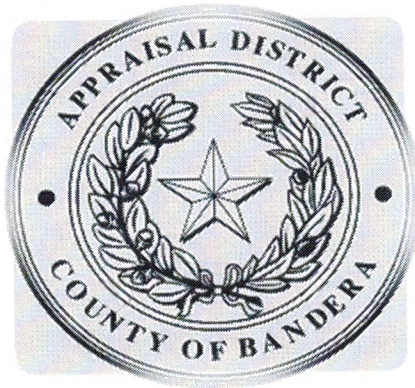


2019 – 2023

STRATEGIC ACTION PLAN



**CENTRAL APPRAISAL DISTRICT OF BANDERA
COUNTY**

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Bandera CAD's Strategy Map

Vision	<p>By 2023, consistently appraise properties at fair market and uniform value. Inspect properties on a three to five-year rotation schedule. Strive to achieve the Certificate of Excellence in Assessment Administration (CEAA) from the International Association of Assessing Officers (IAAO). Strive to achieve professional IAAO designations for CAD staff. Continue to provide excellence in customer service in all areas of the CAD operations.</p>
Purpose & Values	<p>The Mission of the Central Appraisal District of Bandera County</p> <ul style="list-style-type: none"> • Courteously and efficiently serve the citizens, property owners, and taxing units of Bandera County • Timely produce an accurate, complete, and equitable appraisal roll • Ensure that each taxpayer pays only their fair share of the property tax burden • Committed to earning and keeping the public's trust and confidence in our work • Strive to provide quality services • Demonstrate a professional attitude in all communications with taxpayers, taxing entities government agencies, and the general public <p>Our Values</p> <ul style="list-style-type: none"> • Honesty • Respect • Actively listen to our customers • Use of Good Judgement • Efficiency in Operations • Fiscal Responsibility
New Building Feasibility Study	<ul style="list-style-type: none"> • Financial - Form an Appraisal District Building Oversight Committee of board members and taxing entity members to assist in the process. • Taxing Entities/Taxpayers – Create buy-in from taxing entities by obtaining input and presenting accurate needs and cost analysis data. Construct a building that provides improved employee and public space, with enhanced technology to meet the needs of both the District and the taxpayers. • Internal Business – conduct an in-depth assessment of the facilities. Work with consultants to provide technical assistance in evaluating square footage requirements, and projecting design and engineering considerations, as well as construction costs. Construct a building that provides more and improved work areas, meets current and future technology needs, and improved parking. • Innovation and Learning – Employees are more knowledgeable of new technology tools which improves performance. • Accessibility - assure the building will meet new code requirements. ADA, HIPPA, and building codes have been created and/or strengthened to ensure accessibility, and to protect the privacy and safety of people in public places. The District's facilities have not kept pace with these developments.
Technology	<ul style="list-style-type: none"> • Financial – Investigate and evaluate new technology as it becomes available or as needed. • Taxing Entities/Taxpayers – Provide increased accurate appraisal records and rolls. • Internal Business – Increase efficiency in internal operations. • Innovation and Learning – Up to date industry tools and knowledge are available to employees. • Additionally, technology has revolutionized the workplace, requiring a more adequate internet infrastructure.

<p>Taxpayer and Taxing Entity Service</p>	<ul style="list-style-type: none"> • Financial – Increase staff to allow for positive public relations and education. • Taxing Entities/Taxpayers – Continue to increase government transparency communication and education. • Internal Business – Continue to prepare for future growth in the county. Construct a building that will meet the needs and demands of the District for the next fifty years. • Innovation and Learning – Continue to annually educate employees on customer service and appraisal methods and techniques.
<p>Key Themes</p>	<ul style="list-style-type: none"> • Delivering excellent customer service • Model appraisal district • Enabling employees to excel
<p>Strategic Enablers</p>	<p>Improving our performance:</p> <ul style="list-style-type: none"> • Build strategic partnerships that add significant value • Provide employees with training for professional development • Improve employee work areas • Utilize up to date technology and reference materials • Educate taxpayers on appraisal district functions and legislative requirements • Provide and maintain adequate staff for future growth <p>Financial stability:</p> <ul style="list-style-type: none"> • Manage resources to deliver strategic priorities • Include taxing entities in office relocation analysis <p>Valuing and developing our staff:</p> <ul style="list-style-type: none"> • Dedicated and trained staff • Competitive wages and benefit packages • Increased educational opportunities in appraisal methodology and related fields • Develop leadership within the district <p>Developing ourselves for the future:</p> <ul style="list-style-type: none"> • Sustain high level employees • Improve technology use to work more efficiently and to accommodate growth • Office facilities sizable enough to accommodate staffing growth and technology

VISION

By 2023, continually appraise properties at fair and equal market value. Inspect properties on a rotation schedule every three to five years. Achieve accreditation from International Association of Assessing Officers (IAAO) for the Certificate Excellence in Assessment Administration (CEAA). Achieve CAD staff IAAO designations. Continue to provide excellence in customer service in all CAD operations.

PURPOSE & VALUES

Our **purpose** is to courteously and efficiently serve all of Bandera County by producing accurate and equitable appraisal rolls. We are committed to earning and keeping the public's trust and confidence by providing quality services with a professional attitude.

Our **values** are an important part of our strategy in delivering excellent service to the public, taxpayers, and taxing entities of Bandera County. In doing so we value:

❖ **Honesty**

Building and maintaining the public trust by being honest and transparent to all those with whom we come in contact

❖ **Respect**

Respecting everyone for their opinions and beliefs, regardless of our own

❖ **Willingness**

Delivering excellent interaction to everyone seeking information or assistance in Bandera County while demonstrating the willingness to listen in order to achieve fair and equitable customer service

❖ **Good Judgement**

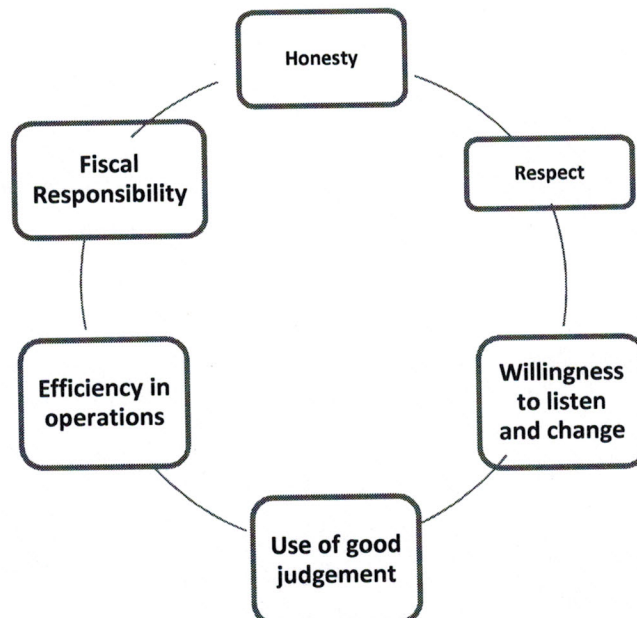
Strive to use good judgement with information at hand, in all dealings with the public

❖ **Efficient Operations**

Operate as efficiently as possible while still maintaining a high level of service

❖ **Fiscal Responsibility**

Ensure all financial operations and transactions of the District are adequately managed and accounted for in accordance with Generally Accepted Accounting Principles, Governmental Accounting Standards Board Pronouncements and other legally mandated standards as required by Federal and State laws.



NEW BUILDING FEASIBILITY STUDY

The District's current office building was built in 1956 and can no longer accommodate the staff or the technology currently required. Maintenance issues are also becoming a concern due to age. In addition, our current location has insufficient parking and lack of storage space for records and supplies. Because of lack of land space, the building is not able to be enlarged. With future growth; additional staff, equipment, and technology will be needed. In order to serve the taxpayers, taxing units, and the public we will:

1. Form a committee of board members and taxing units to provide oversight in the investigation and evaluation of the needs and costs involved in office relocation, due to the financial costs.
2. Gain input from taxing units and present accurate needs and costs analysis data to taxing units that will result in support for constructing a new building that meets the needs of the taxpayers now and in the future.
3. Construct a building that creates a comfortable environment for the employees, creates an enhanced workflow as well as providing areas for taxpayer meetings. This will increase performance, promote efficiency, and allow for improved interaction with taxpayers.
4. Provide the facilities that can accommodate new technology tools in order to increase efficiency and provide for improved accuracy of property data.

TECHNOLOGY

In order to serve the taxpayers and taxing entities efficiently, the use of modern technology is required and necessary. The Central Appraisal District is currently using Harris Governs True Automation's PACS software to manage and store property data. Aerial pictometry is also being used to assist in the discovery of improvements that would otherwise not be known. With this technology, we are improving performance by consistently identifying, and equitably appraising real property.

TAXPAYER AND TAXING ENTITY SERVICE

The Central Appraisal District of Bandera County is committed to delivering excellent customer service. To further improve our enhanced customer service, we strive to provide greater transparency through increased communication and education. We can increase communication and education by sponsoring and attending civic group meetings, community events, and manning information booths.

We will also provide enhanced service and prepare for future growth in the district by becoming more efficient through the use of technology; as well as providing better work space, training, and improved internal processes.

Employees will become more efficient through continual training on customer service, technology tools, and appraisal methods and techniques in addition to required training for licensing.

KEY THEMES

At the center of the map we have identified our priority key themes which act as the pillars upon which we continue to build for future success:

- ❖ Delivering excellent customer service
- ❖ Model appraisal district
- ❖ Enabling employees to excel

For each theme we have identified a number of objectives:

Delivering excellent customer service entails:

1. Continually educating appraisers in appraiser techniques and methodology
2. Continually educate in the use of technology tools available
3. Continually training appraisers in customer service
4. Recruiting and retaining trained and skilled employees and reducing turnover through competitive compensation packages

Striving to become a model appraisal district by:

1. Consistently providing accurate appraisals that are fair and equitable
2. Attracting and retaining highly knowledgeable and trained appraisers
3. Following the tax code and being transparent in practices.
4. Striving to become fully accredited by the State Comptroller's Office.

Enabling employees to excel by:

1. Providing leadership opportunities
2. Providing all training and licensing fees for employees to obtain and maintain RPA
3. Rewarding employees for achieving the District's goals

STRATEGIC ENABLERS

The strategic enablers are the foundation of our strategy and essential prerequisites to achieving our aspirations. We have identified four strategic objectives as key priorities:

- Improving performance
- Financial stability
- Valuing and developing our staff
- Developing ourselves for the future

IMPROVING OUR PERFORMANCE

By educating and informing the public so that they understand our role within the county, our legislative requirements, and appraisal methodologies used; we can build partnerships with our citizens. Providing employees with training for professional development assures taxpayers that the information they are receiving is accurate. Improving employee work areas promotes a professional image and allows employees to have improved communications with the taxpayers. In order to further improve performance, up to date technology and reference materials must be used to create efficiency and improve knowledge. Lastly, the district must have adequate staff to accommodate growth and keep up with the needs of those we serve.

FINANCIAL STABILITY

District resources should be managed efficiently in order to provide the best value to the taxpayers, taxing entities and the general public. It is our intention to budget and spend as prudently as possible without compromising excellent customer service. All major expenses are planned and evaluated in advance and budgeted accordingly. Over the next two years, evaluation and assessment will be made to determine the cost of relocating our office in order to ensure that the best possible solution is reached.

VALUING & DEVELOPING OUR STAFF

Our employees are valuable and critical to delivering the services that we provide. Education and development is important to delivering excellent customer service in a professional environment. Employee retention provides the District with invaluable historical knowledge of the county, reduces repeat training costs, and improves production.

DEVELOPING OURSELVES FOR THE FUTURE

In order to keep up with future needs we must develop ourselves and prepare for any changes or needs that may arise. Providing for the future requires three main elements that include: high level employees, latest technology, and large enough facility in which to operate.

SUMMARY

By defining the District's mission and setting performance goals to accomplish the mission, the District is more readily capable of meeting the needs of the future as well as becoming more accountable to the taxpayers and taxing entities.

This document is used as a roadmap for strategic planning for the next five years and will be reviewed, updated or revised as needed.

APPROVED and ADOPTED, by the Board of Directors of the Central Appraisal District of Bandera County, on this the _____ day of _____, 2018.

Bo Mansfield, Chairman

Gary G. C. Johnston, Secretary