



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

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**Division  
2016 Budget  
Summaries**

**June 2015**

***DIVISION BUDGET SUMMARIES***

***PROPOSED 2016 BUDGET***

for the

**HARRIS COUNTY APPRAISAL DISTRICT**

Board of Directors Budget Workshop  
June 17, 2015

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# Board of Directors & Appraisal Review Board - 1000

## 2016 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



### 2016 Division Budget

<b>Salaries, Wages &amp; Related</b>	\$2,700,000
<b>Employee Benefits, Taxes</b>	\$257,445
<b>Office &amp; Field Operations</b>	\$35,800
<b>Computer Operations</b>	\$0
<b>Professional Services</b>	\$12,793,967
<b>Rent, Utilities &amp; Maintenance</b>	\$0
<b>Capital Expenditures</b>	\$0
<b>Total</b>	<b>\$15,817,212</b>

### Proposed Changes

<b>Increase ARB per diem</b>	\$220,000
<b>Share of benefits increase</b>	\$67,725
<b>Decrease in Office &amp; Field Operations</b>	(\$10,500)
<b>Increase Professional Services (Arbitration)</b>	\$374,500

2014 performance measures	
Monthly board of directors' meetings	12
Post-ARB lawsuits	4,007
Post-ARB arbitrations	707
Total protests	356,912
ARB hearings scheduled	195,597
Cost per hearing (2014)	\$13.27
Division cost per parcel	\$9.00

# Office of the Chief Appraiser - 5001

## 2016 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 3<sup>rd</sup> 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 of nearly 370,000 protests
- Produce timely and correct appraisal roll for over 500 taxing entities
- 7 total team members



**2016 Division Budget**

<b>Salaries, Wages &amp; Related</b>	\$778,492
<b>Employee Benefits</b>	\$193,830
<b>Office &amp; Field Operations</b>	\$49,600
<b>Computer Operations</b>	\$0
<b>Professional Services</b>	\$0
<b>Rent, Utilities &amp; Maintenance</b>	\$0
<b>Capital Expenditures</b>	\$0
<b>Total</b>	<b>\$1,021,922</b>

**Proposed Changes**

<b>Share of wages increase</b>	\$6,463
<b>Increase office &amp; field operations</b>	\$3,500

<b>2014 Performance Measures</b>	
Certify timely	
Timely present budget to Board of Directors	
Implement and continue development of management training program	
Continue development of succession planning initiatives	
Received perfect score in the biennial Map Review (2014)	
Received 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	
Estimated 2015 Population of Harris County: 4,471,427	
Division cost per parcel:	\$0.58

# Professional Education & Development Division - 5002

## 2016 Budget Briefing

**Responsible for education and professional development for all district employees.**

- Registration, certification, and renewal of appraisal licenses (TDLR)
- Registration, renewal, and certification for professional designations (IAAO, TALCB, AI, TAAO, etc.), licenses (PE), certifications (PMP), and membership groups (SHRM, HPC)
- Managing and delivering top-class, in-house professional and technical education programs to district employees.
- Prepare and coordinate HCAD annual 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




**2016 Division Budget**

<b>Salaries, Wages &amp; Related</b>	\$191,016
<b>Employee Benefits</b>	\$61,958
<b>Office &amp; Field Operations</b>	\$15,225
<b>Computer Operations</b>	\$0
<b>Professional Services</b>	\$0
<b>Rent, Utilities &amp; Maintenance</b>	\$0
<b>Capital Expenditures</b>	\$0
<b>Division Total</b>	<b>\$268,199</b>
<b>Proposed changes:</b>	
<b>Decrease Office &amp; Field Ops</b>	<b>(\$2,071)</b>

2014 performance measures	
TDLR Registrations	300
PSI Online RPA Exam Registrations	32
Core Curriculum Appraisal Courses held	36
CTA Courses held	3
Students enrolled in Appraisal Courses	1,590
Appraisal Course exams scored	1,500
Course Certificates of Completion prepared & distributed	1,590
Instructor/Course Evaluations	1,450
IAAO Webinars scheduled	18
Prepared and processed PAF's for Career Ladder Promotions (24 for Appraiser III, 3 for Appraiser II and 12 for Appraiser I 3% Increase for meeting 1 year service and TDLR requirements)	39
Online reporting to TDLR of core course completions & CE reporting	2,375
Division cost per parcel	\$0.15

## Communications Division - 5003

### 2016 Budget Briefing

<p><b>Responsible for</b></p> <ul style="list-style-type: none"> <li>○ Internal and external communications, including office of the assistant taxpayer liaison</li> <li>○ Community relations outreach and Speakers Bureau</li> <li>○ Annual report</li> <li>○ Photography, newsletters, new releases, and media responses</li> <li>○ Receive, research, and respond to property owner calls and emails</li> <li>○ Script and produce videos for public education and employee training</li> <li>○ Revise forms and letters to comply with Tax Code changes</li> <li>○ Update web site</li> <li>○ Respond to media questions and interview requests</li> <li>○ 8 total staff</li> </ul> <p><b>2016 Division Budget</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Salaries, Wages &amp; Related</td><td style="text-align: right;">\$ 488,428</td></tr> <tr><td>Employee Benefits</td><td style="text-align: right;">\$162,120</td></tr> <tr><td>Office &amp; Field Operations</td><td style="text-align: right;">\$13,100</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 &amp; 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><b>Total</b></td><td style="text-align: right;"><b>\$663,648</b></td></tr> </table> <p><b>Proposed Changes:</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>Reclassify 2 positions</td><td style="text-align: right;">\$13,470</td></tr> <tr><td>1 new position</td><td style="text-align: right;">\$47,270</td></tr> <tr><td>Increase office &amp; field operations</td><td style="text-align: right;">\$6,750</td></tr> </table>	Salaries, Wages & Related	\$ 488,428	Employee Benefits	\$162,120	Office & Field Operations	\$13,100	Computer Operations	\$0	Professional Services	\$0	Rent, Utilities & Maintenance	\$0	Capital Expenditures	\$0	<b>Total</b>	<b>\$663,648</b>	Reclassify 2 positions	\$13,470	1 new position	\$47,270	Increase office & field operations	\$6,750	 <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr><th colspan="2" style="text-align: left;">2014 Performance Measures</th></tr> <tr><td>Property owner email responses</td><td style="text-align: right;">15,567</td></tr> <tr><td>Property owner letter responses</td><td style="text-align: right;">130</td></tr> <tr><td>Property owner phone call responses</td><td style="text-align: right;">417</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;">31,890</td></tr> <tr><td>Form updates</td><td style="text-align: right;">63</td></tr> <tr><td>Community Relations/Presentations</td><td style="text-align: right;">45</td></tr> <tr><td>News media interviews</td><td style="text-align: right;">26</td></tr> <tr><td>Newsletters</td><td style="text-align: right;">5</td></tr> <tr><td>News releases</td><td style="text-align: right;">12</td></tr> <tr><td>Web site updates</td><td style="text-align: right;">53</td></tr> <tr><td>Division cost per parcel</td><td style="text-align: right;">\$0.38</td></tr> </table>	2014 Performance Measures		Property owner email responses	15,567	Property owner letter responses	130	Property owner phone call responses	417	Videos updated and produced	9	Total video loads	31,890	Form updates	63	Community Relations/Presentations	45	News media interviews	26	Newsletters	5	News releases	12	Web site updates	53	Division cost per parcel	\$0.38
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# Legal Services Division - 5004

## 2016 Budget Briefing

### Responsible for legal services

- Represent the district at trials, hearings, mediations, appeals, depositions, settlement conferences, ARB hearings, and SOAH
- Defend an average of 2,500 lawsuits annually
- Work directly with review appraisal division to resolve lawsuits
- Provide in-house legal services to the district
- Respond to open records requests
- Collection of penalties on late filed dealer inventory declarations
  
- **14 Total Positions**
  - 9 Lawyers
  - 5 Support staff

### 2016 Division Budget

Salaries, Wages & Related	\$1,044,755
Employee Benefits	\$311,836
Office & Field Operations	\$36,800
Computer Operations	\$0
Professional Services	\$0
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
<b>Total</b>	<b>\$1,393,391</b>

### Proposed Changes:

Share of wages increase	\$2,044
Increase office & field operations	\$500



### 2014 Performance Measures

#### Lawsuits Pending as of 1/1/2014

<u>Cases</u>	<u>Accounts</u>	<u>Value</u>
2,585	11,414	\$9,162,632,066

#### Added During 2014

<u>Cases</u>	<u>Accounts</u>	<u>Value</u>
2,396	4,054	\$6,121,427,888

#### Pending as of 12/31/2014

<u>Cases</u>	<u>Accounts</u>	<u>Value</u>
3,396	12,929	\$10,628,181,633

#### Total Resolved During 2014

<u>Cases</u>	<u>Accounts</u>	<u>Value</u>
1,585	2,539	\$4,655,878,321

#### Non-Suits/Dismissals in 2014

<u>Cases</u>	<u>Accounts</u>	<u>Value</u>
123	178	\$280,444,387

#### Trials:

<u>Cases</u>	<u>Accounts</u>	<u>Reduction</u>
4	5	\$4,655,634

Average reduction	9.19%
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Division cost per parcel	\$.79
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# Human Resources Division - 5005

## 2016 Budget Briefing

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

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

### 2016 Division Budget

<b>Salaries, Wages &amp; Related</b>	\$569,164
<b>Employee Benefits</b>	\$174,072
<b>Office &amp; Field Operations</b>	\$40,271
<b>Computer Operations</b>	\$0
<b>Professional Services</b>	\$7,500
<b>Rent, Utilities &amp; Maintenance</b>	\$0
<b>Capital Expenditures</b>	\$0
<b>Total</b>	<b>\$791,007</b>
<b>Proposed Changes:</b>	
<b>Share of Salaries increase</b>	\$6,609
<b>Share of Benefits Increase</b>	\$1,163
<b>Professional Services</b>	\$7,500



### 2014 Performance Measures

Criminal & Work History Verifications	1,467
Applications Processed	3,448
ID Badges	1,617
Halogen Evaluations Reviewed	637
Interviews Conducted	893
Kronos Changes	916
Applicant Skills Assessment	322
Unemployment Claims, Workers' Comp., TWC Appeals	103
New Job Postings	235
ARB Applications Processed	196
New Hire Orientation	89
ARB onboarding	63
HR Training Sessions	54
Cost per parcel	\$0.4445

# Appraisal Operations Division – 5006

## 2016 Budget Briefing

### Responsible for

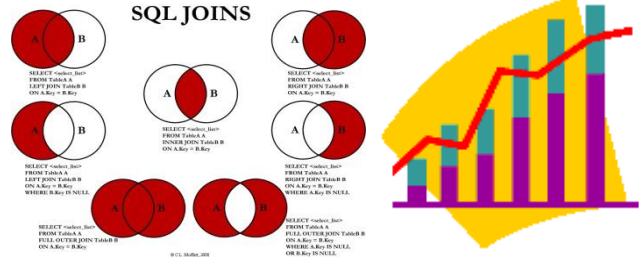
- Using appraisal expertise to deliver credible certified estimates
- Statistical analysis of valuation processes
- Ad hoc queries to provide data and predictive analysis in support of information requests
- Act as liaison between appraisal and Information Technology to support efficient and effective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

### 2016 Division Budget

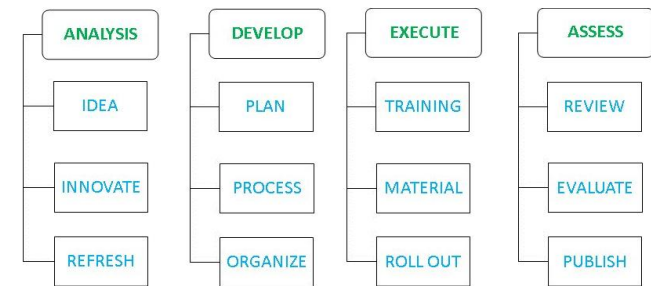
Salaries, Wages & Related	\$598,333
Employee Benefits	\$178,390
Office & Field Operations	\$202,350
Computer Operations	\$0
Professional Services	\$32,000
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
<b>Total</b>	<b>\$1,011,073</b>

### Proposed changes:

Reclassify 1 position	\$17,852
1 new position	\$66,299
Share of benefits increase	\$23,596
Increase office & field operations	\$30,000



### STRATEGY & PLANNING



2014 performance measures	
Assist in timely delivery of certified estimates	63
Develop ISD ratio studies: <ul style="list-style-type: none"> <li>○ commercial</li> <li>○ residential</li> </ul>	52 78
Develop and submit specifications for appraisal system change requests	19
Monitor and reply to iSettle emails	1,252
Division cost per parcel	\$0.58

## Business & Industrial Property Division - 5007

### 2016 Budget Briefing

#### Responsible for

- **Appraisal of 361,888 total parcels.**
  - 6,417 industrial real property accounts
  - 15,017 industrial personal property accounts
  - 11,206 mineral and utility accounts
  - 173,981 commercial personal property accounts
  - 152,310 multi-location parcels
  - 2,957 special inventory accounts
- **Processing:**
  - 113,140 renditions
  - 907,664 multi-location items
  - 263,717 document scanning
  - 116,037 document indexing
  - 15,617 transportation pool items
  - 3,845 exemptions
- **88 Total Employees:**
  - 62 Appraisers
  - 26 Non-appraisal staff

#### 2016 Division Budget

Salaries, Wages & Related	\$4,312,119
Employee Benefits	\$1,617,555
Office & Field Operations	\$107,580
Computer Operations	\$0
Professional Services	\$1,506,295
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
<b>Total</b>	<b>\$7,543,549</b>

#### Proposed changes:

Increase in Salaries, Wages & Related	\$33,800
Share of benefits increase	\$19,028
Industrial Professional Services contracts decrease	(\$30,900)



Total value of property valued by this division in 2015:  
\$101,725,439,260

Market value change from 2014:  
\$5,687,182,054 (an increase of 5.92%)

2014 performance measures	
Properties inspected	44,124
Protests resolved	19,072
Penalty waiver requests reviewed	13,032
New tangible accounts created	11,469
Corrections processed	6,751
Dealer inventory declarations	3,018
Parcels per appraiser	5,837
Cost per parcel	\$4.29

## Commercial Property Division - 5008

### 2016 Budget Briefing

#### Responsible for appraisal of

- 106,339 total parcels
- 59,290 , acres of unimproved commercial land
- 259,437 acres of agricultural and specially appraised land
- 66,160 improved commercial properties
- 40,179 vacant land parcels
  
- **78 Total Staff**
  - 62 Appraisers
  - 16 Non-appraisal staff

#### 2016 Division Budget

Salaries, Wages & Related	\$3,932,940
Employee Benefits	\$1,457,916
Office & Field Operations	\$197,173
Computer Operations	0
Professional Services	0
Rent, Utilities & Maintenance	0
Capital Expenditures	0
<b>Total</b>	<b>\$5,588,029</b>

#### Proposed Changes:

Share of benefits increase	\$10,567
Increase office & field operations	\$880
Reclassify 7 positions	\$31,598



Total market value of property at notice date in 2015 :

\$147,206,397,080

Total market value as of certification in 2014 :

\$126,276,627,864

Market value change from 2014 :

Increase of \$20,929,769,216


#### 2014 Performance Measures

Total properties inspected	12,258
Properties revalued	69,123
New construction added	890
Miles driven	74,186
Protests resolved	59,119
Parcels per appraiser	1,715
Division cost per parcel	\$3.18



## Residential Property Division - 5009

### 2016 Budget Briefing

<p><b>Responsible for the appraisal of</b></p> <ul style="list-style-type: none"> <li>○ 1,082,230 improved properties</li> <li>○ 105,443 vacant properties</li> <li>○ Area of responsibility includes 231,712 improved acres and 29,841 vacant acres</li>   <li>○ <b>151 Total Employees</b> <ul style="list-style-type: none"> <li>○ 139 Appraisers</li> <li>○ 12 Non-appraisal staff</li> </ul> </li> </ul> <p><b>2016 Division Budget</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border-bottom: 1px solid black;">Salaries, Wages &amp; Related</td> <td style="text-align: right; border-bottom: 1px solid black;">\$7,207,718</td> </tr> <tr> <td style="background-color: #e0e0e0;">Employee Benefits</td> <td style="text-align: right; background-color: #e0e0e0;">\$2,762,265</td> </tr> <tr> <td>Office &amp; Field Operations</td> <td style="text-align: right;">\$711,108</td> </tr> <tr> <td style="background-color: #e0e0e0;">Computer Operations</td> <td style="text-align: right; background-color: #e0e0e0;">\$0</td> </tr> <tr> <td>Professional Services</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td style="background-color: #e0e0e0;">Rent, Utilities &amp; Maintenance</td> <td style="text-align: right; background-color: #e0e0e0;">\$0</td> </tr> <tr> <td>Capital Expenditures</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td style="background-color: #e0e0e0;"><b>Total</b></td> <td style="text-align: right; background-color: #e0e0e0;"><b>\$10,681,091</b></td> </tr> </table> <p><b>Proposed Changes:</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border-bottom: 1px solid black;">Reclassify 1 position</td> <td style="text-align: right; border-bottom: 1px solid black;">\$9,790</td> </tr> <tr> <td style="background-color: #e0e0e0;">Share of benefits increase</td> <td style="text-align: right; background-color: #e0e0e0;">\$34,027</td> </tr> <tr> <td style="background-color: #e0e0e0;"> </td> <td style="background-color: #e0e0e0;"> </td> </tr> </table>	Salaries, Wages & Related	\$7,207,718	Employee Benefits	\$2,762,265	Office & Field Operations	\$711,108	Computer Operations	\$0	Professional Services	\$0	Rent, Utilities & Maintenance	\$0	Capital Expenditures	\$0	<b>Total</b>	<b>\$10,681,091</b>	Reclassify 1 position	\$9,790	Share of benefits increase	\$34,027			<div style="text-align: center;">  </div> <p>Total market value of property both noticed and unnoticed date in 2015: \$242,159,505,561</p> <p>Total market value of property certified and uncertified in 2014: \$203,446,446,064</p> <p>Market value change from 2013: \$38,713,059,497 (an increase of 19.03%)</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th colspan="2" style="text-align: left;">2014 Performance Measures</th> </tr> </thead> <tbody> <tr> <td>Total properties inspected</td> <td style="text-align: right;">251,697</td> </tr> <tr> <td>New construction inspected</td> <td style="text-align: right;">41,887</td> </tr> <tr> <td>Sales verified</td> <td style="text-align: right;">15,264</td> </tr> <tr> <td>Properties updated</td> <td style="text-align: right;">845,786</td> </tr> <tr> <td>New subdivisions</td> <td style="text-align: right;">708</td> </tr> <tr> <td>Jurisdiction estimates</td> <td style="text-align: right;">154</td> </tr> <tr> <td>Protests resolved</td> <td style="text-align: right;">281,840</td> </tr> <tr> <td>Splits &amp; combos</td> <td style="text-align: right;">6,251</td> </tr> <tr> <td colspan="2" style="background-color: #e0e0e0;"> </td> </tr> <tr> <td>Parcels per appraiser</td> <td style="text-align: right;">8,544</td> </tr> <tr> <td>Division cost per parcel</td> <td style="text-align: right;">\$6.08</td> </tr> </tbody> </table>	2014 Performance Measures		Total properties inspected	251,697	New construction inspected	41,887	Sales verified	15,264	Properties updated	845,786	New subdivisions	708	Jurisdiction estimates	154	Protests resolved	281,840	Splits & combos	6,251			Parcels per appraiser	8,544	Division cost per parcel	\$6.08
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## Audit Support Services - 5010

### 2016 Budget Briefing

<p><b>Responsible for</b></p> <ul style="list-style-type: none"> <li>○ Conducting investigations into possible fraud, criminal, civil, and administrative matters</li> <li>○ Internal auditing</li> <li>○ Discovery and detection of omitted properties</li> <li>○ Facilitate the biennial State Comptroller’s Methods and Assistance Program (MAP) Review of the CAD</li> <li>○ Evaluate CAD compliance of Property Tax Code, particularly the implementation of legislative updates</li> <li>○ Analyze and review appraisal data, reports, evidentiary data and procedures for accuracy, efficiency, deficiencies, duplication and fraud</li> <li>○ Emergency response team assistance, out of business permits, &amp; review of major special projects (OCA)</li> <li>○ <b>9 total staff</b></li> </ul> <p><b>2016 Division Budget</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 70%;">Salaries, Wages &amp; Related</td><td style="text-align: right;">\$590,234</td></tr> <tr><td>Employee Benefits</td><td style="text-align: right;">\$188,417</td></tr> <tr><td>Office &amp; 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 &amp; 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><b>Total</b></td><td style="text-align: right;"><b>\$839,821</b></td></tr> </table> <p><b>Proposed Changes:</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 70%;">Share of salaries increase</td><td style="text-align: right;">\$1,314</td></tr> <tr><td>Share of benefits increase</td><td style="text-align: right;">\$662</td></tr> </table>	Salaries, Wages & Related	\$590,234	Employee Benefits	\$188,417	Office & Field Operations	\$61,170	Computer Operations	0	Professional Services	0	Rent, Utilities & Maintenance	0	Capital Expenditures	0	<b>Total</b>	<b>\$839,821</b>	Share of salaries increase	\$1,314	Share of benefits increase	\$662	<div style="text-align: center;"> </div> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th colspan="2" style="text-align: left;">2014 performance measures</th> </tr> </thead> <tbody> <tr> <td style="width: 80%;">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: right;">2,647</td> </tr> <tr> <td>Dealer inventory administration (motor vehicle, heavy equipment &amp; manufactured housing); and assistance with litigation, petitions, penalty waivers, and audits</td> <td style="text-align: right;">297</td> </tr> <tr> <td>Informal meeting reviews</td> <td style="text-align: right;">1,161</td> </tr> <tr> <td>Employee disclosure forms research</td> <td style="text-align: right;">693</td> </tr> <tr> <td>Investigations and administration</td> <td style="text-align: right;">70</td> </tr> <tr> <td>Hearings held</td> <td style="text-align: right;">210</td> </tr> <tr> <td>2014 MAP Review project and internal reviews</td> <td style="text-align: right;">5</td> </tr> <tr> <td>Cost per parcel</td> <td style="text-align: right;">\$0.48</td> </tr> </tbody> </table>	2014 performance measures		Special audit (includes processing 21-day property owner request letters for additional information, reviewing Freeport exemptions, and discovering omitted property)	2,647	Dealer inventory administration (motor vehicle, heavy equipment & manufactured housing); and assistance with litigation, petitions, penalty waivers, and audits	297	Informal meeting reviews	1,161	Employee disclosure forms research	693	Investigations and administration	70	Hearings held	210	2014 MAP Review project and internal reviews	5	Cost per parcel	\$0.48
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# Review Appraisal Division - 5011

## 2016 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 considered are Market Value and Equal & Uniform.
- **37 Total Staff**
  - 23 Appraisers
  - 7 Research Staff
  - 7 Support Staff



### 2016 Division Budget

Salaries, Wages & Related	\$ 2,177,961
Employee Benefits	\$735,663
Office & Field Operations	\$56,500
Computer Operations	0
Professional Services	0
Rent, Utilities & Maintenance	0
Capital Expenditures	0
<b>Total</b>	<b>\$2,970,124</b>

### Proposed Changes:

1 new position	\$25,712
Increase salaries, wages & related	<b>\$35,173</b>
Share of benefits increase	\$21,370
Decrease in office & field operations	(\$3,000)

### 2014 Performance Measures

Number of lawsuits filed in 2014	4,007
Number of properties	9,136
Number of lawsuits resolved in 2014	3,022
Number of properties resolved	6,956
Total value in litigation (2014)	\$55 billion
Total value active (all years)	\$53 billion
Number of trials in 2014	10
Number of arbitrations filed in 2014	707
Number of arbitrations resolved	672
Number of SOAH cases filed in 2014	7
Number of SOAH cases resolved	7
Division cost per parcel	\$1.69

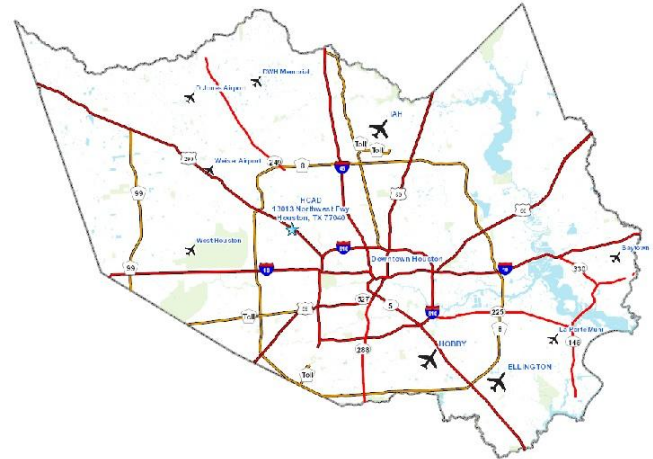


# Geographic Information Systems Division - 8001

## 2016 Budget Briefing

### Responsible for

- ArcGIS software suite for spatial data management, creation of district base maps, sales maps for commercial & residential, maps for special land analysis.
- ArcGIS Desktop software is provided for desktop spatial data analysis. ArcGIS server software provides for interactive map use over the intranet/internet.
- HCAD's GIS division has provided other county governments with maps and spatial data to assist them in various projects.
- Maintaining authoritative records about the status and change of parcels
- Provides a strong framework for managing these types of records with full transaction support.
- GIS-based maps and visualizations greatly assist in understanding situations and in storytelling.
- Maintaining maps by split outs, combinations, subdivisions, annexations and de-annexations
- Acquire and maintain annual aerial and oblique imagery
- **18 Total Staff**



### 2016 Division Budget

Salaries, Wages & Related	\$1,143,595
Employee Benefits	\$391,377
Office & Field Operations	\$22,100
Computer Operations	\$0
Professional Services	\$1,445,700
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$0
<b>Total</b>	<b>\$2,982,772</b>

### Proposed changes:

Increase salaries & related	\$6,800
Share of benefits increase	\$26,594
Increase field ops	\$6,800
Transfer of professional services from IT budget	\$1,445,200

2014 performance measures	
Maintenance files	8109
Create New Subdivision	1,327
Application Development	50
Application Maintenance	150
Create Maps	570
Facet Maps	512
Maintain Property Records	54,661
Division cost per parcel	1.70

## ARB Operations Division - 8002

### 2016 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



#### 2016 Division Budget

Salaries, Wages & Related	\$1,229,823
Employee Benefits	\$501,917
Office & Field Operations	\$19,750
Computer Operations	0
Professional Services	0
Rent, Utilities & Maintenance	0
Capital Expenditures	0
<b>Total</b>	<b>\$1,751,490</b>

#### Proposed changes:

Share of salaries, wages & related decrease	(\$17,422)
Share of benefits & taxes increase	\$2,462

2014 performance measures	
2014 protest volume	337,581
Formal hearings scheduled	195,597
Informal meetings scheduled	330,063
Number of panels used	4,241
Hearing evidence: number of boxes scanned, prepped, & quality-controlled	815
Prior year, correction, and exemption hearings scheduled	9,148
Owner reschedules processed	17,964
Prior year correction processing	2,584
Division cost per parcel	\$1.00

# Jurisdiction Communications Division - 8003

## 2016 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**



**2016 Division Budget**

Salaries, Wages & Related	\$331,142
Employee Benefits	\$116,382
Office & Field Operations	\$12,950
Computer Operations	0
Professional Services	0
Rent, Utilities & Maintenance	0
Capital Expenditures	0
<b>Total</b>	<b>\$460,474</b>

**Proposed changes:**

Increase in office & field operations	\$6,600
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**2014 performance measures**

Appraisal rolls	290,472
Mail	12,151
Telephone calls	9,953
Research	21,933
Name and address changes	5,588
Certified summary of appraisal roll	204
Estimates of appraised value	119
Division cost per parcel	\$0.26

## Information & Assistance Division - 8004

### 2016 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
- **119 Total Staff**
  - 6 Appraisers
  - 13 Administration
  - 100 Support staff

#### 2016 Division Budget

Salaries, Wages & Related	\$5,001,783
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Employee Benefits	\$2,073,589
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Office & Field Operations	\$83,975
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Computer Operations	\$0
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Professional Services	\$369,260
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Rent, Utilities & Maintenance	\$0
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Capital Expenditures	\$0
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Total	\$7,528,607
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#### Proposed changes:

Increase of part-time & seasonal wages	\$20,000
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1 position transferred out	(\$36,277)
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Share of benefit increase	\$9,270
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Decrease in professional services	(\$43,710)
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2014 performance measures	
Changes to property records – CAMA system	20,879
Maintain property records – GIS	58,890
Receive, prepare & scan mail	330,362
Research returned mail	21,586
Key name changes	222,844
Key confirmation cards	19,008
Telephone contacts	279,618
Walk-in contacts	43,952
Process HB201	168,110
Process open records	4,169
Key & verify protests	337,581
○ Property owner	105,014
○ Agent	232,567
Exemption applications	126,661
Exemption field checks	1,024
Exemption hearings	877
Key appointment of agents	80,330
Key agent removals	20,227
Process annexations and de-annexations	12,674
Setup & key new subdivisions	1,390
Division cost per parcel	\$4.28

## Information Technology Division - 8005

### 2016 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, county and city 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 related service/maintenance contracts
- Manage HCAD's data center facility
- 46 support staff



#### 2016 Division Budget

Salaries, Wages & Related	\$ 3,470,600
Employee Benefits	\$1,030,205
Office & Field Operations	\$1,103,931
Computer Operations	\$1,383,334
Professional Services	\$130,000
Rent, Utilities & Maintenance	\$0
Capital Expenditures	\$175,000
<b>Total</b>	<b>\$ 7,293,070</b>

#### Proposed Changes

Office & Field Operations increase	\$52,122
Professional services decrease	(\$1,040,722)
Capital Expenditures increase	\$25,000

#### 2014 Performance Measures

Processed & prepared annual certified & supplementary rolls	Monthly
iFile submissions & renditions facilitated via hcad.org	156,805
Technology support for formal hearings	45 Hearing Rooms 854 Help Desk calls
CAMA records maintained for 1988-2014	1.5m account records per year
Hearing Evidence, CAMA upgrades, owners & agents website projects completed	5
Help Desk issues resolved	6475
Value & Scheduling notices and ARB orders printed & processed	1.77m
Division cost per parcel	\$4.15

## Budget & Finance Division - 8006

### 2016 Budget Briefing

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

- Manage and account for \$79.5m budget
- Produce \$38 million payroll for EEs and ARB
- Contract for \$12.9 million employee benefit program
- Purchase \$25million goods & services
- Manage 285,000SF facility
- Provide 24-hr security
- Manage \$24m in investments
- 24 support staff



### 2016 Division Budget

<b>Salaries, Wages &amp; Related</b>	\$1,423,361
<b>Employee Benefits</b>	\$480,154
<b>Office &amp; Field Operations</b>	\$2,268,441
<b>Computer Operations</b>	\$0
<b>Professional Services</b>	\$60,300
<b>Rent, Utilities &amp; Maintenance</b>	\$0
<b>Capital Expenditures</b>	\$0
<b>Total</b>	<b>\$4,232,256</b>

### Proposed Changes:

<b>1 new position</b>	\$65,500
<b>Increase in Office &amp; Field Operations</b>	\$50,000

2014 performance measures	
Taxing unit billing & receipts	6,028
Vendor payments processed	5,621
Employee & ARB payments processed	24,231
Fixed asset records maintained	6,206
Construction projects completed	8
Building repair & HVAC issues	308
Purchase orders processed	3,884
Internal mail processed	132,093
Emergency responses incl. 911	32
Security incidents	213
Cost per parcel	\$2.41

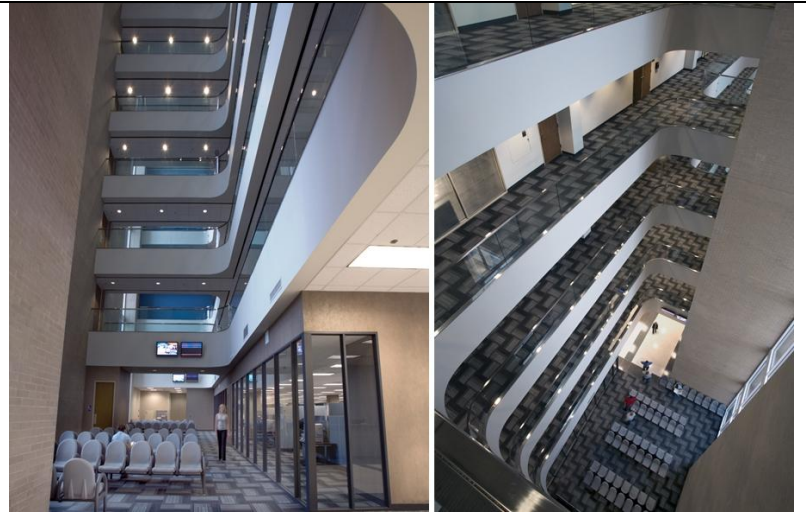


# Office Services Division - 8007

## 2016 Budget Briefing

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

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



**2016 Division Budget**

<b>Salaries, Wages &amp; Related</b>	\$1,097,313
<b>Employee Benefits</b>	\$275,868
<b>Office &amp; Field Operations</b>	\$496,870
<b>Computer Operations</b>	0
<b>Professional Services</b>	0
<b>Rent, Utilities &amp; Maintenance</b>	\$4,166,554
<b>Capital Expenditures</b>	0
<b>Total</b>	\$6,114,292

**Proposed Changes:**

<b>Increase career development</b>	\$20,000
<b>Add career ladder funding</b>	\$125,000
<b>Increase merit funding</b>	\$277,313
<b>Share of benefits increase</b>	\$58,532
<b>Increase in rent, utilities &amp; maintenance</b>	\$500,000

2014 performance measures	
Manage, operate & maintain facilities	339,825 SF
Cost PSF for note & leasing	\$7.12
Cost PSF for facility maintenance & construction	\$3.05
Cost PSF for utilities	\$1.31
Cost PSF for insurance	\$0.65
Division cost per parcel	\$3.54

2016 BUDGET WITH COMPARISONS  
2015 BUDGET & 2014 ACTUAL

Account Number	Account Name	2014 ACTUAL	2015 BUDGET	2016 BUDGET
	Number of Positions	649	649	653
	Part-time & Seasonal FTEs	8.8	6.8	9
<u>SALARIES, WAGES &amp; RELATED</u>				
	Salaries & Wages	\$30,306,836	\$34,330,464	\$34,539,146
	Allowance for Career Development	0	75,000	95,000
	Less Salary Lapse	0	(1,020,806)	(1,027,011)
	Allowance for Merit	0	600,000	877,313
	Reserve for Longevity	0	347,864	445,346
	Allowance for Career Ladder	0	0	125,000
3010	Net Salaries & Wages	30,306,836	34,332,522	\$35,054,794
3011	ARB Board Members	2,596,823	2,450,000	2,700,000
3015	Contract & Seasonal Labor	0	0	0
3020	Shift Differential	296,099	32,000	32,000
3030	Overtime	202,298	176,750	229,483
3040	Part-time & Seasonal Wages	287,894	242,500	302,500
TOTAL SALARIES, WAGES & RELATED		33,689,951	37,233,772	\$38,318,777
<u>EMPLOYEE BENEFITS &amp; RELATED</u>				
3501	Group Health Insurance	6,214,824	6,658,740	6,927,024
3503	Workers' Compensation Insurance	101,407	95,000	95,000
3504	Group Life & LTD Insurance	77,243	90,843	92,883
3505	Group Dental Insurance	221,131	226,632	228,029
3507	Unemployment Insurance	173,610	116,820	224,910
3520	Retirement	5,138,625	4,725,246	4,622,902
3526	FICA Medicare	488,404	539,891	555,623
3527	Social Security	179,073	166,935	186,155
TOTAL EMPLOYEE BENEFITS & RELATED		12,594,317	12,620,107	12,932,526
<u>OFFICE &amp; FIELD OPERATIONS</u>				
4001	Office Supplies	107,720	147,436	155,586
4003	Office Equipment Maintenance	502,520	395,200	455,450
4011	Telephone & Communication Service	199,747	247,610	289,843
4020	Copier Leases	78,887	94,000	94,000
4021	Copier Supplies & Maintenance	86,585	145,390	145,390
4030	Mapping Reproduction & Supplies	849	5,000	5,000
4040	Public Notice Advertising	10,205	18,000	18,000
4050	Security Services	131,240	159,750	159,750
4060	Field Travel, Vanpool & Other Exp	937,407	1,080,518	1,080,868
4070	Appraisal Supplies	28,043	13,040	13,140
4080	Vehicle Gasoline & Maintenance	10,960	34,000	34,000
4090	Records Storage & Supplies	625	1,500	1,500
4092	Records Conversion Services	0	0	0
4097	Employee Recognition Activities	9,919	12,000	12,000
4100	Postage, Mailing, & Handling Svcs.	1,939,977	2,122,000	2,172,000
4200	Professional Registration & Dues	62,095	76,465	75,375
4202	Seminars & Other Tuition	149,270	227,754	227,027
4212	Education Travel & Expenses	115,410	126,500	126,500
4213	Books, Manuals & Publications	222,332	274,087	252,632
4501	Printing, Forms, & Stationery	65,193	80,150	80,150
4530	Paper, Copier & Printer	112,003	132,070	135,483
TOTAL OFFICE & FIELD OPERATIONS		4,770,985	5,392,470	5,534,694



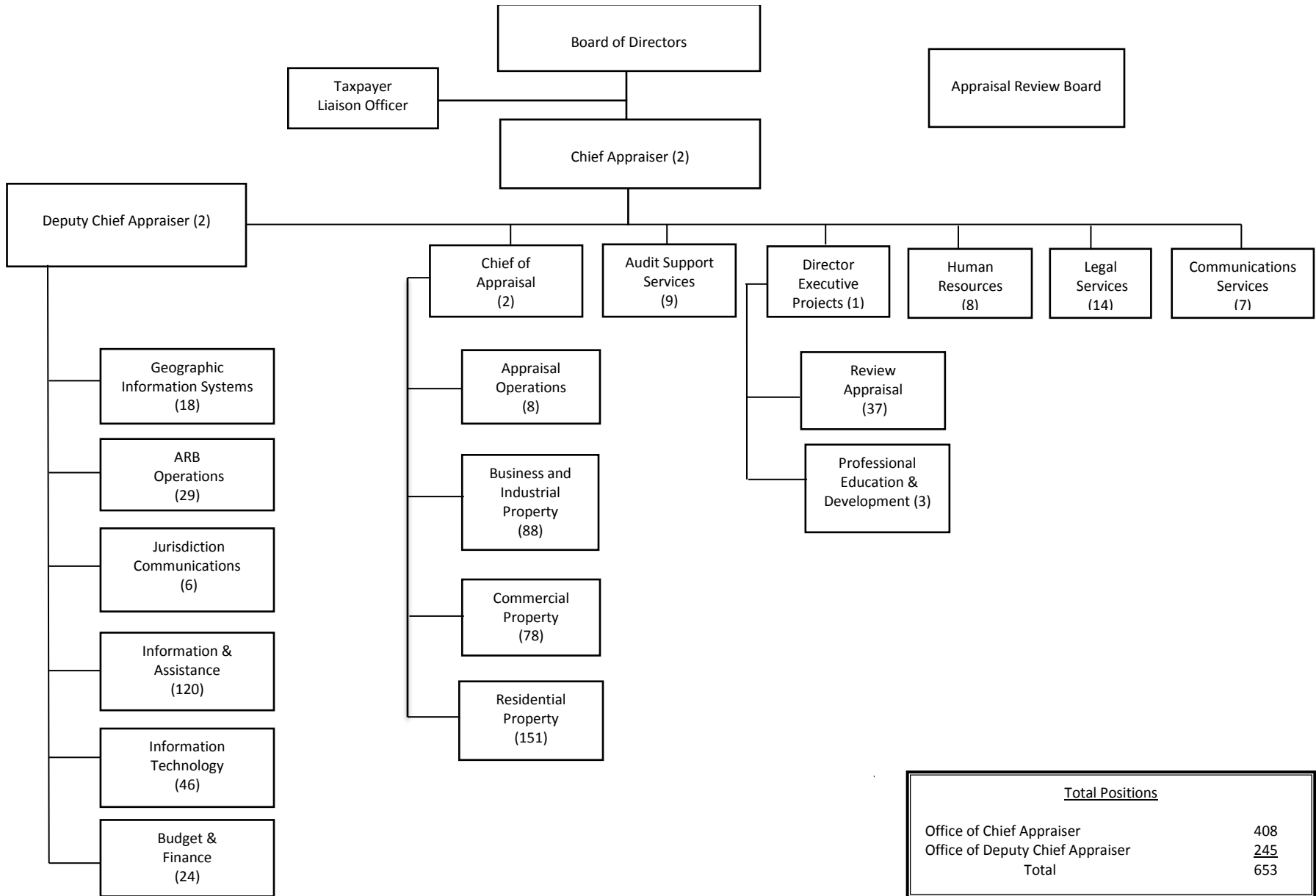
2016 BUDGET WITH COMPARISONS  
2015 BUDGET & 2014 ACTUAL

Account Number	Account Name	2014 ACTUAL	2015 BUDGET	2016 BUDGET
<u>COMPUTER OPERATIONS</u>				
5010	Computer Leasing	0	0	0
5020	CPU & Related Maintenance	9,981	104,000	104,000
5030	Other Computer Maintenance	0	11,000	11,000
5040	Computer Supplies	0	33,850	33,850
5050	Software Lease & Maintenance	1,043,300	1,215,097	1,212,984
5060	Teleprocessing Lines & Installation	0	17,500	17,500
TOTAL COMPUTER OPERATIONS		1,053,281	1,381,447	1,383,334
<u>PROFESSIONAL SERVICES</u>				
5510	Financial Auditing	42,997	60,300	60,300
5520	Legal Services	8,457,016	12,283,967	12,283,967
5525	Arbitration Fees & Services	164,700	75,000	500,000
5526	State Office of Admin Hearings	0	5,000	5,000
5530	Appraisal Services	1,439,554	1,557,195	1,506,295
5550	Other Professional Services	785,903	580,970	668,760
5551	Mapping & Records Maintenance	792,251	1,070,722	1,445,700
TOTAL PROFESSIONAL SERVICES		11,682,421	15,633,154	16,470,022
<u>OFFICE SPACE, UTILITIES &amp; RELATED</u>				
6100	Office Space	2,418,994	2,421,904	2,421,904
6150	Utilities	444,005	590,000	590,000
6200	Building & Fixture Maintenance	1,036,540	1,024,650	1,524,650
6400	Casualty & Liability Insurance	120,872	130,000	130,000
TOTAL OFFICE SPACE, UTILITIES & RELATED		4,020,411	4,166,554	4,666,554
<u>FIXED ASSETS PURCHASES</u>				
6501	Capital Purchases	62,643	150,000	175,000
TOTAL FIXED ASSETS PURCHASES		62,643	150,000	175,000
		<u>\$67,874,008</u>	<u>\$76,577,504</u>	<u>\$79,480,907</u>
TOTAL BUDGET				

EXPENDITURE SUMMARY AND METHOD OF FINANCING  
2016 BUDGET

<u>BUDGETED EXPENDITURES</u>	2015 BUDGET	2016 BUDGET	Variance	% Change
<u>Account Groups</u>				
Number of Positions	649.0	653.0	4.0	0.6%
Part-time & Seasonal FTEs	6.8	8.7	1.9	28.2%
Salaries, Wages & Related	37,233,772	38,318,777	1,085,005	2.9%
Employee Benefits	12,620,107	12,932,526	312,419	2.5%
Office & Field Operations	5,392,470	5,534,694	142,224	2.6%
Computer Operations	1,381,447	1,383,334	1,887	0.1%
Professional Services	15,633,154	16,470,022	836,868	5.4%
Office Space, Utilities & Maint.	4,166,554	4,666,554	500,000	12.0%
Capital Expenditures	150,000	175,000	25,000	16.7%
TOTAL BUDGET	76,577,504	79,480,907	2,903,403	3.8%
 <u>FINANCING METHOD</u>				
Jurisdiction Allocations	75,147,504	78,050,907	2,903,403	3.9%
Interest Income	30,000	30,000	0	0.0%
Other Income	600,000	600,000	0	0.0%
Application of Restricted Funds	0	0	0	0.0%
Application of Unrestricted Funds				
General Fund	750,000	800,000	50,000	6.7%
Internal Service Fund	50,000	0	(50,000)	-100.0%
TOTAL FINANCING METHOD	76,577,504	79,480,907	2,903,403	3.8%

# PLAN OF ORGANIZATION - 2016



<u>Total Positions</u>	
Office of Chief Appraiser	408
Office of Deputy Chief Appraiser	<u>245</u>
Total	653