



Travis County Commissioners Court Agenda Request

Meeting Date: August 5, 2014
Prepared By/Phone Number: David Salazar
Office of the Travis County Judge
512-854-9555

Elected/Appointed Official/Dept. Head: Samuel T. Biscoe
Travis County Judge

Commissioners Court Sponsor:

AGENDA LANGUAGE:

CONSIDER AND TAKE APPROPRIATE ACTION ON A REQUEST FROM THE TRAVIS CENTRAL APPRAISAL DISTRICT FOR BUDGET INCREASE. (THIS ITEM MAY BE TAKEN INTO EXECUTIVE SESSION UNDER THE CONSULTATION WITH ATTORNEY EXCEPTION)

BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS:

STAFF RECOMMENDATIONS:

ISSUES AND OPPORTUNITIES:

FISCAL IMPACT AND SOURCE OF FUNDING:

REQUIRED AUTHORIZATIONS:

TRAVIS CENTRAL APPRAISAL DISTRICT

BOARD OFFICERS
RICHARD LAVINE
CHAIRPERSON
KRISTOFFER S. LANDS
VICE CHAIRPERSON
ED KELLER
SECRETARY/TREASURER



MARYA CRIGLER
CHIEF APPRAISER

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BOARD MEMBERS
TOM BUCKLE
BRUCE ELFANT
SHELLDA D. GRANT
DENNY HAMILL
ELEANOR POWELL
RICO REYES
BLANCA ZAMORA-GARCIA

July 23, 2014

TRAVIS COUNTY - Juris. No. 03

THE HONORABLE SAM BISCOE
P.O. BOX 1748
AUSTIN, TX 78767

TRAVIS CAD PROPOSED 2015 BUDGET & BUDGET LIABILITY UPDATE

Dear Judge Biscoe,

Taxing units and taxpayers of Travis County have voiced strong concerns about the fairness of the property tax system, particularly in regards to equitable distribution of the property tax burden among residential and commercial property owners. Both the Travis County Commissioners Court and the City of Austin considered, at public hearings in June 2014, filing taxing unit challenges with the Appraisal Review Board over the level of appraisal of commercial property in Travis County. While taxing unit challenges were not filed for 2014, both taxing units voted to study the matter further and potentially file challenges in 2015.

We have participated in numerous property taxpayer forums and meetings with taxing units. In response to the concerns voiced, the Board of Directors of the Travis Central Appraisal District requested that the chief appraiser prepare recommendations to address taxpayer concerns and present an amended proposed 2015 budget that funds the recommendations. Our goal is to enhance public confidence in the appraisal system and the local government taxes it supports. While many of the concerns require a legislative solution, there are some immediate actions that the district can take to address the concerns:

1. In the defense of commercial property values in litigation a very high consideration for the appraisal district is the cost of litigation. If the district loses at district court by just \$1 the district is liable for the plaintiffs' attorneys' fees up to \$100,000 per tax year in litigation. Due to a limited budget the District may consider settling a commercial property lawsuit through negotiations rather than risking loses at district court. The district is recommending additional funds in the amount of \$925,000 for litigation so that it may pursue market value on cases it feels it has a strong case and may prevail.
2. Property protests increased 6% in 2013 and 14% in 2014. The district has recommended hiring of five additional appraisal staff to handle the increased volume of property tax protests at an ongoing cost of \$ 372,787.
3. Testing and calibration of mass appraisal models is important to the ensuring the accuracy and equity of appraisals. The district has recommended purchasing fee appraisals of 45 commercial and 20 high end residential properties to calibrate and /or validate the accuracy the districts appraisal models at an initial cost of \$470,000. In the future, as the appraisal district models become more reliable, this cost will decline as fewer appraisals are required to validate and calibrate the model. The district also recommends additional education of senior appraisal staff in advanced appraisal techniques at a cost of \$57,875.
4. Texas is a non-disclosure state and sales prices, which are a fundamental data requirement for determining the fair market value of property, are not provided to the appraisal district. The district has recommended hiring one additional staff to research sales information particularly for commercial properties where the

district currently is only able to acquire 11% of known sales. The district is also requesting additional funding for the purchase of national market reports. In total this will amount to an ongoing cost of \$103,718.

Travis Central Appraisal District has consistently had one of the lowest budget-to-levy ratios in comparison to the other metropolitan appraisal districts. This is a useful statistic because it reflects how much it costs to generate a dollar of property tax revenue which in turn indicates appraisal operating efficiencies. In 2013 the Travis Central Appraisal district budget-to-levy ratio was 0.52%. The budget-to-levy average among metropolitan appraisal districts was 0.75%. The recommendations made for the 2015 budget will increase the budget-to-levy ratio to 0.58% which remains well below the average of 0.75%.

	2013 Budget	2012 Tax Levy	Budget/Levy Ratio
Harris	\$ 64,496,862	\$ 7,455,649,376	0.87%
Dallas	\$ 21,516,555	\$ 4,414,838,726	0.49%
Tarrant	\$ 20,404,794	\$ 3,082,570,207	0.66%
Travis	\$ 13,375,023	\$ 2,575,477,017	0.52%
Bexar	\$ 14,581,471	\$ 2,479,649,249	0.59%
El Paso	\$ 12,426,589	\$ 923,113,511	1.35%

The Travis Central Appraisal District Board of Directors, by unanimous vote, has endorsed the proposed changes to the budget. Enclosed you will find a copy of the amended proposed 2015 district budget. All details of the 2015 budget can be found on the CD enclosed, including a budget overview outlining major budget highlights and an executive summary with more detailed budget information.

There will be a public hearing held on **Tuesday, August 19, 2015, at 6:00 p.m.** at the Travis Central Appraisal District office located at 8314 Cross Park Drive, Austin, TX 78754. The public hearing is being held should you have any questions or concerns with the District's budget that you would like to address with the Board of Directors or the Chief Appraiser. Budget liability information specific to your entity is as follows:

2014 Tax Rate	0.49460
2015 TCAD Total Budget	\$17,147,799.00
2015 Jurisdiction Budget Liability	\$3,274,558.14
2015 Quarterly Payment Amount	\$818,639.53
Jurisdiction Percent of Total Budget	19.09%

Sincerely,



Chairperson
Board of Directors
Travis Central Appraisal District



Marya D. Crigler
Chief Appraiser
mcrigler@tcadcentral.org
(512) 834-9317 ext. 337

Sec. 6.06. APPRAISAL DISTRICT BUDGET AND FINANCING. (a) Each year the chief appraiser shall prepare a proposed budget for the operations of the district for the following tax year and shall submit copies to each taxing unit participating in the district and to the district board of directors before June 15. He shall include in the budget a list showing each proposed position, the proposed salary for the position, all benefits proposed for the position, each proposed capital expenditure, and an estimate of the amount of the budget that will be allocated to each taxing unit. Each taxing unit entitled to vote on the appointment of board members shall maintain a copy of the proposed budget for public inspection at its principal administrative office.

(b) The board of directors shall hold a public hearing to consider the budget. The secretary of the board shall deliver to the presiding officer of the governing body of each taxing unit participating in the district not later than the 10th day before the date of the hearing a written notice of the date, time, and place fixed for the hearing. The board shall complete its hearings, make any amendments to the proposed budget it desires, and finally approve a budget before September 15. If governing bodies of a majority of the taxing units entitled to vote on the appointment of board members adopt resolutions disapproving a budget and file them with the secretary of the board within 30 days after its adoption, the budget does not take effect, and the board shall adopt a new budget within 30 days of the disapproval.

(c) The board may amend the approved budget at any time, but the secretary of the board must deliver a written copy of a proposed amendment to the presiding officer of the governing body of each taxing unit participating in the district not later than the 30th day before the date the board acts on it.

(d) Each taxing unit participating in the district is allocated a portion of the amount of the budget equal to the proportion that the total dollar amount of property taxes imposed in the district by the unit for the tax year in which the budget proposal is prepared bears to the sum of the total dollar amount of property taxes imposed in the district by each participating unit for that year. If a taxing unit participates in two or more districts, only the taxes imposed in a district are used to calculate the unit's cost allocations in that district. If the number of real property parcels in a taxing unit is less than 5 percent of the total number of real property parcels in the district and the taxing unit imposes in excess of 25 percent of the total amount of the property taxes imposed in the district by all of the participating taxing units for a year, the unit's allocation may not exceed a percentage of the appraisal district's budget equal to three times the unit's percentage of the total number of real property parcels appraised by the district.

(e) Unless the governing body of a unit and the chief appraiser agree to a different method of payment, each taxing unit shall pay its allocation in four equal payments to be made at the end of each calendar quarter, and the first payment shall be made before January 1 of the year in which the budget takes effect. A payment is delinquent if not paid on the date it is due. A delinquent payment incurs a penalty of 5 percent of the amount of the payment and accrues interest at an annual rate of 10 percent. If the budget is amended, any change in the amount of a unit's allocation is apportioned among the payments remaining.

(f) Payments shall be made to a depository designated by the district board of directors. The district's funds may be disbursed only by a written check, draft, or order signed by the chairman and secretary of the board or, if authorized by resolution of the board, by the chief appraiser.

(g) If a taxing unit decides not to impose taxes for any tax year, the unit is not liable for any of the costs of operating the district in that year, and those costs are allocated among the other taxing units as if that unit had not imposed taxes in the year used to calculate allocations. However, if that unit has made any payments, it is not entitled to a refund.

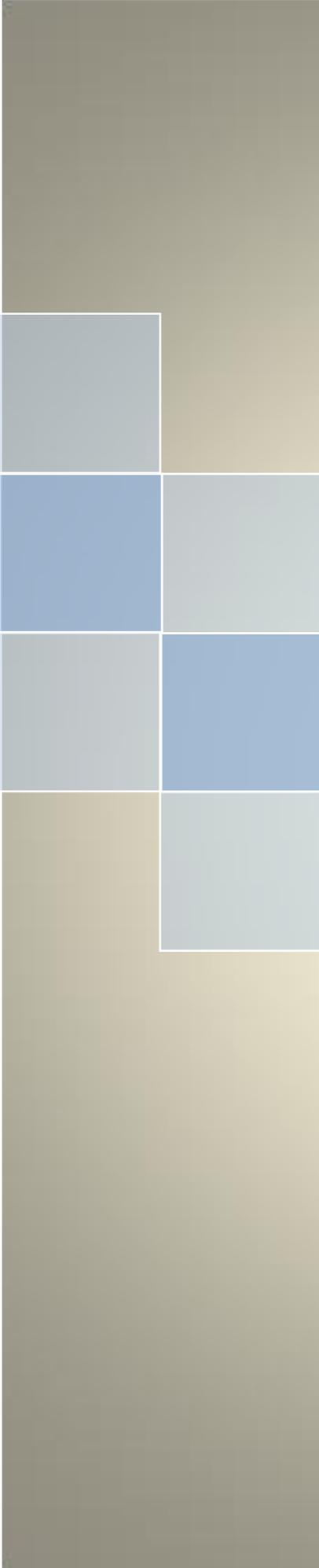
(h) If a newly formed taxing unit or a taxing unit that did not impose taxes in the preceding year imposes taxes in any tax year, that unit is allocated a portion of the amount budgeted to operate the district as if it had imposed taxes in the preceding year, except that the amount of taxes the unit imposes in the current year is used to calculate its allocation. Before the amount of taxes to be imposed for the current year is known, the allocation may be based on an estimate to which the district board of directors and the governing body of the unit agree, and the payments made after that amount is known shall be adjusted to reflect the amount imposed. The payments of a newly formed taxing unit that has no source of funds are postponed until the unit has received adequate tax or other revenues.

(i) The fiscal year of an appraisal district is the calendar year unless the governing bodies of three-fourths of the taxing units entitled to vote on the appointment of board members adopt resolutions proposing a different fiscal year and file them with the secretary of the board not more than 12 and not less than eight months before the first day of the fiscal year proposed by the resolutions. If the fiscal year of an appraisal district is changed under this subsection, the chief appraiser shall prepare a proposed budget for the fiscal year as provided by Subsection (a) of this section before the 15th day of the seventh month preceding the first day of the fiscal year established by the change, and the board of directors shall adopt a budget for the fiscal year as provided by Subsection (b) of this section before the 15th day of the fourth month preceding the first day of the fiscal year established by the change. Unless the appraisal district adopts a different method of allocation under Section 6.061 of this code, the allocation of the budget to each taxing unit shall be calculated as provided by Subsection (d) of this section using the amount of property taxes imposed by each participating taxing unit in the most recent tax year preceding the fiscal year established by the change for which the necessary information is available. Each taxing unit shall pay its allocation as provided by Subsection (e) of this section, except that the first payment shall be made before the first day of the fiscal year established by the change and subsequent payments shall be made quarterly. In the year in which a change in the fiscal year occurs, the budget that takes effect on January 1 of that year may be amended as necessary as provided by Subsection (c) of this section in order to accomplish the change in fiscal years.

(j) If the total amount of the payments made or due to be made by the taxing units participating in an appraisal district exceeds the amount actually spent or obligated to be spent during the fiscal year for which the payments were made, the chief appraiser shall credit the excess amount against each taxing unit's allocated payments for the following year in proportion to the amount of each unit's budget allocation for the fiscal year for which the payments were made. If a taxing unit that paid its allocated amount is not allocated a portion of the district's budget for the following fiscal year, the chief appraiser shall refund to the taxing unit its proportionate share of the excess funds not later than the 150th day after the end of the fiscal year for

which the payments were made.(k) For good cause shown, the board of directors may waive the penalty and interest on a delinquent payment under Subsection (e).

Acts 1979, 66th Leg., p. 2226, ch. 841, Sec. 1, eff. Jan. 1, 1981. Amended by Acts 1981, 67th Leg., 1st C.S., p. 122, ch. 13, Sec. 17, 18, eff. Aug. 14, 1981; Acts 1985, 69th Leg., ch. 311, Sec. 1, eff. Aug. 26, 1985; Acts 1989, 71st Leg., ch. 796, Sec. 9, eff. Sept. 1, 1989; Acts 1991, 72nd Leg., ch. 20, Sec. 16, eff. Aug. 26, 1991; Acts 1993, 73rd Leg., ch. 347, Sec. 4.07, eff. May 31, 1993. Amended by: Acts 2007, 80th Leg., R.S., Ch. 87 (S.B. 948), Sec. 1, eff. May 14, 2007.



Travis Central Appraisal District

Fiscal Year 2015 Budget

Travis County, Texas
July 22, 2014



Travis Central Appraisal District

Fiscal Year 2015
Proposed Budget

**Ms. Marya Crigler
Chief Appraiser**

Board of Directors

Mr. Richard Lavine, Chair
Austin ISD

Mr. Kristoffer S. Lands, Vice Chair
City of Austin/Austin ISD

Mr. Ed Keller, Secretary
Austin ISD

Mr. Tom Buckle
West Travis County

Ms. Shellda D. Grant
Travis County

Dr. Denny Hamill
Travis County

Ms. Eleanor Powell
City of Austin

Mr. Rico Reyes
East Travis County

Ms. Blanca Zamora- Garcia
City of Austin

Mr. Bruce Elfant
Travis County Tax Assessor/Collector

Travis Central Appraisal District



Our Mission

The mission of the Travis Central Appraisal District is to provide accurate appraisal of all property in Travis County at one hundred percent market value, equally and uniformly, in a professional, ethical, economical and courteous manner, working to ensure that each taxpayer pays only their fair share of the property tax burden.

Our Vision

The Travis Central Appraisal District will act in accordance with the highest principals of professional conduct, ethics, accountability, efficiency, openness, skill and integrity. We approach our activities with a deep sense of purpose and responsibility.

Our Values

- **Appraise-** fairly, efficiently, and effectively, balancing the needs of both taxpayers and the taxing units by adhering to the Texas Property Tax Code, USPAP, and generally accepted appraisal standards.
- **Educate-** taxpayers of their rights, remedies and responsibilities.
- **Communicate-** collaboratively with and encourage communication among the taxing units, taxpayer public, and the agency.
- **Service-** provide exceptional customer service that is accessible, responsible and transparent.
- **Performance-** demand integrity, accountability and high standards from all staff and strive continuously for excellence and efficiency.

TRAVIS CENTRAL APPRAISAL DISTRICT
Fiscal Year 2015

TABLE OF CONTENTS

Introductory Section:

Budget Transmittal Letter	i
Travis CAD Organizational Chart	iv
List of Key District Personnel	v
Distinguished Budget Presentation Award	vi

Budget Overview

1

District Budget:

Budget Comparison	34
District Budget by Department	37
Revenue Budget	42
2014 Estimated Jurisdiction Liabilities	45
Capital Improvement Program	49

Department Budgets:

Administration	56
Information Technology	66
Customer Service	75
Appraisal Support	80
Appeals	84
Commercial Appraisal	89
Land Appraisal	94
Personal Property Appraisal	98
Residential Appraisal	102
Appraisal Review Board (ARB)	107

Statistical Section:

110

Appendix:

134

Glossary:

174

INTRODUCTORY SECTION

A photograph of a stone sign for Travis Central Appraisal District. The sign is made of light-colored stone blocks and features the text "TRAVIS CENTRAL APPRAISAL DISTRICT" in large, bold, black letters. In front of the sign is a planter box filled with numerous bright yellow flowers. The sign is set on a grassy area with a paved road and a utility pole visible in the background.

**TRAVIS CENTRAL
APPRAISAL DISTRICT**

TRAVIS CENTRAL APPRAISAL DISTRICT

BOARD OFFICERS

RICHARD LAVINE
CHAIRPERSON
KRISTOFFER S. LANDS
VICE CHAIRPERSON
ED KELLER
SECRETARY/TREASURER



MARYA CRIGLER
CHIEF APPRAISER

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TOM BUCKLE
SHELLDA D. GRANT
DENNY HAMILL
BRUCE ELFANT
ELEANOR POWELL
RICO REYES
BLANCA ZAMORA-GARCIA

July 22, 2014

Travis County Taxpayers,
Travis CAD Board of Directors, and
Presiding Officers of all Taxing Entities, and
Ms. Marya Crigler, Chief Appraiser,
Travis Central Appraisal District:

I am pleased to present the proposed budget of the Travis Central Appraisal District (the District) for fiscal year 2015. The proposed budget for 2015 totals \$17,149,799, which represents a 20.38% increase over the 2014 budget. The proposed and five previous year budget histories compare as follows:

Year	Budget Amount	Percentage Increase
2010	\$12,595,720	6.23%
2011	\$12,689,610	0.75%
2012	\$12,914,797	1.77%
2013	\$13,375,023	3.56%
2014	\$14,246,848	6.52%
2015	\$17,149,799	20.38%

The taxing units and taxpayers of Travis County have strongly voiced their concerns about the fairness of the property tax system, particularly in regards to equitable distribution of the property tax burden among residential and commercial property owners. Both the Travis County Commissioners Court and the City of Austin considered, at public hearings in June 2014, filing taxing unit challenges with the Appraisal Review Board over the level of appraisal of commercial property in Travis County. While taxing unit challenges were not filed for 2014, both taxing units voted to study the matter further and potentially file challenges in 2015.

We have participated in numerous property taxpayer forums and meetings with taxing units. In response to the concerns voiced, the Board of Directors of the Travis Central Appraisal District requested that the chief appraiser prepare recommendations to address taxpayer concerns and present an amended proposed 2015 budget that funds the recommendations. While many of

the concerns require a legislative solution, there are some immediate actions that the district can take to address the concerns:

1. Property protests increased 6% in 2013 and 14% in 2014. The district has recommended hiring additional appraisal staff to handle the increased volume of property tax protests.
2. Texas is a non-disclosure state and sales prices, which are a fundamental data requirement for determining the fair market value of property, are not provided to the appraisal district. The district has recommended hiring additional staff to research sales information, particularly for commercial properties where the district currently is only able to acquire 11% of known sales. The district is also requesting additional funding for the purchase of national market reports.
3. Testing and calibration of mass appraisal models is important to ensuring the accuracy and equity of appraisals. The district has recommended purchasing fee appraisals for 45 commercial and 20 high end residential properties to calibrate and/or validate the accuracy of the district's appraisal models. The district also recommends additional education of senior appraisal staff in advanced appraisal techniques.
4. In the defense of commercial property values in litigation, a very high consideration for the appraisal district is the cost of litigation. If the district loses at district court by just \$1, the district is liable for the plaintiffs' attorneys' fees up to \$100,000 per tax year in litigation. Due to a limited budget, the District may consider settling a commercial property lawsuit through negotiations rather than risk losing at district court. The district is recommending additional funds for litigation so that it may pursue market value on cases it feels it has a strong case and may prevail.

The Austin economy continues to thrive fueled by exponential population growth and strong job market growth. It is no secret that Austin has become a hotspot for businesses in a range of industries and people looking to work for those businesses. "Austin is the fastest growing city in the U.S., and for good reason; it offers aspiring Austinites a fast growing economy and a cost of living that is 15 percent below the national average... The crime rates are low, the housing market is healthy, and Austin ranks as one of the fittest cities in the U.S., with a population that loves being outdoors and having a great time." ¹ Forbes recently ranked Austin among America's coolest cities to live, and USA Today named Austin a top city for tech startups. According to Business Insider, Austin ranks ninth in the list of most innovative cities. Bloomberg News ranked Austin number 1 on its list of Top 12 American Boomtowns.¹

The Brookings report ranks Austin second overall in employment since the recession with a 9.6 percent gain since the fourth quarter of 2009. Austin ranks fourth in gross domestic product, with a 17.2 percent increase from the city's low point in the third quarter of 2009. Since the fourth quarter of 2009, unemployment has fallen 2.1 percent, putting the area well ahead of most of the nation. ² Austin's unemployment rate plateaued at around 5 percent throughout most of 2013- a full two points below the national average. Austin's employers added approximately 20,795 jobs between January 2013 and October 2013.³

The apartment sector remains exceptionally strong with vacancy at or below 5.0% and continued demand outpacing available supply, despite 6,300 new units added in 2013. Apartment rental rates have increased 5.7 percent during 2013, with pre-1970s apartment rents jumping an average of 9.7%. This is possibly due to the surging job growth in lower-paying industries.⁴ Austin will also see continued business investments as established businesses such as Samsung and Apple expand their presence in Austin.

The residential housing market set a new record in 2013 as sales topped 27,000 plus- the highest number ever. The Austin Board of Realtors reported that 27,298 home sales were recorded in the Austin Area in 2013, a 19 percent increase over 2012. Travis County demographers estimate this number at 29,788. The median sales price of a single-family home in the Austin area rose 9 percent to \$223,890. "The housing market in any area is a good indicator of the area's economy. A strong housing market serves as a stabilizing force, building wealth by preserving equity for homeowners and creating ripple effects throughout the economy."⁵

Should you have any questions about the District's 2015 proposed budget or the budgeting process, please contact Leana H. Mann, the District's Finance & Facilities Officer, at (512)834-9317 Ext. 405 or by e-mail at Lmann@tcadcentral.org.

POLICY STATEMENT

The Board of Directors of the Travis Central Appraisal District may transfer funds between line items of the 2015 budget if the action does not obligate the jurisdictions to additional payments. Any budget amendment requiring additional funds from the jurisdictions must be sent to each jurisdiction and a public hearing must be held before the Board of Directors can act on the amendment.

Sincerely,



Leana H. Mann
Finance & Facilities Officer
Travis Central Appraisal District

¹ Theis, Michael. "Infographic: Why everyone is moving to Austin." . Austin Business Journal, 8 Jan. 2014. Web. 16 May. 2014. <<http://www.bizjournals.com/austin/news/2014/01/08/infographic-why-everyone-is-moving-to.html>>.

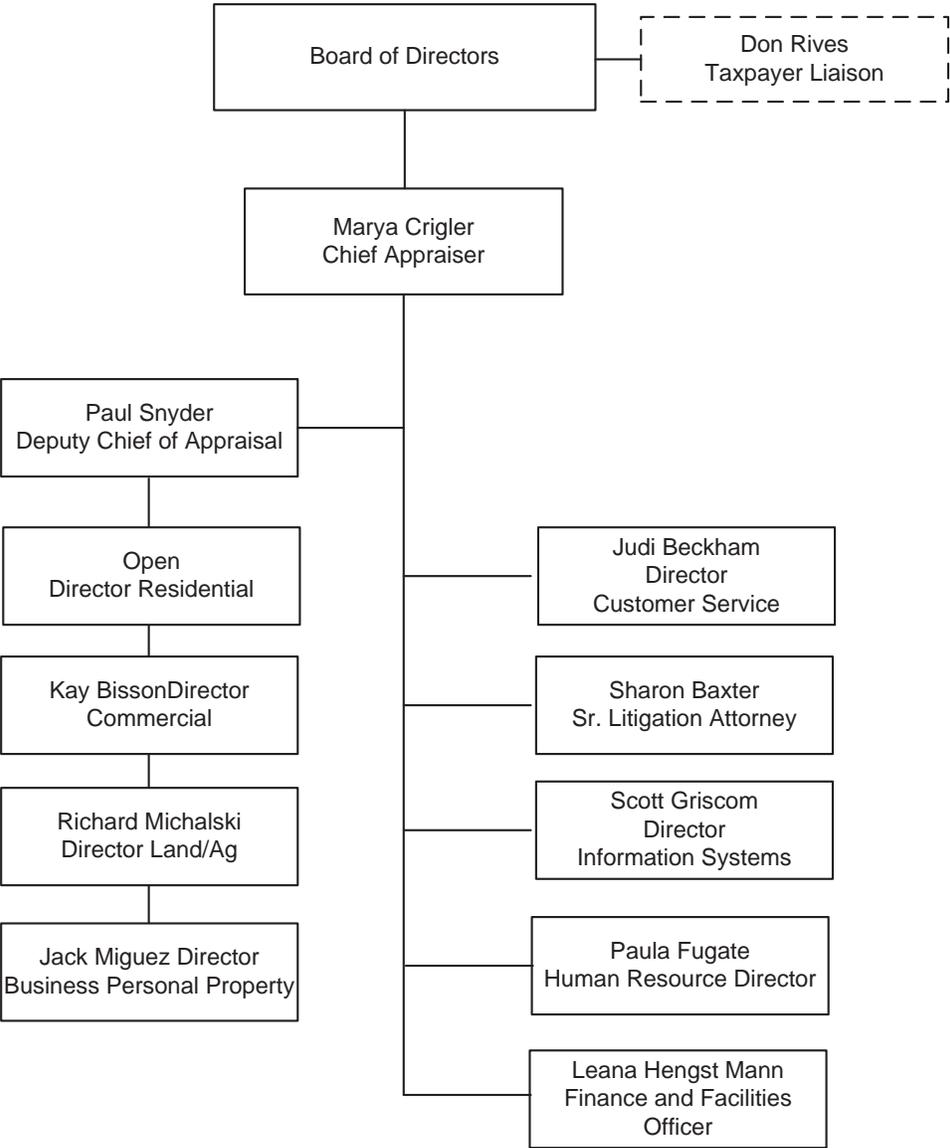
² Grattan, Robert. "Austin Area's Recovery from recession among nation's best." . Austin Business Journal, 5 APR. 2013. Web. 16 May. 2014. <<http://www.bizjournals.com/austin/print-edition/2013/04/05/austin-areas-recovery-from-recession.html>>.

³ Grattan, Robert. "2013: Austin unemployment rate sets the pace." . Austin Business Journal, 19 Dec. 2013. Web. 16 May. 2014. <<http://www.bizjournals.com/austin/news/2013/12/19/2013-austin-unemployment-rate-sets.html>>.

⁴ Buchholz, Jan. "Austin apartment market posts strong fundamentals." . Austin Business Journal, 17 Jan. 2014. Web. 16 May. 2014. <<http://www.bizjournals.com/austin/blog/real-estate/2013/11/austin-apartment-market-posts-strong.html?page=all>>.

⁵ Novak, Shonda. "Austin-area home sales hit all-time high in 2013." *Austin American Statesman* 17 Jan. 2014: n. pag. Print.

TRAVIS CENTRAL APPRAISAL DISTRICT
Organizational Chart



TRAVIS CENTRAL APPRAISAL DISTRICT
Key District Personnel

Chief Appraiser	Marya Crigler
Deputy Chief of Appraisal	Paul Snyder
Director of Residential Appraisal	Vacant
Director of Commercial Appraisal	Kay Bisson
Director of Business Personal Property (BPP) Appraisal	Jack Miguez
Director of Land Appraisal	Richard Michalski
Director of Customer Service	Judi Beckham
Director of Geographic Information Systems (GIS)	Jerry Oehler
Director of Information Technology (IT)	Scott Griscom
Director of Human Resources	Paula Fugate
Finance & Facilities Officer	Leana Mann
Senior Litigation Attorney	Sharon Baxter

Certificate of Achievement

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Travis Central Appraisal District, Texas for its annual budget for the fiscal year beginning January 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe that our fiscal year 2015 budget continues to conform to the program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



BUDGET OVERVIEW

A photograph of a stone sign for Travis Central Appraisal District. The sign is made of light-colored stone blocks and features the text "TRAVIS CENTRAL APPRAISAL DISTRICT" in large, black, sans-serif capital letters. In front of the sign is a planter bed filled with numerous bright yellow flowers. The sign is set on a grassy area with a paved road and a utility pole visible in the background.

**TRAVIS CENTRAL
APPRAISAL DISTRICT**

Travis Central Appraisal District Budget Overview

HOW DOES THE PROPERTY TAX SYSTEM WORK?



There are three main parts to the property tax system in Texas:

- An appraisal district in each county sets the value of property each year. A chief appraiser is the chief administrator and operates the appraisal office.
- A citizen board, called the Appraisal Review Board (ARB), hears any disagreements between a property owner and the appraisal district about a property's value.
- Local taxing units—city, county, school and special districts—decide how much money they will spend by adopting a budget. Next, the taxing units set tax rates that will raise the revenue necessary to fund their budgets. The adopted budgets and the tax rates set to fund the budgets determine the total amount of taxes that a person will pay.

The property tax year has four stages: appraising taxable property, protesting the appraised values, adopting the tax rates and collecting the taxes. The following represents a summary of the process.

1. A large part of each appraisal district's job is to estimate what your property is worth on January 1. What a property is used for on January 1, market conditions at that time and who owns the property on that date determine whether the property is taxed, its value and who is responsible for paying the tax. The appraisal district also processes applications for tax exemptions, agricultural appraisals and other tax relief.
2. Around May 15, the appraisal review board begins hearing protests from property owners who believe their property values are incorrect or who did not get correct exemptions or agricultural appraisals. When the ARB finishes its work, the appraisal district gives each taxing unit a list of taxable property.
3. In August or September, the elected officials of each taxing unit adopt tax rates for their operations and debt payments. Several taxing units tax each property.

Every property is taxed by the county and the local school district. You also may pay taxes to a city and to special districts such as hospital, junior college, water, fire and others.

4. Tax collection starts around October 1 as tax bills go out. Taxpayers have until January 31 of the following year to pay their taxes. On February 1, penalty and interest charges begin accumulating on most unpaid tax bills. Tax collectors may start legal action to collect unpaid taxes on February 1.

TRAVIS CENTRAL APPRAISAL DISTRICT

The Travis Central Appraisal District was created under the 66th Texas State Legislature in 1979 under the provisions of Senate Bill 621 known as the Property Tax Code. The District is responsible for the appraisal of property subject to ad valorem taxation in Travis County, Texas. The District is governed by a board of nine directors serving two year terms, plus a tenth statutorily designated non-voting member who is the County Tax Assessor-Collector. Travis County appoints two board members, Austin ISD appoints two board members, City of Austin appoints two board members, and Austin ISD and City of Austin appoint one board member together. The remaining two board members are appointed by a vote of the eastern and western taxing entities within Travis County.

The District was formed in 1981 and formally began operations in 1982, pursuing its mission to provide accurate appraisal of all property in Travis County at one hundred percent of market value, equally and uniformly, in a professional, ethical, economical and courteous manner, working to ensure that each taxpayer pays only their fair share of the property tax burden. As stipulated under the Texas Property Tax Code, the District serves the citizens and taxpayers of Travis County and the 120 taxing entities which lie within Travis County, including 21 cities, 15 school districts, 14 emergency districts, the county government, the hospital district, the junior college and 67 special districts.

Travis County is located in Central Texas and is a part of the rapidly growing Austin area. Travis County's population, as of the 2010 census was 1,033,553 and continues to grow rapidly every year. Since the previous census in 2000, the population of Travis County has grown 26.1%.

THE PROPERTY TAX CALENDAR



January 1	Appraisal districts are required to appraise property at its value on this date. A lien attaches to each taxable property to ensure property tax payment.
January 1 – April 30	Appraisal districts complete appraisal and process applications for exemption.
January 31	Taxes due to local taxing units (or county tax assessor, if acting on their behalf)
February 1	Local taxing units begin charging penalty and interest for unpaid tax bills.
April – May	Appraisal districts send notices of appraised value.
May 1	Appraisal review boards begin hearing protests from property owners.
July 25	Appraisal districts certify current appraised values to taxing units.
August – September	Local taxing units adopt tax rates.
October 1	Local taxing units begin sending tax bills to property owners.

THE ROLE OF THE APPRAISAL DISTRICT

Each Texas county is served by an appraisal district that determines the value of all of the county's taxable property. Generally, a local government that collects property taxes, such as a county, city and school district, is a member of the appraisal district. A board of directors appointed by the member governments presides over the appraisal district.



The appraisal district is considered a political subdivision and must follow applicable laws such as Open Meetings and Public Information Acts. Meetings are generally open to the public and information generated by the appraisal district is, in most cases, also available to the public.

The appraisal district board of directors hires a chief appraiser, approves contracts and sets policies. The chief appraiser is the chief administrator of the appraisal district. The chief appraiser may employ and compensate professional, clerical and other personnel as provided by the appraisal district budget. The chief appraiser's primary duty is to discover, list, review and appraise all taxable property in the appraisal district using generally accepted appraisal techniques.

ACCOUNTING BASIS AND CONTROLS

Accounting Basis

The District reports its financial activities as a special-purpose government. Special-purpose governments are governmental entities which engage in a single government program. Like most governments, special-purpose governments present two types of financial statements: (1) government-wide financial statements and (2) fund financial statements.

The government-wide financial statements report information on all of the activities of the District. Governmental activities generally are financed through charges for services and intergovernmental revenues. The statement of activities reflects the revenues and expenses of the District. The government-wide statements are reported using the economic resources measurement focus and the accrual basis of accounting. The economic resources measurement focus means all assets and liabilities (whether current or non-current) are included on the statement of net position and the operating

statements present increases (revenues) and decreases (expenses) in total net position. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized at the time the liability is incurred.

The fund financial statements provide information about the District's governmental funds. The emphasis of fund financial statements is directed to specific activities of the District. The District reports the *general fund* as its only major governmental fund. It is the District's primary operating fund. This fund is used to account for the acquisition and use of the District's expendable financial resources and the related liabilities. The measurement focus is based on the determination of changes in financial position rather than upon net income determination. Governmental fund financial statements are reported using the current financial resources measurement focus and are accounted for using the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual; i.e., when they become both measurable and available and expenditures are recorded when the related fund liability is incurred.

Internal Controls

To provide a reasonable basis for making its representations, the District's management team has established a comprehensive internal control framework. This framework is designed to provide reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition and that accounting transactions are executed in accordance with management's authorization and properly recorded so that the financial statements can be prepared in conformity with generally accepted accounting principles (GAAP). The objective of the internal control framework is to provide reasonable, rather than absolute, assurance that the financial statements are free of any material misstatements. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the evaluation of costs and benefits requires estimates and judgments by management. The design and operation of internal controls also ensures that all funds are expended in compliance with applicable laws and regulations.

All internal control evaluations occur within the above framework. During the fiscal year ended December 31, 2013, the District reviewed its internal controls. I believe that the District's internal controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

FINANCIAL POLICIES & PROCEDURES

The Travis Central Appraisal District (the District) financial policies compiled below encompass the basic framework for the overall financial management of the District. These policies assist the Board of Directors and management with decision-making and provide guidelines for evaluating both the current and long-range financial activities. They are reviewed annually in conjunction with the budgetary process to verify continued applicability and benefit to the District.

The primary objectives of these policies are to provide accountability for cost-effective stewardship of taxpayers' funds through fairly presented financial statements supported by full disclosures.

Revenue Policy

Revenue Recognition- Revenues shall be recorded on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual; i.e., when they become both measurable and available.

1. **Daily Deposits-** In accordance with this finance policy, the District shall require weekly deposits of receipts only when the cash on hand amounts to at least \$1,000. Any funds not immediately deposited shall be appropriately safeguarded in a locked file cabinet in the Finance Officer's office.
2. **Monitoring Revenue-** District finance staff shall monitor revenues as billed and collected and shall report to the Board of Directors no less than quarterly on any past due or uncollectible amounts.
3. **Authority-** The Finance & Facilities Officer shall be responsible for designing, implementing, monitoring, and amending as necessary, accounting procedures, including internal controls, for the billing, recording, and reporting of all revenues of the District in compliance with Generally Accepted Accounting Principles (GAAP) and applicable state laws. Any changes to revenue procedures shall be reported to the Board of Directors at their next regularly scheduled meeting.

Cash Disbursement Policy

1. **Centralized Purchasing-** The District will operate under a centralized purchasing concept.

2. **Payments-** Local governments and state agencies are required to pay all bills owed within 30 calendar days. The District adheres to this requirement. Any deviations from this requirement are reported to the Chief Appraiser.
3. **Monitoring-** District finance staff shall monitor cash disbursements and report to the Board of Directors at each regularly scheduled meeting all capital asset purchases and any purchases over \$25,000.
4. **Authority-** The Finance & Facilities Officer shall be responsible for designing, implementing, monitoring, and amending (as necessary), accounting procedures including internal controls, for the requisitioning, purchasing and cash disbursement functions of the district in compliance with Generally Accepted Accounting Principles (GAAP) and applicable state laws. Any change to cash disbursement procedures shall be reported to the Board of Directors at their next regularly scheduled meeting.

Operating Budget Policy

1. **Planning:** The District will prepare a five-year operating budget projection annually, which will include projections of expenditures for the next five years.
2. **Performance Measures:** The District will integrate performance measures and productivity indicators into its budgetary process whenever feasible.
3. **Periodic Reporting:** The Finance and Facilities Officer shall present budget to actual financial reports to the Board of directors monthly (or at each board meeting) and bi-weekly to the Chief Appraiser.
4. **Balanced Budget:** The District shall submit a balanced budget wherein budgeted expenditures shall equal budgeted revenues.

Asset Management and Capital Improvement Policy

1. **Planning for Operational and Maintenance Costs:** The District shall utilize an equipment replacement schedule to plan major operational and maintenance asset acquisitions on a systematic, comprehensive, and entity-wide basis.
2. **Asset Condition:** The District will maintain all assets at a level adequate to comply with all regulatory requirements and to minimize future replacement and maintenance costs.
3. **Planning:** The District will annually update a ten-year capital improvement program, identifying and describing each capital project along with the estimated cost.

4. **Capitalization:** The District will capitalize all asset cost which are \$1,000 or more and whose useful life is more than one year.
5. **Reporting:** The District will provide reports of expenditures by project to the Board of Directors no less than quarterly.

Cash Management and Investment Policy

1. **Written Policy:** The District's investment policy must be written and in compliance with all applicable state and local laws. The policy must be reviewed on an annual basis by the Board of Director's and approved through a resolution.
2. **Objectives:** The primary objectives of investment activities, in priority order, shall be preservation of principal, liquidity, and yield.
3. **Periodic Reporting:** The District shall provide monthly investment reports to the Board of Directors.
4. **Treasury Services:** The District shall prepare a Request for Proposal (RFP) for banking services every 2 years, with the option to renew the contract for an additional 2 years.

Accounting Policy

1. **Authority for Accounting Procedures:** The District will establish and maintain the accounting system according to Generally Accepted Accounting Principles (GAAP) and all applicable state and local laws.
2. **Annual Audit:** An annual audit will be performed by an independent public accounting firm, which will issue an official opinion on the annual financial statements, and a management letter indicating any suggestions for improvement or areas of concern.
3. **Transparency:** Full disclosure will be provided in the financial statements.
4. **Financial Report:** The District shall prepare a comprehensive annual financial report (CAFR) upon completion of the financial audit, which will be submitted to the Government Finance Officers' Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting award.

Debt Policy

1. **Capital Financing:** All financing of capital projects must be included in the current year's proposed budget and approved by the Board of Directors. The District statutorily cannot issue debt to fund capital projects. All financing of capital projects must be done through the budget process.
2. **Unfunded Liabilities:** The District's policy extends beyond capital financing and includes not knowingly entering into any contracts creating significant unfunded liabilities

All policies referenced on the preceding pages can be found in the appendix section of this budget document.

BUDGET PROCESS & PROCEDURES

The District is provided very strict guidelines on the budgeting process in the Texas Property Tax Code. This information can be found in Chapter 6.06 of the Texas Property Tax Code and in the appendix of this report. A brief overview of the budgeting process is provided below.

The District begins its annual budgeting process in February. Discussions are held with the Chief Appraiser, the Finance Officer and the department directors to discuss what the department's budget needs are for the upcoming fiscal year. Once this information is gathered, the Finance Officer prepares the proposed budget based on the Chief Appraiser's directives. In May, the District holds a budget workshop with the Board of Directors, the Chief Appraiser and the Finance Officer where the budget is looked at in-depth. The District must send the proposed budget to the presiding officer of each taxing unit no later than 10 days before the board of director's meeting where the proposed budget will be presented. This allows any taxing unit to dispute all or part of the budget at that meeting. The proposed budget must be presented no later than June 15th.

During this meeting, the board of directors makes suggestions along with any taxing units that come to the meeting to discuss the proposed budget. The District then takes the budget and revises it to include the changes made at the meeting. The District must again send a copy of the budget to the presiding officer of each taxing unit no later than 10 days before the board of director's meeting where the budget will be adopted. The board of directors must hold a public hearing to adopt the annual budget. The secretary of the board must also post the notice of the public hearing in the county newspaper. The District posts this information in the Austin American Statesman. The budget must be adopted no later than September 15th.

Once the budget is adopted, the taxing units have 30 days to file a resolution with the board of director's secretary to disapprove the budget. If governing bodies of a majority of the taxing units entitled to vote on the appointment of board members adopt resolutions disapproving the budget and file them with the secretary of the board within 30 days after its adoption, the budget does not take effect, and the board shall adopt a new budget within 30 days of the disapproval.

All budget amendments must be presented to the taxing units 30 days prior to the meeting where the board is set to approve the amendment. A budget amendment changes the final amount due from the taxing unit. The District can make line item transfers without notifying the taxing units. The Chief Appraiser has the authority to approve or disapprove any line item transfers. All line item transfers are then presented to the board for approval. Budget line item transfers do not change the final amount of the budget, but simply move budgeted funds from one function or program to another. Budget line item transfers do not require any additional funds from the taxing units and they do not change the amount of any surplus credited back to the jurisdictions at year end.

BUDGET CALENDAR

FEB							2014
S	M	T	W	T	F	S	
						1	
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<u>DATE</u>	<u>SUBJECT</u>
2/10/2014	Budget discussion with Chief Appraiser
2/17-2/28	Meet with division directors

<u>DATE</u>	<u>SUBJECT</u>
3/14/2014	Budget requests due from division directors
3/31/2014	First draft of budget to Chief Appraiser

MAR							2014
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30	31						

APR 2014

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<u>DATE</u>	<u>SUBJECT</u>
4/08/2014	First quarter line item transfers approved at Board of Directors meeting
4/14/2014	Second draft of budget to Chief Appraiser
4/30/2014	Final draft of proposed budget to Chief Appraiser for final approval

MAY 2014

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<u>DATE</u>	<u>SUBJECT</u>
5/13/2014	Budget workshop with board or directors
5/28/2014	Final proposed budget to Chief Appraiser
5/30/2014	Mail budget to taxing jurisdictions

JUN 2014

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29	30					

<u>DATE</u>	<u>SUBJECT</u>
6/10/2014	Present proposed budget to board of directors
6/16/2014	Last day to present proposed budget
6/30/2014	First draft of adopted budget to Chief Appraiser

JUL 2014

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<u>DATE</u>	<u>SUBJECT</u>
7/15/2014	2nd quarter line item transfers approved at Board of Directors meeting
7/15/2014	Second draft of adopted budget to Chief Appraiser
7/21/2014	Final draft of adopted budget to Chief Appraiser

AUG 2014						
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31						

<u>DATE</u>	<u>SUBJECT</u>
8/01/2014	Mail out final budget to taxing entities
8/01/2014	Post public notice of budget in local newspaper
8/19/2014	Public budget hearing and adoption of budget

<u>DATE</u>	<u>SUBJECT</u>
9/15/2014	Final day to adopt budget
9/30/2014	Tax rates are set by all taxing entities

SEPT 2014						
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<u>DATE</u>	<u>SUBJECT</u>
10/06/2014	Mail out final calculation of jurisdiction liability
10/31/2014	Submit budget to GFOA for Distinguished Budget Award
10/31/2014	Mail out end of year budget amendment to all taxing entities

<u>DATE</u>	<u>SUBJECT</u>
11/11/2014	Board of Directors meeting to approve final budget amendment
11/11/2014	Final line item transfers approved at Board of Directors meeting

NOV 2014						
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DEC 2014						
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DATE SUBJECT
12/31/2014 Fiscal year-end

STRATEGIC PLANNING

In August of 2014, the directors of the Travis Central Appraisal District will hold their annual strategic planning director's retreat for fiscal year 2015. During the planning session, items for the upcoming fiscal year will be discussed. A few of the items to be discussed are: 1) District goals for 2015, 2) division priorities for 2015, 3) training opportunities and recommendations from management, 4) personnel policy and updates/recommendations from management, and 5) implementation and leverage of field devices. The Chief Appraiser has the ultimate decision making authority, but she considers input from each of the department directors when making decisions.

Each year the Chief Appraiser sends out a survey to each manager and director so that input can be gathered from the management team on specific issues. The District uses the following questions as a guide:

- What worked well this past year?
 - What surprised you?
 - What frustrated you?
 - How can this be improved?
- What did not work well this past year?
 - What surprised you?
 - What frustrated you?
 - How can this be improved?
- Where do you think the District is most efficient?
 - Can the processes be applied to other areas?
 - How can this be improved?
- Where do you think we are most inefficient?
 - What was the major obstacle to efficiency?
 - How can this be improved?

- How can we improve the accuracy and uniformity of the appraisals produced?
 - Is the appraisal district staff receiving pre-certification education sufficient to the responsibilities?
 - Are the continuing education opportunities adequate to remain qualified?
 - To improve skill set?
 - How can staff education be improved?
 - Are customers satisfied with the service they receive from the appraisal district?
 - Are the staff seen as educated, skilled, trustworthy and their service as valuable?
 - Is the District operating at a high level of transparency and accountability?
 - Is the District making good use of available technology to deliver its services?
 - Are there any additional services that the District should be providing to its customers?
 - In 2012, we identified some items that did not work well. Please rate how successful you feel we have been in addressing these issues:
 - Field work?
 - Processing intranet request?
 - Training staff?
 - Do you discuss the importance of good attendance with your employees?
 - Do you believe that your staff has an understanding of good attendance habits?
 - When was the last time you had a discussion with an employee about unscheduled absences or tardies?
 - How does high absenteeism affect your department?
 - How should unscheduled absences (excluding qualified FMLA) be considered in the annual performance reviews?
 - Are there repercussions for those employees who are routinely tardy?
 - What would you consider to be the top three priorities for your division next year?
 - How have you communicated these goals to your employees?
 - On average, how frequently do you give performance feedback to your employees?
 - How do you most often give employees performance feedback?
 - How familiar are you with the District's personnel policy?
 - How familiar are your employees with the District's personnel policy?
 - When a personnel question occurs in what order do you research an answer?
 - If you could change one policy or procedure, what would it be?
 - Are there any additional services that the District should be providing to its staff?
-

Based on the strategic planning session discussions, the 2014-2015 strategic plan will be updated. The current strategic goals for the District are presented on the following pages.

Strategic Goal	Planning Goal	Objective	Outcome Measure	Strategy	Output Measure	Efficiency Measure
Develop appraisals that reflect market value and ensure fairness and uniformity.	Make better utilization of ratio studies when developing market appraisals.	Analyze ratio study statistics by neighborhood and school district weekly during valuation and equalization phases in 2013/2014, and guarantee that sales ratio median levels and weighted mean are between 97 and 102 and COD are between 5 and 15.	Median sales ratio Weighted mean sales ratio COD	Maintain an ongoing program of audit and verification activities in support of improved appraisal levels	Number of sales qualified Number of neighborhood profiles created Number of school districts reviewed	Number of property protests Number of value reductions
	Improve accuracy and reduce value changes to 5% or less.	Create evidence packets to be used at both information and formal level that support District values and require a higher standard of evidence for informal changes. Train staff to make clear and concise arguments at the ARB to defend the District's values.	Reduction in value changes at informal and formal by 50% from 11% average to 5% or less.	Staff training on defending appraisal and values and standards of evidence	Percent value change	Number of property protests Number of value reductions
	Improve quality and consistency of land values of lakefront property	Correctly identify all lake front property to include lake cove and lake views and consistently apply appropriate land unit prices and modifiers.	Reduction in value formal challenges of land equity on lake front property.	In conjunction with field inspections, utilize aerial photography to identify lake front, lake cove and lake view properties. Utilize GIS mapping and analysis to ensure consistent land values.	Uniformity in COD measures of specific ratio studies	Number of land values updated Number of property protests based on equity
	Update cost tables of main area and details.	Create a program to regularly update cost tables based on nationally recognized publications adjusted for local economic conditions.	Timely and accurate cost tables	Staff training on use of national publications used to develop cost approach appraisals. Create benchmark properties and test developed cost schedules against researched local cost information. Test land value assignments through allocation by abstraction against researched land values. Create specific procedure manual to document steps taken to update and test cost tables.	Accuracy of cost approach appraisals compared to researched local development costs. Lower market segment adjustments	Number of cost tables updated Number of benchmark properties tested
	Software enhancements	Work cooperatively with software vendor True Automation and other PACS metro appraisal district clients to enhance the software to provide greater appraisal and analysis capabilities.	Increased functionality in the PACS software modules	Create a coalition of PACS metro appraisal district clients to leverage the group dynamics to push for focus on Texas clients from True Automation. Schedule and hold quarterly meetings with the metro clients and True Automation decision makers to focus on the common needs of the metro appraisal districts, and enhancements required to complete appraisal tasks and meet legislative requirements.	Co-development commitments from metro clients and True Automation and group consensus on enhancement priorities	Number of co-development projects approved Number of software requirement documents written and approved Number of enhancements included in each software release

Strategic Goal	Planning Goal	Objective	Outcome Measure	Strategy	Output Measure	Efficiency Measure
Be efficient in business processes and ensure that mission critical tasks are completed in a timely manner with a high level of accuracy.	Complete the top three mission critical tasks ahead of one to two weeks prior to statutory schedule.	Ensure that mission critical tasks of notices, certification and PTAD studies are completed at minimum deadline.	Percent of accounts noticed at each run date Certification level of 90% as of July 18. Local Value Findings or Exceeds Standards finding	Improve Compliance by establishing formal plans, timelines, benchmarks, and monitoring programs to ensure that deadlines are met. Increase individual accountability	Completion date of mission critical tasks	Number of notices mailed at each run date Number of protests completed
	Complete protest as soon as possible after certification.	Ensure that all protests are completed as soon as possible after certification to shift the annual calendar of events and provide more time to appraisal staff to perform discovery and valuation tasks. Increased time to perform discovery and valuation should result in higher accuracy in the appraisal roll and fewer property protests.	Earlier start to discovery and valuation cycles	Select a target date of completion and communicate the date and objective with staff, ARB and agents. Maintain consistency in scheduling of protests hearings to ensure that protests are completed by the target date	Date of completion and percent of open protest	Number of informal hearings held per day Number formal hearings per day
	Complete fieldwork and eliminate field work overlap with valuation cycle	Ensure that all field inspections have been completed and that the data entry of the field cards has been completed by February 1	Timely start to valuation cycle	Develop a documented work plan to identify the scope of field work to be completed, evaluate field inspection productivity tasks times and develop a field work plan that recognizes the man hours available for the project. Work plan should include refresher training for appraisers to ensure that work in completed in an accurate manner as well as communicating to the appraisers work productivity expectations. Completion benchmarks should be established to evaluate progress. Regular meetings to ensure progress. Accountability consequences for failing to meet expectations and deadlines. Explore technological solutions such as Austin Energy data and field devices to increase efficiency in the field	Timely start to valuation cycle	Number of field inspections per day Number of field cards processed per day
	Complete valuation cycle and reduce the number of properties in NOAV runs after April 1st	Ensure that properties are valued and notices are sent in the first NOAV run to be completed between April 1 and April 15	Fewer than 5% of properties noticed in subsequent NOAV runs	Develop a documented work plan of valuation tasks to be completed. Work plan should include research and confirmation of sales data, review of neighborhood designations, assign senior staff to lead valuation teams and include refresher training for appraisers to ensure that work in completed in an accurate manner as well as communicating to the appraisers work productivity expectations. Completion benchmarks should be established to evaluate progress. Regular meetings to ensure progress. Accountability consequences for failing to meet expectations and deadlines.	Percent of properties noticed with each NOAV run	Number of neighborhood profiles completed each week
	Complete homestead exemption processing within 30 days of receipt of application	Lack of taxpayer compliance with new homestead documentation requirements has become an obstacle to timely processing of the exemptions. Provide more information and alerts to taxpayers to ensure that the appropriate documents are include with the application when first submitted so that staff may process applications upon receipt	Fewer than 5% of exemptions processed after 30 days of receipt	Create additional insert to be included with homestead application reminding taxpayers of the new documentation requirements. Custom print return envelopes with a reminder on back of envelope to include additional documentation. Add additional information on website FAQ reminding taxpayers of additional requirements and create online video detailing requirements.	Percent of exemption applications processed on first receipt	Number of additional documentation letters mailed to taxpayers Number of exemption applications processed

Strategic Goal	Planning Goal	Objective	Outcome Measure	Strategy	Output Measure	Efficiency Measure
Collect, create and maintain accurate data.	Field work quality control	Ensure that consistent procedures are followed by all staff and that careful review and consideration is given to each tax parcel appraised	Percent of field card returned for corrections Percent of accounts requesting 25.25(c) or (d) corrections Accuracy of sales ratio studies	Improve quality of data collection by updating procedure manuals' and training staff in procedures, performing quality assurance checks on returned field work, using GIS and other tools for data validation and holding staff accountable for errors discovered	Number of field cards processed Number of errors identified	Average time to process field work
	Neighborhood cleanup	Ensure that neighborhoods are appropriately defined and identified and address population and sample size issues caused by over stratification	Reduction in the number of neighborhoods and increased performance in sales ratio studies	Develop procedures for the definition of neighborhoods and ensure consistent application of the procedures. Procedures should identify characteristics to be considered in the creation of neighborhoods and establish population minimums. Existing neighborhoods of insufficient population size should be combined where practicable. Procedures should also define a plan for annual review of neighborhoods	Number of neighborhoods with insufficient population and sample size	Number of neighborhoods reviewed
	Property classification	Ensure that property classifications are uniform and consistent, and that procedures are followed by all staff and that careful review and consideration is given to each tax parcel appraised	Percent of field card returned for corrections Percent of accounts requesting 25.25(c) or (d) corrections Accuracy of sales ratio studies	Review existing property classification guides to determine applicability in current mass appraisal models and modify classification guide as necessary in context with model and cost tables developed. Create detailed standards manuals for the classification of property. Conduct annual training with appraisers and utilize aerial photography and GIS for data validation and to ensure consistent application of standards and procedures. Develop work plan for quality assurance of property classifications which includes manager review of appraiser classification determinations	Percentage of properties incorrectly classified	Number of properties classified Number of properties classifications corrected by manager
	Sketch Verification	Ensure that improvement size based on property sketches matched actual building footprint	Increased accuracy and consistency in property sketches and area calculations	Utilize aerial photography and GIS to overlay existing improvement sketches on top of current orthophotography to identify improvements where the sketch dimensions are incorrect or where property additions have been missed	Percentage of properties with size corrections	Number of sketches pinned to map Number of changes or inspections identified

Strategic Goal	Planning Goal	Objective	Outcome Measure	Strategy	Output Measure	Efficiency Measure
Ensure that the District maintains a highly educated, motivated and skilled workforce.	Increase training opportunities	Ensure that district staff receives sufficient training in their mission critical duty skills to include customer service, exemption administration, programming and technology, record maintenance, mapping, and basic and advance training in appraisal theory and practice. In addition to attaining Registered Professional Appraiser certification appraisal staff should be encouraged to attain IAAO and Appraisal Institute certifications	Increased number of appraisal staff with RPA, IAAO, AI certifications	Increase training budget for external courses and provide more internal training opportunities	Percentage of employees attaining certifications	Number of classes attended Number of internal training sessions offered Number of certifications awarded
	Management training	Provide management training program to increase effectiveness and efficiency of managers	Increased ability of managers to create functional teams, manage projects, meet deadlines, and handle employee relations	Provide internal training on the following topics: Systems thinking, project management, delegating, teamwork, motivating staff, effective feedback, documenting discipline, and dealing with conflict		Number of internal training sessions offered Number of projects completed Number of employee coachings
	Cross departmental training	Create a knowledgeable workforce that can assist each other and taxpayers without "governmental shuffle" by providing cross departmental training so that staff may answer basic questions and, if not able to answer, will be able to re-direct questions to the appropriate resource	Increased knowledge and understanding by staff of all phases of appraisal cycle, responsibilities, and district procedures and policies	Provide opportunities for related departments to cross train staff to create a greater understanding amongst staff of the full requirements of the appraisal district and how each division plays a role. Newly hired staff should spend at minimum one week on Customer Service and GIS divisions. Clerical staff should go out in the field with appraisers to understand the field inspection process and appraisers should train on data entry to understand the importance of accurate and complete field card notes	Decreased the number of tasks and taxpayers transferred between departments	
	Employee retention	Ensure that the district is able to retain long term employees that have developed a lot of institutional knowledge and skills	Increased average length of employments and increase percentage of skilled workers retiring from the district	Review employee salaries and benefit packages to ensure that the district can remain competitive in the market. Benefits would include retirement packages, health insurance, and sick and vacation time. Review employee reward and recognition programs such as service awards and district sponsored morale events. Explore non-monetary rewards such as flexible work schedule and telecommuting		Tenure of employees leaving district service
	Successful planning	The population of the senior management is aging and several division directors in key positions are currently, or soon will be, eligible for retirement. Efforts first must be made to retain these employees as long as possible; however, the decision to retire is a personal choice and should be respected and treated with dignity. Regardless of retirement status institutional knowledge from key employees needs to be documented and transferred to the next generation of leaders	A well informed and trained staff ready to assume leadership responsibilities	Directors and managers should document annual work plans which include tasks and deadlines that may not be included in departments general procedure manuals. Directors should identify staff with leadership potential and offer mentoring and training opportunities that will allow these staff members to become prepared to assume leadership responsibilities in the future	Documented work plans	
	Technology and facilities	Provide employees an appropriate work environment with adequate equipment and space to work efficiently		Create an equipment replacement schedule to ensure employees are given current technology and are able to work efficiently as possible. This schedule includes servers, SAN, network equipment, workstation, and peripheral equipment and software replacement. Employee workstations and office productivity software are scheduled to be replaced in 2013 and servers are scheduled for replacement in 2014. District facilities were remodeled in 2009-2011 to provide ergonomic cubicle furniture; however, there is limited space for additional employee growth. The district should research potential growth solutions such as additions to the existing building, satellite offices, or relocation to new facilities and develop recommendations based on growth projections	Documented work plans	Number of PCs replaced

Strategic Goal	Planning Goal	Objective	Outcome Measure	Strategy	Output Measure	Efficiency Measure
Provide customer service that is courteous, professional and accurate.	Emphasize customer service	Providing excellent customer service should be a recognized goal of every employee in the district	Percentage of surveyed customers expressing overall satisfaction with services received	Improve services delivered to our internal and external clients through employee training. Annual and mandatory training for all staff in customer service shall be conducted. Employees will be informed of expectations and phone calls, meetings and protest hearings will be audited by managers to ensure the highest level of customer service is attained	Number of customer complaints and compliments received	Number of customers assisted
	Measure customer service feedback	Attain highest rating possible from those we serve as evidence by feedback provided through interviews, surveys, cards, letters or any other measuring device used in the agency	Percentage of surveyed customers expressing overall satisfaction with services received	Customer service cards will be placed at the reception desk in each department and customers will be encouraged to complete the surveys. The cards will be designed to measure the type of assistance (phone, online, at office), who the customer interacted with (customer service representative, appraiser...) and the level of satisfaction with the staff members courtesy, professionalism, knowledge, communication, resolution of the issue and overall satisfaction	Number of customers surveyed Number of customers served	
	Provide additional online resources to taxpayers	Provide information and resources to taxpayers that will be educational and convenient	Percentage of surveyed customers expressing overall satisfaction with services received	Improve services delivered to our internal and external clients through the districts website, to include: better mapping and property search functionality, ability to file renditions, homesteads and fiduciary online, providing notices of appraised value, improved online protests including rescheduling capabilities, and a series of informational videos covering topics such as homestead applications, mass appraisal procedures, field inspections, and property protests	Percentage of customers getting information from website rather than phone call of office visit	

OVERVIEW OF SIGNIFICANT BUDGET ITEMS

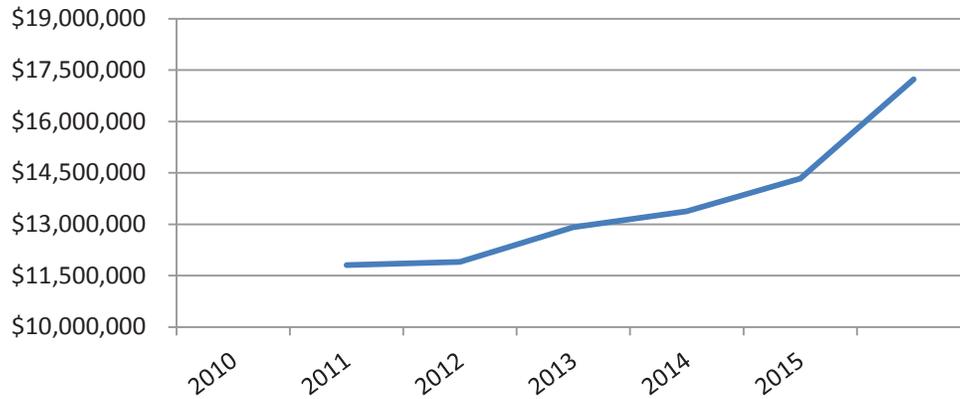
The revenue budget for fiscal year 2015 is \$17,232,799. Since the District uses a balance budget policy, budgeted assessments to the taxing units must equal budgeted expenditures. Budgeted assessments to the taxing units and budgeted expenditures both total \$17,149,799. The additional \$83,000 in the revenue budget is for miscellaneous income. This is income that the District is allowed to keep from year to year for charges for services, investment income, and other miscellaneous income items.

If the District has a surplus of revenues over expenditures from the preceding year's budget, the District must reduce the current budget allocation to each taxing unit proportionately for the year that the surplus is from. This is shown as a refund of appraisal assessments and is a contra revenue account, which consequently reduces budgeted revenues required by the taxing units for that fiscal year. For fiscal year 2015, the District does not have any surplus funds being credited back to the taxing units.

The table and graph below show the total budgeted revenues by source for the fiscal year 2015 budget and the previous five years budget history.

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Budgeted Revenues:						
Appraisal Assessments	\$ 11,805,918	\$ 12,689,610	\$ 12,914,797	\$ 13,375,023	\$ 14,247,231	\$17,149,799
Less Refund/Credit of appraisal assessments	-	(789,802)	-	-	-	-
Other Miscellaneous Revenue	-	-	-	-	86,500	83,000
Total Budgeted Revenues	\$ 11,805,918	\$ 11,899,808	\$ 12,914,797	\$ 13,375,023	\$ 14,333,731	\$17,232,799
Percentage Increase over previous year's budget	6.23%	0.75%	1.77%	3.56%	7.17%	20.23%

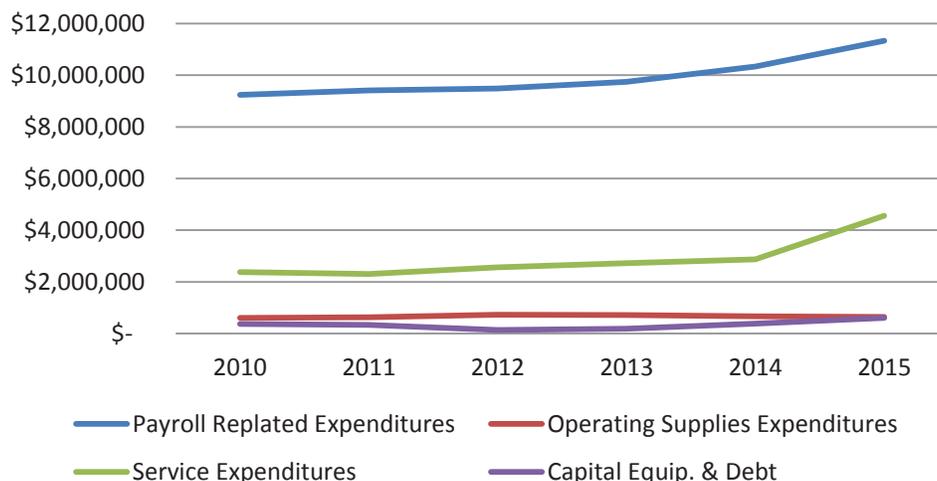
Budgeted Revenues- Last Five Fiscal Years



On a high level view, expenditures are broken down by function. The District uses four categories or functions of expenditures for budgeting purposes: (1) payroll related expenditures, (2) operating supplies expenditures, (3) service expenditures and (4) capital equipment and debt expenditures. The chart and graph below outline the budgeted expenditures by functions for fiscal year 2015 and the previous five year's budget histories.

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Expenditures by Function:						
Payroll	\$ 9,233,320	\$ 9,408,750	\$ 9,478,244	\$ 9,748,017	\$10,327,816	\$11,334,988
Operating Supplies	605,260	630,790	732,163	718,448	665,354	649,159
Service	2,381,780	2,308,620	2,570,477	2,726,395	2,870,880	4,559,652
Capital Equipment & Debt	375,360	341,450	133,913	182,163	383,181	606,000
Total Budgeted Expenditures	\$12,595,720	\$12,689,610	\$12,914,797	\$13,375,023	\$14,247,231	\$17,149,799

Expenditures by Function



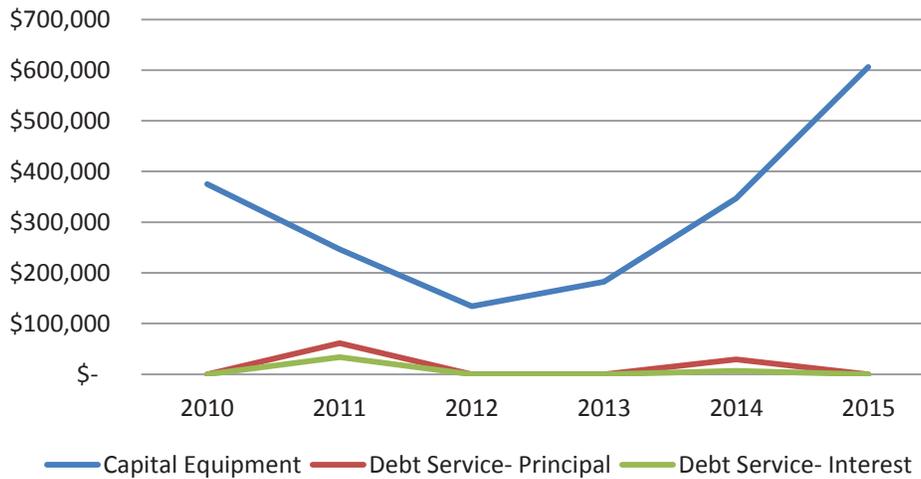
Three general ledger accounts combine to make the capital expenditures function: (1) capital equipment, (2) debt service- principal, and (3) debt service- interest. Capital equipment is any fixed asset whose cost is over the capitalization threshold and has an useful life greater than one year. The District has established a capitalization threshold of \$1,000 or more. Under the modified accrual basis of accounting, capital equipment is expensed in the period in which it is purchased. When preparing government-wide financial statements, adjusting entries are calculated to account for the depreciation of capital equipment, since the government-wide statements use the full accrual basis of accounting.

Debt service principal and interest are treated similar to the capital equipment account. Under the modified accrual basis of accounting, all debts should be expensed in the period that they are incurred. However, debt is typically a long-term liability and must be adjusted when converting to the government-wide statements, which use the full-accrual basis of accounting.

The table and graph below outline the capital expenditures & debt function for the fiscal year 2014 and the previous five fiscal years budget histories.

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Total Capital Expenditures:						
Capital Equipment	\$ 375,360	\$ 246,550	\$ 133,913	\$ 182,163	\$ 347,047	\$ 606,000
Debt Service- Principal	-	61,000	-	-	29,298	-
Debt Service- Interest	-	33,900	-	-	6,836	-
Total Capital Expenditures	\$ 375,360	\$ 341,450	\$ 133,913	\$ 182,163	\$ 383,181	\$ 606,000

Capital Expenditures Function



The following table provides a broad overview of the major revenue sources and major expenditure functions by fiscal year for fiscal year 2015 and the previous five fiscal years budget histories.

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Budgeted Revenues:						
Appraisal Assessments	\$ 11,805,918	\$12,689,610	\$ 12,914,797	\$ 13,375,023	\$14,247,231	\$17,149,799
Less Refund/Credit of appraisal assessments	-	(789,802)	-	-	-	-
Other Miscellaneous Revenue	-	-	-	-	86,500	83,000
Total Budgeted Revenues	11,805,918	11,899,808	12,914,797	13,375,023	14,333,731	17,232,799
Expenditures by Function:						
Payroll	9,233,320	9,408,750	9,478,244	9,748,017	10,327,816	11,334,988
Operating Supplies	605,260	630,790	732,163	718,448	665,354	649,159
Service	2,381,780	2,308,620	2,570,477	2,726,395	2,870,880	4,559,652
Capital Equipment & Debt	375,360	341,450	133,913	182,163	383,181	606,000
Total Budgeted Expenditures	\$ 12,595,720	\$12,689,610	\$ 12,914,797	\$ 13,375,023	\$14,247,231	\$17,149,799

DETAIL BUDGETARY ITEMS

The fiscal year 2015 proposed budget for the District's one and only fund, the general fund, is \$17,149,799, a 20.38% increase from the fiscal year 2014 budget.

	FY 2014 Adopted Budget	FY 2015 Proposed Budget	\$ Change	% Change
General Fund	\$ 14,246,848	\$ 17,149,799	\$ 2,902,951	20.38%

Information on significant budgetary increases and decreases are provided below.

(The ARB expenditures have been removed from the totals and shown as a department total to compare fiscal year 2014 with fiscal year 2015.)

Budget Category	2015 Budget	2014 Budget	\$ Change 14- 15	% Change 14- 15
Salaries	7,228,764	6,587,109	641,655	9.74%
Auto Allowance	423,750	372,450	51,300	13.77%
Medicare Tax	110,806	100,257	10,549	10.52%
Retirement Contribution	1,375,522	1,249,598	125,924	10.08%
Health Insurance	1,896,123	1,670,097	226,026	13.53%
Disability Insurance	38,515	33,323	5,192	15.58%
Books, Publications, Subscriptions & Databases	130,673	97,396	33,277	34.17%
Training & Education	159,220	75,510	83,710	110.86%
Legal & Attorney	1,285,000	535,000	750,000	140.19%
Legal Fees- Expert Witness	250,000	75,000	175,000	233.33%
Appraisal Services	659,820	68,700	591,120	860.44%
Professional Services	268,250	115,350	152,900	132.55%
Rental- Office Machines	47,200	34,900	12,300	35.24%
Software Maintenance	665,174	578,720	86,454	14.94%
Property Insurance	7,500	4,630	2,870	61.99%
Liability Insurance	32,000	28,505	3,495	12.26%
Capital Equipment	606,000	327,047	278,953	85.29%
<i>Total Significant Increases</i>	<i>15,241,017</i>	<i>12,004,006</i>	<i>3,237,011</i>	<i>26.97%</i>

Salaries: The number of property protests increased 6% in 2013 and 14% in 2014. The District has recommended hiring additional appraisal staff to handle the increased volume of property tax protests. The district has increased total position count from 127.5 in 2014 to 132 in 2015. The District also conducted a salary survey during the budgeting process and determined that the clerical staff and well as residential, land

and personal property appraisers needed an adjustment to the salary grade to attract and retain qualified employees.

Auto Allowance- The District will add 5 appraisers for fiscal year 2015, all of whom will get auto allowance of \$6,600 per year.

Medicare Expenditure- The net increase of 4.5 positions for fiscal year 2015 will increase the medicare expenditure as well. The district pays 1.45% of gross salary to medicare for each employee.

Retirement Expenditure- The district has elected to pay more than the required contribution rate to the Texas County & Districts Retirement System. The District's annual required contribution rate for 2015 is 12.65%. The district has elected to continue paying the 18% elected rate that was chose in fiscal year 2014. This is an additional elected contribution rate of 5.35% that will directly reduce the District's unfunded liability.

Health Insurance- The health care industry is currently undergoing many changes. The District has budgeted for a 10% budget increase in 2015 in health care related expenditures (26% increase over 2014 actual costs). The District will know the 2015 rates late August 2014 or early September 2014.

Disability Insurance- The District's disability insurance policy is up for renewal in fiscal year 2015. The district has included a 5% increase for the policy renewal. The disability is paid monthly as a percentage of salary. Therefore, when salaries increase, disability insurance will also increase. The district will receive their actual renewal rates in late August or early September.

Books, Publications, Subscriptions & Databases- Texas is a non-disclosure state and sales prices, which are a fundamental data requirement for determining the fair market value of property are not provided to the appraisal district. The district has recommended hiring additional staff to research sales information particularly for commercial properties where the district currently is only able to acquire 11% of known sales. The district is also requesting additional funding for the purchase of national market reports.

Training & Education- The District is requesting additional education for senior appraisal staff in advanced appraisal techniques. The District will also be offering the courses in-house that are necessary for appraisers to obtain the International Association of Assessing Officers (IAAO) certification. The cost of each course is approximately \$3,500, and the District will offer 8 courses during fiscal year 2015.

Legal & Attorney Fees- In the defense of commercial property values, a very high consideration for the appraisal district is the cost of litigation. If the district loses at district court by just \$1, the district is liable for the plaintiffs' attorneys' fees up to \$100,000 per tax year in litigation. Due to a limited budget, the District may consider settling a commercial property lawsuit through negotiations rather than risk losing at district court. The district is recommending additional funds for litigation so that it may pursue market value on cases it feels it has a strong case and may prevail.

Appraisal Services- The appraisal services account will increase for FY 2015 because of the contracted personal property appraisal performed by Capital Appraisal Group. This is a new contract that was signed during the 2014 fiscal year. The testing and calibration of mass appraisal models is important to ensuring the accuracy and equity of appraisals. The district has recommended purchasing fee appraisals of 45 commercial and 20 high end residential properties to calibrate and/or validate the accuracy of the district's appraisal models.

Professional Services- The district is requesting a \$250,000 increase for the expert review of high value properties.

Rental Office Equipment- Many of the district's copy machines were at end of life. Instead of replacing the copy machines by purchasing numerous new machines, the District decided to enter into a rental agreement for this service.

Software Maintenance- The District's maintenance contract with True Automation, the provider of the District's CAMA software, increased approximately \$100,000 for fiscal year 2015. This is primarily due to the new appraisal field devices that will be used during the field work season to improve the workflow and increase productivity.

Property & Liability Insurance- The District was notified by Texas Municipal League (TML) that insurance rates would be increasing for fiscal year 2015. The District estimated this total increase to be approximately \$6,365.

Capital Equipment- The increase in capital equipment is due to the following:

- \$175,000 for the replacement of the current Cisco switches and routers. These assets are at the end of their useful life and need to be replaced during FY 2015.
- \$70,000 for four additional VM host. These virtual machines will replace existing hardware and are able to host numerous server functions of the district and are deemed to be a more efficient and effective way of replacing this IT infrastructure.
- \$50,000 transfer to the reserve for computer equipment replacement. Every 5-7 years, the District must replace the desktop computers for each user at the District. This cost can range upwards of \$200,000. The District

will be creating a reserve so this expenditure can be spread out over numerous fiscal years so the budgeting impact is not as burdensome to the taxing jurisdictions.

*See Capital Improvement Project information on pages 49-55.

Budget Category	2015 Budget	2014 Budget	\$ Change 14-15	% Change 14-15
Workers Compensation	32,500	48,980	(16,480)	-33.65%
Paper	14,400	24,350	(9,950)	-40.86%
Operating Supplies- Equipment	40,900	72,600	(31,700)	-43.66%
Furniture & Equipment under \$1000	5,000	10,000	(5,000)	-50.00%
Microfilm	1,000	1,200	(200)	-16.67%
Records Management	2,440	3,180	(740)	-23.27%
SOAH	1,500	3,000	(1,500)	-50.00%
Rental- Storage Space	20,450	29,000	(8,550)	-29.48%
Deed Copies	4,000	5,000	(1,000)	-20.00%
Vehicle Fuel	1,800	2,400	(600)	-25.00%
Vehicle Maintenance	600	1,200	(600)	-50.00%
Bank Fees	1,800	3,600	(1,800)	-50.00%
Appraisal Review Board	449,473	635,038	(185,565)	-29.22%
Debt Service-Principal	-	34,012	(34,012)	-100.00%
Debt Service-Interest	-	10,240	(10,240)	-100.00%
Total Significant Decreases	602,813	918,750	(315,937)	(7)

Workers' Compensation- The District's previous provider of workers' compensation insurance no longer provides services to special districts. The District was able to move the service to Texas Municipal League (TML), which saved the District approximately \$16,480 annually.

Paper- The District reduced this budget line item to be more in line with actual expenditures from 2013, which totaled \$13,902.

Operating Supplies- Equipment- In FY 2014, the District budgeted for the purchase of iPad field devices for all appraisers. The purchase was removed from the FY 2015 budget.

Furniture & Equipment under \$1,000- The District reduced this budget line item to be more in line with actual expenditures from 2013, which totaled \$3,250.

Microfilm & Records Management- In FY 2014, the District signed a professional services contract with a records management consultant. The District was able to save money based on some of the work completed by the consultant, so these line items were reduced to the estimate of what actual costs will be.

SOAH- Since the cost of SOAH increased in FY 2013, the District has had few taxpayers choose the SOAH option. Therefore, the District reduced this from two SOAH arbitrations in fiscal year 2014 to one SOAH arbitration for fiscal year 2015.

Rental Storage Space- The records management consultant was able to reduce the number of paper records that were previously stored at an offsite warehouse so that the District was able to decrease the warehouse size and budget for a cost decrease for FY 2015.

Deed Copies- The District reduced this budget line item to be more in line with actual expenditures from 2013, which totaled \$2,000.

Vehicle Fuel- The District reduced this budget line item to be more in line with actual expenditures from 2013, which totaled \$1,515.

Vehicle Maintenance- The District reduced this budget line item to be more in line with actual expenditures from 2013, which totaled \$209.

Bank Fees- The District reduced this budget line item to be more in line with actual expenditures from 2013, which totaled \$1,466.

Appraisal Review Board- The District monitored the number of hearing hours closely during the previous two fiscal years and were able to better budget this line item. The District estimated an average of 536 hours per appraisal review board member for FY 2015, down from 610 average hours per appraisal review board member for FY 2014.

Debt Service Principal- The District paid off the capital lease for the purchase of a production printer during FY 2013, and therefore, this budget line item was decreased to \$0.

Debt Service Interest- The District paid off the capital lease for the purchase of a production printer during FY 2013, and therefore, this budget line item was decreased to \$0.

CAPITAL EXPENDITURES BUDGET

In governmental accounting, an expenditure is considered to be a capital expenditure when the asset is a newly purchased capital asset or an asset improvement that extends the useful life of an existing capital asset. The Governmental Accounting Standards Board (GASB) provides the following authoritative definition of a capital asset for state and local governments:

The term *capital asset* includes land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Per the District's capitalization policy, if an asset's cost is \$1,000 or greater and the useful life of the asset is more than one year, the asset is a capital asset and should be capitalized; this requires the District to spread the cost of the expenditure over the useful life of the asset. If, however, the expense is one that maintains the asset at its current condition, the cost is expensed fully in the year of the purchase.

The table on the following page outlines the capital expenditures in the 2015 proposed budget. The total dollar amount of the budgeted capital expenditures for FY 2015 is \$606,000. More in depth information on major capital projects can be found in the Capital Improvement Program section of this document on pages 49-55.

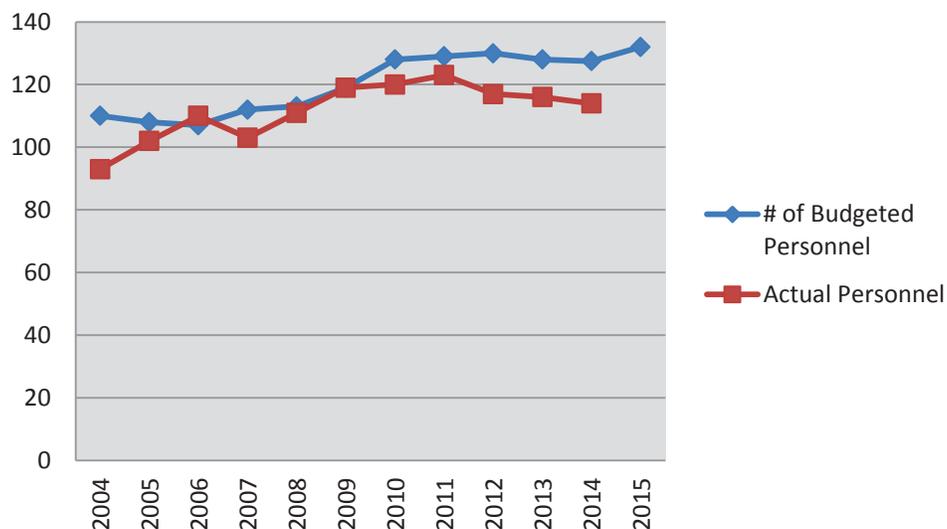
<u>Department</u>	<u>Capital Asset to be Purchased</u>	<u>Budgeted Cost</u>
Administration (10)	A/C Replacements	\$ 15,000
	TCAD Vehicle Purchase	25,000
	Partitions for Panel Rooms II & III	75,000
	Transfer to Reserve- Capital Expenditures	100,000
IT (20)	Servers	35,000
	Online Protest Expansion Storage	6,000
	Phone System Upgrades	5,000
	Cisco Switches & Routers	175,000
	VM Host (Total of 4)	70,000
	Transfer to Reserve- Computer Equipment Replacement	50,000
	Transfer to Reserves- Network Equipment Replacement	50,000
Total Capital Expenditures		\$ 606,000

STAFFING

During fiscal year 2014, the District has focused on hiring and maintaining qualified, skilled employees.

Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
# of Budgeted Personnel	110	108	107	112	113	119	128	129	130	128	127.5	132
Actual Personnel	93	102	110	103	111	119	120	123	117	116	114	N/A
Variance	17	6	(3)	9	2	0	8	6	13	12	13.5	N/A

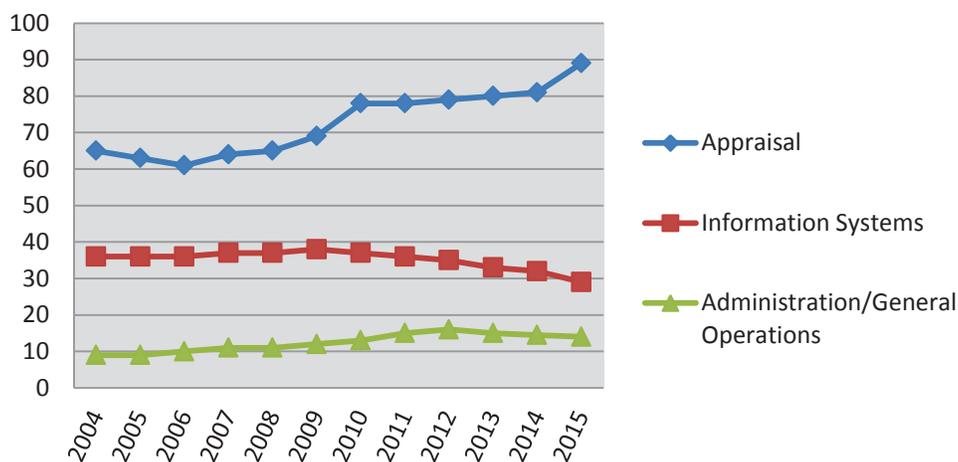
Personnel Comparison



Budgeted Employees by Function/Program:

Function/Program	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Appraisal	65	63	61	64	65	69	78	78	79	80	81	89
Information Systems Administration/General Operations	36	36	36	37	37	38	37	36	35	33	32	29
	9	9	10	11	11	12	13	15	16	15	14.5	14
Total	110	108	107	112	113	119	128	129	130	128	127.5	132

Budgeted FTE by Function



PROJECTED CHANGES IN FUND BALANCE

The Government Finance Officers Association (GFOA) describes fund balance as “The net position of a governmental fund (difference between assets, liabilities, deferred outflows of resources, and deferred inflows of resources.” There are five different components of fund balance (*nonspendable, restricted, committed, assigned, and unassigned*) designed to indicate both:

- Constraints on how resources of the fund can be spent, and
- The sources of those constraints.

For fiscal year ending December 31, 2013, the District had a total fund balance of \$2,679,934 with \$377,866 being nonspendable fund balance for prepaid items and \$2,302,068 being unassigned. The District anticipates having an excess of revenues over expenditures for fiscal year ending December 31, 2014 of approximately \$300,000, which the District will request from the jurisdictions through a budget amendment to append this amount to the 2015 budget.

The District’s fund balance is also increased by miscellaneous revenue that appraisal districts are allowed to exempt from the credit of surplus funds back to the jurisdictions.

Miscellaneous revenue includes revenue from the sale of data produced by the District as well as any late payment rendition revenue that is split between the District and the county tax assessor-collector. The District expects for the FY ending December 31, 2014 to have approximately \$86,500 in miscellaneous revenue that will increase the unassigned fund balance accordingly.

Fund Balance, December 31, 2013	\$ 2,679,934
Estimated Increases in Fund Balance:	
Excess of Revenues over Expenditures for 2014	300,000
Miscellaneous Revenue	86,500
Estimated Fund Balance, December 31, 2014	<hr/> 3,066,434

LONG-TERM FINANCIAL PLANS

The District is currently focusing on three major long-term financial plans: (1) the state of the TCDRS retirement plan, (2) IT replacements that need to be done every 3 to 5 years, and (3) the need for a larger building in the near future.

The District's retirement system is currently 89.1% funded. The District's long-term goal is for the retirement system to be 95.0% funded. The District has also implemented a new policy where approval letters are sent out to all of the taxing units to approve for the District to use surplus funds (the excess of revenues over expenditures) to satisfy the District's future obligations. Some of the excess funds will be applied to the District's retirement plan to decrease the District's unfunded liability. In FY 2013, the District was able to make a lump sum contribution to the retirement system of approximately \$1.2 million. In FY 2014, the District was able to make sump sum contribution to the retirement system of approximately \$1 million. The effect of that contribution is seen in the 2015 required contribution rate. The District has also elected to pay a higher elected rate of 18.0% for FY 2015 instead of the required contribution rate of 12.65%. The excess payment directly reduces the District's unfunded liability.

Every five to seven years the District's needs to purchase new computer equipment as well as new networking equipment that could cost upwards of \$800,000. This a large expense to include in the budget for one year. The cost increases the budget significantly and increases the amount due from the taxing units significantly. This makes the expenditures of the District unpredictable for the taxing units and difficult for them to budget for. The District has decided to set up reserve accounts and budget for a portion of the total cost to be put in the reserve account each year. For FY 2015, the

District made a small step in implementing the plan by including approximately \$100,000 in the administration budget for reserves for capital expenditures and \$100,000 in the information technology budget for reserves for computer and network expenditures.

The District continues to grow at a rapidly increasing rate. In the next three to five years, the District expects that we will outgrow the building that we are currently in. The District has begun making a plan on how to solve this problem (i.e. whether to purchase a new building, set up a satellite office, etc.), but no conclusion has been reached.

CONTACT INFORMATION

Should you have any questions about the District's FY 2015 budget or the budgeting process, please contact Leana H. Mann, Finance & Facilities Office for the Travis Central Appraisal District at (512)834-9317 Ext. 405 or by e-mail at Lmann@tcadcentral.org.

DISTRICT BUDGET

A photograph of a stone sign for Travis Central Appraisal District. The sign is made of light-colored stone blocks and features the text "TRAVIS CENTRAL APPRAISAL DISTRICT" in large, black, sans-serif capital letters. In front of the sign is a planter bed filled with numerous bright yellow flowers. The sign is set on a grassy area with a paved road and a utility pole visible in the background.

**TRAVIS CENTRAL
APPRAISAL DISTRICT**

TRAVIS CENTRAL APPRAISAL DISTRICT Budget Comparison

Budget Category	2015 Budget	2014 Budget	\$ Change 14-15	% Change 14-15	2013 Budget	2013 Actual
REVENUES:						
Assessments	17,149,799	14,246,848	2,902,951	20.38%	13,375,023	13,375,023
Refund of appraisal assessments		-	-	0.00%	-	-
Investment earnings	3,000	6,500	(3,500)	-53.85%	-	5,231
Charges for services	20,000	20,000	-	0.00%	-	23,673
Miscellaneous Revenue	60,000	60,000	-	0.00%	-	69,909
Total Revenue	17,232,799	14,333,348	2,899,451	20.23%	13,375,023	13,473,835
EXPENDITURES:						
Payroll Expenditures						
Salaries	7,228,763	6,587,109	641,654	9.74%	5,843,152	5,982,039
Auto Allowance	423,750	372,450	51,300	13.77%	365,850	342,148
Overtime	56,700	50,414	6,286	12.47%	66,000	45,222
Seasonal & Temporary	32,000	32,000	-	0.00%	73,700	58,056
Medicare Tax	110,806	100,257	10,549	10.52%	98,446	84,959
Retirement Contribution	1,375,522	1,249,598	125,924	10.08%	2,412,162	2,350,752
Health Insurance	1,896,123	1,670,097	226,026	13.53%	1,215,379	1,083,395
Dental Insurance	33,499	30,703	2,796	9.11%	46,080	29,716
Life Insurance	22,405	20,537	1,868	9.10%	22,947	17,605
Disability Insurance	38,515	33,323	5,192	15.58%	34,199	25,180
Long Term Care	50,322	48,431	1,891	3.90%	-	4,510
Employee Assistance Program	3,390	3,390	-	0.00%	3,390	3,390
Workers Compensation	32,500	48,980	(16,480)	-33.65%	48,980	40,213
Unemployment Insurance	30,693	29,539	1,154	3.91%	24,616	2,636
Total Payroll Expenditures	11,334,988	10,276,828	1,058,160	10.30%	10,254,899	10,069,820
Operating Expenditures						
Printing	111,460	114,407	(2,947)	-2.58%	134,046	100,032
Paper	14,400	24,350	(9,950)	-40.86%	22,300	13,902
Postage & Freight- In House	103,500	103,500	-	0.00%	122,350	103,342
Postage & Freight- Special Services	154,500	171,500	(17,000)	-9.91%	143,000	136,745
Operating Supplies	70,286	78,630	(8,344)	-10.61%	69,840	52,036
Operating Supplies- Equipment	40,900	72,600	(31,700)	-43.66%	78,964	101,092
Operating Supplies- Software	15,000	15,000	-	0.00%	27,000	26,646
Furniture & Equipment under \$1000	5,000	10,000	(5,000)	-50.00%	3,250	3,250
Books, Publications, Subscriptions & Databases	130,673	97,396	33,277	34.17%	90,222	80,799
Microfilm	1,000	1,200	(200)	-16.67%	1,000	25
Records Management	2,440	3,180	(740)	-23.27%	2,940	1,816
Total Operating Expenditures	649,159	691,763	(42,604)	-6.16%	694,913	619,686

TRAVIS CENTRAL APPRAISAL DISTRICT Budget Comparison

Budget Category	2015 Budget	2014 Budget	\$ Change 14-15	% Change 14-15	2013 Budget	2013 Actual
Service Expenditures						
Dues & Memberships	14,115	15,595	(1,480)	-9.49%	15,500	14,368
Travel, Meals & Lodging	19,630	19,910	(280)	-1.41%	40,720	11,843
Training & Education	159,220	75,510	83,710	110.86%	95,550	77,262
Advertising & Legal Notices	34,000	31,250	2,750	8.80%	23,000	26,586
Employee Recognition	17,000	17,000	-	0.00%	10,000	7,025
Board of Directors	26,950	34,950	(8,000)	-22.89%	25,000	18,139
Utilities	102,960	102,720	240	0.23%	92,924	88,599
Telephone	28,800	27,600	1,200	4.35%	32,800	26,833
Wireless Internet	33,300	35,400	(2,100)	-5.93%	16,400	15,429
Internet Services	29,900	32,600	(2,700)	-8.28%	44,860	43,279
Legal & Attorney	1,285,000	535,000	750,000	140.19%	535,000	47,879
Legal & Attorney- Personnel	40,000	40,000	-	0.00%	40,000	43,332
SOAH	1,500	3,000	(1,500)	-50.00%	2,100	-
Arbitration Refunds	28,125	28,125	-	0.00%	28,125	1,850
Legal Fees- Expert Witness	250,000	75,000	175,000	233.33%	75,000	15,000
Accounting & Audit	15,745	15,745	-	0.00%	15,500	15,215
Appraisal Services	659,820	68,700	591,120	860.44%	67,700	67,700
Professional Services	268,250	115,350	152,900	132.55%	189,600	132,700
Professional Services- TA	-	-	-	0.00%	10,000	-
Professional Services- Payroll	32,000	32,000	-	0.00%	28,000	29,044
Rental- Office Machines	47,200	34,900	12,300	35.24%	15,200	16,190
Rental- Storage Space	20,450	29,000	(8,550)	-29.48%	27,800	27,737
Repair & Maintenance- Equipment	77,800	72,970	4,830	6.62%	64,310	31,090
Building Maintenance	62,700	62,700	-	0.00%	41,400	28,705
Building Cleaning Service	41,700	41,700	-	0.00%	39,200	38,229
Software Maintenance	665,174	578,720	86,454	14.94%	452,544	354,679
Property Insurance	7,500	4,630	2,870	61.99%	5,250	3,978
Liability Insurance	32,000	28,505	3,495	12.26%	26,600	26,562
Security Services	22,900	22,900	-	0.00%	26,900	18,873
Aerial Photography	78,240	78,240	-	0.00%	90,000	75,740
Deed Copies	4,000	5,000	(1,000)	-20.00%	4,000	2,000
Vehicle Fuel	1,800	2,400	(600)	-25.00%	2,400	1,515
Vehicle Maintenance	600	1,200	(600)	-50.00%	600	209
Bank Fees	1,800	3,600	(1,800)	-50.00%	5,400	1,466
Prompt Pay Discount	-	-	-	0.00%	-	(53)
Appraisal Review Board	449,473	635,038	(185,565)	-29.22%	629,646	500,221
Total Service Expenditures	\$ 4,559,652	\$ 2,906,958	\$ 1,652,694	56.85%	\$ 2,819,029	\$ 1,809,223

TRAVIS CENTRAL APPRAISAL DISTRICT
Budget Comparison

Budget Category	2015 Budget	2014 Budget	\$ Change 14-15	% Change 14-15	2013 Budget	2013 Actual
Capital Equipment and Debt:						
Capital Equipment	606,000	327,047	278,953	85.29%	615,949	370,516
Debt Service-Principal	-	34,012	(34,012)	-100.00%	23,588	23,588
Debt Service-Interest	-	10,240	(10,240)	-100.00%	11,116	11,116
Total Capital & Debt	\$ 606,000	\$ 371,299	\$ 234,701	63.21%	\$ 650,653	\$ 405,220
Total Expenditures	\$ 17,149,799	\$ 14,246,848	\$ 2,902,951	20.38%	\$ 14,419,493	\$ 12,903,949
Net Change in Fund Balance	83,000	86,500	(3,500)	(0)	(1,044,470)	569,886
Fund Balance, beginning of year	2,572,909	2,572,909	2,572,909	2,572,909	2,107,909	2,107,909
Fund Balance, end of year	\$ 2,655,909	\$ 2,659,409	\$ 2,569,409	\$2,572,909	\$ 1,063,439	\$ 2,677,795

2014 Total Budget	\$ 14,246,848
2015 Total Budget	\$ 17,149,799
\$ Change in Total Budget	\$ 2,902,951
% Change in Total Budget	20.38%

**FY 2015
Proposed Budget**

Budget Category	Admin	Information Technology	Customer Service	Tech Support	Appeals	Commercial Appraisal	Land Appraisal	Per Prop Appraisal	Residential Appraisal	ARB	Total Budget
# Personnel	8	12	17	21	6	10	6	12	40	NA	132
Salaries	680,591	784,183	704,164	834,112	507,057	648,089	346,908	655,159	2,068,501	425,778	7,654,541
Auto Allowance	13,050				13,500	57,600	31,200	66,000	242,400		423,750
Overtime	4,000	8,200	10,000	25,000	2,000			2,500	5,000		56,700
Seasonal & Temporary	5,000			27,000							32,000
Medicare Tax	9,328	11,580	10,171	12,554	7,530	10,214	5,464	10,457	33,508		110,806
Retirement Contribution	115,799	143,749	126,267	155,840	93,470	126,795	67,831	129,809	415,962		1,375,522
Health Insurance	211,463	163,032	230,961	285,305	81,516	135,860	81,516	163,032	543,439		1,896,123
Dental Insurance	2,267	3,022	4,282	5,289	1,511	2,519	1,511	3,022	10,075		33,499
Life Insurance	1,516	2,022	2,864	3,538	1,011	1,685	1,011	2,022	6,738		22,405
Disability Insurance	3,242	4,025	3,535	4,364	2,617	3,550	1,899	3,635	11,647		38,515
Long Term Care	3,405	4,540	6,432	7,946	2,270	3,784	2,270	4,540	15,134		50,322
Employee Assistance Program	3,390										3,390
Workers Compensation	32,500										32,500
Unemployment Insurance	2,077	2,769	3,923	4,846	1,385	2,308	1,385	2,769	9,231		30,693
Total Payroll Costs	1,087,628	1,127,121	1,102,601	1,365,794	713,867	992,404	540,995	1,042,944	3,361,635	425,778	11,760,766
Printing	1,500	108,610	100	100	50	150	100	200	650	100	111,560
Paper	8,400	6,000									14,400
Postage & Freight- In House	103,500										103,500
Postage & Freight- Special Services		154,500									154,500
Operating Supplies	18,260	35,336	5,734	3,024	1,440	600	900	792	4,200	1,020	71,306
Operating Supplies- Equipment		40,900									40,900
Operating Supplies- Software		15,000									15,000
Furniture & Equipment under \$1000	5,000										5,000
Books, Publications, Subscriptions & Databases	46,806	3,920	12,115		5,735	47,040	700	10,492	3,865		130,673
Microfilm	1,000										1,000
Records Management	2,440										2,440
Total Operating Supplies	186,906	364,266	17,949	3,124	7,225	47,790	1,700	11,484	8,715	1,120	650,279

**FY 2015
Proposed Budget**

Budget Category	Admin	Information Technology	Customer Service	Tech Support	Appeals	Commercial Appraisal	Land Appraisal	Per Prop Appraisal	Residential Appraisal	ARB	Total Budget
Dues & Memberships	8,000	90	45	90	3,030	655	225	540	1,440		14,115
Travel, Meals & Lodging	18,130				1,500						19,630
Training & Education	115,410	8,310	250	2,750	2,000	7,500	2,700	3,500	16,800	11,275	170,495
Advertising & Legal Notices	31,500				2,500						34,000
Employee Recognition	17,000									300	17,300
Board of Directors	26,950										26,950
Utilities	102,960										102,960
Telephone	28,800										28,800
Wireless Internet	33,300										33,300
Internet Services		29,900									29,900
Legal & Attorney					1,285,000					11,000	1,296,000
Legal & Attorney- Personnel	40,000										40,000
SOAH					1,500						1,500
Arbitration Refunds					28,125						28,125
Legal Fees- Expert Witness					250,000						250,000
Accounting & Audit	15,745										15,745
Appraisal Services	582,820	77,000									659,820
Professional Services	268,250										268,250
Professional Services- Payroll	32,000										32,000
Rental- Office Machines	35,200	12,000									47,200
Rental- Storage Space	8,450	12,000									20,450
Repair & Maintenance- Equipment	8,700	67,300	1,800								77,800
Building Maintenance	62,700										62,700
Building Cleaning Service	41,700										41,700
Software Maintenance		665,174									665,174
Property Insurance	7,500										7,500
Liability Insurance	32,000										32,000
Security Services	22,900										22,900
Aerial Photography		78,240									78,240

Budget Category	Admin	Information Technology	Customer Service	Tech Support	Appeals	Commercial Appraisal	Land Appraisal	Per Prop Appraisal	Residential Appraisal	ARB	Total Budget
Deed Copies			4,000								4,000
Vehicle Fuel	1,800										1,800
Vehicle Maintenance	600										600
Bank Fees	1,800										1,800
Credit Card Fees											-
Total Services	1,544,215	950,014	6,095	2,840	1,573,655	8,155	2,925	4,040	18,240	22,575	4,132,754
Capital Equipment	215,000	391,000									606,000
Debt Service-Principal											-
Debt Service-Interest											-
Total Capital & Debt	215,000	391,000	-	-	-	-	-	-	-	-	606,000
Total Expenditure	3,033,749	2,832,401	1,126,645	1,371,758	2,294,747	1,048,349	545,620	1,058,468	3,388,590	449,473	17,149,799
\$17,149,799											

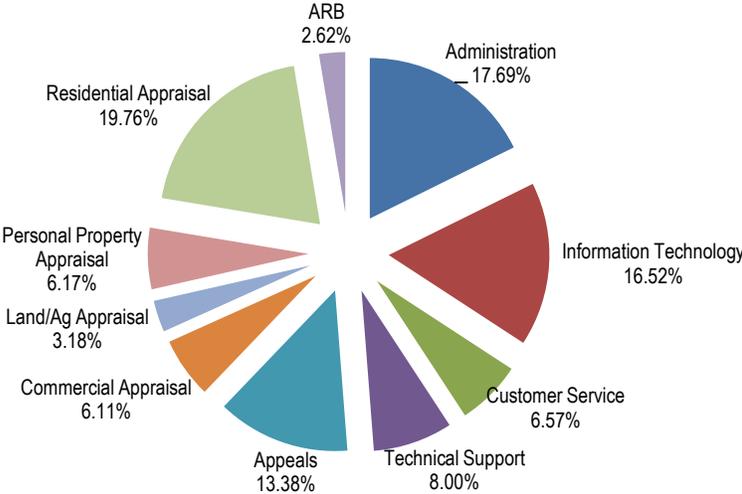
TRAVIS CENTRAL APPRAISAL DISTRICT
Departmental Budget Recap

Department	Number of Employees	2015 Budget	% of TCAD Budget
Administration	8	\$3,033,749	17.69%
Information Technology	12	\$2,832,401	16.52%
Customer Service	17	\$1,126,645	6.57%
Technical Support	21	\$1,371,758	8.00%
Appeals	6	\$2,294,747	13.38%
Commercial Appraisal	10	\$1,048,349	6.11%
Land/Ag Appraisal	6	\$545,620	3.18%
Personal Property Appraisal	12	\$1,058,468	6.17%
Residential Appraisal	40	\$3,388,590	19.76%
Appraisal Review Board *		\$449,473	2.62%
Total Appraisal District	132	17,149,799	100.00%

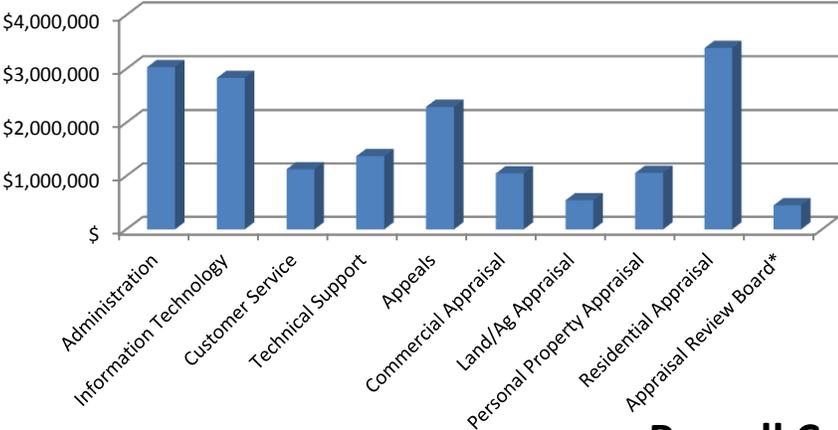
* The ARB, while included in the district budget, is managed separately from the appraisal district.

TRAVIS CENTRAL APPRAISAL DISTRICT
Departmental Budget Recap

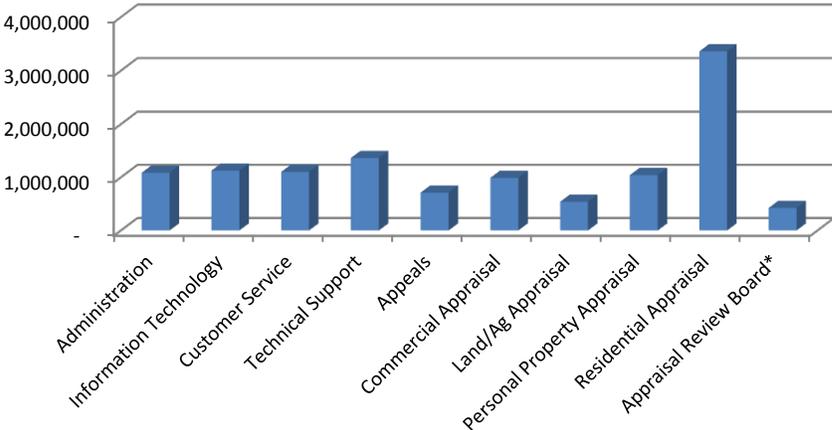
% of Total Budget by Department



Total Expenditures by Department



Payroll Cost by Department



REVENUE BUDGET

A photograph of a stone sign for Travis Central Appraisal District. The sign is made of light-colored stone blocks and features the text "TRAVIS CENTRAL APPRAISAL DISTRICT" in large, black, sans-serif capital letters. In front of the sign is a planter bed filled with numerous bright yellow flowers. The sign is set on a grassy area with a paved road and a utility pole visible in the background.

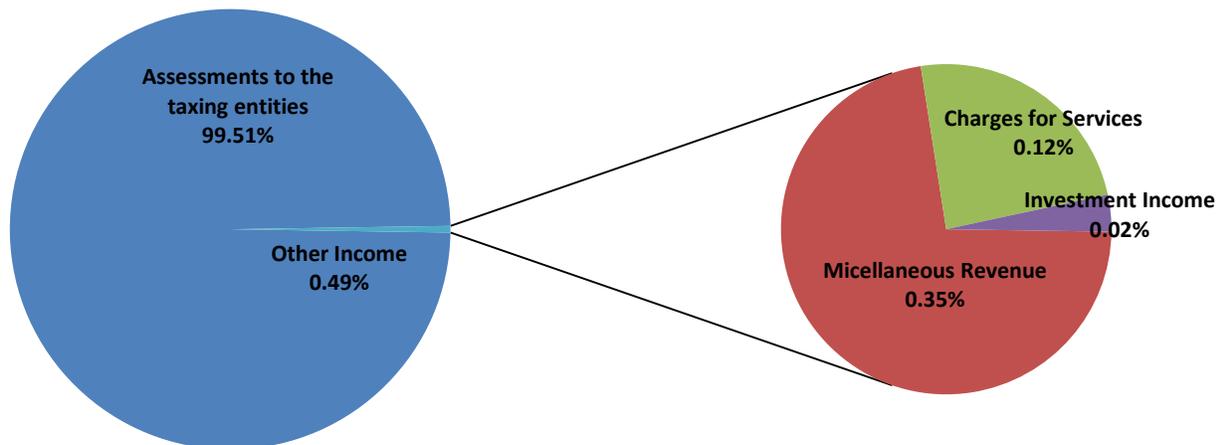
**TRAVIS CENTRAL
APPRAISAL DISTRICT**

TRAVIS CENTRAL APPRAISAL DISTRICT

Revenue Budget

The revenue budget for fiscal year 2015 is \$17,232,799. Since the District uses a balanced budget policy, budgeted assessments to the taxing units must equal budgeted expenditures. Budgeted assessments to the taxing units and budgeted expenditures both total \$17,149,799. The additional \$83,000 in the revenue budget is for miscellaneous income. This is income that the District is allowed to keep from year to year for charges for services, investment income and other miscellaneous income items.

Where the Money Comes From...



Assessments to the taxing entities: Most of the District's revenue comes from the taxing entities of Travis County. The District serves the 120 taxing entities which lie within Travis County, including 21 cities, 15 school districts, 14 emergency districts, the county government, the hospital district, the junior college and 67 special districts. Each taxing entity is allocated a portion of the budget equal to the proportion that the total dollar amount of property taxes imposed in the District by the unit for the tax year in which the budget proposal is prepared bears the sum of the total dollar amount of property taxes imposed in the District by each participating unit for that year. The budget liability is then divided into four equal installments paid at the beginning of each quarter. If a taxing unit decides not to impose taxes for any tax year, the unit is not liable for any costs of operating the District for that year, and those costs are then allocated amongst the other taxing entities. The revenue budget for assessments from the taxing entities totals \$17,149,799 for the 2015 fiscal year. A chart showing each

taxing unit and their proportionate share along with the information used to calculate their budget liability to the District is provided on pages XX-XX.

If the District has a surplus of revenues over expenditures from the preceding year's budget, the District must reduce the current budget allocation to each taxing unit proportionately for the year that the surplus is from. This is shown as a refund of appraisal assessments and is a contra revenue account, which consequently reduces budgeted revenues required by the taxing units for that fiscal year. For fiscal year 2015, the District does not have any surplus funds being credited back to the taxing units.

Other Income: Other income, totaling 0.49% of the District's revenue budget, is comprised of (1) charges for services, (2) investment income and (3) miscellaneous revenue.

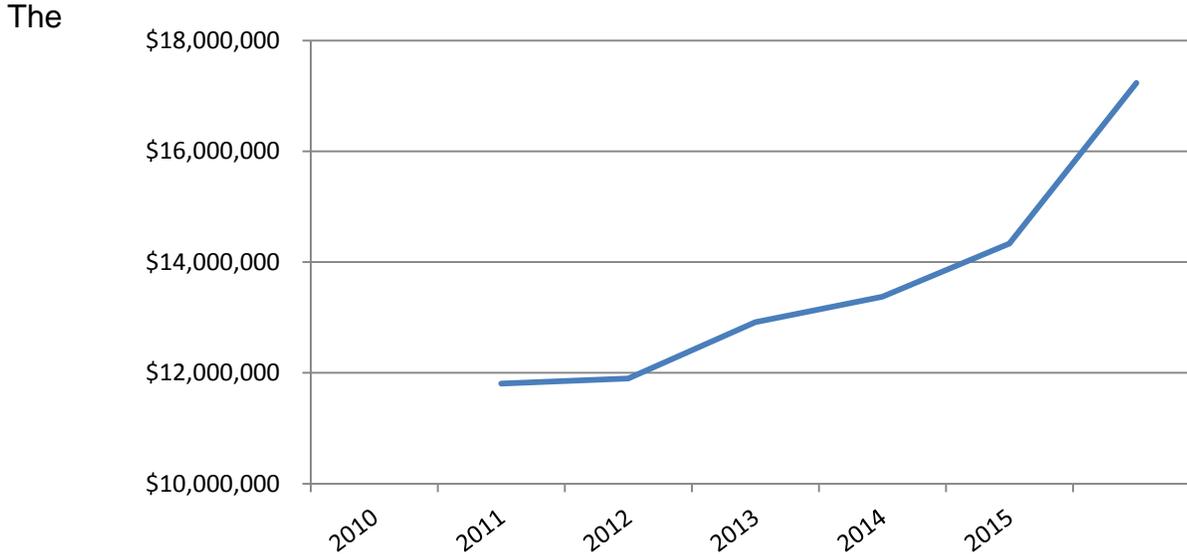
Investment Income	\$	3,000	3.61%
Charges for Services		20,000	24.10%
Miscellaneous Revenue		60,000	72.29%
	\$	83,000	100.00%

Investment Income: The District currently has two high-yield savings accounts that fluctuate between 0.05% and 0.15% yield. The budgeted investment income for fiscal year 2015 was decreased due to the nationally low interest rates. The total investment income of \$3,000 is 0.02% of the total revenue budget.

Charges for Services: The District collects fees from taxpayers and other agencies for data provided. Examples of data provided by the District for a fee are maps of the county and data exports from the Districts appraisal software. The total budget for charges for services is \$20,000 or 0.12% of the total revenue budget.

Miscellaneous Revenue: A large portion of miscellaneous revenue is from the rendition penalty collected for renditions not filed timely. These penalties are collected by the county tax office and split between the tax office and the appraisal district. The total budget for miscellaneous revenue is \$60,000 or 0.42% of the total revenue budget.

Budgeted Revenues- Last Five Fiscal Years



District makes the assumption each year when estimating revenues for the budget that all taxing entities will pay their liability in full. The District's amount of uncollected funds ranges from 99.96% to 100.00% of total budget liability collected.

Fiscal Year Ended Dec. 31,	Total Assessments to Taxing Entities	Amount Collected	Surplus Credit/Refund-Reduction of Liability	Amount Not Collected	Percent of Assessment Collected
2003	8,441,948	8,441,948	-	-	100.00%
2004	8,164,660	8,164,660	-	-	100.00%
2005	8,122,200	8,122,200	-	-	100.00%
2006	8,325,763	8,325,763	-	-	100.00%
2007	9,829,300	8,927,273	902,018	9	100.00%
2008	10,674,750	10,674,750	-	-	100.00%
2009	11,856,540	11,856,540	-	-	100.00%
2010	12,595,720	11,801,483	789,802	4,435	99.96%
2011	12,689,610	12,076,873	612,738	(1)	100.00%
2012	12,914,797	11,655,130	1,259,667	-	100.00%
2013	13,375,023	13,375,023	-	-	100.00%

TRAVIS CENTRAL APPRAISAL DISTRICT 2015 Estimated Jurisdiction Liabilities

Entity ID	Entity Name	Freeze Adj M&O Taxable Value	2013 Tax Rate	2013 Total Levy	Percent of Liability	2015 Budget Liability	2015 Quarterly Payments
01	AUSTIN ISD	\$ 63,486,989,864	\$ 1.2420	\$ 836,400,872.89	30.0381%	\$ 5,151,471.76	\$ 1,287,867.94
02	CITY OF AUSTIN	84,364,881,753	0.5027	424,102,260.57	15.2310%	2,612,085.77	653,021.44
03	TRAVIS COUNTY	107,493,387,005	0.4946	531,662,292.13	19.0939%	3,274,558.14	818,639.53
05	CITY OF MANOR	259,671,214	0.8095	2,102,038.48	0.0755%	12,946.65	3,236.66
06	DEL VALLE ISD	3,438,752,522	1.4700	51,698,818.76	1.8567%	318,417.89	79,604.47
07	LAKE TRAVIS ISD	6,240,177,180	1.4075	97,930,147.77	3.5170%	603,161.00	150,790.25
08	EANES ISD	9,248,156,379	1.2125	123,787,850.34	4.4457%	762,421.03	190,605.26
09	CITY OF WEST LAKE HILLS	1,369,070,244	0.0534	731,083.51	0.0263%	4,502.81	1,125.70
1A	HAYS CONSOLIDATED ISD	7,583,290	1.4613	117,423.98	0.0042%	723.23	180.81
1C	TRAVIS CO ESD NO 3	2,157,154,450	0.0964	2,079,496.89	0.0747%	12,807.82	3,201.95
1D	TRAVIS CO MUD NO 5	84,942,517	0.8120	689,733.24	0.0248%	4,248.13	1,062.03
1F	TANGLEWD FOREST LTD DIST	247,510,958	0.1930	477,696.15	0.0172%	2,942.18	735.54
1H	COTTONWD CREEK MUD NO 1	44,381,939	1.0900	483,763.14	0.0174%	2,979.54	744.89
1J	CYPRESS RANCH WCID NO 1	62,393,496	0.9000	561,541.46	0.0202%	3,458.59	864.65
10	TRAVIS CO WCID NO 10	2,700,334,507	0.0297	801,999.35	0.0288%	4,939.59	1,234.90
11	CITY OF ROLLINGWOOD	510,848,998	0.2264	1,156,562.13	0.0415%	7,123.38	1,780.84
12	VILLAGE OF SAN LEANNA	44,060,719	0.2498	110,063.68	0.0040%	677.89	169.47
16	LAGO VISTA ISD	1,027,610,091	1.3200	15,632,049.33	0.5614%	96,279.26	24,069.82
17	TRAVIS CO WCID NO 17	4,224,377,271	0.0575	2,429,016.93	0.0872%	14,960.54	3,740.14
18	TRAVIS CO WCID NO 18	459,064,103	0.2113	970,002.45	0.0348%	5,974.34	1,493.58
19	PFLUGERVILLE ISD	7,409,306,037	1.5400	119,204,863.34	4.2811%	734,193.98	183,548.50
2A	ELGIN ISD	151,111,308	1.5400	2,509,086.61	0.0901%	15,453.70	3,863.43
2D	TRAVIS CO MUD NO 6	152,776,344	0.4710	719,576.58	0.0258%	4,431.94	1,107.98
2F	CITY OF ROUND ROCK	269,565,453	0.4195	1,130,800.12	0.0406%	6,964.70	1,741.18
2G	WMSN CO WSID DIST 3	46,401,878	0.8150	378,175.31	0.0136%	2,329.22	582.30
2H	NE TRAVIS CO UTILITY DIST	170,390,938	0.8993	1,532,325.71	0.0550%	9,437.74	2,359.43
2J	TRAVIS COUNTY HEALTHCARE DISTRICT	107,599,319,620	0.1290	138,803,122.31	4.9849%	854,901.50	213,725.38
20	CITY OF PFLUGERVILLE	3,014,578,645	0.5736	17,291,623.11	0.6210%	106,500.74	26,625.18
21	CITY OF LAKEWAY	2,818,309,927	0.1748	4,926,405.75	0.1769%	30,342.20	7,585.55
22	COUPLAND ISD	2,799,009	1.0401	35,540.33	0.0013%	218.90	54.72
23	TRAVIS CO WCID POINT VENTURE	155,280,687	0.3991	619,725.22	0.0223%	3,816.95	954.24
25	HURST CREEK MUD	387,514,640	0.3950	1,530,682.83	0.0550%	9,427.62	2,356.90
26	LAKEWAY MUD	971,569,973	0.1963	1,907,191.86	0.0685%	11,746.57	2,936.64
27	LOST CREEK MUD	703,436,956	0.1150	808,952.50	0.0291%	4,982.41	1,245.60
3A	MARBLE FALLS ISD	391,863,379	1.2800	5,976,007.02	0.2146%	36,806.79	9,201.70
3C	TRAVIS CO WCID 17 STEINER RANCH (DA)	1,722,599,821	0.4498	7,748,253.99	0.2783%	47,722.23	11,930.56
3D	TRAVIS CO MUD NO 7	1,694,479	0.9089	15,401.12	0.0006%	94.86	23.71
3F	CITY OF CEDAR PARK	321,326,930	0.4925	1,597,679.27	0.0574%	9,840.26	2,460.06

TRAVIS CENTRAL APPRAISAL DISTRICT 2015 Estimated Jurisdiction Liabilities

Entity ID	Entity Name	Freeze Adj M&O Taxable Value	2013 Tax Rate	2013 Total Levy	Percent of Liability	2015 Budget Liability	2015 Quarterly Payments
3G	TRAVIS CO MUD NO 14	64,489,408	0.9900	638,445.14	0.0229%	3,932.24	983.06
32	WELLS BRANCH MUD	756,183,101	0.4600	3,478,442.26	0.1249%	21,424.05	5,356.01
33	SHADY HOLLOW MUD	247,317,678	0.0500	123,658.84	0.0044%	761.63	190.41
34	MANOR ISD	2,427,707,195	1.5150	47,725,404.32	1.7140%	293,945.26	73,486.32
35	TRAVIS CO WCID NO 19	174,103,309	0.2600	452,668.60	0.0163%	2,788.03	697.01
37	TRAVIS CO WCID NO 20	337,716,824	0.2400	810,520.38	0.0291%	4,992.07	1,248.02
38	DRIPPING SPRINGS ISD	8,369,920	1.4900	157,877.97	0.0057%	972.39	243.10
39	TRAVIS CO ESD NO 9	5,556,395,178	0.0808	4,489,567.30	0.1612%	27,651.67	6,912.92
4A	JOHNSON CITY ISD	9,194,934	1.1600	126,429.42	0.0045%	778.69	194.67
4D	TRAVIS CO MUD NO 8	63,985,248	0.7213	461,525.59	0.0166%	2,842.58	710.64
4F	TRAVIS CO MUD NO 10	93,444,439	0.7270	679,341.07	0.0244%	4,184.13	1,046.03
4H	TRAVIS CO WCID 17 FLINTROCK (DA)	227,450,347	0.4656	1,059,008.82	0.0380%	6,522.54	1,630.63
40	CITY OF CREEDMOOR	43,551,786	0.3873	168,676.07	0.0061%	1,038.89	259.72
41	TRAVIS CO ESD NO 1	2,096,412,221	0.1000	2,096,412.22	0.0753%	12,912.00	3,228.00
49	CITY OF LAGO VISTA	599,285,355	0.6500	3,895,354.81	0.1399%	23,991.86	5,997.96
5A	ROUND ROCK ISD	5,051,763,262	1.3674	73,945,454.23	2.6556%	455,437.02	113,859.25
5D	TRAVIS CO MUD NO 9	3,418,902	0.8756	29,935.91	0.0011%	184.38	46.09
5E	SENNA HILLS MUD	232,215,395	0.5490	1,274,862.52	0.0458%	7,852.00	1,963.00
5F	CITY OF ELGIN	36,385,912	0.7539	274,313.39	0.0099%	1,689.52	422.38
5G	VILLAGE OF VOLENTE	156,694,061	0.1300	203,702.28	0.0073%	1,254.62	313.66
5H	VILLAGE OF WEBBERVILLE	17,371,126	0.2774	48,187.50	0.0017%	296.79	74.20
50	CITY OF JONESTOWN	373,931,220	0.5750	2,150,104.52	0.0772%	13,242.70	3,310.67
51	TRAVIS CO ESD NO 11	754,559,551	0.1000	754,559.55	0.0271%	4,647.40	1,161.85
52	TRAVIS CO ESD NO 6	9,841,388,278	0.1000	9,841,388.28	0.3534%	60,614.04	15,153.51
55	VILLAGE OF BRIARCLIFF	203,065,945	0.1175	238,602.49	0.0086%	1,469.58	367.39
56	TRAVIS CO ESD NO 5	902,775,069	0.0978	882,914.02	0.0317%	5,437.95	1,359.49
57	TRAVIS CO ESD NO 4	1,423,541,887	0.0999	1,422,118.35	0.0511%	8,758.96	2,189.74
58	TRAVIS CO ESD NO 10	1,372,725,981	0.1000	1,372,725.98	0.0493%	8,454.75	2,113.69
59	RIVER PLACE MUD	452,135,460	0.3350	1,514,653.79	0.0544%	9,328.90	2,332.22
6E	WEST TRAVIS CO MUD NO 3	190,899,564	0.2720	519,246.81	0.0186%	3,198.09	799.52
6F	CITY OF LEANDER	307,032,012	0.6679	2,253,933.35	0.0809%	13,882.19	3,470.55
6G	TRAVIS CO MUD NO 15	228,123,219	0.3325	758,509.70	0.0272%	4,671.73	1,167.93
6H	WEST TRAVIS CO MUD NO 6	264,877,138	0.4500	1,191,947.12	0.0428%	7,341.31	1,835.33
6J	WEST TRAVIS CO MUD NO 8	115,154,107	0.8400	967,294.50	0.0347%	5,957.66	1,489.41
61	CITY OF MUSTANG RIDGE	51,457,739	0.4188	215,505.01	0.0077%	1,327.32	331.83
68	AUSTIN COMM COLL DIST	95,274,208,806	0.0949	90,415,224.16	3.2471%	556,875.88	139,218.97
69	LEANDER ISD	5,834,402,501	1.5119	95,088,719.38	3.4150%	585,660.38	146,415.09
7A	MOORES CROSSING MUD	67,726,265	0.9900	670,490.02	0.0241%	4,129.61	1,032.40
7D	WEST TRAVIS CO MUD NO 5	204,454,513	0.2600	531,581.73	0.0191%	3,274.06	818.52

**TRAVIS CENTRAL APPRAISAL DISTRICT
2015 Estimated Jurisdiction Liabilities**

Entity ID	Entity Name	Freeze Adj M&O Taxable Value	2013 Tax Rate	2013 Total Levy	Percent of Liability	2015 Budget Liability	2015 Quarterly Payments
7E	VILLAGE OF THE HILLS	346,356,914	0.0248	85,896.51	0.0031%	529.04	132.26
7F	VILLAGE OF POINT VENTURE	158,797,844	0.1050	166,737.74	0.0060%	1,026.95	256.74
7G	WILBARGER CRK MUD NO 1	20,265,579	0.9484	192,198.75	0.0069%	1,183.77	295.94
7H	WILBARGER CRK MUD NO 2	3,589,887	0.9500	34,103.93	0.0012%	210.05	52.51
70	TRAVIS CO MUD NO 2	113,905,534	0.9800	1,116,274.23	0.0401%	6,875.24	1,718.81
71	TRAVIS CO ESD NO 14	757,867,808	0.1000	757,867.81	0.0272%	4,667.78	1,166.94
72	TRAVIS CO ESD NO 12	1,129,613,472	0.1000	1,129,613.47	0.0406%	6,957.40	1,739.35
77	TRAVIS CO ESD NO 8	1,499,627,665	0.0998	1,496,628.41	0.0537%	9,217.88	2,304.47
78	NW TR CO RD DIST 3 GLDN TRI	466,303,449	0.1223	570,289.12	0.0205%	3,512.46	878.12
8C	TRAVIS CO MUD NO 3	537,587,254	0.5000	2,687,936.27	0.0965%	16,555.25	4,138.81
8E	RNCH @ CYPRSS CRK MUD 1	70,755,969	0.5128	362,836.61	0.0130%	2,234.74	558.69
8H	BELLA VISTA MUD	100,658,831	0.5042	507,521.83	0.0182%	3,125.87	781.47
8I	WMSN-TR CO WCID NO 1F	47,263,176	0.9000	425,368.58	0.0153%	2,619.89	654.97
8J	WMSN-TR CO WCID NO 1G	229,684,288	0.5401	1,240,524.84	0.0446%	7,640.51	1,910.13
83	CITY OF BEE CAVE	1,047,778,824	0.0200	209,555.76	0.0075%	1,290.67	322.67
84	NORTHTOWN MUD	500,291,995	0.7500	3,752,189.96	0.1348%	23,110.09	5,777.52
9B	TRAVIS CO ESD NO 2	6,343,776,009	0.1000	6,343,776.01	0.2278%	39,071.91	9,767.98
9C	TRAVIS CO MUD NO 4	65,432,269	0.7296	477,393.83	0.0171%	2,940.31	735.08
9D	LAKESIDE WCID NO 1	112,861,160	0.8500	959,319.86	0.0345%	5,908.54	1,477.14
9G	LAKESIDE WCID NO 2A	162,298	0.9700	1,574.29	0.0001%	9.70	2.42
9H	LAKESIDE WCID NO 2B	71,251,000	0.9700	691,134.70	0.0248%	4,256.76	1,064.19
9I	LAKESIDE WCID NO 2C	71,702,023	0.9700	695,509.62	0.0250%	4,283.71	1,070.93
9J	LAKESIDE WCID NO 2D	69,290,034	0.9700	672,113.33	0.0241%	4,139.61	1,034.90
4J	TRAVIS CO MUD NO 11	159,514,629	0.7725	1,232,250.51	0.0443%	7,589.55	1,897.39
4K	TRAVIS CO MUD NO 12	14,398,476	0.7725	111,228.23	0.0040%	685.07	171.27
4L	TRAVIS CO MUD NO 13	27,744,495	0.7725	214,326.22	0.0077%	1,320.06	330.01
5J	KELLY LANE WCID NO 1	63,551,717	0.9500	603,741.31	0.0217%	3,718.50	929.62
5K	KELLY LANE WCID NO 2	2,415,700	0.9500	22,949.15	0.0008%	141.35	35.34
1K	BELVEDERE MUD	89,336,629	0.4500	402,014.83	0.0144%	2,476.05	619.01
2K	PRESIDENTIAL GLEN MUD	14,315,764	0.5019	71,850.82	0.0026%	442.54	110.63
7J	LAKESIDE MUD NO 3	68,315,836	0.9000	614,842.52	0.0221%	3,786.87	946.72
8K	TRAVIS CO ESD NO 13	50,051,515	0.1000	50,051.52	0.0018%	308.27	77.07
1L	BASTROP-TRAVIS COUNTIES ESD NO 1	102,473,268	0.0944	96,734.76	0.0035%	595.80	148.95
7K	SUNFIELD MUD NO 1	6,067	0.9000	54.60	0.0000%	0.34	0.08
8L	TRAVIS CO BEE CAVE ROAD DIST NO 1	180,154,627	0.6285	1,132,271.83	0.0407%	6,973.77	1,743.44
2N	NORTH AUSTIN MUD NO 1	75,223,847	0.3450	259,522.27	0.0093%	1,598.42	399.61
2L	TRAVIS CO MUD NO 16	63,413,000	0.9500	602,423.50	0.0216%	3,710.38	927.60
5M	LAZY NINE MUD NO 1B	26,879,309	1.0100	271,481.02	0.0097%	1,672.08	418.02

TRAVIS CENTRAL APPRAISAL DISTRICT
2015 Estimated Jurisdiction Liabilities

Entity ID	Entity Name	Freeze Adj M&O Taxable Value	2013 Tax Rate	2013 Total Levy	Percent of Liability	2015 Budget Liability	2015 Quarterly Payments
3M	WILLIAMSON/TRAVIS MUD NO 1	89,092,409	0.6150	547,918.32	0.0197%	3,374.68	843.67
8N	ANDERSON MILL LIMITED DISTRICT	7,611,842	0.1367	10,404.32	0.0004%	64.08	16.02
9L	TRAVIS CO WCID 17 SERENE HILLS (DA)	6,976,155	0.6500	45,345.01	0.0016%	279.28	69.82
6L	TRAVIS CO MUD NO 17	212,010	0.9500	2,014.10	0.0001%	12.41	3.10
3N	TRAVIS CO MUD NO 18	1,400,324	0.7500	10,502.43	0.0004%	64.69	16.17
	Totals	564,635,020,281		2,784,467,726.29	100.0000%	\$ 17,149,799.00	\$ 4,287,449.75

Amount due from Jurisdictions	\$ 17,149,799
Refund 2013 Surplus Funds	<u>\$ -</u>
 Total Revenue to TCAD	 <u>\$ 17,149,799</u>
 Cost of Service to Jurisdictions	 0.6159%

* Note: The liabilities shown above have been calculated based on the 2013 tax rate and the 2013 levy. When the 2014 tax rates and levies are set, the numbers will be recalculated. This will change individual liabilities depending upon the tax rates set, levy of each jurisdiction, and the taxable values established for each jurisdiction for 2014.

CAPITAL IMPROVEMENT PROGRAM

A photograph of a stone sign for the Travis Central Appraisal District. The sign is made of light-colored stone blocks and features the text "TRAVIS CENTRAL APPRAISAL DISTRICT" in large, black, sans-serif capital letters. In front of the sign is a planter bed filled with numerous bright yellow flowers. The sign is set on a grassy area with a paved road and a utility pole visible in the background.

**TRAVIS CENTRAL
APPRAISAL DISTRICT**

TRAVIS CENTRAL APPRAISAL DISTRICT
Capital Improvement Program

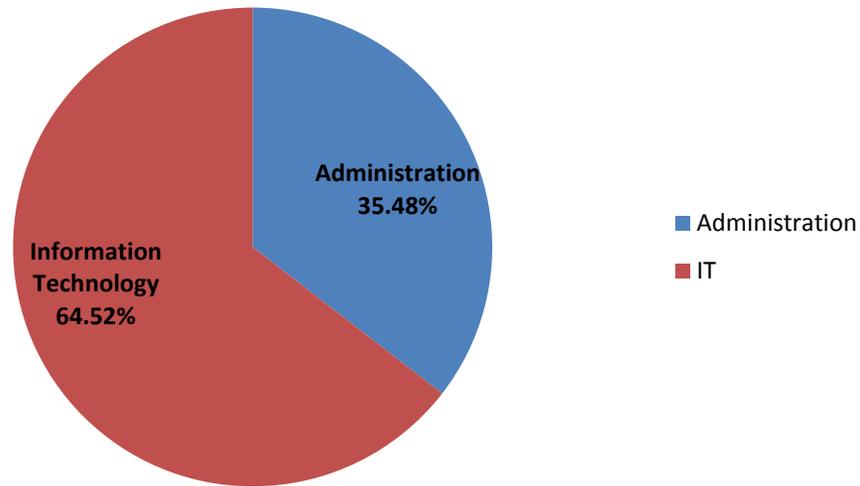
A capital asset, by definition, includes land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. The District’s capitalization threshold is \$1,000 and a useful life of more than one year. The District’s finance department is responsible for the establishment, maintenance and safeguarding of all fixed assets. The District has the following asset classes:

Asset Class	Useful Life
Land	Inexhaustible
Building	50 years
Building Improvements	5-10 years
Computer Equipment	3-5 years
Furniture & Equipment	5-10 years
Vehicles	5 years

For fiscal year 2015, the District has budgeted for a total of \$606,000 for capital asset expenditures. The chart below shows the breakdown by department.

Department	Capital Asset to be Purchased	Budgeted Cost
Administration	A/C Replacement	\$ 15,000
	TCAD Vehicle Purchase	25,000
	Partitions for Panels II & III	75,000
	Transfer to Reserves- Capital Expenditures	100,000
IT	Servers	35,000
	Online Protest Expansion Storage	6,000
	Phone System Upgrades	5,000
	Cisco Switches & Routers	175,000
	VM Host (Total of 4)	70,000
	Transfer to Reserves- Computer Equipment Replacement	50,000
	Transfer to Reserves- Network Equipment Replacement	50,000
Total Capital Expenditures		\$ 606,000

Capital Asset Purchases by Department



	<u>Total Cost</u>	<u>Reoccurring</u>	<u>Non-reoccurring</u>
A/C Replacement	\$ 15,000	\$ 15,000	
TCAD Vehicle Purchase	25,000		25,000
Partitions for Panels II & III	75,000		75,000
Transfer to Reserves- Capital Expenditures	100,000	100,000	
Servers	35,000	35,000	
Online Protest Expansion Storage	6,000	6,000	
Phone System Upgrades	5,000	5,000	
Cisco Switches & Routers	175,000		175,000
VM Host (Total of 4)	70,000		70,000
Transfer to Reserves- Computer Equipment Replacement	50,000	50,000	
Transfer to Reserves- Network Equipment Replacement	50,000	50,000	
	\$ 606,000	\$ 261,000	\$ 345,000

***FY 2015
Proposed Budget***

Asset	Total Replacement Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019-2026
Vehicle 1- Male Clerk	\$ 25,000	\$ 25,000				
Vehicle 2- Maintenance Tech	25,000				25,000	
TCAD Building	5,000,000					5,000,000
Desktop Computers	120,000				120,000	
Monitors	100,000		100,000			
Laptops	15,000		3,000	3,000	3,000	15,000
Scanners	135,000			45,000	45,000	45,000
Desktop Printers	85,000		3,500	3,500	3,500	17,500
Servers	300,000	35,000	20,000	20,000	20,000	100,000
HAI Cameras	30,000		10,000			
ARB Audio Equipment	15,000		15,000			
SAN	800,000					800,000
Phone System	60,000					60,000
APC Symetra UPS	125,000					125,000
GIS Wide Format Printer	20,000			20,000		
Mail Machine	25,000					25,000
Inserting Machine	45,000					45,000
Leibert HVAC	70,000					70,000
Sprinkler System	25,000		25,000			
A/C Units	500,000	15,000	15,000	15,000	15,000	75,000
Totals	\$ 7,520,000	\$ 75,000	\$ 191,500	\$ 106,500	\$ 231,500	\$ 6,377,500

Project information sheets are presented on the following pages for all major non-reoccurring capital asset purchases budgeted for fiscal year 2015.



Capital Asset Expenditure Project

Project Name: TCAD Vehicle for Mail Clerk/Messenger

Responsible Department/Division:

X	Administration		Commercial Appraisal
	Information Technology		Land/Ag Appraisal
	Customer Service		BPP Appraisal
	Appeals		Residential Appraisal

Project Information:

Statement of Need/Description:

The District's mail clerk/messenger is currently driving a 2006 Ford Escape. The mileage on this vehicle is over 50,000 and the vehicle will soon reach the point where repairs will be necessary. The District would like to trade in this vehicle for a newer SUV with fewer miles.



Project Type: Vehicle Replacement
Asset Category: TCAD Vehicles
Project Manager: Leana Mann

Start Date: Sept. 1, 2015
Completion Date: Oct. 31, 2015

Financial Information:

CAPITAL FUNDING:

Fund/Account: General Fund (100)
Cap. Expenditures (40910)

Year	Project Cost
2015	\$25,000
2016	\$0
2017	\$0
2018	\$0
2019	\$0

OPERATING IMPACT:

Replacement will decrease maint costs as necessary maintenance needed on current vehicle is not needed; gas mileage on new SUVs are typically better than on older SUVs so we should save funds on vehicle fuel as long as the price of fuel does not increase.

Year	Operating Impact
2015	(\$1,400)
2016	(\$1,000)
2017	(\$750)
2018	(\$400)
2019	\$0



Capital Asset Expenditure Project

Project Name: Partitions for Panel Room II & III

Responsible Department/Division:

X	Administration		Commercial Appraisal
	Information Technology		Land/Ag Appraisal
	Customer Service		BPP Appraisal
	Appeals		Residential Appraisal

Project Information:

Statement of Need/Description:

The District currently has 2 larger panel rooms that are significantly larger than all other panel rooms. Installing partitions in these two panel rooms would allow the District to add two more panels for ARB hearing during the heavy summer months.



Project Type: Partition/Construction
Asset Category: TCAD Building
Project Manager: Leana Mann

Start Date: Jan. 1, 2015
Completion Date: Dec. 31, 2015

Financial Information:

CAPITAL FUNDING:

Fund/Account: General Fund (100)
 Cap. Expenditures (40910)

Year	Project Cost
2015	\$75,000
2016	\$0
2017	\$0
2018	\$0
2019	\$0

OPERATING IMPACT:

There will be no operating impact due to the installation of the partitions. The partitions will increase efficiency during the heavy summer protest seasons.

Year	Operating Impact
2015	\$0
2016	\$0
2017	\$0
2018	\$0
2019	\$0



Capital Asset Expenditure Project

Project Name: Cisco Switches & Routers

Responsible Department/Division:

	Administration		Commercial Appraisal
X	Information Technology		Land/Ag Appraisal
	Customer Service		BPP Appraisal
	Appeals		Residential Appraisal

Project Information:

Statement of Need/Description:

The District needs to replace its current Cisco switches and routers to make the equipment more efficient.



Project Type: Equipment Replacement	Start Date: Jan. 1, 2015
Asset Category: Network Equipment	Completion Date: Dec. 31, 2015
Project Manager: Scott Griscom	

Financial Information:

CAPITAL FUNDING:

Fund/Account: General Fund (100)
Cap. Expenditures (40910)

Year	Project Cost
2015	\$175,000
2016	\$0
2017	\$0
2018	\$0
2019	\$0

OPERATING IMPACT:

There will be no financial operating impact. However, the new cisco switches and routers are more efficient.

Year	Operating Impact
2015	\$0
2016	\$0
2017	\$0
2018	\$0
2019	\$0



Capital Asset Expenditure Project

Project Name: VM Host (1-3 Replacement plus 1 Additional)

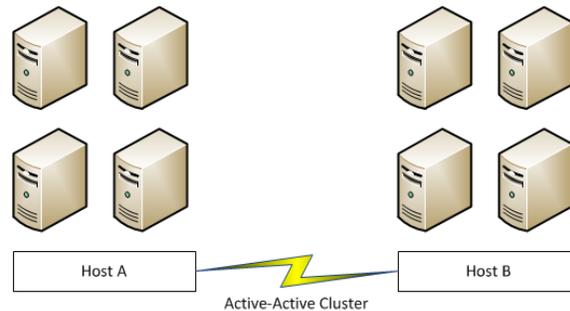
Responsible Department/Division:

	Administration		Commercial Appraisal
X	Information Technology		Land/Ag Appraisal
	Customer Service		BPP Appraisal
	Appeals		Residential Appraisal

Project Information:

Statement of Need/Description:

The District IT department will be replacing the current VM hosts 1-3 and adding an additional VM host for a total of 4. VM Host are a more cost efficient way of server replacement. One VM host can replace multiple servers making this a more cost effective replacement.



Project Type: Equipment Replacement
Asset Category: Network Equipment
Project Manager: Scott Griscom

Start Date: Jan. 1, 2015
Completion Date: Dec. 31, 2015

Financial Information:

CAPITAL FUNDING:

Fund/Account: General Fund (100)
 Cap. Expenditures (40910)

Year	Project Cost
2015	\$70,000
2016	\$0
2017	\$0
2018	\$0
2019	\$0

OPERATING IMPACT:

The District will recognize a positive financial operating impact because the VM host will no longer require the District to replace physical servers. We estimated a savings of \$10,000 per year, approximately 1/2 of what the District currently spends on servers.

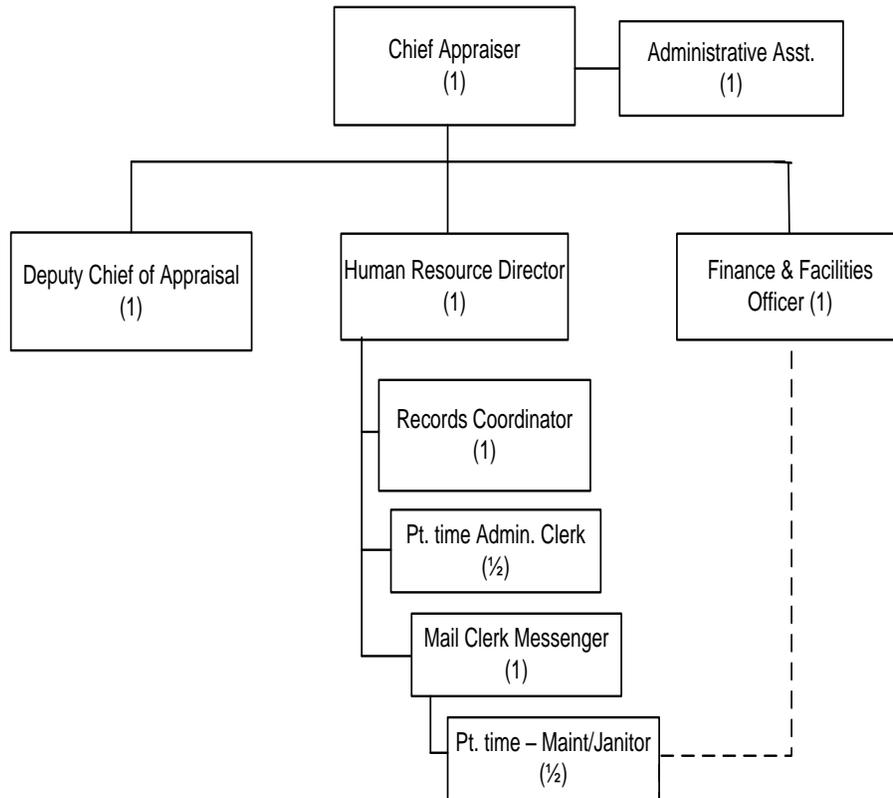
Year	Operating Impact
2015	(\$10,000)
2016	(\$10,000)
2017	(\$10,000)
2018	(\$10,000)
2019	(\$10,000)

DEPARTMENT BUDGETS

A photograph of a stone sign for Travis Central Appraisal District. The sign is made of light-colored stone blocks and has the text "TRAVIS CENTRAL APPRAISAL DISTRICT" engraved in large, bold, black letters. In front of the sign is a planter box filled with numerous bright yellow flowers. The sign is set on a grassy area with a paved road and a utility pole visible in the background.

**TRAVIS CENTRAL
APPRAISAL DISTRICT**

Administration



Employee Position	Number of Positions	Position Grade	Hourly Range	Auto Allowance	Total Employee Benefit
Chief Appraiser	1	Exempt	\$74.23	\$ 8,250	\$45,173
Deputy Chief of Appraisal	1	Exempt	\$61.08	\$ 4,800	\$37,503
HR Director	1	15	\$36.64 - \$51.32	\$ -	\$28,796 - \$34,445
Finance & Facility Officer	1	15	\$36.64 - \$51.32	\$ -	\$28,796 - \$34,445
Records Coordinator	1	5	\$20.46 - \$28.65	\$ -	\$22,568 - \$25,720
Administrative Assistant	1	5	\$20.46 - \$28.65	\$ -	\$22,568 - \$25,720
Admin Clerk- PT	0.5	4	\$17.89 - \$25.06	\$ -	\$21,578 - \$24,338
Mail Clerk/Messenger	1	3	\$15.34 - \$21.49	\$ -	\$20,597 - \$22,964
Maint/Janitor- PT	0.5	2	\$13.84 - \$19.38	\$ -	\$20,020 - \$22,152

Administration Department

Mission Statement

The mission of the Administration department, which includes human resources, finance, facilities' maintenance, records management and the offices of the Chief Appraiser and the Deputy Chief of Appraisal is to provide timely, useful, and accurate information to all internal and external customers including but not limited to staff, division directors, the Board of Directors, the taxing jurisdictions of Travis County, and all taxpayers of Travis County, and to assure prudent control of the District's cash and investments. It is also the mission of the Administration department to oversee all mission critical tasks of the appraisal district to ensure completion and to meet all legislative requirements.

Key Responsibilities

The Administration Department's function is to plan, organize, direct and control the business support functions related to human resources, budget, finance, purchasing, payroll, facilities maintenance, exemptions, records management and mail services. The Administration department is comprised of the Chief Appraiser and her executive assistant, the Deputy Chief of Appraisal, the Human Resources department, the Finance department, the Records management officer, and the maintenance and mail staff for the District.

Administration

	2015 Budget	Detail Description
Salaries	680,591	Personnel Salaries
Auto Allowance	13,050	See detailed personnel listing
Overtime	4,000	
Seasonal & Temporary	5,000	
Medicare Tax	9,328	District pays a matching 1.45% of gross wages
Retirement	115,799	18% Contribution rate (required contribution of 14.07% plus 3.93% additional contribution)
Health Insurance	211,463	122,274 Employer paid health insurance at \$1,183.63 per employee per month 89,189 Direct pay funding
Dental Insurance	2,267	Employer paid dental insurance at \$20.99 per employee per month
Life Insurance	1,516	Employer paid life insurance at \$14.04 per employee per month
Disability Insurance	3,242	Employer paid long-term disability insurance at \$.504% of base salary
Long Term Care (LTC)	3,405	Employer paid long-term care coverage at \$31.53 per employee per month
Employee Assistance Program	3,390	District pays \$282.50 per employee per month for EAP (Employee Assistance Program)
Workers Compensation	32,500	Estimate of \$32,500 per year
Unemployment Insurance	2,077	Estimate of \$30,000 per year
Total Payroll Costs	1,087,628	

Administration

	2015 Budget	Detail Description
Printing	1,500	300 A/P checks 250 ARB payroll checks 150 ARB direct deposit vouchers (Qty: 500) 250 Check request forms (Qty: 3000) 250 Chief appraiser's performance review 100 Business Cards, ID Badges & Name Plates 200 Miscellaneous print jobs
Paper	8,400	Copy paper- 6 orders of 45 cts @ \$1400 ea
Postage & Freight- In House	103,500	100,000 General mail postage 300 Federal express charges 1,200 PO box rental 2,000 Shipping charges
Operating Supplies	18,260	5,760 Office Supplies \$60 per EE per month 1,800 Records mgmt storage boxes 2,100 First aid supplies 300 Postage meter supplies 300 End of year tax forms 500 HAI door access cards 7,500 TCAD shirt order
Furniture and Equipment under \$1,000	5,000	5,000 Non-capitalized furniture & equip
Books/Publ/Subs/Data Bases	46,806	18,000 Metro Study 450 Austin American Statesman 100 Austin Business Journal 800 GASB Subscription 200 Survey monkey 500 Miscellaneous publications 125 Property tax code 500 Online test for applicants 26,131 Additional Market Research Publications
Microfilm	1,000	1,000 Appraisal roll & permanent records

Administration

	2015 Budget	Detail Description
Records Management	2,440	1,440 Shredding- \$120/mo. 1,000 Annual records destruction
Total Supplies	186,906	
Dues & Memberships	8,000	2,800 Walnut Creek Imp. Assoc. (\$700/qtr.) 100 Metro CAD 210 ARMA 90 TDLR (2 @ \$45 ea) 35 TX Soc. Sec. Program (ERS) 360 GFOA 75 GTOT 1,800 TAAD 100 Comptroller's Coop Membership 400 IAAO 60 Chase credit card 1,500 Other 80 TAAO 210 IREM 180 SHRM
Travel/Meals/Lodging	18,130	1,800 TAAD Conference - 3 rooms @ \$600 ea 540 TAAD Conference - Meals (4 days @ \$45per EE per day) 4,500 IAAO Conference- Hotel Rooms & Meals (3 attend) 3,000 GIS/CAMA Conference- Hotel Rooms (3 rooms @ \$1000/Room) 1,500 GIS/CAMA Conference- Flight to OK (3 @ \$500/ea) 540 GIS/CAMA Conference- Meals (4 days @ \$45/day/person) 1,000 Ad Valorem Taxation Seminar- Annual Legal Seminar (5 for 1 night) 750 TAAO Conference (3) 2,000 ESRI User Conference (2 rooms @ \$1000 ea) 1,000 ESRI User Conference (2 Flights @ \$500 ea) 1,500 TA Conference

Administration

	2015 Budget	Detail Description
Training & Education	115,410	<ul style="list-style-type: none"> 1,500 Chief Appraiser 500 Deputy Chief of Appraisal 500 HR Director 500 Finance & Facilities Officer 500 Records Coordinator 810 TAAD Courses 1,500 Angelou Economic Forecast Forum 2,300 Annual Legal Seminar (Sept.) 500 Certified Public Finance Officer- 2 of 5 Exams 300 Certified Public Finance Officer- Certification Materials 1,875 GIS/CAMA Conference (3) 1,500 IAAO Conference (3) 28,000 IAAO In-house Training Classes (8 Classes) 57,875 In-house Appraisal Institute Courses (5 classes; 25 students each) 1,500 IREM Economic Forecast Forum 600 Legislative Update (2) 5,000 Management Training 750 Open Government Conference (3) 600 Property Tax Institute (3) 675 TA Conference (3) 750 TAAD Conference (3) 900 TAAO Conference (3) 675 TCDRS Conference (3) 2,800 ESRI User Conference (2) 3,000 Tuition Reimbursement for TCAD Employees
Employee Recognition	17,000	<ul style="list-style-type: none"> 5,000 Employee recognition 2,000 IAAO Designation Reward (\$1000 per employee) 10,000 Fee Appraiser License Reward
Board of Directors	26,950	<ul style="list-style-type: none"> 18,000 Taxpayer Liaison Officer 5,000 General Counsel (\$500 per meeting for 10 meetings) 750 Annual TAAD Conference (3 BOD Members Attending) 1,200 Travel Expenses for BOD Members- TAAD Conference 2,000 Other costs associated with the BOD

Administration

	2015 Budget	Detail Description
Advertising/Legal Notices	31,500	8,500 Property Tax Benefits 11,000 Property Tax Protest Procedures 3,750 ARB Notice Accepting Application 3,500 Notice of Budget 1,500 Notice of Reappraisal Plan 750 RFP/RFQ Postings 2,500 Employment Ads \$125/month
Utilities	102,960	96,000 Electricity & Water - \$8,000/Month 4,200 Trash Pickup - \$350/Month 960 Recycling - \$80/Month 1,800 Cable- \$150 per month
Telephone & Communication	28,800	Local/Long Distance Telephone - \$2,400/Month
Wireless Internet	33,300	26,400 iPad Data Plan- \$2,200/month 6,900 AT&T Mobility wireless data cards- \$575/Month
Legal & Attorney- Personnel	40,000	Human resources legal costs
Accounting & Audit	15,745	15,000 Annual Audit Cost 745 CAFR & Budget Submission to GFOA
Appraisal Services	582,820	101,820 BPP Appraisal Services (\$101,820) 11,000 Circuit of the America Appraisal (\$11000) 470,000 Fee Appraisals for Commercial & High End Residential Properties
Rental Office Machines	35,200	1,000 Postage Security Devise Rental - Annual Charge 34,200 Copier Leases - \$2,850/Month
Professional Services	268,250	8,000 Direct Pay Administrative Fee 4,000 Flex System Administrative Fee 500 Interpreter 750 Laminating Services 5,000 Miscellaneous 250,000 Expert review of high-value properties

Administration

	2015 Budget	Detail Description
Professional Services- Payroll	32,000	23,000 Payroll Processing Fees 9,000 Time Clocks (40543)
Rental Storage Space	8,450	4,200 Off-site warehouse & storage - \$350/Month 4,250 Parking Lot Lease - \$850/Month for 5 Months
Repair & Maintenance- Equipment	8,700	6,000 Pitney Bowes Mail Equipment 500 Fire Alarm System 500 Elevator Maintenance 200 Security System 1,000 Other Equipment 500 AED Machines
Building Repair/Maintenance	62,700	11,400 Grounds Maintenance - \$950/Month 48,000 Building Maintenance - \$4,000/Month 1,300 Leibert Maintenance 1,000 Quarterly Filter Changes 1,000 Quarterly Pest Control
Building Cleaning Service	41,700	33,000 Janitorial Services - (\$2,000/Month+ Supplies) 2,000 Excess paper products during protest season 3,000 Carpet Cleaning twice a year 1,200 Tile scrubbing once a year 2,500 Special Cleaning
Property Insurance	7,500	
Liability Insurance	32,000	
Security Services	22,900	4,200 Building Patrol - \$350/Month 300 Security System Monitoring 400 Fire Alarm Monitoring 18,000 Armed security officer (5 months)
Vehicle Fuel	1,800	Vehicle Fuel - \$150/Month
Vehicle Maintenance	600	Vehicle Maintenance - \$50/Month

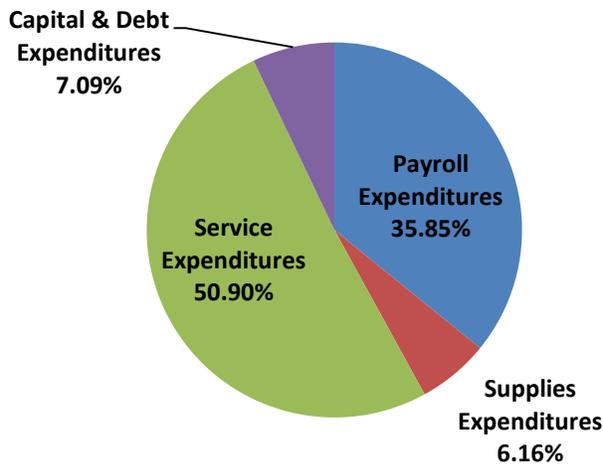
Administration

	2015 Budget	Detail Description
Bank Fees	1,800	Bank Charges - \$150/Month
Total Services	1,544,215	
Capital Expenditures	215,000	15,000 A/C Replacement 25,000 TCAD Vehicle purchase 75,000 Partitions for Panels II & III 100,000 Transfer to reserves- Capital Expenditures
Total Capital & Debt	215,000	
Total Operating Expenditures	\$ 3,033,749	

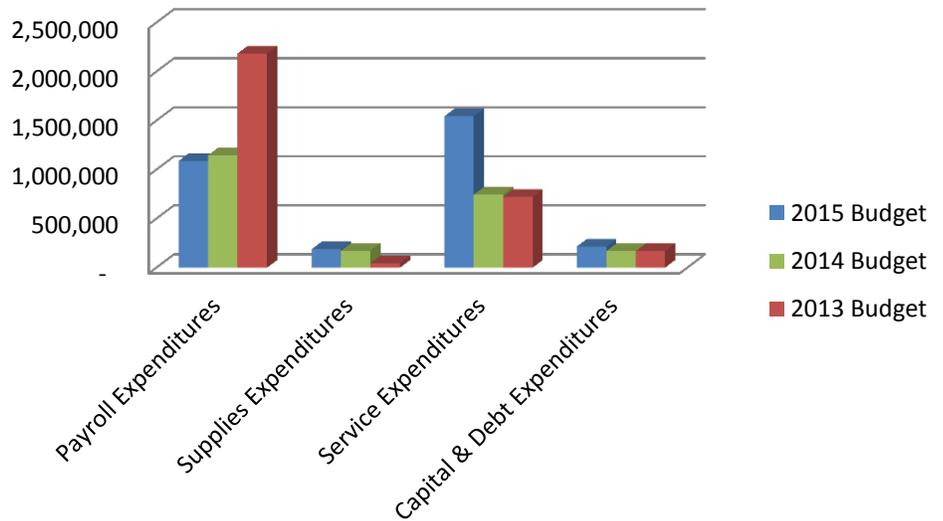
Administration Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	8	9	-1	-11.11%	9	
Payroll Expenditures	1,087,628	1,146,102	-58,474	-5.10%	2,172,449	-58,474
Supplies Expenditures	186,906	173,966	12,940	7.44%	55,953	12,940
Service Expenditures	1,544,215	744,990	799,225	107.28%	597,452	799,225
Capital & Debt Expenditures	215,000	168,752	46,248	27.41%	131,780	46,248
Total Expenditures	\$ 3,033,757	\$ 2,233,819	\$ 799,938	35.81%	\$ 2,957,643	\$ 799,948

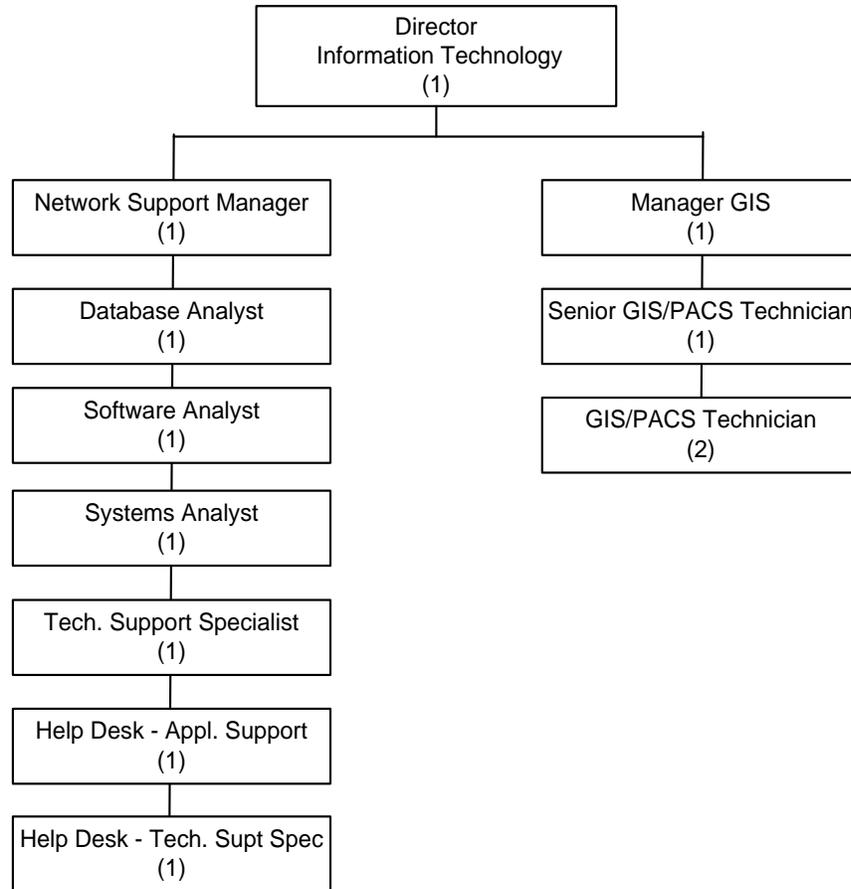
2015 Administration Expenditures



Administration Expenditures



Information Technology



Employee Position	Number of Positions	Position Grade	Hourly Range	Auto Allowance	Total Employee Benefit
Director Information Technology	1	Exempt	\$55.80	\$ -	\$36,316
Network Support Manager	1	13	34.08 - \$47.72	\$ -	\$27,810 - \$33,059
Data Base Analyst	1	12	\$32.38 - \$45.34	\$ -	\$27,155 - \$32,143
Software Analyst	1	10	\$28.97 - \$40.56	\$ -	\$25,843 - \$30,304
Systems Analyst	1	10	\$28.97 - \$40.56	\$ -	\$25,843 - \$30,304
Tech Support Specialist	1	4	\$17.89 - \$25.06	\$ -	\$21,578 - \$24,338
Help Desk Application Support	1	6	\$21.83 - \$30.55	\$ -	\$23,095 - \$26,451
Help Desk Tech Specialist	1	4	\$17.89 - \$25.06	\$ -	\$21,578 - \$24,338
GIS Manager	1	12	\$32.38 - \$45.34	\$ -	\$27,155 - \$32,143
Sr. GIS/PACS Technician	1	5	\$20.46 - \$28.65	\$ -	\$22,568 - \$25,720
GIS/PACS Technician	2	4	\$17.89 - \$25.06	\$ -	\$21,578 - \$24,338

Information Technology Department

Mission Statement

The mission of the Information Technology department is to provide, develop, and maintain a highly effective, reliable, secure and innovative technology infrastructure which supports all facets of the district staff, division directors, Board of Directors, taxing jurisdictions of Travis County, and all taxpayers of Travis County in the most cost effective manner.

Key Responsibilities

The Information Technology department's function is to manage the activities of the information technology environment including the network, security, database, and CAMA software administration. This department is highly technical in all areas for troubleshooting, evaluating, and recommending changes to current and future network requirements to meet the District's needs. The IT department works closely with management and the District's software vendor to help design and implement new software features and programming changes, including changes required by legislative mandate. This department coordinates supplement processing with entities and district staff, works with various departments of the taxing units to electronically exchange information and provide data/information for all taxing units as requested. The IT department also processes record requests requiring computer generated information.

Information Technology

	2015 Budget	Detail Description
Salaries	784,183	
Overtime	8,200	
Medicare Tax	11,580	District pays a matching 1.45% of gross wages -
Retirement	143,749	18% Contribution rate (required contribution of 14.07% plus 3.93% add'l contribution) -
Health Insurance	163,032	Employer paid health insurance at \$1,183.63 per employee per month -
Dental Insurance	3,022	Employer paid dental insurance at \$20.99 per employee per month -
Life Insurance	2,022	Employer paid life insurance at \$14.04 per employee per month -
Disability Insurance	4,025	Employer paid long-term disability insurance at \$.504% of base salary -
Long Term Care (LTC)	4,540	Employer paid long-term care coverage at \$31.53 per employee per month -
Unemployment Insurance	2,769	Estimate of \$30,000 per year
Total Payroll Costs	1,127,121	
Printing	108,610	<ul style="list-style-type: none"> <li style="margin-bottom: 5px;">8,500 Protest season printing <li style="margin-bottom: 5px;">12,000 Renditions <li style="margin-bottom: 5px;">50,000 Notice of Appraised Value Printing <li style="margin-bottom: 5px;">25,000 TCAD Envelopes <li style="margin-bottom: 5px;">100 Business Cards <li style="margin-bottom: 5px;">10 ID Badges <li style="margin-bottom: 5px;">3,000 E-file Instructions <li style="margin-bottom: 5px;">10,000 Homestead Applications for Audit
Paper	6,000	<ul style="list-style-type: none"> <li style="margin-bottom: 5px;">3,000 IT Paper <li style="margin-bottom: 5px;">3,000 Paper for in-house mailings

Information Technology

	2015 Budget	Detail Description
Postage & Freight- Special Services	154,500	120,000 Notice of Appraised Values Postage 7,500 BPP Penalty & Waiver 15,000 Renditions Postage 12,000 Homestead Applications Postage
Operating Supplies	35,336	25,000 Printing Supplies 10,336 Office & PC Supplies
Operating Supplies- Equipment	40,900	See Operating Supplies- Equipment Details
Operating Supplies- Software	15,000	See Operating Supplies-Software Details
Books/Publ/Subs/Data Bases	3,920	2,400 NCOA/CASS- VariVerge 100 SQL Server Magazine 250 Training Manuals 370 Lynda Tutorial Subscription 50 Property Tax Code 2013- 2 @ \$25 each 500 Various TrainSignal Publications 250 GIS databases, directories, and other subs
Total Supplies	364,266	
Dues & Memberships	90	TDLR Registration
Training & Education	8,310	810 TAAD Courses 7,500 Network Training
Internet Services	29,900	See telephone & communications details
Professional Services	77,000	68,000 Services provided by Subvenion 5,000 Miscellaneous Contract Services 4,000 Voice Work for Phone System
Rental Storage Space	12,000	Off-site storage for backups & perm records

Information Technology

	2015 Budget	Detail Description
Hardware/Equipment Maintenance	67,300	See hardware maintenance details
Software Maintenance	665,174	See software maintenance details
Aerial Photography	78,240	County-wide aerial photography
Total Services	938,014	
Capital Expenditures (\$1,000 or more)	391,000	See Hardware/Software Capital Expenditure details
Total Capital Equipment	391,000	
Total Operating Expenditures	\$ 2,820,401	

**FY 2015
Proposed Budget**

Operating Supplies- Equipment (Less than \$1,000)	2015 Budget
Hardware:	
Emergency Hard Drives (10 @ \$150 each)	1,500
Monitors (10 @ \$250 each)	2,500
Miscellaneous Parts & Supplies (Approx. \$1,200 per month)	14,400
Backup Tapes/other equipment	10,000
UPS Battery Replacements (20 @ \$500)	10,000
Microphone Replacement in Panel Rooms (For Panels II & III Remodel)	2,500
Total Operating Supplies- Equipment	\$ 40,900

Operating Supplies- Software (Less than \$1,000)	2015 Budget
Software:	
iPad Software/Applications	10,000
Miscellaneous Software Purchases	5,000
Total Operating Supplies- Software	\$ 15,000

Hardware Maintenance	2015 Budget
CISCO Maintenance Contract	20,000
APC Maintenance	4,200
Printer Maintenance (Approx \$450/mo)	5,400
Other Equipment & PC Maintenance	7,500
Pitney Bowes Inserter (\$1,330 per Qtr)	3,000
Dell Gold Support for Servers	20,000
Vmware Support/Maintenance	7,200
Total Hardware Maintenance	\$ 67,300

Software Maintenance	2015 Budget
PACS Co-Development Programming:	
PACS Appraisal Maintenance	165,285
Database Analyst Services	54,600.00
GIS Mapping Contract	75,000
GIS Viewer Maintenance	13,000.00
Pictometry Interface Maintenance	2,231
iPACS Maintenance- Server/Site Maint.	5,000
iPACS Maintenance- CAL Maintenance	24,000
Cloud Hosting Fee	16,000
GIS Analyst	2,750
PACS Co-Development Programming	200,000
Amazon Cloud Fees	5,000
Commvault	27,500
ESRI	37,500
SPSS	7,150
Amicus	2,000
Barracuda	5,000
McAfee	5,000
Acronis	1,500
Sage Fund Accounting Annual Maintenance	6,658
Phone System Software/Support Maintenance	10,000
Total Software Maintenance	\$ 665,174

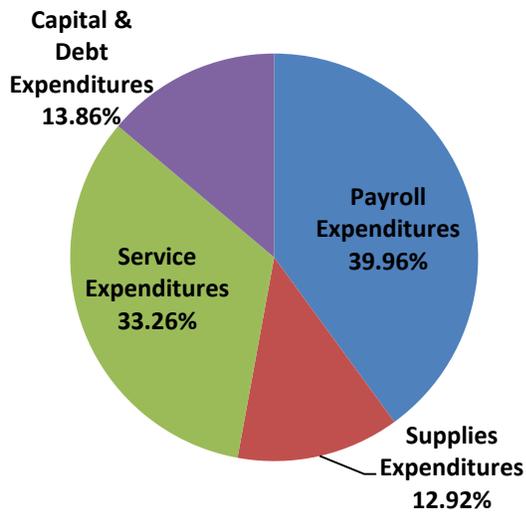
Telephone & Communication (Internet, Telephone & Data)	2015 Budget
Prismnet Co-Loc Servers	7,200
Prismnet FiberOptic ISP Services	21,600
Domain Registration	300
Domain Certificates	800
Total Internet & Data Services	\$ 29,900

Hardware/Software Capital Expenditures (\$1,000 or more)	2015 Budget
Hardware:	
Servers	35,000
Online Protest Expansion Storage	6,000
Phone System Upgrades	5,000
Cisco Switches & Routers	175,000
VM Host (total of 4)	70,000
Transfer to reserves- Computer Equipment Replacement	50,000
Transfer to reserves- Network Equipment Replacement	50,000
Total Hardware/Software Capital Expenditures	\$ 391,000

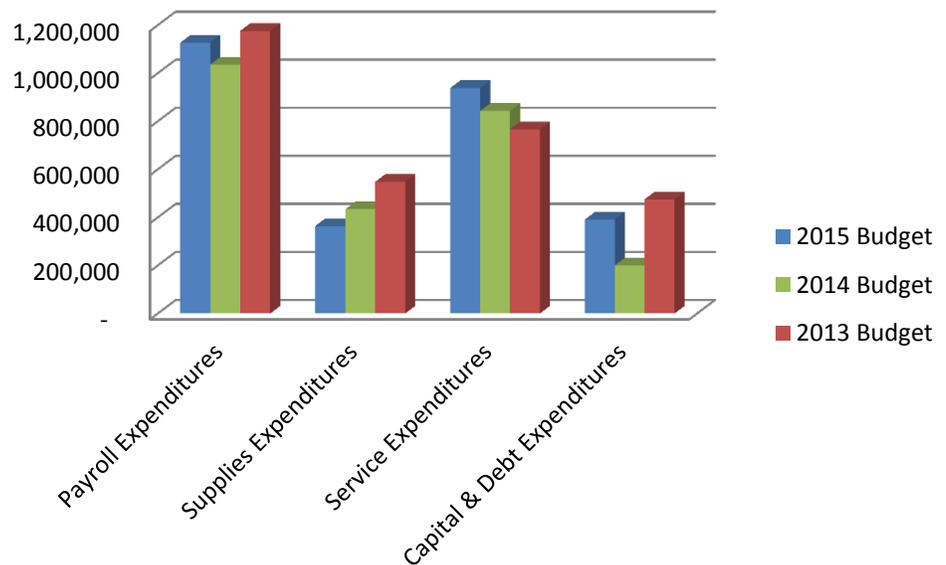
Information Technology Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	12	6	6	100.00%	7	
Payroll Expenditures	1,127,121	1,035,831	91,290	8.81%	1,176,132	1,096,063
Supplies Expenditures	364,266	433,455	-69,189	-15.96%	548,093	496,286
Service Expenditures	938,014	842,630	95,384	11.32%	766,469	601,418
Capital & Debt Expenditures	391,000	200,047	190,953	95.45%	475,289	273,440
Total Expenditures	\$ 2,820,413	\$ 2,511,969	\$ 308,444	12.28%	\$ 2,965,990	\$ 2,467,215

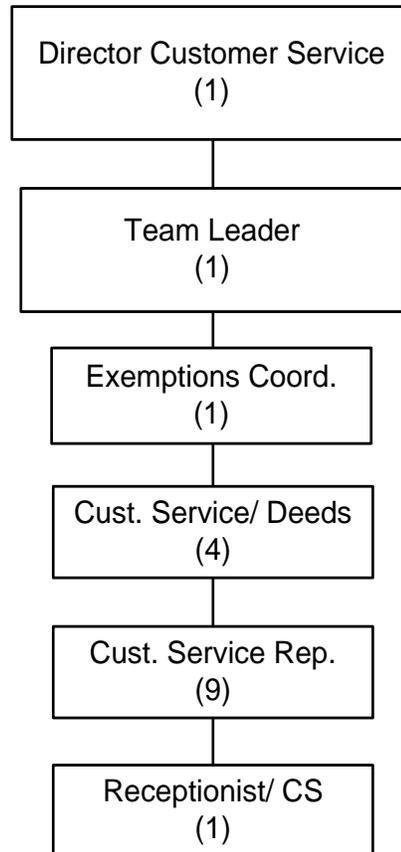
2015 IT Expenditures



IT Expenditures



Customer Service



Employee Position	Number of Positions	Position Grade	Hourly Range	Auto Allowance	Total Employee Benefit
Director Customer Service	1	15	\$36.64 - \$51.32	\$ -	\$28,796 - \$34,445
Customer Service Teamlead	1	8	\$25.57 - \$35.79	\$ -	\$24,534 - \$28,468
Exemptions Coordinator	1	3	\$15.34 - \$21.49	\$ -	\$20,597 - \$22,964
Customer Service/Deeds	4	3	\$15.34 - \$21.49	\$ -	\$20,597 - \$22,964
Customer Service Rep.	9	3	\$15.34 - \$21.49	\$ -	\$20,597 - \$22,964
Customer Service/Receptionist	1	2	\$13.84 - \$19.38	\$ -	\$20,020 - \$22,152

Customer Service Department

Mission Statement

The mission of the customer service department is to provide assistance to the public in a professional and courteous manner in addition to ensuring that exemptions are fairly and consistently granted.

Key Responsibilities

The customer service department is responsible for representing the District in frequent contact with the public. This department assists property owners, property tax professionals, attorneys and the general public with any request. The customer service department administers homestead, veterans, disability and over-65 exemptions, as well as answering general questions received primarily from walk-in and telephone inquiries. This department is responsible for ensuring that exemptions are fairly and consistently granted per the Texas Property Tax Code. This department administers homestead, veterans, over 65, and absolute exemptions.

Customer Service

	2015 Budget	Detail Description
Salaries	704,164	
Overtime	10,000	
Medicare Tax	10,171	District pays a matching 1.45% of gross wages
Retirement	126,267	18% Contribution rate (required contribution of 14.07% plus 3.93% add'l contribution)
Health Insurance	230,961	Employer paid health insurance at \$1,183.63 per employee per month
Dental Insurance	4,282	Employer paid dental insurance at \$20.99 per employee per month
Life Insurance	2,864	Employer paid life insurance at \$14.04 per employee per month
Disability Insurance	3,535	Employer paid long-term disability insurance at \$.504% of base salary
Long Term Care (LTC)	6,432	Employer paid long-term care coverage at \$31.53 per employee per month
Unemployment Insurance	3,923	Estimate of \$30,000 per year
Total Payroll Costs	1,102,601	
Printing	100	Business cards, name plates & ID badges
Operating Supplies	5,734	<div style="margin-left: 20px;">1,734 Office Supplie- \$8.50 per employee per month</div> <div style="margin-left: 20px;">4,000 Plotter Supplies- ink & paper</div>
Books/Publ/Subs/Data Bases	12,115	<div style="margin-left: 20px;">11,040 Accurint publication (8 users @ \$115/ea/mo)</div> <div style="margin-left: 20px;">750 Death Data File</div> <div style="margin-left: 20px;">325 2013 Texas Prop. Tax Codes</div>
Total Supplies	17,949	

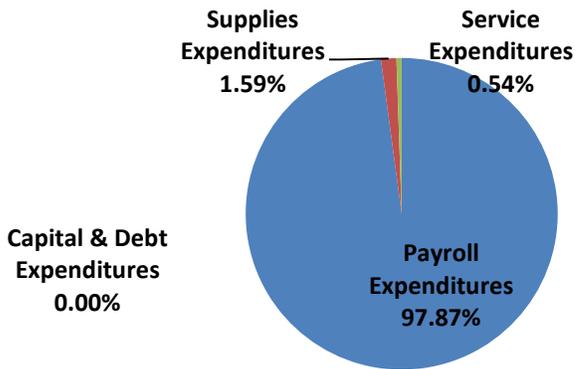
Customer Service

	2015 Budget	Detail Description
Dues & Memberships	45	TDLR Registration Appraisal Licenses
Training & Education	250	Miscellaneous Training
Repair & Maint. Contracts	1,800	KIPP 7100 Maintenance Agreement
Deed Copies	4,000	Deed Copies
Total Services	6,095	
Total Operating Expenditures	\$ 1,126,645	

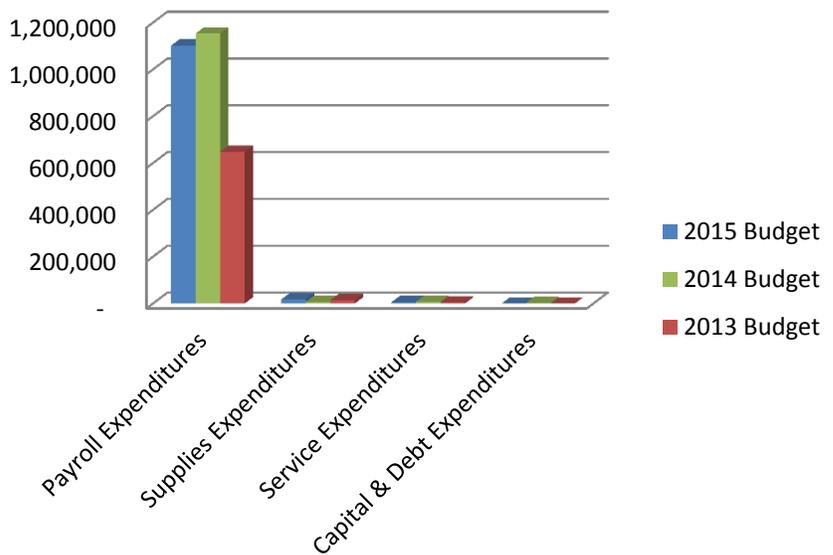
Customer Service Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	17	13	4	30.77%	13	
Payroll Expenditures	1,102,601	1,153,873	(51,272)	-4.44%	647,770	591,327
Supplies Expenditures	17,949	7,543	10,406	137.96%	14,531	2,697
Service Expenditures	6,095	7,755	(1,660)	-21.41%	4,955	180
Capital & Debt Expenditures	-	2,500	(2,500)	-100.00%	-	-
Total Expenditures	\$ 1,126,662	\$ 1,171,684	\$ (45,022)	-3.84%	\$ 667,269	\$ 594,204

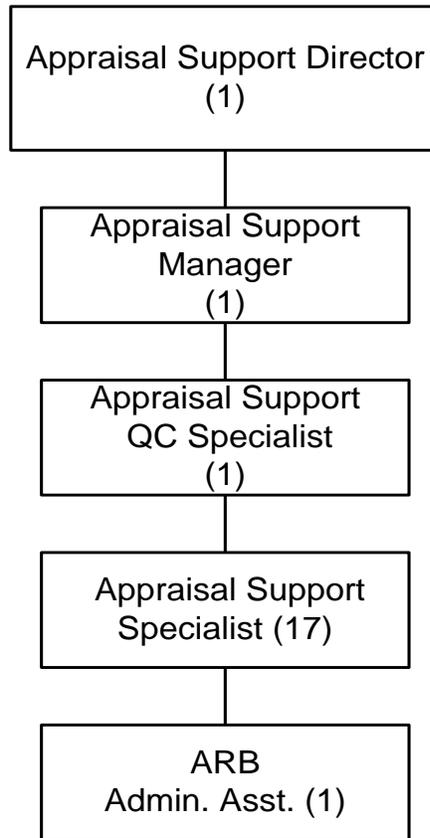
2015 Customer Service Expenditures



Customer Service Expenditures



Technical Support



Employee Position	Number of Positions	Position Grade	Hourly Range	Auto Allowance	Total Employee Benefit
Appraisal Support Director	1	15	\$36.64 - \$51.32	\$ -	\$28,796 - \$34,445
Appraisal Support Manager	1	8	\$25.57 - \$35.79	\$ -	\$24,534 - \$28,468
Appraisal Support QC Specialist	1	3	\$15.34 - \$21.49	\$ -	\$20,597 - \$22,964
ARB Administrative Assistant	1	4	\$17.89 - \$25.06	\$ -	\$21,578 - \$24,338
Appraisal Support Specialist	17	3	\$15.34 - \$21.49	\$ -	\$20,597 - \$22,964

Technical Support Department

Mission Statement

The Appraisal Support Division endeavors to ensure data gathered supporting appraised values are entered accurately into district records and facilitate communication with customers during the protest season.

Key Responsibilities

The Appraisal Support Division is responsible for entering data accurately, ensuring protests are entered timely, and verifying all required forms are executed appropriately, scheduling protest hearings and ensuring that customer receive prompt attention and accurate information.

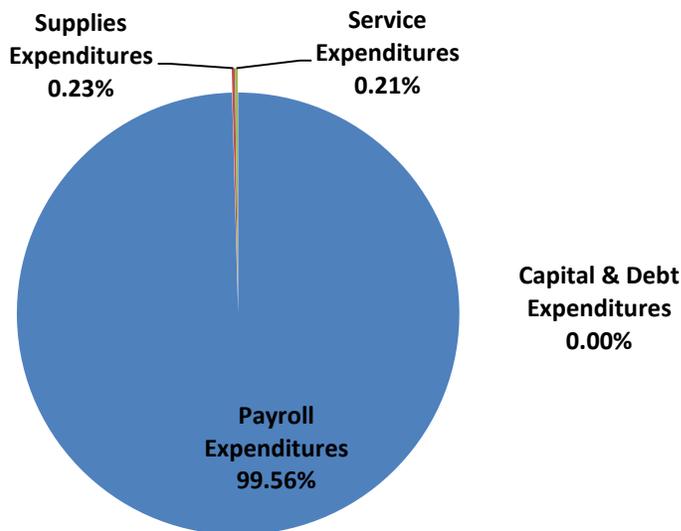
Technical Support

	2015 Budget	Detail Description
Salaries	834,112	
Overtime	25,000	
Temporary/Contract	27,000	
Medicare Tax	12,554	District pays a matching 1.45% of gross wages
Retirement	155,840	18% Contribution rate (required contribution of 14.07% plus 3.93% add'l contribution)
Health Insurance	285,305	Employer paid health insurance at \$1,183.63 per employee per month
Dental Insurance	5,289	Employer paid dental insurance at \$20.99 per employee per month
Life Insurance	3,538	Employer paid life insurance at \$14.04 per employee per month
Disability Insurance	4,364	Employer paid long-term disability insurance at \$.504% of base salary
Long Term Care (LTC)	7,946	Employer paid long-term care coverage at \$31.53 per employee per month
Unemployment Insurance	4,846	Estimate of \$30,000 per year
Total Payroll Costs	1,365,794	
Printing	100	Business cards, name plates & ID badges
Operating Supplies	3,024	Office Supplies- \$12.00 per employee per month
Total Supplies	3,124	
Dues & Memberships	90	TDLR (2 @ \$45 each)
Training	2,750	1,950 App. Support Manager TAAD Courses 800 App. Support Director Level IV Exam Fee & CEs
Total Services	2,840	
Total Operating Expenditures	\$1,371,758	

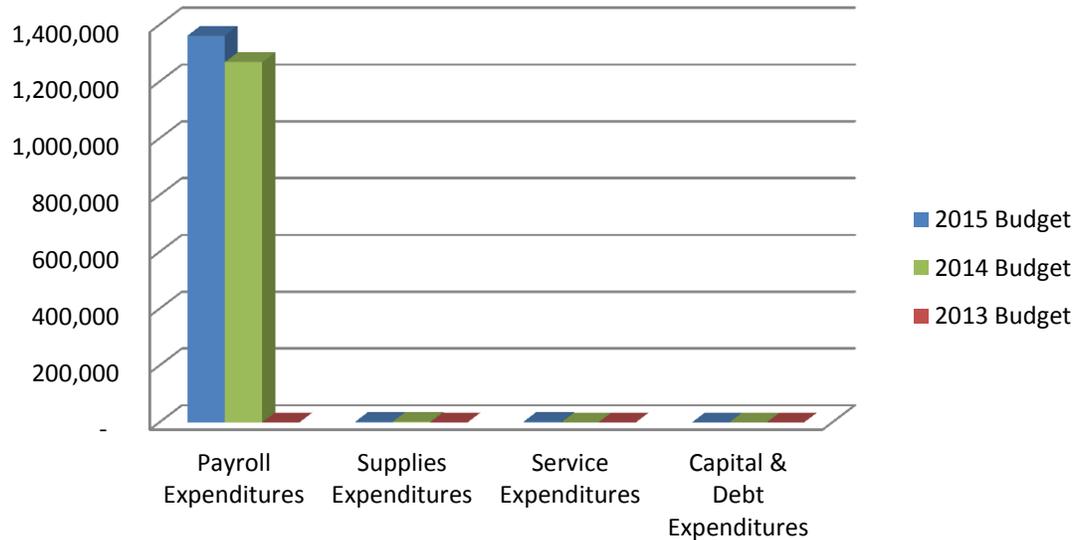
Technical Support Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	21	-	21	100.00%	-	-
Payroll Expenditures	1,361,794	-	1,361,794	100.00%	-	-
Supplies Expenditures	3,124	-	3,124	100.00%	-	-
Service Expenditures	2,840	-	2,840	100.00%	-	-
Capital & Debt Expenditures	-	-	-	100.00%	-	-
Total Expenditures	\$1,367,779	\$ -	\$1,367,779	100.00%	\$ -	\$ -

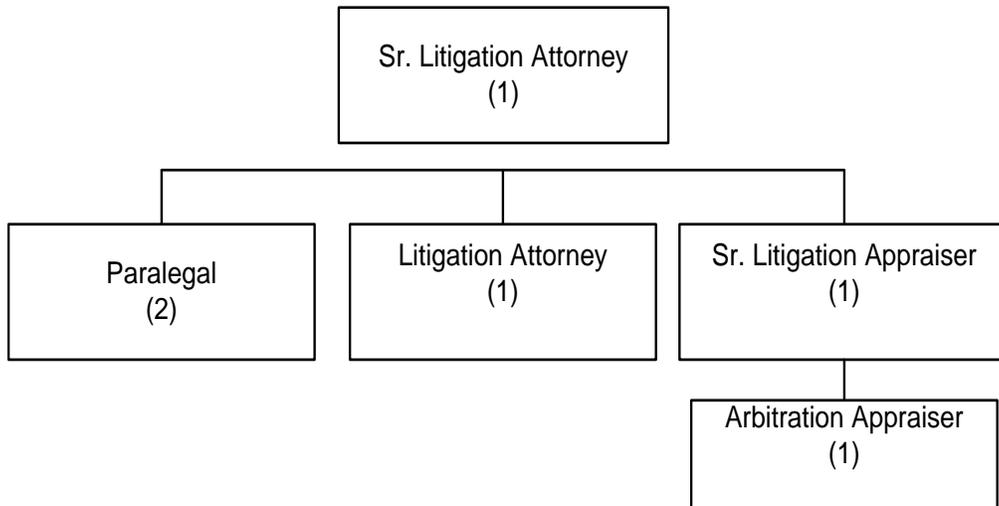
2015 Technical Support Expenditures



Technical Support Expenditures



Appeals



Employee Position	Number of Positions	Position Grade	Hourly Range	Auto Allowance	Total Employee Benefit
Sr. Litigation Attorney	1	Exempt	\$53.42	\$ 2,400	\$35,825
Sr. Litigation Appraiser	1	14	\$35.79 - \$50.11	\$ 4,800	\$28,468 - \$33,979
Litigation Attorney	1	13	\$34.08 - \$47.72	\$ 2,400	\$27,810 - \$33,059
Arbitration Appraiser	1	9	\$27.27 - \$38.20	\$ 3,900	\$25,189 - \$29,395
Paralegal	2	5	\$20.46 - \$28.65	\$ -	\$22,568 - \$25,720

Appeals Department

Mission Statement

In furtherance of the mission of the Travis Central Appraisal District, the Appeals division through its attorneys, paralegals and litigation appraisers, seek to provide legal analysis and property valuations for the District during informal and formal hearings, settlement conferences, mediations, arbitrations, SOAH hearings, and lawsuits filed in Travis County in accordance with the Texas Property Tax Code and appraisal practices and standards, and to carry out the duties in a professional, friendly, courteous and ethical manner.

Key Responsibilities

Key responsibilities of the legal staff include, but are not limited to: managing lawsuits, arbitrations, SOAH hearings, mediations and settlement conferences (internally and those of outside counsel); preparation and review of expert reports; filing and answering lawsuits; preparing and answering discovery, motions, and judgments; and providing legal advice on day-to-day issues arising out of issues involving the Texas Property Tax Code, exemption application, contracts, open meetings, and public information requests. Additional responsibilities include conducting staff training/CLE, legislative bill tracking and analysis, as well as notarizing and translating forms and documents. The litigation appraisers handle all the arbitrations and coordinate valuation efforts for use in SOAH hearings, mediations and settlement conferences involving real property.

Appeals

	2015 Budget	Detail Description																								
Salaries	507,057																									
Auto Allowances	13,500																									
Overtime	2,000																									
Medicare Tax	7,530	District pays a matching 1.45% of gross wages																								
Retirement	93,470	18% Contribution rate (required contribution of 14.07% plus 3.93% add'l contribution)																								
Health Insurance	81,516	Employer paid health insurance at \$1,183.63 per employee per month																								
Dental Insurance	1,511	Employer paid dental insurance at \$20.99 per employee per month																								
Life Insurance	1,011	Employer paid life insurance at \$14.04 per employee per month																								
Disability Insurance	2,617	Employer paid long-term disability insurance at \$.504% of base salary																								
Long Term Care (LTC)	2,270	Employer paid long-term care coverage at \$31.53 per employee per month																								
Unemployment Insurance	1,385	Estimate of \$30,000 per year																								
Total Payroll Costs	713,867																									
Printing	50	Business cards, Name Plates and ID Badges																								
Operating Supplies	1,440	\$20 per employee per month - office supplies																								
Books/Publ/Subs/Data Bases	5,735	<table style="width: 100%; border: none;"> <tr> <td style="width: 10%; text-align: right;">3,300</td> <td>West Payment Center Information Charges</td> </tr> <tr> <td style="text-align: right;">375</td> <td>Texas Cause of Action 2013</td> </tr> <tr> <td style="text-align: right;">300</td> <td>Texas Rules of Civil Trials</td> </tr> <tr> <td style="text-align: right;">100</td> <td>Texas Pretrial Deadline Calculator</td> </tr> <tr> <td style="text-align: right;">125</td> <td>Texas Civil Forms</td> </tr> <tr> <td style="text-align: right;">200</td> <td>Texas Rules of Evidence Handbook</td> </tr> <tr> <td style="text-align: right;">425</td> <td>Texas Practice Handbook on Discovery</td> </tr> <tr> <td style="text-align: right;">500</td> <td>Other Miscellaneous Publications</td> </tr> <tr> <td style="text-align: right;">100</td> <td>Texas Property Tax Code- 4 copies</td> </tr> <tr> <td style="text-align: right;">55</td> <td>Property Assessment Valuation</td> </tr> <tr> <td style="text-align: right;">140</td> <td>Uniform System of Citation</td> </tr> <tr> <td style="text-align: right;">115</td> <td>Texas Practice V21</td> </tr> </table>	3,300	West Payment Center Information Charges	375	Texas Cause of Action 2013	300	Texas Rules of Civil Trials	100	Texas Pretrial Deadline Calculator	125	Texas Civil Forms	200	Texas Rules of Evidence Handbook	425	Texas Practice Handbook on Discovery	500	Other Miscellaneous Publications	100	Texas Property Tax Code- 4 copies	55	Property Assessment Valuation	140	Uniform System of Citation	115	Texas Practice V21
3,300	West Payment Center Information Charges																									
375	Texas Cause of Action 2013																									
300	Texas Rules of Civil Trials																									
100	Texas Pretrial Deadline Calculator																									
125	Texas Civil Forms																									
200	Texas Rules of Evidence Handbook																									
425	Texas Practice Handbook on Discovery																									
500	Other Miscellaneous Publications																									
100	Texas Property Tax Code- 4 copies																									
55	Property Assessment Valuation																									
140	Uniform System of Citation																									
115	Texas Practice V21																									
Total Supplies	7,225																									

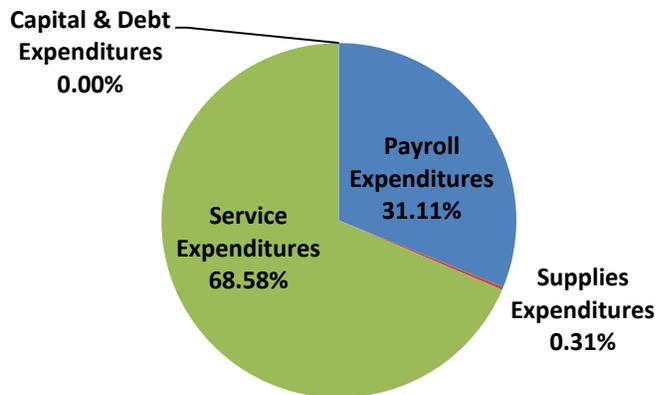
Appeals

	2015 Budget	Detail Description
Dues & Memberships	3,030	1,270 Appraisal Institute 90 TDLR License Renewal 320 Paralegal Division Annual Membership 750 State Bar Dues 600 TX Brokers License Renewal
Travel/Meals/Lodging	1,500	For use in conjunction with appraisal courses & meetings
Training & Education	2,000	
Advertising & Legal Notices	2,500	Online E-filing Charges
Attorney & Court Costs	1,285,000	1,120,000 Outside Legal Council 5,000 Mediation Fees 10,000 Other Legal Costs 150,000 Legal Settlements
SOAH	1,500	Estimated 1 per year at \$1500 each
Arbitration Refunds	28,125	Estimated 125 per year at \$225 each
Expert Witness Costs	250,000	Expert Witness Costs
Total Services	1,573,655	
Total Operating Expenditures	\$ 2,294,747	

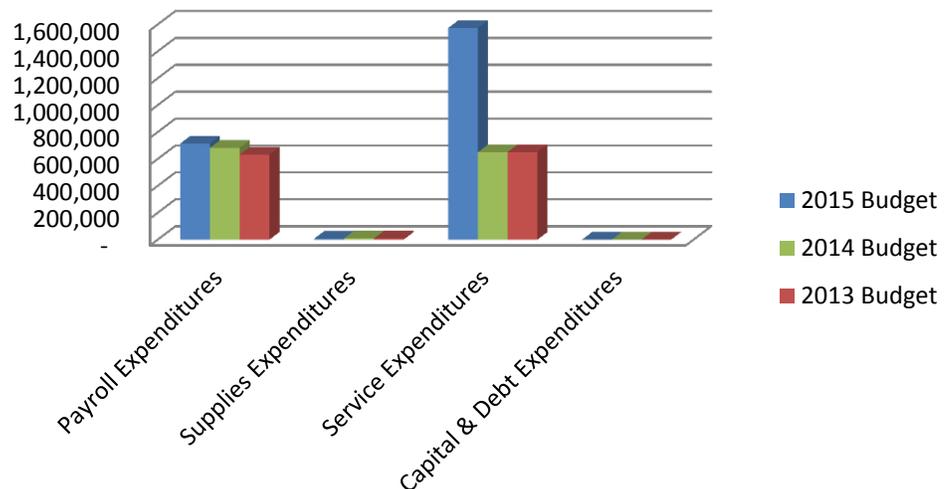
Appeals Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	6	6	-	0.00%	6	
Payroll Expenditures	713,867	681,979	31,888	4.68%	632,117	629,790
Supplies Expenditures	7,225	8,755	(1,530)	-17.48%	7,499	6,736
Service Expenditures	1,573,655	650,155	923,500	142.04%	651,615	74,991
Capital & Debt Expenditures	-	-	-	0.00%	-	-
Total Expenditures	\$2,294,753	\$1,340,895	\$ 953,858	71.14%	1,291,237	\$ 711,517

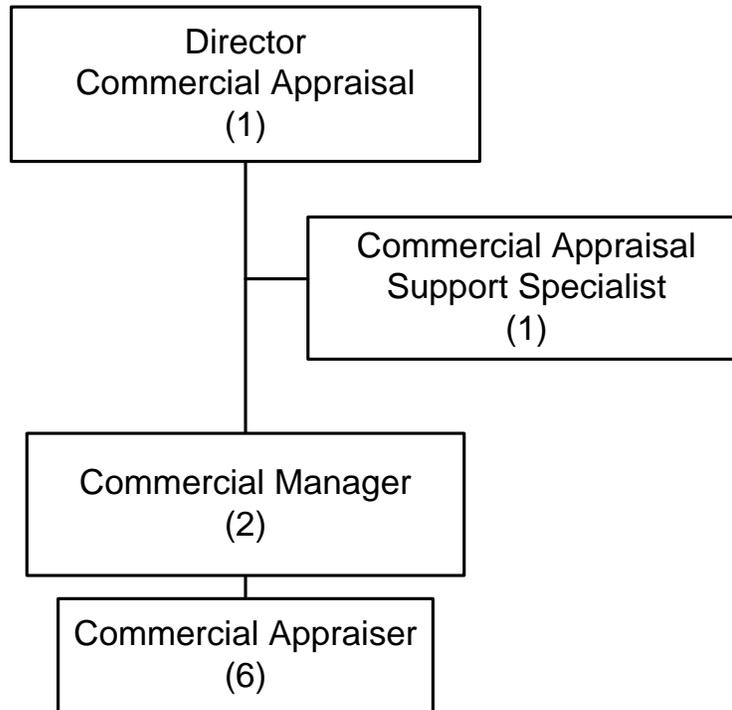
2015 Appeals Expenditures



Appeals Expenditures



Commercial Appraisal



Employee Position	Number of Positions	Position Grade	Hourly Range	Auto Allowance	Total Employee Benefit
Director Commercial Appraisal	1	15	\$36.64 - \$51.32	\$ 4,800	\$28,796 - \$34,445
Commercial Manager	2	10	\$28.97 - \$40.56	\$ 6,600	\$25,843 - \$30,304
Commercial Appraisal Support	1	6	\$21.83 - \$30.55	\$ -	\$23,095 - \$26,451
Commercial Appraiser	6	6	\$21.83 - \$30.55	\$ 6,600	\$23,095 - \$26,451

Commercial Appraisal Department

Mission Statement

The mission of the Commercial Appraisal department of the Travis Central Appraisal District is to provide accurate appraisals of all commercial properties in Travis County at one hundred percent of market value, equally and uniformly, in a professional and ethical manner, according to the Texas Property Tax Code, USPAP, and generally adhered to IAAO standards but for jurisdictional exceptions.

Key Responsibilities

The Commercial Appraisal department is responsible for appraising all commercial properties within Travis County, including all multi-family properties of five units and larger, retail, office, industrial and lodging properties. This department must gather data pertaining to quality, classification and value of complex commercial properties. They are responsible for scheduling that allows for the systematic processing of commercial protests in a timely manner that will allow the District to certify timely as well as perform appraisals, data collection, sales analysis and estimates for construction costs for various types of commercial properties.

Commercial Appraisal

	2015 Budget	Detail Description
Salaries	648,089	
Auto Allowances	57,600	
Medicare Tax	10,214	District pays a matching 1.45% of gross wages
Retirement	126,795	18% Contribution rate (required contribution of 14.07% plus 3.93% add'l contribution)
Health Insurance	135,860	Employer paid health insurance at \$1,183.63 per employee per month
Dental Insurance	2,519	Employer paid dental insurance at \$20.99 per employee per month
Life Insurance	1,685	Employer paid life insurance at \$14.04 per employee per month
Disability Insurance	3,550	Employer paid long-term disability insurance at \$.504% of base salary
Long Term Care (LTC)	3,784	Employer paid long-term care coverage at \$31.53 per employee per month
Unemployment Insurance	2,308	Estimate of \$30,000 per year
Total Payroll Costs	992,404	
Printing	150	Business cards, name plates & ID badges
Operating Supplies	600	\$5 per employee per month
Books/Publ/Subs/Data Bases	47,040	<ul style="list-style-type: none"> 500 Austin Area Apartment Survey 500 Austin Office Market Survey 500 Austin Area Multi-tenant Retail Survey 325 Texas Property Tax Codes 2013 30,500 CoStar 2,500 Austin Investors Interest 130 Austin Business Journal 1,500 Other miscellaneous subscriptions 650 Valuation Services Book 350 Annual Trends PKF Consulting 6,400 Reis Services Subscription 1,230 M&S Commercial Cost Estimator 7 (1 seat) 840 Loopnet Commercial Sales Subscription 200 Robert G. Watts- Realtyrates.com 495 Hotel Horizons 420 Real Estate Research Corp.
Total Supplies	47,790	

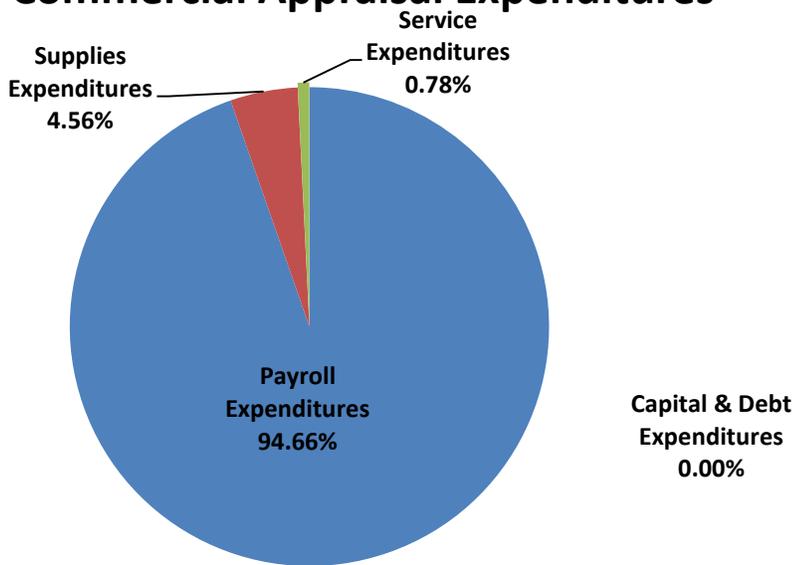
Commercial Appraisal

	2015 Budget	Detail Description
Dues & Memberships	655	<p style="margin-left: 20px;">450 TDLR Registration Appraisal Licenses @ \$55 each</p> <p style="margin-left: 20px;">205 IREM Membership for C. Brown</p>
Training & Education	7,500	<p style="margin-left: 20px;">6,500 TAAD Courses</p> <p style="margin-left: 20px;">1,000 Miscellaneous Seminars</p>
Total Services	8,155	
Total Operating Expenditures	\$ 1,048,349	

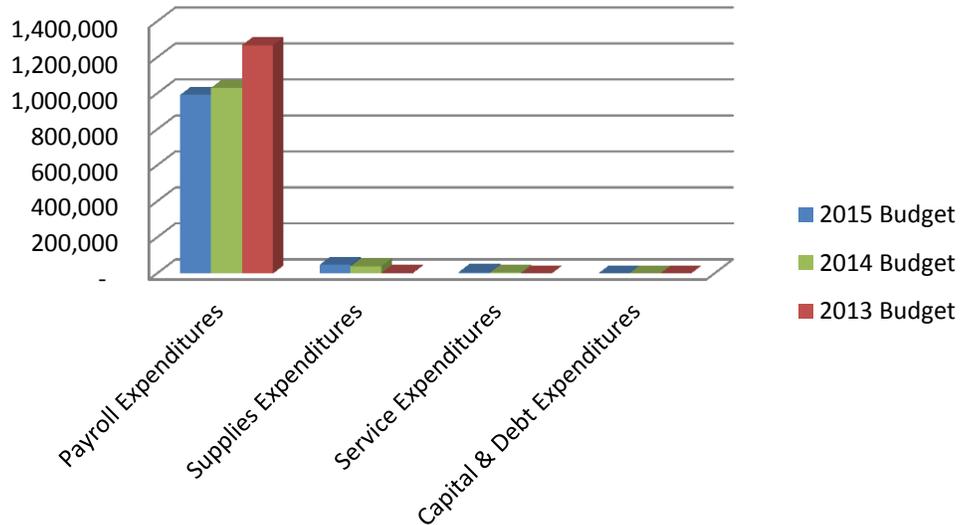
Commercial Appraisal Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	10	13	-3	-23.08%	13	
Payroll Expenditures	992,404	1,031,541	(39,137)	-3.79%	1,023,324	1,006,287
Supplies Expenditures	47,790	40,577	7,213	17.78%	38,695	40,082
Service Expenditures	8,155	4,755	3,400	71.50%	9,760	7,738
Capital & Debt Expenditures	-	-	-	0.00%	-	-
Total Expenditures	\$ 1,048,359	\$ 1,076,886	\$ (28,527)	-2.65%	\$ 1,071,792	\$ 1,054,107

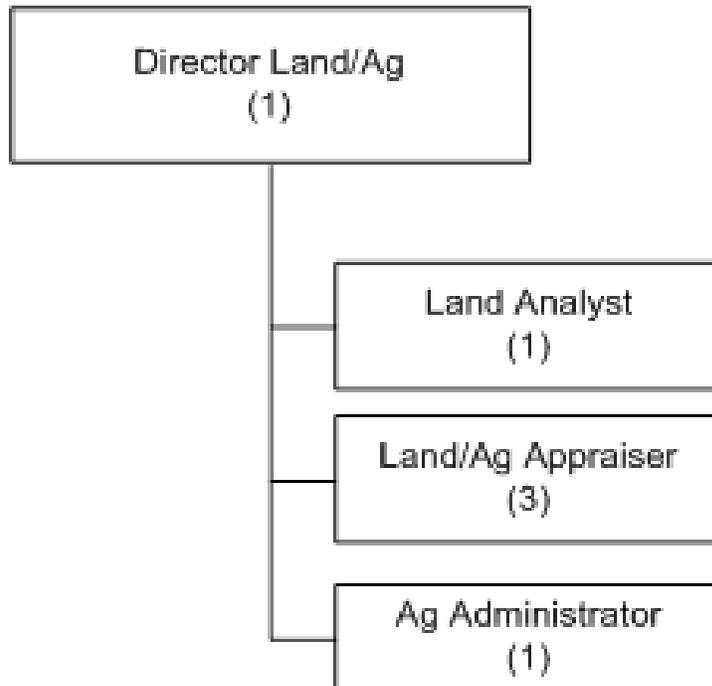
2015 Commercial Appraisal Expenditures



Commercial Appraisal Expenditures



Land/Ag Appraisal



Employee Position	Number of Positions	Position Grade	Hourly Range	Auto Allowance	Total Employee Benefit
Director Land	1	15	\$36.64 - \$51.32	\$ 4,800	\$28,796 - \$34,445
Land Analyst	1	8	\$25.57 - \$35.79	\$ 6,600	\$24,534 - \$28,468
Land Appraiser	3	5	\$20.46 - \$28.65	\$ 6,600	\$22,568 - \$25,720
Ag Administrator	1	3	\$15.34 - \$21.49	\$ -	\$20,597 - \$22,964

Land/Ag Appraisal Department

Mission Statement

The mission of the Land/Ag appraisal department of the Travis Central Appraisal District is to provide market value appraisals of all taxable land parcels and to determine if the property is qualified for open space valuation in Travis County in a fair, equitable and cost effective manner, and to provide services and assistance to the public and taxing jurisdictions.

Key Responsibilities

The Land/Ag appraisal department is responsible for the fair and equitable appraisal of all land in Travis County. This department is in charge of valuing all land, builder's inventory and placing productivity (usually called Ag) values on properties. The Land/Ag appraisal department coordinates with other appraisal departments to manage complex valuation and review of the land appraisal roll for ad valorem taxation in compliance with generally accepted appraisal methodology.

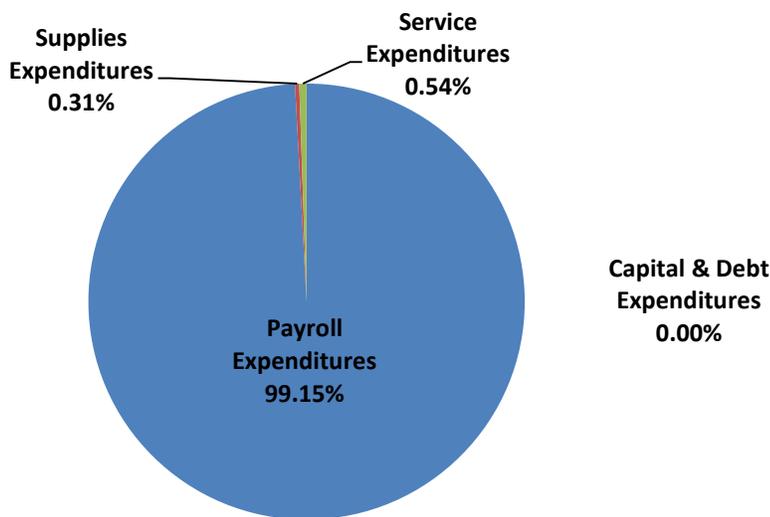
Land/Ag Appraisal

	2015 Budget	Detail Description
Salaries	346,908	
Auto Allowances	31,200	
Medicare Tax	5,464	District pays a matching 1.45% of gross wages
Retirement	67,831	18% Contribution rate (required contribution of 14.07% plus 3.93% add'l contribution)
Health Insurance	81,516	Employer paid health insurance at \$1,183.63 per employee per month
Dental Insurance	1,511	Employer paid dental insurance at \$20.99 per employee per month
Life Insurance	1,011	Employer paid life insurance at \$14.04 per employee per month
Disability Insurance	1,899	Employer paid long-term disability insurance at \$.504% of base salary
Long Term Care (LTC)	2,270	Employer paid long-term care coverage at \$31.53 per employee per month
Unemployment Insurance	1,385	Estimate of \$30,000 per year
Total Payroll Costs	540,995	
Printing	100	Business Cards, name plates & ID badges
Operating Supplies	900	Office Supplies- \$12.50 per Employee per month
Books / Publ / Subs	700	<div style="display: flex; justify-content: space-between;"> <div style="width: 100px;"> 200 500 </div> <div> Texas Property Tax Codes 2013 Loopnet Sales Subscription </div> </div>
Total Supplies	1,700	
Dues & Memberships	225	TDLR Registration Appraisal Licenses @ \$45 each
Training & Education	2,700	<div style="display: flex; justify-content: space-between;"> <div style="width: 100px;"> 2,500 200 </div> <div> TAAD Courses Property Tax Institute </div> </div>
Total Services	2,925	
Total Operating Expenditures	\$545,620	

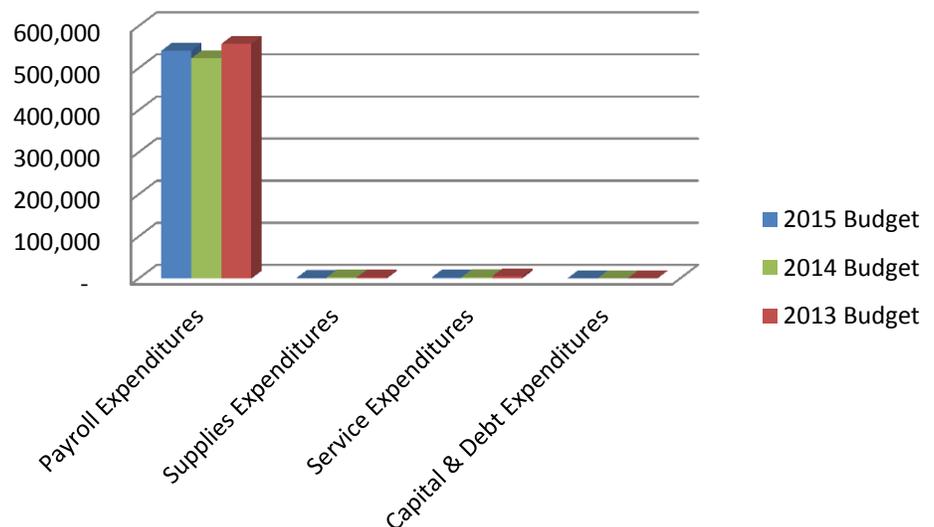
Land/Ag Appraisal Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	7	7		0.00%	7	
Payroll Expenditures	540,995	523,041	17,954	3.43%	557,645	530,435
Supplies Expenditures	1,700	2,729	(1,029)	-37.71%	2,581	1,466
Service Expenditures	2,925	3,885	(960)	-24.71%	5,105	2,975
Capital & Debt Expenditures	-	-	-	0.00%	-	-
Total Expenditures	\$ 545,627	\$ 529,662	\$ 15,965	3.01%	\$ 565,339	\$ 534,875

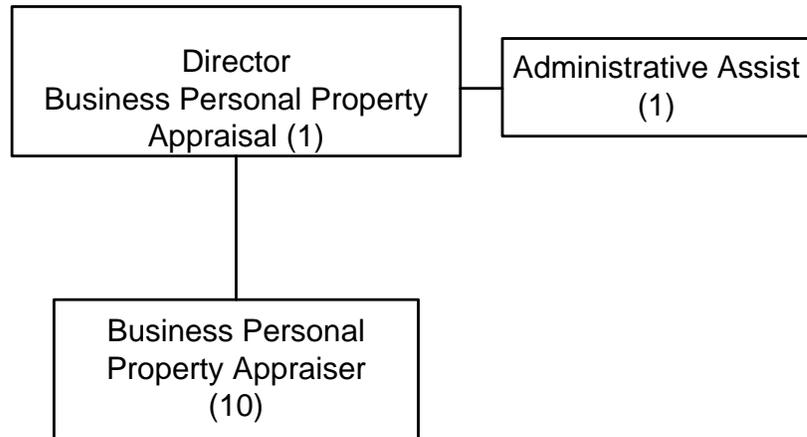
2015 Land/Ag Appraisal Expenditures



Land/Ag Appraisal Expenditures



Personal Property Appraisal



Employee Position	Number of Positions	Position Grade	Hourly Range	Auto Allowance	Total Employee Benefit
Director Personal Property	1	15	\$36.64 - \$51.32	\$ 6,600	\$28,796 - \$34,445
Personal Property Appraiser	1	8	\$25.57 - \$35.79	\$ -	\$24,534 - \$28,468
Personal Property Appraiser	9	5	\$20.46 - \$28.65	\$ 6,600	\$22,568 - \$25,720
Administrative Asst.	1	3	\$15.34 - \$21.49	\$ -	\$20,597 - \$22,964

Personal Property Appraisal

	2015 Budget	Detail Description
Salaries	655,159	
Auto Allowances	66,000	
Overtime	2,500	
Medicare Tax	10,457	District pays a matching 1.45% of gross wages
Retirement	129,809	18% Contribution rate (required contribution of 14.07% plus 3.93% add'l contribution)
Health Insurance	163,032	Employer paid health insurance at \$1,183.63 per employee per month
Dental Insurance	3,022	Employer paid dental insurance at \$20.99 per employee per month
Life Insurance	2,022	Employer paid life insurance at \$14.04 per employee per month
Disability Insurance	3,635	Employer paid long-term disability insurance at \$.504% of base salary
Long Term Care (LTC)	4,540	Employer paid long-term care coverage at \$31.53 per employee per month
Unemployment Insurance	2,769	Estimate of \$30,000 per year
Total Payroll Costs	1,042,944	
Printing	200	Business cards, name plates & ID badges
Operating Supplies	792	Office Supplies- \$5.50 per employee per month

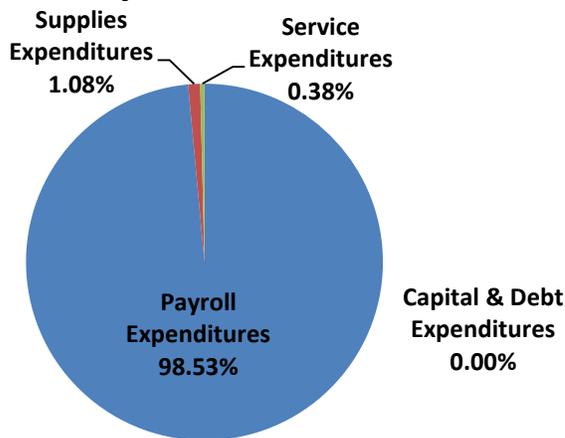
Personal Property Appraisal

	2015 Budget	Detail Description
Books / Publ / Subs / Data Bases	10,492	<ul style="list-style-type: none"> 150 Aircraft Bluebook 500 NADA Guides 375 BUC Used Boat Guide 445 Orion Blue Book Publications 190 Truck blue books & other publications 1,100 Guide for Construction Equipment 12 American Hospital Association 150 City of Austin Electric Utility Meter Database 60 Texas Parks and Wildlife 100 Austin Business Journal 105 Used Car Guide 25 Van/Conv/Limousine 425 2013 Texas Property Tax Codes 6,200 Tax Guide- Infonation, Inc. 55 Property Assessment Valuation 600 Vehicle Inquiries
Total Supplies	11,484	
Dues & Memberships	540	TDLR Registration Appraisal Licenses @ \$45 each
Training & Education	3,500	TAAD Courses
Total Services	4,040	
Total Operating Expenditures	\$ 1,058,468	

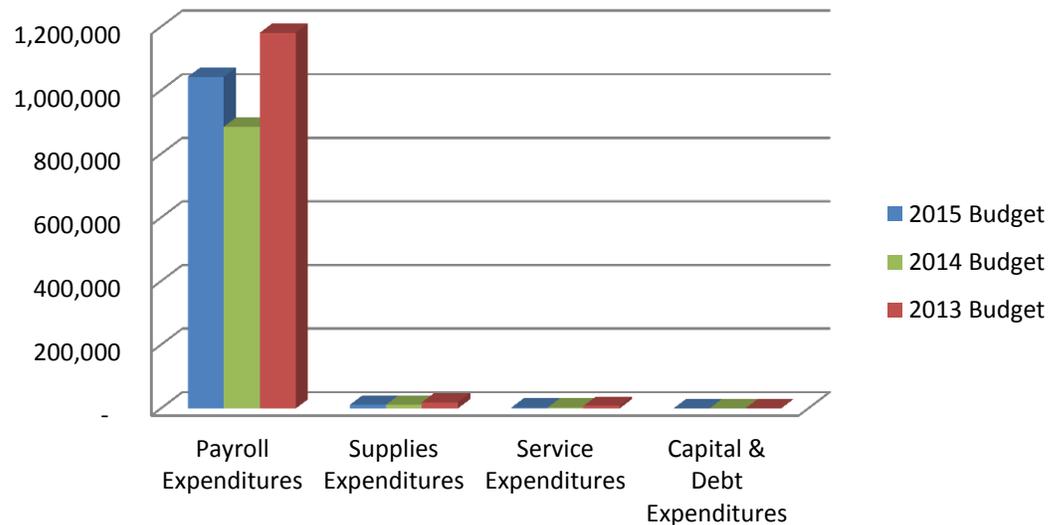
Personal Property Appraisal Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	12	17	-5	-29.41%	17	
Payroll Expenditures	1,042,944	885,935	157,009	17.72%	1,181,357	1,171,888
Supplies Expenditures	11,484	11,357	127	1.12%	19,522	10,011
Service Expenditures	4,040	3,505	535	15.26%	8,250	4,127
Capital & Debt Expenditures	-	-	-	0.00%	-	-
Total Expenditures	\$ 1,058,480	\$ 900,814	\$ 157,666	17.50%	\$ 1,209,146	\$ 1,186,026

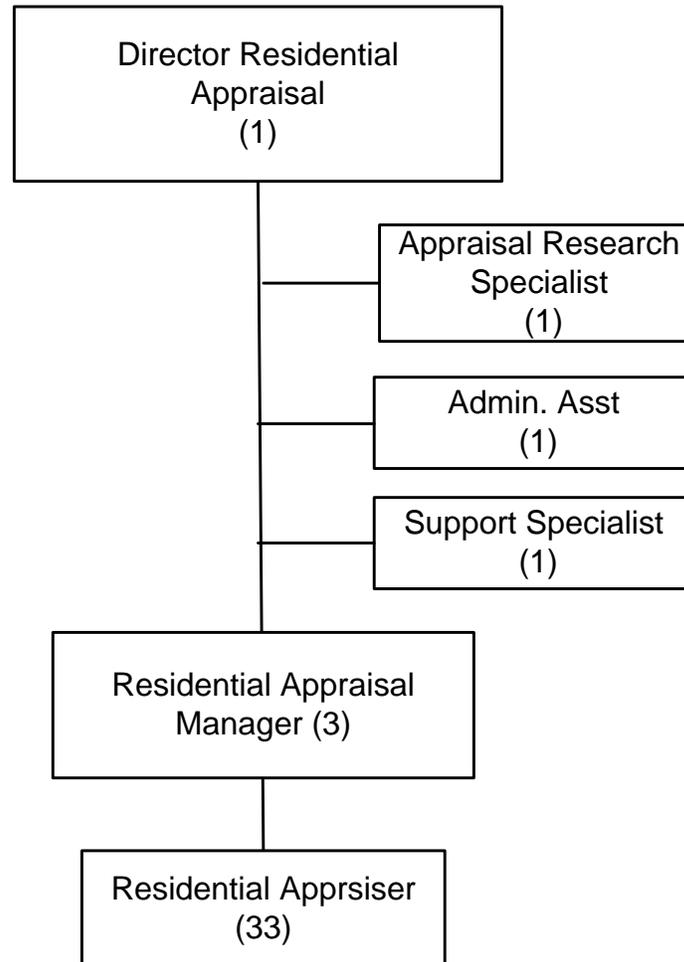
2015 Personal Property Appraisal Expenditures



Personal Property Expenditures



Residential Appraisal



Employee Position	Number of Positions	Position Grade	Hourly Range	Auto Allowance	Total Employee Benefit
Director Residential Appraisal	1	15	\$36.64 - \$51.32	\$ 4,800	\$28,796 - \$34,445
Residential Manager	3	10	\$28.97 - \$40.56	\$ 6,600	\$25,843 - \$30,304
Appraisal Research Specialist	1	9	\$27.27 - \$38.20	\$ -	\$25,189 - \$29,395
Residential Appraiser	33	5	\$20.46 - \$28.65	\$ 6,600	\$22,568 - \$25,720
Administrative Asst.	1	3	\$15.34 - \$21.49	\$ -	\$20,597 - \$22,964
Support Specialist	1	5	\$20.46 - \$28.65	\$ -	\$22,568 - \$25,720

Residential Appraisal Department

Mission Statement

The mission of the Residential Appraisal department of the Travis Central Appraisal District is to incorporate best practices to provide accurate appraisals of all residential properties in Travis County at market value, equally and uniformly in a professional and ethical manner within the framework of the Texas Property Tax Code and USPAP, subject to jurisdictional exceptions, and within the guidelines and standards of IAAO.

Key Responsibilities

The Residential Appraisal department is responsible for the fair and equitable appraisal of all residential property in Travis County, including houses, mobile homes, duplexes, triplexes, fourplexes and residential condominiums. This department is responsible for applying the generally accepted appraisal methods to estimate the value of all residential property in Travis County and producing an accurate residential appraisal roll. This department is also responsible for the scheduling that allows for the systematic processing of residential protests in a timely manner that will allow the District to certify timely.

Residential Appraisal

	2015 Budget	Detail Description
Salaries	2,068,501	
Auto Allowances	242,400	
Overtime	5,000	
Medicare Tax	33,508	District pays a matching 1.45% of gross wages
Retirement	415,962	18% Contribution rate (required contribution of 14.07% plus 3.93% add'l contribution)
Health Insurance	543,439	Employer paid health insurance at \$1,183.63 per employee per month
Dental Insurance	10,075	Employer paid dental insurance at \$20.99 per employee per month
Life Insurance	6,738	Employer paid life insurance at \$14.04 per employee per month
Disability Insurance	11,647	Employer paid long-term disability insurance at \$.504% of base salary
Long Term Care (LTC)	15,134	Employer paid long-term care coverage at \$31.53 per employee per month
Unemployment Insurance	9,231	Estimate of \$30,000 per year
Total Payroll Costs	3,361,635	
Printing	650	<div style="display: flex; justify-content: space-between;"> <div style="width: 10%; text-align: right;">250</div> <div style="width: 80%;">Business cards, name plates & ID badges</div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 10%; text-align: right;">400</div> <div style="width: 80%;">Residential Forms</div> </div>
Operating Supplies	4,200	Approximately \$10 per employee per month
Books/Publ/Subs/Data Bases	3,865	<div style="display: flex; justify-content: space-between;"> <div style="width: 10%; text-align: right;">115</div> <div style="width: 80%;">Austin Business Journal Subscription</div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 10%; text-align: right;">500</div> <div style="width: 80%;">Miscellaneous Publications</div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 10%; text-align: right;">1,500</div> <div style="width: 80%;">Manufactured Housing Guide</div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 10%; text-align: right;">1,100</div> <div style="width: 80%;">2013 Texas Property Tax Code</div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 10%; text-align: right;">400</div> <div style="width: 80%;">Residential Cost Handbook</div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 10%; text-align: right;">250</div> <div style="width: 80%;">Property Assessment Valuation</div> </div>
Total Supplies	8,715	

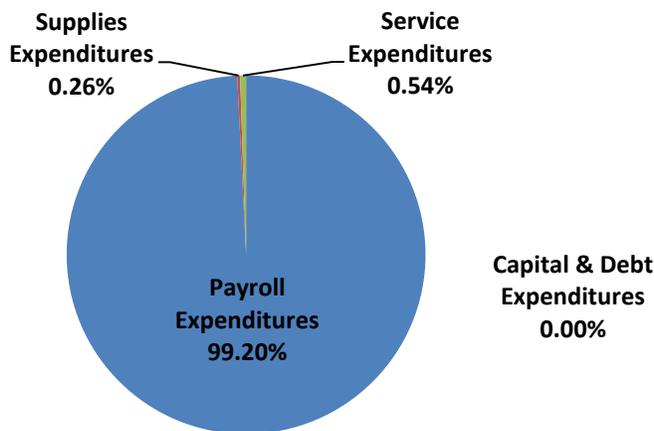
Residential Appraisal

	2015 Budget	Detail Description
Dues & Memberships	1,440	TDLR Registration Appraisal Licenses @ \$45 each
Training & Education	16,800	TAAD Courses
Total Services	18,240	
Total Operating Expenditures	\$ 3,388,590	

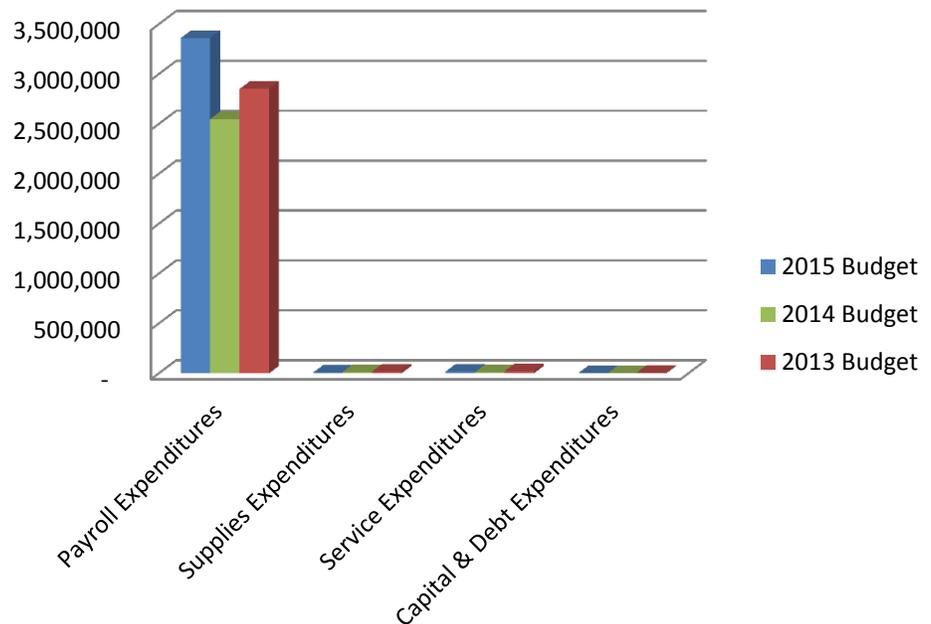
Residential Appraisal Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	40	44	-4	-9.09%	42	
Payroll Expenditures	3,361,635	2,550,108	811,527	31.82%	2,851,407	2,871,582
Supplies Expenditures	8,715	14,953	(6,238)	-41.72%	17,918	6,454
Service Expenditures	18,240	14,245	3,995	28.04%	21,045	20,123
Capital & Debt Expenditures	-	-	-	0.00%	7,160	-
Total Expenditures	\$ 3,388,630	\$ 2,579,350	\$ 809,280	31.38%	\$ 2,897,571	\$ 2,898,159

2015 Residential Appraisal Expenditures



Residential Appraisal Expenditures



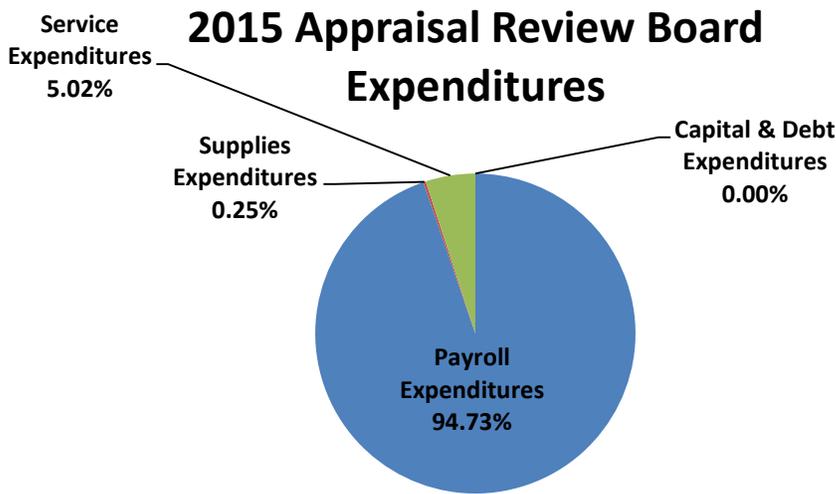
Appraisal Review Board (ARB)

Appraisal Review Board

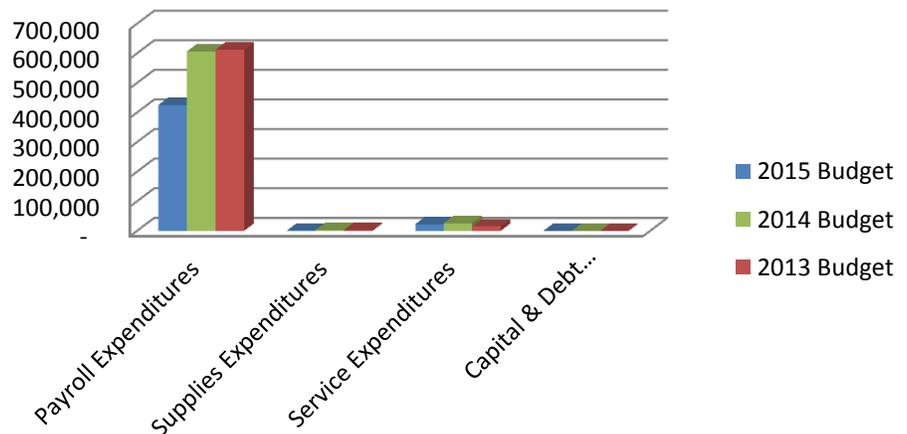
	2015 Budget	Detail Description
Personnel	425,778	400,660 Hearing Costs (Average of 537 hours per member) 10,983 Committee Work (Total of 500 hours) 1,755 Pay during Comptroller training 6,400 Pay during In-House training 5,980 Pay during Property Tax Institute
Printing	100	Business cards, name plates & ID badges
Operating Supplies	1,020	Office Supplies- \$85 per month
Training/Education	11,275	1,755 Comptroller Training 2,500 In House Training 7,020 Property Tax Institute
Employee/Member Appreciation	300	6th Year Member Appreciation Gift
Attorney/Legal Costs	11,000	Outside attorneys' fees, court costs, arbitrations & legal settlements
Total ARB Budget	449,473	

Appraisal Review Board Budget Comparison

	2015 Budget	2014 Budget	\$ Inc (Dec)	% Inc (Dec)	2013 Budget	2013 Actual
# of Personnel	36	36	-	0.00%	36	
Payroll Expenditures	425,778	606,670	(180,893)	-29.82%	612,216	485,359
Supplies Expenditures	1,120	2,183	(1,063)	-48.69%	3,000	789
Service Expenditures	22,575	26,185	(3,610)	-13.79%	14,430	14,072
Capital & Debt Expenditures	-	-	-	0.00%	-	-
Total Expenditures	\$ 449,473	\$ 635,038	\$ (185,566)	-29.22%	\$ 629,646	\$ 500,221



Appraisal Review Board Expenditures



STATISTICAL INFORMATION

A photograph of a stone sign for Travis Central Appraisal District. The sign is made of light-colored stone blocks and features the text "TRAVIS CENTRAL APPRAISAL DISTRICT" in large, bold, black letters. In front of the sign is a planter box filled with numerous bright yellow flowers. The sign is set on a grassy area with a paved road and a utility pole visible in the background.

**TRAVIS CENTRAL
APPRAISAL DISTRICT**

Demographic & Economic Statistics

FY 2004-2013

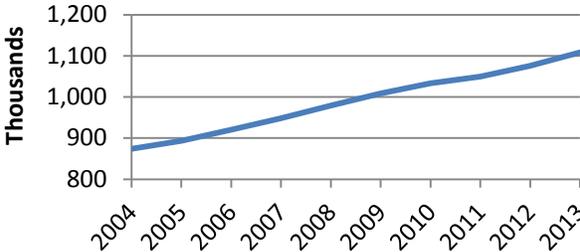
Fiscal Year	Population Estimates	Personal Income in Thousands	Per Capita Income	Single Family Home Sales in Austin	Average Home Price in Austin	Unemployment Rate
2004	874,065	\$ 31,902,096	\$ 36,499	\$ 21,935	\$ 199,788	4.9%
2005	893,295	34,530,234	38,655	26,010	206,290	4.5%
2006	920,544	37,985,310	41,264	29,806	226,614	3.9%
2007	948,160	39,250,649	41,397	29,263	243,112	3.8%
2008	978,976	42,894,280	43,815	23,973	245,068	4.6%
2009	1,008,345	41,324,095	40,982	19,511	237,314	7.0%
2010	1,033,553	43,286,456	42,261	20,837	244,131	6.6%
2011	1,049,873	48,041,333	45,759	20,644	252,575	7.3%
2012	1,076,119	50,733,585	47,145	24,295	260,583	5.3%
2013	1,108,403	INA	INA	29,788	283,473	5.3%

Sources:

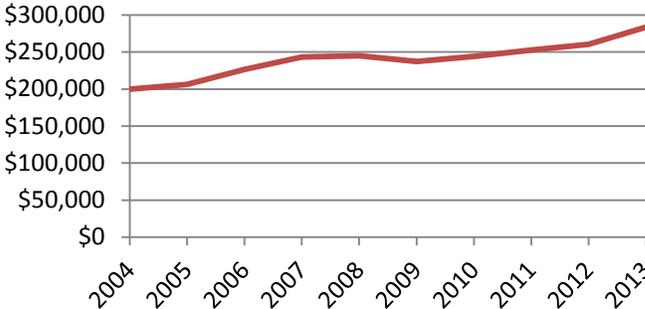
- ¹ City of Austin Demographer
- ² Bureau of Economic Analysis, Department of Commerce
- ³ Texas A&M University, Real Estate Research Center
- ⁴ Texas Workforce Commission

INA= Information not available

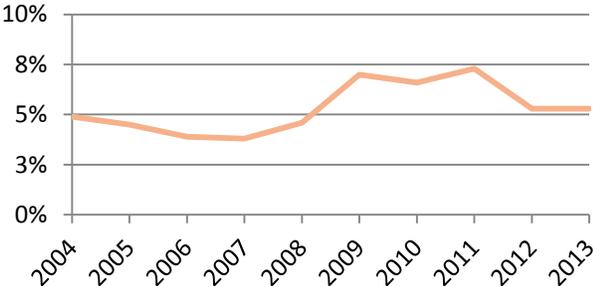
Travis County Population Growth



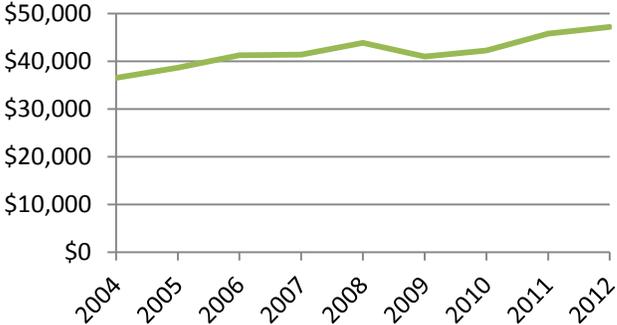
Average Home Price in Austin, TX



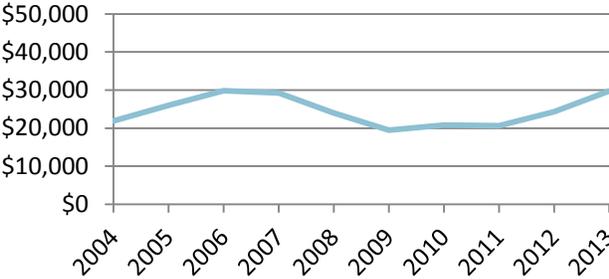
Unemployment Rate in Travis County



Per Capita Income



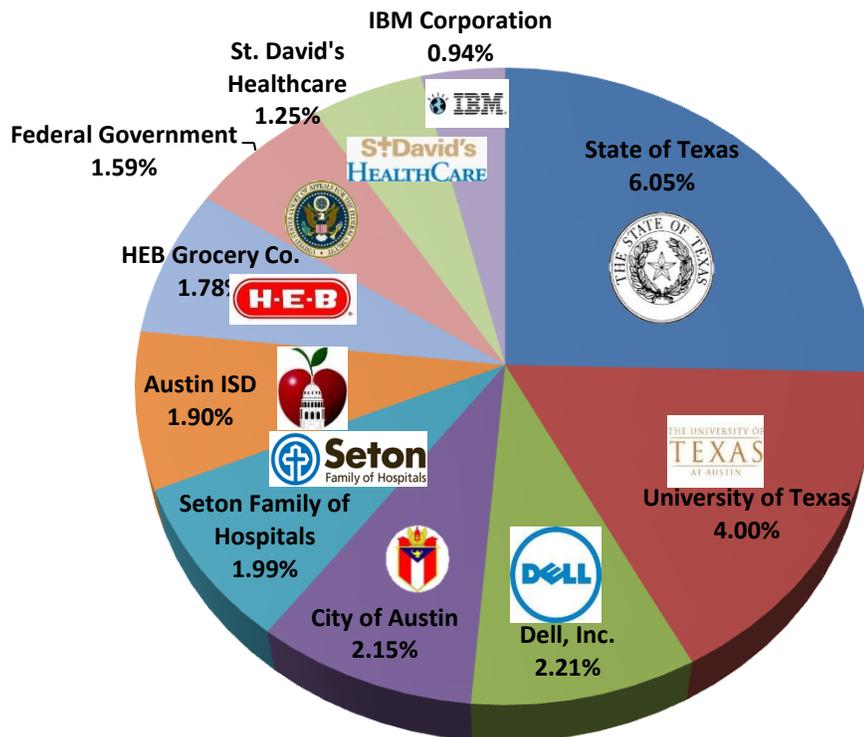
Single Family Home Sales in Austin, TX



Top Ten Travis County Employers

Employer	Employees	Percentage of Total County Employment
State of Texas	38,399	6.05%
University of Texas	25,414	4.00%
Dell, Inc.	14,000	2.21%
City of Austin	13,622	2.15%
Seton Family of Hospitals	12,609	1.99%
Austin ISD	12,059	1.90%
HEB Grocery Co.	11,277	1.78%
Federal Government	10,121	1.59%
St. David's Healthcare	7,950	1.25%
IBM Corporation	6,000	0.94%

Travis County Principal Employers



Top Ten Taxpayers in Travis County

Top Ten 2012 Ad Valorem Taxpayers in Travis County			
	Taxpayer Name*	Taxable Value	% of Total County Taxable Value
1	Samsung Austin Semiconductor	\$2,301,939,381	1.86%
2	TPG- Thomas Property Group	\$705,803,174	0.57%
3	Columbia/St Davids Healthcare	\$482,548,088	0.39%
4	Circuit of the Americas, LLC	\$285,393,660	0.00%
5	Brandywine Acquisition Partners	\$252,922,130	0.20%
6	I B M Corporation	\$231,562,615	0.19%
7	Freescale Semiconductor Inc	\$223,424,809	0.18%
8	Simon Property Group/Shopping Center at Gateway	\$214,852,216	0.17%
9	HEB Grocery Co.	\$212,136,148	0.17%
10	IMT Capital II Riata LP	\$211,437,260	0.17%
* Sum of all properties/accounts for the principal taxpayer			

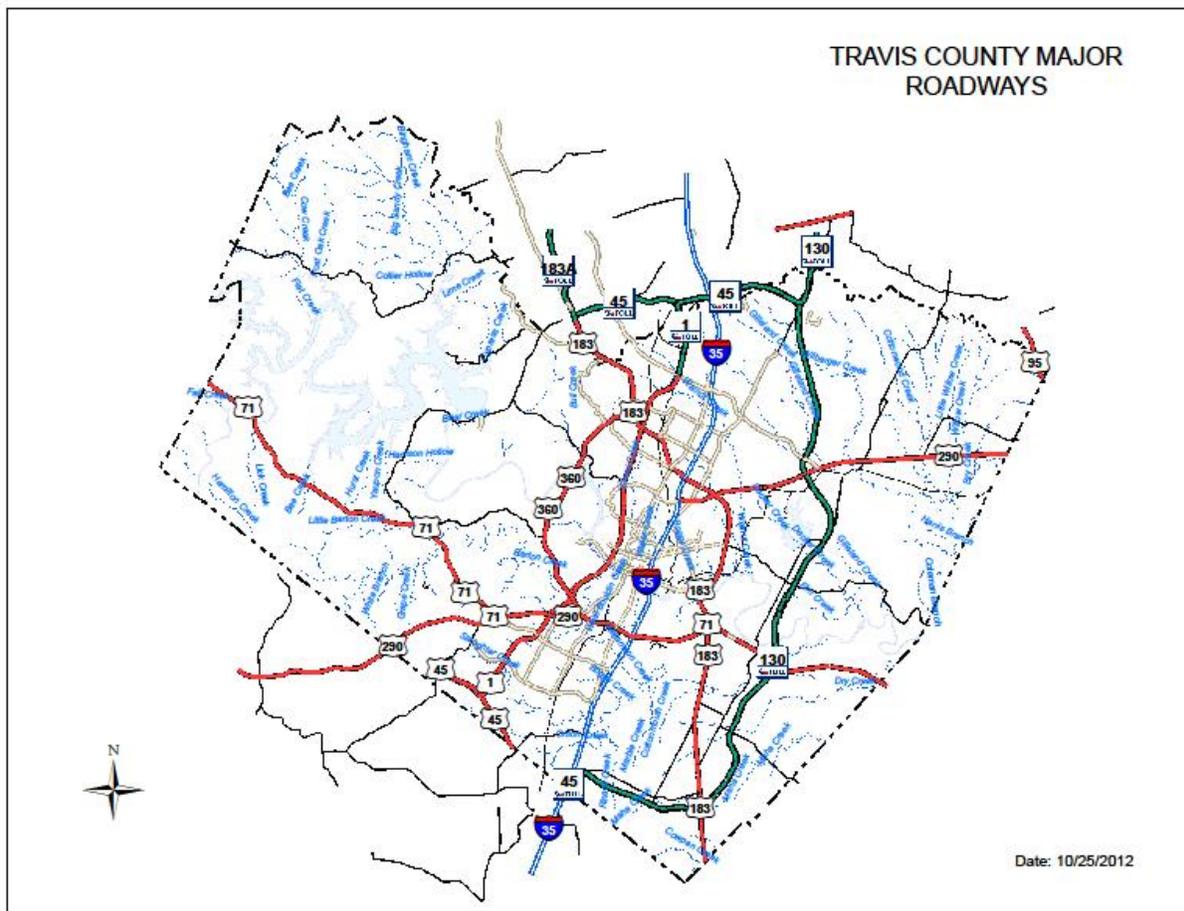


Thompson Property

Travis County Demographics

Travis County is located in south central Texas astride the Balcones Fault, the boundary between the Edwards Plateau to the west and the Blackland Prairies to the east. Its County seat, Austin, is also the capital of Texas.

Entity ID	Entity Cd	Entity Name	M&O Tax Rate	I&S Tax Rate	Total Tax Rate
1003	03	TRAVIS COUNTY	0.4190	0.0756	0.4946



Travis County Demographics
 Established: January 25, 1840
 County Seat: Austin
 2011 Population: 1,063,130
 Square Miles: 1,023
 Jurisdictions: 15 Schools
 22 Cities
 80 Special Districts

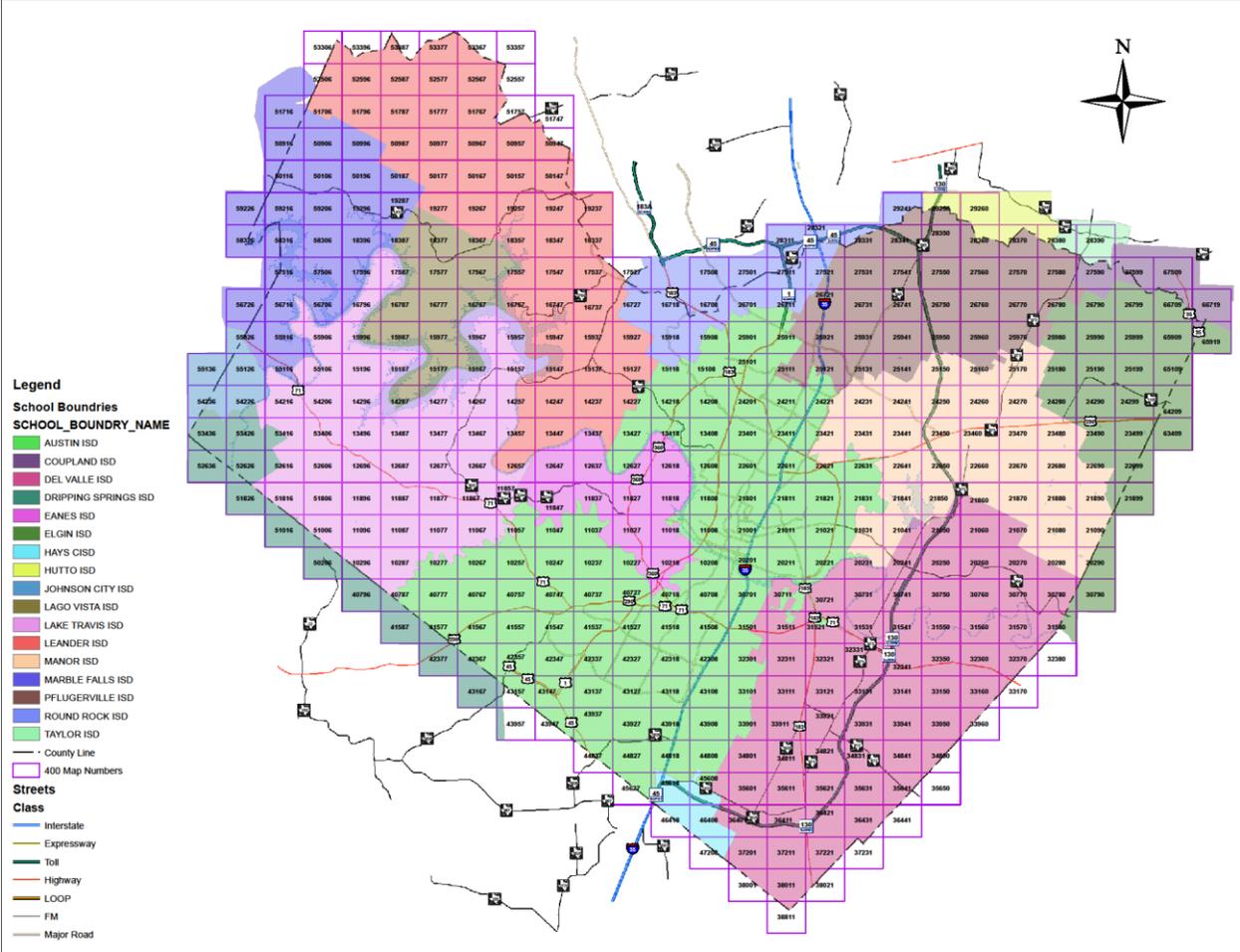
Travis County School Districts

Travis County has 6 school districts wholly contained within its boundaries and 9 school districts which are shared across county lines. Austin ISD is the largest school district in Travis County and the third largest school district in the State.

Entity ID	Entity Cd	Entity Name	M&O Tax Rate	I&S Tax Rate	Total Tax Rate
1001	01	AUSTIN ISD	1.07900	0.16300	1.24200
1005	06	DEL VALLE ISD	1.04000	0.43000	1.47000
1006	07	LAKE TRAVIS ISD	1.04000	0.36750	1.40750
1007	08	EANES ISD	1.04000	0.17250	1.21250
1009	1A	HAYS CONSOLIDATED ISD *	1.04000	0.42130	1.46130
1023	16	LAGO VISTA ISD	1.04000	0.28000	1.32000
1026	19	PFLUGERVILLE ISD *	1.04000	0.50000	1.54000
1027	2A	ELGIN ISD *	1.17000	0.37000	1.54000
1037	22	COUPLAND ISD *	1.04005	0.00000	1.04005
1042	3A	MARBLE FALLS ISD *	1.05330	0.22670	1.28000
1053	34	MANOR ISD	1.04000	0.47500	1.51500
1057	38	DRIPPING SPRINGS ISD *	1.04000	0.45000	1.49000
1059	4A	JOHNSON CITY ISD *	1.04000	0.12000	1.16000
1072	5A	ROUND ROCK ISD *	1.04000	0.3274	1.36740
1098	69	LEANDER ISD *	1.04000	0.47187	1.51187

*Split boundary districts

SCHOOL BOUNDARIES

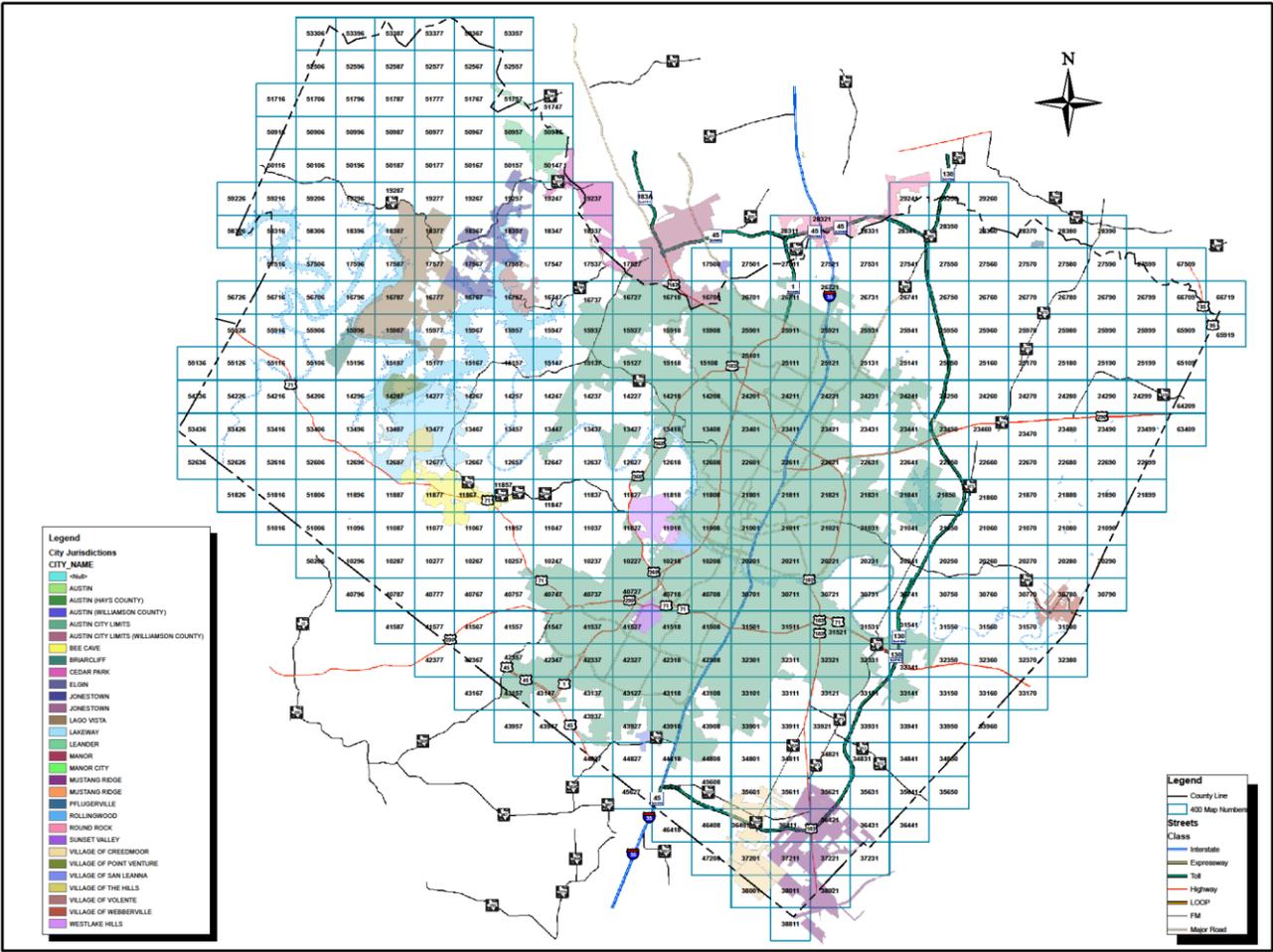


Travis County Cities

Travis County has 22 cities within its boundaries including the State capital Austin. Austin is the fourth largest city in the state and the 34th largest metropolitan statistical area in the United States. Residents of the area represent a diverse mixture of government employees, college students and staff, musicians, high-tech workers and business people.

Entity ID	Entity Cd	Entity Name	M&O Tax Rate	I&S Tax Rate	Total Tax Rate
1004	05	CITY OF MANOR	0.39400	0.41550	0.80950
1075	5F	CITY OF ELGIN	0.39771	0.35619	0.75390
1090	6F	CITY OF LEANDER	0.43142	0.23650	0.66792
1071	49	CITY OF LAGO VISTA	0.31510	0.33490	0.65000
1035	20	CITY OF PFLUGERVILLE	0.38510	0.18850	0.57360
1078	50	CITY OF JONESTOWN	0.52910	0.04590	0.57500
1002	02	CITY OF AUSTIN	0.38560	0.11710	0.50270
1048	3H	CITY OF AUSTIN/HAYS CO	0.38560	0.11710	0.50270
1046	3F	CITY OF CEDAR PARK	0.25284	0.23966	0.49250
1031	2F	CITY OF ROUND ROCK	0.28003	0.13946	0.41949
1065	40	VILLAGE OF CREEDMOOR	0.38730	0.00000	0.38730
1096	61	CITY OF MUSTANG RIDGE	0.41880	0.00000	0.41880
1077	5H	VILLAGE OF WEBBERVILLE	0.21960	0.05780	0.27740
1019	12	VILLAGE OF SAN LEANNA	0.24980	0.00000	0.24980
1018	11	CITY OF ROLLINGWOOD	0.14290	0.08350	0.22640
1036	21	CITY OF LAKEWAY	0.15530	0.01950	0.17480
1076	5G	VILLAGE OF VOLENTE	0.13000	0.00000	0.13000
1083	55	VILLAGE OF BRIARCLIFF	0.05140	0.06610	0.11750
1103	7F	VILLAGE OF POINT VENTURE	0.10500	0.00000	0.10500
1008	09	CITY OF WEST LAKE HILLS	0.05340	0.00000	0.05340
1102	7E	VILLAGE OF THE HILLS	0.02480	0.00000	0.02480
1122	83	CITY OF BEE CAVE	0.02000	0.00000	0.02000

CITY BOUNDARIES



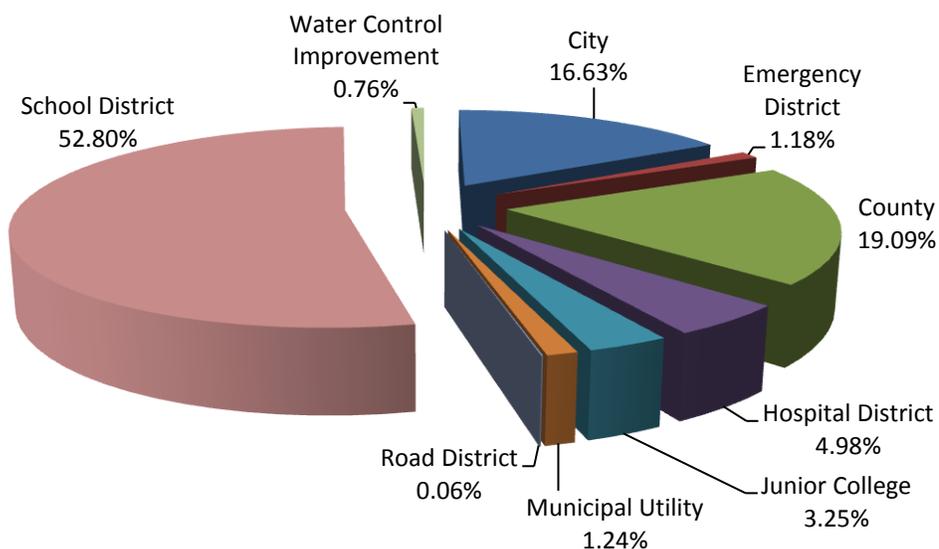
Property Taxes at Work

Property taxes are local taxes that are assessed locally, collected locally, and used locally. You pay your property taxes to the local tax collector. The tax collector distributes the funds to schools, cities and other local governments. Local governments spend the funds on schools, roads, hospitals, police departments, fire departments and other programs.



In Travis County property taxes support 120 local government agencies including 21 cities, 14 emergency districts, the county, the hospital district, the junior college, 45 municipal utility districts, 2 road districts, 15 school districts, and 20 water control improvement districts. For 2012 the projected tax levy for all taxing units in Travis County is \$2,,784,465,115.

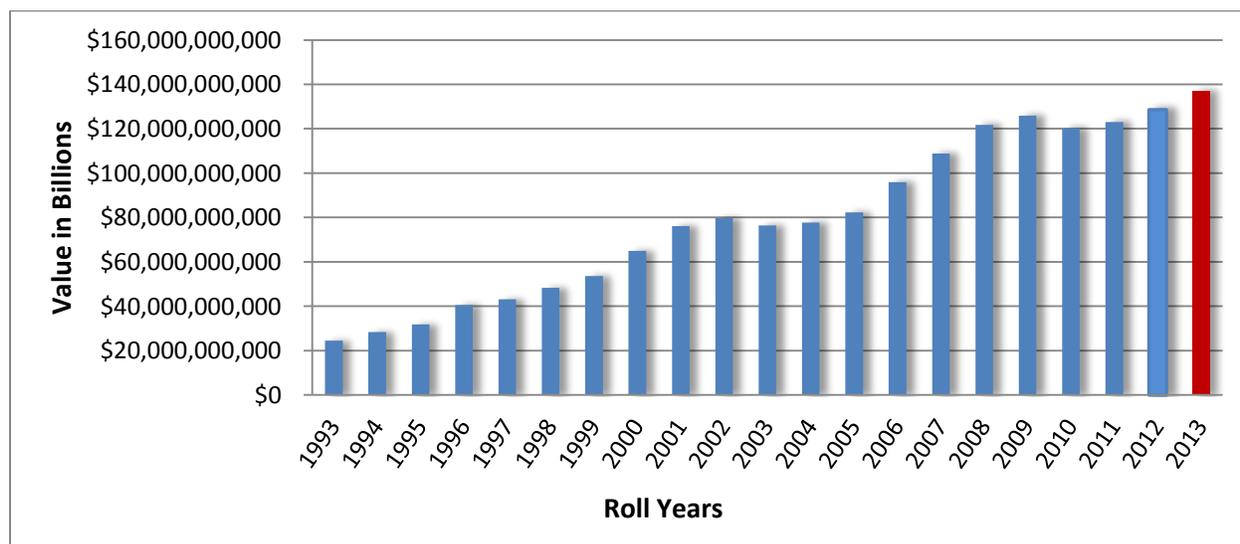
DISTRIBUTION OF PROPERTY TAXES



20 Year History of Appraisal Roll Values

2012 was the second consecutive year of appraisal roll growth, lead mainly by new construction and commercial property appreciation.

Year	Total Appraisal Roll	Change from Prior Year	Percent Change
1994	\$ 28,484,964,782	\$ 3,856,599,349	15.66%
1995	\$ 31,846,464,842	\$ 3,361,500,060	11.80%
1996	\$ 40,692,879,260	\$ 8,846,414,418	27.78%
1997	\$ 43,211,077,759	\$ 2,518,198,499	6.19%
1998	\$ 48,341,550,509	\$ 5,130,472,750	11.87%
1999	\$ 53,722,801,958	\$ 5,381,251,449	11.13%
2000	\$ 64,972,952,588	\$ 11,250,150,630	20.94%
2001	\$ 76,239,618,525	\$ 11,266,665,937	17.34%
2002	\$ 79,728,635,115	\$ 3,489,016,590	4.58%
2003	\$ 76,469,882,023	\$ (3,258,753,092)	-4.09%
2004	\$ 77,781,604,025	\$ 1,311,722,002	1.72%
2005	\$ 82,382,024,670	\$ 4,600,420,645	5.91%
2006	\$ 95,944,913,424	\$ 13,562,888,754	16.46%
2007	\$ 108,864,821,998	\$ 12,919,908,574	13.47%
2008	\$ 121,862,719,729	\$ 12,997,897,731	11.94%
2009	\$ 125,914,741,050	\$ 4,052,021,321	3.33%
2010	\$ 120,248,329,220	\$ (5,666,411,830)	-4.50%
2011	\$ 123,153,712,684	\$ 2,905,383,464	2.42%
2012	\$ 128,662,239,389	\$ 5,508,526,705	4.47%
2013	\$ 137,028,880,292	\$ 8,366,640,903	6.50%

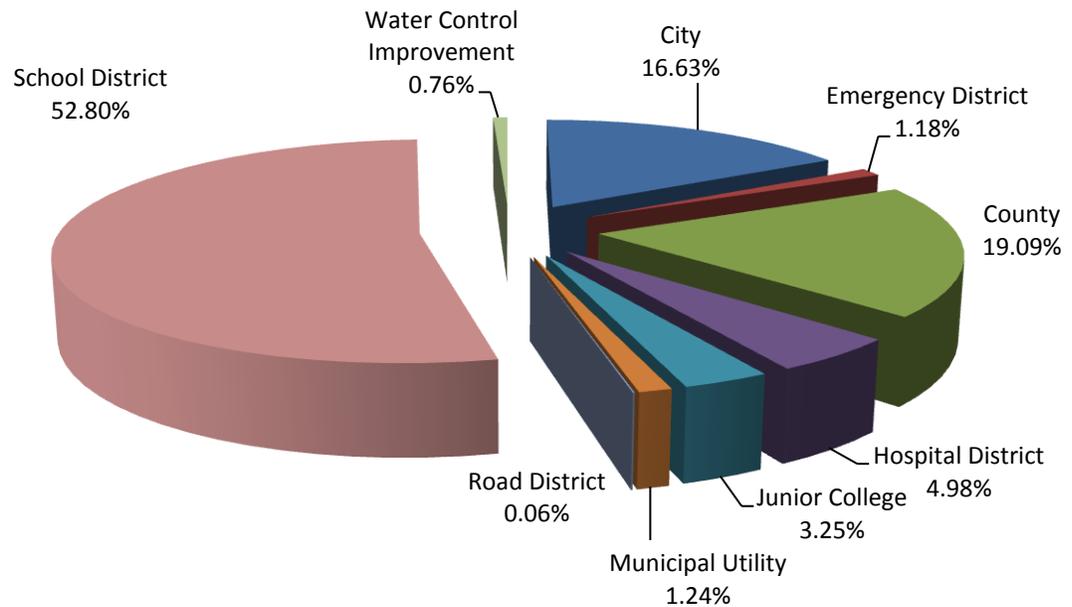


Appraisal District Finances

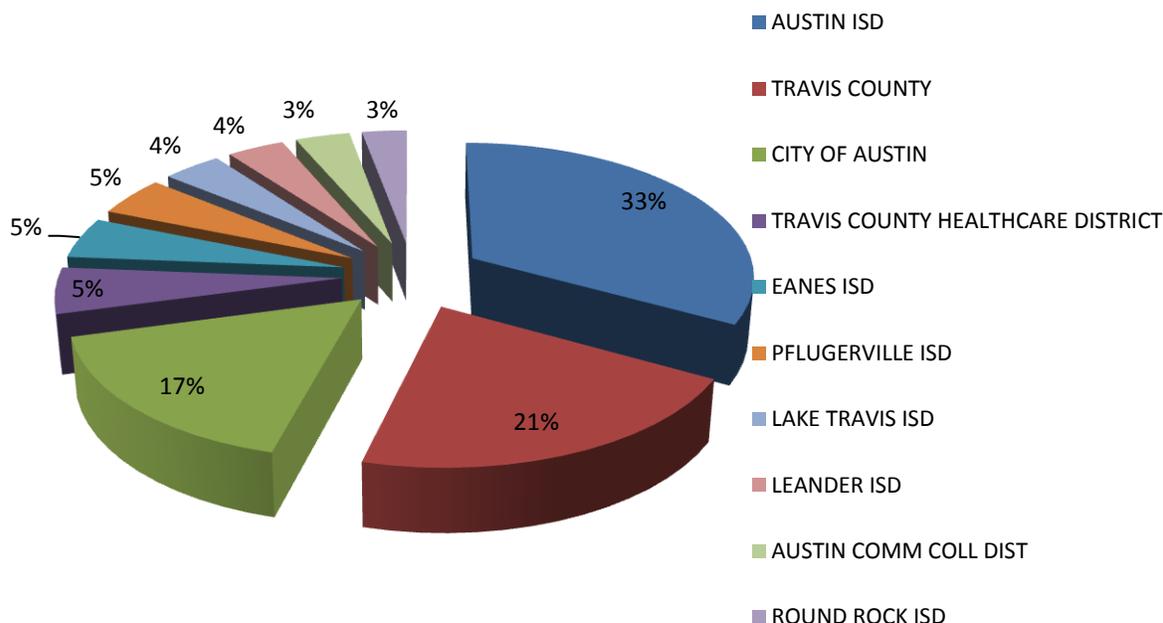
Local taxing units pay the District's expenses according to their share of the total property tax levy of all the taxing units in the District. Each taxing unit participating in the District is allocated a portion of the budget equal to the proportion that the total dollar amount of property taxes imposed in the District by the unit for the tax year in which the budget proposal is prepared bears to the sum of the total dollar amount of property taxes imposed in the District by each participating unit for that year.



Budget by Taxing Unit Type



Top 10 Contributing Taxing Units



A useful statistic is comparing the CAD budget to the total taxes levied by the taxing entities. It reflects how much it costs to generate a dollar of property tax revenue which, in turn, indicates appraisal and operating efficiencies.

CAD	2013 Tax Levy	2014 Budget	% of Levy
Dallas CAD	4,626,607,251	\$ 21,872,977	0.47%
Travis CAD	2,675,913,923	\$ 14,246,848	0.53%
Bexar CAD	2,694,004,935	\$ 15,016,438	0.56%
Tarrant CAD	3,361,502,971	\$ 21,059,373	0.63%
Harris CAD	8,566,961,611	\$ 68,676,380	0.80%

TRAVIS CENTRAL APPRAISAL DISTRICT
Net Position by Component
Last Ten Fiscal Years
(Accrual Basis of Accounting- Unaudited)

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Governmental Activities				
Net investment in capital				
assets	\$3,121,623	\$3,132,908	\$3,190,120	\$2,646,972
Unrestricted	<u>313,152</u>	<u>552,905</u>	<u>357,061</u>	<u>755,021</u>
Total Governmental Activities				
Net Position	<u>3,434,775</u>	<u>3,685,813</u>	<u>3,547,181</u>	<u>3,401,993</u>
Total Primary Government				
Net Position	<u>\$3,434,775</u>	<u>\$3,685,813</u>	<u>\$3,547,181</u>	<u>\$3,401,993</u>

SOURCE: Audited Financial Statements 2004-2010
Comprehensive Annual Financial Report (CAFR) 2011-2013

TRAVIS CENTRAL APPRAISAL DISTRICT
Net Position by Component
Last Ten Fiscal Years
(Accrual Basis of Accounting- Unaudited)

<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
\$3,164,662	\$3,688,647	\$3,749,926	\$4,423,085	\$4,094,873	\$3,982,958
<u>889,886</u>	<u>1,611,684</u>	<u>1,895,825</u>	<u>1,640,950</u>	<u>1,431,888</u>	<u>3,312,787</u>
<u>4,054,548</u>	<u>5,300,331</u>	<u>5,645,751</u>	<u>6,064,035</u>	<u>5,526,761</u>	<u>7,295,745</u>
<u>\$4,054,548</u>	<u>\$5,300,331</u>	<u>\$5,645,751</u>	<u>\$6,064,035</u>	<u>\$5,526,761</u>	<u>\$7,295,745</u>

TRAVIS CENTRAL APPRAISAL DISTRICT
Change in Net Position
Last Ten Fiscal Years
(Accrual Basis of Accounting- Unaudited)

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Expenses				
Governmental Activities				
Appraisal services	\$ 8,184,693	\$ 8,080,916	\$ 8,625,489	\$ 9,237,366
Interest on long-term debt	38,531	28,947	20,883	12,687
Total Governmental Activities Expenses	<u>8,223,224</u>	<u>8,109,863</u>	<u>8,646,372</u>	<u>9,250,053</u>
Total Primary Government Expenses	<u>8,223,224</u>	<u>8,109,863</u>	<u>8,646,372</u>	<u>9,250,053</u>
Program Revenues				
Governmental Activities				
Fees, fines, and charges for services	8,274,665	8,297,105	8,412,252	9,008,393
Total Governmental Activities Program Revenues	<u>8,274,665</u>	<u>8,297,105</u>	<u>8,412,252</u>	<u>9,008,393</u>
Total Primary Government Program Revenues	<u>8,274,665</u>	<u>8,297,105</u>	<u>8,412,252</u>	<u>9,008,393</u>
Net Revenue (Expense)	51,441	187,242	(234,120)	(241,660)
Interest income	17,887	63,796	95,488	96,472
Change in net position	69,328	251,038	(138,632)	(145,188)
Net position- beginning of year	<u>3,365,447</u>	<u>3,434,775</u>	<u>3,685,813</u>	<u>3,547,181</u>
Net position- end of year	<u>\$ 3,434,775</u>	<u>\$ 3,685,813</u>	<u>\$ 3,547,181</u>	<u>\$ 3,401,993</u>

SOURCE: Audited Financial Statements for 2004-2010
Comprehensive Annual Financial Report (CAFR) 2011-2013

TRAVIS CENTRAL APPRAISAL DISTRICT
Change in Net Position
Last Ten Fiscal Years
(Accrual Basis of Accounting- Unaudited)

<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
\$ 10,136,925 4,064	\$ 10,688,920 -	\$ 11,527,480 -	\$ 11,702,337 35,233	\$ 12,278,520 -	\$ 11,693,736 11,116
<u>10,140,989</u>	<u>10,688,920</u>	<u>11,527,480</u>	<u>11,737,570</u>	<u>12,278,520</u>	<u>11,704,852</u>
<u>10,140,989</u>	<u>10,688,920</u>	<u>11,527,480</u>	<u>11,737,570</u>	<u>12,278,520</u>	<u>11,704,852</u>
10,744,086	11,932,726	11,872,153	12,151,322	11,735,080	13,468,605
<u>10,744,086</u>	<u>11,932,726</u>	<u>11,872,153</u>	<u>12,151,322</u>	<u>11,735,080</u>	<u>13,468,605</u>
<u>10,744,086</u>	<u>11,932,726</u>	<u>11,872,153</u>	<u>12,151,322</u>	<u>11,735,080</u>	<u>13,468,605</u>
603,097 49,458	1,243,806 1,977	344,673 747	413,752 4,532	(543,440) 6,166	1,763,753 5,231
652,555	1,245,783	345,420	418,284	(537,274)	1,768,984
<u>3,401,993</u>	<u>4,054,548</u>	<u>5,300,331</u>	<u>5,645,751</u>	<u>6,064,035</u>	<u>5,526,761</u>
<u>\$ 4,054,548</u>	<u>\$ 5,300,331</u>	<u>\$ 5,645,751</u>	<u>\$ 6,064,035</u>	<u>\$ 5,526,761</u>	<u>\$ 7,295,745</u>

TRAVIS CENTRAL APPRAISAL DISTRICT
Fund Balances- Governmental Fund
Last Ten Fiscal Years
(Modified Accrual Basis of Accounting- Unaudited)

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
General Fund				
Reserved	\$ -	\$ 122,318	\$ 68,657	\$ 186,390
Unreserved	736,401	929,780	800,120	601,017
Nonspendable	-	-	-	-
Restricted	-	-	-	-
Committed	-	-	-	-
Assigned	-	-	-	-
Unassigned	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Total General Fund	<u>\$ 736,401</u>	<u>\$ 1,052,098</u>	<u>\$ 868,777</u>	<u>\$ 787,407</u>

SOURCE: Audited Financial Statements 2004-2010
Comprehensive Annual Financial Report (CAFR) 2011-2013

NOTE: The District implemented GASB Statement No. 54 during the fiscal year ended December 31, 2011. This statement eliminated the previous fund balance categories (reserved and unreserved), and replaced them with the five new categories (nonspendable, restricted, committed, assigned and unassigned). Fund balance amounts for fiscal year ended December 31, 2011 and thereafter reflect the new categories; however, all previous fiscal years are presented using the old categories.

TRAVIS CENTRAL APPRAISAL DISTRICT
Fund Balances- Governmental Fund
Last Ten Fiscal Years
(Modified Accrual Basis of Accounting- Unaudited)

<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
\$ 120,040	\$ 145,062	\$ 82,376	\$ -	\$ -	\$ -
1,197,759	1,971,252	2,340,265	-	-	-
-	-	-	101,849	174,147	377,866
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	2,135,141	1,933,761	2,302,068
<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<u>\$ 1,317,799</u>	<u>\$ 2,116,314</u>	<u>\$ 2,422,641</u>	<u>\$ 2,236,990</u>	<u>\$ 2,107,908</u>	<u>\$ 2,679,934</u>

TRAVIS CENTRAL APPRAISAL DISTRICT
Changes in Fund Balance- Governmental Fund
Last Ten Fiscal Years
(Modified Accrual Basis of Accounting)

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Revenues				
Assessments	\$ 8,164,660	\$ 8,122,200	\$ 8,325,763	\$ 9,829,291
Less: Refunds	-	-	-	(902,018)
	<u>8,164,660</u>	<u>8,122,200</u>	<u>8,325,763</u>	<u>8,927,273</u>
Investment earnings	17,887	63,796	95,488	96,472
Charges for services	32,724	37,380	29,740	23,436
Miscellaneous income	2,836	137,525	56,749	57,684
	<u>2,836</u>	<u>137,525</u>	<u>56,749</u>	<u>57,684</u>
Total Revenue	<u>8,218,107</u>	<u>8,360,901</u>	<u>8,507,740</u>	<u>9,104,865</u>
Expenditures				
Appraisal Services				
Payroll and related expenses	5,371,086	5,441,943	6,220,542	7,390,215
Data processing	156,189	139,599	160,035	126,682
Transportation	161,310	169,701	207,456	8,640
Operating supplies	-	-	-	-
Rentals	34,430	36,522	55,987	43,804
Legal & professional	982,947	755,167	525,704	377,307
Utilities and telephone	130,949	136,180	137,470	121,473
Building and equipment maintenance	-	-	-	119,560
Other services	937,748	808,732	869,148	646,216
Debt Service				
Principal	358,924	262,476	270,540	278,409
Interest	38,531	28,947	20,883	12,687
Capital outlay	1,626,236	265,937	223,296	61,242
	<u>1,626,236</u>	<u>265,937</u>	<u>223,296</u>	<u>61,242</u>
Total Expenditures	<u>9,798,350</u>	<u>8,045,204</u>	<u>8,691,061</u>	<u>9,186,235</u>
Excess (Deficiency) of Revenues				
Over (Under) Expenditures	(1,580,243)	315,697	(183,321)	(81,370)
Other Financing Sources (Uses)	127,354	-	-	-
Net Change in Fund Balance	<u>\$ (1,452,889)</u>	<u>\$ 315,697</u>	<u>\$ (183,321)</u>	<u>\$ (81,370)</u>
Ratio of Debt Service Expenditures to total noncapital expenditures				
	4.86%	3.75%	3.44%	3.19%

SOURCE: Audited Financial Statements 2003-2010
Comprehensive Annual Financial Report 2011-2013

TRAVIS CENTRAL APPRAISAL DISTRICT
Changes in Fund Balances- Governmental Fund
Last Ten Fiscal Years
(Modified Accrual Basis of Accounting)

<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
\$ 10,674,750	\$ 11,856,540	\$ 12,591,285	\$ 12,689,611	\$ 12,914,797	\$ 13,375,023
-	-	(789,802)	(612,738)	(1,259,667)	-
10,674,750	11,856,540	11,801,483	12,076,873	11,655,130	13,375,023
49,458	1,977	747	4,532	6,166	5,231
21,325	17,998	19,171	19,474	20,424	23,673
48,011	58,188	51,499	54,975	59,526	69,909
10,793,544	11,934,703	11,872,900	12,155,854	11,741,246	13,473,836
7,918,880	8,182,739	9,148,307	9,120,313	9,053,018	10,553,042
137,141	165,309	187,233	106,912	440,591	354,679
10,641	13,872	12,663	7,296	20,074	11,843
-	-	-	-	371,123	180,563
47,536	46,032	40,234	34,433	39,291	44,724
558,867	568,315	406,230	684,615	759,231	363,566
133,819	143,229	150,150	138,279	143,741	174,140
197,766	286,939	211,398	117,758	127,552	98,024
668,060	771,590	916,974	916,028	658,387	716,010
263,134	-	-	743,612	-	23,588
4,064	-	-	35,233	-	11,116
323,244	958,163	1,236,996	437,026	257,319	370,516
10,263,152	11,136,188	12,310,185	12,341,505	11,870,327	12,901,811
530,392	798,515	(437,285)	(185,651)	(129,081)	572,025
-	-	-	-	-	-
<u>\$ 530,392</u>	<u>\$ 798,515</u>	<u>\$ (437,285)</u>	<u>\$ (185,651)</u>	<u>\$ (129,081)</u>	<u>\$ 572,025</u>
2.69%	0.00%	0.00%	6.54%	0.00%	0.28%

Travis Central Appraisal District

Step & Grade System

Grade	Step	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	Hourly	\$12.59	\$12.84	\$13.10	\$13.36	\$13.63	\$13.90	\$14.18	\$14.46	\$14.75	\$15.05	\$15.35	\$15.66	\$15.97	\$16.29	\$16.62	\$16.95	\$17.29	\$17.64
	Exempt	\$1,007.20	\$1,027.20	\$1,048.00	\$1,068.80	\$1,090.40	\$1,112.00	\$1,134.40	\$1,156.80	\$1,180.00	\$1,204.00	\$1,228.00	\$1,252.80	\$1,277.60	\$1,303.20	\$1,329.60	\$1,356.00	\$1,383.20	\$1,411.20
	Annual	\$26,187.20	\$26,707.20	\$27,248.00	\$27,788.80	\$28,350.40	\$28,912.00	\$29,494.40	\$30,076.80	\$30,680.00	\$31,304.00	\$31,928.00	\$32,572.80	\$33,217.60	\$33,883.20	\$34,569.60	\$35,256.00	\$35,963.20	\$36,691.20
2	Hourly	\$13.84	\$14.12	\$14.40	\$14.69	\$14.98	\$15.28	\$15.59	\$15.90	\$16.22	\$16.54	\$16.87	\$17.21	\$17.55	\$17.90	\$18.26	\$18.63	\$19.00	\$19.38
	Exempt	\$1,107.20	\$1,129.60	\$1,152.00	\$1,175.20	\$1,198.40	\$1,222.40	\$1,247.20	\$1,272.00	\$1,297.60	\$1,323.20	\$1,349.60	\$1,376.80	\$1,404.00	\$1,432.00	\$1,460.80	\$1,490.40	\$1,520.00	\$1,550.40
	Annual	\$28,787.20	\$29,369.60	\$29,952.00	\$30,552.00	\$31,158.40	\$31,782.40	\$32,427.20	\$33,072.00	\$33,737.60	\$34,403.20	\$35,089.60	\$35,796.80	\$36,504.00	\$37,232.00	\$37,980.80	\$38,750.40	\$39,520.00	\$40,310.40
3	Hourly	\$15.34	\$15.65	\$15.96	\$16.28	\$16.61	\$16.94	\$17.28	\$17.63	\$17.98	\$18.34	\$18.71	\$19.08	\$19.46	\$19.85	\$20.25	\$20.66	\$21.07	\$21.49
	Exempt	\$1,227.20	\$1,252.00	\$1,276.80	\$1,302.40	\$1,328.80	\$1,355.20	\$1,382.40	\$1,410.40	\$1,438.40	\$1,467.20	\$1,496.80	\$1,526.40	\$1,556.80	\$1,588.00	\$1,620.00	\$1,652.80	\$1,685.60	\$1,719.20
	Annual	\$31,907.20	\$32,552.00	\$33,196.80	\$33,862.40	\$34,548.80	\$35,235.20	\$35,942.40	\$36,670.40	\$37,398.40	\$38,147.20	\$38,916.80	\$39,686.40	\$40,476.80	\$41,288.00	\$42,120.00	\$42,972.80	\$43,825.60	\$44,699.20
4	Hourly	\$17.89	\$18.25	\$18.62	\$18.99	\$19.37	\$19.76	\$20.16	\$20.56	\$20.97	\$21.39	\$21.82	\$22.26	\$22.71	\$23.16	\$23.62	\$24.09	\$24.57	\$25.06
	Exempt	\$1,431.20	\$1,460.00	\$1,489.60	\$1,519.20	\$1,549.60	\$1,580.80	\$1,612.80	\$1,644.80	\$1,677.60	\$1,711.20	\$1,745.60	\$1,780.80	\$1,816.80	\$1,852.80	\$1,889.60	\$1,927.20	\$1,965.60	\$2,004.80
	Annual	\$37,211.20	\$37,960.00	\$38,729.60	\$39,499.20	\$40,289.60	\$41,100.80	\$41,932.80	\$42,764.80	\$43,617.60	\$44,491.20	\$45,385.60	\$46,300.80	\$47,236.80	\$48,172.80	\$49,129.60	\$50,107.20	\$51,105.60	\$52,124.80
5	Hourly	\$20.46	\$20.87	\$21.29	\$21.72	\$22.15	\$22.59	\$23.04	\$23.50	\$23.97	\$24.45	\$24.94	\$25.44	\$25.95	\$26.47	\$27.00	\$27.54	\$28.09	\$28.65
	Exempt	\$1,636.80	\$1,669.60	\$1,703.20	\$1,737.60	\$1,772.00	\$1,807.20	\$1,843.20	\$1,880.00	\$1,917.60	\$1,956.00	\$1,995.20	\$2,035.20	\$2,076.00	\$2,117.60	\$2,160.00	\$2,203.20	\$2,247.20	\$2,292.00
	Annual	\$42,556.80	\$43,409.60	\$44,283.20	\$45,177.60	\$46,072.00	\$46,987.20	\$47,923.20	\$48,880.00	\$49,857.60	\$50,856.00	\$51,875.20	\$52,915.20	\$53,976.00	\$55,057.60	\$56,160.00	\$57,283.20	\$58,427.20	\$59,592.00
6	Hourly	\$21.83	\$22.27	\$22.72	\$23.17	\$23.63	\$24.10	\$24.58	\$25.07	\$25.57	\$26.08	\$26.60	\$27.13	\$27.67	\$28.22	\$28.78	\$29.36	\$29.95	\$30.55
	Exempt	\$1,746.40	\$1,781.60	\$1,817.60	\$1,853.60	\$1,890.40	\$1,928.00	\$1,966.40	\$2,005.60	\$2,045.60	\$2,086.40	\$2,128.00	\$2,170.40	\$2,213.60	\$2,257.60	\$2,302.40	\$2,348.80	\$2,396.00	\$2,444.00
	Annual	\$45,406.40	\$46,321.60	\$47,257.60	\$48,193.60	\$49,150.40	\$50,128.00	\$51,126.40	\$52,145.60	\$53,185.60	\$54,246.40	\$55,328.00	\$56,430.40	\$57,553.60	\$58,697.60	\$59,862.40	\$61,068.80	\$62,296.00	\$63,544.00
7	Hourly	\$23.85	\$24.33	\$24.82	\$25.32	\$25.83	\$26.35	\$26.88	\$27.42	\$27.97	\$28.53	\$29.10	\$29.68	\$30.27	\$30.88	\$31.50	\$32.13	\$32.76	\$33.43
	Exempt	\$1,908.00	\$1,946.40	\$1,985.60	\$2,025.60	\$2,066.40	\$2,108.00	\$2,150.40	\$2,193.60	\$2,237.60	\$2,282.40	\$2,328.00	\$2,374.40	\$2,421.60	\$2,470.40	\$2,520.00	\$2,570.40	\$2,621.60	\$2,674.40
	Annual	\$49,608.00	\$50,606.40	\$51,625.60	\$52,665.60	\$53,726.40	\$54,808.00	\$55,910.40	\$57,033.60	\$58,177.60	\$59,342.40	\$60,528.00	\$61,734.40	\$62,961.60	\$64,230.40	\$65,520.00	\$66,830.40	\$68,161.60	\$69,534.40
8	Hourly	\$25.57	\$26.08	\$26.60	\$27.13	\$27.67	\$28.22	\$28.78	\$29.36	\$29.95	\$30.55	\$31.16	\$31.78	\$32.42	\$33.07	\$33.73	\$34.40	\$35.09	\$35.79
	Exempt	\$2,045.60	\$2,086.40	\$2,128.00	\$2,170.40	\$2,213.60	\$2,257.60	\$2,302.40	\$2,348.80	\$2,396.00	\$2,444.00	\$2,492.80	\$2,542.40	\$2,593.60	\$2,645.60	\$2,698.40	\$2,752.00	\$2,807.20	\$2,862.00
	Annual	\$53,185.60	\$54,246.40	\$55,328.00	\$56,430.40	\$57,553.60	\$58,697.60	\$59,862.40	\$61,068.80	\$62,296.00	\$63,544.00	\$64,812.80	\$66,102.40	\$67,433.60	\$68,785.60	\$70,158.40	\$71,552.00	\$72,987.20	\$74,443.20
9	Hourly	\$27.27	\$27.82	\$28.38	\$28.95	\$29.53	\$30.12	\$30.72	\$31.33	\$31.96	\$32.60	\$33.25	\$33.92	\$34.60	\$35.29	\$36.00	\$36.72	\$37.45	\$38.20
	Exempt	\$2,181.60	\$2,225.60	\$2,270.40	\$2,316.00	\$2,362.40	\$2,409.60	\$2,457.60	\$2,506.40	\$2,556.80	\$2,608.00	\$2,660.00	\$2,713.60	\$2,768.00	\$2,823.20	\$2,880.00	\$2,937.60	\$2,996.00	\$3,056.00
	Annual	\$56,721.60	\$57,865.60	\$59,030.40	\$60,216.00	\$61,422.40	\$62,649.60	\$63,897.60	\$65,166.40	\$66,476.80	\$67,808.00	\$69,150.00	\$70,553.60	\$71,968.00	\$73,403.20	\$74,880.00	\$76,377.60	\$77,896.00	\$79,456.00
10	Hourly	\$28.97	\$29.55	\$30.14	\$30.74	\$31.35	\$31.98	\$32.62	\$33.27	\$33.94	\$34.62	\$35.31	\$36.02	\$36.74	\$37.47	\$38.22	\$38.98	\$39.76	\$40.56
	Exempt	\$2,317.60	\$2,364.00	\$2,411.20	\$2,459.20	\$2,508.00	\$2,558.40	\$2,609.60	\$2,661.60	\$2,715.20	\$2,769.60	\$2,824.80	\$2,881.60	\$2,939.20	\$2,997.60	\$3,057.60	\$3,118.40	\$3,180.80	\$3,244.80
	Annual	\$60,257.60	\$61,464.00	\$62,691.20	\$63,939.20	\$65,208.00	\$66,518.40	\$67,849.60	\$69,201.60	\$70,595.20	\$72,009.60	\$73,444.80	\$74,921.60	\$76,419.20	\$77,937.60	\$79,497.60	\$81,078.40	\$82,700.80	\$84,364.80
11	Hourly	\$30.68	\$31.29	\$31.92	\$32.56	\$33.21	\$33.87	\$34.55	\$35.24	\$35.94	\$36.66	\$37.39	\$38.14	\$38.90	\$39.68	\$40.47	\$41.28	\$42.11	\$42.95
	Exempt	\$2,454.40	\$2,503.20	\$2,553.60	\$2,604.80	\$2,656.80	\$2,709.60	\$2,764.00	\$2,819.20	\$2,875.20	\$2,932.80	\$2,991.20	\$3,051.20	\$3,112.00	\$3,174.40	\$3,237.60	\$3,302.40	\$3,368.80	\$3,436.00
	Annual	\$63,814.40	\$65,083.20	\$66,393.60	\$67,724.80	\$69,076.80	\$70,449.60	\$71,864.00	\$73,299.20	\$74,755.20	\$76,252.80	\$77,771.20	\$79,331.20	\$80,912.00	\$82,534.40	\$84,177.60	\$85,862.40	\$87,588.80	\$89,336.00
12	Hourly	\$32.38	\$33.03	\$33.69	\$34.36	\$35.05	\$35.75	\$36.47	\$37.20	\$37.94	\$38.70	\$39.47	\$40.26	\$41.07	\$41.89	\$42.73	\$43.58	\$44.45	\$45.34
	Exempt	\$2,590.40	\$2,642.40	\$2,695.20	\$2,748.80	\$2,804.00	\$2,860.00	\$2,917.60	\$2,976.00	\$3,035.20	\$3,096.00	\$3,157.60	\$3,220.80	\$3,285.60	\$3,351.20	\$3,418.40	\$3,486.40	\$3,556.00	\$3,627.20
	Annual	\$67,350.40	\$68,702.40	\$70,075.20	\$71,468.80	\$72,904.00	\$74,380.00	\$75,857.60	\$77,376.00	\$78,915.20	\$80,496.00	\$82,097.60	\$83,740.80	\$85,425.60	\$87,131.20	\$88,878.40	\$90,646.40	\$92,456.00	\$94,307.20
13	Hourly	\$34.08	\$34.76	\$35.46	\$36.17	\$36.89	\$37.63	\$38.38	\$39.15	\$39.93	\$40.73	\$41.54	\$42.37	\$43.22	\$44.08	\$44.96	\$45.86	\$46.78	\$47.72
	Exempt	\$2,726.40	\$2,780.80	\$2,836.80	\$2,893.60	\$2,951.20	\$3,010.40	\$3,070.40	\$3,132.00	\$3,194.40	\$3,258.40	\$3,323.20	\$3,389.60	\$3,457.60	\$3,526.40	\$3,596.80	\$3,668.80	\$3,742.40	\$3,817.60
	Annual	\$70,886.40	\$72,300.80	\$73,756.80	\$75,233.60	\$76,731.20	\$78,270.40	\$79,830.40	\$81,432.00	\$83,054.40	\$84,718.40	\$86,403.20	\$88,129.60	\$89,897.60	\$91,688.40	\$93,516.80	\$95,388.80	\$97,302.40	\$99,257.60
14	Hourly	\$35.79	\$36.51	\$37.24	\$37.98	\$38.74	\$39.51	\$40.30	\$41.11	\$41.93	\$42.77	\$43.63	\$44.50	\$45.39	\$46.30	\$47.23	\$48.17	\$49.13	\$50.11
	Exempt	\$2,863.20	\$2,920.80	\$2,979.20	\$3,038.40	\$3,099.20	\$3,160.80	\$3,224.00	\$3,288.80	\$3,354.40	\$3,421.60	\$3,490.40	\$3,560.00	\$3,631.20	\$3,704.00	\$3,778.40	\$3,853.60	\$3,930.40	\$4,008.80
	Annual	\$74,443.20	\$75,940.80	\$77,459.20	\$78,998.40	\$80,579.20	\$82,180.80	\$83,824.00	\$85,508.00	\$87,214.40	\$88,961.60	\$90,750.40	\$92,560.00	\$94,411.20	\$96,304.00	\$98,238.40	\$100,193.60	\$102,190.40	\$104,228.80
15	Hourly	\$36.64	\$37.47	\$38.32	\$39.18	\$39.66	\$40.45	\$41.26	\$42.09	\$42.93	\$43.79	\$44.67	\$45.56	\$46.47	\$47.40	\$48.35	\$49.32	\$50.31	\$51.32
	Exempt	\$2,931.32	\$2,989.60	\$3,049.60	\$3,110.40	\$3,172.80	\$3,236.00	\$3,300.80	\$3,367.20	\$3,434.40	\$3,503.20	\$3,573.60	\$3,644.80	\$3,717.60	\$3,792.00	\$3,868.00	\$3,945.60	\$4,024.80	\$4,105.60
	Annual	\$76,214.32	\$77,729.60	\$79,289.60	\$80,870.40	\$82,492.80	\$84,136.00	\$85,820.80	\$87,547.20	\$89,294.40	\$91,083.20	\$92,913.60	\$94,764.80	\$96,657.60	\$98,592.00	\$100,568.00	\$102,585.60	\$104,644.80	\$106,745.60

Visit or Contact Us

Office Location:

Travis Central Appraisal District
8314 Cross Park Drive
Austin, TX 78754

Mailing Address:

P.O. Box 149012
Austin, TX 78714-9012

Customer Inquiries and Assistance:

Phone: (512) 834-9138
Fax: (512) 835-5371
Email: tcad_info@tcadcentral.org
Website: www.traviscad.org

Business Hours:

Monday - Friday
7:45am-4:45pm

Directions:**From North Austin:**

From north Austin go south on IH 35 and take the 183 Lockhart/Lampasas exit which will be exit number 240A - 239. Turn left at the light onto highway 183 South staying on frontage road approximately 3/4 miles. Turn left onto Cameron Rd. Continue for approximately one mile and turn right at the second stop light onto Cross Park Drive. Proceed 3/4 mile and our office at 8314 Cross Park will be on the right. If you have reached the post office on the left you have gone too far.

From South Austin:

From south Austin go north on IH 35 take the 183 Lockhart/Lampasas exit which will be exit number 240A - 239. At the second stop light turn right on Hwy 183 staying on frontage road approximately 3/4 miles. Turn left onto Cameron Rd. Continue for approximately one mile and turn right at the second stop light onto Cross Park Drive. Proceed 3/4 mile and our office at 8314 Cross Park will be on the right. If you have reached the post office on the left you have gone too far.

From East Austin:

From east Austin, heading west on Hwy 183 take the Cameron Road Exit, turn right onto Cameron Rd. Continue for approximately one mile and turn right at the second stop light onto Cross Park Drive. Proceed 3/4 mile and our office at 8314 Cross Park will be on the right. If you have reached the post office on the left you have gone too far.

From West Austin:

From west Austin, heading east on Hwy 183 take the Cameron Road exit. Turn left onto Cameron Rd. Continue for approximately one mile and turn right at the second stop light onto Cross Park Drive. Proceed 3/4 mile and our office at 8314 Cross Park will be on the right. If you have reached the post office on the left you have gone too far.

APPENDIX

A photograph of a stone sign for Travis Central Appraisal District. The sign is made of light-colored stone blocks and features the text "TRAVIS CENTRAL APPRAISAL DISTRICT" in large, black, sans-serif capital letters. The sign is set on a concrete base and is surrounded by a bed of yellow flowers. In the background, there is a paved area and a tree.

**TRAVIS CENTRAL
APPRAISAL DISTRICT**

Appendix A

Texas Property Tax Code

Section 6.06

Appraisal District Budget and Financing

SECTION 6.06 PROPERTY TAX CODE, APPRAISAL DISTRICT BUDGET AND FINANCING

(a) Each year the Chief Appraiser shall prepare a proposed budget for the operations of the district for the following tax year and shall submit copies to each of the taxing units participating in the district and to the district board of directors before June 15th. He shall include in the budget a list showing each proposed position, the proposed salary for the position, all benefits proposed for the position, each proposed capital expenditure, and an estimate of the amount of the budget that will be allocated to each taxing unit. Each taxing unit entitled to vote on the appointment of board members shall maintain a copy of the proposed budget for public inspection at its principal administrative office.

(b) The board of directors shall hold a public hearing to consider the budget. The secretary of the board shall deliver to the presiding officer of the governing body of each taxing unit participating in the district not later than the 10th day before the hearing. The board shall complete its hearings, make any amendments to the proposed budget it desires, and finally approve a budget before September 15. If governing bodies of a majority of the taxing units entitled to vote on the appointment of board members adopt resolutions disapproving a budget and file them with the secretary of the board within 30 days after its adoption, the budget does not take effect, and the board shall adopt a new budget within 30 days of the disapproval.

(c) The board may amend the approved budget at any time, but the secretary of the board must deliver a written copy of the proposed amendment to the presiding officer of the governing body of each taxing unit participating in the district not later than the 30th day before the date the board acts on it.

(d) Each taxing unit participating in the district is allocated a portion of the amount of the budget equal to the proportion that the total dollar amount of property taxes imposed in the district by the unit for the tax year in which the budget proposal is prepared bears to the sum of the total dollar amount of property taxes imposed in the district by each participating unit for that year. If a taxing unit participates in two or more districts, only the taxes imposed in a district are used to calculate the unit's cost allocations in the district. If the number of real property parcels in the district and the taxing unit imposes in excess of 25 percent of the total amount of the property taxes imposed in the district by all of the participating taxing units for a year, the unit's allocation may not exceed a percentage of the appraisal district's budget equal to three times the unit's percentage of the total number of real property parcels appraised by the district.

(e) Unless the governing body of a unit and the chief appraiser agree to a different method of payment, each taxing unit shall pay its allocation in four equal payments to be made at the end of each calendar quarter, and the first payment shall be made before January 1 of the year in which the budget takes effect. A payment is delinquent if not paid on the date it is due. A delinquent payment incurs a penalty of 5 percent of the amount of the payment and accrues interest at an annual rate of 10 percent. If the budget is amended, any change in the amount of a unit's allocation is apportioned among the payments remaining.

(f) Payments shall be made to a depository designed by the district board of directors. The district's funds may be disbursed only by a written check, draft, or order signed by the chairman and secretary of the board or, if authorized by resolution of the board, by the chief appraiser.

(g) If a taxing unit decides not to impose taxes for any tax year, the unit is not liable for any of the costs of operating the district in that year, and those costs are allocated among the other taxing units as if that unit had not imposed taxes in the year used to calculate allocation. However, if that unit has made any payments, it is not entitled to a refund.

(h) If a newly formed taxing unit or a taxing unit that did not impose taxes in the preceding year imposes taxes in any tax year, that unit is allocated a portion of the amount budgeted to operate the district as if it had imposed taxes in the preceding year, except that the amount of taxes the unit imposes in the current year is used to calculate its allocation. Before the amount of taxes to be imposed for the current year is known, the allocation may be based on an estimate to which the district board of directors and the governing body of the unit agree, and the payments made after that amount is known shall be adjusted to reflect the amount imposed. The payments of a newly formed taxing unit that has no source of funds are postponed until the unit has received adequate tax or other revenues.

(i) The fiscal year of an appraisal district is the calendar year unless the governing bodies of three-fourths of the taxing units entitled to vote on the appointment of board members adopt resolutions proposing a different fiscal year and file them with the secretary of the board not more than 12 and not less than eight months before the first day of the fiscal year proposed by the resolutions. If the fiscal year of an appraisal district is changed under this subsection, the chief appraiser shall prepare a proposed budget for the fiscal year as provided by Subsection (a) of this section before the 15th day of the seventh month preceding the first day of the fiscal year established by the change, and the board of directors shall adopt a budget for the fiscal year as provided by Subsection (b) of this section before the 15th day of the fourth month preceding the first day of the fiscal year established by the change. Unless the appraisal district adopts a different method of allocation under Section 6.061 of this code, the allocation of the budget to each taxing unit shall be calculated as provided by Subsection (d) of this section using the amount of property taxes imposed by each participating taxing unit in the most recent tax year preceding the fiscal year established by the change for which the necessary information is available. Each taxing unit shall pay its allocation as provided by Subsection (e) of the section, except that the first payment shall be made before the first day of the fiscal year established by the change and subsequent payments shall be made quarterly. In the year in which a change in the fiscal year occurs, the budget that takes effect on January 1 of that year may be amended as necessary as provided by Subsection (c) of this section in order to accomplish the change in fiscal years.

(j) If the total amount of the payments made or due to be made by the taxing units participating in an appraisal district exceeds the amount actually spent or obligated to be spent during the fiscal year for which the payments were made, the chief appraiser shall credit the excess amount against each taxing unit's allocation payments for the following year in proportion to the

amount of each unit's budget allocation for the fiscal year for which the payments were made. If a taxing unit that paid its allocated amount is not allocated a portion of the district's budget for the following fiscal year, the chief appraiser shall refund to the taxing unit its proportionate share of the excess funds not later than the 150th day after the end of the fiscal year for which the payments were made.

SECTION 6.062 PROPERTY TAX CODE, PUBLICATION OF BUDGET

(a) Not later than the 10th day before the date of the public hearing at which the board of directors considers the appraisal district budget, the chief appraiser shall give notice of the public hearing by publishing the notice in a newspaper having general circulation in the county for which the appraisal district is established. The notice may not be smaller than one-quarter page of a standard-size or tabloid-size newspaper and may not be published in the part of the paper in which legal notices and classified advertisements appear.

(b) The notice must set out the time, date, and place of the public hearing and must set out a summary of the proposed budget. The summary must set out as separate items:

- (1) The total amount of the proposed budget;
- (2) The amount of increases proposed from the budget adopted for the current year; and
- (3) The number of employees to be compensated under the current budget and the number of employees to be compensated under the proposed budget.

(c) The notice must state that the appraisal district is supported solely by payments from the local taxing units served by the appraisal district. The notice must also contain the following statement: "If approved by the appraisal district board of directors at the public hearing, this proposed budget will take effect automatically unless disapproved by the governing bodies of the county, school districts, cities, and towns served by the appraisal district. A copy of the proposed budget is available for public inspection in the office of each of those governing bodies."

Appendix B

Travis Central Appraisal District

Finance Policy

FINANCIAL POLICIES & PROCEDURES MANUAL

TRAVIS CENTRAL APPRAISAL DISTRICT

FEBRUARY 2012

SECTION I: INTRODUCTION

A. PURPOSE

This Financial Policies & Procedures Manual is to be used as the central sources of reference to establish policies and delineate procedures for the effective and consistent management of financial operations of the Travis Central Appraisal District, herein after referred to as the District. This manual is intended to be general in some areas so that managers will have the flexibility to modify workflow responsibilities without constant revision of this manual.

B. MAINTENANCE

Recommendations for changes and modifications should be submitted in writing to the Finance & Facilities Officer. The recommendations that are approved by the Finance & Facilities Officer will then be reviewed by the Chief Appraiser. If approved by both the Chief Appraiser and the Finance & Facilities Officer, the recommended revision will be submitted to the District's Board of Directors for approval.

SECTION II: POLICY OVERVIEW

A. REVENUE POLICY

Specific information about the revenue policy can be found in the Revenue Policy section of this finance policy.

1. **Revenue Recognition-** Revenues shall be recorded on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual; i.e., when they become both measurable and available.
2. **Daily Deposits-** In accordance with this finance policy, the District shall require weekly deposits of receipts only when the moneys on hand amount to at least \$1,000. Any funds not immediately deposited shall be appropriately safeguarded in a locked file cabinet in the Finance Officer's office.
3. **Monitoring Revenue-** District finance staff shall monitor revenues as billed and collected and shall report to the Board of Directors no less than quarterly on any past due or uncollectible amounts.
4. **Authority-** The Finance & Facilities Officer shall be responsible for designing, implementing, monitoring, and amending as necessary, accounting procedures, including internal controls, for the billing, recording, and reporting of all revenues of the District in compliance with Generally Accepted Accounting Principles (GAAP) and applicable state laws. Any changes to revenue procedures shall be reported to the Board of Directors at their next regularly scheduled meeting.

B. CASH DISBURSEMENT POLICY

Specific information about purchasing, requisitions, competitive bidding, encumbrances & accounts payable can be found in the cash disbursement section of this finance policy.

1. **Centralized Purchasing-** The District will operate under a centralized purchasing concept.
2. **Payments-** Local governments and state agencies are required to pay all bills owed within 30 calendar days. The District adheres to this requirement. Any deviations from this requirement are reported to the Chief Appraiser.
3. **Monitoring-** District finance staff shall monitor cash disbursements and report to the Board of Directors at each regularly scheduled meeting all capital asset purchases and any purchases over \$25,000. Specific purchasing limitations are outlined in the cash disbursements section of this finance policy.

4. **Authority-** The Finance & Facilities Officer shall be responsible for designing, implementing, monitoring, and amending as necessary, accounting procedures including internal controls, for the requisitioning, purchasing and cash disbursement functions of the district in compliance with Generally Accepted Accounting Principles (GAAP) and applicable state laws. Any change to cash disbursement procedures shall be reported to the Board of Directors at their next regularly scheduled meeting.

C. OPERATING BUDGET POLICY

1. **Planning:** The District will prepare a five-year operating budget projection annually, which will include projections of expenditures for the next five years.
2. **Performance Measures:** The District will integrate performance measures and productivity indicators into its budgetary process whenever feasible.
3. **Periodic Reporting:** The Finance and Facilities Officer shall present budget to actual financial reports to the Board of directors monthly (or at each board meeting) and bi-weekly to the Chief Appraiser.
4. **Balanced Budget:** The District shall submit a balanced budget wherein budgeted expenditures shall equal budgeted revenues.

D. ASSET MANAGEMENT & CAPITAL IMPROVEMENT POLICY

Additional information on asset management and capital improvements can be found in the capital assets section of this finance policy.

1. **Planning for Operational and Maintenance Costs:** The District shall utilize an equipment replacement schedule to plan major operational and maintenance asset acquisitions on a systematic, comprehensive, and entity-wide basis.
2. **Asset Condition:** The District will maintain all assets at a level adequate to comply with all regulatory requirements and to minimize future replacement and maintenance costs.
3. **Planning:** The District will annually update a ten-year capital improvement program, identifying and describing each capital project along with the estimated cost.

4. **Capitalization:** The District will capitalize all asset cost which are \$1,000 or more and whose useful life is more than one year.
5. **Reporting:** The District will provide reports of expenditures by project to the Board of Directors no less than quarterly.

E. CASH MANAGEMENT & INVESTMENT POLICY

1. **Written Policy:** The District's investment policy must be written and in compliance with all applicable state and local laws. The policy must be reviewed on an annual basis by the Board of Director's and approved through a resolution.
2. **Objectives:** The primary objectives of investment activities, in priority order, shall be preservation of principal, liquidity, and yield.
3. **Periodic Reporting:** The District shall provide monthly investment reports to the Board of Directors.
4. **Treasury Services:** The District shall prepare a Request for Proposal (RFP) for banking services every 2 years, with the option to renew the contract for an additional 2 years.

F. ACCOUNTING POLICY

1. **Authority for Accounting Procedures:** The District will establish and maintain the accounting system according to Generally Accepted Accounting Principles (GAAP) and all applicable state and local laws.
2. **Annual Audit:** An annual audit will be performed by an independent public accounting firm, which will issue an official opinion on the annual financial statements, and a management letter indicating any suggestions for improvement or areas of concern.
3. **Transparency:** Full disclosure will be provided in the financial statements.
4. **Financial Report:** The District shall prepare a comprehensive annual financial report (CAFR) upon completion of the financial audit, which will be submitted to the Government Finance Officers' Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting award.

SECTION III: REVENUE POLICY

GENERAL INFORMATION:

A. PAYMENTS RECEIVED

The procedures for processing payments received by the District for assessments or other accounts receivable shall be in the manner prescribed by the cash receipts policy. Each individual cash receipt item shall be recorded in the appropriate subsidiary ledger and the general ledger. Revenues shall be recorded on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual; i.e., when they become both measurable and available. The District requires weekly deposits of receipts only when the moneys on hand amount to at least \$1,000. Any funds not immediately deposited shall be appropriately safeguarded in a locked file cabinet in the Finance and Facilities Officer's office.

B. REPORTING OF OPEN BALANCES

A report of all open balances shall be prepared at the end of each reporting period. This report shall balance with the period ending balance of the general ledger. The monthly billing of outstanding assessments receivable or other accounts receivable shall be processed on or before the end of each reporting period.

C. RECORDS AND FILING PROCEDURES

A file shall be created for each taxing unit and other accounts receivable items. The files shall be maintained in the Finance Division. Copies of statements and other correspondence relating to these accounts shall be kept in these files while the account is active. Inactive files and records may be transferred to the Records Management Officer in accordance the TCAD Records Retention Policy.

ASSESSMENTS AND OTHER ACCOUNTS RECEIVABLE

A. GENERAL

Funds of the District are provided by the taxing jurisdictions within the boundaries of the District as prescribed by Chapter 6, Property Tax Code. Under the authority of the Property Tax Code and other statutes, the District shall establish assessments receivable (from taxing jurisdictions).

B. ASSESSMENTS

1. **CALCULATION OF TAXING UNIT CONTRIBUTIONS-** Each taxing unit participating in the District shall be allocated a portion of the total amount of the District's budget. This portion is equal to the proportion that the total dollar amount of property taxes imposed in the district by the unit for the tax year in which the budget proposal is prepared bears to the sum of the total dollar amount of property taxes imposed in the district by each participating unit for that year. If a taxing unit participates in two or more appraisal districts, only the taxes imposed in a district are used to calculate the unit's cost allocations in that district. If the number of real property parcels in a taxing unit is less than 5 percent of the total number of real property parcels in the district and the taxing unit imposes in excess of 25 percent of the total amount of the property taxes imposed in the district by all of the participating taxing units for a year, the unit's allocation may not exceed a percentage of the appraisal district's budget equal to three times the unit's percentage of the total number of real property parcels appraised by the district (Sec. 6.06 (c), Property Tax Code).
2. **QUARTERLY BILLINGS-** The billing of assessments of the current year's budget shall be made in four installments inclusive of adjustments. Each taxing unit shall be mailed a statement of account showing the amount to be paid. The statement shall be mailed at least thirty days before the due date. The due dates are as prescribed by law in the Property Tax Code, Sec. 6. All amounts received in the District's office shall be forwarded to the District's depository.
3. **ASSESSMENTS DUE DATE-** Unless the governing body of a unit and the Chief Appraiser agree to a different method of payment, each taxing unit shall pay its allocation in four equal payments, payable prior to the beginning of each calendar quarter. The first payment is to be made before January 1 of the year in which the budget takes effect. A payment shall be delinquent if not paid on the last day of the quarter in which it is due. All delinquent payments incur a penalty of 5 percent of the amount of the quarterly assessment and accrue interest at an annual rate of 10 percent during the period the assessment remains unpaid.
4. **ASSESSMENT RECEIVABLE SUBSYSTEM-** An assessments receivable subsystem within the District's accounting system shall be established in which all taxing unit budget assessments are controlled. The subsystem shall contain the name and jurisdiction code of the taxing unit, amount of the assessment, balance forward, penalty and interest incurred and total amount due. The subsystem shall also contain the taxing unit master file listing the presiding officer, tax assessor/collector (if applicable) and mailing address. Changes to the taxing unit master file shall be in writing and shall be approved by the Finance & Facilities Officer before changes are made. It is the responsibility of the Finance & Facilities Officer to maintain the subsystem.
5. **STATEMENT OF ASSESSMENT-** Upon recording the calculated amounts of the taxing unit assessments in the assessments receivable subsystem, statements for each taxing unit shall be produced in duplicate. Unless otherwise requested by the taxing unit, the original shall be mailed to the presiding officer of the unit and a copy will be placed in the assessments receivable file.

CHARGES FOR SERVICES

The District also receives funds from other sources such as from the sale of data and the sale of surplus supplies and equipment.

C. **OTHER ACCOUNTS RECEIVABLE**

Certain District expenses such as copies of public records, computer time and sale of surplus equipment are reimbursable to the District. These expenditures are considered outside the governmental function of the District.

1. **PAYMENT FOR SERVICES-** Payment shall be made before services are provided by the District. In those cases where the actual cost of services cannot be determined until after the services are performed, an estimate of costs shall be prepared and a deposit shall be secured from the buyer. Before delivery of the final product, any amount due from the buyer shall be collected.

2. **EXCEPTIONS TO PAYMENT IN ADVANCE-** In certain circumstances, services are provided whereby deposits or payments in advance are not practical or lawful. For example, payments for selection of health benefits under the provisions of the *Consolidated Omnibus Budget Reconciliation Act (COBRA)* may be made after services are provided. Payments from taxing units for special services may be deferred until revenues become available to the taxing unit.

3. **ACCOUNTS RECEIVABLE-** In circumstances where payments for services are not made in advance, the unpaid item becomes a receivable for the District immediately.

4. **OTHER ACCOUNTS RECEIVABLE SUBSYSTEM-** The District shall establish a separate accounts receivable subsystem within the District's accounting system for other accounts receivable items as defined above.

5. **STATEMENTS FOR OTHER ACCOUNTS RECEIVABLE-** The Finance & Facilities Officer shall cause statements to be printed and delivered to the person or organization responsible for the receivable on a monthly basis.

Please see the Accounting Training and Procedures Manual, Exhibit A, for a detail listing of accounts receivable procedures.

SECTION IV: CASH DISBURSEMENTS POLICY

PURCHASING:

A. GENERAL INFORMATION

The District will operate under a centralized purchasing concept. The Finance & Facilities Officer shall direct all purchasing activities and is responsible for the acquisition and distribution of equipment, supplies, materials and services. Purchases shall be made in accordance with these policies and procedures as well as all applicable state and federal laws.

B. PURCHASING LIMITATIONS

Purchases made by the District are governed by Section 6.11, Property Tax Code and Chapter 252 of the Local Government Code, as well as these policies and procedures.

1. **PURCHASES GREATER THAN \$50,000-** All purchases exceeding the amount as specified by Sec. 6.11 (a) Property Tax Code (\$50,000) require approval by the District's Board of Directors. The District may not enter into a contract requiring expenditure greater than the maximum amount as specified by Sec. 6.11 (b), unless the proposed contract is submitted to competitive bidding requirements or alternate competitive proposal procedures as prescribed by state law.
2. **PURCHASES BETWEEN \$1,000 AND \$50,000-** Purchases between \$1,000 and the minimum amount required to go through the competitive bid process (\$50,000) require at least three competitive quotations (three bidders). These quotes must be submitted in writing to the Finance & Facilities Officer.
 - a. Normal and routine items with a value less than \$100 and an aggregate value less than \$500 may be authorized by the division heads.
 - b. Items with a value between \$100 and \$499 and an aggregate value less than \$1,000 may be authorized by Department Directors.
 - c. Items with a value between \$500 and \$999 must be authorized by both the Department Director and the Finance & Facilities Officer.
 - d. Items with a value of \$5,000 up to the minimum amount specified by Sec. 6.11 (b) (\$50,000) may be authorized only by the Chief Appraiser.

3. **EMERGENCY PURCHASES-** Exceptions to the above limitations are permissible only in emergencies where delay would endanger the public or employee welfare, such as sewer, water or power failure, fuel shortage, transportation delay, or fire and health hazards. Purchases under this provision require approval by the Chief Appraiser.

4. **CAPITAL EQUIPMENT-** Purchases of Capital Equipment shall be approved by the Finance & Facilities Officer and the Chief Appraiser, and if otherwise required, the Board of Directors. Requisitions for purchases of capital equipment requiring approval by the Board of Directors must reference the board meeting minutes for the meeting at which the purchase was approved.

5. **PROFESSIONAL SERVICES-** Purchases of professional services shall be approved by the Chief Appraiser and if otherwise required, the Board of Directors. Requisitions for purchases of professional services requiring approval by the Board of Directors must reference the board meeting minutes for the meeting at which the purchase was approved.

Please see the Accounting Training and Procedures Manual, Exhibit A, for a detailed description of the purchasing process.

C. REQUISITIONS

All purchases must be requisitioned. The requisition form shall be completed by the requesting TCAD department or division and must be approved by the department Director. For normal and routine items, the department Director may appoint one person in the division to make purchase requisitions.

1. **SPECIFICATIONS AND SAMPLES-** A completed requisition shall include detailed specification to detail the type and quality of the supplies or materials requested. If the requesting department requires assistance in preparing specifications, the Finance & Facilities Officer or his/her designee shall consult with the requester to provide any needed assistance.

2. **ACTION ON REQUISITION-** The purchasing agent receiving the requisition shall determine if the form has been properly completed and approved and is in accordance with this policy and any applicable state or federal laws.

D. PURCHASE ORDERS

A purchase order form is a numerically controlled form used by the District as a document of fund encumbrance and control. Purchase orders are issued in response to an approved requisition or action by the Board of Directors. It must be completed in full and approved by the Finance & Facilities Officer, and in certain instances, the Chief Appraiser. All purchase orders more than \$500 (\$2,500 for Information Technology purchases) must be approved by the Finance & Facilities Officer. All purchases over \$1,000 (\$5,000 for Information Technology Purchases) must be approved by the Finance & Facilities Officer and the Chief Appraiser.

1. **FORM AND DISTRIBUTION-** A purchase order is a two-part form. When properly completed, it is distributed as defined below.

- a. The original shall be delivered to the vendor by mail or any electronic means.
 - b. The hard copy is placed in a master file and a photocopy will become the receiving report and shall be delivered to the employee who will be receiving and accepting the delivered goods or services. A space shall be provided next to each item ordered for the receiving employee to mark the number of each item actually received.
2. **REGISTER OF PURCHASE ORDERS-** The Finance & Facilities Officer shall maintain a register of all purchase orders issued. The register may be kept using electronic media. The register shall include the purchase order number, name of vender, amount, date issued and any other information as required. If the register is kept in electronic form, a separate listing shall be produced at least monthly by the purchase order number and by vendor name alphabetically.
3. **SPLITTING PURCHASE ORDERS-** Splitting orders to avoid the competitive bidding requirements is strictly prohibited

Please see the Accounting Training and Procedures Manual, Exhibit A, for a detailed listing of purchasing procedures.

COMPETITIVE BIDDING

Purchases subject to competitive bidding as required by Section 6.11, Property Tax Code and Chapter 252, Subchapter B of the Local Government Code shall be approved by the District's Board of Directors.

1. **PREPARATION OF BID SPECIFICATIONS-** Bid specifications shall be prepared by the requesting department in consultation with the Finance & Facilities Officer. Specifications shall be delivered to the Chief Appraiser for approval before being placed on the Board of Director's meeting agenda.
2. **ACTION BY THE BOARD OF DIRECTORS-** To proceed with the bidding process, the Board of Directors must make any changes to the specifications, if desired, approve the specifications, and authorize the publication of a notice of the time and place where the proposals shall be submitted.
3. **NOTICE REQUIREMENTS-** The notice shall be published once a week for two consecutive weeks in a newspaper of general circulation. The date of the first publication shall be at least 14 days before the date set for the receipt of bids. The notice shall state the time and place where bids will be received, a brief description of the purchase contract, the time and place where the proposals shall be submitted, the name and telephone number of the person to contact for copies of the specifications, and a statement that the bids shall be sealed. Information about the bid can be discussed with those who have submitted proposal and who are determined to be reasonably qualified for the award of the contract. Offerors shall be treated fairly and equally with respect to any opportunity for discussion and revision of proposals. To obtain the best final offers, revisions will not be permitted after the submission deadline.

4. **RECEIPT OF BIDS-** Bids shall be received up to the time as provided in the specifications and notice. Bid envelopes shall be date and time stamped by the employee responsible for receiving the sealed bids. The envelopes shall remain sealed until the time provided for opening bids.

5. **OPENING BIDS-** Bids shall be opened in an open session with at least the Chief Appraiser, Finance & Facilities Officer, and an employee from the requesting department, unless specified otherwise by the Chairman of the Board of Directors. Any vendor or other person shall be permitted to attend the bid opening. At the bid opening session, all bids timely received shall be read aloud. Bids received after the time provided in the specifications shall not be opened or read and shall be returned to the person or firm submitting the bid.

6. **BID TABULATION-** As soon as practicable after the bid opening, the bids shall be reviewed and tabulated by the Finance & Facilities Officer or his/her designee and the requesting department head.

7. **BID RECOMMENDATION-** Upon completion of the bid review and tabulation, the requesting department head shall prepare a report to the Chief Appraiser stating the nature of the bid, the tabulation of the bids and a recommendation as to the lowest, and most responsible bidder or the bidder who provides goods or services at the best value for the District. The report and recommendation shall be placed upon the Board of Directors meeting agenda for board consideration.

8. **AWARD OF CONTRACT-** The Board of Directors shall review the bids received and the report prepared by the Finance & Facilities Officer and, if action is desired, award a contract to the lowest, most responsible bidder or the bidder who provides goods or services at the best value for The District. In determining the best value for the District, the District may consider:
 - a. The purchase price;
 - b. The reputation of the bidder and of the bidder's goods or services;
 - c. The quality of the bidder's goods or services;
 - d. The extent to which the goods or services meet the District's needs;
 - e. The bidder's past relationship with the District;
 - f. The impact on the ability of the District to comply with laws and rules relating to contracting with historically underutilized businesses and nonprofit organizations employing persons with disabilities;
 - g. The total long-term cost to the District to acquire the bidder's goods or services; and/or
 - h. Any relevant criteria specifically listed in the request for bids or proposals.

Before awarding a contract under the above criteria considerations, the District must indicate in the bid specifications that the contract may be awarded either to the lowest bidder or the bidder who provides goods or services at the best value to the District. The Board shall have the right to award contract to one or more bidders for all or part of the purchase. The Board shall have the right to reject all bids.

9. **CHANGE ORDERS-** The Board of Directors shall be authorized to approve change orders to increase or decrease the total contract.

10. **EXCEPTIONS-** Sections 252.022 of the Local Government Code contain numerous exceptions to the competitive bidding requirements. The Chief Appraiser, in consultation with the Board of Directors and Finance & Facilities Officer, shall determine whether a proposed exempt contract shall be submitted to voluntary competitive bidding.
11. **EFFECT OF NON-COMPLIANCE-** A contract awarded in violation with these policies and procedures or in violation of applicable statutes will be considered null and void.
12. **OPEN RECORDS-** All bid documents, specifications and contracts are public records and shall be open to public inspection during and after the time bids are opened. Bids and proposals submitted under the competitive proposal procedures shall be open for public inspection after the time a contract is awarded.

F. CAPITAL PURCHASES

Purchases for capital equipment shall be approved by the Finance & Facilities Officer and the Chief Appraiser

1. **REQUEST AND APPROVAL-** A request for capital purchases shall be completed and approved by the requesting Department Director, the Finance & Facilities Officer, and the Chief Appraiser.
2. **BUDGETARY IMPACT-** Capital items requested which are not budgeted will require a budget line item transfer of funds approved in another line item. If approved, the funds shall be transferred for the capital acquisition.
3. **REPORTS-** The Finance & Facilities Officer shall report monthly all capital items purchased to the Chief Appraiser. The report shall list each capital item acquired, the date of acquisition, amount of purchase and the budget balance remaining for each department and division.
4. **INVENTORY AND CONTROL-** The Finance & Facilities Officer shall establish a capital asset subsystem to inventory and control capital assets. The subsystem shall be maintained in accordance with the Capital Assets section of the Financial Policies & Procedures Manual.

Please see the Accounting Training and Procedures Manual, Exhibit A, for a detailed listing of purchasing procedures.

G. RECEIPT OF EQUIPMENT, SUPPLIES, MATERIALS AND SERVICES

The Finance Department is responsible for equipment, supplies, materials and services.

1. **RECEIVING REPORT-** The employee responsible for receiving equipment, supplies, materials and services for a division shall make a count of all items or services received. The employee shall sign the receiving report, indicate the date the items or services were received, and indicate the serial numbers on all equipment. The receiving report shall be immediately returned to the Finance & Facilities Officer or his/her designee.
2. **PARTIAL SHIPMENTS-** If a partial shipment is received, a copy of the receiving report shall be returned to the Finance & Facilities Officer, indicating which items were received.

3. **AUTHORITY TO PAY INVOICES-** The receiving reports are used as the authority to pay the invoice. The original purchase order information and authorization from Department Directors or division heads should also be attached to the receiving report. This also is used as authority to pay the invoice. Payment shall be made only for items or services actually received.

ENCUMBRANCES & ACCOUNTS PAYABLE:

A. GENERAL

This section details the procedures for establishing encumbrances and processing payments for vendor invoices. The purchase order shall be the authority to encumber the District's funds. The check request form must accompany the purchase order for payment of invoices as outlined below.

B. VENDOR PAYMENT MASTER RECORDS

The Finance & Facilities Officer shall maintain permanent records for all encumbered items and vendor payments. In addition, a complete listing of all approved TCAD vendors shall be maintained and shall be known as the Vendor Master Files. All records shall be kept in both electronic and hard copy forms. Authority to disburse the District's funds shall be the check request form approved by the Finance & Facilities Officer, Chief Appraiser, and if applicable, the District's Board of Directors. Proof of receipt of goods or services, such as a packing list or a receiving report, should also accompany the check request and purchase order.

C. ENCUMBRANCES

1. Encumbering funds is the process of recording approved District obligations in the District's accounting system to reflect lawful indebtedness. The cycle of recording these obligations establishes reserves for encumbrances and is the accounting of approved purchase orders and contracts for expenditures.
2. It is the responsibility of the Finance & Facilities Officer to maintain the accounting system. Accounting for and changes to encumbrances shall be reported monthly.
3. The authority to encumber funds is the District's purchase order form. The accounting copy of an approved purchase order is delivered to the Finance & Facilities Officer, where it is reviewed for accuracy and compliance with the District's policies and procedures. No encumbrance order shall be posted to the encumbrance subsystem unless proper approvals are affixed. The accounting copy of the encumbrance order is held for later processing through the accounts payable function.

Please see the Accounting Training and Procedures Manual, Exhibit A, for a detail listing of encumbrance procedures.

D. ACCOUNTS PAYABLE

The District adheres to the Prompt Pay Act. The Act is designed to encourage Texas governmental units to take advantage of discounts which may be offered for paying bills promptly. It requires all local governments and state agencies to pay all bills owed within 30 calendar days. The count for the 30 day payment period starts on the day after receipt of goods or services, or the day after the invoice is received, whichever is later.

The accounts payable function relates to the receipt and recording of vendor invoices, preparation and processing of accounts payable vouchers, and printing checks to pay the District's indebtedness.

1. The accounting copy of the purchase order (and/or encumbrance order) shall be kept in an open purchase order file.
2. Upon receipt of a vendor invoice, the following documents shall be gathered and reviewed prior to preparation of an accounts payable voucher (check request):
 - a. Accounting copy of the purchase order;
 - b. A copy of the receiving report which shall contain a listing of the items received from the vendor, time and date of the receipt, and signature of the District's employee who received the goods or services;
 - c. The invoice from the vendor (original invoice); and
 - d. Any other documentation related to the transaction
3. The gathered documents are matched and audited as to their accuracy. The following actions shall be taken to ensure accuracy and proper payment:
 - a. The vendor name and address appearing on the invoice shall be matched to the vendor name and address appearing on the purchase order and matched to the master vendor list.
 - b. The quantity and unit price of the goods or services appearing on the invoice shall be matched to the purchase order and to the receiving report.
 - c. The vendor's terms of payment on the invoice shall be reviewed for any possible discounts or late payment penalties.
4. If any data is found to be different or incorrect during the matching and auditing process, the document shall be reviewed by the Finance & Facilities Officer, who shall take the necessary action to correct any discrepancies discovered prior to authorizing payment to any vendor.
5. Upon conclusion of the matching and auditing process and correcting discrepancies, a check request form shall be prepared. The check request form establishes the vendor invoice and related documentation as an accounts payable item. The Finance & Facilities Officer shall review and approve each invoice and voucher before payment is made to the vendor. The Finance & Facilities Officer will review the check request for accuracy in the following items:
 - a. Invoice amount;
 - b. Effective date of the invoice to make sure the invoice is being posted to the correct accounting period;
 - c. Invoice number;

- d. General ledger account that the cost will be posted to;
 - e. Department code that the cost will be posted to; and
 - f. Applicable 1099 information including if the vendor is a 1099 recipient and the taxable 1099 amount of the invoice.
6. The approved invoice-voucher shall be entered into the accounting system for processing as an accounts payable item.
7. Processing of checks for payment of accounts payable vouchers shall be accomplished through the accounting system. The system shall produce a “hard-copy” audit trail of all payments to vendors and update encumbrances and expenditures. The system shall produce a listing of all checks written. Checks written shall be compared to the printed check listing and to the voucher and vendor invoices for accuracy.
8. All paid vouchers, invoices, checks and supporting documentation shall be scanned into the District's finance folder on the network. All documentation shall then be filed by vendor name. The hard-copy files shall be emptied and restarted each fiscal year. The files are to be turned over to the Records Management Officer at the end of the second year. The electronic copies of the documentation shall be kept on the network for three years. At the end of the third year, a CD shall be burned with the entire year's electronic copies of invoices. This CD shall be kept in the Finance & Facilities Officer's office for a minimum of five years.
9. An original check and a second check stub of each check shall be produced and shall be distributed as follows:
 - a. The original shall be distributed according to the cash disbursement procedures;
 - b. The second stub copy shall be attached to and filed with the paid vouchers, invoice and supporting documents;
10. The original of any voided checks shall be filed in a numerical file by fiscal year. These voided checks shall be cancelled by writing the word “VOID” on the face. These voided checks shall be kept in a locked file cabinet.
11. At the end of each accounting period, all edit listings or reports produced by the accounting system shall be preserved. This may be done as an electronic copy, however, these will need to be burned to a CD at the end of each fiscal year and kept in the Finance & Facilities Officer's office.

Please see the Accounting Training and Procedures Manual, Exhibit A, for a detail listing of accounts payable procedures.

SECTION V: OPERATING BUDGET POLICY

A. GENERAL

The District's annual budget shall be prepared and adopted in accordance with the provisions of Chapter 6, Property Tax Code. The fiscal year for the District is the calendar year. A budget process that is well-integrated with other activities of the District, such as the planning and management functions, will provide better financial and program decisions and lead to improved governmental operations. The District's budget is considered a management control and planning tool and, as such, is incorporated into the accounting system of the District. An annual budget is legally adopted for the General Fund, and other funds if necessary, and shall be prepared in accordance with Generally Accepted Accounting Principles (GAAP). The District follows a balanced budget policy, meaning operating expenditures shall not exceed operating revenues. The District also prepares a five-year budget forecast. This document is reviewed quarterly to make sure the District's current goals and objectives are aligned with the long-term goals and objectives. The District will integrate performance measures and productivity indicators into its budgetary process whenever feasible.

A good budget process:

- Incorporates a long-term perspective,
- Establishes linkages to broad organizational goals,
- Focuses budget decisions on results and outcomes,
- Involves and promotes effective communication with stakeholders, and
- Provides incentives to government management and employees.

B. PROCEDURE FOR PREPARATION AND ADOPTION

Each year the Chief Appraiser shall prepare a proposed budget for each of the operations of the District for the following fiscal year.

1. **CONTENT-** The proposed budget shall include a list showing each proposed position, the proposed salary for the position, all benefits proposed for the position, each proposed capital expenditure, and the estimate of the amount of the budget that will be allocated to each taxing unit. The district may also include any other additional information that they feel is beneficial.
2. **SUBMISSION TO TAXING UNITS AND BOARD OF DIRECTORS** - The Chief Appraiser shall submit copies to each taxing unit participating in the district and to the Board of Directors before June 15.

3. **PUBLIC HEARING**-The Board of Directors shall hold a public hearing to consider the budget. The Secretary of the Board shall deliver to the presiding officer of the governing body of each taxing unit participating in TCAD not later than the 10th day before the date of the hearing a written notice of the date, time and place fixed for the hearing. The Board shall complete its hearings, make any amendments to the proposed budget it desires, and finally approve a budget before September 15.
4. **DISAPPROVAL BY TAXING UNITS**- If governing bodies of a majority of the taxing units entitled to vote on the appointment of board members adopt resolutions disapproving a budget and file them with the Secretary of the Board within 30 days after its adoption, the budget does not take affect, and the board shall adopt a new budget within 30 days of the disapproval.
5. **AMENDING THE BUDGET**-The Board may amend the approved budget at any time, but the Secretary of the Board must deliver a written copy of a proposed amendment to the presiding officer of the governing body of each taxing unit participating in the District not later than the 30th day before the date the Board acts on it.

Please see the Accounting Training and Procedures Manual, Exhibit A, for a detail listing of budgeting procedures.

C. LINE ITEM TRANSFERS

The purpose of line item transfers is to allow flexibility within the budget to provide for changes in the District's operating plan for the current year. These changes may include variances in actual workload or supplies and equipment costs from levels projected when the budget was planned. Line item transfers, which do not increase or decrease the total amount of the budget, are not considered budget amendments as described above.

1. **AUTHORITY**-The Chief Appraiser is authorized to transfer funds from one budget line item account to another with the approval of the Board of Directors.
2. **PROCESS OF IDENTIFICATION**- Periodically, the Finance & Facilities Officer shall prepare reports which reflect the total amount of expenses, encumbrances and projections for expenses through the end of the fiscal year. If any one line item account demonstrates an unfavorable variance, funds equal to the variance may be transferred from another account demonstrating a favorable budget variance.
3. **METHOD OF TRANSFER**- Prior to any transfer among line item accounts, the Finance & Facilities Officer shall prepare a report for the Chief Appraiser for presentation to the Board of Directors identifying the budget account from which the proposed transfer will be made and the need or justification for the transfer. Upon approval of the Board of Directors, the proposed transfers shall be entered into the District's accounting system.
4. **OTHER TRANSFERS**- For additional regular positions, contracts or other purchases requiring approval of the Board of Directors for which funds are not available in the appropriate budget line item

account, the particular Board action approving such purchase shall also include authority to transfer funds. If funds are not available from another line item, the purchase shall not be approved without amending the budget.

5. **SCHEDULE OF TRANSFERS**-The Finance & Facilities Officer shall keep a schedule of each transfer authorized and approved by the Board of Directors. The schedule shall contain the amount of the transfer between accounts, the account numbers, the Department and Division affected, the date of approval, and the date the entries were made to the District's accounting system. Each transfer shall be numerically numbered demonstrating the year and the number of transfers for each budget year.

D. REPORTING

The Finance & Facilities Officer shall prepare reports which demonstrate budget performance. These reports shall be prepared monthly:

1. **BALANCE SHEET**- A balance sheet shall be prepared monthly to present recorded assets, liabilities and fund equity of the governmental funds.
2. **STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**- This statement for the governmental funds shall be prepared monthly to present the period's revenues and expenditures. This statement also outlines the change in fund balance and the ending fund balance.
3. **FUND EXPENDITURE SUMMARY**- A fund expenditure summary for the general fund shall be prepared monthly to present the general fund budget, the period expenditures, encumbrances, year-to-date expenditures, and the available balance for each account.
4. **DEPARTMENT EXPENDITURE SUMMARY**- A fund expenditure summary for each of the District's operating departments and divisions shall be prepared monthly. These reports shall include the account status as presented by the Fund Expenditure Summary.
5. **REPORT DISTRIBUTION**- Each of the above four reports shall be distributed to the Chief Appraiser and each Department Director each month.

Please see the Accounting Training and Procedures Manual, Exhibit A, for a detail listing of reporting procedures.

SECTION VI: CAPITAL ASSETS

A. GENERAL

A capitalization policy is vital to the accounting and record keeping functions of the District. Adequate and accurate records not only provide a basis for conformity in reporting, control and accountability, but also aid in determining insurance values, maintenance costs and replacement schedules. The purpose of the District's Fixed Asset Policy is to set forth guidelines for the physical and reporting control of the District's assets, including accountability over the assets, meeting financial reporting needs, and generating asset management information.

B. DEFINITION

Capital Assets, also known as fixed assets or capital outlay items, are tangible, have a useful life of more than one year and have an acquisition value of \$1,000 or more. Additions or improvements to capital assets that extend the useful life of the asset shall be capitalized if the addition has a value of more than \$1,000 and/or increases the useful life by more than one year.

C. REASON

This document is intended to describe the standard policies required for recording new fixed assets, updating or changing existing assets and disposing of fixed assets. In addition, it is intended to provide the necessary steps to assist District personnel in the safeguarding, accounting for and disposal of District assets.

D. ROLES AND RESPONSIBILITIES

The major responsibilities each party has in connection with the Fixed Asset Policy and Procedures are as follows:

1. FINANCE DEPARTMENT

The Finance Department is responsible for the establishment and maintenance of an adequate fixed asset accounting system that allows for the proper presentation of fixed assets in the financial statements and the overall safeguarding of fixed assets.

2. FINANCE & FACILITIES OFFICER

The Finance & Facilities Officer is responsible for ensuring the fixed asset accounting system is being properly maintained, including the identification of capital assets, accurate use of codes, determination of useful lives, reconciliation to the general ledger, and financial reporting. More specifically, the Finance & Facilities Officer is responsible for:

1. Effective administration and maintenance of the property accountability and control system (Sage MIP Fixed Asset Software);

2. The proper tagging of all movable equipment;
3. Preparing an annual listing of all moveable equipment;
4. Providing department directors with current records of the property for which they are responsible;
5. Physical inventories taken on an annual basis verifying existence and condition of all fixed assets to ensure the accuracy of the District's accounting records;
6. Updating the fixed asset inventory based on inspections reports;
7. Evaluating loss, damage, destruction, disposal, theft, trade-ins, sale and/or transfer of District assets and providing recommendations with regard to the disposition of these assets;
8. Review and posting of depreciation through the Fixed Asset Module on an annual basis
9. Reconciliation of the fiscal year additions in the Fixed Asset Module to the general ledger in a timely basis (at least quarterly);

3. PURCHASING/ACCOUNTS PAYABLE

The purchasing/accounts payable staff is responsible for ensuring that account codes are classified correctly for capital assets on purchase requisitions and invoices.

4. DEPARTMENT DIRECTORS

All department directors are responsible for:

1. Reading and understanding the Fixed Asset Policy;
2. Assuring that District property is given proper care and protection and is used for official purposes only;
3. Notifying the Finance & Facilities Officer whenever fixed assets are transferred, destroyed, stolen, or lost.
4. Identifying and reporting to the Finance & Facilities Officer any surplus property which is useable but not needed in his/her area, or which is beyond economic repair and therefore should be disposed of;
5. At no point in time are the department directors to dispose of any property of the District without proper approval from the Director of Finance;
6. Assisting in taking physical inventories

E. CAPITALIZATION POLICY

A capitalized fixed asset is property, such as equipment, buildings and land, etc., with a cost of \$1,000 or more at the date of acquisition, with an expected useful life of more than one year. Capitalized fixed assets are acquired for the use in normal operations and are not for resale. All capitalized fixed assets are entered into the Sage MIP Fixed Asset Module for inventory and financial reporting purposes.

Assets costing less than \$1,000 (inventory assets) are expensed in the period for which the expense is incurred, typically the fiscal year of purchase and are not capitalized. Inventory assets costing more than \$100 are to be tagged and maintained as an inventory item with a zero book value in the Sage MIP Fixed Asset Module. Inventory assets costing less than \$100 will not be maintained through the Sage MIP Fixed Asset Software.

Costs incurred to keep a capital asset in its normal operating condition that do not extend the original useful life of the asset or increase the asset's future service potential are not capitalized. These costs are expensed as repairs or maintenance. Any cost that improves the assets will be capitalized. These costs either (1) increase the service capacity of the asset (i.e., effectiveness or efficiency) or (2) extends the estimated useful life of the assets. Improvements to capital assets will be treated as direct adjustments to the related asset.

F. CLASSIFICATION OF CAPITAL FIXED ASSETS

Capital fixed assets are assets that are:

- 1) Permanent in nature, tangible, durable;
- 2) Economic useful life is greater than one year;
- 3) Held for purposes other than investment or real; and
- 4) Have a cost which equals or exceeds the capitalization threshold of \$1,000 established by the District.

Capital fixed assets fall into many categories. The District has decided to classify their capital fixed assets into the following categories:

- 1) Building and Improvements
- 2) Land and Improvements
- 3) Computer Equipment
 - a. Computer Equipment
 - b. Network Equipment
- 4) Furniture & Fixtures
- 5) Vehicles

Building and Building Improvements:

Buildings are roofed structures used for the permanent or temporary shelter of persons or equipment. The building account includes the value of all buildings at purchase or price or construction price. When buildings are constructed, all identifiable direct costs are included in the valuation. Direct costs include labor, materials, and professional services to construct the building, along with any other direct cost incurred during the period of construction to ready the building for its intended use. Building improvements are improvements made to an existing building. Any renovation or alteration to an existing building that adds useful space to the structure or extends the building's useful life will be considered a capital asset. Conversely, improvements that do not add useful space to the structure, or extend the building's useful life will be considered maintenance and repair.

Land and Land Improvements:

Land is the solid part of the earth's surface whether improved or unimproved. The land account should include all land purchased, leased, donated, or otherwise acquired by the District. Purchased land should be carried on the records at cost. Donated land should be recorded at the appraised market value of the land at the time of its donation. Land improvements include excavation, fill and grading, removal, relocation or reconstruction or property of other such as railroads, and telephone and power lines, and the construction of retaining walls.

Computer Equipment:

Computer equipment consists of long-live capital assets that normally are technological in nature and are the basis of the District's information/connectivity infrastructure. Technology equipment includes all hardware, software, and cabling associated with the District's systems. Computer equipment includes both computer equipment (such as computer, printers, scanners, etc.) and network equipment (SAN storage devices, servers, etc.). The initial purchase of software will be capitalized if it meets the requirements under the capitalization policy; however, maintenance for the software will not be capitalized.

Furniture and Fixtures:

Furniture and fixtures consists of property that does not lose its identity when removed from its location and is not changed materially or expended in use. Subclasses in this account include cameras, partitions or dividers, furniture, mail equipment, maintenance equipment, microfiche equipment, miscellaneous equipment, office equipment and storage equipment.

Vehicles:

Vehicles include any car, truck, SUV, delivery van etc. owned by the District. The purchase cost of the vehicle will be capitalized if it meets all requirements of the capitalization policy; however, maintenance and repair of the vehicles will be expensed in the period in which they are incurred.

G. OTHER CAPITAL ASSETS

Construction in Progress (CIP):

CIP is the cost of buildings or other capital projects that are under construction as of the balance sheet date. CIP represents a temporary capitalization of labor, materials, and equipment of a construction project. When the constructed asset is substantially complete, costs in the CIP account are classified to one or more of the major asset categories and corresponding reductions must be made to the CIP account.

H. ACQUISITION OF CAPITAL EQUIPMENT

The acquisition of fixed assets starts with the creation of the purchase order. All orders for fixed assets must be submitted to the Purchasing Department on a purchase requisition request. A purchase order number can only be obtained by submitting a requisition. The purchase order should itemize the equipment being requested. Purchases are subject to fund availability and budget limitations.

Special requirements do exist for certain types of movable equipment. For example, furniture purchases must conform to the standards developed by Purchasing and the Office of Interior Design. Additionally, Computer IT equipment purchases must be approved by Director of IT.

When the item is received and the invoice is sent to Accounts Payable for processing, the capital expense code used to record the purchase in the Sage MIP Purchasing Module automatically generates an entry in the Sage MIP Accounts Payable Module. The invoice sent to Accounts Payable should clearly indicate the Purchase Order number it is attached to, particularly for items that arrive in various stages with separate invoices. The Finance & Facilities Officer reviews the accounts payable invoice and the fixed asset addition created and decides whether the asset should be capitalized.

I. OWNERSHIP OF CAPITALIZED ASSETS

Generally, the District owns all fixed assets purchased with District funds (includes restricted and unrestricted funds). Title to the asset purchased with federal funds vests in the District upon acquisition unless exceptions are noted in the specific contract. At no point in time will ownership of an asset belong to employees if the asset was purchased with District funds.

J. TAGGING FIXED ASSETS

Maintaining positive identification of assets is the primary purpose of tagging. Tagging is important to:

- Provide an accurate method of identifying individual assets,
- Aid in the annual physical inventory,
- Control the location of all physical assets,
- Aid in the maintenance of fixed assets, and
- Provide a common ground of communication for both the Finance Department and the assets' users.

Generally, all fixed assets meeting the capitalization criteria are tagged when received by the purchasing department. IT equipment is usually tagged by the IT department and the information is sent via e-mail to the Finance & Facilities Officer.

Even though non-movable, capitalized assets are not tagged, the asset number is still recorded in the Fixed Assets Module but not physically attached to the asset. Tags for capitalized assets that are not tagged are placed in the Sage MIP Fixed Asset Module. A description of the asset is recorded, including location details.

Assets not needing a tag are:

- Buildings
- Land
- Land Improvements
- Some building improvements
- Large network computer equipment

Again, these items, even though they are not tagged, are still entered into the Sage MIP Fixed Asset Module.

CAUTION: Do not tag artwork, sensitive technical equipment, or other items where tagging will affect its function, value, or the ability to return it under warranty. A file for all untaggable capital assets must be maintained by the Finance & Facilities Officer.

K. DEPRECIATION POLICY

Depreciation is the allocation of the total acquisition cost of a capital fixed asset over its estimated useful life. Land, certain land improvements, construction-in-progress, inexhaustible works of art, historical treasure and similar assets are not depreciated. Land is considered to have an unlimited useful life and its salvage value is unlikely to be less than its acquisition cost. Certain land improvements may be considered to have an unlimited useful life and therefore are not to be depreciated.

Depreciation of fixed assets is computed on a straight-line basis over their estimated useful lives (capitalized cost divided by useful life) as follows:

Building	30-50 years
Building Improvements	10-50 years
Land Improvements	10-50 years
Furniture & Fixtures	3-10 years
Computer Equipment	3-10 years
Vehicles	5-10 years

The Finance & Facilities Officer, under the direction of the Chief Appraiser, will assign a useful life based on the type of asset. The useful lives described above are just guidelines. A determination of useful life will be made by the Finance & Facilities Officer for each specific capital fixed asset purchased based on past experience. The District uses a monthly depreciation convention. Depreciation of the asset begins the month after purchase.

L. ACCOUNTING FOR CAPITAL FIXED ASSET

The Fixed Asset module requires periodic updating (annual inventory) and maintenance, including reconciliation to the general ledger, to remain current and valuable. The District will perform a physical inventory in October of every year. The ultimate responsibility of the physical inventory falls with the Finance & Facilities Officer, but all department directors should assist in the process. The Finance & Facilities Officer will provide the Department directors with a listing of all reportable property by department each year. Using the listing as a basis, a joint inventory will be conducted by the department director and the Finance & Facilities Officer. Advance notice will be given to individual departments regarding dates. The purpose of a physical inventory is to verify the existence and condition of fixed assets and ensure the accuracy of District accounting records.

All fixed asset acquisitions, transfers, sale of surplus, disposal and corrections must be entered into the system in a timely manner (weekly). It is imperative that those responsible comply with this document to establish and maintain accurate fixed asset records.

M. DISPOSITION OF FIXED ASSETS

The Finance & Facilities Officer is responsible for changing the status of records when the disposition or disposal of an asset occurs. In general, surplus or obsolete equipment may be disposed of by transferring to another department, discarding/scraping, trading-in, donating, or selling the asset. When selling, donating, or disposing of assets, the department responsible for the asset must complete the Property Disposal Form. This form should be sent to the Finance & Facilities Officer notifying the Finance Office of the department's disposition of the asset. The Finance Office will provide the approvals necessary to proceed with the disposition of the asset by sending a copy of the form back to the department with the appropriate signatures.

In the event an asset is to be moved from one location to another or from one department to another, a Property Movement Form must be completed and submitted to the Finance & Facilities Officer. Under no circumstances should any District owned property be moved without prior consent. Once the form has been received by the Finance & Facilities Officer, the Fixed Asset Module will be updated with the change. Submitting this form will ensure that inventory listings provided to the Departments are accurate. The Finance & Facilities Officer will provide the approvals necessary to proceed with the movement of the asset by sending a copy of the form back to the department with the

SECTION VII: CASH MANAGEMENT & INVESTMENT POLICY

A. GENERAL

Funds received by the District shall be deposited with the District's depository and may be disbursed only by written check, draft, or order signed as required by this policy. Checks issued for the payroll system may contain one facsimile signature of the Secretary of the District's Board of Directors. The District's depository shall be designated in the manner prescribed by Section 6.09, Property Tax Code.

B. THE DISTRICT'S DEPOSITORY

As required by Section 6.09, Property Tax Code, the District's Board of Directors shall solicit bids for the purpose of establishing the District's depository. The depository shall serve as the depository for all or part of the District's funds. The depository shall also perform various banking functions for the District.

1. **DEPOSITORY CONTRACT-** The District shall execute a written depository contract agreement with the selected depository. The depository agreement may be for a period of two years with the option to renew an additional two years.
2. **PLEGDED SECURITIES-** Upon selection and execution of the depository contract, the depository shall pledge an amount equal to the estimated highest daily balance of the District's funds in the previous year and in no event shall the market value of the securities be less than 100% of the amount of funds on deposit at any time. To the extent that funds in the depository are not insured by the Federal Deposit Insurance Corporation or the Federal Savings and Loan Insurance Corporation, they shall be secured in the manner provided by law for the security of funds of municipalities. Pledge securities shall be held for safekeeping in a Federal Reserve Bank with safekeeping receipts issued to and held by the District.
3. **RELEASE OR SUBSTITUTION OF SECURITIES-** The District may release or allow substitutions of required securities as prescribed by Section 116.082 of the Local Government Code.
4. **RESPONSIBILITY-** The Finance & Facilities Officer is responsible for and is authorized to require, release or allow substitutions of pledged securities unless otherwise prescribed.

C. CASH RECEIPTS

Funding for the District is provided by taxing units within the boundaries of the District as prescribed by Chapter 6, Property Tax Code. The District also receives funds from other sources such as the sale public data, providing certified estimates of value and the sale of surplus equipment.

1. **RECEIPTS-** Quarterly assessment receipts from taxing units and cash collected from other departments shall be forwarded to the Finance & Facilities Officer. The Finance & Facilities Officer or his/her designee shall log the week's receipts, endorse all checks and bank drafts with a closed endorsement, prepare a deposit ticket and forward the completed deposit to the District's depository.

2. **POSTING TO LEDGERS-** The individual items of the deposit shall be posted to the appropriate accounts receivable sub ledger in the general ledger. Posting to the general ledger shall only be performed by the Finance & Facilities Officer.

3. **UN-DEPOSITED CASH AND CHECKS-** Any cash, checks or drafts received throughout the week shall be secured in a locked area under the custody and control of the Finance & Facilities Officer. Un-deposited items shall be deposited at the end of every week.

D. INVESTMENT POLICY

The District's investment policy is provided as Exhibit A in the appendix section of this report.

Please see the Accounting Training and Procedures Manual, Exhibit B, for a detail listing of cash receipt procedures

SECTION VIII: ACCOUNTING POLICY

GENERAL LEDGER, FINANCIAL STATEMENTS AND CHART OF ACCOUNTS

A. GENERAL

This section details the procedures for recording data to the general ledger and reporting the financial activities of the District. The general ledger is the record of the financial activities of the District. Financial statements summarize the general ledger and subsidiary ledgers for a given period. The District shall demonstrate, through the use of financial statements and schedules, how the resources of the District are being used.

B. FISCAL YEAR AND REPORTING PERIODS

The District's fiscal year shall begin on January 1 and end on December 31 of a calendar year. Interim financial statements shall be prepared by the Finance & Facilities Officer monthly and presented to the Board of Directors at the regular monthly meeting.

C. FINANCIAL AUDIT

The District's annual financial statements shall be audited by a public accounting firm annually as provided by state law. The examination shall be in accordance with generally accepted auditing standards. The examination shall include tests of the accounting records necessary to render an opinion of whether the financial statements fairly represent the District's financial position. The public accounting firm shall prepare a Comprehensive Annual Financial Report in conformity with Generally Accepted Accounting Principals as published by the Governmental Accounting Standards Board.

1. **LIMITATIONS ON AUDITOR-** No accounting firm or individual practitioner may perform the audit more than six consecutive years. The firm or individual practitioner that has completed six consecutive years must wait at least three years before proposing to perform the audit again.

D. BASIS OF PRESENTATION OF OPERATIONS

Presentation of the District's operation shall be the fund accounting method. Accounts are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of a fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. The following fund types and account groups shall be included in the financial statements:

1. **GOVERNMENTAL FUND-** A governmental fund is one through which all governmental functions of the District are financed. The acquisition and uses of the District's expendable financial resources and the related liabilities are accounted for in the General Fund, a governmental fund. All proceeds of specific revenue sources that are restricted or committed to expenditures for a specified purpose (other than debt-service or capital projects) are reported in the Special Revenue Fund, a governmental fund. All financial resources that are restricted, committed, or assigned to expenditures for capital outlays should be accounted for in the Capital Projects Fund, a governmental fund. All financial resources that are restricted, committed, or assigned to expenditures for principal and interest should be accounted for in the Debt-Service Fund, a governmental fund. The governmental funds will use a modified accrual basis of accounting. The measurement focus is based upon determination of changes in financial position, rather than upon net income determination. The creation and closing of all funds must be approved by the District's Board of Directors.

2. **FIDUCIARY FUND-** A fiduciary fund is used to account for assets held by TCAD in a trustee capacity or as an agent for individuals. TCAD shall account for the activities of the deferred compensation plan as an agency fund. An agency fund is custodial in nature (assets equal liabilities) and does not involve measurement of results of operation.

3. **ACCOUNT GROUPS-** Account groups are used to establish accounting control and accountability for the District's fixed assets and long-term obligations. The following are the District's account groups:
 - a. General Fixed Assets- This group of accounts is established to account for all fixed assets of the District.
 - b. General Long-term Debt- This group of accounts is established to account for all long-term obligations of TCAD.

E. BASIS OF ACCOUNTING

The modified accrual basis of accounting is used to account for governmental funds operations. Under this method of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than interest on long-term obligations, are recorded when the liability is incurred, if measurable.

F. GENERAL LEDGER AND SUBSIDIARY LEDGERS

All financial transactions of the District are recorded in the general ledger. A detailed listing of the accounts within the general ledger shall be prepared on a monthly basis. Subsidiary ledgers for cash, accounts receivable, accounts payable, payroll, and fixed assets shall be reconciled to the general ledger on a monthly basis. (For specific policies and procedures on reconciliations of subsidiary ledgers, see month-end reporting policies and procedures and year-end reporting policies and procedures below.)

G. FINANCIAL STATEMENTS AND REPORTS

The following interim financial statements and reports (management operating statements and reports) shall be prepared from the general ledger at least once a month or on a more frequent basis as required. The Director of Finance is responsible for preparation of the statements and report.

1. **BALANCE SHEET-** A balance sheet shall be prepared monthly to present recorded assets, liabilities and fund equity of the governmental funds
2. **STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE-** This statement for the governmental funds shall be prepared monthly to present the period's revenues and expenditures. This statement also outlines the change in fund balance and the ending fund balance.
3. **FUND EXPENDITURE SUMMARY-** A fund expenditure summary for the general fund shall be prepared monthly to present the general fund budget, the period expenditures, encumbrances, year-to-date expenditures, and the available balance for each account.
4. **DEPARTMENT EXPENDITURE SUMMARY-** A fund expenditure summary for each of the District's operating departments and divisions shall be prepared monthly. These reports shall include the account status as presented by the Fund Expenditure Summary.
5. **AGED RECEIVABLES --**A monthly report listing the delinquent taxing unit receivables shall be prepared. This report shall present the name of the jurisdiction, amount delinquent, the days past due and whether the amount is a regular quarterly payment or penalty and interest.
6. **OTHER ACCOUNTS RECEIVABLE-** A monthly report shall be prepared presenting a listing of all receivables and amounts due TCAD.
7. **OTHER REPORTS-** Other reports may be prepared or required for management control

H. CHART OF ACCOUNTS

The following account number ranges and account groups shall be used to establish the chart of accounts. The detailed chart of accounts may be changed from time to time to be more descriptive of transactions recorded in the general ledger.

10110-10390	Cash & Cash Equivalents
10410-10490	Accounts Receivables
10510-10690	Fixed Assets & Accumulated Depreciation
20110-20290	Accounts Payable
30110	Fund Balance
40101-40190	Salary Related Expenditures
40210-40290	Printing, Paper and Office Supplies
40310-40390	Education, Training and Travel
40410-40490	Utilities
40510-40590	Legal and Professional Service Expenditures
40610-40790	Other Miscellaneous Expenditures
40910-40990	Capital Expenditures & Long Term Debt
50110-50290	Revenue

MONTH END CLOSING PROCESS:

A. GENERAL

The month end closing process is an accounting procedure undertaken at the end of every month to close out the current posting period. The purpose of this process is to have a snap shot of transactional activity at the end of a month. This snap shot is used as a planning tool for the remaining part of the year. The month being closed remains open until the 15th day of the following month in order to process all prior month transactions. The month end closing process should be completed by the Finance & Facilities Officer.

- 1) **BANK STATEMENT RECONCILIATION-** The first necessary step is to complete the reconciliation for all bank accounts. Some common adjustments needed to be made at the end of the month are any EFT payments that were not previously recorded and all monthly banking fees. The bank statements are available on the 5th business day of the preceding month. The District's reconciliation of all bank accounts should be completed no later than the 7th business day of the following month.
- 2) **TRANSACTIONS NOT YET ENTERED-** All accounts payable transactions must be completed for the month that is being closed. Invoices for the closing month should be collected through the 15th of the following month and processed before the month end closing process can continue.
- 3) **GENERAL LEDGER CORRECTIONS-** After all accounts payable invoices have been processed, the expenditure accounts in the general ledger shall be printed and reviewed for any posting to incorrect accounts. All necessary adjustments and corrections should be made before continuing with the month end closing process.
- 4) **CURRENT ASSETS RECONCILIATIONS-** All current asset accounts (i.e. accounts receivable, employee insurance receivables, COBRA Premiums Receivable, Prepaid Expenditures, etc.) should be reconciled. The reconciliation shall be saved to the Month End Closings folder on the network and then printed to be included in the Chief Appraiser's month end closing documentation packet.
- 5) **CURRENT LIABILITY RECONCILIATIONS-** All current liability accounts (i.e. accounts payable, Accrued Expenditures, Accrued Payroll, FIT Payable, Medicare Taxes Payable, TCAD Retirement Payable, Employee Payroll Deductions Payable, etc.) should be reconciled. The reconciliation shall be saved to the Month End Closing folder on the network and then printed to be included in the Chief Appraiser's month end closing documentation packet.
- 6) **OTHER RECONCILIATIONS-** Any other accounts that appear in the fund statements should be reconciled. The reconciliation shall be saved to the Month End Closing folder on the network and then printed to be included in the Chief Appraiser's month end closing documentation packet.
- 7) **CHIEF APPRAISER'S DOCUMENTATION PACKET-** Once all fund statement accounts have been reconciled, the Chief Appraiser's Documentation Packet should be completed. The cover sheet below should be the first page. This is the page that the Chief Appraiser will sign off on all balances of the fund statement assets and liabilities. The reconciliations for all accounts should be included behind the sign off sheet. Each account should have a

number that corresponds to the number on the sign off sheet for easy understanding. The Chief Appraiser's Documentation Packet should be completed and provided to the Chief Appraiser by the 18th of the following month. If the 18th falls on a weekend, then the documentation should be provided on the next business day. Once the Chief Appraiser signs off on all fund statement accounts, the Chief Appraiser's Documentation packet should be scanned into the Month End Closing folder on the network.

- 8) **Reports-** After all reconciliations have been completed and the Chief Appraiser has reviewed the reconciliations, the Mont End Reports can be generated. The following month end reports should be generated:
- a) Balance Sheet for the General Fund
 - b) Balance Sheet for any other Governmental Fund
 - c) Statement of Revenues, Expenditures and Changes in Fund Balance for the General Fund
 - d) Statement of Revenues, Expenditures and Changes in Fund Balance for any other Governmental Fund
 - e) Budget to Actual for the General Fund
 - f) Budget to Actual for any other Governmental Fund
 - g) Any other report that is helpful in making future decisions should be printed and distributed to the requesting person.
- 9) **DISTRIBUTION-** The reports above should be distributed to the Chief Appraiser, the District's Board of Directors, any Director who requests the statements, and any taxpayer who completes an open records request. The month end financial statement should be provided to the Board of Directors at their next meeting after the month-end closing process is completed.

YEAR END CLOSING PROCESS:

A. General

The Year End closing process is conducted much like the month end closing process. However, at year end, the long term accounts are also reconciled for the preparation of the combining statements such as the Statement of Net Assets and the Statement of Activities. This is also done for the preparation of audit materials for the Fiscal Year End audit. This information will be supplied to the auditors when they are conducting fieldwork.

1. **MONTH END CLOSING-** The December month end closing should be completed before the year end closing process can begin. Complete the steps above before beginning the year end closing process.
2. **LONG-TERM ASSETS-** All long-term asset accounts (i.e. Fixed Asset accounts including depreciation on the fixed assets) should be reconciled. The reconciliation shall be saved to the Year End Closings folder on the network and then printed to be included in the Chief Appraiser's year end closing documentation packet.

3. **LONG-TERM LIABILITIES-** All long-term liability accounts (i.e. Compensated Balances, Net Pension Obligation, etc.) should be reconciled. The reconciliation shall be saved to the Year End Closings folder on the network and then printed to be included in the Chief Appraiser's year end closing documentation packet.

4. **CHIEF APPRAISER'S DOCUMENTATION PACKET-** Once all accounts have been reconciled, the Chief Appraiser's Documentation Packet should be completed. The sign off sheet should be the first page of the packet. The reconciliations for all accounts should be included behind the sign off sheet. Each account should have a number that corresponds to the number on the sign off sheet for easy understanding. The Chief Appraiser's Year End Documentation packet should be completed and provided to the Chief Appraiser by the 31st of January of the following year. If the 31st falls on a weekend, then the documentation packet should be provided on the next business day. Once the Chief Appraiser signs off on all year end account reconciliations, the documentation packet should be scanned into the Year End Closing folder on the network and provided to the auditors when they are doing the audit.

GLOSSARY

A photograph of a stone sign for Travis Central Appraisal District. The sign is made of light-colored stone blocks and has the text "TRAVIS CENTRAL APPRAISAL DISTRICT" in large, black, sans-serif capital letters. In front of the sign is a planter box filled with many small yellow flowers. The sign is set on a grassy area with a paved road and a utility pole in the background.

**TRAVIS CENTRAL
APPRAISAL DISTRICT**

GLOSSARY

Accrual Basis of Accounting- Method of accounting that recognizes the financial effect or transactions, events, and interfund activity when they occur, regardless of the timing of related cash flows.

Ad Valorem- According to value

Ad Valorem Taxation- A tax levied in proportion to the value of the thing(s) being taxed. Exclusive of exemptions, use-value assessment provisions, and the like, the property tax is an ad valorem tax.

Ad-hoc Reports- A report generated dynamically at the information consumer's request. These reports are created due to unplanned information requests in which information is gathered to support a non-routine decision.

ArcGIS- A geographic information system (GIS) by ESRI for working with maps and geographic information. It is used for: creating and using maps; compiling geographic data; analyzing mapped information; sharing and discovering geographic information; using maps and geographic information in a range of applications; and managing geographic information in a database.

Assigned Fund Balance- The portion of the net position of a government fund that represents resources set aside ("earmarked") by the government for a particular purpose.

Balanced Budget Policy- The District's policy that requires the total sum of money a government will collect in a fiscal year equal the amount it spends on goods, services, and capital expenditures.

Basic Financial Statements- Minimum combination of financial statements and not disclosure required for fair presentation in conformity with Generally Accepted Accounting Principles (GAAP).

Basis of Accounting- Timing of recognition for financial reporting purposes (when the effects of transaction or events should be recognized in financial statements)

Basis of Budgeting- Method used to determine when revenues and expenditures are recognized for budgetary purposes.

Budget Amendment- A proposal to change the dollar amount of an activity or project or to add an activity of project after the budget has already been adopted. A budget amendment changes the final dollar amount of the budget, requiring the jurisdictions to contribute more money to the District.

Capital Asset- Land, improvement to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital Equipment- Equipment that you use to manufacture a product, provide a service or use to sell, store and deliver merchandise. Such equipment will not be sold in the normal course of business, but will be used and worn out or consumed in the normal course of business.

Capital Equipment Policy (Capitalization Threshold)- Dollar value at which a government elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. Generally, capitalization thresholds are applied to individual items rather than groups of items unless the result would be to exclude items that in the aggregate would clearly be material to the financial statements.

Capital Expenditure- Funds used by a company to acquire or upgrade physical assets such as property, building, or equipment. This type of outlay is made by companies to maintain or increase the scope of their operations and falls within their capitalization threshold. These expenditures can include everything from repairing a roof to building a brand new building.

Cash Management Controls- Controls which promote positive cash management. Cash management is the financial management technique used by treasurers to accelerate the collection of receivables, control payments to vendors/creditors, and efficiently manage cash.

Certification of Achievement for Excellence in Financial Reporting- Program sponsored by the GFOA to encourage and assist state and local governments to prepare high-quality CAFRs. The program has been in continuous operation since 1946. The program originally was known as the certificate of Conformance Program.

Committed Fund Balance- The portion of the net position of a governmental fund that represents resources whose use is subject to a legally binding constraint that is imposed by the government itself at its highest level of decision-making authority and that remains legally binding unless removed in the same manner.

Comprehensive Annual Financial Report (CAFR) - Financial report that contains, at a minimum, three sections: 1) introductory, 2) financial, and 3) statistical, and whose financial sections provide information on each individual fund and component unit.

Contra Revenue Account- A revenue account that is expected to carry a debit balance instead of the usual credit balance. A contra revenue account reduces the amounts reported in a company's revenue accounts.

Current Financial Resources Measurement Focus- Measurement focus where the aim of a set of financial statements is to report the near-term (current) inflows, outflows, and balances of expendable financial resources. The current financial resources measurement focus is unique to accounting and financial reporting for state and local governments and is used solely for reporting the financial position and results of operations of governmental funds.

Debt Service- The cash that is required for a particular time period to cover the repayment of interest and principal on a debt.

Deposition- A verbal or written testimony of a party or witness in a civil or criminal proceeding taken before trial, usually in an attorney's office.

Depreciate- A reduction in the value of an asset with the passage of time, due in particular to wear and tear.

Discovery- A category of procedural devices employed by a party to a civil or criminal action, prior to trial, to require the adverse party to disclose information that is essential for the preparation of the requesting party's case and that the other party alone knows or possesses.

Economic Development Abatement- A tax abatement is a local agreement between a taxpayer and a taxing unit that exempts all or part of the increase in value of the real property and/or tangible personal property from taxation for a period not to exceed 10 years. These tax abatements are an economic development tool available to cities, counties and special districts to attract new industries and to encourage the retention and development of existing businesses through property tax exemptions or reductions.

Economic Resources Measurement Focus- Measurement focus where the aim of a set of financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net position. The economic resources measurement focus is used for proprietary and trust funds, as well as for government-wide financial reporting. It also is used by business enterprise and nonprofit organizations in the private sector.

Elected Contribution Rate- The board of directors may take a vote to increase the percentage of gross payroll paid to the Texas Counties and District Retirement System (TCDRS) above that of the required rate.

Employer Contributions- A term used in the context of pension benefits and OPEB to describe actual payments made by the employer as compared to the employer's annual required contribution. Only amounts paid to trustees and outside parties qualify as contributions.

Exemption- The District grants exemptions to certain organizations, persons, or property that may provide complete relief from tax, tax at a reduced rate or tax on only a

portion of the items subject to tax. Examples include the homestead exemption and the over 65 exemption.

Expenditure- Under the current financial resources measurement focus, decreases in net financial resources not properly classified as *other financing uses*.

Formal Hearing- When a taxpayer protests their property value, a formal hearing before the Appraisal Review Board (ARB) is the final step before the appeals process. The formal hearing is conducted with a panel of three ARB members (unless special circumstances exist).

Fund- Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance- Net position of a governmental fund (difference between assets, liabilities, deferred outflows of resources, and deferred inflows of resources).

Fund Financial Statements- Basic financial statements presented for funds, in contrast to *government-wide* financial statements.

General Fund- Main operating account for a nonprofit entity, such as a government or government agency.

Governmental Financial Reporting Model- Minimum combination of financial statements, notes, and required supplementary information prescribed for state and local governments by the GASB.

Government-wide Financial Statements- Financial statements that incorporate all of a government's governmental and business-type activities, as well as its nonfiduciary component units. There are two basic government-wide financial statements: the statement of net position and the statement of activities.

Homestead- A building occupied by the owner of the freehold and his or her family, with the primary intention of making it their home, together with the parcel of land on which it stands and the other improvements attached to it.

Improvement- Building, other structures, and attachments or annexations to land that are intended to remain so attached or annexed, such as sidewalks, trees, drives, tunnels, drains, and sewers.

Internal Control Framework- Integrated set of policies and procedures designed to assist management to achieve its goals and objectives. To be truly comprehensive, a government's internal control framework must 1) provide a favorable control

environment, 2) provide for the continuing assessment of risk, 3) provide for the design, implementation, and maintenance of effective control-related policies and procedures, 4) provide for the effective communication of information, and 5) provide for the ongoing monitoring of the effectiveness of control-related policies.

Jurisdiction (Taxing Entity) - The right and power to interpret and apply the law; also, the power to tax and the power to govern. The territorial range of authority of control.

Line Item Transfer- A proposal to change the dollar amount of an activity or project or to add an activity of project after the budget has already been adopted. A budget line item transfer does not change the final dollar amount of the budget, and does not require the jurisdictions to contribute more money to the District.

Mediation- A negotiation to resolve differences that is conducted by some impartial third party.

Modified Accrual Basis of Accounting- Basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two important ways: 1) revenues are not recognized until they are measurable and available and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier)..

Net Position- The residual of all other financial statement elements presented in a statement of financial position.

Nonspendable Fund Balance- The portion of the net position of a governmental fund that cannot be spent either because the underlying resources are not in spendable form or because the government is legally or contractually required to maintain the resources intact.

Oblique Photography- A photograph acquired with the camera axis intentionally directed between the horizontal and vertical orientations.

Open Meetings Act- Rules that guarantee access to data held by the state or local government. This act establishes a “right-to-know” legal process by which requests may be made for government-held information, to be received freely or at minimal cost, barring standard exceptions.

Orthophotography- An aerial photograph in which the displacement of images have been removed and may also form the base map for many GIS programs.

Parcel- A contiguous area of land described in a single legal description or as one of a number of lots on a plat; separately owned, either publicly or privately; and capable of being separately conveyed.

Personal Property- Moveable property; belongings exclusive of land and buildings.

Real Property- Consists of the interests, benefits, and rights inherent in the ownership of land plus anything permanently attached to the land or legally defined as immovable; also called “realty”.

Rendition- A form that provides information about property that one owns. The appraisal district uses the information the taxpayer provides to appraise that property for taxation.

Request for Proposal- Referred to as an RFP, is an early state in a procurement process, issuing an invitation for suppliers, often through the bidding process, to submit a proposal on a specific commodity or service. The RFP process brings structure to the procurement decision and is meant to allow the risks and benefits to be identified clearly upfront.

Request for Qualification- A document distributed by a customer seeking delineation of credentials for suppliers of specific types of services. Also known as an RFQ.

Required Contribution Rate- The amount (typically express as a percentage of the contribution base) that is required to be paid into the pension fund.

Restricted Fund Balance- The portion of the net position of a governmental fund that represents resources subject to externally enforceable constraints.

Retention Policy- A set of guidelines that a company follows to determine how long it should keep certain records. The policy is important for many reasons, including legal requirements that apply to some documents.

Shapefile- A popular geospatial vector data format for geographic information systems software. It is developed and regulated by ESRI as a (mostly) open specification for data interoperability among ESRI and other software products.

Special Purpose Government- Governments that are not general-purpose governments and have a more limited range of purposes. This often includes townships, park districts, sanitation district, and appraisal districts.

Statement of Activities- A government-wide financial statement that reports the financial activity of the organization by function over a period of time. Also known as the income statement or profit and loss statement in the for-profit world.

Statement of Net Assets- A government-wide financial statement that reports the difference between assets and liabilities as net assets, not fund balances or equity. Assets are reported in order of liquidity, or how readily they are expected to be converted to cash and whether restrictions limit the government’s ability to use the resources. Liabilities are reported based on their maturity, or when cash is expected to

be used to liquidate them. Net assets are displayed in three components- invested in capital assets, net of related debt; restricted; and unrestricted.

Unassigned Fund Balance- The difference between the total fund balance in a governmental fund and its nonspendable, restricted, committed, and assigned components.