



***HARRIS COUNTY
APPRAISAL DISTRICT
HARRIS COUNTY
HOUSTON, TEXAS***

**Division
2015 Budget
Summaries**

June 2014

DIVISION BUDGET SUMMARIES

PROPOSED 2015 BUDGET

for the

HARRIS COUNTY APPRAISAL DISTRICT

Board of Directors Budget Workshop
June 18, 2014

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Board of Directors & Appraisal Review Board - 1000

2015 Budget Briefing

Divisions for budget items related to the Board of Directors and the Appraisal Review Board

Board of Directors

- Professional services for legal costs
- Post-ARB appeal costs
- Taxpayer Liaison Officer (.5 FTE)

Appraisal Review Board

- ARB per diem & associated taxes
- ARB Training



2015 Division Budget

Salaries, Wages & Related	\$2,480,000
Employee Benefits, Taxes	\$189,720
Office & Field Operations	\$46,300
Computer Operations	\$0
Professional Services	\$12,419,467
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
Total	\$15,135,487

Proposed Changes

Increase in Office & Field Operations	\$8,900
Increase Professional Services (Legal)	\$5,129,500

2013 performance measures	
Monthly board of directors' meetings	12
Post-ARB lawsuits	3,963
Post-ARB arbitrations	749
Total protests	311,801
ARB protest hearings	136,690
Cost per hearing (2013)	\$16.76
Division cost per parcel	\$5.07

Office of the Chief Appraiser - 5001

2015 Budget Briefing

Sands L. Stiefer, Chief Appraiser
 Roland Altinger, Deputy Chief Appraiser

Responsible for administration of the appraisal district and support of the board of directors

- Direct the 3rd largest assessment entity in the United States
- 649 employees (requested)
- Responsibly oversee and manage \$76.577 million budget (requested)
- Annual reappraisal of over 1.7 million parcels of property covering 1,729 square miles of land
- Annual caseload approaching 300,000 protests
- Produce timely and correct appraisal roll for over 500 taxing entities
- 8 total team members



2015 Division Budget

Salaries, Wages & Related	\$855,866
Employee Benefits	\$215,153
Office & Field Operations	\$48,200
Computer Operations	\$0
Professional Services	\$500
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
Total	\$1,130,219

Proposed Changes

2 positions transferred in	(\$7,006)
Reduce other professional services	(\$10,000)

2014 Performance Measures
Certify timely
Timely present budget to Board of Directors
Continue development of management training program
Continue development on succession planning initiatives
Receive perfect score in the biennial Map Review (2014)
Receive Certificate of Excellence in Assessment Administration
Pass 2013 Property Value Study
Finalize implementation of bills from the 82nd legislative session
Finalize implementation of recommendations from 2013 organizational review
Maintain relationships with 500+ jurisdictional representatives
Projected 2014 Population of Harris County: 4,395,800
Division cost per parcel: \$0.65

Professional Education & Development Division - 5002

2015 Budget Briefing

Responsible for education and professional development for all district employees.

- Registration & Renewals, TDLR, TALCB, IAAO, AI, TAAO/CTA, SHRM, HR Houston, Professional Engineers, Press Club, Institute of Internal Auditors, PRSA, CFE, AF
- Prepare and coordinate HCAD education schedule and materials
- Enroll students in Core Appraisal Courses – Update Halogen
- Coordinate IAAO Appraisal Courses, Workshops, and Webinars
- Schedule Level III & IV Exams
- Report TDLR Core Appraisal Course results & Continuing Education credits
- Score exams and prepare certificates
- Manage Career Ladder Program
- Coordinate CDP Completion Payments
- Update HCAD Appraiser Career Guidebook
- 3 total staff



2015 Division Budget

Salaries, Wages & Related	\$207,207
Employee Benefits	\$64,264
Office & Field Operations	\$17,296
Computer Operations	\$0
Professional Services	\$0
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
Division Total	\$288,767


Proposed changes:

Reduce 1 staff member	(\$152,850)
Share of benefits decrease	(\$28,885)
Increase Office & Field Ops	\$8,546

2013 performance measures	
TDLR Registrations	313
PSI Online RPA Exam Registrations	27
Core Curriculum Appraisal Courses held	28
CTA Courses held	2
Students enrolled in Appraisal Courses	900
Appraisal Course exams scored	850
Course Certificates of Completion prepared & distributed	869
Instructor/Course Evaluations	869
IAAO Webinars scheduled	8
Online reporting to TDLR of core course completions & CE reporting	1,027
Division cost per parcel	\$0.17


Communications Division - 5003

2015 Budget Briefing

<p>Responsible for</p> <ul style="list-style-type: none"> ○ Internal and external communications, including office of the assistant taxpayer liaison ○ Community relations outreach and Speakers Bureau ○ Annual report ○ Photography, newsletters, new releases, and media responses ○ Receive, research, and respond to property owner calls and emails ○ Script and produce videos for public education and employee training ○ Revise forms and letters to comply with Tax Code changes ○ Update web site ○ Respond to media questions and interview requests <p>○ 6 total staff</p> <p>2015 Division Budget</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Salaries, Wages & Related</td><td style="text-align: right;">\$386,966</td></tr> <tr><td>Employee Benefits</td><td style="text-align: right;">\$124,301</td></tr> <tr><td>Office & Field Operations</td><td style="text-align: right;">\$6,350</td></tr> <tr><td>Computer Operations</td><td style="text-align: right;">\$0</td></tr> <tr><td>Professional Services</td><td style="text-align: right;">\$0</td></tr> <tr><td>Rent, Utilities & Maintenance</td><td style="text-align: right;">\$0</td></tr> <tr><td>Capital Expenditures</td><td style="text-align: right;">\$0</td></tr> <tr><td>Total</td><td style="text-align: right;">\$517,617</td></tr> </table> <p>Proposed Changes:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Share of benefits increase</td><td style="text-align: right;">\$7,716</td></tr> </table>	Salaries, Wages & Related	\$386,966	Employee Benefits	\$124,301	Office & Field Operations	\$6,350	Computer Operations	\$0	Professional Services	\$0	Rent, Utilities & Maintenance	\$0	Capital Expenditures	\$0	Total	\$517,617	Share of benefits increase	\$7,716	 <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr><th colspan="2" style="text-align: left;">2013 Performance Measures</th></tr> <tr><td>Property owner email responses</td><td style="text-align: right;">12,967</td></tr> <tr><td>Property owner letter responses</td><td style="text-align: right;">184</td></tr> <tr><td>Property owner phone call responses</td><td style="text-align: right;">412</td></tr> <tr><td>Videos updated and produced</td><td style="text-align: right;">9</td></tr> <tr><td>Total video loads</td><td style="text-align: right;">25,461</td></tr> <tr><td>Form updates</td><td style="text-align: right;">108</td></tr> <tr><td>Community Relations/Presentations</td><td style="text-align: right;">32</td></tr> <tr><td>News media interviews</td><td style="text-align: right;">24</td></tr> <tr><td>Newsletters</td><td style="text-align: right;">8</td></tr> <tr><td>News releases</td><td style="text-align: right;">16</td></tr> <tr><td>Web site updates</td><td style="text-align: right;">52</td></tr> <tr><td>Division cost per parcel</td><td style="text-align: right;">\$0.30</td></tr> </table>	2013 Performance Measures		Property owner email responses	12,967	Property owner letter responses	184	Property owner phone call responses	412	Videos updated and produced	9	Total video loads	25,461	Form updates	108	Community Relations/Presentations	32	News media interviews	24	Newsletters	8	News releases	16	Web site updates	52	Division cost per parcel	\$0.30
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Legal Services Division - 5004

2015 Budget Briefing

<p>Responsible for legal services</p> <ul style="list-style-type: none"> ○ Represent the district at trials, hearings, mediations, appeals, depositions, settlement conferences, ARB hearings, and SOAH ○ Defend between 1800 and 2800 lawsuits annually ○ Work directly with review appraisal division to resolve lawsuits ○ Provide in-house legal services to the district ○ Respond to open records requests ○ 14 Total Positions <ul style="list-style-type: none"> ○ 8 Lawyers ○ 5 Support staff <p>2015 Division Budget</p> <table style="width: 100%; border-collapse: collapse;"> <tr style="border-top: 1px solid black;"> <td style="width: 70%;">Salaries, Wages & Related</td> <td style="text-align: right;">\$1,017,772</td> </tr> <tr style="background-color: #f2f2f2;"> <td>Employee Benefits</td> <td style="text-align: right;">\$307,715</td> </tr> <tr> <td>Office & Field Operations</td> <td style="text-align: right;">\$36,300</td> </tr> <tr style="background-color: #f2f2f2;"> <td>Computer Operations</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Professional Services</td> <td style="text-align: right;">\$0</td> </tr> <tr style="background-color: #f2f2f2;"> <td>Rent, Utilities & Maintenance</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Capital Expenditures</td> <td style="text-align: right;">\$0</td> </tr> <tr style="border-top: 1px solid black; 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Human Resources Division - 5005

2015 Budget Briefing

Responsible for strategic and functional responsibilities for all HR disciplines, including, but not limited to:

- Recruitment and Selection
- Employee Relations
- Legal Compliance
- Career Management
- Intra-Organizational Communication
- Risk Management
- Staff Assessment
- Dispute Resolution
- Policy Development
- Benefits
- Human Resources Information Systems
- 649 - Staff-district wide(requested)
- 8 HR Staff



2015 Division Budget

Salaries, Wages & Related	\$552,148
Employee Benefits	\$171,306
Office & Field Operations	\$38,153
Computer Operations	\$0
Professional Services	\$0
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
Total	\$761,607

Proposed Changes:

Share of benefits increase	\$10,975

2013 Performance Measures

Criminal & Work History Verifications	2,690
Applications Processed	3,390
ID Badges	2,362
Halogen Evaluations Reviewed	529
Interviews Conducted	538
Kronos Changes	663
Applicant Skills Assessment	269
Unemployment Claims, Workers' Comp., TWC Appeals, FMLA	93
New Job Postings	166
ARB Applications Processed	187
New Hire Orientation	83
ARB onboarding	50
HR Training Sessions	47
Division cost per parcel	\$0.44

Appraisal Operations Division – 5006

2015 Budget Briefing

Responsible for

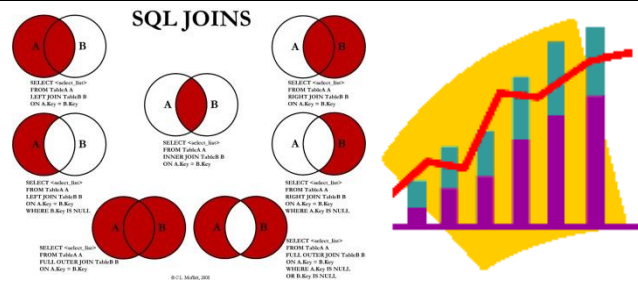
- Using appraisal expertise to deliver credible certified estimates
- Statistical analysis of valuation processes
- Ad hoc queries to provide data and predictive analysis in support of information requests
- Act as liaison between appraisal and Information Systems to support efficient and effective process enhancements
- Utilize appraisal expertise to evaluate CAMA technologies that promote credible reappraisals
- Conduct ratio studies to validate valuation performance and test cost schedules
- 7 Total Staff:**
 - 6 Appraisers
 - 1 administrative staff

2015 Division Budget

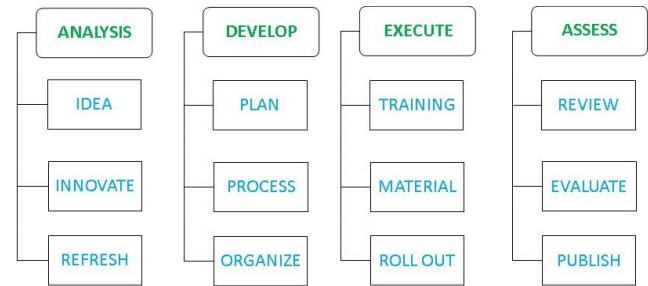
Salaries, Wages & Related	\$520,471
Employee Benefits	\$155,640
Office & Field Operations	\$185,400
Computer Operations	\$0
Professional Services	\$32,000
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
Total	\$880,461

Proposed changes:

Salary, Wages & Related decrease	(\$29,208)
Share of benefits increase	\$2,828



STRATEGY & PLANNING



2013 performance measures	
Assist in timely delivery of certified estimates	64
Develop ISD ratio studies: <ul style="list-style-type: none"> commercial residential 	52 78
Develop and submit specifications for appraisal system change requests	13
Monitor and reply to iSettle emails	605
Process appraisal divisions' forms	415
Division cost per parcel	\$0.51

Business & Industrial Property Division - 5007

2015 Budget Briefing

Responsible for

- **Appraisal of 348,499 total parcels.**
 - 3,142 industrial real property accounts
 - 11,011 industrial personal property accounts
 - 11,526 mineral and utility accounts
 - 171,185 commercial personal property accounts
 - 149,015 multi-location parcels
 - 2,620 special inventory accounts
- **Processing:**
 - 119,793 renditions
 - 905,224 multi-location items
 - 288,596 document scanning
 - 107,516 document indexing
 - 24,115 vehicle pool items
 - 3,963 exemptions
- **88 Total Employees:**
 - 62 Appraisers
 - 26 Non-appraisal staff

2015 Division Budget

Salaries, Wages & Related	\$4,200,520
Employee Benefits	\$1,586,551
Office & Field Operations	\$107,580
Computer Operations	\$0
Professional Services	\$1,537,195
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
Total	\$7,431,846

Proposed changes:

Reclassify 5 positions	\$18,742
5 new positions	\$222,646
Industrial Professional Services contracts increase	\$67,518



Total value of property valued by this division in 2013:
\$93,764,531,779

Market value change from 2012:
\$4,979,419,702 (an increase of 5.61%)

2013 performance measures	
Properties inspected	51,773
Protests resolved	15,945
Penalty waiver requests reviewed	16,085
New tangible accounts created	5,305
Corrections processed	14,028
Dealer inventory monthly statements	32,649
Dealer inventory declarations	2,520
Parcels per appraiser	5,621
Division cost per parcel	\$4.31

Commercial Property Division - 5008

2015 Budget Briefing

Responsible for appraisal of

- 106,644 total parcels
- 56,112 acres of unimproved commercial land
- 260,590 acres of agricultural and specially appraised land
- 65,932 improved commercial properties
- 40,712 vacant land parcels

- **78 Total Staff**
 - 62 Appraisers
 - 16 Non-appraisal staff



2015 Division Budget

Salaries, Wages & Related	\$3,889,744
Employee Benefits	\$1,440,306
Office & Field Operations	\$196,293
Computer Operations	0
Professional Services	0
Rent, Utilities & Maintenance	0
Capital Expenditures	0
Total	\$5,526,343

Proposed Changes:

Share of benefits increase	\$87,367
Decrease office & field operations	(\$5,487)

Total market value of property at notice date in 2014:

\$135,747,582,610

Total market value as of certification in 2013:

\$116,595,788,085

Market value change from 2013:


Increase of \$19,151,794,525

2013 Performance Measures

Total properties inspected	12,289
Properties revalued	77,934
New construction added	942
Miles driven	77,386
Protests resolved	58,377
Parcels per appraiser	1,720
Division cost per parcel	\$3.20


Residential Property Division - 5009

2015 Budget Briefing

<p>Responsible for the appraisal of</p> <ul style="list-style-type: none"> ○ 1,082,847 improved properties ○ 110,904 vacant properties ○ Area of responsibility includes 223,285 improved acres and 36,753 vacant acres ○ 151 Total Employees <ul style="list-style-type: none"> ○ 138 Appraisers ○ 13 Non-appraisal staff <p>2015 Division Budget</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Salaries, Wages & Related</td> <td style="text-align: right;">\$6,995,982</td> </tr> <tr style="background-color: #f2f2f2;"> <td>Employee Benefits</td> <td style="text-align: right;">\$2,706,060</td> </tr> <tr> <td>Office & Field Operations</td> <td style="text-align: right;">\$711,108</td> </tr> <tr style="background-color: #f2f2f2;"> <td>Computer Operations</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Professional Services</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #f2f2f2;"> <td>Rent, Utilities & Maintenance</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Capital Expenditures</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #f2f2f2;"> <td>Total</td> <td style="text-align: right;">\$10,413,150</td> </tr> </table> <p>Proposed Changes:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Share of benefits increase</td> <td style="text-align: right;">\$16,543</td> </tr> <tr style="background-color: #f2f2f2;"> <td>Increase in Office & Field Operations</td> <td style="text-align: right;">\$2,575</td> </tr> </table>	Salaries, Wages & Related	\$6,995,982	Employee Benefits	\$2,706,060	Office & Field Operations	\$711,108	Computer Operations	0	Professional Services	0	Rent, Utilities & Maintenance	0	Capital Expenditures	0	Total	\$10,413,150	Share of benefits increase	\$16,543	Increase in Office & Field Operations	\$2,575	<div style="text-align: center;">  </div> <p>Total market value of property both noticed and unnoticed date in 2014: \$208,068,964,053</p> <p>Total market value of property certified and uncertified in 2013: \$175,112,480,598</p> <p>Market value change from 2013: \$32,956,483,455 (an increase of 18.82%)</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th colspan="2" style="text-align: left;">2013 Performance Measures</th> </tr> </thead> <tbody> <tr> <td>Total properties inspected</td> <td style="text-align: right;">176,263</td> </tr> <tr> <td>New construction inspected</td> <td style="text-align: right;">40,961</td> </tr> <tr> <td>Sales verified</td> <td style="text-align: right;">38,513</td> </tr> <tr> <td>Properties updated</td> <td style="text-align: right;">563,331</td> </tr> <tr> <td>New subdivisions</td> <td style="text-align: right;">459</td> </tr> <tr> <td>Jurisdiction estimates</td> <td style="text-align: right;">142</td> </tr> <tr> <td>Protests resolved</td> <td style="text-align: right;">226,228</td> </tr> <tr> <td>Splits & combos</td> <td style="text-align: right;">6,691</td> </tr> <tr style="background-color: #f2f2f2;"> <td colspan="2"> </td> </tr> <tr> <td>Parcels per appraiser</td> <td style="text-align: right;">8,650</td> </tr> <tr> <td>Division cost per parcel</td> <td style="text-align: right;">\$8.72</td> </tr> </tbody> </table>	2013 Performance Measures		Total properties inspected	176,263	New construction inspected	40,961	Sales verified	38,513	Properties updated	563,331	New subdivisions	459	Jurisdiction estimates	142	Protests resolved	226,228	Splits & combos	6,691			Parcels per appraiser	8,650	Division cost per parcel	\$8.72
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Audit Support Services - 5010

2015 Budget Briefing

<p>Responsible for</p> <ul style="list-style-type: none"> ○ Conducting investigations into possible fraud, criminal, civil, and administrative matters ○ Internal auditing ○ Discovery and detection of omitted properties ○ Facilitate the biennial State Comptroller’s Methods and Assistance Program (MAP) Review of the CAD ○ Evaluate CAD compliance of Property Tax Code, particularly the implementation of legislative updates ○ Analyze and review appraisal data, reports, evidentiary data and procedures for accuracy, efficiency, deficiencies, duplication and fraud ○ Emergency response team assistance, out of business permits, & review of major special projects (OCA) ○ 9 total staff <p>2015 Division Budget</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Salaries, Wages & Related</td> <td style="text-align: right;">\$585,592</td> </tr> <tr> <td>Employee Benefits</td> <td style="text-align: right;">\$187,243</td> </tr> <tr> <td>Office & Field Operations</td> <td style="text-align: right;">\$61,170</td> </tr> <tr> <td>Computer Operations</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Professional Services</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Rent, Utilities & Maintenance</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Capital Expenditures</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$834,005</td> </tr> </table> <p>Proposed Changes:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Share of benefits increase</td> <td style="text-align: right;">\$8,819</td> </tr> <tr> <td>Increase in Office Operations</td> <td style="text-align: right;">\$7,920</td> </tr> </table>	Salaries, Wages & Related	\$585,592	Employee Benefits	\$187,243	Office & Field Operations	\$61,170	Computer Operations	0	Professional Services	0	Rent, Utilities & Maintenance	0	Capital Expenditures	0	Total	\$834,005	Share of benefits increase	\$8,819	Increase in Office Operations	\$7,920	<div style="text-align: center;">  <p style="font-size: small;">© Can Stock Photo - csp10657046</p> </div> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <th colspan="2" style="text-align: left;">2013 performance measures</th> </tr> <tr> <td style="width: 80%;">Internal controls review and disaster recovery plan review</td> <td style="text-align: center;">2</td> </tr> <tr> <td>Special audit (includes processing 21-day property owner request letters for additional information, reviewing Freeport exemptions, and discovering omitted property)</td> <td style="text-align: center;">2,893</td> </tr> <tr> <td>Dealer inventory administration (motor vehicle, heavy equipment & manufactured housing); and assistance with litigation, petitions, and audits</td> <td style="text-align: center;">628</td> </tr> <tr> <td>Hearings review</td> <td style="text-align: center;">800</td> </tr> <tr> <td>Employee disclosure forms research</td> <td style="text-align: center;">701</td> </tr> <tr> <td>Investigations and administration</td> <td style="text-align: center;">58</td> </tr> <tr> <td>2013 CEAA report preparation</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Division cost per parcel</td> <td style="text-align: center;">\$0.48</td> </tr> </table>	2013 performance measures		Internal controls review and disaster recovery plan review	2	Special audit (includes processing 21-day property owner request letters for additional information, reviewing Freeport exemptions, and discovering omitted property)	2,893	Dealer inventory administration (motor vehicle, heavy equipment & manufactured housing); and assistance with litigation, petitions, and audits	628	Hearings review	800	Employee disclosure forms research	701	Investigations and administration	58	2013 CEAA report preparation	1	Division cost per parcel	\$0.48
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Review Appraisal Division - 5011

2015 Budget Briefing

Responsible for overseeing post ARB property appeals and associated litigation.

- Work directly with litigation counsel to resolve appeals.
- Appeals resolved through litigation, mediation, arbitration, SOAH, and in-house settlement conferences.
- Staff responsible for reviewing CAMA valuation, analyzing recent sales and contracts, developing reports, court appearances, testifying, and making settlement recommendations.
- Expert knowledge of appraisal methodology, tax code, and reports.
- Values are considered are Market Value and Equal & Uniform.

- **36 Total Staff**
 - 23 Appraisers
 - 7 Research Staff
 - 6 Support Staff



2015 Division Budget

Salaries, Wages & Related	\$2,091,052
Employee Benefits	\$710,286
Office & Field Operations	\$59,500
Computer Operations	0
Professional Services	0
Rent, Utilities & Maintenance	0
Capital Expenditures	0
Total	\$2,860,838

Proposed Changes:

Share of benefits increase	\$8,168
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2013 Performance Measures	
Number of lawsuits filed in 2013	3,547
Number of properties	14,701
Number of lawsuits resolved in 2013	3,168
Number of properties resolved	7,248
Total value in litigation (2013)	\$51 billion
Total value active (all years)	\$47 billion
Number of trials in 2013	3
Number of arbitrations filed in 2013	775
Number of arbitrations resolved	681
Number of SOAH cases filed in 2013	7
Number of SOAH cases resolved	7
Division cost per parcel	\$1.66

ARB Operations Division - 8002

2015 Budget Briefing

Responsible for

- Manual and batch scheduling of current and prior year value, exemption, and correction hearings
- Staff front hearings counter for receiving hearings
- Staff kiosk stations for informal and formal hearing workflow management.
- Monitor queues for wait times and assist with workflow management Provide escorts for formal hearings
- Hearing Evidence processing (preparing, scanning, sorting...)
- Staff reschedule call center for property owners
- Sorting and processing of return mail
- Affidavit processing
- Process jurisdiction corrections
- Daily, Weekly, and Monthly Reporting
- 29 total staff



2015 Division Budget

Salaries, Wages & Related	\$1,246,001
Employee Benefits	499,264
Office & Field Operations	29,350
Computer Operations	0
Professional Services	0
Rent, Utilities & Maintenance	0
Capital Expenditures	0
Total	\$1,765,615

Proposed changes:

1 Staff position	\$31,989
Share of benefits & taxes increase	\$42,409
Increase in Office Ops	\$3,000

2013 performance measures	
2013 protest volume	290,165
Formal hearings scheduled	173,057
Informal meetings scheduled	300,795
Number of panels used	3,414
Hearing evidence: number of boxes scanned, prepped, & quality-controlled	1,037
Prior year, correction, and exemption hearings scheduled	14,662
Owner reschedules processed	14,737
Prior year correction processing	2,909
Division cost per parcel	\$1.02

Jurisdiction Communications Division - 8003

2015 Budget Briefing

Responsible for

- Providing technical and clerical support for 637 active and inactive jurisdictions which contain a total of 1,576,960 accounts
- Sort rolls and coordinate delivery to tax offices each month
- Provide information relating to issues concerning exemptions, value, corrections, roll layout and other tax assessor issues to the tax offices, members of the tax community and the public
- Provide necessary reports for ISD and non-ISD property value audits to assessors and auditors and review completed audits for discrepancies
- **6 staff members**

2015 Division Budget

Salaries, Wages & Related	\$332,321
Employee Benefits	\$115,890
Office & Field Operations	\$6,350
Computer Operations	0
Professional Services	0
Rent, Utilities & Maintenance	0
Capital Expenditures	0
Total	\$454,561

Proposed changes:

Share of benefits increase	\$6,258
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2013 performance measures

Appraisal rolls	209,676
Mail	18,415
Telephone calls	10,576
Research	14,523
Name and address changes	11,917
Certified summary of appraisal roll	205
Estimates of appraised value	131
Division cost per parcel	\$0.26

Information & Assistance Division - 8004

2015 Budget Briefing

- Responsible for**
- Maintaining up-to-date ownership records for parcels of real property
 - Telephone bank, service counter, and agent services
 - Scanning and entry of all protests
 - Administration of exemption programs
 - Maintaining maps by split outs, combinations, subdivisions, annexations and de-annexations
 - **132 Total Staff**
 - 6 Appraisers
 - 13 Administration
 - 113 Support staff



2015 Division Budget

Salaries, Wages & Related	\$5,592,654
Employee Benefits	\$2,283,502
Office & Field Operations	\$84,850
Computer Operations	\$0
Professional Services	\$412,970
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
Total	\$8,373,976

Proposed changes:

Add 2 GIS Technicians	\$96,344
Share of benefits increase	\$166,599
Increase deed services contracts	\$11,130

2013 performance measures

Changes to property records – CAMA system	11,547
Maintain property records – GIS	59,424
Receive, prepare & scan mail	341,819
Research returned mail	32,524
Key name changes	211,310
Key confirmation cards	13,297
Telephone contacts	282,436
Walk-in contacts	42,699
Process HB201	168,075
Process open records	4,915
Key & verify protests	289,884
○ Property owner	73,980
○ Agent	215,904
Exemption applications	150,121
Exemption field checks	610
Exemption hearings	1,450
Key appointment of agents	73,979
Key agent removals	21,442
Process annexations and de-annexations	37,556
Setup & key new subdivisions	1,070
Division cost per parcel	\$4.85

Information Systems Division - 8005

2015 Budget Briefing

Responsible for

- Full service information technology support to internal HCAD colleagues, property owners & their agents, tax assessors / collectors, as well as interfacing with state and county agencies
- Support over 800 personal & laptop/tablet computers, 700 phones, internal networks & printers/fax devices
- Provide Computer Aided Mass Appraisal (CAMA) technology support
- Administer hcad.org web presence
- Manage \$2m in annual h/w, s/w & GIS related service/maintenance contracts
- Manage HCAD's data center facility
- 51 support staff

2015 Division Budget

Salaries, Wages & Related	\$ 3,782,558
Employee Benefits	\$1,132,498
Office & Field Operations	\$1,051,809
Computer Operations	\$1,381,447
Professional Services	\$1,204,722
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$150,000
Total	\$ 8,669,034

Proposed Changes

Share of benefits increase	\$67,827
Office & Field Ops decrease	(\$7,498)
Computer Operations increase	\$41,000



2013 Performance Measures

Processed & prepared annual certified & supplementary rolls	Monthly
iFile submissions & renditions facilitated via hcad.org	116,920
Technology support for formal hearings	39 Hearing Rooms 467 Help Desk calls
CAMA records maintained for 1988-2013	1.5m account records per year
Hearing Evidence, CAMA upgrade & owners website projects completed	4
Help Desk issues resolved	6038
Value & Scheduling notices and ARB orders printed & processed	1.69m
Division cost per parcel	\$5.23

Budget & Finance Division - 8006

2015 Budget Briefing

Responsible for budget, finance, payroll, benefits, purchasing, postal services, facilities and security

- Manage and account for \$76.6m budget
- Produce \$37 million payroll for EEs and ARB
- Contract for \$12 million employee benefit program
- Purchase \$20 million goods & services
- Manage 285,000SF facility
- Provide 24-hr security
- Manage \$24m in investments
- 23 support staff



2015 Division Budget

Salaries, Wages & Related	\$1,317,610
Employee Benefits	\$450,971
Office & Field Operations	\$2,218,441
Computer Operations	\$0
Professional Services	\$60,300
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
Total	\$4,047,322

Proposed Changes:

Share of Benefits increase	\$40,714
Increase in Office & Field Operations	\$16,761

2013 performance measures	
Taxing unit billing & receipts	4,527
Vendor payments processed	6,425
Employee & ARB payments processed	22,736
Fixed asset records maintained	7,034
Construction projects completed	14
Building repair & HVAC issues	254
Purchase orders processed	3,625
Internal mail processed	98,811
Emergency responses incl. 911	51
Security incidents	177
Cost per parcel	\$2.34

Office Services Division - 8007

2015 Budget Briefing

Responsible for funding overhead accounts and activities not assigned to the operating divisions:

- career development, career ladder, equalization & merit programs
- workers' compensation insurance
- office equipment & maintenance
- 339,825sf building & records center
- utilities, operation & maintenance of facilities
- 24hr security for building compound & records center



2015 Division Budget

Salaries, Wages & Related	\$1,175,000
Employee Benefits	\$275,868
Office & Field Operations	\$496,870
Computer Operations	0
Professional Services	0
Rent, Utilities & Maintenance	\$4,166,554
Capital Expenditures	0
Total	\$6,114,292

Proposed Changes:

Increase career development	\$25,000
Add Equalization & Classification funding	\$500,000
Associated benefits	\$83,738
Office & Field Operations	(\$65,980)

2013 performance measures	
Manage, operate & maintain facilities	339,825 SF
Cost PSF for note & leasing	\$7.09
Cost PSF for facility maintenance & construction	\$3.34
Cost PSF for utilities	\$1.38
Cost PSF for insurance	\$0.35
Division cost per parcel	\$3.54

**2015 BUDGET WITH COMPARISONS
2014 BUDGET & 2013 ACTUAL**

Account Number	Account Name	2013 ACTUAL	2014 BUDGET	2015 BUDGET
	Number of Positions	623	639	649
	Part-time & Seasonal FTEs	7.4	8.8	6.8
<u>SALARIES, WAGES & RELATED</u>				
	Salaries & Wages	\$29,289,069	\$32,577,517	\$33,479,246
	Allowance for Career Development	0	50,000	75,000
	Less Salary Lapse	0	(948,628)	(669,585)
	Allowance for Merit	0	600,000	600,000
	Reserve for Longevity	0	412,155	347,864
	Equalization & Classification		0	500,000
3010	Net Salaries & Wages	29,289,069	32,691,044	34,332,525
3011	ARB Board Members	2,128,048	2,450,000	2,450,000
3015	Contract & Seasonal Labor	0	0	0
3020	Shift Differential	309,099	32,000	32,000
3030	Overtime	149,030	160,350	176,750
3040	Part-time & Seasonal Wages	192,389	187,500	242,500
TOTAL SALARIES, WAGES & RELATED		32,067,635	35,520,894	37,233,775
<u>EMPLOYEE BENEFITS & RELATED</u>				
3501	Group Health Insurance	5,680,126	6,119,064	6,658,740
3503	Workers' Compensation Insurance	90,718	95,000	95,000
3504	Group Life & LTD Insurance	75,433	86,484	90,842
3505	Group Dental Insurance	37,653	217,387	226,631
3507	Unemployment Insurance	46,261	115,020	116,820
3520	Retirement	5,518,605	4,350,473	4,725,246
3526	FICA Medicare	474,280	476,808	539,890
3527	Social Security	143,893	201,769	166,935
TOTAL EMPLOYEE BENEFITS & RELATED		12,066,969	11,662,005	12,620,104
<u>OFFICE & FIELD OPERATIONS</u>				
4001	Office Supplies	110,461	134,336	147,436
4003	Office Equipment Maintenance	354,486	395,200	395,200
4011	Telephone & Communication Service	199,267	246,100	247,610
4020	Copier Leases	87,381	94,000	94,000
4021	Copier Supplies & Maintenance	83,914	143,325	145,390
4030	Mapping Reproduction & Supplies	3,747	3,400	5,000
4040	Public Notice Advertising	12,485	18,000	18,000
4050	Security Services	126,967	162,750	159,750
4060	Field Travel, Vanpool & Other Exp	925,334	1,123,163	1,080,518
4070	Appraisal Supplies	10,681	12,308	13,040
4080	Vehicle Gasoline & Maintenance	15,652	34,000	34,000
4090	Records Storage & Supplies	625	1,500	1,500
4092	Records Conversion Services	0	0	0
4097	Employee Recognition Activities	6,000	12,000	12,000
4100	Postage, Mailing, & Handling Svcs.	1,918,117	2,107,000	2,122,000
4200	Professional Registration & Dues	57,950	64,400	76,465
4202	Seminars & Other Tuition	146,438	221,150	227,754
4212	Education Travel & Expenses	123,447	82,000	126,500
4213	Books, Manuals & Publications	237,005	315,672	274,087
4501	Printing, Forms, & Stationery	58,335	81,850	80,150
4530	Paper, Copier & Printer	105,181	135,320	132,070
TOTAL OFFICE & FIELD OPERATIONS		4,584,898	5,387,474	5,392,470

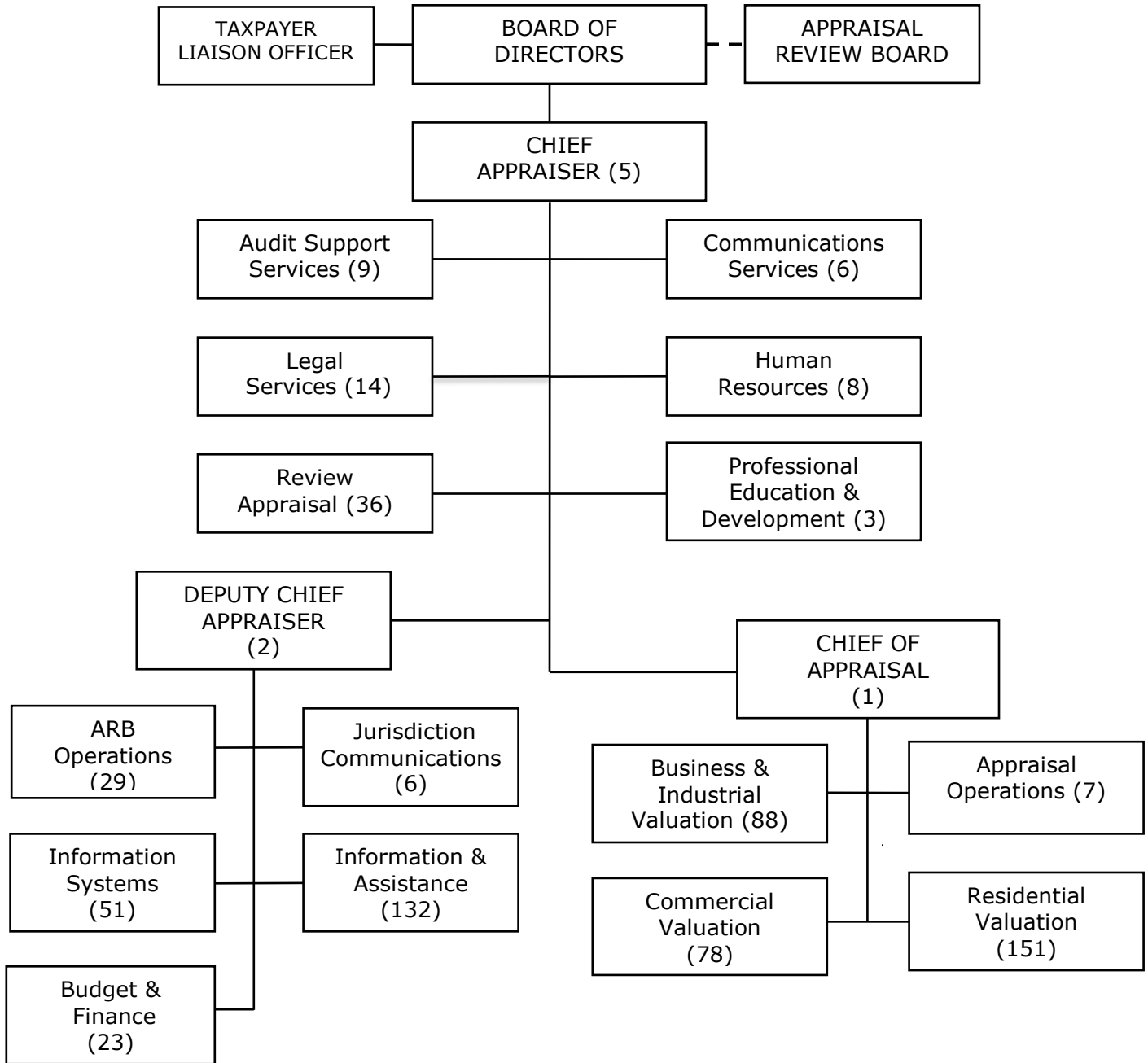
**2015 BUDGET WITH COMPARISONS
2014 BUDGET & 2013 ACTUAL**

Account Number	Account Name	2013 ACTUAL	2014 BUDGET	2015 BUDGET
<u>COMPUTER OPERATIONS</u>				
5010	Computer Leasing	0	0	0
5020	CPU & Related Maintenance	12,275	105,000	104,000
5030	Other Computer Maintenance	0	11,000	11,000
5040	Computer Supplies	0	34,850	33,850
5050	Software Lease & Maintenance	1,206,942	1,172,097	1,215,097
5060	Teleprocessing Lines & Installation	5,404	17,500	17,500
TOTAL COMPUTER OPERATIONS		1,224,621	1,340,447	1,381,447
<u>PROFESSIONAL SERVICES</u>				
5510	Financial Auditing	45,962	60,300	60,300
5520	Legal Services	5,976,179	7,183,967	12,283,967
5525	Arbitration Fees & Services	71,660	75,000	75,000
5526	State Office of Admin Hearings	0	5,000	5,000
5530	Appraisal Services	1,452,357	1,489,677	1,557,195
5550	Other Professional Services	685,948	605,340	580,970
5551	Mapping & Records Maintenance	1,245,325	1,104,722	1,070,722
TOTAL PROFESSIONAL SERVICES		9,477,431	10,524,006	15,633,154
<u>OFFICE SPACE, UTILITIES & RELATED</u>				
6100	Office Space	2,412,065	2,421,904	2,421,904
6150	Utilities	471,819	715,000	590,000
6200	Building & Fixture Maintenance	1,138,110	819,650	1,024,650
6400	Casualty & Liability Insurance	120,683	135,000	130,000
TOTAL OFFICE SPACE, UTILITIES & RELATED		4,142,677	4,091,554	4,166,554
<u>FIXED ASSETS PURCHASES</u>				
6501	Capital Purchases	189,058	150,000	150,000
TOTAL FIXED ASSETS PURCHASES		156,999	150,000	150,000
TOTAL BUDGET		\$63,753,289	\$68,676,380	\$76,577,504

EXPENDITURE SUMMARY AND METHOD OF FINANCING
2015 BUDGET

<u>BUDGETED EXPENDITURES</u>	2014 BUDGET	2015 BUDGET	Increase (Decrease)	% Change
<u>Account Groups</u>				
Number of Positions	639.0	649.0	10.0	1.6%
Part-time & Seasonal FTEs	8.8	6.8	(2.0)	-22.6%
Salaries, Wages & Related	\$35,520,894	37,233,775	1,712,881	4.8%
Employee Benefits	11,662,005	12,620,104	958,099	8.2%
Office & Field Operations	5,387,474	5,392,470	4,996	0.1%
Computer Operations	1,340,447	1,381,447	41,000	3.1%
Professional Services	10,524,006	15,633,154	5,109,148	48.5%
Office Space, Utilities & Maint.	4,091,554	4,166,554	75,000	1.8%
Capital Expenditures	150,000	150,000	0	0.0%
TOTAL BUDGET	\$68,676,380	76,577,504	7,901,124	11.5%
 <u>FINANCING METHOD</u>				
Jurisdiction Allocations	\$64,367,413	75,147,504	10,780,091	16.7%
Interest Income	30,000	30,000	0	0.0%
Other Income	600,000	600,000	0	0.0%
Application of Restricted Funds	1,378,967	0	(1,378,967)	-100.0%
Application of Unrestricted Funds				
General Fund	2,000,000	750,000	(1,250,000)	-62.5%
Internal Service Fund	300,000	50,000	(250,000)	-83.3%
TOTAL FINANCING METHOD	\$68,676,380	76,577,504	7,901,124	11.5%

PLAN OF ORGANIZATION – 2015



<u>Total Positions</u>	
Board of Directors	0
Office of Chief Appraiser	406
Office of Deputy Chief Appraiser	<u>243</u>
Total	649