



**Pasadena Independent School District
Annual Financial Accountability
Management Report**

For the Year Ending August 31, 2022



**DeeAnn Powell, Superintendent of Schools
Ben Pape, Chief Financial Officer**

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Pasadena Independent School District Annual Financial Accountability Management Report

Introduction

Created by the 77th Texas Legislature in 2001, the School Financial Integrity Rating System of Texas (FIRST) is designed to encourage public schools to better manage their financial resources in order to provide the maximum allocation possible for direct instructional purposes.

FIRST ratings provide parents and community members an annual glimpse at the financial health and stability of every school district and charter. The 2022-2023 ratings are based on annual financial reports provided to TEA by districts and charters from the 2022 fiscal year. The financial accountability system requires TEA to review the audited financial reports from all districts and charters.

This year, the FIRST ratings are based on twenty financial indicators, such as administrative cost expenditures; the accuracy of a district's financial information submitted to TEA; and any financial vulnerabilities or material weaknesses in internal controls as determined by an external auditor. Based on the submitted information, Districts are assigned a rating of A = Superior, B = Above Standard, C = Meets Standards, and F = Substandard Achievement. Pasadena Independent School District has earned the rating of ***Superior Achievement*** for the 2022-2023 ratings. For the 2022-2023 rating, Pasadena ISD earned a score of 94 and passed all of the critical indicators. The worksheet itself and a discussion of its significant points follow.

All school districts and charters are required to report information and financial accountability ratings to parents and taxpayers. In addition, school districts and charters must hold a public discussion or hearing regarding its financial report.

RATING YEAR **2022-2023**DISTRICT NUMBER **district #****Select An Option****Help****Home**

Financial Integrity Rating System of Texas

2022-2023 RATINGS BASED ON SCHOOL YEAR 2021-2022 DATA - DISTRICT STATUS DETAIL

Name: PASADENA ISD(101917)		Publication Level 1: 8/4/2023 12:02:16 PM	
Status: Passed		Publication Level 2: 8/7/2023 3:01:39 PM	
Rating: A = Superior Achievement		Last Updated: 8/7/2023 3:01:39 PM	
District Score: 94		Passing Score: 70	
#	Indicator Description	Updated	Score
1	<u>Was the complete annual financial report (AFR) and data submitted to the TEA within 30 days of the November 27 or January 28 deadline depending on the school district's fiscal year end date of June 30 or August 31, respectively?</u>	7/13/2023 6:19:09 PM	Yes
2	<u>Was there an unmodified opinion in the AFR on the financial statements as a whole? (The American Institute of Certified Public Accountants (AICPA) defines unmodified opinion. The external independent auditor determines if there was an unmodified opinion.)</u>	7/13/2023 6:19:09 PM	Yes
3	<u>Was the school district in compliance with the payment terms of all debt agreements at fiscal year end? (If the school district was in default in a prior fiscal year, an exemption applies in following years if the school district is current on its forbearance or payment plan with the lender and the payments are made on schedule for the fiscal year being rated. Also exempted are technical defaults that are not related to monetary defaults. A technical default is a failure to uphold the terms of a debt covenant, contract, or master promissory note even though payments to the lender, trust, or sinking fund are current. A debt agreement is a legal agreement between a debtor (= person, company, etc. that owes money) and their creditors, which includes a plan for paying back the debt.)</u>	7/13/2023 6:19:09 PM	Yes
4	<u>Did the school district make timely payments to the Teachers Retirement System (TRS), Texas Workforce Commission (TWC), Internal Revenue Service (IRS), and other government agencies? (If the school district received a warrant hold and the warrant hold was not cleared within 30 days from the date the warrant hold was issued, the school district is considered to not have made timely payments and will fail critical indicator 4. If the school district was issued a warrant hold, the maximum points and highest rating that the school district may receive is 95 points, A = Superior Achievement, even if the issue surrounding the initial warrant hold was resolved and cleared within 30 days.)</u>	7/13/2023 6:19:09 PM	Yes Ceiling Passed
5	This indicator is not being evaluated.		
			1 Multiplier Sum
6	<u>Was the average change in (assigned and unassigned) fund balances over 3 years less than a 25 percent decrease or did the current year's assigned and unassigned fund balances exceed 75 days of operational expenditures? (If the school district fails indicator 6, the maximum points and highest rating that the school district may receive is 89 points, B = Above Standard Achievement.)</u>	7/13/2023 6:19:09 PM	Ceiling Passed

7	<u>Was the number of days of cash on hand and current investments in the general fund for the school district sufficient to cover operating expenditures (excluding facilities acquisition and construction)? See ranges below in the Determination of Points section.</u>	7/13/2023 6:19:09 PM	8
8	<u>Was the measure of current assets to current liabilities ratio for the school district sufficient to cover short-term debt? See ranges below in the Determination of Points section.</u>	7/13/2023 6:19:09 PM	6
9	<u>Did the school district's general fund revenues equal or exceed expenditures (excluding facilities acquisition and construction)? If not, was the school district's number of days of cash on hand greater than or equal to 60 days? See ranges below in the Determination of Points section.</u>	7/13/2023 6:19:09 PM	10
10	This indicator is not being evaluated.		10
11	<u>Was the ratio of long-term liabilities to total assets for the school district sufficient to support long-term solvency? (If the school district's increase of students in membership over 5 years was 7 percent or more or 1,000 or more students in membership, then the school district passes this indicator.)</u>	7/13/2023 6:19:09 PM	10
12	<u>What is the correlation between future debt requirements and the district's assessed property value?</u>	7/13/2023 6:19:09 PM	10
13	<u>Was the school district's administrative cost ratio equal to or less than the threshold ratio? See ranges below in the Determination of Points section.</u>	7/13/2023 6:19:09 PM	10
14	This indicator is not being evaluated.		10
15	This indicator is not being evaluated.		5
16	<u>Did the comparison of Public Education Information Management System (PEIMS) data to like information in the school district's AFR result in a total variance of less than 3 percent of all expenditures by function? (If the school district fails indicator 16, the maximum points and highest rating that the school district may receive is 89 points, B = Above Standard Achievement.)</u>	7/13/2023 6:19:09 PM	Ceiling Passed
17	<u>Did the external independent auditor report that the AFR was free of any instance(s) of material weaknesses in internal controls over financial reporting and compliance for local, state, or federal funds and free from substantial doubt about the school district's ability to continue as a going concern? (The AICPA defines material weakness.) (If the school district fails indicator 17, the maximum points and highest rating that the school district may receive is 79 points, C = Meets Standard Achievement.)</u>	7/13/2023 6:19:09 PM	Ceiling Passed
18	<u>Did the external independent auditor indicate the AFR was free of any instance(s) of material noncompliance for grants, contracts, and laws related to local, state, or federal funds? (The AICPA defines material noncompliance.)</u>	7/13/2023 6:19:09 PM	10
19	<u>Did the school district post the required financial information on its website in accordance with Government Code, Local Government Code, Texas Education Code, Texas Administrative Code and other statutes, laws and rules that were in effect at the school district's fiscal year end?</u>	7/13/2023 6:19:09 PM	5
20	<u>Did the school district's administration and school board members discuss any changes and/or impact to local, state, and federal funding at a board meeting within 120 days before the district adopted its budget?</u>	7/13/2023 6:19:09 PM	Ceiling Passed
			94 Weighted Sum
			1 Multiplier Sum

(100
Ceiling)

94 Score

DETERMINATION OF RATING

A.	Did the school district fail any of the critical indicators 1, 2, 3, or 4? If so, the school district's rating is F for Substandard Achievement regardless of points earned.	
B.	Determine the rating by the applicable number of points.	
	A = Superior Achievement	90-100
	B = Above Standard Achievement	80-89
	C = Meets Standard Achievement	70-79
	F = Substandard Achievement	<70
No Rating = A school district receiving territory that annexes with a school district ordered by the commissioner under TEC 13.054, or consolidation under Subchapter H, Chapter 41. No rating will be issued for the school district receiving territory until the third year after the annexation/consolidation.		
The school district receives an F if it scores below the minimum passing score, if it failed any critical indicator 1, 2, 3, or 4, if the AFR or the data were not both complete, or if either the AFR or the data were not submitted on time for FIRST analysis.		

CEILING INDICATORS

Did the school district meet the criteria for any of the following **ceiling indicators** 4, 6, 16, 17, or 20? If so, the school district's applicable maximum points and rating are disclosed below. Please note, an F = Substandard Achievement Rating supersedes any rating earned as the result of the school district meeting the criteria of a ceiling indicator.

Determination of rating based on meeting ceiling criteria.	Maximum Points	Maximum Rating
Indicator 4 (Timely Payments) - School district was issued a warrant hold.	95	A = Superior Achievement
Indicator 6 (Average Change in Fund Balance) - Response to indicator is <i>No</i> .	89	B = Above Standard Achievement
Indicator 16 (PEIMS to AFR) - Response to indicator is <i>No</i> .	89	B = Above Standard Achievement
Indicator 17 (Material Weaknesses) - Response to indicator is <i>No</i> .	79	C = Meets Standard Achievement
Indicator 20 (Property Values and Tax Discussion) - Response to indicator is <i>No</i> .	89	B = Above Standard Achievement

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THE **TEXAS EDUCATION AGENCY**
1701 NORTH CONGRESS AVENUE • AUSTIN, TEXAS, 78701 • (512) 463-9734

FIRST 5.14.3.3

Overview of the Worksheet

Critical Indicators

Indicators #1 through #5 are the critical indicators. Any “No” response in this category is a signal indicator of fiscal distress.

- Indicator #1: The Annual Financial Report was submitted timely.
- Indicator #2: The District received a clean audit report.
- Indicator #3: The District was not in default on any debt.
- Indicator #4: The District made timely payments to Governmental Agencies.
- Indicator #5: Not scored this year.

Other Indicators of Fiscal Responsibility

Indicators #6 through #20 pertain to administrative cost expenditures, the accuracy of the District’s financial information submitted to TEA, and any financial vulnerabilities or material weaknesses in internal controls as determined by the external auditor.

- Indicator #6: The average change in fund balance over 3 years less than 25% decrease or exceeds 75 days of operational expenditures.
- Indicator #7: The District had adequate cash and current investments sufficient to cover operating expenditures.
- Indicator #8: The ratio of current assets to current liabilities was adequate to cover short-term debt.
- Indicator #9: The revenue in the general fund equaled or exceeded expenditures. The District had cash on hand greater than 60 days of operations.
- Indicator #10: Not scored this year.
- Indicator #11: The ratio of total assets to long-term liabilities was adequate to support long-term solvency.
- Indicator #12: The District had adequate debt revenue to cover required debt service payments.
- Indicator #13: The District’s administrative cost ratio was less than the threshold ratio.
- Indicator #14: Not scored this year.
- Indicator #15: Not scored this year.

Indicator #16: The actual expenditures submitted to TEA in PEIMS for \$522,684,985 had a variance of .03% or \$553 due to rounding of pennies.

Indicator #17: The audit report was free of any instances of material weaknesses in internal controls over financial reporting and compliance for local, state, or federal funds.

Indicator #18: The audit report was free of any instances of material noncompliance for grants, contracts, and laws related to local, state or federal funds.

Indicator #19: The district posted the required financial information on its website in accordance with Government Code, Local Government Code, Texas Education Code, Texas Administrative Code and other statutes, laws and rules that were in effect at the school district.

Indicator #20: The School Board Members discussed the district's property values at a board meeting prior to adoption of the budget.

Summary

The Pasadena ISD School Board, administration and the community have worked hard to maintain the financial position and condition of the District over the past number of years. This report demonstrates this to all parents and taxpayers.

Other Data Concerning the District's Operations

The purpose of this section of the report is to discuss other aspects of our business operations not covered by the worksheet, but suggested by law as items of significance meriting discussion. We should view the worksheet as a good basic tool with which to assess our primary business practices. However, we should not stop there! We should always be working towards improvement in all aspects of our operation to maximize funds available to campuses for educational purposes and to our ancillary departments that support our campuses.

Briefly, we review a number of business practices not covered by the Financial Accountability Worksheet directly.

Financial Strength

The state of Texas recommends we discuss financial strength in this report. This is a difficult topic to address because there are many measures of financial strength, some are better than others, and it's hard to tell which one is the best measure. For Pasadena ISD, we believe the most significant financial indicator of strength is our ability to meet our cash flow needs from September to December each year without borrowing money. This is due partially to the increased cash flow from TEA to low wealth districts such as Pasadena Independent School District but more to the fact that our Board of Trustees has a commitment to maintaining a minimal fund balance equal to 12½ percent of the prior year's operating expenses. Our Aa2 underlying bond rating by Moody's further evidences our financial strength. Moody's believes that our increases in assessed valuation, coupled with significant financial flexibility are characteristics consistent with the Aa2 rating. The District's long-term trend of conservative budgeting and prudent financial practices continue to rate highly in maintaining our excellent credit rating.

Operating Cost Management

Only a small portion of our total General Fund expenditures are flexible or variable in nature. Salaries and benefits comprise the biggest expenditure each year, over 88.5%. Utility payments fluctuate greatly from year to year, but still make up our second largest single expenditure at 2% closely followed by property insurance at 1%. Once you remove those large expenditures from the equation, you are left with a small portion of our budget that retains some semblance of control for us. Supplies, materials, travel and training and a few contracted services comprise this remaining balance. We consider these costs to be our controllable operating costs. One measure the state of Texas uses to measure operating cost efficiency is the administrative cost ratio. Texas has a formula that is mandated by law, and of course, it is arguable in nature. Simply, it takes administrative costs and divides them by instructional costs to arrive at a percentage. This indicator deals with the sensitive issue of administrative costs and we feel it prudent to demonstrate how our ratio has consistently remained low over the past several years.

Administrative Cost Comparison			
	<u>Year</u>	<u>State Limit</u>	<u>District Actual</u>
	2005-06	11.05%	6.59%
	2006-07	11.05%	6.92%
	2007-08	11.05%	5.79%
	2008-09	11.05%	4.73%
	2009-10	11.05%	5.10%
	2010-11	11.05%	5.47%
	2011-12	11.05%	5.58%
	2012-13	11.05%	5.44%
	2013-14	11.05%	5.45%
	2014-15	11.05%	5.63%
	2015-16	11.05%	5.50%
	2016-17	11.05%	5.27%
	2017-18	11.05%	5.41%
	2018-19	11.05%	5.45%
	2019-20	11.05%	5.80%
	2020-21	11.05%	6.09%
	2021-22	11.05%	5.85%

In a time of rising salaries and increased costs, Pasadena ISD has maintained low administrative costs as a percentage of instructional costs. We have done so via a conscious and concerted effort to bring administrative costs down while funneling every possible dollar to the campuses to serve the needs of the students first. This chart, more than any other indicator, clearly demonstrates that we are putting our money where our students are, and getting by as best we can elsewhere.

Personnel Management

The District's longstanding personnel goal is to attract and retain qualified staff, and to offer a competitive salary and benefit package each year. We have offered a highly competitive total compensation package to our teaching staff and a comparable increase to all support personnel. It hasn't always been easy to do so, but each year we have managed to find the funding to fit this total benefit package into our budget. Attracting and retaining a quality teaching staff has been a priority with Pasadena ISD in the past decade second only to our students' welfare and education.

Tax Collections

Although tax collections is no longer a ratings indicator, we feel it is important to disclose our tax collection history.

<u>For Year Ended</u>	<u>Total Tax Collections</u>
2000	98.3%
2001	97.6%
2002	97.8%
2003	99.2%
2004	99.7%
2005	99.7%
2006	99.3%
2007	99.5%
2008	99.7%
2009	99.8%
2010	99.64%
2011	98.67%
2012	98.73%
2013	99.75%
2014	99.74%
2015	99.69%
2016	99.67%
2017	99.66%
2018	99.72%
2019	99.63%
2020	98.6%
2021	98.7%
2022	97.9%

Cash Management

First, we have a state and local board policy that requires us to invest funds with six objectives in mind. In order of importance, they are: suitability, safety, liquidity, marketability, diversity and yield.

Suitability, safety and liquidity are almost redundant. If a security is suitable and safe, it's probably pretty liquid. If it's liquid and suitable, it's safe. State and local policy specify what types of securities we can purchase, and virtually all of them fall within these restrictions. We don't purchase ones that do not fall within our interpretation of these policy restrictions. Certificates of Deposit are legal investments, but they cannot be readily converted to cash without a penalty, so we are careful to purchase them when we plan to hold them to maturity.

All investment strategies are based on an understanding of suitability of an investment to the financial requirements of the District and consider preservation and safety of principal, liquidity, marketability of an investment if the need arises to liquidate before maturity, diversification of the investment portfolio, and yield.

There are a few investments that are legal for us to purchase, but they aren't very marketable. Consequently, we don't buy them. Bonds of the state of Israel are a good example. We strive to maintain diversity in our portfolio, balancing cash in money market pools and directly owned securities such as Treasury Bills and other government agency issues.

Lastly, we perform a monthly, quarterly, and annual review of investment activity and performance, submitting these quarterly reports to the Board of Trustees for review, as required by law.

Budgetary Planning & Financial Allocations

The District's budget process begins usually in December each year. During the first month of planning, preliminary revenue estimates are developed and shortly thereafter followed by budget allocations for each campus. Next, the department budgets are prepared and a budget preparation guide is updated for the new year and distributed to all budget managers. Most school districts have some rational basis for allocating funds to campuses and operating departments. In Pasadena ISD, we allocate funds to campuses based on a number of criteria. They include number of students, types of students, and type of campus. Support departments get funds based on previous year's budgets adjusted (up or down) for future years' needs. Special project requests for amounts supplemental to allocations are considered individually each year. In March, we begin budget consolidation and attempt to calculate state and local tax revenues. At this time, the budget starts to take on some form. April is usually spent reviewing the budget with the Superintendent's cabinet. May is the month we are first able to give the Board and the public a preliminary view of how the next year's budget looks. In odd-numbered years, the legislature is in session, and that complicates and delays our budgeting process. The optimal time for making a public salary decision is May. However, due to the legislature or the

Harris County Appraisal District, salary decisions are usually not made until June or July. June and July are busy months budget-wise with special Board workshops. Decisions are made on special project requests, revenue data is fine-tuned and a final budget is submitted to the Board of Trustees for approval in August.

Our budget process is a proactive and highly participatory one, and campuses and departments are given a great deal of discretion as to how to budget their funds. After the budget is adopted, each campus or department is given equal latitude regarding amending their budget when their plans or needs change. This decentralized style of budget management is required by the state of Texas to a certain degree. We call it site-based decision making. It's our version of campus empowerment. Most importantly, it is a system that works best in the long run for all of us by allocating resources where they are needed, even when those needs change.

Awards and Recognitions

For the past several years the Business Office has been recognized by the Association of School Business Officials International (ASBO) and the Government Finance Officers Association (GFOA) for excellence in the preparation and the Comprehensive Annual Financial Report (CAFR).

ASBO's Certificate of Excellence Award was received for the Comprehensive Annual Financial Report (CAFR) for the year ending August 31, 2022, the districts ninth consecutive year receiving this award.

Additionally, the district received GFOA's Certificate of Achievement for Excellence in Financial Reporting for the sixth consecutive year for the Comprehensive Annual Financial Report (CAFR) ending August 31, 2022.

We received the Purchasing Award of Excellence for the seventh consecutive year.

These awards reflect the commitment of the governing body and staff to meeting the highest principals of governmental budgeting and financial transparency. These documents are excellent tools that can be used for financial planning and communication devices for internal and external stakeholders. These reports enhance our financial accountability and transparency as well as strengthen the district's presentation for bond issuance and bond ratings.

SECOND AMENDMENT TO
SUPERINTENDENT'S CONSOLIDATED EMPLOYMENT CONTRACT

THE STATE OF TEXAS §
 § KNOW ALL MEN BY THESE PRESENTS:
COUNTY OF HARRIS §

WHEREAS, the Board of Trustees ("Board") of the Pasadena Independent School District, met on April 25, 2023;

WHEREAS, at the meetings on April 25, 2023, the District, pursuant to his Contract of Employment ("Contract"), offered Dr. DeeAnn Powell an amendment to her Contract.

WHEREAS, Dr. Powell accepted the amendment to the Contract.

NOW, THEREFORE, pursuant to the authority of § 11.201 of the Texas Education Code, the general laws of the state of Texas and Section 8.2 of the Contract, the Board and Dr. Powell agree as follows:

I.

Paragraph 4. of the Superintendent's Consolidated Contract of Employment executed on May 31, 2022, is amended as follows:

(a) Effective July 1, 2023, the Superintendent shall be paid a salary of three hundred and fifty thousand and ninety-seven dollars and No./100 (\$350,097.00) per year, plus the percentage salary adjustment increase approved by the Board of Trustees for district administrators for the 2023-2024 school year, payable in equal installments in accordance with Board policy governing payment to other professional staff members in the District. The Board shall have the right to further adjust the annual salary of the Superintendent at any time during the term of this Contract, provided that no such adjustment shall reduce the salary herein set forth. Any such further adjustment in the Superintendent's salary made during the term of this Contract shall be in the form of an amendment and shall become part of the Contract. The annual salary shall be predicated on 240 workdays each year. From the effective date of this Contract until July 1, 2023, all previously established salary and benefits for the Superintendent shall remain the same.

(c) Effective July 1, 2023, and for each contract year during the term of this Contract, the District shall add to the Salary of the Superintendent the amount of Forty Thousand Dollars (\$40,000.00). One-twelfth of this amount shall be paid as a monthly salary deferral

contribution, at the election of the Superintendent, to a plan established by the District under Section 403(b) and/or Section 457(b) of the Code. In the event the Superintendent executes a salary deferral agreement in accordance with the requirements of Sections 403(b) and/or 457(b) of the Internal Revenue Code (the "Code") in at least the amount of the Additional Salary, the Additional Salary shall be paid as a salary deferral contribution ("Salary Deferral Contribution"). Under and pursuant to applicable Internal Revenue Service rules the Superintendent shall have the option to elect to receive the Additional Salary in cash rather than as a Salary Deferral Contribution. All such Salary Deferral Contributions contemplated herein shall be paid to a plan, established by the District under Section 403(b) and/or Section 457(b) of the Code, and that is available to all TRS members employed by the District. Such plans shall include investments as allowed under Sections 403(b), 403(b)(7) and/or 457(b) of the Code, respectively, and the investments for the Superintendent's accounts shall be solely at her discretion. The Superintendent shall always be 100% vested in her account under the 403(b) and/or 457(b) plan. The Salary Deferral Contributions contemplated herein shall be treated as salary deferrals under the Code and shall be reported as "creditable compensation" by the District for purposes of the Teacher Retirement System of Texas. No payments under this Section shall be made after the Superintendent's employment terminates.

(d) Unilateral Termination/buy-out by Board. The Board reserves the right to terminate this Contract with or without cause upon the provision of thirty (30) days' written notice to the Superintendent. As consideration for this right of unilateral termination, if the Board of Trustees, by majority vote, proposes to terminate or provides thirty (30) days' notice to the Superintendent of an intent to terminate this Contract during the term of the Contract with or without good cause, then the parties agree that the District will pay the Superintendent the sum equal to one year of the Superintendent's then current annual base salary and benefits. A check for this amount will be tendered to the Superintendent within thirty (30) days' of proposed termination action or notice of unilateral termination. Upon receiving the set buy-out funds and in exchange for the payment and the applicable consideration provided, the Superintendent will resign and be released from her duties as Superintendent. Furthermore, the Superintendent agrees to accept the sum referenced in this Paragraph as full satisfaction of her rights under the Contract and agrees not to ask for a hearing or any proceeding relating to her employment as Superintendent or departure/separation from her position. In addition, upon tender of this payment, the Superintendent, by her signature below, fully and completely releases and discharges the District, its trustees, agents, attorneys, and employees (both past and present) from any liability or legal claims relating in any fashion to her employment at the District and or her departure/separation from employment, and agrees not to file any legal proceeding against them, including without limitation, lawsuits in state or federal court, actions before the Texas Education Agency, or before any state or federal administrative agencies or the PISD Board of Trustees relating to her employment at the District or her departure/separation from her employment with the District

This Amendment is effective April 25, 2023, upon final execution of the signatures listed below.

EXECUTED this 25 day of April 2023.

PASADENA INDEPENDENT
SCHOOL DISTRICT

By: 

Ms. Vickie Morgan
President, Board of Trustees

By: 

Dr. DeeAnn Powell
Superintendent of Schools