



HIGHLIGHTS
of
INTERIM FINANCIAL REPORT
July 31, 2014

BUDGET AMENDMENT REPORT
for the August 19, 2014 Board Meeting

unaudited)
Prepared by
Business Support Services Division



Always Taking Care of Business!

Posted on our website at

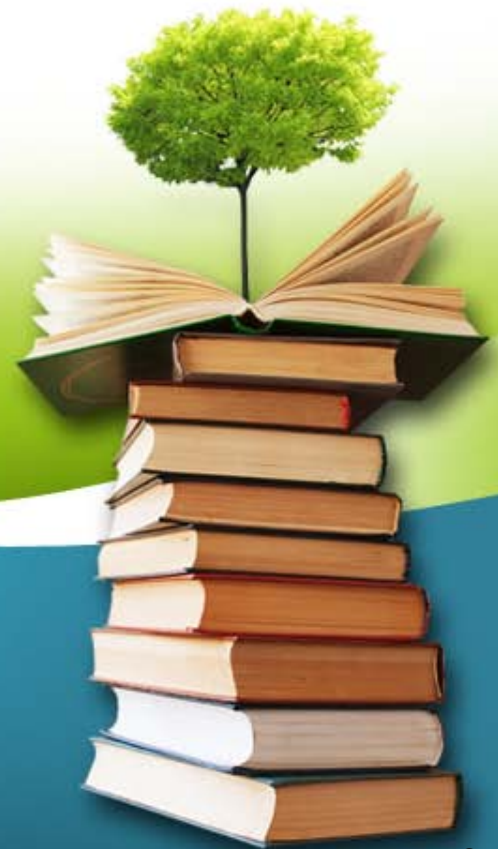
<http://www.hcde-texas.org/default.aspx?name=BusinessServicesHome>

Linked from State Comptroller's website

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



Texas Comptroller
Leadership Circle
Platinum Member



INTERIM FINANCIAL REPORT (unaudited)

GENERAL FUND Balance Sheet at July 31, 2014



	<u>ACTUAL</u>
<u>ASSETS</u>	
Cash and Temporary Investments	\$ 28,433,084
Property Taxes-Delinquent at September 1, 2013	1,050,756
Less: Allowances for Uncollectible Taxes	(31,523)
Due from Federal Agencies	182
Other Receivables	2,112,215
Inventories	149,524
Deferred Expenditures	-
Other Prepaid Items	24,665
TOTAL ASSETS:	<u><u>\$ 31,738,902</u></u>
<u>LIABILITIES</u>	
Accounts Payable	27,844
Bond Interest Payable	-
Due to Other Funds	-
Accrued Wages	-
Payroll Deductions	411,564
Due to Other Governments	-
Deferred Revenue	1,055,310
TOTAL LIABILITIES:	<u><u>\$ 1,494,718</u></u>
<u>FUND EQUITY</u>	
Unassigned Fund Balance	12,422,973
Non-Spendable Fund Balance	146,918
Restricted Fund Balance	518
Committed Fund Balance	1,108,000
Assigned Fund Balance	7,491,716
Excess(Deficiency) of Revenues & Other Resources	5,429,171
Over(Under) Expenditures & Other Uses	
TOTAL FUND EQUITY:	<u><u>\$ 26,599,296</u></u>
Fund Balance Appropriated Year-To-Date	3,644,888
TOTAL LIABILITIES, FUND EQUITY, AND FUND BALANCE APPROPRIATED TO DATE:	<u><u>\$ 31,738,902</u></u>

INTERIM FINANCIAL REPORT (unaudited)

ASST. SUPERINTENDENT FOR BUSINESS SERVICES' MESSAGE

As of July 31, 2014



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

Assigned: \$ 10,044,231

Unassigned: \$ 13,098,845

As of 7-31-2014, the estimated activity is: As the end of the year close is completed, a budget amendment will be submitted to the board for items assigned, restricted and committed that will roll forward into FY 2014

Description	9/1/2013	Appropriated YTD	Estimated Balance
Non-Spendable	\$ 146,918	\$ -	\$ 146,918
Restricted	117,019	(116,501)	518
Committed	1,408,000	(300,000)	1,108,000
Assigned	10,044,231	(2,552,515)	7,491,716
Unassigned	13,098,845	(675,872)	12,422,973
Total Fund Balance	\$ 24,815,013	\$ (3,644,888)	\$21,170,125

INTERIM FINANCIAL REPORT (unaudited)

As of July 31, 2014

Financial Ratios

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



INTERIM FINANCIAL REPORT (unaudited)

As of July 31, 2014

Indicator of Financial Strength

- Percent of Fund Balance to G/F Expenditures Ratio**

What is the percent of rainy fund balance?

Unassigned Fund Balance **\$12,422,973**

 Total G/F Expenditures **\$38,763,740**

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

- Working Capital Ratio**

What is the cash flow availability for the organization?

Total Current Assets
 Less Total Liabilities

31,738,902 – 1,494,717 \$30,244,184

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

32% FY14

33% FY13

\$30M FY14

\$30M FY13

Details on Schedule 3

Budgeted
26%

Details on Schedule 1

Budgeted
\$18 M

INTERIM FINANCIAL REPORT (unaudited)

As of July 31, 2014

Indicator of Efficient Leverage Reserves

- Unassigned Fund Balance Ratio**

How much is available in reserves?

Unassigned Fund Balance	\$12,422,97

	3
Total Fund Balances	\$30,244,184

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

- Debt to Income Ratio**

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

Annual Principal and Interest Payments on Term Debt and Capital Leases	\$2,274,038

G/F Revenue Less Facility Charges	\$44,192,910 – \$4,349,375

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

41% FY14

42% FY13

6% FY14

6% FY13

Details on Schedule 1

Budgeted
52%

Details on Schedule 5

Budgeted
7%

INTERIM FINANCIAL REPORT (unaudited)

As of July 31, 2014

Indicators of efficiency



- Tax Revenue to Total Revenue Ratio**

How efficient is HCDE at leveraging local taxes?

- Indirect Cost to Tax Ratio**

How much dependency on indirect cost from grants?

Total Tax Revenue \$19,843,938

Total Revenue \$78,871,028

Goal : < 20% of revenue
Benchmark: 20% to 30%
Danger: More than 30%

Indirect Cost General Fund \$1,334,025

Total General Fund Revenues \$44,192,910

Goal : >5%
Benchmark : 2% to 5%
Danger : Under < 2%

27% FY14

23% FY13

Details on Schedule 2

Budgeted
22%

3% FY14

4% FY13

Details on Schedule 3

Budgeted
5%

INTERIM FINANCIAL REPORT (unaudited)

As of July 31, 2014

Indicator of revenue growth



- Fee for Service Revenue Ratio**

How are revenues spread across All Funds?

- Fee for Service Revenue Growth Ratio**

What is the market growth for fee for services?

Total Fee for Service Revenues (G/F) \$21,528,432

Total Revenues \$74,871,028

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

Fee for Services Current Year Less Fee for Services Last Year

\$21,528,432 – 20,488,030

Fees for Service Last Year \$19,652,142

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

29% FY14

25% FY13

5% FY14

6% FY13

Details on Schedule 13-

Budgeted
25%

Details on Schedule 13-

Budgeted
6%



FY 2013-14 FUND BALANCE – BUDGETED ACTIVITY



FUND BALANCE CATEGORY	Sept 1, 2013 Beginning Unaudited	September- January 2014	April 2014	May-June 2014	July 2014	Est. F/Bal 8-31-14
Inventory	120,424					120,424
Asset Replace Schedule	1,500,000					1,500,000
Bldg & Vehicle Replacement Schedule	1,475,000	(369,200)				1,105,800
Carryover encumbrances	237,958					237,958
Deferred Revenue –HP Schools	103,300					103,300
Deferred revenues	26,494					26,494
Emp. Retire Leave Fund	1,250,000			(300,000)		950,000
PFC Construction	1,200,000		(1,000,000)			200,000
Early Childhood Intervention Funding	1,100,000	(778,000)				322,000
Insurance Deductibles	500,000					500,000
NEW Payroll System	295,000			(200,000)		95,000

FY 2013-14 FUND BALANCE – BUDGETED ACTIVITY



FUND BALANCE CATEGORY	Sept 1, 2013 Beginning Unaudited	September- January 2014	April 2014	May-June 2014	July 2014	Est. F/Bal 8-31-14
PFC Lease payment	807,915					807,915
Preschool Preparedness Initiative Program	1,500,000					1,500,000
Program start up	50,000	(50,000)				0
Local Construction Fund 170	452,225			(155,315)		296,910
QZAB Renovation Projects	117,019	(116,501)				518
QZAB bond payment	697,833					697,833
Safe & Secure Schools Project	125,000					125,000
Unemployment Liability	158,000					158,000
Total Reserves:	11,716,168	(1,313,701)	(1,000,000)	(655,315)		8,747,152
Unassigned:	13,098,845	(445,530)			(230,342)	12,422,973
Total Est. Fund Balance:	24,815,013	(1,759,231)	(1,000,000)	(655,315)	(230,342)	21,170,125

INTERIM FINANCIAL REPORT (unaudited)

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



Revenues

Budget to Actual at July 31, 2014

Fund	Budget	Received/Billed	%
General Fund	\$ 48,334,338	44,192,910	91%
July is the end of the 11th month or approximately 91% of the fiscal year.			
(1) This amount includes accounts receivable billed.			
Special Revenue Funds	38,775,369	23,685,012	61%
Most grant periods differ from fiscal year.			
(2) Grants are on monthly reimbursement basis; subsequently billed			
Debt Service Fund	2,653,751	2,274,038	86%
(3) This fund has activity in February (interest and principal payments) and in August (interest only payment).			
PFC Fund	-	11	0%
Trust and Agency Fund	-	3,303	0%
Worker's Comp. Fund	464,082	366,329	79%
Internal Service Fund	5,656,446	4,349,424	77%
Total as of the end of the month	\$95,883,986	\$74,871,028	78%

INTERIM FINANCIAL REPORT (unaudited) GENERAL, SPECIAL REVENUE, DEBT SERVICE FUNDS and INTERNAL SERVICE FUNDS



Expenditures

Budget to Actual at July 31, 2014

Fund	Budget	Encumbered/Spent	%
General Fund	\$51,979,226	\$38,763,740	79%
(1) Encumbrances as of the end of the month total. 2,358,673 Encumbrances July is the end of the 11th month or approximately 91% of the fiscal year.			
Special Revenue Fund	38,775,369	26,628,374	73%
(2) Encumbrances as of the end of the month total. 1,830,815 Encumbrances Most grant periods differ from fiscal year.			
Debt Service Fund	2,653,751	2,274,038	86%
(3) This fund has activity in February (interest and principal payments) and in August (interest only payment).			
PFC Fund	-	10	0%
Trust and Agency Fund	-	4,768	0%
Worker's Comp. Fund	464,082	188,925	41%
Internal Service Fund	5,656,446	4,786,672	85%
Total as of the end of the month	\$ 99,528,874	\$76,836,014	77%

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 Donations Report *

All Funds as of July 31, 2014



MONTH	CASH	IN-KIND	TOTAL
September	\$230.00	\$602.50	\$832.50
October	0.00	\$19,100.62	\$19,100.62
November	\$1,000.00	\$2,500.00	\$3,500.00
December	\$874.57	\$2,140.64	\$3,015.21
January	\$500.00	\$4,374.40	\$4,874.40
February	0	\$2,645.00	\$2,645.00
March	0	0	0
April	\$530.27	\$3,262.90	\$3,793.17
May	\$90.00	\$23,250.00	\$23,340.00
June	0	\$37,589	\$37,589
July	\$6,151.86	\$518	\$6,669.86
August			
Total:	\$9,376.70	\$102,134.92	\$105,359.76

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 Donations Report *

All Funds as of July 31, 2014



HCDE Donation/Sponsor Report

CENTER FOR GRANTS DEVELOPMENT ON BEHALF OF HCDE DIVISIONS								
July 1st through July 31st, 2014								
<i>Donor Last Name</i>	<i>Donor First Name</i>	<i>Organization/Division</i>	<i>Site</i>	<i>Sponsored Division</i>	<i>Description of Donation</i>	<i>Cash Totals</i>	<i>In-kind Totals</i>	<i>Totals</i>
Donations								
Lisa	Hedge	Texas Art Supply	HCDE	ISS	Scholastic Art & Writing Awards	\$5,000.00		\$5,000.00
Garcia	Adolfo	Adolfo's Printing LLC	HCDE	CPI	Print HCDE poster calendars at no charge		\$518.00	\$518.00
Sponsors								
Tarpley	Mark J.	RBC Capital Markets, LLC	HCDE	Business Services	School Finance Council Meeting Lunch (6/26/14)	\$450.17		\$450.17
Fisk	Patrick	School Specialty		Business Services	School Finance Council Meeting Lunch (6/23/14)	\$201.69		\$201.69
Guzman	Miriam	" "	HCDE	Business Services	" "	" "		" "
Heuer	Bill	LTS Education Sytems	HCDE	CASE	Sponsored ENRICH Social Event Expenses	\$500.00		\$500.00
TOTALS						\$6,151.86	\$518.00	\$6,669.86

Legend: HCDE=Harris County Department of Education; ISS=Instructional Support Services

INTERIM FINANCIAL REPORT (unaudited)

TAX COLLECTIONS COMPARATIVE ANALYSIS Fiscal Year-To-Date at July 31, 2014



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

	August	September	October	May	June	July
	ADOPTED	ADOPTED	ADOPTED	ADOPTED	ADOPTED	ADOPTED
	TAX RATE	TAX RATE	TAX RATE	TAX RATE	TAX RATE	TAX RATE
Proposed Collections Tax Year 2012	0.006358	0.006358	0.006358	0.006358	0.006358	0.006358
Certified Taxable Value per HCAD *	\$ 255,510,232,852	\$ 291,734,641,998	\$ 305,728,975,367	\$ 316,203,175,158	\$ 315,943,151,629	\$ 315,652,193,704
Values under protest or not certified	47,628,019,827	22,834,202,254	10,580,483,023	262,845,239	209,351,177	173,080,660
	303,138,252,679	314,568,844,252	316,309,458,390	316,466,020,397	316,152,502,806	315,825,274,364
/ Rate per Taxable \$100	3,031,382,527	3,145,688,443	3,163,094,584	3,164,660,204	3,161,525,028	3,158,252,744
X Tax Rate	19,273,530	20,000,287	20,110,955	20,120,910	20,100,976	20,080,171
X Estimated 99% collection rate	19,080,405	19,800,284	19,909,846	19,919,700	19,899,966	19,879,369
+Delinquent Tax Collections	270,000	260,000	260,000	260,000	260,000	260,000
+Special Assessments	10,000	10,000	10,000	10,000	10,000	10,000
+ Penalty & Interest	130,500	130,500	130,500	130,500	130,500	130,500
Estimated Current Tax Available	\$ 19,490,905	\$ 20,200,784	\$ 20,310,346	\$ 20,320,200	\$ 20,300,466	\$ 20,279,869

INTERIM FINANCIAL REPORT (unaudited)

TAX COLLECTIONS Fiscal Year-To-Date at July 31, 2014 (11th month/12 month)



TAX YEAR 2013 COLLECTION SUMMARY					
DESCRIPTION	BUDGET	CURRENT MONTH	Y-T-D	BALANCE (OVER) / UNDER	Y-T-D % OF BUDGET
REVENUES:					
Current Tax	\$19,080,405	\$20,882	\$19,659,234	(\$578,829)	103%
Delinquent Tax *	270,000	62,202	205,687	64,313	76%
Penalty & Interest	130,500	17,269	160,832	(30,332)	123%
Special Assessments and Miscellaneous*	10,000	1,453	184,704	(174,704)	1847%
Subtotal Revenues:	\$19,490,905	\$101,807	\$20,210,457	(\$719,552)	103.7%
DESCRIPTION	BUDGET	CURRENT MONTH	Y-T-D	BALANCE (OVER) / UNDER	Y-T-D % OF BUDGET
EXPENDITURES:					
LESS: HCAD Fees	\$155,000	\$0	\$150,909	\$4,091	97%
LESS: HCTO Fees	402,097	1,819	371,718	30,379	1%
Subtotal Expenditures:	\$557,097	\$1,819	\$522,627	\$34,470	3%
Net Tax Collections:	\$18,933,808	\$99,988	\$19,687,830	(\$754,022)	104.0%

a) 2013 Tax Rate = $\$0.006358 / \100 Property Assessment/Appraisal - --> Annual Tax on a $\$179,950 - \$35,990 = \$143,960 / 100 \times .006358 =$ Residential Property = $\$9.15$ (net of 20% homestead exception .)

b) $\$538,500 / \$19,490,905 = 2.8\%$ Collection and assessment costs

INTERIM FINANCIAL REPORT (unaudited)

INTERIM CURRENT TAX REVENUE ESTIMATES REPORT

July 31, 2014



	SCENARIO (1) APPRAISED VALUE HCAD	SCENARIO (2) OWNER'S VALUE OWNER REQUESTED	SCENARIO (3) EST FINAL VALUE COMMITTEE RECOMMENDED
Property Use Category Recap-Certified To Date -Report:			
Taxable value	\$315,479,113,044	\$315,479,113,044	\$315,479,113,044
PLUS: Uncertified Roll Summary Report:			
Scenario (1) Appraised value	2,040,651,153	-	-
Scenario (2) Owner's value	-	1,797,815,803	-
Scenario (3) Estimated final value	-	-	173,080,660
Total taxable value, Certified and Uncertified:	<u>\$317,519,764,197</u> (A)	<u>\$317,276,928,847</u> (A)	<u>\$315,652,193,704</u> (A)
Calculate Interim Current Tax Revenue Estimate:			
1) (A) divided by 100	\$3,175,197,642 (B)	\$3,172,769,288 (B)	\$3,156,521,937 (B)
2) Current Tax Rate	<u>X 0.006358</u> (C)	<u>X 0.006358</u> (C)	<u>X 0.006358</u> (C)
3) 2014 Interim Current Tax Revenue Estimate, at 100% Collection Rate, (B) X (C)	<u>\$20,187,907</u> (D)	<u>\$20,172,467</u> (D)	<u>\$20,069,166</u> (D)
4) Interim Tax Rev Estimate @ 99% Collection Rate:	<u>\$19,986,028</u> (E)	<u>\$19,970,742</u> (E)	<u>\$19,868,475</u> (E)
Comparison of Interim Tax Rev Estimate @ 99% Collection Rate with Interim Current Tax Revenue Est:			
Interim Current Tax Revenue Estimate Over/(Under)			
Current Tax Revenue, Currently Budgeted:			
Interim Current Tax Revenue Estimate (E)	\$19,986,028 (E)	\$19,970,742 (E)	\$19,868,475 (E)
LESS: Tax Revenue, Currently Budgeted	<u>\$19,490,905</u> (F)	<u>\$19,490,905</u> (F)	<u>\$19,490,905</u> (F)
Total Interim Current Tax Revenue Estimate Over/(Under)			
Current Tax Revenue, Currently Budgeted, (E) - (F):	<u>\$495,123</u>	<u>\$479,837</u>	<u>\$377,570</u>
Total Current Tax Revenue Received, July 2014, 1993-571100**:	<u>\$19,659,233</u>	<u>\$19,659,233</u>	<u>\$19,659,233</u>

INTERIM FINANCIAL REPORT (unaudited)

DISBURSEMENTS – ALL FUNDS

July 2014



DESCRIPTION	DISBURSEMENTS	AMOUNT
All Funds	644 Checks	\$1,984,620.60
P Card – June 2014	389 Transactions	58,248.26
Bank ACH - payroll liabilities	4 Transfers	1,355,305.75
	Total:	\$3,398,174.61

Notes:

- (A) All Purchase Orders and Payment Authorizations are reviewed before disbursement.
- (B) All Procurement Card charges are reviewed by cardholder, supervisor, and business office staff each month.
- (C) A report on CH Local expenditures is included in the monthly report.

INTERIM FINANCIAL REPORT (unaudited)

Segment Division Data

As of July 31, 2014

<u>BUDGET MANAGER TITLE</u>	<u>Revenues</u>	<u>Tax Subsidy</u>	<u>Expenditure and Encumbran</u>	<u>Includes Tax subsidy Variance</u>	<u>w/o Tax Profit Ratio</u>	<u>Profitability Variance</u>
Alternative Certification	\$ 199,534	\$ 94,748	\$ 314,861	\$(20,579)	-58%	\$(115,327)
Choice Partners Cooperative	2,693,120	-	1,528,367	1,164,753	43%	1,164,753
Records Management	1,138,826	220,505	1,385,828	(26,497)	-22%	(247,002)
Special Education - Therapy Services	7,387,276	-	7,284,038	103,239	1%	103,239



HARRIS COUNTY DEPARTMENT OF EDUCATION

**HIGHLIGHTS
Of
BUDGET AMENDMENT REPORT
August 19, 2014
Board Meeting**

**(unaudited)
Amendments**

General Fund = \$ 1,081,887

Special Revenue Funds = \$ 6,077,773



Texas Comptroller
Leadership Circle
Platinum Member



INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

August 19, 2014

General Fund



GENERAL FUND (199)

Center for Safe & Secure Schools (CSSS)

Increase revenues and expenditures-Revised Revenue Projections New Contracts-La Marque ISD	9,736
Increase revenues and expenditures-Revised Revenue Projections New Contracts-La Porte ISD	8,340
Increase revenues and expenditures-Revised Revenue Projections New Contracts-Port Arthur ISD	20,848
Total CSSS	38,924

Department Wide (DW) and Various Divisions

Increase Expenditures Various Divisions-Legal Fee	142,215
Decrease Department Wide-Distribute Budget for Divisions Legal Fees	(142,215)
Total DW and Various Divisions	0

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

August 19, 2014

General Fund



Department Wide (DW)

Increase revenues and expenditures-Set up budget for Indirect Cost Americorps FY 15 Grant	9,818
Increase revenues and expenditures-Set up budget for Indirect Cost 21st Century Cycle 7 (fund 265-5)	24,334
Increase revenues and expenditures-Set up budget for Indirect Cost 21st Century Cycle 8 (fund 266-5)	19,030
Increase revenues and expenditures-Set up budget for Indirect Cost Head Start Hogg Found (fund 496-4)	3,562
Increase expenditures-Increase Transfers Out ECI Additional Funding-Based on revised projections	667,402
Total Department Wide	<hr/> 724,146

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

August 19, 2014

General Fund



Retirement Leave Benefits

Increase Retirement Leave Benefits for Additional Retiree Projections FY 14 (From Committed Fund Balance)

Total Retirement Leave Benefits

150,000

150,000

TRS On Behalf

Increase revenues and expenditures-Revised Projections

Total On Behalf

150,000

150,000

Special Schools-ABC West

Increase revenues and expenditures- Revised Revenue Projections

Total Special Schools-ABC West

18,817

18,817

Total GENERAL FUND:

\$ 1,081,887

INTERIM FINANCIAL REPORT (unaudited)

FY 2013-14 BUDGET AMENDMENT REPORT

August 19, 2014

Special Revenue Fund



Cooperative for After School Enrichment (CASE)

Increase revenues & expenditures-Americorps FY 15 Grant (Fund 255-5)	311,024
Increase revenues & expenditures-21st Century Cycle 7 FY 15 Grant (Fund 265-5)	2,182,188
Increase revenues & expenditures-21st Century Cycle 8 FY 15 Grant (Fund 266-5)-NEW	2,164,053
Increase revenues & expenditures-Local Americorps Fees-Revised Projections (Fund 497-4)	7,000
Increase revenues & expenditures-Local City of Houston Grant (Fund 467-4)	550,000
Total CASE	5,214,265

Early Childhood Intervention (ECI)

Increase revenues and expenditures-Students Served Adjustment From ECI DARS (Fund 289-4) Readjusted	107,783
Increase revenues and expenditures-Students Served Adjustment From ECI DARS (Fund 389-4) Readjusted	46,193
Increase revenues and expenditures-Students Served Adjustment From ECI DARS (Fund 481-4) Readjusted	6,506
Increase revenues and expenditures-Transfers In Addl ECI Funding Based on Revised Projections (481-4)	667,402
Total ECI	827,884

Head Start

Increase revenues & expenditures-Hogg Foundation FY 15 Year 2 (Fund 496-4)	35,624
Total Head Start	35,624

Total SPECIAL REVENUE FUNDS:

\$ 6,077,773

INTERIM FINANCIAL REPORT (unaudited)

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

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

/s/ Rosa Maria Torres, Chief Accounting Officer

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

/s/ Antonia Yvette Hamm, RTSBA, Accounting Manager

Q & A



Texas Comptroller
Leadership Circle
Platinum Member

