

**ANNUAL FINANCIAL REPORT
LEGISLATIVE BUDGET BOARD**

FISCAL YEAR ENDED AUGUST 31, 2016

**Ursula Parks
Director**

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September 26, 2016

The Honorable Greg Abbott
Governor of Texas

The Honorable Glenn Hegar
Comptroller of Public Accounts

Lisa Collier, CPA
First Assistant State Auditor

We are pleased to submit the Annual Financial Report of the Legislative Budget Board for the year ended August 31, 2016, in compliance with TEX. GOVT. CODE ANN §2101.011, and in accordance with the requirements established by the Comptroller of Public Accounts.

Due to statewide requirements embedded in Governmental Accounting Standards Boards Statement No. 34, *Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments*, the Comptroller of Public Accounts does not require the accompanying annual financial report to comply with all the requirements in this statement. The financial report will be considered for audit by the State Auditor as part of the audit of the State of Texas Comprehensive Annual Financial Report; therefore, an opinion has not been expressed on the financial statements and related information contained in this report.

If you have any questions, please contact Paul Priest, Assistant Director, at 463-1906.

Sincerely,



Ursula Parks
Director

(AGY)104 (ORG) (PRG) (NAC) (APP) (FND) (COB) (AOB) (GLA)
 (AGL) (GRT) (PRJ) (SS1) (SS2)

LEGISLATIVE BUDGET BOARD (104)
 STATEMENT OF NET POSITION - BALANCE SHEET FORMAT (GWFS)
 REPORT PERIOD= ADJUSTMENT FY= 16

PERCENT OF YEAR ELAPSED: 100%

 GAAP FUND GROUP 01 GOVERNMENTAL
 GAAP FUND TYPE 01 GENERAL
 GAAP FUND 0001 GENERAL REVENUE (0001)-GENERAL

 PROD SYSTEM
 *****PAGE 1

GL CT	GLS	B/C	COMP	TITLE	AGY GL	CURRENT YEAR	PRIOR YEAR
GL CLS	001	CA		CASH ON HAND		00	00
GL CLS	004	CA		CASH IN STATE TREASURY		00	00
GL CLS	020	CA		LEGISLATIVE APPROPRIATIONS		8,809,507.74	10,918,593.32
GL CLS	052	CA		ACCOUNTS RECEIVABLES, NET		00	00
GL CLS	065	CA		INTERFUND RECEIVABLE		00	00
GL CLS	070	CA		DUE FROM OTHER FUNDS		00	00
GL CLS	072	CA		DUE FROM OTHER AGENCIES		00	00
GL CLS	080	CA		CONSUMABLE INVENTORIES		3,822.21	3,741.19
* GLA CAT	01			CURRENT ASSETS		8,813,329.95	10,922,334.51
GL CLS	151			FURNITURE AND EQUIPMENT, NET		00	00
* GLA CAT	06			NON-CURRENT ASSETS		00	00
** TOTAL ASSETS AND OTHER DEBITS						8,813,329.95	10,922,334.51
GL CLS	200	CL		ACCOUNTS PAYABLE		271,090.91-	271,985.86-
GL CLS	201	CL		FEDERAL PAYABLES		01-	01-
GL CLS	203	CL		PAYROLL PAYABLE		1,569,020.04-	1,469,141.72-
GL CLS	204			OTHER CURRENT LIABILITIES		00	00
GL CLS	205	CL		INTERFUND PAYABLE		00	00
GL CLS	211	CL		DUE TO OTHER AGENCIES		00	00
GL CLS	230	CL		EMPLOYEE'S COMPENSABLE LEAVE		00	00

LEGISLATIVE BUDGET BOARD (104)
 STATEMENT OF NET POSITION - BALANCE SHEET FORMAT (GWFS)
 REPORT PERIOD= ADJUSTMENT FY= 16

PROD SYSTEM
 PAGE 2

PERCENT OF YEAR ELAPSED: 100%

GAAP FUND GROUP 01 GOVERNMENTAL
 GAAP FUND TYPE 01 GENERAL
 GAAP FUND 0001 GENERAL REVENUE (0001)-GENERAL

GL CT	GL CLS	B/C IND	COMP GL	TITLE	AGY GL	CURRENT YEAR	PRIOR YEAR
	GL CLS	300	CL	FUNDS HELD FOR OTHERS		.00	00
*	GLA CAT	21		CURRENT LIABILITIES		1,840,110.96-	1,741,127.59-
**	TOTAL LIABILITIES AND OTHER CREDITS					1,840,110.96-	1,741,127.59-
	GL CLS	362	FD	BAL RESERVED FOR INVENTORIES		00	00
	GL CLS	510	FD	BAL-NONSPENDABLE		3,822.21-	3,741.19-
	GL CLS	550	FD	BAL-UNASSIGNED		6,969,396.78-	9,177,465.73-
	GL CLS	620		FUND BALANCE - UNRESERVED/UNDESIGNATED		.00	00
	GL CLS	630		OBSOLETE FB ACCTS UNDER GASB 34		.00	00
	GL CLS	950		SYSTEM ACCOUNTS		00	.00
*	GLA CAT	51		FUND BALANCE (DEFICITS)		6,973,218.99-	9,181,206.92-
**	TOTAL FUND BALANCE/NET POSITION WITH CURRENT CHANGES					6,973,218.99-	9,181,206.92-
**	TOTAL LIABILITIES, OTHER CR, DEF INFLOWS AND FD BAL/NET POSITION					8,813,329.95-	10,922,334.51-
*	GAAP FUND	0001		GENERAL REVENUE (0001)-GENERAL		.00	00
*	GAAP FUND TYPE	01		GENERAL		.00	00

(AGY)104 (ORG) (PRG) (NAC) (APP) (FND) (COB) (AOB) (GLA)
 (AGL) (GRT) (PRJ) (SS1) (SS2)

LEGISLATIVE BUDGET BOARD (104)
 STATEMENT OF NET POSITION - BALANCE SHEET FORMAT (GWFS)
 REPORT PERIOD= ADJUSTMENT FY= 16

PERCENT OF YEAR ELAPSED: 100%
 ***** PRODUCTION SYSTEM *****
 ***** PAGE 3 *****

GAAP FUND GROUP 01 GOVERNMENTAL
 GAAP FUND TYPE 11 CAPITAL ASSET BASIS CONVERSION ADJUSTMTS
 GAAP FUND 9998 GEN FIXED ASSETS ACCT GROUP

GL	GL	B/C	COMP	TITLE	AGY	CURRENT	PRIOR
CT	CLS	IND	GL		GL	YEAR	YEAR
	GL	CLS		151 FURNITURE AND EQUIPMENT, NET		00	00
	GL	CLS		158 OTHER CAPITAL ASSETS, NET		00	00
*	GLA	CAT		06 NON-CURRENT ASSETS		00	00
**	TOTAL ASSETS AND OTHER DEBITS					00	00
	GL	CLS		410 INVESTED IN CAP ASSETS, NET RELATED DEBT		00	00
	GL	CLS		430 UNRESTRICTED NET POSITION		00	00
*	GLA	CAT		45 NET POSITION		00	00
	GL	CLS		620 FUND BALANCE - UNRESERVED/UNDESIGNATED		00	00
	GL	CLS		630 OBSOLETE FB ACCTS UNDER GASB 34		00	00
*	GLA	CAT		51 FUND BALANCE (DEFICITS)		00	00
**	TOTAL FUND BALANCE/NET POSITION WITH CURRENT CHANGES					00	00
**	TOTAL LIABILITIES, OTHER CR, DEF INFLOWS AND FD BAL/NET POSITION					00	00
*	GAAP	FUND		9998 GEN FIXED ASSETS ACCT GROUP		00	00
*	GAAP	FUND	TYPE	11 CAPITAL ASSET BASIS CONVERSION ADJUSTMTS		00	00

(AGY)104 (ORG) (PRG) (NAC) (APP) (FND) (COB) (AOB) (GLA)
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LEGISLATIVE BUDGET BOARD (104)
 STATEMENT OF NET POSITION - BALANCE SHEET FORMAT (GWFS)
 REPORT PERIOD= ADJUSTMENT FY= 16

PERCENT OF YEAR ELAPSED: 100%

PROD SYSTEM
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GAAP FUND GROUP 01 GOVERNMENTAL
 GAAP FUND TYPE 12 LONG-TERM LIAB BASIS CONVERSION ADJUSTMT
 GAAP FUND 9997 LONG-TERM LIABILITIES BASIS CONVERSION

GL CT	GL CLS	B/C COMP IND	GL TITLE	AGY GL	CURRENT YEAR	PRIOR YEAR
	GL CLS	190	RETIREMNT OF OTHR GENERAL LONG-TERM DEBT		.00	00
*	GLA CAT	11	OTHER DEBITS		.00	00
**	TOTAL ASSETS AND OTHER DEBITS				.00	00
	GL CLS	230	CL EMPLOYEE'S COMPENSABLE LEAVE		1,894,801.00-	2,261,788.00-
*	GLA CAT	21	CURRENT LIABILITIES		1,894,801.00-	2,261,788.00-
	GL CLS	301	NC EMPLOYEE'S COMPENSABLE LEAVE		.05	.00
*	GLA CAT	26	NON-CURRENT LIABILITIES		.05	.00
**	TOTAL LIABILITIES AND OTHER CREDITS				1,894,800.95-	2,261,788.00-
	GL CLS	430	UNRESTRICTED NET POSITION		1,894,800.95	2,261,788.00
*	GLA CAT	45	NET POSITION		1,894,800.95	2,261,788.00
	GL CLS	620	FUND BALANCE - UNRESERVED/UNDESIGNATED		.00	.00
*	GLA CAT	51	FUND BALANCE (DEFICITS)		.00	.00
**	TOTAL FUND BALANCE/NET POSITION WITH CURRENT CHANGES				1,894,800.95	2,261,788.00
**	TOTAL LIABILITIES, OTHER CR, DEF INFLOWS AND FD BAL/NET POSITION				.00	.00
*	GAAP FUND	9997	LONG-TERM LIABILITIES BASIS CONVERSION		.00	.00
*	GAAP FUND TYPE	12	LONG-TERM LIAB BASIS CONVERSION ADJUSTMT		.00	.00
*	GAAP FUND GROUF	01	GOVERNMENTAL		.00	.00
*	AGENCY	104			.00	.00

(AGY)104 (ORG) (PRG) (NAC) (APP) (FND) (COB) (AOB) (GLA)
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LEGISLATIVE BUDGET BOARD (104)
 OPERATING STATEMENT - GOVERNMENTAL FUNDS
 REPORT PERIOD= ADJUSTMENT FY= 16

PERCENT OF YEAR ELAPSED: 100%

PROD SYSTEM

GAAP FUND GROUP 01 GOVERNMENTAL
 GAAP FUND TYPE 01 GENERAL
 ***** PAGE 1

GAAP						CURRENT
GAAP	GAAP GL ACCT GL	GAAP	COMPT	TITLE		YEAR
CATEGORY	FUNC CLASS	ACCT SRC/OBJ	OBJ			
		0005		ORIGINAL APPROPRIATIONS		11,521,713.00
		0006		ADDITIONAL APPROPRIATIONS		3,833,976.77
		0007		UNEXPENDED BALANCE FORWARD		0.00
		0035		LICENSES, FEES AND PERMITS		9,300.00
		0065		SALES OF GOODS AND SERVICES		286.00
		0080		OTHER		90.00
* GAAP CATEGORY	01			REVENUES		15,365,365.77
TOTAL REVENUES						15,365,365.77
		0200		SALARIES AND WAGES		14,306,715.37
		0210		PAYROLL RELATED COSTS		3,706,364.44
		0220		PROFESSIONAL FEES AND SERVICES		377,008.08
		0230		TRAVEL		71,688.12
		0240		MATERIALS AND SUPPLIES		170,214.17
		0250		COMMUNICATION AND UTILITIES		127,766.83
		0270		RENTALS AND LEASES		35,507.20
		0280		PRINTING AND REPRODUCTION		27,914.46
		0340		OTHER EXPENDITURES		784,365.03
* GAAP CATEGORY	04			EXPENDITURES		19,607,543.70

LEGISLATIVE BUDGET BOARD (104)
 OPERATING STATEMENT - GOVERNMENTAL FUNDS
 REPORT PERIOD= ADJUSTMENT FY= 16

PERCENT OF YEAR ELAPSED: 100%

PROD SYSTEM
 PAGE 2

GAAP FUND GROUP 01 GOVERNMENTAL
 GAAP FUND TYPE 01 GENERAL

 GAAP
 GAAP GAAP GL ACCT GL GAAP COMPT
 CATEGORY FUNC CLASS ACCT SRC/OBJ OBJ TITLE CURRENT
 YEAR

TOTAL EXPENDITURES					19,607,543.70
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES					4,242,177.93-
GAAP SRC/OBJ	0578		LEGISLATIVE FINANCING SOURCES		2,375,944.03
GAAP SRC/OBJ	0591		LEGISLATIVE FINANCING USES		341,754.03-
* GAAP CATEGORY 05			OTHER FINANCING SOURCES (USES)		2,034,190.00
TOTAL OTHER FINANCING SOURCES (USES)					2,034,190.00
NET CHANGE IN FUND BALANCE					2,207,987.93-
FUND BALANCE - BEGINNING					9,181,206.92
FUND BALANCE - BEGINNING, AS RESTATED					9,181,206.92
FUND BALANCE - ENDING					6,973,218.99
* GAAP FUND TY 01			GENERAL		6,973,218.99

DAFR8590 104 SUSA 05 13 USAS RJE R104 2(ORG) () 2(OBJ) 2(FND) () 0(GLA) () () USAS
 CYCLE: 09/22/16 22:00 6261 RUN DATE: 09/22/16 TIME: 23:13 59 CFY: 17 CFM: 01 LCY: 15 LCM: 10 FICHE: 104 01 11

(AGY)104 (ORG) (PRG) (NAC) (APP) (FND) (COB) (AOB) (GLA)
 (AGL) (GRT) (PRJ) (SS1) (SS2)

LEGISLATIVE BUDGET BOARD (104)
 OPERATING STATEMENT - GOVERNMENTAL FUNDS
 REPORT PERIOD= ADJUSTMENT FY= 16

PERCENT OF YEAR ELAPSED: 100%

PROD SYSTEM
 PAGE 3

GAAP FUND GROUP 01 GOVERNMENTAL
 GAAP FUND TYPE 11 CAPITAL ASSET BASIS CONVERSION ADJUSTMTS

 GAAP
 GAAP GAAP GL ACCT GL GAAP COMPT
 CATEGORY FUNC CLASS ACCT SRC/OBJ OBJ TITLE CURRENT
 YEAR

NET CHANGE IN FUND BALANCE	0.00
FUND BALANCE - BEGINNING	0.00
FUND BALANCE - BEGINNING, AS RESTATED	0.00
FUND BALANCE - ENDING	0.00
* GAAP FUND TY 11 CAPITAL ASSET BASIS CONVERSION ADJUSTMTS	0.00

DAFR8590 104 SUSA 05 13 USAS RJE R104 2(ORG) () 2(OBJ) 2(FND) () 0(GLA) () () USAS
 CYCLE: 09/22/16 22:00 6261 RUN DATE: 09/22/16 TIME: 23:13 59 CFY: 17 CFM: 01 LCY: 15 LCM: 10 FICHE: 104 01 12

(AGY)104 (ORG) (PRG) (NAC) (APP) (FND) (COB) (AOB) (GLA)
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LEGISLATIVE BUDGET BOARD (104)
 OPERATING STATEMENT - GOVERNMENTAL FUNDS
 REPORT PERIOD= ADJUSTMENT FY= 16

PERCENT OF YEAR ELAPSED: 100%

PROD SYSTEM

***** PAGE 4

GAAP FUND GROUP 01 GOVERNMENTAL
 GAAP FUND TYPE 12 LONG-TERM LIAB BASIS CONVERSION ADJUSTMT

GAAP	GAAP GL ACCT GL	GAAP COMPT	TITLE	CURRENT YEAR
CATEGORY	FUNC CLASS	ACCT SRC/OBJ OBJ		

NET CHANGE IN FUND BALANCE				0.00
FUND BALANCE - BEGINNING				0.00
FUND BALANCE - BEGINNING, AS RESTATED				0.00
FUND BALANCE - ENDING				0.00
* GAAP FUND TY	12		LONG-TERM LIAB BASIS CONVERSION ADJUSTMT	0.00
* GAAP FD GRP	01		GOVERNMENTAL	6,973,218.99
* AGENCY	104			6,973,218.99

EXHIBIT I
 COMBINED BALANCE SHEET
 GOVERNMENTAL FUND TYPE AND ACCOUNT GROUPS WITH COMPARATIVE TOTALS
 AUGUST 31, 2016

	GOVERNMENTAL FUND TYPE GENERAL (FUND 001)	GENERAL FIXED ASSETS (FUND 998)	GENERAL LONG-TERM OBLIGATIONS (FUND 997)	TOTALS (MEMORANDUM ONLY)	
				2016	2015
ASSETS					
Legislative Appropriations	\$ 8,809,508	\$	\$	\$ 8,809,508	\$ 10,918,593
Cash in State Treasury					
Consumable Inventories	3,822			3,822	3,741
Accounts Receivable					
Fixed Assets: Furniture/Equipment					
Amounts to be Provided in Future Years			1,894,801	1,894,801	2,261,788
TOTAL ASSETS	\$ 8,813,330	\$	\$ 1,894,801	\$ 10,708,131	\$ 13,184,122
LIABILITIES					
Payables:	\$	\$	\$	\$	\$
Accounts Payable	271,091			271,091	271,986
Payroll Payable	1,569,020			1,569,020	1,469,142
Other Liabilities (Interfund Payable)					
Employees Compensable Leave			1,894,801	1,894,801	2,261,788
Funds Held for Others					
TOTAL LIABILITIES	\$ 1,840,111	\$	\$ 1,894,801	\$ 3,734,912	\$ 4,002,916
FUND EQUITY					
Investment in General Fixed Assets	\$	\$	\$	\$	\$
Fund Balances:					
Reserved for:					
Unencumbered Appropriations:					
Future Operations	6,969,397			6,969,397	9,177,465
Consumable Inventories	3,822			3,822	3,741
TOTAL FUND EQUITY (EXH. II)	\$ 6,973,219	\$	\$	\$ 6,973,219	\$ 9,181,206
TOTAL LIABILITIES AND FUND EQUITY	\$ 8,813,330	\$	\$ 1,894,801	\$ 10,708,131	\$ 13,184,122

“UNAUDITED”

EXHIBIT II

**COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES
IN FUND BALANCE-GENERAL FUND
For the Year Ended August 31, 2016**

	<u>Governmental General (001)</u>	<u>Totals (Memorandum Only)</u>	
		2016	2015
<u>REVENUES:</u>			
Legislative Appropriations (direct):	\$ 11,521,713	\$ 11,521,713	\$ 10,404,103
Additional Legislative Appropriations: *	3,833,977	3,833,977	3,303,476
Federal Pass-Through Revenue			
Other Revenue**	9,676	9,676	
TOTAL REVENUES	\$ 15,365,366	\$ 15,365,366	\$ 13,707,579
<u>EXPENDITURES:</u>			
Salaries and Wages	\$ 14,306,715	\$ 14,306,715	\$ 13,061,328
Payroll Related Costs	3,706,364	3,706,364	3,108,474
Professional Fees and Services	377,008	377,008	846,832
Travel	71,688	71,688	50,536
Materials and Supplies	170,214	170,214	327,149
Communications and Utilities	127,767	127,767	118,238
Rentals and Leases	35,507	35,507	33,051
Printing and Reproductions	27,915	27,915	41,151
Other Expenditures	784,365	784,365	610,151
Repairs and Maintenance	0	0	0
TOTAL EXPENDITURES	\$ 19,607,543	\$ 19,607,543	\$ 18,196,910
EXCESS OF REVENUES OVER EXPENDITURES	\$ (4,242,177)	\$ (4,242,177)	\$ (4,489,331)

* The additional Legislative Appropriations line is made up of amounts paid on behalf of this agency for retirement contributions, insurance contributions and unemployment payments. It also includes transfers to this agency for social security, and benefit replacement pay.

**The Other Revenue line is made up of sale of publications to outside entities and registration fees for Texas Fiscal Officers Academy (2016)

LEGISLATIVE BUDGET BOARD

"UNAUDITED"

EXHIBIT II

**COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES
IN FUND BALANCE-GENERAL FUND
For the Year Ended August 31, 2016
(Continued)**

	<u>Governmental General (001)</u>	<u>Totals (Memorandum Only)</u>	
		2016	2015
OTHER FINANCING SOURCES (USES):			
Transfer from Senate (Agency 101)	\$ 0	\$ 0	\$ 2,034,190
Transfer from House (Agency 102):	2,034,190	2,034,190	2,034,190
TOTAL OTHER FINANCING SOURCES (USES)	\$ 2,034,190	\$ 2,034,190	\$ 4,068,380
 EXCESS OF REVENUES AND OTHER FINANCING USES	 \$ (2,207,987)	 \$ (2,207,987)	 \$ (420,951)
 FUND BALANCE, September 1, 2015	 \$ 9,181,206	 \$ 9,181,206	 \$ 9,599,332
Restatements			2825
FUND BALANCE, AUGUST 31, 2016 (EXH. I)	6,973,219	6,973,219	9,181,206

The accompanying Notes to the Financial Statements are an integral part of this financial statement.

“UNAUDITED”

NOTE 5: SUMMARY OF LONG-TERM LIABILITY

• **EMPLOYEES’ COMPENSABLE LEAVE**

Under the provisions of Tex. Rev. Civ. Stat. Ann. art. 6252-8b, a state employee is entitled to be paid for all unused vacation time accrued, in the event of the employee’s resignation, dismissal or separation from state employment, provided the employee has had continuous employment with the state for six months. Under a current General Appropriations Act rider, overtime pay and compensatory time off for employees of the House or Senate shall be determined by the presiding officer of the respective houses, and for all other employees shall be determined by the administrator of the agency or the employing officeholder.

The expenditure for accumulated annual and compensatory leave is recognized in governmental funds in the period taken or paid. The Board recognizes the liability for unpaid annual leave balances in the General Long-Term Obligations Account Group, since resources from the current fiscal year will not be used to liquidate it.

The Board’s monetary liability for compensable future absences as computed by multiplying the ending balances times the year-end average hourly salary rate for all employees, was as follows:

Compensable leave balance 8/31/15	\$	2,261,788
Additions:		947,737
Reductions:		1,314,724
Balance 8/31/16	\$	1,894,801
Amount due within one year	\$	1,894,801

LEGISLATIVE BUDGET BOARD

NOTE 12: INTERFUND BALANCES / ACTIVITIES

At year-end, amounts to be received are paid or reported as Interfund Receivable or Interfund Payable, Advances From or Advances To, Due From or Due To Other Funds, Transfers In or Transfers Out. Individual balances and activity at August 31, 2016, were as follows:

NON-CURRENT PORTION	ADVANCES FROM	ADVANCES TO
Not Applicable	\$0	\$0
Total Interfund Receivable/Payable	\$0	\$0
OTHER INTERFUND TRANSACTIONS	DUE FROM OTHER FUNDS	DUE TO OTHER FUNDS
Agency Funds		
Not Applicable	\$0	\$0
Total Due/From To (Exh. I)	\$0	\$0
LEGISLATIVE TRANSFERS IN/OUT	TRANSFERS OUT	TRANSFERS IN
Fund 0001:		
Agency 101, Fund 0001	\$0	\$0
Agency 102, Fund 0001	\$0	\$2,034,190
Total Legislative Transfers (Exh. II)	\$0	\$2,034,190

Legislative Budget Board

Director
Ursula Parks

Fiscal Project and Process Improvement Officer
Maria Hernandez

Communications Officer
RJ DeSilva

General Counsel
Michael VanderBurg

Legal Counsel
Amy Borgstedt

Legal Assistant

Assistant Director
(Sarah Keyton)

Assistant Director
(Paul Priest)

Assistant Director
(John McGeady)

Assistant Director
(Julie Ivie)

Team (Manager)

Team (Manager)

Team (Manager)

Team (Manager)

Team (Manager)

- **Business and Economic Development**
(Emily Cormier)
- **Health and Human Services**
(Elizabeth Prado)
- **Health and Human Services Data Analysis**
(Leora Rodell)
- **Higher Education**
(Demetrio Hernandez)
- **Federal Funds Analysis**
(Eduardo Rodriguez)

- **Agency Operations and Employee Services**
(Matt Medford)
- **Publications and Production Services**
(Karen Veriato)
- **Computing Services**
(Gerry Caffey)
- **Staff Development and Training**

- **Estimates and Revenue Analysis**
(Scott Dudley)

- **General Government**
(Nora Velasco)
- **Natural Resources and Judiciary**
(Mark Wiles)
- **Public Education**
(Andy MacLaurin)
- **Public Education Data Analysis**
(Janet Spurgin)
- **Public Safety and Criminal Justice**
(Angela Isaack)
- **Criminal Justice Data Analysis**
(Laurie Molina)

- **Agency Performance Review**
(Jeremiah Jarrell)
- **Applied Research and Performance Audit**
(Garron Guszak)
- **Contracts Oversight and Technology**
(Jacob Pugh)
- **School Performance Review**
(Lesli Cathey)