0	0
					Facility Charges	4,551	4,878	4,989
					Total Budget	\$273,568	\$281,956	\$282,167
Total								

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percent Division the net financial goals	100	100	100
Percent division that met its customer service program goals	100	100	100
	-	-	-

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Chief of Staff

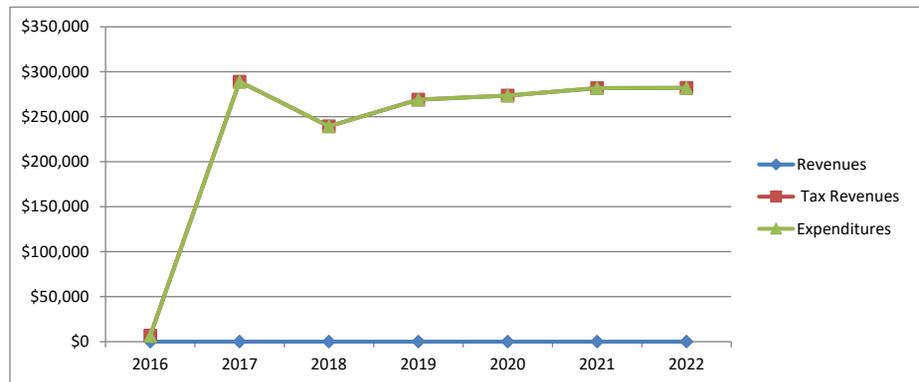
	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5740 - Local Revenue-Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES - Tax Revenues							
5710 - Local Property Taxes	187,574	289,057	239,430	269,039	273,568	281,956	282,167
Total REVENUES:	187,574	289,057	239,430	269,039	273,568	281,956	282,167

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	163,268	234,208	223,555	250,734	263,066	271,179	271,179
6200 - Contracted Services	15,703	47,112	10,778	457	915	900	500
6300 - Supplies & Materials	5,359	2,885	1,296	7,912	1,289	709	709
6400 - Other Operating Costs	646	2,196	1,055	5,209	3,747	4,290	4,790
	184,975	286,401	236,684	264,312	269,017	277,078	277,178
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	2,599	2,656	2,746	4,727	4,551	4,878	4,989
Total EXPENDITURES:	\$ 187,574	\$ 289,057	\$ 239,430	\$ 269,039	\$ 273,568	\$ 281,956	\$ 282,167

Sustainability Ratio

Local Property Taxes / Expenditures

0% 100% 100% 100% 100% 100% 100%



**CASE for Kids - Local
922**

Program Narrative	Division 2021-2022 Objectives
The Center for Afterschool, Summer, and Enrichment for Kids or CASE for Kids strives to improve the quality, capacity and reach of afterschool programs by providing funding, professional development, and networking opportunities for the out-of-school time field. Our vision is to equalize out-of-school time opportunities for Harris County youth. Afterschool programs are critical to children and families. All kids need safe, supervised environments throughout the day with opportunities that help prepare them for the future. Our services, built on a five-point quality framework, are designed to improve program quality and provide resources for the local OST field. We're making the CASE for Kids because what happens between school and home matters.	Service Delivery Objective
	1. At least 60% of the proposed number of students will participate in CASE for Kids projects during the 2021-22 school year.
	Client Satisfaction Objective
	2. During the 2021-22 school year, 90% of stakeholders will be satisfied or very satisfied with services provided by CASE for Kids.
	Outcomes Objective
	3. At least 70% of students will report awareness of college readiness skills.
	Financial Objective
	4. The average cost per student served by CASE for Kids will not exceed \$1,000.

Division Goals	Prior Year Highlights
CASE for Kids goals are built on the services we provide in three main categories: 1) Expanding Resources, 2) Enhancing Quality, and 3) Driving Change. Expanding Resources: CASE for Kids provides access to a variety of resources including funding opportunities for both comprehensive programs and project based activities.	In response to the COVID-19 pandemic, several CASE for Kids projects successfully transitioned to a virtual platform/space. In Oct. 2020, for the annual Lights On Afterschool celebration, Division Director Dr. Lisa Caruthers shared the importance and significance of Harris County afterschool programs during her public comments at the virtual City Council meeting. The All-Earth Ecobot Challenge hosted virtual competitions this year for elementary and middle school students. Youth demonstrated coding skills by flying drones and various science concepts through hands-on experiments via individual competitions. All CASE Debates activities were held virtually this year as CASE for Kids developed an online website to host all debate offerings. Most exciting, CASE for Kids launched the newest resource to the out-of-school time community, an online digital learning platform called LevelUp Houston. Created to offer youth the opportunity to explore multiple topics, students earn a badge for the skills acquired after completing a course successfully.
Enhancing Quality: CASE for Kids creates services to enhance/increase/strengthen the quality of services offered to youth resulting in increased capacity of the people and organizations implementing the out-of-school time program.	
Driving Change: CASE for Kids convenes community partners to promote and highlight the local out-of-school time community. In this area of work, we work collaboratively with the community to investigate and determine the best course of action to equalize access for youth.	

HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5 X		2019/20	2020/21	2021/22
						Actual	Projected	Budget
Personnel Allocations					Payroll	316,116	261,890	316,890
Position								
Director						1	1	1
Asst. Director						2	2	2
Manager						2	3	3
Coordinator/Specialist						20	20	20
Secretary						4	4	4
Total						30	30	30
					Contracted Services	295,263	281,120	321,872
					Supplies & Materials	41,140	31,151	19,668
					Other Operating Expenses	107,376	196,119	96,230
					Capital Outlay	0	0	0
					Facilities Charges	0	0	0
					Total Budget	\$759,895	\$770,280	\$754,660

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percent of proposed number students	90%	90%	90%
Percent of site coordinators/stakeholders satisfied or very satisfied	90%	90%	90%
Percent Self-sustaining	90%	90%	90%

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

CASE Local

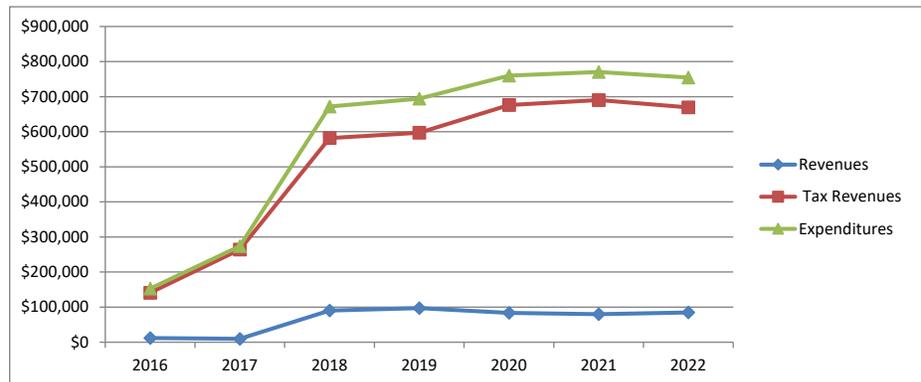
	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 6,665	\$ 8,685	\$ 89,994	\$ 87,566	\$ 83,400	\$ 80,000	\$ 83,000
5730 - Local Rev-Other Entities	5,135	-	-	7,182	160	-	2,000
5740 - Local Revenue-Other	-	1,053	-	2,445	-	-	-
	11,800	9,738	89,994	97,192	83,560	80,000	85,000
REVENUES - Tax Revenues							
5710 - Local Property Taxes	140,984	263,799	582,112	596,828	676,334	690,280	669,660
Total REVENUES:	152,784	273,537	672,106	694,020	759,894	770,280	754,660

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	109,520	78,303	214,479	255,726	316,116	261,890	316,890
6200 - Contracted Services	19,728	74,188	248,307	283,121	295,263	281,120	321,872
6300 - Supplies & Materials	13,821	32,910	51,484	53,516	41,140	31,151	19,668
6400 - Other Operating Costs	9,715	88,136	157,836	101,656	107,376	196,119	96,230
	152,784	273,537	672,106	694,020	759,895	770,280	754,660
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	-	-	-	-	-	-	-
Total EXPENDITURES:	\$ 152,784	\$ 273,537	\$ 672,106	\$ 694,020	\$ 759,895	\$ 770,280	\$ 754,660

Performance Ratio

Total Local, Federal, and State Revenues / Total Expenditures

8% 4% 13% 14% 11% 10% 11%



**Business Support Services
050**

Program Narrative The Business Services Division provides financial support services to all HCDE divisions. Activities include, but are not limited to, budgeting, financial reporting, grant accounting, payroll services (processing pay checks, direct deposits, payroll (withholding), bill paying (accounts payable), cash receipts, debt payment monitoring, investment of department funds, accounts receivable, and finance training.	Division 2021-2022 Objectives
	Service Delivery Objective
	1. Business Services will disseminate information about best business practices to all HCDE divisions by providing training, post financial info on the portal & website, and distribute Business calendars of due dates for financial reports, budgets, and risk assessment reviews.
	Client Satisfaction Objective
	2. 90% of clients will be satisfied with services provided by Business Services.
	Outcomes Objective
3. The FY21 annual financial audit will receive an “unmodified” opinion from the independent auditor and there will be no audit findings.	
Financial Objective	
4. Business Office operation costs will range between 3% to 5% per Department employee.	

Division Goals	Prior Year Highlights
To support the operations of HCDE by maximizing human and fiscal resources and utilizing sound fiscal planning for the efficient delivery of services and the protection of HCDE assets.	The Division had the following accomplishments: Exceeded the 99 percent tax collection rate goal; actual 98.9 percent Secured and administered over \$30M in grants “Unmodified” Opinion expressed by the external independent auditors – which is the best type of auditor’s opinion No findings or questioned costs in the annual financial report Maintained its credit rating of “AAA” from Standard & Poor’s Rating Services and “Aaa” from Moody’s Investor Services Increased fund balance at the end of the year and ended with \$10 M in unassigned fund balance Received the Certificate of Achievement of Excellence in Financial Reporting from GFOA and ASBO Received the Distinguished Budget Reporting Award from GFOA and ASBO

HCDE Goals					General Operating Fund Expenditures by Object				
Goal 1	Goal 2 X	Goal 3	Goal 4 X	Goal 5 X			2019/20	2020/21	2021/22
							Actual	Projected	Budget
Personnel Allocations					Payroll		1,361,694	1,427,393	1,427,393
Position			19/20	20/21	21/22	Contracted Services	461,478	533,750	494,200
Assistant Superintendent			1	1	1	Supplies & Materials	64,147	62,500	53,250
Chief Accounting Officer			1	1	1	Other Operating Expenses	52,100	66,700	51,000
Senior Accountant			1	1	1	Capital Outlay	0	0	0
Accounting Manager/Accountant			4	4	4	Facility Charges	32,978	38,286	39,162
Business Analyst			1	1	1	Total Budget	\$1,972,397	\$2,128,629	\$2,065,005
Executive Assistant			1	1	1				
Specialist/Clerk			8	8	8				
Total			17	17	17				
Performance Measures					Actual	Projected	Projected		
					2019/20	2020/21	2021/22		
% of divisions receiving info on best business practices					100%	100%	100%		
% of clients will be satisfied					90%	90%	90%		
The annual financial audit will receive an “unmodified” opinion from the independent auditor and there will be no findings.					meet	meet	Meet		
Average cost % per HCDE employee					3%-5%	3%-5%	3% -5%		

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

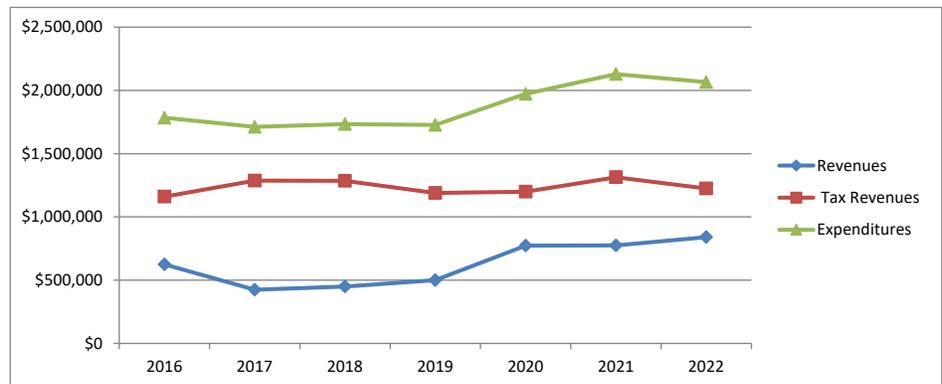
Business Support Services

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 281,702	\$ 54,525	\$ 1,628	\$ 54,068	\$ 245,754	\$ 80,000	\$ 80,000
5730 - Local Rev-Other Entities	2,690	4,052	340	-	-	-	-
5740 - Local Revenue-Other	81	20	2,622	1,030	-	-	-
5890 - State Rev - Shared Services	9,882	-	-	-	-	-	-
5990 - Fed Rev - Indirect Costs	329,743	365,758	444,132	444,132	528,045	695,385	759,823
	624,098	424,355	448,722	499,231	773,799	775,385	839,823
REVENUES - Tax Revenues							
5710 - Local Property Taxes	1,159,760	1,287,220	1,284,514	1,189,810	1,198,598	1,313,244	1,225,182
Total REVENUES:	1,783,858	1,711,575	1,733,236	1,689,041	1,972,397	2,088,629	2,065,005

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	1,185,387	1,219,835	1,224,714	1,191,499	1,361,694	1,427,393	1,427,393
6200 - Contracted Services	408,297	302,777	325,695	395,502	461,478	533,750	494,200
6300 - Supplies & Materials	48,133	51,561	46,149	45,185	64,147	62,500	53,250
6400 - Other Operating Costs	63,217	56,860	64,712	59,918	52,100	66,700	51,000
6600 - Capital Assets	-	-	-	-	-	-	-
	1,705,034	1,631,033	1,661,270	1,692,104	1,939,419	2,090,343	2,025,843
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	78,825	80,542	71,966	34,249	32,978	38,286	39,162
Total EXPENDITURES:	\$ 1,783,859	\$ 1,711,575	\$ 1,733,236	\$ 1,726,353	\$ 1,972,397	\$ 2,128,629	\$ 2,065,005

Sustainability Ratio

Local Property Taxes / Expenditures	65%	75%	74%	69%	61%	62%	59%
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**Purchasing Support
950**

Program Narrative	Division 2021-2022 Objectives
The internal purchasing division is responsible for converting approved requisitions into purchase orders, creating RFP and ITB documents for the formal bidding process, training requisition generators and processing HCDE contracts.	Service Delivery Objective
	1. Internal Purchasing will provide purchasing eFinance training for HCDE staff.
	Client Satisfaction Objective
	2. 90% of the HCDE clients will be satisfied with purchasing services.
	Outcomes Objective
	3. 90% of requisitions will be processed within 2 days of final approval.
	Financial Objective
	4. Division support expenses will not exceed approved budget.

Division Goals	Prior Year Highlights
To maintain a high level of customer service.	Received NPI award - Achievement of Excellence in Procurement.
Process Division's requests in a timely manner.	Received TASBO award – Award of Merit – Purchasing Produced Flip books for P-Cards usage and how to do business with HCDE.
Provide training to HCDE Divisions.	Purchasing was able to serve all Divisions during the pandemic.

HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5		2019/20	2020/21	2021/22
X						Actual	Projected	Budget
Personnel Allocations					Payroll	511,755	523,669	523,669
Position						18,657	88,965	68,700
Director						11,957	24,200	24,200
Assistant Director						15,834	27,850	31,600
Contract Manager						11,673	24,555	25,117
Procurement Manager								
Procurement Coordinator								
Purchasing Specialist								
Quality Assurance Specialist								
Total						\$569,876	\$689,239	\$673,486

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Number of HCDE staff attending purchasing training	51	76	20
Percentage of HCDE clients satisfied with the purchasing services.	90	90	90
Percentage of requisitions processed with 2 days of final approval	85	85	85
Purchasing % of actual spent to budget	96	83	95

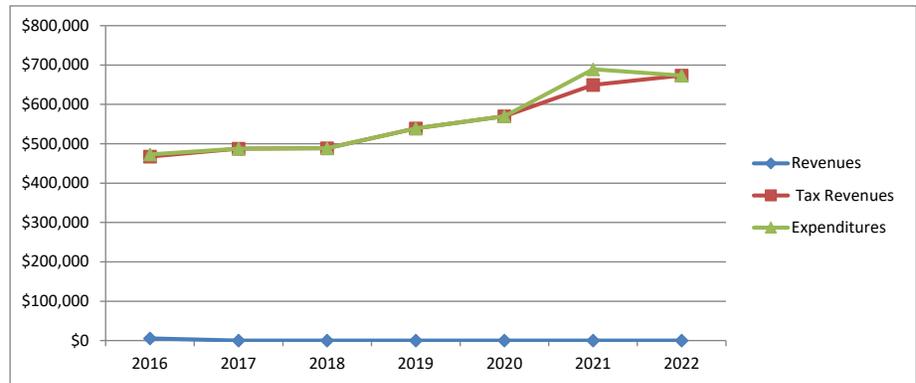
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Purchasing Support

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Tax Revenues							
5720 - Local Rev-Schl Districts	\$ 5,559	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5710 - Local Property Taxes	467,405	487,590	488,358	538,984	569,876	649,239	673,486
Total REVENUES:	472,964	487,590	488,358	538,984	569,876	649,239	673,486

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	414,429	422,724	433,340	461,324	511,755	523,669	523,669
6200 - Contracted Services	22,608	21,454	5,122	19,571	18,657	88,965	68,700
6300 - Supplies & Materials	13,508	17,231	19,832	19,569	11,957	24,200	24,400
6400 - Other Operating Costs	15,038	18,639	22,265	26,397	15,834	27,850	31,600
	465,582	480,048	480,559	526,861	558,203	664,684	648,369
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	7,381	7,542	7,799	12,123	11,673	24,555	25,117
Total EXPENDITURES:	\$ 472,964	\$ 487,590	\$ 488,358	\$ 538,984	\$ 569,876	\$ 689,239	\$ 673,486

Sustainability Ratio							
Local Property Taxes / Expenditures	99%	100%	100%	100%	100%	94%	100%



**HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022**

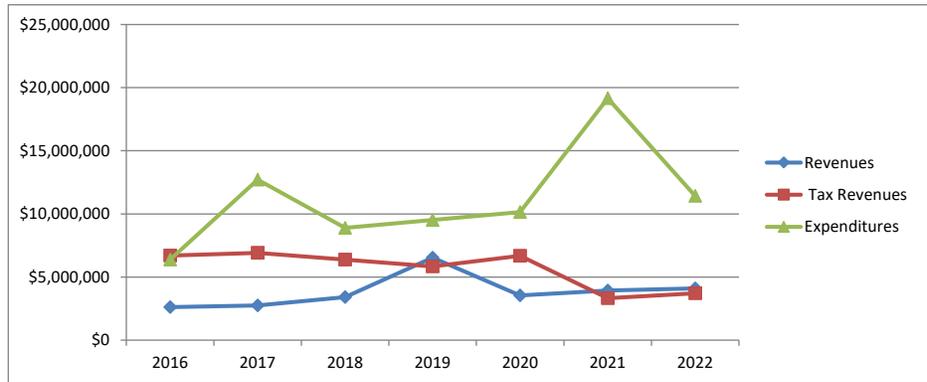
Department Wide

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5610 - Other Sources	\$ 2,547,458	\$ 2,588,083	\$ 2,803,104	\$ 5,631,675	\$ 2,990,423	\$ 2,927,240	\$ 4,054,412
5730 - Local Rev-Other Entities	67,893	-	2,810	9,297	-	540,000	-
5740 - Local Revenue-Other	488	159,188	595,642	788,005	408,144	458,055	50,000
5790 - Local Revenue - Local Grants	-	-	945	-	-	727	-
5990 - Fed Rev - Indirect Costs	-	-	-	101,989	139,883	-	-
	2,615,839	2,747,271	3,402,501	6,530,965	3,538,450	3,926,022	4,104,412
REVENUES - Tax Revenues							
5710 - Local Property Taxes	6,692,639	6,910,967	6,385,994	5,839,207	6,674,365	3,322,367	3,703,840
Total REVENUES:	9,308,478	9,658,238	9,788,495	12,370,172	10,212,815	7,248,389	7,808,252

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	3	-	-	-	-	(1,401,000)	140,858
6200 - Contracted Services	695,091	717,872	725,605	886,289	959,788	1,953,301	1,664,594
6300 - Supplies & Materials	(40,845)	(40,758)	(32,018)	36,814	143,573	153,335	10,877
6400 - Other Operating Costs	57,488	992,682	80,196	105,427	129,095	1,115,826	1,074,500
6600 - Capital Assets	216,663	216,663	-	11,709	-	207,492	-
8900 - Other Uses	3,252,192	8,679,518	5,770,378	5,829,097	6,272,885	13,979,298	5,449,088
	4,180,592	10,565,977	6,544,161	6,869,336	7,505,341	16,008,252	8,339,917
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	2,196,778	2,145,893	2,354,102	2,647,639	2,643,572	3,144,702	3,093,638
Total EXPENDITURES:	\$ 6,377,371	\$ 12,711,870	\$ 8,898,263	\$ 9,516,975	\$ 10,148,913	\$ 19,152,954	\$ 11,433,555

Sustainability Ratio

Local Property Taxes / Expenditures	105%	54%	72%	61%	66%	17%	32%
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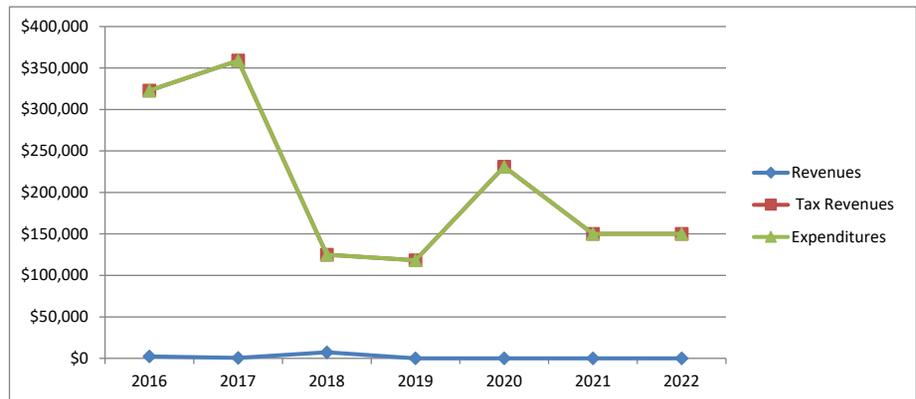
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Retirement Leave Benefits Fund

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5610 - Other Sources	\$ 2,291	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5740 - Local Revenue-Other	-	554	7,344	-	-	-	-
	2,291	554	7,344	-	-	-	-
REVENUES - Tax Revenues							
5710 - Local Property Taxes	320,504	358,410	117,488	118,233	231,057	150,000	150,000
Total REVENUES:	322,795	358,964	124,832	118,233	231,057	150,000	150,000

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	322,795	358,964	124,832	118,233	231,057	150,000	150,000
Total EXPENDITURES:	\$ 322,795	\$ 358,964	\$ 124,832	\$ 118,233	\$ 231,057	\$ 150,000	\$ 150,000

Sustainability Ratio							
Local Property Taxes / Expenditures	99%	100%	94%	100%	100%	100%	100%



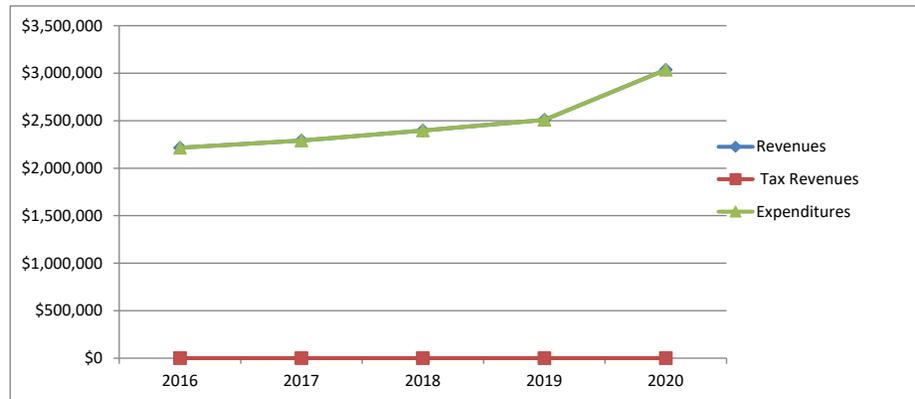
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

State TRS On Behalf Payments

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5830 - Revenue-Other TX Agencies	\$ 2,215,370	\$ 2,290,135	\$ 2,396,189	\$ 2,508,669	\$ 3,036,198	\$ 3,000,000	\$ 3,250,000
Total REVENUES:	2,215,370	2,290,135	2,396,189	2,508,669	3,036,198	3,000,000	3,250,000

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	2,215,370	2,290,135	2,396,189	2,508,669	3,036,198	3,000,000	3,250,000
Total EXPENDITURES:	2,215,370	2,290,135	2,396,189	2,508,669	3,036,198	3,000,000	3,250,000

Sustainability Ratio							
Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%



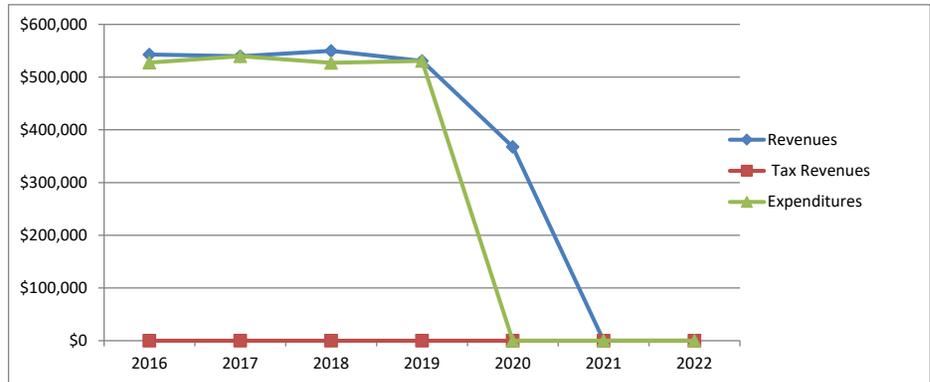
**HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022**

**State TEA Employee Portion Health
Insurance**

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5830 - Revenue-Other TX Agencies	\$ 542,819	\$ 539,660	\$ 549,813	\$ 530,900	\$ 367,573	\$ -	\$ -
Total REVENUES:	542,819	539,660	549,813	530,900	367,573	-	-

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	527,438	539,660	526,930	530,900	-	-	-
Total EXPENDITURES:	527,438	539,660	526,930	530,900	-	-	-

Sustainability Ratio							
Local Property Taxes / Expenditures	103%	100%	104%	100%	0%	0%	0%



**HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022**

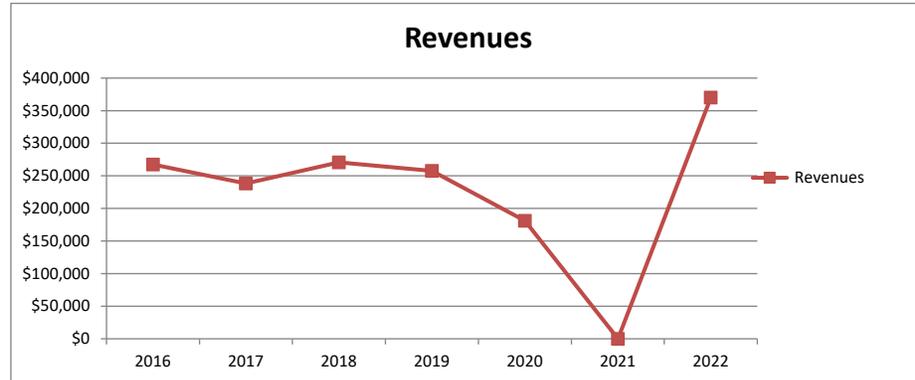
**State TEA Supplemental
Compensation**

2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
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REVENUES - Local, State, and Federal

REVENUES - Tax Revenues

5810 - State Revenues	\$ 267,360	\$ 238,467	\$ 270,803	\$ 257,561	\$ 181,043	\$ -	\$ 370,000
Total REVENUES:	\$ 267,360	\$ 238,467	\$ 270,803	\$ 257,561	\$ 181,043	\$ -	\$ 370,000





Harris County
Department of
Education

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**Chief Communications Officer
093**

Program Narrative	Division 2021-2022 Objectives
Lead the planning and implementation of Department short and long term strategies, tactics, work plans and projects. Provide cost effective business operations system solutions and communication technologies.	Service Delivery Objective 1. To provide outstanding service and support to HCDE divisions in their goals to help students and staff HCDE.
	Client Satisfaction Objective 2. More than 90% of HCDE divisions will report satisfaction with Communication, Client Engagement and Information Technology support.
	Outcomes Objective 3. HCDE stakeholders will have a better understanding of what HCDE does and how it not only supports students, but also leverages tax dollars in an effective and efficient manner while supporting the education of nearly 20% of students in the state of Texas.
	Financial Objective 4. To be fiscally prudent with taxpayer dollars as we support the reputation, image and awareness of HCDE in the community and amongst stakeholders.

Division Goals	Prior Year Highlights
Provide leadership to HCDE through technology solutions.	Launched new website. Implemented comprehensive awareness campaign. Streamlined processes and procedures for asset tracking. Held obsolete technology sale for employees. Created hundreds of individual collateral materials for divisions, schools, managers and programs.

HCDE Goals					General Operating Fund Expenditures by Object				
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5		2019/20	2020/21	2021/22	
X	X	X	X			Actual	Projected	Budget	
Personnel Allocations									
Position			19/20	20/21	21/22	Payroll	178,956	183,481	183,481
Chief Communication Officer			1	1	1	Contracted Services	457	1,500	1,500
						Supplies & Materials	271	5,850	6,000
						Other Operating Expenses	5,800	10,850	10,700
						Capital Outlay	0	0	0
						Facility Charges	2,8678	3,074	3,144
						Total Budget	\$188,352	\$204,755	\$204,825
Total			1	1	1				

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percent of programs who met their service delivery objectives.	90	100	100
Percent of programs who met their client satisfaction objectives.	90	100	100
Percent of programs who met their outcome objectives.	90	100	100
Percent of programs who met their financial objectives.	100	100	100

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

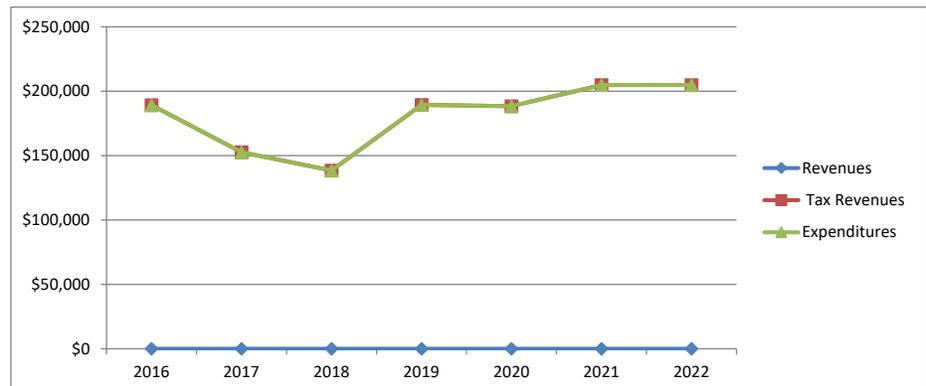
Chief Communications Officer

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 189,282	\$ 152,604	\$ 138,432	\$ 189,376	\$ 188,352	\$ 204,755	\$ 204,825
Total REVENUES:	189,282	152,604	138,432	189,376	188,352	204,755	204,825

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	183,362	146,964	134,027	173,689	178,956	183,481	183,481
6200 - Contracted Services	833	-	-	1,459	457	1,500	1,500
6300 - Supplies & Materials	-	1,472	-	5,089	271	5,850	6,000
6400 - Other Operating Costs	2,063	1,078	1,210	6,160	5,800	10,850	10,700
	186,258	149,514	135,237	186,398	185,484	201,681	201,681
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	3,024	3,090	3,195	2,978	2,868	3,074	3,144
Total EXPENDITURES:	\$ 189,282	\$ 152,604	\$ 138,432	\$ 189,376	\$ 188,352	\$ 204,755	\$ 204,825

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 2021-2022

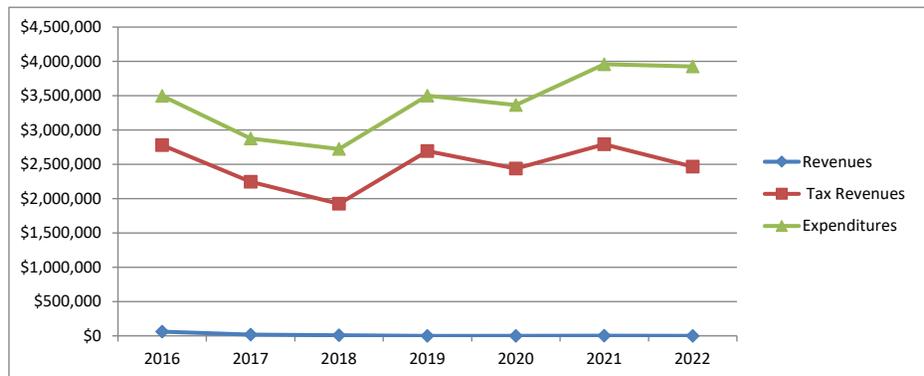
Technology Support Services

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5610 - Other Sources	\$ -	\$ -	\$ -	\$ 1,200	\$ -	\$ 3,003	\$ -
5720 - Local Rev-Schl Districts	61,000	17,400	9,850	17	-	-	-
5740 - Local Revenue-Other	296	40	-	-	-	-	-
5890 - State Rev-Shared Services	19,082	-	-	-	-	-	-
5990 - Fed Rev - Indirect Costs	636,746	614,520	788,285	806,786	925,306	1,356,791	1,460,251
	717,124	631,960	798,135	808,003	925,306	1,359,794	1,460,251
REVENUES - Tax Revenues							
5710 - Local Property Taxes	2,779,905	2,243,872	1,924,409	2,692,641	2,438,404	2,791,350	2,467,025
Total REVENUES:	3,497,029	2,875,832	2,722,544	3,500,644	3,363,710	4,151,144	3,927,276

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	1,779,269	1,776,616	1,824,378	1,901,864	2,006,889	2,333,990	2,333,990
6200 - Contracted Services	574,579	509,784	392,098	503,669	432,406	593,846	454,614
6300 - Supplies & Materials	676,213	489,114	402,092	778,898	752,882	909,636	1,032,620
6400 - Other Operating Costs	81,483	28,549	37,758	101,650	81,307	68,876	54,392
6600 - Capital Assets	328,649	13,695	6,166	165,626	43,106	-	-
	3,440,193	2,817,758	2,662,492	3,451,706	3,316,590	3,906,348	3,875,616
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	56,836	58,074	60,052	48,938	47,120	52,108	51,660
Total EXPENDITURES:	\$ 3,497,029	\$ 2,875,832	\$ 2,722,544	\$ 3,500,644	\$ 3,363,710	\$ 3,958,456	\$ 3,927,276

Sustainability Ratio

Local Property Taxes / Expenditures	79%	78%	71%	77%	72%	71%	63%
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**Marketing & Client Engagement
092**

Program Narrative	Division 2021-2022 Objectives
Client Engagement assists HCDE by providing professional marketing strategies/materials/SEO for revenue-generating divisions of HCDE, increasing the number of governmental entities that become members and then ensuring they are aware of the HCDE products/services available to them, thus growing the revenue stream generated by those divisions.	Service Delivery Objective
	1. Marketing & Client Engagement will deliver marketing strategies / materials to revenue-generating divisions.
	Client Satisfaction Objective
	2. 90% of HCDE employees who use our services will be satisfied.
	Outcomes Objective
	3. Increase marketing efforts through social media, email blasts, website advertising and attending and setting up booths at conferences.
	Financial Objective
	4. Client Engagement's expenditures for the fiscal year will not exceed the approved budget.

Division Goals	Prior Year Highlights
Develop a strategic marketing plans for HCDE that can be implemented throughout the County.	In 2020-2021, Client Engagement supported Choice Partners cooperative with strategies that helped increase membership. We marketed HCDE services that are available statewide through exhibits and ads creating marketing collateral as needed. We initialed a web-based, advertising program targeted lo Harris County to increase awareness of HCDE's programs and services.
Client Engagement will provide marketing support to revenue-generating divisions, with overall branding and packaging as well as with events to help increase participation.	
Implement Software as a Service - SaaS – solutions departmentwide to develop processes and to execute marketing strategies efficiently.	

HCDE Goals						General Operating Fund Expenditures by Object			
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5			2019/20	2020/21	2021/22
							Actual	Projected	Budget
X	X		X	X		Payroll	330,337	408,272	408,272
						Contracted Services	9,480	26,559	18,559
						Supplies & Materials	12,979	31,110	25,110
						Other Operating Expenses	69,101	68,570	82,570
						Capital Outlay	0	0	0
						Facilities Charges	6,865	7,358	7,527
						Total Budget	\$428,762	\$541,869	\$542,038
Personnel Allocations									
Position						19/20	20/21	21/22	
Director						1	1	1	
Membership Manager						1	1	1	
Coordinator						1	1	1	
Graphic Designer						1	1	1	
Secretary						0	0.5	0.5	
Total						4	4.5	4.5	

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Support	100%	100%	100%
% clients satisfied	90%	90%	90%
% increase in interlocal agreements	15%	15%	15%
% compliant with the division budget	100%	100%	100%

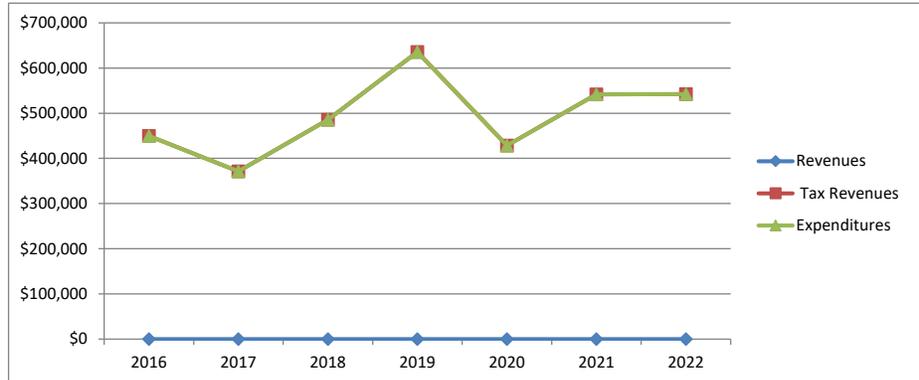
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Client Engagement

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5740 - Local Revenue-Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES - Tax Revenues							
5710 - Local Property Taxes	449,700	371,341	485,496	635,548	428,762	541,869	542,038
Total REVENUES:	449,700	371,341	485,496	635,548	428,762	541,869	542,038

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	346,422	286,132	419,469	507,403	330,337	408,272	408,272
6200 - Contracted Services	23,035	19,257	10,662	15,765	9,480	26,559	18,559
6300 - Supplies & Materials	20,846	19,824	12,150	22,381	12,979	31,110	25,110
6400 - Other Operating Costs	52,605	39,185	36,036	82,870	69,101	68,570	82,570
	442,905	364,398	478,317	628,419	421,897	534,511	534,511
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	6,795	6,943	7,179	7,130	6,865	7,358	7,527
Total EXPENDITURES:	\$ 449,700	\$ 371,341	\$ 485,496	\$ 635,549	\$ 428,762	\$ 541,869	\$ 542,038

Sustainability Ratio							
Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%



Communications 925

Program Narrative The Communications division of Harris County Department of Education assists other divisions within the Department with their publicity and overall communications needs. The division also recognizes divisions for their efforts and achievements through varied vehicles of communication. Most importantly, it serves as the official communications center for the Department as a whole. With one of the goals of the Board of Trustees being to increase the Department's visibility within the community, the division's ongoing goal is to maintain awareness of HCDE in the community that supports public education. Communication staff remain eager to continue to assist in the development of all communicative resources on behalf of all of the divisions within Harris County Department of Education. Beginning in 2007, the core objectives of the division became primarily focused on the work the division facilitates related to raising HCDE visibility in the community.	Division 2021-2022 Objectives Service Delivery Objective 1. At least 75 press releases will be issued to local media outlets. Client Satisfaction Objective 2. 90% of clients who are subjects of media coverage will be satisfied with their respective coverage. Outcomes Objective 4. CPI will receive at least 90 media hits. Financial Objective 5. CPI will serve internal divisions at a cost of not more than \$13,000 per division.
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Division Goals The division will continue to offer all of the divisions within the Department exceptional service in an effort to publicize their programs and services. The division will remain active with other colleagues in the education communications arena through its affiliation with the Houston School Public Relations Association. The division will remain an award-winning unit across the state by continuing to be recognized and rewarded	Prior Year Highlights The division has exceeded nearly all of its accountability objectives (with the exception of one in each year) over the past couple of years. In the years past the division has been just as successful if not more so. The division consistently keeps the Department in the spotlight of local and sometimes national media-achieving the Board's goal of increasing visibility in the local community that support education. This information is tracked on a monthly basis. In its history, the Department has never received the volume of positive media attention it has since the creation of this unit and the attraction increases each year. Finally, the division earns tens of statewide awards of excellence at the Texas School of Public Relations Association. Traditionally the Communications and Creative Services division of HCDE bring home the gold of gold award-the highest honor possible, as well as gold, and some silver awards on an annual basis as it competes with the largest and most renowned school districts across the state.
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HCDE Goals						General Operating Fund Expenditures by Object			
Goal 1 X	Goal 2 X	Goal 3 X	Goal 4 X	Goal 5			2019/20	2020/21	2021/22
							Actual	Projected	Budget
Allocations									
Position						19/20	20/21	21/22	
Director						1	1	1	
Manager - Communications						2	2	2	
Public Information Manager						1	1	1	
Multi-Media Specialist						1	1	1	
Webmaster						1	1	1	
Multi-Media Manager						1	1	1	
Secretary						0.6	1	1	
Graphic Designer						1	1	1	
Coordinator						1	1	1	
Total						9.6	10	10	
							704,642	995,698	995,698
							33,819	61,490	91,616
							41,879	77,753	64,432
							26,190	38,500	42,050
							18,266	19,577	20,025
Total Budget							\$824,796	\$1,193,018	\$1,213,821

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Number of press releases	90	90	90
Percentage of clients that are satisfied	80	100	100
Number of media "hits"	100	100	100
Cost of annual services provided by CPI to divisions	13,000 or less	14,000 or less	14,000 or less

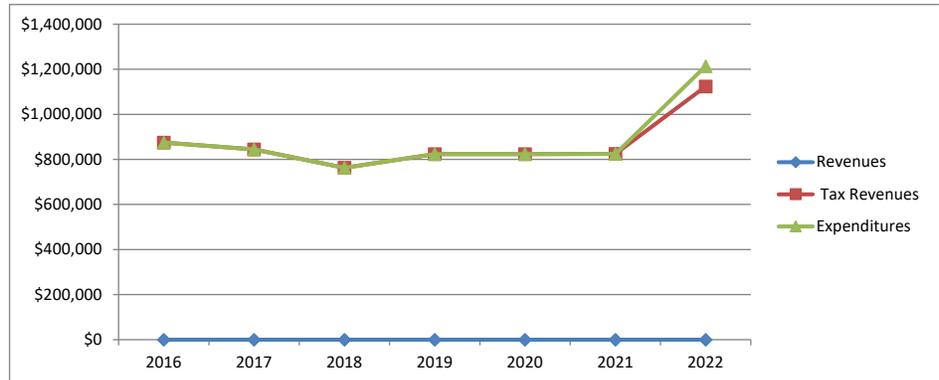
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Communications

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5740 - Local Revenue-Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES - Tax Revenues							
5710 - Local Property Taxes	874,333	844,140	762,759	823,409	824,796	1,193,018	1,123,821
Total REVENUES:	874,333	844,140	762,759	823,409	824,796	1,193,018	1,123,821

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	662,400	676,897	598,375	622,412	704,642	995,698	995,698
6200 - Contracted Services	96,962	52,897	62,038	77,344	33,819	61,490	91,616
6300 - Supplies & Materials	67,429	62,566	58,499	66,052	41,879	77,753	64,432
6400 - Other Operating Costs	19,467	23,093	24,142	38,631	26,190	38,500	42,050
	846,258	815,453	743,054	804,439	806,530	1,173,441	1,193,796
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	28,075	28,687	19,705	18,970	18,266	19,577	20,025
Total EXPENDITURES:	\$ 874,333	\$ 844,140	\$ 762,759	\$ 823,409	\$ 824,796	\$ 1,193,018	\$ 1,213,821

Sustainability Ratio							
Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	93%



Human Resources 030

Program Narrative	Division 2021-2022 Objectives
Human Resources division (HRD) is responsible for the design of formal systems to ensure the effective and efficient use of human talent to accomplish HCDE's goals. To assist the department in meeting its goals, HRD is composed of several groups of interlinked activities: Employment and Recruiting, Training and Development, Compensation Administration, Benefits Administration, Employee Relations, Employee Services and Personnel Records Management.	Service Delivery Objective
	1. Beginning August 1, 2021, 80% of all new HCDE employees will receive New Employee Orientation and Benefits Orientation via an online learning management system.
	Client Satisfaction Objective
	2. 90% of new HCDE employees will be satisfied with the training received via the online learning management system.
	Outcomes Objective
	3. 80% of all new HCDE employees will receive training through the online learning management system and complete all new hire documents and the benefits enrollment process via an online platform..
	Financial Objective
	4. Human Resources' expenditures for operations will not exceed the approved budget..

Division Goals	Prior Year Highlights
Review of the HCDE Salary Schedules Implement electronic onboarding process RFP for Workers' compensation administration	Developed and Implemented COVID-19 safety and wellness protocols, Return to Work guidelines and Control Response Plan. Developed Qualtrics daily employee assessment survey. Implemented Document Management Solutions (LaserFiche). Implemented Blackboard for New Employee Orientation and Returning Staff Orientation.

HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5 X		2019/20	2020/21	2021/22
						Actual	Projected	Budget
Personnel Allocations								
Position					19/20	20/21	21/22	
Executive Director					1	1	1	Payroll 861,568 866,613 866,613
Assistant Director					1	1	1	Contracted Services 109,832 73,068 59,500
Human Resources Coordinator					2	3	3	Supplies & Materials 52,692 55,500 54,000
Benefits Coordinator					1	1	1	Other Operating Expenses 43,044 83,500 90,000
Administrative Assistant					1	1	1	Capital Outlay 0 0 0
Benefits Assistant					1	1	1	Facility Charges 21,577 21,339 21,828
Clerk					2	1	1	Total Budget \$1,088,713 \$1,100,020 \$1,091,941
Human Resources Generalist					1	1	1	
Total					10	10	10	

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percent of personnel requests will be posted online within one business day after approval by the HR director.	85%	85%	85%
Percent of clients satisfied with services provided by Human Resources.	90%	90%	90%
Percent of all budget approved positions fully staffed.	90%	90%	90%
Average cost per employee	\$815	\$815	\$815

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

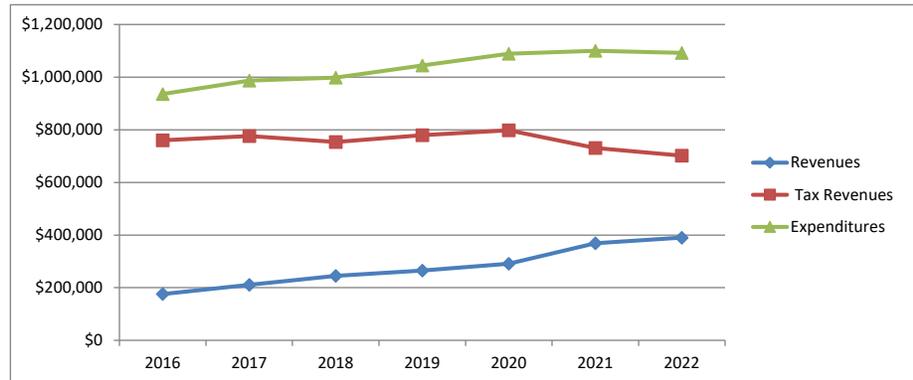
Human Resources

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5740 - Local Revenue-Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5890 - State Revenue-Shared Services	5,111	-	-	-	-	-	-
5990 - Fed Rev - Indirect Costs	170,557	210,866	244,632	264,943	290,669	368,904	390,263
	175,668	210,866	244,632	264,943	290,669	368,904	390,263
REVENUES - Tax Revenues							
5710 - Local Property Taxes	760,209	775,946	753,546	779,340	798,044	731,116	701,678
Total REVENUES:	935,877	986,812	998,178	1,044,283	1,088,713	1,100,020	1,091,941

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	753,278	771,169	799,866	824,394	861,568	866,613	866,613
6200 - Contracted Services	55,188	83,641	38,234	86,539	109,832	73,068	59,500
6300 - Supplies & Materials	32,090	30,182	48,785	49,359	52,692	55,500	54,000
6400 - Other Operating Costs	49,661	51,461	59,219	61,583	43,044	83,500	90,000
	890,217	936,453	946,104	1,021,874	1,067,136	1,078,681	1,070,113
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	45,660	50,359	52,074	22,409	21,577	21,339	21,828
Total EXPENDITURES:	\$ 935,877	\$ 986,812	\$ 998,178	\$ 1,044,283	\$ 1,088,713	\$ 1,100,020	\$ 1,091,941

Sustainability Ratio

Local Property Taxes / Expenditures	81%	79%	75%	75%	73%	66%	64%
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**Assistant Superintendent – Academic Support
011**

Program Narrative

The Assistant Superintendent oversees and/or supervises The Head Start Program, The School-Based Therapy Services Division and The Schools Division

Division Goals

- Provide a safe environment for students and staff.
- Deliver high quality instruction/service
- Ensure a culture of Professionalism

Division 2021-2022 Objectives

- Service Delivery Objective
1. Division directors under my supervision will receive an average of 4 formal visits from me during the year.
- Client Satisfaction Objective
2. At least 90% of the division directors, managers, and supervisors receiving support services from me will be satisfied with those services.
- Outcomes Objective
4. 100% of the divisions under my supervision will meet their outcome accountability objectives.
- Financial Objective
5. 100% of the divisions under my supervision will meet their financial accountability objectives

HCDE Goals

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
X	X	X	X	X

Personnel Allocations

Position	19/20	20/21	21/22
Assistant Superintendent	1	1	1
Executive Assistant	1	1	1
Total	2	2	2

General Operating Fund Expenditures by Object

	2019/20	2020/21	2021/22
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Payroll	278,803	287,565	287,565
Contracted Services	1,815	1,310	1,310
Supplies & Materials	1,631	5,842	4,842
Other Operating Expenses	13,107	28,286	29,286
Facility Charges	4,543	4,869	4,981
Total Budget	299,899	327,872	327,984

Performance Measures

	Actual	Projected	Projected
	2019/20	2020/21	2021/22
% of divisions that met their service delivery objectives.	90%	90%	90%
% of divisions that met their client satisfaction objectives.	90%	90%	90%
% of divisions that met their outcomes objectives.	100%	100%	100%
% of divisions that met their financial effectiveness objectives.	100%	100%	100%

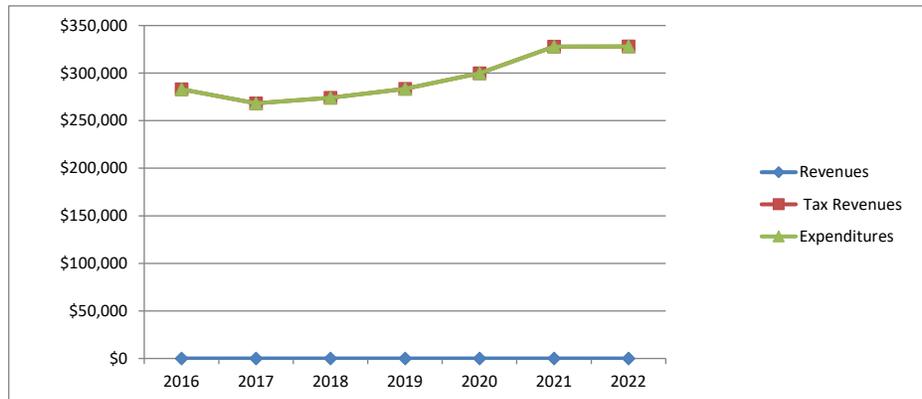
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Assistant Superintendent Academic Support

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 283,003	\$ 268,261	\$ 274,141	\$ 283,393	\$ 299,899	\$ 327,872	\$ 327,984
Total REVENUES:	283,003	268,261	274,141	283,393	299,899	327,872	327,984

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	265,590	249,655	256,871	263,930	278,803	287,565	287,565
6200 - Contracted Services	764	1,416	914	915	1,815	1,310	1,310
6300 - Supplies & Materials	2,033	453	820	239	1,631	5,842	4,842
6400 - Other Operating Costs	9,280	9,833	9,897	13,590	13,107	28,286	29,286
	277,666	261,357	268,502	278,674	295,356	323,003	323,003
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	5,337	6,904	5,639	4,719	4,543	4,869	4,981
Total EXPENDITURES:	\$ 283,003	\$ 268,261	\$ 274,141	\$ 283,393	\$ 299,899	\$ 327,872	\$ 327,984

Sustainability Ratio							
Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%



School Based Therapy Services

111

Program Narrative	Division 2021-2022 Objectives
The Therapy Services Division provides occupational therapy, physical therapy and music therapy services for children with disabilities and struggling learners in schools and early intervention programs in the greater Houston area. Services include evaluation, intervention, problem-solving and training. In the 2019-20 school year, approximately 7,732 children were served. Therapy Services mission: Advancing best practices for service delivery in partnership with the educational community.	Service Delivery Objective
	1. The Therapy Services Division will deliver 80% or the days of service contracted with independent school districts and programs for children from the ages of birth to 22 years.
	Client Satisfaction Objective
	2. 90% of the Therapy Services clients and employees be satisfied with services.
	Outcomes Objective
	3. a minimum of 80% of therapy providers will adhere to best practices when delivering services to students.
	Financial Objective
	4. 70% of students will make progress on the IEP objectives that are supported by therapy providers.
	Financial Objective:
	5. School Based Therapy services will be 80 to 85% self-supporting

Division Goals	Prior Year Highlights
Maintain a quality focus for our child-centered interventions.	In the 2020-2021 school year, the division served 6,668 students and trained 7,228 teachers and educators in 32 school districts, charter schools and other educational entities in the greater Houston area. The TxSpot website had 9,453 users on its site and provided answers to 68 questions regarding school-based therapy practice. In addition to their duties as related services providers in special education programs, division professionals served as consultants to students in general education settings struggling with learning and behavioral difficulties.
Successful recruitment/retention of professional personnel.	
Continued development of resources to assist the division, school districts and charter schools, including the TxSpot Resource Center and professional development.	

HCDE Goals					
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	
		X	X	X	
Personnel Allocations					
Position	19/20	20/21	21/22		
Director	1	1	1		
Manager	8	8	8		
Field Staff	130.85	131.85	133.35		
Secretary	1	1	1		
Office Clerk	2	2	2		
Administrative Asst	1	1	1		
Total	143.85	144.85	146.35		

General Operating Fund Expenditures by Object			
	2019/20	2020/21	2021/22
	Actual	Projected	Budget
Payroll	10,909,212	12,324,427	12,371,749
Contracted Services	25,144	44,900	44,900
Supplies & Materials	42,519	125,900	149,900
Other Operating Expenses	77,706	166,700	167,700
Facility Charges	64,583	71,727	73,369
Total Budget	\$11,119,164	\$12,733,654	\$12,807,618

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percent of the days of service contracted	96.3%	80%	80%
Percent client and employees satisfied	98%	90%	90%
Percent of therapist adhering to best practices	100%	80%	80%
Percent of students that made progress on IEP objectives supported by therapy providers	87%	70%	70%
Percent self-sustaining	80%	80%	81%

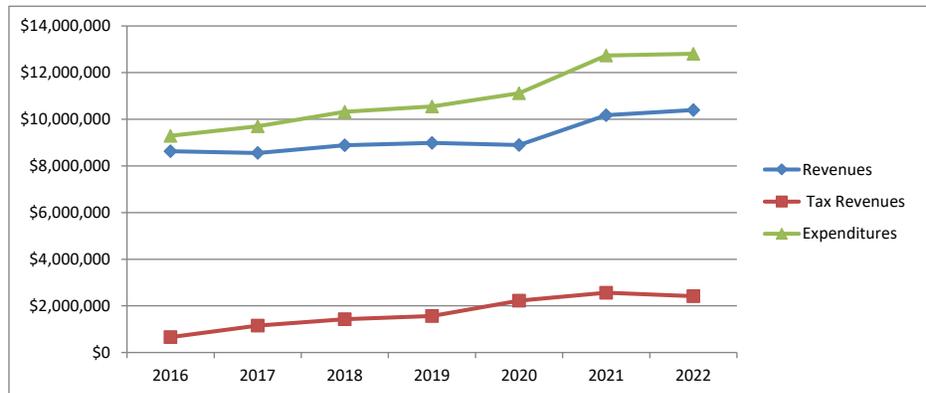
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

School Based-Therapy Services

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 8,633,429	\$ 8,552,308	\$ 8,888,791	\$ 8,981,970	\$ 8,892,942	\$ 10,170,332	\$ 10,396,110
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	8,633,429	8,552,308	8,888,791	8,981,970	8,892,942	10,170,332	10,396,110
REVENUES - Tax Revenues							
5710 - Local Property Taxes	658,702	1,149,555	1,428,440	1,568,718	2,226,221	2,563,322	2,411,508
Total REVENUES:	9,292,131	9,701,863	10,317,231	10,550,688	11,119,163	12,733,654	12,807,618

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	9,007,225	9,445,297	10,025,196	10,268,908	10,909,212	12,324,427	12,371,749
6200 - Contracted Services	33,717	25,443	25,103	23,492	25,144	44,900	44,900
6300 - Supplies & Materials	68,387	63,432	102,893	77,708	42,519	125,900	149,900
6400 - Other Operating Costs	126,112	109,767	104,142	113,506	77,706	166,700	167,700
	9,235,441	9,643,939	10,257,334	10,483,614	11,054,581	12,661,927	12,734,249
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	56,690	57,924	59,897	67,074	64,583	71,727	73,369
Total EXPENDITURES:	\$ 9,292,131	\$ 9,701,863	\$ 10,317,231	\$ 10,550,688	\$ 11,119,164	\$ 12,733,654	\$ 12,807,618

Performance Ratio	93%	88%	86%	85%	80%	80%	81%
Total Local, Federal, and State Revenues / Total Expenditures							



**Special Schools Administration
501**

Program Narrative The Special Schools Division supports area school districts by providing TEA aligned educational services for students with intellectual disabilities, developmental disabilities, and behavioral challenges. Through innovative and specialized programs, special education, and behaviorally challenged students have the opportunity to experience academic success and learn socially appropriate behaviors in a caring environment staffed by certified and highly skilled professionals. This budget supports administration of the Division. Schools are revenue generating entities.	Division 2021-2022 Objectives
	Service Delivery Objective
	1. Academic and Behavior Schools will conduct an ARD meeting within two weeks of enrollment for 100% of the students
	Client Satisfaction Objective
	2. Ninety percent of client district representatives will be satisfied with services by Academic and Behavior Schools
	Outcomes Objective
	3. Eighty percent of students with adaptive behavior program will advance from daily level to "progress level" within 15 weeks of enrollment
	Financial Objective
	4. Academic and Behavior Schools' will be 75% to 80% self-supporting.

Division Goals	Prior Year Highlights
To provide alternative pathways to at risk students with behavioral challenges for all 25 school districts in Harris County.	<ul style="list-style-type: none"> Principal for A Day Program was initiated with stakeholders from the special needs and mental health community spending a day shadowing the principal at HCDE campuses. Teachers attended training with the DFW Autism Conference and the Texas Association of Behavior Specialists Annual Conference. HCDE staff also presented at Texas Behavior School Annual Conference. Leadership retreat focusing on the mental health of Schools Division professional staff and how to manage self care. Special Olympics was initiated this year with 3 events for AB students to participate in bowling, volleyball, and basketball. High Point and Fortis Academy students serve as volunteers to learn empathy.
To promote positive relationships with community, districts, and staff through collaboration on student goals.	
To effectively meet the IEP goals and successfully transition students back to their home campus/district.	

HCDE Goals					
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	
X	X	X		X	
Personnel Allocations					
Position	19/20	20/21	21/22		
Senior Director	1	1	1		
Director	1	1	1		
Administrative Assistant	1	1	1		
Secretary	1	1	1		
Parent Liaison	1	1	1		
Instructional Coach	0	0	0		
Behavior Specialist	0	0	0		
Total	5	5	5		

General Operating Fund Expenditures by Object			
	2019/20	2020/21	2021/22
	Actual	Projected	Budget
Payroll	466,453	481,864	481,864
Contracted Services	245,642	303,865	244,900
Supplies & Materials	29,910	138,172	127,050
Other Operating Expenses	22,442	40,428	50,190
Capital Outlay	0	0	0
Facility Charges	7,715	8,268	8,458
Total Budget	\$772,162	\$972,597	\$912,462

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
% of special schools that met their service delivery objectives.	100%	100%	100%
% of special schools that met their client satisfaction objectives.	100%	100%	100%
% of special schools that met their outcomes objectives.	100%	100%	100%
% of special schools that met their financial effectiveness objectiveness.	100%	100%	100%

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

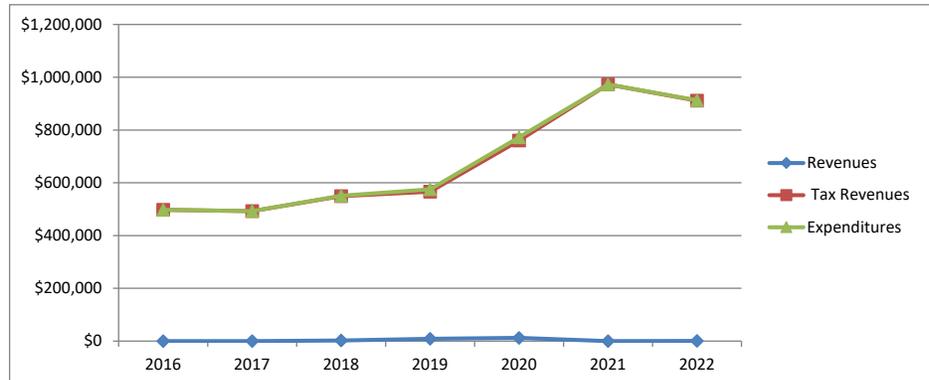
Special School Administration

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ -	\$ -	\$ 1,980	\$ 8,493	\$ 12,379	\$ -	\$ 1,000
	-	-	1,980	8,493	12,379	-	1,000
REVENUES - Tax Revenues							
5710 - Local Property Taxes	497,140	492,543	549,205	566,542	759,783	972,597	911,462
Total REVENUES:	497,140	492,543	551,185	575,035	772,162	972,597	912,462

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	370,880	385,378	374,023	386,367	466,453	481,864	481,864
6200 - Contracted Services	27,768	21,932	58,036	91,142	245,642	303,865	244,900
6300 - Supplies & Materials	54,439	50,691	56,595	47,650	29,910	138,172	127,050
6400 - Other Operating Costs	26,274	16,377	32,868	41,865	22,442	40,428	50,190
	479,361	474,378	521,522	567,023	764,447	964,329	904,004
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	17,778	18,165	29,663	8,012	7,715	8,268	8,458
Total EXPENDITURES:	\$ 497,140	\$ 492,543	\$ 551,185	\$ 575,035	\$ 772,162	\$ 972,597	\$ 912,462

Sustainability Ratio
 Local Property Taxes / Expenditures

100%	100%	100%	99%	98%	100%	100%
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Academic & Behavior School - East
131

Program Narrative	Division 2021-2022 Objectives
Academic and Behavior School East assists area school districts by providing educational programs for students with special needs. We serve students who may be emotionally disabled (ED), intellectually disabled (ID), have pervasive developmental disorders, maybe on the autism spectrum (AU), and/or have other health impairments (OHI). We offer small class sizes staffed with certified teachers who individualize their education in age appropriate classes, ensuring academic success and behavioral growth.	Service Delivery Objective 100% of students enrolled in Life Skills for at least weeks will show growth in their IEP Goals and Objectives.
	Client Satisfaction Objective 2. 90% of client districts will be satisfied with services by ABS East.
	Compliance Objective 3. 80% of students in Adaptive Behavior who are enrolled 12 weeks or more will show growth in their Boys Town levels and/or IEP Goals and Objectives.
	Outcomes Objective 4. 80% of students in Adaptive Behavior who are enrolled 12 weeks or more will show growth in their Boys Town levels and/or IEP Goals and Objectives.
	Financial Objective 5. T Academic and Behavior Schools will be 75-80% self-supporting.

Division Goals	Prior Year Highlights
To provide effective educational services to at-risk students with behavioral challenges.	Number of restraints and incidents decreased from the previous year. Established Professional Learning Communities to help with Teachers' Professional Development. Student enrollment increased for 2020-2021 school year.

HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5		2019/20	2020/21	2021/22
x	x	x	x	x		Actual	Projected	Budget
Personnel Allocations					Payroll	3,147,140	4,200,012	4,200,012
Position		19/20	20/21	21/22	Contracted Services	177,929	192,868	165,410
Principal		1	1	1	Supplies & Materials	133,682	111,180	174,800
Assistant Principal		2	2	2	Other Operating Expenses	22,934	28,061	28,200
Specialist		2	2	2	Capital Outlay	0	0	0
Counselor		1	2	2	Facility Charges	310,526	332,827	340,445
School Nurse		1.14	1.15	1.25	Total Budget	\$3,792,211	\$4,864,948	\$4,908,867
Teacher		22	22	22				
Secretary		1	1	1				
Clerk		2	2	2				
Aide/Substitutes		31	31	31				
Total		63.15	64.15	64.25				

Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Percentage of students	100%	100%	100%
Percentage of client districts satisfied	90%	90%	90%
Percentage of students	80%	80%	80%
Revenue/expenditure ratio	97%	76%	75.1%

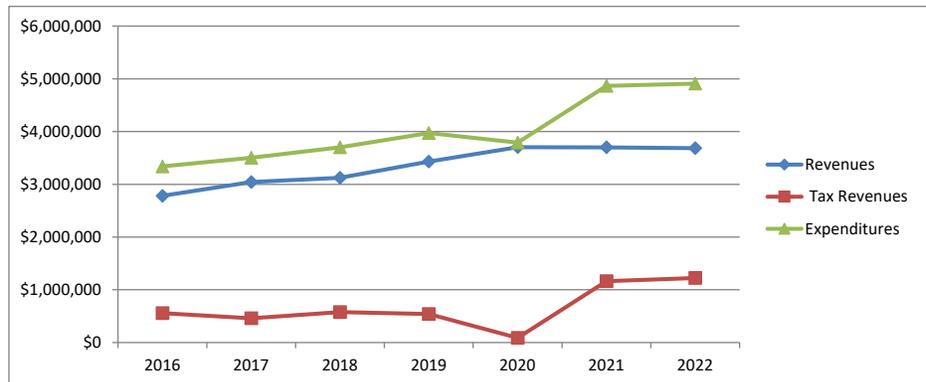
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Academic and Behavior School East

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 2,777,350	\$ 3,042,726	\$ 3,120,900	\$ 3,428,875	\$ 3,703,769	\$ 3,699,730	\$ 3,685,621
5740 - Local Rev-Other	4,416	-	3,351	283	-	-	-
	<u>2,781,766</u>	<u>3,042,726</u>	<u>3,124,251</u>	<u>3,429,158</u>	<u>3,703,769</u>	<u>3,699,730</u>	<u>3,685,621</u>
REVENUES - Tax Revenues							
5710 - Local Property Taxes	558,151	459,609	575,753	541,751	88,442	1,165,218	1,223,246
Total REVENUES:	<u>\$ 3,339,917</u>	<u>\$ 3,502,335</u>	<u>\$ 3,700,004</u>	<u>\$ 3,970,909</u>	<u>\$ 3,792,211</u>	<u>\$ 4,864,948</u>	<u>\$ 4,908,867</u>

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	2,749,540	2,896,437	3,082,425	3,258,184	3,147,140	4,200,012	4,200,012
6200 - Contracted Services	102,110	136,233	155,789	151,058	177,929	192,868	165,410
6300 - Supplies & Materials	93,753	68,753	101,238	190,906	133,682	111,180	174,800
6400 - Other Operating Costs	39,553	38,220	35,805	48,260	22,934	28,061	28,200
	<u>2,984,956</u>	<u>3,139,643</u>	<u>3,375,257</u>	<u>3,648,408</u>	<u>3,481,685</u>	<u>4,532,121</u>	<u>4,568,422</u>
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	354,961	362,692	324,747	322,501	310,526	332,827	340,445
Total EXPENDITURES:	<u>\$ 3,339,917</u>	<u>\$ 3,502,335</u>	<u>\$ 3,700,004</u>	<u>\$ 3,970,909</u>	<u>\$ 3,792,211</u>	<u>\$ 4,864,948</u>	<u>\$ 4,908,867</u>

Performance Ratio	83%	87%	84%	86%	98%	76%	75%
Total Local, Federal, and State Revenues / Total Expenditures							



Academic and Behavior School West
132

Program Narrative
ABS-West is one of the four schools within the Schools Division of the Harris County Department of Education. Currently, we have 80 students enrolled. We have two populations of students, one student population are our Autistic students. Many of these students are also Intellectually Disabled, Non-verbal and or Hearing Impaired. The other population are the students in the Adaptive Behavior program. These students may be Emotionally Disabled, Bi-Polar, and or Learning Disabled. Many of these students may also have ADHD. These students may come to us below grade level, at grade level, or even function above grade level. For the who are Autistic we use Applied Behavior Analysis, which shapes their behavior in order for them to learn independent living and job readiness skills. For the students in the Adaptive Behavior program, we use the Boys Town Classroom Management System to teach them the appropriate social skills to be successful in school and to assist them in becoming successful adults as well as productive citizens..

Division 2021-2022 Objectives
Service Delivery Objective
1. High School students will master their goals for the 2021-2022 school year.
Client Satisfaction Objective
2. 90% of clients will be satisfied with service provided by AB Schools
Outcomes Objective
3. 80% of students in the Adaptive Behavior program enrolled for 12 continuous weeks or more will advance form daily level to progress.
Financial Objective
4. The revenue/expenditure ratio will be 80% or higher.

Division Goals
1. Our first goal is to provide a safe educational environment for our students, staff, faculty members, and visitors.
2. Our second goal is to provide our students the very best educational programs, using the best practices and modern technology. In doing so, our students will not only be successful when they return to their home schools. They will become productive citizens in their communities.
3. Our third goal is to provide our staff with the best professional learning opportunities. Which will in turn enhance the quality of educational services we provide to our client districts, charter schools, and their students.

Prior Year Highlights
Last year we had 26 students to Transition back to their home School Districts. Currently, we have 3 seniors graduating this school year.

HCDE Goals				
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
X	X	X	X	X

Personnel Allocations			
Position	19/20	20/21	21/22
Principal	1	1	1
Assistant Principal	2	2	2
Specialist	3	3	3
Counselor	1.75	1.75	1.75
School Nurse	1	1	1
Teacher	20	20	20
Secretary	2	2	2
Aide/Substitutes	27	27.5	27.5
Total	57.75	58.25	58.25

General Operating Fund Expenditures by Object			
	2019/20	2020/21	2021/22
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Payroll	3,029,887	3,428,604	3,882,638
Contracted Services	80,052	110,045	111,831
Supplies & Materials	186,618	124,010	211,673
Other Operating Expenses	42,010	104,452	52,628
Capital Outlay	0	0	0
Facility Charges	171,981	173,522	400,645
Total Budget	\$3,510,548	\$3,940,633	\$4,659,415

Performance Measures	Actual 2019/20	Projected 2020/21	Projected 2021/22
Percentage of students	100%	100%	100%
Percentage of client districts satisfied	90%	100%	100%
Percentage of students	80%	80%	80%
Revenue/expenditure ratio	87%	70%	60%

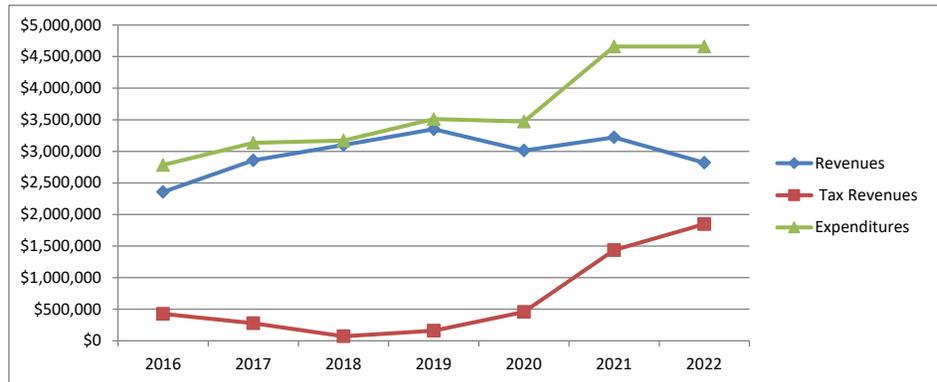
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Academic and Behavior School West

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 2,354,231	\$ 2,855,725	\$ 3,101,275	\$ 3,350,553	\$ 3,012,997	\$ 3,222,318	\$ 2,821,329
5740 - Local Revenue-Other	2,185	-	-	-	-	-	-
	2,356,416	2,855,725	3,101,275	3,350,553	3,012,997	3,222,318	2,821,329
REVENUES - Tax Revenues							
5710 - Local Property Taxes	427,983	278,453	71,249	159,995	458,231	1,437,097	1,847,256
Total REVENUES:	2,784,398	3,134,178	3,172,524	3,510,548	3,471,228	4,659,415	4,668,585

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	2,450,585	2,787,677	2,795,340	3,029,887	3,051,786	3,882,638	3,882,638
6200 - Contracted Services	74,390	79,709	97,944	80,052	82,200	114,831	111,831
6300 - Supplies & Materials	55,688	57,966	68,110	186,618	130,186	196,073	211,673
6400 - Other Operating Costs	27,883	29,143	37,950	42,010	41,461	65,228	52,628
	2,608,546	2,954,495	2,999,344	3,338,567	3,305,633	4,258,770	4,258,770
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	175,853	179,683	173,180	171,981	165,596	400,645	400,815
Total EXPENDITURES:	\$ 2,784,398	\$ 3,134,178	\$ 3,172,524	\$ 3,510,548	\$ 3,471,229	\$ 4,659,415	\$ 4,659,585

Performance Ratio 85% 91% 98% 95% 87% 69% 61%
 Total Local, Federal, and State Revenues / Total Expenditures



**Fortis Academy
800**

Program Narrative	Division 2021-2022 Objectives
Fortis Academy services students that are in transit from the treatment for substance abuse to their home school. HCDE wants to foster an environment to all Fortis Academy students a place to maintain their sobriety and avoid substance abuse. This will also allow our students to prepare for High School graduation as well as college and career opportunities.	Service Delivery Objective 1. Fortis Academy will provide transition services for 100% of the students who successfully complete the program and desire to continue their education. Client Satisfaction Objective 2.96% of clients will be satisfied with services provided by Fortis. Outcomes Objective 3. 80% of students enrolled in Fortis schools will successfully complete the program. Financial Objective 4. To educate students in recovery from substance use or co-occurring disorders while meeting state curriculum and graduation requirement towards graduation.

Division Goals	Prior Year Highlights
Our first goal is to Provide therapeutic support through Fortis Academy. Our second goal is to provide academic and emotional support to students recovering from drugs and alcohol abuse to ensure students graduate from their home schools prepared to continue their education and or enter the work force. Third is to educate students in recovery from substance use or co-occurring disorders while meeting state curriculum and graduation requirement towards graduation.	80% passing rate 90% attendance 78% sobriety. End of celebration Fall Festival License Treatment provider.

HCDE Goals	General Operating Fund Expenditures by Object																																														
<table border="1" style="width: 100%;"> <tr> <td>Goal 1</td> <td>Goal 2</td> <td>Goal 3</td> <td>Goal 4</td> <td>Goal 5</td> </tr> <tr> <td>X</td> <td>X</td> <td>X</td> <td>X</td> <td>X</td> </tr> </table>	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	X	X	X	X	X	<table border="1" style="width: 100%;"> <thead> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> <tr> <th></th> <th>Actual</th> <th>Projected</th> <th>Budget</th> </tr> </thead> <tbody> <tr> <td>Payroll</td> <td>775,146</td> <td>799,493</td> <td>799,493</td> </tr> <tr> <td>Contracted Services</td> <td>87,418</td> <td>134,156</td> <td>135,610</td> </tr> <tr> <td>Supplies & Materials</td> <td>76,490</td> <td>249,098</td> <td>192,488</td> </tr> <tr> <td>Other Operating Expenses</td> <td>14,137</td> <td>65,648</td> <td>49,020</td> </tr> <tr> <td>Capital Outlay</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Facility Charges</td> <td>156,292</td> <td>167,516</td> <td>171,350</td> </tr> <tr> <td>Total Budget</td> <td>\$1,109,483</td> <td>\$1,415,911</td> <td>\$1,347,961</td> </tr> </tbody> </table>		2019/20	2020/21	2021/22		Actual	Projected	Budget	Payroll	775,146	799,493	799,493	Contracted Services	87,418	134,156	135,610	Supplies & Materials	76,490	249,098	192,488	Other Operating Expenses	14,137	65,648	49,020	Capital Outlay	0	0	0	Facility Charges	156,292	167,516	171,350	Total Budget	\$1,109,483	\$1,415,911	\$1,347,961
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5																																											
X	X	X	X	X																																											
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Facility Charges	156,292	167,516	171,350																																												
Total Budget	\$1,109,483	\$1,415,911	\$1,347,961																																												
<table border="1" style="width: 100%;"> <thead> <tr> <th colspan="4">Personnel Allocations</th> </tr> <tr> <th>Position</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> </tr> </thead> <tbody> <tr> <td>Principal</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Assistant Principal</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Counselor</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Transition Specialist</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>School Nurse</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Teacher</td> <td>5</td> <td>5</td> <td>5</td> </tr> <tr> <td>Aide/Substitutes</td> <td>0.25</td> <td>0.25</td> <td>0.25</td> </tr> <tr> <td>Secretary</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Total</td> <td>10.25</td> <td>10.25</td> <td>10.25</td> </tr> </tbody> </table>	Personnel Allocations				Position	19/20	20/21	21/22	Principal	1	1	1	Assistant Principal	1	1	1	Counselor	1	1	1	Transition Specialist	0	0	0	School Nurse	1	1	1	Teacher	5	5	5	Aide/Substitutes	0.25	0.25	0.25	Secretary	1	1	1	Total	10.25	10.25	10.25			
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Total	10.25	10.25	10.25																																												

Performance Measures	Actual 2019/20	Projected 2020/21	Projected 2021/22
Percentage of students at recovery credit	80%	80%	80%
Percentage of students at maintaining sobriety	100%	100%	100%
How successful are students at teacher developed assessments	100%	100%	100%
Percentage of students moving towards graduation	89%	89%	89%
Revenue/expenditure ratio	13%	18%	14%

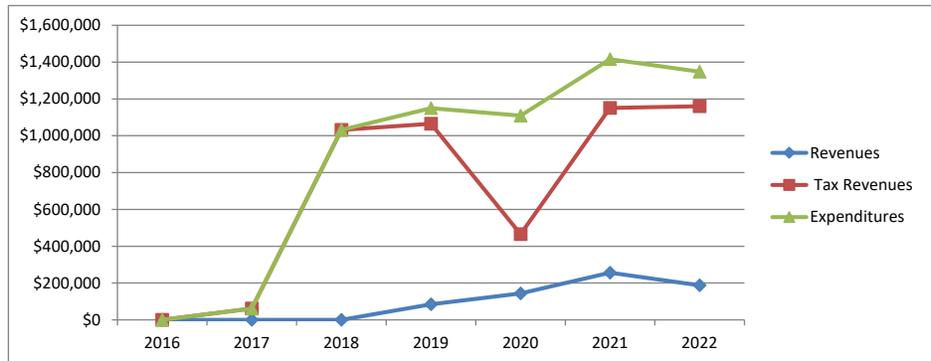
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Fortis High School

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ -	\$ -	\$ -	\$ 84,000	\$ 143,750	\$ 256,250	\$ 187,500
5615 - Transfer In - Choice	-	-	-	-	500,000	-	-
	-	-	-	84,000	643,750	256,250	187,500
REVENUES - Tax Revenues							
5710 - Local Property Taxes	-	61,274	1,031,385	1,065,797	465,732	1,151,149	1,160,461
Total REVENUES:	-	61,274	1,031,385	1,149,797	1,109,482	1,407,399	1,347,961

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	-	27,524	632,055	690,432	775,146	799,493	799,493
6200 - Contracted Services	-	-	132,335	201,216	87,418	134,156	135,610
6300 - Supplies & Materials	-	-	79,756	67,731	76,490	249,098	192,488
6400 - Other Operating Costs	-	-	19,790	28,099	14,137	65,648	49,020
6600 - Capital Assets	-	33,750	4,000	-	-	-	-
	-	61,274	867,936	987,478	953,191	1,248,395	1,176,611
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	-	-	163,449	162,319	156,292	167,516	171,350
Total EXPENDITURES:	\$ -	\$ 61,274	\$ 1,031,385	\$ 1,149,797	\$ 1,109,483	\$ 1,415,911	\$ 1,347,961

Performance Ratio 0% 0% 0% 7% 58% 18% 14%
 Total Local, Federal, and State Revenues / Total Expenditures



Highpoint East School 970

Program Narrative Highpoint School East serves 6 th -12 th grade at-risk students who have been expelled or placed from nine client school districts. HCDE provides intensive counseling and demanding curriculum in a structured environment.	Division 2021-2022 Objectives Service Delivery Objective 1. Highpoint schools will provide 100% transition services for the students who attend 45 days or more. Client Satisfaction Objective 2. 90% of clients will be satisfied with services provided by Highpoint schools. Outcomes Objective 3. Highpoint schools will successfully meet their objectives in this area. Financial Objective 4. The revenue/expenditure ratio will be 70 to 80%.
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Division Goals Our first goal is to provide a safe educational environment for our students, staff and faculty members. Our second goal is to provide our students the very best educational program, using the best practices. In doing so, our students will return to their home campuses and not only experience success there, but in their communities as well. Not only do we want to prepare our students to be productive and responsible adults, we also want them to be prepared for continuing educational opportunities and/or the world of work.	Prior Year Highlights Highpoint East Served 401 students in the 19-20 School year. We had 91% of courses taken by our students passed. We successfully transitioned 324 students back to their home campus.
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HCDE Goals	General Operating Fund Expenditures by Object																																																
<table border="1" style="width: 100%;"> <tr> <td>Goal 1</td> <td>Goal 2</td> <td>Goal 3</td> <td>Goal 4</td> <td>Goal 5</td> </tr> <tr> <td style="text-align: center;">X</td> </tr> </table>	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	X	X	X	X	X	<table border="1" style="width: 100%;"> <thead> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> <tr> <th></th> <th>Actual</th> <th>Projected</th> <th>Budget</th> </tr> </thead> <tbody> <tr> <td>Payroll</td> <td>2,434,405</td> <td>2,644,880</td> <td>2,644,880</td> </tr> <tr> <td>Contracted Services</td> <td>230,512</td> <td>231,920</td> <td>233,240</td> </tr> <tr> <td>Supplies & Materials</td> <td>91,116</td> <td>115,300</td> <td>101,800</td> </tr> <tr> <td>Other Operating Expenses</td> <td>14,137</td> <td>33,640</td> <td>35,740</td> </tr> <tr> <td>Capital Outlay</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Facility Charges</td> <td>351,467</td> <td>376,706</td> <td>385,331</td> </tr> <tr> <td>Total Budget</td> <td>\$3,121,637</td> <td>\$3,402,446</td> <td>\$3,400,991</td> </tr> </tbody> </table>				2019/20	2020/21	2021/22		Actual	Projected	Budget	Payroll	2,434,405	2,644,880	2,644,880	Contracted Services	230,512	231,920	233,240	Supplies & Materials	91,116	115,300	101,800	Other Operating Expenses	14,137	33,640	35,740	Capital Outlay	0	0	0	Facility Charges	351,467	376,706	385,331	Total Budget	\$3,121,637	\$3,402,446	\$3,400,991
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5																																													
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Secretary	1	1	1																																														
Total	37.85	37.25	37.25																																														

Performance Measures	Actual 2019/20	Projected 2020/21	Projected 2021/22
Percentage of students attending 45 days or longer received transition services.	100%	100%	100%
Percentage of clients satisfied	90%	90%	90%
Percentage of students attending 45 days or longer successfully complete the program	80%	80%	80%
Revenue/expenditure ratio	69%	70%	54%

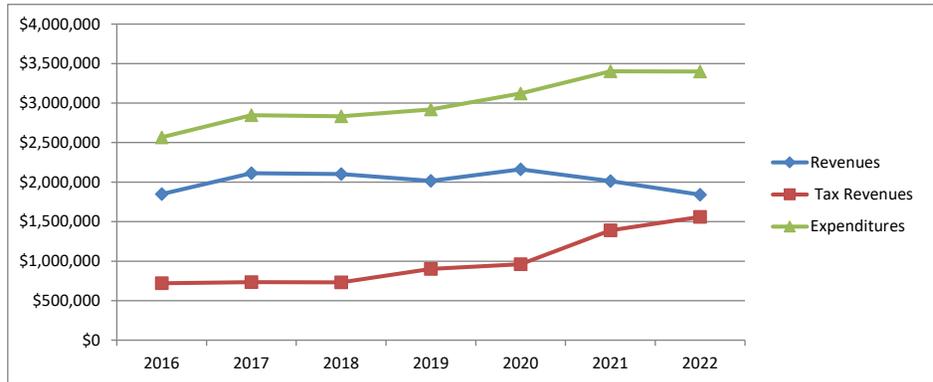
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Highpoint East School

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 1,847,265	\$ 2,113,190	\$ 2,101,955	\$ 2,016,830	\$ 2,162,008	\$ 2,012,977	\$ 1,841,146
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	1,847,265	2,113,190	2,101,955	2,016,830	2,162,008	2,012,977	1,841,146
REVENUES - Tax Revenues							
5710 - Local Property Taxes	720,126	734,120	731,157	902,352	959,629	1,389,469	1,559,845
Total REVENUES:	2,567,391	2,847,310	2,833,112	2,919,182	3,121,637	3,402,446	3,400,991

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	1,924,820	2,181,725	2,148,609	2,224,970	2,434,405	2,644,880	2,644,880
6200 - Contracted Services	133,794	130,101	237,445	218,655	230,512	231,920	233,240
6300 - Supplies & Materials	39,879	55,713	57,881	78,154	91,116	115,300	101,800
6400 - Other Operating Costs	10,569	11,460	21,614	32,381	14,137	33,640	35,740
	2,109,062	2,378,999	2,465,549	2,554,161	2,770,170	3,025,740	3,015,660
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	458,329	468,311	367,563	365,021	351,467	376,706	385,331
Total EXPENDITURES:	\$ 2,567,391	\$ 2,847,310	\$ 2,833,112	\$ 2,919,182	\$ 3,121,637	\$ 3,402,446	\$ 3,400,991

Performance Ratio	72%	74%	74%	69%	69%	59%	54%
Total Local, Federal, and State Revenues / Total Expenditures							



**Facility - Construction Services
086**

Program Narrative	Division 2021-2022 Objectives
The function of the Facilities Services division is to operate HCDE's physical plant and ancillary services. Moreover our priority is to ensure a condition of operations that provides students and staff with an environment that is safe, clean, attractive, and functional.	Service Delivery Objective
	1. Provide HCDE locations with quality improvements and upgrades.
	Client Satisfaction Objective
	2. Provide quality improvements and upgrades.
	Outcomes Objective
	3. HCDE locations will have up to date improvements and upgrades.
	Financial Objective
	4. Stay within the expenditure budget approved by HCDE.

Division Goals	Prior Year Highlights
To ensure a condition of operations that provides students, and staff with safe, clean, attractive, and functional.	Complete Roofing upgrades to various HCDE locations: 6300 Irvington/Adult Ed locations Sidewalk repairs done at 6300 Irvington Irrigation/Drainage issues complete at HP East Upgrades done to the fencing at HP East and ABS East.
Stay within expenditure budget. Provide environmental studies, and training to HCDE locations, and employees. Provide up to date improvement and upgrades to HCDE locations.	

HCDE Goals				
Goal 1	Goal 2 X	Goal 3	Goal 4	Goal 5
Personnel Allocations				
Position	19/20	20/21	21/22	
Director	1	1	1	
Coordinator	1	1	1	
Total	2	2	2	

General Operating Fund Expenditures by Object			
	2019/20	2020/21	2021/22
	Actual	Projected	Budget
Payroll	159,978	195,681	195,681
Contracted Services	2,031	2,000	2,000
Supplies & Materials	930	3,000	3,000
Other Operating Expenses	548	16,100	16,100
Capital Outlay	0	0	0
Facilities Costs	3,117	5,078	5,194
Total Budget	\$166,604	\$221,859	\$221,975

Performance Measures	Actual 2019/20	Projected 2020/21	Projected 2021/22
% of work orders	80%	80%	80%
% of satisfied clients	90%	90%	90%
% buildings maintained to safe building standards	90%	90%	90%
Total facility support expenditures	Stay within budget	Stay within budget	Stay within budget

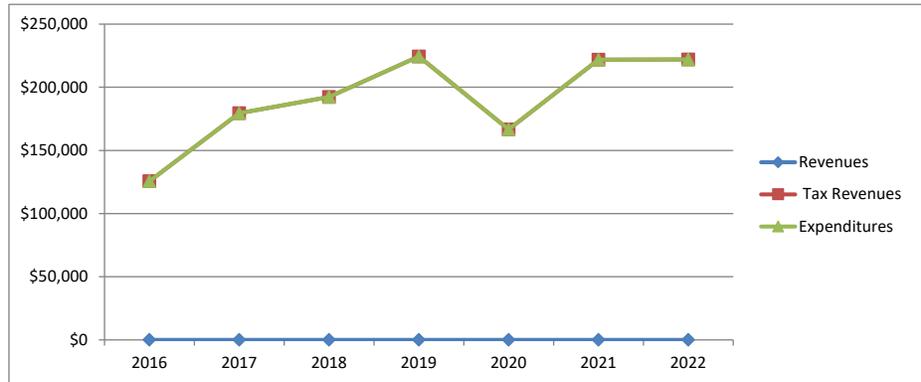
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Facility - Construction Services

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 125,603	\$ 179,413	\$ 192,282	\$ 224,436	\$ 166,604	\$ 221,859	\$ 221,975
Total REVENUES:	125,603	179,413	192,282	224,436	166,604	221,859	221,975

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	120,730	173,411	185,352	171,592	159,978	195,681	195,681
6200 - Contracted Services	627	2,375	3,996	3,022	2,031	2,000	2,000
6300 - Supplies & Materials	-	-	-	-	930	3,000	3,000
6400 - Other Operating Costs	1,469	790	-	2,429	548	16,100	16,100
	122,826	176,576	189,348	177,044	163,487	216,781	216,781
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	2,777	2,837	2,934	47,392	3,117	5,078	5,194
Total EXPENDITURES:	\$ 125,603	\$ 179,413	\$ 192,282	\$ 224,436	\$ 166,604	\$ 221,859	\$ 221,975

Sustainability Ratio							
Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%



**Records Management
954**

Program Narrative The Records Management assists Harris County area educational and governmental agencies with maintaining and compliance with the State of Texas Local Governmental Records Act of 1989. We provide all types of records management services which includes, helping develop Records Control Schedules, destructions and recycling services, consulting, training, microfilm conversions, electronic imaging and storage vital records storage, transportation and records storage.	Division 2021-2022 Objectives
	Service Delivery Objective
	1. Pick and Delivery Services will be 95% on time weekly.
	Client Satisfaction Objective
	2. Records customers will rate our overall services as 90% (satisfied).
	Outcomes Objective
	3. Records Management will close 100% of service orders within 48 hours.
	Financial Objective
	4. Records Management will be 90-95% self-sustaining.

Division Goals Increase the number of recurring imaging/scanning projects. Adapt to customers demand by training staff members to becoming more accurate in daily processing and production. Clean out old inventories to create space for future records	Prior Year Highlights Train customers on the use of the web interface. Picked up over 125,000 tons of paper for recycling. Developed a partnership with the City of Houston for digitizing/scanning services.
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HCDE Goals					General Operating Fund Expenditures by Object			
Goal 1	Goal 2	Goal 3	Goal 4 X	Goal 5		2019/20	2020/21	2021/22
						<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Personnel Allocations								
Position					18/19	19/20	20/21	
Director					1	1	1	Payroll 862,935 960,806 960,806
Records Operations Supervisor					1	1	1	Contracted Services 77,933 144,268 105,000
Records Coordinator					1	1	1	Supplies & Materials 146,381 174,500 202,500
Records Center Technician					6	6	6	Other Operating Expenses 1,328 7,900 5,900
Microfilm/Imaging Clerk					2	2	2	Capital Outlay 0 5,990 40,000
Records Clerk					1	1	1	Facility Charges 730,370 765,926 766,538
Customer Service Clerk					1	1	1	Total Budget \$1,818,947 \$2,034,676 \$2,080,744
Imaging Center Lead					2	2	2	
Total					15	15	15	

Performance Measures	Actual 2019/20	Projected 2020/21	Projected 2021/22
Percentage of on time weekly pickup and delivery services	100%	100%	95%
Percent of clients who rated services as satisfactory.	91%	95%	80%
Percent of clients who use web processing technology	91%	90%	95%
Percent self-sustaining.	100%	100%	95%

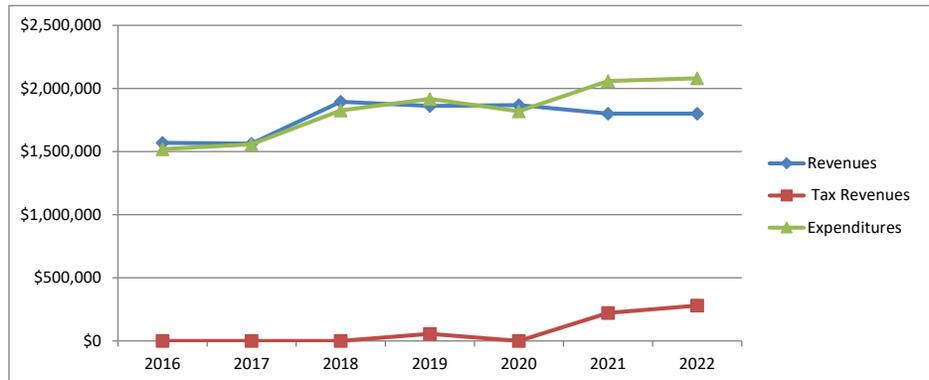
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Records Mgmt. Services

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 1,488,456	\$ 1,493,589	\$ 1,809,087	\$ 1,619,412	\$ 1,803,988	\$ 1,710,500	\$ 1,730,575
5615 - Transfer In - Choice	-	-	-	174,136	-	-	-
5740 - Local Revenue-Other	80,930	69,576	85,684	68,270	64,796	90,000	70,000
	<u>1,569,386</u>	<u>1,563,165</u>	<u>1,894,771</u>	<u>1,861,817</u>	<u>1,868,784</u>	<u>1,800,500</u>	<u>1,800,575</u>
REVENUES - Tax Revenues							
5710 - Local Property Taxes	-	-	-	55,524	-	221,282	280,169
Total REVENUES:	<u>1,569,386</u>	<u>1,563,165</u>	<u>1,894,771</u>	<u>1,917,341</u>	<u>1,868,784</u>	<u>2,021,782</u>	<u>2,080,744</u>

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	670,381	719,182	765,299	808,152	862,935	960,806	960,806
6200 - Contracted Services	107,457	99,134	231,431	184,532	77,933	144,268	105,000
6300 - Supplies & Materials	117,964	126,175	141,228	131,172	146,381	174,500	202,500
6400 - Other Operating Costs	1,368	874	1,521	17,804	1,328	7,900	5,900
6600 - Capital Assets	-	-	17,806	-	-	5,990	40,000
	<u>897,170</u>	<u>945,365</u>	<u>1,157,285</u>	<u>1,141,661</u>	<u>1,088,577</u>	<u>1,293,464</u>	<u>1,314,206</u>
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	622,445	612,015	668,853	775,680	730,370	765,926	766,538
Total EXPENDITURES:	<u>\$ 1,519,615</u>	<u>\$ 1,557,380</u>	<u>\$ 1,826,138</u>	<u>\$ 1,917,341</u>	<u>\$ 1,818,947</u>	<u>\$ 2,059,390</u>	<u>\$ 2,080,744</u>

Performance Ratio	103%	100%	104%	97%	103%	87%	87%
Total Local, Federal, and State Revenues / Total Expenditures							



Choice Partners Cooperative
089 – 950 – 955

<p>Program Narrative</p> <p>Gain purchasing power with legal, shared services solutions from Choice Partners national cooperative. Our government competitively procures contracts, providing transparency, oversight and compliance for your government at no cost! Maximize resources with quality, legal procurement and contract solutions for facilities services, food/cafeteria products, supplies, technology and more.</p>	<p>Division 2021-2022 Objectives</p> <p>Service Delivery Objective</p> <p>1. Choice Partners Cooperative will grow membership by 10% in 2021-2022.</p> <p>Client Satisfaction Objective</p> <p>2. 90% of Choice Partners Cooperative customers will be satisfied with services.</p> <p>Compliance Objective</p> <p>3. Remain most compliant among cooperatives – 100% on all documents</p> <p>Outcomes Objective</p> <p>4. 90% of our clients will report that Choice Partners have saved them time and money.</p> <p>Financial Objective</p> <p>5. Choice Partners will be 130% self-sustaining.</p>
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<p>Division Goals</p> <p>Generate significant revenue for HCDE.</p> <p>Offer innovative, quality contracts for Members.</p> <p>Offer exclusive online E-Procurement with national contracts. Provide Superior Quality customer service and support. Make it easy and simple to do business with CP.</p>	<p>Prior Year Highlights</p> <p>Revenues over \$5.9 million. Very low expenditures, not up to \$2.0 million.</p>
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<p>HCDE Goals</p> <table border="1" style="width: 100%;"> <tr> <td>Goal 1</td> <td>Goal 2</td> <td>Goal 3</td> <td>Goal 4</td> <td>Goal 5</td> </tr> <tr> <td></td> <td style="text-align: center;">X</td> <td style="text-align: center;">X</td> <td style="text-align: center;">X</td> <td></td> </tr> </table> <table border="1" style="width: 100%;"> <thead> <tr> <th colspan="4">Personnel Allocations</th> </tr> <tr> <th>Position</th> <th>19/20</th> <th>20/21</th> <th>21/22</th> </tr> </thead> <tbody> <tr> <td>Director</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Asst. Director</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> </tr> <tr> <td>Managers</td> <td style="text-align: center;">6.5</td> <td style="text-align: center;">6.5</td> <td style="text-align: center;">6.5</td> </tr> <tr> <td>Sr. Manager facilities</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Compliance Specialist</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Coordinator</td> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Clerk</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">19.5</td> <td style="text-align: center;">19.5</td> <td style="text-align: center;">19.5</td> </tr> </tbody> </table>	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5		X	X	X		Personnel Allocations				Position	19/20	20/21	21/22	Director	1	1	1	Asst. Director	2	2	2	Managers	6.5	6.5	6.5	Sr. Manager facilities	1	1	1	Compliance Specialist	1	1	1	Coordinator	3	3	3	Clerk	5	5	5	Total	19.5	19.5	19.5	<p>General Operating Fund Expenditures by Object</p> <table border="1" style="width: 100%;"> <thead> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> </tr> <tr> <th></th> <th><u>Actual</u></th> <th><u>Projected</u></th> <th><u>Budget</u></th> </tr> </thead> <tbody> <tr> <td>Payroll</td> <td style="text-align: right;">1,438,371</td> <td style="text-align: right;">1,677,946</td> <td style="text-align: right;">1,677,946</td> </tr> <tr> <td>Contracted Services</td> <td style="text-align: right;">264,157</td> <td style="text-align: right;">55,190</td> <td style="text-align: right;">402,250</td> </tr> <tr> <td>Supplies & Materials</td> <td style="text-align: right;">43,561</td> <td style="text-align: right;">190,690</td> <td style="text-align: right;">160,690</td> </tr> <tr> <td>Other Operating Expenses</td> <td style="text-align: right;">135,423</td> <td style="text-align: right;">359,220</td> <td style="text-align: right;">298,430</td> </tr> <tr> <td>Capital Assets</td> <td style="text-align: right;">17,261</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Other Uses</td> <td style="text-align: right;">3,490,423</td> <td style="text-align: right;">2,947,240</td> <td style="text-align: right;">4,054,412</td> </tr> <tr> <td>Facility Charges</td> <td style="text-align: right;">63,845</td> <td style="text-align: right;">68,094</td> <td style="text-align: right;">69,652</td> </tr> <tr> <td>Total Budget</td> <td style="text-align: right;">\$5,452,681</td> <td style="text-align: right;">\$5,728,380</td> <td style="text-align: right;">\$6,663,380</td> </tr> </tbody> </table>		2019/20	2020/21	2021/22		<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	Payroll	1,438,371	1,677,946	1,677,946	Contracted Services	264,157	55,190	402,250	Supplies & Materials	43,561	190,690	160,690	Other Operating Expenses	135,423	359,220	298,430	Capital Assets	17,261	0	0	Other Uses	3,490,423	2,947,240	4,054,412	Facility Charges	63,845	68,094	69,652	Total Budget	\$5,452,681	\$5,728,380	\$6,663,380
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Performance Measures	Actual	Projected	Projected
	2019/20	2020/21	2021/22
Net membership growth.	5%	5%	5%
Satisfaction with services	90%	90%	90%
Save our clients time and money	85%	85%	85%
Become self-sustaining	130%	130%	130%

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

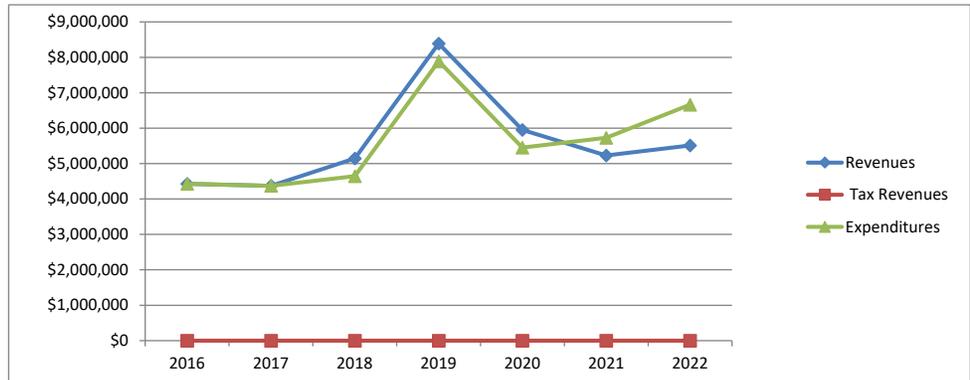
Choice Partners

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 4,405,793	\$ 4,339,278	\$ 5,117,297	\$ 8,349,972	\$ 5,921,380	\$ 5,196,380	\$ 5,481,380
5740 - Local Revenue-Other	21,110	32,000	30,200	39,700	31,506	32,000	32,000
Total REVENUES:	4,426,904	4,371,278	5,147,497	8,389,672	5,952,886	5,228,380	5,513,380

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	1,206,295	1,163,228	1,205,699	1,370,380	1,438,371	1,677,946	1,677,946
6200 - Contracted Services	336,511	312,929	344,062	367,292	264,157	505,190	402,250
6300 - Supplies & Materials	75,456	64,041	61,506	50,917	43,561	190,690	160,690
6400 - Other Operating Costs	192,276	178,745	166,685	229,291	135,423	359,220	298,430
6600 - Capital Assets	-	-	-	-	17,261	-	-
8900 - Other Uses	2,547,458	2,588,083	2,803,104	5,805,811	3,490,423	2,927,240	4,054,412
	4,357,996	4,307,026	4,581,056	7,823,691	5,389,196	5,660,286	6,593,728
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	68,908	64,252	66,441	65,981	63,485	68,094	69,652
Total EXPENDITURES:	\$ 4,426,904	\$ 4,371,278	\$ 4,647,497	\$ 7,889,672	\$ 5,452,681	\$ 5,728,380	\$ 6,663,380

Performance Ratio* 58% 59% 54% 69% 59% 56% 74%

*Total Transfer to General Fund / Total Revenue



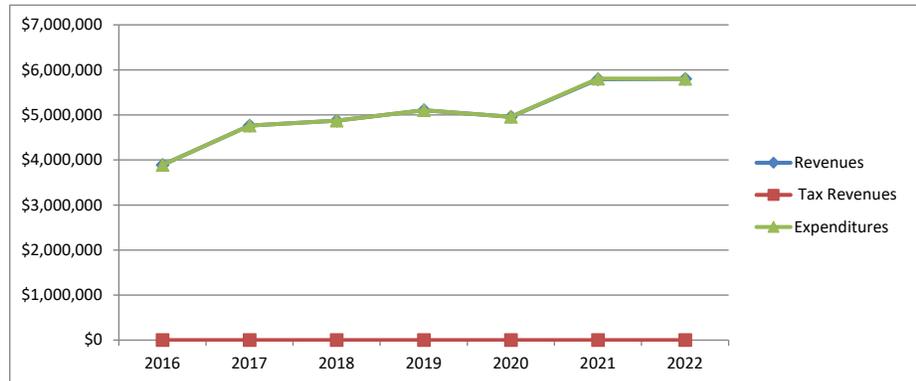
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2021-2022

Facilities Support Services

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended	2021-2022 Approved Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	-	-	-	-	-	-	-
5730 - Local Rev-Other Entities	-	-	-	-	-	-	-
5790 - Local Revenue	3,888,598	4,762,985	4,870,172	5,106,152	4,957,533	5,792,422	5,800,490
	3,888,598	4,762,985	4,870,172	5,106,152	4,957,533	5,792,422	5,800,490
Total REVENUES:	\$ 3,888,598	\$ 4,762,985	\$ 4,870,172	\$ 5,106,152	\$ 4,957,533	\$ 5,792,422	\$ 5,800,490

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Approved Budget	2020-2021 Approved Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	1,820,413	2,354,833	2,437,532	2,464,963	2,631,243	2,816,390	2,816,390
6200 - Contracted Services	1,196,786	1,582,693	1,551,258	1,696,516	1,505,222	2,033,471	2,004,600
6300 - Supplies & Materials	250,777	360,600	427,287	441,044	271,732	285,258	262,800
6400 - Other Operating Costs	562,221	422,694	454,095	471,864	539,728	671,713	716,700
6600 - Capital Assets	58,403	42,165	-	31,764	9,608	-	-
	3,888,598	4,762,985	4,870,172	5,106,152	4,957,533	5,806,832	5,800,490
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	-	-	-	-	-	-	-
Total EXPENDITURES:	\$ 3,888,598	\$ 4,762,985	\$ 4,870,172	\$ 5,106,152	\$ 4,957,533	\$ 5,806,832	\$ 5,800,490

Sustainability Ratio							
Local Revenue / Expenditures	0%	100%	100%	100%	100%	100%	100%





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IV - Informational Section



Harris County
Department of
Education

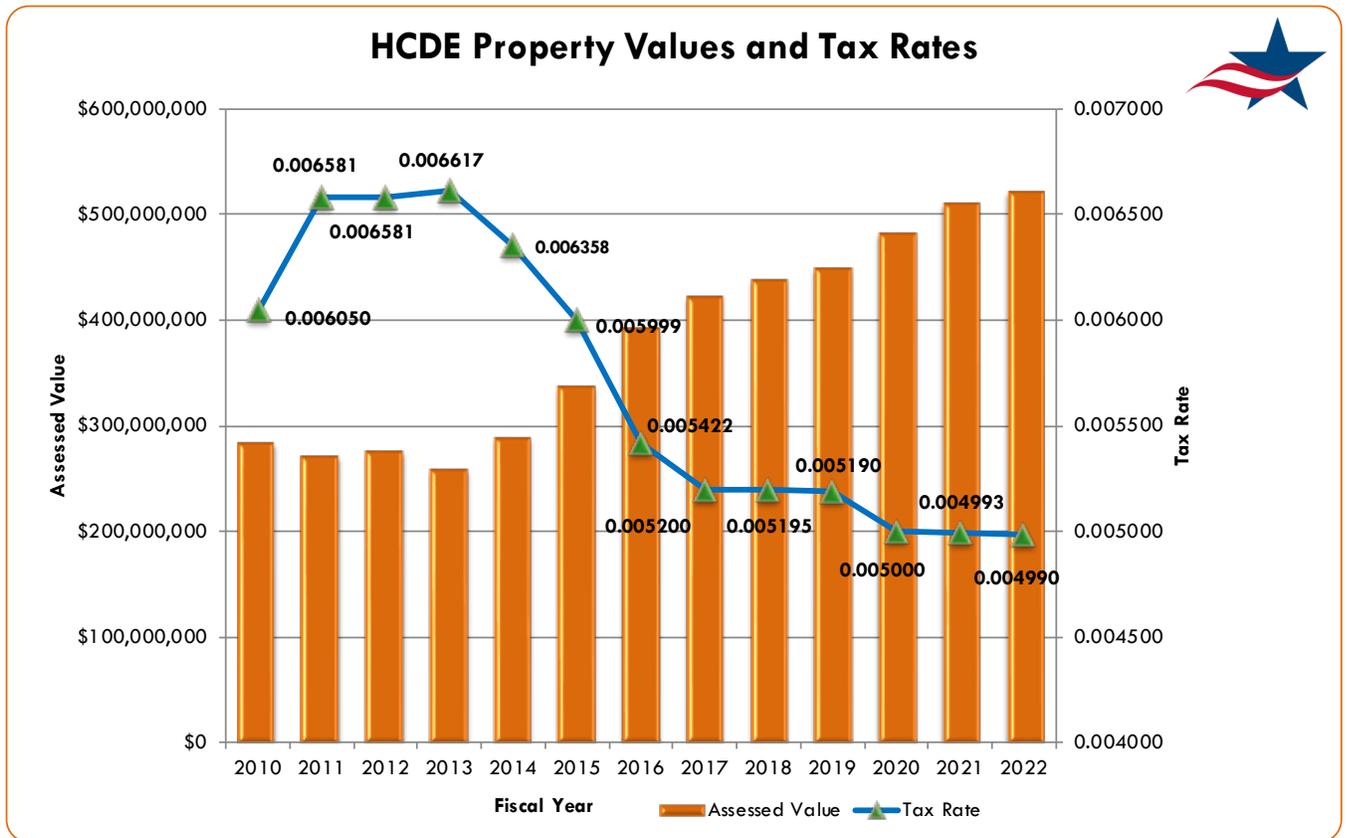
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TAX & DEBT ASSUMPTION

Taxable Value and Tax Rates

Current appraisal district values were used in the early stages of the planning process. The 2020 adjusted Taxable Values were \$513,616,649,590 and during the budget process we received updated information. The Harris County Appraisal District estimated the 2021 values at \$521,912,555,942. This is a 2.13% 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. Even though, we are expecting a considerable increase in values, we budgeted a 5% growth in tax revenues to \$26,528,250 from \$25,326,432.

The following graph shows the historical taxable values and estimates for the next year.



Assessed value of taxable property estimated in 3% annual increase for FY 2021 to FY 2023.

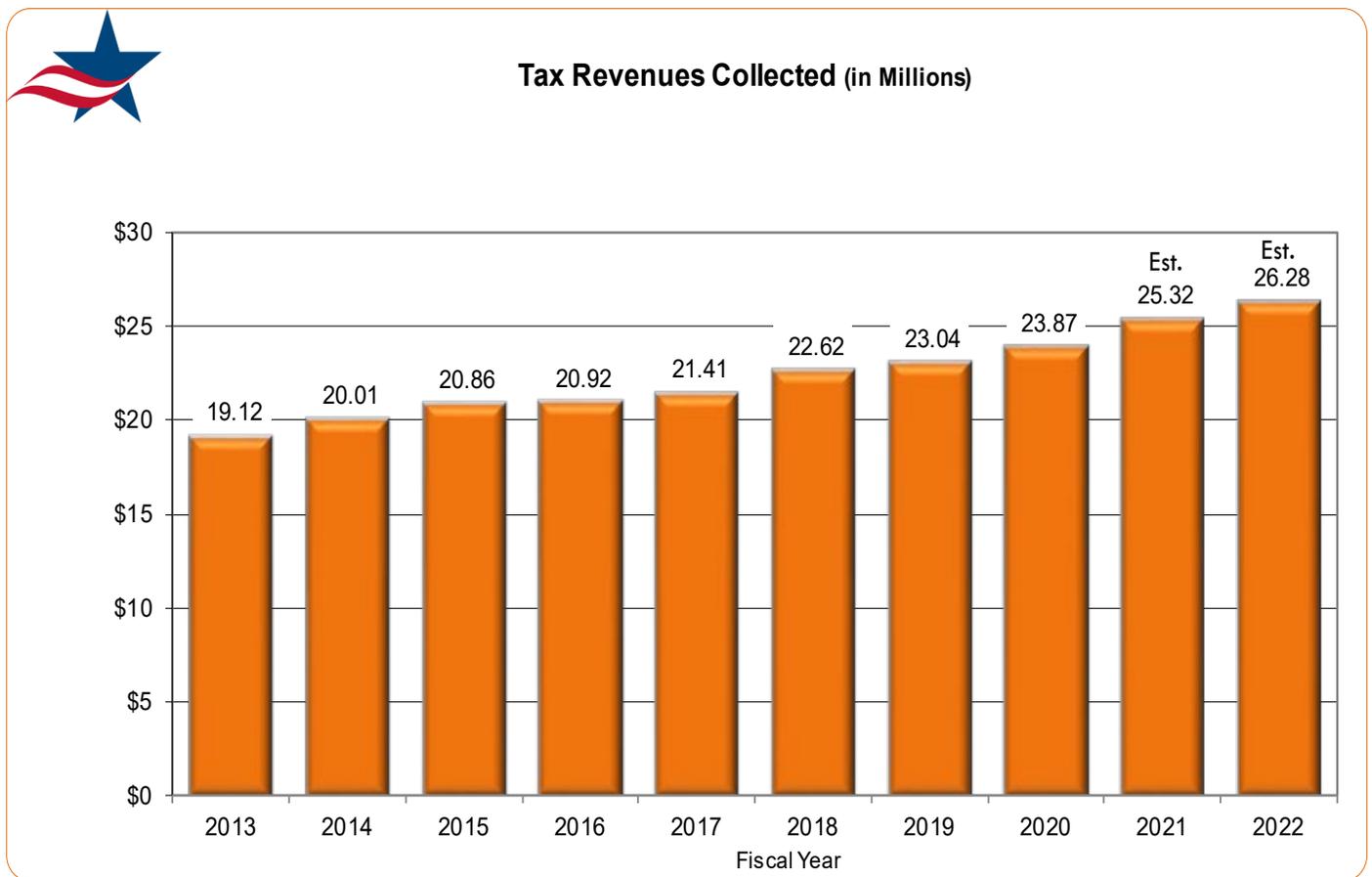
Fiscal Year	2009	2010	2011	2012	2013
Assessed Value in Thousands \$(000)	\$ 281,242,543	\$ 283,907,489	\$ 271,962,091	\$ 276,708,489	\$ 258,927,593
Tax Rate per \$100 in Dollars	\$ 0.005840	\$ 0.006050	\$ 0.006581	\$ 0.006581	\$ 0.006617
Fiscal Year	2014	2015	2016	2017	2018
Assessed Value in Thousands \$(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	Forecast 2023
Assessed Value in Thousands \$(000)	\$ 450,373,366	\$ 483,136,335	\$ 511,016,112	\$ 521,912,555	\$ 537,569,932
Tax Rate per \$100 in Dollars	\$ 0.005190	\$ 0.005000	\$ 0.004993	\$ 0.004990	\$ 0.004970

Tax Rate

The tax rate for 2021-2022 used in estimating revenue was \$.004990. The No-New-Revenue Tax Rate was calculated at \$0.004807, and it was received by HCDE on 8/3/21. The No-New-Revenue Tax Rate is calculated by the Harris County Appraisal District (HCAD) and validated by HCDE. The graph above illustrates the inverse relationship between Assessed Values and Tax Rates. As the values have increased, the tax rates have decreased. On September 15, 2021, the HCDE Board of Trustees adopted a tax rate of \$.004990 which is less than the No-New-Revenue Tax Rate.

Tax Collections

Harris County Tax Office collects tax revenues for HCDE. The anticipated collection rate for 2020 for the Harris County Department of Education is 99.12% 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 year 2022 the estimated amount is \$26,528,250, from which \$26,213,250 are Estimated Revenue for Current Property Taxes and \$315,000 are estimated for Delinquent Property Taxes. As of August 31st, 2020, the actual total collection for taxes for HCDE is \$25,039,419. HCDE recognizes fees to the Harris County Appraisal District and to the Harris County Tax Office. The actual amount paid as of August 31st, 2020 was \$684,516 equivalent to 2.73% of the actual tax collected. Actual figures for the fiscal year for tax collections and fees will change according to the assumptions below.



Property Tax Revenue Estimate

The Harris County Appraisal District report dated April 30, 2020 was used to calculate the Tax Revenue Estimate since the certified values were received later in the budget process (7/24/20). The assumptions used include the following:

1. 98.9% historical average for current tax collections; in addition, Delinquent and Penalty &

- Interests combine to make total tax collections reach the 99% budgeted.
2. In preparing the budget, HCDE used the total estimate of \$315,000 for Delinquent Tax, Penalty and Interests and special tax assessments collections.
 3. The Harris County Tax Office (HCTO) collects tax revenues for HCDE. A 3% 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 \$550,000 for Fiscal Year 2021-2022.
 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 \$190,000 for FY 2021-2022.

**Harris County Department of Education
Tax Year 2021 Current Tax Revenue Estimate Update**

	EST FINAL VALUE HCAD
Property Use Category Recap-Certified To Date -Report:	
Taxable value	\$521,912,555,942
PLUS: Uncertified Roll Summary Report:	
Scenario (1) Appraised value	-
Scenario (2) Owner's value	-
Scenario (3) Estimated final value	0
Total taxable value, Certified and Uncertified:	\$521,912,555,942
 Calculate Interim Current Tax Revenue Estimate:	
1) (A) divided by 100	\$5,219,125,559
2) Current Tax Rate	0.00499
3) 2019 Interim Current Tax Revenue Estimate, at 100% Collection Rate, (B) X (C)	\$26,043,437
4) Interim Tax Rev Estimate @ 98.9% Collection Rate:	\$25,756,959
 Comparison of Interim Tax Rev Estimate @ 100% Collection Rate with Interim Current Tax Revenue Est:	
Interim Current Tax Revenue Estimate Over/(Under)	
Current Tax Revenue, Currently Budgeted:	
Interim Current Tax Revenue Estimate (E)	\$25,756,959
LESS: Tax Revenue, Currently Budgeted	\$26,213,250
Total Interim Current Tax Revenue Estimate Over/(Under)	
Current Tax Revenue, Currently Budgeted, (E) - (F):	-\$456,291
 FY2020-2021 Estimated Current Tax Revenue	
Estimated Delinquent Tax Collections	\$ 26,213,250
Estimated Penalty and Interest	300,000
Estimated Speial Assessment Collections	-
Total Estimated Revenue - Property Taxes	\$26,528,250

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:

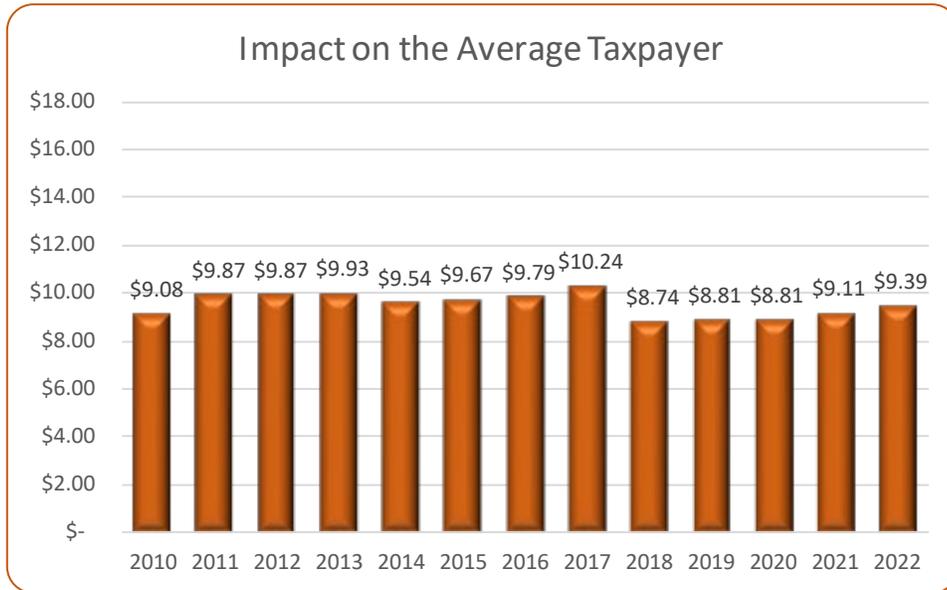
	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22
Average Appraised Value	\$ 246,313	\$ 230,487	\$ 232,661	\$ 241,335	\$ 249,978	\$ 257,851
% of Homestead and Other Average Exemptions	20%	27%	27%	27%	27%	27%
Less Exemptions	(49,263)	(62,231)	(62,818)	(65,160)	(67,494)	(69,620)
Total Taxable Value	197,050	168,256	169,843	176,175	182,484	188,231
Divided by \$100	\$ 1,971	\$ 1,683	\$ 1,698	\$ 1,762	\$ 1,825	\$ 1,882
HCDE Tax Rate	0.005200	0.005195	0.005190	0.005000	0.004993	0.004990
Impact on Average Tax Payer	\$ 10.24	\$ 8.74	\$ 8.81	\$ 8.81	\$ 9.11	\$ 9.39

HCDE Proposed Tax Rate \$ 0.004990 per \$100 valuation

\$188,231 / \$100= **\$1,882** x \$.004993 = **\$9.39** Total Property Tax Due Per Year \$100

It is estimated that for Fiscal Year 2022, the homeowner / taxpayer will have to pay \$9.39 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 February 2014, January 2015, and August 2016 Harris County Department of Education Public Facility Corporation issued lease revenue bonds, Series 2014, 2015, 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 1.68% to 5.0%.

Public Facilities Corporation Annual Debt Service Requirements

Date	Principal	Interest	Total Annual D/S
8/31/2022	\$ 2,350,000.00	\$ 1,136,544.00	\$ 3,486,544.00
8/31/2023	2,395,000.00	1,085,991.50	3,480,991.50
8/31/2024	1,450,000.00	1,036,174.50	2,486,174.50
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	<u>\$34,660,000.00</u>	<u>\$ 14,798,417.75</u>	<u>\$49,458,417.75</u>

In April 2009, Harris County Department of Education issued Qualified Zone Academy Bonds, series 2009A and 2009B. The QZAB program allows school districts to obtain interest-free financing for the purpose of establishing 'qualified zone academies". The QZAB are set up to deposit annual payments in the amount of \$451,428.57 in order to pay the debt by FY 2024. Below are the payment requirements for the QZAB bonds. 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.

Maintenance Tax Qualified Zone Academy Bonds, Series 2009A

Date	Principal	Interest	Total Annual D/S
8/31/2022	\$ 451,428.57	\$ 508,800.00	\$ 960,228.57
8/31/2023	451,428.57	508,800.00	960,228.57
8/31/2024	-	508,800.00	508,800.00
8/31/2025	-	508,800.00	508,800.00
8/31/2026	-	508,800.00	508,800.00
8/31/2027	720,000.00	490,800.00	1,210,800.00
8/31/2028	750,000.00	454,050.00	1,204,050.00
8/31/2029	830,000.00	414,550.00	1,244,550.00
8/31/2030	880,000.00	371,800.00	1,251,800.00
8/31/2031	930,000.00	331,200.00	1,261,200.00
8/31/2032	975,000.00	293,100.00	1,268,100.00
8/31/2033	1,020,000.00	253,200.00	1,273,200.00
8/31/2034	1,055,000.00	216,975.00	1,271,975.00
8/31/2035	1,085,000.00	184,875.00	1,269,875.00
8/31/2036	1,115,000.00	151,875.00	1,266,875.00
8/31/2037	1,115,000.00	119,025.00	1,194,025.00
8/31/2038	1,075,000.00	86,250.00	1,196,250.00
8/31/2039	1,075,000.00	52,425.00	1,197,425.00
8/31/2040	1,110,000.00	17,625.00	1,192,625.00
Total	\$14,637,857.14	\$ 5,981,750.00	\$20,749,607.14

The Department issued Harris County Department of Education Public Facilities Corporation Lease Revenue Bonds, Series 2016 in the amount of \$7 million. During October 15th, 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.

The Department prepared a needs assessment the 2021 Capital Improvement Plan Phase One which includes the following projects:

1. A new AB East Campus – This is a 43,605 square feet 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 next year. The projected budget is \$17,805,875.
2. A new High Point East Campus for Middle School. This school needs additional space to meet the needs of students sent by the district for an alternative campus. This is a 13,750 sq. ft facility, and the projected budget is \$7,916,645.
3. A new Adult Ed Center is proposed to replace the current facility at the Adult Ed Building. This is a new 40,500 sq. ft building that will be used to offer adult ed classes and workforce development programs. The projected budget is \$16,858,750 for the new facility and \$1,500,000 for the renovation of adjacent Adult Ed Building.
4. The Irvington Building is over 25 years old, and it is scheduled for a renovation. The projected renovation is expected to cost \$8,365,500. A The number of sq. ft to be renovated is 60,000.

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.

On February 2014, January 2015, and August 2016 Harris County Department of Education Public Facility Corporation issued lease revenue bonds, Series 2014, 2015 and 2016. Debt Service requirements of general obligation bonds are payable solely from future revenues consisting of school contracts. Effective interest rates range from 2.03% to 2.40%.

BUDGET DEVELOPMENT PROCESS

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.

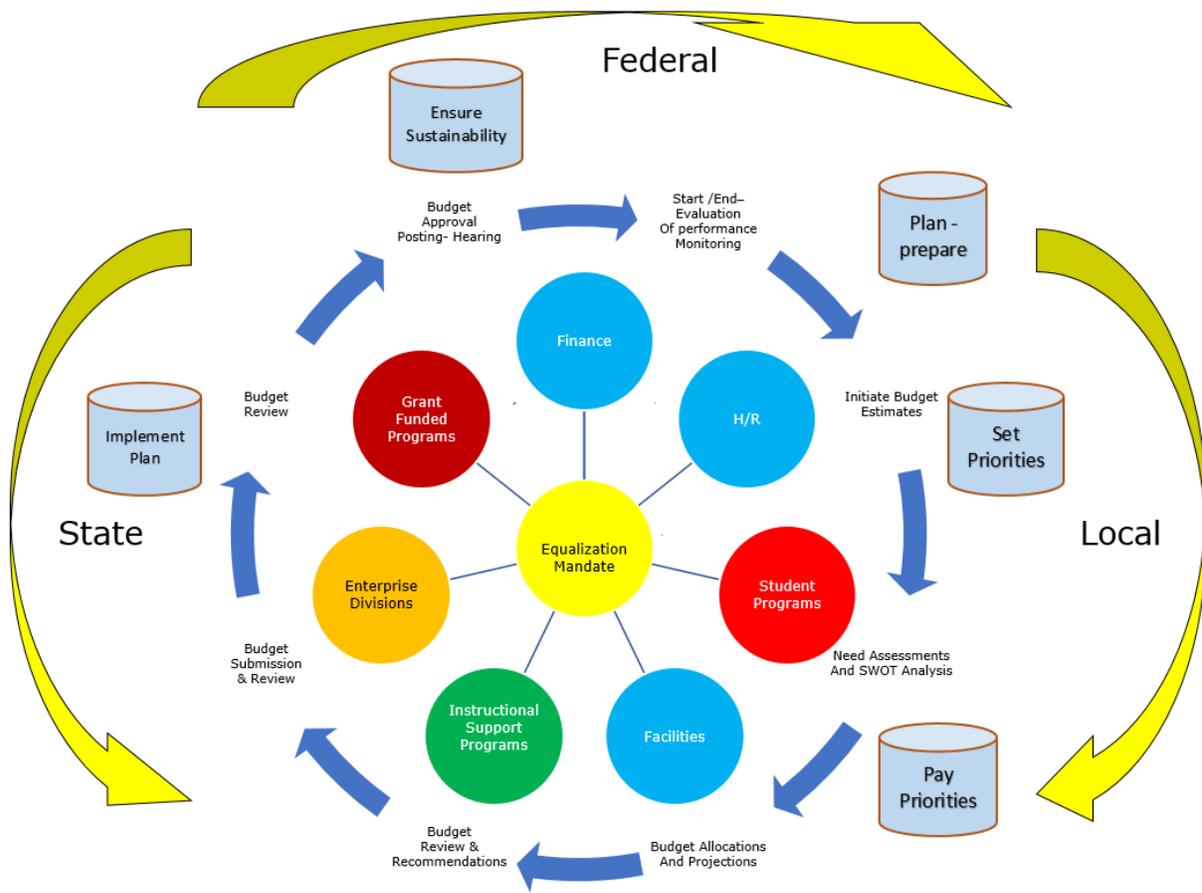
HCDE implemented two new elements in the Budget Planning Process. The GAP Analysis and the Academic Return-On-Investment (“AROI”). The purpose is to integrate the financial process with the academic evaluation to make the budget an engaging activity for all stakeholders such as principals, teachers, 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 link of 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

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; Teaching and Learning Center 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.	Educator Certification & Professional Advancement
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		
Measure	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.- CLIENT SATISFACTION

HCDE assesses the level of satisfaction its clients have with the services they receive. Each division gathers empirical data from those they served during the year using customized survey instruments. Paper scan able or online surveys are distributed as appropriate to clients served by all divisions. Respondents include individuals such as adult students, teachers, parents, and administrators, representatives, and buyers from school districts as well as from other organizations. An agency-wide Composite Survey (online or scan able survey) is used to assess employee satisfaction with HCDE Support services.

The client satisfaction objective has a mandated benchmark of 90% for all divisions. The level of satisfaction is based on surveys with one of two response scales depending on the type of division. Program service and Enterprise divisions use a 4-point scale with 1 = strongly disagree and 4 = strongly agree in which respondents need to score a 3 or higher to indicate "satisfied". Internal support divisions use surveys with a six-point scale 1 = completely Disagree/ Dissatisfied and 6 = Completely Agree/Satisfied in which respondents need to score a 4 or higher to indicate "satisfied". Both scales conform to industry standards with the 6-point scale used to better capture variability in the responses.¹

3.- 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 occur².

4.- 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.

¹ DeVellis, R.F. (2012). *Scale development: Theory and applications*. Los Angeles, CA: Sage Publications.

² 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 PROFILE



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 Harris County Commissioners Court estimated in July 2018 the county population in nearly 4.71 million, in year 2000 it was 3.4 million, an increase of over 38%. 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.



Source: 2014 Kinder Institute Survey

Population—Harris County	
Total Population	4,713,325
Houston	2,268,194
Pasadena	149,440
Pearland	5,235
League City	1,997
Baytown	73,099
Missouri City	6,292
Friendswood	11,379
LaPorte	35,775
Deer Park	32,913
Katy	18,773

Harris County has been called the single most ethnically and culturally diverse large metropolitan region in the nation.

Race & Ethnicity

White	30%
Hispanic	43%
African American	18%
Asian	7%
Other	2%

Source: Texas Association of Counties, The County Information Program, Harris County Profile, 2020



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 the unemployment rate during year 2021 when in March it was 8% and by June 2021 it had reduced to 7.4%. The unemployment in Harris County was 5.9% in February 2017. The Greater Houston Partnership reports in September 2019 unemployment rate for Houston of 3.8%, for Texas of 3.5% and for the US 3.8%, before considering any Covid-19 effect on the local economy. The unemployment rate for the nation during the same 2017 was 4.7%. The effects of COVID-19 in the Houston economy has 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 30 Number 4 of April 2019 that the Energy Sector is has reduced the Rig Count from 664 in early April 2020 to 432 during April 202; it remains well below its recent peak of 1,083 in late December 2018. Crude price was in the mid-fifties per barrel (WTI price) a year ago and it was \$2.33 in average during March 2021. After 3 stimulus packages from the federal government for a total of \$5 trillion, the inflation rose 2.6% nationwide. The US trade has also affected Houston port: during the first two months of 2021 it handled 22,000 million metric tons which is 30.5% less that the same period the year before.

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*



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

Houston also has a variety of collegiate teams:

- Rice University Owls
- University of Houston Cougars
- Texas Southern University Tigers



DISASTER THAT AFFECTS THE COMMUNITY – COVID-19

Coronavirus disease 2019 (COVID-19) is an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). It was first identified in December 2019 in Wuhan, Hubei, China, and has resulted in an ongoing pandemic. As of 24 September 2020, more than 32 million cases have been reported across 188 countries and territories with more than 979,000 deaths; more than 22 million people have recovered.

Common symptoms include fever, cough, fatigue, shortness of breath or breathing difficulties, and loss of smell and taste. While most people have mild symptoms, some people develop acute respiratory distress syndrome (ARDS) possibly precipitated by cytokine storm multi-organ failure, septic shock, and blood clots. The incubation period may range from one to fourteen days.

The disease spreads between people most often when they are physically close. It spreads very easily and sustainably through the air, primarily via small droplets or particles such as aerosols, produced after an infected person breathes, coughs, sneezes, talks or sings. It may also be transmitted via contaminated surfaces, although this has not been conclusively demonstrated. It can spread for up to two days prior to symptom onset, and from people who are asymptomatic

Recommended measures to prevent infection include frequent hand washing, social distancing, quarantine, covering coughs, and keeping unwashed hands away from the face. The use of cloth face coverings such as a scarf or a bandana has been recommended by health officials in public settings to minimize the risk of transmissions, with some authorities requiring their use. Health officials also stated that medical-grade face masks, such as N 95 masks, should be used only by healthcare workers, first responders, and those who directly care for infected individuals.

Longer-term damage to organs (in particular lungs and heart) has been observed, and there is concern about a significant number of patients who have recovered from the acute phase of the disease but continue to experience a range of effects including severe fatigue, memory loss and other cognitive issues, low grade fever, muscle weakness, breathlessness and other symptoms for months afterwards.

On December 31, 2019, China announced the discovery of a cluster of pneumonia cases in Wuhan. The first American case was reported on January 20, and the US outbreak was officially declared a public health emergency on January 31. Restrictions were placed on flights arriving from China, and the initial U.S. response to the pandemic included preparing the healthcare system, stopping other travel, and testing for the virus. The first known American deaths were reported in February. By the end of March, cases had been confirmed in all fifty U.S. states, the District of Columbia, and all inhabited U.S. territories except American Samoa.

On March 13, President Trump declared a national emergency. The Trump administration purchased large quantities of medical equipment and used the Defense Production Act to direct industries to produce medical equipment. By April 17, the federal government approved disaster declarations for all states and territories.

State and local responses to the outbreak have included prohibitions and cancellation of large-scale gatherings (including festivals and sporting events), stay-at-home orders, and the closure of schools.

At the local level, Harris County authorities have taken the same precautions as the ones at the State level. Houston economy has been affected in its principal sources of activity: Airline Industry, The Port and Oil & Gas Industry. Houston, and Harris County have proven to be resilient and to come back from tragedy in the past. We are sure this time the recovery of Harris County will take place slowly but surely.

Harris County Department of Education decided to implement a work-from-home strategy to keep all financial and operational activities. From March 2020 to the beginning of September 2020, all operational and financial activities were conducted from home using technology to communicate and update the budget process. All meetings were conducted using Teams from Microsoft. The Business Office maintained operation as usual but from each individual's home site. Additional computers and equipment were purchased to facilitate the effort of HCDE staff working from home.

In fiscal year 2020, the Department allocated \$1,500,000 in COVID-19 Funds from its Fund Balance. In addition, a \$1,000,000 grant was received from Health & Human Services for the Head Start Grant.

For Fiscal Year 2021, the Department continued to implement mask requirements, temperature checks daily survey check in questionnaires and social distancing until June 7th, 2021. After June 2021 the Department eased restrictions but encouraged masks, social distancing and healthy habits.

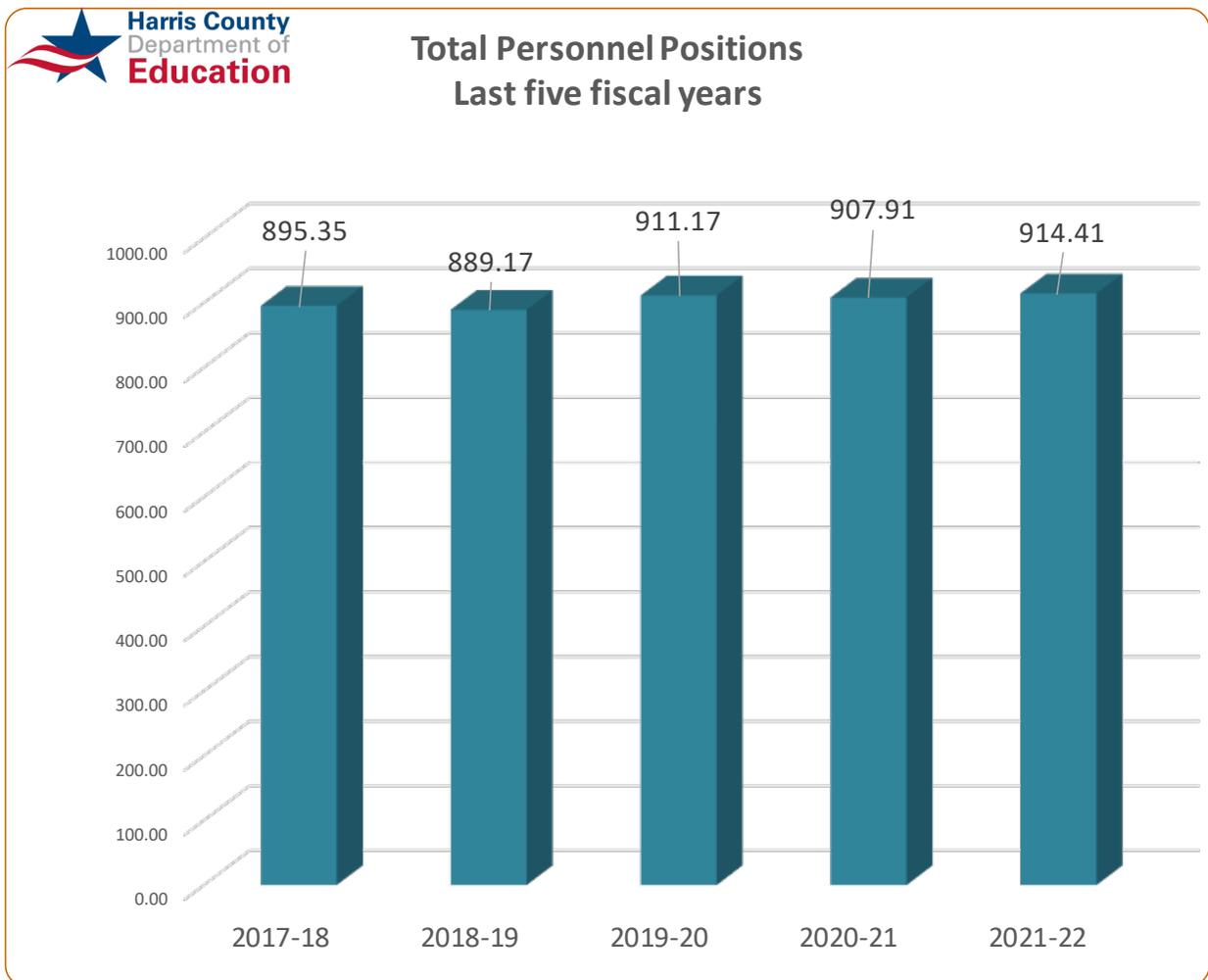
For Fiscal Year 2022, the Department continues encouraging wearing of masks, healthy habits, and social distancing. The Department also implemented a one-time stipend of \$500 for staff retention for the new year. Moreover, the Department is looking to implement more procedures to promote healthy habits.

HUMAN RESOURCES SECTION

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. For fiscal year 2021-2022, the Department implemented a plan to increase minimum wage across the board to \$15 as it was approved by the Board. Funds have been allocated to assist the Head Start grant to meet this new wage standard.



Harris County Department of Education

FY 2021-2022 Budget Book

Salary Schedule Procedures

Compensation Philosophy Statement

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:

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- Be fiscally controlled and cost effective.

Administrative Procedures

1.0 Description Pay Systems

1.1 Purpose and Authority

Employee pay systems are designed and administered for the purpose of attracting and retaining qualified employees to achieve the goals of the Department. The Superintendent is responsible for the development, maintenance, and administration of employee pay systems in accordance with Board policies and administrative procedures.

1.2 Minimum Pay Requirements

Certified classroom teachers, librarians, registered nurses, and counselors will be paid no less than the state minimum salary schedule based on creditable experience. Experience will be credited according to the commissioner's rules on creditable service (19 TAC 153.1021). Local salaries for these employees will be determined annually after Board approval of the pay increase budget. Non-exempt employees will be paid no less than the current minimum wage in accordance with the federal Fair Labor Standards Act (FLSA).

1.3 Pay Plans

The Department will maintain position classification and pay range structures for all jobs. Jobs will be grouped into position classifications and pay range structures in the following categories: (1) managers, (2) professionals, (3) certified teachers, (4) clerical and paraprofessional, (5) maintenance and operations, and (6) technical.

Each job will be assigned to a pay grade that determines the minimum to maximum pay range for the position. Pay ranges are set to be competitive with the relevant job market for benchmark positions. Jobs are assigned to pay grades on the basis of the following factors: (1) job qualifications and required skills; (2) job duties and responsibilities defined by the Department; and (3) competitive job market prices.

No employee will be paid more than the maximum rate for his/her pay grade unless the employee was earning more than that amount prior to the adoption of the pay plan. Pay ranges are reviewed annually and should be adjusted as needed. Employee salaries will advance through the pay range based upon the general pay increase budget approved by the Board each year.

2.0 Job Classification

2.1 Purpose and Authority

Job classification determines the assigned pay range for a job. Job classification is based on an assessment of job requirements and assigned duties. Jobs are compared and classified on the basis of the following factors: knowledge and skill requirements, complexity of assigned duties, job accountability, and working

conditions. The Human Resources division will collect job information, evaluate jobs for classification purposes, and recommend pay-grade assignments. The Superintendent has final authority concerning job classifications.

2.2 *Reclassification of Current Positions*

A job reclassification occurs when the same position is moved to a higher or lower pay grade. An upward or downward job reclassification will result in greater or lesser potential for pay advancement over time. Jobs may be reclassified for a number of different reasons. Those reasons include a significant and sustained increase or decrease in job duties and responsibilities assigned by the supervisor, a need to improve internal pay equity with other related jobs, or a significant change in the external job market.

2.3 *Salary Adjustments for Job Reclassification*

- If the job is reclassified upward due to a significant and sustained increase in assigned job duties and responsibilities, the reclassification will be treated as a promotion. Refer to procedures on promotion increases (section 8.2).
- If the job is reclassified to improve internal equity with other related jobs and there is no significant and sustained increase in assigned duties, there will be no immediate pay increase. Future earnings will be higher as a result of placement in a higher pay range. Employees will not be paid less than the minimum of the new pay range.
- If the job is reclassified due to a change in the external job market, special equity adjustments may be made at the direction of the Superintendent. Refer to procedures on individual equity adjustments (section 6.0).
- If the job is reclassified downward due to a decrease in duties and responsibilities assigned, the employee's pay may be reduced at the direction of the Superintendent. In this case, the reclassification will be treated as a demotion. Refer to procedures on pay adjustments for demotion (section 9.2).

2.4 *Procedures for Job Classification Review*

Review of job classifications must be initiated by the job supervisor. Reviews will be conducted as follows:

1. The immediate supervisor may request a job classification review according to the schedule and procedures designated by the Human Resources division.
2. The supervisor must submit a completed reclassification request form to the Human Resources division.
3. The Human Resources division will review the request form, obtaining additional job information if necessary. Additional information may be obtained by requesting a job analysis questionnaire, by interviewing the supervisor and/or employee(s), or by visiting the work site for observation.
4. The Human Resources division will re-evaluate the job against other benchmark jobs using standard compensable job factors.
5. The Human Resources division will prepare a written recommendation for pay grade assignment for the Superintendent's review.
6. The Human Resources division will notify the supervisor and the employee of the pay grade assignment after the Superintendent's review and approval.

2.5 *Classification of New Positions*

New positions must have a written job description. The Human Resources division will recommend to the Superintendent the pay grade classification of new positions based on the job description and consultation with the job supervisor. New positions must be classified in the pay system prior to hiring new employees.

3.0 *Base Pay for Exempt and Non-exempt Employees*

3.1 *Classification of Positions as Exempt or Non-exempt*

All jobs will be classified as exempt or non-exempt in accordance with the requirements of the federal Fair Labor Standards Act (FLSA). The Human Resources division will determine the classification of each position based on a description of assigned job duties and the method of compensation. In order to be exempt, the employee's primary duties must fall under one of three types of exemption: executive, administrative, or professional, as defined under the FLSA, and the employee must be compensated on a salary basis. All employees who do not meet the legal requirements for exemption are classified as non-

exempt.

3.2 Salary Basis

All full-time employees are paid on a salary basis for their annual employment period. Payment on a salary basis means that employees are paid a fixed sum for the job, which amount is paid out in equal installments. Exempt employees do not receive overtime compensation. Employees who are non-exempt will receive overtime compensation as described in section 4.0.

3.3 Prorating Pay for Reduced Work Year

Salaries will be adjusted proportionately for employees who work less than full time or less than a full year.

4.0 Overtime Compensation

4.1 Overtime Defined

Non-exempt employees who work more than 40 hours in a workweek of seven consecutive days are entitled to overtime compensation for time worked over 40 hours. Exempt employees (i.e., professional, administrative, and executive) are not entitled to overtime compensation.

An employee's regular work schedule may be adjusted during the week to limit or eliminate overtime. The Department's workweek begins at 12:01 a.m. on Monday and ends at 12:00 midnight on the following Sunday. Overtime must be paid or accrued as compensatory time on the regular payday for the period in which the overtime workweek ended. Every workweek stands alone and different workweeks cannot be consolidated or averaged.

4.2 Time Records

Weekly time records will be maintained on all non-exempt personnel on forms approved by the Department. Records will indicate all hours worked each week, including compensatory time earned and used. Weekly time records must be verified by the supervisor and submitted to payroll on designated dates. Official weekly time records shall be maintained in the central payroll office for all non-exempt personnel. All payroll records, including time records, shall be maintained for a period of three years, and shall be made available for inspection by government authorities on request. Failure to maintain accurate records of hours worked may result in disciplinary actions.

4.3 Authorization of Overtime

All overtime worked must be approved by a supervisor in advance. Supervisors are responsible for preventing unauthorized overtime. Employees who work unauthorized overtime may be subject to disciplinary action. Supervisors of non-exempt employees must ensure that employees understand how they will be compensated for overtime (compensatory time off or cash) prior to the employee working overtime hours. Overtime pay requirements cannot be waived by voluntary agreement between the Department and the employee and the employee cannot "donate" overtime or agree to be paid at reduced rates.

4.4 Compensation for Overtime

Compensation for overtime hours will be awarded at 1½ times the regular rate. Compensation may be given in compensatory time off or paid in the regularly scheduled paycheck.

4.5 Use of Compensatory Time

Compensatory time may be accumulated up to a maximum limit of 40 hours including time-and-a-half rates. Employees who have accrued compensatory time must use that time before using other accrued leave. Compensatory time accrued must be used or paid before the end of each fiscal year. All unused compensatory time will be paid before the beginning of the new fiscal period.

5.0 General Pay Increases

5.1 Eligibility for General Pay Increase

Employee salaries and wages will be reviewed annually for adjustment. General pay increases are given to employees to reward continued service to the Department. An employee's performance must be satisfactory to receive a pay increase unless exceptions are granted by the Board.

To be eligible for a general pay increase, 12-month employees must be employed by May 1 of the immediately preceding school year, 11-month employees must be employed by April 1, and 10-month employees must be employed by March 1.

5.2 Pay Increase Budget

The Superintendent will recommend a total budget amount for general pay increases as part of the annual budget process. Budget recommendations for general pay increases will be based on available revenue, changes in minimum pay laws, competitive job markets, and Department compensation objectives. Employee pay increases will be based on the budget approved by the Board.

5.3 General Pay Increase Calculation

General pay increases will be calculated for each employee by applying a percent increase approved by the Board to the midpoint of each employee's pay range. All employees who are in the same pay range will receive the same pay increase.

Example:

Range Midpoint x Percent Increase = Pay Increase

- Pay range midpoint for pay grade 5 is \$12.50 per hour
- Pay increase budget approved by the Board is 5 percent
- Hourly pay increase for all employees in pay grade 5 is $\$12.50 \times .05 = .63$
- An hourly employee in pay grade 5 is earning \$11.50 per hour
- Employee's new hourly wage is $\$11.50 + .63 = \12.13

No employee's pay will be increased beyond the maximum of their assigned pay range unless a special adjustment is approved by the Superintendent.

5.4 Head Start Cost of Living Adjustments

HCDE Head Start employees receive Cost of Living Adjustments (COLA) from the Texas Department of Health and Human Services. 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. 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 the Texas Department of Health and Human Services.

Example: If increases are calculated and applied to the September 15th 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.

6.0 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.

7.0 Placement of New Employees

7.1 Certified Teachers

Hiring rates for certified teachers will be based on years of creditable service as defined by state regulations. Service credit awarded to new hires will not exceed 20 years. Salary schedules will be prepared annually to illustrate salary placement by years of service. Salary schedules for certified teachers are subject to change each year and should not be used to predict future salaries.

7.2 Other Employees

Hiring rates for all other employees will be determined individually based on each person's job-related qualifications. Hiring rates should be sensitive to internal equity concerns of other employees in the same job. Starting salaries that are above the midpoint may be offered only for hard-to-fill positions with approval of the Superintendent. The Human Resources division will recommend starting salaries for new hires.

8.0 Promotion Increases

8.1 Promotion Defined

A promotion occurs when an employee is assigned to a different job in a higher pay range. Pay adjustments for promotions will begin with the effective date of the new assignment. For promotions that take effect at the beginning of a school year, the standard promotion increase includes any general increase granted by the Board. If an employee moves to a different job in a different pay structure (example: from auxiliary to professional group), then the pay adjustment will be treated as placement of a new employee (see section 7.0).

8.2 Promotion Increase

A promotion increase is based on an employee's current base pay less any stipends paid for supplemental duties. The Human Resources Director will determine salary placement for a promotion. Consideration will be given to the pay of other employees in the same position to maintain internal pay equity. No employee will be paid less than the minimum or more than the maximum of the new pay range.

9.0 Demotion

9.1 Demotion Defined

A demotion occurs when an employee is reassigned to a different job at a lower pay grade level. Demotions may be voluntary or involuntary. Position reclassification or general salary structure changes are not considered demotions.

9.2 Pay Adjustments for Demotion

A reduction in pay as a result of a demotion will be made at the discretion of the Superintendent. When a pay reduction is made for a demotion, the employee's base pay rate will be reduced. The pay adjustment for demotion will begin with the effective date of the new assignment. Pay adjustments may also be made for a longer or shorter work year if associated with the change in assignment.

10.0 Adjusting Pay-Range Structures

10.1 Review of Pay Ranges

The Superintendent will review pay-range structures annually and make adjustments as needed.

10.2 Amount of Structure Adjustment

Pay structures should be adjusted by an equal percent factor. The amount of percent adjustment made to the pay range control points (minimum, midpoint, maximum) should be less than the percent increase budgeted for pay raises. After the pay increase budget is established, the Superintendent will determine the appropriate amount of adjustment for pay range structures in the Department.

10.3 Structure Adjustment Procedure

To adjust a pay range structure, the adjustment factor will be applied to the midpoint of each pay range. The minimum and maximum rates of each range will then be recalculated off of the adjusted midpoint to preserve the structure. Adjustments to pay ranges should be made prior to the calculation of general pay increases.

Example: Illustrated procedure for a range offset of 20 percent from midpoints

Unadjusted	Unadjusted	Unadjusted
<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>

	(80% of midpoint) midpoint)		(120% of
Unadjusted Pay Range	\$2,400	\$3,000	\$3,600
	Unadjusted <u>Minimum</u> (80% of midpoint) midpoint)	Unadjusted <u>Midpoint</u> (by 2%)	Unadjusted <u>Maximum</u> (120% of
Adjusted Pay Range	\$2,448	\$3,060	\$3,600

11.0 Stipends and Allowances

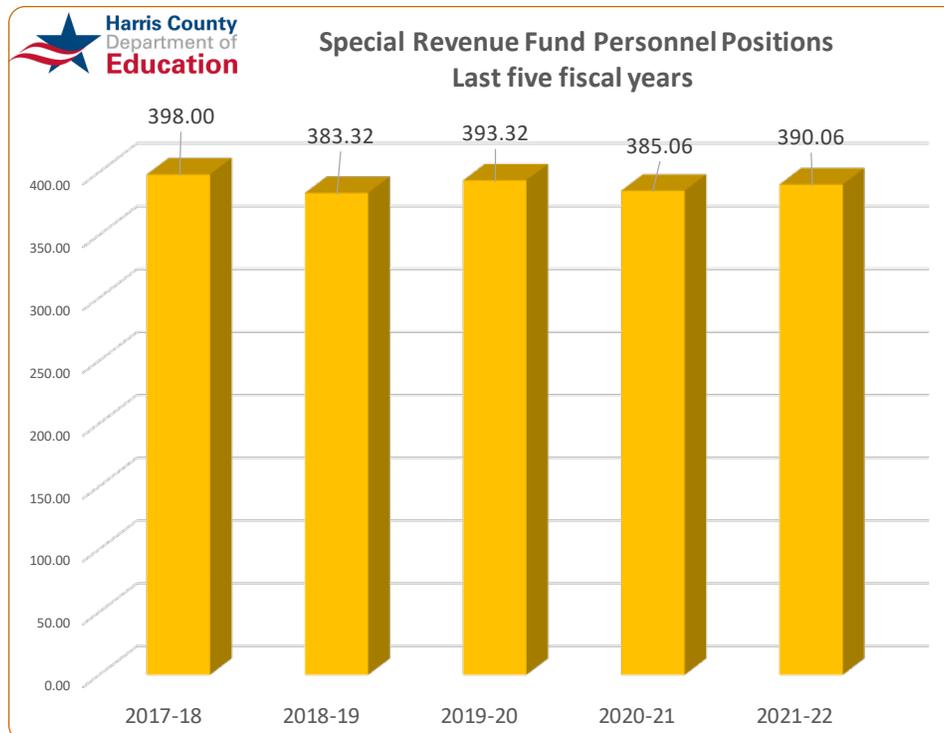
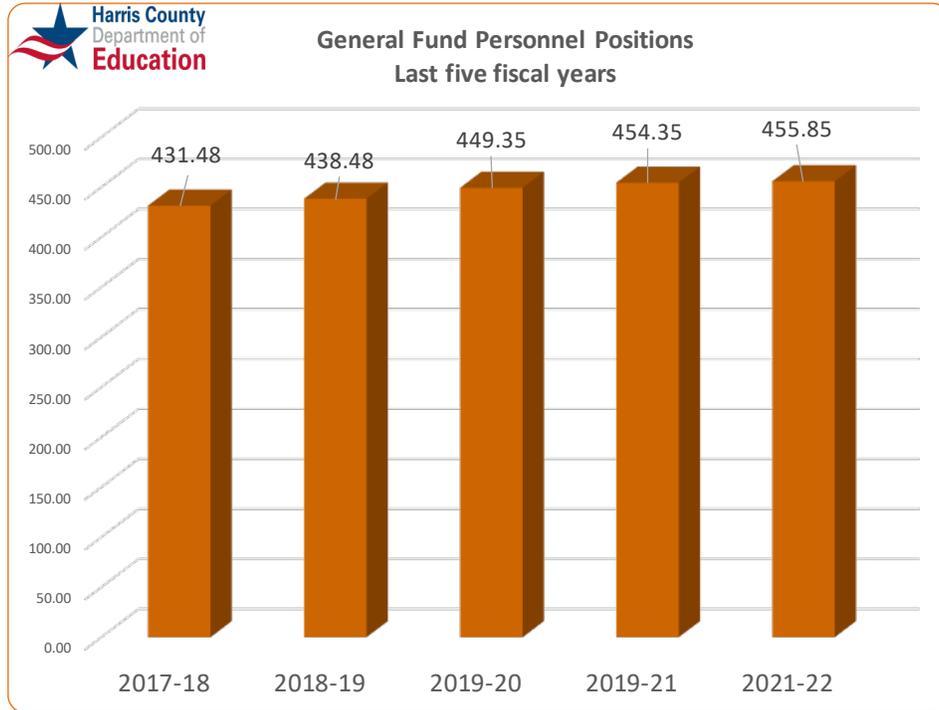
A stipend shall not be paid to an employee unless it is part of the Board of Trustees' approved Salary Schedule for certified instructional teachers, transition specialists, counselors, and assistant principals. All of the following recommendations for employee stipends must be made directly to the Board: 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.

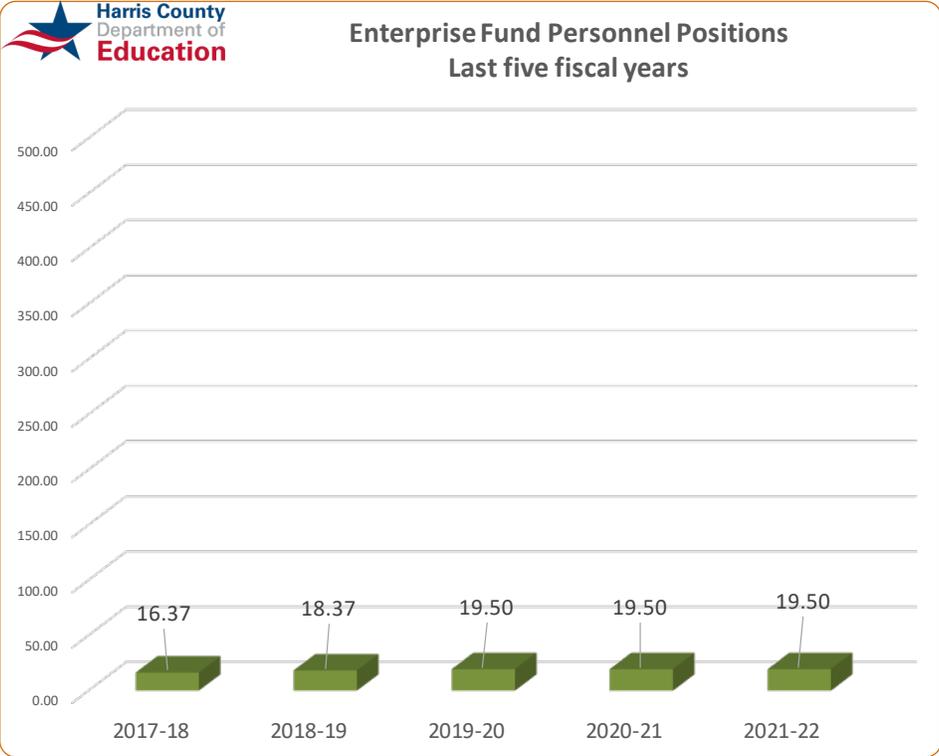
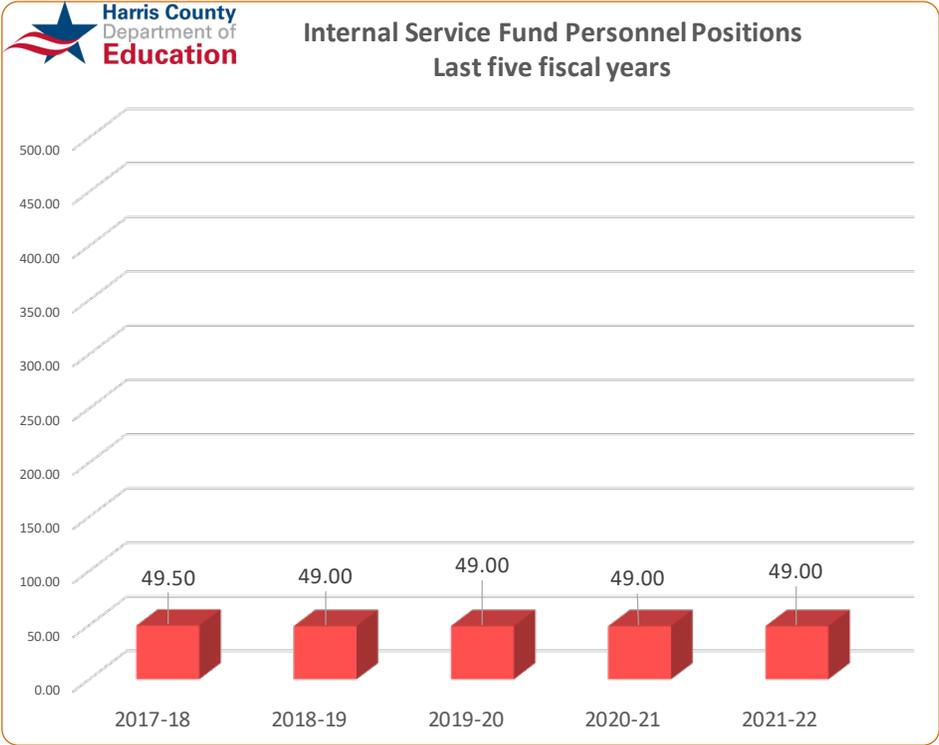
PERSONNEL POSITIONS BY FUND

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 subsection.

The number of positions for the General Fund and Special Revenue Fund in the last 5 years are:



The number of positions for Internal Service Fund and Enterprise Funds are:



Harris County Department of Education
FY 2021-2022
Personnel Positions

General Fund

BM No.	DIVISION/BUDGET	2021-22	2020-21	2019-20	2018-19	2017-18
131	Academic and Behavior School East	64.25	64.25	63.15	61.40	59.40
132	Academic and Behavior School West	58.25	58.25	57.75	56.00	54.00
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	17.00	17.00	17.00	17.00	16.50
923	Center for Grants Development	6.00	6.00	6.00	6.00	6.00
005	Center for Safe & Secure Schools	4.00	4.00	4.00	4.00	4.00
093	Chief Communications Officer	1.00	1.00	1.00	1.00	1.00
940	Chief of Staff	2.00	2.00	2.00	2.00	2.00
925	Communications and Creative Services	10.00	10.00	9.60	7.60	7.00
014	Educator Certification and Advancement	5.50	5.50	5.50	5.50	5.50
086	Facilities-Construction	2.00	2.00	2.00	2.00	2.00
800	Fortis Academy	10.25	10.25	10.25	10.00	10.00
970	Highpoint School East	37.25	37.25	37.85	36.60	36.60
030	Human Resources	10.00	10.00	10.00	10.00	10.00
090	Information Technology Services	24.00	24.00	23.00	21.00	21.00
092	Marketing & Client Engagement	4.50	4.50	3.90	6.03	5.63
955	Purchasing Support Services	7.00	7.00	6.00	6.00	6.00
954	Records Management Services	15.00	15.00	15.00	14.00	14.00
924	Research and Evaluation Institute	7.00	7.00	7.00	7.00	7.00
111	School-Based Therapy Services	146.35	144.85	143.85	141.85	140.35
501	Schools	5.00	5.00	5.00	4.00	4.00
001	Superintendent's Office	2.00	2.00	2.00	2.00	2.00
304	Teaching and Learning Center-Bilingual	0.75	0.75	0.75	0.75	0.75
190	Teaching and Learning Center-Digital Education and Innovation	1.75	1.75	1.75	2.00	1.70
109	Teaching and Learning Center-Digital Learning	0.00	0.00	0.00	0.00	0.30
301	Teaching and Learning Center-Division wide	2.50	2.50	2.50	2.50	0.60
309	Teaching and Learning Center-Early Childhood	0.75	0.75	0.75	1.00	1.60
307	Teaching and Learning Center-English Language Arts	1.10	1.10	1.10	1.00	0.85
302	Teaching and Learning Center-Mathematics	1.50	1.50	1.50	1.75	1.65
312	Teaching and Learning Center-Scholastic Arts & Writing Program	1.50	1.50	1.50	0.45	0.85
303	Teaching and Learning Center-Science	0.75	0.75	0.75	1.25	1.65
308	Teaching and Learning Center-Social Studies	0.40	0.40	0.40	0.50	0.85
314	Teaching and Learning Center-Speaker Series	0.75	0.75	0.75	0.55	0.85
313	Teaching and Learning Center-Special Populations	0.75	0.75	0.75	0.75	0.85
Total		455.85	454.35	449.35	438.48	431.48

Special Revenue Fund

BM No.	DIVISION/BUDGET	2021-22	2020-21	2019-20	2018-19	2017-18
201	Adult Education	81.06	77.06	73.32	73.32	74.00
922	Center for Afterschool, Summer and Enrichment	26.00	26.00	26.00	21.00	24.00
005	Center for Safe and Secure Schools	0.00	1.00	1.00	1.00	0.00
901	Head Start	283.00	281.00	293.00	288.00	286.00
091	Texas Virtual School Network	0.00	0.00	0.00	0.00	14.00
Total		390.06	385.06	393.32	383.32	398.00

Internal Service Fund

BM No.	DIVISION/BUDGET	2021-22	2020-21	2019-20	2018-19	2017-18
083	Facility Support Services	38.00	38.00	38.00	38.00	38.50
084	Facility Support Services-Operations	11.00	11.00	11.00	11.00	11.00
	Total	49.00	49.00	49.00	49.00	49.50

Enterprise Fund

BM No.	DIVISION/BUDGET	2021-22	2020-21	2019-20	2018-19	2017-18
089	Facilities-Choice Partners	19.50	19.50	19.50	18.37	16.37
	Total	19.50	19.50	19.50	18.37	16.37

	POSITIONS BY FUND	2021-22	2020-21	2019-20	2018-19	2017-18
	Total General Fund Positions	455.85	454.35	449.35	438.48	431.48
	Total Special Revenue Fund Positions	390.06	385.06	393.32	383.32	398.00
	Total Internal Service Fund Positions	49.00	49.00	49.00	49.00	49.50
	Total Enterprise Fund Positions	19.50	19.50	19.50	18.37	16.37
	TOTAL HCDE FTE POSITIONS	914.41	907.91	911.17	889.17	895.35

**Harris County Department of Education
Full-time Personnel Positions for FY 2021-2022
General Fund**

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Academic and Behavior School East (Schools)				64.25
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 Liaison	A-3	200	0.50	
Occupational Therapist	P-3	191	0.50	
Counselor	P-2	200	1.00	
Instructional Coach	P-2	200	1.25	
Licensed Specialist in School Psychology	P-3	200	0.50	
School Nurse	P-1	213	1.50	
Behavior Intervention Specialist	P-2	200	0.50	
Teacher	teach sched	191	22.00	
Transition Specialist	teach sched	200	2.00	
Secretary	S-4	240	1.00	
Educational Aide I, II, III	I-1, 2, 3	191	24.00	
Campus Clerk	S-2	210	1.00	
Food Service Clerk	O-2	191	1.00	
Relief Instructor	sub sched	178	4.00	
Academic and Behavior School West (Schools)				58.25
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 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	1.50	
Teacher	teach sched	191	20.00	
Transition Specialist	teach sched	200	2.00	
Behavior Intervention Specialist	P-2	200	0.50	
Secretary	S-4	240	1.00	
Educational Aide I, II, III	I-1, 2, 3	191	23.00	
Campus Clerk	S-2	210	1.00	
Relief Instructor	sub sched	178	3.00	
Assistant Superintendent for Academic Support				2.00
Assistant Superintendent	A-10	240	1.00	
Executive Assistant	S-6	240	1.00	
Assistant Superintendent for Education and Enrichment				2.00
Assistant Superintendent	A-10	240	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Executive Assistant	S-6	240	1.00	
Board of Trustees				1.00
Executive Assistant	S-6	240	1.00	
Business Support Services				17.00
Assistant Superintendent	A-10	240	1.00	
Chief Accounting Officer	A-7	240	1.00	
Accounting Manager	A-5	240	1.00	
Budget and Investment Analyst	A-5	240	1.00	
Senior Accountant	A-5	240	2.00	
Staff Accountant	A-3	240	2.00	
Junior Staff Accountant	A-1	240	1.00	
Executive Assistant	S-6	240	1.00	
Accounts Payable Specialist	S-5	240	3.00	
Accounts Receivable Specialist	S-5	240	1.00	
Payroll Specialist	S-5	240	3.00	
Center for Grants Development				6.00
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	
Center for Safe & Secure Schools				4.00
Director	A-7	240	1.00	
School Climate and Culture Specialist	A-5	240	1.00	
School Safety and Security Specialist	A-5	240	1.00	
School Safety Coordinator	A-3	240	1.00	
Chief Communications Officer				1.00
Chief Communications Officer	A-9	240	1.00	
Chief of Staff				2.00
Chief of Staff	A-9	240	1.00	
Public Information and Policy Manager	A-4	240	1.00	
Communications and Creative Services				10.00
Director	A-7	240	1.00	
Manager	A-4	240	1.00	
Communications & Community Engagement Coordinator	A-3	240	1.00	
Web Content Coordinator	T-3	240	1.00	
Graphic Design Manager	T-4	240	1.00	
Multimedia Manager	T-4	240	1.00	
Multimedia Specialist	T-2	240	1.00	
Graphic Designer	T-2	240	2.00	
Administrative Assistant	S-4	240	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Educator Certification and Advancement				5.50
Director	A-7	240	1.00	
Curriculum and Compliance Officer	A-6	240	1.00	
Leadership Development Officer	A-6	240	1.00	
Grants Development Manager	A-4	210	1.00	
Secretary	S-4	240	1.50	
Facilities - Construction				2.00
Director	A-6	240	1.00	
Construction and Environmental Specialist	O-4	240	1.00	
Fortis Academy				10.25
Principal	A-7	240	1.00	
Instructional Coach	P-2	200	0.25	
Counselor	P-2	200	1.00	
Nurse	P-1	191	1.00	
Teacher	TS	191	5.00	
Secretary to Principal	S-4	230	1.00	
Educational Aide	I-3	191	1.00	
Highpoint School East (Schools)				37.25
Principal	A-7	240	1.00	
Assistant Principal	A-5	210	2.00	
Counselor	P-2	200	1.00	
Instructional Coach	P-2	200	0.25	
Transition Specialist	teach sched	200	3.00	
School Nurse	P-1	191	1.00	
Teacher	teach sched	191	18.00	
Secretary	S-4	240	1.00	
Educational Aide I, II, III	I-1, 2, 3	191	5.00	
Campus Clerk	S-2	210	2.00	
Relief Instructor	sub sched	178	3.00	
Human Resources				10.00
Executive Director	A-9	240	1.00	
Assistant Director	A-5	240	1.00	
Benefits Coordinator	A-3	240	1.00	
Human Resources Coordinator	A-3	240	3.00	
Human Resources Generalist	A-3	240	1.00	
Administrative Assistant	S-5	240	1.00	
Benefits Assistant	C-4	240	1.00	
Human Resources Clerk	C-3	240	1.00	
Information Technology Services				24.00
Director	T-7	240	1.00	
Applications Manager	T-6	240	1.00	
Operations Services Manager	T-6	240	1.00	
Senior Software Developer	T-5	240	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Senior Systems Analyst	T-5	240	1.00	
Training Coordinator	T-4	240	1.00	
Help Desk Manager	T-4	240	1.00	
Information Security Officer	T-4	240	1.00	
Software Developer	T-4	240	1.00	
Systems Analyst	T-4	240	3.00	
Infrastructure Analyst - Network	T-3	240	1.00	
Infrastructure Analyst - Systems	T-3	240	1.00	
Infrastructure Analyst - Server/Storage	T-3	240	1.00	
Systems Engineer - Data Center	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	
Marketing and Client Engagement				4.50
Director	A-7	240	1.00	
Assistant Director	A-5	240	0.50	
Coordinator - Client Engagement	A-3	240	3.00	
Administrative Assistant	S-4	240	0.00	
Purchasing Support Services				7.00
Director	A-7	240	1.00	
Assistant Director	A-5	240	1.00	
Procurement Manager	A-4	240	1.00	
Procurement Coordinator	A-3	240	1.00	
Purchasing Specialist	S-5	240	1.00	
Quality Assurance Specialist	S-5	240	2.00	
Records Management Services				15.00
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 Specialist	S-5	240	1.00	
Customer Support and Imaging Clerk II	S-4	240	2.00	
Customer Support Specialist	S-4	240	1.00	
Customer Support & Imaging Clerk I	S-3	240	2.00	
Research and Evaluation Institute				7.00
Director	A-7	240	1.00	
Manager	A-4	240	1.00	
Coordinator	A-3	240	4.00	
Secretary	S-4	240	1.00	
School-Based Therapy Services				146.35
Senior Director	A-8	240	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Manager	P-4	240	6.00	
Manager	P-4	230	1.00	
Manager	P-4	200	1.00	
Field Staff-OT/PT	P-3	180	98.30	
Field Staff-Music Therapist	P-1	180	7.80	
Field Staff-COTA/PTA	S-7	180	27.25	
Administrative Assistant	S-5	240	1.00	
General Office Clerk	S-4	240	2.00	
Secretary	S-3	240	1.00	
Schools				6.00
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	S-4	240	1.00	
Superintendent's Office				2.00
Superintendent	-	240	1.00	
Senior Executive Assistant	S-8	240	1.00	
The Teaching and Learning Center				12.50
The Teaching and Learning Center-Bilingual Education				0.75
Curriculum Director	A-6	200	0.50	
Secretary	S-4	240	0.25	
The Teaching and Learning Center-Digital Education and Innovation				2.50
Curriculum Director	A-6	240	1.50	
Manager	A-4	240	0.75	
Secretary	S-4	240	0.25	
The Teaching and Learning Center-Division Wide				3.50
Senior Director	A-8	240	1.00	
Secretary to Director/Financial Assistant	S-5	240	1.00	
Professional Development Specialist	S-5	240	1.00	
Secretary	S-4	120	0.50	
The Teaching and Learning Center-Early Childhood Winter Conference				0.25
Special Projects Director	A-6	240	0.25	
The Teaching and Learning Center-English Language Arts				1.10
Curriculum Director	A-6	190	0.80	
Secretary	S-4	240	0.30	
The Teaching and Learning Center-Math				1.50
Curriculum Director	A-6	190	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Secretary	S-4	240	0.50	
The Teaching and Learning Center-Scholastic Arts & Writing				0.75
Special Projects Director	A-6	240	0.50	
Manager	A-4	240	0.25	
The Teaching and Learning Center-Science				0.75
Curriculum Director	A-6	200	0.50	
Secretary	S-4	240	0.25	
The Teaching and Learning Center-Social Studies				0.40
Curriculum Director	A-6	200	0.20	
Secretary	S-4	240	0.20	
The Teaching and Learning Center-Speaker Series				0.25
Special Projects Director	A-6	240	0.25	
The Teaching and Learning Center-Special Populations				0.75
Curriculum Director	A-6	200	0.50	
Secretary	S-4	240	0.25	

General Fund - Full Time Equivalent Positions

456.85

**Harris County Department of Education
Full-time Personnel Positions for FY 2021-2022
Special Revenue Fund**

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Adult Education				81.06
Senior Director	A-8	240	1.00	
Director	A-7	240	1.00	
Manager	A-5	240	5.00	
Compliance Coordinator	A-3	240	1.00	
Career Pathways Transition Specialist	A-2	240	1.00	
Instructional Coach	A-2	240	1.00	
Program Coordinator	A-2	240	1.00	
Teacher	A-2	190	2.00	
Secretary to Director	S-4	240	1.00	
Data Clerk	S-3	240	2.00	
General Office Clerk I	S-3	240	8.83	
Receptionist	S-1	240	1.00	
Custodian	O-1	240	1.50	
Aide - Instructional	AES	PT	18.12	
Program Assistant	AES	PT	6.96	
Teacher	AES	PT	26.65	
Transition Specialist	AES	PT	2.00	
Center for Afterschool, Summer and Enrichment (CASE) for Kids				51.50
Director	A-7	240	1.00	
Assistant Director	A-5	240	2.00	
Manager	A-4	240	4.00	
Coordinator - Project	A-3	240	5.00	
Coordinator - Research and Evaluation	A-3	240	1.00	
Coordinator - Program	A-2	240	7.00	
Coordinator - Regional	A-2	240	2.00	
Family Engagement Specialist	A-2	240	2.00	
Project Based Learning Associate (P/T)	A-2	240	1.00	
Coordinator - Program	A-1	240	8.00	
Administrative Assistant	S-4	240	1.00	
Secretary	S-3	240	4.00	
Project Based Learning Assistant (P/T)	S-2	240	13.50	
Head Start Program Total				311.50
Head Start-Central Office				38.50
Senior Director	A-8	240	1.00	
Assistant Director - Education and Family Services	A-5	240	1.00	
Assistant Director - Operations	A-5	240	1.00	
Construction Project Manager (Facilities)	A-5	240	1.00	
Manager - Compliance	A-4	240	1.00	
Manager - Education and Special Services	A-4	240	1.00	
Manager - Community Partnerships	A-4	240	1.00	
Manager - Health and Family Services	A-4	240	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Manager - Nutrition Services	A-4	240	1.00	
Manager - Operations	A-3	240	1.00	
Coordinator - Compliance	A-3	230	1.00	
Coordinator - Data	A-3	230	1.00	
Coordinator - Education and Special Services	A-3	230	2.00	
Coordinator - Family Services	A-3	230	2.00	
Coordinator - Health Services	A-3	230	2.00	
Coordinator - Nutrition Services	A-3	230	2.00	
Coordinator - Operations	A-3	230	1.00	
Coordinator - Professional Development	A-3	230	1.00	
Coordinator - Special Projects	A-3	230	0.50	
Instructional Coach	A-2	230	4.00	
Mental Health Professional	P-2	230	1.00	
Data/Compliance Specialist	S-4	230	1.00	
Financial Assistant	S-4	230	1.00	
Administrative Assistant	S-5	230	1.00	
Secretary	S-4	240	1.00	
Clerk - Community Partnerships and Compliance	S-3	230	1.00	
Clerk - Education and Special Services	S-3	230	1.00	
Clerk - Data Compliance	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	
Courier	O-2	230	1.00	
Head Start (Early Head Start)-Child Care Partnership				11.00
Assistant Director	A-5	240	1.00	
Coordinator - Education and Special Services	A-3	240	2.00	
Coordinator - Family & Community Services	A-3	240	2.00	
Coordinator - Health Services	A-3	240	1.00	
Coordinator - Operations	A-3	240	1.00	
Coordinator - Nutrition Services	A-3	240	1.00	
Instructional Coach	A-3	240	1.00	
Administrative Assistant	S-4	240	1.00	
Data Compliance Specialist	S-4	230	1.00	
Head Start-Barrett Campus				8.00
Campus Manager	A-3	230	0.50	
Assistant Campus Manager	A-1	210	0.50	
Family Services Provider	A-1	230	1.00	
Teacher	I-4	210	2.00	
Teaching Assistant	I-1	190	3.00	
Cook	O-1	190	0.50	
Custodian	O-1	190	0.50	
Head Start-Barrett Early Head Start				12.00
Campus Manager	A-3	230	0.50	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Assistant Campus Manager	A-1	230	0.50	
Family Services Provider	A-1	230	1.00	
Teacher	I-4	218	9.00	
Cook	O-1	218	0.50	
Custodian	O-1	218	0.50	
Head Start-Baytown Campus				25.00
Campus Manager	A-3	230	0.50	
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	3.00	
Teacher	I-4	210	7.00	
Teaching Assistant	I-1	190	10.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Campus Clerk	S-2	230	0.50	
Head Start-Baytown Early Head Start				16.00
Campus Manager	A-3	230	0.50	
Assistant Campus Manager	A-1	230	1.00	
Family Services Provider	A-1	230	1.00	
Teacher	I-4	218	11.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	1.00	
Campus Clerk	S-2	230	0.50	
Head Start-Channelview Campus				16.00
Campus Manager	A-3	230	1.00	
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	2.00	
Teacher	I-4	210	4.00	
Teaching Assistant	I-1	190	5.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Head Start-Compton Campus				22.00
Campus Manager	A-3	230	1.00	
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	3.00	
Teacher	I-4	210	6.00	
Teaching Assistant	I-1	190	8.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Head Start-Coolwood Campus				12.00
Campus Manager	A-3	230	1.00	
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Teacher	I-4	210	3.00	
Teaching Assistant	I-1	190	4.00	
Cook	O-1	190	1.00	
Custodian	O-1	190	1.00	
Head Start-Dogan Campus				11.00
Campus Manager	A-3	230	1.00	
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	2.00	
Teacher	I-4	210	5.00	
Teaching Assistant	I-1	190	2.00	
Head Start-Fifth Ward Campus				16.00
Campus Manager	A-3	230	1.00	
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	2.00	
Teacher	I-4	210	4.00	
Teaching Assistant	I-1	190	5.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Head Start-Fonwood Campus				15.00
Campus Manager	A-3	230	1.00	
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	3.00	
Teacher	I-4	210	7.00	
Teaching Assistant	I-1	190	3.00	
Head Start-Humble Campus				14.50
Campus Manager	A-3	230	0.50	
Assistant Campus Manager	A-1	210	0.50	
Family Services Provider	A-1	230	1.50	
Teacher	I-4	210	4.00	
Teaching Assistant	I-1	190	6.00	
Cook	O-1	190	1.00	
Custodian	O-1	190	1.00	
Head Start-Humble Early Head Start				13.50
Campus Manager	A-3	230	0.50	
Assistant Campus Manager	A-1	230	0.50	
Family Services Provider	A-1	230	1.50	
Teacher	I-4	218	9.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	1.00	
Head Start-JD Walker Campus				12.00
Campus Manager	A-2	230	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	1.00	
Teacher	I-4	210	3.00	
Teaching Assistant	I-1	190	4.00	
Cook	O-1	190	1.00	
Custodian	O-1	190	1.00	
Head Start-LaPorte Campus				8.00
Campus Manager	A-3	230	0.50	
Assistant Campus Manager	A-1	210	0.50	
Family Services Provider	A-1	230	1.00	
Teacher	I-4	210	2.00	
Teaching Assistant	I-1	190	3.00	
Cook	O-1	190	0.50	
Custodian	O-1	190	0.50	
Head Start-LaPorte Early Head Start				12.00
Campus Manager	A-2	230	0.50	
Assistant Campus Manager	A-1	230	0.50	
Family Services Provider	A-1	230	1.00	
Teacher	I-4	218	9.00	
Cook	O-1	218	0.50	
Custodian	O-1	218	0.50	
Head Start-Pugh Campus				7.00
Campus Manager	A-3	230	1.00	
Family Services Provider	A-1	230	1.00	
Teacher	I-4	210	2.00	
Teaching Assistant	I-1	190	3.00	
Head Start-Sheffield Campus				22.00
Campus Manager	A-2	230	1.00	
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	3.00	
Teacher	I-4	210	6.00	
Teaching Assistant	I-1	190	8.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Head Start-Tidwell Campus				8.00
Campus Manager	A-3	230	0.50	
Assistant Campus Manager	A-1	210	1.00	
Family Services Provider	A-1	230	0.50	
Teacher	I-4	210	2.00	
Teaching Assistant	I-1	190	3.00	
Cook	O-1	190	0.50	
Custodian	O-1	190	0.50	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Head Start-Tidwell Early Head Start				12.00
Campus Manager	A-3	230	0.50	
Assistant Campus Manager	A-1	230	0.50	
Family Services Provider	A-1	230	1.00	
Teacher	I-4	218	9.00	
Cook	O-1	218	0.50	
Custodian	O-1	218	0.50	

Special Revenue Fund - Full Time Equivalent Positions

444.06

**Harris County Department of Education
Full-time Personnel Positions for FY 2021-2022
Internal Service Fund**

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Facility Support Services				38.00
Executive Director	A-9	240	1.00	
Maintenance Director	A-6	240	1.00	
Operations Manager	A-4	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	
Meeting Facilitator	S-3	240	1.00	
Receptionist	S-1	240	2.00	
Maintenance Project Specialist	O-6	240	1.00	
Maintenance Technician III	O-6	240	5.00	
Utility Craftsman	O-5	240	1.00	
Transportation Technician	O-5	240	1.00	
Maintenance Technician II	O-5	240	1.00	
Maintenance Technician I	O-4	240	4.00	
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	8.00	
Facility Support Services-Operations				11.00
Custodian-ABC East	O-1	240	3.00	
Custodian-ABC West	O-1	240	2.00	
Custodian-Highpoint East	O-1	240	4.00	
Custodian-Fortis Academy	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 2021-2022
Enterprise Fund**

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Facilities - Choice Partners				19.50
Senior Director	A-8	240	1.00	
Assistant Director	A-5	240	2.50	
Senior Manager of Facilities Planning	A-5	240	1.00	
Client Services Manager	A-4	240	1.00	
Contract Compliance Specialist	A-4	240	1.00	
Contract Manager	A-4	240	5.00	
Contract Coordinator	A-3	240	1.00	
Food Contract Coordinator	A-3	240	1.00	
Contract Specialist	S-5	240	1.00	
Food Contract Assistant	S-4	240	1.00	
General Office Clerk II	S-4	240	1.00	
Contract Assistant	S-4	240	2.00	
General Office Clerk I	S-3	240	1.00	

Enterprise Fund - Full Time Equivalent Positions

19.50

Harris County Department of Education
 FY 2021-2022 Budget Book
 Administrative Salary Schedule

A-1		MINIMUM	MIDPOINT	MAXIMUM
	Daily	164.63	202.00	239.37
	230 Days	37,865	46,460	55,055
	240 Days	39,511	48,480	57,449
<u>Job Titles:</u> Assistant Center Manager – Head Start Family Services Provider – Head Start Junior Staff Accountant – Business Services				

A-2		MINIMUM	MIDPOINT	MAXIMUM
	Daily	195.09	239.37	283.65
	190 Days	37,067	45,480	53,894
	230 Days	44,871	55,055	65,240
	240 Days	46,822	57,449	68,076
<u>Job Titles:</u> Associate – Center for Grants Development Career Pathways Transition Specialist – Adult Education Data Coordinator – CASE Family Engagement Coordinator Program Coordinator – CASE Project Based Learning Associate Teacher (FT) – Adult Education				

A-3		MINIMUM	MIDPOINT	MAXIMUM
	Daily	235.47	288.92	342.37
	200 Days	47,094	57,784	68,474
	230 Days	54,158	66,452	78,745
	240 Days	56,513	69,341	82,169
<p><u>Job Titles:</u> Benefits Coordinator – Human Resources Center Manager – Head Start Compliance Coordinator – Head Start Contract Coordinator – Choice Partners Coordinator – Center for Grants Development Coordinator – Communications and Creative Services Coordinator – Food Contracts Coordinator – Grants & Budget Compliance Coordinator – Human Resources Coordinator – Marketing and Client Engagement Coordinator – Outreach Coordinator – Research and Evaluation Institute Coordinator – Special Projects Data Coordinator – Head Start Education and Special Services Coordinator – Head Start Family and Community Coordinator – Head Start Health Services Coordinator – Head Start Human Resources Generalist Nutrition Services Coordinator – Head Start Operations Coordinator – Facilities Operations Coordinator – Head Start Parent Engagement Liaison – Schools Procurement Coordinator – Purchasing Professional Development Coordinator – Head Start Project Coordinator – CASE Records Operations Manager Special Events and Promotions Coordinator – CASE Staff Accountant – Business Services</p>				

A-4		MINIMUM	MIDPOINT	MAXIMUM
	Daily	287.27	352.48	417.69
	210 Days	60,327	74,021	87,715
	240 Days	68,945	84,595	100,246
	<u>Job Titles:</u> Client Services Manager – Choice Partners Community Partnerships Manager – Head Start Compliance Manager – Head Start Contract Compliance Specialist – Choice Partners Contract Manager – Choice Partners Education and Special Services Manager – Head Start 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 – Programs & Compliance Manager – Research and Evaluation Institute Manager – Teaching and Learning Center Nutrition Manager – Head Start Operations Manager – Head Start Public Information and Policy Manager Quality Manager – CASE Special Initiatives Manager – CASE			

A-5		MINIMUM	MIDPOINT	MAXIMUM
	Daily	337.26	413.81	490.36
	210 Days	70,825	86,900	102,976
	240 Days	80,942	99,314	117,686
	<u>Job Titles:</u> Accounting Manager – Business Services Assistant Director – CASE Assistant Director – Choice Partners Assistant Director – Head Start Assistant Director – Head Start Child Care Partnership Assistant Director – Human Resources Assistant Director – Marketing and Client Engagement Assistant Director - Operations Assistant Director – Purchasing Assistant Principal – Schools Budget and Investment Analyst – Business Services Compliance & Technology Support Officer Construction Project Manager – Head Start Manager – Adult Education School Climate and Culture Specialist – Safe Schools School Safety and Security Specialist – Safe Schools Senior Accountant – Business Services Senior Manager of Facilities Planning – Choice Partners			

A-6		MINIMUM	MIDPOINT	MAXIMUM
	Daily	375.94	450.23	524.52
	200 Days	75,188	90,046	104,904
	240 Days	90,226	108,055	125,885
	<u>Job Titles:</u> Construction Director – Facilities Curriculum and Compliance Officer – Educator Certification Curriculum Director of English Language Arts Curriculum Director of Innovation Curriculum Director of Mathematics Curriculum Director of Science Director – Special Projects Director – Teaching and Learning Center Leadership Development Officer – Educator Certification Maintenance Director – Facilities			

A-7		MINIMUM	MIDPOINT	MAXIMUM
	Daily	426.69	511.01	595.33
	230 Days	98,139	117,532	136,926
	240 Days	102,406	122,642	142,879
	<u>Job Titles:</u> Chief Accounting Officer – Business Services Director – Adult Education Director – Center for After-school, Summer and Enrichment Director – Center for Grants Development Director – Center for Safe and Secure Schools Director Director – Communications and Creative Services Director – Curriculum and Compliance Services Director – Educator Certification and Advancement Director – Marketing and Client Engagement Director – Purchasing Director – Records Management Director – Research and Evaluation Institute Principal – Schools			

A-8		MINIMUM	MIDPOINT	MAXIMUM
	Daily	495.17	582.55	669.93
	240 Days	118,841	139,812	160,783
<u>Job Titles:</u> Senior Director – Adult Education Senior Director – Choice Partners Senior Director – Head Start Senior Director – School-Based Therapy Services Senior Director – Schools Senior Director – Teaching and Learning Center				

A-9		MINIMUM	MIDPOINT	MAXIMUM
	Daily	576.87	678.67	780.47
	240 Days	138,449	162,881	187,313
<u>Job Titles:</u> Chief Communications Officer Chief of Staff Executive Director – Facilities Executive Director – Human Resources				

A-10		MINIMUM	MIDPOINT	MAXIMUM
	Daily	640.90	754.00	867.10
	240 Days	153,816	180,960	208,104
<u>Job Titles:</u> Assistant Superintendent – Academic Support Services Assistant Superintendent – Business Services Assistant Superintendent – Education and Enrichment				

Harris County Department of Education
 FY 2021-2022 Budget Book
 Professional Support Salary Schedule

P-1		Minimum	Midpoint	Maximum
	Daily	293.25	345.00	396.75
	180 Days	52,785	62,100	71,415
	191 Days	56,011	65,895	75,779
	213 Days	62,462	73,485	84,508
	<u>Job Titles:</u> Music Therapist Nurse			

P-2		Minimum	Midpoint	Maximum
	Daily	316.71	372.60	428.49
	200 Days	63,342	74,520	85,698
	230 Days	72,843	85,698	98,553
	<u>Job Titles:</u> Behavior Intervention Specialist Instructional Coach Licensed Specialist in School Psychology Mental Health Professional School Counselor			

P-3		Minimum	Midpoint	Maximum
	Daily	355.65	428.49	501.33
	162 Days	57,615	69,415	81,215
	180 Days	64,017	77,128	90,239
	200 Days	71,130	85,698	100,266
	<u>Job Titles:</u> Occupational Therapist Physical Therapist			

P-4		Minimum	Midpoint	Maximum
	Daily	419.66	505.62	591.58
	200 Days	83,932	101,124	118,316
	230 Days	96,522	116,293	136,063
	240 Days	100,718	121,349	141,979
	<u>Job Titles:</u> Manager, School-Based Therapy Services			

Harris County Department of Education
 FY 2021-2022 Budget Book
 Technology Salary Schedule

<u>T-1</u>		Minimum	Midpoint	Maximum
	Daily	186.56	223.60	260.64
	240 Days	44,774	53,664	62,554
	<u>Job Titles:</u> Help Desk Analyst I Help Desk Field Technician			

<u>T-2</u>		Minimum	Midpoint	Maximum
	Daily	228.00	270.64	315.28
	240 Days	54,720	64,954	75,667
	<u>Job Titles:</u> Graphic Designer Help Desk Analyst II Multimedia Specialist			

<u>T-3</u>		Minimum	Midpoint	Maximum
	Daily	298.07	356.97	415.87
	240 Days	71,537	85,673	99,809
	<u>Job Titles:</u> Infrastructure Analyst – Network Infrastructure Analyst – Server Storage Systems Engineer – Data Center Systems Engineer – Hybrid Cloud			

<u>T-4</u>		Minimum	Midpoint	Maximum
	Daily	318.75	381.74	444.73
	240 Days	76,500	91,618	106,735
	<u>Job Titles:</u> Information Security Officer Manager – Graphic Design Manager – Help Desk Manager – Multimedia Software Developer Systems Analyst Web Content Coordinator			

T-5		Minimum	Midpoint	Maximum
	Daily	373.47	439.38	505.29
	240 Days	89,633	105,451	121,270
	<u>Job Titles:</u> Senior Software Developer Senior Systems Analyst			

T-6		Minimum	Midpoint	Maximum
	Daily	406.90	478.70	550.51
	240 Days	97,656	114,888	132,122
	<u>Job Titles:</u> Manager – Applications Manager – Operations Support			

T-7		Minimum	Midpoint	Maximum
	Daily	462.28	531.36	600.44
	240 Days	110,947	127,526	144,106
	<u>Job Titles:</u> Director - Information Technology Services			

Harris County Department of Education
 FY 2021-2022 Budget Book
 Administrative Support Salary Schedule

S-1		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	13.88	17.35	20.82
	Daily	111.04	138.80	166.56
	240 Days	26,650	33,312	39,974
<u>Job Titles:</u> Reserved for future use				

S-2		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	15.00	18.74	22.48
	Daily	120.00	149.92	179.84
	210 Days	25,200	31,483	37,766
	230 Days	27,600	34,482	41,363
	240 Days	28,800	35,981	43,162
<u>Job Titles:</u> Campus Clerk Center Clerk Receptionist				

S-3		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	16.19	20.24	24.29
	Daily	129.52	161.92	194.32
	230 Days	29,790	37,242	44,694
	240 Days	31,085	38,861	46,637
<u>Job Titles:</u> Community Partnership Clerk – Head Start Contract Clerk – Choice Partners Customer Service Clerk Data Clerk – Adult Education General Office Clerk I Human Resources Clerk Imaging Operator – Records Management Meeting Facilitator Nutrition Services Clerk – Head Start Operations Clerk – Head Start Secretary – CASE Secretary – School-Based Therapy Services				

S-4		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	17.93	22.40	26.87
	Daily	143.44	179.20	214.96
	230 Days	32,991	41,216	49,441
	240 Days	34,426	43,008	51,590
<u>Job Titles:</u> Data/Compliance Specialist Financial Assistant Fixed Assets Clerk Food Contract Assistant General Office Clerk II Microfilm/Imaging Clerk Records Management Specialist Secretary to Director Secretary to Principal				

S-5		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	20.09	25.12	30.15
	Daily	160.72	200.96	241.20
	230 Days	36,966	46,221	55,476
	240 Days	38,573	48,230	57,888
<u>Job Titles:</u> Accounts Payable Specialist Accounts Receivable Specialist Administrative Assistant – Executive Director Administrative Assistant – Senior Director Benefits Specialist Contract Specialist Financial Assistant/Adm Assistant – Senior Director Imaging and Content Specialist Payroll Specialist Purchasing Specialist Quality Assurance Specialist Senior Grant Accounting Clerk				

S-6		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	23.10	28.88	34.66
	Daily	184.80	231.04	277.28
	240 Days	44,352	55,450	66,547
<u>Job Titles:</u> Executive Assistant – Assistant Superintendent Executive Assistant – Board of Trustees Secretary – Director				

S-7		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	26.80	33.50	40.20
	Daily	214.40	268.00	321.60
	162 Days	34,733	43,416	52,099
	180 Days	38,592	48,240	57,888
<u>Job Titles:</u> Occupational Therapy Assistant Physical Therapist Assistant				

S-8		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	30.83	38.53	46.23
	Daily	246.64	308.24	369.84
	240 Days	59,194	73,978	88,762
<u>Job Titles:</u> Senior Executive Assistant – Superintendent				

Harris County Department of Education
 FY 2021-2022 Budget Book
 Instructional Support Salary Schedule

I-1		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	15.00	18.29	21.58
	Daily	120.00	146.32	172.64
	190 Days	22,800	27,801	32,802
	191 Days	22,920	27,947	32,974
Job Titles: Educational Aide I - Schools Teaching Assistant - Head Start				

I-2		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	16.20	19.76	23.32
	Daily	129.60	158.08	186.56
	191 Days	24,754	30,193	35,633
	218 Days	28,253	34,461	40,670
Job Titles: Educational Aide II - Schools Teacher (CDA) – Early Head Start				

I-3		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	18.61	22.70	26.79
	Daily	148.88	181.60	214.32
	191 Days	28,436	34,686	40,935
Job Titles: Educational Aide III - Schools				

I-4		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	22.78	26.79	30.80
	Daily	182.24	214.32	246.40
	210 Days	38,270	45,007	51,744
	218 Days	39,728	46,722	53,715
Job Titles: Early Childhood Teacher – Early Childhood Head Start Teacher - Head Start				

Harris County Department of Education
FY 2021-2022 Budget Book
Operations Support Salary Schedule

O-1		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	15.00	18.29	21.58
	Daily	120.00	146.32	172.64
	190 Days	22,800	27,801	32,802
	218 Days	26,160	31,898	37,636
	240 Days	28,800	35,117	41,434
	Job Titles: Cook Custodian			

O-2		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	15.89	19.39	22.89
	Daily	127.12	155.12	183.12
	191 Days	24,280	29,628	34,976
	230 Days	29,238	35,678	42,118
	240 Days	30,509	37,229	43,949
	Job Titles: Courier Food Service Clerk Parking Monitor			

O-3		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	16.86	20.55	24.24
	Daily	134.88	164.40	193.92
	240 Days	32,371	39,456	46,541
	Job Titles: Maintenance Worker Warehouseman			

O-4		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	19.95	24.04	28.13
	Daily	159.60	192.32	225.04
	240 Days	38,304	46,157	54,010
	Job Titles: Bus Driver Construction and Environmental Specialist Maintenance Technician I Records Center Technician			

<u>O-5</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	23.91	28.13	32.35
	Daily	191.28	225.04	258.80
	240 Days	45,907	54,010	62,112
	Job Titles: Maintenance Technician II Transportation Technician Utility Craftsman			

<u>O-6</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	27.50	32.35	37.20
	Daily	220.00	258.80	297.60
	240 Days	52,800	62,112	71,424
	Job Titles: Maintenance Technician III Senior Records Center Technician Specialist, Maintenance Project			

Harris County Department of Education
 FY 2021-2022 Budget Book
 Stipends

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	1,500
Additional Certificate	150
Certified SBEC Counselors	
Special Education	\$1,500
STAAR/EOC Testing	1,000
Certified SBEC Assistant Principals	
Special Education	\$1,500
Response Team Member	
Assigned AB Campus Staff	\$1,500

*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.

Harris County Department of Education
 FY 2021-2022 Budget Book
 Adult Education Professional Development Stipends

Eligibility: part-time and full-time staff

Position	Required Hours	Category of Required Professional Development	Stipend
<ul style="list-style-type: none"> • Teacher • Substitute • Instructional Coach • Program Manager • Program Coordinator • Director 	15	3 hours – Principles of Adult Learning 6 hours – Literacy 6 hours – Other	\$300
<ul style="list-style-type: none"> • Clerk • Aide • Transition Specialist 	3	3 hours – Other	\$40
Additional training	N/A	Paid at hourly rate if required and approved. *Excludes the following positions: director, program manager, instructional coach, program coordinator, and full-time teacher.	

Harris County Department of Education
 FY 2021-2022 Budget Book
 Substitutes Pay Chart

POSITION	Pay Rate
Educational Aide I	\$120/day
Educational Aide II	\$129/day
Educational Aide III	\$148/day
Teacher (Degree Only)	\$200/day
Teacher (TX Teacher Certificate)	\$260/day
Bus Driver	\$18/hour

Relief Instructor Pay Chart

POSITION	Pay Rate
Teacher (Degree Only)	\$200/day
Teacher (TX Teacher Certificate)	\$260/day

Harris County Department of Education
 FY 2021-2022 Budget Book
 Supplemental Salary Chart

Adult Education	
Aide with High School Diploma	\$15.00/hour
Aide with 12 College Credit Hours	\$15.50/hour
Career Pathways Instructor	\$40.00/hour
Clerk	\$15.00/hour
Counselor	\$37.00/hour
Craft Instructor	\$40.00/hour
Program Assistant	\$30.00/hour
Registration	\$25.00/hour
Substitute Teacher	\$22.00/hour
Substitute Tester	\$22.00/hour
Teacher-Summer and TRS Retired	\$27.00/hour
Tester	\$25.00/hour
Transition Specialist	\$27.00/hour
Teacher (GED class) – 6 weeks	\$1,620/session
Teacher (ESL class) – 6 weeks	\$1,620/session
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	\$29.00/hour
Bus Aide	\$15.00/hour
Bus Driver	\$500/year
Counselor – Summer/Extra Duty Pay	\$27.00/hour
Educational Aide – Summer/Extra Duty Pay	\$17.00/hour
Home Bound Student Services	\$40.00/hour
Teacher-Summer/Extra Duty Pay	\$27.00/hour
Trainer Pay – Boys Town and Love & Logic	\$35.00/hour

Interns	
High School Student	\$15.00/hour
College Student	\$17.00/hour
Teaching and Learning Center	
Curriculum Director	\$60.00/hour

Harris County Department of Education
FY 2021-2022 Budget Book
Employee Benefits

Note: Contact Human Resources if you have any questions.

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 \$2.31 per month (or \$27.72 annually) per employee.
- Life Insurance
A basic \$15,000 life and \$15,000 accidental death policy is provided to all benefits eligible employees. HCDE's monthly cost for these policies is \$2.15 (or \$25.74 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 \$397.00 per month (or \$4,764 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. Employees contribute 7.7% to their TRS retirement account and 0.75% 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 1.7% of all eligible TRS compensation for the reporting entity payment for non-OASDI members. The State contributes a matching amount to the employee's TRS retirement fund of 6.8% less any amounts that are matched by federal grants.
- 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.

PLANNING & EVALUATION MODEL FOR FY21-22

Beginning FY 17-18 the Department established a new planning and evaluation model. The purpose of this model 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?

Beginning FY17-18 the Department included two elements in the Budget Planning Process. The GAP Analysis and the Academic Return-On-Investment (“ARO”).

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. HCDE also used the SWOT Analysis (Strengths, Weakness, Opportunities and Threats) in the planning process as it is explained below. SWOT analysis and GAP analysis can be used in different context and they might give a different meaning. Below is a description of SWOT analysis vs GAP analysis in the context of an organization:

- SWOT analysis evaluates an organization against its peers, while GAP analysis is an internal evaluation to identify performance deficiencies.
- SWOT analysis is done for long term planning while GAP analysis is often done to reach short term goals
- SWOT analysis is often a comprehensive study evaluating many aspects and many competitors. GAP analysis can be targeted towards fine tuning one process.

ARO 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.

During the budget planning process, the Business Services staff met with all Division Managers and discussed in detail the new analysis. Every division manager that requires this analysis presented their evaluation to the Budget Committee. The Divisions that will be included in this evaluation are CASE for Kids, the Special Schools (Academic and Behavior School West, Academic and Behavior School East, and, Highpoint School East), Head Start, Adult Education, and Educator Certification and Professional Advancement. During the Budget Planning individual meetings were held with the individual divisions to review the new requirements. The key individuals included in the new planning and evaluation process were Dr. CJ Rodgers, Assistant Superintendent for Education and Enrichment and Jonathan Parker, Assistant Superintendent for Academic Support. Their contact information is as follows:

Dr. CJ Rodgers

Assistant Superintendent for
Education and Enrichment
crodgers@hcde-texas.org

Jonathan Parker

Assistant Superintendent for
Academic Support
jparker@hcde-texas.org

Dr. Jesus Amezcua, CPA

Assistant Superintendent for
Business Services
jamezcua@hcde-texas.org

In order to respond to these models, it would be important to consider the actual situation of HCDE. HCDE is not a school district, and the students we serve are part of the school district HCDE serves. On the other hand, HCDE has 46 active budget divisions for fiscal year 2021-2022 from which 24 divisions that provide internal or administrative services to HCDE such as “Superintendent Office”, “Human

Resources”, “Communications” and others. For the remaining 23, some divisions are part of a general type of services such as “The Teaching and Learning Center - TLC” which groups 11 budget divisions, or the “Special Schools Administration” that groups 4 budget divisions.

HCDE has decided to include in this section an analysis of the following divisions:

- Adult Education
- CASE – Center for Afterschool Summer and Enrichment
- Head Start
- Special School Administration
 - AB West School
 - AB East School
 - Highpoint East Scholl
 - Fortis Academy
- School Based Therapy Services (“Therapy”)
- The Teaching and Learning Center

During the budget development process each division was trained on the GFOA and ASBO requirements and each division presented their own AROI and Gap Analysis with we are including in this section. Please note that the division will be listed and then the Gap Analysis and then the Academic Return on Investment will be included. We have also included some profile sheets for each division.

Division	Key Contributor	Chief Academic Officer	Budget Allocation	FY 22 Projected Results (AROI)
Adult Education (*)	Stephanie Ross	Dr. CJ Rodgers	\$ 4,028,857	1.93
CASE (*)	Lisa Caruthers	Danielle Bartz	6,699,026	\$0.65
Head Start (*)	Venetia Peacock	Jonathan Parker	37,946,243	0.0045
Special Schools	Charles Ned	Jonathan Parker	932,462	N/A
AB West	Victor Keys	Jonathan Parker	4,696,990	1.11
AB East	Donna Trevino-Jones	Jonathan Parker	4,940,603	1.26
Highpoint East	Courtney Waters	Jonathan Parker	3,430,991	0.79
Fortis Academy	Travita Godfrey	Jonathan Parker	1,347,961	1
Therapy	Carie Crabb	Jonathan Parker	12,835,564	\$0.12
The Learning Center	Cynthia Brunswick	Dr. CJ Rodgers	1,761,459	n/a
TOTAL			\$ 78,620,156	

(*) For Special Revenue Grans, in some cases the Grant term does not coincide with HCDE fiscal year and the budget will include grans from two terms. In these cases, the Budget amounts will not coincide. Note: The data used in this section is preliminary and has not been audited. Actual audited number may change for revenues and students.

Certified FY21-22 Budget Document

Date

July 21, 2021

/s/ Assistant Supt. for Education & Enrichment

/s/ Assistant Supt. for Academic Support

/s/ Assistant Supt. for Business

Note: Some AROI, GAP analysis and Data sheets were not available at submission date. We will update a full version in a separate file.

ADULT EDUCATION

Gap Analysis

Gap Analysis Adult Education FY 2020-2021

Strategic Objectives	Current Standing	Deficiency	Action Plan
Progress test 90% of the students in the program before the end of the fiscal year.	TWC has implemented additional resources to provide a virtual student assessment protocol because of the COVID 19 pandemic. The Division is working on training staff to administer the virtual assessments.	Professional Development needs fluent depending upon the skill level of the assessor. Some students are unable to assess virtually due to lack of technology. In addition, face to face assessment are limited.	Provide professional development in as needed Open as many testing centers as possible to accommodate students that do not technology.
Deliver one additional career pathway workforce development programs to the community	In 2019 -2020 we overachieved the IET target. Currently offer 6 IETs.	Lack of technology or ability to facilitate virtually Limited number of qualified students	Target recruiting to students who has technology capability Proactively recruit qualified participants (ability to work)
Develop 2 employer partners requesting support to upskill workforce to exceed intensive targets	In 2019-2020 we extended the intensive target. Currently working with 2 employers to upskill staff.	Employer commitment / partnerships are inconsistent Curriculum must be development due to specialization MOU agreements slow down execution	Develop a structured approach to requesting services from employers Develop employee interest surveys Encourage Employee Recognition for completion Definitive start and completion date Gain employer commitment prior to investment

Adult education proposed three strategies for the ensuing year 2020-2021:

1. The plan is to progress test 90% of the ABE students and increase the number of students who take the GED exam 3% over last year.
2. The department develop one additional workforce programs by partnering with service providers, employers, community colleges and community-based organizations.
3. The plan is to increase the number of employer partners by 2 new sites in 2020 -2021.

AROI - Academic Return on Investment

The AROI for Fiscal 2020-2021 was approved as follows:

$$\frac{\text{Increase in GED graduate earnings x actual grads x years in workforce}}{\text{Actual Dollars Spent}} = \frac{(3500) \times (117) \times (20)}{\$4,149,557} = 1.97$$

For Adult Education, the AROI would be \$1.97 to help 117 students increase their earnings in \$3,500 over their 20 years in the workforce.

Actual A-ROI for fiscal year 2020-2021:

$$\frac{\text{Increase in GED graduate earnings x actual grads x years in workforce}}{\text{Actual Dollars Spent}} = \frac{(3500) \times (76) \times (20)}{3,607,528} = 1.47$$

For Fiscal year 2020-2021 the GED enrollment was impacted due to student's ability to be tested virtually. The forecasted number of graduates are taking into consideration students who may have completed from the previous year. Therefore, there A-ROI dipped below the proposed A-ROI for the fiscal year.

During fiscal year 2020-2021 the Adult Education proposed three objectives: 1.) Progress test 90% of the students in the program before the end of the fiscal year 2.) Deliver one additional career pathway workforce development programs to the community 3.) Develop 2 employer partners requesting support to upskill workforce to exceed intensive targets

As a result of COVID 19 we experienced the following:

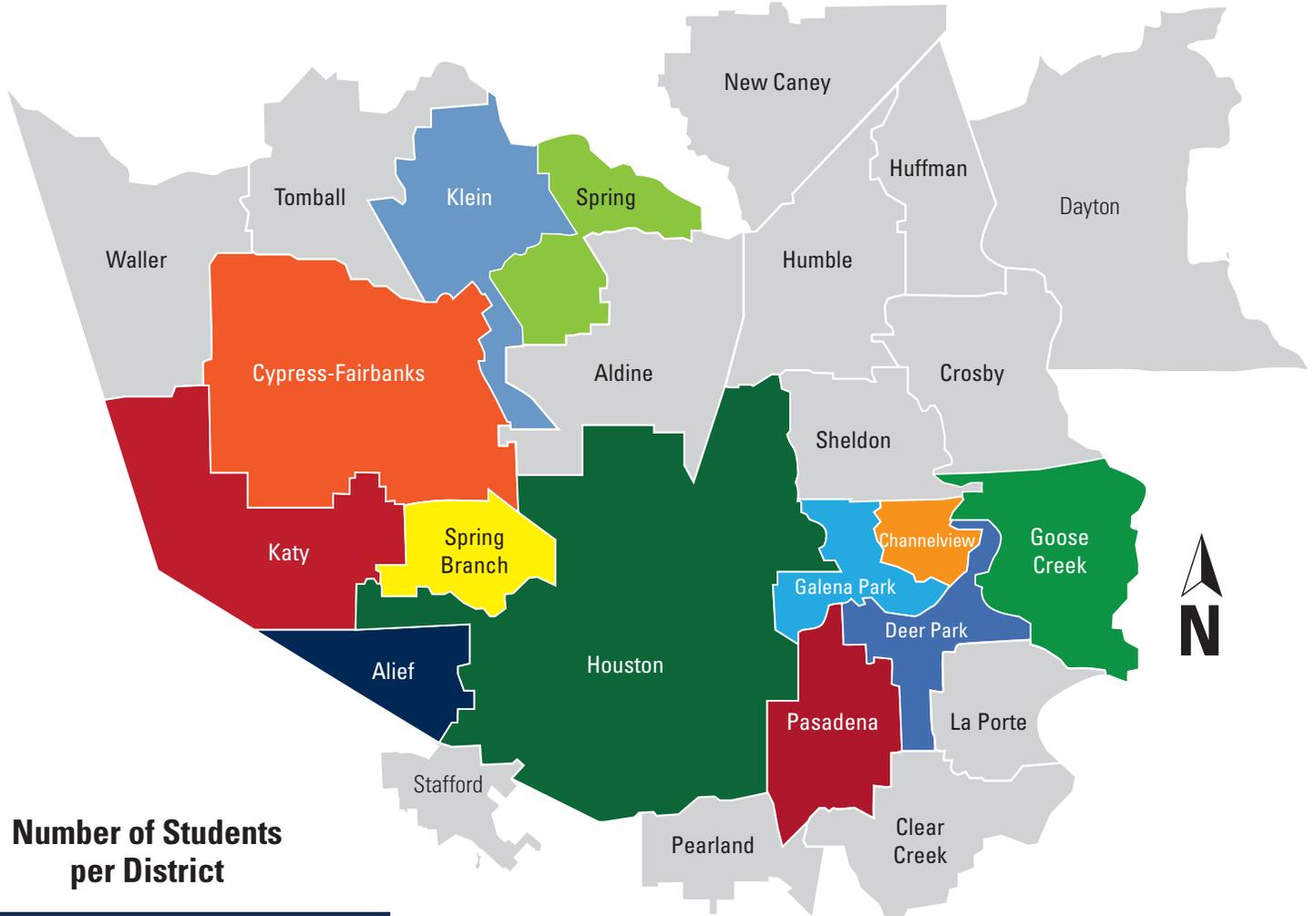
Due to COVID-19 progress scores were difficult to obtain because students had limited technology capabilities. However, at the end of the year we were able to begin progress testing in a face-to-face environment using safety protocols set by the CDC. Prior to COVID 19 the program was trending toward seeing improvement to student benchmarks over prior year. A dedicated orientation/intake/testing team was developed and trained to facilitate online testing and in person testing when appropriate. Subsequently we have implemented a standard operating practice that includes virtual and face to face testing for all students. At the end of the program year Contact to Careers was launched which ensures that all students can participate in a career pathway workforce certificate program before the end of the program year. The Leadership Ambassador Professional Development program (LAPD) was initiated to provide all students with leadership workshops. These workshops were delivered by two national facilitators organizations. Students can use the skills obtain in these workshops in real world scenarios.

The AROI for Fiscal 2021-2022 was proposed as follows:

$$\frac{\text{Increase in GED graduate earnings x actual grads x years in workforce}}{\text{Actual Dollars Spent}} = \frac{(3500) \times (111) \times (20)}{4,028,857} = 1.93$$

Adult Education Enrollment by District

Number of Students Enrolled: **6,098**



Number of Students per District

Alief ISD	499
Channelview ISD	52
Cy-Fair ISD	295
Deer Park ISD	103
Galena Park ISD	138
Goose Creek ISD	167
Houston ISD	1,219
Katy ISD	437
Klein ISD	188
Pasadena ISD	2,216
Spring ISD	319
Spring Branch ISD	462

A-ROI year 2019 - 2020

$$\frac{\text{Increase in GED graduate earnings} \times \text{actual grads} \times \text{years in workforce}}{\text{Actual dollars spent}} = \frac{(3500) \times (117) \times (20)}{4,750,000} = 1.72$$

For Fiscal year 2019-2020 the Adult Education Division increased the number of GED graduates by 35% over the prior year. The Division was awarded \$350,000 over the prior year which allowed for more GED classes.

ADULT EDUCATION



GED Graduation Ceremony

SERVES AN AVERAGE OF **7,700** STUDENTS
EACH YEAR

34 LOCATIONS

38,602 STUDENTS SERVED (2015-2020)



Phlebotomy Certification Courses

\$13.5M NEW BUILDING WITH
COMMUNITY OUTREACH CENTER



CASE – CENTER FOR AFTERSCHOOL SUMMER AND ENRICHMENT

Gap Analysis CASE for Kids FY 2020-2021

Strategic Objective	Current Standing	Deficiency	Action Plan
1. Service Delivery: Expand Resources available to out-of-school time service providers.	We consistently meet our service delivery objectives of serving the proposed number of youths in alignment with our grant awards. At least 90% of the proposed number of students participate in our 21sts CCLC and Partnership Project grants.	There is still a need for additional programs and methods of serving youth. Our Partnership Project funding declines credible applications each year.	Leverage additional funds to serve additional sites and youth.
2. Client Satisfaction: Provide support services to youth serving providers that expands their capacity to serve and increases the quality of the services they provide to youth	Each year we survey our clients and have always reached our benchmark of 90% of stakeholders will be satisfied with the services provided by CASE.	Surveys are limited in scope and type of feedback gathered. While it is nice to hear feedback, it does not provide the nuanced information that will help us improve our programming and better serve the community.	This year we will be integrating focus groups to garner feedback into key initiatives such as our training series, SMART Zone, and our service provider support.
3. Outcomes Objective. Enhance Quality through professional development and a process improvement system	CASE collaborates with 13 districts and 95 community partners to administer over 40 comprehensive afterschool programs and 100+ content-based projects and the Out to Learn Network. We have already provided over 15 workshops and 2 symposia, and 1/4ly learning communities in 2019.2020 in support of improving program quality.	CASE has not hosted a conference in over 3 years. While we have been successful in the professional development space, we feel like the community would like a bigger local out-of-school time professional development opportunity. Also, one funder has asked us to explore outcomes as they relate to out-of-school time staffing.	CASE is exploring the feasibility of hosting an afterschool conference. At the conference, a research partner would be engaged to help conduct a study on out-of-school time staffing and develop ongoing outcome measures.
4. Financial Objective: Collaborate with out-of-school time investors to best leverage resources and create sustainable funding streams for youth investments in afterschool, summer programs.	CASE is currently in compliance with all funding streams. We receive funding from three primary sources: The Houston Endowment, the Houston/Galveston Area Council, and the Texas Education Agency. We also collaborate with local districts, the United Way and Harris County to leverage resources for out-of-school providers.	CASE is seeking to better utilize data across systems with partners to support fund development efforts. Data is often siloed and staff do not know how to properly utilize data to integrate into grant applications and support youth programming.	As CASE launches a new online youth badging platform that will recognize youth for their accomplishments. It is critical that we integrate collaborators and bring in advisors to ensure we can utilize the system as a data resource for the participating youth, the service organizations that issue the badges and industry partners that will invest into the system to document skill development in preparation for college and career.

1. Met - Service Delivery: We secured over \$600,000 in new funding from Harris County to serve over 3,000 youth

2. Met – Client Satisfaction: We added additional surveys, collaborative meetings with Out-2Learn, and one-on-one calls to assess the health of organizations through pandemic conditions.
3. Modified but Met – Due to continuing pandemic conditions, we modified to host additional trainings, created recorded trainings and increased our licenses for afterschool direct care staff for virtual training.
4. Met – We were able to use our on-line platform and work with multiple partners to continue services for youth though pandemic conditions.

Gap Analysis CASE for Kids FY 2021-2022

Strategic Objective	Current Standing	Deficiency	Action Plan
1. Service Delivery: Develop a deeper understanding of after-school needs, services available to families, and areas that lack programming.	We consistently meet our service delivery objectives of serving the proposed number of youth in alignment with our grant awards. At least 90% of the proposed number of students participate in our 21sts CCLC and Partnership Project grants.	There is still a need for additional programs and methods of serving youth. Our Partnership Project funding declines credible applications each year.	Leverage additional \$200,00 in funding to serve additional Partnership Project sites and youth.
2. Client Satisfaction: Ensure services are in line with client need.	Each year we survey our clients and have always reached our benchmark of 90% of stakeholders will be satisfied with the services provided by CASE.	Surveys are limited in scope and type of feedback gathered. We will conduct an annual needs assessment so we can understand community needs and best serve our clients.	This year we will launch an annual needs assessment to be able to identify community needs and ensure our service menu is aligned with need.
3. Outcomes Objective: Ensure services are impacting youth in relation to college and career readiness.	CASE provides the Kids' Day Series and has launched the Level Up digital badging platform. Each project integrates College and Career Readiness components.	CASE does not currently have a mode of integrating youth voice to utilize in the process improvement of our service portfolio or help inform how we integrate College and Career Readiness Initiative's	CASE would like to relaunch our Youth Ambassadors program to serve as a youth advisory council for the Division. Youth Ambassadors would 1) serve to inform CASE on college and career topics, 2) travel to DC to meet with elected officials, 3) present at a state conference, and 4) assist in the planning of a youth leadership conference.
4. Financial Objective: Collaborate with out-of-school time investors to best leverage resources and create sustainable funding streams for youth investments in after-school, summer programs.	CASE is currently in compliance with all funding streams. We receive funding from three primary sources: The Houston Endowment, the Houston/Galveston Area Council, and the Texas Education Agency.	CASE is seeking to better utilize data across systems with partners to support fund development efforts.	CASE will work with partners to leverage additional and new funding streams for the division. College and Career funds, rescue funds, AmeriCorps, CCDBG, and state funding are grant funding we would pursue. Contracts and Corporate sponsorships for initiatives will also be part of our fund development efforts.

AROI - Academic Return on Investment

In relation to comprehensive afterschool programming, CASE will utilize the framework developed in a study from Dr. Patrick Leung, University of Houston, completed in 2016 to assess our return on investment in relation to afterschool impact areas.

The resulting return was \$7.33 for every dollar invested. Data included investments in CASE comprehensive afterschool programs. Impact areas were related to 1) increases in revenues to school districts for school day attendance, 2) increases to graduation rates as it relates to the individual participant's future increased earning potential, and 3) reduction in costs to society as measured by reduction in crime costs for improved behavioral performance. Other Harris County afterschool programs were also assessed. The return in aggregate was \$5.93. The difference of \$1.40 in additional return evidences the leveraging power of collaboration with HCDE.

See summary by Dr. Leung.

The following is the ROI for HCDE CASE for Kids:

Effects	Total Benefits Lower Estimates	Higher Estimates
Estimated Effects		
Increased Attendance*	-\$595.90	-\$3,772.05
Increased Compensation**	\$44,492.83	\$57,907.99
Reduced Crime Costs***	\$19,774.78	\$32,229.31
Total	\$63,671.71	\$86,365.25

Average Total Benefits: $(\$63,671.71 + \$86,365.25) / 2 = \$75,018.48$

Cost of Program: \$5,594,214.84

Number of Students: 4,374 (based on those who attended the program more than 29 days per year)

Average Cost per student: $\$5,594,214.84 / 4,374 = \$1,278.97$

Years of investment: 8 (estimate)

For every one-dollar investment in after school program at HCDE CASE for Kinds, the return for investments is \$7.33.

*Based on the R.I. Providence After School Program (Kauh, Tina. J., 2011). , South Carolina After School Program (Appenzeller, G., Nelson-Howell, M., Meadows, S., Powell, T., Norton, J. , 2012), the Texas 21st ACE Program (Naftzger, N., et. al., 2013) and the Boston Citizen Schools (Arcaira, E., Vile, J. D., Reisner, E. R., 2010).

**Based on the Brown estimates (Brown, Frates, Rudge and Tradewell, 2002).

***Based on LA Best After School Program (Goldschmidt, P., & Huang, D., 2007).

The AROI for Fiscal 2020-2021 is proposed as follows:

Due to lower estimated number of youths served due to Pandemic conditions, our estimated return will be also reflecting a lower rate.

Estimates of Effects	Financial Proxy
Increased School Day Attendance (1/100)	-\$2,138
Increased Compensation for HS Graduates (1/100)	\$51,200
Reduced Crime Costs (1/1000)	\$26,002
Cost of Program:	\$7,028,673
Number of Students	10,000

(Estimated Effects of Number of Youth x Increased Attendance) + (Estimated Effects of Number of Youth x

Increased Compensation) + (Estimated Effects of Number of Youth x Reduced Crime Costs)

Cost of Program

$$(100 \times -2,183) + (100 \times 51,200) + (10 \times 26,002) = 5,161,663$$

\$8,006,156

Return on Investment: \$.64 return for every dollar invested.

The AROI for Fiscal 2021-2022 is proposed as follows:

Estimates of Effects	Financial Proxy
Increased School Day Attendance (1/100)	-\$2,138
Increased Compensation for HS Graduates (1/100)	\$51,200
Reduced Crime Costs (1/1000)	\$26,002
Cost of Program:	\$8,000,000
Number of Students:	10,000
Average Cost per student: \$8,000,000/ 10,000 =	\$800

(Estimated Effects of Number of Youth x Increased Attendance) + (Estimated Effects of Number of Youth x Increased Compensation) + (Estimated Effects of Number of Youth x Reduced Crime Costs)

Cost of Program

$$(100 \times -2,138) + (100 \times 51,200) + (10 \times 26,002) = 5,161,663.95$$

\$8,000,000

Return on Investment: \$0.65 return for every dollar invested.

HEAD START

Gap Analysis Head Start FY 2020-2021

Strategic Objective	Current Standing	Deficiency	Action Plan
Achieve & maintain full staffing of all positions	Consistently recruiting & interviewing. Conduct three scheduled job fairs annually and ongoing interviews monthly.	Lack of competitive salaries Qualified individuals in available hiring pool	Partner with other organizations to participate in the job fair Continue to collaborate with Human Resources Department Coordinate spring and fall CDA teacher program presentations
Create a culture that supports staff satisfaction and retention	New onboarding implemented Leadership professional development series implemented	Lack of competitive salaries Full staffing of campuses Staff attendance More time to implement practice-based coaching Coaches needed More non-student time for teaching time	Leveling ongoing professional development (in process) Use staff survey outcomes to create an annual plan
Achieve full compliance in all EHS-CCP partner sites	Regular site visit Director's roundtables (4 times a year) Professional Development plan implemented Revamped center staffing Provided online option for teaching staff Compliant with immunization requirements	Teacher qualifications/Turnovers Lack of In-Kind opportunities Varying stages of compliance at each site Noncompliance with dentals and physicals Inability to find qualified personnel for Health Services	Create comprehensive and streamlined SOPs (In progress) Support partners in creation a formal hiring process
Build a Coolwood Head Start facility	Partial funding from Health and Human Services (HHS) received	Have not staffed the Health and Human Services (HHS) funded position to support the project	Continue to work with the Office of Head Start
La Porte replacement facilities	Health and Human Services (HHS) is awaiting a facilities assessment	Have not staffed the Health and Human Services (HHS) funded position to support the project	Complete assessment requested by Health and Human Services (HHS)

Head Start comments of FY20 Gap Analysis

In March of 2020, HCDE Head Start closed unexpectedly due to the COVID-19 pandemic. While the board had approved a minimum wage of \$13.50 for the FY 20-21, COVID-19 negatively impacted our goal to achieve and maintain full staffing. Throughout 20-21 we continued to lose staff due to the pandemic and it was challenging to recruit new staff, therefore intensifying the issue.

The EHS-CCP partners continue to make positive improvements and work proactively with Head Start staff to ensure ongoing compliance; however, we continue to work through challenges, including stable staffing, which consistent across both the Head Start Grant and the EHS-CCP Grant. We were awarded an expansion in March 2021 and added two new partners and increase enrollment from 60 to 100 students.

The Coolwood Head Start Replacement Campus was funded by the Office of Head Start. During FY 20-21, major accomplishment included establishing location, funding for the land and construction.

LaPorte Head Start Campus Early Head Start renovations were completed.

Gap Analysis Head Start FY 2021-2022

Strategic Objective	Current Standing	Deficiency	Action Plan
Achieve & maintain full staffing of all positions	Consistently recruiting & interviewing. Conduct three scheduled job fairs annually and ongoing interviews monthly.	Lack of competitive salaries Qualified individuals in available hiring pool	Partner with other organizations to participate in the job fair Continue to collaborate with Human Resources Department Coordinate spring and fall CDA & teacher program presentations
Create a culture that supports staff satisfaction and retention	New onboarding implemented Leadership professional development series implemented	Lack of competitive salaries Full staffing of campuses Staff attendance More time to implement practice-based coaching Coaches needed More non-student time for teaching time	Leveling ongoing professional development (in process) Use staff survey outcomes to create an annual plan
Build a Coolwood Head Start facility	Construction fully funded by Health and Human Services (HHS)	Replace facility damaged by Hurricane Harvey	Continue to work with the Office of Head Start (OHS) to finalize the purchase of the land and construction
La Porte replacement facilities	Construction in progress	EHS classrooms required renovations	Estimated construction completion date June 2021

Actual AROI for Fiscal 2020-21

In the 2020-2021 academic year, HCDE Head Start students completed the CLI Engage Assessment at the beginning and end of the year. We calculated a normalized gain ratio to assess students' learning gains from the beginning of the year to the end of the year. The ratio determines student gains in terms of their maximum potential; in this case, students can achieve a maximum of 100% on their assessment. Using this ratio, we determined that, on average, students gained 44.87% out of 100% possible on all *English* subtests.

Formula to determine gains for every \$1 spent:

$$\frac{\textit{Student Growth}}{\textit{Budget}} = \frac{\textit{Average Student Gain}}{\textit{Expenditure per Student}} = \frac{44.87\%}{\$10,000} = 0.004487\%$$

On average, each dollar Head Start spent in 2020-2021 returned 0.004487% learning gains out of students' maximum potential of 100%.

Based on preliminary data, Head Start projected a return of 0.0045% for the 2020-2021 academic year. However, it's worth noting that unexpected disruptions such as a late start, center closures due to COVID, and Winter Storm Uri, significantly shortened students' learning time.

Formula to determine gains for every \$100 spent :

$$\frac{\textit{Student Growth}}{\textit{Budget}} = \frac{\textit{Average Student Gain}}{\textit{Expenditure per Student}} = \frac{44.87\%}{\$10,000} = (0.004487\% * \$100) = 0.4487\%$$

On average, every \$100 Head Start spent in 2020-2021 returned 0.4487% learning gains out of students' maximum potential of 100%.

The AROI for Fiscal 2021-2022 is proposed as follows:

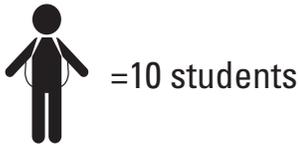
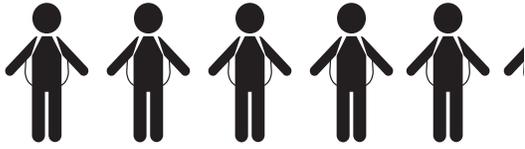
The COVID Pandemic brought the program to an abrupt halt on March 13, 2020, disrupting all end of the year instructions and assessments. Students remained virtual for the remainder of the school year and into the 2020-21 school year. Student received virtual services until mid-October of 2021. Teaching staff faced the challenge of moving from in-person learning to virtual teaching. Student learning was further impacted by the digital divide which comprised some students consistent assess to virtual learning. The challenge from COVID-19 Pandemic also have mental wellness implications for families who had not become educators and were dealing with their personal impacts of the pandemic, including joblessness, food, and housing insecurity.

Considering all of the above and the ongoing challenges of COVID-19 Pandemic, Head Start projects the AROI maintaining in or around .0045 for fiscal year 2021-2022.

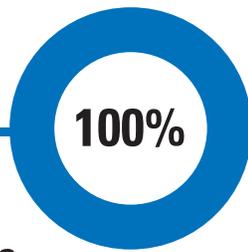
$$\frac{\textit{Growth * Student}}{\textit{Budget}} = \frac{45}{\$10,000} = 0.0045$$

Barrett Station 77532, 77520

2019-2020 Students Served: **52**

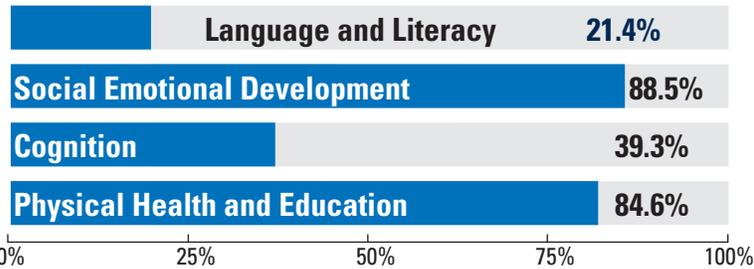


Parent Satisfaction

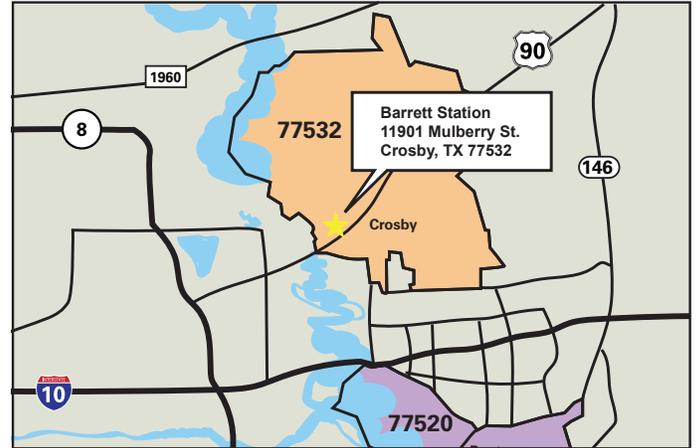
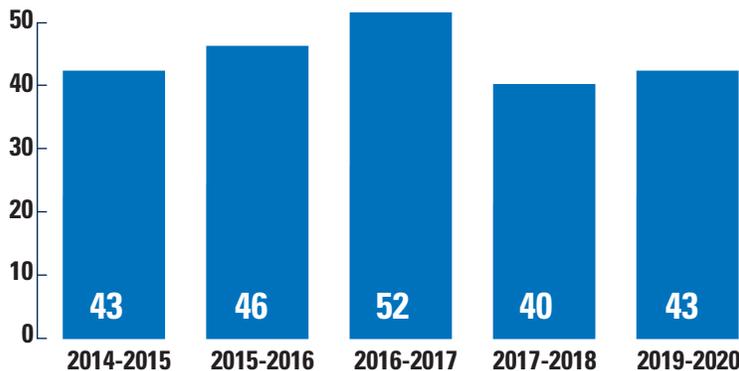


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

Harris County Public Library: Library card assignment; books; children's activities

Texas Department of Health and Human Services: Outreach counselor, update on benefit status

Ronald McDonald Mobile Clinic: Immunizations, Well-Child Physical Exam

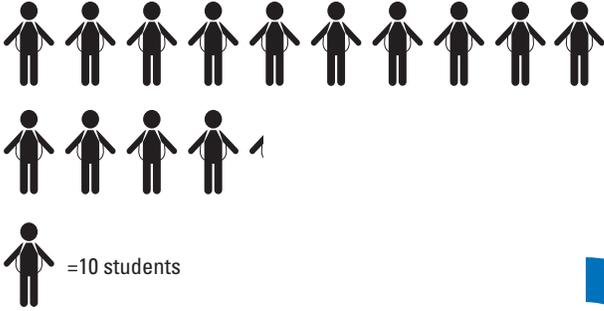
WIC: Supplemental nutrition for families

Lee College: ESL Courses

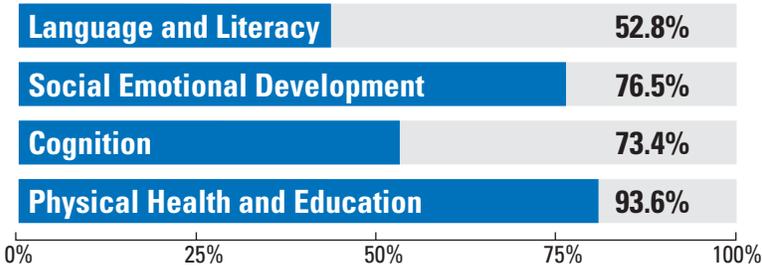
Houston Children's Charity: Toys

Baytown 77520, 77521, 77523

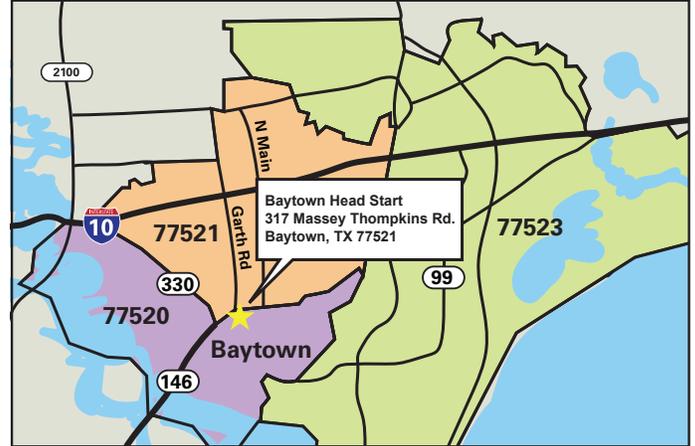
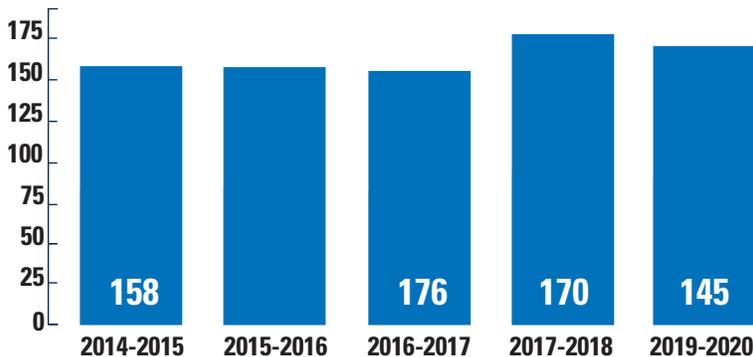
2019-2020 Students Served: **142**



2019-2020 Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

- Legacy Community Health Services:** Physical and Dental Exams
- Sterling Municipal Library:** Library Card Assignment
- WIC:** Food and Nutrition Supplements, Education
- Texas Health and Human Services:** SNAP and Medicaid
- Texas Children's Mobile Clinics:** Physicals and Immunizations
- Houston Children's Charity:** Toys

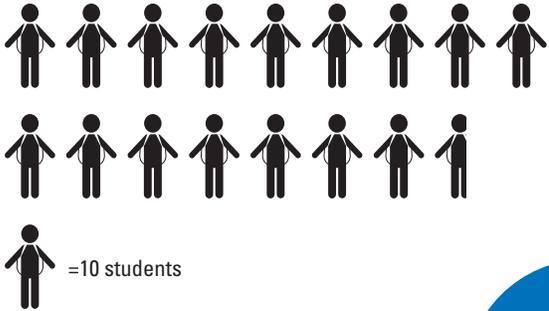
*Value is low due to small sample size

HCDE's AREA I EARLY HEAD START

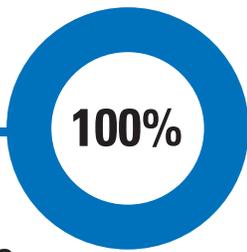
Impact to Community

Baytown 77520, 77521, 77523, Crosby 77532, Channelview 77530, Pasadena 77504

2019-2020 Students Served: **141**



Parent Satisfaction

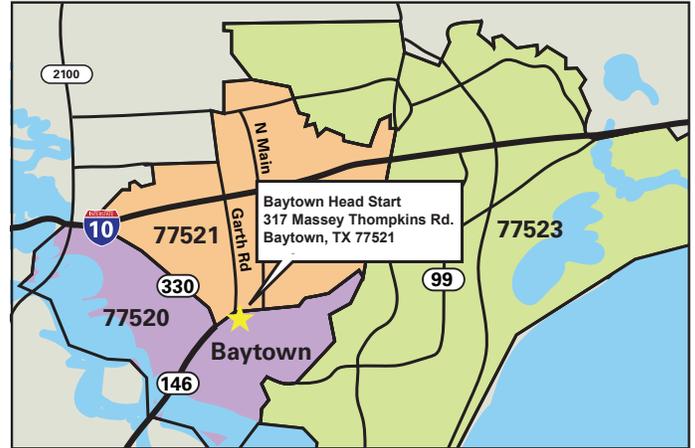
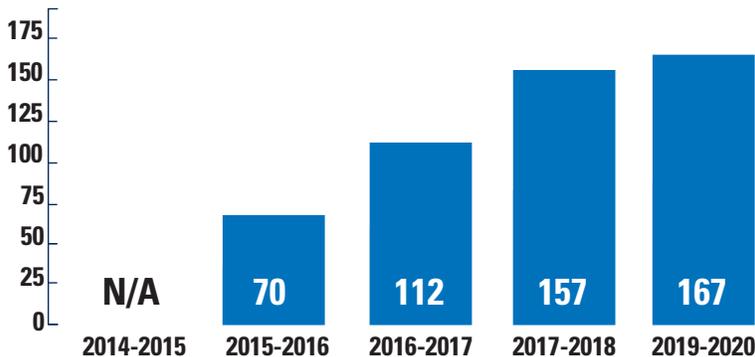


2019-2020

Mid-Year Student Outcomes according to Developmental Domains

- Students ages 0-3 years receive differentiated instruction that supports both English and Spanish learners building on students' skills. Students are assessed with a checklist that measures their individual development milestones.
- Based on the data collected from student ongoing assessments, staff provided child-centered intentional and integrated individualized instruction.

Students Served Last 5 Years:



Top Community Resources Utilized:

Legacy Community Health Services: Physical and Dental Exams

Sterling Municipal Library: Library Card Assignment

WIC: Food and Nutrition Supplements, Education

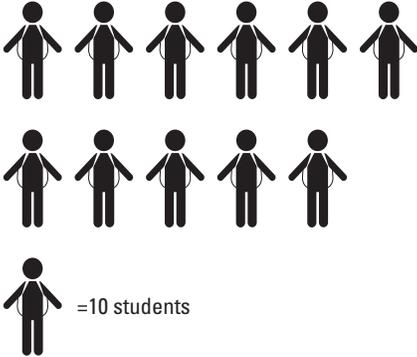
Texas Health and Human Services: SNAP and Medicaid

Texas Children's Mobile Clinics: Physicals and Immunizations

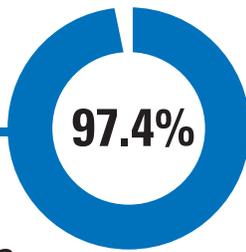
Houston Children's Charity: Toys

Channelview 77530, 77049

2019-2020 Students Served: **110**

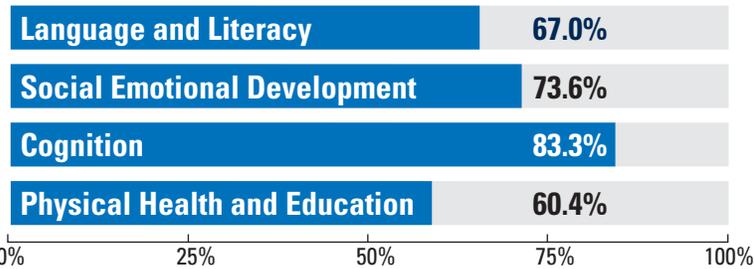


Parent Satisfaction

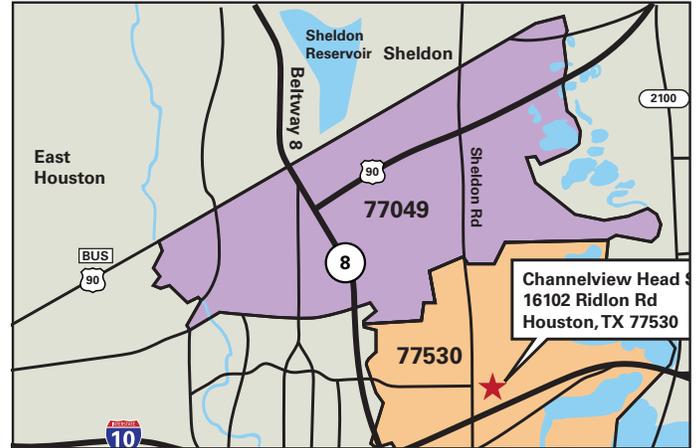
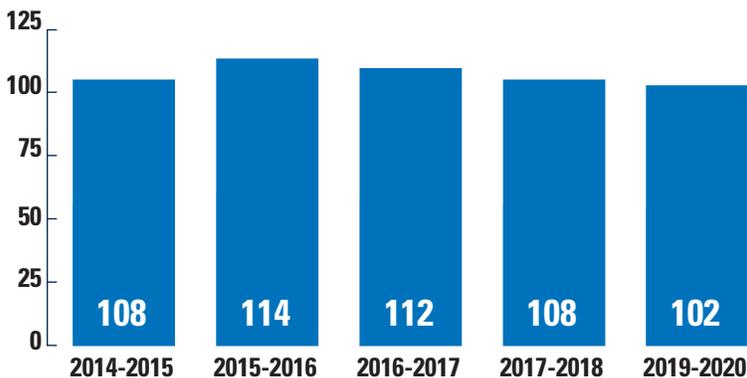


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

Harris County Public Library: Library card assignment; books; children's activities

Texas Department of Health and Human Services: Outreach counselor, update on benefit status

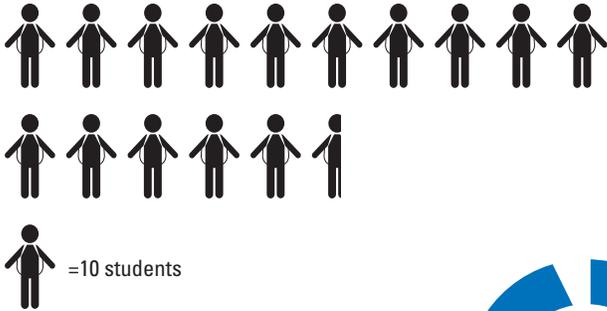
Ronald McDonald Mobile Clinic: Immunizations, Well-Child Physical Exam

WIC: Supplemental nutrition for families

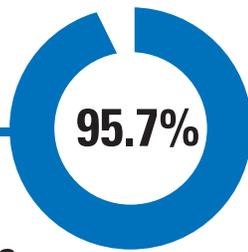
Lee College: ESL Courses

Compton 77028, 77050, 77078, 77016, 77093

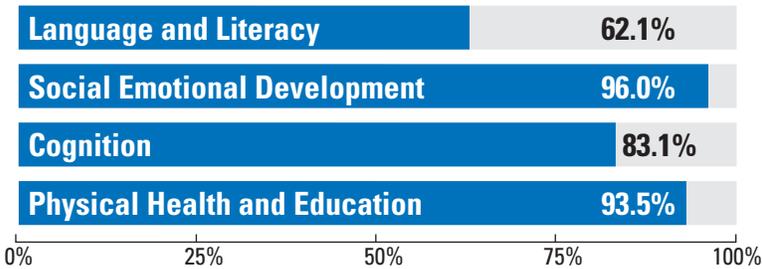
2019-2020 Students Served: **156**



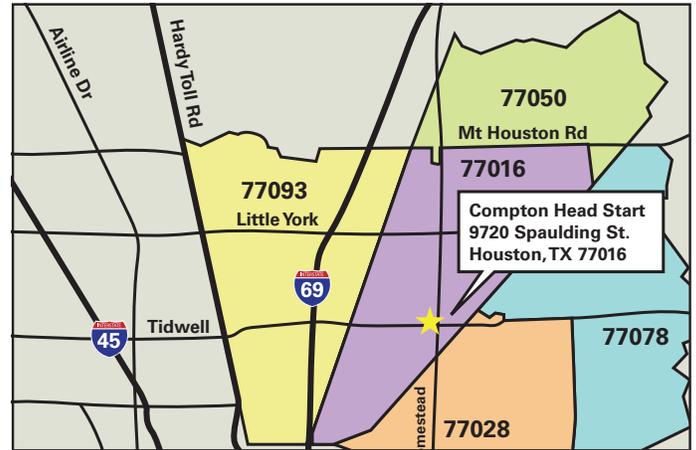
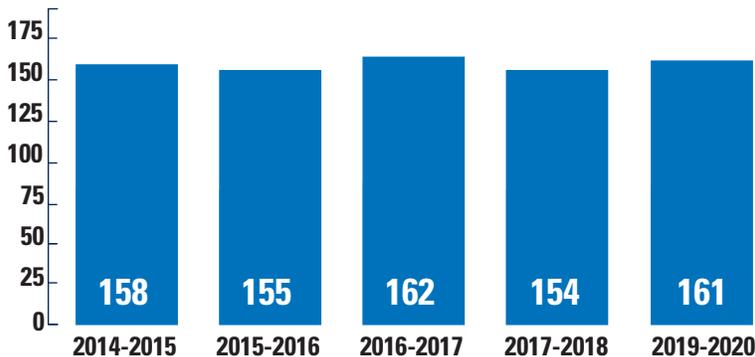
Parent Satisfaction



2019-2020 Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

Texas Star Program: Insurance/Medicaid

WIC: Supplemental nutritious foods, nutrition education and counseling at clinics; screening and referrals to other health, welfare, and social services

HCDE Adult Education: Free classes in convenient locations and flexible schedules (morning, afternoon, and evening); highly qualified and trained teachers; adult centered.

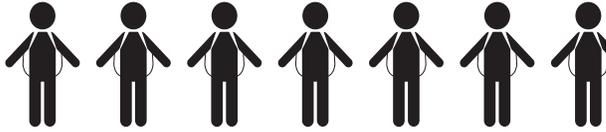
Legacy Community Health Services: Adult primary care; pediatrics and OB/GYN, behavioral health service, dental care, vision services, vaccination/immunizations and HIV awareness

Super Smile Savers Program: Dental health promotion; early preventive care; referrals and case management

Houston Children's Charity: Toys

Coolwood 77013, 77029, 77049, 77015, 77530

2019-2020 Students Served: **68**

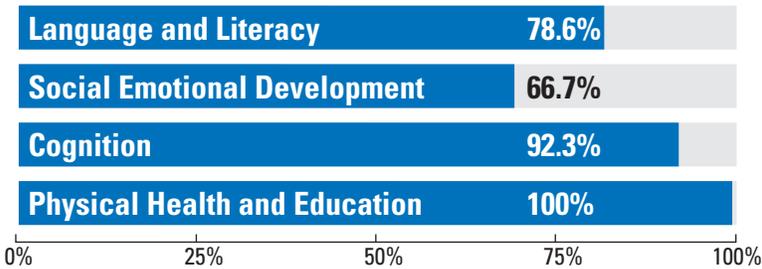


Parent Satisfaction

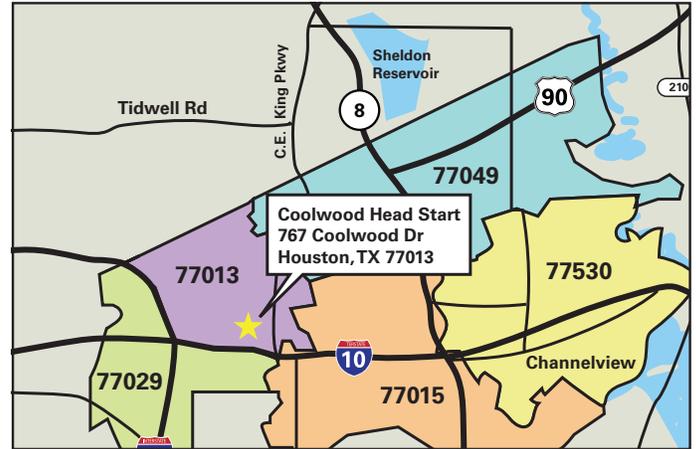
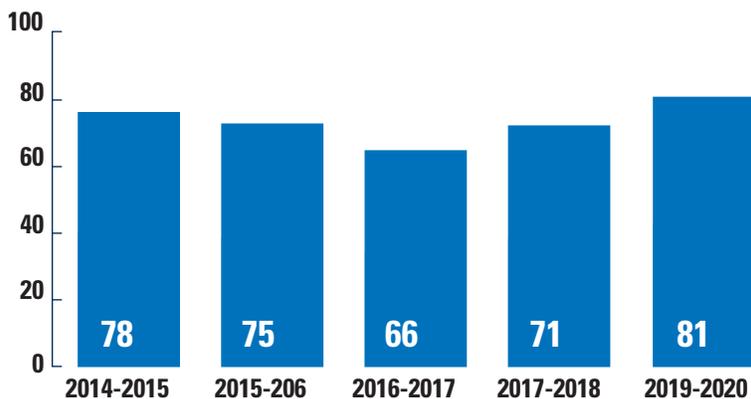
100%

2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

Harris County Public Library: Library card assignment; books; children's activities

Texas Department of Health and Human Services: Outreach counselor, update on benefit status

Ronald McDonald Mobile Clinic: Immunizations, Well-Child Physical Exam

WIC: Supplemental nutrition for families

Lee College: ESL Courses

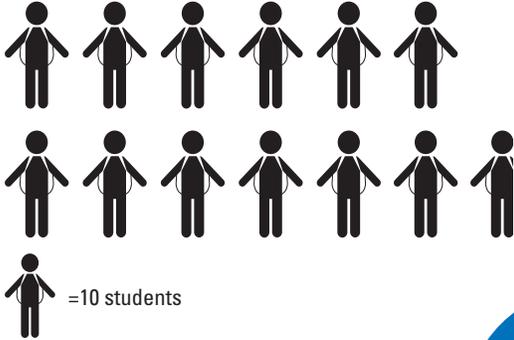
Houston Children's Charity: Toys

HCDE's AREA I HEAD START

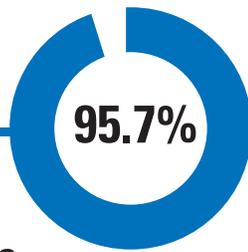
Impact to Community

Dogan 77020, 77026

2019-2020 Students Served: **127**

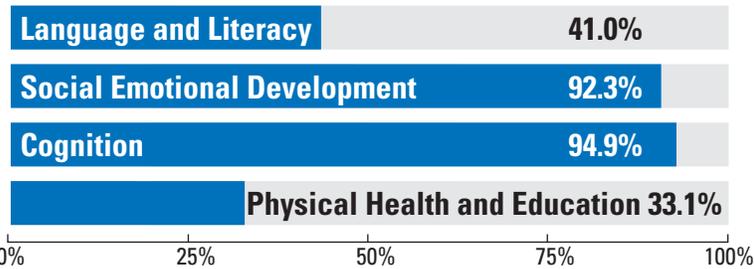


Parent Satisfaction

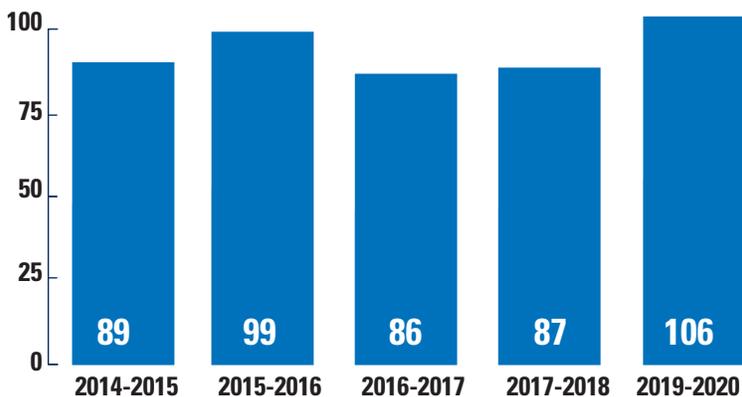


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:

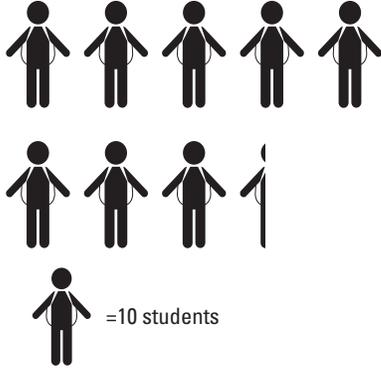


Top Community Resources Utilized:

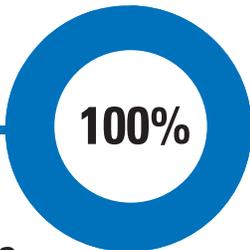
- Houston Children's Charity: Toys
- Goodwill Job Connection Center: Employment
- Berry Medical Center: Physical Exams
- Berry Dental Clinic: Dental Exams
- Legacy Community Health Services: Physical/Dental Exams
- Assistance League of Houston: School Uniforms

Fifth Ward 77020, 77026

2019-2020 Students Served: **83**

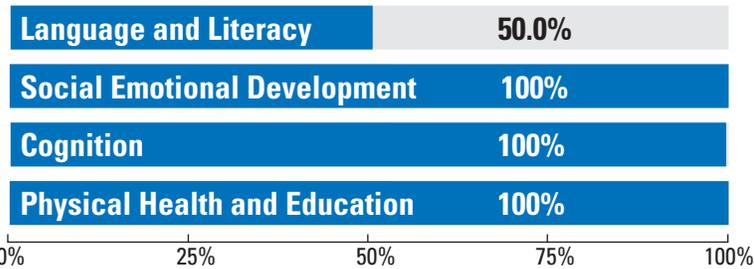


Parent Satisfaction

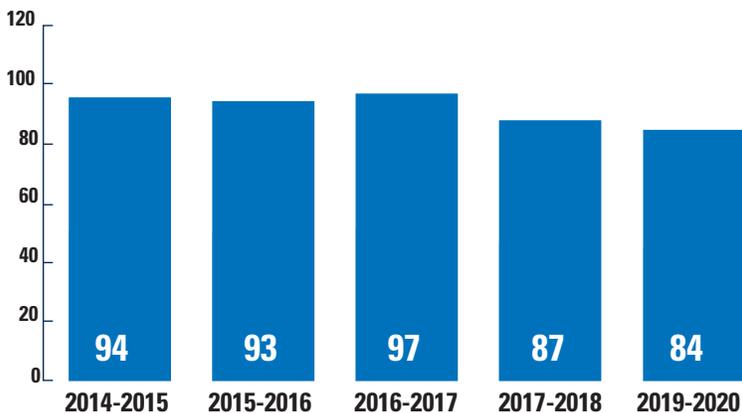


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

Fifth Ward Enrichment Program: Provides services for youth within the Community

Fifth Ward Multipurpose Center: Provides government assistance, assistance with Medicaid, and community resources

Fifth Ward Houston Public Library: Provides educational library support services

Legacy Community Health Services: Provides health care services to low income families

Jefferson Dental: Provides dental services

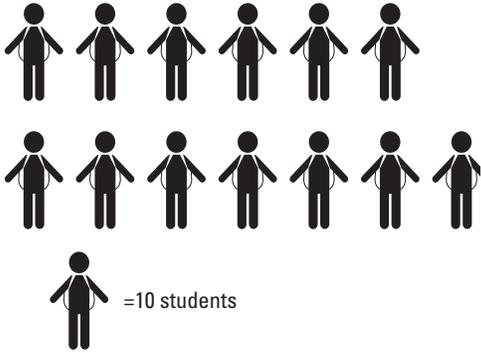
Houston Children's Charity: Toys

HCDE's AREA I HEAD START

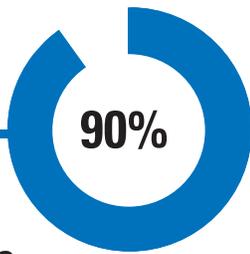
Impact to Community

Fonwood 77026, 77028, 77016

2019-2020 Students Served: **128**

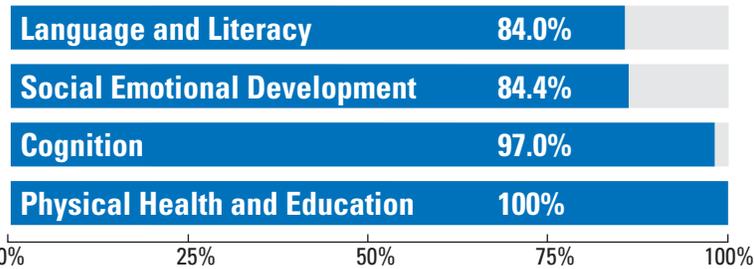


Parent Satisfaction

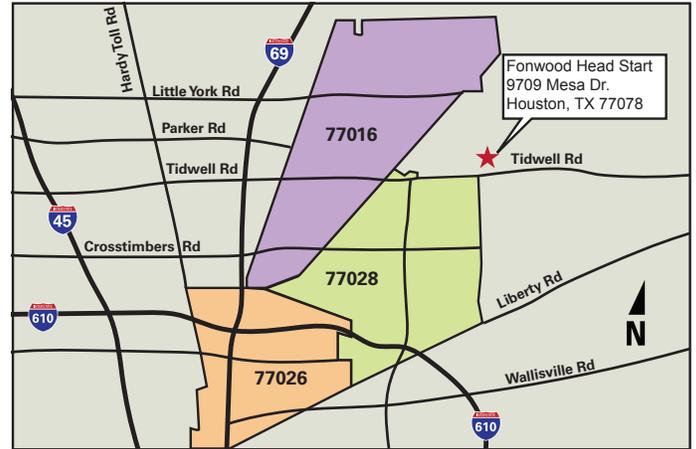
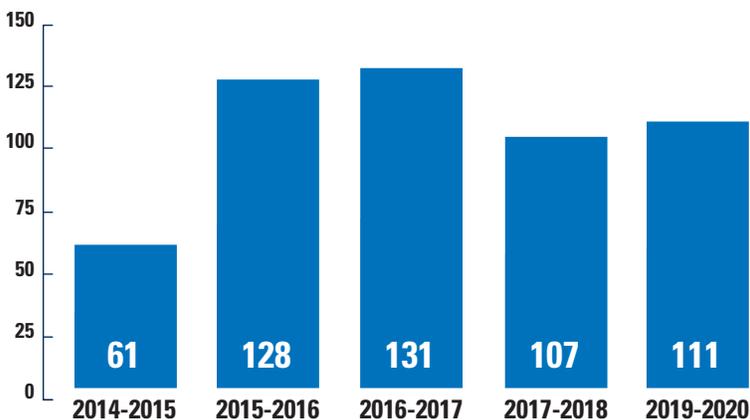


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

Legacy Community Health: Health Services

South Texas Dental: Dental Services

Harris County Mobile Clinic: Immunizations and physical exams

Depelchin: Counseling

Houston Food Bank: Food Resources

Houston Children's Charity: Toys

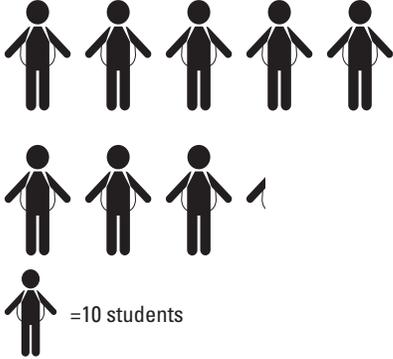
Assistance League of Houston: Uniforms

HCDE's AREA I HEAD START

Impact to Community

Humble 77336, 77338, 77339, 77345, 77346, 77357, 77365, 77396

2019-2020 Students Served: 82

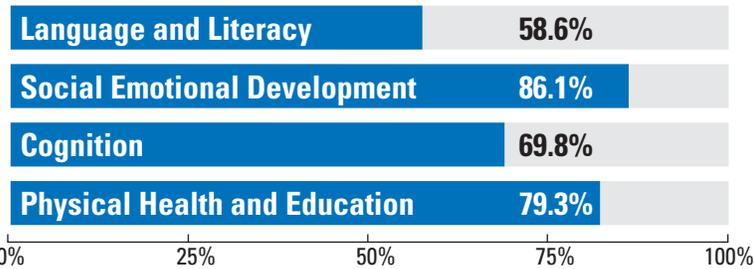


Parent Satisfaction

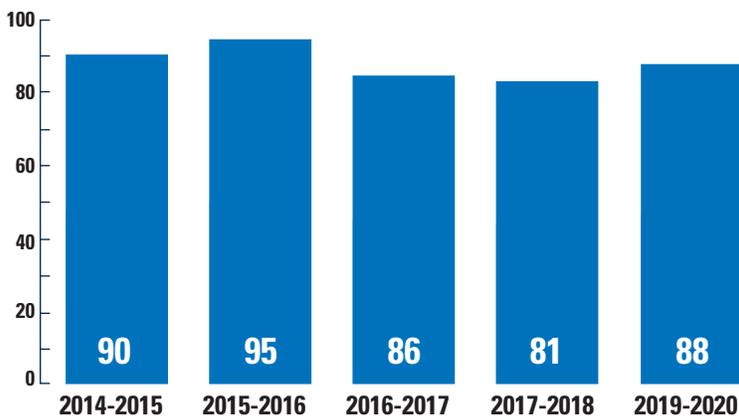
77.8%

2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

- Legacy Community Health Services:** Provides health care services to low income families
- Jefferson Dental:** Provides dental services
- Houston Children's Charity:** Toys
- WIC:** Supplemental Nutrition for Families

J.D. Walker 77520, 77521

2019-2020 Students Served: **68**



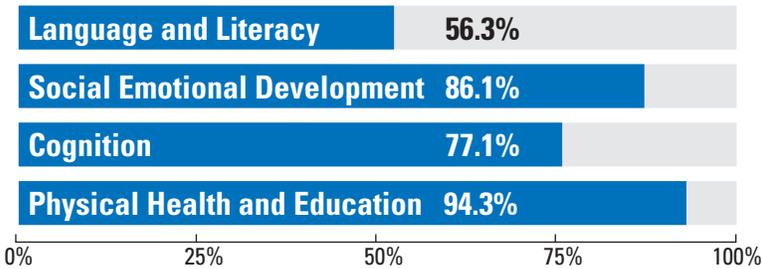
 = 10 students

Parent Satisfaction

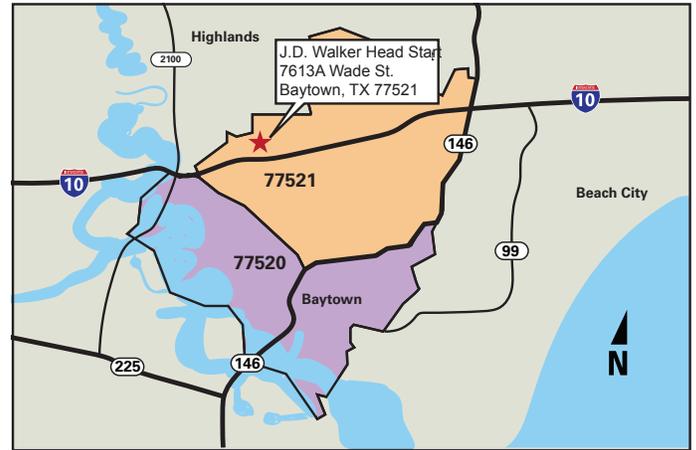
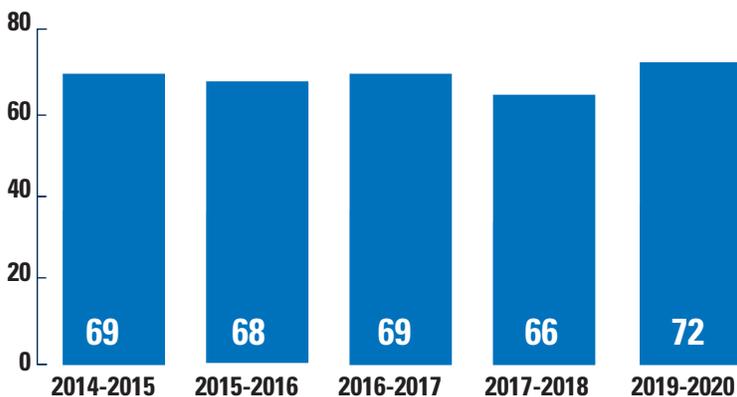
80%

2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

Love Network, Inc.: Food, clothing, and furniture resources; utility assistance

Goose Creek School Base Clinic: Physical examinations and immunizations

Project Lee Way College: Vocational and technical education

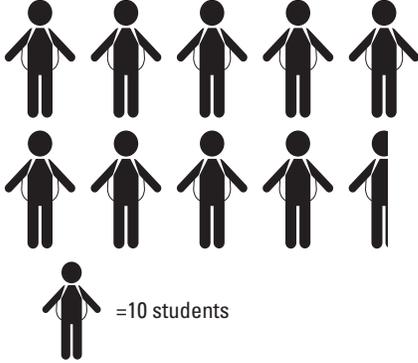
Our Lady of Guadalupe Catholic Church: Food pantry

Harris County Social Services: Utility and social service resources

Houston Children's Charity: Toys

La Porte 77571, 77062, 77059, 77586, 77546, 77598, 77058

2019-2020 Students Served: **96**

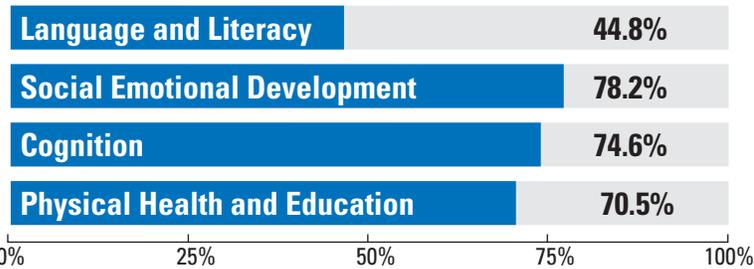


Parent Satisfaction

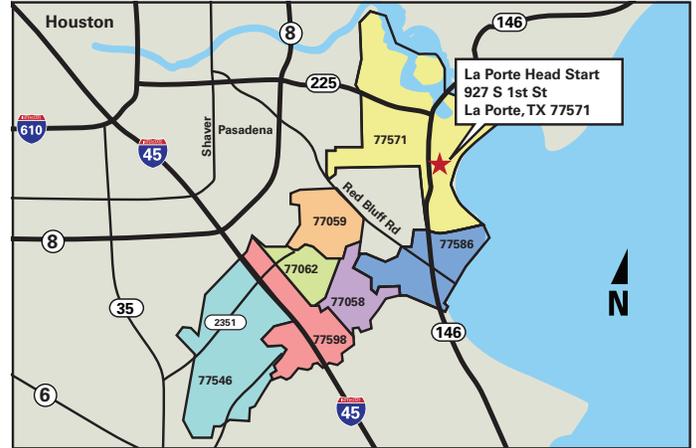
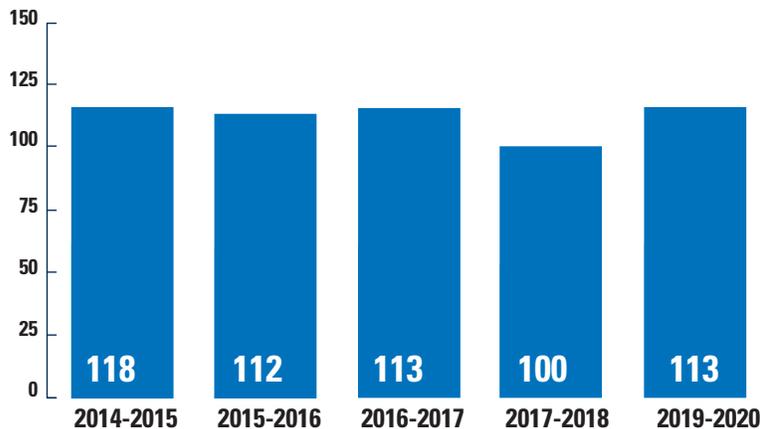


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

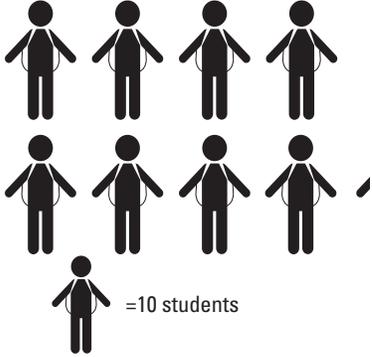
- La Porte EMS:** Immunization services
- Texas City Immunization Clinic:** Immunization services
- Legacy Community Health Services:** Behavioral and pediatric services
- Bayshore Baptist Church and Food Pantry:** Food resources
- Red Bluff Health Department:** WIC and immunization services
- Houston Children's Charity:** Toys

HCDE's AREA I HEAD START

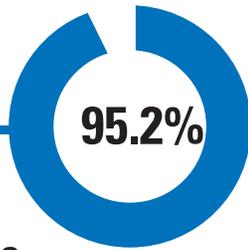
Impact to Community

Pugh 77020, 77026, 77029

2019-2020 Students Served: **81**

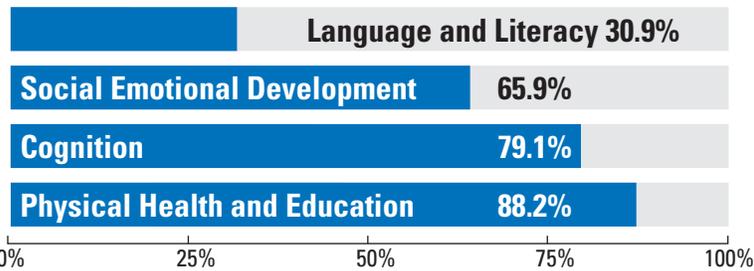


Parent Satisfaction

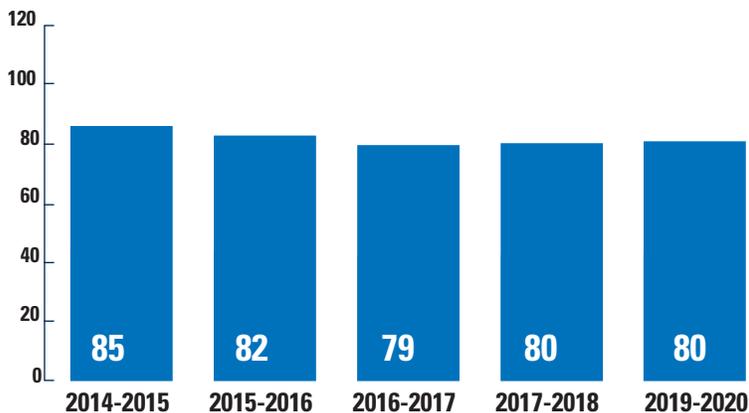


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

Target Hunger: Food pantry resources

HOPES Parenting: Parenting skills and education

Early Head Start- Gulf Coast: Childcare resources

Legacy Community Health Services: Dental and physical examinations

Texas Children's Mobile Clinic: Physical examinations and immunizations

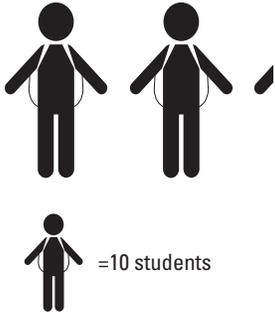
Denver Harbor Clinic: Physical and Dental Examinations and Counseling Resources

Assistance League of Houston: School Uniforms

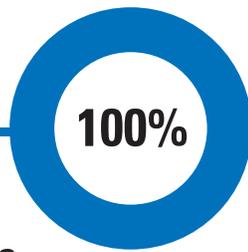
Houston Children's Charity: Toys

San Jacinto Varied Zip Codes

2019-2020 Students Served: **22**

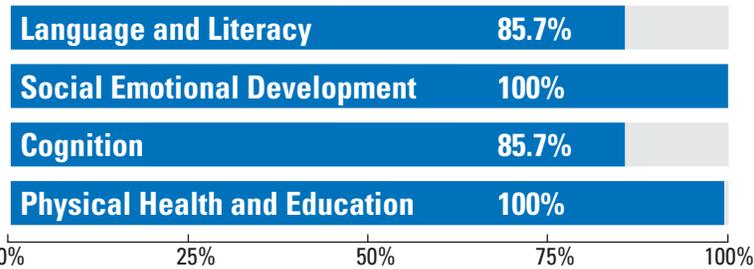


Parent Satisfaction

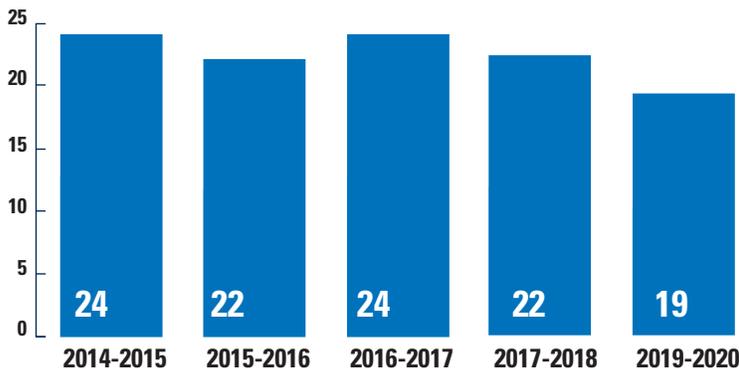


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:

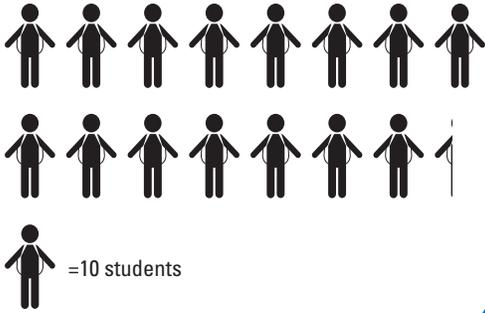


Top Community Resources Utilized:

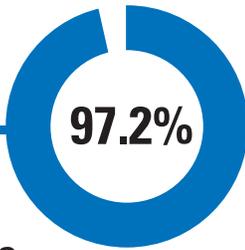
- Uvalde Baptist Church:** Food pantry resources
- St. Andrew's Catholic Church:** Food pantry resources
- Denver Harbor Clinic:** Physical and dental examinations and counseling resources
- Channelview Public Library:** Library partnership for book resources
- San Jacinto College, North Campus:** Education
- Houston Children's Charity:** Toys

Sheffield 77015, 77049, 77029, 77547

2019-2020 Students Served: **153**

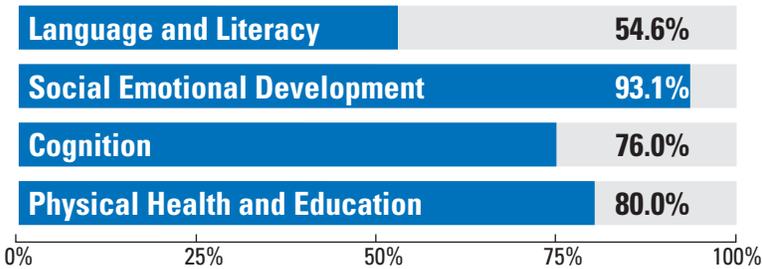


Parent Satisfaction

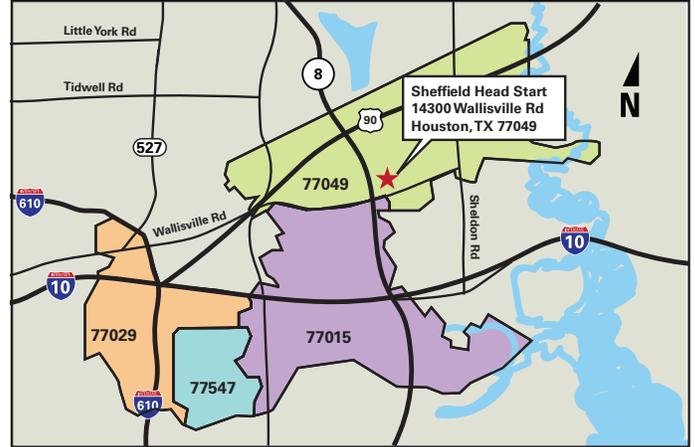
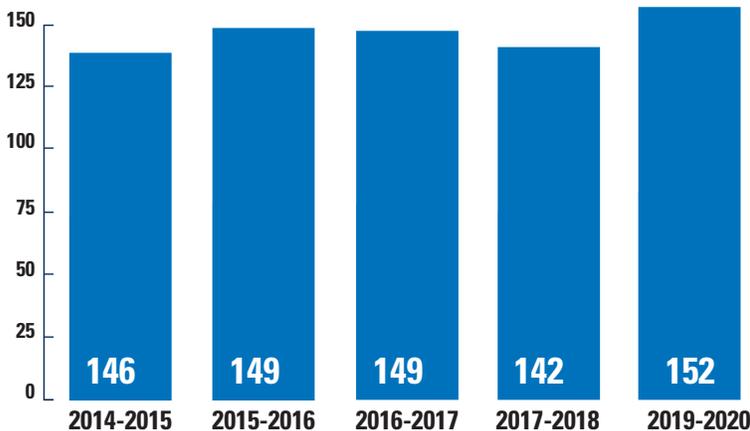


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:

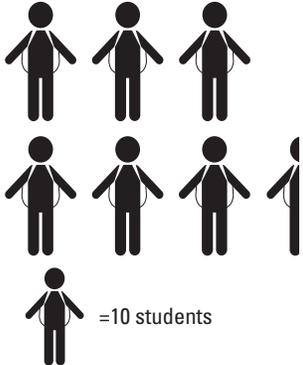


Top Community Resources Utilized:

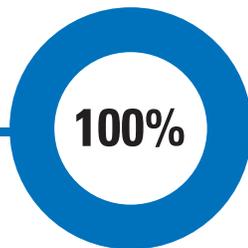
- Uvalde Baptist Church:** Food pantry resources
- St. Andrew's Catholic Church:** Food pantry resources
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- Channelview Public Library:** Library partnership for book resources
- San Jacinto College, North Campus:** Education
- Houston Children's Charity:** Toys

Tidwell 77044, 77049

2019-2020 Students Served: **64**

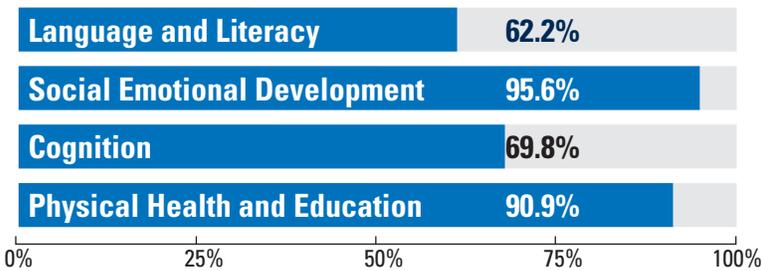


Parent Satisfaction

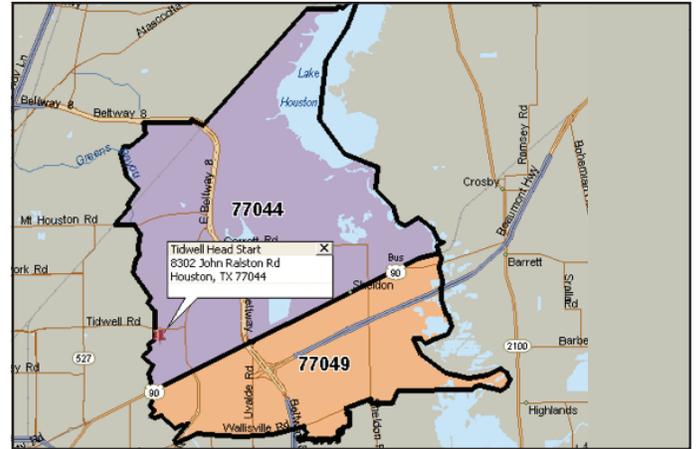
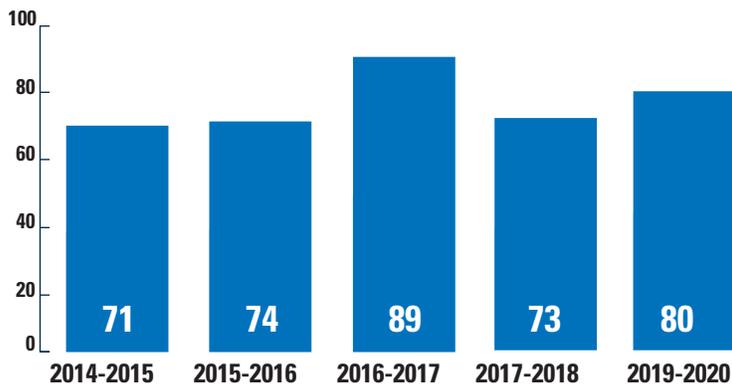


2019-2020

Mid-Year Student Outcomes according to Developmental Domains



Students Served Last 5 Years:



Top Community Resources Utilized:

Texas Star Program: Insurance-Medicaid

WIC: Supplemental nutritious foods; nutrition education and counseling at WIC clinics; screening and referrals to other health welfare and social services Sheldon ISD: Pre-kindergarten/Kindergarten bus support

HCDE Adult Education: Free classes in convenient locations and flexible schedules (morning, afternoon, and evening); highly qualified and trained teachers; adult centered.

Legacy Community Health System: Adult Primary Care, pediatrics, OB/GYN and maternity services; behavioral health services; dental care; vision services; vaccination and immunization support, and HIV/STD awareness.

Houston Children's Charity: Toys



Gap Analysis

Senior Director/Principal:
Division:

Dr. Victor Keys
Academic and Behavior School West

Date: October 14, 2021

2020-2021 GAP Analysis			
STRATEGIC OBJECTIVE	CURRENT STANDING	DEFICIENCY	CIP/ACTION PLAN
1.1 Monthly ARDs are held for all students at AB Schools with 100% accuracy.	Teachers: All IEPs/BIPs are expected but w/only 70% accuracy.	The Teachers are responsible for quality control PLAAFPS IEPs, BIPs, for all students.	Recommended transition specialist who will review control IEPs/BIPs, train staff on the use of IEP Software, attend ARD meetings and assist in classroom instruction.
1.2 Student should read on grade level by the end of the school year.	Students are assessed on the reading skills upon entry at the Highpoint and AB West schools.	No literacy assessment has been developed that can be used for all campuses.	Recommend the implementation of a standardized diagnostic reading program that can be used by all campuses.
1.3 ABS West is deficient in the area of technology. This applies to the. Teachers and other staff members.	ABS West Teachers do not have the technology in classrooms that is comparable to modern classrooms.	Technology assesment was done recently and it was determent that our teachers and other staff members need new technological equipment and or devices.	Recommended that the new ABS West campus be equipped with the most current technology available for students, staff, and administrators.
Explanation			
1.1	Yes, we met this goal and will continue working to meet this goal each year.		
1.2	Yes we met this goal, this program is vital to the success of our students. It gives us a benchmark to where they are academically and it shows us the growth they made during the school year.		
1.3	Now that we are in our new school our contracts have increase.		

2021-2022 GAP Analysis			
STRATEGIC OBJECTIVE	CURRENT STANDING	DEFICIENCY	CIP/ACTION PLAN
1.1 Maintain effective procedures for filing and maintaining accurate student records with 100% accuracy.	Maintaining accurate student records is currently at 85% accuracy.	We are in the process of assigning a person to file all documents for our students.	We are seeking a replacement clerk.
1.2 All students should make significant gains on the STAAR test each year.	Students are given a diagnostic test once they are enroll.They also received benchmarks and assessments though the year.	No unified literacy assessment instrument has been identified to be used on all four campuses.	We have implemented a system of providing our students benchmark exams to measure their academic achievement levels.
1.3 We will continue to achieve our goal of returning our students back to their home schools. Our goal of returning at least 15 students back to their home schools.	This benchmarks help us to measure our students growth and development.	Our New Campus is a game changer. Each classroom has interactive smartboards. We have a gym sensory room and playground that is second to non.	We have been in our new school for year now.



Budget Return on Investment

Senior Director/Principal: Dr. Victor Keys
 Division: Academic and Behavior School West

Date: 10/14/2021

2019-2020 Budget Return on Investment					
<u>Number of Students Served</u>	—	<u>130</u>	=	0.876923077	Students per seat
<u>Number of Annual Contracts</u>		114			
Revenue	—	<u>\$2,485,386</u>	=	\$19,118.35	Per student
<u>Number of Students Served</u>		130			
2020-2021 Actual Budget Return on Investment (As of 9/21/2021)					
<u>Number of Students Served</u>	—	<u>105</u>	=	1.085714286	Students per seat
<u>Number of Annual Contracts</u>		114			
Revenue	—	<u>\$2,488,634</u>	=	\$23,701.28	Per student
<u>Number of Students Served</u>		105			
Explanation					
<p>Based on the AROI 2020-2021 Actual Budget, the number of students we served has decreased by 21. However, we have added several new districts partners to our list of client districts. Several factors have contributed to the COVID-19 pandemic. Twenty one of our students transitioned back to their home districts due to them meeting their return criteria. These students mastered their goals and objectives on their IEPs, and or the district wanted to have the student return early due to COVID-19. Finally, as the pandemic occurred, we were prepared to serve our students virtually and or face to face instruction. We are also prepared to meet all of our students educational goals virtually and face to face instruction for the Extended School Year Services (ESY)/Summer School. Finally, as we started the 2020-2021 school year. We are prepared to provide virtual as well as Face to Face instructions to our students. This flexibility has added to our value as an educational entity.</p>					
2021-2022 Budget Return on Investment (As of 9/21/2021)					
<u>Number of Students Served</u>	—	<u>90</u>	=	1.111111111	Students per seat
<u>Number of Annual Contracts</u>		100			
Revenue	—	<u>\$2,174,180</u>	=	\$24,157.56	Per student
<u>Number of Students Served</u>		90			

Gap Analysis

Senior Director/Principal:
Division:

Donna Treviño-Jones
Academic and Behavior School East

Date: October 14, 2021

2020-2021 GAP Analysis			
STRATEGIC OBJECTIVE	CURRENT STANDING	DEFICIENCY	CIP/ACTION PLAN
1.1.1 To ensure campus safety, including bus entry and staging for over 30 buses and additional traffic officer has been added to my campus.	There are 2 security officers assigned to my campus.	ABSE- Expenditure budget cannot fund the total amount in excess of \$120,000. I need additional financial support of half of this amount.	Requesting Business Services to continue to pay half the cost of the security officers.
1.2 Student technology equipment for the Adaptive Behavior program.	AB program has interactive smartboards in each room, a computer lab for AB high school, and Chromebook for high school.	iPAD's or Chromebook for the AB Elementary & Middle School students. (\$6,000)	Use budget overage in June to purchase equipment.
1.3 Career & Technology Curriculum for the secondary Adaptive Behavior program. (Culinary Arts, Livestock, Construction)	AB program has exposure through our teachers but not an aligned curriculum to implement.	AB program does not have a specific career and technology curriculum. (Pearson quote of (\$3,000)	Implement a career and technology curriculum for secondary AB students.
Explanation			
1.1	A Leveled Literacy Library will help increase the Academic Return on Investment for our campus.		
1.2	Reading program iReady was introduced in the spring of 2018, however, it was discontinued for the 2019-2020 school year as it was not purchased. The purchased of new electronic devices for teachers will help enable the implementation of iReady (or iStation, depending on which program is more affordable to purchase).		
1.3	We will need electronic equipment for each teacher so they can complete lesson plans, assess student reading levels, complete IEP updates, etc. in order to be in compliance with IEP meetings, and paperwork each of their students.		
1.4	Sensory pathways help students to cool down, play, increase physical activity, and be redirected.		
1.5	Additional personnel will help in providing services to students, supporting teachers and enhancing service delivery to districts.		
1.6	Additional personnel will help in providing services to students by screening students as needed and required, helping students with meds, and to be assessed quickly.		
1.7	Additional Teacher Aides will help to serve students in the adaptive behavior side of our schools as they will support students academic success as well as student safety.		
2021-2022 GAP Analysis			
STRATEGIC OBJECTIVE	CURRENT STANDING	DEFICIENCY	CIP/ACTION PLAN
1.1 To help improve student behavior and academic achievement, provide teachers with the necessary professional development targeting Social Emotional Learning (SEL) as well as special education law updates, and teaching strategies to help with content delivery.	Teachers are using the new textbooks and ebooks provided to them by County Schools.	Teachers do not have access to a Leveled Literacy Library or are trained in how to use the Leveled Literacy Library.	Provide training for all teachers on how to use a Leveled Literacy Library. Purchase a Leveled Literacy Library so teachers can provide students with reading support to improve their reading comprehension skills.
1.2 Students should read on grade level by the end of the school year through the use of a Leveled Reading Library and Software Platforms such as iReady.	Students take a pre-test when they enter to determine what content they have covered from their previous school district.	No literacy assessment has been developed that can be used for all campuses. In addition, teachers have not been trained on how to assess a student's reading level.	Provide reading assessment to each student by using an online assessment and provide training for teachers to use online system and intervention support (such as iReady). Students will also have access to a Leveled Reading Library.
1.3 Ensure each teacher has a laptop or an electronic device in which they can complete IEPs, BIPs, etc. so as to be prepared for IEP Meetings and have all paperwork up to date. Each classroom will need a SMARTboard to assist with instruction as well as document cameras.	Every teacher has a desktop in their classrooms.	Teachers do not have a portable electronic device in which they can take on their planning period, or connect to the SMART board and be mobile while teaching. In addition, teachers cannot complete lesson plans, etc. outside of their classrooms and collaborate in a professional learning community. Document cameras can help in delivering instruction and help students to interact with materials.	Each teacher should be provided with a surfacepro, laptop or chromebook so they can
1.4 Provide students with sensory materials by incorporating sensory pathways within the school. Students can use the hallways to help them cool down as well as to increase their physical activity.	There are no sensory pathways in our school.	Students are not able to access an organized structure to help them cool down or help stimulate physical activity.	The hallways will be converted to areas in which students can use to exercise or cool down through the purchase of sensory pathways.
1.5 Provide students with additional support for identifying strategies that can help with behavioral and instructional support through a Behavioral/Instructional Interventionist, as well as a second full time nurse.	We need an additional full time nurse, as well as a Behavioral/Instructional Interventionist.	Students who need medical attention sometimes have to wait to be seen as we only have one nurse and we have a high population of students who have to take meds. In addition, we need a behavior/instructional specialist that supports solely our campus as we have a high need of support.	Provide a second nurse for support as well as a Behavioral/Instructional Interventionist for students and staff.
1.6 To provide the students with an additional full time nurse to assist with screenings, med distribution, and physical assessments.	We need an additional full time nurse, as well as a Behavioral/Instructional Interventionist.	Students who need medical attention sometimes have to wait to be seen as we only have one nurse and we have a high population of students who have to take meds. In addition, we need a behavior/instructional specialist that supports solely our campus as we have a high need of support.	Provide a second nurse for support as well as a Behavioral/Instructional Interventionist for students and staff.
1.7 To provide high school students with additional instructional and safety support by adding two additional full time teacher aides to the high school pod.	We need additional teacher aides.	Students who are in high school are working to complete their credits so they can meet their graduation requirements. In addition, when there are more adults accessible to students, students feel safer and can have the support needed to help.	Provide two additional teacher assistants for high school.



Budget Return on Investment

Senior Director/Principal: Donna Treviño-Jones
 Division: Academic and Behavior School East

Date: 10/14/2021

2020-2021 Budget Return on Investment					
<u>Number of Students Served</u>	—	<u>163</u>	=	1	Students per seat
<u>Number of Annual Contracts</u>		163			
<u>Revenue</u>		<u>\$3,472,295</u>		\$21,302.42	Per student
<u>Number of Students Served</u>		163			
2020-2021 Actual Budget Return on Investment (As of 10/14/2021)					
<u>Number of Students Served</u>	—	<u>105</u>	=	1.571428571	Students per seat
<u>Number of Annual Contracts</u>		165			
<u>Revenue</u>		<u>\$3,520,001</u>		\$33,523.82	Per student
<u>Number of Students Served</u>		105			
Explanation					
<p>Based on the AROI last year Actual Budget, the number of students served decreased by 58 students due to the COVID-19 Pandemic. The number of contracts increased by 2. Students transitionine back to the district can be the result of the student mastering their IEP Goals, the student withdrawing from their district, or an ARD Committee decision. Due to the decrease of actual students served vs. the number of contracts, we were able to increase our revenues.</p>					
2021-2022 Budget Return on Investment					
<u>Number of Students Served</u>	—	<u>130</u>	=	1.269230769	Students per seat
<u>Number of Annual Contracts</u>		165			
<u>Revenue</u>		<u>\$3,520,001</u>		\$27,076.93	Per student
<u>Number of Students Served</u>		130			

AB SCHOOLS

Alternative placement for students with emotional and behavior challenges and disabilities.



Harris County
Department of
Education



Annual Chess Tournament



Individual Instruction

100% SPECIAL EDUCATION STUDENTS

35 DISTRICTS SERVED (2019-2020)

1,421 STUDENTS SERVED (2015-2020)

AB WEST

- \$11M CAMPUS
- INCLUSIVE PLAYGROUND
- SENSORY ROOM
- LOVE AND LOGIC CURRICULUM



Sensory Room



Gap Analysis

Senior Director/Principal:
Division:

Courtney Waters
Highpoint School East

Date: October 14, 2021

2020-2021 GAP Analysis			
STRATEGIC OBJECTIVE	CURRENT STANDING	DEFICIENCY	CIP/ACTION PLAN
1.1 Students assigned to HSE will take a pre and post test that will identify their current reading and math lexile levels and learning styles.	Students entering HSE transfer in with report card/progress report grades only.	Teachers are not aware of the student academic levels and preferred learning styles prior to them entering their class.	HSE will purchase the Read 180 Reading and Math Inventories which will be used to assess students academic levels and identify their learning styles so that teachers can provide targeted instruction.
1.2 HSE will provide uninterrupted support to students who require in-class support across all content areas as outlined in the students ARD/IEP.	HSE currently has a total of 3 Educational Aides. One is assigned to the High School and two in the Middle School.	Due to the growing number of content areas and increasing minutes staff members are required to provide in-class support, HSE needs additional staff members to ensure that we are meeting the needs of all students as outlined in their ARD/IEP.	HSE would like to hire two additional Educational Aides to assist in providing support for students who receive Special Education services

Explanation

1.1	Strategic objective 1.1 was not met primarily because the Read 180 Reading and Math Inventories were not purchased.		
1.2	Strategic objective 1.2 was met. Our SPED enrollment decreased drastically this school year. As a result of the national pandemic, we developed a blended instructional arrangement that included both virtual and face to face opportunities, and used our long term substitutes, therefore the SPED support staff was not over extended, and services were provided as scheduled without the need of hiring additional staff		

2021-2022 GAP Analysis			
STRATEGIC OBJECTIVE	CURRENT STANDING	DEFICIENCY	CIP/ACTION PLAN
Highpoint School East will develop a technology plan for our client districts to address technology gaps and deficits.	Some students continue to have issues with technology access at home. The home district computers are programmed for their district access only, which impedes our students from accessing the HSE network.	Students enrolled at Highpoint School East, are issued computers from their home campus that have limited access for the students to download the necessary programs needed for our virtual platform.	Schedule meetings with our client district technology departments and Harris County Department of Education Technology department to ensure our students technology needs are met.
Highpoint School East will develop new student attendance procedures for virtual learners to address attendance and participation across all virtual platforms.	Student attendance and participation on the virtual platforms are not at 100%	Students are not logging on to TEAMS/Edgenuity consistently as required and following the daily class schedule. Our current attendance policy does not address virtual attendance.	Administration, Transition Specialist, and campus Deputies will create a virtual attendance policy/procedure for the Schools Division to approve for the 2021-2022 school year.
Highpoint School East will continue our work with the Teaching and Learning Center Digital Education and Innovation.	Teachers are not enhancing the full virtual experience due to limited knowledge of and/or access to new technology	Some of our teachers have limited knowledge of new technology and programs. They rely heavily on videos, PowerPoints, and use of their Smart Boards	Teachers will participate in monthly technology PD with the Curriculum Director for Digital Education and Innovation. HSE will purchase additional technology devices (i.e., Swivels, iPads, etc.) for teacher access. HSE will identify residential (in house) technology experts to help support teachers increase their personal knowledge and skills.



Budget Return on Investment

Senior Director/Principal: Courtney Waters
 Division: Highpoint School East

Date: 10/14/2021

2019- 2020 Budget Return on Investment				
<u>Number of Students Served</u>	—	<u>401</u>	=	0.438902743 Students per seat
Number of Annual Contracts		176		
<u>Revenue</u>	—	<u>\$1,771,669</u>	=	\$4,418.13 Per student
Number of Students Served		401		
2020-2021 Actual Budget Return on Investment				
<u>Number of Students Served</u>	—	<u>145</u>	=	1.027586207 Students per seat
Number of Annual Contracts		149		
<u>Revenue</u>	—	<u>\$1,502,376</u>	=	\$10,083.06 Per student
Number of Students Served		149		
Explanation				
<p>Based on the AROI 2020-2021 Actual Budget, the number of district contacts decreased by 27 from the previous year due to district transitioning to virtual learning. Although, we are expecting an increase of 9 contracts for the 2021-2022 school year. As campuses return to in-person learning we expect an increase in annual contract and monthly overages.</p>				
2021-2022 Budget Return on Investment				
<u>Number of Students Served</u>	—	<u>200</u>	=	0.79 Students per seat
Number of Annual Contracts		158		
<u>Revenue</u>	—	<u>\$3,489,606</u>	=	\$17,448.03 Per student
Number of Students Served		200		



Gap Analysis

Senior Director/Principal:
Division:

Travita Godfrey
Fortis Academy

Date: October 14, 2021

2020-2021 GAP Analysis			
STRATEGIC OBJECTIVE	CURRENT STANDING	DEFICIENCY	CIP/ACTION PLAN
1.1 Successful transition and substance sobriety upon return to home campus or district	Campus admin is currently monitoring students upon return	Current framework lacks consistency due to limited human capital and availability	Request transition specialist to plan, develop, and implement a supportive framework that will ensure successful transition back to home campus
1.2 Success of migrating to virtual treatment and instructional platforms (TEAMS)	All staff has been trained and provided technology to support the transition and integration of curriculum	Some campus system needs RAM upgrades to support the multiple platforms, and interfacing with the students limited Wi-Fi to support instruction in high engaged virtual learning	To work collaboratively with all stakeholders to enhance both teachers and students' virtual capacity and experience
Explanation			
1.1	Strategic objective 1.1 was successful with the development and implementation of the Fortis Academy relapse interevent protocols.		
1.2			
2021-2022 GAP Analysis			
STRATEGIC OBJECTIVE	CURRENT STANDING	DEFICIENCY	CIP/ACTION PLAN
1.1 Successful transition and substance sobriety upon return to home campus or district	Campus admin is currently monitoring students upon return	Current framework lacks consistency due to limited human capital and availability	Request additional administrator so that the school counselor is able to plan, develop, and implement a supportive framework that will ensure successful transition and reduce recidivism
1.2 Success of migrating to virtual treatment and instructional platforms (TEAMS)	All staff has been trained and provided technology to support the transition and integration	Some campus system needs RAM upgrades to support the multiple platforms, and interfacing with the students limited Wi-Fi and Tec to support high engaged virtual learning	To work collaboratively with all stakeholders to enhance both teachers and students' virtual capacity and experience



Budget Return on Investment

Senior Director/Principal: Travita Godfrey
 Division: Fortis Academy

Date: 10/14/2021

2019-2020 Budget Return on Investment					
<u>Number of Students Served</u>	—	<u>25</u>	=	1.4	Students per seat
Number of Annual Contracts		35			
<u>Revenue</u>		<u>\$156,250</u>			
Number of Students Served		25		\$6,250.00	Per student
2020-2021 Budget Return on Investment (as of 3/24/2021)					
<u>Number of Students Served</u>	—	<u>22</u>	=	1.181818182	Students per seat
Number of Annual Contracts		26			
<u>Revenue</u>		<u>\$162,500</u>			
Number of Students Served		26		\$6,250.00	Per student
Explanation					
<p>Based on the AROI 2020-2021 Actual Budget, the number of students served decreased by 14 and the number of contracts decreased by 15, with a per student cost increase by \$2,699.00 yielding an additional investment of \$25,000. The decrease in students served is based on an decreased number of students seats via the Houston ISD contract; as well as the onset of Covid - 19.</p>					
2021-2022 Budget Return on Investment					
<u>Number of Students Served</u>	—	<u>30</u>	=	1	Students per seat
Number of Annual Contracts		30			
<u>Revenue</u>		<u>\$162,500</u>			
Number of Students Served		30		\$5,416.67	Per student

FORTIS ACADEMY



Harris County
Department of
Education



Individual Counseling and Support



Community Outreach with Local Schools

100% GRADUATION RATE

84% ATTENDANCE RATE

87% COURSE PASSING RATE

75% STAAR TEST PASSING RATE

FORTIS STUDENTS BENEFIT FROM
CULINARY ARTS PROGRAM

34 RECOVERY PROGRAMS IN USA

63% PRIVATE

37% PUBLIC



Strategic Objective	Current Standing	Deficiency	Action-Plan
<p>1. The School-Based Therapy Services Division will deliver 80% of the days of service contracted with independent school districts and programs for children from the ages of birth to 22 years. The number of contracted days will be calculated on August 15, 2020 to account for the multiple additions and modifications requested throughout the contract year.</p>	<p>The division is currently fully staffed and projecting an increase in demand for services for the upcoming 2020-2021 school year.</p>	<p>Deficiency in this area would be due to an inability to hire therapists for new positions or failure to retain our current staff.</p>	<p>1. Continue with current efforts to work with colleges and universities to provide training to professional students through fieldwork opportunities and lectures to university students on school-based practice in order to maintain well-prepared pool of staff for future. 2. Expand partnerships with area universities and colleges through participation in training for doctoral level students and provision of adjunct faculty to increase visibility of School-Based Therapy Services and access to new grads. 3. Expand portfolio of recruitment materials and mediums to include social media platforms. 4. Continue with retention efforts to include one-on-one-management support to staff, allowance of flexibility in work schedules, training and continuing education and competitive compensation packages.</p>
<p>2. 90% of School-Based Therapy Services' clients and employees will be satisfied with services.</p>	<p>The School-Based Therapy Services Division enjoys a historically high rating of satisfaction from both our staff and our clients. Managers are highly responsive to staff and client needs and provide the needed training and support to field staff.</p>	<p>As the climate in districts becomes more challenging with higher therapist caseloads, increasing number of highly contentious district situations, and the rapid growth in SPED population without adequate staffing relief, there is potential for the staff satisfaction rating to fall.</p>	<p>1. Division managers will continue to keep in close contact with district client administration in order to meet needs and address concerns as they arise. 2. Division managers will continue with thorough oversight of division employees to ensure district satisfaction with performance. 3. Division will provide continuing education to help employees manage difficult ARDs and ultimately manage their own stress to help improve employee well-being and job satisfaction. 4. Division managers will continue to provide support to staff and address staff concerns in order to keep staff job satisfaction high. 5. Division will work to find time saving solutions to streamline evaluation and documentation process in order to lighten the load on staff and improve efficiency for districts.</p>
<p>3. a. A minimum of 80% of therapy providers will adhere to best practices when delivering services to students.</p>	<p>Currently the division seeks to collect information about the therapists' effectiveness with delivering services considered best practice (Clark & Chandler, 2013) via a self-rating checklist. Utilizing the AOTA Quality Indicators, division employees will be asked to self-rate on a set of indicators deemed to represent best practice. It is hypothesized that at least</p>	<p>At the beginning of the 20-21 school year, employees will be asked to self-rate on all 7 Principles of the Quality Indicators. Using the results of their self-rating, employees will devise a professional development plan designed to assist them with improving in areas they find themselves weak or deficient in.</p>	<p>1. Develop professional development designed to target areas of deficiency determined by the FY 20 Outcome Study to be provided to staff during Orientation in August of 2020. 2. Develop training materials designed to target areas of deficiency determined by the FY 20 Outcome Study to be provided to staff in their 20/21 Working Manuals. 3. Managers will work with employees to develop and implement their personalized professional development plans throughout the 20-21 school year.</p>

	80% of staff will check at least 70% of the indicators in the developing category on the Quality Indicators Principles chosen for FY 21.	The hope is that this will foster improvement that will be reflected in Year 2 (FY 21) of this Outcome Study.	
4. School-based Therapy services will be 80%-85% self-supporting.	The School-Based Therapy Services Division is on target to meet this objective.	The division is predicted to be 80.5% self-supporting during FY 21.	<ol style="list-style-type: none"> 1. Division managers will continue with procedures to track and monitor service delivery and accuracy in billing clients. 2. Division managers will continue with procedures to ensure therapists are meeting the expected number of billable days in client districts. 3. The division will continue with the fiscally conservative business practices currently in place.

During fiscal year 2020-2021, Therapy Division worked on their action plans with the following results:

Objective 1:

The School-Based Therapy Services Division will deliver 80% of the days of service contracted with independent school districts and programs for children from the ages of birth to 22 years. The number of contracted days will be calculated on August 15, 2020 to account for the multiple additions and modifications requested throughout the contract year.

Objective was met/exceeded. The division delivered 20,373 of the 21,243 contracted days or, 96% of the contracted days.

The goal was met despite COVID and multiple weather events that impacted the divisions ability to provide service days in the district. In most cases, the districts received waivers from the state and did not make-up the missed days.

Service days lost:

Hurricane Laura	186
Tropical Storm Beta	45
Ice Storm Uri	604
COVID	47
Total	882

Steps Taken:

- Successful recruitment/retention strategies resulted in the division being fully staffed during the 2020-2021 school year which positively impacted the division's ability to provide service days to districts.
 - Strong partnership with area colleges and universities—provide field work opportunities to professional students, expanding Capstone programs for doctoral level students.
 - Retention is high in division—staff report high level of satisfaction, provide ongoing training and mentoring, management support.
- Therapists who were quarantining due to COVID protocols provided services to students remotely. This minimized the negative impact of COVID on service delivery to students and minimized the loss of billable days of service.

- Management provides thorough oversight and effective contract management—utilizing part-time and PRN staff to make-up days missed due to COVID and weather events to extent possible.

Objective 2:

90% of School-Based Therapy Services' clients and employees will be satisfied with services.

The goal was met/exceeded. The weighted percent of the employees satisfied, and clients satisfied is 96.4% (133/138) as measured through the division's annual satisfaction survey.

Steps Taken:

- Division managers kept in close contact with district client administration to assure their needs were being met and to address any concerns as they arose.
- To ensure high quality service provision and documentation, key factors in client satisfaction, division managers provided onsite and remote oversight of personnel, staff training and mentoring, and utilized quality assurance measures to ensure accurate and legally defensible documentation.
- As staff consistently report management support and job flexibility as instrumental in their job satisfaction, division managers kept in close contact with staff and provided support to address staff concerns and provided mentoring and training as needed; division procedures allow for flexibility within the workday and workweek to promote work-life balance for employees.
- During the pandemic, managers collaborated and remained in very close contact with district personnel to produce a coordinated response ensuring consistency with each client district's or charter school's response.

Objective 3:

A minimum of 80% of therapy providers will adhere to best practices when delivering services to students.

The goal was met/exceeded. A total of 98% of therapy providers adhered to best practices when delivering services to students.

The division collected information about therapists' effectiveness with delivering services considered best practice (Clark & Chandler, 2013) utilizing a self-rating checklist from the AOTA Quality Indicators developed by Patricia Lavadure and Yvonne Swinth. Division employees were asked to self-rate on a set of indicators deemed to represent best practice. A total of 98% of therapy providers self-rated at least 70% of the indicators in the developing category on the Quality Indicators Principles chosen for FY 21.

Steps Taken:

- At the beginning of the 20-21 school year, employees were asked to self-rate on all 7 Principles of the Quality Indicators. Using the results of their self-rating, employees developed a professional development plan designed to assist them with improving in areas in which they found themselves weak or deficient.
- Professional development was provided based on the collective results of the previous year's survey with the goal of targeted improvement.
- Resources were developed based on results of previous year's survey results and provided to staff in their 2020-2021 Working Manual.

Objective 4:

School-based Therapy services will be 80%-85% self-supporting.

The goal was met. The Division is on target to meet this objective despite COVID and multiple weather events that negatively impacted the division’s revenue. The division realized \$9,368,648 in total revenue for FY21 and incurred \$11,314,716 in expenses for a ratio of 83% self-supporting.

Revenue lost:

Hurricane Laura	\$86,189
Tropical Storm Beta	\$20,643
Ice Storm Uri	\$272,982
COVID	\$21,852
Total	\$401,666

Steps Taken:

- Successful recruitment/retention strategies resulted in the division being fully staffed during the 2020-2021 school year which positively impacted the division’s revenue.
- Therapists who were quarantining due to COVID protocols provided services to students remotely. This minimized the negative impact of COVID on service delivery to students and minimized the loss of revenue.
- Management provides thorough oversight and effective contract management—utilizing part-time and PRN staff to make-up days missed due to COVID and weather events to extent possible.
- The division utilizes fiscally conservative business practices.

School-Based Therapy Services Gap Analysis and AROI FY 22 (Projected)

Strategic Objective	Current Standing	Deficiency	Action-Plan
<p>1. The School-Based Therapy Services Division will deliver 80% of the days of service contracted with independent school districts and programs for children from the ages of birth to 22 years. The number of contracted days will be calculated on August 15, 2021 to account for the multiple additions and modifications requested throughout the contract year.</p>	<p>The division is currently fully staffed and projecting a return to face-to-face instruction in most cases in the fall.</p>	<p>Deficiency in this area would be due to an inability to hire therapists for new positions or failure to retain our current staff. As pre-COVID market conditions return, the demand for therapists in private clinics and hospitals will resume and therapists may again be more difficult to hire.</p>	<p>1. Continue with current efforts to work with colleges and universities to provide training to professional students through fieldwork opportunities and lectures to university students on school-based practice in order to maintain well-prepared pool of staff for future. 2. Expand partnerships with area universities and colleges through participation in training for doctoral level students and provision of adjunct faculty to increase visibility of School-Based Therapy Services and access to new grads. 3. Expand portfolio of recruitment materials and mediums to include social media platforms. 4. Continue with retention efforts to include one-on-one-management support to staff, allowance of flexibility in work schedules, training and continuing education and competitive compensation packages.</p>
<p>2. 90% of School-Based Therapy Services' clients and employees will be satisfied with services.</p>	<p>The School-Based Therapy Services Division enjoys a historically high rating of satisfaction from both our staff and our clients. Managers are highly responsive to staff and client needs and provide the needed training and support to field staff.</p>	<p>School closures and the shift to virtual instruction during the pandemic created a backlog of evaluations and increased need for compensatory therapy services. This will make working conditions more challenging for staff. District administration will be under increased stress resulting in an increase in retirements/turnover. It will be important for the division to establish a rapport and maintain high visibility with new SPED administrators.</p>	<p>1. Division director and managers will continue to keep in close contact with district client administration in order to meet needs and address concerns as they arise. 2. Division director and managers will continue with networking efforts and maintain division's high visibility with client districts and charter schools. 3. Division managers will continue with thorough oversight of division employees to ensure district satisfaction with performance. 4. Division will provide continuing education to help employees manage stress to help improve employee well-being and job satisfaction. 5. Division managers will continue to provide support to staff and address staff concerns in order to keep staff job satisfaction high. 6. Division will work to find time saving solutions to streamline evaluation and documentation process in order to lighten the load on staff and improve efficiency for districts.</p>

<p>3. A minimum of 70% of therapy providers will adhere to best practices when delivering services to students.</p>	<p>Currently the division seeks to collect information about the therapists' effectiveness with delivering services considered best practice (Clark & Chandler, 2013) via a self-rating checklist.</p> <p>Utilizing the AOTA Quality Indicators, division employees will be asked to self-rate on a set of indicators deemed to represent best practice. It is hypothesized that at least 70% of staff will check at least 70% of the indicators in the developing category on the Quality Indicators Principles chosen for FY 22.</p>	<p>Results from staff self-ratings on the Quality Indicators in August of 2020 is currently being used to plan for professional development in the 2021-2022 School Year. The focus will be on improving staff's competency with utilizing evidence to inform practice and producing defensible student documentation.</p>	<p>1. Develop professional development designed to target areas of deficiency determined by the FY 21 Outcome Study to be provided to staff during Orientation in August of 2021.</p> <p>2. Develop training materials designed to target areas of deficiency determined by staff's self-rating on Quality Indicators.</p> <p>3. Managers will work with employees to develop and implement their personalized professional development plans throughout the 2021-2022 school year.</p>
<p>4. School-based Therapy services will be 80%-85% self-supporting.</p>	<p>The School-Based Therapy Services Division is on target to meet this objective.</p>	<p>The division is predicted to be 80% self-supporting during FY22.</p>	<p>1. Division managers will continue with procedures to track and monitor service delivery and accuracy in billing clients.</p> <p>2. Division managers will continue with procedures to ensure therapists are meeting the expected number of billable days in client districts.</p> <p>3. The division will continue with the fiscally conservative business practices currently in place.</p>

ARO - Academic Return on Investment FY 21 (Actual)

The **learning increase measure** was taken from the division's annual outcome study measure. Data was collected regarding the impact that therapists had on students' participation at school. Each therapy provider provided information regarding the progress that students made on educational goals. A total of **90% of students made progress** on at least 50% of the goals for which therapy providers were co-implementers.

The **number of students** served was taken from the division's monthly data system. Data is collected each school year on numbers of students served and tallied at the end of each fiscal year. A total of **6,276 students were served** in FY 21.

Therapist Days was determined by the number of contracted days provided to districts for FY 21. A total of **20,373 days of therapy** were provided in FY 21.

Dollars spent was determined from division's budget.

$$\frac{\text{Dollars Spent}}{\$0.11} = \frac{\$12,733,754}{(.90) \times (6,276) \times (20,373)} = \$$$

School Based Therapy Division required \$0.11 per day per child to serve the 6,276 students at a learning increase rate of 90% for fiscal year 2020-2021.

ARO - Academic Return on Investment FY 22-Projected

The **learning increase measure** that will be taken from our division's annual outcome study measure. The division continues to seek to collect information about its therapists' effectiveness with delivering services considered best practice. Our hypothesis is that at least 70% of students receiving services from therapy staff will make progress on at least 50% of the goals in which therapy providers are co-implementors.

The **number of students** served will be taken from the division's monthly data system. Data is collected each school year on numbers of students served and tallied at the end of each fiscal year. Data will be collected through August 31, 2022 for FY 22 and is projected to be over 7,000 students.

Therapist Days will be determined by the number of contracted days provided to districts for FY 22. The total therapist days projected for FY 22 is 22,168.

Dollars spent was determined from the division's budget.

$$\frac{\text{Dollars Spent}}{= \$0.12} = \frac{12,941,978}{(.70) \times (7,000) \times (22,168)}$$

School Based Therapy Division requires \$0.12 per day per child to serve the 7,000 students at a learning increase rate of 70% for fiscal year 2021-2022.

Comparison of HCDE School-Based Therapy Services and Outside Contracting Agencies

- HCDE continues to come in **below market rates** for therapy staff:

	OT/PT	COTA/PTA	MT
HCDE	\$482/day	\$380/day	\$482/day
Average Market*	\$533/day	\$448/day	\$491/day

- What districts get when they contract with HCDE that they don't get from other companies (**why districts use us**):

1) 100% Client Satisfaction Rate areas of:

- Student Outcomes
- HCDE Management
- Proficiency of Therapists
- Overall Quality and Value

2) Long term relationships:

	Therapist Average Years of Experience	Average Years Therapist in Current District	Number of Therapists in District > 20 years
CyFair	19	9	6
Houston	23	7	3
Katy	20	8	3
Spring Branch	18	7	

3) Management Team with high level of expertise. Managers have average of 30 years of experience and average of 20 years of experience in School-Based Practice. Recognized as leaders in the field. TxSpot Expertise in education law and professional practice laws. Available to district administration for problem solving consulting (district administration relies on this).

4) Managerial support includes:

- Hiring high quality candidates—thorough interview process
- Training—teach school practice, provide quality continuing education, mentoring
- Overseeing—onsite support/supervision, problem-solving, thorough appraisal system, manage caseloads/assignments, assist with preparation for challenging ARDs, data collection/management, review every evaluation to assure quality and defensibility prior to going to ARD.

5) HCDE forms, tests and protocols included. Therapists have extensive resources available to them.

6) HCDE pays mileage, cost of continuing education, provides laptop costs to districts to provide/manage therapy themselves:

Additional costs incurred:

- 1) Benefits
- 2) TRS/Federal taxes
- 3) Management (management of team is included when contract with HCDE)
- 4) HR costs to monitor licensure status, manage employee
- 5) Continuing Education costs
- 6) Mileage
- 7) Forms/Tests/Protocols/laptop

Reasons why some districts might want to hire their own:

- 1) Retain control over personnel
- 2) Desire of school board to eliminate contractors

*Source: 2017-18 TASB District Personnel Salary Survey

TLC – THE LEARNING CENTER

Gap Analysis

Gap Analysis for Fiscal Year 2019-2020

Strategic Objective	Current Standing	Deficiency	Action Plan
Develop and retain district and community partnerships	TLC has served all 25 school districts in Harris County. TLC is continuing to focus on building relationships with charter, private schools and outside organizations. In addition to providing indirect support, TLC continues to focus on increasing its direct support efforts with students	HCDE’s communications department continues to build or marketing needs campaign, we are still striving to reaching many clients that we have access to.	Face to face visits Social media (Buffer) Marketing campaign Offer district packages (series) Continue to work with the client engagement division to develop materials to for PD to share with districts and schools about TLC TLC Priorities: Collaboration with a heightened focus on impact Focused, Strategic Partnerships Innovative, Purposeful & Aligned Services that Proactively meet the needs of Harris County Clients Process Driven

Note: Due to a change in leadership, The Learning Center is restructuring its programs. We will report on their new action plans and AROI as they become available.

			Continues Cycle of Improvement
Provide quality and superior customer service.	The TLC provides evaluations at the end of each workshop, and leadership meeting as a tool for feedback. During the TLC vetting process, directors receive feedback from the committee to enhance the learning experience.	Feedback is limited from participants. Very few participants complete the surveys using the REI survey. We are collecting data from multiple sources.	Work with Research and Evaluation (REI) to increase survey feedback. Directors have incorporated QR codes in presentations and during Leadership meetings for survey feedback. Prepare and more targeted workshops to meet county needs.
Increase revenue for The Teaching and Learning Center.	The TLC department is currently meeting our revenue goal 70%.	Continue to monitor all areas in TLC.	Team TLC will participate in in Face to Face meeting with districts. Promote professional learning packages at a reduced cost to work with campuses over a period. Address the new State Accountability System: Approaches, Meets, Masters Cross curricular training Increase presenting at conferences to market individual programs. Analyze evaluations for planning purposes. Bridge model Offer promotions TLC Uniforms for branding Research big name, research based Professional Developers Invite clients to the Vetting Process
Offer innovative, research based, and TEKS related workshops.	Workshops are data driven and written to meet the unique needs of each district, and or campus using researched based practices.	Each content area will embed strategies in the workshop to meet the needs of the diverse learning styles and needs in each classroom. TLC Framework Embedded engagement opportunities Leave Behind/Tangibles Objectives/Agendas	Directors write workshops to meet the universal learning needs of all students in the classroom. Each workshop is vetted for committee review. Use state, district, and campus data to design workshops to address specific content needs, etc. Addressing two PD areas: Pacing and Engagement

ARO - Academic Return on Investment

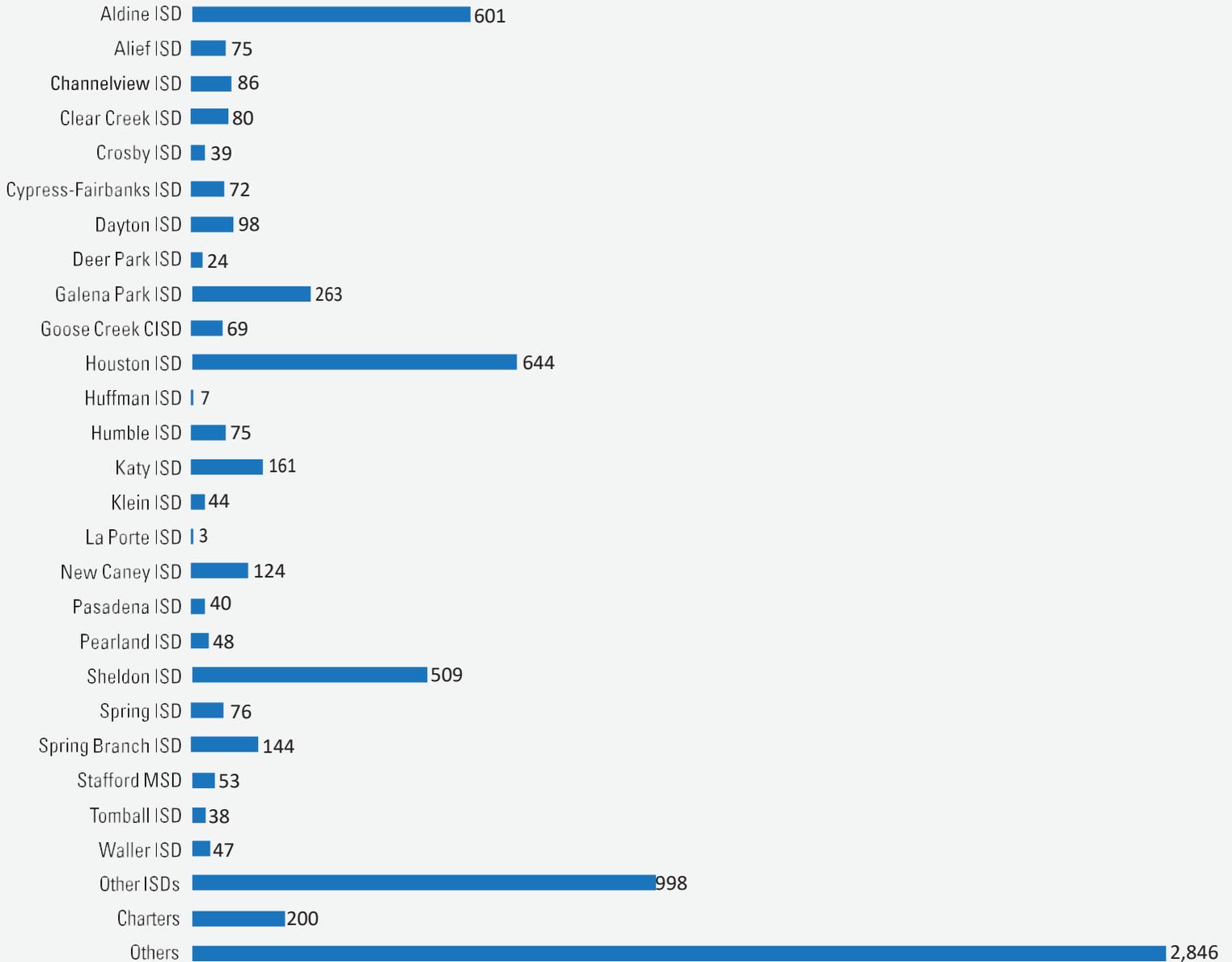
The ARO for Fiscal 2020-2021 is proposed as follows:

$$\text{ARO} = \frac{(250 \text{ Workshops}) \times (25,000 \text{ Teachers})}{\$1,911,984} = 3.27$$

TLC determined the ARO by calculating the number of teacher’s TLC has affected, multiplying it by the total number of workshops required, and then dividing that number by the total budget amount. The value obtained from this calculation is the total number of teachers per workshop impacted by each dollar spent by TLC.

Teacher and Student Service Delivery

Teachers Served in 2019-2020 (by District)



Moodle



12,633
Teachers Directly
Served in 2019-2020



46,875
Students Directly
Served in 2019-2020



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V - Glossary Section



Harris County
Department of
Education

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Harris County Department of Education

Glossary of Terms

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.

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.

CAFR-Comprehensive Annual Financial Report

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. It

Is 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”.

PAFR – Popular Annual Financial Report

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 **Teacher Retirement System** of Texas is a public employee retirement system that is a multiple employer defined benefit pension plan. Based on salary and wages, for FY 2020-21 State law provides for a

- Member Retirement Contribution 7.7%
- TRS-Care Contribution for Member .65% and for Reporting Entity .75%
- State or Federal grant contribution rate of 7.5%
- 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.

WMS-Workshop Management System.



Harris County
Department of
Education

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Harris County Department of Education

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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