## ANNUAL FINANCIAL REPORT LEGISLATIVE BUDGET BOARD

## FISCAL YEAR ENDED AUGUST 31, 2017

Ursula Parks Director September 26, 2017

Honorable Greg Abbott Governor of Texas

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, 2017, 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

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DAFR8581 104 SUSA 04 13 USAS RJE R104 2(ORG) ( ) ( ) 3(FND) ( ) 2(GLA) CYCLE: 09/26/17 21:22 6517 RUN DATE: 09/26/17 TIME: 22:39 23 CFY 18 CFM: 01 LCY 16 LCM: 10 FICHE: 104 17 01 01 (AGY) 104 (ORG) (PRG) (NAC) (APP) (FND) (COB) (AQB) (GLA) (AGL) (GRT) (PRJ) (SS1) (SS2) LEGISLATIVE BUDGET BOARD (104) STATEMENT OF NET POSITION - BALANCE SHEET FORMAT (GWFS) PERCENT OF YEAR ELAPSED: 100% REPORT PERIOD= ADJUSTMENT FY= 17 PROD SYSTEM 01 GOVERNMENTAL 01 GENERAL GAAP FUND GROUP GAAP FUND TYPE GAAP FUND 0001 GENERAL REVENUE (0001)-GENERAL GL GL B/C COMP AGY CURRENT CT CLS IND GL PRIOR TITLE GLYEAR 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 6,435,408.78 8,809,507 74 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 4,045.25 3,822.21 GLA CAT 01 CURRENT ASSETS 6,439,454 03 8,813,329.95 GL CLS 151 FURNITURE AND EQUIPMENT, NET 00

\* TOTAL ASSETS AND OTHER DEBITS 6,439,454.03 8,813,329,95 GL CLS 200 CL ACCOUNTS PAYABLE 415,668.25-271,090.91-GL CLS 201 CL FEDERAL PAYABLES 01-01-GL CLS 203 CL PAYROLL PAYABLE

.00

.00

00

1,569,020.04-

00

00

1,733,247 18-

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

GLA CAT

06 NON-CURRENT ASSETS

DAFR8581 104 SUSA 04 13 USAS RJE R104 2(ORG) ( ) ( ) 3(FND) ( ) 2(GLA) ( ) ( ) USAS CYCLE: 09/26/17 21:22 6517 RUN DATE: 09/26/17 TIME: 22:39 23 CFY: 18 CFM: 01 LCY: 16 LCM: 10 FICHE: 104 17

01 01

LEGISLATIVE BUDGET BOARD (104)
STATEMENT OF NET POSITION - BALANCE SHEET FORMAT (GWFS)

**************************************	SITION - BALANCE SHEET FORMA RT PERIOD= ADJUSTMENT FY= 17	T (GWFS)	PROD SYSTEM
GAAP FUND GROUP 01 GOVERNMENTAL GAAP FUND TYPE 01 GENERAL GAAP FUND 0001 GENERAL REVENUE (0001)-GEN	NERAL		***********PAGE 2
GL GL B/C COMP CT CLS IND GL TITLE	**************************************	**************************************	**************************************
GL CLS 300 CL FUNDS HELD FOR OTHERS			**********
		00	00
* GLA CAT 21 CURRENT LIABILITIES		2,148,915.44-	1,840,110.96-
** TOTAL LIABILITIES AND OTHER CREDITS		2,148,915.44-	1,840,110.96-
GL CLS 362 FD BAL RESERVED FOR INVENTORIES		00	00
GL CLS 510 FD BAL-NONSPENDABLE		4,045.25-	3,822.21~
GL CLS 550 FD BAL-UNASSIGNED		4,286,493.34-	6,969,396.78-
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)		4, 290, 538. 59-	6, 973, 218. 99-
** TOTAL FUND BALANCE/NET POSITION WITH CURRENT CHANGE	<b>ES</b>	4,290,538/59-	6,973,218 99-
** TOTAL LIABILITIES, OTHER CR, DEF INFLOWS AND FD BAI	L/NET POSITION	6,439,454.03-	8,813,329.95~
* GAAP FUND 0001 GENERAL REVENUE (0001) ~GENERAL		00	.00
* GAAP FUND TYPE 01 GENERAL		00	.00
			. • •

DAFR8581 104 SUSA 04 13 USAS RJE R104 2(ORG) ( ) ( ) 3(FND) ( ) 2 CYCLE: 09/26/17 21:22 6517 RUN DATE: 09/26/17 TIME: 22 39 23 CFY 18 CFM: 01 LC	(GLA) ( ) ( Y 16 LCM: 10 FICHE:	) USAS 104 17 01 11
(AGY) 104 (ORG) (PRG) (NAC) (APP) (FND) (AGL) (GRT) (PRJ) (SS1)		OB) (GLA)
LEGISLATIVE BUDGET BOARD (104)  STATEMENT OF NET POSITION - BALANCE SHEET FORMAT (CONTROL OF NET POSITION - SATISFACION - SATISF	********	PROD SYSTEM ************************************
GL GL B/C COMP  CT CLS IND GL TITLE  ***********************************	CURRENT YEAR	**************************************
GL CLS 151 FURNITURE AND EQUIPMENT, NET	.00	
GL CLS 158 OTHER CAPITAL ASSETS, NET		.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
	00	.00
CARLIER CARLIER ON CHOESIGNATED	.00	.00
one of the contract of the con	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 CONVERGENCY OF THE STATE OF TH		.00

00

00

GAAP FUND TYPE

11 CAPITAL ASSET BASIS CONVERSION ADJUSTMTS

DAFR8581 104 SUSA 04 13 USAS RJE R104 CYCLE: 09/26/17 21:22 6517 RUN DATE: 09/26/17	2(ORG) ( ) ( ) 30 TIME: 22:39 23 CFY: 18	(FND) ( ) 2 (GLA) 3 CFM: 01 LCY: 16	( ) ( LCM: 10 FICHE	) USAS E: 104 17 01 12
(AGY) 104 (ORG) (PRG) (NA (AGL) (GRT) (PRJ	, , , , , , , , , , , , , , , , , , , ,	•	COB) SS2)	(AOB) (GLA)
**************************************	LEGISLATIVE BUDGET FOR THE POSITION - BALANCE REPORT PERIOD ADJUST ************************************	SHEET FORMAT (GWFS) "MENT FY= 17	******	PROD SYSTEM ************************************
GL GL B/C COMP CT CLS IND GL TITLE ************************************	AGY GL ********	*******	**************************************	**************************************
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	
GL CLS 230 CL EMPLOYEE'S COMPENSABLE LEAVE			2,497,428.30-	1 994 901 00
* GLA CAT 21 CURRENT LIABILITIES			2,497,428 30-	1,894,801.00-
GL CLS 301 NC EMPLOYEE'S COMPENSABLE LEAVE			05	1,894,801.00-
* GLA CAT 26 NON-CURRENT LIABILITIES			05	.05
** TOTAL LIABILITIES AND OTHER CREDITS			2,497,428.25~	1 804 800 05
GL CLS 430 UNRESTRICTED NET POSITION			2,497,428,25	1,894,800.95-
* GLA CAT 45 NET POSITION			2,497,428.25	1,894,800,95
GL CLS 620 FUND BALANCE - UNRESERVED/UNDES	IGNATED		.00	1,894,800.95
* GLA CAT 51 FUND BALANCE (DEFICITS)			.00	00
** TOTAL FUND BALANCE/NET POSITION WITH CURRENT	T CHANGES		2,497,428 25	.00
** TOTAL LIABILITIES, OTHER CR, DEF INFLOWS AND	D FD BAL/NET POSITION		00	1,894,800.95
* GAAP FUND 9997 LONG-TERM LIABILITIES BA			00	00
* GAAP FUND TYPE 12 LONG-TERM LIAB BASIS CON	NVERSION ADJUSTMT			.00
GAAP FUND GROUP 01 GOVERNMENTAL			.00	00
* AGENCY 104			UU	00

00

.00

\* AGENCY

104

DAFR8590 104 SUSA 05 13 USAS RJE R104 2(ORG) ( ) 2(OBJ) 2(FND) ( ) 0(GLA) CYCLE: 09/26/17 21 22 6517 RUN DATE: 09/26/17 TIME: 22 39 23 CFY: 18 USAS CFM: 01 LCY: 16 LCM: 10 FICHE: 104 01 01 (AGY) 104 (ORG) (PRG) (NAC) (APP) (FND) (COB) (AOB) (GLA) (AGL) (GRT) (PRJ) (SS1) (SS2)

LEGISLATIVE BUDGET BOARD (104) OPERATING STATEMENT - GOVERNMENTAL FUNDS PERCENT OF YEAR ELAPSED: 100% REPORT PERIOD= ADJUSTMENT FY= 17 PROD SYSTEM GAAP FUND GROUP 01 GOVERNMENTAL GAAP FUND TYPE 01 GENERAL GAAP GAAP GAAP GL ACCT GL GAAP COMPT CURRENT CATEGORY FUNC CLASS ACCT SRC/OBJ OBJ TITLE YEAR GAAP SRC/OBJ 0005 ORIGINAL APPROPRIATIONS 11,521,712 00 GAAP SRC/OBJ 0006 ADDITIONAL APPROPRIATIONS 3,867,358.18 GAAP SRC/OBJ 0007 UNEXPENDED BALANCE FORWARD 0..00 GAAP SRC/OBJ 0065 SALES OF GOODS AND SERVICES 90.00 GAAP SRC/OBJ 0080 OTHER 90.00-GAAP CATEGORY 01 REVENUES 15, 389, 070, 18 TOTAL REVENUES 15,389,070.18 GAAP SRC/OBJ 0200 SALARIES AND WAGES 14,307,363.55 GAAP SRC/OBJ 0210 PAYROLL RELATED COSTS 3,781,816.06 GAAP SRC/OBJ 0220 PROFESSIONAL FEES AND SERVICES 470,687 41 GAAP SRC/OBJ 0230 TRAVEL 24,004 86 GAAP SRC/OBJ 0240 MATERIALS AND SUPPLIES 78,513 88 GAAP SRC/OBJ 0250 COMMUNICATION AND UTILITIES 148,624 39 GAAP SRC/OBJ 0270 RENTALS AND LEASES 76,843.73 GAAP SRC/OBJ 0280 PRINTING AND REPRODUCTION 62,443 89

1,155,642.81

20, 105, 940 58

GAAP SRC/OBJ

GAAP CATEGORY 04

0340

OTHER EXPENDITURES

EXPENDITURES

DAFR8590 104 SUSA 05 13 USAS RJE R104 2(ORG) ( ) 2(OBJ) 2(FND) ( ) 0(GLA) ( ) ( ) USAS CYCLE: 09/26/17 21:22 6517 RUN DATE: 09/26/17 TIME: 22:39 23 CFY: 18 CFM: 01 LCY: 16 LCM: 10 FICHE: 104 01 01

LEGISLATIVE BUDGET BOARD (104)
OPERATING STATEMENT - GOVERNMENTAL FUNDS
REPORT PERIOD= ADJUSTMENT FY= 17

PERCENT OF YEAR ELAPSED:	100%	REPORT PERIOD= ADJUSTMENT FY= 17	PROD SYSTEM
GAAP FUND TYPE 01 G	ENERAL		
GAAP	*******	***********	**********
GAAP GAAP GL ACCT G	000 000 000	TITLE *****************	CURRENT YEAR
			*************
TOTAL EXPENDITURES			20,105,940.58
EXCESS (DEFICIENCY) OF RE	VENUES OVER (UNDER)	EXPENDITURES	4,716,870.40-
GAAP SRC/OBJ	0578	LEGISLATIVE FINANCING SOURCES	2,308,142 79
GAAP SRC/OBJ	0591	LEGISLATIVE FINANCING USES	273,952.79-
* GAAP CATEGORY 05		OTHER FINANCING SOURCES (USES)	2 224 102 22

FUND BALANCE - BEGINNING, AS RESTATED

FUND BALANCE - ENDING

\* GAAP FUND TY 01

GENERAL

6,973,218 99

4,290,538 59

DAFR8590 104 CYCLE: 09/26/	SUSA 05 13 /17 21:22 6517		R104 2(ORG) 09/26/17 TIME:	( ) 2(OBJ) 2 22:39 23 CFY: 1	(FND) ( ) 0 (G 8 CFM: 01 LCY	LA) ( ) 16 LCM: 1	( ) O FICHE: 104	USAS 01 11	
(AGY) 104 (AGL)	(ORG)	(PRG)	(NAC) (PRJ)	(APP) (SS1)	(FND)	(COB) (SS2)	(AOB)	(GLA)	
PERCENT OF YE	CAR ELAPSED: 10(	)& ********	OPERATI	DO DODYAN TAX ****	OVERNMENTAL FUND			PROD SYST	EM
GAAP FUND TYP	E 11 CAPIT	TAL ASSET B	ASTS CONVERSION	An trienwine				*********PAGE	3
	AP GL ACCT GL IC CLASS ACCT	GAAP CO SRC/OBJ O	MPT BJ TI	TLE	*************	*****	**************************************	*******	**
*****	*****	*****	*****	******	*****	******	*****	*******	**
NET CHANGE IN	FUND BALANCE						<b>0</b>	00	
FUND BALANCE	- BEGINNING						0	00	
FUND BALANCE	- BEGINNING, AS	RESTATED					<b>0</b>	00	
FUND BALANCE	- ENDING						0	00	
* GAAP FUND T	Y 11		CAPITAL A	SSET BASIS CONVE	RSION ADJUSTMTS		0.	00	

-

DAFR8590 104 SUS CYCLE: 09/26/17	A 05 13 21:22 6517	USAS RJE R10 RUN DATE: 09/2	4 2 (ORG) ( 6/17 TIME: 22:3	) 2(OBJ)	2(FND) ( ) 18 CFM: 01	0 (GLA) LCY: 16	( ) LCM: 10 F1	( ) CHE: 104	USAS 01	12
(AGY)104 (OR (AGL)	G) (GRT)	(PRG)	(NAC) (PRJ)	(APP) (SS1)	(FND)	(CC (SS		(AOB)	(GI	iA)
PERCENT OF YEAR ************************************	**************************************	**************************************	OPERATING S REPORT P *************	TATEMENT ERIOD- ADJU **********		*****				_
G.	L ACCT GL LASS ACCT	GAAP COMPT SRC/OBJ OBJ	TITLE ******					CURRENT		
NET CHANGE IN FU	NC BALANCE							0	00	
FUND BALANCE - B	EGINNING							-	.00	
FUND BALANCE - B	EGINNING, AS	RESTATED						0	00	
FUND BALANCE - E	NDING							0	. 00	
* GAAP FUND TY	1:2		LONG-TERM LIA	B BASIS CON	VERSION ADJUST	TMT		0	. 00	
* GAAP FD GRP	01		GOVERNMENTAL					4,290,538	59	
* AGENCY	104							4,290,538	59	

# EXHIBIT I COMBINED BALANCE SHEET. GOVERNMENTAL FUND TYPE AND ACCOUNT GROUPS WITH COMPARATIVE TOTALS AUGUST 31, 2017

							Totals (Memorandum Only)		Only)
AGGETG						*****************************	2017		2016
ASSETS Legislative Appropriations	•	C 40 F 400		_					
Cash in State Treasury	\$	6,435,409	\$	\$		\$	6,435,409	\$	8,809,508
Consumable Inventories		4.0.5							
Accounts Receivable		4,045					4045		3,822
Fixed Assets: Furniture/Equipment									
Amounts to be Provided in Future Years									
TOTAL ASSETS	<u>-</u>	£ 420 454			2,497,428		2,497,428	·	1,894,801
LIABILITIES	2	6,439,454	\$		2,497,428	<b>\$</b>	8,936.882	\$	10,708,131
Payables:	_								
Accounts Payable	\$		\$	\$		\$		\$	
Payroli Payable		415,668					415,668		271,091
Other Liabilities (Interfund Payable)		1,733,247					1,733,247		1,569,020
Employees Compensable Leave									
Funds Held for Others					2,497,428		2,497,428		1,894,801
TOTAL LIABILITIES		2 140 035	** ***********************************						
FUND EQUITY	2	2,148,915	\$	\$	2,497,428	\$	4,646,343	\$	3,734,912
Investment in General Fixed Assets									
Fund Balances:	\$		\$	\$		\$		\$	
Reserved for:									
Unencumbered Appropriations:									
Future Operations		1005 100							
Consumable Inventories		4,286,493					4,286,493		6,969,397
TOTAL FUND EQUITY (EXH. II)	<b>~</b>	4.045				<del></del>	4,045	•	3,822
TOTAL LIABILITIES AND FUND EQUITY	*-	4,290,538	<u> </u>	\$_	·····	_ \$	4,290,538	\$	6,973,219
THE BUILDING COLLEGE TO THE EQUITY	\$	6,439,454	\$	\$	2,497,428	\$	8,936,882	\$	10.708.131

#### "UNAUDITED"

#### **EXHIBIT II**

#### COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE-GENERAL FUND For the Year Ended August 31, 2017

Totals (Memorandum Only) 2017 2016 REVENUES: Legislative Appropriations (direct): 11,521,712 11,521,712 \$ 11,521,713 Additional Legislative Appropriations: \* 3,867,358 3,867,358 3,833,977 Federal Pass-Through Revenue Other Revenue\*\* 9,676 TOTAL REVENUES 15,389,070 15,389,070 \$ 13,707,579 **EXPENDITURES:** Salaries and Wages 14,307,364 14,307,364 \$ 14,306,715 Payroll Related Costs 3,781,816 3,781,816 3,706,364 Professional Fees and Services 470,687 470,687 377,088 Travel 24,005 24,005 71,688 Materials and Supplies 78,514 78,514 170,214 Communications and Utilities 148,624 148,624 127,767 Rentals and Leases 76.844 76,844 35,507 Printing and Reproductions 62,444 62,444 27,915 Other Expenditures 1,155,643 1,155,643 784,365 Repairs and Maintenance TOTAL EXPENDITURES 20,105,941 20,105,941 19,607,543 **EXCESS OF REVENUES OVER EXPENDITURES** (4,716,871)(4,716,871)(4,242,177)

<sup>\*</sup> 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.

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

#### "UNAUDITED"

#### **EXHIBIT II**

## COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE-GENERAL FUND For the Year Ended August 31, 2017 (Continued)

**Totals** (Memorandum Only) 2017 2016 OTHER FINANCING SOURCES (USES): 0 Transfer from Senate (Agency 101) Transfer from House (Agency 102): 2,034,190 2,034,190 2,034,190 2,034,190 2,034,190 TOTAL OTHER FINANCING SOURCES (USES) 2,034,190 **EXCESS OF REVENUES AND OTHER FINANCING USES** \$ (2,682,680) \$ (2,682,680) (2,207,987)6,973,219 FUND BALANCE, September 1, 2016 6,973,219 9,181,206 Restatements FUND BALANCE, AUGUST 31, 2017 (EXH. I) 4,290,539 4,290,539 6,973,219

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:

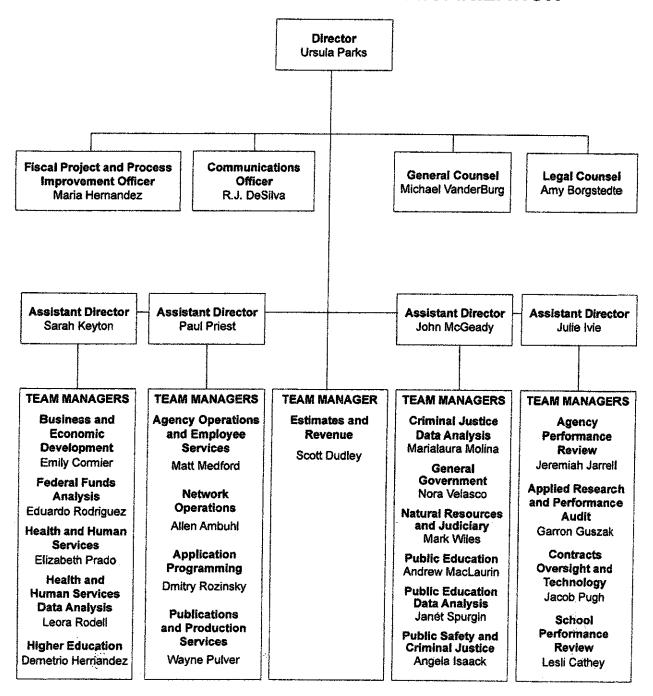
Compensable leave balance 8/31/16	\$ 1,894,801
Additions:	1,768,386
Reductions:	 1,165,759
Balance 8/3 1/17	\$ 2,497,428
Amount due within one year	\$ 2,497,428

#### **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, 2017, 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 ORGANIZATION



**AUGUST 2017**