

**CALDWELL COUNTY APPRAISAL DISTRICT  
BOARD OF DIRECTORS**

**AGENDA**

NOTICE OF PUBLIC HEARING AND REGULAR MEETING  
JUNE 23, 2026

NOTICE IS HEREBY GIVEN PURSUANT TO THE REQUIREMENTS OF SECTION 551.001 ET SEQ., TEXAS GOVERNMENT CODE, THAT THE BOARD OF DIRECTORS OF THE CALDWELL COUNTY APPRAISAL DISTRICT WILL MEET TUESDAY, JUNE 23, 2026, AT 5:00 P.M. IN THE CALDWELL COUNTY APPRAISAL DISTRICT OFFICE AT 211 BUFKIN LANE, LOCKHART, TEXAS.

THE PUBLIC WILL HAVE AN OPPORTUNITY TO PARTICIPATE IN THE MEETING THROUGH ZOOM VIDEO-CONFERENCING BY ACCESSING THE FOLLOWING VIDEO-CONFERENCE LINK:

<https://us02web.zoom.us/j/6263917095?omn=81914921120>

YOU MAY ALSO ACCESS THE MEETING ON ZOOM THROUGH MEETING ID NUMBER 626 391 7095.

YOU MAY ALSO PARTICIPATE BY TELEPHONE BY DIALING 1-346-624-7799.

THE AGENDA IS AS FOLLOWS:

CALL TO ORDER

PLEDGES OF ALLEGIANCE

PUBLIC HEARING

1. Public Hearing on the 2027 Appraisal and Collection Budgets.

REGULAR MEETING

2. Public Comments. *At this time, comments will be taken from the audience, and comments may not exceed 6 minutes. To address the Board, please submit a Public Comment form to the Board Secretary prior to the start of the meeting.*
3. Collection Reports May 2026.

DISCUSSION/ACTION

4. Consideration and possible approval of Minutes of May 26, 2026, meeting.
5. Consideration of and possible approval of Financial Reports May 2026.
6. Consideration of and possible action regarding Building Loan refinance.
7. Consideration of and possible action regarding salary study.
8. Consideration and possible action regarding adopting the 2027 Appraisal and Collection budgets.
9. Chief Appraiser's Report.
  - a. Appraisal Update.
  - b. Collections Update.

10. Board requests for future agenda items. *(No action or discussion may occur during this item)*
11. Adjourn.

If, during the course of the meeting, discussion of any item on the agenda should be held in a closed meeting, the Board will conduct a closed meeting in accordance with the Texas Open Meetings Act, Government Code, Chapter 551, Subchapters D and E, including but not limited to consultation with counsel under section 551.071 and personnel-related matters authorized by section 551.074. Before any closed meeting is convened, the presiding officer will publicly identify the section or sections of the Act authorizing the closed meeting. All final votes, actions, or decisions will be taken in open meeting.

Additions to Texas Government Code Section 551.043, effective September 1, 2025, require a taxpayer impact statement showing, for the median-valued homestead property in each governmental body, a comparison of the property tax bill in dollars pertaining to the property for the current fiscal year to an estimate of the property tax bill in dollars for the same property for the upcoming fiscal year if the proposed budget is adopted. Since the District does not adopt a tax rate and does not impose property taxes, adoption of the District's budget would have no direct impact on a taxpayer property tax bill in the District.

**CALDWELL COUNTY APPRAISAL DISTRICT  
BOARD OF DIRECTORS**

**AGENDA**

NOTICE OF PUBLIC HEARING AND REGULAR MEETING  
JUNE 23, 2026

CALL TO ORDER

PLEDGES OF ALLEGIANCE

PUBLIC HEARING

1. Public Hearing on the 2027 Appraisal and Collection Budgets.

REGULAR MEETING

2. Public Comments.
3. Collection Reports May 2026.  
3a-3b

DISCUSSION/ACTION

4. Consideration and possible approval of Minutes of May 26, 2026, meeting.  
4a-4c
5. Consideration of and possible approval of Financial Reports May 2026.  
5a-5h
6. Consideration of and possible action regarding Building Loan refinance.  
6a-6e
7. Consideration of and possible action regarding salary study.  
7a-7n
8. Consideration and possible action regarding adopting the 2027 Appraisal and Collection budgets.  
8a-8c
9. Chief Appraiser's Report.
  - a. Appraisal Update.
  - b. Collections Update.
10. Board requests for future agenda items. *(No action or discussion may occur during this item)*
11. Adjourn.

## May 2026 Collections Report

### Collections

Current Collections (2025)		\$805,233.27	
Penalties & Interest		\$78,294.17	
Total		\$883,527.44	

Delinquent Collections(2024 & Prior)		\$186,454.92	
Penalties & Interest		\$65,416.61	
Total		\$251,871.53	

**Total Current/Delinquent** **\$1,135,398.97**

<u>Current Balance(2025)</u>				<u>Delinquent Balance(2024 &amp; Prior)</u>			
Total 2025 Levy		\$101,205,885.82		Beginning Balance		\$11,396,080.33	
Adjustments	+	-\$270,466.11		Adjustments	+	\$223,103.35	
Collections YTD	-	\$94,557,901.89	<b>93.68%</b>	Collections YTD	-	\$2,563,563.14	<b>22.06%</b>
<b>Balance</b>		<b>\$6,377,517.82</b>		<b>Balance</b>		<b>\$9,055,620.54</b>	

\*Last Year at this time, Current Collections was 93.97%

### Payment Agreements

Total Agreements(as of 1st of month)	259
New Agreements	21
Agreements Paid in Full	11
Defaulted Agreements(end of month)	4

\*When agreements are defaulted, they are given to the Delinquent Tax Attorney

# Payment Agreements 2026

Month	Total Agreements (as of 1st of the Month)	New Agreements	Agreements Paid In Full	Defaulted Agreements
January	259	18	19	5
February	253	27	19	8
March	253	34	27	4
April	256	25	14	8
May	259	21	11	4
June				
July				
August				
September				
October				
November				
December				

**CALDWELL COUNTY APPRAISAL DISTRICT**  
**MINUTES OF REGULAR MEETING**  
**MAY 26, 2026**

The Board of Directors of the Caldwell County Appraisal District met in regular session on May 26, 2026, at 5:00 PM in the Caldwell County Appraisal District office located at 211 Bufkin Lane, Lockhart, Texas.

Those in attendance were board members Kayline Cabe, Alfredo Munoz and Dr Deidre Williams, Chief Appraiser Shanna Ramzinski, Administrative Assistant/Board Recording Secretary Phyllis Fischer, Michael Choate of Linebarger, Googan,Blair and Sampson Law Firm, Yvette Castro of Roloff, Hnatek & Co (Zoom), Drew Whittington of Government Capital (Zoom), Missie Hagan of First Lockhart National Bank (Zoom).

Sally Daniel and Linda Hinkle absent.

CALL TO ORDER at 5:01 PM.

REGULAR MEETING

Item #1. Pledges of Allegiance.

Item #2. Public Comments.

No public comments.

Item #3. Quarterly Delinquent Tax Collection Report.

Michael Choate presented the Linebarger Quarterly Delinquent Tax Collection Report.

Item #4. Quarterly 911 Report.

Shanna Ramzinski presented the Quarterly 911 Report.

Item #5. Collection Reports March and April 2026.

Shanna Ramzinski presented the Collection Reports for March 2026 and April 2026.

DISCUSSION/ACTION

Item #6. Consideration and possible approval of Minutes of March 24, 2026, meeting.

Shanna Ramzinski presented the Minutes of March 24, 2026.

Kayline Cabe made a motion, seconded by Dr Williams, to approve the minutes of March 24, 2026.

Motion carried 3-0-0.

Item #7. Consideration of and possible approval of Financial Reports March and April 2026.

Shanna Ramzinski presented the Financial Reports of March 2026 and April 2026.

Kayline Cabe made a motion, seconded by Dr Williams, to approve the financial reports of March 2026 and April 2026.

Motion carried 3-0-0.

Item #8. Review and possible approval of 2025 Financial Statements and Auditor's Report.

Yvette Castro presented the 2025 Financial Statements and Auditor's Report.

Dr Williams made a motion, seconded by Kayline Cabe, to approve the 2025 Financial Statements and Auditor's Report.

Motion carried 3-0-0.

Item #9. Consideration of and possible action regarding Building Loan refinance.

Drew Whittington and Missie Hagan presented proposals regarding the Building Loan refinance. There was discussion.

Dr Williams made a motion, seconded by Kayline Cabe, to table the agenda item to the next meeting.

Item #10. Consideration of and possible action regarding contract for Bank Depository.

Shanna Ramzinski presented a proposal from First Lockhart National Bank to continue as the District's Bank Depository.

Kayline Cabe made a motion, seconded by Dr Williams, to accept the proposal from First Lockhart National Bank to continue as the District's Bank Depository.

Motion carried 3-0-0.

Item #11. Consideration and possible action regarding the 2027 proposed Appraisal and Collection budgets.

Shanna Ramzinski presented the 2027 Proposed Appraisal and Collection budgets. There was discussion of certain line items.

Kayline Cabe made a motion, seconded by Dr Williams, to accept the 2027 Proposed Appraisal and Collection budgets.

Motion carried 3-0-0.

Item #12. Consideration of and possible action regarding Employee Handbook.

Shanna Ramzinski presented modifications that were made to the Employee Handbook by the District's Personnel Attorney. The last update was done in 2018.

Dr Williams made a motion, seconded by Kayline Cabe, to accept the modifications to the Employee Handbook.

Motion carried 3-0-0.

Item #13. Discussion regarding resolution to propose budget amendment to retain 2025 unspent funds for the Emergency Reserve Fund, Building Expansion and Legal Services.

There was discussion regarding retaining 2025 unspent funds.

Dr Williams made a motion, seconded by Kayline Cabe, to propose a resolution to the Entities to retain \$130,000 and transfer those funds in the amounts of \$40,000 to the Emergency Reserve Fund, \$40,000 to the Building expansion Fund and \$50,000 to Legal Services.

Motion carried 3-0-0.

Item #14. Chief Appraiser's Report.

- a. Appraisal Update – we have received 3,375 protests thus far; at this time last year there were 4,186; informals will continue through 6/15 and ARB hearings will begin 6/23; we will move the July board meeting to June 23 at 5 PM;
- b. Collections Update – there is currently a significant amount of cross-training occurring in collections.

Item #15. Board requests for future agenda items.

Agenda Item #9 was tabled to the next meeting.

Item #16. Adjourn.

Kayline Cabe made a motion, seconded by Dr Williams, to adjourn.

Motion carried 3-0-0.

Meeting adjourned at 6:15 PM.

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Board Chairman

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Board Secretary

Caldwell County Appraisal District  
**EXPENSE STATEMENT- APPRAISAL**  
 For the Five Months Ending May 31, 2026

	Current Month	YTD ACTUAL	YTD BUDGET	UNENCUMBERED	%	
70101	CHIEF APPRAISER	\$ 7,759.60	\$ 38,798.00	\$ 93,117.15	54,319.15	58.33
70102	DEPUTY CHIEF APPRAISER	8,044.82	40,224.10	96,537.73	56,313.63	58.33
70103	SYSTEM MGR/MAPPER	7,798.78	38,993.90	93,585.46	54,591.56	58.33
70105	SENIOR APPRAISER III	4,967.70	24,838.50	59,612.45	34,773.95	58.33
70106	SENIOR APPRAISER I	5,276.02	26,700.24	71,922.78	45,222.54	62.88
70107	SENIOR APPRAISER II	5,564.32	27,821.60	66,771.81	38,950.21	58.33
70108	FIELD APPRAISER VI	3,537.40	17,947.00	43,260.00	25,313.00	58.51
70109	FIELD APPRAISER III	5,316.66	26,583.30	63,800.00	37,216.70	58.33
70111	ADMINISTRATIVE ASST.	6,458.58	32,292.90	77,503.00	45,210.10	58.33
70112	DATA ENTRY TECHNICIAN I	4,173.24	20,866.20	50,078.86	29,212.66	58.33
70113	APPRAISAL SUPPORT TECH	4,852.48	24,262.40	58,229.67	33,967.27	58.33
70114	APPRAISAL SUPPORT CLERK	3,443.94	17,219.70	41,327.22	24,107.52	58.33
70115	DATA ENTRY TECHNICIAN II	3,062.50	13,707.23	36,750.00	23,042.77	62.70
70120	FIELD APPRAISER IV	4,472.92	18,614.60	50,675.03	32,060.43	63.27
70121	FIELD APPRAISER V	3,605.00	18,025.00	43,260.00	25,235.00	58.33
70130	PART TIME	0.00	0.00	0.00	0.00	0.00
70135	PAYROLL CONTINGENCY	0.00	3,000.00	10,500.00	7,500.00	71.43
70136	ANNUAL LONGEVITY COMPEN	0.00	0.00	12,250.00	12,250.00	100.00
	<b>TOTAL WAGES AND SALARIES</b>	<b>78,333.96</b>	<b>389,894.67</b>	<b>969,181.16</b>	<b>579,286.49</b>	<b>59.77</b>
71000	PAYROLL TAX	6,387.23	31,532.67	81,000.00	49,467.33	61.07
71002	RETIREMENT / EMPLOYER	9,627.27	47,918.16	121,000.00	73,081.84	60.40
71004	HEALTH BENEFITS	12,829.94	64,159.56	175,000.00	110,840.44	63.34
71005	WORKERS COMP	0.00	0.00	4,200.00	4,200.00	100.00
71006	UNEMPLOYMENT	0.00	116.81	4,000.00	3,883.19	97.08
	<b>DEDUCTIONS / BENEFITS</b>	<b>28,844.44</b>	<b>143,727.20</b>	<b>385,200.00</b>	<b>241,472.80</b>	<b>62.69</b>
72000	APPR ENGINEERS	0.00	44,510.00	92,000.00	47,490.00	51.62
72001	APPR REVIEW BOARD	923.63	1,249.58	30,000.00	28,750.42	95.83
72002	AUDIT	0.00	0.00	9,300.00	9,300.00	100.00
72003	BOARD OF DIRECTORS	302.07	1,882.77	3,500.00	1,617.23	46.21
72004	DATA PROCESSING SERVICES	49.50	88,646.14	159,400.00	70,753.86	44.39
72007	JANITORIAL SERVICES	0.00	2,146.76	6,600.00	4,453.24	67.47
72008	LEGAL SERVICES	5,437.75	23,702.25	35,000.00	11,297.75	32.28
72009	TITLE RESEARCH	0.00	0.00	0.00	0.00	0.00
72010	AERIAL IMAGERY	0.00	48,680.00	98,000.00	49,320.00	50.33
72011	HOMESTEAD EX ANALYSIS	10,375.87	20,751.74	45,000.00	24,248.26	53.89
	<b>TOTAL SERVICES</b>	<b>17,088.82</b>	<b>231,569.24</b>	<b>478,800.00</b>	<b>247,230.76</b>	<b>51.64</b>
72500	BOND CHIEF/NOTARY	0.00	0.00	250.00	250.00	100.00
72501	MEMBERSHIP/DUES	45.00	1,895.00	4,300.00	2,405.00	55.93
72502	COMPUTER SUPPLIES	1,113.01	1,649.37	7,600.00	5,950.63	78.30
72504	EDUCATION / FEES	250.00	5,765.87	18,975.00	13,209.13	69.61
72505	INSURANCE LIABILITY	0.00	0.00	4,500.00	4,500.00	100.00
72506	INSURANCE BUILDING/ CONTE	0.00	0.00	9,000.00	9,000.00	100.00
72507	LEGAL NOTICES / PRINTING	7,710.36	11,423.46	28,500.00	17,076.54	59.92
72508	MAINT - HARDWARE & EQUIP	0.00	2,310.00	9,000.00	6,690.00	74.33
72509	MAINT - OFFICE EQUIPMENT	0.00	0.00	1,000.00	1,000.00	100.00
72510	MILEAGE & TRAVEL	0.00	5,428.42	10,500.00	5,071.58	48.30
72511	OFFICE SUPPLIES	1,094.04	3,265.83	9,000.00	5,734.17	63.71
72512	POSTAGE	10,744.78	26,914.24	48,800.00	21,885.76	44.85
72513	POSTAGE METER/BOX RENTAL	0.00	1,630.59	6,000.00	4,369.41	72.82
72514	SUBSCRIPTION & BOOKS	594.21	4,162.18	23,100.00	18,937.82	81.98
72515	RENTAL COPIER	344.56	1,685.16	2,900.00	1,214.84	41.89

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For Management Purposes Only

Caldwell County Appraisal District  
**EXPENSE STATEMENT- APPRAISAL**  
 For the Five Months Ending May 31, 2026

	Current Month	YTD ACTUAL	YTD BUDGET	UNENCUMBERED	%	
72516	ELECTRICITY	0.00	2,947.50	9,000.00	6,052.50	67.25
72517	TELEPHONE	1,173.28	5,227.21	14,700.00	9,472.79	64.44
72518	WATER & SEWER	0.00	1,820.53	4,700.00	2,879.47	61.27
72519	MORTGAGE	6,227.34	31,136.70	57,300.00	26,163.30	45.66
72520	BUILDING MAINT	83.09	1,934.56	14,500.00	12,565.44	86.66
72523	FUEL - VEHICLE	593.17	1,366.95	4,600.00	3,233.05	70.28
72524	MAINT. - VEHICLE	0.00	603.49	12,500.00	11,896.51	95.17
72525	INS - VEHICLE	0.00	0.00	3,300.00	3,300.00	100.00
	<b>TOTAL GENERAL EXPENSES</b>	<u>29,972.84</u>	<u>111,167.06</u>	<u>304,025.00</u>	<u>192,857.94</u>	63.43
79000	OFFICE EQUIPMENT	59.82	2,220.66	5,000.00	2,779.34	55.59
79001	COMPUTER EQUIPMENT	95.99	15,729.37	32,000.00	16,270.63	50.85
79002	BUILDING EXPENSE	55.76	1,259.14	10,000.00	8,740.86	87.41
79003	VEHICLE	0.00	0.00	0.00	0.00	0.00
79990	CONTINGENCY	0.00	0.00	10,000.00	10,000.00	100.00
	<b>TOTAL CAPITAL INVESTMENT</b>	<u>211.57</u>	<u>19,209.17</u>	<u>57,000.00</u>	<u>37,790.83</u>	66.30
	<b>TOTAL EXPENSES</b>	<u>\$ (154,451.63)</u>	<u>\$ (895,567.34)</u>	<u>\$ (2,194,206.)</u>	<u>(1,298,638.82)</u>	59.18

Caldwell County Appraisal District  
**EXPENSE STATEMENT - COLLECTION**  
 For the Five Months Ending May 31, 2026

	Current Month	YTD ACTUAL	YTD BUDGET	UNENCUMBERED	%
90-70101 CHIEF APPRAISER	\$ 5,173.06	\$ 25,865.30	\$ 62,074.85	36,209.55	58.33
90-70120 DEPUTY TAX COLLECTOR	8,044.82	40,224.10	96,537.73	56,313.63	58.33
90-70121 COLLECTION SPECIALIST I	4,645.64	23,228.20	55,747.78	32,519.58	58.33
90-70122 PUBLIC ASSISTANT II	3,304.58	16,522.90	39,655.00	23,132.10	58.33
90-70126 PUBLIC ASSISTANT I	3,585.84	17,929.20	43,030.19	25,100.99	58.33
90-70135 PAYROLL CONTINGENCY	0.00	0.00	3,200.00	3,200.00	100.00
90-70136 ANNUAL LONGEVITY COMPENSA	0.00	0.00	3,000.00	3,000.00	100.00
<b>TOTAL WAGES AND SALARIES</b>	<b>24,753.94</b>	<b>123,769.70</b>	<b>303,245.55</b>	<b>179,475.85</b>	<b>59.18</b>
90-71000 PAYROLL TAX	1,467.30	7,336.50	24,000.00	16,663.50	69.43
90-71002 RETIREMENT/EMPLOYER	3,042.25	15,211.26	38,000.00	22,788.74	59.97
90-71004 HEALTH BENEFITS	1,892.42	9,462.10	48,900.00	39,437.90	80.65
90-71005 WORKER COMP	0.00	0.00	1,300.00	1,300.00	100.00
90-71006 UNEMPLOYMENT	0.00	37.13	3,375.00	3,337.87	98.90
<b>DEDUCTIONS / BENEFITS</b>	<b>6,401.97</b>	<b>32,046.99</b>	<b>115,575.00</b>	<b>83,528.01</b>	<b>72.27</b>
90-72002 AUDIT	0.00	0.00	2,800.00	2,800.00	100.00
90-72004 DATA PROCESSING SERVICES	0.00	13,925.00	36,500.00	22,575.00	61.85
90-72005 COUNTY EMPLOYEE CONTRACT	1,958.63	9,793.15	24,000.00	14,206.85	59.20
90-72007 JANITORIAL SERVICE	0.00	641.24	2,500.00	1,858.76	74.35
90-72008 LEGAL SERVICES	0.00	0.00	2,500.00	2,500.00	100.00
90-72011 SECURITY	0.00	1,170.00	2,000.00	830.00	41.50
<b>TOTAL SERVICES</b>	<b>1,958.63</b>	<b>25,529.39</b>	<b>70,300.00</b>	<b>44,770.61</b>	<b>63.69</b>
90-72500 BOND/ NOTARY	0.00	0.00	250.00	250.00	100.00
90-72501 MEMBERSHIP/ DUES	0.00	90.00	1,100.00	1,010.00	91.82
90-72502 COMPUTER SUPPLIES	811.88	811.88	2,300.00	1,488.12	64.70
90-72504 EDUCATION & FEES	87.55	217.55	7,000.00	6,782.45	96.89
90-72505 INSURANCE - LIABILITY	0.00	0.00	1,500.00	1,500.00	100.00
90-72506 INSURANCE BUILDING/CONTENT	0.00	0.00	1,850.00	1,850.00	100.00
90-72507 LEGAL NOTICES/PRINTING	0.00	0.00	17,000.00	17,000.00	100.00
90-72508 MAINT - HARDWARE/EQUIP	0.00	690.00	3,600.00	2,910.00	80.83
90-72509 MAINT - OFFICE EQUIP	0.00	0.00	2,500.00	2,500.00	100.00
90-72510 MILEAGE & TRAVEL	0.00	42.34	5,100.00	5,057.66	99.17
90-72511 OFFICE SUPPLIES	97.07	580.08	5,000.00	4,419.92	88.40
90-72512 POSTAGE	0.00	10,000.00	21,000.00	11,000.00	52.38
90-72513 POSTAGE METER/BOX RENTAL	0.00	487.06	2,000.00	1,512.94	75.65
90-72515 RENTAL - COPIER	82.82	459.84	1,800.00	1,340.16	74.45
90-72516 ELECTRICITY	0.00	896.11	3,000.00	2,103.89	70.13
90-72517 TELEPHONE	311.82	1,368.16	4,300.00	2,931.84	68.18
90-72518 WATER & SEWER	0.00	543.78	1,500.00	956.22	63.75
90-72519 MORTGAGE	1,860.12	9,300.60	17,200.00	7,899.40	45.93
90-72520 BUILDING MAINT.	24.82	417.43	4,000.00	3,582.57	89.56
<b>TOTAL GENERAL EXPENSES</b>	<b>3,276.08</b>	<b>25,904.83</b>	<b>102,000.00</b>	<b>76,095.17</b>	<b>74.60</b>

Caldwell County Appraisal District  
**EXPENSE STATEMENT - COLLECTION**  
 For the Five Months Ending May 31, 2026

	Current Month	YTD ACTUAL	YTD BUDGET	UNENCUMBERED	%
90-79000 OFFICE EQUIPMENT	17.87	588.79	2,000.00	1,411.21	70.56
90-79001 COMPUTER EQUIPMENT	3,428.07	8,028.07	12,900.00	4,871.93	37.77
90-79002 BUILDING EXPENSE	16.65	374.02	6,000.00	5,625.98	93.77
90-79990 CONTINGENCY	0.00	0.00	5,000.00	5,000.00	100.00
	<u>3,462.59</u>	<u>8,990.88</u>	<u>25,900.00</u>	<u>16,909.12</u>	<u>65.29</u>
TOTAL CAPITAL INVESTMENTS					
	<u>3,462.59</u>	<u>8,990.88</u>	<u>25,900.00</u>	<u>16,909.12</u>	<u>65.29</u>
TOTAL EXPENSES	\$ (39,853.21)	\$ (216,241.79)	\$ (617,020.55)	(400,778.76)	64.95

Caldwell County Appraisal District  
**INCOME STATEMENT- APPRAISAL**  
 For the Five Months Ending May 31, 2026

	Current Month	YTD ACTUAL	YTD BUDGET	UNENCUMBERE	%
<b>Revenues</b>					
CITY OF LOCKHART	\$ 0.00	\$ 105,449.24	\$ 210,898.48	105,449.24	50.00
CITY OF LULING	0.00	20,671.04	41,342.07	20,671.03	50.00
CITY OF MARTINDALE	0.00	4,239.54	8,479.06	4,239.52	50.00
CITY OF MUSTANG RIDGE	0.00	1,828.22	3,656.45	1,828.23	50.00
CITY OF NIEDERWALD	0.00	870.56	1,741.13	870.57	50.00
CITY OF UHLAND	0.00	1,345.17	1,345.17	0.00	0.00
CALDWELL COUNTY	0.00	294,782.06	589,564.14	294,782.08	50.00
LOCKHART ISD	0.00	365,227.40	730,454.79	365,227.39	50.00
LULING ISD	0.00	59,819.60	119,639.21	59,819.61	50.00
PRAIRIE LEA ISD	0.00	20,128.44	40,256.89	20,128.45	50.00
PLUM CREEK CONS DIST	0.00	5,475.62	10,951.23	5,475.61	50.00
PLUM CREEK UNDERGROU	0.00	6,831.24	13,662.48	6,831.24	50.00
GONZALES ISD	0.00	5,659.44	11,318.88	5,659.44	50.00
WAELDER ISD	0.00	3,345.98	6,691.97	3,345.99	50.00
SAN MARCOS ISD	0.00	27,747.28	55,494.55	27,747.27	50.00
HAYS ISD	0.00	17,853.16	35,706.32	17,853.16	50.00
GONZALES COUNTY UWD	0.00	94.10	188.22	94.12	50.01
CALDWELL-HAYS ESD1	0.00	13,227.86	26,455.72	13,227.86	50.00
CITY OF SAN MARCOS	0.00	3,516.10	7,032.21	3,516.11	50.00
CALDWELL ESD #2	0.00	4,518.16	9,036.32	4,518.16	50.00
CALDWELL ESD #3	0.00	2,779.20	5,558.41	2,779.21	50.00
CALDWELL ESD #4	0.00	3,092.28	6,184.55	3,092.27	50.00
CALDWELL ESD #5	0.00	68,241.80	136,483.61	68,241.81	50.00
AUSTIN COMMUNITY COLL	0.00	51,073.60	102,147.20	51,073.60	50.00
CALDWELL CO MUD #2	0.00	7,549.38	15,098.77	7,549.39	50.00
BOLLINGER MUD	0.00	801.70	1,603.41	801.71	50.00
CALDWELL CO MUD #7	0.00	9.72	9.72	0.00	0.00
CALDWELL CO MUD #9	0.00	8.84	8.85	0.01	0.11
LADERA MUD	0.00	243.58	487.17	243.59	50.00
LANTANA MUD	0.00	406.36	812.70	406.34	50.00
CENTEX DRAINAGE DISTRI	0.00	948.24	1,896.47	948.23	50.00
<b>Total Revenues</b>	<u>0.00</u>	<u>1,097,784.91</u>	<u>2,194,206.15</u>	<u>1,096,421.24</u>	<u>49.97</u>
<b>TOTAL BUDGET REV</b>	<b>\$ <u>0.00</u></b>	<b>\$ <u>1,097,784.91</u></b>	<b>\$ <u>2,194,206.15</u></b>	<b><u>1,096,421.24</u></b>	<b><u>49.97</u></b>
COPIES MISC REVENUE	\$ (170.00)	\$ (1,195.00)	\$ 0.00	1,195.00	0.00
INTEREST INCOME REVENU	(969.70)	(5,052.35)	0.00	5,052.35	0.00
<b>TOTAL OTHER REVENUE</b>	<b><u>(1,139.70)</u></b>	<b><u>(6,247.35)</u></b>	<b><u>0.00</u></b>	<b><u>6,247.35</u></b>	<b><u>0.00</u></b>

Caldwell County Appraisal District  
**INCOME STATEMENT- COLLECTION**  
For the Five Months Ending May 31, 2026

	Current Month	YTD ACTUAL	YTD BUDGET	UNENCUMBERE	%
<b>Revenues</b>					
CITY OF LOCKHART	\$ 0.00	\$ 30,915.16	\$ 61,830.33	30,915.17	50.00
CITY OF LULING	0.00	6,180.84	12,361.67	6,180.83	50.00
CITY OF MARTINDALE	0.00	1,242.92	2,485.86	1,242.94	50.00
CITY OF MUSTANG RIDGE	0.00	536.00	1,071.98	535.98	50.00
CITY OF NIEDERWALD	0.00	255.22	510.46	255.24	50.00
CITY OF UHLAND	0.00	394.37	394.37	0.00	0.00
CALDWELL COUNTY	0.00	86,422.98	172,845.95	86,422.97	50.00
LOCKHART ISD	0.00	107,075.84	214,151.68	107,075.84	50.00
LULING ISD	0.00	20,405.32	40,810.64	20,405.32	50.00
PRAIRIE LEA ISD	0.00	7,216.20	14,432.40	7,216.20	50.00
PLUM CREEK CONS DIST	0.00	2,606.70	3,210.64	603.94	18.81
PLUM CREEK UNDERGROUND	0.00	1,001.38	4,005.51	3,004.13	75.00
GONZALES COUNTY UWD	0.00	27.60	55.18	27.58	49.98
CALDWELL-HAYS ESD1	0.00	3,878.08	7,756.18	3,878.10	50.00
CALDWELL ESD #2	0.00	1,324.62	2,649.23	1,324.61	50.00
CALDWELL ESD #3	0.00	814.80	1,629.59	814.79	50.00
CALDWELL ESD #4	0.00	906.58	1,813.16	906.58	50.00
CALDWELL ESD #5	0.00	20,006.84	40,013.69	20,006.85	50.00
AUSTIN COMMUNITY COLLEGE	0.00	14,973.54	29,947.09	14,973.55	50.00
CALDWELL CO MUD #2	0.00	2,213.30	4,426.59	2,213.29	50.00
BOLLINGER MUD	0.00	235.04	470.08	235.04	50.00
CALDWELL CO MUD #7	0.00	2.84	2.85	0.01	0.35
CALDWELL CO MUD #9	0.00	2.60	2.59	(0.01)	(0.39)
LADERA MUD	0.00	71.42	142.83	71.41	50.00
<b>Total Revenues</b>	<b>0.00</b>	<b>308,710.19</b>	<b>617,020.55</b>	<b>308,310.36</b>	<b>49.97</b>
<b>TAX CERTIFICATES</b>	<b>(270.00)</b>	<b>(1,050.00)</b>	<b>0.00</b>	<b>1,050.00</b>	<b>0.00</b>
<b>TOTAL TAX CERT. REVENUE</b>	<b>(270.00)</b>	<b>(1,050.00)</b>	<b>0.00</b>	<b>1,050.00</b>	<b>0.00</b>
<b>TOTAL BUDGET REVENUE</b>	<b>\$ 270.00</b>	<b>\$ 309,760.19</b>	<b>\$ 617,020.55</b>	<b>307,260.36</b>	<b>49.80</b>
<b>RETURN CHECK FEE</b>	<b>\$ (25.00)</b>	<b>\$ (975.00)</b>	<b>\$ 0.00</b>	<b>975.00</b>	<b>0.00</b>
<b>BUS PP RENDITION PENALTY</b>	<b>(22.03)</b>	<b>(1,872.26)</b>	<b>0.00</b>	<b>1,872.26</b>	<b>0.00</b>
<b>OFFICE RENTAL INCOME</b>	<b>(100.00)</b>	<b>(500.00)</b>	<b>0.00</b>	<b>500.00</b>	<b>0.00</b>
<b>TOTAL OTHER REVENUE</b>	<b>(147.03)</b>	<b>(3,347.26)</b>	<b>0.00</b>	<b>3,347.26</b>	<b>0.00</b>
<b>DELINQUENT ATTORNEY FEES- L</b>	<b>(44,118.07)</b>	<b>(9,391.90)</b>	<b>0.00</b>	<b>9,391.90</b>	<b>0.00</b>
<b>DELINQUENT ATTORNEY FEES- P</b>	<b>(4,438.81)</b>	<b>(927.86)</b>	<b>0.00</b>	<b>927.86</b>	<b>0.00</b>
<b>DELINQUENT ABSTRACT FEES- L</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>DELINQUENT ABSTRACT FEES- P</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL DELINQUENT ATTORNEY</b>	<b>(48,556.88)</b>	<b>(10,319.76)</b>	<b>0.00</b>	<b>10,319.76</b>	<b>0.00</b>

**Caldwell County Appraisal District  
Cash Disbursements Journal  
For the Period From May 1, 2026 to May 31, 2026**

Filter Criteria includes: Report order is by Date. Report is printed in Detail Format.

Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
5/7/26	011537	72008	APRIL 2026 LEGAL SERVICES	2,289.50	
		10000	ARNOLD, PLACEK & FOERSTER PC		2,289.50
5/7/26	011538	72517	MAY 2026 IPAD UNITS APPRAISERS	412.54	
		10000	AT&T Mobility		412.54
5/7/26	011539	90-72005	MAY 2026 LULING EMPLOYEE SALARY	1,958.63	
		10000	CALDWELL COUNTY TREASURER		1,958.63
5/7/26	011540	72523	MAY 2026 FUEL REIMBURSEMENT	593.17	
		10000	CALDWELL COUNTY TREASURER		593.17
5/7/26	011541	72507	NEWSPAPER PUBLICATIONS	1,272.87	
		10000	LOCKHART POST-REGISTER		1,272.87
5/14/26	011543	72507	2026 -2028 RENEWAL SUBSCRIPTION	52.00	
		10000	LOCKHART POST-REGISTER		52.00
5/14/26	011545	72507	BANK DEPOSITORY NOTICE	34.00	
		10000	LULING NEWSBOY		34.00
5/14/26	011546	72502	TONER CARTRIDGES (A)	1,113.01	
		90-72502	TONER CARTRIDGES (C)	811.88	
		10000	Lone Star Office Solutions		1,924.89
5/19/26	011549	90-79000	CURRENCY COUNTER & PRINTER LULING OFFICE	3,372.08	
		10000	Cummins-Allison Corp.		3,372.08
5/21/26	011550	72011	HEA SERVICES 2ND QTR	10,375.87	
		10000	LINEBARGER GOGGAN BLAIR SAMPSON, LLP		10,375.87
5/21/26	011551	72008	APR 2026 LEGAL SERVICES	1,648.25	
		10000	LOW SWINNEY EVANS & JAMES PLLC		1,648.25
5/21/26	011552	72512	REPLENISH POSTAGE RESERVE FUND	10,000.00	
		10000	Pitney Bowes Bank Inc Reserve Acct		10,000.00

**Caldwell County Appraisal District  
Cash Disbursements Journal  
For the Period From May 1, 2026 to May 31, 2026**

Filter Criteria includes: Report order is by Date. Report is printed in Detail Format.

Date	Check #	Account ID	Line Description	Debit Amount	Credit Amount
5/29/26	011553	72008	PID 45293 ARBITRATION #RBAE-036446	1,500.00	
		10000	Lada Angelova		1,500.00
5/29/26	011554	72501	2026 ANNUAL RENEWAL - JCRAWFORD - REG #76554	45.00	
		10000	Texas Dept. of Licensing and Regulation		45.00
<b>Total</b>				<u><u>35,478.80</u></u>	<u><u>35,478.80</u></u>



**GOVERNMENT CAPITAL**  
CORPORATION

# Appraisal District

# Proposal Packet

*Prepared For*



# Caldwell County Appraisal District

*Submitted By*

**Government Capital Corporation**

345 Miron Drive  
Southlake, Texas 76092

Drew Whittington  
Vice President  
817-229-9060





**GOVERNMENT CAPITAL**  
**CORPORATION**

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## Corporate Overview

Government Capital Corporation (GCC) was founded in 1992 with the primary purpose of providing tax-exempt financing solutions for state and local government entities including cities, schools, counties, and special districts.

Since our inception, GCC and its affiliates have provided financing solutions exceeding \$7 billion for many different types of projects. These financings have provided funding for a wide variety of municipal needs including software, technology, and facilities.

Our team possesses extensive experience assisting state and local governmental entities of all types in creating, evaluating, and implementing financing structures of every type authorized by various state borrowing authorities. Although we serve clients in all 50 states, since Texas is our home, one of our primary areas of focus is assisting Texas appraisal districts with acquiring essential personal property and facilities.

Throughout our history, we've been honored to provide financing solutions for many appraisal districts in the state of Texas. In many cases, we have helped our clients adapt to and comply with regulatory changes as well as enable them to execute financings more rapidly, efficiently, and economically.

## Representative Experience

**Fort Bend CAD** – At the beginning of 2026, Government Capital Corporation partnered with Fort Bend Central Appraisal District to finance the acquisition of a new facility. The 200,000 square foot office building will allow the FBCAD staff to function with greater efficiency and better meet their operational, logistical, and strategic needs.

**Guadalupe AD** – Guadalupe Appraisal District partnered with Government Capital in the fall of 2025 to acquire a 36,000 square foot facility with plans to fully modernize the three-story main structure. The new facility will provide the district with increased space for staff operations and public service needs as well as updated technological systems.

**Atascosa CAD** – In 2025, Government Capital provided financing to Atascosa CAD for a facility purchase and renovation project in compliance with Texas Senate Bill 2073, enabling the Appraisal District to enter into a mortgage agreement for the real estate acquisition. Renovation plans include an updated space for board meetings and hearings to be completed by Spring of 2026.





# GOVERNMENT CAPITAL CORPORATION

## Partial Listing of Texas County Appraisal District Clients



Hamilton County Appraisal District



Travis Central Appraisal District



Montgomery Central Appraisal District



**ATASCOSA CENTRAL**  
APPRAISAL DISTRICT

Atascosa Central Appraisal District



SAN SABA CENTRAL  
APPRAISAL DISTRICT

San Saba Central Appraisal District



**WISE**  
COUNTY APPRAISAL DISTRICT

Wise County Appraisal District



Aransas County Appraisal District



Denton Central Appraisal District



Hill County Appraisal District



Smith County Appraisal District



**Callahan Central**  
Appraisal District

Callahan Central Appraisal District



Nueces County Appraisal District



Webb County Appraisal District



**BREWSTER COUNTY**  
APPRAISAL DISTRICT

Brewster County Appraisal District



Fort Bend Central Appraisal District





**GOVERNMENT CAPITAL CORPORATION**

**Caldwell County Appraisal District  
Lockhart, Texas**

June 10, 2026

**FINANCING STRUCTURE:** Tax-Exempt Financing  
**PROJECT:** Land and Building Note Refinance

**ESTIMATED SOURCES AND USES OF FUNDS:**

**Source:**

Note Proceeds \$ 1,078,107.00

**Total Sources** **\$ 1,078,107.00**

**Uses:**

Project Costs \$ 1,074,607.00

\*Issuance Costs \$ 3,500.00

**Total Sources & Uses** **\$ 1,078,107.00**

*\*The above issuance cost represents the total issuance costs necessary for closing the transaction as contemplated. Issuance Cost Allocation includes Special Tax Counsel, Private Placement Cost, and Filing Fees.*

**TERM:** 20 Years (240 Monthly Payments)

**INTEREST RATE:** 4.940% Fixed

**PAYMENT AMOUNT:** \$ 7,086.14

**PAYMENT DUE:** Beginning one month from signing and monthly thereafter

**ADDITIONAL NOTES:**

- The above proposal is subject to audit analysis and assumes bank qualification, as well as mutually acceptable documentation. The terms outlined herein are based on current markets. Upon credit approval, rates may be locked for up to thirty (30) days. If funding does not occur within this time period, rates will be indexed to market rates at that time.
- The issuance costs can be paid outside of closing, thus reducing the annual debt service.
- **We should not require a title policy and the traditional real estate expenses, including but not limited to down payment, survey, environmental, appraisal, etc.**

**Blessings,**

*Drew*

**VICE PRESIDENT**

GOVERNMENT CAPITAL CORPORATION

345 MIRON DRIVE | SOUTHLAKE, TX 76092

CELL: 817-229-9060





**Intelligent Compensation LLC**

P.O. Box 1703  
Pflugerville, Texas 78691

Tel: (512) 415-8080

[bob.cartwright@intelligentcomp.net](mailto:bob.cartwright@intelligentcomp.net)  
[www.intelligentcomp.net](http://www.intelligentcomp.net)

Compensation, Board & Business Advisory Consultants

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# **Caldwell County Appraisal District**

## **Compensation Consulting Services Proposal/Agreement**

**Presented By:**

**Intelligent Compensation, LLC**

P.O. Box 1703

Pflugerville, Texas 78660

512-415-8080

[bob.cartwright@intelligentcomp.net](mailto:bob.cartwright@intelligentcomp.net)

[www.intelligentcomp.net](http://www.intelligentcomp.net)

**May 27, 2026**



**Intelligent Compensation**  
P.O. Box 1703  
Pflugerville, Texas 78691

Tel: (512) 415-8080  
www.intelligentcomp.net  
E-Mail: bob.cartwright@intelligentcomp.net

Compensation, Board, & Business Advisory Consultants

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May 27, 2026

Ms. Shanna Ramzinski  
Chief Appraiser  
**Caldwell County Appraisal District**  
211 Bufkin Ln.  
Lockhart, TX 78644

Dear Ms. Ramzinski:

We are pleased to present this Proposal / Agreement to provide compensation consulting services for **Caldwell County Appraisal District (Caldwell CAD)**. Based on our discussion, it is our understanding that the purpose of this project is to assist **Caldwell CAD** with the following services:

- (1) Audit and review **Caldwell CAD's** current Total Cash Compensation Program and assess the Organization's desired competitive compensation position. Assist the Organization with the development of a strategically aligned Base Cash Compensation Structure.
- (2) Utilizing the Organization's job descriptions and job analysis forms to gather data, we will take this information to understand the purpose, essential job responsibilities, and educational/experiential job requirements in order to benchmark and conduct a comprehensive total cash compensation market survey analysis on approximately 16 positions within **Caldwell CAD**.
- (3) Conduct an impact analysis to assess **Caldwell CAD's** jobs and employee pay positions to the market analysis results. Identify job and employee pay gaps and anomalies.
- (4) Assist in the update of **Caldwell CAD's** Base Cash Compensation Structure to include job grades, salary ranges, and the **District's** position classification matrix.
- (5) Provide results of the total cash compensation study and provide **Caldwell CAD's** Board of Directors with a final report on the project to include program enhancements recommendations going forward.

The attached proposal discusses our understanding of the assignment, the estimated fees associated with this important engagement, how we will conduct the assignment, and how we will report our findings and recommendations moving forward.



## **Background**

**Caldwell County Appraisal District** appraises all real and business personal property within Caldwell County, administers exemptions, and performs other functions as directed by the Texas Property Tax Code and the Uniform Standards of Professional Appraisal Practices (USPAP). The mission of **Caldwell CAD** is not only to appraise all property located within the boundaries of the district, but also to discover and list those properties in an accurate, ethical, and impartial manner. **Caldwell CAD** estimates the market value of each property in the district and also works to achieve uniformity and equity between the various classes of properties. **Caldwell CAD** achieves their mission by maintaining the highest standard appraisal practices and law by focusing on their goals of providing quality service to the taxpayers and taxing entities. **Caldwell CAD** is led by an involved Board of Directors and works hard to develop personnel with strong professionalism and knowledge in the field.

## **Current Organization Needs:**

**Caldwell County Appraisal District's** Board of Directors are interested in engaging a third-party compensation consultant to assist **Caldwell CAD** with conducting a Compensation Review, a Comprehensive Market Study on approximately **16** positions and a review and update of **Caldwell CAD's** Total Cash Compensation Program and Structure. **Caldwell CAD** is interested in having a Market Analysis performed to benchmark the competitive position of their positions as they compare to compensation paid for similar jobs in the external marketplace. **Caldwell CAD** is also interested in reviewing and updating the organization's compensation pay range structure to ensure that it is strategically aligned and that all positions are classified correctly with respect to the market and internal equity.

Various compensation elements will be included as part of the project scope and have been identified below. These elements should not be considered mutually exclusive but rather should be perceived as being integrated into a Strategic Total Cash Compensation Program. **Caldwell County Appraisal District** would like to evaluate their competitive pay position and Cash Compensation Management Program with the objective of updating and keeping their Compensation System and Job Classification Structure current and competitive. Integrated through each of the specific compensation issues is the question of addressing the needs of a changing, growing and expanding organization, the quest for talent acquisition / retention, the focus within the Organization to build operational efficiencies and accountability to better serve its customers, and to better achieve key organizational and operational objectives. The end-product should be a competitive and strategically aligned Total Cash Compensation Program that attracts, retains, and motivates employees at all organizational levels within **Caldwell CAD**.



## **Project Objectives / Scope / Goals:**

### **Project Objectives:**

- *Review and audit **Caldwell County Appraisal District's** Compensation Policy, Program and Position Classification Structure, as appropriate.*
- *Benchmark the Organization's jobs to an array of compensation market survey data. Conduct a comprehensive Total Cash Compensation Market Analysis and Study on approximately **16 Caldwell County Appraisal District** positions by utilizing an array of industry related compensation survey sources to include published information from ERI, Comp Analyst, and others.*
- *Conduct an Impact Analysis to assess **Caldwell County Appraisal District's** jobs and employee compensation as compared to the external marketplace and assess the cost impact to update **Caldwell CAD's** Compensation Structure, and address employee cash compensation gaps to market.*
- *Enhance and update **Caldwell County Appraisal District's** Cash Compensation Policy, Program and Job Classification Structure, as appropriate.*

### **Overall Project Scope:**

- *To assess, audit, enhance and update the Total Cash Compensation System of **Caldwell County Appraisal District**, as appropriate. To Assist **Caldwell CAD's** Board of Directors with the development of a Strategic Total Cash Compensation Program.*

### **Project Goals:**

*The goal of the project is to assess, audit, analyze, and update the Total Cash Compensation Program of **Caldwell County Appraisal District** to:*

- *Help align management and employees to be more focused towards the achievement of **Caldwell CAD** business initiatives, short and long-term goals, and future growth.*
- *Emphasize accountability.*
- *Enhance **Caldwell CAD's** ability to attract and retain talent.*
- *Motivate employees towards performance excellence.*
- *Reward employees consistent with their value, contributions, and performance.*
- *Allow for more efficient administration and consistent application.*
- *Ensure compliance with all Federal, State, and Local Laws and Regulations.*

### **Details of Project Coverage/ Work Scope:**

Consulting activities of **Caldwell County Appraisal District** will be directed toward critiquing current Total Cash Compensation Systems, suggesting modifications to existing programs, recommending alternatives for consideration, and enhancing current programs, as appropriate.



The following, in outline form, provides a framework for clarifying, enhancing, developing and documenting a Total Cash Compensation Strategy and Study:

1. **Conduct a Total Cash Compensation Audit**
2. **Review and Update the Organization's Compensation Strategy/ Policy**
3. **Benchmark the Organization's Job Descriptions to Published Market Survey Sources**
4. **Conduct a Total Cash Market Study**
5. **Conduct a Competitive Total Cash/ Cost Impact Analysis on the CAD's Jobs and Employee Compensation**
6. **Review Compensation - Job Classification Structure - Update/Enhance as Appropriate**

**Base Cash Compensation Review & Structure:**

- o *Examine and update the Compensation Philosophy, Policy and Competitive Objectives of Caldwell County Appraisal District, as appropriate;*
- o *Review and audit the current Cash Compensation Programs at Caldwell County Appraisal District;*
- o *Review Caldwell County Appraisal District job descriptions, and benchmark jobs to survey job descriptions;*
- o *Utilizing an array of compensation survey sources, conduct a marketplace analysis on selected benchmarked jobs within the Organization and determine the competitive market position on approximately 16 positions;*
- o *Conduct a company job and an employee pay analysis and highlight pay anomalies and gaps based on survey I market data and provide a Pay Gap & Cost Analysis;*
- o *Review internal job relationships and slot non-benchmark positions, as appropriate;*
- o *Enhance, revise, and update the Pay Range, Grade, and Job Classification Structure of the Caldwell County Appraisal District, as appropriate;*
- o *Conduct a Cost Analysis/ cost impact study based on the enhancements to Caldwell County Appraisal District Compensation Pay Structure and Job Grades;*
- o *Review administrative practices and policies and provide recommendations, as appropriate.*

**APPROACH & METHODOLOGY:**

We intend to work closely with Caldwell County Appraisal District's leadership team and Board of Directors, as appropriate, in order to develop a basic knowledge and understanding of Caldwell CAD's business strategy, objectives, culture, short and long-term goals, present compensation programs, and employee/management perceptions and preferences. From these observations, a Competitive Total Cash Compensation Analysis and Study will be conducted.



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We will then proceed from the Analysis to the enhancement, and updating of **Caldwell CAD's** Total Cash Compensation Programs, as appropriate.

We envision a joint client-consultant relationship and will depend on **Caldwell County Appraisal District** to:

1. Be available for discussions and interviews, as needed;
2. Assemble background information including **Caldwell CAD's** financials, job descriptions, collection of job analysis/job assessment forms, employee compensation, and background information required to conduct a thorough Analysis of current compensation and organization practices; and
3. Be available to meet to discuss issues, findings and jointly determine the best approach and direction for **Caldwell CAD's** Total Cash Compensation Program moving forward.

This project is projected to be carried out in **8 Structured Steps**, some of which will be conducted concurrently:

***1. Coordinate Initial Planning Meetings and Data Accumulation***

Planning and strategy meetings will be held with **Caldwell County Appraisal District's** Board of Directors, as deemed appropriate. We will review the organization, discuss and review the project scope, and identify compensation issues and potential enhancement. We will also work closely with **Caldwell CAD's** Board of Directors, to become familiar with current operations, KPI's, goals/ objectives, growth/ change potential and financials.

We will also request current and historical data to be provided, including employee information, all compensation related data, and current HR policies and related documents, if available. We will also request organization charts, and latest annual reports, etc. as appropriate.

***2. Review / Audit Organization's Compensation Program***

Based on information and data gathered, we will conduct a review and audit of the current Total Cash Compensation Program at **Caldwell County Appraisal District**. Based on this review and audit, provide **Caldwell CAD's** Board of Directors with findings and recommendations towards strategically enhancing / re-designing **Caldwell CAD's** Total Cash Compensation Program.

***3. Review / Benchmark Jobs***

We will need information on all current and proposed positions. This information will be utilized to effectively benchmark **Caldwell County Appraisal District** positions to market survey data. As necessary, we may need to conduct a Job Analysis on those positions that will require additional information needed to benchmark them to salary survey sources.

***4. Conduct A Total Cash Compensation Market Study- Benchmark Jobs and Pay*** Using **Caldwell County Appraisal District** job descriptions / job information and salary surveys that are or may be available to both **Caldwell CAD** and **Intelligent Compensation LLC**, conduct a formal written Compensation Study and Total Cash Market Analysis on those positions within the organization that can be readily benchmarked to industry salary data.



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Based on this analysis, determine **Caldwell CAD's** job competitiveness as it relates to the Total Cash Compensation (base and incentive) paid for similar jobs found in the external marketplace. This is the market analysis of Caldwell County Appraisal District jobs to determine how competitive Caldwell CAD jobs are as compared to the market.

**We will** provide market data analysis and information covering the 25th, mean, 50th, and 75th percentiles of market base pay and total cash compensation for each job reviewed, and we will conduct a comparison-ratio analysis to determine **Caldwell CAD's** competitive market position.

#### ***5. Incumbent Market Study Comparative Analysis***

Utilizing the findings of the Total Cash Compensation - Competitive Market Study, compare results to employee (incumbent) compensation, and review data findings for possible compensation gaps and anomalies. Based on this analysis, determine the competitiveness of **Caldwell County Appraisal District** as it relates to the total cash compensation (base and incentive) paid.

**Note:** The Cash Compensation Study will be utilized as a key component towards the evaluation, enhancement and update of the Total Cash Compensation Program at **Caldwell County Appraisal District**.

#### ***6. Update Job Grade And Pay Ranges***

After the competitive salary review and position studies are completed, the external comparative market survey data will be brought together with the internal position comparative analysis. A competitive Job Grade and Pay Range Structure evolves from this combination. Logical clusters of positions will be consolidated into job grades with assigned salary ranges.

**Note:** Should there be a need to utilize a Comparative Job Assessment Process, we will utilize this process to determine the relative internal value of non-benchmark positions that cannot be evaluated through Market Analysis. These positions will be assigned a Job Grade and corresponding Pay Range based on responsibilities and position impact on the organization.

#### ***7. Develop A Revised Job Classification Matrix***

A revised / updated Job Classification Matrix for the Organization will be developed based on market survey information derived from the comparison of **Caldwell County Appraisal District** positions to similar positions found in market compensation surveys, and from the comparative internal evaluation of any non-benchmark positions.

#### ***8. Document / Present Final Report***

A Final Report will be provided which will summarize findings, conclusions, and recommendations relative to the evaluation, and enhancement of **Caldwell County Appraisal District** Total Cash Compensation Program. If requested, we can travel to Lockhart, Texas to review and discuss results and proposed new programs with **Caldwell CAD's** Board of Directors. Travel and meeting time to Lockhart, Texas is not included in the cost estimate in this proposal and will be charged at our hourly rate of \$285.00 per hour.



## Project Personnel

Bob Cartwright, SPHR / SHRM-SCP, and President/ CEO of **Intelligent Compensation LLC** will serve as Project Director on this assignment. **Intelligent Compensation** will deliver the work proposed. Please refer to his bio in Attachment I.

Kevin Cartwright, Vice President for **Intelligent Compensation LLC** will provide research, analysis and consulting work on this assignment. Please refer to his bio in Attachment I.

### Estimated Fees:

Consultant fees are compensated on a time and expense basis. Proposed project costs are predicated upon the estimated time required to complete each assignment and deliverable as outlined in this proposal / agreement.

**Please Note:** Travel and meeting time, if requested by **Caldwell County Appraisal District**, and any out-of-scope project work requested by the Organization will be billed at our hourly rate of **\$285.00** per hour.

It is our intention to complete this project at or below the maximum estimated fees for this assignment. However, changes in scope or complexity of the project by **Caldwell County Appraisal District's** Board of Directors may require us to adjust these amounts in order to provide **Caldwell CAD** with the quality of services it deserves. In the event this occurs, we will notify **Caldwell CAD's** Board of Directors immediately to review changes in scope and/ or complexity of the project, and to discuss any adjustments to estimated costs that might be required to successfully complete the assignment.

Project Activity Scope	Estimated Project Activity Fees/Hours	
	From	To
Planning / data accumulation / audit current Total Cash Compensation Programs. Conduct interviews with Organization's leadership, as appropriate, to determine strategic pay direction and assess / enhance <b>Caldwell CAD</b> Compensation Strategy, Philosophy and Policy	\$1,800	\$2,300
Utilizing the job descriptions or job analysis forms provided by <b>Caldwell CAD</b> and survey sources provided by both the Organization (if applicable) and <b>Intelligent Compensation, LLC</b> , we will benchmark <b>Caldwell CAD</b> jobs to salary survey data and conduct a Market Analysis on approximately <b>16</b> positions. <b>Professional fees to conduct this market analysis is \$575 to \$615 per job.</b>	16 Jobs @ \$575/Job \$9,200	16 Jobs @ \$615/Job \$9,840




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We will then conduct an Analysis and Study to determine the competitive market position of each <b>Caldwell CAD</b> benchmarked job compared to the findings of the compensation survey data using the 25 <sup>th</sup> percentile, mean, median, and 75 <sup>th</sup> percentile.	<b>\$1,995</b>	<b>\$2,850</b>
Based on results, we will conduct a Total Cash Compensation Comparative Pay Analysis and Comparison-Ratio Study on both <b>Caldwell CAD's</b> jobs and employee pay. Based on findings, we will determine Pay Gaps and the overall competitive cost to market.	<b>\$3,135</b>	<b>\$3,705</b>
We will then utilize this information to revise and update <b>CAD's</b> strategic Job Grade, Pay Range and Job Classification Structure for the Organization.	<b>\$1,950</b>	<b>\$2,565</b>
Document & provide a Final Report with recommendations going forward to <b>Caldwell CAD's</b> Board of Directors.	<b>\$2,565</b>	<b>\$3,420</b>
<b>Total Estimated Fees – Cash Compensation Study:</b>	<b>\$20,642</b>	<b>\$24,680</b>

**Project Schedule:**

We can begin work within 3 business days upon project award. This Study should take between 4-6 weeks to complete. The timing estimates presume the availability of **Caldwell County Appraisal District's** Board of Directors for appointments, interviews, and project reviews. There may be a need to extend the time frame of this project if the scope of the project is expanded beyond the content of this Proposal / Agreement.

**General Administrative Information:**

**Intelligent Compensation LLC** is a total compensation, board, and business advisory consulting company and is considered a separate business entity from **Caldwell County Appraisal District**. **Intelligent Compensation** has other clients, a specific work facility, and owns the necessary tools and equipment to perform the work described.

For this reason, **Caldwell County Appraisal District** is not considered the employer, and is not responsible for any taxes, insurance or benefits for Bob Cartwright, SPHR / SHRM-SCP, or any employee or subcontractor hired by **Intelligent Compensation LLC** to perform work on this project for **Caldwell CAD**. All monetary obligations will be in the form of invoices submitted for services provided.

**Intelligent Compensation LLC** is located in Pflugerville, Texas and is considered a "Small Business Entity (SBE)" as defined pursuant to Section 3 of the Small Business Act and relevant regulations to this effect. The company's NAICS code is 541612.



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**Confidentiality** - Any information received from **Caldwell County Appraisal District**, including business operations, methods, techniques, plans, programs, systems, information, costs, equipment, donors, or clients which may be obtained through project work with **Caldwell CAD** is considered confidential and shall not be disclosed for any reason unless authorized in writing by **Caldwell CAD**. This obligation will survive the termination of any working relationship between **Intelligent Compensation LLC** and **Caldwell CAD** in the future.

**Private & Public Information** - Intelligent Compensation, LLC does assert that there will be some information provided to Caldwell CAD that is proprietary and confidential compensation survey information that will be utilized to assess jobs. As a result, **Intelligent Compensation LLC** may include some information in our analysis utilized from subscription and other compensation survey sources to assess Caldwell CAD pay for jobs. This information is considered company proprietary information and will not be disclosed. This position has been tested via Texns Attorney General rulings in the past and has been upheld; however, **Intelligent Compensation LLC** agrees to be bound by any ruling by the Texas Attorney General or by any court In connection with any request for information made under the Texas Public Information Act. **Intelligent Compensation LLC** agrees that any work it produces for **Caldwell CAD** that is collected from public information will be provided as public information under Texas Government Code Chapter 552.

**Invoices** - For this assignment, **Intelligent Compensation LLC** will submit progress invoices monthly. With acceptance of this Proposal/ Agreement, **Caldwell County Appraisal District** agrees to make payment within 30 days of receiving our statement. In the event the account becomes delinquent, **Intelligent Compensation** has the right to charge interest on unpaid fees and expenses at the maximum rate permitted by Texas law. Costs associated with collecting the debt, including court costs, filing fees and attorney fees will be borne by **Caldwell CAD**.

**Termination** - This Proposal / Agreement may be terminated at any time by either party upon fifteen (15) days' written notice to the other party or upon completion of the project. Upon termination of this Agreement, **Intelligent Compensation LLC** shall be entitled to payments for services performed and for associated expenses incurred prior to termination or upon completion, and **Caldwell CAD** shall be entitled to any work product performed by **Intelligent Compensation LLC** prior to termination

**General Agreement** - Consulting and advisory services are not intended to be a substitute for legal or financial advice. Thus, by signing this Proposal/Agreement, **Caldwell CAD** agrees to hold **Intelligent Compensation LLC** harmless from any claims of liability for any omissions, deletions or errors in information supplied. **Caldwell CAD's** Board of Directors may wish to confer with legal and/ or financial counsel on any final work provided.

**Entire Agreement** - This Proposal / Agreement contains the entire agreement of the parties and supersedes any prior written or oral agreements between the parties.



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**Amendments** - This Proposal/ Agreement may be modified or amended if (1) the amendment is made verbally approved and documented in writing via email or (2) the amendment is made in writing and signed by both parties.

**Applicable Law** - This Proposal / Agreement shall be governed by the laws of the State of Texas. Venue for any cause of action arising under this agreement shall be Caldwell County, Texas.

**References:**

Mr. Eric Pearson, President and CEO, El Paso Community Center, 915-533-4020  
Ms. Sheri Williams, Assoc. VP HR, Texas Medical Association, 512-370-1556  
Mr. Frank Sommerville, Attorney and CPA, The Nonprofit Attorney, 214-986-5067  
Ms. Carrie Hurt, CEO, BBB Serving Central, Coastal, SW Texas, and Permian Basin, 844-477-1099  
Ms. Ellen Ray, CEO, Still Water Foundation, 512-771-6576  
Mr. John Poulton, Brown Board Advisory, Charles Bauer Charitable Foundation, 410-537-5495  
Mr. Darren Moore | Attorney, Bourland, Wall, & Wenzel, P.C., 817-877-1088  
Mr. Jeff Barber, Executive Director, Park Cities Presbyterian Church, 214-577-2058  
Mr. Jonathan Blum, Partner, Nonprofit Practice, Holland & Knight LLP, 214-969-1192

Shanna, we are pleased to provide you with this Proposal / Agreement to assist the **Caldwell County Appraisal District** with this particularly important compensation and business advisory consulting assignment. Please review, and if you and the Board Chair are in accord, sign, scan and return an e-mail copy of the Proposal / Agreement signature page back to me. If you or the Board have any questions concerning the content or cost, please give me a call at 512-415-8080 or Kevin at 512- 461-9243 as we would be happy to discuss this submission with you.

We appreciate the opportunity to provide this Proposal / Agreement to your organization, and we look forward to being of assistance to you, the leadership team, and the Board of Directors of the **Caldwell County Appraisal District**.

Very Truly Yours,

*Bob Cartwright*

Bob Cartwright, SPHR / SHRM-SCP  
President and Chief Executive Officer



**Approved and Agreed:**

\_\_\_\_\_ Date \_\_\_\_\_  
 Shanna Ramzinski  
 Chief Appraiser  
**Caldwell County Appraisal District**  
 211 Bufkin Ln.  
 Lockhart, TX 78644

\_\_\_\_\_ Date \_\_\_\_\_  
 Chair, Board of Directors  
**Caldwell County Appraisal District**  
 211 Bufkin Ln.  
 Lockhart, TX 78644

**Attachment I** – Consultant Credentials – Bob Cartwright, SPHR / SHRR-SCP, President / CEO

**Attachment II** – Consultant Credentials – Kevin Cartwright, SHRM-SCP, Vice President



**Attachment I**  
**CONSULTANT CREDENTIALS**  
**Bob Cartwright, SPHR / SHRM-SCP, Project Director**  
**Intelligent Compensation LLC (512) 415-8080 – [www.intelligentcomp.net](http://www.intelligentcomp.net)**  
**[bob.cartwright@intelligentcomp.net](mailto:bob.cartwright@intelligentcomp.net)**

**Professional Experience**

Bob Cartwright, SPHR / SHRM-SCP, is founder, president, and chief executive officer of **Intelligent Compensation LLC**, a compensation, performance management, board and business advisory consulting firm located in the greater Austin, Texas area. Since 1996, Mr. Cartwright has managed assignments for a wide variety of clients including those in non-profits, public entities, municipalities, high technology, manufacturing, services, information technology, health care, retail, construction / facility management, telecommunications, legal, energy, publishing, financial services, oil and gas, and defense / aerospace. He has 35+ years of diversified experience in compensation and human resource management which includes executive compensation strategies and studies, development of total compensation strategies, wage and salary plans, customized surveys, performance-based sales, balanced scorecards, incentive and team-based compensation plans, and performance management systems. In addition, he has provided human resource and business management, strategic planning and employment relation's advisory services for an array of companies throughout the U.S. Previously, he served in management at Tracor, Inc. in Austin, Texas for 14 years, where he had corporate-wide responsibility for the company's global compensation programs and performance management systems.

Mr. Cartwright's professional affiliations include; Board Director WorldatWork Foundation, Affiliate Advisory Council Leader for WorldatWork South Region US, Past Member -Texas SHRM State Council - Board Advisor to State Director; Past Board Chair - Texas Association of Business (TAB); Past Task Force Chair - Return To Work / Future of Work Initiative TAB, Past Board Member Texas SHRM, Past Member of the Total Rewards, Compensation, & Benefits National Expertise Panel and National Volunteer Leader on Veteran Employment –Society for Human Resource Management (SHRM), Past Founder and Committee Chair –Texas Compensation Alliance Group – now Texas Total Rewards, member of WorldatWork, Austin Human Resources Management Association (Past Committee Co-chair for the Austin Area Pay and Benefits Survey), Williamson County Human Resource Management Association (Charter Member & Past President), and member of the Texoma, Central and South Texas Compensation and Benefits Associations. Mr. Cartwright is an author and a sought-after speaker, and he is often quoted as a business / compensation expert in both social and print media around the country. Mr. Cartwright also served as a preferred provider – compensation expert - for the Credit Union Executive Society (CUES) located in Madison, Wisconsin.

Mr. Cartwright has been an active community leader and has served on various boards, committees, and task forces, including the Texas Supreme Court's Jury System Reform Task Force and Jury Compensation Subcommittee, Texas State Technical College's Performance Management Review Task Force, the Texas State Comptroller's Task Force on Welfare Reform – Welfare to Work, and as Texas Association of Business Board Chair on signing a MOU on a 2<sup>nd</sup> Chance Hire Program with the State of Texas and Windham ISD. Mr. Cartwright graduated from St. Edward's University with a B.A. degree. His post-graduate work focused on business management.



**Attachment II**  
**CONSULTANT CREDENTIALS**  
**Kevin Cartwright, Vice President**  
Intelligent Compensation LLC (512) 461-1293 – [www.intelligentcomp.net](http://www.intelligentcomp.net)  
[k.cartwright@intelligentcomp.net](mailto:k.cartwright@intelligentcomp.net)

**Professional Experience**

Kevin Cartwright, SHRM-SCP, is Vice President at Intelligent Compensation LLC. Mr. Cartwright has been with Intelligent Compensation since 2016. He works on a variety of consulting assignments for clients all over the United States, as well as internationally, who are seeking to improve or update their compensation strategies and programs. These assignments include, but are not limited to, Base and Total Cash Market Studies, Developing Pay Structures, Executive and Total Compensation Studies, and Historical Compensation Analysis'. Mr. Cartwright earned his B.A. from Sam Houston State University. He currently serves on the 2026 Board of Williamson County HR Management Association (WilcoHR) as Treasurer and was the Past President in 2024. Mr. Cartwright previously served on the Board of Austin SHRM (AHRMA) as VP of Emerging Professionals where he assisted Central Texas universities and local businesses with improving the professional development of their students and young professionals. He has also been involved with the Young Nonprofit Professionals Network (YNPN) of Austin as a member of the Strategic Partnership committee.

**CALDWELL COUNTY APPRAISAL DISTRICT  
2027 APPRAISAL BUDGET (PROPOSED )**

	<b>PERSONNEL</b>	<b>2026</b>	<b>2027</b>
<b>70101</b>	Chief Appraiser	\$93,117.15	\$97,773.00
<b>70102</b>	Deputy Chief Appraiser	\$96,537.73	\$101,364.62
<b>70103</b>	GIS Mapper/System Mgr/IT	\$93,585.46	\$100,000.00
<b>70105</b>	Senior Appraiser III	\$59,612.45	\$70,733.00
<b>70106</b>	Senior Appraiser I	\$71,922.78	\$72,642.00
<b>70107</b>	Senior Appraiser II	\$66,771.81	\$72,485.00
<b>70108</b>	Field Appraiser VI	\$43,260.00	\$51,230.00
<b>70109</b>	Field Appraiser III	\$63,800.00	\$70,733.00
<b>70111</b>	Administrative Asst.	\$77,503.00	\$81,378.00
<b>70112</b>	Data Entry Technician I	\$50,078.86	\$56,135.00
<b>70113</b>	Appraisal Support Tech	\$58,229.67	\$62,310.00
<b>70114</b>	Appraisal Support Clerk	\$41,327.22	\$46,000.00
<b>70115</b>	Data Entry Technician II	\$36,750.00	\$42,000.00
<b>70120</b>	Field Appraiser IV	\$50,675.03	\$62,500.00
<b>70121</b>	Field Appraiser V	\$43,260.00	\$51,230.00
<b>70130</b>	Part Time	\$0.00	\$40,000.00
<b>70135</b>	Payroll Contingency	\$10,500.00	\$10,500.00
<b>70136</b>	Annual Longevity Compensation	\$12,250.00	\$12,750.00
	<b>SUBTOTAL</b>	<b>969,181.16</b>	<b>1,101,763.62</b>
	<b>DEDUCTIONS/BENEFITS</b>		
<b>71000</b>	Payroll Tax	\$81,000.00	\$93,000.00
<b>71002</b>	Retirement/employer	\$121,000.00	\$149,000.00
<b>71004</b>	Health Benefits	\$175,000.00	\$196,000.00
<b>71005</b>	Worker Comp	\$4,200.00	\$4,200.00
<b>71006</b>	Unemployment	\$4,000.00	\$4,000.00
	<b>SUBTOTAL</b>	<b>385,200.00</b>	<b>446,200.00</b>
	<b>SERVICES</b>		
<b>72000</b>	Appr Engineers	\$92,000.00	\$92,000.00
<b>72001</b>	Appr Review Bd	\$30,000.00	\$30,000.00
<b>72002</b>	Audit	\$9,300.00	\$9,300.00
<b>72003</b>	Board of Directors	\$3,500.00	\$3,500.00
<b>72004</b>	Data Processing Services	\$159,400.00	\$149,900.00
<b>72007</b>	Janitorial Service	\$6,600.00	\$7,350.00
<b>72008</b>	Legal	\$35,000.00	\$60,000.00
<b>72009</b>	Title Research	\$0.00	\$0.00
<b>72010</b>	Aerial Imagery	\$98,000.00	\$98,000.00
<b>72011</b>	Homestead Exemption Analysis	\$45,000.00	\$45,000.00
	<b>SUBTOTAL</b>	<b>478,800.00</b>	<b>495,050.00</b>

	<b>GENERAL EXPENSES</b>	<b>2026</b>	<b>2027</b>
<b>72500</b>	Bond - Chief - Notary	\$250.00	\$250.00
<b>72501</b>	Membership/Dues	\$4,300.00	\$4,600.00
<b>72502</b>	Computer Supplies	\$7,600.00	\$6,100.00
<b>72504</b>	Education & Fees	\$18,975.00	\$18,975.00
<b>72505</b>	Insurance - Liability	\$4,500.00	\$6,700.00
<b>72506</b>	Insurance Building/ Equip - Contents	\$9,000.00	\$9,000.00
<b>72507</b>	Legal Notices/Printing	\$28,500.00	\$29,000.00
<b>72508</b>	Maint - Hardware/Equip	\$9,000.00	\$9,000.00
<b>72509</b>	Maint - Office Equip	\$1,000.00	\$1,000.00
<b>72510</b>	Mileage & Travel	\$10,500.00	\$10,500.00
<b>72511</b>	Office Supplies	\$9,000.00	\$9,500.00
<b>72512</b>	Postage	\$48,800.00	\$48,800.00
<b>72513</b>	Postage Meter/Box Rental	\$6,000.00	\$6,000.00
<b>72514</b>	Publications Subcrip & Books	\$23,100.00	\$23,100.00
<b>72515</b>	Rental - Copier	\$2,900.00	\$4,000.00
<b>72516</b>	Electricity	\$9,000.00	\$9,300.00
<b>72517</b>	Telephone	\$14,700.00	\$19,900.00
<b>72518</b>	Water & Sewer	\$4,700.00	\$4,700.00
<b>72519</b>	Mortgage	\$57,300.00	\$75,000.00
<b>72520</b>	Building Maint	\$14,500.00	\$14,500.00
<b>72523</b>	Fuel - Vehicle	\$4,600.00	\$5,000.00
<b>72524</b>	Maint - Vehicle	\$12,500.00	\$10,000.00
<b>72525</b>	Ins - Vehicle	\$3,300.00	\$3,600.00
	<b>SUBTOTAL</b>	<b>304,025.00</b>	<b>328,525.00</b>
	<b>CAPITAL INVESTMENTS</b>		
<b>79000</b>	Office Equipment	\$5,000.00	\$5,000.00
<b>79001</b>	Computer Equipment	\$32,000.00	\$19,000.00
<b>79003</b>	Vehicle	\$0.00	\$40,000.00
	<b>SUBTOTAL</b>	<b>37,000.00</b>	<b>64,000.00</b>
	<b>CONTINGENCY</b>		
<b>79002</b>	Building Expense	\$10,000.00	\$10,000.00
<b>79990</b>	Contingency	\$10,000.00	\$10,000.00
	<b>SUBTOTAL</b>	<b>20,000.00</b>	<b>20,000.00</b>
	<b>TOTAL EXPENSES</b>	<b>2,194,206.16</b>	<b>2,455,538.62</b>

**CALDWELL COUNTY APPRAISAL DISTRICT  
2027 COLLECTION BUDGET (PROPOSED )**

	<b>PERSONNEL</b>	<b>2026</b>	<b>2027</b>
90-70101	Chief Appraiser	\$62,074.85	\$65,178.59
90-70120	Deputy Tax Collector	\$96,537.73	\$101,364.62
90-70121	Collections Specialist I	\$55,747.78	\$61,321.00
90-70122	Public Assist II	\$39,655.00	\$43,620.50
90-70126	Public Assist I	\$43,030.19	\$48,000.00
90-70130	Part time	\$0.00	\$0.00
90-70135	Payroll contingency	\$3,200.00	\$3,500.00
90-70136	Annual Longevity Compensation	\$3,000.00	\$3,250.00
	<b>SUBTOTAL</b>	<b>\$303,245.55</b>	<b>\$326,234.71</b>

	<b>DEDUCTIONS/BENEFITS</b>		
90-71000	Payroll Tax	\$24,000.00	\$27,000.00
90-71002	Retirement/employer	\$38,000.00	\$44,000.00
90-71004	Health benefits	\$48,900.00	\$48,900.00
90-71005	Worker comp	\$1,300.00	\$1,500.00
90-71006	Unemployment	\$3,375.00	\$3,375.00
	<b>SUBTOTAL</b>	<b>\$115,575.00</b>	<b>\$124,775.00</b>

	<b>SERVICES</b>		
90-72002	Audit	\$2,800.00	\$2,800.00
90-72004	Data Processing Services	\$36,500.00	\$39,500.00
90-72005	County employee contract	\$24,000.00	\$26,000.00
90-72007	Janitorial service	\$2,500.00	\$2,500.00
90-72008	Legal	\$2,500.00	\$2,500.00
90-72011	Security	\$2,000.00	\$2,600.00
	<b>SERVICES</b>	<b>\$70,300.00</b>	<b>\$75,900.00</b>

	<b>GENERAL EXPENSES</b>		
90-72500	Bond - Chief - Notary	\$250.00	\$250.00
90-72501	Membership/Dues	\$1,100.00	\$1,500.00
90-72502	Computer supplies	\$2,300.00	\$2,300.00
90-72504	Education & fees	\$7,000.00	\$7,000.00
90-72505	Insurance - liability	\$1,500.00	\$1,500.00
90-72506	Insurance Building/Equip - contents	\$1,850.00	\$2,100.00
90-72507	Legal notices/printing	\$17,000.00	\$17,000.00
90-72508	Maint - hardware/equip	\$3,600.00	\$3,600.00
90-72509	Maint - office equip	\$2,500.00	\$3,000.00
90-72510	Mileage & travel	\$5,100.00	\$5,100.00
90-72511	Office supplies	\$5,000.00	\$5,500.00
90-72512	Postage	\$21,000.00	\$21,000.00
90-72513	Postage meter/Box rental	\$2,000.00	\$2,200.00
90-72515	Rental - copier	\$1,800.00	\$2,000.00
90-72516	Electricity	\$3,000.00	\$3,500.00
90-72517	Telephone	\$4,300.00	\$5,500.00
90-72518	Water & sewer	\$1,500.00	\$1,700.00
90-72519	Mortgage	\$17,200.00	\$22,500.00
90-72520	Building Maint	\$4,000.00	\$4,000.00
	<b>SUBTOTAL</b>	<b>\$102,000.00</b>	<b>\$111,250.00</b>

	<b>CAPITAL INVESTMENTS</b>		
90-79000	Office equipment	\$2,000.00	\$2,000.00
90-79001	Computer Equipment	\$12,900.00	\$8,200.00
	<b>SUBTOTAL</b>	<b>\$14,900.00</b>	<b>\$10,200.00</b>

	<b>CONTINGENCY</b>		
90-79002	Building Expense	\$6,000.00	\$6,000.00
90-79990	Contingency	\$5,000.00	\$5,000.00
	<b>SUBTOTAL</b>	<b>\$11,000.00</b>	<b>\$11,000.00</b>

	<b>TOTAL EXPENSES</b>	<b>\$617,020.55</b>	<b>\$659,359.71</b>
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