

BUDGET BOOK

FISCAL YEAR 2025-2026



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Harris County
Department of
Education

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Harris County
Department of
Education

Budget Book

For Fiscal Year
September 1, 2025 through August 31, 2026

Prepared by
Business Services Division

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6300 Irvington Blvd.
Houston, Texas 77022



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Harris County Department of Education
Texas**

For the Fiscal Year Beginning

September 01, 2024

Christopher P. Morill

Executive Director



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 2024–2025.

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



Ryan S. Stechschulte

Ryan S. Stechschulte
President

James M. Rowan

James M. Rowan, CAE, SFO
CEO/Executive Director



CITIZEN'S GUIDE TO OUR BUDGET

Harris County Department of Education

WHAT IS THE HCDE BUDGET?

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

WHAT IS THE PURPOSE OF A BUDGET?

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

WHAT ARE PROPERTY TAXES?

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

WHAT IS A TAX RATE?

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

WHAT IS AD VALOREM TAX?

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

HOW ARE PROPERTY TAXES CALCULATED?

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

Average Appraised Value	\$ 395,828
Less 29% Homestead Exemption & other	<u>114,790</u>
Total Taxable Value	\$ 281,038

HCDE Proposed Tax Rate \$.004798 / per \$100 valuation

\$281,038 = **\$2,810** x \$.004798 = **\$13.48** Total Property Tax Due Per Year
\$100

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

The effect is +/- \$0.25 per year (**\$2,810** x \$.004898) = \$13.77 minus **\$13.48** = \$0.28 depending on an increase or decrease

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

HCDE Web Page: <http://www.hcde-texas.org>

Contact by email: jamezcua@hcde-texas.org

Write:
Harris County Department of Education
C/O Communications Office
6300 Irvington Boulevard
Houston, Texas 77022

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Executive Summary





Harris County Department of Education

July 30, 2025

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 2025-2026. 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 2025-2026 General Fund, Debt Service Fund, Enterprise Fund, Capital Projects Fund, and Internal Service Fund Budgets. The development, review, and consideration of the 2025-2026 budget were completed with a detailed review of every revenue and expenditure item within the context of the Department's mission, goals, and financial policies. This document provides information on each of the fund budgets. In addition, we also provide information about our projected grants, which are accounted as Special Revenue Funds.

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

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

James Colbert, Jr.
County Superintendent

Board of Trustees

Amy Flores Hinojosa
President

Richard Cantu
First Vice President

Dr. Erica Davis
Second Vice President

Eric Dick

Andrea Duhon

Dr. John McGee

Silky Joshi

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

About Harris County Department of Education

Harris County Department of Education (HCDE), one source for all learners, is a highly successful educational resource in the Houston Metroplex, is a nonprofit tax-assisted organization dedicated to the equalization of educational opportunity and to the advancement of public schools. HCDE has been serving the county's public schools for 136 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 over 5 million people, is the third most populous county in the United States and houses the fourth largest city in the country. Harris County's population base includes a wide variety of racial, ethnic, and socio-economic groups that give the area a rich diversity and cosmopolitan feel. In Texas, the second largest county is Dallas with 2.68 million people.

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

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

HCDE Mission Statement

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

Department Goals:

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

In the reaching of these goals, HCDE is a public entity dedicated to helping meet the needs of uniquely challenged learners and school staff through innovative programming and support services. HCDE directly and indirectly serves approximately 101,797 students with four alternative campuses, therapy services provided in local schools, 16 Head Start centers for early childhood education, after-school programming in dozens of community and school settings, the largest adult education program in Texas, and other programs. HCDE also supports educators and staff through a diversity of programs and operational support, which will be presented in more detail in this document.

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

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

Budget Process and Significant Changes

Legal Requirements in Preparing the Budget

The Texas Education Code requires that a local education agency prepare a budget of anticipated expenditures and revenues on or before August 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 2024 and lasted until the middle of January 2025.

Once these plans and programs have been established, the preparation phase of budgeting begins by allocating resources to support them. This phase took place in the second quarter of 2025 with several training sessions. Every division started assigning resources and gathering the data.

Evaluation is the last step of the Department's budget cycle, in which information is compiled and analyzed to assess the performance of each individual division and campus, as well as the Department as a whole. During April and May, the data was analyzed, organized, and summarized in the Board Budget Committee Workbook. After several internal review sessions, evaluations, and adjustments, the Administration prepared a Board Budget Book to be presented to the Board Budget Committee on June 18, 2025.

The Human Resources Department played an important role assisting the Business Support Services in the budget process as they developed salary budgets utilizing established staffing guidelines. On June 24th, the Board of Trustees will review a final compensation proposal for adoption and to be implemented on September 1st, 2025.

Amending the Budget

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

Initiatives for FY 25-26

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

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

4. Implement leadership training for Head Start Center Managers
5. Continue to invest in marketing strategies and campaign awareness.
6. Continuing our competitive edge to enhance services to school districts.
7. Implement a staff technology refresh

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 \$.004798 per \$100 valuation.

Included in the budget are **11.6** new positions aimed at enhancing our capabilities to meet the Department's needs in Business Services, Procurement, and Information Technology; and to enhance our fee revenue stream for School Based Therapy Services, and Choice Partners.

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

1. Wage increase: **2%** for all General Fund, Internal Service Fund, Choice employees, plus TASB suggested adjustments. For Special Revenue Funds, the grant and the granting agency will determine if the fund is able to adsorb the salary increase. The cost of the increase is **\$1,297,945**
2. An additional **\$300,000** for the Teacher Supplies program to the Education Foundation.
3. School Based Therapy Program will receive additional **(4.6) FTEs** to increase the level of service to School Districts around the County due to additional service demand. The cost is **\$287,627** and reduction of \$246,421 for 2.6 OT reduced.
additional local tax subsidy is budgeted in the amount of **\$200,000 and \$104,000** respectively.
4. One Art Teacher for the High Point East Campus in the amount of **\$93,071**.
5. One Instructional Coach for Special Schools in the amount of **\$100,651**.
6. One FTE (Logistics Coordinator), One FTE (Cooperative Coordinator), One (Senior Contract Manager), and One (Contract Billing Specialist) are being added to the Choice Partners to address the growth in the cooperative usage. The cost is **\$366,576**.
7. One Food Services Clerk for the Fortis Academy in the amount of **\$44,570**.
8. The cost of health insurance cost increase for employees only high-deductible premium will continue to be covered by the department. The cost is **\$280,000 (estimated prior to TRS rates to be released)**
9. The Department has also included the continuation of the lobbying cost commitment previously approved by the Board of Trustees. The cost is **\$276,000**.
10. The budget includes **\$3,882,929** for the payment of debt service payments to include the 2024 maintenance note.
11. One time fund balance use of **\$934,560** for a gas generator for the Irvington Building.
12. The budget is based on adopting a tax rate that will bring in more revenue to address revenue loss and implementation of new initiatives such as the campaign awareness and costs associated with talent recruitment and compensation recruitment and retention plan. The **estimated tax rate of \$.004798** will be adopted, and this is below the voter-approval tax rate ("VAR"). Public hearings and notices were required to adopt the tax rate. This rate is key to the funding of the operations plan for the current year.

Accountability and Performance Measures of Business Models

The department has established an accountability model for all divisions, and performance and sustainability are included by division on the Division Section of this document. HCDE has a positive business model for each type of division.

Each division must be identified as an enterprise activity, a support activity, a service delivery activity, or a grant activity.

An **enterprise division** utilizes a business model which aims at being profitable with no tax subsidy. This includes Choice Partners Cooperative.

A **service delivery division** utilizes a business model which aims at providing a high-quality service at a reasonable price with the use of tax resources to lower the economic to the districts in Harris County. Districts that are out of the county are charged additional premium on the fee and/or the overall cost of the program. This includes divisions such as Center for Educator Success, Center for Safe Schools, Therapy Services, AB Schools, Highpoint Schools, Fortis Academy and Records Management.

A **grant division** utilizes a business model that aims at administering a federal, state or local grant. HCDE's policy is to include indirect cost in the grant proposal to support the general operation of these grants. Furthermore, some grants require an in-kind or local match, and the department will utilize multiple means to achieve the match. Major grant divisions include Head Start, Adult Ed, and CASE Afterschool Program.

A **support division** utilizes a business model which aims to provide administrative support and technical services to all other activities in the department. Support divisions include Human Resources, Business, Procurement, Technology, Facilities, and Capital Projects and Misc Support.

Division Type	Revenues	Expenses	Tax	Variance	% Self Supported
Enterprise					
Choice	\$ 10,643,990	\$ 12,063,596	\$ -	\$ (1,419,606)	88.23%
Revenue					
Center for Educator Success	236,400	2,890,395	2,653,995	-	8.18%
Center for Safe Schools	308,729	1,098,539	789,810	-	28.10%
Therapy	13,039,690	16,773,722	3,734,032	-	77.74%
AB East School	4,599,041	6,471,440	1,872,399	-	71.07%
AB West School	5,052,275	5,942,883	890,608	-	85.01%
Highpoint East	2,798,450	4,558,742	1,760,292	-	61.39%
Fortis Academy	22,680	1,712,420	1,689,740	-	1.32%
Records	2,188,750	2,580,299	391,549	-	84.83%
Internal Support					
Human Resources	427,596	1,433,218	1,005,622	-	29.83%
Business	825,804	2,502,216	1,676,412	-	33.00%
Technology	1,335,092	4,826,091	3,490,999	-	27.66%
Facilities	6,823,616	6,823,616	-	-	100.00%
Capital Projects & Misc Support	20,280,540	43,399,145	12,161,987	(10,956,618)	46.73%
Grant Funded					
Head Start	27,277,378	27,285,378	8,000	-	99.97%
Adult Ed	6,241,108	6,804,823	162,971	(400,744)	91.72%
CASE	9,341,902	10,225,679	828,777	(55,000)	91.36%
Totals:	\$ 111,443,041	\$ 157,392,202	\$ 33,117,193	\$ (12,831,968)	70.81%

Summary of Proposed Budgets

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

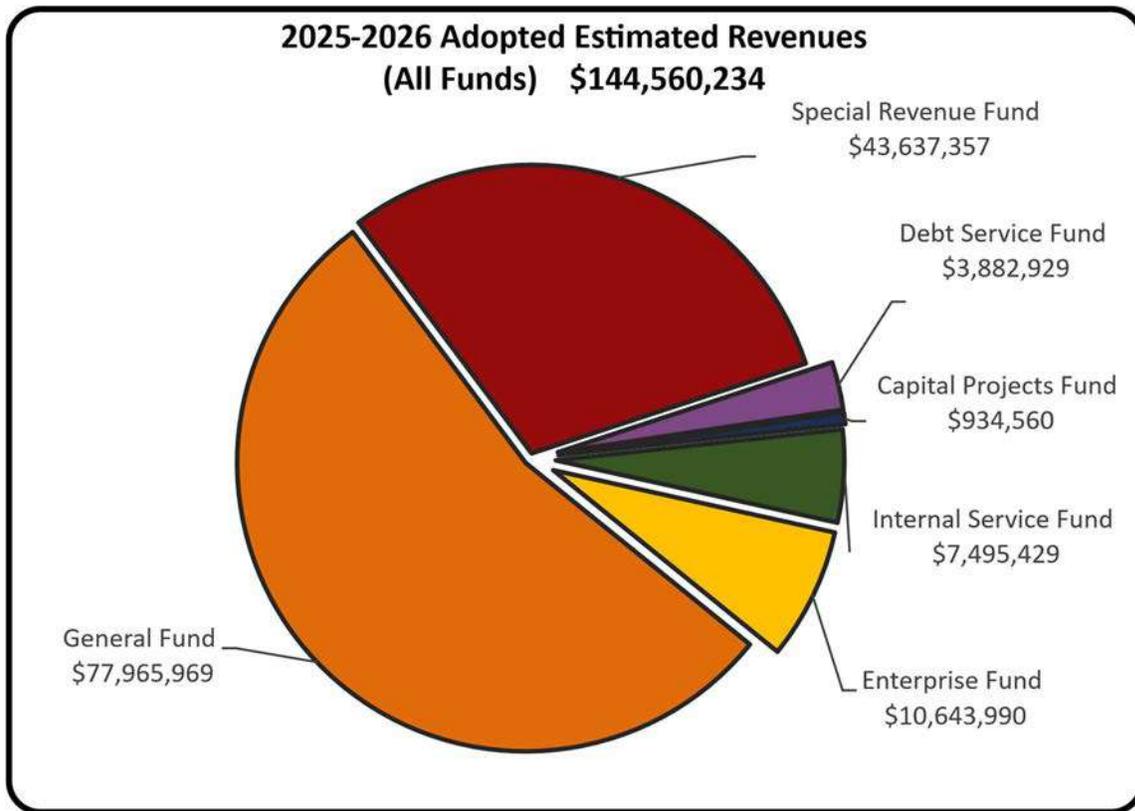
HCDE fiscal year is September 1st to August 31st.

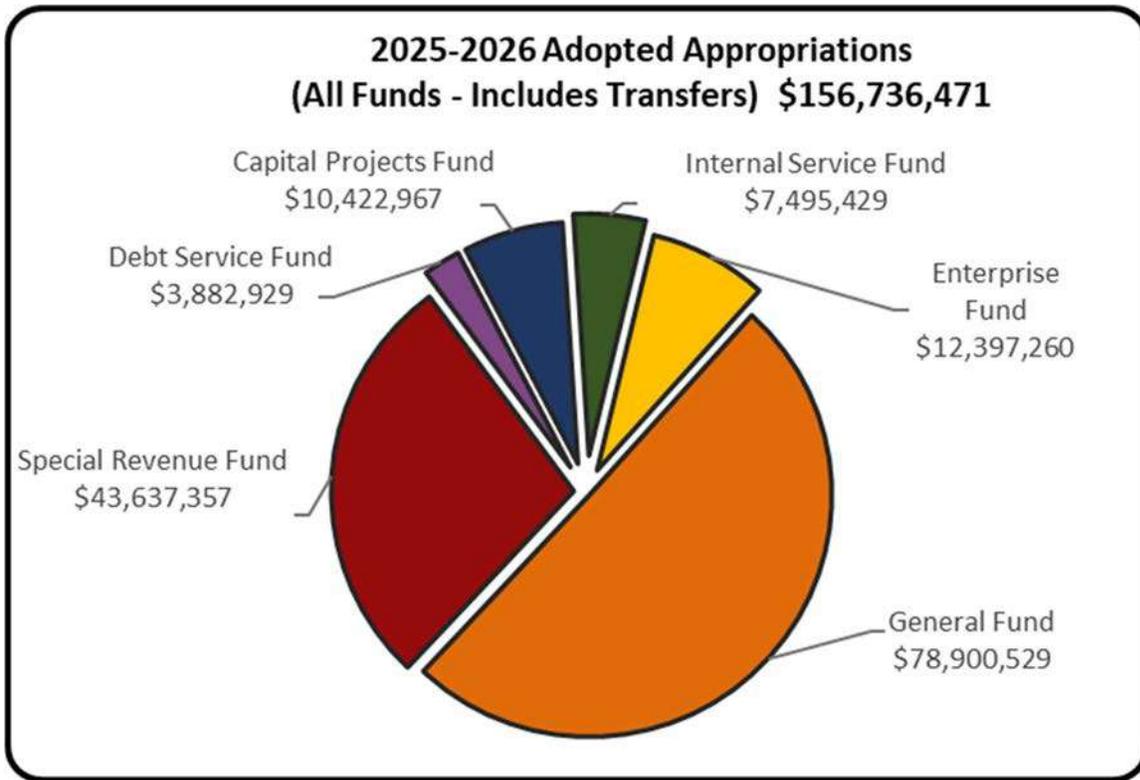
The following table presents a comparison of the proposed expenditures for General Fund with a comparison to fiscal year 2024-2025.

	Adopted Budget 2024-2025	Amended Budget 2024-2025	Adopted Budget 2025-2026	Percent Change
Estimated Revenues	74,743,271	75,073,531	77,965,969	4%
Appropriations	70,074,015	70,404,275	72,945,453	4%
Transfers Out	4,669,256	5,060,256	5,955,076	28%
Total Appropriations	\$ 74,743,271	\$ 75,464,531	\$ 78,900,529	5.56%
Excess/(Deficiency) of Revenues Over/(Under) Appropriations	-	(391,000)	(934,560)	
Ending Fund Balance	34,637,495	34,246,495	33,311,935	934,560
<u>Fund Balance categories per GASB 54</u>				
Non-Spendable Fund Balance	234,662	234,662	234,662	
Restricted Fund Balance	-	-	-	
Committed Fund Balance	2,988,291	2,988,291	2,988,291	
Assigned Fund Balance	9,120,200	9,120,200	9,120,200	
Unassigned Fund Balance	22,294,342	21,903,342	20,968,782	
Ending Fund Balance	\$ 34,637,495	\$ 34,246,495	\$ 33,311,935	

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 2025-2026:

	Governmental				Proprietary		Total
	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Fund	
Estimated Revenues	\$ 77,965,969	\$ 43,637,357	\$ 3,882,929	\$ 934,560	\$ 7,495,429	\$ 10,643,990	\$ 144,560,234
Appropriations	\$ 72,945,453	\$ 43,637,357	\$ 3,882,929	\$ 10,422,967	\$ 7,495,429	\$ 4,782,512	\$ 143,166,647
Transfers Out	\$ 5,955,076	\$ -	\$ -	\$ -	\$ -	\$ 7,614,748	\$ 13,569,824
Total Appropriations and Other Uses	\$78,900,529	\$43,637,357	\$3,882,929	\$10,422,967	\$7,495,429	\$12,397,260	\$156,736,471
Appropriations from Fund Balance:	(934,560)	\$0	\$0	(\$9,488,407)	\$0	(\$1,753,270)	(\$12,176,237)
Projected Fund Balance Beg.	\$ 34,246,495	\$0	\$756,780	\$9,488,407	\$1,296,525	\$1,753,270	\$47,541,477
Projected Fund Balance End.	\$ 33,311,935	\$ -	\$ 756,780	\$ -	\$ 1,296,525	\$ -	\$ 35,365,240





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

Internal Service Fund - Workers Compensation

The following table presents a comparison of the proposed fiscal year 2025-2026 revenues and expenditures for the Workers Compensation Fund with a comparison to fiscal year 2024-2025:

	Adopted Budget 2024-2025	Amended Budget 2024-2025	Adopted Budget 2025-2026
Operating Revenues	\$ 475,000	\$ 550,000	\$ 575,000
Operating Expenses	475,000	550,000	575,000
Total Operating Expenses and Other Uses	475,000	550,000	575,000
Net Position	-	-	-
Projected Balance Beginning	1,296,525	1,296,525	1,296,525
Projected Balance Ending	\$ 1,296,525	\$ 1,296,525	\$ 1,296,525

Internal Service Fund - Facilities Support Charges

The Internal Service Fund also includes the Facilities Support Charges Fund. It consists of facilities support charges that are divided among the divisions based on square footage. The following table presents a comparison of the proposed fiscal year 2025-2026 revenues and expenditures for the Facilities Support Charges with a comparison to fiscal year 2024-2025.

	Adopted Budget 2024-2025	Amended Budget 2024-2025	Adopted Budget 2025-2026
Operating Revenues	\$ 6,830,194	\$ 6,830,194	\$ 6,920,429
Operating Expenses	6,830,194	6,830,194	6,920,429
Transfers Out	-	-	-
Total Operating Expenses and Other Uses	6,830,194	6,830,194	6,920,429
Projected Balance Beginning	-	-	-
Projected Balance Ending	\$ -	\$ -	\$ -

Enterprise Fund – Choice Partners

The Enterprise Fund consists of the Choice Partners Fund which offers quality, legal, procurement and contract solutions to meet the purchasing needs of school districts and other governmental entities. The following table presents a comparison of the proposed fiscal year 2025-2026 revenues and expenditures for Choice Partners Fund with a comparison to fiscal year 2024-2025.

	Adopted Budget 2024-2025	Amended Budget 2024-2025	Adopted Budget 2025-2026
Operating Revenues	\$ 8,183,177	\$ 8,333,177	\$ 10,643,990
Operating Expenses	4,359,370	4,359,370	4,782,512
Transfers Out	5,183,961	5,333,961	7,614,748
Total Operating Expenses and Other Uses	9,543,331	9,693,331	12,397,260
Projected Balance Beginning	1,753,270	1,753,270	1,753,270
Projected Balance Ending	\$ 393,116	\$ 393,116	\$ -

Notes: 1) While the amended FY25 Budget still includes the use of \$1.7M in fund balance, revenues have exceeded the need for this use. Therefore, the expected fund balance transfer will occur in FY26, contingent on Choice Partners’ realized revenues. 2) The operating revenues are net of rebates offered to members.

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 2025-2026. Expenditures plus other financing uses amount to \$78,900,529. Revenues equal \$77,965,969. One-time costs total \$934,560 for specific capital expenditure (Irvington Gas Generator).

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

Trend Analysis, All Funds

For fiscal year 2027 to 2029 forecasted figures the trend includes 3% growth in revenues and 2% in expenditures. A more detailed projection can be found in the Financial Section.

	Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Projected 2024-2025	Adopted 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030	Forecast 2030-2031
Beginning Fund Balance	\$83,222,066	\$64,851,107	\$45,714,359	\$58,586,055	\$47,541,476	\$35,365,239	\$35,365,239	\$36,154,245	\$36,953,822	\$38,611,366
General Fund	56,864,265	63,577,861	74,567,730	76,931,026	77,965,969	80,304,948	82,714,097	85,195,519	87,751,385	90,383,927
Special Revenue Funds	31,658,930	40,351,542	40,575,961	37,039,497	43,637,357	44,510,104	45,400,306	46,308,312	47,234,479	48,179,168
Debt Service Fund	3,658,500	3,116,117	3,286,720	3,691,361	3,882,929	4,158,088	4,185,963	4,182,713	4,183,713	4,183,713
Capital Project Fund	2,981,186	4,358,481	17,283,612	2,363,179	934,560	962,597	962,597	991,475	991,475	1,021,219
Internal Service Fund	6,060,000	6,610,512	7,128,741	7,012,324	7,495,429	7,720,292	7,951,901	8,190,458	8,436,171	8,689,257
Enterprise Fund	7,580,665	7,108,364	10,754,083	13,202,611	10,643,990	10,963,310	11,292,209	11,630,975	11,979,905	12,339,302
Estimated Revenues	108,803,546	125,122,878	153,596,845	140,239,998	144,560,234	148,619,338	152,507,072	156,499,452	160,577,127	164,796,584
General Fund	57,029,128	63,798,360	65,628,800	77,322,028	78,900,529	80,478,540	82,088,110	83,729,873	85,404,470	87,112,559
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Capital Project Fund	20,026,783	22,907,568	13,413,856	12,901,000	10,422,967	-	-	-	-	-
Internal Service Fund	6,088,455	6,618,159	7,067,340	7,128,079	7,495,429	7,720,292	7,951,901	8,190,458	8,436,171	8,689,257
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Difference	(18,370,959)	(19,136,748)	12,871,696	(11,044,579)	(12,176,237)	789,005	1,588,583	2,457,122	3,338,390	4,292,586
Projected Ending Fund Balance	\$64,851,107	\$45,714,359	\$58,586,055	\$47,541,476	\$35,365,239	\$36,154,245	\$36,953,822	\$38,611,366	\$40,292,212	\$42,903,952

Projected Fund Balance

We are projecting that the fiscal year 2025-2026 ending General Fund balance will be **\$33,311,935**. This represents a **\$934,560** decrease from the projected 2024-2025 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). The amount projected is for the upgrade of the Irvington building generator.

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.

2024 Maintenance Note Purchases

To balance the budget, the department is assigned several purchases from the 2024 Maintenance Note Budget. These are as follows:

Division	Request / Description	Maintenance
Facilities - Construction	ABS West - 3 roof top AC Units	\$ 493,240
	East and West Delayed Egress Doors	45,000
	Coolwood HS Gate Operators	50,000
Human Resources	Qualtrics - Statement of Word	10,000
Research and Evaluation	Upgrade in Qualtrics	35,000
Communications	Lighting - 502 Conference Room	35,000
Special schools	4 metrasens - \$19,800 each (Detectors)	85,284
	lpads	53,000
	50 Styrolite flexible Seating (\$200 per piece)	10,000
	50 Styrolite flexible Seating (\$200 per piece)	10,000
	Handheld Radios	10,000
	Security Cameras	37,473
		<u>\$ 873,997</u>

New AB North School Planning

Based on the need to expand the range of Special Education services at our AB locations, the Department is in the process of planning a new AB North location. A feasibility study is underway, and a new Lease Revenue Bond is proposed later FY 2026 and/or early FY 2027. The cost to service this new debt of approximately \$15,000,000 is entertained along with funding for land acquisition and one time use of fund balance. The additional cost of serving the debt is approximately \$500,000 to \$800,000 per year net due to other bonds being paid off in the next two years. The size of the school will be like AB West, and the projected cost of operations is expected to be approximately \$4,500,000 with a ratio of 75% subsidy or \$1,125,000 in additional tax support.

About the 2025-2026 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 2025-2026 fiscal year. To prepare the annual budget, HCDE develops projections for taxable value, collection rate, and expenditure levels.

Appropriation Levels

General Operating Fund –The 2025-2026 appropriation levels for the General Operating Fund are projected at \$78,900,529; this represents an increase of 5.6% or \$3,435,998 from 2024-2025 amended budget.

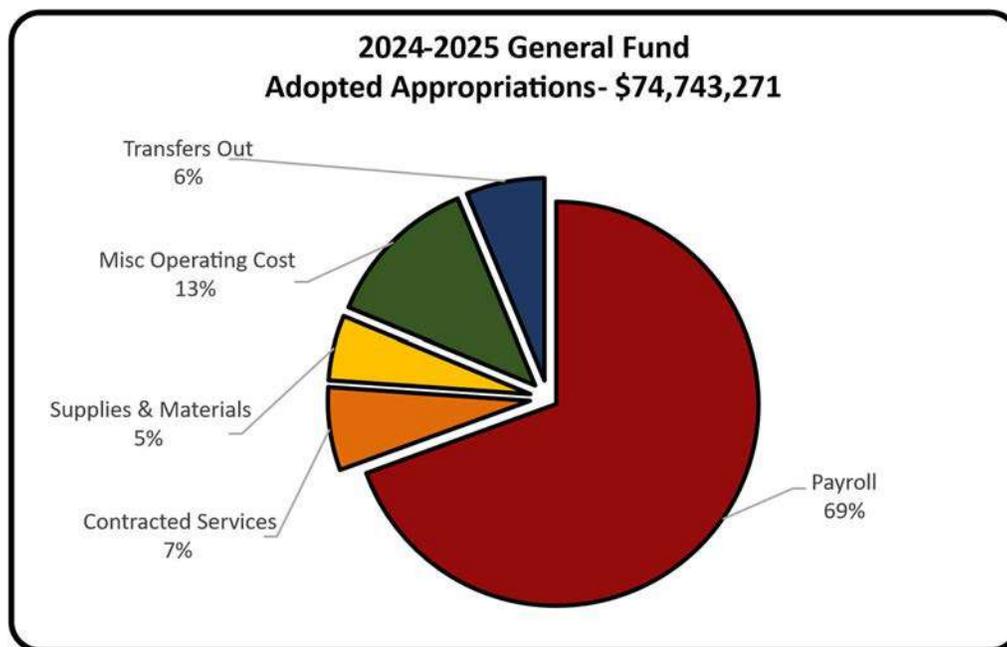
The budget process was representative of the economic environment. A series of budget meetings and reviews were conducted by the Superintendent and the Budget Committee to achieve this budget. Transfers-out to other funds amounted to \$5,955,076 in fiscal year 2025-2026 composed of the CASE local match of \$550,787, the Head Start local match of \$200,000, OMNY Award Grants to divisions at \$198,000, the Debt Service transfer at \$3,882,929 and capital projects for \$934,560.

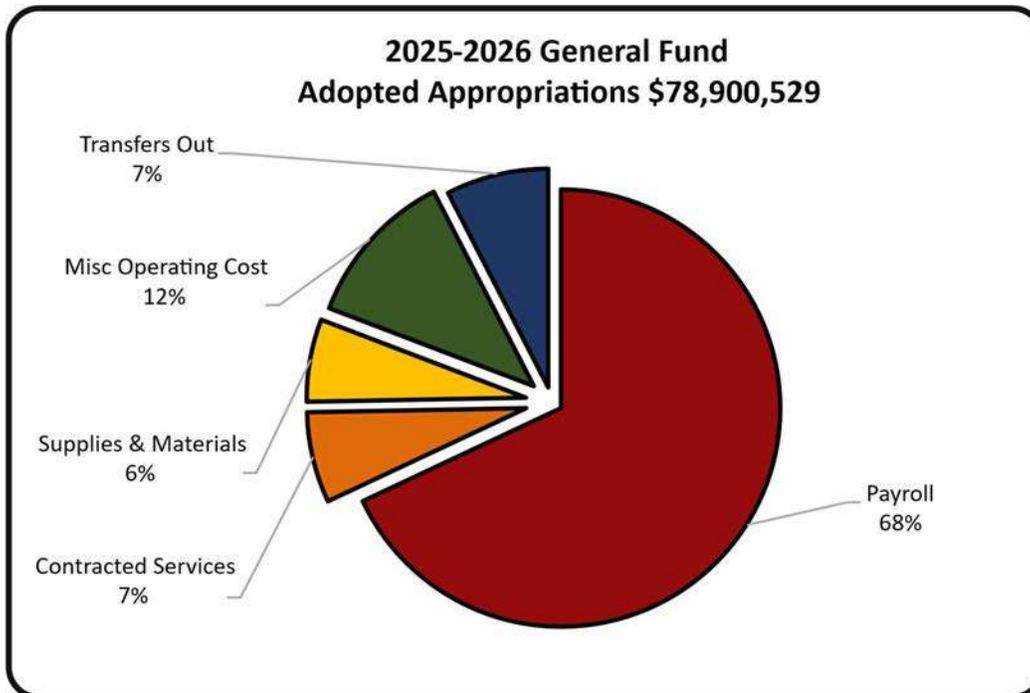
Comparison of General Operating Fund Appropriations by Object

General Fund Only

Object Code	Adopted Budget 2024-2025	Amended Budget 2024-2025	Adopted Budget 2025-2026	Percent Change
Payroll	\$ 51,835,222	\$ 51,907,890	\$ 53,607,051	3%
Contracted Services	4,966,836	4,995,381	5,287,698	6%
Supplies & Materials	3,879,292	3,903,302	4,809,354	23%
Misc Operating Cost	9,304,707	9,525,244	9,178,392	-4%
Capital Outlay	87,958	72,458	62,958	-13%
Transfers Out	4,669,256	5,060,256	5,955,076	18%
Total Appropriations	\$ 74,743,271	\$ 75,464,531	\$ 78,900,529	5%

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





Debt Service Fund – The Department budgeted \$3,882,929 in appropriations for fiscal year 2025-2026. Resources in the Debt Service Fund must be used to pay for general long-term debt principal and interest for debt issues and other long-term debts for which revenues are dedicated from the General Fund.

Currently the Department has approximately \$58 million plus a premium of \$24.8 million in debt including:

- PFC Lease Revenue bonds for \$26.2 million outstanding for the construction of the 2020 Capital improvement Plan that included new buildings for HP East, AB East, Adult Education Center. For these projects, the General Fund contributed \$5.7 million.
- Series 2020 HCDE Maintenance Note for \$13.8 million for the renovation of the Ronald Reagan building, equipment for the Adult Ed Center, equipment and other resources for AB East, Highpoint East buildings, and other equipment and renovation costs.
- New Series 2024 HCDE Maintenance Note for 15.1 million to continue renovation and repair on existing facilities throughout the Department.
- Previous PFC Lease bond for a remaining value of \$740,000.
- The amount of premium and other resources used from the bond sale was \$1.4 million.

Special Revenues Funds – Appropriations for these funds are restricted to or designated for specific purposes by a grantor. For fiscal year 2025-2026, the Department’s appropriation is \$43,637,357. The Department provides information to the Board of Trustees on all Department grants, as the Notice of Grant Awards (NOGA) are received, the estimated revenues and appropriations are adjusted to reflect the awarded grant budget. These grants have restrictions placed by grantors.

Revenue Levels

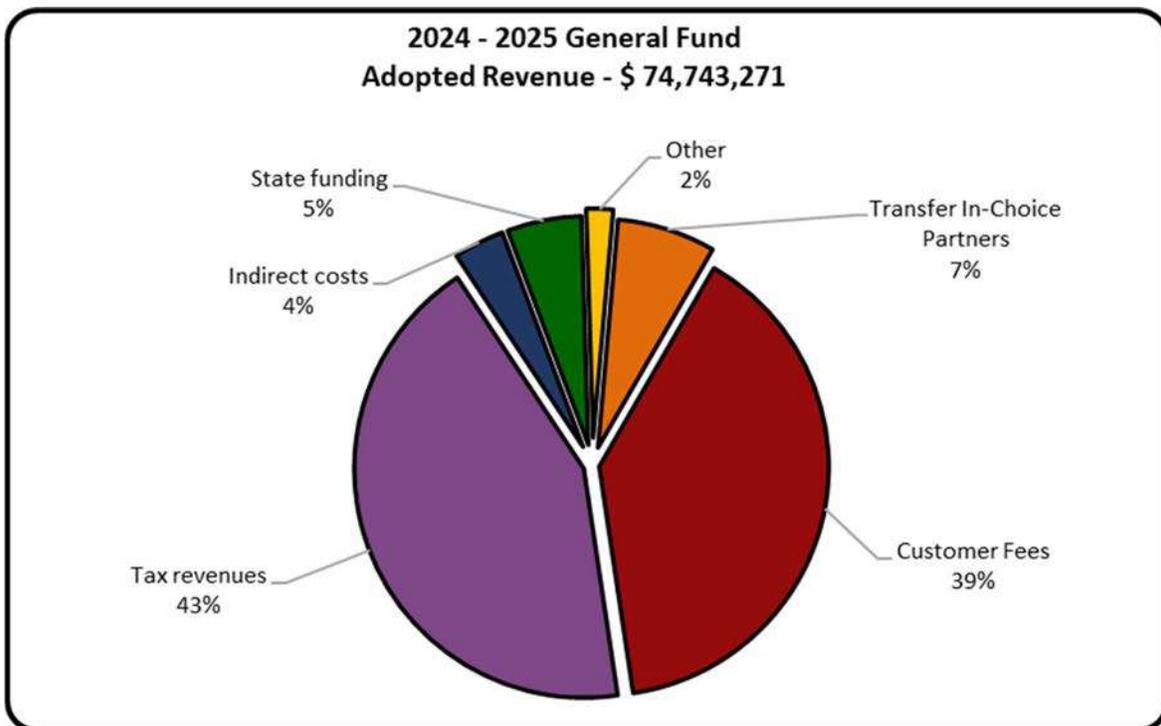
Revenue estimates are based upon a variety of demographic and tax information. Estimating revenue from the two major sources, customer fees and local property taxes, are critical to the budget.

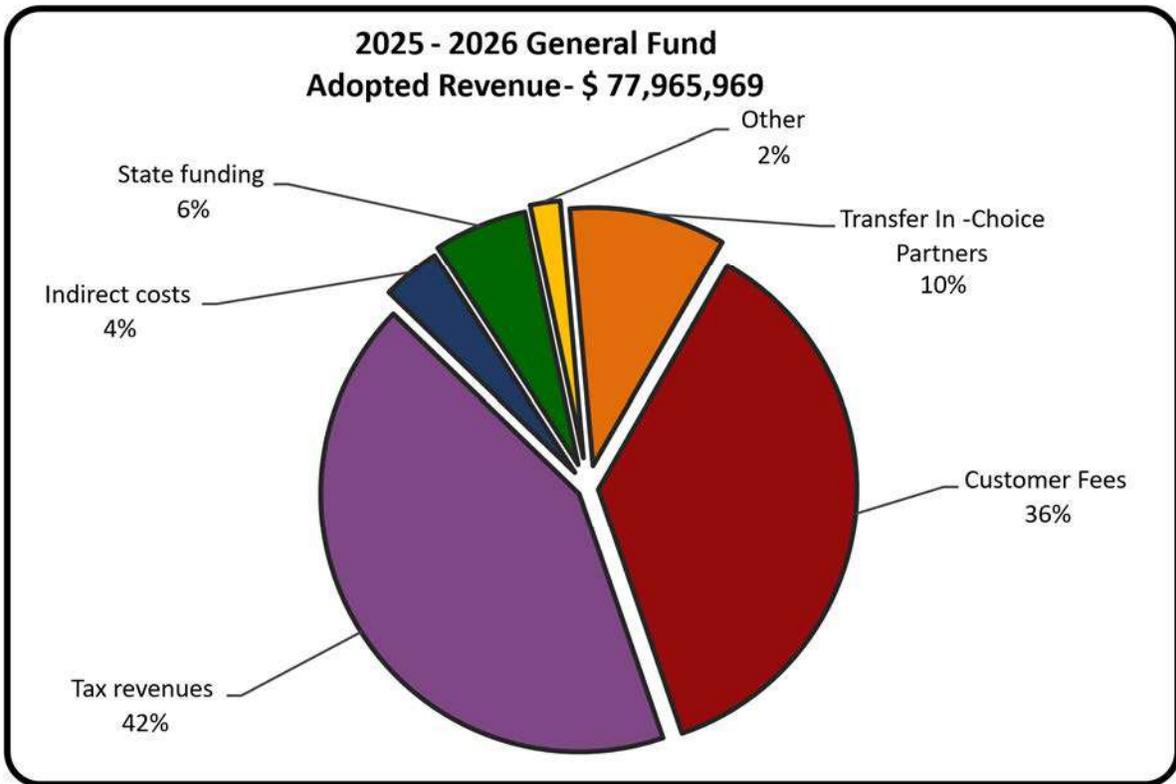
The Department estimates total General Operating Fund revenues of \$78,068,797 for the 2025-2026 fiscal year. Customer fees are projected to be \$28,392,015 or 36% of the estimated revenues. Tax revenues are projected to be \$33,117,193 or 42% of the estimated revenues. The remaining 21% of the revenues are indirect costs at \$2,837,963; state funding \$4,545,050, transfer in from Choice Partners Fund of \$7,614,748 and other revenues at \$1,459,000.

The recommended budget includes an increase in revenues of 4% from the amended fiscal year 2024-2025 budget for the General Fund.

The following charts present the adopted revenue levels for fiscal year 2024-2025 and the proposed revenues for fiscal year 2025-2026.

Object Code	Adopted Budget 2024-2025	Amended Budget 2024-2025	Adopted Budget 2025-2026	Percent Change
Customer Fees	\$ 29,377,667	\$ 29,584,702	\$ 28,392,015	-4.0%
Tax revenues	32,184,041	32,184,041	33,117,193	3%
Indirect costs	2,676,232	2,676,232	2,837,963	6%
State funding	3,915,000	3,915,000	4,545,050	16%
Other	1,406,370	1,379,595	1,459,000	6%
Transfer In-Choice Partners	5,183,961	5,333,961	7,614,748	43%
Total Revenues	\$ 74,743,271	\$ 75,073,531	\$ 77,965,969	4%





Local Revenues

Local revenues are projected to increase by 4%. Revenues from the current year customer fees are expected to decrease by 4% from an amended budget of \$29,584,702 in fiscal year 2024-2025 to a projected \$28,392,015 for fiscal year 2025-2026. HCDE has increased the rates at the special schools by 1% for In-County districts and 3% for Out-of-County districts, and Therapy services rates are increased by 1%. There is no increment in the service rates from Records Management, or the Center for Safe and Secure Schools. In addition, the Department anticipates a 6% increase in tax revenues from \$32,184,041 in fiscal year 2024-2025 to \$33,117,193 in fiscal year 2025-2026 due to the increase in property values and the adopted tax rate. A 2% increase in values is projected based on the preliminary estimate from the Harris County Appraisal District. Also, a 100% collection was used in projecting revenues for fiscal year 2025-2026, and it is expected that this rate will be realized for the fiscal year.

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

Based on the taxable value, the Department must project the level of taxation that will generate adequate funds to provide funds to meet Department obligations while keeping in mind the ability of local taxpayers to pay their taxes. The Harris County Tax Office calculated the no-new-revenue tax rate (“NNRR”), formerly called the effective tax rate. The adopted tax rate for HCDE fiscal year 2024-2025 was less than the NNRR, which was calculated at \$.0048 for fiscal year 2024-2025, and less than the voter approved rate (VAR) calculated at \$.005259.

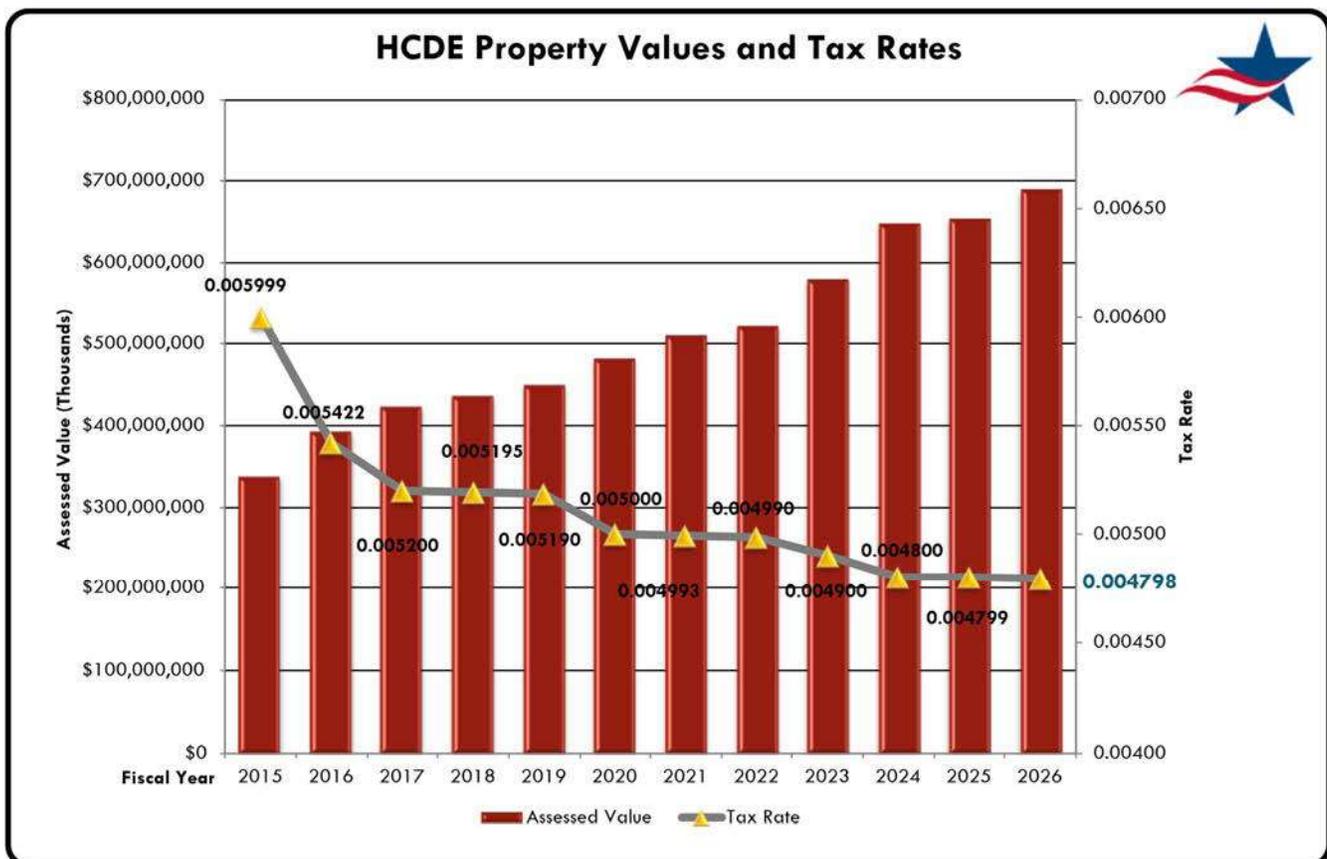
Throughout the budget process, we used the current tax rate and the projected values to estimate the level of local effort. Upon receiving the certified values and the NNRR calculation from the Harris County

Tax Assessor-Collector, the tax rate proposal will be developed and presented to the board in accordance with the truth in taxation law. Current revenue projections and tax rates are based on projected values and current rates. Projections will be recalculated in accordance with State tax regulations.

Taxable Value – The Harris County Appraisal District certifies the taxable value from which the Department begins to develop the estimates for local tax revenues. The certified valuations of net taxable value for the 2024-2025 fiscal year (tax year 2024) were **\$653,363,198,127** (based on HCAD report updated 8/08/2025). This was a decline of \$12B from the original certified values at the time of tax rate adoption. A budget amendment was approved to reduce the revenues in FY 2025 and adjust the expenditures for FY 2025.

For the tax-year 2025, the estimated taxable value is **\$689 Billion** (based on certified values as of 07/18/2025), which is an increase of \$36,520,695,255 or 5.59%. The adjacent chart illustrates the 10-year taxable value history of the Department. The Department is also continuing the Over 65 & Disabled Exemption from \$275,000 to \$320,000 with an estimated impact of \$634,370 at the current rate.

Tax Collections – The collections percentage used to estimate the tax revenues is 100%. 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 Harris County have increased. As the population in 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 \$520 to \$570 per day. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There is a 1% increase over last year's rates.

Special school services are provided to school districts which contract with HCDE to provide services for students with behavioral and disability issues. The rates are based on whether the district is within the county boundaries or outside of the boundaries. The fees range from \$8,200 (Fortis Academy – Out of County) to \$29,750 (AB Schools – Out of County) per year. Since the Spring of FY 2025, Fortis Academy has suspended fees to In-County school districts to increase its enrollment. The sustainability of this model has been identified as a locally supported activity which is assisted by property taxes. There was a 1% to 3% increase in fees compared to last year.

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

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

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

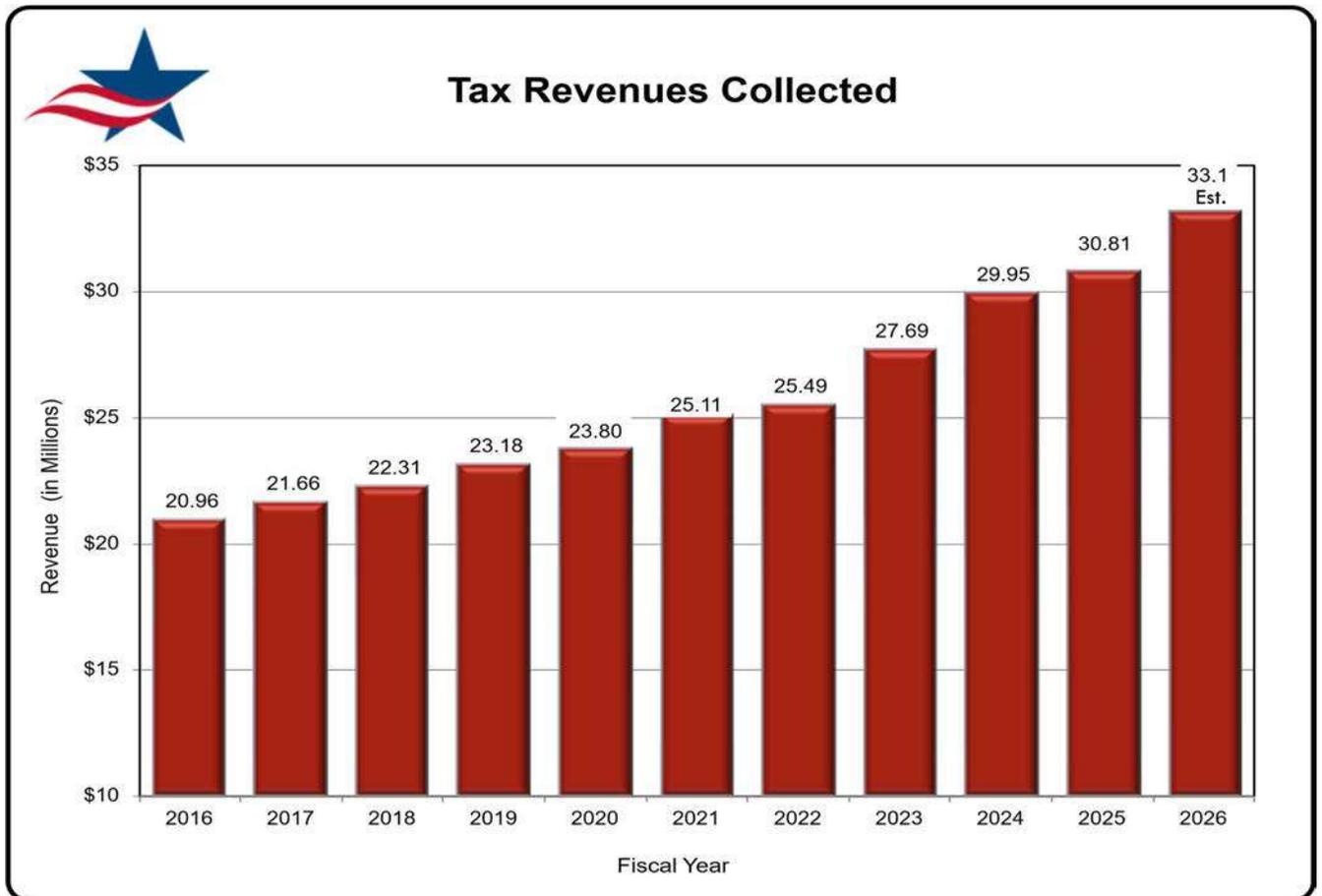
Enterprise Activity

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

Other Local Revenue Sources

The Department has other sources of revenue. For Fiscal Year 2025-2026 the only source of other revenue is interest. Interest revenues are estimated at \$1,300,000 due to the stability in interest rates for the near term.

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



Other 2025-2026 HCDE Budget Highlights

Salary Increase –

The proposed budget continues the \$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 \$75,000 which is expected to be at the highest level for the region. Grant employees are only included in the increase if the grant can absorb the cost. For the Head Start Program, a \$200,000 additional transfer from General Fund will be required for FY26 to continue the \$15 minimum compensation plan.

Other Payroll Highlights –

Additionally, included in the budget are **11.6** new positions which include 3.6 Occupational Therapy Assistants and 1 Music Therapist for the School Based Therapy Division, 1 FTE each for Fortis Academy, Highpoint East and Special Schools Administration. Choice Partners will have 4 additional FTEs to address growth in the division.

Workers Compensation Insurance –

The amount of \$575,000 was budgeted for fiscal year 2025-2026. There are sufficient funds in the reserve account for uncertainties and to cover any runoff claims.

Transfers Out –

The transfers out increased from \$5,060,256 in fiscal year 2024-2025 to \$5,955,076 in fiscal year 2025-2026. The Head Start transfer is \$200,000, the CASE transfer is \$550,787, and the Debt Service transfer is \$3,882,929.

Transfers In –

Choice Partners Cooperative is an Enterprise Fund with excess funds transferred to the General Fund to support the mission of HCDE. The total transfer (revenue to General Fund) is projected at \$7,614,748.

Below is the All Funds Five-year 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 2021-2022	Actual 2022-2023	Actual 2023-2024	Projected 2024-2025	Adopted 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030	Forecast 2030-2031
Beginning Fund Balance	\$83,222,066	\$64,851,107	\$45,714,359	\$58,586,055	\$47,541,476	\$35,365,239	\$35,365,239	\$36,154,245	\$36,953,822	\$38,611,366
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Internal Service Fund	6,060,000	6,610,512	7,128,741	7,012,324	7,495,429	7,720,292	7,951,901	8,190,458	8,436,171	8,689,257
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Estimated Revenues	108,803,546	125,122,878	153,596,845	140,239,998	144,560,234	148,619,338	152,507,072	156,499,452	160,577,127	164,796,584
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Capital Project Fund	20,026,783	22,907,568	13,413,856	12,901,000	10,422,967	-	-	-	-	-
Internal Service Fund	6,088,455	6,618,159	7,067,340	7,128,079	7,495,429	7,720,292	7,951,901	8,190,458	8,436,171	8,689,257
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Difference	(18,370,959)	(19,136,748)	12,871,696	(11,044,579)	(12,176,237)	789,005	1,588,583	2,457,122	3,338,390	4,292,586
Projected Ending Fund Balance	\$64,851,107	\$45,714,359	\$58,586,055	\$47,541,476	\$35,365,239	\$36,154,245	\$36,953,822	\$38,611,366	\$40,292,212	\$42,903,952

Going forward beyond fiscal year 2025-2026

Estimated revenues and appropriations for the next five years will depend on the ability of HCDE to remain implementing a positive business model that will maximize fee structure, grant resources, and leverage local tax dollars. The ability to remain competitive in the market relies on maintaining a knowledgeable and expert work force, safe and secured facilities, 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 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 2024-2025, the Business Office earned the Distinguished Budget Presentation Award for Budgeting from ASBO, and the Distinguished Budget Presentation Award from GFOA. This was the fourteenth submission for ASBO and the sixteenth submission for GFOA for HCDE in its history. All budget managers also were instrumental in providing timely information to the Business Office.

Uncertainty in Grants and Legislative Impact from State and Federal Governments

In projecting FY 25-26, the department took into consideration various assumptions of grant funding based on data available as of May 25, 2025. There are **two types of external variables with economic impact** that are forecasted within this budget, and major shifts in funding or policies that will affect the budget will require a budget adjustment going forward. Our staff continues to monitor legislative at the state and federal level.

Major budget impacts from State and Federal Legislation

1) State Legislation

- a) The State of Texas has approved a **voucher program** that may impact the schools by reducing contracts entered with school districts. Special Schools are in the process of setting contracts for FY 2026, and we will evaluate level of contracts and adjust spending levels at our AB Schools, Highpoint and Fortis Academy.
- b) Additional legislation from the State of Texas includes **increases in teacher salaries**. HCDE ability to recruit and provide a higher salary will be impacted due to the State mandated salary increases for teachers. HCDE does not receive foundation funding under HB 2, thus if increases in teacher salaries are required to compete with school districts, it will be necessary to increase our salary scale which will require additional revenue resources. Moreover, the increases in funding will alter the teacher pay scale in order to align to school district increases and to base it on years of experience and district size,

2) Federal Legislation

- a) The federal budget is projected to be effective **October 1, 2025**, and the federal budget is currently being discussed at Congress. The department is awaiting notification of the FY 2026 allotments for adult education grant (passed through the state), the head start grant (direct allocation), and the after-school program grant (CASE which is a pass through the State).
 - a. Depending on the level of funding, the department may need to evaluate the level of **program delivery** and seek other funding sources in the future.
 - b. Any level of reduction in grants will also have an impact on the general fund in two ways: (1) a reduction in **indirect costs** that fund local costs of implementing the grant and (2) the level of **support available for grants** in the support divisions (human resources, business, technology, and facilities).
- b) Another variable from the federal budget is the implementation of tariffs on imported goods by the US administration. This may potentially increase the cost of operations for things such as

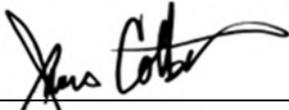
supplies, furniture and equipment. HCDE has budgeted the same expenditure level other than payroll for FY 26, and budget adjustments may be necessary during the year due to increased costs.

- c) As tariffs are implemented and not delayed, the economy continues to react and impact on the economic activity of stocks and bonds.
 - a. **Interest Earnings** - This uncertainty has created a challenge for the Federal Reserve in setting monetary policy through its Fed funds rate. The current rate is projected between 4.25% and 4.50%, and there have been talks about reduction in fed funds which would reduce the investment earnings at the lower end of the yield curve. This has been paused in the last several months, and it has created a flattening of the yield curve and increasing interest rates on the long end of the yield curve. Depending on the Federal Reserve Bank's direction, this may reduce our interest rate earnings since HCDE invests in the shorter side of the yield curve.
 - b. **Choice Partners Revenues** – The implementation of additional tariffs is expected to increase the cost of goods and a potential slowdown of the Choice Partners revenues as members buy less due to higher prices. However, the tariffs may also have the potential to increase the level of purchases and participation due to higher costs. The impact will be monitored to adjust spending patterns in the department and the Choice Partner Cooperative.

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 2025-2026. 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 J. Amezcua, PhD, CPA, RTSBA, CPFIM
Assistant Superintendent for Business Services



OFFICIALS, STAFF & CONSULTANTS

Harris County Department of Education

COUNTY BOARD OF TRUSTEES

NAME	TITLE	SERVICE DATE
Amy Flores Hinojosa	President	2019
Richard Cantu	1st Vice President	2019
Erica Davis, Ph.D.	2nd Vice President	2021
James Colbert, Jr.	Secretary	2014
Andrea Duhon	Member	2019
Eric Dick	Member	2017
John McGee, Ph.D.	Member	2023
Silky Joshi	Member	2025

ADMINISTRATIVE OFFICIALS

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

CONSULTANTS & ADVISORS

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



Organizational Section

COLORADO



SUPERINTENDENT'S BIOGRAPHY

Harris County Department of Education



James Colbert, Jr

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

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

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

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



ASSISTANT SUPERINTENDENT OF BUSINESS

Harris County Department of Education



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

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

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

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

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

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

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



BOARD OF TRUSTEES BIOGRAPHIES

Harris County Department of Education

Amy Flores Hinojosa
Board President
Position 1, Precinct 2



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

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

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

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

Richard Cantu
First Vice President
Position 3, At Large



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

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

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

Cantu began his term in January 2019 with the term expiring in December 2030.

Erica Davis, Ph.D.
Second Vice President
Position 5, At Large



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

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

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

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

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

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

Andrea Duhon
Position 2, Precinct 4



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

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

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

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

Eric Dick
Position 4, Precinct 3



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

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

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

On January 12, 2023, the Board met in a Called Board meeting and appointed Eric Dick to fill the unexpired portion of the Position 4, Precinct 3 seat. His term will end on December 31, 2030.

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



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

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

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

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

Silky Malik
Position 7, At-Large



As a former educator and researcher, U.S. congressional candidate and current Ph.D. candidate with a focus on public policy, Malik has developed a nuanced understanding of educational systems and the dynamics of policymaking and advocacy. She has also served as a board member for organizations such as Annie's List Training Fund, which provides governance skills and experience in strategic oversight.

Appointed unanimously by HCDE's Board of Trustees, Malik is fulfilling the remainder of the term for Position 7, At-Large, which expires in December 2026. The seat was previously held by David Brown, who stepped down in January 2025.



Department Mission & Goals

Harris County Department of Education

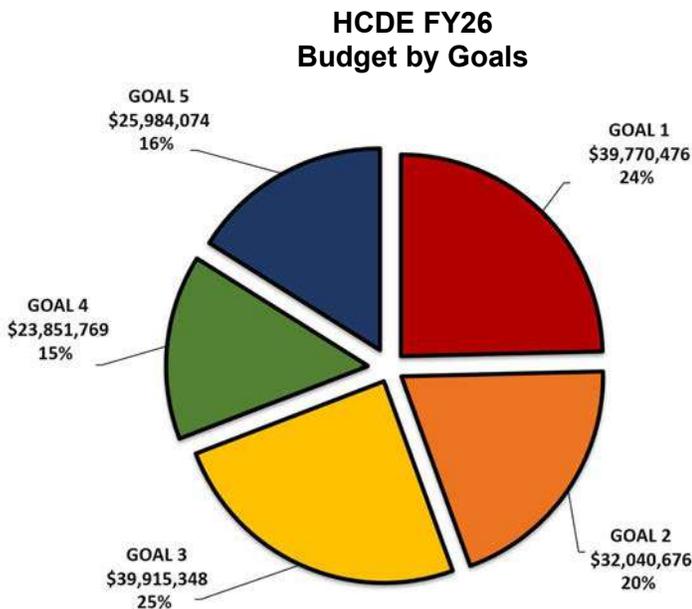
Harris County Department of Education (“HCDE”), a highly successful educational resource in the Houston Metroplex, is a nonprofit tax-assisted organization dedicated to the equalization of educational opportunity and to the advancement of public schools. HCDE has been serving the county’s public schools since 1889. Harris County Department of Education was formed as the original area district to provide free public schools. Today, HCDE has about 1150 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.

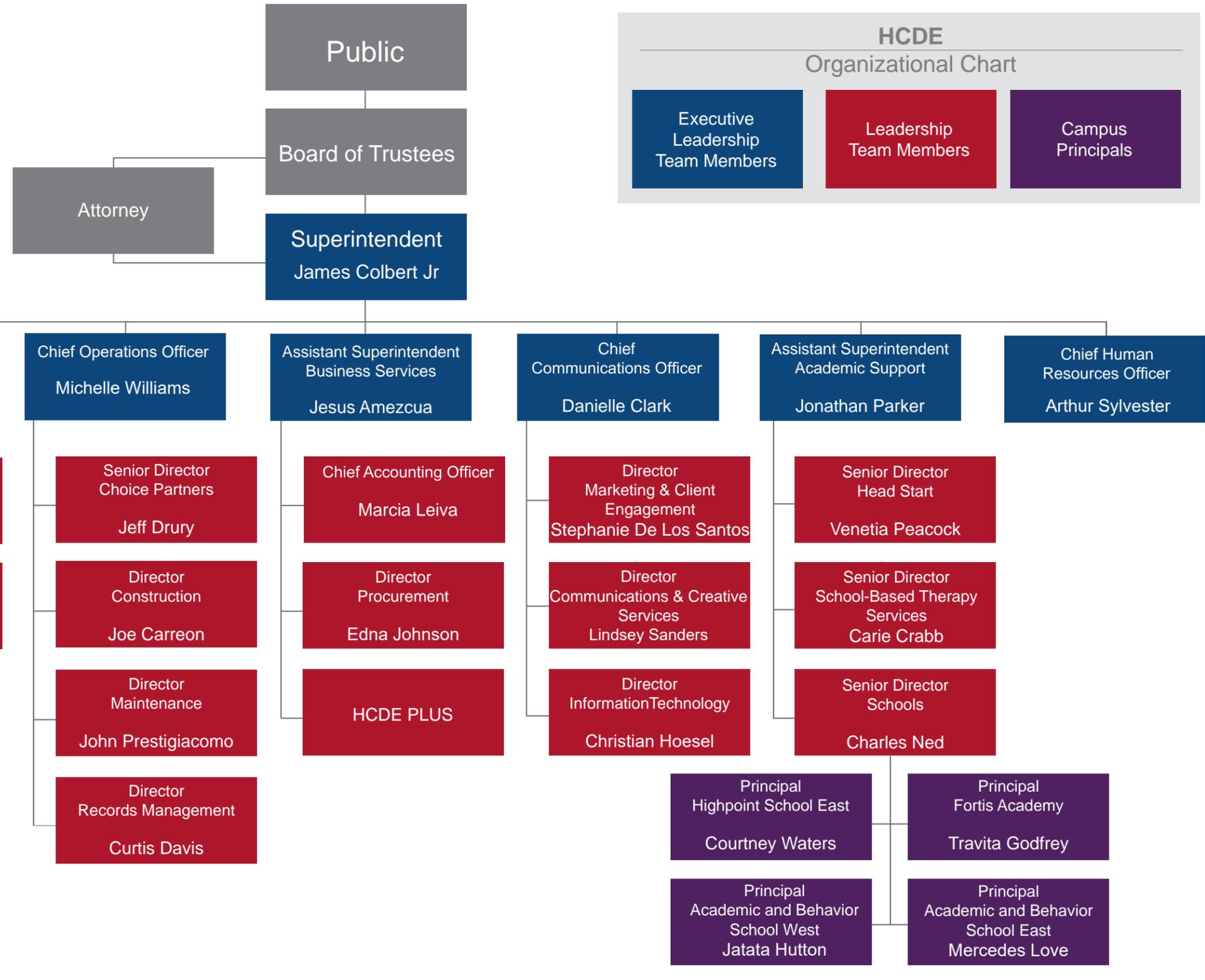
The chart below shows the Budget by Goals. Each division provided the Business Office the percentage of their task devoted to each goal. Division budgets get allocated accordingly and as we add all divisions, we get the total amount of the budget devoted to every Goal. The process is reviewed and approved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



Goals

Harris County Department of Education will:

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





Department Profile

Harris County Department of Education

A HISTORICAL TEXAS INSTITUTION

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

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

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

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

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



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

COUNTY BOARD OF TRUSTEES

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

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

<u>NAME</u>	<u>TITLE</u>	<u>SERVICE DATE</u>
Amy Flores Hinojosa	President	2019
Richard Cantu	Vice President	2019
Erica Davis, Ed.D.	Second Vice President	2021
James Colbert, Jr.	Secretary	2014
Andrea Duhon	Member	2019
Eric Dick	Member	2017
John McGee, Ph.D.	Member	2023
Silky Joshi	Member	2025

ADMINISTRATIVE OFFICIALS

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

The Department is a primary governmental unit and is not included in any other government 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:

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

ORGANIZATION AUTHORITY

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

STRUCTURE

HCDE has Five Pillars of Service:

Fund Type	Division	Students Served	Reports To
Special Revenue	Adult Education	5,635	Assistant Superintendent of Education & Enrichment
General	Special Schools	829	Assistant Superintendent of Academic Support
Special Revenue	Head Start	1,437	
General	School-Based Therapy	7,792	
Special Revenue	CASE for Kids	15,723	Chief of Staff

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

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

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

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

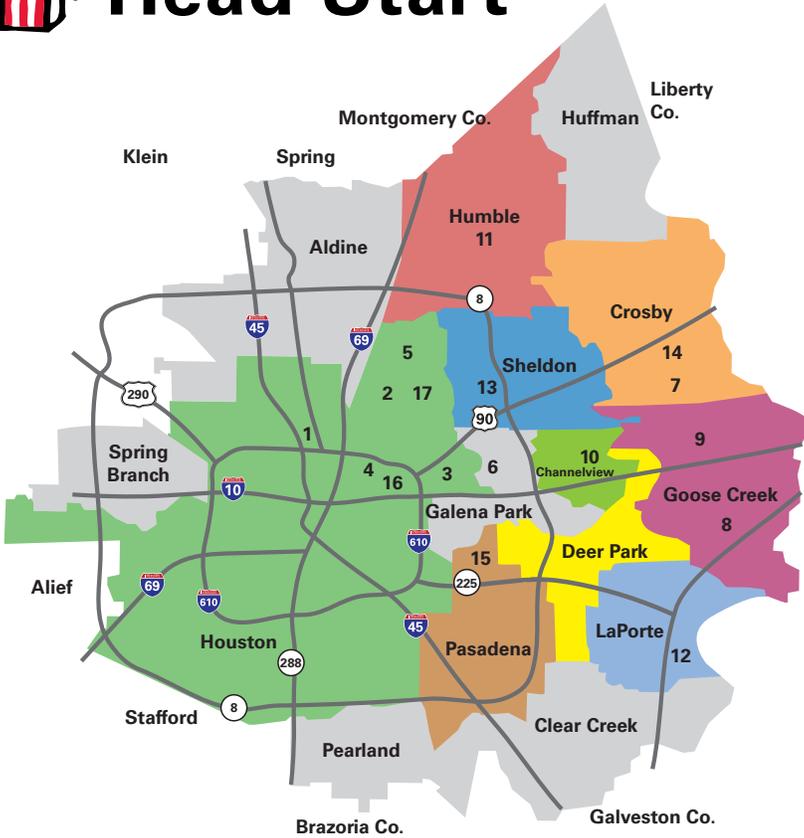
Fund Type	Division	Schools & Governments Served	Reports To
General	Business Services	44	Assistant Superintendent of Business
General	Center for Safe and Secure Schools	89	Assistant Superintendent of Education & Enrichment
General	Center for Educator Success	108	
General	Center for Grants Development	48	
General	Research & Evaluation Institute	32	
Enterprise	Choice Partners	2,390	Executive Director for Facilities
General	Records Management Services	130	

OUR MISSION

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



Head Start



HEAD START CAMPUSES

- | | |
|-----------------------------|-----------------------|
| HOUSTON | GOOSE CREEK |
| 1. HCDE Main Offices | 8. Baytown EHS & HS |
| 2. Compton | 9. JD Walker |
| 3. Coolwood EHS & HS | CHANNELVIEW |
| 4. Dogan | 10. Channelview |
| 5. Fonwood | HUMBLE |
| GALENA PARK | 11. Humble EHS & HS |
| 6. Sheffield | LA PORTE |
| CROSBY | 12. La Porte EHS & HS |
| 7. Barrett Station EHS & HS | SHELDON |
| | 13. Tidwell EHS & HS |

EARLY HEAD START CHILDCARE PARTNERS

- | | |
|------------------------------|---|
| CROSBY | HOUSTON |
| 14. John G. Jones | 16. Community Partners Early Childhood Development Center |
| PASADENA | 17. Successful Starters Learning Academy II |
| 15. Pasadena Learning Center | |

- | | | |
|--|---|--|
| 1. HCDE HEAD START OFFICES
6300 Irvington Blvd.
Houston, TX 77022
O:713-672-9343 F:713-672-9363 | 7. BARRETT STATION EHS & HS CAMPUS
808 1/2 Magnolia Ave.
Crosby, TX 77532
O:713-696-3119 F:713-696-3110 | 13. TIDWELL EHS & HS CAMPUS
8302 John Ralston Rd.
Houston, TX 77044
O:713-696-3124 F:281-459-4365 |
| 2. COMPTON CAMPUS
9720 Spaulding St.
Houston, TX 77016
O:713-635-4142 F:713-631-8598 | 8. BAYTOWN EHS & HS CAMPUS
317 Massey Tompkins Rd.
Baytown, TX 77521
O:713-696-3120 F:713-696-3111 | 14. JOHN G. JONES
12406 Crosby Lynchburg Rd.
Crosby, TX 77532
O:713-696-2150 |
| 3. COOLWOOD EHS & HS CAMPUS
767 Coolwood Dr.
Houston, TX 77013
O:713-451-9024 F:713-451-8356 | 9. J.D. WALKER CAMPUS
7613A Wade Rd.
Baytown, TX 77521
O:713-696-3122 F:713-696-3113 | 15. PASADENA LEARNING CENTER
1511 Allendale Rd.
Pasadena, TX 77502
O:713-696-2150 |
| 4. DOGAN CAMPUS
4202 Liberty Rd.
Houston, TX 77026
O:713-672-0207 F:713-672-7838 | 10. CHANNELVIEW CAMPUS
16102 Ridlon
Channelview, TX 77530
O:713-696-1852 F:281-452-4707 | 16. COMMUNITY PARTNERS EARLY CHILDHOOD DEVELOPMENT CENTER
3917 Collingsworth
Houston, TX 77026
O: 713-696-2150 |
| 5. FONWOOD CAMPUS
9709 Mesa Dr.
Houston, TX 77078
O:713-556-3830 | 11. HUMBLE EHS & HS CAMPUS
130 Atascocita
Humble, TX 77396
O:713-696-3121 F:713-696-3112 | 17. SUCCESSFUL STARTERS LEARNING ACADEMY II
10635 Homestead Rd. #B
Houston, TX 77016
O: 713-696-2150 |
| 6. SHEFFIELD CAMPUS
14300 Wallisville Rd.
Houston, TX 77049
O:713-450-3813 F:713-450-0829 | 12. LA PORTE EHS & HS CAMPUS
927 S. 1st St.
La Porte, TX 77571
O:713-696-3123 F:713-696-3114 | |



Strategies & Initiatives

Harris County Department of Education

RESPONSIBILITY TO HARRIS COUNTY

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

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

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

BUSINESS MODEL

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

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

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

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

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

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

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

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

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

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

Enterprise

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

Service Delivery

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

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

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

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

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

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

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

Grant

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

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

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

Support

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

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

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

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

THE EXCEPTIONAL COMPONENT TO EDUCATION

During Fiscal Year 2024 (September 1, 2023, to August 31, 2024) HCDE provided services to 101,797 students and 25,032 educators through programs such as Head Start, Therapy Services, Center for Safe and Secure Schools, and others. These services provided to districts throughout Harris County had the economic impact of more than \$216 million, a \$7.80 to \$1.00 return on investment. Every year, our service volume for the previous year (fiscal year 2025) is finalized by December through the Accountability Study provided by the Research & Evaluation Institute.

HCDE utilizes its resources to leverage additional revenues and enhance the impact to school districts and the community. While \$27.6 million was received from districts and local taxes, HCDE delivered over \$216 million in direct economic benefits to our region. Additionally, some of our various activities have indirect impacts that are not quantified here such as the personal and community impact of providing a GED education, afterschool program, and Head Start program to families and communities. In FY 2024, the Department experienced an increase in contracts for special schools and therapy services. We also served more students in the Adult Education program and after-school programs.

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

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

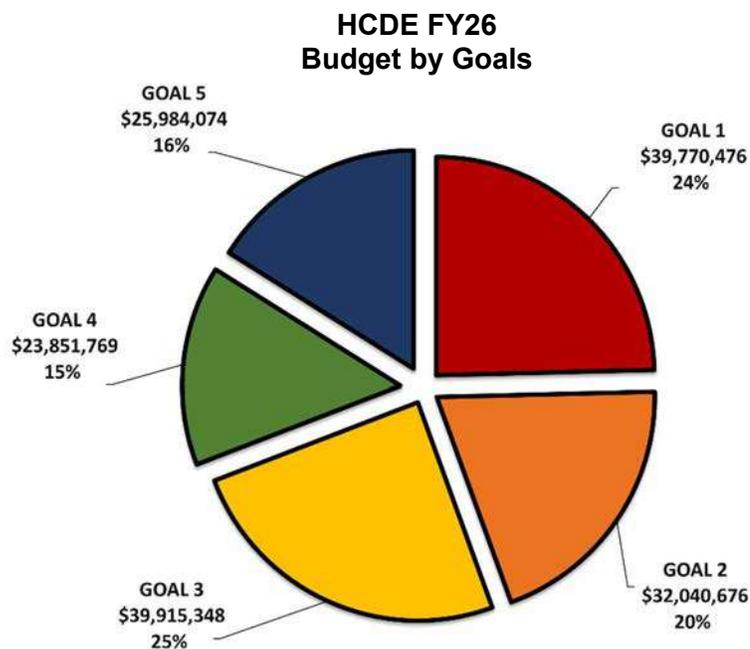
BUDGET INITIATIVES FOR FY2025-2026

The initiatives for FY 25-26 were provided by the Superintendent for all divisions given the adopted Board goals as follows:

Harris County Department of Education will:

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

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



Harris County Department of Education
 Schedule of Goals Achieved per Division Objective

DIVISION	Service Delivery					Outcomes					Financial					Totals %				
	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
Assistant Superintendent Academic Support Services	3	2	5	0	6	5	1	6	0	2	1	6	1	6	1	20%	20%	27%	13%	20%
Special Education Therapy Services	1	1			1			1		1		1		1		14%	29%	14%	14%	29%
Head Start / Early Head Start	1	1	1		1	1	1	1		1	1	1	1	1	1	23%	23%	23%	8%	23%
Special Schools Administration	1	0	4	0	4	4	0	4	0	0	0	4	0	4	0	20%	16%	32%	16%	16%
ABS East			1		1	1		1				1		1		17%	17%	33%	17%	17%
ABS West			1		1	1		1				1		1		17%	17%	33%	17%	17%
Fortis Academy - (Recovery School)			1		1	1		1				1		1		17%	17%	33%	17%	17%
Highpoint East	1		1		1	1		1				1		1		29%	14%	29%	14%	14%
Assistant Superintendent for Education and Enrichment	5	2	1	2	3	5	1	1	2	2	0	4	0	3	1	31%	22%	6%	22%	19%
Center for Safe and Secure Schools	1	1		1	1	1						1		1		29%	29%	0%	29%	14%
Adult Education	1		1		1	1		1		1		1		1		25%	13%	25%	0%	38%
Center for Educator Success	1	1			1	1	1			1				1		29%	29%	0%	14%	29%
Center for Grants Development	1			1		1			1			1				40%	20%	0%	40%	0%
Research and Evaluation	1					1			1			1		1		40%	20%	0%	40%	0%
Chief Communications Officer	3	2	0	1	1	2	2	1	0	2	1	2	0	1	1	32%	32%	5%	11%	21%
Technology Support Services	1							1						1		33%	0%	33%	33%	0%
Client Engagement	1	1			1	1	1			1		1		1		25%	38%	0%	0%	38%
Communications and Public Information	1	1		1		1	1			1	1	1				38%	38%	0%	13%	13%
Chief of Staff																43%	10%	33%	10%	5%
Cooperative for After School Enrichment (CASE)	1	1		1		1				1		1		1		29%	29%	0%	29%	14%
Community Engagement																50%	0%	50%	0%	0%
Education Foundation																50%	0%	50%	0%	0%
Facilities Support Svcs	1	1		1	1	1				1		1				29%	29%	0%	14%	29%
Facilities Maintenance	1	1		1	1	1				1		1				29%	29%	0%	14%	29%
Facilities Construction	1	1		1	1	1				1		1				29%	29%	0%	14%	29%
Local Construction	1	1		1	1	1				1		1				29%	29%	0%	14%	29%
Choice Partners		1		1	1		1			1		1		1		0%	43%	0%	43%	14%
Records Management Services				1		1			1			1		1		20%	20%	0%	60%	0%
Human Resources					1					1				1		0%	0%	0%	0%	100%
Business Support Services		1		1			1		1	1				1		0%	33%	0%	50%	17%
Purchasing Support Services	1	1				1	1					1				40%	60%	0%	0%	0%
Department Wide																23%	35%	12%	13%	17%
Retirement Leave Benefits Fund																20%	20%	20%	20%	20%
State TEA On Behalf Payments																20%	20%	20%	20%	20%
State TEA Employee Health Ins																20%	20%	20%	20%	20%
State TEA Supplemental Compensation																20%	20%	20%	20%	20%
Debt Service Fund																40%	40%	0%	20%	0%
Internal Service Fund - WC																40%	40%	0%	20%	0%
Superintendent's Office																20%	20%	20%	20%	20%
Board of Trustees																20%	20%	20%	20%	20%

- Goals allocation for leadership divisions (in **bold**) are aggregated from their subordinate divisions.
- Goals allocation for divisions which are not subject to Accountability Objective criteria are pro rata based on funding usage.

DETAILED BUDGET INITIATIVES AS PRESENTED BY SUPERINTENDENT COLBERT:

To: All HCDE Budget Managers

From: James Colbert, Jr.
County Superintendent

Ref: 2025-2026 Performance
Budgeting Process

Date: February 6, 2025



FY 2023-2024



FY 2024 had been a year of changing economic conditions in the interest rate market, the consumer market, and the property market. With all those variables, HCDE has been able to adapt and end the year on a positive note.

Our staff were resilient and adapted to the unique environment immediately. Our divisions continue to deliver services to clients and expanding our reach through reorganizations such as the Center for Educator Success, expansion of Choice Partners into the Amazon Platform, and continuing to complete our phase one capital improvement program

The department was able to meet its goals and objectives and ended in serving over **104,376** students and **25,032** educators. Given the

changes in the programs, the department was able to adjust its spending patterns and realize 95% of its revenues and ending in an increase to our fund balance of \$8M. This result was an extraordinary task that involved high collaborations, careful adaptation, and purposeful intent to deliver excellent service.

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

It is time to plan for our next fiscal cycle, and we need to be mindful of lessons learned during the pandemic and the changes in the market. We need to continue to assess our system strengths,

weaknesses, opportunities, and threats. We must finish our initiatives started in 2024 and be receptive to a changing education landscape. Some of the programs that were completed were the Capital Improvement Program Projects, the Head Start Expansion Projects, and Facilities upgrades.

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

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

Several initiatives (our new water) that are under development and plans are being created to start on the new fiscal year. Our executive team leaders and division managers are doing their due diligence to make sure that motions are in place to carry out the plans. We need to focus on meeting our objectives and elevate our performance on a national level. We have planned an initiative to allow for Ultra Exceptional Strategic Plans to take our programs nationally. This means that they need to be more than operational, more than just professional development, and more than added personnel. It must have a basis for national confirmation, sustainability, and full implementation in FY 2026. It is meant to be a WOW Project, and not a routine enhancement of current operations. This is being discussed in the budget instructions manual, and we have named it the **OMNY – OBJECTIVE MASTERY NATIONAL YNITIATIVE**.

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

Going forward in fiscal year 2024-2025

We are at the middle of FY 24-25, and we need to FOCUS on our objectives to end the year on a positive mode. We need to sharpen our expectations to continue to provide exemplary services while increasing the value of services and relationships with our school districts and stakeholder community at large. It is important to keep in mind the business formula that we have undertaken and the administrator's code that we value in our organization.

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

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

Exceptional by Design

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

Planning for fiscal year 2025-2026

The Accountability and Research Department has provided you with the planning toll for your objectives for the upcoming year. You must plan NOW and not wait until the budget process. Planning and goal setting and strategic action must occur prior to allocating funds to programs. The budget process is then only an allocation process for the goals and objectives set for the coming year along with your SWOT Analysis. As you plan, be cognizant of our Board and Supt priorities currently.

A list of new priorities has been provided to the Executive Team. I challenge you to be flexible to adjust projections based on organization projected initiatives and collaboration among affected divisions to make sure that we meet our goals.

We also ask that you keep **reviewing the FY 2025 trends** and identify possible new revenue streams or what I call the “new water” of the Department. Also, it is essential that we identify those expenditure areas that need to be adjusted and reprioritized. During the budget process, additional direction will be given to develop various alternative plans to meet a balanced budget.

Our FY 2025-2026 budget goals include to develop a performance-based budget that meets the following budget goals:

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

The top 12 Major Executive Team Performance Objectives for FY 2025-2026 include the following:

1. Development of feasibility plans for the Phase II Capital Improvement Plan to include expansion of workforce project, future growth and support facilities.
2. Assure program compliance and sustainability and adherence with federal, state, and local policies.
3. Develop and improve customer service and climate and culture for all divisions.
4. Develop communication strategies to assure interagency and division collaboration and communication among all stakeholders.
5. Implement the national enhancement of our enterprise programs.
6. Develop Head Start Program Capital/Lease Program
7. Develop strategies for employee recruitment and retention to include benefit enhancement and wellness programs and improve teacher quality.
8. Develop 3-5 year leasing technology program to assure state of the art leading technology at all facets of the organization.

9. Develop a maintenance and on-going strategy plan to address maintenance of all facilities.
10. Monitor legislation and be responsive to changing laws that affect our divisions.
11. Develop a philanthropic micro plan to enhance donations to the department and the foundation.
12. Develop new initiatives and or expand existing programs that are aligned with our mission – the new water



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

We look forward to reviewing your plans and objectives to improve educational opportunities in Harris County in fiscal year 2025-2026.

NEW INITIATIVES AND STRATEGIES

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

New Initiatives for FY 25-26 include the following:

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

- a. An additional \$300,000 for the Teacher Supplies program to the Education Foundation.
- b. School Based Therapy Program will receive additional (4.6) FTEs to increase the level of service to School Districts around the County due to additional service demand. The cost is \$287,627 and reduction of \$246,421 for 2.6 OT reduced.

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

- a. The budget is predicated on adopting a tax rate that will bring in more revenue to address revenue loss and implementation of new initiatives such as the campaign awareness and costs associated with talent recruitment and compensation recruitment and retention plan. The **estimated tax rate of \$.004798** will be adopted, and this is below the voter-approval tax rate ("VAR"). Public hearings and notices were required to adopt the tax rate. This rate is key to the funding of the operations plan for the current year.
- b. One time fund balance use of \$934,560 for a gas generator for the Irvington Building.
- c. The Department has also included the continuation of the lobbying cost commitment previously approved by the Board of Trustees. The cost is \$276,000.

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

- a. One Art Teacher for the High Point East Campus in the amount of \$93,071.
- b. One Instructional Coach for Special Schools in the amount of \$100,651.
- c. One Food Services Clerk for the Fortis Academy in the amount of \$44,570.

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

- a. One FTE (Logistics Coordinator), One FTE (Cooperative Coordinator), One (Senior Contract Manager), and One (Contract Billing Specialist) are being added to the Choice Partners to address the growth in the cooperative usage. The cost is \$366,576.
- b. The budget includes \$3,882,929 for the payment of debt service payments to include the 2024 maintenance note.

Goal # 5 Recruit and maintain high-quality staff

- a. Wage increase: 2% for all General Fund, Internal Service Fund, Choice employees, plus TASB suggested adjustments. For Special Revenue Funds, the grant and the granting agency will determine if the fund is able to absorb the salary increase. The cost of the increase is \$1,297,945
- b. The cost of health insurance cost increase for employees only high-deductible premium will continue to be covered by the department. The cost is \$280,000 (estimated prior to TRS rates to be released).

PROGRAMS ON THE HORIZON

Translation Services

Current prospects include translation services provided by Marketing & Client Engagement division. Forty-five percent of Houston speaks a language other than English, with three-quarters of those households speaking Spanish. As our Marketing division had sought to reach the non-English Speaking populations of Harris County, it became apparent that not only are translation services financially difficult

to acquire, but without certified translators, HCDE and many of the districts we serve struggle to create translated documents of quality.

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

New AB North School Planning

Based on the need to expand the range of Special Education services at our AB locations, the Department is in the process of planning a new AB North location. A feasibility study is underway, and a new Lease Revenue Bond is proposed later FY 2026 and/or early FY 2027. The cost to service this new debt of approximately \$15,000,000 is entertained along with funding for land acquisition and one time use of fund balance. The additional cost of serving the debt is approximately \$500,000 to \$800,000 per year net due to other bonds being paid off in the next two years. The size of the school will be like AB West, and the projected cost of operations is expected to be approximately \$4,500,000 with a ratio of 75% subsidy or \$1,125,000 in additional tax support.



Budget Administration & Financial Policies

Harris County Department of Education

Legal Requirement for Budgets

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

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

Statement of Texas Law

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

1. The superintendent is the budget officer for the district and prepares or causes the budget to be prepared.
2. The district budget must be prepared by a date set by the state board of education, currently August 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 from the 44th Texas Legislature statute creating an equalization tax not to exceed of \$0.01 in counties with population exceeding 350,000 residents. HCDE follows Property Tax Code Chapter 26 for the tax setting process. HCDE follows the Texas Comptroller’s Truth in Taxation - A Guide for Setting Tax Rates for Taxing Units Other than Schools.

Code of Ethics

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

Risk Awareness

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

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

Fraud Prevention

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

HCDE Financial Policies

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

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

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

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

Fiscal Policy & Objectives

Financial Stability

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

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

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

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

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

Funds from Operations

Funds from operations should provide adequate funds to support its:

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

Revenue

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

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

General Operating Fund Expenditures

General Fund expenditures shall maintain the following priorities of obligation:

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

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

Long Term Financing

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

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

Short Term Financing

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

Available mechanisms include the following:

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

Reporting –Department and Public Facilities Corporation (PFC)

HCDE will prepare reports of financial operations as follows:

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

Investments

Investment Authority

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

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

Approved Investment Instruments

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

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

Safety and Investment Management

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

Liquidity and Maturity

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

Diversity

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

Monitoring Market Prices

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

Funds / Strategies

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

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

Safekeeping and Custody

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

Brokers / Dealers

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

Soliciting Bids for CD's

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

Internal Controls

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

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

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

Portfolio Report

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

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

Ad-Valorem Taxes

Discounts

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

Split Payments

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

Purchasing & Acquisition

Purchasing Authority

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

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

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

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

Competitive Bidding

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

Competitive Sealed Proposals

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

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

Responsibility for Debts

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

Purchase Commitments

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

Conflict of Interest rules

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

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

EDGAR Conflict of Interest Requirements

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

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

State of Texas Conflict of Interest requirements

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

Personnel

New Positions

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

New positions created after approval of the budget shall be approved by the Board at public meeting before the positions can be advertised, offered, or funded. For fiscal year 2025-2026, there are 11.6 new positions added to the budget that are budget neutral.

Annual Operating Budget

Fiscal Year

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

Budget Planning

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

Availability of Proposed Budget

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

Budget Meeting

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

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

Authorized Expenditures

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

Budget Amendments

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

Budget Transfers & Amendments Signature Authority

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

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

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

Capital Expenditures Policies

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

New Purchases

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

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

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

The funds utilized for capital expenditures include the following:

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

One Time Expenditures and Capital Expenditures

For FY26, one-time expenditures from the General Fund balance are as follows:

Generator Replacement	\$934,560
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Budgetary Controls & Basis of Accounting

Harris County Department of Education

Reporting Entity

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

Accounting System Structure

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

The Department’s hardware includes three servers that are virtualized as well as numerous personal computers and system terminals. The Department utilizes the eFinancePlus a software application from PowerSchool which during February of 2017 acquired SunGard, the manufacturer of 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 when incurred.

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

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

Basis of Budgeting

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

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

Fund Type	Operating Budget	Audited Financial Statements
Governmental		
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
Proprietary		
Internal Service Funds	Accrual	Accrual
Enterprise Funds	Accrual	Accrual
Fiduciary		
Custodial Funds	Accrual	Accrual

Funds and Fund Types

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

Governmental fund type

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

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

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

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

Proprietary fund types

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

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

Fiduciary fund types

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

HCDE Fund Codes

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

Accounting Measurement Focus

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

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

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

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

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

Property Taxes

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

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

Fund Balance

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

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

1. **Non-spendable fund balance** shall mean that portion of the gross fund balance that is not expendable (such as inventories) or is legally earmarked for a specific use such as the self-funded reserves program. Example of fund balance reserves for which fund balance is not available for financing general operating expenditures are:
 - a. Inventories
 - b. Prepaid items
 - c. Deferred expenditures
 - d. Self-funded risk management programs
 - e. Long term receivables
 - f. Outstanding encumbrances
2. **Restricted fund balance** includes amounts constrained to a specific purpose by the provider, such as grantor.
 - a. Federal or state granting agency (i.e. CASE, Adult Education, Head Start)
 - b. Construction funds (PFC)
 - c. Retirement of long-term debt
3. **Committed fund balance** shall mean that portion of the fund balance that is constrained to a specific purpose by the Board of Trustees.
4. **Assigned fund balance** shall mean that portion of the fund balance that is spendable or available for appropriation but has been tentatively earmarked for some specific purpose by the Board of Trustees and/or the Superintendent. In current practice, such plans or intent may change and never be budgeted or result in expenditures in future periods of time. Examples of assigned fund balances which the department may have tentative plans for expenditures in future period include:
 - a. Capital replacement (expenditures for equipment, furniture, software)
 - b. Building construction, repair, and renovation
 - c. Insurance deductibles
 - d. Claims and judgments
 - e. Employee retirement leave reserves
 - f. Expansion and moving costs
 - g. Program startup costs
 - h. Debt service reduction
 - i. Other legal uses
5. **Unassigned fund balance** includes amounts available for any legal purpose. This portion of the total fund balance in the general fund is available to finance operating expenditures. Unassigned fund balance shall mean the difference between the total fund balance and the total of the no-spendable fund balance restricted fund balance, committed fund balance and assigned fund balance.

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

The Government Finance Officers Association and the Texas Association of School Business Officials recommends that general-purpose governments maintain unassigned fund balance in their general fund of no less than five to 15 percent of regular general fund operating revenues, or of no less than one to two months of regular general fund operating expenditures. Local budget policy is to maintain

an unassigned fund balance equal to a minimum of two months of operations costs. This amount would be determined by first adding budgeted operations and maintenance costs plus debt service requirements. This total would be divided by 12 and then multiplied by two to calculate the two months operating costs requirements.

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

Expenditure Functions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Expenditure Object Codes

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

6100 Payroll Costs

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

6200 Professional and Contracted Services

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

6300 Supplies and Materials

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

6400 Other Operating Expenses

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

6500 Debt Service

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

6600 Capital Outlay—Land, Buildings, and Equipment

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



Budget Responsibilities

Harris County Department of Education

Budget Requirements

The official budget is prepared for all funds. The General Fund and Debt Service Fund are mandated to be an annual budget. HCDE utilizes budgets in the other funds to facilitate monitoring by budget managers and for control purposes. The following procedures are followed: Prior to August 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 a majority of the members of the Board.

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

Each budget is controlled by the budget manager at the revenue and expenditure class-object level. General Fund budget appropriations lapse at fiscal year-end, August 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 at 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/Senior Accountant
 - e. Assistant Superintendents
 - f. Executive Director of Human Resources
 - g. Executive Director of Facilities
 - h. Chief Communications Officer
 - i. Chief of Staff
3. Board Level:
 - a. Board Budget Committee
 - b. Board of Trustees

Annual Budget Responsibilities and Guidelines

HCDE is organized as a department with multiple divisions which report to the various Executive Team members. The Executive Team is composed of the following individuals: Superintendent,

Assistant Superintendents, Chief Communication Officer, Executive Director for Human Resources, Executive Director for Facilities, and Chief of Staff.

The levels of responsibility include:

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

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

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

PARTICIPANTS	ROLES & RESPONSIBILITIES	LEVEL
Division / Budget Directors	<ul style="list-style-type: none"> ✓ Coordinates preparation of division level program budgets, performance measures and objectives 	Division
HCDE Budget Committee	<ul style="list-style-type: none"> ✓ Reviews for appropriateness division-level budgets and reviews/prioritizes allocated requests submitted by division directors ✓ Discusses budget recommendations for superintendent review 	Division
Superintendent	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Reviews proposed budget drafts subsequent to superintendent and HCDE Budget Committee review 	Department
Senior Accountant	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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
Chief Human Resources Officer	<ul style="list-style-type: none"> ✓ Compiles and reviews personnel staffing needs submitted by budget directors and any necessary revisions 	Division Department

	<ul style="list-style-type: none"> ✓ Serves as member of HCDE Budget Committee to ascertain personnel use changes and requirements 	
Chief Operations Officer	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Serves as member of HCDE Budget Committee to ascertain communications and technology support responsibilities 	Department
Board Budget Committee	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Conducts public hearings for budget presentation ✓ Adopts official budget and tax rate 	Board

Budget Guidelines

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

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

Key factors which impacted fiscal year 2025-2026 budget development include:

1. Wage increase: 2% for all General Fund, Internal Service Fund, Choice employees, plus TASB suggested adjustments. For Special Revenue Funds, the grant and the granting agency will determine if the fund is able to absorb the salary increase. The cost of the increase is \$1,297,945
2. An additional \$300,000 for the Teacher Supplies program to the Education Foundation.
3. School Based Therapy Program will receive additional (4.6) FTEs to increase the level of service to School Districts around the County due to additional service demand. The cost is \$287,627 and reduction of \$246, 421 for 2.6 OT reduced.

4. One Art Teacher for the High Point East Campus in the amount of \$93,071.
5. One Instructional Coach for Special Schools in the amount of \$100,651.
6. One FTE (Logistics Coordinator), One FTE (Cooperative Coordinator), One (Senior Contract Manager), and One (Contract Billing Specialist) are being added to the Choice Partners to address the growth in the cooperative usage. The cost is \$366,576.
7. One Food Services Clerk for the Fortis Academy in the amount of \$44,570.
8. The cost of health insurance cost increase for employees only high-deductible premium will continue to be covered by the department. The cost is \$280,000 (estimated prior to TRS rates to be released)
9. The Department has also included the continuation of the lobbying cost commitment previously approved by the Board of Trustees. The cost is \$276,000.
10. The budget includes \$3,882,929 for the payment of debt service payments to include the 2024 maintenance note.
11. One time fund balance use of \$934,560 for a gas generator for the Irvington Building.
12. The budget is based on adopting a tax rate that will bring in more revenue to address revenue loss and implementation of new initiatives such as the campaign awareness and costs associated with talent recruitment and compensation recruitment and retention plan. The **estimated tax rate of \$.004798** will be adopted, and this is below the voter-approval tax rate ("VAR"). Public hearings and notices were required to adopt the tax rate. This rate is key to the funding of the operations plan for the current year.

Budget Calendar

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

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

Funds reviewed and incorporated into the budget review process

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

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

HARRIS COUNTY DEPARTMENT OF EDUCATION

FY 2025-26 Budget Planning Calendar



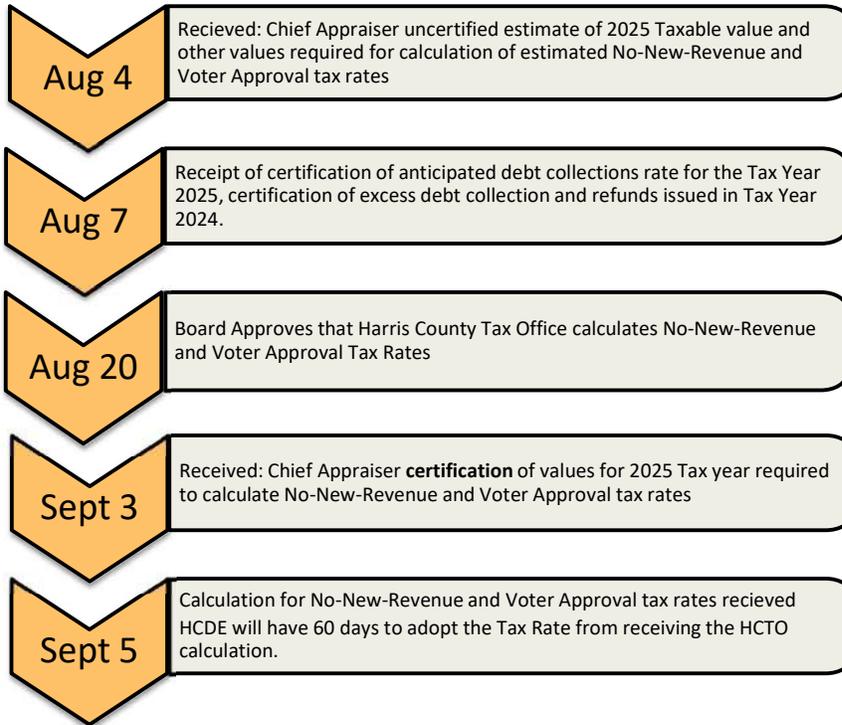
	Date	Activity	Location	Participants
Budget Planning		Budget Planning with Budget Analyst & Accounting Staff		
	Friday, December 13, 2024	Strategic Planning Process Begins Cost of Service level to ISD (FY24-25)	N/A	Divisions
	Friday, December 13, 2024	Cost of Services Report due	1:00 PM	Superintendent
	Wednesday, November 20, 2024	<u>Board Meeting, 1 PM</u> Approval of proposed calendar for FY 2025-26 Budget Year	1:00 PM Board Room	Board
	January 20 - 24, 2025	1st Qtr. Budget Review Meetings	TEAMS	Budget Managers
	Friday, January 17, 2025	Accountability Steering Committee - 9:00 am	TEAMS	Budget Managers
	Friday, February 21, 2025	Budget Information & Instructions Budget Planning Book on the HCDE portal	N/A	Business Services
Needs Assessment and Budget Development	Friday, February 28, 2025	Budget Planning / Preparation Training (Superintendent Initiatives)	9 AM AE 1010B-C	Budget Managers Only
	Monday, March 3, 2025	Budget Entry Training	AE 1102: 9-12	Business Services - Budget Entry
	Tuesday, March 4, 2025	Budget Entry Training	AE 1102: 9-12	Business Services - Budget Entry
	Wednesday, March 5, 2025	Fee Setting Review for FY26	TEAMS 9 AM	Revenue Divisions
	Friday, March 7, 2025	Target Date for Needs Assessment to be Conducted	N/A	Divisions
	March 10 - 14, 2025	Spring Break		Department Closed
	March 27 to 30, 2025	2nd Qtr. Budget Review Meetings	TEAMS	Budget Managers
	Monday, March 31, 2025	DUE: Risk Assessment - Mid-Year Evaluation	Business Office	Budget Managers
	Tuesday, April 1, 2025	Proposed Budgets to Budget Analyst & SWOT Analysis & Packets DUE	N/A	Budget Managers
Budget Analysis and Superintendent Review	Friday, March 21, 2025	Final FY24-25 Accountability Objectives to be sent to Research & Evaluation	N/A	Budget Managers
	Friday, April 18, 2025	HCDE Goals & Strategic Plan Integration - Executive Team Leaders (ELT) - Annual Review	N/A	ELT Members
	Friday, April 25, 2025	Budget Committee Planning Workbook to Budget Committee		Business Services
	Monday, April 28, 2025	Budget Committee Planning Meeting	400 A	HCDE Budget Committee
	May 5-7, 2025	Division Budget Presentations	400 A	HCDE Budget Committee
	Friday, May 16, 2025	Supt. Budget Review Session: Draft 1 Proposed Budget	400 A	Superintendent Business & Assistant Superintendents
Board Workshops	Monday, June 2, 2025	Post Budget on the web	N/A	Business Services
	Wednesday, June 11, 2025	Supt. Budget Review Session: Proposed Budget	400 A	Superintendent Business Services
	Wednesday, June 18, 2025	Final Accountability Objectives Presented to the Board	Board Room	Superintendent Business Services
	June 23 - 27, 2025	3rd Qtr. Budget Review Meetings	TEAMS	Budget Managers
	Tuesday, June 24, 2025	BOARD Workshop Work Session #1	400 A	Board Budget Committee
	Thursday, July 3, 2025	Agenda Items Due	N/A	Business Services
	Wednesday, July 16, 2025	BOARD WORKSHOP Budget Work Session #2	400 A	Board Budget Committee Superintendent, Bus. Services
Budget Approval	Sunday, July 20, 2025	Post <u>Budget Notice</u> in the <u>Houston Chronicle</u>		
	Wednesday, July 30, 2025	(1) BOARD Budget Committee Session # 3 Present Finalized Budget and Make Recommendation (2) Public Hearing on the Budget, 12:00 PM (3) <u>Board Meeting, 1:00 PM</u> and BUDGET APPROVAL	Board Room	Board Budget Committee, Superintendent Business Services Board Board
	Friday, August 29, 2025	Risk Assessment Year-End Evaluation	N/A	Divisions
	Monday, September 1, 2025	FY26 Budget is effective		
	Friday, September 19, 2025	Accountability Meeting Year End Reports		Budget Managers
	Wednesday, October 15, 2025	Board Presentation of Risk Assessment Document	Board Room	Board
October 27 - 31, 2025	4th Qtr. Budget Review Meetings	TEAMS	Budget Managers	

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

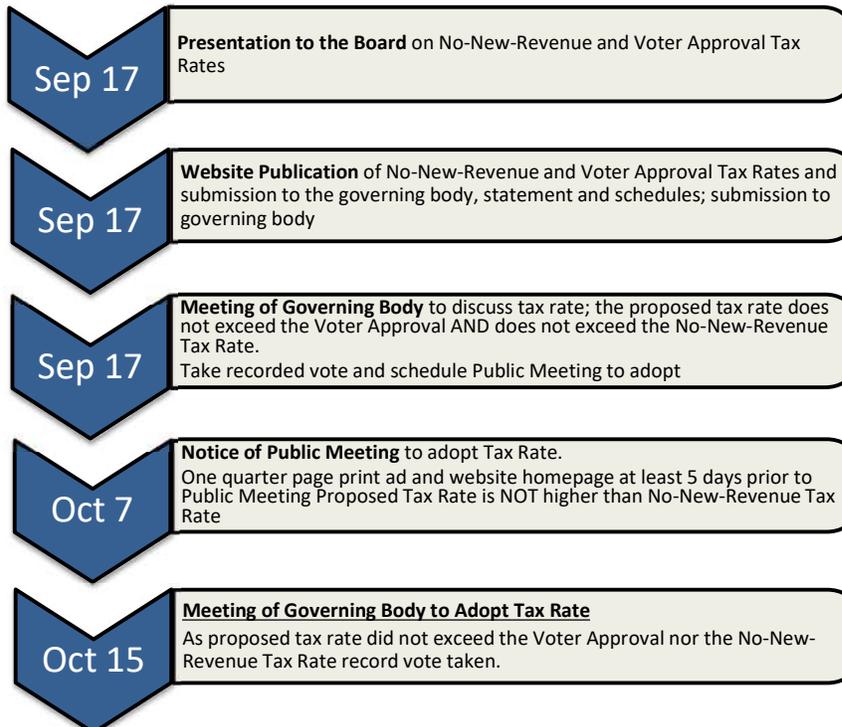
HARRIS COUNTY DEPARTMENT OF EDUCATION

Tax Calendar 2025

TAX RATE CALCULATION



TAX RATE APPROVAL





Budget Development Process

Harris County Department of Education

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

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

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

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

PLANNING PHASE

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

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

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

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

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

With the Budget Development Process, divisions are allowed time to integrate the Department goals into their specific budget requests. During division budget hearings the Business Services Division will review revenue projections and refined budget requests to develop a preliminary Department budget. As a result of this collaboration, the Business Services Division was able to present a preview of the proposed 2025-2026 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 29th public hearing.

IMPLEMENTATION PHASE

Revenue Projections

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

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

Expenditure Projections

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

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

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

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

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

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

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

Directors, principals, and other staff of the Department under the direction of the Superintendent, develop the budget. Budget Preparation Training is held on February 28th with division managers and two budget entry training on March 3rd and March 4th, 2025. The budget deadline set for divisions is April 1nd, 2025, 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 construction and repairs to facilities, and other miscellaneous projects.

Budget workshop was held on June 24th and July 16th to review the preliminary budget estimates. The citizens of Harris County and Department employees are invited to attend the budget workshops. On July 30th, the Board of Trustees voted to approve the final budget to be implemented on September 1st, 2024.

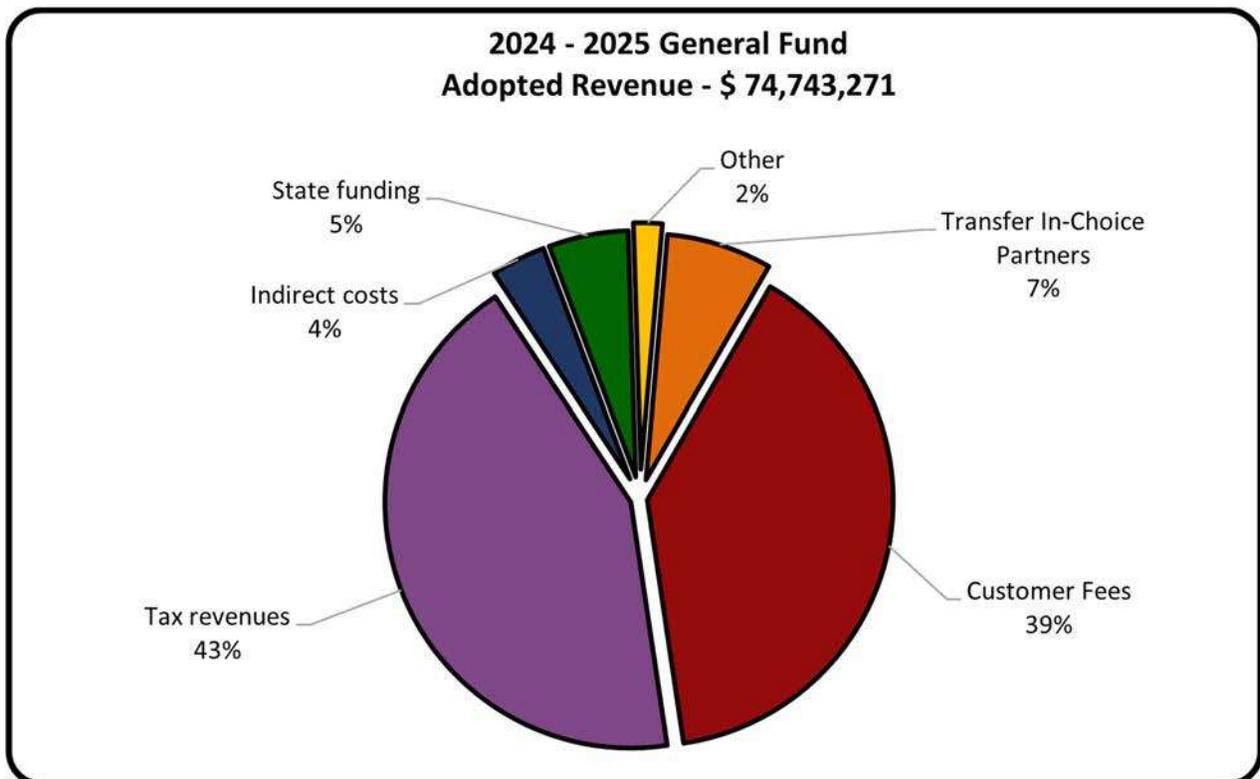
EVALUATION PHASE

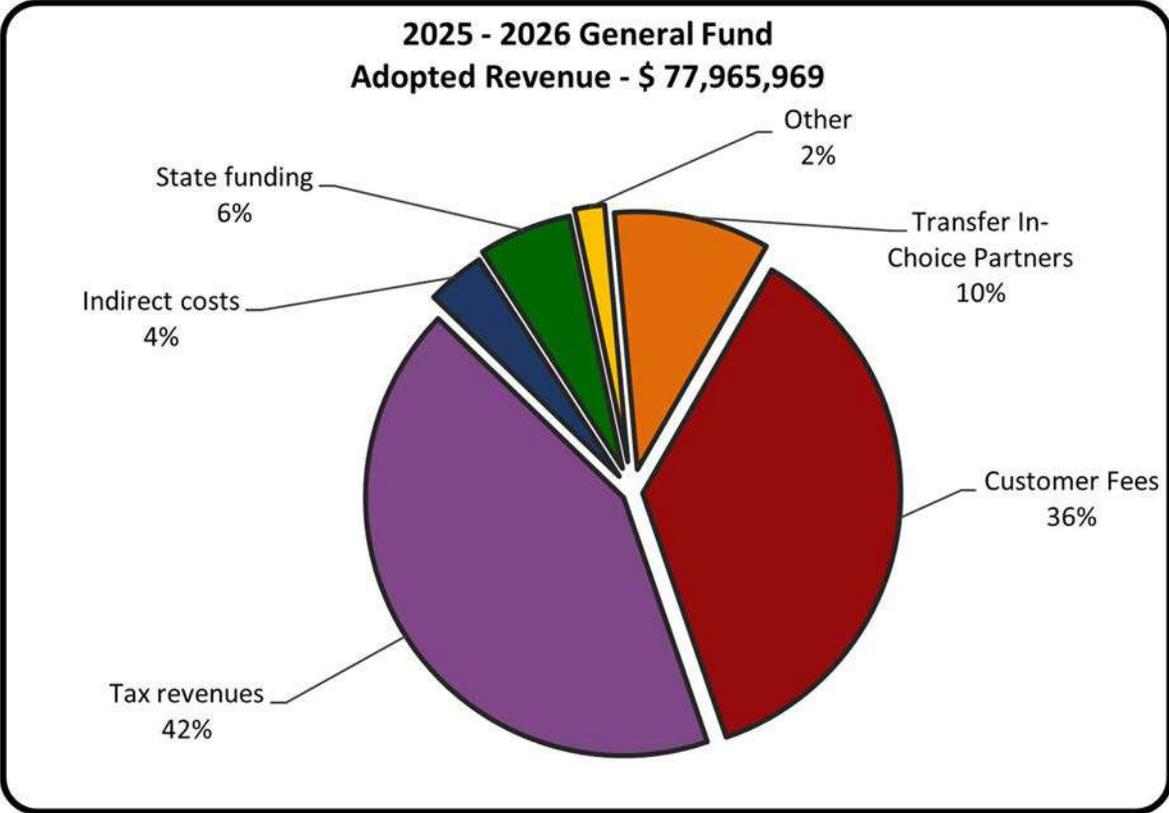
Evaluation is the last step of the Department’s budget cycle. Information is compiled and analyzed to assess the performance of each individual division and campus, as well as the Department as a whole. This information is a fundamental part of the planning phase for the following budget year.

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

LOCAL REVENUES

Revenue estimates are based upon a variety of demographic and tax information. Estimating revenue from the two major sources, customer fees and local property taxes, are critical to the budget. The following charts present the adopted revenue levels for fiscal year 2024-2025 and the adopted revenues for fiscal year 2025-2026.





The Department estimates total General Operating Fund revenues of \$77,965,969 for the 2025-2026 fiscal year. Customer fees are projected to be \$28,392,015 or 36% of the estimated revenues. Tax revenues are projected to be \$33,117,193 or 42% of the estimated revenues. The remaining 21% of the revenues are indirect costs at \$2,837,963; state funding \$4,545,050, transfer in from Choice Partners Fund of \$7,614,748 and other revenues at \$1,459,000.

Object Code	Adopted Budget 2024-2025	Amended Budget 2024-2025	Proposed Budget 2025-2026	Percent Change
Customer Fees	\$ 29,377,667	\$ 29,584,702	\$ 28,392,015	-4.0%
Tax revenues	32,184,041	32,184,041	33,117,193	3%
Indirect costs	2,676,232	2,676,232	2,837,963	6%
State funding	3,915,000	3,915,000	4,545,050	16%
Other	1,406,370	1,379,595	1,459,000	6%
Transfer In-Choice Partners	5,183,961	5,333,961	7,614,748	43%
Total Revenues	\$ 74,743,271	\$ 75,073,531	\$ 77,965,969	4%

Local revenues are projected to increase by 4%. Revenues from the current year customer fees are expected to decrease by 4% from an amended budget of \$29,584,702 in fiscal year 2024-2025 to a projected \$28,392,015 for fiscal year 2025-2026. HCDE has increased the rates at the special schools by 1% for In-County districts and 3% for Out-of-County districts, and Therapy services rates are increased by 1%. There is no increment in the service rates from Records Management, or the Center for Safe and Secure Schools. In addition, the Department anticipates a 6% increase in tax revenues from \$32,184,041 in fiscal year 2024-2025 to \$33,117,193 in fiscal year 2025-2026 due to the increase in property values and the adopted tax rate. A 2% increase in values is projected based on the preliminary estimate from the Harris County Appraisal District. Also, a 100% collection was used

in projecting revenues for fiscal year 2025-2026, and it is expected that this rate will be realized for the fiscal year.

TAX RATE

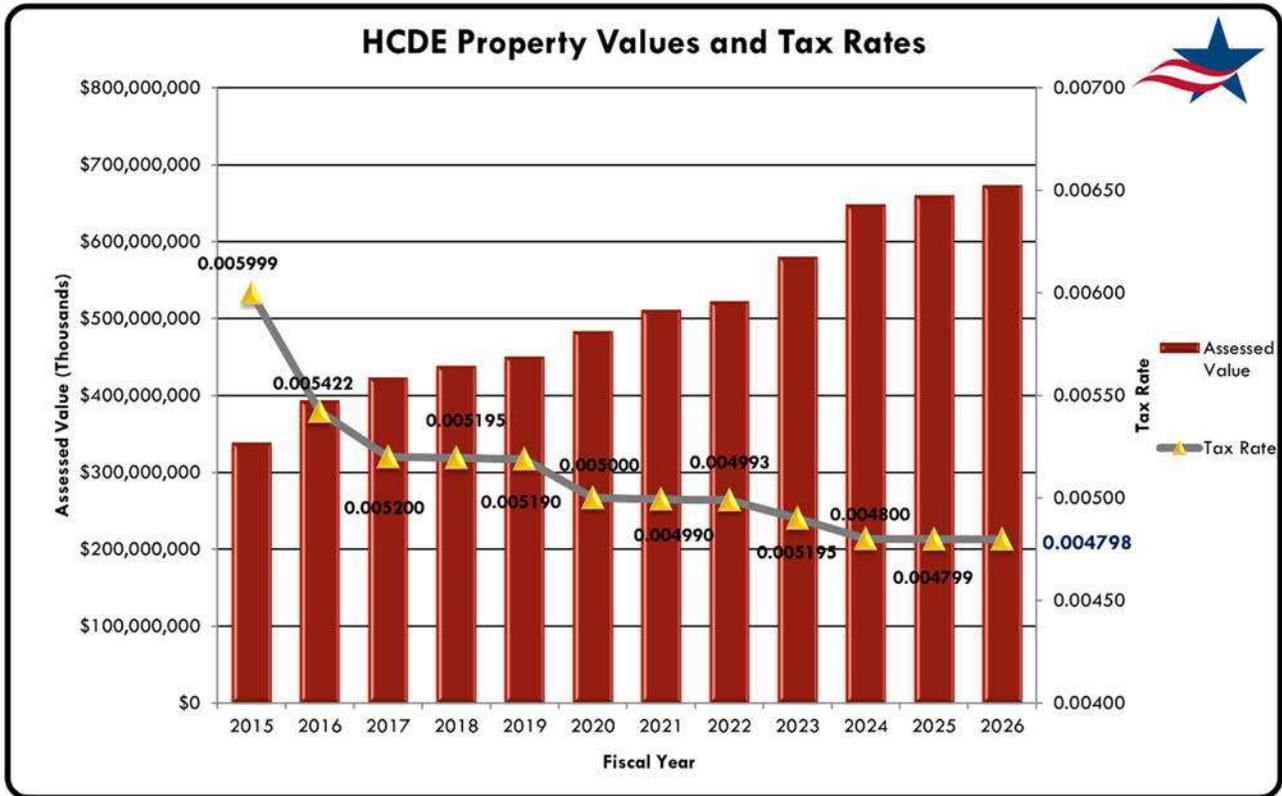
Effective January 1st, 2020, the State Legislature approved SB3 that included change in terminology for tax rates and tax rate calculations. The new terminology is as follows: Effective Tax Rate – Now called “No-New-Revenue Tax Rate”. Roll Back Tax Rate – Now called “Voter Approval Tax Rate”. In addition,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

Based on the taxable value, the Department must project the level of taxation that will generate adequate funds to provide funds to meet Department obligations while keeping in mind the ability of local taxpayers to pay their taxes. The Harris County Tax Office will calculate the no-new-revenue tax rate (“NNRR”), formerly called the effective tax rate. The NNRR was calculated at \$.004725 for fiscal year 2025-2026. The proposed tax rate for HCDE fiscal year 2025-2026 is less than to the voter approved rate (VAR) calculated at \$.005127.

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

Taxable Values – The Harris County Appraisal District certifies the taxable value from which the Department begins to develop the estimates for local tax revenues. The certified net taxable value for the 2024 Tax year is \$653,363,198,127 while the certified Taxable values for Tax Year 2025 are \$689,883,893,382. These figures are provided in the Certified Year Comparison Report The adjacent chart illustrates the 10-year taxable value history of the Department.

Tax Collections – The collections percentage used to estimate the tax revenues is 100%. 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.

FEEES 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 \$520 to \$570 per day. The sustainability of this model has been identified as locally supported activity which is assisted by property taxes. There is a 1% increase over last year's rates.

Special school services are provided to school districts which contract with HCDE to provide services for students with behavioral and disability issues. The rates are based on whether the district is within the county boundaries or outside of the boundaries. The fees range from \$8,200 (Fortis Academy – Out of County) to \$29,750 (AB Schools – Out of County) per year. Since the Spring of FY 2025, Fortis Academy has suspended fees to In-County school districts to increase its enrollment. The sustainability of this model has been identified as a locally supported activity which is assisted by property taxes. There was a 1% to 3% increase in fees compared to last year.

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

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

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

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

Other Local Revenue Sources

The Department has other sources of revenue. For Fiscal Year 2025-2026 the only source of other revenue is interest. Interest revenues are estimated at \$1,300,000 due to the stability in interest rates for the near term.



Financial Section



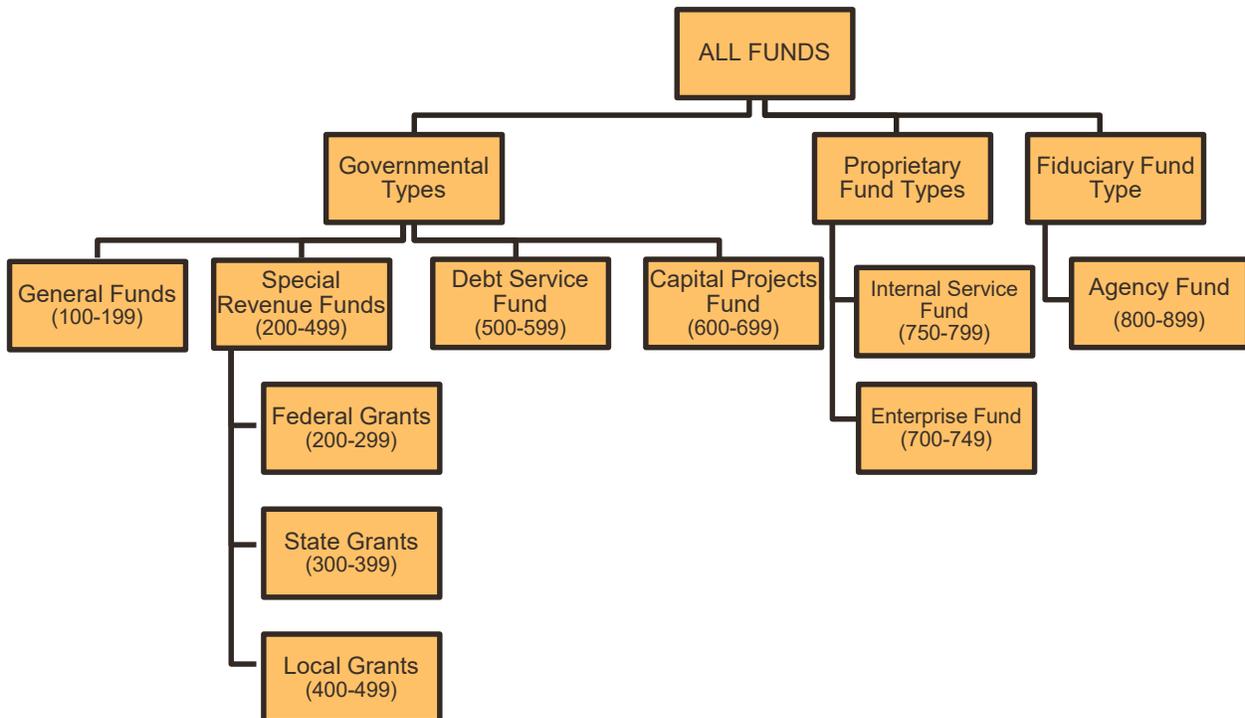


FINANCIAL SECTION: Fund Types

Harris County Department of Education

ALL FUND TYPES

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



GOVERNMENTAL FUND TYPES

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

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

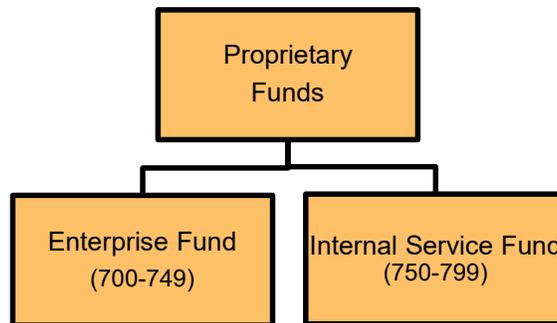
The following are the Department's governmental funds:

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

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

PROPRIETARY FUND TYPES

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

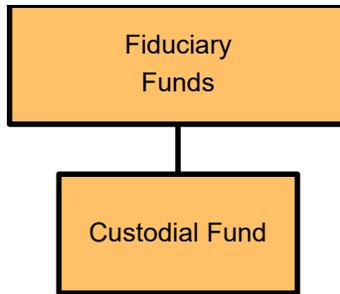


The Enterprise Fund is a Proprietary Fund comprised of the Choice Partners Cooperatives. Choice Partners Cooperatives offers quality, legal procurement and contract solutions to meet the purchasing needs of school districts and other governmental entities with legal, competitively bid contracts.

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

FIDUCIARY FUND TYPES

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



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



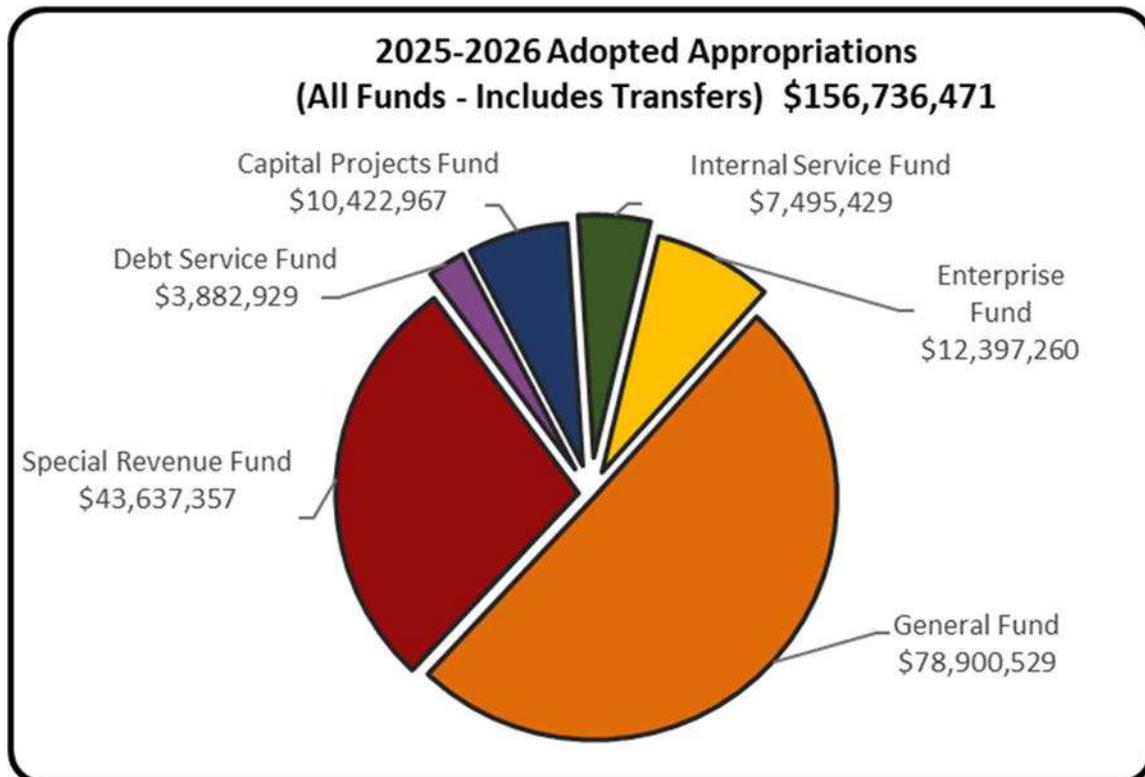
GOVERNMENTAL & PROPRIETARY FUNDS

Harris County Department of Education

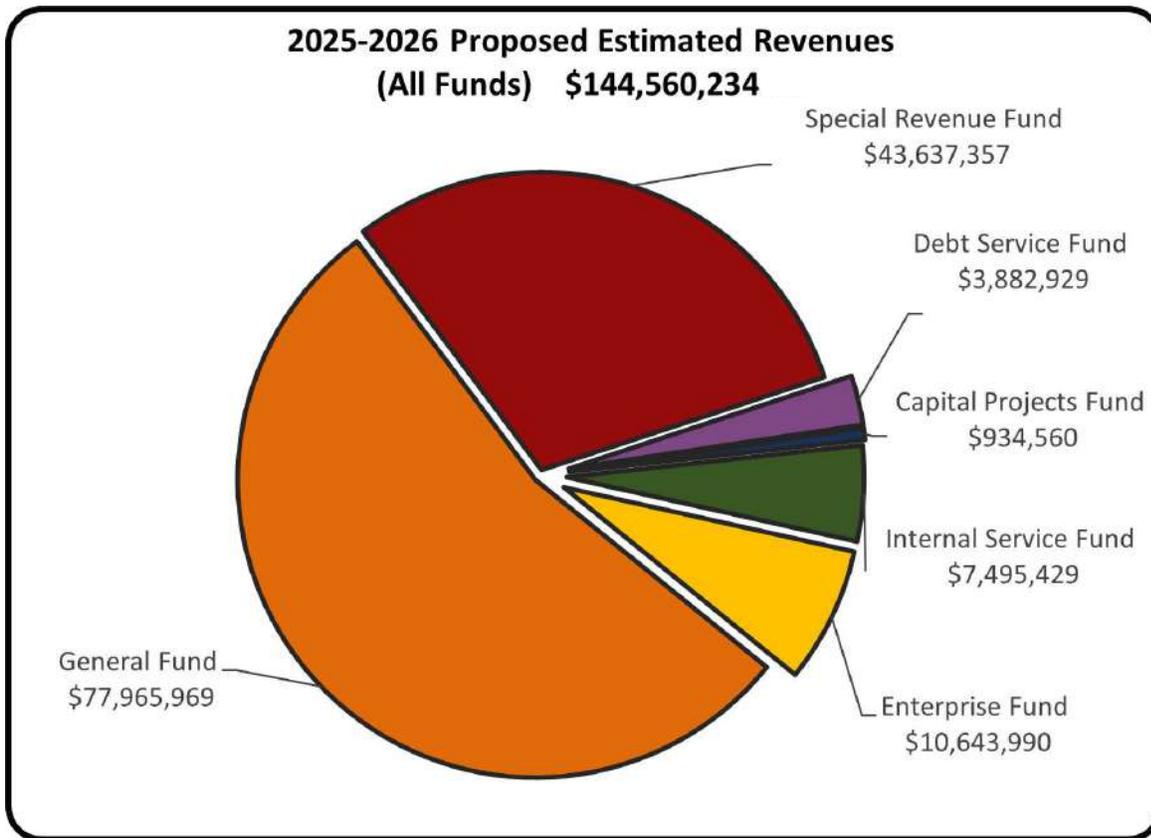
The following table presents the adopted budgeted expenditures for FY26 for the Governmental Fund Types (General Fund, Special Revenues Fund, Debt Service Fund and Capital Projects Fund) and the Proprietary Fund Types (the Internal Service Fund and the Enterprise Fund).

Fiscal Year 2025-2026	Governmental				Proprietary		Total
	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Fund	
Estimated Revenues	\$ 77,965,969	\$ 43,637,357	\$ 3,882,929	\$ 934,560	\$ 7,495,429	\$ 10,643,990	\$ 144,560,234
Appropriations	\$ 72,945,453	\$ 43,637,357	\$ 3,882,929	\$ 10,422,967	\$ 7,495,429	\$ 4,782,512	\$ 143,166,647
Transfers Out	\$ 5,955,076	\$ -	\$ -	\$ -	\$ -	\$ 7,614,748	\$ 13,569,824
Total Appropriations and Other Uses	\$78,900,529	\$43,637,357	\$3,882,929	\$10,422,967	\$7,495,429	\$12,397,260	\$156,736,471
Appropriations from Fund Balance:	(\$934,560)	\$0	\$0	(\$9,488,407)	\$0	(\$1,753,270)	(\$12,176,237)
Projected Fund Balance Beg.	\$ 34,246,495	\$0	\$756,780	\$9,488,407	\$1,296,525	\$1,753,270	\$47,541,477
Projected Fund Balance End.	\$ 33,311,935	\$ -	\$ 756,780	\$ -	\$ 1,296,525	\$ -	\$ 35,365,240

The following pie chart presents the proposed appropriations for the fiscal year 2025-2026 by fund type, the participation of each fund in the total budgeted amount is presented.



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



Tabular Financial Data – All Funds

The following pages detail the allocation of revenues and expenditures across all funds. Historical values show actual audited financial data from fiscal year 2021-22 through fiscal year 2023-24; actual, yet unaudited figures are shown for fiscal year 2024-25; and the adopted budget is shown for fiscal year 2025-26.

Forecasting for fiscal years 2026-27 through 2030-31 uses estimates according to the attributes of each fund category and weighing those attributes against 2% trending inflation, used per historical analysis of the Consumer Price Index.

General Fund: To maintain a positive fund balance, expenditures must not exceed revenues (with exception to one-time approved planned expenditures for a given year). Therefore, revenues are forecasted at 3% over the prior year and expenditures are forecasted at 2% according to the inflation analysis.

Special Revenue Funds: Grant-based operations assume a reimbursement method in funding. Therefore, expenditures will trend at 2% inflation and revenues will always match expenditures, maintaining a zero-value ending fund balance.

Debt Service Fund: Future debt service expenditures are based on the most recent debt service schedules provided by US Capital Advisors, LLC. Typical debt service revenues are

transfers-in from the General Fund appropriated for that purpose, therefore revenues are forecasted to match expenditures.

Capital Projects Fund: As capital projects are planned and progress, reasonable timelines are estimated and revised. Expenditures for the capital projects are allocated based on the expected time to completion, sometimes across multiple projects in differing stages of completion. If no multi-year projects are pending, any remaining fund balance is assumed to be utilized in the year of budget adoption.

Internal Service Fund: Estimation for internal service is dependent on the 2% assumed rate of inflation to impact future expenditure estimates. Those expenditures are distributed into the governmental funds via inter-division revenue offset, therefore revenues are forecasted to match expenditures.

Enterprise Fund: As a profit generating fund, Choice Partners Cooperative is forecasted in accordance to the 3% revenue estimate also used on the General Fund. While expenditures for the operation are far below expected revenues, any revenues which exceed expenditures are appropriated as a transfer into the General Fund. The net effect of this interfund relationship is that revenues are forecasted to match expenditures.

Tabular Financial Data as shown:

1. All Funds Summary Forecast of Revenues and Expenditures
2. All Funds Forecast of Revenues by Source, Expenditures by Object
3. All Funds Statement of Revenues by Source, Expenditures by Object
4. All Funds Statement of Revenues by Source, Expenditures by Function
5. All Funds Statement of Revenues by Source, Expenditures by Division
6. Combined Schedule of Revenues & Expenditures by Object, Per Division
7. Schedule of Divisions and Funds Supporting those Divisions

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

	Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Projected 2024-2025	Adopted 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030	Forecast 2030-2031
Beginning Fund Balance	\$83,222,066	\$64,851,107	\$45,714,358	\$58,586,054	\$47,541,477	\$35,365,240	\$35,365,240	\$36,154,245	\$36,953,823	\$38,611,367
General Fund	56,864,265	63,577,861	74,567,730	75,015,078	77,965,969	80,304,948	82,714,097	85,195,519	87,751,385	90,383,927
Special Revenue Funds	31,658,930	40,351,542	40,575,961	37,039,497	43,637,357	44,510,104	45,400,306	46,308,312	47,234,479	48,179,168
Debt Service Fund	3,658,500	3,116,117	3,286,720	3,691,361	3,882,929	4,158,088	4,185,963	4,182,713	4,183,713	4,183,713
Capital Project Fund	2,981,186	4,358,481	17,283,611	2,363,179	934,560	962,597	962,597	991,475	991,475	1,021,219
Internal Service Fund	6,060,000	6,610,512	7,128,741	7,224,730	7,495,429	7,720,292	7,951,901	8,190,458	8,436,171	8,689,257
Enterprise Fund	7,580,665	7,108,364	10,754,083	13,430,657	10,643,990	10,963,310	11,292,209	11,630,975	11,979,905	12,339,302
Estimated Revenues	108,803,546	125,122,877	153,596,844	138,764,501	144,560,234	148,619,338	152,507,072	156,499,452	160,577,127	164,796,584
General Fund	57,029,128	63,798,360	65,628,800	75,406,081	78,900,529	80,478,540	82,088,110	83,729,873	85,404,470	87,112,559
Special Revenue Funds	31,658,930	40,351,542	40,575,961	37,039,497	43,637,357	44,510,104	45,400,306	46,308,312	47,234,479	48,179,168
Debt Service Fund	4,790,544	3,728,904	3,285,109	3,691,361	3,882,929	4,158,088	4,185,963	4,182,713	4,183,713	4,183,713
Capital Project Fund	20,026,783	22,907,568	13,413,856	12,900,999	10,422,967	-	-	-	-	-
Internal Service Fund	6,088,455	6,618,159	7,067,340	7,340,485	7,495,429	7,720,292	7,951,901	8,190,458	8,436,171	8,689,257
Enterprise Fund	7,580,665	6,855,093	10,754,083	13,430,657	12,397,260	10,963,310	11,292,209	11,630,975	11,979,905	12,339,302
Appropriations (Exp.)	127,174,505	144,259,625	140,725,148	149,809,079	156,736,471	147,830,333	150,918,489	154,042,330	157,238,737	160,503,998
Difference	(18,370,959)	(19,136,748)	12,871,696	(11,044,577)	(12,176,237)	789,005	1,588,583	2,457,122	3,338,390	4,292,586
Projected Ending Fund Balance	\$64,851,107	\$45,714,358	\$58,586,054	\$47,541,477	\$35,365,240	\$36,154,245	\$36,953,823	\$38,611,367	\$40,292,212	\$42,903,953

Note: Planned one-time expenditures from the General Fund balance totaling \$934,560 as follows:
Irvington Gas Generator Replacement \$934,560

Harris County Department of Education
Forecast of Revenues by Source, Expenditures by Object - All Funds
For the Fiscal Year Ending August 31, 2026

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
EST. REVENUES & OTHER Sources										
Revenues										
Customer Fees & Charges	\$ 28,108,678	\$ 31,252,584	\$ 37,897,868	\$ 38,876,665	\$39,036,005	\$ 40,207,085	\$ 41,413,298	\$ 42,655,697	\$ 43,935,368	\$ 45,253,429
Property Tax Rev-Current	25,253,823	27,800,619	30,183,617	30,928,949	33,017,193	34,007,709	35,027,940	36,078,778	37,161,142	38,275,976
Property Tax Rev-Delinquent & P&I	116,036	84,629	(79,981)	(19,995)	100,000	103,000	106,090	109,273	112,551	115,927
Investment Earnings-HCDE	168,995	1,677,020	2,953,618	1,000,000	1,300,000	1,339,000	1,379,170	1,420,545	1,463,161	1,507,056
Other Local Revenues	167,231	570,854	166,806	44,406	159,000	163,770	168,683	173,744	178,956	184,325
Local Grants	6,245,562	6,455,333	6,676,399	7,434,527	8,417,460	8,669,984	8,930,083	9,197,986	9,473,925	9,758,143
Local-Indirect Costs	727	2,927	110,331	727	19,573					
Total Local Revenues	60,061,052	67,843,965	77,908,658	78,265,278	82,049,231	84,490,548	87,025,264	89,636,022	92,325,103	95,094,856
Facility Support Services	5,697,952	6,175,926	6,620,302	6,705,121	6,920,429	7,128,042	7,341,883	7,562,140	7,789,004	8,022,674
Workers Compensation	362,048	434,586	460,026	470,000	575,000	592,250	610,018	628,318	647,168	666,583
Total Inter-Departmental Revenues	6,060,000	6,610,512	7,080,328	7,175,121	7,495,429	7,720,292	7,951,901	8,190,458	8,436,171	8,689,257
State TEA Supplemental Compensation	174,834	174,834	174,834	354,966	200,000	206,000	212,180	218,545	225,102	231,855
State TEA Employee Portion Health Ins	354,966	354,966	354,966	248,000	345,050	355,402	366,064	377,045	388,357	400,008
State TRS On Behalf Payments	3,019,944	3,295,407	3,941,476	4,382,361	4,000,000	4,120,000	4,243,600	4,370,908	4,502,035	4,637,096
Total State Revenues	3,549,744	3,825,207	4,471,277	4,985,327	4,545,050	4,681,402	4,821,844	4,966,499	5,115,494	5,268,959
Federal Grants	24,714,790	32,586,031	33,274,237	32,409,901	34,082,310	35,104,779	36,157,923	37,242,660	38,359,940	39,510,738
Indirect Cost-Federal Grants	2,089,412	2,358,857	2,321,514	2,519,248	2,818,390	2,902,942	2,990,030	3,079,731	3,172,123	3,267,286
Total Federal Revenues	26,804,202	34,944,888	35,595,751	34,929,149	36,900,700	38,007,721	39,147,953	40,322,391	41,532,063	42,778,025
Total Revenues	96,474,998	113,224,572	125,056,013	125,354,875	130,990,410	134,899,962	138,946,961	143,115,370	147,408,831	151,831,096
Other Financing Sources										
Transfers In-										
Fund 711-Choice Partners	5,028,650	4,294,308	7,965,387	8,765,852	7,614,748	7,843,190	8,078,486	8,320,841	8,570,466	8,827,580
Fund 697-Capital Projects	2,806,705	3,586,100	-	-	934,560	962,597	991,475	1,021,219	1,051,856	1,083,411
Fund 288-CASE After School Partnership	520,243	530,036	510,655	550,787	550,787	567,311	584,330	601,860	619,916	638,513
Fund 205-Head Start	178,335	371,743	200,000	700,000	388,800	400,464	412,478	424,852	437,598	450,726
Fund 234-Adult Education	-	-	43,011	43,012	-	-	-	-	-	-
Fund 098-Star Reimagined (OMNY)	136,115	-	-	-	198,000	203,940	210,058	216,360	222,851	229,536
Fund 599-Debt Service Payment	3,658,500	3,116,118	3,285,109	3,349,975	3,882,929	3,685,804	4,158,088	4,185,963	4,182,713	4,182,713
Total Transfers In	12,328,548	11,898,305	12,004,162	13,409,626	13,569,824	13,663,305	14,434,914	14,771,094	15,085,398	15,412,479
Bond Issuance-Fund 697 Capital Project	-	-	16,536,671	-	-	-	-	-	-	-
Total Other Sources	12,328,548	11,898,305	28,540,833	13,409,626	13,569,824	13,663,305	14,434,914	14,771,094	15,085,398	15,412,479
Total Revenues & Other Sources	108,803,546	125,122,877	153,596,845	138,764,501	144,560,234	148,563,267	153,381,875	157,886,464	162,494,229	167,243,575
EXPENDITURES										
Expenditures by Object										
6100 - Payroll Costs	59,438,105	66,870,972	72,607,969	76,892,371	82,883,550	84,541,221	86,232,045	87,956,686	89,715,820	91,510,136
6200 - Contracted Services	14,902,849	14,511,833	14,202,101	16,650,718	25,693,086	26,206,948	26,731,087	27,265,708	27,811,023	28,367,243
6300 - Supplies and Materials	4,587,435	5,305,285	5,487,353	6,880,076	9,450,957	9,639,976	9,832,776	10,029,431	10,230,020	10,434,620
6400 - Misc. Operating Costs	13,581,570	14,346,370	16,179,966	17,169,729	20,251,607	20,656,639	21,069,772	21,491,167	21,920,991	22,359,411
6500 - Debt Service Costs	4,790,543	3,728,904	3,505,624	3,691,361	3,882,929	3,685,804	4,158,088	4,185,963	4,182,713	4,182,713
6600 - Capital Outlay	17,545,456	27,597,957	16,737,974	12,354,822	1,004,518	(20,475,392)	(22,384,899)	(22,832,597)	(23,289,249)	(23,755,034)
8900 - Transfers Out	12,328,547	11,898,304	12,004,162	16,170,001	13,569,824	13,663,305	14,434,914	14,771,094	15,085,398	15,412,479
Total Expenditures	127,174,505	144,259,625	140,725,149	149,809,078	156,736,471	137,918,501	140,073,782	142,867,453	145,656,714	148,511,567
Difference	(18,370,959)	(19,136,748)	12,871,696	(11,044,577)	(12,176,237)	10,644,766	13,308,093	15,019,011	16,837,515	18,732,008
Projected Fund Balance Beginning	83,222,066	64,851,107	45,714,359	58,586,055	47,541,477	35,365,240	46,010,006	59,318,100	74,337,111	91,174,626
Projected Fund Balance Ending	\$ 64,851,107	\$ 45,714,359	\$ 58,586,055	\$ 47,541,478	\$35,365,240	\$ 46,010,006	\$ 59,318,100	\$ 74,337,111	\$ 91,174,626	\$ 109,906,633

Harris County Department of Education
 Combined Statement of Revenues, by Source and Expenditures by Object - All Funds
 For the Fiscal Year Ending August 31, 2026

	Governmental Funds				Proprietary Funds		Total
	General Funds	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Funds	
EST. REVENUES & OTHER Sources							
Revenues							
Customer Fees & Charges	\$ 28,392,015	\$ -	\$ -	\$ -	\$ -	\$10,643,990	\$ 39,036,005
Property Tax Rev-Current	33,017,193	-	-	-	-	-	33,017,193
Property Tax Rev-Delinquent & P&I	100,000	-	-	-	-	-	100,000
Investment Earnings-HCDE	1,300,000	-	-	-	-	-	1,300,000
Other Local Revenues	159,000	-	-	-	-	-	159,000
Local Grants	-	8,417,460	-	-	-	-	8,417,460
Local-Indirect Costs	19,573	-	-	-	-	-	19,573
Total Local Revenues	62,987,781	8,417,460	-	-	-	10,643,990	82,049,231
Facility Support Services	-	-	-	-	6,920,429	-	6,920,429
Workers Compensation	-	-	-	-	575,000	-	575,000
Total Inter-Departmental Revenues	-	-	-	-	7,495,429	-	7,495,429
State TEA Supplemental Compensation	200,000	-	-	-	-	-	200,000
State TEA Employee Portion Health Ins	345,050	-	-	-	-	-	345,050
State TRS On Behalf Payments	4,000,000	-	-	-	-	-	4,000,000
State Grants	-	-	-	-	-	-	-
Total State Revenues	4,545,050	-	-	-	-	-	4,545,050
Federal Grants	-	34,082,310	-	-	-	-	34,082,310
Indirect Cost-Federal Grants	2,818,390	-	-	-	-	-	2,818,390
Total Federal Revenues	2,818,390	34,082,310	-	-	-	-	36,900,700
Total Revenues	70,351,221	42,499,770	-	-	7,495,429	10,643,990	130,990,410
Other Financing Sources							
Transfers In-							
Fund 711-Choice Partners	7,614,748	-	-	-	-	-	7,614,748
Fund 697- Capital Projects	-	-	-	934,560	-	-	934,560
Fund 288-CASE After School Partnership	-	550,787	-	-	-	-	550,787
Fund 205-Head Start	-	388,800	-	-	-	-	388,800
Fund 599-Debt Service Payment (PFC)	-	198,000	-	-	-	-	198,000
Fund 599-Debt Service Payment (QZAB)	-	-	3,882,929	-	-	-	3,882,929
Total Transfers In	7,614,748	1,137,587	3,882,929	934,560	-	-	13,569,824
Bond Issuance-Fund 697 Capital Project	-	-	-	-	-	-	-
Total Other Sources	7,614,748	1,137,587	3,882,929	934,560	-	-	13,569,824
Total Revenues & Other Sources	77,965,969	43,637,357	3,882,929	934,560	7,495,429	10,643,990	144,560,234
EXPENDITURES							
Expenditures by Object							
6100 - Payroll Costs	53,607,051	23,409,438	-	-	3,375,006	2,492,055	82,883,550
6200 - Contracted Services	5,287,698	8,128,621	-	9,488,407	1,805,231	983,129	25,693,086
6300 - Supplies and Materials	4,809,354	4,187,243	-	-	349,040	105,320	9,450,957
6400 - Misc. Operating Costs	9,178,392	7,912,055	-	-	1,959,152	1,202,008	20,251,607
6500 - Debt Service Costs	-	-	3,882,929	-	-	-	3,882,929
6600 - Capital Outlay	62,958	-	-	934,560	7,000	-	1,004,518
8900 - Transfers Out	5,955,076	-	-	-	-	7,614,748	13,569,824
Total Expenditures	78,900,529	43,637,357	3,882,929	10,422,967	7,495,429	12,397,260	156,736,471
Appropriations from Fund Balance	(934,560)	-	-	(9,488,407)	-	(1,753,270)	(12,176,237)
Projected Fund Balance Beginning	34,246,495	-	756,780	9,488,407	1,296,525	1,753,270	47,541,477
Projected Fund Balance Ending	\$ 33,311,935	\$ -	\$ 756,780	\$ -	\$ 1,296,525	\$ -	\$ 35,365,240

Harris County Department of Education
 Combined Statement of Revenues by Source, Expenditures by Function - All Funds
 For the Fiscal Year Ending August 31, 2026

	Governmental Funds				Proprietary Funds		Total
	General Funds	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Funds	
REVENUES & OTHER Sources							
Revenues							
Customer Fees & Charges	\$ 28,392,015	\$ -	\$ -	\$ -	\$ -	\$10,643,990	\$ 39,036,005
Property Tax Rev-Current	33,017,193	-	-	-	-	-	33,017,193
Property Tax Rev-Delinquent & P&I	100,000	-	-	-	-	-	100,000
Investment Earnings-HCDE	1,300,000	-	-	-	-	-	1,300,000
Other Local Revenues	159,000	-	-	-	-	-	159,000
Local Grants	-	8,417,460	-	-	-	-	8,417,460
Local-Indirect Costs	19,573	-	-	-	-	-	19,573
Total Local Revenues:	62,987,781	8,417,460	-	-	-	10,643,990	82,049,231
Facility Support Services	-	-	-	-	6,920,429	-	6,920,429
Workers Compensation	-	-	-	-	575,000	-	575,000
Total Inter-Departmental Revenues:	-	-	-	-	7,495,429	-	7,495,429
State TEA Supplemental Compensation	200,000	-	-	-	-	-	200,000
State TEA Employee Portion Health Ins	345,050	-	-	-	-	-	345,050
State TRS On Behalf Payments	4,000,000	-	-	-	-	-	4,000,000
State Grants	-	-	-	-	-	-	-
State-Indirect Costs	-	-	-	-	-	-	-
Total State Revenues:	4,545,050	-	-	-	-	-	4,545,050
Federal Grants	-	34,082,310	-	-	-	-	34,082,310
Indirect Cost-Federal Grants	2,818,390	-	-	-	-	-	2,818,390
Total Federal Revenues:	2,818,390	34,082,310	-	-	-	-	36,900,700
Total Revenues:	70,351,221	42,499,770	-	-	7,495,429	10,643,990	130,990,410
Other Financing Sources							
Transfers In-							
Fund 711-Choice Partners	7,614,748	-	-	-	-	-	7,614,748
Fund 697- Capital Projects	-	-	-	934,560	-	-	934,560
Fund 288-CASE After School Partnership	-	550,787	-	-	-	-	550,787
Fund 205-Head Start	-	388,800	-	-	-	-	388,800
Fund 498-Star Re-Imagined	-	198,000	-	-	-	-	198,000
Fund 599-Debt Service Payment (PFC)	-	-	3,882,929	-	-	-	3,882,929
Total Transfers In	7,614,748	1,137,587	3,882,929	934,560	-	-	13,569,824
Bond Issuance-Fund 697 Capital Project	-	-	-	-	-	-	-
Total Other Sources:	7,614,748	1,137,587	3,882,929	934,560	-	-	13,569,824
Total Revenues & Other Sources:	77,965,969	43,637,357	3,882,929	934,560	7,495,429	10,643,990	144,560,234
EXPENDITURES & OTHER USES							
Expenditures by Function							
11 - Instruction	17,145,892	6,278,565	-	-	-	-	23,424,457
13 - Staff Development	2,976,378	496,626	-	-	-	-	3,473,004
21 - Instructional Leadership	17,542,387	14,452,958	-	-	-	-	31,995,345
23 - School Leadership	1,905,794	-	-	-	-	-	1,905,794
31 - Guidance & Counseling	1,780,713	14,546	-	-	-	-	1,795,259
32 - Social Work	-	-	-	-	-	-	-
33 - Health Services	483,890	550,000	-	-	-	-	1,033,890
34 - Student Transportation	64,365	-	-	-	-	-	64,365
35 - Food Services	234,960	-	-	-	-	-	234,960
41 - General Administration	18,522,428	435,000	-	-	575,000	2481618	22,014,046
51 - Plant Maintenance	6,990,110	-	-	-	6,554,694	70408	13,615,212
52 - Security & Monitoring	528,970	-	-	-	365,735	-	894,705
53 - Data Processing	4,660,163	-	-	-	-	-	4,660,163
61 - Community Services	712,164	5,697,914	-	-	-	-	6,410,078
62 - School District Admin Support Svcs	1,469,386	-	-	-	-	9845234	11,314,620
71 - Debt Service	3,882,929	-	3,882,929	-	-	-	7,765,858
81 - Acquisition & Construction	-	47,948	-	10,422,967	-	-	10,470,915
93 - Payments to Member Districts	-	175,000	-	-	-	-	175,000
99 - Other Government Charges	-	15,488,800	-	-	-	-	15,488,800
Total Expenditures & Other Uses:	78,900,529	43,637,357	3,882,929	10,422,967	7,495,429	12,397,260	156,736,471
Expenditures from Fund Balance:	(934,560)	-	-	(9,488,407)	-	(1,753,270)	(12,176,237)
Projected Fund Balance Beginning:	\$ 34,246,495	\$ -	\$ 756,780	\$ 9,488,407	\$ 1,296,525	\$ 1,753,270	\$ 47,541,477
Projected Fund Balance Ending:	\$ 33,311,935	\$ -	\$ 756,780	\$ -	\$ 1,296,525	\$ -	\$ 35,365,240

**Harris County Department of Education
Statement of Revenues by Source, Expenditures by Division - All Funds
For the Fiscal Year Ending August 31, 2026**

	Governmental Funds				Proprietary Funds		Total
	General Funds	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Funds	
EST. REVENUES & OTHER Sources							
Revenues							
Customer Fees & Charges	\$ 28,392,015	\$ -	\$ -	\$ -	\$ -	\$ 10,643,990	\$ 39,036,005
Property Tax Rev-Current	33,017,193	-	-	-	-	-	33,017,193
Property Tax Rev-Delinquent & P&I	100,000	-	-	-	-	-	100,000
Investment Earnings-HCDE	1,300,000	-	-	-	-	-	1,300,000
Other Local Revenues	159,000	-	-	-	-	-	159,000
Local Grants	-	8,417,460	-	-	-	-	8,417,460
Local-Indirect Costs	19,573	-	-	-	-	-	19,573
Total Local Revenues:	62,987,781	8,417,460	-	-	-	10,643,990	82,049,231
Facility Support Services	-	-	-	-	6,920,429	-	6,920,429
Workers Compensation	-	-	-	-	575,000	-	575,000
Total Inter-Departmental Revenues:	-	-	-	-	7,495,429	-	7,495,429
State TEA Supplemental Compensation	200,000	-	-	-	-	-	200,000
State TEA Employee Portion Health Ins	345,050	-	-	-	-	-	345,050
State TRS On Behalf Payments	4,000,000	-	-	-	-	-	4,000,000
State Grants	-	-	-	-	-	-	-
Total State Revenues:	4,545,050	-	-	-	-	-	4,545,050
Federal Grants	-	34,082,310	-	-	-	-	34,082,310
Indirect Cost - Federal Grants	2,818,390	-	-	-	-	-	2,818,390
Total Federal Revenues:	2,818,390	34,082,310	-	-	-	-	36,900,700
Total Revenues:	70,351,221	42,499,770	-	-	7,495,429	10,643,990	130,990,410
Other Financing Sources							
Transfers In-							
Fund 711 - Choice Partners	7,614,748	-	-	-	-	-	7,614,748
Fund 697- Capital Projects	-	-	-	934,560	-	-	934,560
Fund 288 - CASE After School Partnershj	-	550,787	-	-	-	-	550,787
Fund 205 - Head Start	-	388,800	-	-	-	-	388,800
Fund 498 - OMNY Award	-	198,000	-	-	-	-	198,000
Fund 599 - Debt Service Payment (PFC)	-	-	3,882,929	-	-	-	3,882,929
Total Transfers In	7,614,748	1,137,587	3,882,929	934,560	-	-	13,569,824
Bond Issuance-Fund 697 Capital Project	-	-	-	-	-	-	-
Total Other Sources:	7,614,748	1,137,587	3,882,929	934,560	-	-	13,569,824
Total Revenues & Other Sources:	77,965,969	43,637,357	3,882,929	934,560	7,495,429	10,643,990	144,560,234
EXPENDITURES & OTHER USES							
Expenditures by Division							
Public Education Support Services							
Center for Safe & Secure Schools	1,084,113	305,005	-	-	-	-	1,389,118
Center For Educator Success	2,851,340	110,000	-	-	-	-	2,961,340
Therapy Services	16,131,494	22,500	-	-	-	-	16,153,994
Academic & Behavior School-East	6,320,131	-	-	-	-	-	6,320,131
Academic & Behavior School-West	5,850,200	50,000	-	-	-	-	5,900,200
Fortis Academy / Other	1,733,445	-	-	-	-	-	1,733,445
Highpoint East School	4,584,953	50,000	-	-	-	-	4,634,953
Choice Partners Cooperative	-	-	-	-	-	4,782,512	4,782,512
Records Management Services	2,560,951	-	-	-	-	-	2,560,951
Grant Funded Community Resources							
Adult Education	563,715	6,241,108	-	-	-	-	6,804,823
Head Start & Early Head Start	8,000	27,277,378	-	-	-	-	27,285,378
CASE for Kids	883,777	9,341,902	-	-	-	-	10,225,679
Community Outreach							
Education Foundation	300,000	-	-	-	-	-	300,000
Community Development	147,295	-	-	-	-	-	147,295

Harris County Department of Education
Statement of Revenues by Source, Expenditures by Division - All Funds
For the Fiscal Year Ending August 31, 2026

	Governmental Funds				Proprietary Funds		Total
	General Funds	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Fund	Enterprise Funds	
EXPENDITURES & OTHER USES							
Internal Support Divisions							
Department Wide	8,351,736	-	-	-	-	-	8,351,736
Retirement Leave Benefits	200,000	-	-	-	-	-	200,000
State TEA On Behalf Payments	4,000,000	-	-	-	-	-	4,000,000
State TEA Employee Health Insurance	345,050	-	-	-	-	-	345,050
Workers Compensation (Fund 753)	-	-	-	-	575,000	-	575,000
Debt Services (Fund 599)	-	-	3,882,929	-	-	-	3,882,929
Business Services	2,458,547	-	-	-	-	-	2,458,547
Procurement Support	1,040,633	-	-	-	-	-	1,040,633
Human Resources	1,414,240	-	-	-	-	-	1,414,240
Center for Grant Development	668,120	-	-	-	-	-	668,120
Research & Evaluation	704,837	-	-	-	-	-	704,837
Technology Services	4,711,943	-	-	-	-	-	4,711,943
Client Engagement	804,030	-	-	-	-	-	804,030
Communication	1,445,138	-	-	-	-	-	1,445,138
Facilities Support & Maintenance	-	-	-	-	6,920,429	-	6,920,429
Facilities - Construction	255,162	-	-	7,190,405	-	-	7,445,567
Local Construction	-	-	-	3,232,562	-	-	3,232,562
HCDE Administration							
Superintendent's Office	797,098	-	-	-	-	-	797,098
Board of Trustees	190,776	-	-	-	-	-	190,776
Assistant Supt Education & Enrichment	356,655	-	-	-	-	-	356,655
Assistant Supt Academic Support	386,957	35,000	-	-	-	-	421,957
Special Schools Administration	1,126,829	-	-	-	-	-	1,126,829
Chief of Staff	358,103	204,464	-	-	-	-	562,567
Chief Communication Officer	310,185	-	-	-	-	-	310,185
Total Expenditures:	72,945,453	43,637,357	3,882,929	10,422,967	7,495,429	4,782,512	143,166,647
Other Uses							
Transfers Out-							
Fund 199-General Fund	-	-	-	-	-	7,614,748	7,614,748
Fund 288-CASE	550,787	-	-	-	-	-	550,787
Fund 205-Head Start	388,800	-	-	-	-	-	388,800
Fund 599-Debt Service-PFC	3,882,929	-	-	-	-	-	3,882,929
Facilities-Local Construction	934,560	-	-	-	-	-	934,560
Fund 498-OMNY Award	198,000	-	-	-	-	-	198,000
Total Other Uses:	5,955,076	-	-	-	-	7,614,748	13,569,824
Total Expenditures & Other Uses:	78,900,529	43,637,357	3,882,929	10,422,967	7,495,429	12,397,260	156,736,471
Expenditures from Fund Balance:	(934,560)	-	-	(9,488,407)	-	(1,753,270)	(12,176,237)
Projected Fund Balance Beginning:	34,246,495	-	\$756,780	9,488,407	1,296,525	1,753,270	47,541,477
Projected Fund Balance Ending:	\$ 33,311,935	\$ -	\$ 756,780	\$ -	\$ 1,296,525	\$ -	\$ 35,365,240

Harris County Department of Education
 Combined Schedule of Revenues and Expenditures by Object, per Division

FY 2025-2026	Public Education Support Services											Total as Percent of HCDE Budget
	HCDE Total Proposed Budget	Center for Safe & Secure Schools	Center for Educator Success	Special Education Therapy Services	ABS East	ABS West	Fortis Academy	Highpoint East	Choice Partners	Records Management Services	Public Education Support Services TOTAL	
REVENUES & OTHER Sources												
Revenues												
Customer Fees & Charges	\$ 39,036,005	\$ 308,729	\$ 175,400	\$ 13,039,690	\$ 4,599,041	\$ 5,052,275	\$ 22,680	\$ 2,798,450	\$ 10,643,990	\$ 2,108,750	\$ 38,749,005	99.26%
Property Tax Rev-Current	33,017,193	789,810	2,653,995	3,734,032	1,872,399	890,608	1,689,740	1,760,292	-	391,549	13,782,425	41.74%
Property Tax Rev-Delinquent & P&I	100,000	-	-	-	-	-	-	-	-	-	-	0.00%
Investment Earnings-HCDE	1,300,000	-	-	-	-	-	-	-	-	-	-	0.00%
Other Local Revenues	159,000	-	61,000	-	-	-	-	-	-	80,000	141,000	88.68%
Local Grants	8,417,460	-	110,000	-	-	-	-	-	-	-	110,000	1.31%
Local-Indirect Cost	19,573	-	-	-	-	-	-	-	-	-	-	0.00%
Total Local Revenues:	82,049,231	1,098,539	3,000,395	16,773,722	6,471,440	5,942,883	1,712,420	4,558,742	10,643,990	2,580,299	52,782,430	64.33%
Facility Support Services	6,823,616	-	-	-	-	-	-	-	-	-	-	0.00%
Workers Compensation	575,000	-	-	-	-	-	-	-	-	-	-	0.00%
Total Inter-Departmental Revenues:	7,398,616	-	-	-	-	-	-	-	-	-	-	0.00%
State TEA Supplemental Compensation	200,000	-	-	-	-	-	-	-	-	-	-	0.00%
State TEA Employee Portion Health Ins	345,050	-	-	-	-	-	-	-	-	-	-	0.00%
State TRS On Behalf Payments	4,000,000	-	-	-	-	-	-	-	-	-	-	0.00%
Total State Revenues:	4,545,050	-	-	-	-	-	-	-	-	-	-	0.00%
Federal Grants	34,082,310	305,005	-	7,500	-	-	-	-	-	-	312,505	0.92%
Indirect Cost - Federal Grants	2,818,389	-	-	-	-	-	-	-	-	-	-	0.00%
Total Federal Revenues:	36,900,699	305,005	-	7,500	-	-	-	-	-	-	312,505	0.85%
Total Revenues:	130,893,597	1,403,544	3,000,395	16,781,222	6,471,440	5,942,883	1,712,420	4,558,742	10,643,990	2,580,299	53,094,935	40.56%
Other Financing Sources												
Transfers In-												
Fund 711 - Choice Partners	7,614,748	-	-	-	-	-	-	-	-	-	-	0.00%
Fund 697 - Capital Projects	934,560	-	-	-	-	-	-	-	-	-	-	0.00%
Fund 288 - CASE After School Partnership	550,787	-	-	-	-	-	-	-	-	-	-	0.00%
Fund 205 - Head Start	388,800	-	-	-	-	-	-	-	-	-	-	0.00%
Fund 498 - OMNY Award	198,000	-	-	15,000	-	50,000	-	50,000	-	-	115,000	58.08%
Fund 599 - Debt Service Payment (PFC)	3,882,929	-	-	-	-	-	-	-	-	-	-	0.00%
Total Transfers In	13,569,824	-	-	15,000	-	50,000	-	50,000	-	-	115,000	0.85%
Total Other Sources:	13,569,824	-	-	15,000	-	50,000	-	50,000	-	-	115,000	0.85%
Total Revenues & Other Sources:	144,463,421	1,403,544	3,000,395	16,796,222	6,471,440	5,992,883	1,712,420	4,608,742	10,643,990	2,580,299	53,209,935	36.83%
EXPENDITURES & OTHER USES												
EXPENDITURES before Facilities												
6100 - Payroll Expenditures	83,539,281	902,260	2,031,609	16,389,254	5,307,814	4,986,662	1,201,044	3,498,680	2,158,391	1,120,534	37,596,248	45.00%
6200 - Contracted Services	25,693,086	198,170	469,206	63,400	163,720	167,135	120,196	289,210	983,129	105,500	2,559,666	9.96%
6300 - Supplies & Materials	9,450,957	205,690	168,421	72,900	251,700	348,728	168,599	160,900	105,320	214,500	1,696,758	17.95%
6400 - Other Operating Costs	13,377,225	76,750	275,458	200,200	32,730	76,099	49,373	85,740	1,131,600	8,200	1,936,150	14.47%
6500 - Debt Service Payments	3,882,929	-	-	-	-	-	-	-	-	-	-	0.00%
6600 - Capital Assets	1,004,518	-	-	-	-	-	-	-	-	40,000	40,000	3.98%
Total EXPENDITURES:	143,822,378	1,403,544	3,000,395	16,796,222	6,471,440	5,992,883	1,712,420	4,608,742	4,448,848	2,580,299	47,014,793	32.69%
Other Uses												
Transfers Out-												
Fund 199-General Fund	7,614,748	-	-	-	-	-	-	-	7,614,748	-	7,614,748	100.00%
Fund 288-CASE	550,787	-	-	-	-	-	-	-	-	-	-	0.00%
Fund 205-Head Start	388,800	-	-	-	-	-	-	-	-	-	-	0.00%
Fund 599-Debt Service-PFC	3,882,929	-	-	-	-	-	-	-	-	-	-	0.00%
Facilities-Local Construction	934,560	-	-	-	-	-	-	-	-	-	-	0.00%
Fund 498-OMNY Award	198,000	-	-	-	-	-	-	-	-	-	-	0.00%
Fund 697-Capital Projects	-	-	-	-	-	-	-	-	-	-	-	0.00%
Total Other Uses:	13,569,824	-	-	-	-	-	-	-	7,614,748	-	7,614,748	56.12%
Total Expenditures & Other Uses:	157,392,202	1,403,544	3,000,395	16,796,222	6,471,440	5,992,883	1,712,420	4,608,742	12,063,596	2,580,299	54,629,541	34.71%
Expenditures from Fund Balance:	(12,928,781)	-	-	-	-	-	-	-	(1,419,606)	-	(1,419,606)	10.98%
Projected Fund Balance Beginning:	47,541,477	-	-	-	-	-	-	-	1,753,270	-	1,753,270	3.69%
Projected Fund Balance Ending:	\$ 34,612,696	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 333,664	\$ -	\$ 333,664	0.96%
Personnel, Full-Time Equivalents (FTEs):	1,175.80	7.00	18.50	180.00	59.90	67.40	14.50	45.50	25.50	15.00	433.30	36.85%

Harris County Department of Education
 Combined Schedule of Revenues and Expenditures by Object, per Division

	Grant Funded Community Resources					Community Outreach			
	Adult Education	Head Start & Early Head Start	Cooperative for After School Enrichment (CASE)	Grant Funded Community Resources TOTAL	Total as Percent of HCDE Budget	Education Foundation: Tools for Teachers	Community Engagement	Community Outreach TOTAL	Total as Percent of HCDE Budget
REVENUES & OTHER Sources									
Revenues									
Customer Fees & Charges	\$ -	\$ -	\$ 54,000	\$ 54,000	0.14%	\$ -	\$ -	\$ -	0.00%
Property Tax Rev-Current	162,971	8,000	828,777	999,748	3.03%	300,000	149,986	449,986	1.36%
Property Tax Rev-Delinquent & P&I	-	-	-	-	0.00%	-	-	-	0.00%
Investment Earnings-HCDE	-	-	-	-	0.00%	-	-	-	0.00%
Other Local Revenues	-	-	1,000	1,000	0.63%	-	-	-	0.00%
Local Grants	1,108	5,495,944	2,605,944	8,102,996	96.26%	-	-	-	0.00%
Local-Indirect Cost	-	-	-	-	0.00%	-	-	-	0.00%
Total Local Revenues:	164,079	5,503,944	3,489,721	9,157,744	11.16%	300,000	149,986	449,986	0.55%
Facility Support Services	-	-	-	-	0.00%	-	-	-	0.00%
Workers Compensation	-	-	-	-	0.00%	-	-	-	0.00%
Total Inter-Departmental Revenues:	-	-	-	-	-	-	-	-	-
State TEA Supplemental Compensation	-	-	-	-	0.00%	-	-	-	0.00%
State TEA Employee Portion Health Ins	-	-	-	-	0.00%	-	-	-	0.00%
State TRS On Behalf Payments	-	-	-	-	0.00%	-	-	-	0.00%
Total State Revenues:	-	-	-	-	0.00%	-	-	-	0.00%
Federal Grants	6,240,000	21,392,634	6,137,171	33,769,805	99.08%	-	-	-	0.00%
Indirect Cost - Federal Grants	400,744	-	-	400,744	14.22%	-	-	-	0.00%
Total Federal Revenues:	6,640,744	21,392,634	6,137,171	34,170,549	92.60%	-	-	-	0.00%
Total Revenues:	6,804,823	26,896,578	9,626,892	43,328,293	33.10%	300,000	149,986	449,986	0.34%
Other Financing Sources									
Transfers In-									
Fund 711 - Choice Partners	-	-	-	-	0.00%	-	-	-	0.00%
Fund 697 - Capital Projects	-	-	-	-	0.00%	-	-	-	0.00%
Fund 288 - CASE After School Partnership	-	-	550,787	550,787	100.00%	-	-	-	0.00%
Fund 205 - Head Start	-	388,800	-	388,800	100.00%	-	-	-	0.00%
Fund 498 - OMNY Award	-	-	48,000	48,000	24.24%	-	-	-	0.00%
Fund 599 - Debt Service Payment (PFC)	-	-	-	-	0.00%	-	-	-	0.00%
Total Transfers In	-	388,800	598,787	987,587	7.28%	-	-	-	0.00%
Total Other Sources:	-	388,800	598,787	987,587	7.28%	-	-	-	0.00%
Total Revenues & Other Sources:	6,804,823	27,285,378	10,225,679	44,315,880	30.68%	300,000	149,986	449,986	0.31%
EXPENDITURES & OTHER USES									
EXPENDITURES before Facilities									
6100 - Payroll Expenditures	3,807,558	16,040,086	3,723,554	23,571,198	28.22%	-	126,877	126,877	0.15%
6200 - Contracted Services	1,151,054	2,479,877	4,576,984	8,207,915	31.95%	300,000	-	300,000	1.17%
6300 - Supplies & Materials	708,722	2,036,135	1,194,380	3,939,237	41.68%	-	1,500	1,500	0.02%
6400 - Other Operating Costs	619,410	6,617,705	594,523	7,831,638	58.54%	-	18,500	18,500	0.14%
6500 - Debt Service Payments	-	-	-	-	0.00%	-	-	-	0.00%
6600 - Capital Assets	-	-	-	-	0.00%	-	-	-	0.00%
Total EXPENDITURES before Facilities:	6,286,744	27,173,703	10,113,441	33,573,880	30.60%	300,000	146,877	346,877	0.31%
EXPENDITURES - Facilities									
6487 - Facilities Support Charges	518,079	111,575	136,238	765,892	11.14%	-	3,109	3,109	0.05%
Total EXPENDITURES:	6,804,823	27,285,378	10,225,679	44,315,880	30.81%	300,000	149,986	449,986	0.31%
Other Uses									
Transfers Out-									
Fund 199-General Fund	-	-	-	-	0.00%	-	-	-	0.00%
Fund 288-CASE	-	-	-	-	0.00%	-	-	-	0.00%
Fund 205-Head Start	-	-	-	-	0.00%	-	-	-	0.00%
Fund 599-Debt Service-PFC	-	-	-	-	0.00%	-	-	-	0.00%
Facilities-Local Construction	-	-	-	-	0.00%	-	-	-	0.00%
Fund 498-OMNY Award	-	-	-	-	0.00%	-	-	-	0.00%
Fund 697-Capital Projects	-	-	-	-	0.00%	-	-	-	0.00%
Total Other Uses:	-	-	-	-	0.00%	-	-	-	0.00%
Total Expenditures & Other Uses:	6,804,823	27,285,378	10,225,679	44,315,880	28.16%	300,000	149,986	449,986	0.29%
Expenditures from Fund Balance:									
Projected Fund Balance Beginning:	-	-	-	-	0.00%	-	-	-	0%
Projected Fund Balance Ending:	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0%
Personnel, Full-Time Equivalents (FTEs):	168.50	340.50	65.00	574.00	48.82%	-	1.00	1.00	0.09%

Harris County Department of Education
 Combined Schedule of Revenues and Expenditures by Object, per Division

	Internal Support Divisions (1 of 2)									
	Department Wide	Retirement Leave Benefits Fund	State TRS On Behalf	State TEA Employee Portion	State TEA Supplemental	Debt Service	Workers' Compensation	Business Support Services	Procurement Services	Human Resources
REVENUES & OTHER Sources										
Revenues										
Customer Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 152,000	\$ -	\$ -
Property Tax Rev-Current	3,055,569	200,000	-	-	-	-	-	1,676,412	1,040,633	1,005,622
Property Tax Rev-Delinquent & P&I	100,000	-	-	-	-	-	-	-	-	-
Investment Earnings-HCDE	1,300,000	-	-	-	-	-	-	-	-	-
Other Local Revenues	15,000	-	-	-	-	-	-	-	-	-
Local Grants	-	-	-	-	-	-	-	-	-	-
Local-Indirect Cost	727	-	-	-	-	-	-	5,457	-	3,463
Total Local Revenues:	4,471,296	200,000	-	-	-	-	-	1,833,869	1,040,633	1,009,085
Facility Support Services	-	-	-	-	-	-	-	-	-	-
Workers Compensation	-	-	-	-	-	-	575,000	-	-	-
Total Inter-Departmental Revenues:	-	-	-	-	-	-	575,000	-	-	-
State TEA Supplemental Compensation	-	-	-	-	200,000	-	-	-	-	-
State TEA Employee Portion Health Ins	-	-	-	345,050	-	-	-	-	-	-
State TRS On Behalf Payments	-	-	4,000,000	-	-	-	-	-	-	-
Total State Revenues:	-	-	4,000,000	345,050	200,000	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-	-	-	-
Indirect Cost - Federal Grants	-	-	-	-	-	-	-	668,347	-	424,133
Total Federal Revenues:	-	-	-	-	-	-	-	668,347	-	424,133
Total Revenues:	4,471,296	200,000	4,000,000	345,050	200,000	-	575,000	2,502,216	1,040,633	1,433,218
Other Financing Sources										
Transfers In-										
Fund 711 - Choice Partners	7,614,748	-	-	-	-	-	-	-	-	-
Fund 697 - Capital Projects	-	-	-	-	-	-	-	-	-	-
Fund 288 - CASE After School Partnership	-	-	-	-	-	-	-	-	-	-
Fund 205 - Head Start	-	-	-	-	-	-	-	-	-	-
Fund 498 - OMNY Award	-	-	-	-	-	-	-	-	-	-
Fund 599 - Debt Service Payment (PFC)	-	-	-	-	-	3,882,929	-	-	-	-
Total Transfers In	7,614,748	-	-	-	-	3,882,929	-	-	-	-
Total Other Sources:	7,614,748	-	-	-	-	3,882,929	-	-	-	-
Total Revenues & Other Sources:	12,086,044	200,000	4,000,000	345,050	200,000	3,882,929	575,000	2,502,216	1,040,633	1,433,218
EXPENDITURES & OTHER USES										
EXPENDITURES before Facilities										
6100 - Payroll Expenditures	1,153,410	200,000	4,000,000	345,050	-	-	-	1,897,696	835,698	1,151,992
6200 - Contracted Services	2,189,594	-	-	-	-	-	-	423,731	41,900	38,400
6300 - Supplies & Materials	1,611,589	-	-	-	-	-	-	50,250	57,000	99,750
6400 - Other Operating Costs	730,546	-	-	-	-	-	575,000	95,469	84,100	122,350
6500 - Debt Service Payments	-	-	-	-	-	3,882,929	-	-	-	-
6600 - Capital Assets	-	-	-	-	-	-	-	-	-	-
EXPENDITURES - Facilities										
6487 - Facilities Support Charges	2,666,597	-	-	-	-	-	-	35,070	21,935	20,726
Total EXPENDITURES:	8,351,736	200,000	4,000,000	345,050	0	3,882,929	575,000	2,502,216	1,040,633	1,433,218
Other Uses										
Transfers Out-										
Fund 199-General Fund	-	-	-	-	-	-	-	-	-	-
Fund 288-CASE	550,787	-	-	-	-	-	-	-	-	-
Fund 205-Head Start	388,800	-	-	-	-	-	-	-	-	-
Fund 599-Debt Service-PFC	3,882,929	-	-	-	-	-	-	-	-	-
Facilities-Local Construction	934,560	-	-	-	-	-	-	-	-	-
Fund 498-OMNY Award	198,000	-	-	-	-	-	-	-	-	-
Fund 697-Capital Projects	-	-	-	-	-	-	-	-	-	-
Total Other Uses:	5,955,076	-	-	-	200,000	-	-	-	-	-
Total Expenditures & Other Uses:	14,306,812	200,000	4,000,000	345,050	-	3,882,929	575,000	2,502,216	1,040,633	1,433,218
Expenditures from Fund Balance:										
Projected Fund Balance Beginning:	(2,220,768)	-	-	-	200,000	-	-	-	-	-
Projected Fund Balance Ending:	34,246,495	-	-	-	-	756,780	1,296,525	-	-	-
	\$ 32,025,727	\$ -	\$ -	\$ -	\$ 200,000	\$ 756,780	\$ 1,296,525	\$ -	\$ -	\$ -
Personnel, Full-Time Equivalents (FTEs):	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19.50	9.00	11.00

Harris County Department of Education
 Combined Schedule of Revenues and Expenditures by Object, per Division

	Internal Support Divisions (2 of 2)									Total as Percent of HCDE Budget
	Center for Grants Development	Research and Evaluation	Technology Support Services	Marketing & Client Engagement	Communications and Public Information	Facilities Support Svcs	Facilities Construction	Local Construction	Internal Support Divisions TOTAL	
REVENUES & OTHER Sources										
Revenues										
Customer Fees & Charges	\$ 1,500	\$ 79,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 233,000	0.60%
Property Tax Rev-Current	677,644	638,078	3,490,999	813,264	1,468,337	-	258,137	-	14,324,695	43.39%
Property Tax Rev-Delinquent & P&I	-	-	-	-	-	-	-	-	100,000	100.00%
Investment Earnings-HCDE	-	-	-	-	-	-	-	-	1,300,000	100.00%
Other Local Revenues	-	-	-	-	-	-	-	-	15,000	9.43%
Local Grants	-	-	-	-	-	-	-	-	-	0.00%
Local-Indirect Cost	-	-	9,927	-	-	-	-	-	19,573	100.00%
Total Local Revenues:	679,144	717,578	3,500,926	813,264	1,468,337	-	258,137	-	15,992,268	19.49%
Facility Support Services	-	-	-	-	-	6,823,616	-	-	6,823,616	100.00%
Workers Compensation	-	-	-	-	-	-	-	-	575,000	100.00%
Total Inter-Departmental Revenues:	-	-	-	-	-	6,823,616	-	-	7,398,616	100.00%
State TEA Supplemental Compensation	-	-	-	-	-	-	-	-	200,000	100.00%
State TEA Employee Portion Health Ins	-	-	-	-	-	-	-	-	345,050	100.00%
State TRS On Behalf Payments	-	-	-	-	-	-	-	-	4,000,000	100.00%
Total State Revenues:	-	-	-	-	-	-	-	-	4,545,050	100.00%
Federal Grants	-	-	-	-	-	-	-	-	-	0.00%
Indirect Cost - Federal Grants	-	-	1,325,165	-	-	-	-	-	2,417,645	85.78%
Total Federal Revenues:	-	-	1,325,165	-	-	-	-	-	2,417,645	6.55%
Total Revenues:	679,144	717,578	4,826,091	813,264	1,468,337	6,823,616	258,137	-	30,353,580	23.19%
Other Financing Sources										
Transfers In-										
Fund 711 - Choice Partners	-	-	-	-	-	-	-	-	7,614,748	100.00%
Fund 697 - Capital Projects	-	-	-	-	-	-	-	934,560	934,560	100.00%
Fund 288 - CASE After School Partnership	-	-	-	-	-	-	-	-	-	0.00%
Fund 205 - Head Start	-	-	-	-	-	-	-	-	-	0.00%
Fund 498 - OMNY Award	-	-	-	-	-	-	-	-	-	0.00%
Fund 599 - Debt Service Payment (PFC)	-	-	-	-	-	-	-	-	3,882,929	100.00%
Total Transfers In	-	-	-	-	-	-	-	934,560	12,432,237	91.62%
Total Other Sources:	-	-	-	-	-	-	-	934,560	12,432,237	91.62%
Total Revenues & Other Sources:	679,144	717,578	4,826,091	813,264	1,468,337	6,823,616	258,137	934,560	42,785,817	29.62%
EXPENDITURES & OTHER USES										
EXPENDITURES before Facilities										
6100 - Payroll Expenditures	623,840	642,960	3,055,251	641,827	1,248,589	3,278,193	231,786	-	19,306,292	23.11%
6200 - Contracted Services	11,200	2,000	397,809	14,630	90,616	1,805,231	7,198,405	2,298,002	14,511,518	56.48%
6300 - Supplies & Materials	17,222	32,000	1,243,901	39,160	64,432	349,040	2,900	-	3,567,244	37.74%
6400 - Other Operating Costs	15,060	32,639	54,392	110,039	43,050	1,384,152	10,200	-	3,256,997	24.35%
6500 - Debt Service Payments	-	-	-	-	-	-	-	-	3,882,929	100.00%
6600 - Capital Assets	-	-	22,958	-	-	7,000	-	934,560	964,518	96.02%
EXPENDITURES - Facilities										
6487 - Facilities Support Charges	11,822	7,979	51,780	7,608	21,650	-	5,251	-	2,850,418	41.46%
Total EXPENDITURES:	679,144	717,578	4,826,091	813,264	1,468,337	6,823,616	7,448,542	3,232,562	48,339,916	33.61%
Other Uses										
Transfers Out-										
Fund 199-General Fund	-	-	-	-	-	-	-	-	-	0.00%
Fund 288-CASE	-	-	-	-	-	-	-	-	550,787	100.00%
Fund 205-Head Start	-	-	-	-	-	-	-	-	388,800	100.00%
Fund 599-Debt Service-PFC	-	-	-	-	-	-	-	-	3,882,929	100.00%
Facilities-Local Construction	-	-	-	-	-	-	-	-	934,560	100.00%
Fund 498-OMNY Award	-	-	-	-	-	-	-	-	198,000	100.00%
Fund 697-Capital Projects	-	-	-	-	-	-	-	-	-	-
Total Other Uses:	-	-	-	-	-	-	-	-	5,955,076	43.88%
Total Expenditures & Other Uses:	679,144	717,578	4,826,091	813,264	1,468,337	6,823,616	7,448,542	3,232,562	54,294,992	34.50%
Expenditures from Fund Balance:	-	-	-	-	-	-	(7,190,405)	(2,298,002)	(11,509,175)	89.02%
Projected Fund Balance Beginning:	-	-	-	-	-	-	\$7,190,405	2,298,002	45,788,207	96.31%
Projected Fund Balance Ending:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,279,032	99.04%
Personnel, Full-Time Equivalents (FTEs):	6.00	7.00	27.00	7.00	12.00	47.50	2.50	0.00	148.50	12.63%

Harris County Department of Education
 Combined Schedule of Revenues and Expenditures by Object, per Division

	HCDE Administration								Total as Percent of HCDE Budget
	Superintendent's Office	Board of Trustees	Assistant Superintendent Education & Enrichment	Assistant Superintendent Academic Support Services	Special Schools Administration	Chief of Staff	Chief Communications Officer	HCDE Administration TOTAL	
REVENUES & OTHER Sources									
Revenues									
Customer Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Property Tax Rev-Current	798,916	192,079	362,378	391,378	1,037,625	363,933	314,030	3,460,339	10.48%
Property Tax Rev-Deinquent & P&I	-	-	-	-	-	-	-	-	0.00%
Investment Earnings-HCDE	-	-	-	-	-	-	-	-	0.00%
Other Local Revenues	-	-	-	-	2,000	-	-	2,000	1.26%
Local Grants	-	-	-	-	-	204,464	-	204,464	2.43%
Local-Indirect Cost	-	-	-	-	-	-	-	-	0.00%
Total Local Revenues:	798,916	192,079	362,378	391,378	1,039,625	568,397	314,030	3,666,803	4.47%
Facility Support Services	-	-	-	-	-	-	-	-	0.00%
Workers Compensation	-	-	-	-	-	-	-	-	0.00%
Total Inter-Departmental Revenues:	-	-	-	-	-	-	-	-	0.00%
State TEA Supplemental Compensation	-	-	-	-	-	-	-	-	0.00%
State TEA Employee Portion Health Ins	-	-	-	-	-	-	-	-	0.00%
State TRS On Behalf Payments	-	-	-	-	-	-	-	-	0.00%
Total State Revenues:	-	-	-	-	-	-	-	-	0.00%
Federal Grants	-	-	-	-	-	-	-	-	0.00%
Indirect Cost - Federal Grants	-	-	-	-	-	-	-	-	0.00%
Total Federal Revenues:	-	-	-	-	-	-	-	-	0.00%
Total Revenues:	798,916	192,079	362,378	391,378	1,039,625	568,397	314,030	3,666,803	2.80%
Other Financing Sources									
Transfers In-									
Fund 711 - Choice Partners	-	-	-	-	-	-	-	-	0.00%
Fund 697 - Capital Projects	-	-	-	-	-	-	-	-	0.00%
Fund 288 - CASE After School Partnership	-	-	-	-	-	-	-	-	0.00%
Fund 205 - Head Start	-	-	-	-	-	-	-	-	0.00%
Fund 498 - OMNY Award	-	-	-	35,000	-	-	-	35,000	17.68%
Fund 599 - Debt Service Payment (PFC)	-	-	-	-	-	-	-	-	0.00%
Total Transfers In	-	-	-	35,000	-	-	-	35,000	0.26%
Total Other Sources:	-	-	-	35,000	-	-	-	35,000	0.26%
Total Revenues & Other Sources:	798,916	192,079	362,378	426,378	1,039,625	568,397	314,030	3,701,803	2.56%
EXPENDITURES & OTHER USES									
EXPENDITURES before Facilities									
6100 - Payroll Expenditures	704,161	74,441	327,812	350,905	765,004	423,691	292,652	2,938,666	3.52%
6200 - Contracted Services	27,457	5,800	1,700	1,310	37,500	38,720	1,500	113,987	0.44%
6300 - Supplies & Materials	12,970	20,838	5,580	4,678	145,032	53,320	3,800	246,218	2.61%
6400 - Other Operating Costs	41,564	65,792	20,835	64,450	83,540	44,859	12,900	333,940	2.50%
6500 - Debt Service Payments	-	-	-	-	-	-	-	-	0.00%
6600 - Capital Assets	-	-	-	-	-	-	-	-	0.00%
Total EXPENDITURES:	798,916	192,079	362,378	426,378	1,039,625	568,397	314,030	3,701,803	2.57%
EXPENDITURES - Facilities									
6487 - Facilities Support Charges	12,764	25,208	6,451	5,035	8,549	7,807	3,178	68,992	1.00%
Total EXPENDITURES:	798,916	192,079	362,378	426,378	1,039,625	568,397	314,030	3,701,803	2.57%
Other Uses									
Transfers Out-									
Fund 199-General Fund	-	-	-	-	-	-	-	-	0.00%
Fund 288-CASE	-	-	-	-	-	-	-	-	0.00%
Fund 205-Head Start	-	-	-	-	-	-	-	-	0.00%
Fund 599-Debt Service-PFC	-	-	-	-	-	-	-	-	0.00%
Facilities-Local Construction	-	-	-	-	-	-	-	-	0.00%
Fund 498-OMNY Award	-	-	-	-	-	-	-	-	0.00%
Fund 697-Capital Projects	-	-	-	-	-	-	-	-	0.00%
Total Other Uses:	-	-	-	-	-	-	-	-	-
Total Expenditures & Other Uses:	798,916	192,079	362,378	426,378	1,039,625	568,397	314,030	3,701,803	2.35%
Expenditures from Fund Balance:									
Projected Fund Balance Beginning:	-	-	-	-	-	-	-	-	0%
Projected Fund Balance Ending:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Personnel, Full-Time Equivalents (FTEs):	2.00	1.00	2.00	2.00	7.00	4.00	1.00	19.00	1.62%

**Harris County Department of Education
Schedule of Divisions and Funds Supporting those Divisions
For the Fiscal Year Ending August 31, 2026**

	Primary Fund Type	Amount	Secondary Fund Type	Amount	Expenditures by Division
Public Education Support Services					
Center for Safe & Secure Schools	General Fund	1,084,113	Special Revenue	305,005	\$ 1,389,118
Center For Educator Success	General Fund	2,851,340	Special Revenue	110,000	2,961,340
Therapy Services	General Fund	16,131,494	Special Revenue	22,500	16,153,994
Academic & Behavior School-East	General Fund	6,320,131			6,320,131
Academic & Behavior School-West	General Fund	5,850,200	Special Revenue	50,000	5,900,200
Fortis Academy	General Fund	1,733,445			1,733,445
Highpoint East School	General Fund	4,584,953	Special Revenue	50,000	4,634,953
Choice Partners Cooperative	Enterprise Fund	4,782,512			4,782,512
Records Management Services	General Fund	2,560,951			2,560,951
Grant Funded Community Resources					
Adult Education	Special Revenue	6,241,108	General Fund	563,715	6,804,823
Head Start & Early Head Start	Special Revenue	27,277,378	General Fund	8,000	27,285,378
CASE for Kids	Special Revenue	9,341,902	General Fund	883,777	10,225,679
Community Outreach					
Education Foundation	General Fund	300,000			300,000
Community Development	General Fund	147,295			147,295
Internal Support Divisions					
Department Wide	General Fund	8,351,736			8,351,736
Retirement Leave Benefits	General Fund	200,000			200,000
State TEA On Behalf Payments	General Fund	4,000,000			4,000,000
State TEA Employee Health Insurance	General Fund	345,050			345,050
Workers Compensation (Fund 753)	Internal Service Fund	575,000			575,000
Debt Services (Fund 599)	Debt Service Fund	3,882,929			3,882,929
Business Services	General Fund	2,458,547			2,458,547
Procurement Support	General Fund	1,040,633			1,040,633
Human Resources	General Fund	1,414,240			1,414,240
Center for Grant Development	General Fund	668,120			668,120
Research & Evaluation	General Fund	704,837			704,837
Technology Services	General Fund	4,711,943			4,711,943
Client Engagement	General Fund	804,030			804,030
Communication	General Fund	1,445,138			1,445,138
Facilities Support & Maintenance	Internal Service Fund	6,920,429			6,920,429
Facilities - Construction	Capital Projects Fund	7,190,405	General Fund	255,162	7,445,567
Local Construction	Capital Projects Fund	3,232,562			3,232,562
HCDE Administration					
Superintendent's Office	General Fund	797,098			797,098
Board of Trustees	General Fund	190,776			190,776
Assistant Supt Education & Enrichment	General Fund	356,655			356,655
Assistant Supt Academic Support	General Fund	386,957	Special Revenue	35,000	421,957
Special Schools Administration	General Fund	1,126,829			1,126,829
Chief of Staff	General Fund	358,103	Special Revenue	204,464	562,567
Chief Communication Officer	General Fund	310,185			310,185
Total Expenditures:					<u>\$ 143,166,647</u>



FINANCIAL SECTION: Fund Balance

Harris County Department of Education

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

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

For the Fiscal Year Ending August 31, 2026 – Projected

	General Funds	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Internal Services Funds	Enterprise Funds	Total
Non-Spendable Fund Balance	\$ 234,662	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 234,662
Restricted Fund Balance	-	-	-	-	-	-	-
Committed Fund Balance	2,988,291	-	-	-	-	-	2,988,291
Assigned Fund Balance	9,120,200	-	756,780	-	-	-	9,876,980
Unassigned Fund Balance	20,968,782	-	-	-	1,296,525	-	22,265,306
Ending Fund Balance	<u>\$ 33,311,935</u>	<u>\$ -</u>	<u>\$ 756,780</u>	<u>\$ -</u>	<u>\$ 1,296,525</u>	<u>\$ -</u>	<u>\$ 35,365,239</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>

	2018-19 Actual	2019-20 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Actual	2025-2026 Adopted
Total Appropriations	102,062,989	107,285,954	116,242,349	127,174,505	144,259,625	140,725,148	149,809,079	156,736,471
Inter-Division Cost (Facilities Support)	4,870,172	4,803,716	4,829,039	5,603,310	5,430,910	6,620,302	6,499,961	6,920,429
Transfers Between Funds	8,573,482	10,190,219	9,265,896	18,951,131	11,247,095	11,247,095	18,147,608	13,569,824
Capital Outlay & One-time Fund Balance Use	2,079,977	1,318,350	15,510,736	11,065,429	16,536,094	19,125,357	10,271,976	10,492,925
Operating Expenditures	86,539,358	90,973,669	86,636,678	91,554,635	111,045,526	103,732,394	114,889,534	125,753,293
Unassigned Fund Balance	23,392,005	19,961,720	19,680,148	20,280,675	23,751,485	26,216,674	31,258,488	28,570,658
Percentage of Ending Fund Balance to Operating Expenditures	27%	22%	23%	22%	21%	25%	27%	23%
Months of Operations in Fund Balance	3.24	2.63	2.73	2.66	2.57	3.03	3.26	2.73



FINANCIAL SECTION: General Fund

Harris County Department of Education

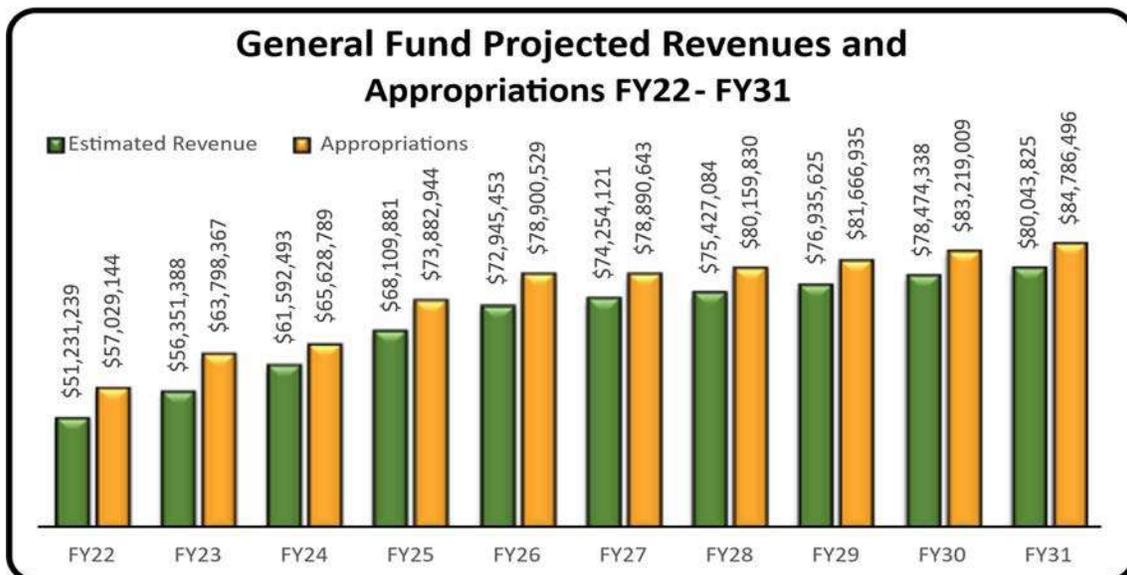
The General Fund is a governmental fund with budgetary control which is used to show transactions resulting from operations of on-going organizations and activities from a variety of revenue sources for which fund balance is controlled by and retained for the use of the local education agency. The General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

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

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

Harris County Department of Education FY26 General Fund Proposed Budget Overview

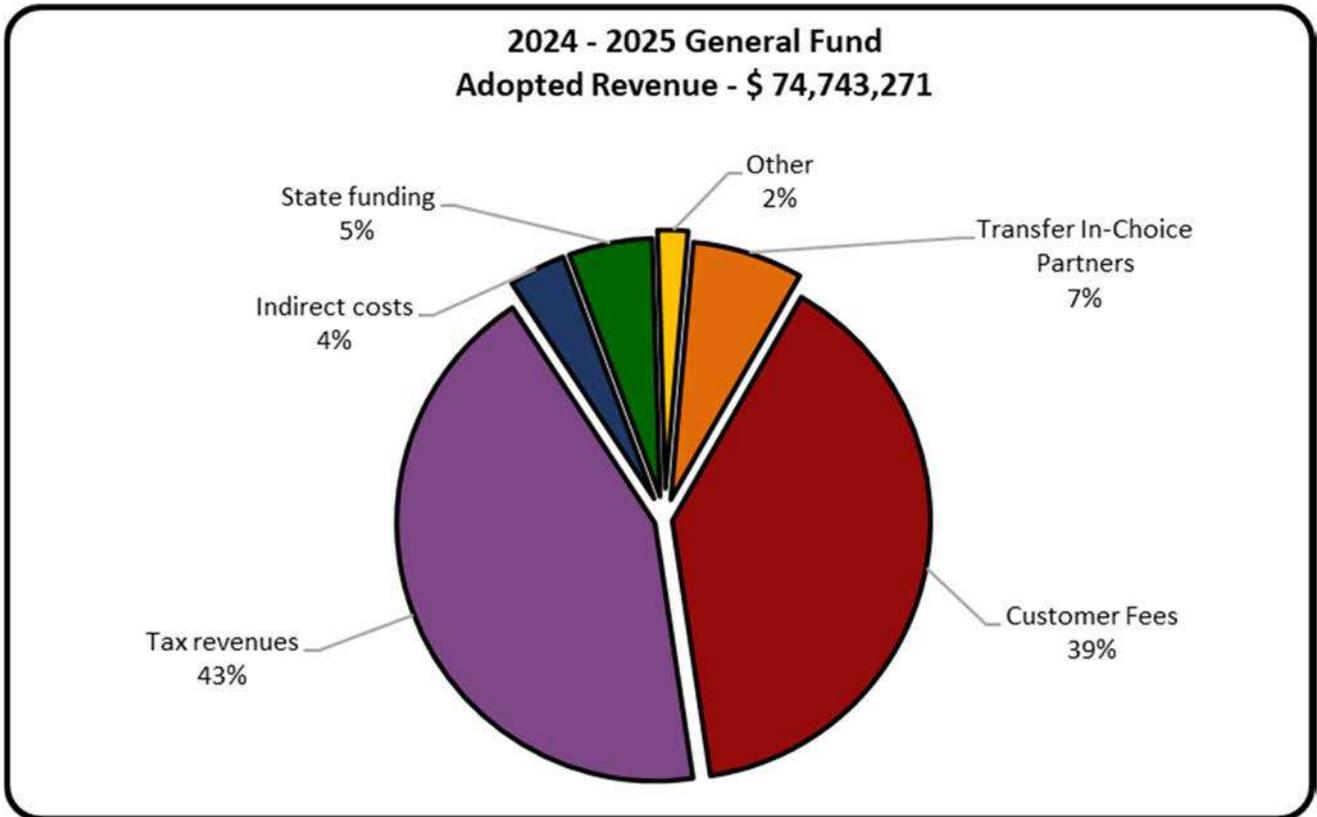
	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Beginning Fund Balance	\$ 26,083,929	\$ 25,919,064	\$ 25,698,561	\$ 34,637,495	\$ 34,246,495	\$ 33,311,935	\$ 34,726,241	\$ 37,280,507	\$ 40,809,091	\$ 45,341,468
Estimated Revenue	56,864,279	63,577,864	74,567,723	75,073,531	77,965,969	80,304,948	82,714,097	85,195,519	87,751,385	90,126,813
Appropriations	51,231,239	56,351,388	61,592,493	70,404,275	72,945,453	74,254,121	75,427,084	76,935,625	78,474,338	80,043,825
Total Other Uses	(5,797,905)	(7,446,979)	(4,036,296)	(5,060,256)	(5,955,076)	(4,636,522)	(4,732,747)	(4,731,310)	(4,744,671)	(4,742,671)
Net Change in Fund Balance	(164,865)	(220,503)	8,938,934	(391,000)	(934,560)	1,414,305	2,554,266	3,528,584	4,532,376	5,340,317
Ending Fund Balance	\$ 25,919,064	\$ 25,698,561	\$ 34,637,495	\$ 34,246,495	\$ 33,311,935	\$ 34,726,241	\$ 37,280,507	\$ 40,809,091	\$ 45,341,468	\$ 50,681,785

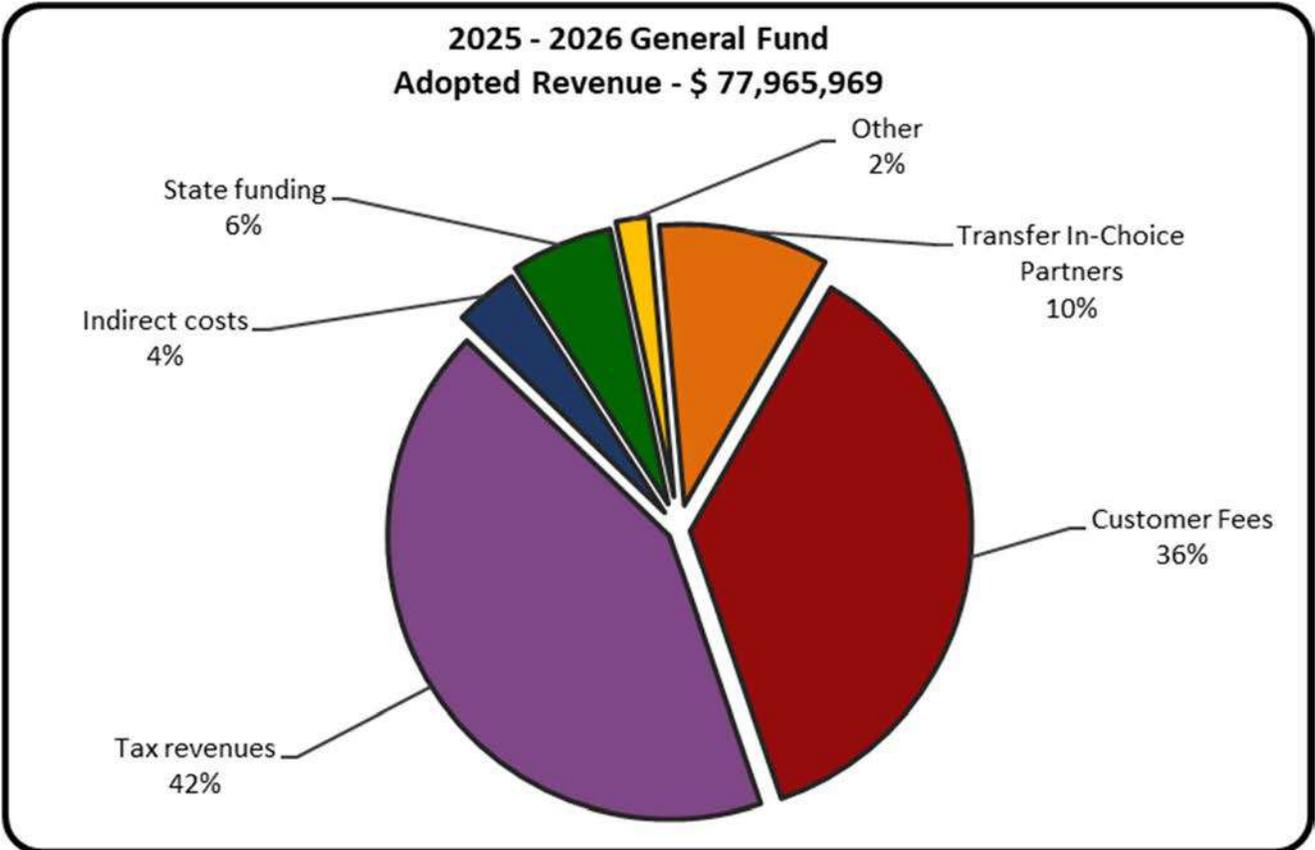


**Harris County Department of Education
FY26 General Fund Proposed Budget Overview
Estimated Revenues (In Flows)**

Object Code	Adopted Budget 2024-2025	Amended Budget 2024-2025	Adopted Budget 2025-2026	Percent Change
Customer Fees	\$ 29,377,667	\$ 29,584,702	\$ 28,392,015	-4.0%
Tax revenues	32,184,041	32,184,041	33,117,193	3%
Indirect costs	2,676,232	2,676,232	2,837,963	6%
State funding	3,915,000	3,915,000	4,545,050	16%
Other	1,406,370	1,379,595	1,459,000	6%
Transfer In-Choice Partners	5,183,961	5,333,961	7,614,748	43%
Total Revenues	\$ 74,743,271	\$ 75,073,531	\$ 77,965,969	4%

The following pie charts present the fiscal year 2024-2025 and 2025-2026 estimated revenues for the General Fund by type of revenue, with the estimated amount and the percentage participation from the total.



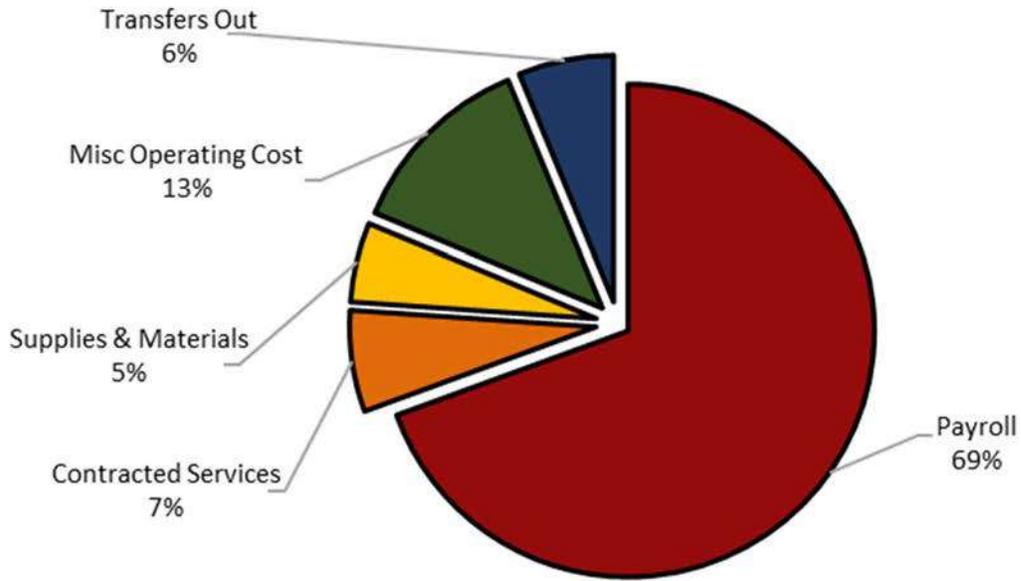


**Harris County Department of Education
FY26 General Fund Proposed Budget Overview
Appropriations (Out Flows)**

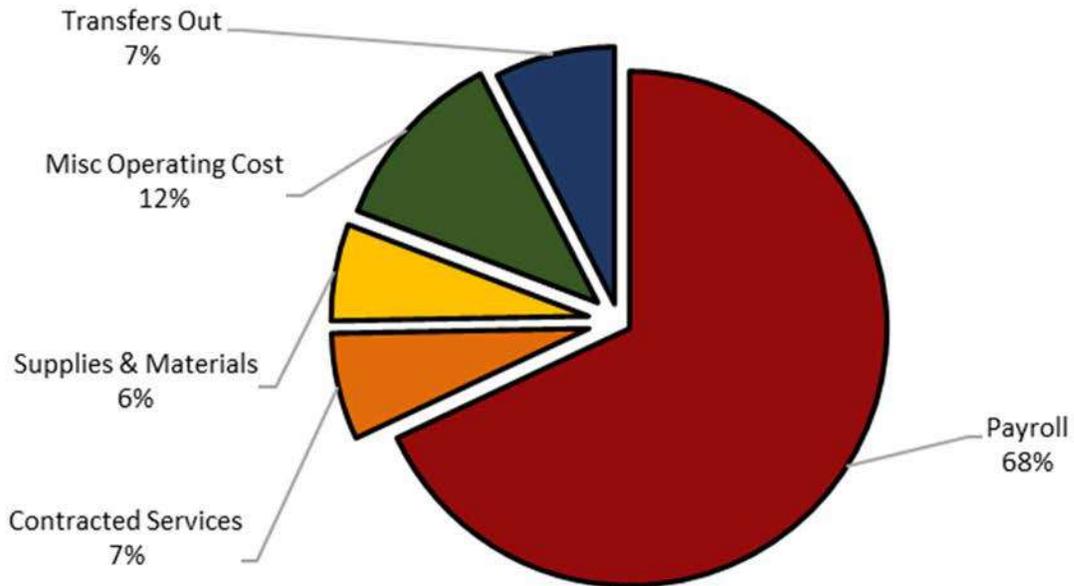
Object Code	Adopted Budget 2024-2025	Amended Budget 2024-2025	Adopted Budget 2025-2026	Percent Change
Payroll	\$ 51,835,222	\$ 51,907,890	\$ 53,607,051	3%
Contracted Services	4,966,836	4,995,381	5,287,698	6%
Supplies & Materials	3,879,292	3,903,302	4,809,354	23%
Misc Operating Cost	9,304,707	9,525,244	9,178,392	-4%
Capital Outlay	87,958	72,458	62,958	-13%
Transfers Out	4,669,256	5,060,256	5,955,076	18%
Total Appropriations	\$ 74,743,271	\$ 75,464,531	\$ 78,900,529	5%

The following pie charts presents the total budgeted appropriations for the fiscal years 2024-2025 and 2025-2026 by type of expenditures and with the percentage participation from the total amount.

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



**2025-2026 General Fund
Adopted Appropriations \$78,900,529**



**Harris County Department of Education
 Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - General Fund
 For the Fiscal Year Ending August 31, 2026**

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Revenues										
Customer Fees/Charges	\$ 20,489,233	\$ 22,964,781	\$ 27,154,071	\$ 24,239,125	28,392,015	\$ 29,243,775	\$ 30,121,089	\$ 31,024,721	\$ 31,955,463	\$ 32,914,127
Property Tax Revenue-Current	25,253,823	\$ 27,800,619	\$ 30,183,617	\$ 30,928,949	33,017,193	34,007,709	35,027,940	36,078,778	37,161,142	38,275,976
Tax Revenue-Del, P&I, Special Tax F	116,036	\$ 84,629	\$ (79,981)	\$ (19,995)	100,000	103,000	106,090	109,273	112,551	115,927
Investment Earnings	168,696	\$ 1,672,755	\$ 2,156,654	\$ 1,993,520	1,300,000	1,339,000	1,379,170	1,420,545	1,463,161	1,507,056
Other Local Revenues	167,958	\$ 573,781	\$ 284,856	\$ 44,406	159,000	163,770	168,683	173,744	178,956	184,325
State TEA Supplemental Compensati	174,834	\$ 174,834	\$ 174,834	\$ 174,834	200,000	206,000	212,180	218,545	225,102	231,855
State TEA Employee Portion Health I	354,966	\$ 354,966	\$ 354,966	\$ 354,966	345,050	355,402	366,064	377,045	388,357	400,008
State TRS On Behalf Matching	3,019,944	\$ 3,295,407	\$ 3,941,474	\$ 4,382,361	4,000,000	4,120,000	4,243,600	4,370,908	4,502,035	4,637,096
Indirect Costs from Local Grants	727	\$ 2,927	\$ 110,331	\$ 727	19,573	20,160	20,765	21,388	22,030	22,690
Indirect Cost from Federal Grants	2,089,412	\$ 2,358,857	\$ 2,321,514	\$ 2,519,248	2,818,390	2,902,942	2,990,030	3,079,731	3,172,123	3,267,286
Total Revenues	51,835,629	59,283,556	66,602,336	64,618,140	70,351,221	72,461,758	74,635,610	76,874,679	79,180,919	81,556,347
Expenditures by Division										
Public Education Support Services										
Center for Safe & Secure Schools	547,363	835,578	908,672	1,037,541	1,084,113	1,105,795	1,127,911	1,150,469	1,173,479	1,196,948
Center For Educator Success	1,839,960	1,958,789	2,006,207	2,509,552	2,851,340	2,908,367	2,966,534	3,025,865	3,086,382	3,148,110
School Based Therapy Services	11,463,589	13,041,057	14,045,005	14,661,353	16,131,494	16,454,124	16,783,206	17,118,870	17,461,248	17,810,473
Academic & Behavior School East	3,912,742	4,543,957	5,304,052	4,997,229	6,320,131	6,446,534	6,575,464	6,706,974	6,841,113	6,977,935
Academic & Behavior School West	3,886,325	4,493,835	4,997,879	5,891,144	5,850,200	5,967,204	6,086,548	6,208,279	6,332,445	6,459,094
Fortis Academy	1,217,636	1,483,879	1,520,667	1,624,584	1,733,445	1,768,114	1,803,476	1,839,546	1,876,337	1,913,863
Highpoint East School	3,339,508	3,712,990	4,273,350	4,502,270	4,584,953	4,676,652	4,770,185	4,865,589	4,962,901	5,062,159
Records Management Services	1,954,297	2,005,841	2,068,638	2,556,970	2,560,951	2,612,170	2,664,413	2,717,702	2,772,056	2,827,497
Grant Funded Community Resources										
Headstart	1,181	1,500	-	557	8,000	8,160	8,323	8,490	8,659	8,833
Adult Education Local	187,358	98,392	542,005	627,195	563,715	574,989	586,489	598,219	610,183	622,387
CASE Local	715,778	767,698	814,497	892,812	883,777	901,453	919,482	937,871	956,629	975,761
Community Outreach										
Education Foundation	508,374	600,083	200,000	200,000	300,000	306,000	312,120	318,362	324,730	331,224
Community Engagement	-	113,733	111,080	145,106	147,295					

**Harris County Department of Education
 Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - General Fund
 For the Fiscal Year Ending August 31, 2026**

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
<u>Expenditures by Division (Continued)</u>										
Internal Support Divisions										
Department Wide	5,078,175	5,342,902	5,498,147	7,213,343	8,351,736	8,518,771	8,689,146	8,862,929	9,040,188	9,220,991
Retirement Leave Benefits	542,606	475,565	379,701	299,940	200,000	204,000	208,080	212,242	216,486	220,816
State TRS On Behalf	3,019,944	3,295,407	3,941,476	4,382,361	4,000,000	4,080,000	4,161,600	4,244,832	4,329,729	4,416,323
State TEA Employee Portion	-	-	-	345,050	345,050	351,951	358,990	366,170	373,493	380,963
Business Support Services	1,877,350	1,834,358	2,229,133	2,490,643	2,458,547	2,507,718	2,557,872	2,609,030	2,661,210	2,714,435
Procurement Services	674,840	728,248	764,596	840,603	1,040,633	1,061,446	1,082,675	1,104,328	1,126,415	1,148,943
Human Resources	1,175,005	1,342,821	1,273,694	1,426,837	1,414,240	1,442,525	1,471,375	1,500,803	1,530,819	1,561,435
Center for Grant Development	535,226	581,303	622,843	659,758	668,120	681,482	695,112	709,014	723,195	737,658
Research & Evaluation	582,976	551,004	652,919	690,519	704,837	718,934	733,312	747,979	762,938	778,197
Technology Support Svcs	3,704,925	3,711,842	4,079,810	4,496,534	4,711,943	4,806,182	4,902,305	5,000,352	5,100,359	5,202,366
Client Engagement	557,474	642,192	686,170	754,752	804,030	820,111	836,513	853,243	870,308	887,714
Communication	858,665	1,026,740	1,224,239	1,376,292	1,445,138	1,474,041	1,503,522	1,533,592	1,564,264	1,595,549
Construction Services	164,603	212,642	232,821	244,496	255,162	260,265	265,471	270,780	276,196	281,719
HCDE Administration										
Superintendent's Office	655,534	688,993	741,677	764,684	797,098	813,040	829,301	845,887	862,805	880,061
Board of Trustees	203,356	197,363	216,670	215,043	190,776	194,592	198,483	202,453	206,502	210,632
Asst Supt Education & Enrichment	307,577	341,027	342,167	349,086	356,655	363,788	371,064	378,485	386,055	393,776
Asst Supt for Academic Support	320,929	352,025	370,956	371,582	386,957	394,696	402,590	410,642	418,855	427,232
Special Schools Administration	921,933	828,753	985,619	952,258	1,126,829	1,149,366	1,172,353	1,195,800	1,219,716	1,244,110
Chief of Staff	276,167	318,001	327,178	347,220	358,103	365,265	372,570	380,022	387,622	395,375
Chief Communications Officer	199,843	222,870	230,624	242,566	310,185	316,389	322,716	329,171	335,754	342,469
Total Expenditures	51,231,239	56,351,388	61,592,493	68,109,881	72,945,453	74,254,121	75,739,204	77,253,988	78,799,067	80,375,049

**Harris County Department of Education
 Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - General Fund
 For the Fiscal Year Ending August 31, 2026**

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Excess (Deficiency) of Revenues										
Over/(Under) Expen	604,390	2,932,168	5,009,843	(764,705)	(2,594,232)	(1,792,364)	(791,473)	(60,947)	706,581	1,512,522
Other Financing Sources										
Transfers In-										
Choice	5,028,650	4,294,308	7,965,387	5,333,961	7,614,748	7,843,190	8,078,486	8,320,841	8,570,466	8,570,466
Covid 19 Excess Funds	-	-	-	100,000	-	-	-	-	-	-
Transfers Out-										
Sale of Equipment	-	-	-	-	-	-	-	-	-	-
Fund 243, Adult Ed	-	-	(43,011)	-	-	-	-	-	-	-
Fund 288, CASE	(520,241)	(530,036)	(510,655)	(900,787)	(550,787)	(550,787)	(550,787)	(550,787)	(550,787)	(550,787)
Fund 472, Star R / OMNY Award	(136,115)	-	-	-	(198,000)	(201,960)	(205,999)	(210,119)	(214,322)	(214,322)
Fund 255, Schools	-	-	-	(41,000)	-	-	-	-	-	-
Fund 693, Covid 19	(300,000)	-	-	-	-	-	-	-	-	-
Fund 205, Head Start	(178,335)	(371,743)	(200,000)	(400,000)	(388,800)	(388,800)	(500,000)	(500,000)	(500,000)	(500,000)
Fund 599, PFC Lease	(2,405,785)	(2,959,100)	(3,282,630)	(3,718,469)	(3,882,929)	(2,994,975)	(2,975,961)	(2,970,404)	(2,979,563)	(2,977,563)
Fund 599, QZAB Payment	(451,429)	-	-	-	-	-	-	-	-	-
Fund 642 ,Capital project	(1,806,000)	(3,586,100)	-	-	(934,560)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Other Financing Sources (Uses)	(769,255)	(3,152,671)	3,929,091	373,705	1,659,672	3,206,669	3,345,739	3,589,531	3,825,795	3,827,795
Net Change in Fund Bal	(164,865)	(220,503)	8,938,934	(391,000)	(934,560)	1,414,305	2,554,266	3,528,584	4,532,376	5,340,317
Fund Balance - Initial	26,083,929	25,919,064	25,698,561	34,637,495	34,246,495	33,311,935	34,726,241	37,280,507	40,809,091	40,809,091
Ending Fund Balance	<u>\$ 25,919,064</u>	<u>\$ 25,698,561</u>	<u>\$ 34,637,495</u>	<u>\$ 34,246,495</u>	<u>\$ 33,311,935</u>	<u>\$ 34,726,241</u>	<u>\$ 37,280,507</u>	<u>\$ 40,809,091</u>	<u>\$ 45,341,468</u>	<u>\$ 46,149,408</u>

Harris County Department of Education
Statement of Revenues & Expenditures by Object - All General Funds (100-199)
For the Fiscal Year Ending August 31, 2026

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Revenues										
Customer Fees/Charges	\$ 20,500,077	\$ 20,489,233	\$ 22,964,781	\$ 24,239,125	\$ 28,392,015	\$ 29,243,775	\$ 30,121,089	\$ 31,024,721	\$ 31,955,463	\$ 32,914,127
Property Tax Revenue-Current	24,866,856	25,253,823	27,800,619	30,928,949	33,017,193	34,007,709	35,027,940	36,078,778	37,161,142	38,275,976
Tax Revenue-Del, P&I, HCTO Fees	219,384	116,036	84,629	(19,995)	100,000	103,000	106,090	109,273	112,551	115,927
Investment Earnings	16,824	168,696	1,672,755	1,993,520	1,300,000	1,339,000	1,379,170	1,420,545	1,463,161	1,507,056
Indirect Cost from Local Grants	4,737	727	-	-	19,573	20,160	20,765	21,388	22,030	22,690
Other Local Revenues	1,120,761	167,957	573,781	44,406	159,000	163,770	168,683	173,744	178,956	184,325
Total Local Sources:	46,728,639	46,196,472	53,096,565	57,186,004	62,987,781	64,877,414	66,823,737	68,828,449	70,893,302	73,020,102
State TEA Supplemental Compensation	174,834	174,834	174,834	174,834	\$ 200,000	206,000	212,180	218,545	225,102	231,855
State TEA Employee Portion Health Ins	354,966	354,965	354,966	354,966	\$ 345,050	355,402	366,064	377,045	388,357	400,008
State TRS On Behalf Matching	2,815,070	3,019,944	3,295,407	4,382,361	\$ 4,000,000	4,120,000	4,243,600	4,370,908	4,502,035	4,637,096
Total State Sources:	3,344,870	3,549,743	3,825,207	4,912,161	4,545,050	4,681,402	4,821,844	4,966,499	5,115,494	5,268,959
Indirect Cost from Federal Grants	2,059,264	\$ 2,089,412	\$ 2,358,857	\$ 2,519,248	2,818,390	2,902,942	2,990,030	3,079,731	3,172,123	3,267,286
Total Federal Sources:	2,059,264	2,089,412	2,358,857	2,519,248	2,818,390	2,902,942	2,990,030	3,079,731	3,172,123	3,267,286
Transfer In-Choice Partners	4,828,938	\$ 5,028,650	\$ 4,294,308	\$ 8,765,852	7,614,748	7,843,190	8,078,486	8,320,841	8,570,466	8,827,580
Total Other Financing Sources:	4,828,938	5,028,650	4,294,308	8,765,852	7,614,748	7,843,190	8,078,486	8,320,841	8,570,466	8,827,580
Total Revenues:	56,961,711	56,864,277	63,574,937	73,383,266	77,965,969	80,304,948	82,714,097	85,195,519	87,751,385	90,383,927
Expenditures										
Expenditures by Object										
6100 - Payroll Costs	36,383,399	36,934,883	41,894,416	49,705,270	53,607,051	54,679,192	55,772,776	56,888,231	58,025,996	59,186,516
6200 - Contracted Services	4,373,916	5,111,299	3,948,634	3,382,929	5,287,698	5,393,452	5,501,321	5,611,347	5,723,574	5,838,046
6300 - Supplies and Materials	1,983,253	2,330,327	2,559,440	2,568,669	4,809,354	4,905,541	5,003,652	5,103,725	5,205,799	5,309,915
6400 - Misc. Operating Costs	7,003,411	6,846,993	7,905,725	8,793,356	9,178,392	9,361,960	9,549,199	9,740,183	9,934,987	10,133,686
6600 - Capital Outlay	21,073	7,722	43,165	70,060	62,958	64,217	65,502	66,812	68,148	69,511
8900 - Transfers Out	13,948,194	5,797,909	4,036,296	5,773,063	5,955,076	6,074,178	6,195,661	6,319,574	6,445,966	6,574,885
Total Expenditures:	63,713,246	57,029,133	60,387,677	70,293,347	78,900,529	80,478,540	82,088,110	83,729,873	85,404,470	87,112,559
Net Change in Fund Balance	(6,751,535)	(164,856)	3,187,260	3,089,919	(934,560)	(173,592)	625,986	1,465,647	2,346,915	3,271,367
Fund Balance-Beginning	32,835,463	26,083,932	25,919,067	29,106,327	32,196,246	31,261,686	31,088,094	31,714,081	33,179,727	35,526,642
Fund Balance, Ending	\$ 26,083,932	\$ 25,919,067	\$ 29,106,327	\$ 32,196,246	\$ 31,261,686	\$ 31,088,094	\$ 31,714,081	\$ 33,179,727	\$ 35,526,642	\$ 38,798,009



General Fund: Appropriations by Function

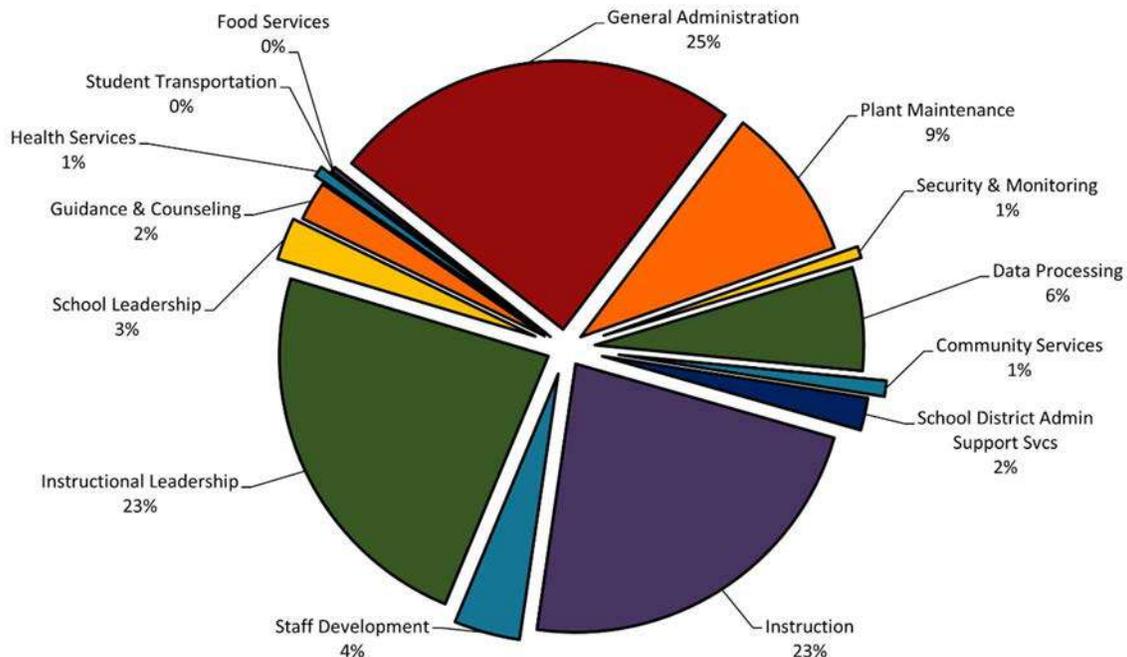
Harris County Department of Education

The following charts present the budgeted appropriations for the for the General Fund by function.

1. FY 2025-2026 Adopted Budget Compared to FY 2024-2025 Amended Budget
2. FY 2025-2026 Adopted Budget Pie Chart
3. General Fund Forecast by Function with FY22-FY24 audited historical data, FY25 projected, but unaudited data, FY26 adopted budget, and forecasted amounts for the following five years

Function Code	Function Description	Adopted Budget 2025-2026	Amended Budget 2024-2025	Difference
11	Instruction	\$ 17,145,892	\$ 16,508,433	637,459
13	Staff Development	2,976,378	2,843,628	132,750
21	Instructional Leadership	17,542,387	17,743,310	(200,923)
23	School Leadership	1,905,794	2,019,582	(113,788)
31	Guidance & Counseling	1,780,713	1,822,425	(41,712)
32	Social Work		36,117	
33	Health Services	483,890	494,937	(11,047)
34	Student Transportation	64,365	65,692	
35	Food Services	234,960	103,778	131,182
41	General Administration	18,522,428	15,300,388	3,222,040
51	Plant Maintenance	6,990,110	6,926,051	64,059
52	Security & Monitoring	528,970	527,060	1,910
53	Data Processing	4,660,163	4,784,840	(124,677)
61	Community Services	712,164	1,037,360	(325,196)
62	School District Admin Support Svcs	1,469,386	1,532,461	(63,075)
71	Debt Service	3,882,929	3,718,469	164,460
81	Acquisition & Construction	-	-	-
99	Other Government Charges	-	-	-
Total Appropriations by Function:		\$ 78,900,529	\$ 75,464,531	3,435,998

FY26 Appropriation by Function



**Harris County Department of Education
Revenues and Expenditures by Function - General Fund
For the Fiscal Year Ending August 31, 2026**

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Revenues										
Local Sources	\$ 46,196,473	\$ 53,099,492	\$ 59,809,548	\$ 57,186,731	\$ 62,987,781	\$ 64,877,414	\$ 66,823,737	\$ 68,828,449	\$ 70,893,302	\$ 73,020,102
State Sources	3,549,744	3,825,207	4,471,274	4,912,161	4,545,050	\$ 4,681,402	\$ 4,821,844	\$ 4,966,499	\$ 5,115,494	\$ 5,268,959
Federal Sources	2,089,412	2,358,857	2,321,514	2,519,248	2,818,390	\$ 2,902,942	\$ 2,990,030	\$ 3,079,731	\$ 3,172,123	\$ 3,267,286
Total Revenues	\$ 51,835,629	\$ 59,283,556	\$ 66,602,336	\$ 64,618,140	\$ 70,351,221	\$ 72,461,758	\$ 74,635,610	\$ 76,874,679	\$ 79,180,919	\$ 81,556,347
Expenditures by Function										
Instruction	8,380,818	10,860,489	11,041,293	12,022,325	16,206,305	16,530,431	16,861,040	17,198,261	17,542,226	17,893,070
Staff Development	2,213,361	2,174,881	2,203,487	2,193,641	2,976,378	3,035,906	3,096,624	3,158,556	3,221,727	3,286,162
Instructional Leadership	13,356,889	15,095,862	16,484,208	18,290,738	17,542,387	17,893,235	18,251,099	18,616,121	18,988,444	19,368,213
School Leadership	1,695,574	1,781,477	1,882,484	2,549,559	1,905,794	1,943,910	1,982,788	2,022,444	2,062,893	2,104,151
Guidance & Counseling	1,202,221	1,555,821	1,802,167	1,752,374	1,780,713	1,816,327	1,852,654	1,889,707	1,927,501	1,966,051
Social Work	564	1,192	-	36,117	-	-	-	-	-	-
Health Services	255,540	335,709	488,493	534,305	483,890	493,568	503,439	513,508	523,778	534,254
Student Transportation	53,257	60,937	65,629	70,115	64,365	65,652	66,965	68,305	69,671	71,064
Food Service	24,457	12,439	37,161	65,282	234,960	239,659	244,452	249,341	254,328	259,415
General Administration	11,568,463	7,784,070	13,002,068	14,442,898	17,389,868	17,737,665	18,092,419	18,454,267	18,823,352	19,199,819
Plant Maintenance	5,963,449	6,453,087	6,958,033	7,645,907	6,990,110	7,129,912	7,272,510	7,417,961	7,566,320	7,717,646
Security & Monitoring	563,950	543,200	571,321	521,120	528,970	539,549	550,340	561,347	572,574	584,026
Data Processing	3,822,912	3,833,229	4,231,521	4,927,941	4,660,163	4,753,366	4,848,434	4,945,402	5,044,310	5,145,197
Community Services	711,770	965,165	1,433,055	1,515,826	712,164	726,407	740,935	755,754	770,869	786,287
School District Admin	1,279,723	1,307,729	1,391,572	1,541,733	1,469,386	1,498,774	1,528,749	1,559,324	1,590,511	1,622,321
Acquisition & Construction	26	3,586,100	-	-	-	-	-	-	-	-
Other Govt Charges	138,263	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 51,231,239	\$ 56,351,388	\$ 61,592,493	\$ 68,109,882	\$ 72,945,453	\$ 74,404,362	\$ 75,892,449	\$ 77,410,298	\$ 78,958,504	\$ 80,537,674
Excess/(Deficiency) of Revenues Over/(Under)	604,390	2,932,168	5,009,843	(3,491,741)	(2,594,232)	(1,942,604)	(1,256,839)	(535,620)	222,415	1,018,672
Other Financing Sources (Uses)										
Transfers In	5,028,650	4,294,308	7,965,387	8,873,804	7,614,748	\$ 7,843,190	\$ 8,078,486	\$ 8,320,841	\$ 8,570,466	\$ 8,827,580
Transfers Out	(5,797,905)	(7,446,979)	(4,036,296)	(5,773,063)	(5,955,076)	(6,074,178)	(6,195,661)	(6,319,574)	(6,445,966)	(6,574,885)
Total Other Financing Sources (Uses)	(769,255)	(3,152,671)	3,929,091	3,100,741	1,659,672	1,769,013	1,882,825	2,001,266	2,124,500	2,252,695
Net Change in Fund Bal	(164,865)	(220,503)	8,938,934	(391,001)	(934,560)	(173,592)	625,986	1,465,647	2,346,915	3,271,367
Fund Balance, Beginning	26,083,929	25,919,064	25,698,561	34,637,495	34,246,495	33,311,935	33,138,343	33,764,329	35,229,976	37,576,891
Fund Balance, Ending	\$ 25,919,064	\$ 25,698,561	\$ 34,637,495	\$ 34,246,495	\$ 33,311,935	\$ 33,138,343	\$ 33,764,329	\$ 35,229,976	\$ 37,576,891	\$ 40,848,258



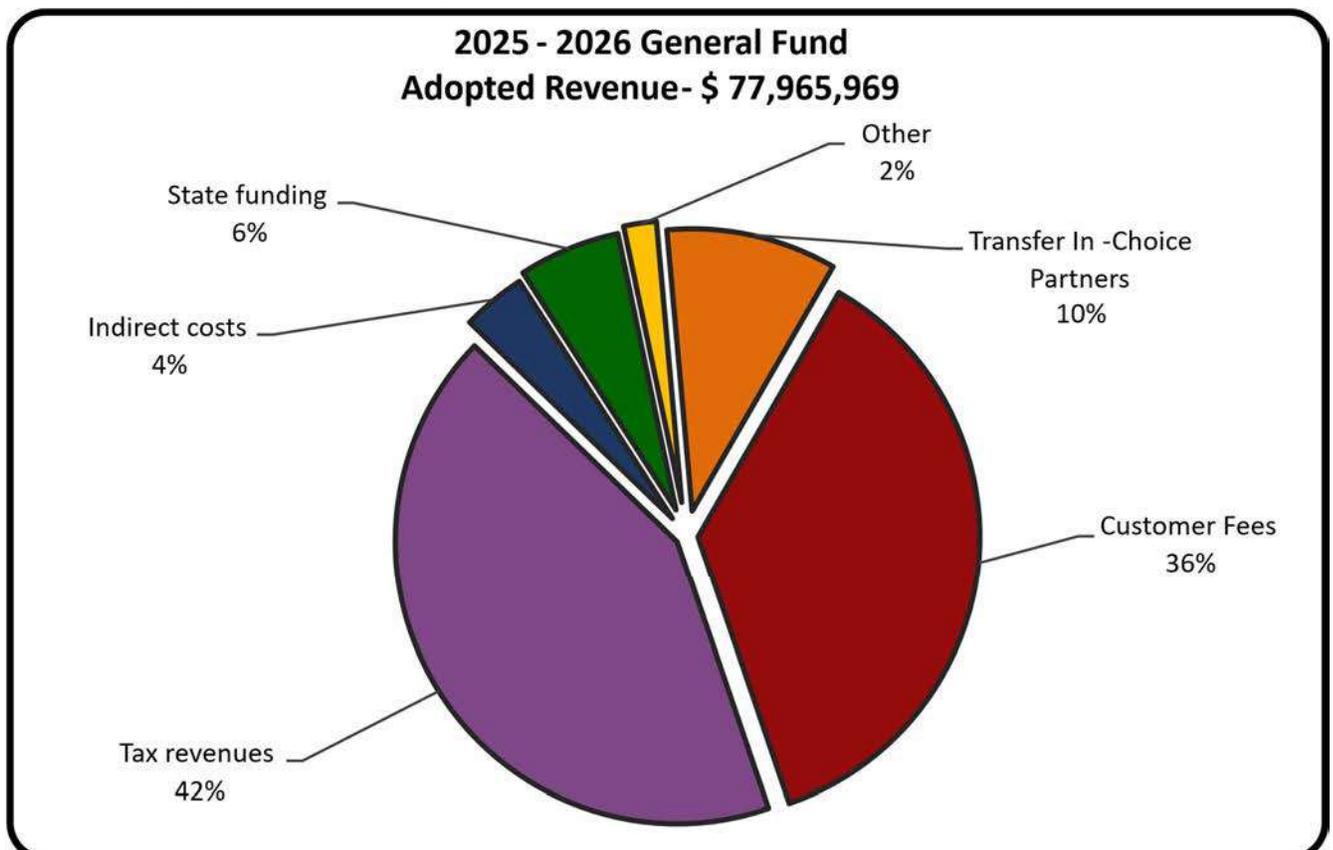
Major Revenue Assumptions

Harris County Department of Education

Revenue Projections

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

- **Local Revenues** typically consists of monies generated by the local tax efforts and fees for service. Factors that need to be considered include such things as assessed property values, property value growth / decline rates, applicable tax rates, historical collection rates. Factors for fees for service are market value for services, demand for service, and current market conditions. The main source of local revenues are tax revenues that represent about 49% of local revenue, customer fees that are estimated at about 41%. HCDE does not receive sales tax, franchise taxes or any other taxes.
- **State Revenues** traditionally consists of monies received because of state funding. HCDE is recipient only for funding related to the Teacher Retirement System.
- **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. Indirect Costs to support the grant programs are allocated directly to the General Fund to offset cost of Technology Services, Human Resources, and Business Services.



Estimating revenue from two major sources, customer fees and local property taxes are critical to the budget. These categories alone comprise over \$61.5 million, or 79% of The Department’s estimated General Operating Fund revenues, totaling \$77,965,969 for the 2025-2026 fiscal year.

Customer Fees/Charges

Early in the budget planning cycle, a series of discussions occur to estimate the anticipated client base for the new fiscal year, the challenges each revenue generating division will face in the new fiscal year, and the client tolerance for increased customer fees. The Fee Setting Review Meeting occurred on March 5th, 2025 between revenue division leadership and business services leadership to discuss the feasibility of raising or maintaining service fee levels.

The Department has projected a 17.1% increase in customer fees (\$4,152,890) over the Amended Budget for FY2024-2025 (\$24,239,125), to \$28,392,015 for the Adopted Budget for FY2025-2026. The customer fees are received from school districts that use HCDE services. Since the Department contracts with school districts, those districts’ current economy will have an effect on the revenues. Each division had contract talks or negotiations with their customers and made conservative, but achievable customer fee revenue assumptions.

Revenue generating divisions service a wide variety of needs for the 25 School Districts within Harris County and many others from the surrounding areas. The tax-subsidized nature of HCDE’s Services require that clients from outside the boundaries of Harris County pay a higher rate to ensure their received services are not also subsidized by Harris County taxpayers.

Primary Service Fee Types

Division	Service Fee	Out of County Premium
Center For Educator Success	Professional Development	10%
Center for Safe & Secure Schools	Safety Audits, Workshops	10%
Choice Partners Cooperative	Coop Vendor Fees	(no tax subsidy)
Records Management Services	Membership, Storage, Digitizing	10-20%
Special Schools	Tuition: Annual & Monthly	20%-25%
Therapy Services	Per Session, by Specialty	10%

Property Tax Revenues

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.

For the tax-year 2025, the estimated taxable value is \$689 Billion (based on certified values as of 07/18/2025), which is an increase of \$36,520,695,255 or 5.59%. The

Department is also continuing the Over 65 & Disabled Exemption from \$275,000 to \$320,000 with an estimated impact of \$634,370 at the current rate.

State Matching

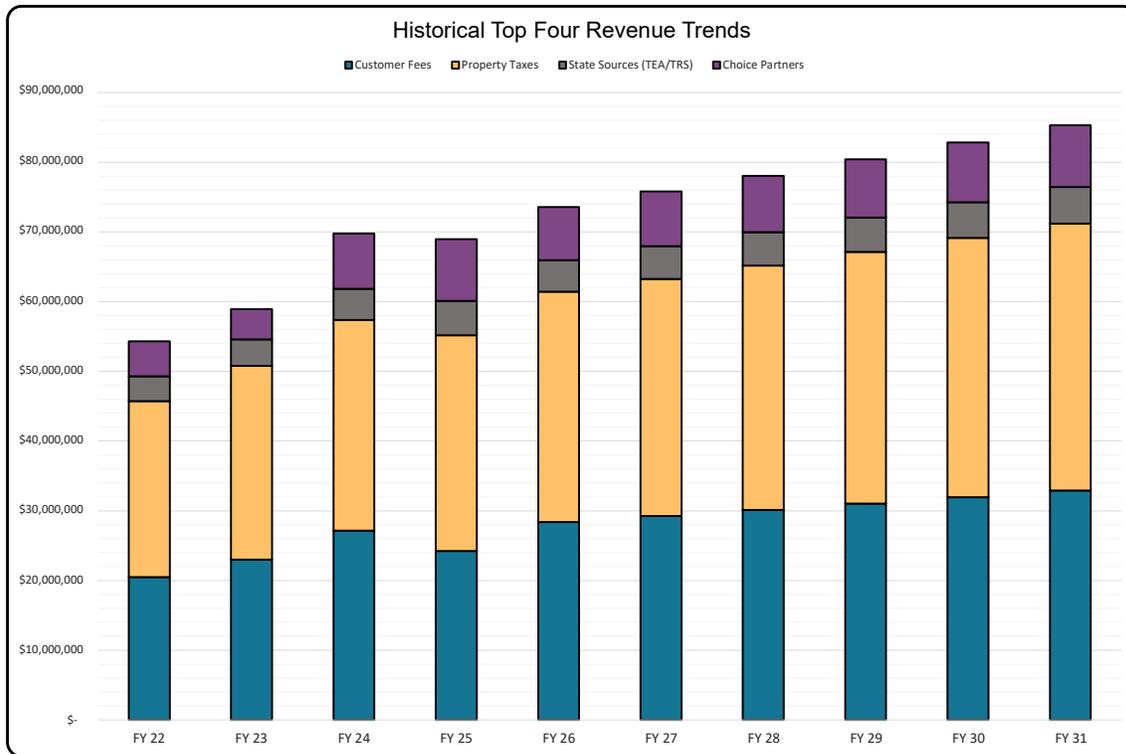
Pass-through revenue for State TRS Matching contribution is budgeted in accordance with projected payroll cost and the contribution rate schedule mandated by the Texas Legislature.

**Harris County Department of Education
Statement of Revenues by Source Expenditures by Object - General Fund (199)
For the Fiscal Year Ending August 31, 2026**

	2024-2025 Projected	2025-2026 Adopted	Increase (Decrease)	% Change
<u>REVENUES & OTHER RESOURCES</u>				
<u>Revenues</u>				
Customer Fees/Charges	24,239,125	28,392,015	4,152,890	17%
Property Tax Revenue-Current	30,928,949	33,017,193	2,088,244	7%
Tax Revenue-Del, P&I, HCTO Fees	(19,995)	100,000	119,995	-600%
Investment Earnings	1,993,520	1,300,000	(693,520)	-35%
Indirect Cost from Local Grants	727	19,573	18,846	2592%
Other Local Revenues	44,406	159,000	114,594	258%
State TEA Supplemental Compensation	174,834	200,000	25,166	14%
State TEA Employee Portion Health Ins	354,966	345,050	(9,916)	-3%
State TRS On Behalf Matching	4,382,361	4,000,000	(382,361)	-9%
Indirect Cost from Federal Grants	2,519,248	2,818,390	299,142	12%
Transfer In-Schools, Other	107,952			
Transfer In-Choice Partners	8,765,852	7,614,748	(1,151,104)	-13%
Total Revenues:	73,491,945	77,965,969	4,474,024	6.1%
<u>EXPENDITURES & OTHER USES</u>				
<u>Expenditures</u>				
6100 - Payroll Costs	51,705,270	53,607,051	1,901,781	4%
6200 - Contracted Services	3,515,716	5,287,698	1,771,982	50%
6300 - Supplies and Materials	3,568,669	4,809,354	1,240,685	35%
6400 - Misc. Operating Costs	9,250,167	9,178,392	(71,775)	-1%
6600 - Capital Outlay	70,060	62,958	(7,102)	-10%
Total Expenditures:	68,109,882	72,945,453	4,835,571	7.1%
Excess (Deficiency) of Revenues Over/(Under) Expenditures	5,382,063	5,020,516	(361,547)	-7%
<u>Other Uses</u>				
Transfers Out	5,773,063	5,955,076	182,013	3%
Total Other Uses:	5,773,063	5,955,076	182,013	3.2%
Net Change in Fund Balance	(391,000)	(934,560)	(543,560)	139%
Projected Fund Balance Beginning	34,637,495	34,246,495	(391,000)	-1%
Projected Fund Balance Ending	34,246,495	33,311,935	(934,560)	-2.7%

Harris County Department of Education
 Statement of Revenues - All General Funds (100-199)
 For the Fiscal Year Ending August 31, 2026

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Revenues										
Customer Fees/Charges	\$ 20,489,233	\$ 22,964,781	\$ 27,154,071	\$ 24,239,125	\$ 28,392,015	\$ 29,243,775	\$ 30,121,089	\$ 31,024,721	\$ 31,955,463	\$ 32,914,127
Property Tax Revenue-Current	25,253,823	27,800,619	30,183,617	30,928,949	33,017,193	34,007,709	35,027,940	36,078,778	37,161,142	38,275,976
Tax Revenue-Del, P&I, HCTO Fees	116,036	84,629	(79,981)	(19,995)	100,000	103,000	106,090	109,273	112,551	115,927
Investment Earnings	168,696	1,672,755	2,156,654	1,993,520	1,300,000	1,339,000	1,379,170	1,420,545	1,463,161	1,507,056
Indirect Cost from Local Grants	727	2,927	110,331	727	19,573	20,160	20,765	21,388	22,030	22,690
Other Local Revenues	167,958	573,781	284,856	44,406	159,000	163,770	168,683	173,744	178,956	184,325
Total Local Sources:	46,196,473	53,099,492	59,809,548	57,186,731	62,987,781	64,877,414	66,823,737	68,828,449	70,893,302	73,020,102
State TEA Supplemental Compensation	174,834	174,834	174,834	174,834	200,000	206,000	212,180	218,545	225,102	231,855
State TEA Employee Portion Health Ins	354,966	354,966	354,966	354,966	345,050	355,402	366,064	377,045	388,357	400,008
State TRS On Behalf Matching	3,019,944	3,295,407	3,941,474	4,382,361	4,000,000	4,120,000	4,243,600	4,370,908	4,502,035	4,637,096
Total State Sources:	3,549,744	3,825,207	4,471,274	4,912,161	4,545,050	4,681,402	4,821,844	4,966,499	5,115,494	5,268,959
Indirect Cost from Federal Grants	2,089,412	2,358,857	2,321,514	2,519,248	2,818,390	2,902,942	2,990,030	3,079,731	3,172,123	3,267,286
Total Federal Sources:	2,089,412	2,358,857	2,321,514	2,519,248	2,818,390	2,902,942	2,990,030	3,079,731	3,172,123	3,267,286
Transfer In-Choice Partners	\$ 5,028,650	\$ 4,294,308	\$ 7,965,387	\$ 8,873,804	\$ 7,614,748	7,843,190	8,078,486	8,320,841	8,570,466	8,827,580
Total Other Financing Sources:	5,028,650	4,294,308	7,965,387	8,873,804	7,614,748	7,843,190	8,078,486	8,320,841	8,570,466	8,827,580
Total Revenues:	\$ 56,864,279	\$ 63,577,864	\$ 74,567,723	\$ 73,491,945	\$ 77,965,969	\$ 80,304,948	\$ 82,714,097	\$ 85,195,519	\$ 87,751,385	\$ 90,383,927



HARRIS COUNTY DEPARTMENT OF EDUCATION
Revenue Analysis - Customer Fees by Division
For Fiscal Year Ended August 31, 2026

CUSTOMER FEES	FY2026 Recommended Budget	FY2025 Adopted Budget	Increase / Decrease between original budgets	Amended Budget	Actual to 3/31/25 (unaudited)	Amount over/under	% Realized
Business Services	\$ 152,000	\$ 152,000	\$ -	\$ 322,035	297,469	\$ (24,566)	92%
Center for Educator Success	175,400	855,324	(679,924)	855,324	141,731	\$ (713,593)	17%
Center for Grant Development	1,500	1,000	500	1,000	1,900	900	190%
Center for Safe & Secure Schools	308,729	443,592	(134,863)	443,592	98,653	(344,940)	22%
CASE Local	54,000	78,500	(24,500)	78,500	93,790	15,290	119%
Records Management Services	2,108,750	1,925,400	183,350	1,925,400	1,041,213	(884,187)	54%
Research & Evaluation	79,500	79,500	-	79,500	57,043	(22,457)	72%
School Based Therapy Services	13,039,690	12,980,458	59,232	12,980,458	6,854,539	(6,125,919)	53%
Special Schools:	-	-	-	-	-	-	-
AB-East	4,599,041	4,779,563	(180,522)	4,779,563	1,689,100	(3,090,463)	35%
AB-West	5,052,275	5,086,800	(34,525)	5,086,800	4,796,639	(290,161)	94%
Highpoint-East	2,798,450	2,752,850	45,600	2,752,850	2,349,720	(403,130)	85%
Fortis Academy	22,680	242,680	(220,000)	242,680	118,533	(124,148)	49%
Total Customer Fees :	\$ 28,392,015	\$ 29,377,667	\$ (985,652)	\$ 29,547,702	\$ 17,540,329	\$ (12,007,374)	59%

HARRIS COUNTY DEPARTMENT OF EDUCATION
Revenue Analysis - Other Revenue by Type
For Fiscal Year Ended August 31, 2026

OTHER	FY2026 Recommended Budget	FY2025 Adopted Budget	Increase / Decrease between original budgets	Amended Budget	Actual to 3/31/25 (unaudited)	Amount over/under	% Realized
Tax Revenues							
Property Tax Revenues-Current	33,017,193	32,084,041	933,152	32,084,041	30,371,414	(1,712,627)	95%
Property Tax Revenues-Del & P&I	100,000	100,000	-	100,000	(126,995)	(226,995)	-127%
Total Tax Revenues	33,117,193	32,184,041	933,152	32,184,041	30,244,419	(1,939,622)	94%
Indirect Costs-Federal	2,818,390	2,676,232	142,158	2,676,232	1,351,969	(1,324,263)	51%
Indirect Costs-Local	19,573	-	19,573	-	727	727	100%
Total Indirect Costs	2,837,963	3,915,000	161,731	2,676,232	1,352,696	(1,323,536)	51%
State Matching							
FSP-Compensation	200,000	169,950	30,050	169,950	122,399	(47,551)	72%
TEA Health Ins-Employees	345,050	345,050	-	345,050	248,508	(96,542)	72%
TRS Matching	4,000,000	3,400,000	600,000	3,400,000	-	(3,400,000)	0%
Total State Matching	4,545,050	3,915,000	630,050	3,915,000	370,907	(3,544,093)	9%
Other							
Investment Earnings	1,300,000	1,184,370	115,630	1,184,370	1,030,735	(153,635)	87%
Other Local Revenues	159,000	122,000	37,000	132,225	117,124	(15,101)	89%
Medicaid Adm Claim (MAC)	15,000	-	15,000	-	9,032	9,032	100%
Transfers In	7,614,748	5,283,961	2,330,787	5,433,961	6,150,852	716,891	113%
Total Other Revenues	9,088,748	6,590,331	2,498,417	6,750,556	7,307,743	557,187	108%
Total Estimated Revenues	\$ 49,588,954	\$ 45,365,604	\$ 4,223,350	\$ 45,525,829	\$ 39,275,765	\$ (6,250,064)	86%
Total Customer Fees	28,392,015	29,377,667	(985,652)	29,547,702	17,540,329	(12,007,374)	
Total Est. Rev. & Other Resources:	\$ 77,980,969	\$ 74,743,271	\$ 3,237,698	\$ 75,073,531	\$ 56,816,093	\$ (18,257,438)	

Assumptions:

The Department used the following assumptions in estimating values:

100% collection rate for tax revenues was used. The nominal tax rate estimated for the projections was (\$0.004798) for fiscal year 2025-26. The actual rate for fiscal year 2024-25, as approved by the Board of Trustees, was (\$0.004799).

Local revenue and grants are submitted by divisions

Indirect Costs: Based on Fiscal Year 2025 Grants



Fee Schedule: Fiscal Year 2025-2026

Harris County Department of Education

CENTER FOR SAFE AND SECURE SCHOOLS		
Service	In County	Out of County
Membership	\$500 - \$9,500	\$500 - \$10,000
Safety Audits	\$1,314 - \$2,394	\$1445-\$2663
Workshops/ Trainings (15% discount to members)		
Half Day	\$1,250	\$1,375
All Day	\$2,500	\$2,750
Registrations for Wksp/Trning		
Half Day	\$75	\$75
All Day	\$125	\$125
CENTER FOR GRANTS DEVELOPMENT		
Service	In County	Out of County
Seminars (early-bird vs regular registration)	\$75 / \$95	\$85 / \$105
CHOICE PARTNERSHIP COOPERATIVE		
Service	In County	Out of County
Job Order Contracting (JOC)	2%	2%
Trade IDIQ Services	2%	2%
Commodities	2%	2%
Food (no fee on commodity processing)	1%	1%
	* Rates may be negotiated on a per-contract basis	
CENTER FOR EDUCATOR SUCCESS		
Service	In County	Out of County
Full Day Standard District Professional Development	\$1,500	\$1,650
Full Day Customized District Professional Development	\$2,000	\$2,200
Half Day Professional Development	\$850	\$935
HCDE Hosted Event – Teacher (Per Day)	\$60	\$66
HCDE Hosted Event – Teacher Advancement	\$120	\$132
HCDE Hosted Event – Team	\$300	\$330
Core Program – Teacher	\$900	\$990
Core Program – Teacher Advancement	\$1,800	\$1,980
Consultation	\$500	\$550
Certification - Teacher	\$3,000	\$3,300
Certification - Principal	\$3,500	\$3,850



Fee Schedule: Fiscal Year 2025-2026

Harris County Department of Education

Continued

SPECIAL SCHOOLS		
Service	In County	Out of County
Academic Behavior Centers - Annual	\$24,050	\$29,750
Academic Behavior Centers - Monthly	\$3,750	\$4,650
Overage Per Diem	\$140	\$140
Fortis Academy	(No fee)	\$8,200
Special Education Surcharge - Fortis	(No fee)	\$85
Highpoint Schools	\$11,500	\$13,700
Special Education Surcharge - Highpoint	\$185	\$185
Overage Per Diem - Highpoint	\$240	\$240
Summer School Fee	\$6,400	\$7,200

SCHOOL-BASED THERAPY SERVICES		
Service	In County	Out of County
Music Therapy	\$520/ per day	\$570/ per day
Occupational Therapy	\$520/ per day	\$570/ per day
Physical Therapy	\$520/ per day	\$570/ per day
Occupational Therapy Assistant	\$420/ per day	\$470/ per day
Physical Therapy Assistant	\$420/ per day	\$470/ per day
Management Consulting	\$1,500/ per day or \$200/hour	\$1,650/ per day or \$220/hour
Program Evaluation (*)	\$1,500/ per day or \$200/hour	\$1,650/ per day or \$220/hour
Staff Development / Training (*)	\$1,500/ per day or \$200/hour	\$1,650/ per day or \$220/hour
<p>Note: Usual day is 7.5 hours (excludes lunch). Charges for services that are less than a day will be in quarter increments</p> <p>(*) Clients with OT, PT and/or Music Therapy service agreements for 2025-2026 receive on-going management consultation and support to assist with service delivery, and may be provided with up to 4 hours of staff development/training from managers as part of their service. Staff development in excess of 4 hours is subjected to fees as indicated here.</p>		

COOPERATIVE FOR AFTER SCHOOL ENRICHMENT (CASE)		
Service	In County	Out of County
Conference Attendee	\$75- \$100	\$85 - \$110
Sponsorships / Ads	\$750 - \$5,000	
Vendor Booth Fees	\$150	\$200
Trainings	\$45-\$60 per person signature speaker	\$55-\$70 per person signature speaker
	\$45 per person CPR training	\$50 per person CPR training
	\$50 per person Symoisum	\$55 per person Symposium
Kids Day Series	\$1,750-\$2,500 per site	\$2100-\$3,000 per site
Consulting Fee	\$100-\$125/ hr.	\$125-\$150/ hr.
External Assessment Fee	\$20,000 flat rate	\$24,000 flat rate
Ecobot Challenge Participant Fees	\$50 per team	\$60 per team



Fee Schedule: Fiscal Year 2025-2026

Harris County Department of Education

Continued

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



FINANCIAL SECTION: Special Revenue Funds

Harris County Department of Education

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

SPECIAL REVENUE FUNDS

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

Adult Basic Education (ABE) Program

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

- Federal ABE Regular

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

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

Center for Educator Success

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

- Educator Preparation Program

Head Start (HS) Program

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

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

Harris County Department of Education

Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - Special Revenue Funds - By Program
For the Fiscal Year ended August 31, 2022 through August 31, 2031

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Revenues										
Local Sources	\$ 6,846,462	\$ 6,655,432	\$ 6,676,399	\$ 7,434,527	\$ 8,648,642	\$ 8,479,061	\$ 8,648,642	\$ 8,821,615	\$ 8,998,047	\$ 9,178,008
Federal Sources	23,977,775	32,794,331	33,145,896	27,904,008	35,380,692	34,686,953	35,380,692	36,088,306	36,810,072	37,546,273
Total Revenues	\$ 30,824,237	\$ 39,449,763	\$ 39,822,294	\$ 35,338,535	44,029,334	\$ 43,166,014	\$ 44,029,334	\$ 44,909,921	\$ 45,808,119	\$ 46,724,282
Expenditures										
Adult Education Program	3,960,401	4,847,063	4,768,202	5,649,631	6,241,108	6,365,930	6,493,249	6,623,114	6,755,576	6,890,688
Center for Safe and Secure Schools	112,502	105,418	-	97,004	305,005	311,105	317,327	323,674	330,147	336,750
Center for Educator Success ⁽¹⁾	56,492	96,593	18,936	139,292	110,000	112,200	114,444	116,733	119,068	121,449
Chief of Staff	-	-	81,752	218,814	204,464	208,553	212,724	216,979	221,318	225,745
Client Engagement	-	-	-	3,905	-	-	-	-	-	-
Center for After School Enrichment (CASE)	6,697,268	7,240,950	8,631,256	8,348,044	9,293,902	9,479,780	9,669,376	9,862,763	10,060,018	10,261,219
Star Re-Imagined Program - Several divisions	136,115	-	-	-	-	-	-	-	-	-
OMNY Award - Several Divisions	-	-	-	-	198,000	201,960	205,999	210,119	214,322	218,608
Facilities Services	-	4,414	-	-	-	-	-	-	-	-
Head Start (Early Head Start) ⁽²⁾	20,696,151	28,051,830	27,008,041	22,607,932	27,277,378	27,822,926	28,379,384	28,946,972	29,525,911	30,116,429
School Based Therapy Services	-	5,274	7,498	7,500	7,500	7,650	7,803	7,959	8,118	8,281
Special Schools Administration	-	-	-	54,041	-	-	-	-	-	-
Special Schools (ABS/Fortis/Highpoint)	35,041	-	59,931	521,253	-	-	-	-	-	-
Total Expenditures:	\$ 31,693,970	\$ 40,351,542	\$ 40,575,616	\$ 37,647,415	43,637,357	\$ 44,510,104	\$ 45,400,306	\$ 46,308,312	\$ 47,234,479	\$ 48,179,168
Excess (Deficiency) of Revenues										
Over/(Under) Expenditures	(869,733)	(901,779)	(753,322)	(2,308,880)	391,977	(1,344,090)	(1,370,972)	(1,398,391)	(1,426,359)	(1,454,886)
Other Financing Sources										
Transfers In	869,733	901,779	753,322	2,308,880	(391,977)	1,344,090	1,370,972	1,398,391	1,426,359	1,454,886
Total Other Financing Sources (Uses):	869,733	901,779	753,322	2,308,880	(391,977)	1,344,090	1,370,972	1,398,391	1,426,359	1,454,886
Net Change in Fund Balance	-	-	-	-	-	-	-	-	-	-
Fund Balance-Beginning	-	-	-	-	-	-	-	-	-	-
Fund Balance-Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

(2) There is an overlap in grant years and the Head Start Fund includes a total of both grant awards. The 12 month calendar year Head Start grant is approximately \$24 million.

The following table shows the Fiscal Year 2026 Special Revenue Funds presented by object:

Harris County Department of Education
 Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - Special Revenue Funds - By Object
 For the Fiscal Year ended August 31, 2022 through August 31, 2031

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Revenues										
Local Sources	\$ 6,846,462	\$ 6,655,432	\$ 8,817,110	\$ 8,479,061	\$ 8,648,642	\$ 8,821,615	\$ 8,998,047	\$ 9,178,008	\$ 9,361,568	\$ 9,361,568
Federal Sources	23,977,775	32,794,331	48,411,382	34,686,953	35,380,692	36,088,306	36,810,072	37,546,273	38,297,199	38,297,199
Total Revenues	30,824,237	39,449,763	57,228,492	43,166,014	\$ 44,029,334	\$ 44,909,921	\$ 45,808,119	\$ 46,724,282	\$ 47,658,767	\$ 47,658,767
Expenditures										
Expenditures by Object										
6100 - Payroll Costs	17,759,777	19,991,588	26,838,639	26,134,986	26,657,686	27,190,839	27,734,656	28,289,349	28,855,136	28,855,136
6200 - Contracted Services	6,474,582	6,981,688	12,717,013	7,499,798	7,649,794	7,802,790	7,958,846	8,118,023	8,280,383	8,280,383
6300 - Supplies and Materials	1,648,662	2,209,919	6,524,746	2,914,443	2,972,732	3,032,186	3,092,830	3,154,687	3,217,781	3,217,781
6400 - Misc. Operating Costs	5,119,913	4,707,145	6,585,827	7,269,626	7,415,019	7,563,319	7,714,585	7,868,877	8,026,255	8,026,255
6600 - Capital Outlay	655,996	6,461,202	5,856,066	297,948	303,907	309,985	316,185	322,508	328,959	328,959
Total Expenditures:	31,658,930	40,351,542	58,522,291	44,116,801	\$ 44,999,137	\$ 45,899,120	\$ 46,817,102	\$ 47,753,444	\$ 48,708,513	\$ 48,708,513
Excess (Deficiency) of Revenues										
Over/(Under) Expenditures	(834,693)	(901,779)	(1,293,799)	(950,787)	(969,803)	(989,199)	(1,008,983)	(1,029,162)	(1,049,746)	(1,049,746)
Other Financing Sources										
Transfers In	834,693	901,779	1,293,799	950,787	969,803	989,199	1,008,983	1,029,162	1,049,746	1,049,746
Total Other Financing Sources (Uses):	834,693	901,779	1,293,799	950,787	969,803	989,199	1,008,983	1,029,162	1,049,746	1,049,746
Net Change in Fund Balance	-	-	-	-	-	-	-	-	-	-
Fund Balance-Beginning	-	-	-	-	-	-	-	-	-	-
Fund Balance-Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

Harris County Department of Education
 Combined Schedule of Revenues, Expenditures, and Changes in Fund Balance - Special Revenue Funds
 For the Fiscal Year ended August 31, 2026

	Head Start & Early Head Start			CASE				Adult Education		Safe Schools & Other	
	Federal Head Start	Federal Head Start Training Funds	Local Head Start	Federal Partnership After School	Local Houston Endowment	City Houston / County Connections	Federal 21st Century Cycle XI & XII	Federal TWC Regular	English Language & Civics	STOP School Violence	Other Grants
Revenues											
Local Sources	\$ -	\$ -	\$ 5,502,996	\$ -	\$ 80,000	\$ 2,520,000	\$ -	\$ -	\$ 840,000		\$ 311,964
State Sources	-	-	-	-	-	-	-	-	-	-	-
Federal Sources	21,078,508	314,126	-	2,637,171	-	-	3,500,000	5,400,000	-	339,000	-
Total Revenues	21,078,508	314,126	5,502,996	2,637,171	80,000	2,520,000	3,500,000	5,400,000	840,000	339,000	311,964
Expenditures											
Adult Education Program	-	-	-	-	-	-	-	5,400,000	840,000	-	-
Center for Educator Success	-	-	-	-	-	-	-	-	-	-	100,000
Cooperative for After School Enrichment (CASE)	-	-	-	3,187,958	80,000	2,520,000	3,500,000	-	-	-	-
Chief of Staff	-	-	-	-	-	-	-	-	-	-	210,100
Head Start (Early Head Start)	21,467,308	314,126	5,502,996	-	-	-	-	-	-	-	-
Center for Safe and Secure Schools	-	-	-	-	-	-	-	-	-	339,000	-
School Based Therapy Services	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures:	21,467,308	314,126	5,502,996	3,187,958	80,000	2,520,000	3,500,000	5,400,000	840,000	339,000	310,100
Excess (Deficiency) of Revenues											
Over/(Under) Expenditures	(388,800)	-	-	(550,787)	-	-	-	-	-	-	1,864
Other Financing Sources											
Transfers In	388,800	-	-	550,787	-	-	-	-	-	-	-
Total Other Financing Sources (Uses):	388,800	-	-	550,787	-	-	-	-	-	-	-
Net Change in Fund Balance	-	-	-	-	-	-	-	-	-	-	-
Fund Balance-Beginning	-	-	-	-	-	-	-	-	-	-	-
Fund Balance-Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Harris County Dept of Education



9/1/2025 to 8/31/2026

Major Grants FY 25-26 Budget

Grant	Fund	Source	Budget	Indirect Cost to General Fund	General Fund Contribution / TAX - Transfer Out	# of positions	Facilities Charges
CASE (1)	264-5	TEA 21st Century Grant Cycle	1,976,000	24,000	-	2.1	
	265-5	TEA 21 st Century Grant - Cycle	1,509,362	11,862	-	28.1	
	288-4/288-5	HGAC Grant	1,987,171	-	550,787	14.9	
	Harris County Connections Grant City of Houston Connections Grant		1,837,600 770,000	144,000 -	- -	2.6 -	
General Fund Tax Support	199-6	CASE Debates	883,777	-	833,777	4.4	136,238
	493-6	Black Cowboys/Crosby _Est Rollover from \$350,000	165,000	-	165,000	1.0	



Subtotal CASE			9,128,910	179,862	1,549,564	65.0	136,238
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Grant	Fund	Source	Budget	Indirect Cost to General fund	GF Contribution / TAX - Transfer Out	# of positions	Facilities Charges
Head Start (2)	205-5/206-5	Federal from HHS	6,178,316	844,582	-		14,877
	205-6/206-6	Federal from HHS	6,178,317	844,581	388,800	219.5	88,251
	215-6/216-6	Federal from HHS - Early Head Start	4,740,595	651,263	-	61.0	22,062
	215/205	USDA	785,000	-	-	60.0	
	475-6	In Kind Early HS	180,000	-	-		
	479-5/479-6	In Kind Regular HS	3,511,450	-	-		

General Fund Tax Support	199-6	General Fund	8,000	-	8,000		
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Subtotal HS			21,581,678	2,340,426	396,800	340.5	125,190
(Net of IC)							

Grant	Fund	Source	Budget	Indirect Cost to General Fund	GF Contribution / TAX - Transfer Out	# of positions	Facilities Charges
Adult Ed (3)	231-5/231-6	Federal Pass through - TWC grant -1st rd	2,842,615	213,960	-	147.0	
	243-5/243-6	Federal Pass through - TWC grant Pending	494,001	23,814	-	21.5	
Contingent on fund awarded under new TWC performance requirements							

General Fund Tax Support	199-6	General Fund	563,715	237,774	234,258		518,079
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Subtotal AE			3,900,331	237,774	234,258	168.5	518,079
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Total Major Funds Summary			Budget	Indirect Cost	Local TAX Support	Positions	Facility Charges
	Total		\$ 34,610,919	\$ 2,758,062	\$ 2,180,622	574.0	\$ 779,507

Note: (1) Federal Passthrough TEA Funds - Texas Education Agency
 (2) Federal Direct Funds for HHS - Health and Human Services
 (3) Federal Passthrough TWC Funds - Texas Workforce Commission

Year 5 is 9/1/24 to 8/31/2025
 Year 6 is 9/1/25 to 8/31/2026

Local TAX Support is Property Taxes

Facility Charges are costs associated with maintenance of facilities used for the grant.

Based on tentative NOGAs and contracts.



FINANCIAL SECTION: Debt Service Funds

Harris County Department of Education

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

TAX AUTHORITY

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

DEBT MANAGEMENT POLICIES

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

Type of Debt

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

Method of Sale

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

Parameters to be examined include:

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

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

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

Federal Requirements

The Department complies with arbitrage rebate and other federal requirements.

Bond Ratings

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

PFC Maintenance Tax Notes	<u>Moody’s</u> Aaa
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Aaa bond rating has been applied to Moody Rating Service on the 2024 Bonds; received on March 1st, 2024.

LEGAL DEBT MARGIN

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

Assessed Valuation of 2024 Tax Roll ⁽¹⁾ (\$000)	\$689,883,893
Debt Limit - 10 Percent of Assessed Valuation ⁽²⁾	68,988,389
Less:	
General Obligation Bonds Outstanding at Aug. 31, 2025	\$57,425,000
Amount Available in Debt Service Fund Bal. at Aug. 31, 2025	<u>756,780</u>
Applicable Debt	<u>\$56,668,220</u>
Legal Debt Margin at Aug. 31, 2025	<u><u>\$12,320,169</u></u>

Notes:

(1) Total certified and uncertified taxable value received from Harris County Appraisal District on September 5th, 2025.

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

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

LONG TERM DEBT PAYMENT REQUIREMENTS

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

**Public Facilities Corporation
Annual Debt Service Requirements**

Date	Principal	Interest	Total Annual D/S
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	\$ 26,985,000.00	\$ 10,552,547.25	\$ 37,537,547.25

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

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

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

Maintenance Tax Notes, Series 2020 & 2024

Date	Principal	Interest	Total Annual D/S
8/31/2026	\$ -	\$ 1,224,200.00	\$ 1,224,200.00
8/31/2027	1,195,000.00	1,194,325.00	2,389,325.00
8/31/2028	1,280,000.00	1,132,450.00	2,412,450.00
8/31/2029	1,390,000.00	1,065,700.00	2,455,700.00
8/31/2030	1,470,000.00	994,200.00	2,464,200.00
8/31/2031	1,550,000.00	923,350.00	2,473,350.00
8/31/2032	1,625,000.00	853,500.00	2,478,500.00
8/31/2033	1,700,000.00	780,350.00	2,480,350.00
8/31/2034	1,770,000.00	709,250.00	2,479,250.00
8/31/2035	1,840,000.00	640,400.00	2,480,400.00
8/31/2036	1,910,000.00	568,650.00	2,478,650.00
8/31/2037	1,910,000.00	495,050.00	2,405,050.00
8/31/2038	1,985,000.00	419,525.00	2,404,525.00
8/31/2039	2,065,000.00	340,825.00	2,405,825.00
8/31/2040	2,145,000.00	258,775.00	2,403,775.00
8/31/2041	1,190,000.00	187,150.00	1,377,150.00
8/31/2042	1,250,000.00	132,400.00	1,382,400.00
8/31/2043	1,305,000.00	81,300.00	1,386,300.00
8/31/2044	1,380,000.00	27,600.00	1,407,600.00
Total	\$ 28,960,000.00	\$ 12,029,000.00	\$ 40,989,000.00

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

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

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		
2025	\$ 3,691,361	-	3,691,361	\$ 123,180,371	3.00%
2024	3,285,109	-	3,285,109	122,903,726	2.67%
2023	4,270,757	-	4,270,757	118,564,980	3.60%
2022	4,790,544	-	4,790,544	106,205,501	4.51%
2021	4,000,255	-	4,000,255	89,444,277	4.47%
2020	2,917,610	-	2,917,610	90,213,971	3.23%
2019	3,149,496	-	3,149,496	82,995,395	3.79%
2018	3,144,592	-	3,144,592	79,368,338	3.96%
2017	3,133,732	-	3,133,732	76,879,551	4.08%
2016	2,408,200	-	2,408,200	72,783,901	3.31%

Note: 2025 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 ended August 31, 2022 through August 31, 2031

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Revenues										
Local Sources	\$ -	\$ -	\$ 1,611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ -	\$ -	\$ 1,611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures by Debt Service										
Debt Service-PFC Lease Bonds	\$ 3,830,315	\$ 3,137,541	\$ 2,486,175	\$ 3,436,961	\$ 2,461,604	\$ 1,768,763	\$ 1,773,513	\$ 1,727,013	\$ 1,719,513	\$ 1,710,163
Debt Service-Maintenance Notes	960,229	591,363	798,934	254,400	1,224,200	2,389,325	2,412,450	2,455,700	2,464,200	2,464,200
Total Expenditures	\$ 4,790,544	\$ 3,728,904	\$ 3,285,109	\$ 3,691,361	\$ 3,685,804	\$ 4,158,088	\$ 4,185,963	\$ 4,182,713	\$ 4,183,713	\$ 4,174,363
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(4,790,544)	(3,728,904)	(3,283,499)	(3,691,361)	(3,685,804)	(4,158,088)	(4,185,963)	(4,182,713)	(4,183,713)	(4,174,363)
Other Financing Sources (Uses)										
Transfers from General Fund	2,857,214	2,959,100	2,486,175	3,691,361	3,685,048	4,158,088	4,185,963	4,182,713	4,183,713	4,174,363
Transfers from Capital Projects	801,286	157,017	798,934	-	-	-	-	-	-	-
(Uses)	3,658,500	3,116,117	3,285,109	3,691,361	3,685,048	4,158,088	4,185,963	4,182,713	4,183,713	4,174,363
Projected Fund Balance Beg.	2,500,000	1,367,956	755,169	756,780	756,780	756,024	756,024	756,024	756,024	756,024
Projected Fund Balance End.	\$ 1,367,956	\$ 755,169	\$ 756,780	\$ 756,780	\$ 756,024	\$ 756,024	\$ 756,024	\$ 756,024	\$ 756,024	\$ 756,024

(1) HCDE does not have a tax rate for debt service. A transfer is made from the Maintenance & Operations (General Fund) tax reserve to fund the required debt service payment.

(2) Forecasted values do not include estimated payments for bonds not yet sold.

(3) Impact of future budgets beyond this graph proportionally retain the same budget impacts as the forecasted years.



FINANCIAL SECTION: Capital Projects Funds

Harris County Department of Education

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

FUNDING SOURCES OF CAPITAL PROJECTS

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

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

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

PFC – Public Facilities Corporation

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

Capital Expenditures in the PFC Fund

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

Capital Expenditures - Pay as you go Plan

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

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

Recent Capital Projects

Fiscal years 2020 through 2025 saw construction and completion of many capital projects, the Department placed into service 3 large-scale projects from Capital Improvement Plan Phase One. Due to increased materials costs, adjustments were made to balance the need to complete the project on time while also conserving available funds. The original project cost for the Improvement Plan was \$53,869,002, of which \$6,425,000 came from the general fund balance, and \$47M financed through the sale of bonds issued through the HCDE PFC and maintenance note financing the renovation. At the close of fiscal year 2024-2025, the total budget for the Capital Improvement Plan increased by 12 million to 65,741,131:

1. A new AB East Campus – This is a 43,605 square foot facility to meet special education students. AB East continues to attract additional students, and it is projected that the facility will be at capacity. The final budget was ultimately reduced by \$4 million to \$13,787,573 and the building placed into service September 2023.
2. A new High Point East Campus for Middle School. This school needed additional space to meet the needs of students sent by the district for an alternative campus. This is a 21,212 square foot facility, and the final budget had increased by \$1 million to \$8,925,969 and the building placed into service September 2023.
3. A new Adult Ed Center to replace the former facility on Irvington Blvd. This is a new 40,500 square foot building that will be used to offer adult education classes and workforce development programs. The final budget had increased by \$3.1 million to \$19,939,990 and the building placed into service September 2023.
4. Renovation to the Irvington Administration Building – The changing project economy required construction delay until October of 2023 with additional Bond offering on March 19th 2024. Once the project was fully initiated, renovation required the orchestration of several teams to move divisions floor-by-floor, away from the construction zone and then returning them to their newly redesigned and refurbished office spaces. The project remained remarkably on-schedule, completed in the Spring of 2025.

For Fiscal Year 2025-2026, proceeds from the 2024 Maintenance Notes will be used as follows:

Division	Description	Amount
Facilities - Construction	ABS West - 3 roof top AC Units	\$ 493,240
	ABS East and West Delayed Egress Doors	\$ 45,000
	Coolwood HeadStart Gate Operators	\$ 50,000
Research & Evaluation	Upgrade in Qualtrics	\$ 35,000
Human Resources	Qualtrics - HR portion	\$ 10,000
Communications	Lighting - Conference Center	\$ 35,000
Special Schools	4 Safety Scanners: Metrasens - \$19,800 each	\$ 85,284
	iPads	\$ 53,000
	50 Styrolite flexible Seating (\$200 per piece)	\$ 10,000
	50 Styrolite flexible Seating (\$200 per piece)	\$ 10,000
	Handheld Radios	\$ 10,000
	Security Cameras	\$ 37,473
		<u>\$ 873,997</u>

The chart below shows the allocation of Maintenance Notes and Local Construction Funds across various projects. Unallocated monies are held in reserve for potential defeasance (early pay back) of existing bonds.

**Harris County Department of Education
Summary of Capital Expenditures by Fund
For The Fiscal Year Ended August 31, 2026**

	Capital Projects Funds		Total
	Maintenance Notes	Local Construction	
Estimated Revenues			
Transfers In	\$ -	\$ 934,560	\$ 934,560
Revenue Sources	-	-	-
Total Revenues:	<u>-</u>	<u>934,560</u>	<u>934,560</u>
Expenditures			
ABS West - Rooftop HVAC units	493,240	-	493,240
Conference Center Lighting	50,000	-	50,000
Coolwood Motorized Gate	50,000	-	50,000
Irvington Generator Replacement	934,560	-	934,560
Qualtrics Software Upgrade	45,000	-	45,000
Special Schools Equipment	205,757	-	205,757
Remaining 2020 Project Plan	391,624	-	391,624
Miscellaneous Repair & Replacement	-	3,232,562	3,232,562
Unused Balance to Pay Back Bonds	5,020,224	-	5,020,224
Total Expenditures:	<u>7,190,405</u>	<u>3,232,562</u>	<u>10,422,967</u>
Projected Balance Beginning	<u>\$ 7,190,405</u>	<u>\$ 2,298,002</u>	<u>\$ 9,488,407</u>
Projected Balance Ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

(1) HCDE does not have a tax rate for debt service. A transfer is made from the Maintenance & Operations tax reserve (General Fund) to fund the required debt service payment.

(2) Remaining funds in the PFC are in reserve for the repayment of PFC outstanding bonds.

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

Harris County Department of Education

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

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Adopted	2026-2027 Forecast	2026-2028 Forecast	2027-2028 Forecast
Revenues								
Local Sources	\$ 2,981,186	\$ 4,358,481	\$ 17,281,132	\$ 2,363,179	\$ 934,560	\$ -	\$ -	\$ -
Total Revenues	2,981,186	4,358,481	17,281,132	2,363,179	934,560	-	-	-
Expenditures by Function								
6100 - Payroll Costs	290,431	256,345	374,289	-	-	-	-	-
6200 - Contracted Services	1,762,050	1,668,133	646,101	535,679	9,488,407	-	-	-
6300 - Supplies and Materials	183,995	88,471	438,207	390,392	-	-	-	-
6400 - Misc. Operating Costs	95,174	1,200	4,792	18,200	-	-	-	-
6500 - Debt Service Costs	-	-	220,515	-	-	-	-	-
6600 - Capital Outlay	16,893,846	20,736,401	11,727,473	11,846,297	934,560	-	-	-
8900 - Transfers Out	801,286	157,017	2,479	107,952	-	-	-	-
Total Expenditures				12,898,520	10,422,967	-	-	-
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(17,045,597)	(18,549,088)	3,867,276	(10,535,341)	(9,488,407)	-	-	-
Net Change to Fund Balance	(17,045,597)	(18,549,088)	3,867,276	(10,535,341)	(9,488,407)	-	-	-
Projected Fund Balance-Beginning	51,751,156	34,705,559	16,156,471	20,023,747	9,488,407	-	-	-
Projected Fund Balance-Ending	\$ 34,705,559	\$ 16,156,471	\$ 20,023,747	\$ 9,488,407	\$ (0)	\$ -	\$ -	\$ -

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



FINANCIAL SECTION: Internal Service Funds

Harris County Department of Education

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

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

The Internal Service Fund also includes the Facilities Support Services (799). The expenditures include the cost of maintaining the facilities, to include, but not limited to maintenance payroll, utilities, insurances, contracted services, and supplies associated with the upkeep of the buildings and grounds. Intra-Departmental Revenues are the offset as facilities support charges are divided among the HCDE's divisions in proportion to their occupied square footage.

The following tables show the Worker's Compensation Fund and Facilities Support Funds presented by object:

Harris County Department of Education

Forecast of Revenues, Expenses, and Changes in Fund Net Assets - Internal Service Fund
For the Fiscal Year ended August 31, 2022 through August 31, 2031

Workers Compensation Fund

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projection	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Operating Revenues										
Inter-Departmental Revenues	\$ 362,048	\$ 434,586	\$ 508,439	\$ 512,363	\$ 575,000	\$ 592,250	\$ 610,018	\$ 628,318	\$ 647,168	\$ 666,583
Total Operating Revenues	\$ 362,048	\$ 434,586	\$ 508,439	\$ 512,363	\$ 575,000	\$ 592,250	\$ 610,018	\$ 628,318	\$ 647,168	\$ 666,583
Operating Expenses										
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contracted Services	-	-	-	-	-	-	-	-	-	-
Supplies and Materials	-	-	-	-	-	-	-	-	-	-
Miscellaneous Operating Costs	390,503	442,233	447,038	628,117	575,000	592,250	610,018	628,318	647,168	666,583
Total Operating Expenses	\$ 390,503	\$ 442,233	\$ 447,038	\$ 628,117	\$ 575,000	\$ 592,250	\$ 610,018	\$ 628,318	\$ 647,168	\$ 666,583
Change in Net Assets	(28,455)	(7,647)	61,401	(115,754)	-	-	-	-	-	-
(1) Fund Balance Beginning	1,386,981	1,358,526	1,350,878	1,412,279	1,296,525	1,296,525	1,296,525	1,296,525	1,296,525	1,296,525
Ending	\$ 1,358,526	\$ 1,350,878	\$ 1,412,279	\$ 1,296,525	\$ 1,296,525	\$ 1,296,525	\$ 1,296,525	\$ 1,296,525	\$ 1,296,525	\$ 1,296,525

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

Harris County Department of Education

Forecast of Revenues, Expenses, and Changes in Fund Net Assets - Internal Service Fund
For the Fiscal Year ended August 31, 2022 through August 31, 2031

Facilities Support Services

	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projection	2025-2026 Adopted	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast	2029-2030 Forecast	2030-2031 Forecast
Operating Revenues										
Inter-Departmental Revenues	\$ 5,697,952	\$ 6,175,926	\$ 6,705,121	\$ 6,712,367	\$ 6,920,429	\$ 7,128,042	\$ 7,341,883	\$ 7,562,140	\$ 7,789,004	\$ 8,022,674
Total Operating Revenues	\$ 5,697,952	\$ 6,175,926	\$ 6,705,121	\$ 6,712,367	\$ 6,920,429	\$ 7,128,042	\$ 7,341,883	\$ 7,562,140	\$ 7,789,004	\$ 8,022,674
Operating Expenses										
Payroll	\$ 2,961,052	\$ 3,092,398	\$ 3,229,741	\$ 3,390,139	\$ 3,375,006	\$ 3,476,256	\$ 3,580,544	\$ 3,687,960	\$ 3,798,599	\$ 3,912,557
Contracted Services	1,582,300	1,730,680	1,867,252	1,601,311	1,805,231	1,859,388	1,915,170	1,972,625	2,031,803	2,092,757
Supplies and Materials	472,544	414,708	365,876	426,158	349,040	359,511	370,297	381,405	392,848	404,633
Miscellaneous Operating Costs	674,167	912,064	1,242,252	1,294,759	1,384,152	1,425,677	1,468,447	1,512,500	1,557,875	1,604,612
Capital Outlay	7,890	26,076	-	-	7,000	7,210	7,426	7,649	7,879	8,115
Total Operating Expenses	\$ 5,697,952	\$ 6,175,926	\$ 6,705,121	\$ 6,712,367	\$ 6,920,429	\$ 7,128,042	\$ 7,341,883	\$ 7,562,140	\$ 7,789,004	\$ 8,022,674
Change in Net Assets	-	-	-	-	-	-	-	-	-	-
Total Net Assets -Beginning	-	-	-	-	-	-	-	-	-	-
Prior Period Adjustment	-	-	-	-	-	-	-	-	-	-
Projected Fund Balance, Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



FINANCIAL SECTION: Divisions

Harris County Department of Education

Accountability Objectives

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

Accountability data provided in the current fiscal year are based on evaluations of the **most recently completed** fiscal year. Data presented here is based on the study conducted during fiscal year 2025 and references activity during fiscal year 2024.

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

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

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

Public Education Support Services

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

Grant-Funded Community Resources

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

Community Outreach Initiatives

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

Internal Support Services

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

HCDE Administration

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

Division Financial History

For HCDE's General Funds and Proprietary Funds (Facilities, Choice Partners, and Workers Compensation) financial information is presented in a standardized format. Each table includes the actual historical values from fiscal year 2019-2020, through fiscal year 2023-2024. For Fiscal year 2024-2025, the sixth column shows the projected, but unaudited, values as of August 31, 2025. The final column includes the adopted budget for fiscal year 2025-2026.

To show the relationship between program cost and operation size, personnel capacity is shown below each table as "Full time Equivalents" or FTEs.

Below chart, the respective ratios are also included:

Performance Ratio:

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

Sustainability ratio:

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

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



Division Section: Public Education Support Services

Harris County Department of Education

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

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

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

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



School-Based Therapy Services

Harris County Department of Education

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

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

HCDE provides 55% of all occupational, physical and music therapy in Harris County school districts. By partnering with school districts, students with disabilities and their families, HCDE's therapists supported more than 7,000 students in the last 4 years and they provide 100% of all therapy services to some of the largest districts in the area.

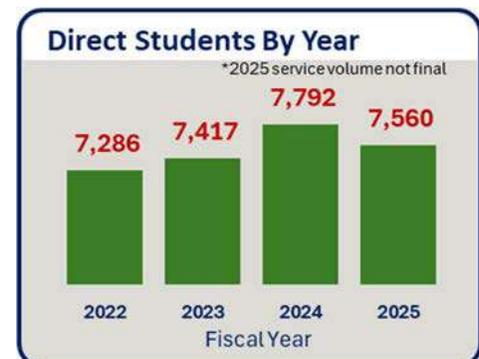


Division managers are physical and occupational therapists with an average of 30 years of experience in school-based practice who understand the complexities of special education law and the needs of students and districts. Managers provide oversight, mentoring and problem-solving with our staff to ensure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

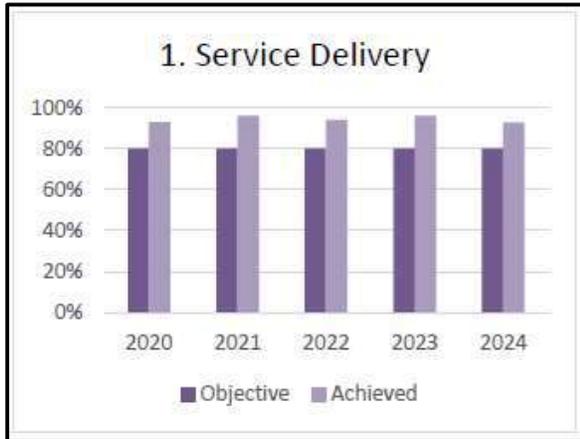
HCDE's School-Based Therapy Services is nationally recognized for its leadership in delivering effective evidence-based services since 1978.

ACCOUNTABILITY OBJECTIVES:

- Service Delivery:** The School-Based Therapy Services Division will deliver 80% of the days of service contracted with independent school districts and programs for children from pre-kindergarten to 22 years. The number of contracted days was calculated on August 2024 to account for multiple additions and modifications requested throughout the contract year.
- Outcomes:** A minimum of 80% of therapy providers will adhere to best practices when delivering services to students.
- Financial Effectiveness:** The School-Based Therapy Services division will provide 80-85% self-support as measured by the actual revenue to expenses.

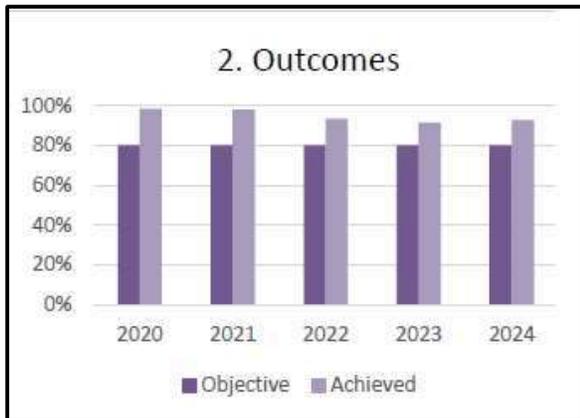


HISTORY OF ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2019-2020	91%
2020-2021	96%
2021-2022	92%
2022-2023	96%
2023-2024	92.8%

Therapy Services has consistently achieved their Service Delivery objective.



FISCAL YEAR	RESULT
2019-2020	98%
2020-2021	98%
2021-2022	92%
2022-2023	91.5%
2023-2024	92.6%

Therapy Services has consistently achieved their Outcomes objective, but with a lower margin in the last 2 years.



FISCAL YEAR	RESULT
2019-2020	85%
2020-2021	80%
2021-2022	82%
2022-2023	80%
2023-2024	80%

Therapy Services has consistently achieved their Financial Objective, however the margin is very tight. Recruitment for highly trained and effective therapists requires competition with the medical sector and private practice.

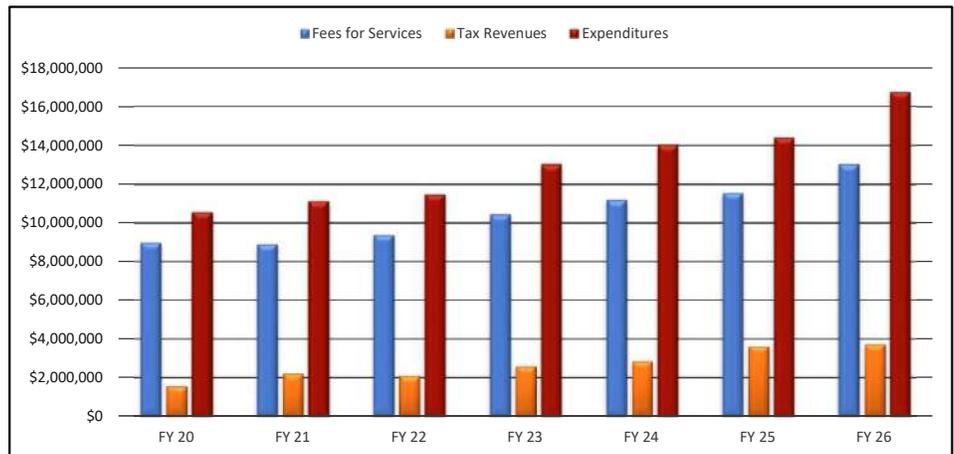
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

School Based-Therapy Services

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 8,981,970	\$ 8,892,942	\$ 9,359,728	\$ 10,441,274	\$ 11,178,474	\$ 11,544,607	\$ 13,039,690
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	8,981,970	8,892,942	9,359,728	10,441,274	11,178,474	11,544,607	13,039,690
REVENUES - Tax Revenues							
5710 - Local Property Taxes	1,568,718	2,226,222	2,103,860	2,599,782	2,866,532	3,639,385	3,734,032
Total REVENUES:	10,550,688	11,119,164	11,463,588	13,041,057	14,045,005	15,183,992	16,773,722

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	10,268,908	10,909,212	11,169,081	12,717,488	13,820,043	14,187,051	16,389,254
6200 - Contracted Services	23,492	25,144	20,480	19,204	23,030	22,837	55,900
6300 - Supplies & Materials	77,708	42,519	103,700	106,053	17,194	14,044	72,900
6400 - Other Operating Costs	113,506	77,706	98,255	122,211	114,725	121,117	185,200
	10,483,614	11,054,581	11,391,515	12,964,956	13,974,991	14,345,049	16,703,254
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	67,074	64,583	72,073	76,101	70,014	68,470	70,468
Total EXPENDITURES:	\$ 10,550,688	\$ 11,119,164	\$ 11,463,588	\$ 13,041,057	\$ 14,045,005	\$ 14,413,519	\$ 16,773,722

Personnel, Full-Time Equivalents (FTEs):	143.85	144.85	146.35	157.45	165.85	175.20	180.00
Performance Ratio	85%	80%	82%	80%	80%	80%	78%
Total Local, Federal, and State Revenues / Total Expenditures							





Academic Behavior Schools East

Harris County Department of Education

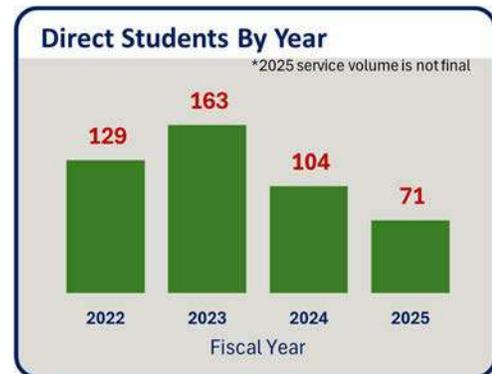
Opened its doors in 1982, Academic and Behavior Schools East, provides an enriching and supportive learning environment for students aged 5-22 with intellectual, developmental and behavioral disorders, autism spectrum disorder and other significant health impairments. Our state-aligned curriculum emphasizes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

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

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

ACCOUNTABILITY OBJECTIVES:

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

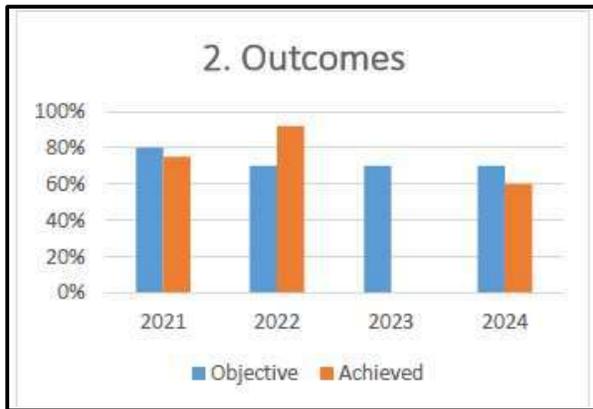


HISTORY OF ACCOUNTABILITY RESULTS:



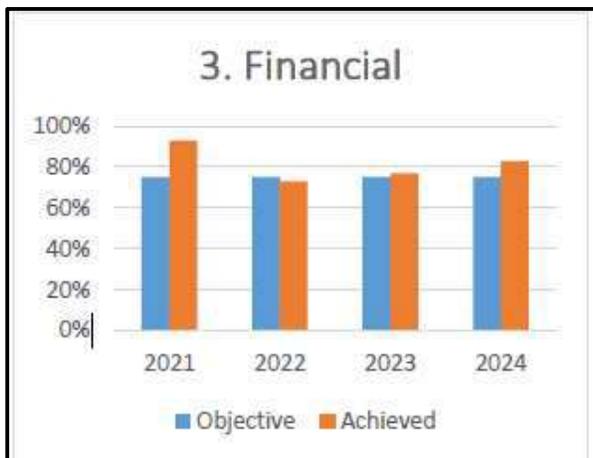
FISCAL YEAR	RESULT
2020-2021	96%
2021-2022	100%
2022-2023	No Data
2023-2024	100%

The accountability data, as submitted, shows consistent meeting for Service Delivery.



FISCAL YEAR	RESULT
2020-2021	78%
2021-2022	90%
2022-2023	No Data
2023-2024	60%

Outcomes benchmarks for ABS East are inconsistent. Expectations for 2025 are dependent on new leadership initiatives.



FISCAL YEAR	RESULT
2020-2021	92%
2021-2022	79%
2022-2023	77%
2023-2024	83%

2023 and 2024 were impacted by the newly-constructed building as a source for additional cost without proportional contracts. Expectation for 2025 is to meet or exceed this benchmark as contract volume increases.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

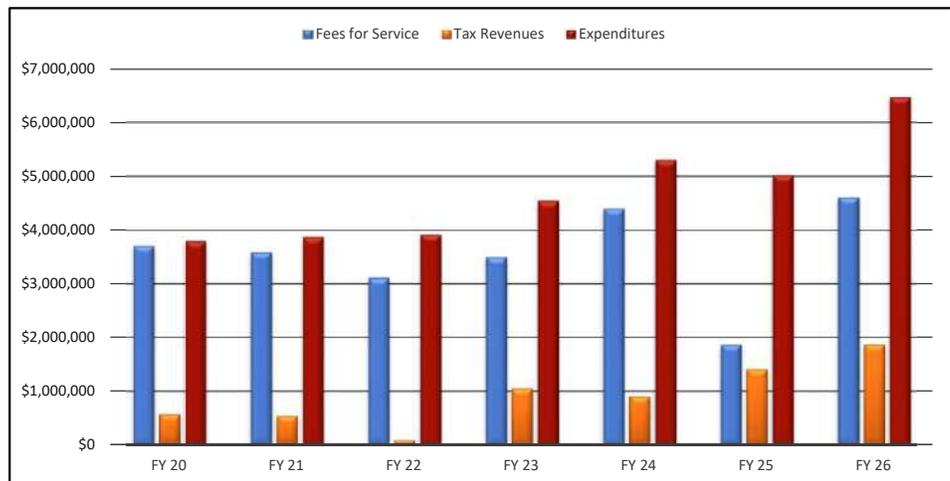
Academic and Behavior School East

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 3,703,769	\$ 3,578,535	\$ 3,109,371	\$ 3,489,613	\$ 4,396,645	\$ 1,859,200	\$ 4,599,041
5740 - Local Rev-Other	-	-	-	1,432	-	-	-
	3,703,769	3,578,535	3,109,371	3,491,045	4,396,645	1,859,200	4,599,041
REVENUES - Tax Revenues							
5710 - Local Property Taxes	575,753	541,751	88,442	1,052,912	907,408	1,411,878	1,872,399
Total REVENUES:	4,279,522	4,120,286	3,197,813	4,543,957	5,304,053	3,271,078	6,471,440

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	3,147,140	3,210,420	3,218,950	3,744,462	4,176,092	3,973,071	5,307,814
6200 - Contracted Services	177,929	178,861	182,475	180,158	197,267	163,598	163,720
6300 - Supplies & Materials	133,682	126,972	123,149	216,695	212,064	150,980	251,700
6400 - Other Operating Costs	22,934	36,690	53,738	49,516	32,975	36,389	32,730
	3,481,685	3,552,944	3,578,312	4,190,832	4,618,398	4,324,038	5,755,964
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	310,526	318,056	334,430	353,125	685,654	695,189	715,476
Total EXPENDITURES:	\$ 3,792,211	\$ 3,870,999	\$ 3,912,742	\$ 4,543,957	\$ 5,304,053	\$ 5,019,227	\$ 6,471,440

Personnel, Full-Time Equivalents (FTEs): 63.15 64.25 64.25 65.00 77.50 68.25 59.90

Performance Ratio 98% 92% 79% 77% 83% 37% 71%
 Total Local, Federal, and State Revenues / Total Expenditures





Academic Behavior School West

Harris County Department of Education

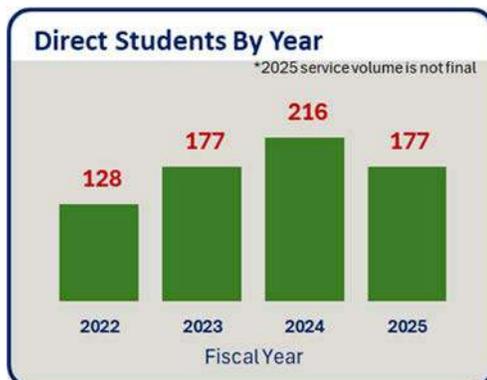
Since 1998, Academic and Behavior Schools (ABS) West has provided an enriching and supportive learning environment for students aged 5-22 with intellectual, developmental, and behavioral disorders, autism spectrum disorder, and other significant health impairments. Harris County Department of Education's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

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

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

ACCOUNTABILITY OBJECTIVES:

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

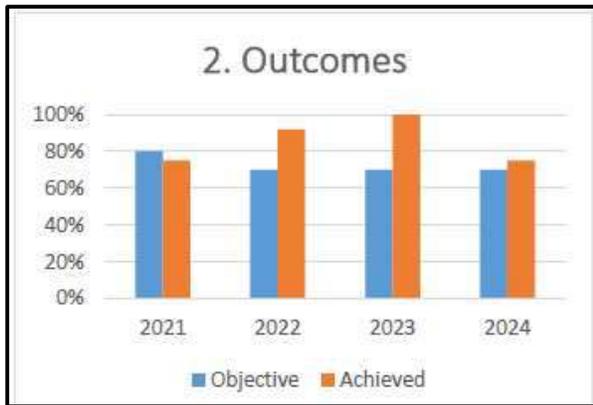


HISTORY OF ACCOUNTABILITY RESULTS:



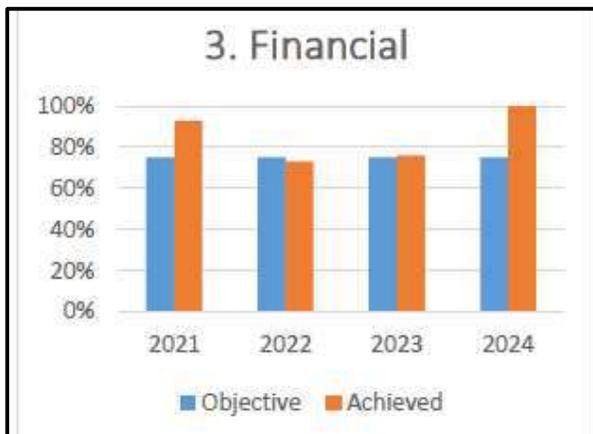
FISCAL YEAR	RESULT
2020-2021	95%
2021-2022	100%
2022-2023	100%
2023-2024	100%

ABS West has met its Service Delivery Objective for 3 years. Expectation is to continue the trend in 2025.



FISCAL YEAR	RESULT
2020-2021	75%
2021-2022	90%
2022-2023	100%
2023-2024	75%

ABS West has exceeded its Outcomes Objective for 3 years. Expectation is to continue the trend in 2025.



FISCAL YEAR	RESULT
2020-2021	70%
2021-2022	67%
2022-2023	76%
2023-2024	100%

Contracts greatly exceeded costs in 2024, leading to 100% self-sufficiency. 2025 is projected at 79% self-sufficiency and 2026 is budgeted for 85% self-sufficiency.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

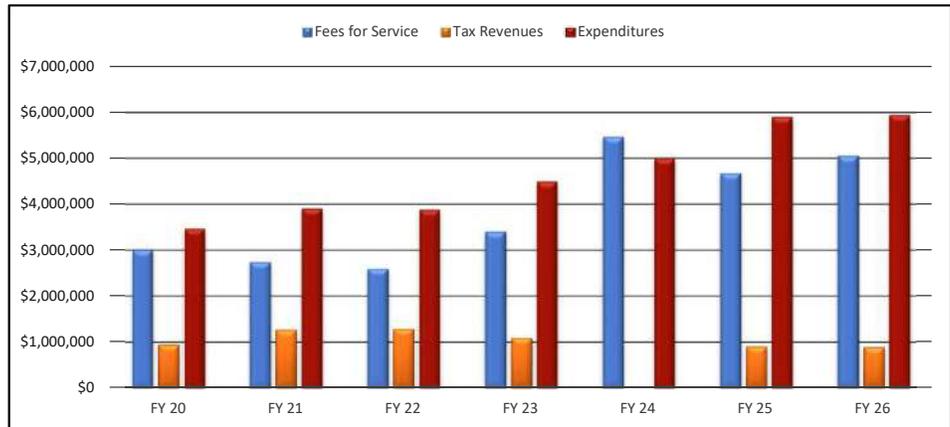
Academic and Behavior School West

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 3,012,997	\$ 2,745,260	\$ 2,594,606	\$ 3,400,448	\$ 5,466,242	\$ 4,673,064	\$ 5,052,275
5740 - Local Revenue-Other	-	-	-	1,568	-	-	-
	3,012,997	2,745,260	2,594,606	3,402,016	5,466,242	4,673,064	5,052,275
REVENUES - Tax Revenues							
5710 - Local Property Taxes	945,465	1,264,768	1,291,719	1,091,820	-	901,526	890,608
Total REVENUES:	3,958,462	4,010,027	3,886,325	4,493,835	5,466,242	5,574,590	5,942,883

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	3,051,786	3,271,414	3,195,370	3,647,616	4,144,614	5,082,715	4,986,662
6200 - Contracted Services	82,200	104,178	115,176	115,074	130,956	115,846	167,135
6300 - Supplies & Materials	130,186	106,265	122,644	230,287	261,141	229,882	298,728
6400 - Other Operating Costs	41,461	37,589	43,319	91,044	51,353	58,225	76,099
6600 - Capital Assets	-	5,683	-	-	-	-	-
	3,305,633	3,525,129	3,476,510	4,084,020	4,588,064	5,486,668	5,528,624
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	165,596	382,864	409,815	409,815	409,815	417,214	414,259
Total EXPENDITURES:	\$ 3,471,229	\$ 3,907,992	\$ 3,886,325	\$ 4,493,835	\$ 4,997,879	\$ 5,903,882	\$ 5,942,883

Personnel, Full-Time Equivalents (FTEs): 57.75 58.25 58.25 58.00 71.50 79.25 67.40

Performance Ratio 87% 70% 67% 76% 109% 79% 85%
 Total Local, Federal, and State Revenues / Total Expenditures





Fortis Academy

Harris County Department of Education

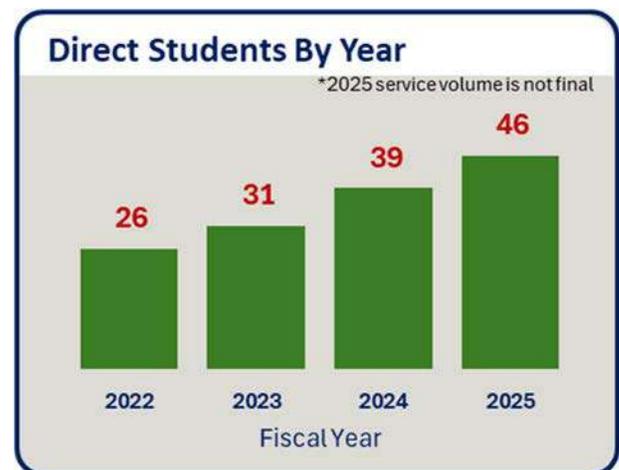
In FY 2018, the Department created a new Fortis Academy Program to serve students with substance abuse problems and in need of recovery assistance. According to the Association of Recovery Schools, there is a treatment gap. HCDE analyzed the need, the availability of providers and the potential need in the northern part of the county and found that the Department can provide another school of choice for students who need a different environment to continue with their academics. Having a different location to complete their high school requirements (a) will allow the students to change their environment, reducing their daily challenges in dealing with their substance abuse; and (b) will allow students to continue to earn credits toward graduation at their home campus.

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

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

ACCOUNTABILITY OBJECTIVES

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

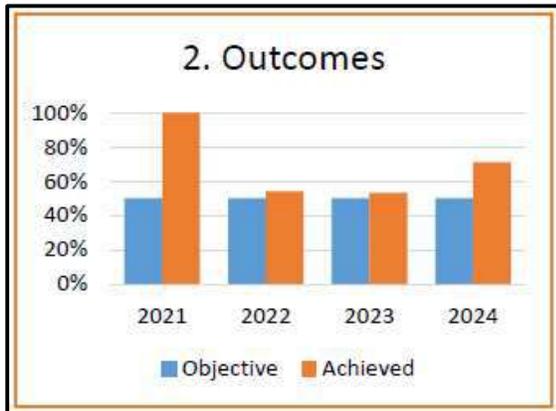


HISTORY OF ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2020-2021	100%
2021-2022	100%
2022-2023	100%
2023-2024	100%

Fortis Academy has consistently achieved their Service Delivery objective.



FISCAL YEAR	RESULT
2020-2021	100%
2021-2022	54%
2022-2023	53%
2023-2024	71%

Fortis Academy has consistently achieved their Outcomes objective.



FISCAL YEAR	RESULT
2020-2021	11%
2021-2022	15%
2022-2023	14%
2023-2024	16%

Fortis is reorganizing its Financial Objectives beginning FY 2025. In-County Districts now have tuition waived to encourage more service contracts to build the client base and service more Harris County students in need.

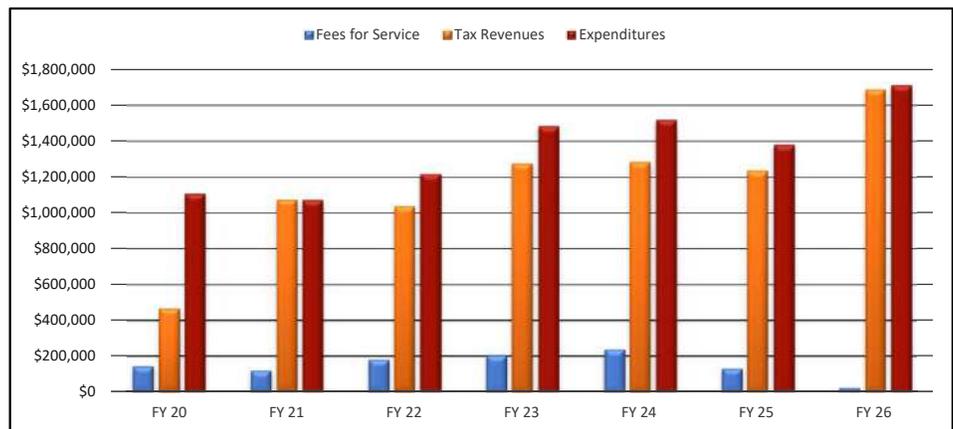
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Fortis Academy

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 143,750	\$ 118,750	\$ 181,250	\$ 205,000	\$ 235,925	\$ 130,503	\$ 22,680
5740 - Local Revenue-Other				\$ 4,348	\$ 1,346	\$ -	\$ -
5615 - Transfer In - Choice	500,000	-	-	-	-	-	-
	643,750	118,750	181,250	209,348	237,271	130,503	22,680
REVENUES - Tax Revenues							
5710 - Local Property Taxes	465,732	1,073,184	1,035,839	1,274,531	1,283,397	1,233,645	1,689,740
Total EXPENDITURES:	1,709,547	1,191,934	1,217,089	1,483,879	1,520,668	1,364,148	1,712,420

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	775,146	753,005	748,121	1,074,343	1,134,071	1,005,541	1,201,044
6200 - Contracted Services	87,418	72,505	87,384	96,669	106,378	109,580	120,196
6300 - Supplies & Materials	76,490	72,074	182,579	97,381	80,910	62,455	168,599
6400 - Other Operating Costs	14,137	15,520	28,202	44,136	33,320	34,036	49,373
6600 - Capital Assets	-	-	-	-	-	-	-
	953,191	913,103	1,046,286	1,312,529	1,354,679	1,211,613	1,539,212
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	156,292	160,081	171,350	171,350	165,988	168,297	173,208
Total EXPENDITURES:	\$ 1,109,483	\$ 1,073,184	\$ 1,217,636	\$ 1,483,879	\$ 1,520,668	\$ 1,379,910	\$ 1,712,420

Personnel, Full-Time Equivalents (FTEs):	10.25	10.25	10.25	12.25	12.25	13.25	14.50
Performance Ratio	58%	11%	15%	14%	16%	9%	1%
Total Local, Federal, and State Revenues / Total Expenditures							



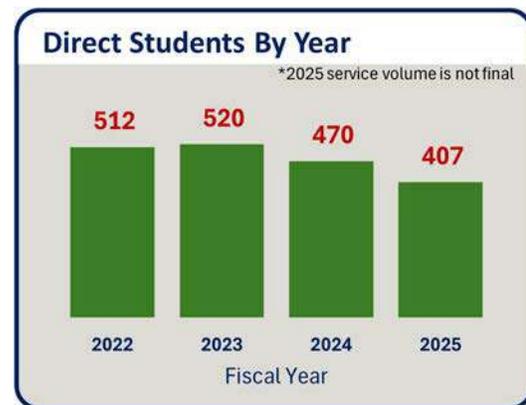


Highpoint East

Harris County Department of Education

Highpoint East serves students in grades 6 through 12. The Middle and High School provide a disciplinary alternative educational program (DAEP) for students removed from their home school districts for disciplinary issues. Highpoint schools serve students placed for both mandatory and discretionary offenses and behaviors.

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



ACCOUNTABILITY OBJECTIVES:

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

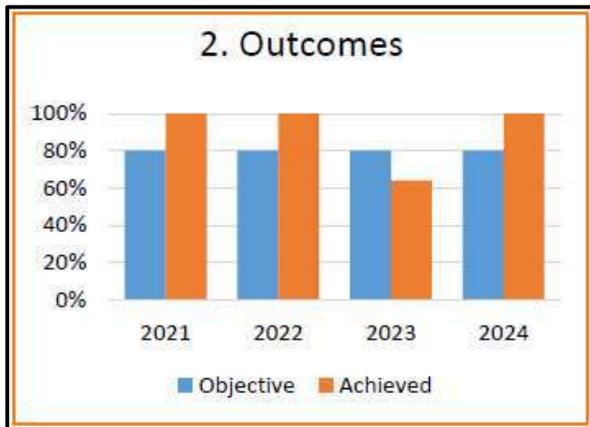


HISTORY OF ACCOUNTABILITY RESULTS:



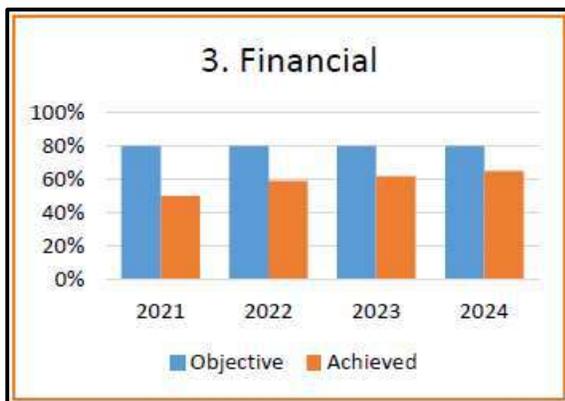
FISCAL YEAR	RESULT
2020-2021	55%
2021-2022	100%
2022-2023	100%
2023-2024	100%

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



FISCAL YEAR	RESULT
2020-2021	100%
2021-2022	100%
2022-2023	63%
2023-2024	100%

FY 2023 saw the first shortfall for the Outcomes Objective in recent years. FY 2024 saw a return to consistent 100% Completion of the objective



FISCAL YEAR	RESULT
2020-2021	50%
2021-2022	59%
2022-2023	62%
2023-2024	65%

Maintaining the Financial Objective of 75-80% self-support remains a long term goal for Highpoint East. FY 2025 is projected at 65% and FY 2026 is budgeted for 61% self support

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

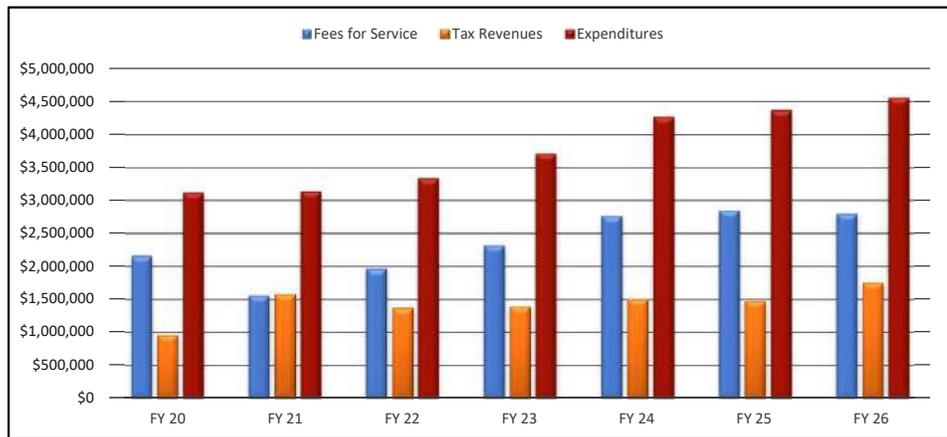
Highpoint East School

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 2,162,008	\$ 1,558,767	\$ 1,964,392	\$ 2,318,287	\$ 2,763,830	\$ 2,848,260	\$ 2,798,450
5740 - Local Revenue-Other	-	-	-	-	-	-	-
	2,162,008	1,558,767	1,964,392	2,318,287	2,763,830	2,848,260	2,798,450
REVENUES - Tax Revenues							
5710 - Local Property Taxes	959,629	1,582,156	1,375,116	1,394,703	1,509,520	1,479,561	1,760,292
Total REVENUES:	3,121,637	3,140,923	3,339,508	3,712,990	4,273,350	4,327,821	4,558,742

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	2,434,405	2,476,687	2,589,068	2,956,502	3,294,278	3,374,990	3,498,680
6200 - Contracted Services	230,512	217,058	256,869	245,602	271,728	283,138	289,210
6300 - Supplies & Materials	91,116	68,184	89,130	72,731	103,800	100,863	160,900
6400 - Other Operating Costs	14,137	19,006	25,919	36,912	47,236	53,004	35,740
	2,770,170	2,780,936	2,960,985	3,311,747	3,717,042	3,811,995	3,984,530
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	351,467	359,987	378,523	401,243	550,278	557,930	574,212
Total EXPENDITURES:	\$ 3,121,637	\$ 3,140,923	\$ 3,339,508	\$ 3,712,990	\$ 4,267,320	\$ 4,369,925	\$ 4,558,742

Personnel, Full-Time Equivalents (FTEs): 37.85 37.25 37.25 44.25 46.25 44.25 45.50

Performance Ratio 69% 50% 59% 62% 65% 65% 61%
 Total Local, Federal, and State Revenues / Total Expenditures





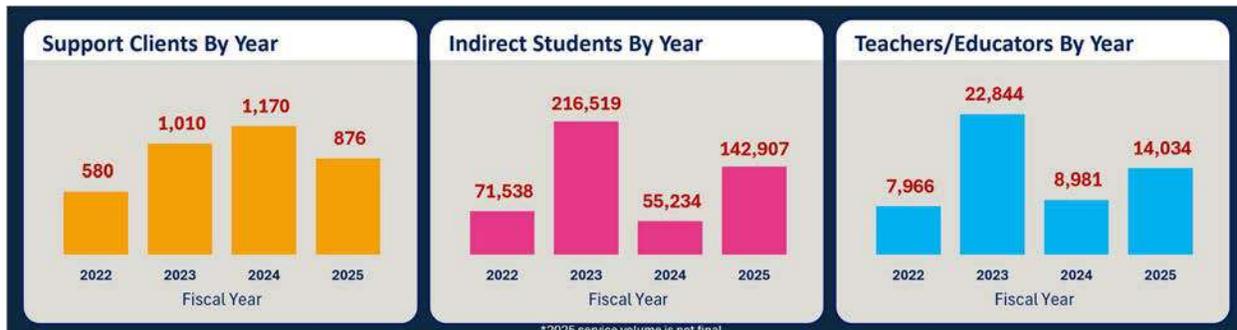
Center for Safe & Secure Schools

Harris County Department of Education

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

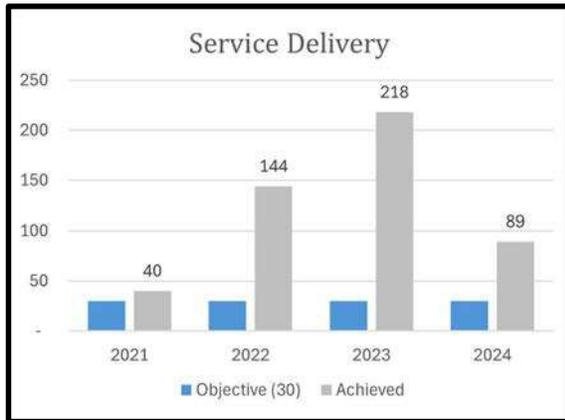
- Provide campus and District facility safety audits
- Conduct National Incident Management System Certification Training
- Conduct Threat Assessment Training
- Conduct Intruder-ology Training

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



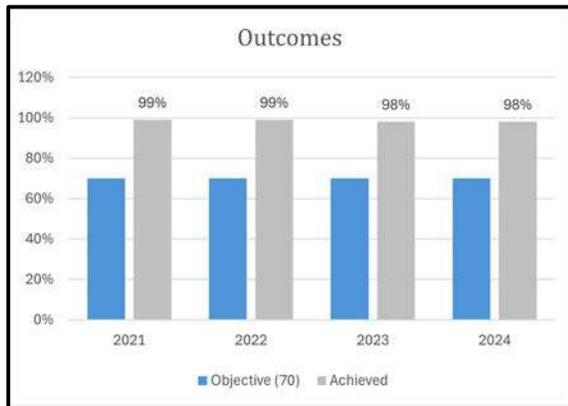
1. **Service Delivery:** The Center will make available emergency management/operations services to the 25 CORE HCDE member school districts (within Harris County) and at least 5 non-member school districts.
2. **Outcomes Objective:** 70% of responding participants will report an increase in their knowledge, strategies and/or skills for addressing behavior modification and transformation using restorative disciplinary practice strategies.
3. **Financial Objective:** The Center for Safe and Secure Schools will be 45% self-supporting.

HISTORY OF ACCOUNTABILITY RESULTS:



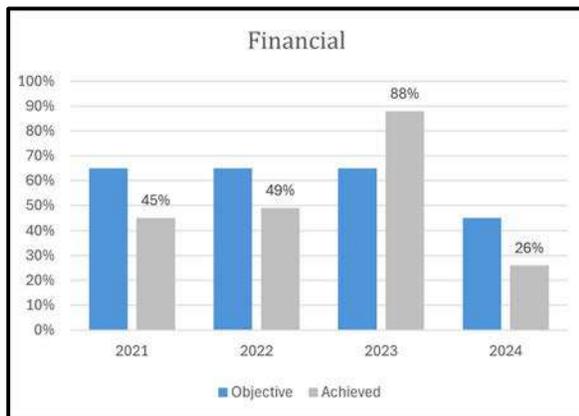
FISCAL YEAR	RESULT
2020-2021	40
2021-2022	144
2022-2023	218
2023-2024	89

School Districts have many options when seeking a partner for safety audits and training. The decrease in participation shows adjustments may be necessary for the upcoming years. CSSS served 13 member school districts and 76 non-member districts



FISCAL YEAR	RESULT
2020-2021	100%
2021-2022	100%
2022-2023	63%
2023-2024	63%

The objective for this goal was met, however the types of trainings provided in 2023-2024 differed than those listed in the objective.



FISCAL YEAR	RESULT
2020-2021	45%
2021-2022	49%
2022-2023	88%
2023-2024	26%

Knowing the market changes have occurred for the services of CSSS, the Financial Objective was adjusted to accommodate. 2025 is projected at 36% self-sufficiency and 2026 is budgeted for 28% self-sufficiency

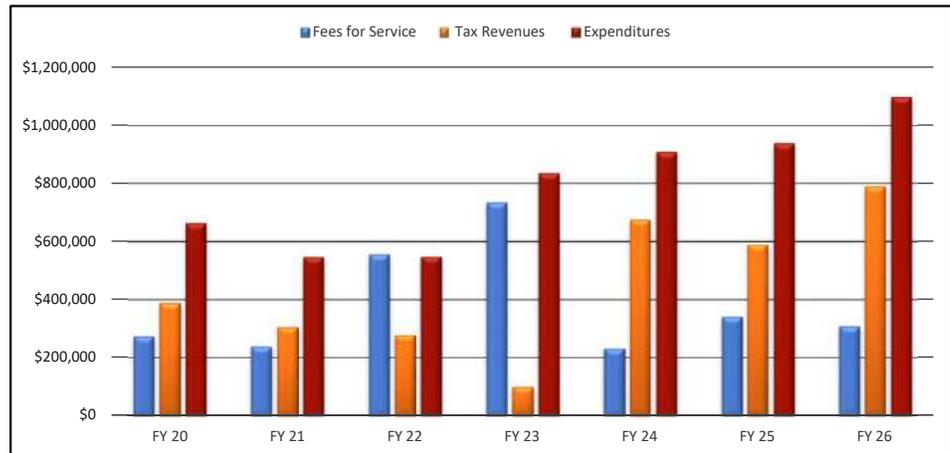
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Center Safe & Secure Schools

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 273,803	\$ 239,982	\$ 556,782	\$ 735,326	\$ 232,556	\$ 325,114	\$ 308,729
5740 - Local Revenue-Other	-	-	-	-	-	16,450	-
	273,803	239,982	556,782	735,326	232,556	341,564	308,729
REVENUES - Tax Revenues							
5710 - Local Property Taxes	389,396	306,628	278,794	100,249	676,117	589,262	789,810
Total REVENUES:	663,198	546,610	835,576	835,576	908,673	930,827	1,098,539

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	390,003	363,307	359,766	581,721	800,054	805,904	817,715
6200 - Contracted Services	210,432	125,819	128,389	147,209	7,184	13,441	140,710
6300 - Supplies & Materials	18,032	15,063	5,669	28,948	10,302	19,168	47,690
6400 - Other Operating Costs	28,835	28,438	38,833	62,173	71,321	79,575	71,750
6600 - Capital Assets	-	-	-	-	-	-	-
	647,302	532,626	532,656	820,051	888,861	918,089	1,077,865
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	15,896	13,984	14,704	15,525	19,812	20,088	20,674
Total EXPENDITURES:	\$ 663,198	\$ 546,610	\$ 547,359	\$ 835,576	\$ 908,673	\$ 938,177	\$ 1,098,539

Personnel, Full-Time Equivalents (FTEs):	4.00	4.00	4.00	7.00	7.00	7.00	7.00
Performance Ratio	41%	44%	102%	88%	26%	36%	28%
Total Local, Federal, and State Revenues / Total Expenditures							





Center for Educator Success

Harris County Department of Education

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

The Center for Educator Success partners directly with school districts to transform educator talent pipelines and reimagine a comprehensive approach to educator recruitment, growth, advancement, and leadership. Inspiring a new generation of educators is only part of the goal. We must prepare new leaders to generate measurable results for children.

CES also makes a direct impact to students served in the Scholastic Art and Writing Program. In just this year alone, more than **15,000** students from Harris, Fort Bend and Galveston counties participated in the Scholastic Competition. More than 3,800 of those students received regional Gold Key, Silver Key or Honorable Mention Awards.



1. Service Delivery Objectives:

- a. By March of each year, CES will recruit 100% of all cohorts across all partner districts.
- b. More participants in ECWC than last year
- c. More participants at The Regional Scholastic Art & Writing Awards than last year
- d. More participants in the Online Instructor Training programs than last year

2. Outcomes Objectives:

- a. Year One Preservice Teachers: 85% of teachers enrolled will be eligible for internship by the end of year one.
- b. Year Two Internship: 100% of teachers will pass their Pedagogy and Professional Responsibilities (PPR) exam.

3. Financial Effectiveness: CES will be 70% self- supporting.

ACCOUNTABILITY RESULTS:



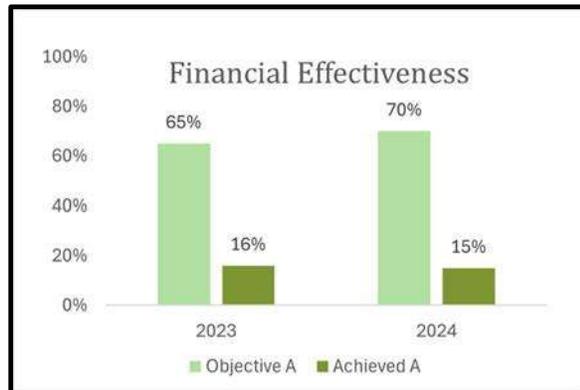
OBJECTIVE	RESULT
1A	73%
1B	78%
1C	100%
1D	NA

By March 2024, 73% (n=11/15) of the cohorts were recruited (100% by August).
 ECWC: n=548 in 2024 vs n=704 in 2023
 SAWA: n=15,606 in 2024 vs n=9,257 in 2023
 OIT: Inaugural benchmark, N/A



OBJECTIVE	RESULT
2A	73%
2B	0%

The objective was not met. Although the division successfully recruited sufficient candidates for the pre-service cohort, they did not obtain an SOE/ Internship certification (Table 1).



OBJECTIVE	RESULT
70%	15%

The objective was not met this year. Calculations across the CES revenue and expenditure resulted in a 15% self-supporting rate.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Center for Educator Success

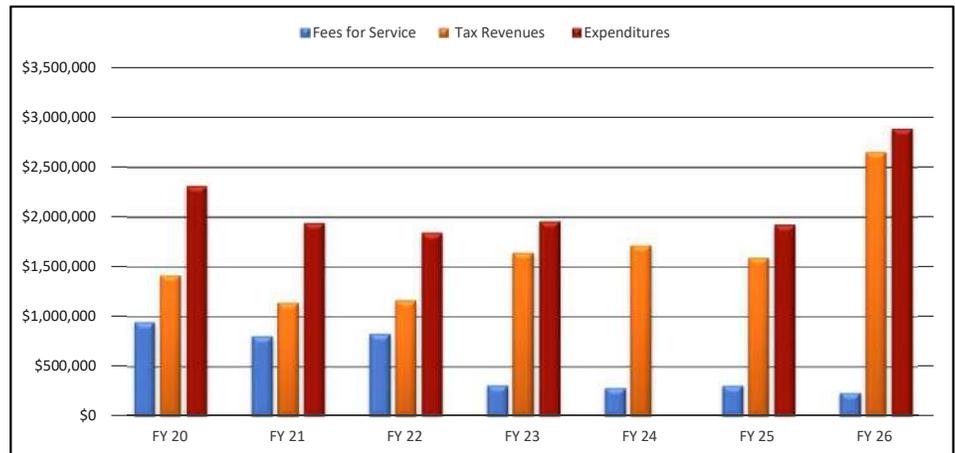
(Historical data compiled from TLC & ECA ledgers)

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 918,489	\$ 764,247	\$ 772,710	\$ 233,453	\$ 256,937	\$ 230,261	\$ 175,400
5730 - Local Rev-Other Entities	\$ 24,412	\$ 34,931	\$ 51,889	\$ 76,370	\$ 32,485	\$ 80,401	\$ 61,000
5740 - Local Revenue-Other	\$ 5,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -
	948,401	804,178	829,599	314,823	289,422	310,662	236,400
REVENUES - Tax Revenues							
5710 - Local Property Taxes	1,418,953	1,143,530	1,167,001	1,643,963	\$ 1,716,785	\$ 1,592,987	2,653,995
Total REVENUES:	2,367,354	1,947,708	1,996,599	1,958,786	2,006,207	1,903,649	2,890,395

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	\$ 1,683,446	\$ 1,479,502	\$ 1,411,898	\$ 1,491,377	-	1,522,855	2,031,609
6200 - Contracted Services	\$ 288,890	\$ 239,857	\$ 149,315	\$ 162,740	-	132,070	379,206
6300 - Supplies & Materials	\$ 95,242	\$ 97,077	\$ 106,678	\$ 66,968	-	73,137	153,421
6400 - Other Operating Costs	\$ 200,249	\$ 80,779	\$ 109,885	\$ 167,803	(57,468)	142,516	270,458
	2,267,826	1,897,214	1,777,776	1,888,888	(57,468)	1,870,577	2,834,694
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	46,008	46,994	66,200	69,898	57,468	54,122	55,701
Total EXPENDITURES:	\$ 2,313,834	\$ 1,944,208	\$ 1,843,976	\$ 1,958,786	\$ -	\$ 1,924,699	\$ 2,890,395

Personnel, Full-Time Equivalents (FTEs): 12.50 12.50 12.50 17.50 17.50 18.50 18.50

Performance Ratio 41% 41% 45% 16% #DIV/0! 16% 8%
 Total Local, Federal, and State Revenues / Total Expenditures





Records Management

Harris County Department of Education

The Records Management Cooperative assists over 60 Houston-area schools and governmental agencies in achieving and maintaining compliance with the State's Local Governmental Records Act of 1989. Services provided by Records Management include records destruction services, management consulting, training, microfilming, electronic imaging, vital records protection, and paper and electronic records storage. The HCDE Records Management Cooperative provides competitive prices and reduced costs to member districts and agencies.

1. **Service Delivery Objective:** Weekly pickup and delivery services will be 95% on time.
2. **Outcomes Objective:** At least 10% of Records Management Work Orders will consist of "Pick up of New Boxes".
3. **Financial Effectiveness:** Records Management will be 90%-95% self-sustaining.



Records Management

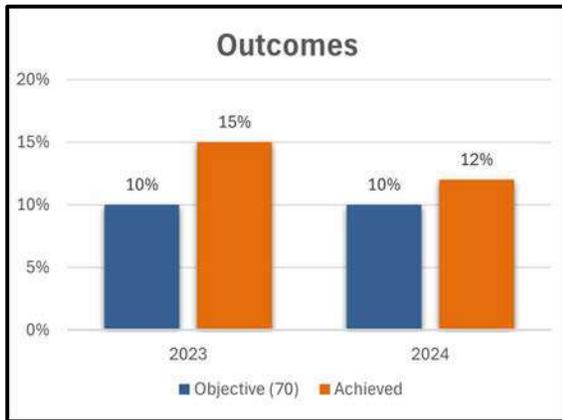
1,611 Governmental
Entities Served

HISTORY OF ACCOUNTABILITY RESULTS:



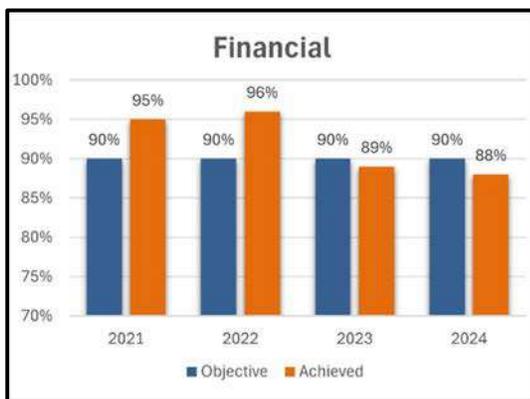
FISCAL YEAR	RESULT
2020-2021	95%
2021-2022	95%
2022-2023	97%
2023-2024	95%

Records Management has consistently achieved their Service Delivery objective.



FISCAL YEAR	RESULT
2022-2023	15%
2023-2024	12%

With an emphasis on generating new stored boxes, the goal of focusing on new box pickups was met by the Records Management Division.



FISCAL YEAR	RESULT
2020-2021	95%
2021-2022	96%
2022-2023	89%
2023-2024	88%

A decline in Records Management contracts is expected due to transitions in record keeping technology and legislative requirements for record management by client organizations.

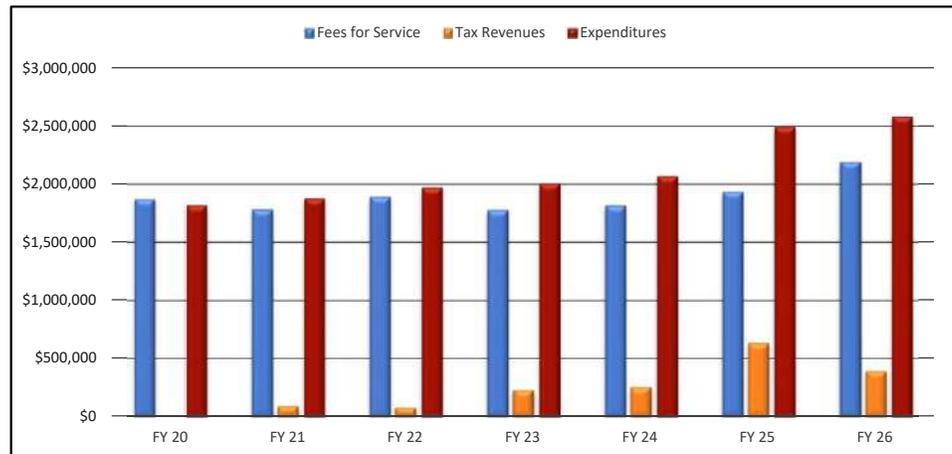
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Records Mgmt. Services

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 1,803,988	\$ 1,732,472	\$ 1,835,581	\$ 1,711,261	\$ 1,747,386	\$ 1,872,045	\$ 2,108,750
5615 - Transfer In - Choice	-	-	-	-	-	-	-
5740 - Local Revenue-Other	64,796	49,118	54,841	65,922	67,683	62,873	80,000.00
	1,868,784	1,781,591	1,890,422	1,777,183	1,815,069	1,934,918	2,188,750
REVENUES - Tax Revenues							
5710 - Local Property Taxes	-	94,072	79,056	228,658	253,569	632,875	391,549
Total REVENUES:	1,868,784	1,875,662	1,969,478	2,005,841	2,068,638	2,567,793	2,580,299

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	862,935	873,159	881,977	941,526	1,044,063	1,063,213	1,120,534
6200 - Contracted Services	77,933	118,364	177,282	132,362	81,305	137,790	105,500
6300 - Supplies & Materials	146,381	138,799	156,962	148,957	164,035	153,235	214,500
6400 - Other Operating Costs	1,328	808	262	1,274	11,310	10,799	8,200
6600 - Capital Assets	-	12,600	-	14,165	11,593	64,881	40,000
	1,088,577	1,143,729	1,216,483	1,238,285	1,312,306	1,429,918	1,488,734
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	730,370	731,933	752,995	767,556	756,332	1,060,613	1,091,565
Total EXPENDITURES:	\$ 1,818,947	\$ 1,875,662	\$ 1,969,478	\$ 2,005,841	\$ 2,068,638	\$ 2,490,532	\$ 2,580,299

Personnel, Full-Time Equivalents (FTEs):	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Performance Ratio	103%	95%	96%	89%	88%	78%	85%
Total Local, Federal, and State Revenues / Total Expenditures							





Choice Partners Cooperative

Harris County Department of Education

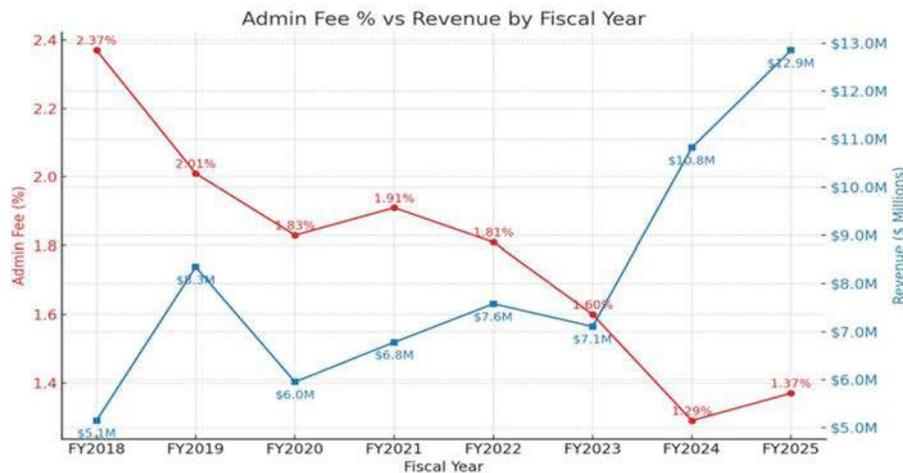
CHOICE PARTNERS COOPERATIVE provides governmental entities a cost-effective, efficient method to meet their statutory procurement obligations. Specializing in legally procured vendor contracts for goods and services, Choice Partners follows all applicable procurement laws, including federal laws such as 2 CFR 200 (EDGAR), Form 1295 requirements, as well as all state requirements.

Over 2,200 governmental entities that have entered inter-local contracts with HCDE may use any of the available cooperative contracts at their discretion. Choice Partners does not charge any membership or other fee to governmental entities for use of cooperative contracts.

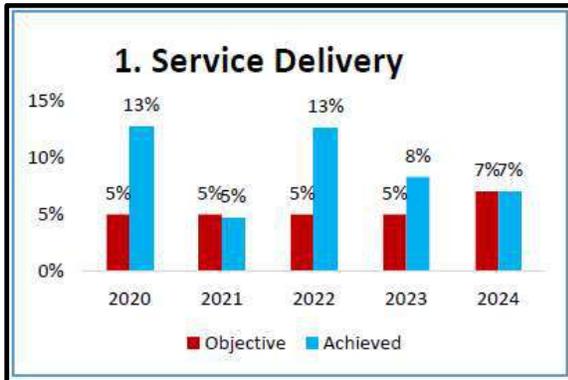
The cooperative contracts available for use by governmental entities include facility and maintenance services, food, supplies, general services, and technology, plus a unique office and school supply catalog of more than 1,300 individually bid line items. Choice Partners saves public funds and adds value to governmental entities that are members of the cooperative by reducing the cost of competitive procurement, implementing economies of scale, and achieving price reductions associated with volume.



1. Choice Partners Cooperative will increase the number of members by 5% for FY22-23.
2. Choice Partners will be 148% self-sustaining, which is an 8% increase over the financial effectiveness benchmark.
3. Choice Partners will be 130% self-sustaining in 2022-2023.



HISTORY OF ACCOUNTABILITY RESULTS



FISCAL YEAR	RESULT
2019-2020	13%
2020-2021	5%
2021-2022	13%
2022-2023	7%

Choice Partners has consistently achieved their Service Delivery Objective.



FISCAL YEAR	RESULT
2020-2021	445%
2021-2022	297%
2022-2023	278%
2023-2024	464%

Choice Partners has consistently achieved their Outcomes Objective.



Choice Partners consistently achieves their Financial Effectiveness Objective, supplementing general operations by \$7.9 million in Fiscal Year 2024.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Choice Partners

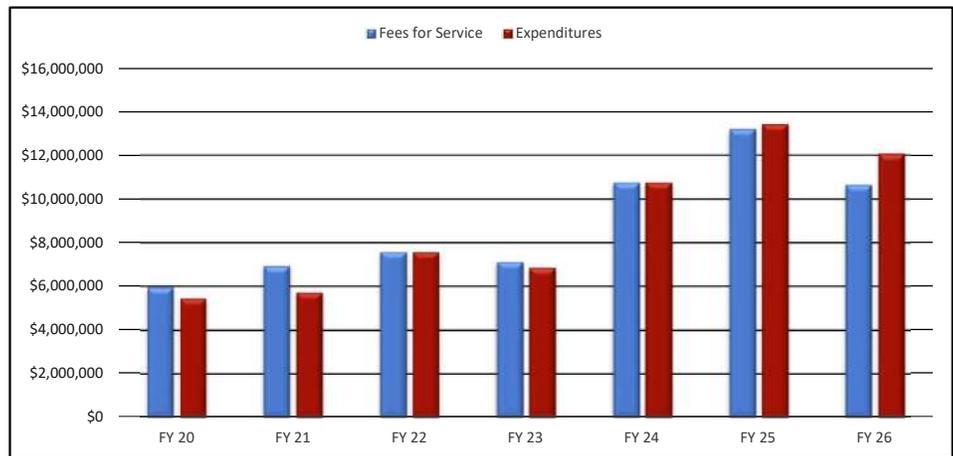
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 5,921,174	\$ 6,924,043	\$ 7,544,790	\$ 7,073,355	\$ 10,709,083	\$ 13,165,817	\$ 10,614,990
5740 - Local Revenue-Other	31,506		35,875	35,009	\$ 45,000	\$ 36,795	\$ 29,000
Total REVENUES:	5,952,680	6,924,043	7,580,665	7,108,364	10,754,083	13,202,611	10,643,990

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	1,438,371	1,677,946	1,591,964	1,636,224	1,813,378	1,956,597	2,158,391
6200 - Contracted Services	264,157	505,190	382,624	500,644	501,501	663,351	983,129
6300 - Supplies & Materials	43,561	190,690	52,607	62,747	76,308	91,031	105,320
6400 - Other Operating Costs	135,423	359,220	455,169	291,519	330,036	362,282	1,131,600
6600 - Capital Assets	17,261	-	-	-	-	-	-
8900 - Other Uses	3,490,423	2,927,240	5,028,649	4,294,308	7,965,387	10,288,985	7,614,748
	5,389,196	5,660,286	7,511,013	6,785,441	10,686,610	13,362,246	11,993,188
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	63,485	68,094	69,652	69,652	67,473	68,411	70,408
Total EXPENDITURES:	\$ 5,452,681	\$ 5,728,380	\$ 7,580,665	\$ 6,855,093	\$ 10,754,083	\$ 13,430,657	\$ 12,063,596

Personnel, Full-Time Equivalents (FTEs): 19.50 19.50 19.50 19.50 19.50 21.50 25.50

Performance Ratio* 59% 42% 66% 60% 74% 78% 72%

*Total Transfer to General Fund / Total Revenue





Grant-Funded Community Resources

Harris County Department of Education

HCDE has 3 Major Grant-Funded Divisions:

- CASE - The Center for After-School, Summer and Enrichment serves elementary, middle, and high school students delivering quality after-school learning opportunities. In collaboration with Houston ISD, CASE offers an out-of-school-time debate program for low income and minority high school students as an expansion of HUDL – Houston Urban Debate League.
- Adult Education Program prepares youths and adults aged 16-plus to read and speak English, complete a high school General Equivalency Diploma, and/or sit for the citizenship and naturalization exam. HCDE Adult Education also offers certification courses for nursing assistants, phlebotomists, and professional development.
- Head Start / Early Head Start Programs serve preschool children ages 6 weeks to 5-years old from economically disadvantaged families, and their families with school readiness abilities. Over 10 percent of those children have an identified disability requiring intervention.

This section will continue to highlight the Accountability Objectives for each division but will also detail the grant funding activity for the last 10 years, and finally, show the historical trends for the General Fund impact.

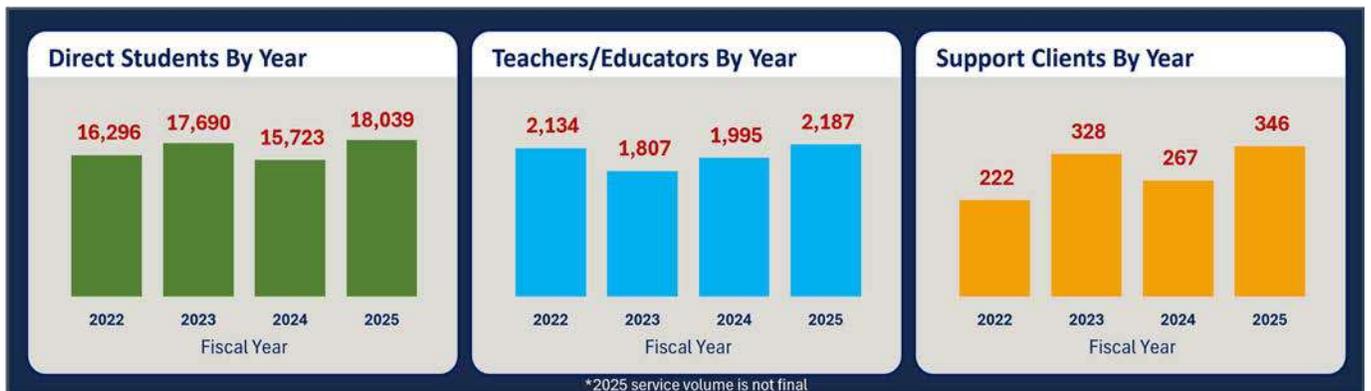


Cooperative for After School, Summer, & Expanded Learning

Harris County Department of Education

The Center for Afterschool, Summer and Enrichment for Kids (CASE) program delivers quality after-school learning opportunities to elementary, middle, and high school students. HCDE implements this shared service arrangement and cooperative by serving as fiscal agent and providing program support for afterschool services throughout Harris County.

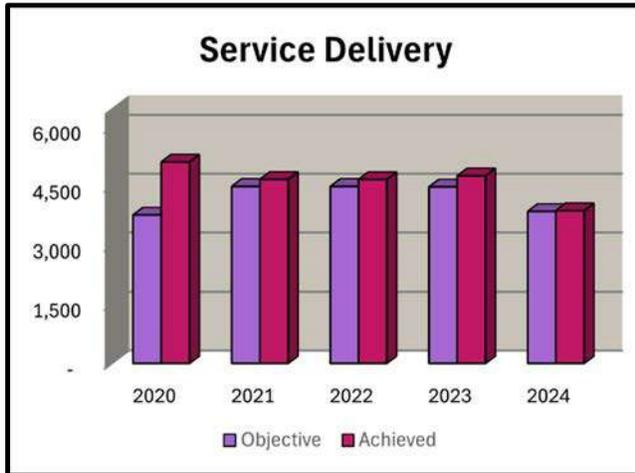
The afterschool cooperative program leverages funding from various sources to provide its services. CASE received a 21-Century grant from the Texas Education Agency and is the fiscal agent. CASE also allocates a funding match to the Houston Galveston Area Council (HGAC) and certifies local dollars from partners to receive federal funding that is assigned to benefit its participants. Moreover in 2023, the Department received city and county connections grant to serve additional after-school programs to expand afterschool programs in the different areas of Houston by leveraging the funds received from other sources and delivering an effective program with minimal increase in funding.



1. **Service Delivery:** At least 90% of the proposed number of students for the 21st Century grant and Partnership Project will participate in CASE projects during the 2022-2023 school year.
2. **Outcomes:** At least 70% of students participating in CASE programs will report awareness of college readiness skills.
3. **Financial Effectiveness:** The average cost per student served by CASE for Kids will not exceed \$1000.00.

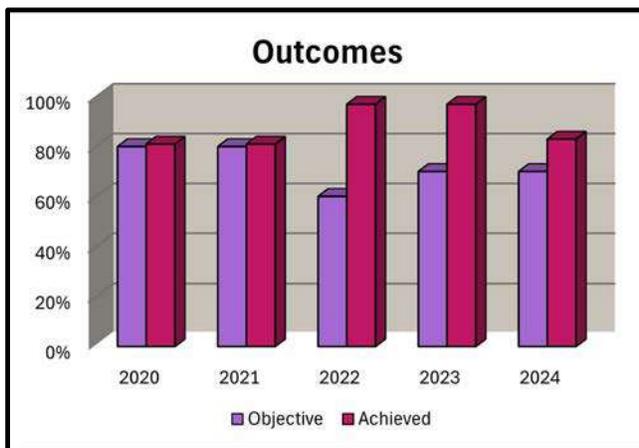


HISTORY OF ACCOUNTABILITY RESULTS:



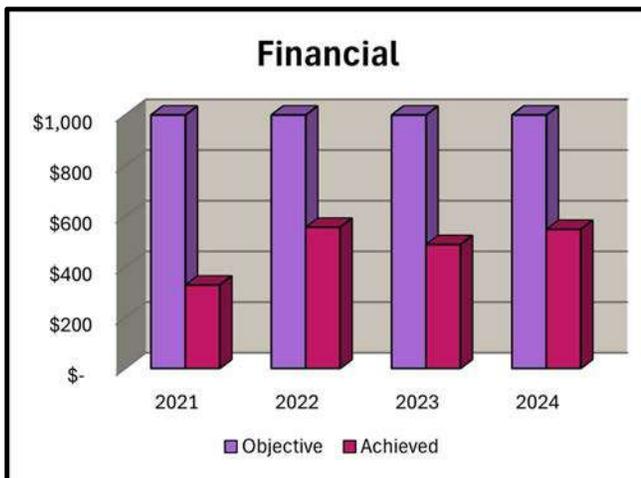
Year	Proposed	Actual	%
2020	3,170	5,782	182%
2021	3,770	5,123	136%
2022	4,500	4,680	104%
2023	4,500	4,677	104%
2024	4,489	4,772	106%

CASE for Kids has consistently achieved their Service Delivery objective.



FISCAL YEAR	RESULT
2019-2020	81%
2020-2021	81%
2021-2022	97%
2022-2023	97%
2023-2024	97%

Number of students surveyed may vary by year. Fiscal Year 2024 saw 367 surveys completed

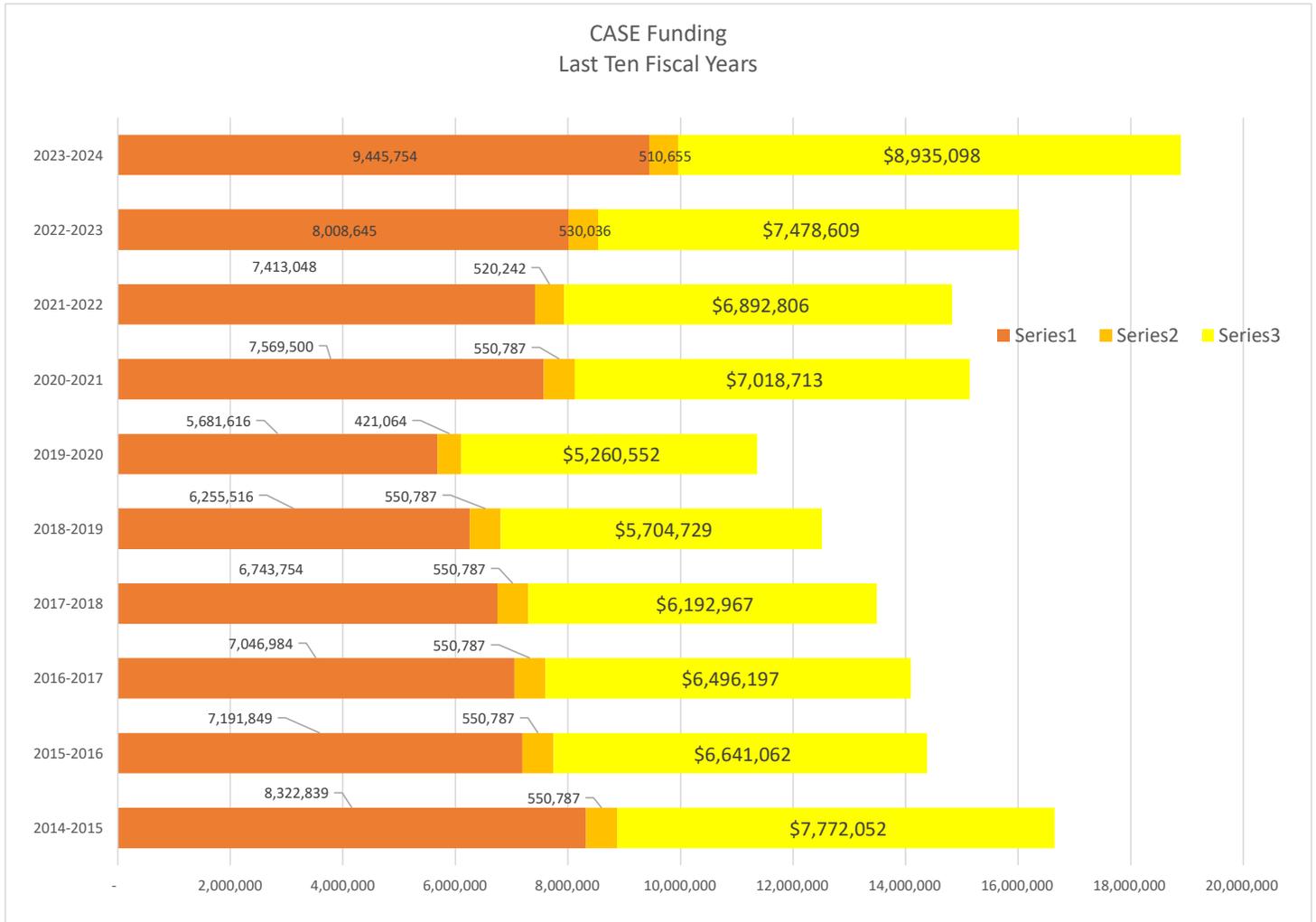


FISCAL YEAR	RESULT
2020-2021	\$512
2021-2022	\$329
2022-2023	\$557
2023-2024	\$489

CASE for Kids has consistently achieved their Financial Effectiveness objective.

Harris County Department of Education

CASE Funding



Fiscal Year	Actual Revenue	Transfer In - CASE	Actual Revenue from Funding Sources
2011-2012	8,607,164	550,787	8,056,377
2012-2013	8,011,273	550,787	7,460,486
2013-2014	6,742,673	550,787	6,191,886
2014-2015	8,322,839	550,787	7,772,052
2015-2016	7,191,849	550,787	6,641,062
2016-2017	7,046,984	550,787	6,496,197
2017-2018	6,743,754	550,787	6,192,967
2018-2019	6,255,516	550,787	5,704,729
2019-2020	5,681,616	421,064	5,260,552
2020-2021	7,569,500	550,787	7,018,713
2021-2022	7,413,048	520,242	6,892,806
2022-2023	8,008,645	530,036	7,478,609
2023-2024	9,445,754	510,655	8,935,098
	\$ 97,040,614	\$ 6,939,080	\$ 90,101,534

Fiscal Year	Budgeted Revenue	Transfer In - CASE	Projected Revenue
2024-2025	\$ 11,580,647	\$ 900,787	\$ 10,679,860

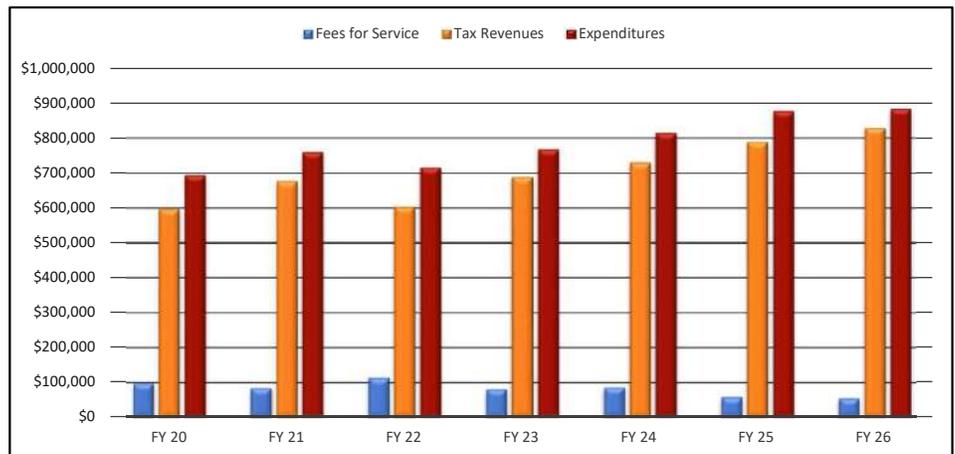
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

CASE for Kids
 (Local)

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 87,566	\$ 83,400	\$ 109,250	\$ 79,327	\$ 81,363	\$ 59,575	\$ 54,000
5730 - Local Rev-Ecobot	7,182	160	3,400	934	3,875	(990)	1,000
5740 - Local Revenue-Other	2,445	-	-	-	-	-	-
5790 - Local Rev-Local Grants	-	-	-	-	-	-	-
	97,192	83,560	112,650	80,261	85,238	58,585	55,000
REVENUES - Tax Revenues							
5710 - Local Property Taxes	596,828	676,334	603,130	687,434	729,259	788,244	828,777
Total REVENUES:	694,020	759,894	715,780	767,695	814,497	846,829	883,777

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	255,726	316,116	303,691	376,681	306,249	322,740	334,769
6200 - Contracted Services	283,121	295,263	279,740	279,483	227,864	289,164	270,700
6300 - Supplies & Materials	53,516	41,140	37,407	4,836	45,906	27,353	19,380
6400 - Other Operating Costs	101,656	107,376	94,942	106,695	103,918	105,369	122,690
	694,020	759,895	715,780	767,695	683,937	744,626	747,539
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	-	-	-	-	130,560	132,375	136,238
Total EXPENDITURES:	\$ 694,020	\$ 759,895	\$ 715,780	\$ 767,695	\$ 814,497	\$ 877,001	\$ 883,777

Personnel, Full-Time Equivalents (FTEs):	26.00	26.00	51.50	51.50	67.00	61.00	65.00
Performance Ratio	14%	11%	16%	10%	10%	7%	6%
Total Local, Federal, and State Revenues / Total Expenditures							





Adult Education

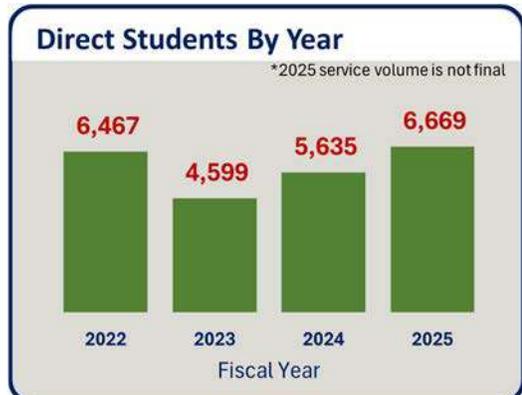
Harris County Department of Education

Education is critical for a break in the poverty cycle and its importance is reflected in the American economic structure. One in five adults nearly 333,000 people in Houston are considered functionally illiterate, 14 out of 20 are unable to manage daily activities and employment task that requires reading skills beyond basic level in any language. HCDE Adult Education provide access to free and low-cost adult literacy and workforce programs which enable participants to learn skills that influence their health and well-being. Without access to affordable adult education programming, many individuals and families are subject to become a statistic. Adult Education prepares age 16-plus youths and adults to read and speak English, and/or to complete a high school General Equivalency Diploma education.

The HCDE Adult Education program prepares students aged 16 and older to read and speak English and/or to complete a high school General Equivalency Diploma (GED). During the pandemic, the classes were offered virtually.

In fiscal year 2017, the Texas Workforce Commission (TWC) changed the adult education grant requirements and incorporated a workforce development component to include vocational training, a requirement that has needed more grant program investment. As the division serves more students in vocational programs, there will be a decline in ESL and GED students being served.

In FY 22-23, the Department continued construction to complete a new Adult Education Building to replace the old facility. This was a **\$19 million investment** in Adult Education students' facilities, and the building was opened in 2023.





Service Objective A: At least 90% of 12-hour HGAC targets will be met.

FISCAL YEAR	RESULT
2023-2024	95%



Service Objective B: 65% of students will complete a course by reaching the required number of hours for post-testing or obtaining a Measurable Skills Gain (MSG)

FISCAL YEAR	RESULT
2023-2024	33%



45% of all students will make progress (obtain a measurable skills gain [MSG]).

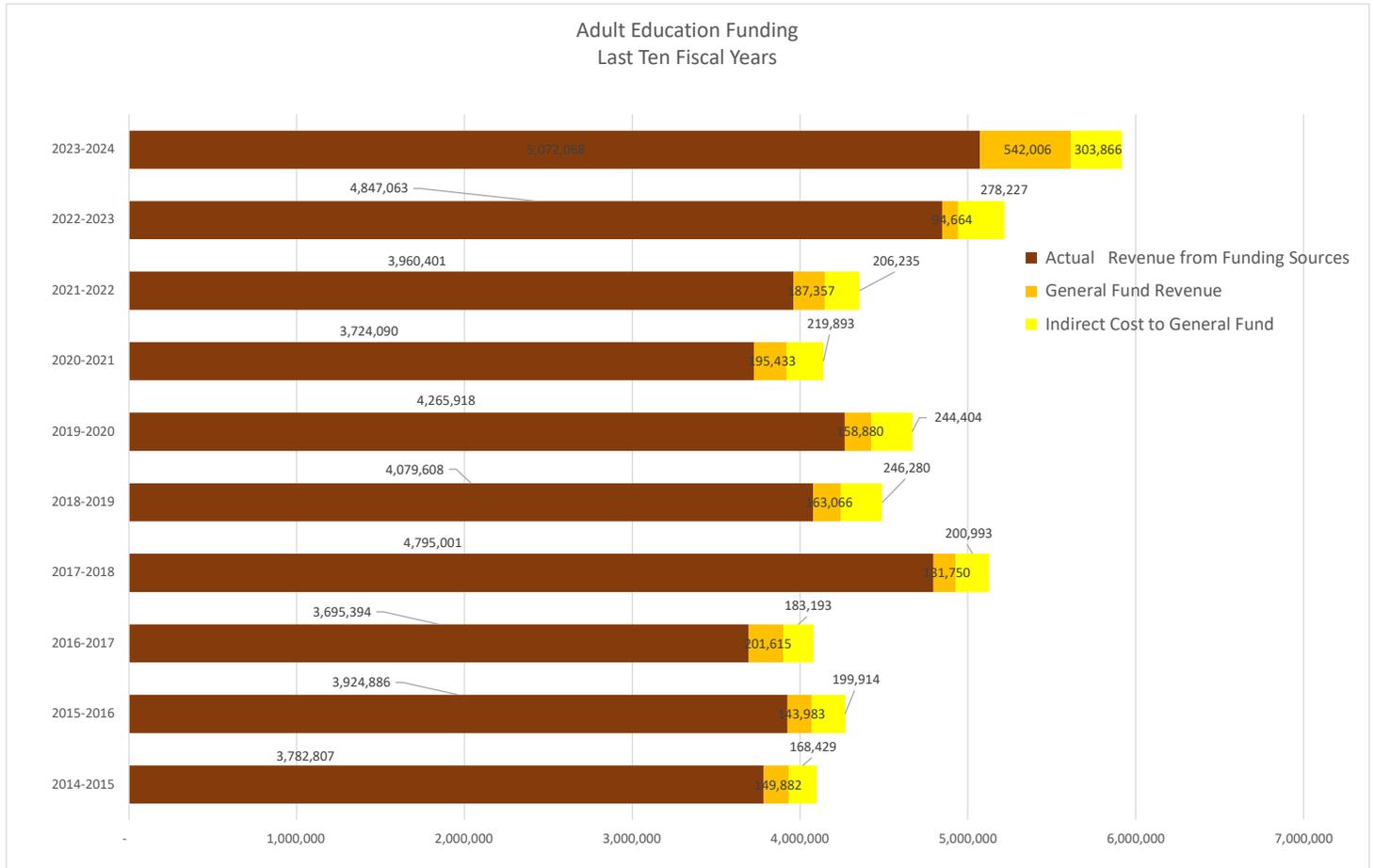
FISCAL YEAR	RESULT
2019-2020	33%
2020-2021	83%
2021-2022	72%
2022-2023	38%
2023-2024	46%



The average cost per student served by Adult Ed. will not exceed \$800. (Adjusted from \$600 in FY23)

FISCAL YEAR	RESULT
2019-2020	\$740
2020-2021	\$696
2021-2022	\$618
2022-2023	\$1107
2023-2024	\$836

Harris County Department of Education
Adult Education Funding



Fiscal Year	Actual Revenue	General Fund Revenue	Indirect Cost to General Fund	Actual Revenue from Funding Sources	Net amount (IC less GF)
2012-2013	4,483,960	138,947	219,430	4,483,960	80,483
2013-2014	4,017,563	136,826	167,374	4,017,563	30,548
2014-2015	3,782,807	149,882	168,429	3,782,807	18,547
2015-2016	3,924,886	143,983	199,914	3,924,886	55,931
2016-2017	3,695,394	201,615	183,193	3,695,394	(18,422)
2017-2018	4,795,001	131,750	200,993	4,795,001	69,243
2018-2019	4,079,608	163,066	246,280	4,079,608	83,214
2019-2020	4,265,918	158,880	244,404	4,265,918	85,524
2020-2021	3,724,090	195,433	219,893	3,724,090	24,460
2021-2022	3,960,401	187,357	206,235	3,960,401	18,878
2022-2023	4,847,063	94,664	278,227	4,847,063	183,563
2023-2024	5,072,068	542,006	303,866	5,072,068	(238,140)
Total	\$ 50,648,759	\$ 2,244,408	\$ 2,638,237	\$ 50,648,759	\$ 393,829

(14,305.29)
(699,305.29)

Fiscal Year	Budgeted Revenue	Budgeted General Fund Revenue	Budgeted Indirect Cost to General Fund	Projected Revenue	Net amount (IC less GF)
2024-2025	5,705,538	657,114	300,000	5,705,538	(357,114)

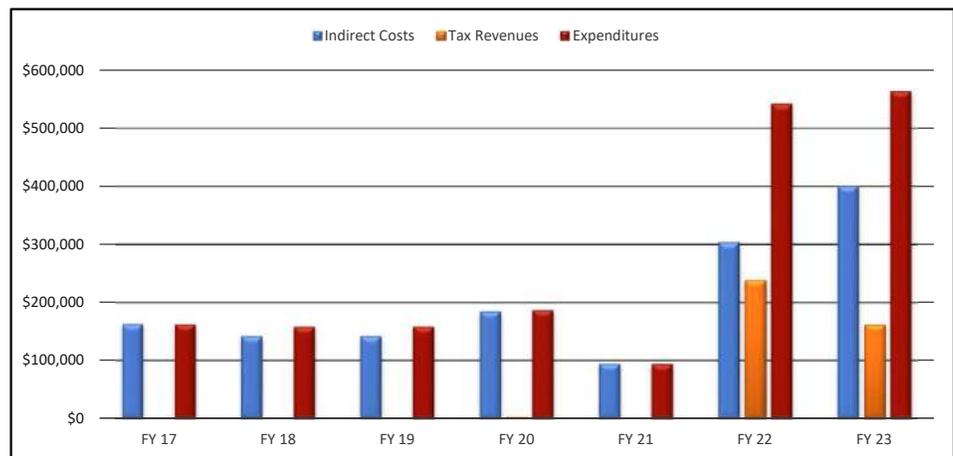
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Adult Education-Local

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5740 - Local Revenue-Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5890 - State Rev-Shared Services	-	-	-	-	-	-	-
5990 - Federal Revenue - Indirect Costs	163,066	141,992	184,653	94,664	303,866	265,298	400,744
	163,066	141,992	184,653	94,664	303,866	265,298	400,744
REVENUES - Tax Revenues							
5710 - Local Property Taxes	-	-	2,704	-	238,140	359,604	162,971
Total REVENUES:	163,066	141,992	187,357	94,664	542,006	624,902	563,715

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	-	-	438	5,994	16,613	-	-
6200 - Contracted Services	4,454	9,993	5,338	2,723	13,371	4,553	1,054
6300 - Supplies & Materials	6,094	3,415	7,789	3,368	4,581	1,136	7,614
6400 - Other Operating Costs	8,717	7,009	24,670	22,393	10,955	65,793	36,968
	19,264	20,417	38,235	34,478	45,521	71,482	45,636
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	143,802	138,462	149,122	60,186	496,485	573,872	518,079
Total EXPENDITURES:	\$ 163,066	\$ 158,879	\$ 187,357	\$ 94,664	\$ 542,006	\$ 645,354	\$ 563,715

Personnel, Full-Time Equivalents (FTEs):	73.32	77.06	81.06	120.25	88.50	180.00	168.50
Performance Ratio Total Local, Federal, and State Revenues / Total Expenditures	100%	89%	99%	100%	56%	41%	71%





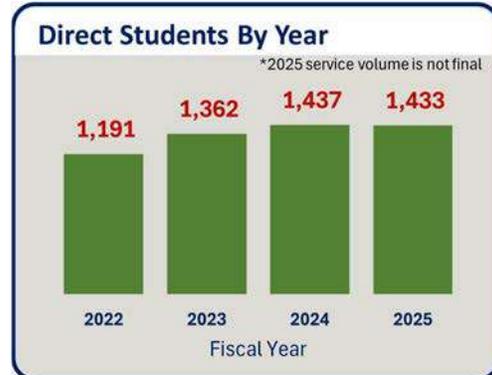
Head Start & Early Head Start

Harris County Department of Education

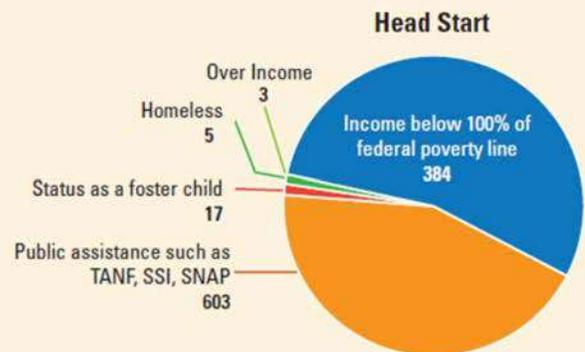
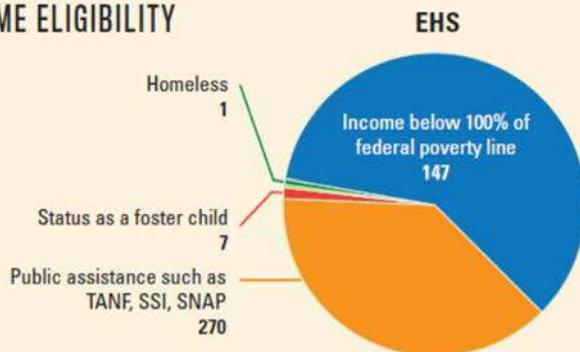
The HCDE Head Start Program provides school readiness services to economically disadvantaged students and their families. The program supports academic achievement, social emotional development, health and wellness, and family development, while providing intervention services to children who may have an identified disability. HCDE served 1,191 and 1,362 students during fiscal years 2022 and 2023 respectively and plans to serve more than 1,300 students during FY 2024.

The Head Start Program received a continuation grant in the amount of over **\$2.7 million** to assist the program in addressing the needs for technology, personal protective equipment, supplies, tracking, and cleaning functions to make the facilities ready and safe for children and staff. This grant was part of the Cares Fund Act that provided funding to deal with the COVID-19 virus.

Other Health and Human Services grants received for expansion of Head Start included grants for expansion of Early Head Start at Humble and Barrett Station. In addition, the program received a continuation grant to acquire property and build a new Coolwood Head Start with disaster recovery funds. The new Coolwood Head Start is projected to cost **\$8,000,000**. This facility is expected to be complete in fiscal year 23-24.



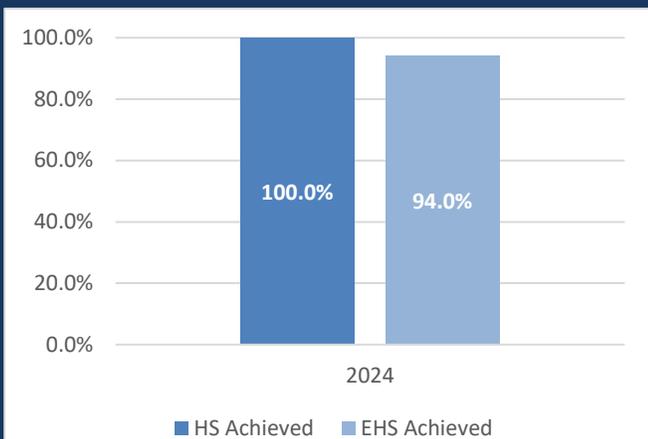
INCOME ELIGIBILITY



SUMMARY OF OBJECTIVES

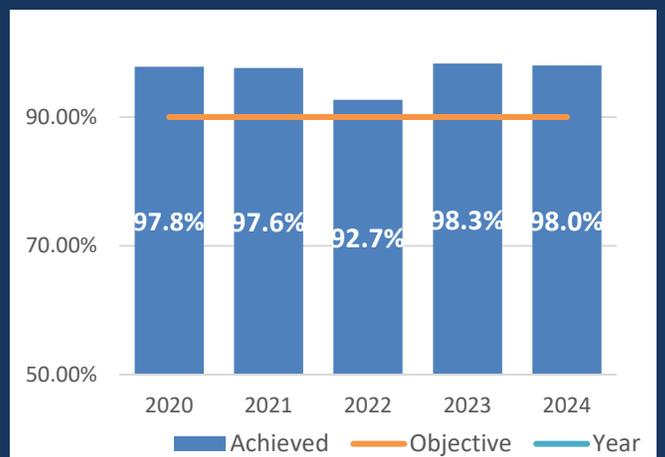
SERVICE DELIVERY

Goal: Head Start will have an average enrollment of 100% of the funded



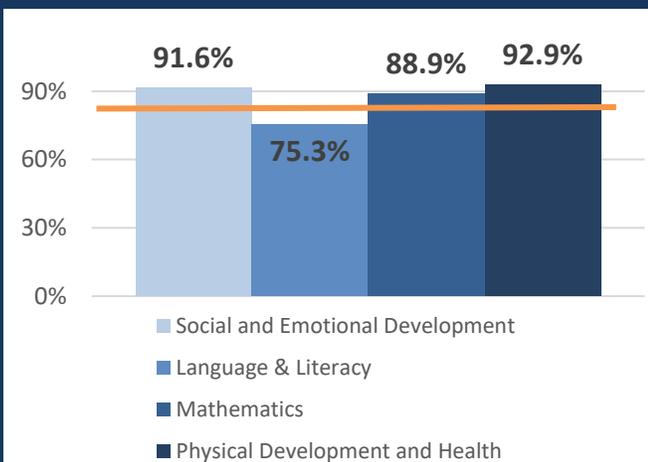
CLIENT SATISFACTION

Goal: 92% of parents responding to the Parent Satisfaction Survey will report being



OUTCOME

Goal: 80% of students will achieve school readiness goals by mastering all four developmental domains as they transition from Head Start to Kindergarten



FINANCIAL EFFICIENCY

Goal: The average cost per student served by Head Start will not exceed \$12,500

Average Cost Per Student	
Goal	\$12,500
Actual	\$25,673



Harris County Department of Education - Head Start Program Information

Harris County
Department of
Education

Actual year end numbers

Fiscal year	HS & EHS/CCP Federal Revenues Received (grant) (includes USDA)	HS & EHS/CCP In-Kind Received	Indirect cost received By General Fund	Transfer out to Head Start	Net Amount
	2010-2011	10,563,316	5,508,518	888,622	
2011-2012	10,680,477	3,740,319	971,432	270,742	700,690
2012-2013	10,990,972	3,330,655	1,002,035	156,916	845,119
2013-2014	10,479,514	3,094,260	907,747	-	907,747
2014-2015 (1)	13,033,884	3,329,942	1,106,299	-	1,106,299
2015-2016 (1)	12,589,128	3,531,533	1,064,252	288,206	776,046
2016-2017 (1)	13,509,846	3,928,677	1,179,589	-	1,179,589
2017-2018	14,547,018	3,827,982	1,300,550	569,000	731,550
2018-2019	14,771,310	4,380,807	1,446,099	129,688	1,316,412
2019-2020	11,943,713	4,305,738	1,563,692	610,298	953,394
2019-2020 Covid	304,375	-	36,082	-	36,082
2020-2021	13,716,057	4,270,642	1,661,760	155,780	1,505,980
2020-2021 Covid	513,791	-	61,667	-	61,667
2021-2022	15,091,816	3,758,918	1,741,057	178,335	1,562,722
2022-2023	14,990,652	3,405,161	1,826,350	371,743	1,454,607
2023-2024	23,040,030	3,968,011	1,987,560	200,000	1,787,560
	\$ 190,765,900	\$ 54,381,163	\$ 18,744,793	\$ 3,278,876	\$ 15,465,917

(1) Early Head Start included beginning FY15

2024-2025	\$ 28,262,203	\$ 4,461,220	\$ 3,679,077	\$ 400,000	\$ 3,279,077
BUDGET					
posted on HCDE website (Note: this is an overlap of grant years)					

Based on Projected NOGA Grant 24-25

	Funds 205 & 206 Head Start	Funds 205 & 206 Head Start	Funds 215 & 216 EHS/CCP	Funds 215 & 216 EHS/CCP	Total Grants
	Budget Period	9/1/24 - 12/31/24	1/1/25 - 12/31/25	9/1/24 - 11/30/24	
Direct Costs	\$ 5,070,668	\$ 18,143,321	\$ 57,619	\$ 4,990,595	\$ 28,262,203
Indirect Costs	659,187	2,358,632	7,490	653,768	\$ 3,679,077
Total Budget	\$ 5,729,855	\$ 20,501,953	\$ 65,109	\$ 5,644,363	\$ 31,941,280

Note: Data for the grant includes netting out grant years for Calendar Year 2023

Based on Projected NOGA Grant 25-26

	Funds 205 & 206 Head Start	Funds 205 & 206 Head Start	Funds 215 & 216 EHS/CCP	Funds 215 & 216 EHS/CCP	Total Grants
	Budget Period	9/1/25 - 12/31/25	1/1/26 - 12/31/26	9/1/25 - 11/30/25	
Direct Costs	\$ 4,365,000	\$ 12,856,634	\$ 325,000	\$ 5,090,407	\$ 22,637,041
Indirect Costs	658,000	1,799,929	22,750	712,657	\$ 3,193,336
Total Budget	\$ 5,023,000	\$ 14,656,563	\$ 347,750	\$ 5,803,064	\$ 25,830,377
			Transfer-out to HS	388,800.00	
			In-Kind	4,461,220.00	

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Head Start
 (Local)

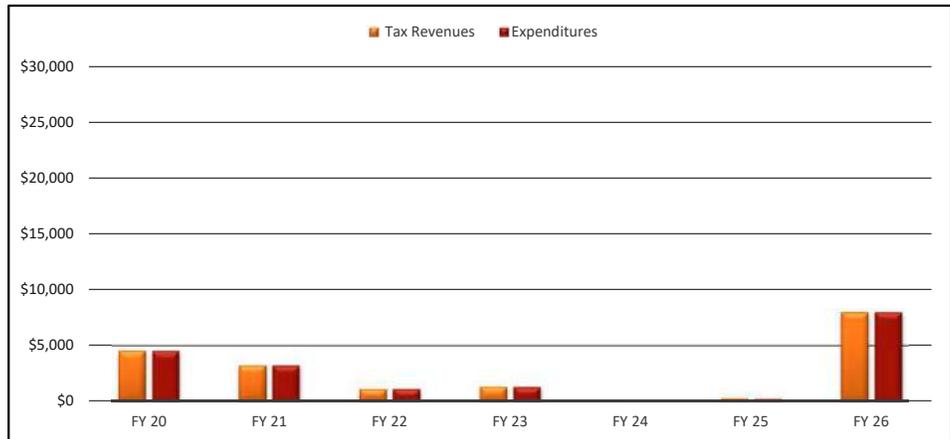
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5740 - Local Revenue-Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES - Tax Revenues							
5710 - Local Property Taxes	4,558	3,274	1,181	1,371	-	288	8,000
Total REVENUES:	4,558	3,274	1,181	1,371	-	288	8,000

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6400 - Other Operating Costs	4,558	3,274	1,181	1,371	-	288	8,000
Total EXPENDITURES:	\$ 4,558	\$ 3,274	\$ 1,181	\$ 1,371	\$ -	\$ 288	\$ 8,000

Sustainability Ratio

Local Property Taxes / Expenditures	100%	100%	100%	100%	0%	100%	100%
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Personnel, Full-Time Equivalents (FTEs):	293.00	281.00	311.50	308.50	292.00	306.50	340.50
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Community Outreach Initiatives

Harris County Department of Education

Citizens of Harris County, corporate and private, have expressed interest in supporting public education in our community.

The Education Foundation of Harris County (EFHC) believes that every child is born with a natural desire to learn and is capable of achieving their fullest potential if they experience motivating and imaginative opportunities that reveal and encourage their unique talents. Through its partnership with the Harris County Department of Education (HCDE), EFHC has funded programs impacting thousands of students throughout 25 independent school districts and cultivated a network of talented educators.

In addition to existing programs, EFHC develops new initiatives by providing the tools, talent, and technology that engage students in original curriculum aligned for success in the 21st century. EFHC-funded programs are specifically launched in Harris County for the benefit of local institutions.

EFHC has been supporting the programs of the Harris County Department of Education since 1993. However in 2021, in response to the unmet needs of the Covid19 pandemic, EFHC began partnering with the school districts in Harris County to close the gaps in public education.

This new initiative of supporting local districts required new investment in the driving force for donations to the EFHC. At the start of fiscal year 2023, the Community Development division was established, and a Director for Community Development was appointed to bridge the gap between those who most wish to give and those who are in most need to receive.

The following pages will detail the historical and projected impact to HCDE's General Operating Fund, as well as showcasing the recent achievements of the Education Foundation of Harris County.

TOOLS FOR TEACHERS
SUPPLEMENTING SUCCESS

NEED HELP OUTFITTING YOUR CLASSROOM?

Tools for Teachers is offering **\$100 IN CLASSROOM SUPPLIES** to full-time teachers in Harris County.

For additional information and registration, visit WWW.HCDE-TEXAS.ORG/TOOLSFORTEACHERS.

Supplies are limited to the first 1,250 registrants.

REGISTRATION: AUGUST 22 | SHOPPING: SEPTEMBER 8-15

Education Foundation of Harris County

Harris County Department of Education

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

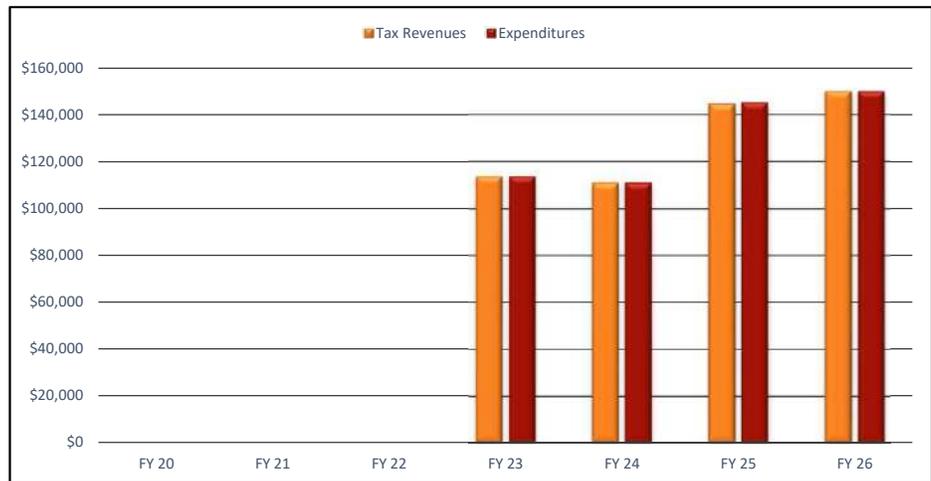
Community Development

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ -	\$ -	\$ -	\$ 113,732	\$ 111,081	\$ 144,650	\$ 149,986
Total REVENUES:	-	-	-	113,732	111,081	144,650	149,986

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	-	-	-	107,957	105,760	124,381	126,877
6200 - Contracted Services	-	-	-	500	-	-	-
6300 - Supplies & Materials	-	-	-	1,542	210	-	1,500
6400 - Other Operating Costs	-	-	-	3,734	5,111	17,800	18,500
	-	-	-	113,732	111,081	142,180	146,877
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	-	-	-	-	-	3,021	3,109
Total EXPENDITURES:	\$ -	\$ -	\$ -	\$ 113,732	\$ 111,081	\$ 145,201	\$ 149,986

Personnel, Full-Time Equivalents (FTEs): - - - 1.00 1.00 1.00 1.00

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



HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

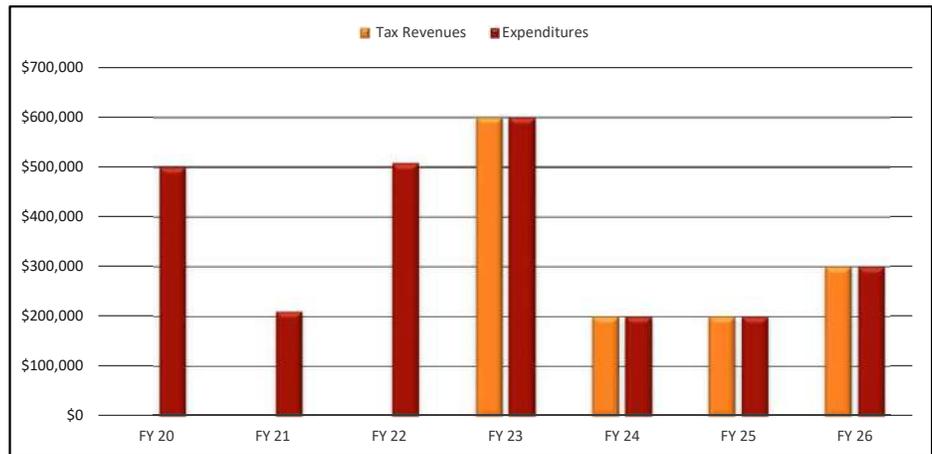
Education Foundation
 (Tools For Teachers)

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ -	\$ -	\$ -	\$ 600,083	\$ 200,000	\$ 200,000	\$ 300,000
Total REVENUES:	-	-	-	600,083	200,000	200,000	300,000

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	-	-	-	-	-	-	-
6200 - Contracted Services	-	8,772	407,074	450,083	50,000	-	300,000
6300 - Supplies & Materials	500,600	200,000	101,300	150,000	150,000	-	-
6400 - Other Operating Costs	-	1,772	-	-	-	200,000	-
	500,600	210,544	508,374	600,083	200,000	200,000	300,000
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	-	-	-	-	-	-	-
Total EXPENDITURES:	\$ 500,600	\$ 210,544	\$ 508,374	\$ 600,083	\$ 200,000	\$ 200,000	\$ 300,000

Personnel, Full-Time Equivalents (FTEs): - - - - - - - -

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





Internal Support Services

Harris County Department of Education

Internal Support Divisions are collectively “The Team Behind the Scenes”. They keep the wheels of operation turning, from maintaining our benefits package and ensuring payment to vendors and employees through Human Resources and Business Support Services, to managing “The Voice of HCDE” through Communications and Client Engagement, to keeping the building humming along with Technology and Facility Support Services, internal support is the platform upon which Public Service and Grant Divisions are built.

Divisions for internal support are funded mostly by tax dollars, but also indirect cost allocation from grant funded activity, and (to a lesser extent) fees for service to outside clients. Other Business activities include state contribution for employee TRS Accounts, TEA Employee Health Insurance, and other supplemental employee compensation.

This section will highlight the Accountability Objectives for those divisions which it applies, then detail the historical trends for impact to the General Fund.

- Human Resources
- Business Support Services
 - Other Business Divisions (Dept. Wide/Retirement/TRS /TEA & ISF)
- Procurement Services
- Center for Grants Development
- Research & Evaluation
- Technology Support Services
- Marketing & Client Engagement
- Communication & Public Information
- Facility Support Services
- Construction Services



Human Resources

Harris County Department of Education

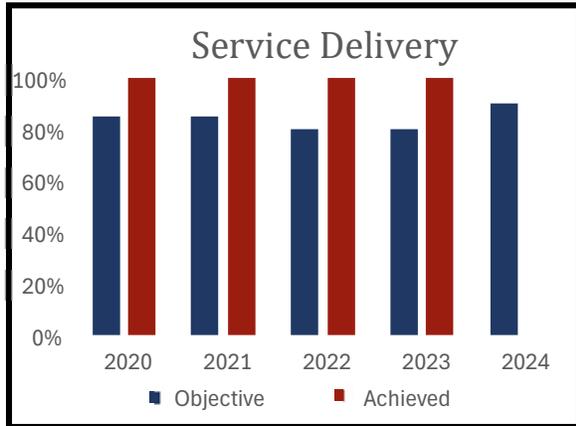
The Human Resources Division (HR) is responsible for the design of formal systems to ensure the effective and efficient use of human talents to accomplish the goals of the Harris County Department of Education. To assist the department in meeting its goals, HR is composed of several groups of interlinked activities:

- Employment and Recruiting
- Training and Development
- Compensation Administration
- Benefits Administration
- Employee Relations
- Employee Services
- Personnel Records Management

ACCOUNTABILITY OBJECTIVES

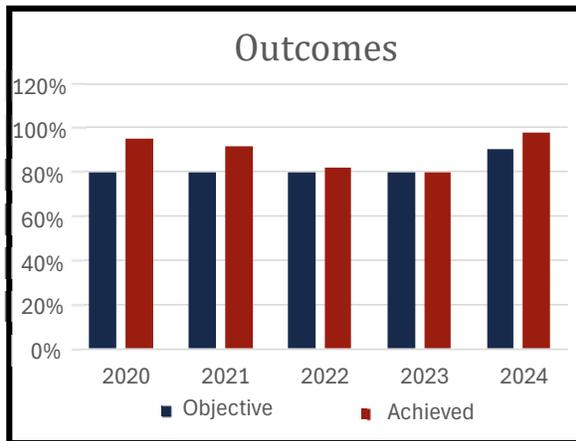
1. **Service Delivery Objective:** 90% of all new benefits-eligible employees will receive New Employee Orientation and Benefits Orientation via an online learning management system.
2. **Outcomes Objective:** 90% of all new HCDE employees will complete all new hire documents and the benefits enrollment process via an online platform.
3. **Financial Effectiveness:** Human Resources' expenditures for operations will not exceed the approved budget.

HISTORICAL ACCOUNTABILITY RESULTS:



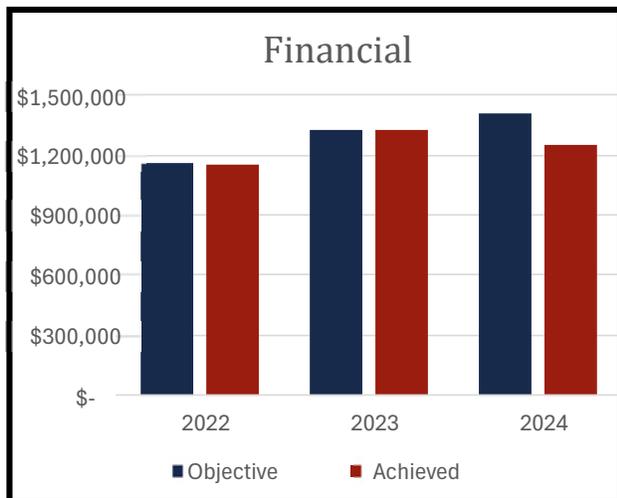
FISCAL YEAR	RESULT
2019-2020	100%
2020-2021	100%
2021-2022	100%
2022-2023	100%
2023-2024	NA

HCDE has lifted pandemic-era measures, and new employee orientation training is now in-person. Comparable data is not available.



FISCAL YEAR	RESULT
2019-2020	95%
2020-2021	92%
2021-2022	82%
2022-2023	80%
2023-2024	98%

Human Resources has consistently achieved their Outcomes objective.



FISCAL YEAR	RESULT
2021-2022	Under
2022-2023	Under
2023-2024	Under

HR has remained under their approved budget the last 3 recorded years

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

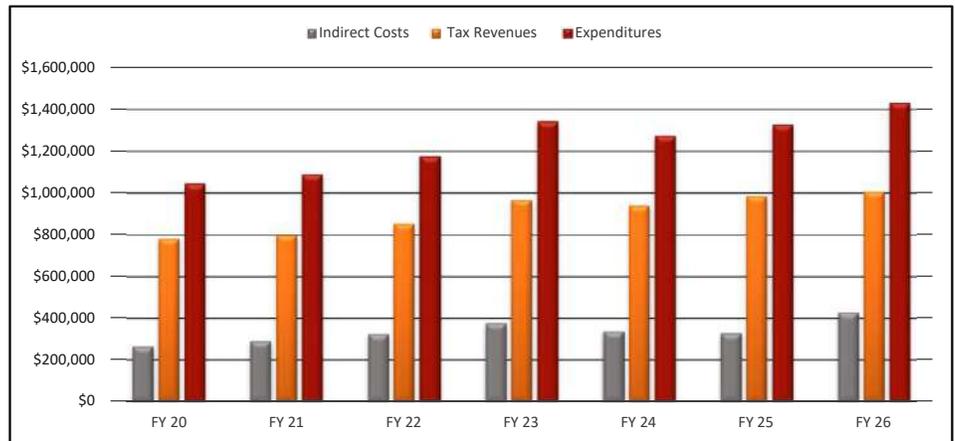
Human Resources

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5740 - Local Revenue-Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5890 - State Revenue-Shared Services	-	-	-	-	-	-	-
5990 - Fed Rev - Indirect Costs	264,943	290,669	323,210	377,594	335,246	327,867	427,596
	264,943	290,669	323,210	377,594	335,246	327,867	427,596
REVENUES - Tax Revenues							
5710 - Local Property Taxes	779,340	798,044	851,797	965,227	938,448	984,774	1,005,622
Total REVENUES:	1,044,283	1,088,713	1,175,007	1,342,821	1,273,694	1,312,641	1,433,218

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	824,394	861,568	901,318	1,046,750	1,079,258	1,125,307	1,151,992
6200 - Contracted Services	86,539	109,832	64,764	64,483	54,653	63,782	38,400
6300 - Supplies & Materials	49,359	52,692	73,935	81,056	29,538	55,397	99,750
6400 - Other Operating Costs	61,583	43,044	113,547	127,891	89,100	62,851	122,350
	1,021,874	1,067,136	1,153,564	1,320,180	1,252,549	1,307,336	1,412,492
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	22,409	21,577	21,442	22,641	21,145	20,138	20,726
Total EXPENDITURES:	\$ 1,044,283	\$ 1,088,713	\$ 1,175,007	\$ 1,342,821	\$ 1,273,694	\$ 1,327,475	\$ 1,433,218

Personnel, Full-Time Equivalents (FTEs): 10.00 10.00 10.00 11.00 11.00 11.00 11.00

Sustainability Ratio
 Local Property Taxes / Expenditures 75% 73% 72% 72% 74% 74% 70%





Business Support Services

Harris County Department of Education

The Business Services division provides financial support services to all divisions within HCDE. Activities include, but are not limited to: processing contracts, budgeting, financial reporting, grant accounting, payroll services (processing paychecks, direct deposits, payroll benefits, and payroll withholding), paying bills (accounts payable), depositing funds (accounts receivable), and finance training.

Business Services accounting policies, which form the basis of record-keeping and reporting functions, conform to general accounting principles applicable to federal, state, and local governmental units. The division produces the Comprehensive Annual Financial Report, which is audited by an independent accounting firm, and the Popular Annual Financial Report for the general public.

The mission of the Business Services division is to support the programs and operations of divisions of HCDE by providing timely and accurate reporting for decision-makers and other interested parties.

ACCOUNTABILITY OBJECTIVES:

1. **Service Delivery**

- a. Deliver finance training and provide a monthly calendar.
- b. Update finance software operating procedures so that it is functioning in an optimum manner and implement upgrades and post timely financial information to prepare for the independent audit.
- c. Update the portal and the transparency page info on an ongoing basis.
- d. Assist school districts through the School Finance Council and be a leader in the school district by providing training.

2. **Outcomes:** The FY 2023-2024 annual financial audit will have received an “unmodified” opinion from the independent auditors, with no findings.

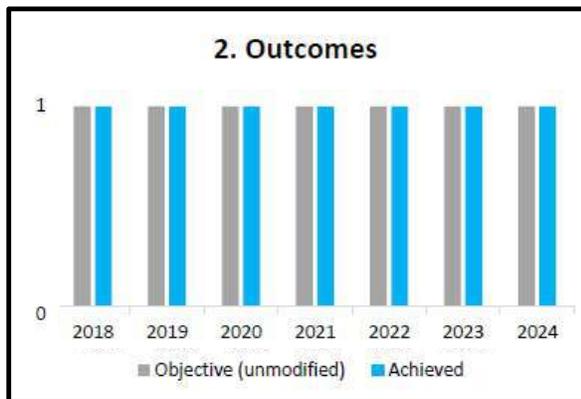
3. **Financial Effectiveness:** The Business Office operation costs will range between 3% to 5% of the Department’s total General Fund Expenditures.

HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2019-2020	4/4 Met
2020-2021	4/4 Met
2021-2022	4/4 Met
2022-2023	4/4 Met
2023-2024	4/4 Met

Business Services has consistently achieved their Service Delivery objective.



FISCAL YEAR	RESULT
2019-2020	Met
2020-2021	Met
2021-2022	Met
2022-2023	Met
2023-2024	Met

Business Services has consistently achieved their Outcomes objective.



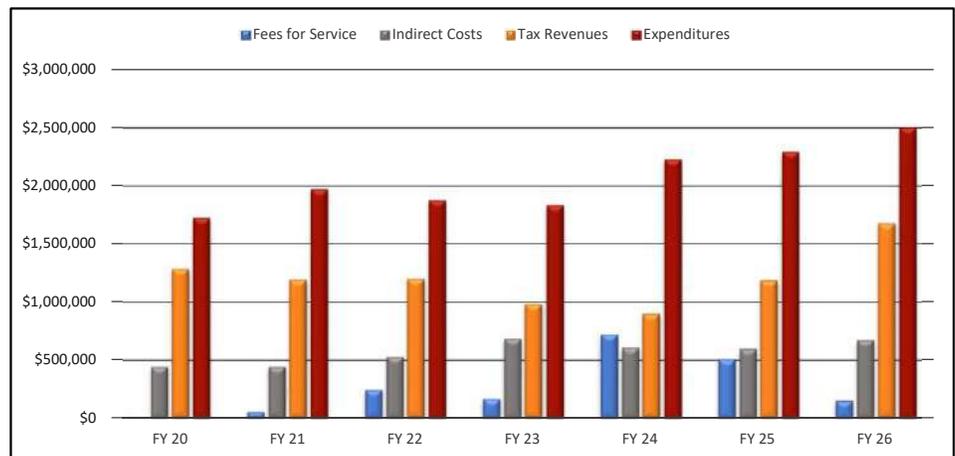
Business Services has consistently met their Objective in Financial Efficiency. Expenditures below 3% are indicative of short staffing levels, corrected within fiscal year 2024.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Business Support Services

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 1,628	\$ 54,068	\$ 245,754	\$ 167,483	713,854	505,783	152,000
5730 - Local Rev-Other Entities	340	-	-	-	-	-	-
5740 - Local Revenue-Other	2,622	1,030	-	-	8,825	1,875	-
5890 - State Rev - Shared Services	-	-	-	-	-	-	-
5990 - Fed Rev - Indirect Costs	444,132	444,132	528,045	685,526	609,136	596,771	673,804
	448,722	499,231	773,799	853,009	1,331,814	1,104,429	825,804
REVENUES - Tax Revenues							
5710 - Local Property Taxes	1,284,514	1,189,810	1,198,598	981,349	897,319	1,184,392	1,676,412
Total REVENUES:	1,733,236	1,689,041	1,972,397	1,834,358	2,229,134	2,288,821	2,502,216

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	1,191,499	1,361,694	1,326,837	1,371,940	1,522,799	1,664,570	1,897,696
6200 - Contracted Services	395,502	461,478	392,100	294,756	536,595	437,817	423,731
6300 - Supplies & Materials	45,185	64,147	47,691	56,372	30,799	28,275	50,250
6400 - Other Operating Costs	59,918	52,100	72,251	70,670	101,003	127,959	95,469
6600 - Capital Assets	-	-	-	-	-	-	-
	1,692,104	1,939,419	1,838,879	1,793,738	2,191,197	2,258,621	2,467,146
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	34,249	32,978	38,470	40,620	37,937	33,069	35,070
Total EXPENDITURES:	\$ 1,726,353	\$ 1,972,397	\$ 1,877,349	\$ 1,834,358	\$ 2,229,134	\$ 2,291,689	\$ 2,502,216
Personnel, Full-Time Equivalents (FTEs):	17.00	17.00	17.00	18.50	18.50	19.50	19.50
Sustainability Ratio							
Local Property Taxes / Expenditures	74%	60%	64%	53%	40%	52%	67%





Other Business Divisions

Harris County Department of Education

Occasionally a division is established to isolate expenditures which impact The Department as a whole. These divisions with no personnel are overseen by the Superintendent of Business Services.

- Department Wide
- Retirement Leave Benefits Fund
- State TRS On Behalf Payments
- State TEA Employee Portion Health Insurance
- State TEA Supplemental Compensation
- Internal Service Fund: Workers Compensation

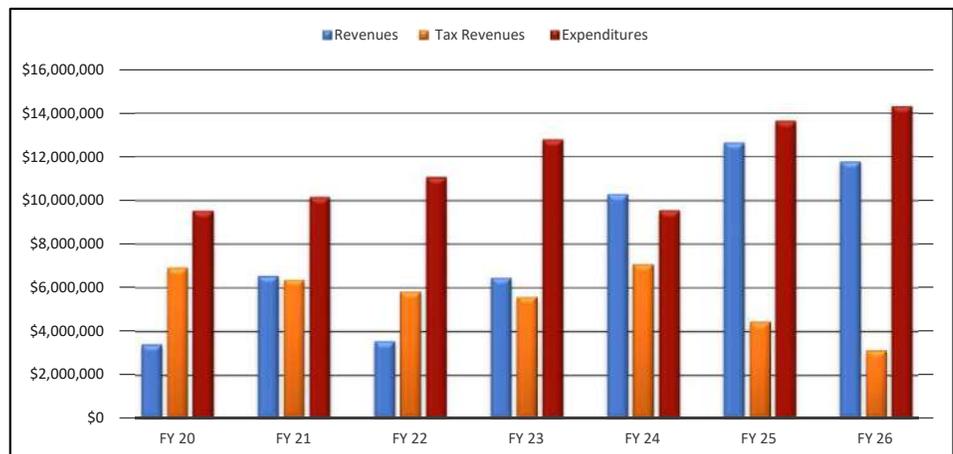
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Department Wide

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5610 - Other Sources	\$ 2,803,104	\$ 5,631,675	\$ 2,990,423	\$ 4,294,308	\$ 7,965,387	\$ 10,396,937	\$ 7,614,748
5730 - Local Rev-Other Entities	2,810	9,297	-	-	-	-	-
5740 - Local Revenue-Other	595,642	788,005	408,144	2,010,870	2,171,352	1,904,190	1,300,000
5790 - Local Grants - Indirect Costs	945	-	-	2,927	110,331	727	19,573
5930 - Other Federal Source	-	-	-	142,889	25,467	19,112	15,000
5990 - Fed Rev - Indirect Costs	-	101,989	139,883	-	(0)	328,800	2,818,390
	3,402,501	6,530,965	3,538,450	6,450,994	10,272,537	12,649,766	11,767,711
REVENUES - Tax Revenues							
5710 - Local Property Taxes	6,910,967	6,385,994	5,839,207	5,587,585	7,072,227	4,448,371	3,155,569
Total REVENUES:	10,313,468	12,916,959	9,377,657	12,038,578	17,344,765	17,098,137	14,923,280

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	-	-	-	-	-	1,215,813	1,153,410
6200 - Contracted Services	886,289	959,788	2,009,716	1,295,307	1,375,310	1,239,697	2,189,594
6300 - Supplies & Materials	36,814	143,573	87,761	135,326	95,261	158,546	1,611,589
6400 - Other Operating Costs	105,427	129,095	176,911	524,625	1,149,823	718,780	684,500
6600 - Capital Assets	11,709	-	-	-	-	-	-
8900 - Other Uses	5,829,097	6,272,885	5,797,906	7,446,979	4,036,296	7,750,670	5,955,076
	6,869,336	7,505,341	8,072,295	9,402,237	6,656,690	11,083,506	11,594,169
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	2,647,639	2,643,572	2,984,762	3,387,643	2,877,754	2,553,358	2,712,643
Total EXPENDITURES:	\$ 9,516,975	\$ 10,148,913	\$ 11,057,058	\$ 12,789,880	\$ 9,534,444	\$ 13,636,864	\$ 14,306,812

Personnel, Full-Time Equivalents (FTEs):	-	-	-	-	-	-	-
Sustainability Ratio							
Local Property Taxes / Expenditures	73%	63%	53%	44%	74%	33%	22%



HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Retirement Leave Benefits Fund

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5610 - Other Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5740 - Local Revenue-Other	7,344	-	-	-	-	-	-
	7,344	-	-	-	-	-	-
REVENUES - Tax Revenues							
5710 - Local Property Taxes	117,488	118,233	269,275	475,565	379,701	299,940	200,000
Total REVENUES:	124,832	118,233	269,275	475,565	379,701	299,940	200,000

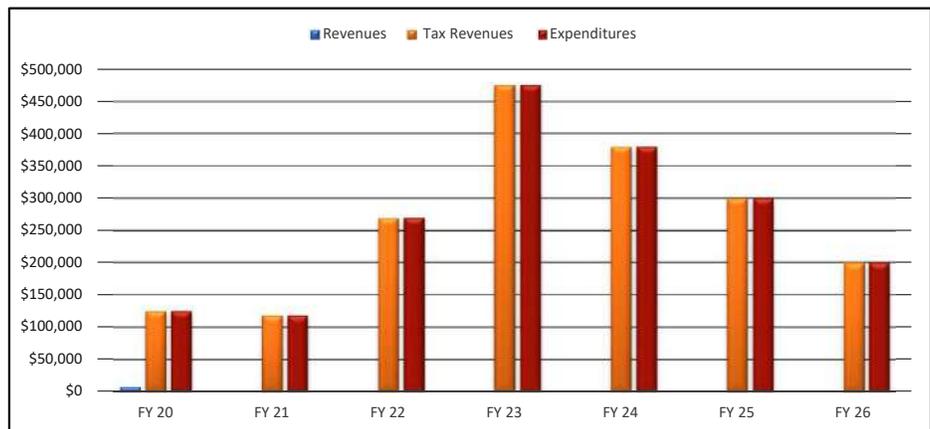
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	124,832	118,233	269,275	475,565	379,701	299,940	200,000
Total EXPENDITURES:	\$ 124,832	\$ 118,233	\$ 269,275	\$ 475,565	\$ 379,701	\$ 299,940	\$ 200,000

Sustainability Ratio

Local Property Taxes / Expenditures	94%	100%	100%	100%	100%	100%	100%
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Personnel, Full-Time Equivalents (FTEs):

	-	-	-	-	-	-	-
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HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

State TRS On Behalf Payments

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5830 - Revenue-Other TX Agencies	\$ 2,508,669	\$ 3,036,198	\$ 3,019,944	\$ 3,295,407	\$ 3,941,476	\$ 4,382,361	\$ 4,000,000
Total REVENUES:	2,508,669	3,036,198	3,019,944	3,295,407	3,941,476	4,382,361	4,000,000

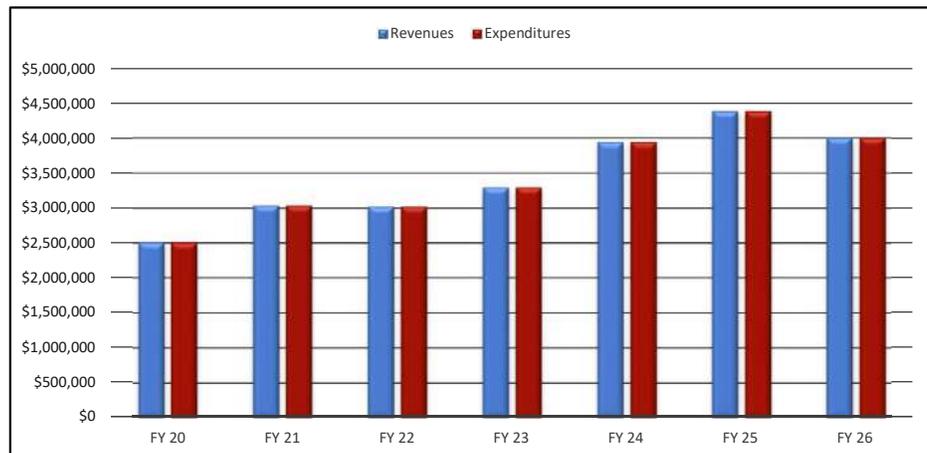
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	2,508,669	3,036,198	3,019,944	3,295,407	3,941,476	4,382,361	4,000,000
Total EXPENDITURES:	\$ 2,508,669	\$ 3,036,198	\$ 3,019,944	\$ 3,295,407	\$ 3,941,476	\$ 4,382,361	\$ 4,000,000

Sustainability Ratio

Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%
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Personnel, Full-Time Equivalents (FTEs):

	-	-	-	-	-	-	-
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HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

State TEA Employee Portion Health Insurance

REVENUES

REVENUES - Local, State, and Federal

5830 - Revenue-Other TX Agencies

Total **REVENUES**:

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
\$ 530,900	\$ 367,573	\$ 354,966	\$ 354,966	\$ 354,966	\$ 354,966	\$ 354,966	354,966
530,900	367,573	354,966	354,966	354,966	354,966	354,966	354,966

EXPENDITURES

EXPENDITURES before Facilities

6100 - Payroll Expenditures

Total **EXPENDITURES**:

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
530,900	367,573	354,966	354,966	354,966	354,966	354,966	354,966
\$ 530,900	\$ 367,573	\$ 354,966	\$ 354,966	\$ 354,966	\$ 354,966	\$ 354,966	\$ 354,966

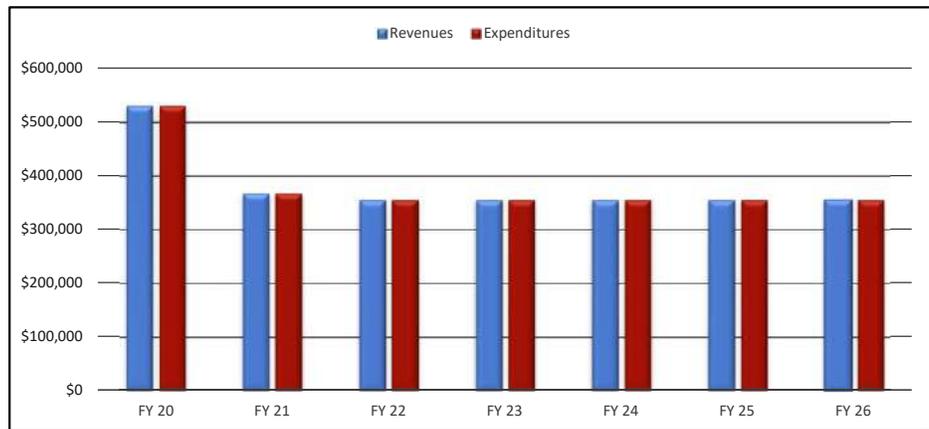
Personnel, Full-Time Equivalents (FTEs):

- - - - - - - -

Sustainability Ratio

Local Property Taxes / Expenditures

100% 100% 100% 100% 100% 100% 100%



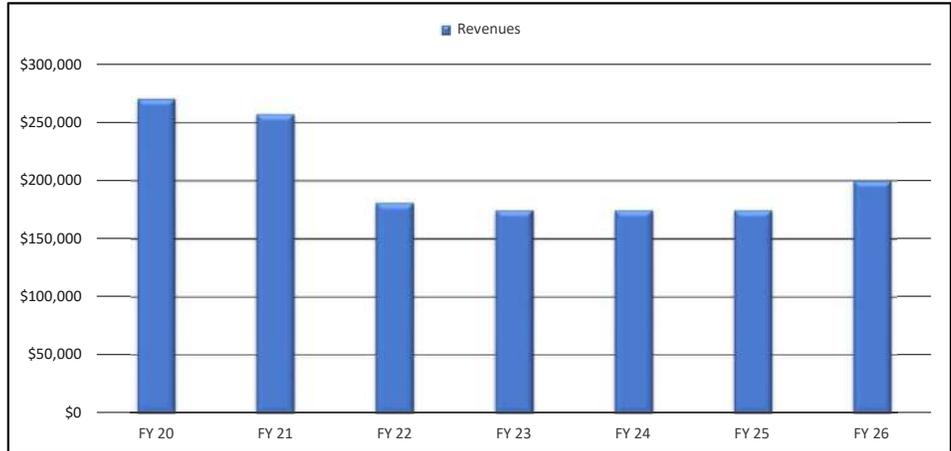
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

State TEA Supplemental Compensation

REVENUES

REVENUES - Local, State, and Federal
 REVENUES - Tax Revenues
 5810 - State Revenues
 Total REVENUES:

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
	\$ 270,803	\$ 257,561	\$ 181,043	\$ 174,834	\$ 174,834	\$ 174,834	200,000
Total REVENUES:	\$ 270,803	\$ 257,561	\$ 181,043	\$ 174,834	\$ 174,834	\$ 174,834	\$ 200,000





Procurement Services

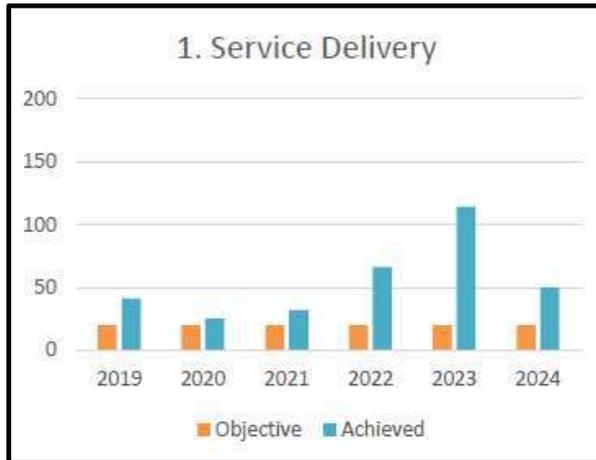
Harris County Department of Education

Procurement is responsible for all purchasing-related activities for HCDE in accordance with the authority delegated by the Superintendent, the Board of Trustees, and all federal and state laws. The function of Internal Purchasing is to procure goods and services that will support the various divisions of HCDE. The procurement of these goods and services ensures that HCDE is spending tax dollars in a cost-effective manner. Some of the functions Internal Purchasing performs are issuing bids/proposals and purchase orders; assisting in the development of specifications and scope of services; and assisting in the resolution of problems between HCDE and vendors. Internal Purchasing serves all HCDE divisions

ACCOUNTABILITY OBJECTIVES:

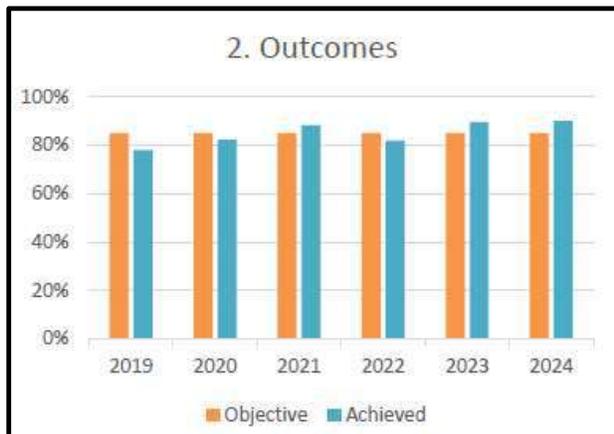
1. **Service Delivery Objective:** Internal Purchasing will provide purchasing training for 20 HCDE staff during the year.
2. **Outcomes Objective:** 85% of informal purchase requisitions will be processed within a two-day time-period after "final approval".
3. **Financial Efficiency.** Internal Purchasing Division support expenditures for operations will not exceed approved budget

HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2019-2020	25
2020-2021	30
2021-2022	68
2022-2023	114
2023-2024	50

Procurement has consistently achieved their Service Delivery objective.



FISCAL YEAR	RESULT
2019-2020	82%
2020-2021	88%
2021-2022	82%
2022-2023	90%
2023-2024	90%

The Outcomes Objective (speed of processing requisitions) has the primary focus for improvement within Procurement services. Maintaining this objective is a future imperative.



FISCAL YEAR	RESULT
2019-2020	92%
2020-2021	88%
2021-2022	96%
2022-2023	97%
2023-2024	98%

Procurement has consistently achieved their Financial Objective.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Procurement Services

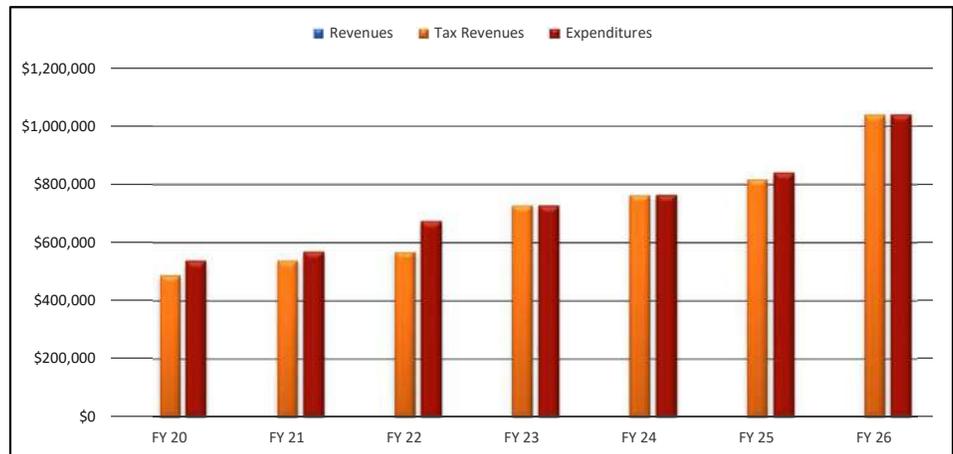
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State and Federal							
5740 - Local Revenue-Other					\$ -	\$ 11,314	-
	-	-	-	-	-	11,314	-
REVENUES - Tax Revenues							
5710 - Local Property Taxes	488,358	538,984	569,876	728,248	764,597	818,148	1,040,633
Total REVENUES:	488,358	538,984	569,876	728,248	764,597	818,148	1,040,633

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	461,324	511,755	590,299	635,870	676,175	732,235	835,698
6200 - Contracted Services	19,571	18,657	26,738	22,394	26,823	20,240	41,900
6300 - Supplies & Materials	19,569	11,957	11,003	10,092	9,053	34,186	57,000
6400 - Other Operating Costs	26,397	15,834	22,128	33,839	28,215	33,304	84,100
	526,861	558,203	650,168	702,196	740,266	819,965	1,018,698
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	12,123	11,673	24,673	26,052	24,331	21,313	21,935
Total EXPENDITURES:	\$ 538,984	\$ 569,876	\$ 674,841	\$ 728,248	\$ 764,597	\$ 841,278	\$ 1,040,633

Personnel, Full-Time Equivalents (FTEs): 6.00 7.00 7.00 8.00 8.00 9.00 9.00

Sustainability Ratio

Local Property Taxes / Expenditures 91% 95% 84% 100% 100% 97% 100%





Center for Grants Development

Harris County Department of Education

The mission of the Center for Grants Development, the grant resource, is to acquire public and private resources through collaborations with HCDE divisions, local educational agencies and community entities to create, support and/or expand programs that enhance all learners' lives. The division's purpose is to effectively and efficiently use public resources through designing, directing and implementing diversified funding strategies to support HCDE programs, 25 Harris County districts and 35+ charters.

CGD supports HCDE personnel and area school districts in their efforts to locate and obtain funds which create new programs, enhance current programs, and/or meet expanding needs. CGD focuses on federal, state, and local grants. Projects of particular interest are those that build upon collaborations within Harris and surrounding counties. CGD provides technical support in the areas of: 1) public and private funding research; 2) proposal overviews and outlines; 3) proposal coordination, compilation and submission; 4) proposal review and comments; 5) solicitation of foundation and corporate sponsors; and 6) preparation of government grant proposals.

ACCOUNTABILITY OBJECTIVES

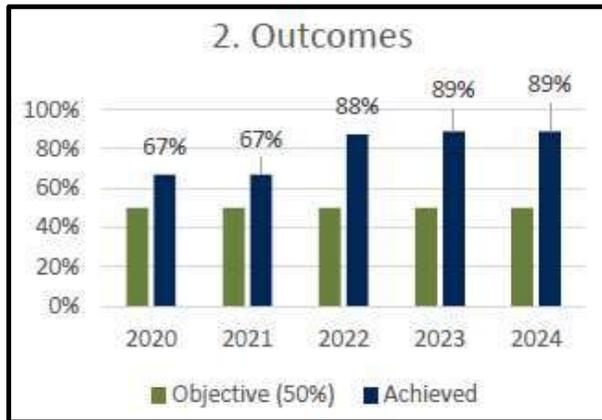
1. **Service Delivery Objective:** Facilitate grant assistance and related projects for 75% of CGD-Identified service divisions.
2. **Outcomes Objective:** Fifty percent (50%) of CGD-identified divisions will receive funding because of work facilitated by the Center for Grants Development (CGD).
3. **Financial Effectiveness:** Center for Grants Development (CGD) will generate \$40.00 for every dollar of HCDE financial support.

HISTORICAL ACCOUNTABILITY RESULTS:



FISCAL YEAR	RESULT
2019-2020	89%
2020-2021	89%
2021-2022	88%
2022-2023	89%
2023-2024	89%

Grants Development has consistently achieved their Service Delivery objective.



FISCAL YEAR	RESULT
2019-2020	67%
2020-2021	67%
2021-2022	88%
2022-2023	89%
2023-2024	89%

Grants Development has consistently achieved their Outcomes objective



FISCAL YEAR	RESULT
2019-2020	\$33
2020-2021	\$48
2021-2022	\$44
2022-2023	\$40
2023-2024	\$48

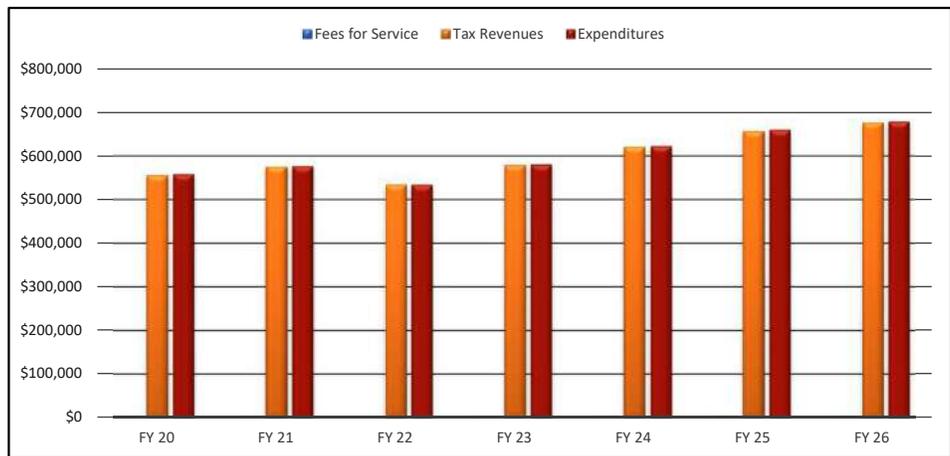
Grants Development has achieved their Financial Objective in recent years, and it is a focus to maintain moving forward.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Center for Grant Development

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Other Entities	\$ 2,495	\$ 1,515	\$ 120	\$ 1,305	\$ 1,360	\$ 2,050	\$ 1,500
	2,495	1,515	120	1,305	1,360	2,050	1,500
REVENUES - Tax Revenues							
5710 - Local Property Taxes	556,210	575,638	535,106	579,996	621,484	656,709	677,644
Total REVENUES:	558,705	577,153	535,226	581,301	622,844	658,759	679,144

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	511,571	538,614	500,076	543,167	576,489	611,868	623,840
6200 - Contracted Services	2,475	2,679	4,092	6,617	6,536	5,372	11,200
6300 - Supplies & Materials	22,033	17,849	11,351	14,000	18,339	15,331	17,222
6400 - Other Operating Costs	11,548	7,344	8,218	5,386	10,151	16,063	15,060
	547,626	566,486	523,737	569,170	611,514	648,635	667,322
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	11,079	10,667	11,489	12,131	11,330	11,487	11,822
Total EXPENDITURES:	\$ 558,705	\$ 577,153	\$ 535,226	\$ 581,301	\$ 622,844	\$ 660,122	\$ 679,144
Personnel, Full-Time Equivalents (FTEs):	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Sustainability Ratio							
Local Property Taxes / Total Expenditures	100%	100%	100%	100%	100%	99%	100%





Research & Evaluation Institute

Harris County Department of Education

mission of the Research and Evaluation Institute (REI), experts in educational and social science research, is to strengthen effective educational services provided to all learners through the use of customized evaluation and research designs, quality data collection and analytical methods, and objective interpretation, as supported by collaborative and ethical standards of practice.

The Research and Evaluation Institute (REI) serves all divisions and programs in the Harris County Department of Education (HCDE) and the external educational community (county school districts, charter schools, and other non-profit organizations) by providing needs assessments, educational and social science research, and process and outcome program evaluations. One of REI's primary responsibilities is to coordinate the HCDE wide Accountability System for continuous quality improvement. These efforts help to make HCDE programs more efficacious, cost-effective and tailored to the educational needs of learners in Harris County. In addition, the Research and Evaluation Institute coordinates the registered HCDE Institutional Review Board for the protection of human subjects and collaborates with local colleges and universities for research and internship/fellowship opportunities.

ACCOUNTABILITY OBJECTIVES:

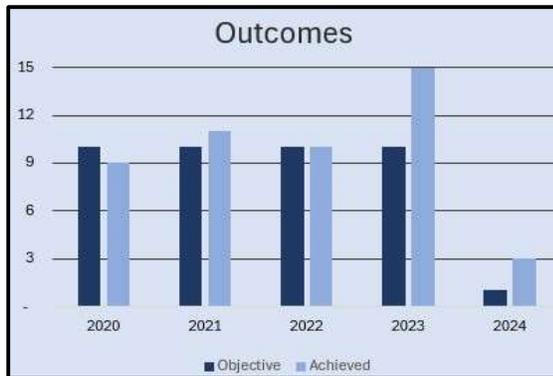
1. **Service Delivery:** REI will provide 80% of one-pager reports to Divisions or the Organization 5-business days after data has been collected following a major event.
2. **Outcomes:** REI will produce a deliverable that will generate a scholarly product that will be accepted to be presented at a conference.
3. **Financial Effectiveness:** The average cost per deliverable will be less than 5% of the division's total expenditures.

HISTORICAL ACCOUNTABILITY RESULTS:



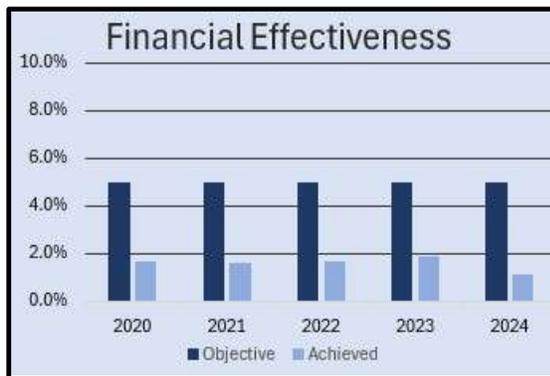
FISCAL YEAR	RESULT
2019-2020	100%
2020-2021	100%
2021-2022	100%
2022-2023	100%
2023-2024	100%

REI has consistently achieved their Service Delivery objective



FISCAL YEAR	RESULT
2019-2020	9
2020-2021	11
2021-2022	10
2022-2023	15
2023-2024	3

Outcomes objective was updated for increased exceptionalism



FISCAL YEAR	RESULT
2019-2020	1.7%
2020-2021	1.6%
2021-2022	1.7%
2022-2023	1.9%
2023-2024	1.1%

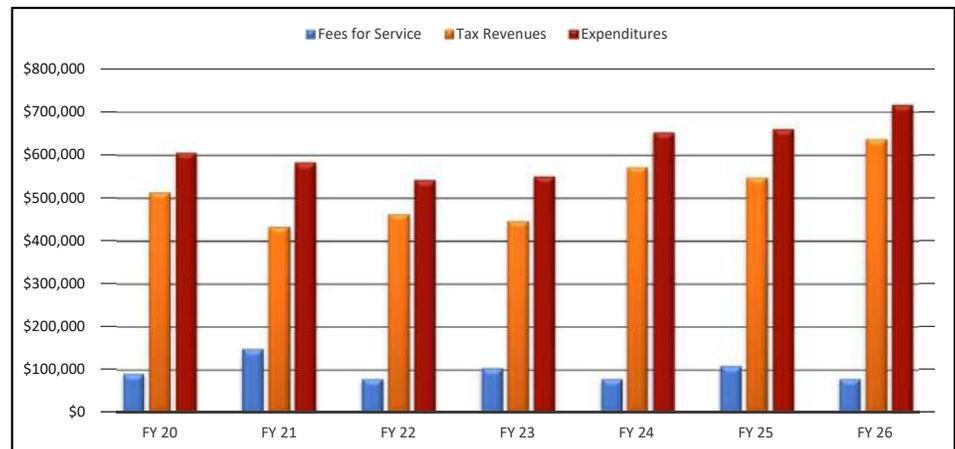
REI has consistently achieved their Financial Effectiveness objective

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Research & Evaluation

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 91,499	\$ 149,500	\$ 79,500	\$ 104,500	\$ 79,500	\$ 109,511	\$ 79,500
	91,499	149,500	79,500	104,500	79,500	109,511	79,500
REVENUES - Tax Revenues							
5710 - Local Property Taxes	514,230	433,476	463,103	446,503	573,419	548,794	638,078
Total REVENUES:	605,729	582,976	542,603	551,003	652,919	658,306	717,578

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	559,560	537,520	490,170	492,920	584,713	589,805	642,960
6200 - Contracted Services	242	422	1,479	4,331	2,051	2,318	2,000
6300 - Supplies & Materials	27,605	31,781	26,396	29,962	37,259	37,057	32,000
6400 - Other Operating Costs	11,121	5,878	16,806	15,602	21,249	23,832	32,639
	598,529	575,601	534,851	542,815	645,272	653,011	709,599
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	7,200	7,375	7,752	8,188	7,647	7,753	7,979
Total EXPENDITURES:	\$ 605,729	\$ 582,976	\$ 542,603	\$ 551,003	\$ 652,919	\$ 660,764	\$ 717,578
Personnel, Full-Time Equivalents (FTEs):	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Performance Ratio Total Local, Federal, and State Revenues / Total Expenditures	15%	26%	15%	19%	12%	17%	11%





Communication & Public Information

Harris County Department of Education

The Communications and Creative Services division of Harris County Department of Education assists HCDE divisions with marketing and publicity of their programs and services. Communications also recognize divisions for their efforts and achievements through varied vehicles. The division further serves as the official communications center for the Department as a whole. The objectives continue to focus on the work that the division does to raise HCDE visibility in the community.

Communications and Creative Services staff manages:

- Media Services - full-service, in-house video production to create promotional content, staff development videos, public service announcements, informational/educational videos, and more
- Development and production of communication materials on behalf of HCDE and the Department's programs and services
- Communications campaigns that serve an audience that includes educators, parents, students, district staff, and community members
- Social media accounts (Twitter, Instagram, and Facebook)
- Websites: www.hcde-texas.org, The Hub (HCDE's employee portal), news blog, and HCDE's career site (TeachHarrisCounty.org)

ACCOUNTABILITY OBJECTIVES

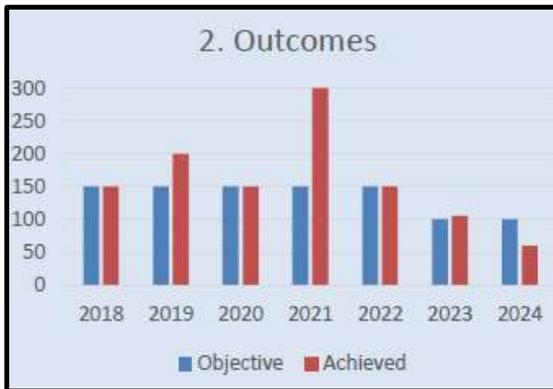
1. The Communications and Creative Services Division will produce communication collateral for the following audiences: The HCDE Board, The HCDE internal audience, the community-at-large, external constituents, and member school districts.
2. HCDE will increase in visibility by receiving at least 100 media 'hits' (instances of coverage) in either local or national media outlets as a result of Communication and Creative Services efforts.
3. CCS will support division with high quality communications products and services while driving HCDE key messages to targeted audiences, using a budget that represents 1.3% to 3% of HCDE's general fund expenditure.

HISTORICAL ACCOUNTABILITY RESULTS:



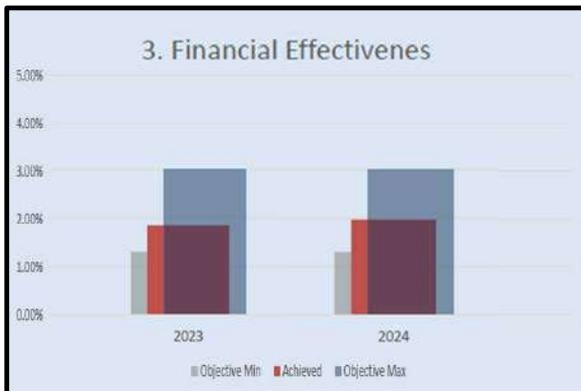
FISCAL YEAR	RESULT
2018-2019	100%
2019-2020	100%
2020-2021	100%
2021-2022	50%
2022-2023	100%
2023-2024	100%

Communications has a history of consistently achieving their Service Delivery objective, with FY 2022 the only anomaly. Future outlook expects more consistent achievement.



FISCAL YEAR	RESULT
2018-2019	200
2019-2020	150
2020-2021	300
2021-2022	150
2022-2023	105
2023-2024	60

Objective was reduced in 2023 from 150 “hits” to 100 due to impending management turnover. Objective was not met in 2024 as related to traditional media. However, social media saw 10% increase in coverage.



FISCAL YEAR	RESULT
2022-2023	1.89%
2023-2024	1.97%

Financial Objected was revised for the 2024 fiscal year

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Communications

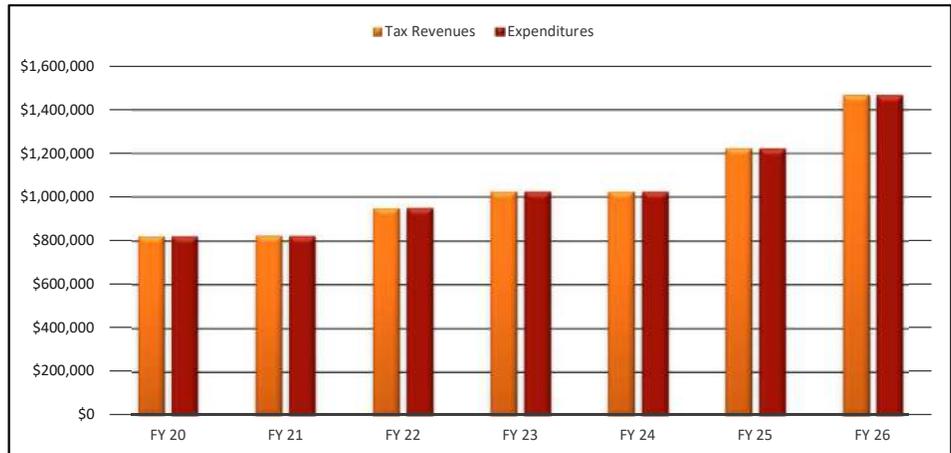
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 823,409	\$ 824,796	\$ 951,545	1,026,740	1,224,240	1,369,297	1,468,337
Total REVENUES:	823,409	824,796	951,545	1,026,740	1,224,240	1,369,297	1,468,337

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	622,412	704,642	850,016	919,015	1,072,898	1,221,738	1,248,589
6200 - Contracted Services	77,344	33,819	7,262	6,310	20,345	9,761	90,616
6300 - Supplies & Materials	66,052	41,879	44,057	36,946	78,496	58,085	64,432
6400 - Other Operating Costs	38,631	26,190	30,540	43,697	33,103	61,159	43,050
	804,439	806,530	931,874	1,005,969	1,204,841	1,350,743	1,446,687
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	18,970	18,266	19,671	20,771	19,398	21,036	21,650
Total EXPENDITURES:	\$ 823,409	\$ 824,796	\$ 951,545	\$ 1,026,740	\$ 1,224,240	\$ 1,371,778	\$ 1,468,337

Personnel, Full-Time Equivalents (FTEs): 9.60 10.00 10.00 10.00 12.00 12.00 12.00

Sustainability Ratio

Local Property Taxes / Expenditures 100% 100% 100% 100% 100% 100% 100%





Marketing & Client Engagement

Harris County Department of Education

The Marketing and Client Engagement (MCE) division offers marketing support to any HCDE division requesting assistance. By branding each division with their own signature look in support of HCDE, They create marketing tools and provide guidance for timely organization and execution of meetings that effectively reach targeted audiences. They can work in collaboration with outside non-profit groups that want to partner with an HCDE division to present relative information to our area school districts and community. MCE also provides technology support to create a vehicle for each division to rollout their marketing needs.

Marketing and Client Engagement is the face of HCDE at a variety of conferences in support of public education and the ever-growing student population.

Market Offerings:

Marketing and Client Engagement creates a varied offering of marketing collateral for any HCDE division on an as-needed basis. The depth of the team's knowledge allows provision of tangible products ranging from exhibit features with promotional items to enhanced powerpoint presentations and videos. The staff is available to make in-person presentations for HCDE to our community and around the state of Texas to help expand awareness of the benefits HCDE offers through all 25 divisions. Marketing and Client Engagement exhibits at 6 different conferences each year promoting the department.

ACCOUNTABILITY OBJECTIVES

1. Marketing & Client Engagement will develop or update a marketing strategy for the following revenue-generating divisions Choice Partners (CP) Cooperative, Records Management (RM), the Center for Safe and Secure Schools (CSSS), and the Center for Educator Success (CES). Strategies include advertising, e-mail marketing, web pages, social media, PowerPoint presentations, trade show exhibits at conferences, print/electronic marketing collateral, event timelines, webinars, podcasts and promotional items.
2. Marketing will increase the visibility of the following revenue-generating divisions: CP, RM, CSSS, and CES. Increased visibility will be measured by open rate for e-mail/content marketing; number of eblasts sent, number of marketing campaigns/events, impressions/page views for website; social media analytics and distribution of publications and number of new members processed.
3. Client engagement expenditures for the fiscal year will not exceed the approved budget.

HISTORICAL ACCOUNTABILITY RESULTS:



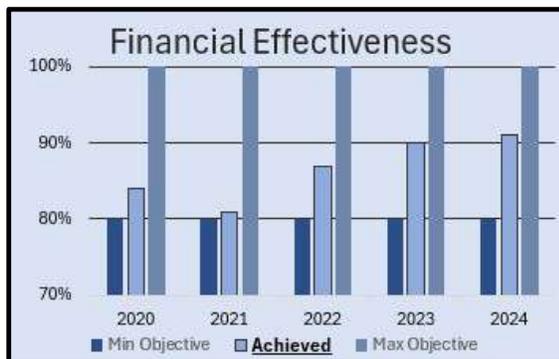
FISCAL YEAR	RESULT
2019-2020	5
2020-2021	5
2021-2022	3
2022-2023	5
2023-2024	5

MCE's Service objective focused on the needs of 4 divisions and they surpassed their objective by servicing 5 divisions during fiscal year 2023



FISCAL YEAR	RESULT
2019-2020	4
2020-2021	4
2021-2022	4
2022-2023	5
2023-2024	4

MCE's Service objective focused on the needs of 4 divisions. The Objective was met during fiscal year 2023



FISCAL YEAR	RESULT
2019-2020	84%
2020-2021	81%
2021-2022	87%
2022-2023	90%
2023-2024	91%

MCE maintains their expenditures between 80% & 100% of their annual approved budget.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Client Engagement

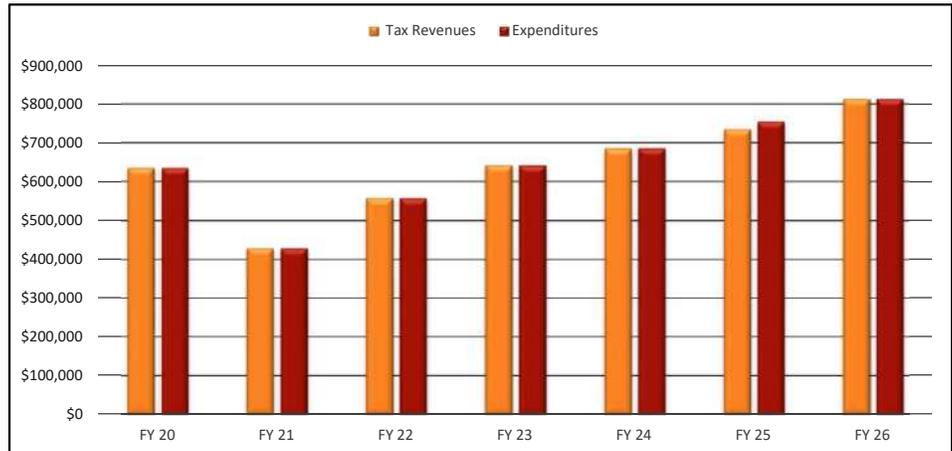
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 635,549	\$ 428,762	\$ 557,476	642,192	686,170	735,070	813,264
Total REVENUES:	635,549	428,762	557,476	642,192	686,170	735,070	813,264

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	507,403	330,337	433,214	515,882	553,204	593,309	641,827
6200 - Contracted Services	15,765	9,480	33,247	7,183	8,232	13,109	14,630
6300 - Supplies & Materials	22,381	12,979	12,201	13,990	16,344	13,900	39,160
6400 - Other Operating Costs	82,870	69,101	71,420	97,331	101,100	127,276	110,039
	628,419	421,897	550,082	634,385	678,880	747,594	805,656
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	7,130	6,865	7,394	7,807	7,291	7,392	7,608
Total EXPENDITURES:	\$ 635,549	\$ 428,762	\$ 557,476	\$ 642,192	\$ 686,170	\$ 754,986	\$ 813,264

Personnel, Full-Time Equivalents (FTEs): 3.90 4.50 4.50 6.50 6.50 7.00 7.00

Sustainability Ratio

Local Property Taxes / Expenditures 100% 100% 100% 100% 100% 97% 100%





Technology Support Services

Harris County Department of Education

Technology Support Services (IT) provides a broad range of technical services to HCDE in support of the educational services that HCDE provides to school districts, students, parents, and the community. The team consists of network analysts, systems engineers, storage specialists, application developers, systems analysts, and Service Desk technicians who provide technology planning, implementation, and support.

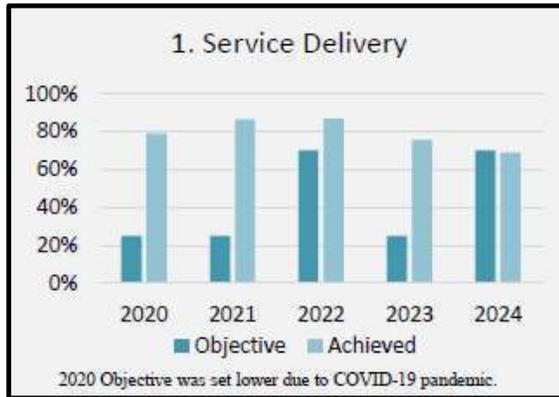
SERVICES PROVIDED

- Help Desk Tech Support
- Event Support providing audio/visual and equipment support for events, meetings, and conferences
- Dedicated technology curriculum trainer providing application, Computer, and process training to employees
- Technology Quote Service providing HCDE employees the ability to make purchasing decisions via vendor quote service
- Support, provision, deploy, and remediate endpoint computers and devices
- Facilitate the movement of technology assets during physical moves

ACCOUNTABILITY OBJECTIVES:

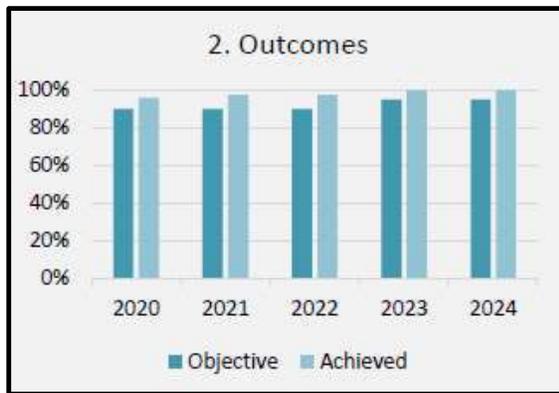
1. **Service Delivery:** 25% of Help Desk tickets will be resolved on first contact.
2. **Outcomes:** 95% of identified HCDE forms will allow data to be submitted online.
3. **Financial Effectiveness:** 5% of institutional revenues will be spent on central IT expenditures.

HISTORICAL ACCOUNTABILITY RESULTS:



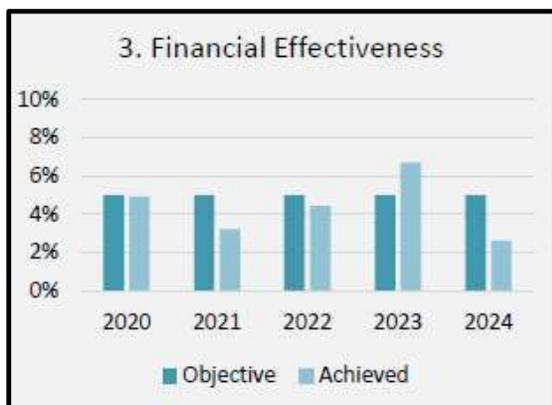
FISCAL YEAR	RESULT
2019-2020	79%
2020-2021	87%
2021-2022	87%
2022-2023	75.5%
2023-2024	75.5%

The objective was exceeded with 2,057 of 2,725 tickets, or 75.49% of tickets, resolved on first contact to help desk.



FISCAL YEAR	RESULT
2019-2020	95%
2020-2021	97%
2021-2022	97%
2022-2023	100%
2023-2024	100%

100% of all forms are believed to be form-fillable online



FISCAL YEAR	RESULT
2019-2020	4.9%
2020-2021	3%
2021-2022	4.6%
2022-2023	6.7%
2023-2024	2.61%

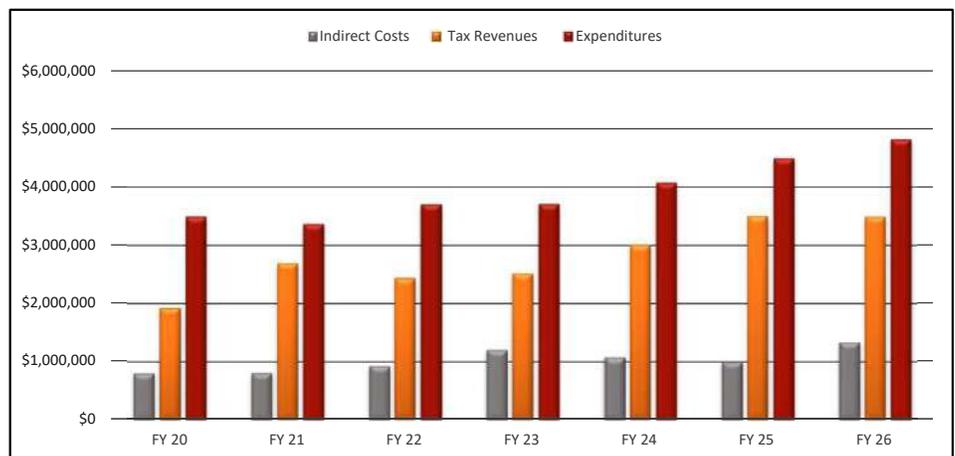
Technology met their goal, with 2.61% of institutional revenues being spent on Technology.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Technology Support Services

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5610 - Other Sources	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -
5720 - Local Rev-Schl Districts	9,850	17	-	-	-	-	-
5740 - Local Revenue-Other	-	-	-	-	35	-	-
5990 - Fed Rev - Indirect Costs	788,285	806,786	925,306	1,201,073	1,073,271	1,000,513	1,335,092
	798,135	808,003	925,306	1,201,073	1,073,306	1,000,513	1,335,092
REVENUES - Tax Revenues							
5710 - Local Property Taxes	1,924,409	2,692,641	2,438,404	2,511,494	3,006,504	3,504,878	3,490,999
Total REVENUES:	2,722,544	3,500,644	3,363,710	3,712,567	4,079,810	4,505,391	4,826,091

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	1,901,864	2,006,889	2,293,889	2,341,355	2,688,470	2,907,889	3,055,251
6200 - Contracted Services	503,669	432,406	371,608	263,388	121,403	213,850	397,809
6300 - Supplies & Materials	778,898	752,882	932,015	978,459	1,095,372	1,236,397	1,243,901
6400 - Other Operating Costs	101,650	81,307	56,665	46,781	124,521	89,678	54,392
6600 - Capital Assets	165,626	43,106	-	29,000	-	-	22,958
	3,451,706	3,316,590	3,654,177	3,658,982	4,029,767	4,447,814	4,774,311
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	47,120	52,108	50,747	53,585	50,044	50,312	51,780
Total EXPENDITURES:	\$ 3,498,826	\$ 3,368,698	\$ 3,704,924	\$ 3,712,567	\$ 4,079,810	\$ 4,498,126	\$ 4,826,091
Personnel, Full-Time Equivalents (FTEs):	23.00	24.00	24.00	25.00	26.00	27.00	27.00
Sustainability Ratio							
Local Property Taxes / Expenditures	55%	80%	66%	68%	74%	78%	72%





Facilities Support Services

Harris County Department of Education

Facilities Support Services covers two major subdivisions: Building Operations & Maintenance.

As part of its division, Building Operations Services strives to organize and accommodate requests for meeting rooms, mail services, and building reception and security. The aim is to provide staff with functional and attractive meeting spaces in a building that is friendly and secure. Responsibility areas include scheduling rooms, processing workshop registrations, room set-up, providing services during meetings, providing a comfortable and clean meeting space, mail delivery services, building security and telephone and building reception.

Meanwhile, Maintenance strives to ensure a condition of operating excellence so that full educational use of HCDE facilities may always be made. The aim is to provide students and staff with an environment that is safe, clean, and attractive as well as functional. Its responsibilities extend not only to those facilities owned by HCDE, but to rented facilities as well. Responsibility areas include repair and maintenance of all buildings and facilities, maintenance of vehicles, and coordination of pest control, dumpster pickups, maintenance vendors, the alarm system, vehicle tags and registrations.

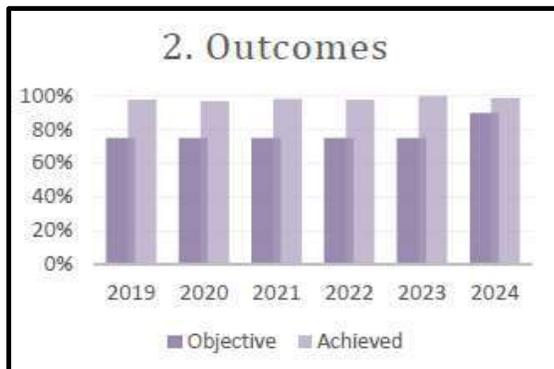
1. **Service Delivery Objective:** HCDE facilities will be maintained for both employees and visitors by providing timely repairs and replacements. Upon receipt, 90% of work orders will be initiated within the following timelines: Priority A: 24 hours; Priority B: 72 hours; Priority C: 184 hours.
2. **Outcomes Objective:** 75% of clients will report that their meeting experience was positive (safe & clean environment).
3. **Financial Effectiveness:** Facilities support expenditures for operations will not exceed the approved budget.

HISTORICAL ACCOUNTABILITY RESULTS:



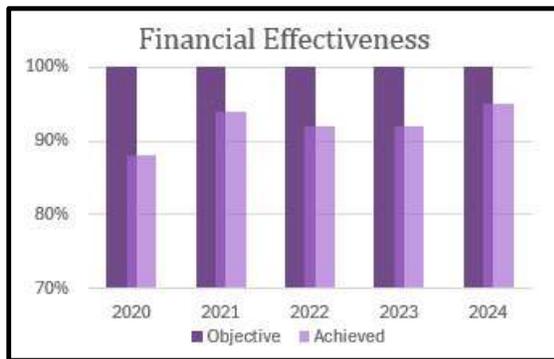
FISCAL YEAR	RESULT
2019-2020	99%
2020-2021	100%
2021-2022	99.6%
2022-2023	99.7%
2023-2024	98.9%

Facilities has consistently met their Service Delivery objective.



FISCAL YEAR	RESULT
2019-2020	98%
2020-2021	99%
2021-2022	99.5%
2022-2023	98%
2023-2024	97.9%

Facilities met their objective 75% of meeting (training/workshop) attendees will indicate that the meeting room environment contributed to a positive experience at HCDE.



FISCAL YEAR	RESULT
2019-2020	94%
2020-2021	92%
2021-2022	92%
2022-2023	95%
2023-2024	98.7%

Facilities achieved their goal and did not exceed the approved budget.

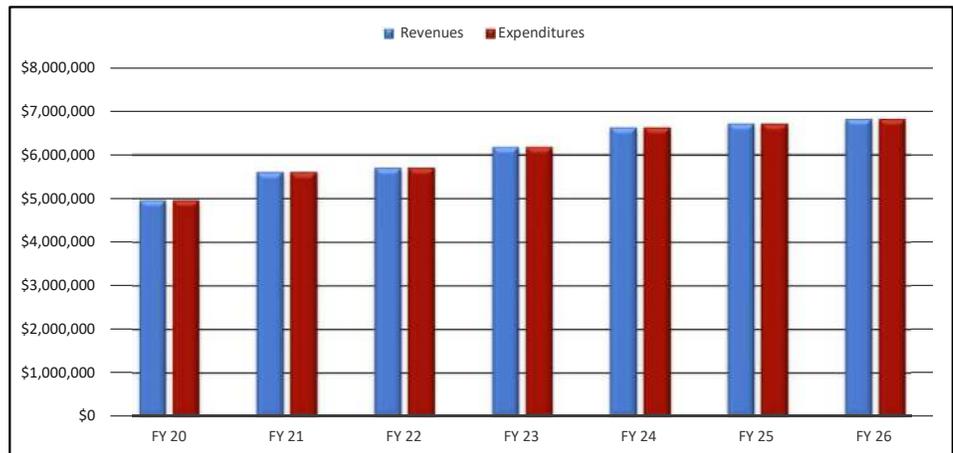
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Facilities Support Services

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5790 - Local Revenue	\$ 4,957,533	\$ 5,603,310	\$ 5,697,952	\$ 6,175,926	\$ 6,620,302	\$ 6,712,367	\$ 6,823,616
Total REVENUES:	\$ 4,957,533	\$ 5,603,310	\$ 5,697,952	\$ 6,175,926	\$ 6,620,302	\$ 6,712,367	\$ 6,823,616

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	2,631,243	2,762,315	2,961,052	3,092,398	3,313,763	3,390,139	3,278,193
6200 - Contracted Services	1,505,222	1,870,777	1,582,300	1,730,680	1,651,969	1,601,311	1,805,231
6300 - Supplies & Materials	271,732	307,357	472,544	414,708	408,570	426,158	349,040
6400 - Other Operating Costs	539,728	662,861	674,167	912,064	1,246,000	1,294,759	1,384,152
6600 - Capital Assets	9,608	-	7,890	26,076	-	-	7,000
Total EXPENDITURES:	\$ 4,957,533	\$ 5,603,310	\$ 5,697,952	\$ 6,175,926	\$ 6,620,302	\$ 6,712,367	\$ 6,823,616

Personnel, Full-Time Equivalents (FTEs):	49.00	49.00	49.00	47.00	49.50	49.00	47.50
Sustainability Ratio							
Local Revenue / Expenditures	100%	100%	100%	100%	100%	100%	100%





Construction

Harris County Department of Education

Whether due to major repairs or renovation for aging facilities, or raising a new building from the ground up, the expertise of a Construction director is required to remain on-hand for all projects.

The Construction division works in conjunction with Facilities Support to assess building needs and potential cost for minor or major repairs. When a major repair is necessary, Construction will utilize the Capital Projects Fund for the labor and materials, however the management cost is maintained via the General Operating Fund and must be budgeted annually.

Given the qualities of the Construction division (as with HCDE Administration section to follow), the overall Accountability Survey is not applicable. The next page will detail the historical and proposed trends which impacting the General Fund.

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Facility Support Local Construction

(Capital Project Fund 695)

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5615 - Transfer In	\$ 405,614	\$ 756,317	\$ 1,821,705	\$ 1,951,300	\$ -	\$ -	\$ 934,560
	405,614	756,317	1,821,705	1,951,300	-	-	934,560
REVENUES - Tax Revenues							
5710 - Local Property Taxes	-	-	-	-	-	-	-
Total REVENUES:	405,614	756,317	1,821,705	1,951,300	-	-	934,560

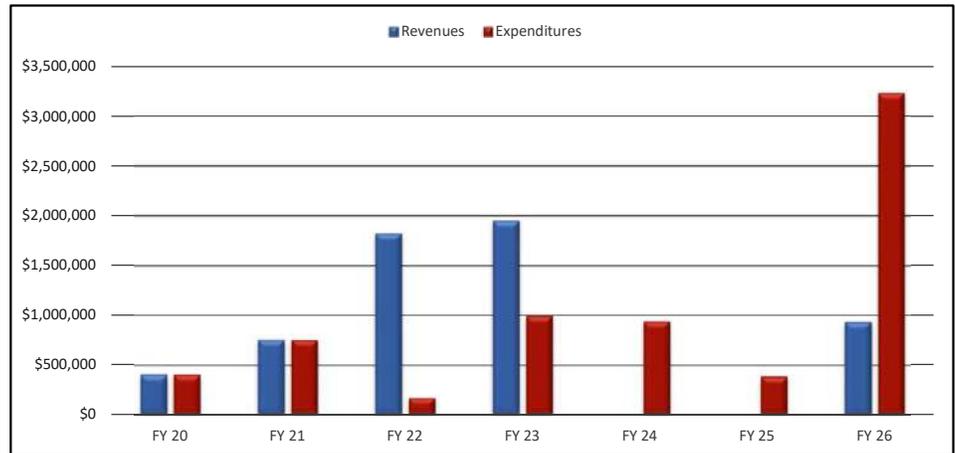
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6200 - Contracted Services	25,364	66,138	154,104	17,506	16,000	68,476	2,298,002
6300 - Supplies & Materials	7,536	-	6,899	15,125	147,595	2,204	-
6400 - Other Operating Costs	372,714	690,179	-	-	697	-	-
6600 - Capital Assets	-	-	9,672	963,582	775,747	315,089	934,560
Total EXPENDITURES:	\$ 405,614	\$ 756,317	\$ 170,675	\$ 996,214	\$ 940,040	\$ 385,768	\$ 3,232,562

Sustainability Ratio

Local Property Taxes / Expenditures	100%	100%	100%	100%	100%	100%	100%
100% Support Division by General Fund							

Personnel, Full-Time Equivalents (FTEs):

	-	-	-	-	-	-	-
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HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Facility - Construction Services

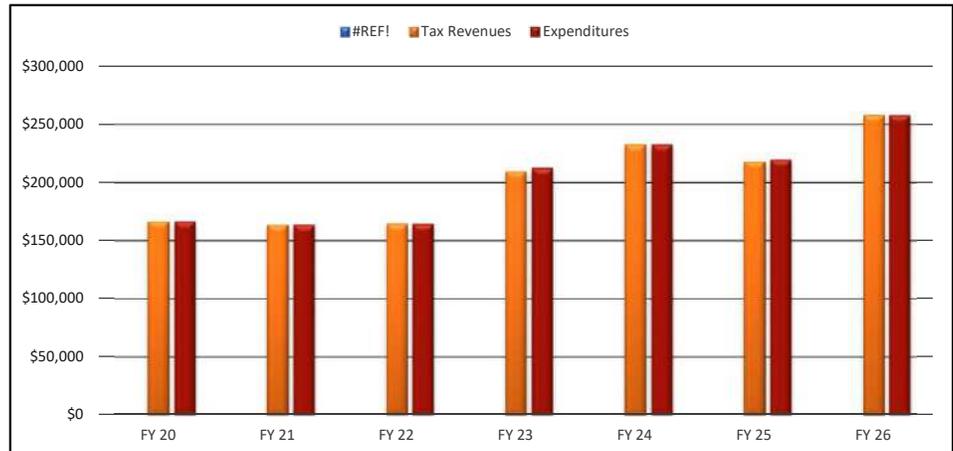
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 166,604	\$ 163,761	\$ 164,603	\$ 209,839	\$ 232,822	\$ 218,193	\$ 258,137
Total REVENUES:	166,604	163,761	164,603	209,839	232,822	218,193	258,137

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	159,978	156,552	156,003	201,105	225,434	206,305	231,786
6200 - Contracted Services	2,031	2,131	1,975	4,542	2,356	2,851	8,000
6300 - Supplies & Materials	930	-	1,523	1,608	-	-	2,900
6400 - Other Operating Costs	548	-	-	-	-	5,400	10,200
	163,487	158,683	159,501	207,254	227,790	214,556	252,886
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	3,117	5,078	5,102	5,388	5,032	5,101	5,251
Total EXPENDITURES:	\$ 166,604	\$ 163,761	\$ 164,603	\$ 212,642	\$ 232,822	\$ 219,657	\$ 258,137

Personnel, Full-Time Equivalents (FTEs): 2.00 2.00 2.00 2.00 2.00 2.00 2.50

Sustainability Ratio

Local Property Taxes / Expenditures 100% 100% 100% 99% 100% 99% 100%





HCDE Administration

Harris County Department of Education

Effective organizations require effective leadership. Each of these administrative divisions are 100% covered by taxpayer funding and the focus of this section will be the historical and proposed impact on the general operating fund.

- Superintendent's Office
- Board of Trustees
- Assistant Superintendent for Education & Enrichment
- Assistant Superintendent for Academic Support
- Special Schools Administration
- Chief of Staff
- Chief Communications Officer

HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

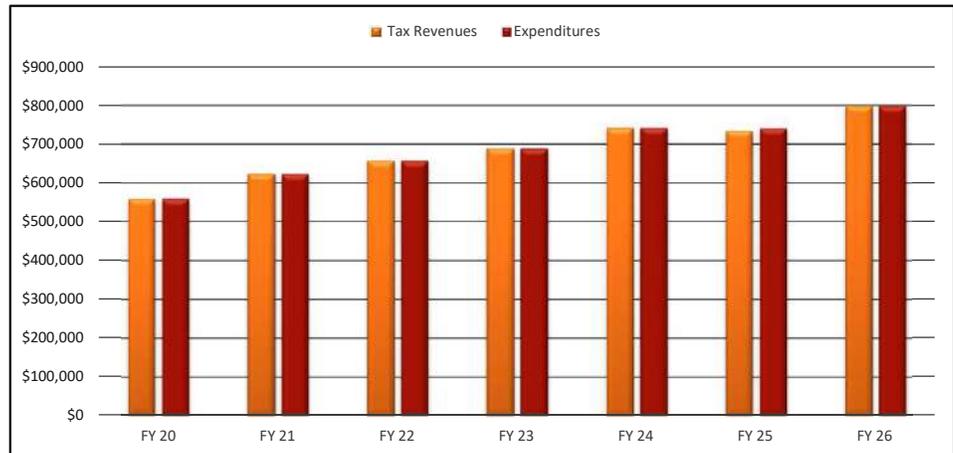
Superintendent's Office

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 558,928	\$ 622,805	\$ 656,637	\$ 688,993	\$ 741,677	\$ 734,460	\$ 798,916
Total REVENUES:	558,928	622,805	656,637	688,993	741,677	734,460	798,916

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	480,961	540,009	570,932	612,635	650,406	669,056	704,161
6200 - Contracted Services	47,043	58,780	44,238	25,094	32,049	18,023	27,457
6300 - Supplies & Materials	8,793	3,974	4,550	5,892	2,918	5,952	12,970
6400 - Other Operating Costs	15,102	8,246	24,513	32,275	44,073	34,644	41,564
	551,899	611,009	644,233	675,896	729,446	727,675	786,152
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	7,029	11,796	12,404	13,097	12,231	12,401	12,764
Total EXPENDITURES:	\$ 558,928	\$ 622,805	\$ 656,637	\$ 688,993	\$ 741,677	\$ 740,077	\$ 798,916

Personnel, Full-Time Equivalents (FTEs): 2.00 2.00 2.00 2.00 2.00 2.00 2.00

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



HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

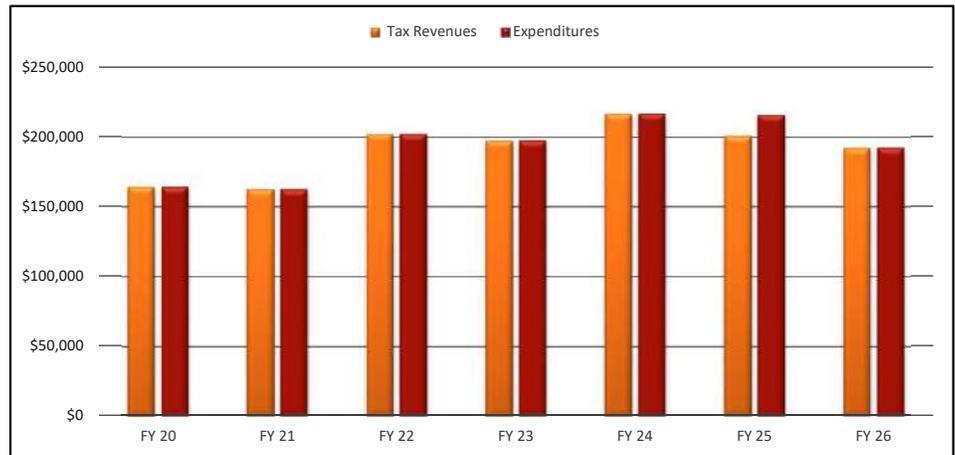
Board of Trustees

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 164,110	\$ 162,519	\$ 202,255	\$ 197,363	\$ 216,671	\$ 200,775	\$ 192,079
Total REVENUES:	164,110	162,519	202,255	197,363	216,671	200,775	192,079

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	55,992	48,429	62,815	63,612	70,327	72,338	74,441
6200 - Contracted Services	53,865	62,424	54,513	39,381	47,642	54,854	5,800
6300 - Supplies & Materials	19,223	6,998	6,307	6,372	12,073	13,955	20,838
6400 - Other Operating Costs	11,762	20,837	53,561	61,538	61,917	50,178	65,792
	140,842	138,688	177,196	170,903	191,960	191,325	166,871
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	23,268	23,831	25,059	26,460	24,711	24,493	25,208
Total EXPENDITURES:	\$ 164,110	\$ 162,519	\$ 202,255	\$ 197,363	\$ 216,671	\$ 215,818	\$ 192,079

Personnel, Full-Time Equivalents (FTEs): 1.00 1.00 1.00 1.00 1.00 1.00 1.00

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



HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

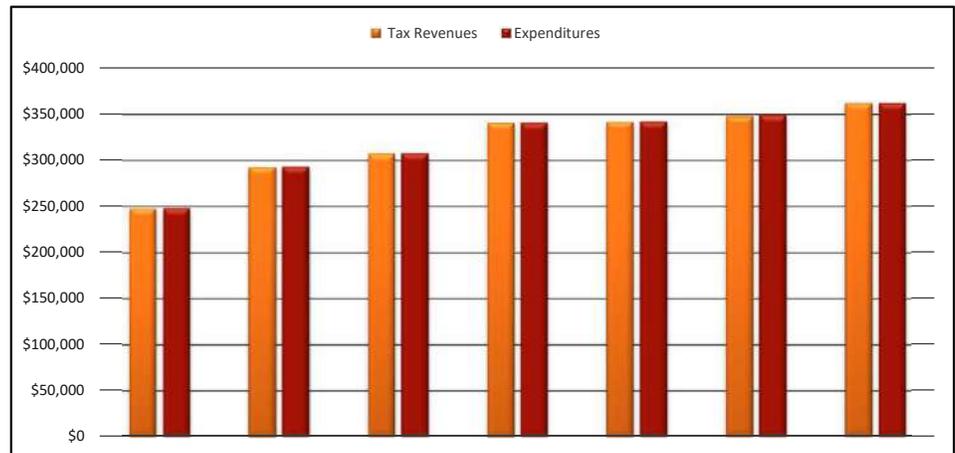
Assistant Superintendent Education & Enrichment

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 248,001	\$ 292,916	\$ 307,577	\$ 341,027	\$ 342,167	348,100	362,378
Total REVENUES:	248,001	292,916	307,577	341,027	342,167	348,100	362,378

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	221,681	268,423	273,833	308,045	310,599	317,984	327,812
6200 - Contracted Services	724	1,580	2,135	2,054	1,613	1,601	1,700
6300 - Supplies & Materials	6,604	6,824	6,032	3,274	4,612	7,213	5,580
6400 - Other Operating Costs	13,171	10,127	19,308	21,035	19,162	16,219	20,835
	242,180	286,954	301,308	334,408	335,986	343,016	355,927
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	5,821	5,962	6,269	6,619	6,182	6,268	6,451
Total EXPENDITURES:	\$ 248,001	\$ 292,916	\$ 307,577	\$ 341,027	\$ 342,167	\$ 349,284	\$ 362,378

Personnel, Full-Time Equivalents (FTEs): 2.00 2.00 2.00 2.00 2.00 2.00 2.00

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



HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Assistant Superintendent Academic Support

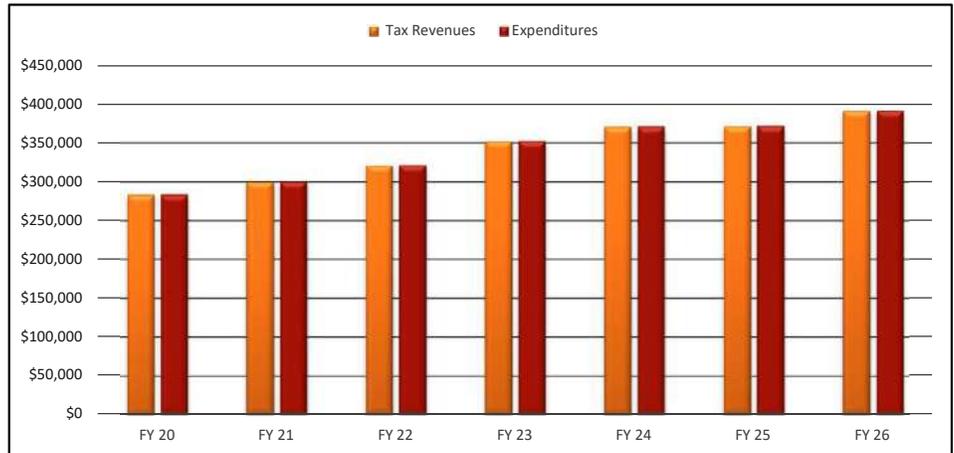
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 283,393	\$ 299,899	\$ 320,929	352,025	370,956	371,121	391,378
Total REVENUES:	283,393	299,899	320,929	352,025	370,956	371,121	391,378

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	263,930	278,803	292,871	321,895	333,521	342,365	350,905
6200 - Contracted Services	915	1,815	610	915	915	986	1,310
6300 - Supplies & Materials	239	1,631	411	781	7,206	3,208	4,678
6400 - Other Operating Costs	13,590	13,107	22,144	23,269	24,489	20,286	29,450
	278,674	295,356	316,036	346,859	366,131	366,844	386,343
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	4,719	4,543	4,893	5,166	4,825	4,892	5,035
Total EXPENDITURES:	\$ 283,393	\$ 299,899	\$ 320,929	\$ 352,025	\$ 370,956	\$ 371,736	\$ 391,378

Personnel, Full-Time Equivalents (FTEs): 2.00 2.00 2.00 2.00 2.00 2.00 2.00

Sustainability Ratio

Local Property Taxes / Expenditures 100% 100% 100% 100% 100% 100% 100%



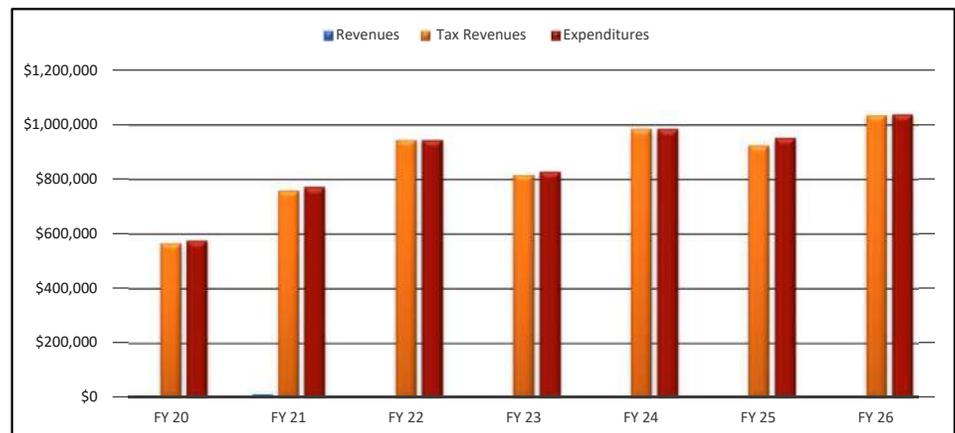
HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Special School Administration

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Local, State, and Federal							
5720 - Local Rev-Schl Districts	\$ 8,493	\$ 12,379	\$ -	\$ -	\$ -	\$ -	\$ -
5740 - Local Rev-Other	-	-	-	10,900	-	-	2,000
	8,493	12,379	-	10,900	-	-	2,000
REVENUES - Tax Revenues							
5710 - Local Property Taxes	566,542	759,783	945,136	817,853	985,619	924,742	1,037,625
Total REVENUES:	575,035	772,162	945,136	828,753	985,619	924,742	1,039,625

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	386,367	466,453	567,497	586,312	725,381	740,205	765,004
6200 - Contracted Services	91,142	245,642	285,678	74,729	50,810	24,840	37,500
6300 - Supplies & Materials	47,650	29,910	24,522	54,847	108,571	62,611	145,032
6400 - Other Operating Costs	41,865	22,442	59,130	104,092	92,665	116,557	83,540
	567,023	764,447	936,827	819,980	977,426	944,214	1,031,076
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	8,012	7,715	8,309	8,773	8,193	8,307	8,549
Total EXPENDITURES:	\$ 575,035	\$ 772,162	\$ 945,136	\$ 828,753	\$ 985,619	\$ 952,521	\$ 1,039,625

Personnel, Full-Time Equivalents (FTEs):	5.00	5.00	6.00	6.00	6.00	7.00	7.00
Sustainability Ratio							
Local Property Taxes / Expenditures	99%	98%	100%	99%	100%	97%	100%



HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Chief of Staff

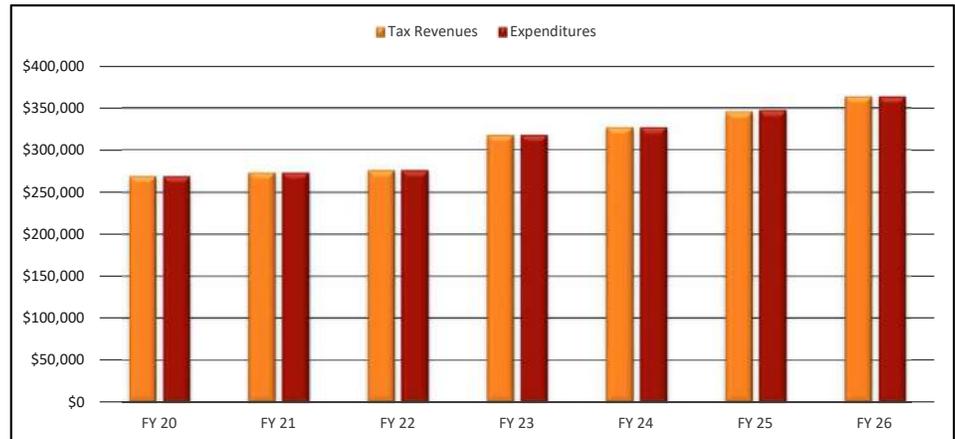
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 269,039	\$ 273,568	\$ 276,166	\$ 318,001	\$ 327,178	\$ 345,767	\$ 363,933
Total REVENUES:	269,039	273,568	276,166	318,001	327,178	345,767	363,933

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	250,734	263,066	268,364	304,243	316,339	325,742	335,227
6200 - Contracted Services	457	915	915	702	230	-	1,220
6300 - Supplies & Materials	7,912	1,289	729	2,219	1,675	4,552	1,320
6400 - Other Operating Costs	5,209	3,747	1,257	5,662	4,101	4,167	18,359
	264,312	269,017	271,265	312,826	322,345	334,461	356,126
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	4,727	4,551	4,901	5,175	4,833	12,999	7,807
Total EXPENDITURES:	\$ 269,039	\$ 273,568	\$ 276,166	\$ 318,001	\$ 327,178	\$ 347,460	\$ 363,933

Personnel, Full-Time Equivalents (FTEs): 2.00 2.00 2.00 2.00 3.00 4.00 4.00

Sustainability Ratio

Local Property Taxes / Expenditures 100% 100% 100% 100% 100% 100% 100%



HARRIS COUNTY DEPARTMENT OF EDUCATION
Budget Trend Analysis for Fiscal Year 2025-2026

Chief Communications Officer

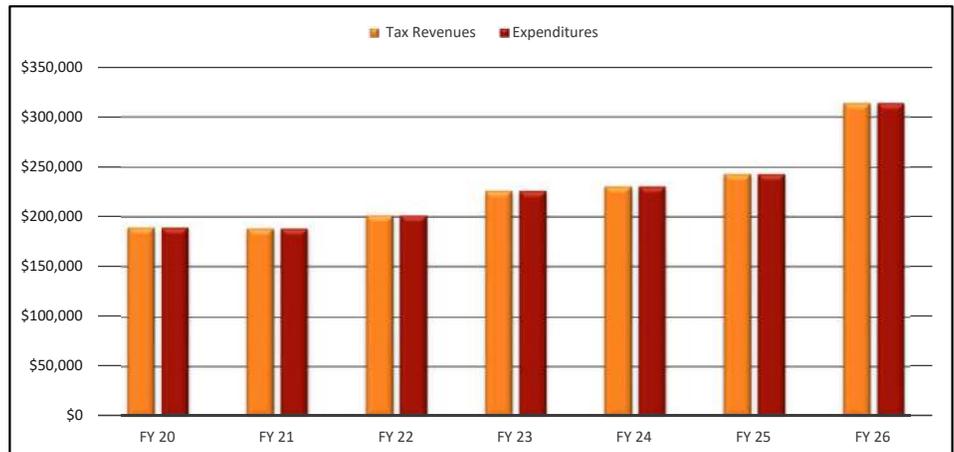
	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
REVENUES							
REVENUES - Tax Revenues							
5710 - Local Property Taxes	\$ 189,376	\$ 188,352	\$ 201,302	\$ 225,880	\$ 230,624	\$ 242,664	\$ 314,030
Total REVENUES:	189,376	188,352	201,302	225,880	230,624	242,664	314,030

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Actual	2024-2025 Projected	2025-2026 Proposed Budget
EXPENDITURES							
EXPENDITURES before Facilities							
6100 - Payroll Expenditures	173,689	178,956	189,169	213,033	218,274	223,977	292,652
6200 - Contracted Services	1,459	457	710	4,515	953	1,812	1,500
6300 - Supplies & Materials	5,089	271	2,835	478	2,522	1,481	3,800
6400 - Other Operating Costs	6,160	5,800	5,500	4,593	5,829	12,307	12,900
	186,398	185,484	198,214	222,619	227,578	239,576	310,852
EXPENDITURES - Facilities							
6487 - Facilities Support Charges	2,978	2,868	3,088	3,261	3,046	3,088	3,178
Total EXPENDITURES:	\$ 189,376	\$ 188,352	\$ 201,302	\$ 225,880	\$ 230,624	\$ 242,664	\$ 314,030

Personnel, Full-Time Equivalents (FTEs): 1.00 1.00 1.00 1.00 1.00 1.00 1.00

Sustainability Ratio

Local Property Taxes / Expenditures 100% 100% 100% 100% 100% 100% 100%





Information Section



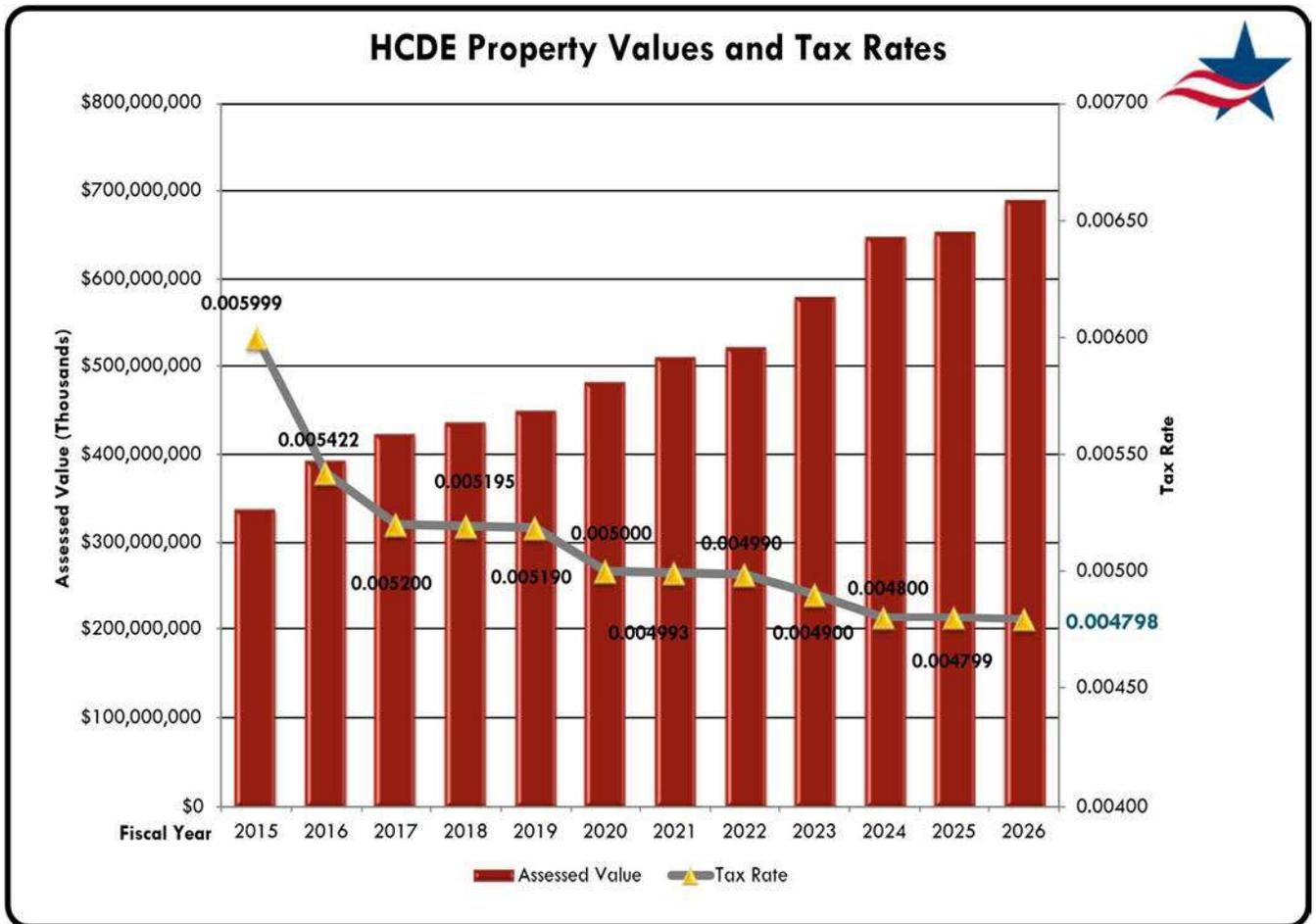
INFORMATION SECTION: Tax & Debt Assumptions

Harris County Department of Education

Taxable Value and Tax Rates

Current appraisal district values are used and updated throughout every stage of the budget planning and tax rate proposal process. The adjusted Taxable Values for Tax Year 2024 (Fiscal Year 2025) were \$653,363,198,127, and the Harris County Appraisal District estimated the Tax Year 2025 values (Fiscal Year 2026) at \$689,883,893,382. This is a 5.6% increase in values from the ones certified for the previous year. Houston has experienced a spike in property values that have an inverse relationship with tax rates. As we are expecting this increase in values, we have budgeted growth in tax revenues at 3%, to \$33,017,193 from \$32,084,041.

The following graph and table show the historical taxable values and estimates for the next year, illustrating the inverse relationship between assessed values and tax rates. As the values have increased, the tax rates have decreased.



Fiscal Year	2015	2016	2017	2018	2019
Assessed Value in Thousands \$(000)	\$ 338,519,353	\$ 393,714,660	\$ 422,985,448	\$ 437,880,500	\$ 450,373,366
Dollars	\$ 0.005999	\$ 0.005422	\$ 0.005200	\$ 0.005195	\$ 0.005190
Fiscal Year	2020	2021	2022	2023	2024
Assessed Value in Thousands \$(000)	\$ 483,136,335	\$ 511,016,112	\$ 521,912,555	\$ 579,997,188	\$ 647,545,367
Dollars	\$ 0.005000	\$ 0.004993	\$ 0.004990	\$ 0.004900	\$ 0.004800
Fiscal Year	2025	2026	Forecast		
Assessed Value in Thousands \$(000)	\$ 653,363,198	\$ 689,883,893	\$ 726,512,795	\$ 763,141,696	\$ 799,770,598
Tax Rate per \$100 in Dollars	\$ 0.004799	\$ 0.004798	\$ 0.004760	\$ 0.004730	\$ 0.004700

The table above offers a forecasted value of taxable property for FY2027 through FY2029, estimated using an algorithm of averages based on the previous 3 rate reductions.

Tax Rate

The tax rate used in estimating revenue for fiscal year 2025-2026 was \$.004798. The No-New-Revenue Tax Rate was calculated at \$.004725, and the Voter-Approval tax rate was calculated at \$.005127. The **No-New-Revenue Tax Rate** is the tax rate for the 2025 tax year that will raise the same amount of property tax revenue for HCDE from the same properties in both the 2024 tax year and the 2025 tax year. While the **Voter-Approval rate** is the highest tax rate that Harris County Department of Education may adopt without holding an election to seek voter approval of the proposed tax rate.

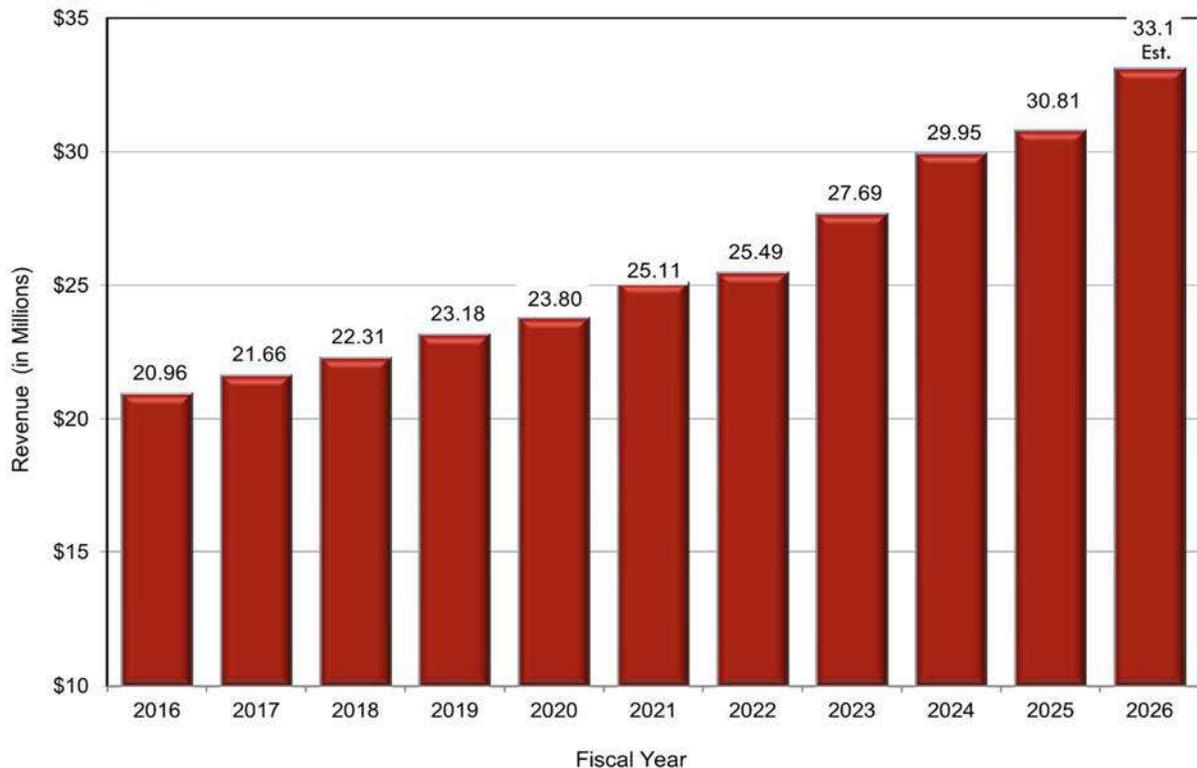
These rates are calculated by the Harris County Tax Office (HCTO) and validated by HCDE. The final calculations were received on September 5, 2025. On October 15, 2025, the HCDE Board of Trustees voted to adopt a tax rate of \$.004798. The approved tax rate is lower than the Voter-Approved Tax Rate and higher than the No-New-Revenue Tax Rate, therefore a Public Hearing was required to be held immediately before the Board voted to adopt this rate.

Tax Collections

Harris County Tax Office collects tax revenues for HCDE. The anticipated collection rate for Tax Year 2024 for the Harris County Department of Education is 97.57% as projected by the Harris County Tax Assessor – Collector. In the following chart, the amount of tax revenue collected during the last ten years is presented. For fiscal year 2026 the estimated amount is \$33,117,193, from which \$33,017,193 are estimated revenue for Current Property Taxes and \$100,000 are estimated for Delinquent Property Taxes. As of August 31, 2025, the actual total collection for taxes for HCDE is \$30,814,027. HCDE recognizes fees to the Harris County Appraisal District and to the Harris County Tax Office. The actual amount paid as of August 31, 2025, was \$854,462, equivalent to 3% of the actual tax collected. From budgeted estimate to end of fiscal year collections, actual figures for the fiscal year will change according to the assumptions below.



Tax Revenues Collected



Property Tax Revenue Estimate

The Harris County Appraisal District report received August 4, 2025 was used to calculate the Tax Revenue Estimate. The assumptions used include the following:

1. 97.57% anticipated rate for total tax collections, per HCTO letter dated July 28, 2025
2. In preparing the budget, HCDE used the total estimate of \$100,000 for Delinquent Tax, Penalty and Interests and special tax assessments collections.
3. The Harris County Tax Office (HCTO) collects tax revenues for HCDE. A 2% fee is deducted by HCTO. In the same proportion taxes are collected, HCTO deducts its fee and the net revenue is sent to HCDE. Collection fees are estimated at \$630,000 for Fiscal Year 2025-2026.
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 \$270,000 for Fiscal Year 2025-2026.

**Harris County Department of Education
Tax Year 2025 Current Tax Revenue Estimate Update**

	EST FINAL VALUE HCAD
Total Taxable value, Certified and Uncertified:	\$689,883,893,382
 Calculate Interim Current Tax Revenue Estimate:	
1) (A) divided by 100	\$6,898,838,934
2) Current Tax Rate	0.004798
3) 2022 Current Tax Revenue Estimate, at 100% Collection Rate, (B) X (C)	\$33,100,629
4) Current Tax Rev Estimate @ 100% Collection Rate:	\$33,100,629
 Comparison of Current Tax Rev Estimate @ 100% Collection Rate with Budgeted Tax Revenue Est:	
Interim Current Tax Revenue Estimate Over/(Under) Current Tax Revenue, Currently Budgeted:	
Current Tax Revenue Estimate (E)	\$33,100,629
LESS: Tax Revenue, Currently Budgeted	\$33,017,193
Total Current Tax Revenue Estimate Over/(Under) Tax Revenue, Currently Budgeted, (E) - (F):	\$83,436
 FY2025-2026 Estimated Current Tax Revenue	
	\$ 33,100,629
Estimated Delinquent Tax Collections	100,000
Estimated Penalty and Interest	-
Estimated Special Assessment Collections	-
Total Estimated Revenue - Property Taxes	\$33,200,629

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:

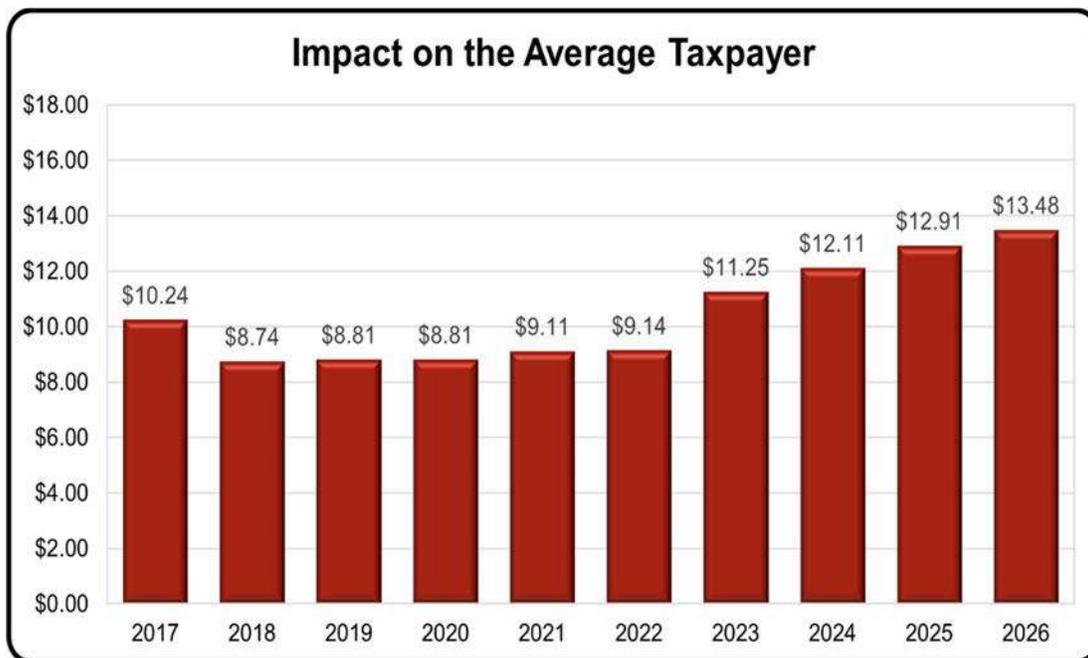
	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Average Appraised Value, Residential Homestead	\$ 249,978	\$ 257,851	\$ 323,504	\$ 355,378	\$ 379,030	\$ 395,828
% of Homestead and Other Average Exemptions	27%	29%	29%	29%	29%	29%
Less Exemptions	(67,494)	(74,777)	(93,816)	(103,060)	(109,919)	(114,790)
Total Taxable Value	182,484	183,074	229,688	252,318	269,111	281,038
Divided by \$100	\$ 1,825	\$ 1,831	\$ 2,297	\$ 2,523	\$ 2,691	\$ 2,810
HCDE Tax Rate	0.004993	0.004990	0.004900	0.004800	0.004799	0.004798
Impact on Average Tax Payer	\$ 9.11	\$ 9.14	\$ 11.25	\$ 12.11	\$ 12.91	\$ 13.48

HCDE Adopted Tax Rate \$ 0.004798 per \$100 valuation

\$281,038 / \$100= **\$2,810** x \$0.004799 = **\$13.48** Total Property Tax Due Per Year

It is estimated that for Fiscal Year 2026, the homeowner / taxpayer will have to pay \$13.48 per year for an average appraised valued home.

The impact on the taxpayer during the last ten years is shown on the following table:



Harris County Principal Taxpayers (values in thousands)

TAXPAYER	TAXABLE VALUE	TAXPAYER	TAXABLE VALUE
1 CenterPoint Energy	5,967,413	6 Lyondell Chemical	1,139,363
2 Exxon Mobil Corporation	4,942,174	7 HEB Grocery Co LP	1,124,062
3 Chevron Phillips Chemical	3,534,954	8 United Airlines Inc.	1,107,270
4 Equistar Chemicals LP	1,833,954	9 Palmetto TransOceanic LLC	1,062,329
5 LYB Channelview	1,396,026	10 Walmart	1,031,573

(As of Sept 30, 2024 of Tax year 2023, per Harris County Appraisal District)

Projected Debt

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

**Public Facilities Corporation
Annual Debt Service Requirements**

Date	Principal	Interest	Total Annual D/S
8/31/2026	\$ 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	\$ 26,985,000.00	\$ 10,552,547.25	\$ 37,537,547.25

During 2020, Harris County Department of Education issued Maintenance Bonds for \$13,865,000 to finance the 2021 Capital Improvement Plan that included a renovation plan of the Conference Center and main offices on Irvington. Below are the payment requirements for the 2020 Maintenance Tax Notes.

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

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

Maintenance Tax Notes, Series 2020 & 2024

Date	Principal	Interest	Total Annual D/S
8/31/2026	\$ -	\$ 1,224,200.00	\$ 1,224,200.00
8/31/2027	1,195,000.00	1,194,325.00	2,389,325.00
8/31/2028	1,280,000.00	1,132,450.00	2,412,450.00
8/31/2029	1,390,000.00	1,065,700.00	2,455,700.00
8/31/2030	1,470,000.00	994,200.00	2,464,200.00
8/31/2031	1,550,000.00	923,350.00	2,473,350.00
8/31/2032	1,625,000.00	853,500.00	2,478,500.00
8/31/2033	1,700,000.00	780,350.00	2,480,350.00
8/31/2034	1,770,000.00	709,250.00	2,479,250.00
8/31/2035	1,840,000.00	640,400.00	2,480,400.00
8/31/2036	1,910,000.00	568,650.00	2,478,650.00
8/31/2037	1,910,000.00	495,050.00	2,405,050.00
8/31/2038	1,985,000.00	419,525.00	2,404,525.00
8/31/2039	2,065,000.00	340,825.00	2,405,825.00
8/31/2040	2,145,000.00	258,775.00	2,403,775.00
8/31/2041	1,190,000.00	187,150.00	1,377,150.00
8/31/2042	1,250,000.00	132,400.00	1,382,400.00
8/31/2043	1,305,000.00	81,300.00	1,386,300.00
8/31/2044	1,380,000.00	27,600.00	1,407,600.00
Total	\$ 28,960,000.00	\$ 12,029,000.00	\$ 40,989,000.00

Recent Capital Projects

Fiscal years 2020 through 2025 saw construction and completion of many capital projects, outlined into the Capital Improvement Plan Phase One. Due to increased materials costs over the span of construction, adjustments were made to balance the need to complete the project on time while also conserving available funds. The original project cost for the Improvement Plan was \$53,869,002, of which \$6,425,000 came from the general fund balance, and \$47M financed through the sale of bonds issued through the HCDE PFC and maintenance note financing the renovation. At the close of fiscal year 2024-2025, the total budget for the Capital Improvement Plan increased by 12 million to 65,741,131:

1. A new AB East Campus – This is a 43,605 square foot facility to meet special education students. AB East continues to attract additional students, and it is projected that the facility will be at capacity. The final budget was ultimately reduced by \$4 million to \$13,787,573 and the building placed into service September 2023.
2. A new High Point East Campus for Middle School. This school needed additional space to meet the needs of students sent by the district for an alternative campus. This is a 21,212 square foot facility, and the final budget had increased by \$1 million to \$8,925,969 and the building placed into service September 2023.
3. A new Adult Ed Center to replace the former facility on Irvington Blvd. This is a new 40,500 square foot building that will be used to offer adult education classes and workforce development programs. The final budget had increased by \$3.1 million to \$19,939,990 and the building placed into service September 2023.
4. Renovation to the Irvington Administration Building – The changing project economy required construction delay until October of 2023 with additional Bond offering on March 19th 2024. Once the project was fully initiated, renovation required the orchestration of several teams to move divisions floor-by-floor, away from the construction zone and then returning them to their newly redesigned and refurnished office spaces. The project remained remarkably on-schedule, completed in the Spring of 2025.

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 vested by the Department.



Budget Development Process

Harris County Department of Education

The budget process is linked to the accountability system in that all the performance objectives and financial measures are made part of the annual budget process. Furthermore, during the budget process objectives are reviewed and each division is required to develop an analysis of Strengths, Weaknesses, Opportunities and Threats, called the “SWOT Analysis”, for their division prior to projecting and requesting funding.

The budget development process includes planning, development, monitoring and evaluation. The budget process is coordinated by the Assistant Superintendent for Business Services.

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

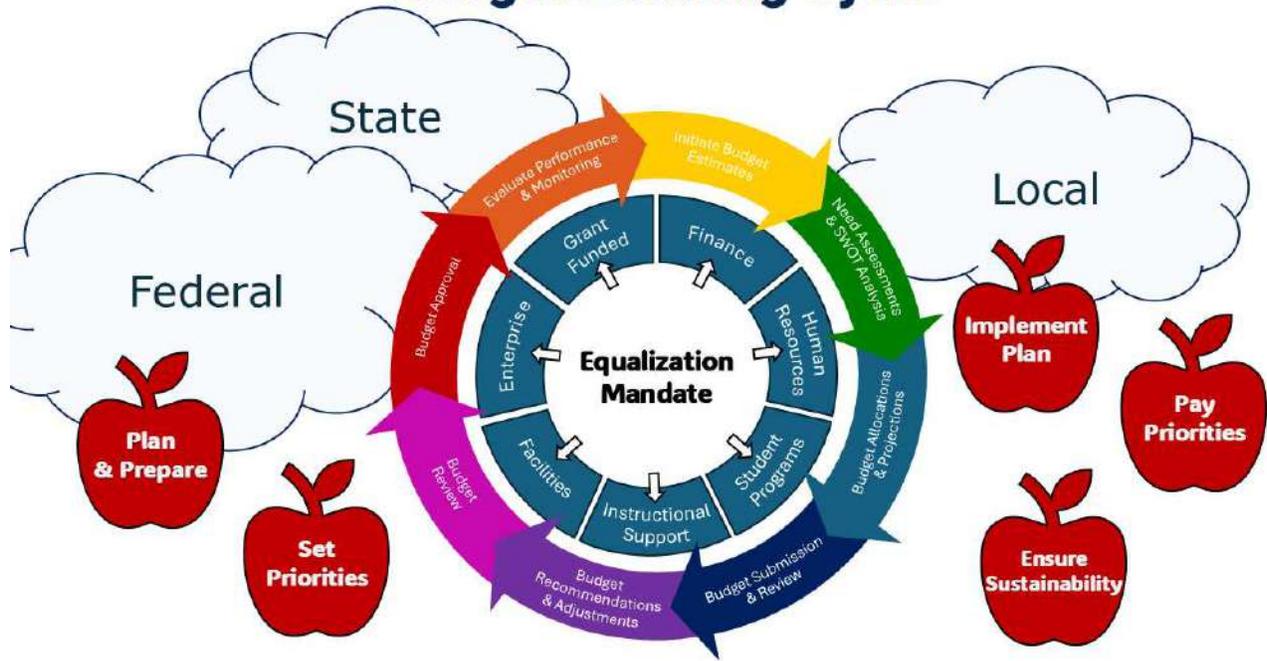
- What are the students learning goals?
- What is preventing the institution from reaching the goals?
- What are the best strategies to reach the goals?
- How to pay for the strategies?
- How to prioritize the strategies over the long term? and,
- How to create a financial strategic financial plan?

The Gap Analysis compares the actual performance with the potential performance. Sometimes it is referred as need-gap analysis, need analysis, or need assessment. The division determines the factors that define its current state, lists down the factors needed to reach its target state and then plan on how to fill the gap between the two states. It helps to identify if a division is performing to its potential and if not performing, the reasons why it is not performing to its potential. This helps identify flaws in resource allocation, planning, operations and other

AROI or Academic Return-On-Investment is a tool created to determine the effect of the amount spent on the desired objectives. The most common determination is established by dividing the (Learning Increase) times (number of students helped) by the amount of dollars spent.

The Board of Trustees reviews the annual budget process—the connection between the budget process, the accountability process, and the strategic planning process. All the parts used in the evaluation process are reflected in the graph below:

Budget Planning Cycle



Budget Planning Diagram

1. The clouds represent the laws, regulations, oversight and other federal, state and local factors that influence HCDE's operating environment.
2. The apples represent the elements of the budget development process central to forming a healthy budget framework.
3. The arrows and tasks represent the annual process at HCDE to propose, approve, and manage the budget year-over-year.
4. The central wheel represents the internal structure and the administration of HCDE.
5. At its core, the Budget Planning Cycle gravitates around the Equalization Mandate defined in Chapter 18 of the Texas Education Code; granting HCDE the solemn responsibility to provide high quality services to the public education system equitably and transparently, with the flexibility to adapt to the ever-evolving needs of Harris County.



Accountability System

Harris County Department of Education

Four constructs of the Harris County Department of Education accountability system are:

1. SERVICE DELIVERY

Program Services

Four different types of measures are reported for the twelve program serving programs and divisions. These include unduplicated counts (counts of individuals, districts, schools, or other organizations), coverage, service units, and response time objectives.

Types of Service Delivery Objectives for Program Services		
Measurement	Definition	Divisions
Unduplicated counts or increase in client entities	Each served district is counted only once regardless of how often it is served. Some objectives state a desired amount of increase in districts served.	Center for Safe & Secure Schools Choice Partners
Coverage	The unduplicated number of clients served, or services provided divided by the total number of clients eligible for service. The service in question may include all services or a specific service. Client may be individual or a district.	Adult Education CASE for Kids; Schools: AB Schools: Highpoint Head Start School Based Therapy Services
Service units	The number or percent of service units provided, or units received as well as increased or decreased over time. The service unit may be expressed as visits, classes, money, days, hours, participants, products, etc. May be duplicated.	Center for Educator Success
Response time	The amount of time it takes for weekly delivery services	Records Management

Support Services

Five different types of measures are reported for the ten divisions/programs providing services to HCDE internal clients. Each type necessitates a different type of tracking.

Types of Service Delivery Objectives for Support Services		
Measurement	Definition	Divisions
Response time	The amount of time it takes between when a service request is made and filled	Facilities - Maintenance

Unduplicated counts of clients or products	Each served client/product is counted only once despite the frequency he/she is served. "Client" is an HCDE division / program or employee.	Business Services Internal Purchasing Client Engagement Human Resources
Service Units	Number of times services were delivered, or number of service hours delivered	Communication & Community Engagement, Research & Evaluation Institute
Coverage	The unduplicated number of clients served divided by the total number of clients eligible for service.	Center for Grants Development Technology Support Services
Accuracy rate	The accuracy of room set up according to all requested specifications.	Facilities - Operations

2. OUTCOMES

Outcomes are the core of any program evaluation. Programs exist for the benefit or effect they promote for clients, district/entity, or HCDE. With the diversity of services provided by HCDE, the specific outcome assessed varies greatly, as does the method and measure. Even though, the gold standard to assess program effects is the experimental or comparison design, these designs are not usually feasible to implement in a practice environment. In lieu of rigorous experimentation, objectives are supported by a theory of change and are written to be compatible with one of two general types of designs:

(1) *Benchmark / Static Designs*: A post-test only or end of year measure or level of attainment is applied with a specified standard desired and stated in the objective. This design does not measure a starting point—only a desired end point.

(2) *Change Designs*: A pretest-posttest design to estimate the amount of change in a group of clients that has occurred over a given period. Some divisions specified a certain average amount of change; others specified a statistically significant change. Note that conclusions cannot be drawn about the *cause* of the change, just that change did occur¹.

3. FINANCIAL EFFECTIVENESS

Program serving divisions are required to be revenue-generating. That is, these divisions are not expected to rely solely upon HCDE tax revenues for support. Rather, they are expected to receive funds from external sources for most of their operations. The source of revenues may be from fee-for-services (i.e. workshops, sliding scale), member dues, job order contracting, cooperative purchasing, grants, and contracts.

Financial data are supplied by Business Services following the independent audit for each fiscal year. The revenues reported are those billed and received. Revenues reported from grants do not include indirect costs. For the tests of objectives, allocated facilities' costs are subtracted out of the total expenditures. Some divisions which are divided into programs for other accountability objectives are considered as one division for the financial construct because the structure of their budget may not isolate program costs.

¹ A change can occur for many reasons in addition to a possible effect of the program; history, maturation, regression, testing effects are all technical terms for the alternative causes for an observed change.



Community Information

Harris County Department of Education

Overview

Harris County is the third largest county in the United States and houses the fourth largest city in the nation. Its county seat is Houston Texas, also the fourth largest city in the nation. Within a big city comes a diverse population. Houston has among the youngest populations in the nation. The city has the third largest Hispanic and third largest Mexican population in the United States. Houston has something for everyone from attending a ball game to visiting an art museum. Harris County spans over 1,707 square miles. At 641 square miles, the city limits of Houston could contain the cities of Chicago, Dallas, Los Angeles, New York, Phoenix, and San Diego. Everything is bigger in Texas!



Local History

Harris County was originally settled in 1824 and named after an early settler, John Richardson Harris. Houston was incorporated on June 5, 1837 and named after then President of the Republic of Texas — former General Sam Houston — who had commanded at the Battle of San Jacinto, which took place 25 miles (40 km) east of where the city was established. The burgeoning port and railroad industry, combined with oil discovery in 1901, has induced continual surges in the city's population. In the mid-twentieth century, Houston became the home of the Texas Medical Center — the world's largest concentration of healthcare and research institutions — and NASA's Johnson Space Center, where the Mission Control Center is located.

Population

The United States Census Bureau estimates in 2024 that the county population is over 5 million; in the 2020 Census, it was 4.73 million, showing an increase of over 5%. If Harris County was a state, it would rank 25th in population. There are over 41 incorporated cities within Harris County and below are the ten most populated cities.



Economic Characteristics — Houston

According to the US Bureau of Labor Statistics, there has been a reduction in unemployment rate over the last year. Since April '20, the region has added more than 635,400 jobs, bringing total employment to 3.5 million as of April '25. The unemployment rate stood at 3.9 percent, consistent with a tight labor market. Continued job growth has been supported by national economic momentum, strong global trade ties, rising corporate investment, and sustained population growth. It is too soon to consider the 1% reduction in job count in the second quarter of 2025 to be indicative of a constriction.

The Greater Houston Partnership reports *The Economy at a Glance*, in its Volume 33 Number 9 for September 2025 that home sales are up 4.6 percent as of August 2025 over one year ago. Mortgage rates continued to decline to their lowest level since October '24, while prices show signs of easing, contributing to an improved housing market.

Employers

Houston's economy remains one of the largest and most diverse in the nation. 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 Harris County Employers

Memorial Hermann Health System – 31,969
 City of Houston – 22,000
 University of Texas MD Anderson – 21,832
 Amazon – 21,000
 Houston Methodist – 19,975
 Harris County – 19,401
 Walmart – 14,869
 United Airlines – 11,000
 Univ of Tx Health Science Center – 10,484
 Baylor College of Medicine – 10,201
 CHI St Luke's Health – 10,013
 ExxonMobil – 10,003

Source: Harris County Economic Development
 *Excludes fast food chains



Industry Share of Houston Area Employment

Trade, Transportation and Utilities	20.2%
Professional & Business Services	16.0%
Educational & Health Services	13.5%
Government	13.3%
Leisure & Hospitality	10.9%
Mining, Logging & Construction	9.1%
Manufacturing	6.9%
Finance & Insurance	3.4%
Information Technology	0.8%
Other	3.9%

Source: Greater Houston Partnership, "Talking Points", Q3-25

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: Menil Collection, Blaffer Art Gallery, Buffalo Bayou Trails, Japanese Tea Garden, Discovery Green, and Miller Outdoor Theater 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 football we have the Houston Texans
- In baseball we have the Houston Astros, 2017 & 2022 World Series Champion
- In basketball we have the Houston Rockets, 1995 NBA champion
- In soccer we have the Houston Dynamo, 2006 & 2007 MLS champion

Houston also has a variety of collegiate teams:

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





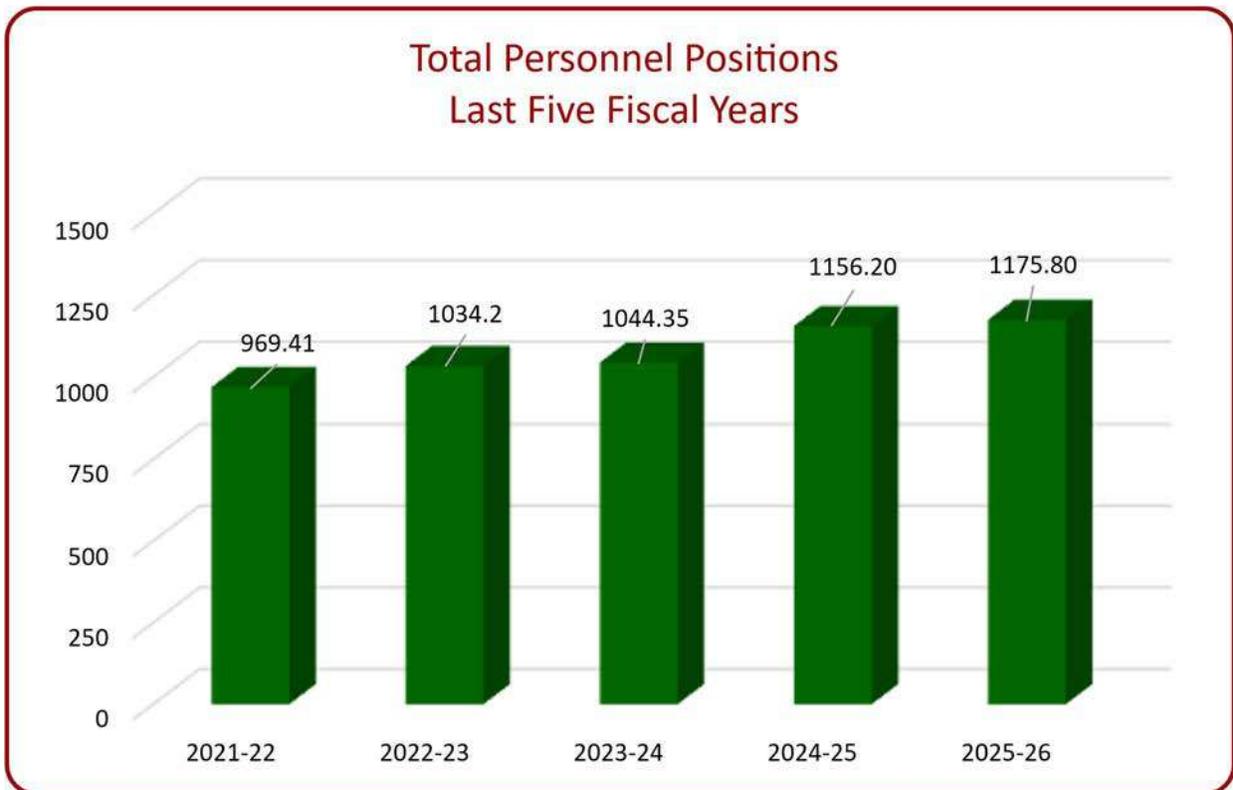
HUMAN RESOURCES

Harris County Department of Education

The Superintendent shall develop and recommend a pay system for all Department personnel to the Board of Trustees for adoption. The pay system shall be designed to provide appropriate pay for the assessed worth of jobs. The system shall consist of pay range structures for the following employee groups: management, professional, certified instructional, clerical/paraprofessional, and technical. The system shall be designed and administered to accomplish the following:

- Remain competitive with appropriate labor markets for the various categories of personnel.
- Recognize the levels of skill, effort, and responsibility required of different jobs.
- Be fiscally controlled and cost effective.

In the following pages, the salary schedule procedures and the employee benefits are disclosed. Also, the personnel positions by fund comparing the last five years are included. A description of each position with the level, number of days of work per year, number of positions and totals are included by division or program.





PERSONNEL POSITIONS BY FUND

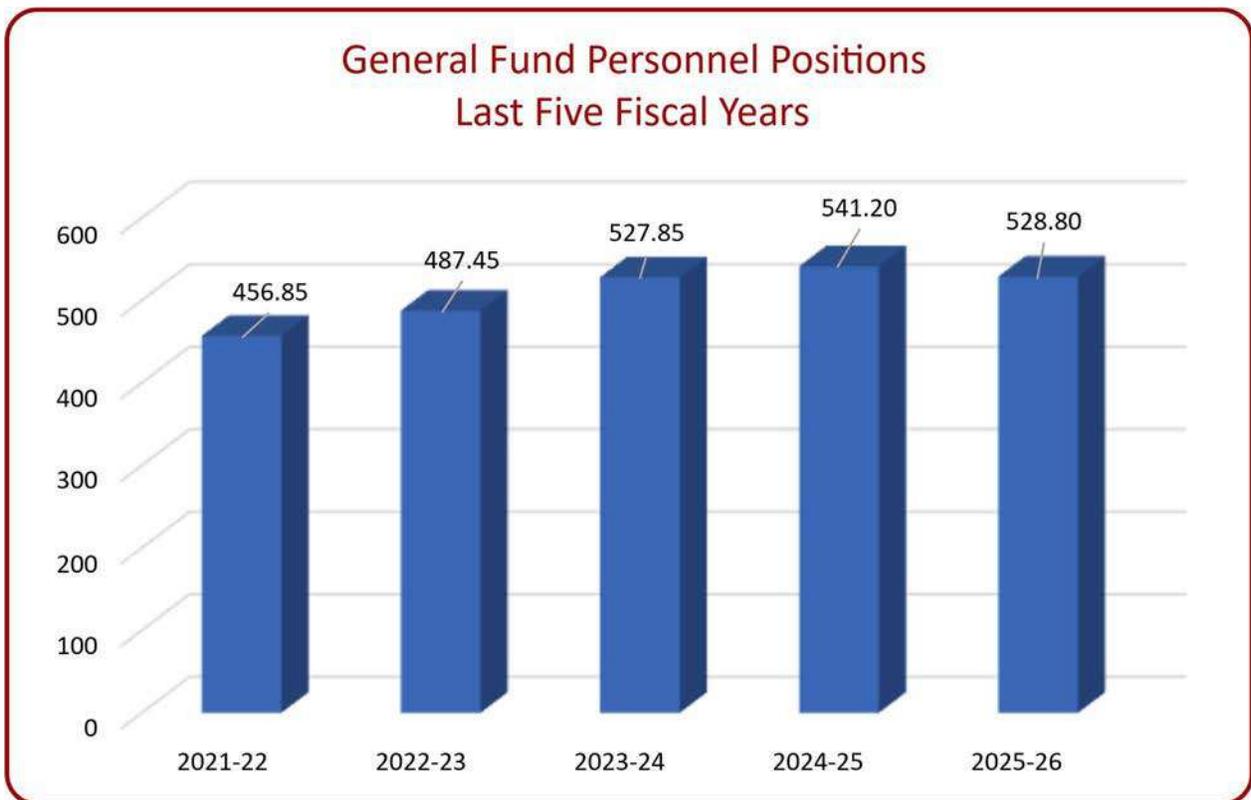
Harris County Department of Education

The number of employees by fund will be presented in the following charts. They will be followed by a section with more detailed information with the position level, number of working days in the year and the number of positions through the Department. Administrative salary schedules will accompany this sub-section.

GENERAL FUND

Over the last 5 years, General Fund divisions have seen an increase of 71.95 Full-time Equivalents (FTEs). Increase will always follow demand, and the steepest increases are for Academic and Behavior School West with 21.0 FTEs and Therapy Services with 30.25 FTEs.

Much of this increase is the effect of recovery following the COVID lockdown of 2020, but in later years, it illustrates the growing demand in special education and therapy services by local school districts. FY25 is an example of an overshoot in personnel planning, and positions were reduced at ABS East and West as contract volume stabilized.



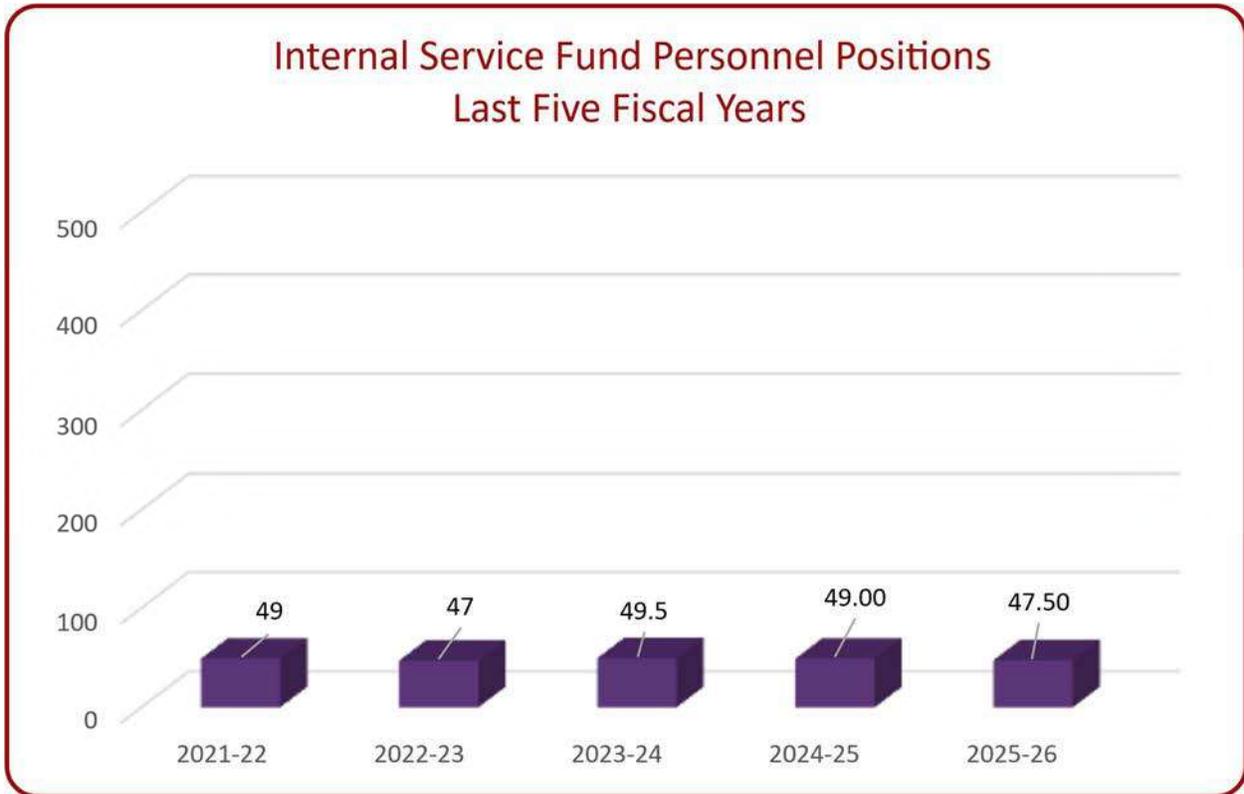
SPECIAL REVENUE FUNDS

Over the last 5 years, Special Revenue Fund divisions (Head Start, CASE For Kids, and Adult Education) have seen an increase of 129.94 Full-time Equivalents (FTEs). This increase is due to 1) the opening of new Head Start centers, resulting in a 29.00 FTE increase in personnel, 2) increased partnerships throughout the county to provide after school activities with CASE, and 3) the opening of our brand-new Adult Education Campus at the start of the 2024 Fiscal year, creating a need for over 87.44 new FTEs. As we transitioned Adult Education from their old and obsolete facilities, the program did suffer from lack of enrollment, causing the initial decrease in positions that school year. A hiring surge took place during 2024, however, as enrollment increased by over 1000 students.



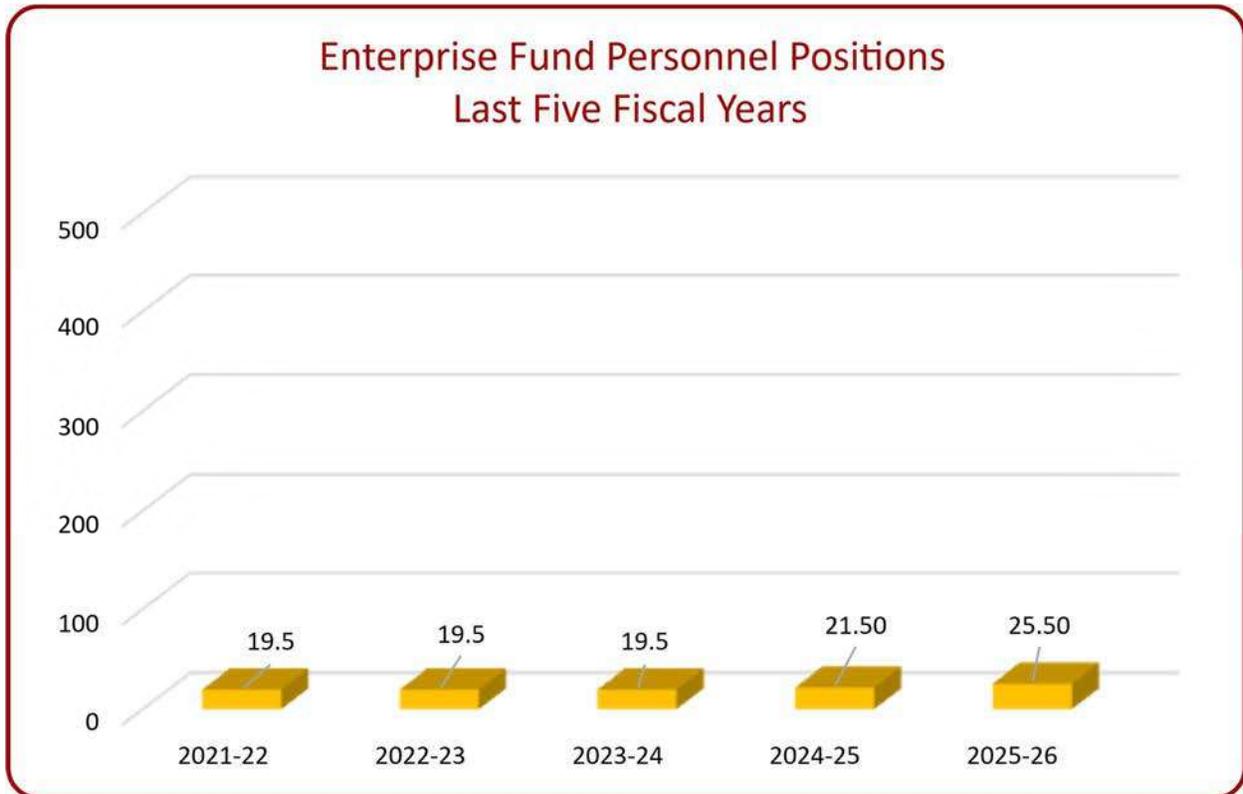
INTERNAL SERVICE FUND

Internal Service Fund personnel have remained stable over the last 5 years and are comprised of our Facilities Support & Maintenance divisions. Almost half the FTEs for Facilities are custodians at our various campuses (19 FTEs), followed by Maintenance and Warehouse (16 FTEs) and finally Administration & Support personnel (8 FTEs). Without a dramatic change in the number of building assets to support, Facilities personnel levels are expected to remain stable into the future.



ENTERPRISE FUND

Enterprise Fund personnel are comprised solely of Choice Partners Cooperative. In the last 2 years, increased contracts and revenues have required additional personnel to manage the operation and nurture vendor-client and member relationships.



Harris County Department of Education
FY 2025-2026
Personnel Positions

General Fund

BM No.	DIVISION/BUDGET	2025-26	2024-25	2023-24	2022-23	2021-22
131	Academic and Behavior School East	59.90	68.25	77.50	65.00	64.25
132	Academic and Behavior School West	67.40	79.25	71.50	58.00	58.25
201	Adult Education	0.00	0.00	0.00	0.00	0.00
011	Asst. Superintendent for Academic Support	2.00	2.00	2.00	2.00	2.00
012	Asst. Superintendent for Education & Enrichment	2.00	2.00	2.00	2.00	2.00
010	Board of Trustees	1.00	1.00	1.00	1.00	1.00
050	Business Support Services	19.50	19.50	18.50	18.50	17.00
301	Center for Educator Success	18.50	18.50	17.50	17.50	12.50
923	Center for Grants Development	6.00	6.00	6.00	6.00	6.00
005	Center for Safe & Secure Schools	7.00	7.00	7.00	7.00	4.00
093	Chief Communications Officer	1.00	1.00	1.00	1.00	1.00
094	Chief of Staff	4.00	4.00	3.00	2.00	2.00
925	Communications and Creative Services	12.00	12.00	12.00	10.00	10.00
921	Community Engagement	1.00	1.00	1.00	1.00	0.00
014	Educator Certification and Advancement	0.00	0.00	0.00	0.00	5.50
086	Facilities-Construction	2.50	2.00	2.00	2.00	2.00
800	Fortis Academy	14.50	13.25	12.25	12.25	10.25
970	Highpoint School East	45.50	44.25	46.25	44.25	37.25
030	Human Resources	11.00	11.00	11.00	11.00	10.00
090	Information Technology Services	27.00	27.00	26.00	25.00	24.00
092	Marketing & Client Engagement	7.00	7.00	6.50	6.50	4.50
955	Procurement Services	9.00	9.00	8.00	8.00	7.00
954	Records Management Services	15.00	15.00	15.00	15.00	15.00
924	Research and Evaluation Institute	7.00	7.00	7.00	7.00	7.00
111	School-Based Therapy Services	180.00	175.20	165.85	157.45	146.35
501	Schools	7.00	7.00	6.00	6.00	6.00
001	Superintendent's Office	2.00	2.00	2.00	2.00	2.00
	Total	528.80	541.20	527.85	487.45	456.85

Special Revenue Fund

BM No.	DIVISION/BUDGET	2025-26	2024-25	2023-24	2022-23	2021-22
201	Adult Education	168.50	180.00	88.50	120.25	81.06
922	Center for Afterschool, Summer and Enrichment	65.00	61.00	67.00	51.50	51.50
901	Head Start	340.50	306.50	292.00	308.50	311.50
	Total	574.00	547.50	447.50	480.25	444.06

Internal Service Fund

BM No.	DIVISION/BUDGET	2025-26	2024-25	2023-24	2022-23	2021-22
083	Facility Support Services	35.50	35.00	36.00	36.00	38.00
084	Facility Support Services-Operations	12.00	14.00	13.50	11.00	11.00
	Total	47.50	49.00	49.50	47.00	49.00

Enterprise Fund

BM No.	DIVISION/BUDGET	2025-26	2024-25	2023-24	2022-23	2021-22
089	Facilities-Choice Partners	25.50	21.50	19.50	19.50	19.50
	Total	25.50	21.50	19.50	19.50	19.50

POSITIONS BY FUND		2025-26	2024-25	2023-24	2022-23	2021-22
	Total General Fund Positions	528.80	541.20	527.85	487.45	456.85
	Total Special Revenue Fund Positions	574.00	547.50	447.50	480.25	444.06
	Total Internal Service Fund Positions	47.50	49.00	49.50	47.00	49.00
	Total Enterprise Fund Positions	25.50	18.50	19.50	19.50	19.50
	TOTAL HCDE FTE POSITIONS	1175.80	1156.20	1044.35	1034.20	969.41

**Harris County Department of Education
Full-time Personnel Positions for FY 2025-2026
General Fund**

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Academic and Behavior School East (Schools)				59.90
Principal	A-7	240	1.00	
Assistant Principal	A-5	210	2.00	
Occupational Therapist	P-3	191	0.40	
School Counselor	P-2	200	1.00	
Social and Emotional Counselor	P-2	200	1.00	
Instructional Coach	P-2	210	0.50	
Licensed Specialist in School Psychology	P-3	200	1.00	
School Nurse	P-1	213	2.00	
Behavior Intervention Specialist	P-2	200	1.00	
Teacher	teach sched	191	16.00	
Transition Specialist	teach sched	200	2.00	
Secretary	S-4	240	1.00	
Educational Aide I, II, III	I-1, 2, 3	191	26.00	
Campus Clerk	S-2	210	1.00	
Food Service Clerk	O-2	210	1.00	
Relief Instructor	sub sched	178	3.00	
Academic and Behavior School West (Schools)				67.40
Principal	A-7	240	1.00	
Assistant Principal	A-4	210	2.00	
Occupational Therapist	P-3	191	0.40	
Counselor	P-2	200	1.00	
Instructional Coach	P-2	210	0.50	
Licensed Specialist in School Psychology	P-3	200	0.50	
School Nurse	P-1	213	1.00	
Teacher	teach sched	191	23.00	
Transition Specialist	teach sched	200	2.00	
Behavior Intervention Specialist	P-2	200	1.00	
Secretary	S-4	240	1.00	
Educational Aide I, II, III	I-1, 2, 3	191	26.00	
Campus Clerk	S-2	210	1.00	
Food Services Clerk	O-2	210	1.00	
Relief Instructor	sub sched	191	6.00	
Assistant Superintendent for Academic Support				2.00
Assistant Superintendent	A-10	240	1.00	
Executive Assistant	S-6	240	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Assistant Superintendent for Education and Enrichment				2.00
Assistant Superintendent	A-10	240	1.00	
Executive Assistant	S-6	240	1.00	
Board of Trustees				1.00
Executive Assistant	S-6	240	1.00	
Business Support Services				19.50
Assistant Superintendent	A-10	240	1.00	
Chief Accounting Officer	A-8	240	1.00	
Accounting Manager	A-5	240	1.00	
Senior Accountant	A-5	240	2.00	
Staff Accountant II	A-4	240	2.00	
Special Projects - Workflow Specialist	A-4	240	1.00	
Compliance Officer	A-4	240	1.00	
Staff Accountant I	A-3	240	1.00	
Junior Staff Accountant	A-2	240	2.00	
Executive Assistant	S-6	240	1.00	
Payroll Lead Specialist	S-6	240	1.00	
Senior Accountants Payable Specialist	S-6	240	1.00	
Accounts Payable Specialist	S-5	240	2.00	
Payroll Reporting Specialist - TRS	S-5	240	0.50	
Payroll Specialist	S-5	240	1.00	
Business Clerk	S-4	240	1.00	
Center for Educator Success				18.50
Senior Director	A-8	240	1.00	
Officer - Elementary Education	A-6	240	1.00	
Officer - Leadership Development	A-6	240	1.00	
Officer - Partnerships and Certification	A-6	240	1.00	
Officer - Prof Learning/Student Recog	A-6	240	1.00	
Officer - Secondary Education	A-6	240	1.00	
Assessment Manager	A-4	240	1.00	
Manager - Compliance	A-4	240	1.00	
Manager - Teacher Support	A-4	240	4.00	
Manager - Recruitment	A-4	240	1.00	
Manager - Teacher Advancement	A-4	240	1.00	
Financial Asst/Administrative Asst to Senior Director	S-5	240	1.00	
Administrative Assistant - Events	S-5	240	1.00	
Administrative Assistant - Compl/Records	S-4	240	1.00	
Administrative Support Assistant	S-4	240	0.50	
Administrative Assistant	S-3	240	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
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	
Associate	A-2	240	1.00	
Secretary	S-4	240	1.00	
Center for Safe & Secure Schools				7.00
Director	A-7	240	1.00	
Officer of School Safety and Security	A-6	240	1.00	
School Climate and Culture Specialist	A-5	240	2.00	
School Safety and Security Specialist	A-5	240	2.00	
Administrative Assistant	S-4	240	1.00	
Chief Communications Officer				1.00
Chief Communications Officer	A-9	240	1.00	
Chief of Staff				4.00
Chief of Staff	A-9	240	1.00	
Public Information and Policy Manager	A-4	240	1.00	
Civic Engagement Project Coordinator	A-3	240	2.00	
Communications and Creative Services				12.00
Director	A-7	240	1.00	
Manager	A-4	240	1.00	
Communications Coordinator	A-3	240	1.00	
Events Coordinator	A-3	240	1.00	
Creative Content Coordinator	A-3	240	2.00	
Graphic Design Manager	T-5	240	1.00	
Multimedia Manager	T-4	240	1.00	
Web Content Coordinator	T-4	240	1.00	
Multimedia Production Coordinator	T-3	240	1.00	
Multimedia Content Coordinator	T-3	240	1.00	
Administrative Assistant - Director	S-4	240	1.00	
Community Engagement				1.00
Director - Education Foundation	A-6	240	1.00	
Facilities - Construction				2.50
Director	A-7	240	1.00	
Construction and Environmental Specialist	O-4	240	1.00	
Construction and Environmental Specialist	O-4	PT	0.50	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Fortis Academy				14.50
Principal	A-7	240	1.00	
Recovery Coach	A-3	240	1.00	
Recovery Program Coordinator	P-3	240	1.00	
Instructional Coach	P-2	210	0.50	
Counselor	P-2	200	1.00	
Nurse	P-2	191	1.00	
Teacher	TS	191	5.00	
Secretary to Principal	S-4	230	1.00	
Educational Aide III	I-3	191	1.00	
Clerk - Food Services	O-2	210	1.00	
Relief Instructor	sub sched	191	1.00	
Highpoint School East (Schools)				45.50
Principal	A-7	240	1.00	
Assistant Principal	A-5	210	3.00	
Counselor	P-2	200	2.00	
Instructional Coach	P-2	210	0.50	
Transition Specialist	teach sched	200	3.00	
School Nurse	P-2	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	11.00	
Campus Clerk	S-2	210	2.00	
Relief Instructor	sub sched	191	3.00	
Human Resources				11.00
Chief Human Resources Officer	A-9	240	1.00	
Assistant Director	A-5	240	1.00	
Risk Management Specialist	A-4	240	1.00	
HR Compensation Analyst	A-4	240	1.00	
Benefits Coordinator	A-3	240	1.00	
Human Resources Coordinator	A-3	240	3.00	
Administrative Assistant	S-5	240	1.00	
Benefits Specialist	S-6	240	1.00	
Recruitment Specialist	S-5	240	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Information Technology Services				27.00
Director	T-7	240	1.00	
Applications Manager	T-6	240	1.00	
Service Desk Manager	T-6	240	1.00	
Operations Services Manager	T-6	240	1.00	
Project Manager	T-6	240	1.00	
Senior Software Developer	T-5	240	1.00	
Senior Systems Analyst	T-5	240	1.00	
Senior Systems Engineer	T-5	240	1.00	
Information Security Officer	T-5	240	1.00	
Product Manager - Tech Training/Curriculum	T-4	240	1.00	
Process Improvement Coordinator	T-4	240	1.00	
Software Developer	T-4	240	1.00	
Systems Engineer	T-4	240	2.00	
Systems Analyst	T-4	240	3.00	
Application and Network Support Analyst	T-3	240	1.00	
Infrastructure Analyst - Network	T-3	240	1.00	
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 - Director	S-5	240	1.00	
Marketing and Client Engagement				6.50
Director	A-7	240	1.00	
Assistant Director	A-5	240	0.50	
Coordinator - Client Engagement	A-3	240	3.00	
Coordinator - Translation	A-3	240	1.00	
Administrative Assistant	S-4	240	1.00	
Procurement Services				9.00
Director - Procurement Services	A-7	240	1.00	
Manager - Contracts Procurement	A-4	240	1.00	
Manager - Procurement	A-4	240	1.00	
Procurement Coordinator	A-3	240	3.00	
Contract Specialist	S-5	240	1.00	
P-Card Specialist	S-5	240	1.00	
Specialist - Procurement Svcs	S-5	240	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Records Management Services				15.00
Director	A-7	240	1.00	
Manager - Records Operations	A-3	240	1.00	
Senior Records Center Technician/Driver	O-6	240	1.00	
Senior Customer Support/Imaging Specialist	O-5	240	1.00	
Records Center Technician	O-4	240	5.00	
Imaging and Content Support Specialist	S-5	240	1.00	
Customer Support and Imaging Clerk II	S-4	240	2.00	
Records Contract Specialist	S-6	240	1.00	
Customer Support and Imaging Clerk I	S-3	240	1.00	
Imaging Quality Control Clerk	S-3	240	1.00	
Research and Evaluation Institute				7.00
Director	A-7	240	1.00	
Research Manager	A-4	240	1.00	
Research Coordinator	A-3	240	4.00	
Secretary	S-4	240	1.00	
School-Based Therapy Services				180.00
Senior Director	A-8	240	1.00	
Manager	P-4	240	8.00	
Field Staff-OT/PT	P-3	180	115.95	
Field Staff-Music Therapist	P-1	180	12.00	
Field Staff-COTA/PTA	S-7	180	40.05	
Administrative Assistant	S-5	240	1.00	
Office Clerk - Prof Dev & Tech	S-4	240	1.00	
Office Clerk - Staffing	S-4	240	1.00	
Schools				7.00
Senior Director - Schools	A-8	240	1.00	
Director - Curriculum and Compliance Services	A-7	240	1.00	
Compliance and Technical Support Officer	A-5	210	1.00	
Parent Community Engagement Liaison	A-3	210	1.00	
Bus Driver	O-4	240	1.00	
Administrative Assistant - Senior Director	S-5	240	1.00	
General Office Clerk II	S-4	240	1.00	
Superintendent's Office				2.00
Superintendent	-	240	1.00	
Senior Executive Assistant	S-8	240	1.00	

General Fund - Full Time Equivalent Positions

528.30

**Harris County Department of Education
Full-time Personnel Positions for FY 2025-2026
Special Revenue Fund**

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Adult Education Program				168.50
Senior Director	A-8	240	1.00	
Director	A-7	240	1.00	
Career Pathways Manager	A-5	240	1.00	
Manager	A-5	240	3.00	
Grant & Budget Comp Specialist	A-4	240	1.00	
Quality Assurance Coordinator	A-4	240	1.00	
Career Navigator (CORE AEFLA)	A-3	240	2.00	
Career Navigator (IELCE)	A-3	240	1.00	
Coordinator - Workforce	A-3	240	1.00	
Instr & Curr Specialist (CORE AEFLA)	A-3	240	1.00	
Instr & Curr Specialist (IELCE)	A-3	240	1.00	
Perf & Accountability Coordinator	A-3	240	1.00	
Professional Dev & Digital Lit Coordinator	A-3	240	1.50	
Teacher	A-3	190	2.00	
Secretary to Senior Director	S-5	240	1.00	
Data Clerk	S-3	240	5.00	
General Office Clerk I	S-3	240	10.00	
Receptionist	S-2	240	1.00	
Custodian	O-1	240	2.00	
Aide - Instructional	AES	PT	17.00	
Program Assistant	AES	PT	12.00	
Teacher	AES	PT	102.00	
Center for Afterschool, Summer and Enrichment (CASE) for Kids				65.00
Senior Director	A-8	240	1.00	
Assistant Director	A-5	240	2.00	
Manager	A-4	240	3.00	
Coordinator - Project	A-3	240	2.00	
Coordinator - Research and Evaluation	A-3	240	1.00	
Coordinator - Resource	A-3	240	1.00	
Project Coordinator - Debates	A-3	240	1.00	
Project Coordinator - Pract. Research	A-3	240	0.50	
Project Coordinator - Provider Support	A-3	240	1.00	
Project Coordinator - Quality Navigator	A-3	240	1.00	
Project Coordinator - Special Events	A-3	240	1.00	
Coordinator - Family Engagement	A-2	240	2.00	
Coordinator - Programs	A-2	240	1.00	
Coordinator - Regional	A-2	240	5.00	
Program Coordinator - Resource	A-2	240	2.00	
Project Based Learning Associate (P/T)	A-2	240	1.50	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Coordinator - Site	A-1	240	6.50	
Administrative Assistant - Senior Director	S-5	240	1.00	
Data Clerk	S-2	240	1.00	
Administrative Assistant	S-3	240	4.00	
Afterschool Program Specialist	S-2	PT	25.00	
Project Asst/Promotions	S-3	PT	0.50	
Special Initiatives Clerk	S-2	240	1.00	
Head Start Program Total				340.50
Head Start-Central Office				55.00
Senior Director	H-7	240	1.00	
Assistant Director - Education and Operations	H-6	240	1.00	
Assistant Director - Compliance and Family Services	H-6	240	1.00	
Counselor	H-5	230	1.00	
Manager - Data Compliance	H-5	240	1.00	
Manager - Education and Special Services	H-5	240	1.00	
Manager - Community Partnerships	H-5	240	1.00	
Manager - Health and Family Services	H-5	240	1.00	
Manager - Nutrition Services	H-5	240	1.00	
Manager - Operations	H-5	240	2.00	
Coordinator - Compliance	H-4	230	2.00	
Coordinator - Data	H-4	230	1.00	
Coordinator - Education & Special Services	H-4	230	4.00	
Coordinator - Family Services	H-4	230	4.00	
Coordinator - Health Services	H-4	230	3.00	
Coordinator - Nutrition Services	H-4	230	3.00	
Coordinator - Operations	H-4	230	1.00	
Coordinator - Professional Development	H-4	230	1.00	
Coordinator - Special Education	H-4	230	1.00	
Instructional Coach (non-certified)	H-2	230	6.00	
Family Service Provider (CCP)	H-1	230	2.00	
Administrative Assistant - Senior Director	S-5	230	1.00	
Administrative Assistant - CCP	S-4	230	1.00	
Administrative Assistant - HS	S-4	230	1.00	
Data/Compliance Specialist	S-4	230	1.00	
Financial Assistant	S-4	230	1.00	
Secretary	S-4	240	1.00	
Clerk - Community Partnerships & Comp	S-3	230	1.00	
Clerk - Education and Special Services	S-3	230	1.00	
Clerk - Health and Family Services	S-3	230	2.00	
Clerk - Nutrition Services	S-3	230	1.00	
Clerk - Operations	S-3	230	1.50	
General Office Clerk I	S-3	230	1.00	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Aide (Non-Instructional)	S-1	230	1.00	
Courier	O-2	230	1.00	
Civic Engagement Fellow		115	0.50	
Head Start-Barrett Campus				8.30
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.40	
Family Services Provider	H-1	230	1.00	
Teacher	E-3,4,5	200	2.00	
Teaching Assistant	E-1	200	3.00	
Cook	O-1	190	0.40	
Custodain	O-1	190	1.00	
Head Start-Barrett Early Head Start				16.70
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.60	
Family Services Provider	H-1	230	1.00	
Teacher	E-2,3,4,5	218	12.00	
Cook	O-1	190	0.60	
Cook	O-1	218	1.00	
Custodian	O-1	218	1.00	
Head Start-Baytown Campus				18.80
Campus Manager	H-4	230	0.70	
Operations Coordinator	H-4	230	0.10	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	1.50	
Teacher	E-3,4,5	200	5.00	
Teaching Assistant	E-1	200	7.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Campus Clerk	S-2	230	0.50	
Head Start-Baytown Early Head Start				17.70
Campus Manager	H-4	230	0.30	
Operations Coordinator	H-4	230	0.90	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	2.00	
Teacher	E-2,3,4,5	218	11.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	1.00	
Campus Clerk	S-2	230	0.50	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Head Start-Baytown CCP				2.00
Family Services Provider	H-1	230	2.00	
Head Start-Channelview Campus				16.00
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	2.00	
Teacher	E-3,4,5	200	4.00	
Teaching Assistant	E-1	200	5.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Head Start-Compton Campus				20.50
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	3.00	
Teacher	E-3,4,5	200	5.00	
Teaching Assistant	E-1	200	7.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Aide (Non-Instructional)	S-1	230	0.50	
Head Start-Coolwood Campus				11.00
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.50	
Family Services Provider	H-1	230	1.00	
Teacher	E-3,4,5	200	4.00	
Teaching Assistant	E-1	200	2.00	
Cook	O-1	190	1.00	
Custodian	O-1	190	1.00	
Aide (Non-Instructional)	S-1	230	0.50	
Campus Clerk	S-2	230	0.50	
Head Start-Coolwood Campus Early HS				16.00
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.50	
Family Services Provider	H-1	230	1.50	
Teacher	E-2,3,4,5	218	10.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	2.00	
Campus Clerk	S-2	230	0.50	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Head Start-Dogan Campus				10.00
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	2.00	
Teacher	E-3,4,5	200	4.00	
Teaching Assistant	E-1	200	2.00	
Head Start-Fonwood Campus				15.00
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	3.00	
Teacher	E-3,4,5	200	7.00	
Teaching Assistant	E-1	200	3.00	
Head Start-Humble Campus				14.50
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.50	
Family Services Provider	H-1	230	2.00	
Teacher	E-3,4,5	200	3.00	
Teaching Assistant	E-1	200	5.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	1.00	
Campus Clerk	S-2	230	0.50	
Head Start-Humble Early Head Start				17.50
Campus Manager	H-4	230	0.50	
Assistant Campus Manager	H-3	230	0.50	
Family Services Provider	H-1	230	1.00	
Teacher	E-2,3,4,5	218	12.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	2.00	
Campus Clerk	S-2	230	0.50	

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Head Start-JD Walker Campus				12.00
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	1.00	
Teacher	E-3,4,5	200	3.00	
Teaching Assistant	E-1	200	4.00	
Cook	O-1	190	1.00	
Custodian	O-1	190	1.00	
Head Start-LaPorte Campus				8.00
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	1.00	
Teacher	E-3,4,5	200	2.00	
Teaching Assistant	E-1	200	3.00	
Head Start-LaPorte Early Head Start				15.00
Family Services Provider	H-1	230	1.00	
Teacher	E-2,3,4,5	218	12.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	1.00	
Head Start-Sheffield Campus				26.00
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	3.00	
Teacher	E-3,4,5	200	7.00	
Teaching Assistant	E-1	200	10.00	
Cook	O-1	190	2.00	
Custodian	O-1	190	2.00	
Head Start-Tidwell Campus				8.00
Campus Manager	H-4	230	1.00	
Assistant Campus Manager	H-3	230	1.00	
Family Services Provider	H-1	230	1.00	
Teacher	E-3,4,5	200	2.00	
Teaching Assistant	E-1	200	3.00	
Head Start-Tidwell Early Head Start				12.00
Family Services Provider	H-1	230	1.00	
Teacher	E-2,3,4,5	218	9.00	
Cook	O-1	218	1.00	
Custodian	O-1	218	1.00	

Special Revenue Fund - Full Time Equivalent Positions

574.00

**Harris County Department of Education
Full-time Personnel Positions for FY 2025-2026
Internal Service Fund**

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Facility Support Services				35.50
Chief Operations Officer	A-9	240	1.00	
Maintenance Director	A-7	240	1.00	
Assistant Director	A-5	240	1.00	
Operations Coordinator	A-3	240	1.00	
Administrative Assistant	S-5	240	1.00	
Secretary to Director	S-4	240	1.00	
Fixed Assets Clerk	S-4	240	1.00	
General Office Clerk II	S-4	240	0.50	
Receptionist	S-2	240	2.00	
Maintenance Technician III	O-6	240	4.00	
Utilities Craftsman II	O-5	240	2.00	
Transportation Technician	O-5	240	1.00	
Maintenance Technician II	O-5	240	2.00	
Maintenance Technician I	O-4	240	3.00	
Maintenance Worker	O-3	240	2.00	
Warehouseman	O-3	240	1.00	
Courier	O-2	240	1.00	
Mail Clerk	O-2	240	1.00	
Parking Monitor	O-2	240	2.00	
Custodian	O-1	240	7.00	
Facility Support Services-Operations				12.00
Custodian-ABS East	O-1	240	3.00	
Custodian-ABS West	O-1	240	3.00	
Custodian-Highpoint East	O-1	240	4.00	
Custodian-Fortis Academy	O-1	240	2.00	

Internal Service Fund - Full Time Equivalent Positions

47.50

**Harris County Department of Education
Full-time Personnel Positions for FY 2025-2026
Enterprise Fund**

BUDGETS IN ALPHABETICAL ORDER	LEVEL	# DAYS	# FTEs	TOTAL FTEs
Facilities - Choice Partners				25.50
Senior Director	A-8	240	1.00	
Business & Revenue Officer	A-6	240	1.00	
Compliance & Construction Officer	A-6	240	1.00	
Food Nutrition Officer	A-6	240	1.00	
Assistant Director - Client Engagement	A-5	240	0.50	
Client Account Manager	A-5	240	1.00	
Client Services Manager	A-4	240	1.00	
Contract Manager II	A-4	240	5.00	
Food Coop Contract Manager	A-4	240	1.00	
Contract Compliance Specialist	A-4	240	1.00	
Contract Coordinator - Food Svc	A-3	240	1.00	
Contract Coordinator	A-3	240	2.00	
Cooperative Coord - Membership & Bus Dev	A-3	240	1.00	
Logistics Coordinator	S-6	240	1.00	
Contract Billing Specialist	S-5	240	5.00	
Food Contract Assistant	S-5	240	1.00	
Admin Assistant - Senior Director	S-5	240	1.00	

Enterprise Fund - Full Time Equivalent Positions

25.50



FY 2025-2026 Salary Schedule

Harris County Department of Education

New Hire Certified Teachers	
YEARS EXPERIENCE	191 DAY SALARY
0	\$72,750
1	73,350
2	73,850
3	74,300
4	74,750
5	75,200
6	75,900
7	76,700
8	77,200
9	77,886
10	78,564
11	78,964
12	79,364
13	79,764
14	80,164
15	80,564
16	80,964
17	81,362
18	81,762
19	82,181
20	82,592
21	83,004
22	83,364
23	83,804
24	84,204
25	84,604
26	85,004
27	85,404
28	85,804
29	86,204
30	86,604

This schedule shows minimum salaries only. Some employees are paid more than these amounts for additional duty days or stipends. Salary schedules are developed for one year only. Future salaries cannot be predicted from this schedule.

This schedule is used for Chapter 21 contract teachers and transition specialists employed in the Schools division.



FY 2025-2026 Salary Schedule

Harris County Department of Education

Administrative Salary Schedule

A-1		MINIMUM	MIDPOINT	MAXIMUM
	Daily	175.23	215.00	254.78
	240 Days	42,055	51,600	61,147
<u>Job Titles:</u> Site Coordinator - CASE				

A-2		MINIMUM	MIDPOINT	MAXIMUM
	Daily	211.67	259.72	307.77
	240 Days	50,801	62,333	73,865
<u>Job Titles:</u> Coordinator – Family Engagement Grants Development Associate Junior Staff Accountant – Business Services Program Coordinator – CASE Project-Based Learning Associate Project Coordinator – Provider Support				

A-3		MINIMUM	MIDPOINT	MAXIMUM
	Daily	258.24	316.86	375.48
	190 Days	49,066	60,203	71,341
	240 Days	61,978	76,046	90,115
<u>Job Titles:</u> Career Navigator (Core AEFLA) – Adult Education Career Navigator (IELCE) – Adult Education Coordinator – Benefits Coordinator -- Civic Engagement Project Coordinator – Contract – Choice Partners Coordinator – Creative Content Coordinator – Creative Services Coordinator – Events Coordinator – Food Contract Coordinator – Grants Development Coordinator – Human Resources Coordinator – Logistics – Choice Partners Coordinator – Marketing & Client Engagement Coordinator – Membership & Business Development Coop – Choice Coordinator – Operations – Facilities Coordinator – Performance & Accountability - Adult Education Coordinator – Procurement Services				

Coordinator -- Professional Development & Digital Literacy – Adult Ed
 Coordinator - Project -- CASE
 Coordinator – Research & Evaluation
 Coordinator - Resource – CASE
 Coordinator - Special Events & Project – CASE
 Coordinator – Translations - Marketing & Client Engagement
 Coordinator -- Workforce
 Manager - Records Operations
 Recovery Coach – Fortis Academy
 SHARS/Parent Engagement Liaison – Schools
 Specialist - Instruction & Curriculum (Core AEFLA) – Adult Education
 Specialist - Instruction & Curriculum (IELCE) – Adult Education
 Staff Accountant I – Business Services
 Teacher (FT) – Adult Education

A-4		MINIMUM	MIDPOINT	MAXIMUM
	Daily	302.14	370.73	439.32
	240 Days	72,514	88,975	105,437
	<u>Job Titles:</u> Analyst – Compensation -- Human Resources Coordinator – Grants & Budget Compliance - Adult Education Coordinator -- Quality Assurance – Adult Education Manager - Assessment - CES Manager – Center for Grants Development Manager - Client Services – Choice Partners Manager – Communications and Creative Services Manager – Community Resources Manager – Compliance -- Center for Educator Success Manager – Contract II – Choice Partners Manager -- Contract – Food Coop Manager – Contract Procurement - Choice Partners Manager – Federal Programs & Compliance Manager – Marketing & Client Services Manager – Procurement Services Manager -- Public Information and Policy Manager - Quality – CASE Manager – Recruitment -Center for Educator Success Manager - Research Manager - Teacher Advancement – Center for Educator Success Manager - Teacher Support – Center for Educator Success Officer -- Compliance – Business Services Specialist - Contract Compliance – Choice Partners Specialist -- Grants Development – Center for Grants Development Specialist – Risk Management - Human Resources Specialist -- Special Projects Workflow Staff Accountant II			

A-5		MINIMUM	MIDPOINT	MAXIMUM
	Daily	356.53	437.46	518.39
	210 Days	74,871	91,867	108,862
	240 Days	85,567	104,990	124,414
	<u>Job Titles:</u> Accountant - Senior – Business Services Assistant Director – CASE Assistant Director – Choice Partners Assistant Director – Facilities Assistant Director – Human Resources Assistant Director – Marketing and Client Engagement Assistant Principal – Schools Compliance & Technical Support Officer – Schools Manager - Accounting – Business Services Manager – Career Pathways – Adult Education Manager – Adult Education Manager - Senior Contract – Choice Partners Specialist - School Climate and Culture – CSSS Specialist - School Safety and Security – CSSS			

A-6		MINIMUM	MIDPOINT	MAXIMUM
	Daily	420.07	503.08	586.09
	240 Days	100,817	120,739	140,662
	<u>Job Titles:</u> Director – Education Foundation Officer - Certification & Assessments – CES Officer - Elementary Education – CES Officer - Leadership & Development – CES Officer - Partnerships & Certification – CES Officer - Professional Learning/Student Recognition – CES Officer - Secondary Education – CES Officer - School Safety and Security – CSSS			

A-7		MINIMUM	MIDPOINT	MAXIMUM
	Daily	464.18	555.90	647.62
	240 Days	111,403	133,416	155,429
	<u>Job Titles:</u> Director – Adult Education Director – Center for Grants Development Director – Center for Safe and Secure Schools Director – Communications and Creative Services Director – Construction - Facilities Director – Curriculum and Compliance Services - Schools Director – Maintenance - Facilities Director – Marketing and Client Engagement Director – Procurement Services Director – Records Management Director – Research and Evaluation Institute Principal – Schools			

<u>A-8</u>		MINIMUM	MIDPOINT	MAXIMUM
	Daily	552.84	650.40	747.96
	240 Days	132,682	156,096	179,510
<u>Job Titles:</u> Chief Accounting Officer – Business Services Senior Director – Adult Education Senior Director – CASE Senior Director – Center for Educator Success Senior Director – Choice Partners Senior Director – School-Based Therapy Services Senior Director – Schools				

<u>A-9</u>		MINIMUM	MIDPOINT	MAXIMUM
	Daily	647.20	760.97	874.74
	240 Days	155,328	182,633	209,938
<u>Job Titles:</u> Chief Communications Officer Chief HR Officer Chief of Staff Chief Operations Officer – Facilities				

<u>A-10</u>		MINIMUM	MIDPOINT	MAXIMUM
	Daily	743.85	875.12	1,006.39
	240 Days	178,524	210,029	241,534
<u>Job Titles:</u> Assistant Superintendent – Academic Support Services Assistant Superintendent – Business Services Assistant Superintendent – Education and Enrichment				



FY 2025-2026 Salary Schedule

Harris County Department of Education

Administrative Salary Schedule – Head Start

H-1		MINIMUM	MIDPOINT	MAXIMUM
	Daily	173.18	211.20	249.22
	230 Days	39,831	48,576	57,321
<u>Job Titles:</u> Family Services Provider				

H-2		MINIMUM	MIDPOINT	MAXIMUM
	Daily	199.05	244.23	289.41
	230 Days	45,782	56,173	66,564
<u>Job Titles:</u> Instructional Coach (non-certified)				

H-3		MINIMUM	MIDPOINT	MAXIMUM
	Daily	219.36	264.38	309.40
	230 Days	50,453	60,807	71,162
<u>Job Titles:</u> Assistant Campus Manager				

H-4		MINIMUM	MIDPOINT	MAXIMUM
	Daily	247.68	302.05	356.42
	230 Days	56,966	69,472	81,977
<u>Job Titles:</u> Campus Manager Coordinator - Compliance Coordinator - Data Coordinator - Education and Special Services Coordinator - Family Services Coordinator - Health Services Coordinator - Nutrition Services Coordinator - Operations Coordinator - Professional Development Coordinator - Special Education				

H-5		MINIMUM	MIDPOINT	MAXIMUM
	Daily	302.17	368.50	434.83
	230 Days	69,499	84,755	100,011
	240 Days	72,521	88,440	104,359
<u>Job Titles:</u> Counselor Manager - Community Partnership Manager - Data Compliance Manager - Education and Special Services Manager - Health and Family Services Manager - Nutrition Services Manager - Operations				

H-6		MINIMUM	MIDPOINT	MAXIMUM
	Daily	355.59	428.42	501.25
	240 Days	85,342	102,821	120,300
<u>Job Titles:</u> Assistant Director – Compliance/Family Services Assistant Director – Education/Operations				

H-7		MINIMUM	MIDPOINT	MAXIMUM
	Daily	517.72	609.08	700.44
	240 Days	124,253	146,179	168,106
<u>Job Titles:</u> Senior Director				



FY 2025-2026 Salary Schedule

Harris County Department of Education

Professional Support Salary Schedule

P-1		Minimum	Midpoint	Maximum
	Daily	316.20	372.00	427.80
	162 Days	51,224	60,264	69,304
	180 Days	56,916	66,960	77,004
<u>Job Titles:</u> Music Therapist				

P-2		Minimum	Midpoint	Maximum
	Daily	341.50	401.76	462.02
	191 Days	65,227	76,736	88,246
	200 Days	68,300	80,352	92,404
	210 Days	71,715	84,370	97,024
	213 Days	72,740	85,575	98,410
<u>Job Titles:</u> Behavior Intervention Specialist Instructional Coach (certified) School Counselor School Counselor SEL School Nurse				

P-3		Minimum	Midpoint	Maximum
	Daily	387.15	466.44	545.73
	162 Days	62,718	75,563	88,408
	180 Days	69,687	83,959	98,231
	200 Days	77,430	93,288	109,146
	240 Days	92,916	111,946	130,975
<u>Job Titles:</u> Licensed Specialist in School Psychology Occupational Therapist Physical Therapist Recovery Program Coordinator				

P-4		Minimum	Midpoint	Maximum
	Daily	456.83	550.40	643.97
	230 Days	105,074	126,592	148,113
	240 Days	109,639	132,096	154,553
<u>Job Titles:</u> Manager, School-Based Therapy Services				



FY 2025-2026 Salary Schedule

Harris County Department of Education

Technology Salary Schedule

T-1		Minimum	Midpoint	Maximum
	Hourly	24.25	28.87	33.49
	Daily	194.00	230.96	267.92
	240 Days	46,560	55,430	64,304
<u>Job Titles:</u> Help Desk Analyst I Help Desk Field Technician				

T-2		Minimum	Midpoint	Maximum
	Hourly	29.25	34.82	40.39
	Daily	234.00	278.56	323.12
	240 Days	56,160	66,854	77,549
<u>Job Titles:</u> Help Desk Analyst II				

T-3		Minimum	Midpoint	Maximum
	Daily	308.63	367.42	426.21
	240 Days	74,071	88,181	102,290
	<u>Job Titles:</u> Analyst - Application and Network Support Analyst – Infrastructure - Network Coordinator - Multimedia Content Coordinator - Multimedia Production Technology Trainer			

T-4		Minimum	Midpoint	Maximum
	Daily	332.83	396.23	459.63
	240 Days	79,879	95,095	110,311
	<u>Job Titles:</u> Manager – Multimedia Coordinator - Process Improvement Coordinator - Web Content Software Developer Systems Analyst Systems Engineer			

<u>T-5</u>		Minimum	Midpoint	Maximum
	Daily	397.07	472.70	548.33
	240 Days	95,297	113,448	131,599
	<u>Job Titles:</u> Information Security Officer Manager – Graphic Design Senior Software Developer Senior Systems Engineer Senior Systems Analyst			

<u>T-6</u>		Minimum	Midpoint	Maximum
	Daily	428.43	510.04	591.65
	240 Days	102,823	122,410	141,996
	<u>Job Titles:</u> Manager – Applications Manager – Operations Services Manager – Project Manager – Service Desk			

<u>T-7</u>		Minimum	Midpoint	Maximum
	Daily	480.32	571.81	663.30
	240 Days	115,277	137,234	159,192
	<u>Job Titles:</u> Director - Information Technology Services			



FY 2025-2026 Salary Schedule

Harris County Department of Education

Administrative Support Salary Schedule

S-1		Minimum	Midpoint	Maximum
	Daily	-	-	-
	240 Days	-	-	-
	<u>Job Titles:</u> Reserved for future use			

S-2		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	16.00	19.76	23.52
	Daily	128.00	158.08	188.16
	210 Days	26,880	33,197	39,514
	230 Days	29,440	36,358	43,277
	240 Days	30,720	37,939	45,158
<u>Job Titles:</u> Campus Clerk – Head Start Campus Clerk - Schools Clerk - Data - CASE Clerk - Special Initiatives - CASE Receptionist – Adult Education Receptionist - Facilities Specialist - Afterschool Program - CASE				

S-3		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	17.50	21.61	25.72
	Daily	140.00	172.88	205.76
	230 Days	32,200	39,762	47,325
	240 Days	33,600	41,491	49,382
<u>Job Titles:</u> Administrative Assistant – CASE Administrative Assistant - CES Clerk - Community Partnership – Head Start Clerk - Customer Support/Imaging I – Records Management Clerk - Data – Adult Education Clerk - Education & Special Services – Head Start Clerk – General Office I – Adult Education Clerk - Health & Family Services – Head Start				

Clerk - Imaging Quality Control – Records Management
 Clerk - Nutrition Services – Head Start
 Clerk - Operations – Head Start
 Project Assistant/Promotions - CASE

S-4		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	19.00	23.46	27.92
	Daily	152.00	187.68	223.36
	230 Days	34,960	43,166	51,373
	240 Days	36,480	45,043	53,606
<u>Job Titles:</u> Administrative Assistant - CCP Administrative Assistant – Compliance/Records Administrative Assistant – CSSS Administrative Assistant – Head Start Administrative Assistant - Marketing and Client Engagement Administrative Assistant to Director Admin Support Assistant Clerk – Business Services Clerk - Customer Support/Imaging II – Records Management Clerk - Fixed Assets Clerk – General Office II – Adult Education Financial Assistant Office Clerk – Professional Development/Technology Office Clerk – Staffing Secretary Secretary to Director Secretary – Head Start Secretary to Principal Specialist - Data Compliance – Head Start				

S-5		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	21.50	26.54	31.58
	Daily	172.00	212.32	252.64
	230 Days	39,560	48,834	58,107
	240 Days	41,280	50,957	60,634
<u>Job Titles:</u> Administrative Assistant – Chief HR Officer Administrative Assistant – Chief Operations Officer Administrative Assistant – Director Administrative Assistant – Events Administrative Assistant – Senior Director Assistant - Financial Assistant/Adm – Senior Director Assistant - Food Contract				

Secretary to Senior Director
 Specialist - Accounts Payable
 Specialist – Contract - Procurement
 Specialist - Contract Billing – Choice Partners
 Specialist - Imaging & Content Support – Records Management
 Specialist - Payroll
 Specialist - Payroll/TRS Reporting
 Specialist - P-card
 Specialist - Procurement Services
 Specialist - Recruitment – Human Resources

S-6		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	24.75	30.56	36.37
	Daily	198.00	244.48	290.96
	240 Days	47,520	58,675	69,830
<u>Job Titles:</u> Executive Assistant – Assistant Superintendent Executive Assistant – Board of Trustees Specialist - Benefits Specialist - Logistics Specialist - Payroll Lead Specialist - Records Contract Specialist - Senior Accounts Payable				

S-7		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	28.50	35.19	41.88
	Daily	228.00	281.52	335.04
	162 Days	36,936	45,606	54,276
	180 Days	41,040	50,674	60,307
<u>Job Titles:</u> Occupational Therapy Assistant Physical Therapist Assistant				

S-8		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	34.50	42.60	50.70
	Daily	276.00	340.80	405.60
	240 Days	66,240	81,792	97,344
<u>Job Titles:</u> Senior Executive Assistant – Superintendent				



FY 2025-2026 Salary Schedule

Harris County Department of Education

Instructional Support Salary Schedule

I-1		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	15.50	18.90	22.30
	Daily	124.00	151.20	178.40
	191 Days	23,684	28,879	34,074
Job Titles: Educational Aide I - Schools				

I-2		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	16.75	20.43	24.11
	Daily	134.00	163.44	192.88
	191 Days	25,594	31,217	36,840
Job Titles: Educational Aide II - Schools				

I-3		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	19.25	23.48	27.71
	Daily	154.00	187.84	221.68
	191 Days	29,414	35,877	42,341
Job Titles: Educational Aide III - Schools				



FY 2025-2026 Salary Schedule

Harris County Department of Education

Instructional Support Salary Schedule – Head Start

<u>E-1</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	15.50	18.90	22.30
	Daily	124.00	151.20	178.40
	200 Days	24,800	30,240	35,680
	Job Titles: Teaching Assistant Relief Teaching Assistant			

<u>E-2</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	17.48	21.32	25.16
	Daily	139.83	170.55	201.27
	218 Days	30,483	37,180	43,877
	Job Titles: Early Childhood Teacher – pre-CDA			

<u>E-3</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	20.39	24.87	29.35
	Daily	163.14	198.98	234.82
	200 Days	32,628	39,796	46,964
	218 Days	35,565	43,378	51,191
Job Titles: Early Childhood Teacher – CDA Teacher – CDA				

<u>E-4</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	23.31	28.42	33.54
	Daily	186.44	227.37	268.30
	200 Days	37,288	45,474	53,660
	218 Days	40,644	49,567	58,489
Job Titles: Early Childhood Teacher - AA Teacher - AA				

<u>E-5</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	26.22	31.97	37.73
	Daily	209.73	255.77	301.81
	200 Days	41,946	51,154	60,362
	218 Days	45,721	55,758	65,795
Job Titles: Early Childhood Teacher - BS Teacher - BS				



FY 2025-2026 Salary Schedule

Harris County Department of Education

Operations Support Salary Schedule

<u>O-1</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	15.50	18.90	22.30
	Daily	124.00	151.20	178.40
	190 Days	23,560	28,728	33,896
	218 Days	27,032	32,962	38,891
	240 Days	29,760	36,288	42,816
	Job Titles: Cook – Head Start Custodian – Adult Education Custodian – Head Start Custodian – Facilities Custodian - Schools			

<u>O-2</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	16.50	20.13	23.76
	Daily	132.00	161.04	190.08
	210 Days	27,720	33,818	39,917
	230 Days	30,360	37,039	43,718
	240 Days	31,680	38,650	45,619
	Job Titles: Courier - Facilities Courier – Head Start Clerk - Food Services - Schools Clerk – Mail - Facilities Parking Monitor - Facilities			

<u>O-3</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	17.75	21.64	25.53
	Daily	142.00	173.12	204.24
	240 Days	34,080	41,549	49,018
	Job Titles: Maintenance Worker Warehouseman			

<u>O-4</u>		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	20.75	25.30	29.85
	Daily	166.00	202.40	238.80
	240 Days	39,840	48,576	57,312
	Job Titles: Bus Driver Technician - Maintenance I Technician - Records Center			

Specialist - Construction Environmental - Facilities
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O-5		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	24.25	29.57	34.89
	Daily	194.00	236.56	279.12
	240 Days	46,560	56,774	66,989
Job Titles: Specialist - Senior Customer Support/Imaging Center Technician - Maintenance II Technician - Transportation Utility Craftsman II				

O-6		MINIMUM	MIDPOINT	MAXIMUM
	Hourly	27.75	33.84	39.93
	Daily	222.00	270.72	319.44
	240 Days	53,280	64,973	76,666
Job Titles: Technician - Maintenance III Technician - Senior Records Center				



STIPENDS

Harris County Department of Education

Certified Instructional Teachers	
Advanced Degree* (Subject Area)	\$1,000
HCDE Identified Critical Needs Stipends:	
Bilingual	\$4,200
Board Certified Behavior Analyst	5,000
Math	3,500
Reading	2,000
Science	3,500
Special Education	2,000
Additional Certificate	150
Certified SBEC Counselors	
Special Education	\$2,000
STAAR/EOC Testing	1,000
Certified SBEC Assistant Principals	
Special Education	\$2,000
Response Team Member	
Assigned AB Campus Staff	\$3,000
Academic & Behavior School Special Education Assignment	
Certified Teacher	\$5,250
Educational Aide	\$4,000

*Effective August 1, 2011, the Advanced Degree Stipend will only be awarded to certified teachers hired on or after August 1, 2011 who possess an advanced degree specific to his/her assigned subject area.

A stipend shall not be paid to an employee unless it is part of the Board of Trustees' approved Salary Schedule for certified instructional teachers, counselors, and assistant principals. All of the following recommendations for employee stipends must be made directly to the Board: certification, additional work duties, added assignments, or any other requests.



SUBSTITUTE PAY CHART

Harris County Department of Education

Substitute Pay Chart

POSITION	Pay Rate
Educational Aide	\$125/day
Teacher (Degree Only)	\$200/day
Teacher (TX Teacher Certificate)	\$260/day
Assistant Principal	\$375/day
Nurse	\$300/day
Bus Driver	\$20/hour

Relief Instructor Pay Chart

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



SUPPLEMENTAL SALARY CHART

Harris County Department of Education

Adult Education	
Aide with High School Diploma	\$16.00/hour
Aide with 12 College Credit Hours	\$16.50/hour
Career Pathways Instructor	\$40.00/hour
Clerk	\$16.00/hour
Craft Instructor	\$40.00/hour
Program Assistant	\$33.00/hour
Substitute Teacher	\$25.00/hour
Teacher	\$30.00/hour
Transition Specialist/Career Navigator	\$30.00/hour
Head Start	
Assistant Cook	\$2,000/year
Cook Supplemental Pay	\$1.75/hour
Early Head Start Center Management	\$3,000/year
Healthy Living Catering/Policy Council	\$2,000/year
Substitute Teaching Assistant	\$15.00/hour
Teaching Assistant Supplemental Pay	\$1.61/hour
Translator – Policy Council	\$25.00/hour
Special Schools	
Administrator – Summer/Extra Duty Pay	\$35.00/hour
Bus Aide	\$17.00/hour
Bus Driver	\$500/year
Counselor – Summer/Extra Duty Pay	\$32.00/hour
Educational Aide – Summer/Extra Duty Pay	\$21.00/hour
Home Bound Student Services	\$40.00/hour
School Nurse – Summer/Extra Duty Pay	\$32.00/hour
Teacher – Summer/Extra Duty Pay	\$32.00/hour
Trainer Pay – Boys Town and Love & Logic	\$38.00/hour
Interns	
High School Student	\$15.00/hour
College Student	\$17.00/hour



ADULT EDUCATION STIPEND

Harris County Department of Education

Adult Education Professional Development Stipend

Eligibility: part-time staff only

Position	Required Hours	Category of Required Professional Development	Stipend
<ul style="list-style-type: none"> • Teacher • Substitute Teacher • Program Assistant 	15	3 hours – Principles of Adult Learning 6 hours – Literacy 6 hours – Other	\$450
<ul style="list-style-type: none"> • Clerk • Aide • Transition Specialist • Career Navigator 	3	3 hours – Other	\$45
Additional training	N/A	Paid at hourly rate if required and approved. Excludes full-time positions.	

Staff required to complete only half of the professional development hours will receive half of the stipend amount.



EMPLOYEE BENEFITS

Harris County Department of Education

HCDE provides the following Employer-Paid Benefits:

- Employee Assistance Program (EAP)
HCDE's EAP program with Alliance Work Partners, provides for eight counseling sessions per issue/per year for benefits eligible employees and their family members. Issues can range from family problems, stress, alcohol/drug abuse, depression, anxiety, legal, and/or financial problems. HCDE pays \$1.99 per month (or \$23.88 annually) per employee.
- Life Insurance
A basic \$20,000 life and accidental death policy is provided to all benefits eligible employees. HCDE's monthly cost for these policies is \$1.20 (or \$14.40 annually) per employee.
- Medical Insurance
HCDE participates in the TRS ActiveCare Plan. Coverage is provided by Blue Cross Blue Shield. Employees may select coverage under TRS ActiveCare-HD, ActiveCare Primary or ActiveCare Primary Plus for coverage of the Employee, Employee & Spouse, Employee & Children, or Family. Employees already enrolled in TRS ActiveCare 2 may remain in the plan, but it is closed to new enrollments. All employees working 20 or more hours per week are eligible to enroll and receive employer contributions. HCDE contributes for employee coverage up to \$501.00 per month (or \$6,012 annually) for enrollees in the TRS Active Care plans.
- Social Security and Medicare Tax
All HCDE employees must participate in the Social Security System. The tax rate is 6.2% for Social Security and 1.45% for Medicare for both the employee and the employer.
- Teacher Retirement System (TRS)
In addition to the Social Security System, HCDE also participates in the Teacher Retirement System. Participation is mandatory for all HCDE employees working 20 or more hours per week in a TRS eligible position. Employees contribute 8.25% to their TRS retirement account and 0.65% to TRS-Care. TRS-Care is a program designed to provide health benefits to eligible HCDE employees upon retirement. HCDE pays 0.75% of gross salary of each TRS active employee to TRS-Care. HCDE also contributes 2.0% of all eligible TRS compensation for the reporting entity payment for non-OASDI members.
- Unemployment Insurance
HCDE provides unemployment insurance for all employees. HCDE pays a contribution on wages at a rate of 0.39%. Claims are managed by Experian.

- Workers Compensation Insurance
All employees are protected by workers' compensation insurance. HCDE is insured with the Texas Association of School Boards. 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 four 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)
 4. School Bus Driver

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 & Permanent Life Insurance
Full time employees may purchase additional life insurance for themselves and their dependents.
- Retirement Plan (Voluntary)
Employees may participate in the 403(b)-retirement savings plan and/or a 457-retirement savings plan. In both plans, money is set aside on a pretax basis to be invested in annuities and mutual funds.
- Vision Coverage
Coverage includes a routine eye exam, glasses or contact lenses every 12 months.
- Dental Coverage
Coverage has two plans to select from (DHMO and PPO) and includes routine preventative, restorative and periodontal services.
- Cancer Protection
Supplemental coverage to provide cash benefits should an employee be diagnosed with cancer. Two levels of coverage are available.
- Disability Insurance
Coverage provides long term salary protection when an employee is unable to work due to a disability.
- Prepaid Legal
The plan provides services including wills, power of attorney, living trusts for employees and their spouses, traffic ticket defense (except DUI) contract review, assistance with identity issues, real estate and family matters.

- Identity Theft Protection
Coverage has two levels of protections from which to select. Plans include credit monitoring, cyber alert internet surveillance, and full-service identity restoration.
- Accident Plan
The plan has two levels of coverage from which to select. Coverage provides for some financial benefit to help with out-of-pocket costs associated with the emergency treatment of or hospitalization for a covered accident.
- Hospital Indemnity Plan
The plan has two levels of coverage from which to select. Coverage provides for some financial benefit to help with out-of-pocket costs associated with the hospitalization for a covered illness or accident.
- Telemedicine
The plan provides for virtual healthcare for common conditions and illnesses such as allergies, sinus, cold & flu, and bladder infection. Access to a doctor is available 24/7 by phone, mobile app or online portal.



ADMINISTRATIVE GUIDELINES

Harris County Department of Education

Compensation Policy

Refer to board policies DEA, DEAA, and DEAB Legal and Local for all policies and state and federal regulations governing employee pay practices.

The superintendent shall recommend an annual compensation plan for all employees to the board for approval. The employee compensation plan may include wage and salary structures, stipends, benefits, and incentive pay plans.

The superintendent and designees shall administer the compensation plans consistent with board policies, the annual budget approved by the board, and these administrative guidelines.

Description of Pay Systems

Employee pay systems are designed and administered for the purpose of attracting and retaining qualified employees to achieve the goals of the department. Human Resources is responsible for the maintenance and administration of employee pay systems. Teachers will be paid according to a salary schedule that correlates salaries with total years of creditable service in education. Other jobs will be assigned to a pay grade and range structure that sets the range of pay for the position.

The pay plan includes:

- Teachers
- Administrative Exempt Staff
- Professional Support Exempt Staff
- Technology Exempt and Nonexempt Staff
- Admin Support Nonexempt Staff
- Instructional Support Nonexempt Staff
- Operations Nonexempt Staff

Pay ranges and salary schedules are reviewed and adjusted periodically. Employee pay is adjusted based on the pay increase budget and guidelines approved by the board annually.

Job Description

Job documentation is an essential function in the administration of the compensation system. Accurate and complete job documentation will be collected and maintained by Human Resources with input from job supervisors. Job descriptions will define job qualifications, job purpose, major duties and responsibilities, working conditions, and exemption status. Job titles are assigned by Human Resources to accurately reflect the level and nature of work and the departmental structure of the department.

Job descriptions will be updated by Human Resources with input from supervisors. Supervisors should review job descriptions at least every three years and at each vacancy. Employees will

sign off on their job description when hired and when the job description changes, acknowledging and agreeing to the general responsibilities of the job.

Duty Calendars

Duty calendars are determined based on the business needs of the department and will align with pay cycles. The department will strive to maintain few duty calendar variations. A duty calendar will be maintained for each position.

Pay Schedule

Employees are paid semi-monthly (the 15th and the last workday of each month). Each pay period, annualized income will be equivalent to 1/24th of the annual salary. Employees who began work after the start date for their assigned position will have their pay calculated based on the number of workdays remaining in the school year. This prorated amount will be divided by the number of pay periods remaining in the school year and will become the employee's semi-monthly salary through the duration of that school year. Non-salaried employees or part-time employees who work from the 1st through the 15th of the month will receive their pay on the last workday of the month. Time worked between the 16th and the last day of the month will be paid on the 15th of the following month.

Exemption Status

All jobs will be classified as exempt or nonexempt in accordance with the requirements of the federal Fair Labor Standards Act (FLSA) and documented on the job description. Human Resources will determine the classification of each position based on a description of assigned job duties and weekly pay. In order to be exempt, the employee's primary duties must meet the requirements defined by federal regulations for the executive, administrative, professional, or computer employee exemption test or be a teacher, and the employee must meet applicable federal salary requirements. All employees who do not meet the legal requirements for exemption are classified as nonexempt.

Job Classification

Job classification determines the assigned pay range for a job. Job classification is based on job requirements, assigned duties, and market rates. All jobs are classified for pay based on the relative level of knowledge and skill requirements, scope and complexity of assigned duties, job accountability, and working conditions. Human Resources will collect job information, evaluate jobs for classification purposes, and assign jobs to pay grades.

Classification of New Positions

Prior to posting, new positions must have a written job description created collaboratively by the hiring supervisor and Human Resources. Human Resources will recommend to the superintendent the pay grade classification of new positions based on the description, qualifications required, and market value. New positions must be classified in the pay system prior to hiring new employees.

Job Reclassification

A job reclassification occurs when a job classification is changed to a higher or lower pay range. Jobs may be reclassified as a result of a significant and sustained change in job duties assigned, a need to improve internal pay equity with similar jobs, or a change in competitive market rates.

Procedures for Job Reclassification

Review of job reclassifications must be initiated by the division director or by Human Resources. Jobs previously submitted for review or FTEs added within the last school year are not eligible for review. Reviews will be conducted as follows:

A request for a job classification review must be submitted on a form provided by Human Resources that describes the rationale for reclassifying the position and provides an explanation of changes in job duties and responsibilities. The request also should include current and proposed job descriptions. The request must be approved by the division director before submitting to Human Resources.

Human Resources will review the request and obtain additional information, if needed. Additional information may be obtained from the supervisor, employee(s), and/or external job market pay data.

Human Resources will evaluate the job classification and prepare a recommendation for review by the superintendent or designee.

Salary Adjustments for Job Reclassification

A change in job classification will result in a greater or lesser potential for long-term pay advancement. Salary adjustments cannot be made for contract employees after the beginning of the contract term unless the job responsibilities have increased. Salary changes for contract employees are prohibited during the contract term. Human Resources should evaluate the need for salary adjustment for reclassified employees and use appropriate demotion or promotion procedures.

Salary placement for an employee who is reclassified will follow the guidelines for placement of a new hire with additional adjustments made as needed to achieve pay equity among peer employees.

- If the job is reclassified upward due to an increase in level of responsibilities, the procedure for promotion increases may be applied;
- If the job is reclassified due to departmental changes, there may be no immediate pay increase;
- If the job is reclassified due to a change in the competitive job market for hard-to-fill positions, equity adjustments may be made at the direction of the superintendent subject to contractual pay change restrictions;
- If the job is reclassified to a lower pay range based on a reduction in level of assigned responsibilities, the employee's pay may be reduced at the direction of the superintendent for the following school year. Refer to procedures on pay adjustments for reassignment to a lower pay grade.

General Pay Increases and Eligibility

Employee pay will be reviewed annually for adjustment. The general pay increase (GPI) may be recommended to the board by the superintendent each year. They are based on the annual amount budgeted for pay raises and approved by the board. General pay increases provide the same dollar amount of increase to employees in the same pay grade. Teachers will be granted a GPI and reflected in the hiring schedule for the next year.

To receive a general pay increase, an employee must be in a paid status or on an approved leave of absence at the time of the first pay cycle reflecting the pay increase. Eligible employees must have received satisfactory evaluation in the preceding year.

Employees on Salary Schedules

Pay increases for jobs on salary schedules are calculated by applying the percent increase approved by the board each year to the market rate.

Annual Increase Example:

Market Rate:	\$55,000
% Increase	.02
Annual Increase	\$1,100

Employees on Pay Ranges

General pay increases for employees on pay ranges are calculated by applying the percent increase approved by the board each year to the midpoint rate of the pay range. Employees in the same pay grade will receive the same rate of increase when pay increases are calculated as a percent of midpoint.

<u>Hourly Rate Increase</u> (midpoint x %)		<u>Annual Increase</u> (hourly rate increase x duty hours x duty days)	
Pay Range Midpoint:	\$15.00	Duty Hours:	8.0
% Increase:	.02	Duty Days:	226
Hourly Rate Increase:	\$0.30	Annual Increase:	\$542.40

Head Start Cost of Living Adjustments

HCDE Head Start employees receive the Cost of Living Adjustment (COLA) from the Office of Head Start (OHS). Notice of the approved increase is generally received mid-calendar year. The COLA is effective January of the current budget year. In other words, the increase is usually retroactive, dating back to January 1 of the current year or as authorized by OHS . In order to receive the COLA when the increase is applied to the payroll, an employee must be currently employed with the Head Start Division. COLA adjustments are subject to any provisions specified by OHS.

Example: If increases are calculated and applied to the September 15 payroll, then the employee must be a current employee in the Head Start Division on this date. If employment is terminated (voluntary or involuntary), or if the employee transfers to another division prior to this date, then the employee is not eligible to receive the COLA.

Individual Equity Adjustments

The Superintendent may make special equity adjustments to individual employee salaries to correct identified internal or external pay equity problems. Equity adjustments are made only on as-needed basis at the direction of the Superintendent. Equity adjustments may be made to retain an employee who is at risk due to competitive pay problems; to correct an internal pay inequity; or to compensate an employee for a significant change in job responsibilities that do not result in a job classification change. All special equity adjustments must be reported to the Board in the Human Resources Information section of the monthly board agenda by the next regular Board meeting.

Placement of New Hires

Salary Placement – Schedules for Teachers

Salaries for teachers who are new to the department will be determined by total creditable years of service in education and the department's salary schedule for the current year.

Creditable years of service will be determined by Human Resources as defined by state regulation at the time of employment (TAC Title 19, part II, 153.1021). New hires will receive salary credit for years of service up to a maximum of 30 years.

Salary Placement – Exempt and Nonexempt

Starting pay for a new hire in a pay range plan will be determined individually based on each person's job-related experience and qualifications, and salaries paid to peer employees in the same position with similar experience.

Peer equity. In multi-incumbent positions (e.g., classroom aide), starting pay for a new hire should not exceed rates being paid to other employees in the same job with similar experience and qualifications.

Placement credit for prior experience. Starting pay for exempt and nonexempt jobs that require prior experience may utilize the following guidelines for calculation, but will still be evaluated against peer equity and midpoint limits before a final amount is determined.

- Percent increase. Pay is calculated at 1 percent above minimum for each year of job experience directly related to job duties. Credit for teaching experience is limited to 30 years for salary placement for teachers promoted to a position that requires educator certification on the Administrative Professional pay schedule.
- Placement scale. Salary placement scales may be used to determine rates of pay for newly hired nonexempt employees. Individual employee placement may be based on job-related experience approved by the department. Credit will be given for years of experience granted by Human Resources based on the department's salary placement scale for nonexempt jobs. Current employees may be paid above the placement scale. Salary placement scales are reviewed and may be adjusted on an annual basis and salary advancement is not guaranteed.

Reassignments

Pay Adjustments for Reassignment to a Higher Pay Grade

A promotion occurs when an employee is moved to a different job in a higher pay grade. Salary placement for an employee who is promoted to a job in a pay grade with a higher midpoint will follow the guidelines for placement of a new hire with additional adjustments made as needed to achieve pay equity among peer employees. Employees promoted internally will not be paid less than a new hire with similar experience.

Example of promotion from paraprofessional pay grade 1 to pay grade 2:

<u>New Hire Pay Rate in PG 2</u>		<u>Minimum 3% Increase</u>	
Employee Current Rate	\$10.37	Employee Current Rate	\$10.37
Credited Experience	3 years	3 Percent Increase	x 1.03
Calculated Hourly Rate	\$12.00	Employee New Rate	\$10.68

The higher of the two calculations becomes the new hourly rate: \$12.00

Example of promotion from paraprofessional pay grade 3 to pay grade 4:

<u>New Hire Pay Rate in PG 4</u>		<u>Minimum 3% Increase</u>	
Employee Current Rate	\$15.59	Employee Current Rate	\$15.59
Credited Experience	7 years	3 Percent Increase	x 1.03
Calculated Hourly Rate	\$16.26	Employee New Rate	\$16.06

The higher of the two calculations becomes the new hourly rate: \$16.26

Pay Adjustments for Reassignment to a Lower Pay Grade

Reassignment to a different job in a lower pay range is considered a demotion and a corresponding reduction in pay may result. A pay adjustment for reassignment to a lower pay range requires approval of the superintendent.

Contract employees. A reduction in pay as a result of a demotion will not be made during the current contract year, unless mutually agreed to by the employee and the department in writing. Demotions that become effective during the contract term may result in a pay reduction for the following school year provided notice of the reduction is given to the employee before the penalty-free resignation date (i.e., 45 days before the first day of instruction for the next school year). Pay reductions for contract employees are made at the direction of the superintendent and may follow the same guidelines as pay reductions for noncontract employees.

Noncontract employees. Subject to approval by the superintendent, a reduction in pay for a demotion will be made effective with the new assignment to a lower pay grade. The employee's base rate of pay (hourly or daily) may be calculated the same as a new hire's pay in the lower pay grade, with peer equity factored into the final determination.

Pay adjustments may also be made for a longer or shorter work year associated with the change in duty assignment. In the case of a demotion from a pay range structure to an experience-based placement scale, salary placement will be made according to years of experience.

Review and Adjustment of Pay Ranges

Human Resources will review pay structures annually and recommend adjustments as needed to maintain competitive alignment with external job markets and internal alignment of career pathways. Adjustments to pay ranges are made prior to the calculation of pay increases.

If no pay raise is approved by the board, no pay range adjustments will be made. Salary schedules will be adjusted only to update the years of service associated with a pay rate.

Reinstatement Following Break in Service

An employee who is rehired for the same position following a break-in-service that is less than 12 months shall be reinstated at the same pay rate previously held prior to the break-in-service, or according to the procedures for placement of new hires, whichever is greater.

If rehired at a different pay grade level or rehired following a break in service that is longer than 12 months, the employee's pay will be placed according to the procedures for placement of new hires.

Stipends and Allowances

A stipend shall not be paid to an employee unless it is part of the Board of Trustees' approved Salary Schedule for certified instructional teachers, counselors, and assistant principals. All of the following recommendations for employee stipends must be made directly to the Board: Certification, additional work duties, added assignments, or any other requests. The Superintendent is only authorized to provide allowances to employees for cell phones and travel. Refer to the Supplemental Salary Chart for supplemental pay rates approved by the Board of Trustees as part of the HCDE Salary Schedule.

General Guidelines: Job Classification Review

Job classification determines the assigned pay range for a job and is based on job requirements, assigned duties, and market rates. All jobs are classified for pay based on the relative level of knowledge and skill requirements, scope and complexity of assigned duties, job accountability, and working conditions.

A reclassification occurs when a job classification is changed to a higher or lower pay range.

Job classification changes may be warranted for the following reasons:

- A substantial and sustained change in job duties assigned
- A significant change in the competitive price for the job
- Identification of an internal inequity related to other jobs

Administrative procedures should provide a process for reviewing job reclassifications. The procedures should identify:

- Who has authority to initiate a request for job reclassification
- What supporting information needs to be provided
- Who is responsible for analyzing the request and making a recommendation
- What is the timeline for receiving and completing reviews
- When is the effective date of a job reclassification
- Who has final approval authority and if there will be an option to appeal

Changing the pay grade classification for a job should be based on the work itself and not solely due to the request of the job incumbent or supervisor. Job classification changes should be limited and relatively infrequent. These infrastructure changes to the pay plan should not be a result of negotiation. Instead, changes should be based only on a review of job duties relative to other jobs in the department and market data.

Review of job reclassifications must be initiated by the division director or by Human Resources. Jobs previously submitted for review within the last 18 months and newly created jobs are usually not eligible for review.

A request for a job classification review must be submitted on a form provided by Human Resources that describes the rationale for reclassifying the position and provides an explanation of changes in job duties and responsibilities. The request must be approved by the division director before submitting to Human Resources.

Human Resources will evaluate the job reclassification and prepare a recommendation for review by the superintendent or designee.

Request for Job Classification Review

Request Date: _____ Job Title to Review: _____

Current Pay Grade: _____ Requesting Supervisor: _____

Requested Pay Grade: _____ Supervisor Job Title: _____

Job classification groups jobs of similar value into pay grades and pay ranges, and is based on the requirements of the job with the following factors taken into consideration:

- ◆ Knowledge (education and specialized experience)
- ◆ Effort (decision-making, complexity, communication responsibility)
- ◆ Responsibility (scope of impact, financial accountability, supervisory responsibility)
- ◆ Environment (exposure to hazardous working conditions)
- ◆ External Job Market Value

Requests should include a copy of the current job description and departmental chart.

1. Why do you feel that this job is assigned to the wrong pay grade level?

2. How has the job changed? What led to the change in job duties and responsibilities?

3. List core job responsibilities and percent time required for each (use additional pages if needed).

% time: _____

% time: _____

% time: _____

% time: _____

Signature of Division Director

Date



Glossary Section





GLOSSARY

Harris County Department of Education

AB School -Adaptive and Behavior School

Account Code – This is the second part of the eFinance Account Code. It is an eight-digit numerical sequence consisting of the 4-digit object code and 4-digit sub-object code used for accounting purposes. Follows the Budget Code. See **Object Code** and **Sub-object Code**.

Account Number (Budget Number) – Consists of the **Budget Code** and the **Account Code**; the numerical sequence necessary to reflect budget operations and conditions, such as estimate revenues, appropriations, and encumbrances, the net balance, and other related information.

Accounting Period – A period at the end of which and for which financial statements are prepared; for example, September 1 through August 31.

Accrual Basis – Accrual accounting attempts to records the financial effects on an enterprise of transactions and other events and circumstances that have cash consequences for an enterprise in the periods in which those transactions, events, and circumstances occur rather than only in the periods in which cash is received or paid by the enterprise. Accrual accounting is concerned with the process by which cash expended on resources and activities is returned as more (or perhaps less) cash to the enterprise, not just with the beginning and end of that process. It recognizes that the buying, producing, selling, and other operations of an enterprise during a period, as well as other events that affect enterprise performance, often do not coincide with the cash receipts and payments of the period.

ACFR – Annual Comprehensive Financial Report

Adopted Tax Rate – The total adopted rate is composed of a maintenance and operation rate (M&O) and a debt service rate (sometimes referred to as the Interest and Sinking, or I&S, rate). Rates are expressed per \$100 of taxable value.

Allocation – A part of a lump-sum appropriation, which is designated for expenditure by specific organization units and/or for special purposes, activities, or objects.

Appraisal – (1) The act of appraising; (2) The estimated value resulting from such action.

Appraise – To make an estimate of value, particularly of the value of property. Note: if the property is valued for purpose of taxation, the less-inclusive term “assess” is usually used.

Appropriation – Budget dollars that have been set aside for a particular use.

Appropriation Account – A budgetary account set up to record specific authorization to spend. The account is credited with original and any supplemental appropriations and is charged with expenditures and encumbrances.

Arbitrage – In the context of government finance, the reinvestment of the proceeds of tax-exempt securities in materially higher-yielding taxable securities.

Assess – To value property officially for the purpose of taxation. Note: the term is also sometimes used to denote the levy of taxes, but such usage is not correct because it fails to distinguish between the valuation process and the tax levy process.

Assessed Valuation – A valuation set upon real estate or other property by a government as a basis for levying taxes.

Assets/Personal Property – Property (fixed assets or capital assets) that is generally portable and owned by an entity (sometimes leased); which has a monetary value.

Assets/Real Property – Real estate or other property owned by an entity, which has a monetary value.

Balanced Budget – A budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund.

Bill – A term used to denote a law or statute passed by certain legislative bodies. A bill has greater legal formality and standing than a resolution.

Board of Education – The elected or appointed body that has been created according to State law and vested with responsibilities for educational activities in each geographical area.

These bodies are sometimes called school boards, governing boards, school trustees, etc.

Bond – A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future, called the date of maturity, and carrying interest at a fixed rate, usually payable periodically. The difference between a note and a bond is that the latter usually runs for a longer period and requires greater legal formality.

Bonded Debt – The part of debt which is covered by outstanding bonds. Sometimes called “Bonded Indebtedness.”

Bonds Issued – Bonds sold.

Bonds Payable – The face value of bonds issued and unpaid.

Budget – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them.

Budget Code – This is the first part of the eFinance Account Code. It is fourteen digit numerical sequence consisting of the 3-digit fund code, 1-digit year code, 2-digit function code, 3-digit location code, 2-digit program code, and the 3-digit budget manager code, used to accounting purposes; precedes the **Account Code**. See **Fund Code**, **Function Code**, **Location Code**, **Program Code**, and **Budget Manager Code**.

Budget Manager Code – Denotes a program, purpose, or division applicable to the revenue or expenditure; part of the Budget Code: XXX-X-XX-XXX-XX-**XXX**.

Capital Asset – Same as **Fixed Asset**. Usually depreciated in governmental accounting

Capital Budget – A plan of proposed capital outlays and the means of financing them for the fiscal period. It is usually a part of the current budget. A capital program is sometimes referred to as a capital budget.

Capital Outlay – Expenditures which result in the acquisition of or addition to fixed assets. A fixed asset is defined as a tangible item whose expected useful life is over one year and whose value is more than \$1,000 and less than \$5,000 per item. It is not depreciated. A capital asset is defined as a tangible item (fixed asset) whose expected useful life is over one year and whose value exceeds \$5,000 per item. It is depreciated if applicable.

Capital Expenditure – charges for the acquisition at the delivered price including transportation, costs of equipment, land, buildings, or improvements of land or buildings, fixtures and other permanent improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$5,000 and a useful life expectancy of greater than 1 year.

Capital Project – A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure in which the local education agency is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

CASE – Center 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.

Defeasance – the method of rendering outstanding bonds null and void. The liability is not considered extinguished; they remain outstanding to the bond holders, but Debt Service Fund activity has ceased for that debt.

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**)

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.

Encumbrance – Commitments related to unperformed contracts for goods or services.

Enterprise Fund – Proprietary fund type used to report an activity for which a fee is charged to external users for goods and services.

FASRG – Financial Accountability System Resource Guide – Describes the rules for financial accounting for Charter Schools, Education Service Centers and School Districts. Texas Administrative Code (TAC) §109.41.

Fiduciary Funds – A category of funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government’s own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Final Amended Budget – Term used in connection with budgetary reporting. The original budget adjusted by all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes applicable to the fiscal year, whenever signed into law or otherwise legally authorized.

Financial Resources – Resources that are or will become available for spending.

Fiscal Year (FY) – A twelve-month period to which the annual budget applies and at the end of which the entity determines its financial position and the results of its operations.

Fixed Asset – A permanently owned thing; an asset of a business that is central to its operation and is not traded. Usually not depreciated in governmental accounting.

Food Service – Function 35; those activities that have as their purpose the preparation and serving of regular and incidental meals, lunches, or snacks in connection with school activities.

Full-time Equivalent (FTE) – is a ratio that represents the number of hours that an employee works compared to 40 hours.

Function Code – As applied to expenditures, this term has reference to an activity or service aimed at accomplishing a certain purpose; for example, Instruction, Administration, etc.; part of the **Budget Code**: XXX-X-XX-XXX-XX-XXX.

Fund – A sum of money or other resources set-aside for specific activities of a school district. The fund accounts constitute a complete entity and all the financial transactions for the fund are recorded in them.

Fund Code – 3-digit code assigned to accounts for funds with separate purposes, part of the

Budget Code: XXX-X-XX-XXX-XX-XXX.

Fund Balance – The difference between assets and liabilities reported in a governmental fund.

Fund Balance:

Assigned – Amounts constrained by the state 's intent to be used for specific purposes, but are neither restricted nor committed, should be reported as assigned fund balance. Intent should be expressed by the Texas Legislature, or a body (a budget or finance committee, for example) or official to which the governing body has delegated the authority to assign amounts to be used for specific purposes.

Unassigned – represents fund balance that has not been assigned to other funds and has not been restricted, committed or assigned to specific purposes within the general fund

Committed – Amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority (the Texas Legislature)

Restricted – constraints placed on the use of resources are either: Externally imposed by creditors (such as through debt covenants), grantors, contributors or laws or regulations of other governments; or imposed by law through constitutional provisions or enabling legislation.

Non-Spendable – classification includes amounts that cannot be spent because they are either: Not in spendable form, or legally or contractually required to be maintained intact.

GASB – Governmental Accounting Standards Board – An independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

General Fund – A fund used to finance the ordinary operations of the local education agency. Its available for a legally authorized purpose and consists of money not specifically designated for some other particular purpose.

GFOA – Government Finance Officers Association – An association that educates professionals about financial policy, best practices, education, training, networking, and leadership.

Governmental Funds – A generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The General Fund, special revenue funds, capital projects funds, debt service funds, and permanent funds are the types of funds referred to as *governmental funds*.

Grant – A contribution, either money or material goods, made by an outside entity or a governmental unit to another unit and for which the contributing unit expects no repayment. Grants may be for specific or general purposes.

HCAD – Harris County Appraisal District – Establishes the appraisal value of property within Harris County. This is done to allocate taxes fairly among all taxpayers.

HCDE – Harris County Department of Education

HCOEM – Harris County Office of Emergency Management – Helps prepare the residents and property of Harris County for disasters with training, education, and preparedness.

HCTO – Harris County Tax Office – Manages automobile registration, titling, property tax services, and voter registration for Harris County.

Internal Service Funds – Proprietary fund type that may be used to report any activities that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

I & S Tax – Interest and sinking is a term that is used interchangeably with debt service fund in discussing the components of the tax rate.

IRB – Institutional Review Board – A committee designated to review, monitor, and approve research involving humans.

ISS – Instructional Support Services

ITB – Invitation to Bid – A request made by a purchaser to prospective suppliers for their competitive price quotations on goods or services.

Location Code – Denotes the physical address of the revenue or expenditure, part of the Budget Code: XXX-X-XX-XXX-XX-XXX.

Levy – [Verb] To impose taxes or special assessments. [Noun] The total of taxes or special assessments imposed by a governmental unit.

Major Fund – Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to separate opinion in the independent auditor's report.

M & O Tax – Maintenance and operations is a term that is used interchangeably with general fund in discussing the components of the tax rate.

Modified Accrual Basis – Under the modified accrual basis of accounting, required for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

No-New-Revenue Rate (“NNRR”) – It replaced the Effective Tax Rate which is the tax rate that will impose the same total taxes as previous year if you compare properties taxed in both years.

Nominal Rate – the rate that appears on the tax bills

Object Code – As applied to expenditures, this term has reference to an article or services received; for example, payroll costs, or purchased and contracted services; part of the Account Code: **XXXX-XXXX**.

Operating Funds – Operating funds are used to pay for the day-to-day expenses of the Department. Those expenses include salaries, benefits, utilities, supplies, etc. They do not include construction, renovations and building maintenance, which are included under Internal service funds, and it does not include Federal Grants funded programs administered by the Department which are included under Special Revenue Funds.

Other Resources – An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends.

Other Uses – A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends.

P – Reference point for “Projected”.

Permanent Fund – one of the five governmental fund types established by GAAP. It is classified as a restricted true endowment fund for governments and non-profit organizations.

Principal of Bonds – The face value of bonds.

Professional Staff – This is a full-time equivalent count of teachers, professional support staff, campus administrators, and central administrators.

Program Code – The definition of an effort to accomplish a specific objective or objectives consistent with funds or resources available; part of the Budget Code: **XXX-X-XX-XXX-XX- XXX**.

Proprietary Fund – Sometimes referred to as *income-determination, business-like, or commercial-type* fund of state or local government. Examples are enterprise funds and internal service funds.

PFC – stands for Public Facility Corporation

QZAB – Qualified Zone Academy Bonds – A Federal Grant Program that provides funding for schools to renovate building and developing curricular.

Refunding – The issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time.

Reimbursement – Cash or other assets received as a repayment of the cost of work or services performed, or of other expenditures made for or on behalf of another governmental unit or department, or for an individual, firm, or corporation.

Reserve – An amount set aside for a specified purpose, or an account which records a portion of the fund balance that is to be segregated for some future use and, therefore, is not available for further appropriation and expenditure.

Rollback Rate – tax rate is the highest tax rate the taxing unit can set before taxpayers can start tax rollback procedures. This rate will now be recognized as “voter-approval tax rate” (**VAR**), after House Bill 3.

Sinking Fund – See Debt Service Fund

Special Education – This refers to the population served by programs for students with disabilities.

Special Revenue Fund – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditures for specific purposes.

Sub-object Code – A subdivision within an expenditure object classification.

TASB – Texas Association of School Boards – A nonprofit statewide educational association that serves and represents local Texas school districts.

TEA – Texas Education Agency.

TMS – Travel Management System

TRS – The **T**eacher **R**etirement **S**ystem of Texas is a public employee retirement system that is a multiple employer defined benefit pension plan. Based on salary and wages, for FY 2019-20 State law provides for a

- Member Retirement Contribution 8%
- TRS-Care Contribution for Member .65% and for Reporting Entity .75%
- State or Federal grant contribution rate of 8%
- Federal TRS-Care 1.25%
- Public Education Employer Contribution (formerly RE Payment for Non-OASDI Members: 1.5%)
- Pension Surcharge: 15.2% and
- TRS-Care Surcharge \$535

Tax Rate Components – See **I & S Tax** (Interest and sinking) **M & O** (Maintenance and Operations) **Tax**.

Taxes – Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

Unreserved and Undesignated Fund Balance – Available expendable financial resources in a governmental fund that are not the object of tentative management plans.

Voter-approval Rate (“VAR”) – It replaced the Rollback Rate tax rate which is the highest tax rate the taxing unit can set before taxpayers can start tax VAR procedures.



The Harris County Department of Education (HCDE) is dedicated to providing high-quality, cost-effective educational services to school districts, educators, government and non-profit organizations in Harris County.

Through schools for students with profound special needs, Head Start early childhood education, school-based therapy services and afterschool programs, HCDE supports all area school districts in meeting the needs of uniquely challenged learners while saving them millions of dollars each year through shared services. The Department is an innovative leader of literacy and workforce development programming for adult learners across the county. HCDE also provides various other educational support services including professional development for educators, school safety programs, educator certification, records management, and a national purchasing cooperative.

HCDE impacts an average of 150,000 students and educators each year. Using fees for service, grants, and the purchasing cooperative, HCDE turns one dollar of property taxes into five dollars of services.

HCDE is separate and distinct from other agencies of Harris County. The Department's primary service area covers 1,788 square miles but also provides support to school districts, education service centers and other governmental agencies across Texas and the nation.

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