



2027 PROPOSED BCAD BUDGET

BCAD BUDGET PACKET

PROPOSED JUNE 9, 2026

Built through zero-based budgeting, the District's proposed 2027 budget lowers the amount due from the taxing units. By applying \$200,000 from committed reserves to absorb one-time capital costs — including a new CAMA system and replacement of computer hardware and the District's server — the net budget for entity support is \$1,311,192, a decrease of \$14,592 (about 1.10%) from 2026. The District is modernizing its operations while reducing what it asks the entities to fund.

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BOSQUE CENTRAL APPRAISAL DISTRICT

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2027 PROPOSED BUDGET NOTIFICATION



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FEEDBACK@BOSQUECAD.COM

June 10, 2026

Presiding Officer(s) of Website

Re: 2027 Proposed Budget Notification

To whom it may concern:

The purpose of this letter is to provide the Taxing Jurisdictions with a copy of the 2027 proposed budget for the Bosque Central Appraisal District. Section 6.06(a) of the Texas Property Tax Code requires the Chief Appraiser to prepare a proposed budget and submit a copy to each taxing unit in the district. Each taxing unit is required to maintain a copy of the proposed budget for public inspection at its principal administrative office.

The following summarizes the change in the amount due from the taxing units:

	2027 Proposed	2026 Budget	\$ Change	% Change
Net Budget Due from Taxing Units	\$1,311,192	\$1,325,784	\$(14,592)	(1.10%)

The year-over-year comparison applies to the net budget due from the taxing units. The \$200,000 applied from committed reserves offsets one-time capital costs in 2027.

The District prepared the proposed 2027 budget using a zero-based budgeting approach, building each line item up from actual need rather than carrying forward prior-year amounts. The total proposed 2027 operating budget is \$1,511,192. While this gross total is higher than last year, the increase is driven almost entirely by one-time capital expenditures this year, including the CAMA software conversion and the replacement of computer hardware and the District's server. To offset these capital costs, the District is applying \$200,000 from its committed/obligated (reserved) fund balance as a credit to the taxing units. After applying that credit, the net budget for **entity support is \$1,311,192, a decrease of \$14,592 (approximately 1.10%) from the 2026 budget of \$1,325,784.** The amount actually due from the taxing units is therefore decreasing this year. The budget includes training and continuing education for staff. There was a substantial decrease in pension retirement costs. Operating cost pressures addressed in the budget include inflation, postage, increased field work activity, the CAMA software conversion, and a high-resolution oblique and orthogonal imagery flyover, along with other items mandated by the state.

The proposed budget is for review. The Board of Directors will adopt the budget, subject to revisions, at the final budget hearing before September 15. You will be notified of the final budget hearing at least 10 days prior to the date of the hearing. Please see attached a copy of the 2027 proposed budget and the entity allocation sheet. Please note, the allocation among taxing entities is based on each taxing unit's proportionate share of the total combined tax levy, meaning each entity's 2026 tax levy divided by the total levy of all participating entities yields their allocation percentage. The included allocation is based on 2025 tax rates. It will be finalized once we certify the roll and all the taxing entities set their tax rate.

The Bosque Central Appraisal District strives to provide professional and efficient services to the taxing jurisdictions and property owners of Bosque County.

Please contact us directly if there are any concerns about this operating budget. A CAD representative is available to explain any portion of the budget. If this is an agenda item on your meeting, we request to be informed to be present for the discussion.

Respectfully,

Christopher A Moser, RPA, CCA, CSTA
Chief Appraiser

EXECUTIVE SUMMARY

KEY FACTS AT A GLANCE

A net decrease for the taxing units. The net amount due from the taxing units is \$1,311,192 for 2027, a decrease of \$14,592 (about 1.10%) from 2026. Although the gross budget is higher this year, that increase is driven entirely by one-time capital costs offset by \$200,000 from committed reserves, so the amount actually billed to the entities goes down.

A strong return on aerial imagery. The District’s EagleView aerial-imagery program has produced roughly \$28.60 in new taxable levy for the taxing units for every \$1 spent, a return on investment of about 28.6 to 1, by discovering new construction and property changes that would otherwise go unrecorded.

Top-tier independent results. BCAD earned an overall score of 98.5% with a “Meets” rating in the Texas Comptroller’s 2025 Methods and Assistance Program (MAP) review, with perfect 100% scores in three of the four categories, and holds three Transparency Stars from the Comptroller.

Clear goals guiding the year ahead. This budget is built to advance the District’s four strategic goals: appraisals that reflect market value with fairness and uniformity; accurate, well-maintained property data and maps; a highly educated, skilled, and well-retained workforce; and customer service that is courteous, professional, and transparent. See the Strategic Plan for the objectives, strategies, and measures behind each goal.

This budget proposes total operating expenditures of \$1,511,192 for fiscal year 2027. After applying \$200,000 from committed reserves to fund one-time capital costs, principally the CAMA software conversion and replacement of computer hardware and the District’s server, the net amount due from the taxing units is \$1,311,192, a decrease of \$14,592 (about 1.10%) from 2026. The District prepared the budget using zero-based budgeting and continues to operate at a high standard, as reflected in its Comptroller MAP rating and its three Transparency Stars.

BUDGET AT A GLANCE

Measure	Amount
Total 2027 operating budget	\$1,511,192
Funds applied from committed reserves	\$200,000
Net budget due from taxing units	\$1,311,192
Change from 2026	\$ (14,592) / (1.10%)
Taxing units served	22
2026 estimated total tax levy	\$51,600,722
CAD budget as % of total levy	2.541%
2025 MAP review rating	98.5% — “Meets”
Transparency Stars	3
Budgeted staff positions	10

INTRODUCTION

This section introduces the Bosque Central Appraisal District: how to read this document, the District’s leadership and governance, and the mission and values that guide its work.

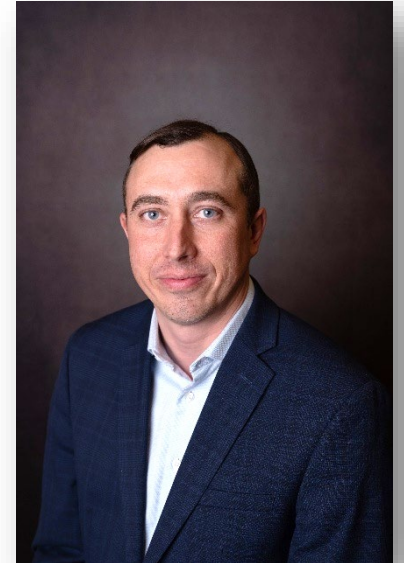
HOW TO USE THIS DOCUMENT

This budget document provides a comprehensive overview of the funding necessary to support the District’s daily operations and planned capital investments. It follows the recommended practices for fiscal transparency and accountability set forth by the Government Finance Officers Association (GFOA). The opening sections, the budget notification letter, and the Budget Overview, which incorporates this Strategic Plan, highlight the District’s priorities and provide context for the decisions reflected in the financial plan. Budget information is then organized by category so that readers can clearly see how resources are allocated and how funding supports the District’s specific functions.

BOARD OF DIRECTORS & LEADERSHIP

The Bosque Central Appraisal District is governed by a Board of Directors appointed under Tax Code Section 6.03. The Board sets policy, approves the annual budget, and appoints the Chief Appraiser. The County Tax Assessor-Collector serves as a non-voting, ex-officio member of the Board. Day-to-day operations are led by the Chief Appraiser and the Deputy Chief Appraiser, who supervise the District’s professional and support staff.

- **Chief Appraiser** — Christopher A. Moser, RPA, CCA, CSTA
- **Deputy Chief Appraiser** — Justin Neuman, RPA, CCA, CSTA
- **Board of Directors** — six (6) appointed members, with the County Tax Assessor-Collector serving as a non-voting ex-officio member.
 - o Steve Harr – Chairperson
 - o Kyle Williams – Vice Chairperson
 - o Robert Clark – Secretary
 - o Justin Blake
 - o Doug Kieta
 - o Arlene Swiney – Bosque County Tax Assessor/Collector



MISSION, VISION & VALUES

Mission. The mission of the Bosque Central Appraisal District is to provide accurate appraisals of all property in Bosque 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.

Vision. The District will act in accordance with the highest principles of professional conduct, ethics, accountability, efficiency, openness, skill, and integrity, approaching its work with a deep sense of purpose and responsibility.

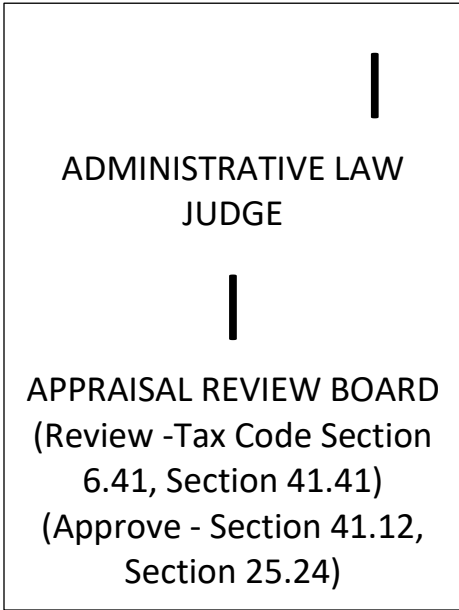
Values.

- **Appraise** fairly, efficiently, and effectively, balancing the needs of taxpayers and taxing units by adhering to the Texas Property Tax Code, USPAP, and generally accepted appraisal standards.
- **Educate** taxpayers about their rights, remedies, and responsibilities.
- **Communicate** collaboratively with the taxing units, the public, and other agencies.
- **Serve** the public with accessible, responsible, and transparent customer service.
- **Perform** with integrity, accountability, and high standards, striving continuously for excellence and efficiency.

ORGANIZATIONAL CHART FOR BOSQUE CENTRAL APPRAISAL DISTRICT

STATE LEGISLATURE AND STATE COMPTROLLER'S OFFICE

PROPERTY TAX DIVISION



|

 TAXING ENTITIES (22)

|

 BOARD OF DIRECTORS (6)
 (Tax Code Section 6.03)

|

 CHIEF APPRAISER (1)
 (Tax Code Section 6.05.c)

(Certifies to all the Entities – Section 26.01)
 (Supervises District Staff – Section 6.05.c)

|

 DEPUTY CHIEF APPRAISER (1)

TDLR

Deeds Exemptions Public Relations (1)	Data Entry Mobile Homes Public Relations (1)	Support Services Public Relations (2)	Director of Administration Financial Records ARB Coord (1)	GIS Mapping Dept BPP Appraiser (1)	Real Property Appraisals (2)
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DISTRICT PROFILE

The following pages describe the District, the county it serves, the local economy, and the recognitions the District has earned.

ABOUT BOSQUE CENTRAL APPRAISAL DISTRICT

The Bosque Central Appraisal District (BCAD) is responsible for appraising all taxable property within Bosque County, Texas, for ad valorem tax purposes. Like all Texas appraisal districts, BCAD was created following the 1979 enactment of the Texas Property Tax Code (Senate Bill 621, the “Peveto” bill) and began operations in the early 1980s. The District serves 22 taxing units, the county, cities, school districts, and special districts, and the property owners of Bosque County. BCAD is governed by a Board of Directors appointed under Tax Code Section 6.03, with the County Tax Assessor-Collector serving as a non-voting ex-officio member. The Board appoints the Chief Appraiser, who serves as the District’s chief administrator. The current Chief Appraiser is Christopher A. Moser, RPA, CCA, CSTA.

ROLE OF THE APPRAISAL DISTRICT

Each Texas county is served by an appraisal district that determines the value of all taxable property. Generally, a local government that collects property taxes, such as a county, city, or school district, is a member of the appraisal district. A board of directors, comprised of individuals 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 the Open Meetings Act and the Public Information Act. Meetings are 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.

BOSQUE COUNTY

Bosque County is located in Central Texas, and its county seat is Meridian, where the District’s office is located. The county takes its name from the Bosque River. Early Spanish explorers bestowed the name Bosque (pronounced boss-kee), Spanish for “woods” or “forest,” reflected in the county’s wooded landscape and its seal. Much of the beauty and heritage of Bosque County is closely entwined with its abundant water-ways - the Bosque and Brazos Rivers and two lakes, Meridian and Whitney. The county’s distinctive pathways reflect its history - the Cleng Peerson Memorial Highway, the Old Chisholm Trail, the Santa Fe Railroad, and the Texas Lakes Trail.

The first survey for land grants in the Bosque Valley came about in 1839. In 1849, a few years after Texas attained statehood, the first permanent settlers arrived to a territory still roamed by Native Americans. By 1854, the number of settlers living in Bosque Territory had increased, and Bosque County was created. Meridian was named the County seat.

Lured by fertile, inexpensive land, more settlers came - mostly Anglo-Americans moving west with the frontier, and Norwegian and German immigrants. The pioneer farmers and ranchers were industrious and creative. They built homes, churches and schools, mills for their wheat, gins for their cotton, and produced a thriving livestock business. Bustling communities sprang up, and small towns flourished through the turn of the century. As America changed, so did Bosque County.

The beauty of Bosque County is still abundant, and the spirit of the pioneers has remained. Much of the proud heritage has been preserved to share and enjoy, and more has been added. With a population under 20,000, Bosque County is classified by the Texas Comptroller as a Tier 3 appraisal district. For the 2026 tax year, the estimated total tax levy for all 22 taxing units within the county is approximately \$51,600,722, and the appraisal services BCAD provides to those entities are budgeted at 2.541% of that total levy. However, the District is not funded by taxes, it is funded from the entities in the county.

THE LOCAL ECONOMY

Bosque County's economy is rooted in agriculture and ranching, with cattle, hay, and other farm and ranch production anchoring a largely rural tax base. The county also supports small-business activity in Meridian, Clifton, Valley Mills, and its other communities, benefits from tourism and outdoor recreation tied to the Bosque River, Lake Whitney, and the area's heritage, and lies within commuting distance of the Waco and Cleburne metropolitan areas. There are large scale industrial farms and complexes in place and being built due to proximity to Dallas-Fort-Worth and Waco metropolitan areas.

The District's appraised values reflect continued growth in the local tax base. The estimated total tax levy for all taxing units rose from \$41,571,816 for 2025 to \$51,600,722 for 2026, (an increase of \$10,028,906), reflecting growth in appraised values (estimated on 2025 tax rates). Even as the tax base grows, the District appraises that property, and its net cost to the taxing units remains a very small share of the total levy (about 2.54%), with that net cost decreasing for 2027.

Bosque County encompasses approximately 1,008 square miles of central Texas landscape characterized by rolling hills, cedar and oak woodlands, improved pastureland, and the Bosque River drainage system. Lake Whitney, a U.S. Army Corps of Engineers reservoir on the Brazos River, forms a significant portion of the county's eastern boundary and is a primary driver of recreational and residential demand in the eastern market zones. Incorporated communities include Clifton, Valley Mills, Meridian, Morgan, Walnut Springs, Iredell, and Cranfills Gap. The county's rural character, agricultural heritage, and proximity to the Dallas-Fort Worth metroplex (approximately 90–100 miles) and Waco (approximately 50 miles) continue to shape land use patterns and market demand.

LAKE WHITNEY – RECREATIONAL AND TOURISM DEMAND

Lake Whitney holds a unique and formally recognized distinction in Texas: in 2005, the 79th Legislature of the State of Texas passed a resolution declaring the Lake Whitney area the official "Getaway Capital of Texas." The lake draws over two million visitors annually, yet retains a small-town atmosphere, relaxed pace, abundant amenities, and reasonable prices that continue to attract both day visitors and long-term property buyers. The lake spans approximately 23,560 acres with roughly 225 miles of shoreline, offering exceptional opportunities for fishing, boating, water skiing, wakeboarding, tubing, and swimming. The area's limestone bluff formations, particularly in the Whitney and Kopperl areas, attract cliff jumping and shoreline recreation that draw significant seasonal crowds. Peak recreational activity runs from spring through fall (approximately April through October), with the Memorial Day, Fourth of July, and Labor Day holiday weekends generating the highest visitor volumes. This concentrated recreational demand underpins strong property values for waterfront, water-access, and lake-view tracts throughout the eastern zones of the county.

The lake's fishery is a significant draw in its own right. Lake Whitney is well regarded for its striped bass, hybrid striper, largemouth bass, white bass, catfish, and crappie populations. Fishing tournaments are held throughout the year, sustaining off-season visitation and generating continued demand for fishing camp properties, short-term rental cabins, and lake-adjacent residential tracts.

EXOTIC GAME RANCHES AND HIGH-FENCE OPERATIONS

The rural areas of Bosque County are home to a significant number of large ranches, several of which operate as exotic wildlife operations. These ranches hold and manage non-native species that command premium hunting prices and attract buyers seeking specialized recreational ranch properties. Exotic species documented in the county include Addax, Axis deer, Blackbuck antelope, Gemsbok, Impala, Ibex, Lechwe, Aoudad (Barbary sheep), Sika deer, and Oryx, among others. These exotic operations represent a distinct property category that commands meaningful premiums over standard agricultural ranches due to the capital investment in fencing, water infrastructure, feeder systems, and breeding stock.

In addition to exotic operations, a number of Bosque County ranches focus on high-fence white-tailed deer breeding programs centered on genetics and the production of large-antlered trophy bucks. These operations represent a specialized and growing segment of the rural real estate market, with properties valued not only on their agricultural land base but also on the quality of their deer herd genetics, breeding infrastructure, and established records. Properties with documented trophy breeding programs have transacted at significant premiums over comparable non-managed ranches, contributing to upward pressure on values in the upper tier of the rural land market.

ECONOMIC AND MARKET FORCES

The broader Texas economy remained resilient entering 2026, supported by continued population growth, a diversified employment base, and ongoing in-migration from higher-cost states. These macro-level forces sustained demand for rural and semi-rural properties throughout central Texas, including Bosque County. Interest rates were a significant market factor during the 2024–2025 study period. The Federal Reserve, following a period of elevated benchmark rates (peak Federal Funds Rate of 5.25–5.50% in mid-2023), began a measured easing cycle in late 2024. By the January 1, 2026 valuation date, 30-year conventional mortgage rates remained in the 6.25–7.00% range — elevated relative to the historic lows of 2020–2021 but moderating from the 2023 peaks. This rate environment tempered transaction volume for improved residential properties compared to the 2021–2022 peak years, while having comparatively less dampening effect on rural land and agricultural tract transactions, which are frequently financed through agricultural lenders or purchased with cash.

Rural land demand in the Texas Hill Country and central Texas corridor continued to be supported by lifestyle and recreational buyers, including purchasers from the Dallas-Fort Worth (DFW), and Austin metropolitan areas seeking rural retreats, hunting tracts, and agricultural investment properties. This demand contributed to sustained per-acre values across the county's rural market zones, with Lake Whitney-area waterfront and lake-accessible tracts continuing to command significant premiums over non-lake rural comparables.

Agricultural commodity markets were generally stable to positive during the 2024–2025 period. Cattle prices remained at historically elevated levels, supporting the economics of cow-calf operations that represent the primary agricultural use in Bosque County. Hay production, a secondary agricultural activity, was affected by periodic drought stress in parts of the county; however, sustained demand for hay statewide supported pricing. These conditions broadly supported agricultural land productivity values.

INDUSTRIAL GROWTH – ENERGY AND TECHNOLOGY INFRASTRUCTURE

Bosque County experienced substantial growth in large-scale industrial investment during the study period, directly contributing to the increase in assessed values in the Industrial Real Property, Utilities, Pipelines, and Industrial Personal Property categories. Key developments include:

- **Power Generation Operations:** Existing and expanded power generation facilities, including natural gas peaker and combined-cycle plants serving the ERCOT grid, continued to contribute significant assessed value in the utilities and industrial categories. These operations involve substantial capital investment in real property improvements and personal property equipment subject to ad valorem taxation.
- **Solar Energy Development:** Utility-scale solar farm development accelerated in the county during the study period, with multiple large solar projects either completing construction or entering the assessment rolls for the first time. Solar installations involve significant improvements and equipment values that are reflected in the F2 and J categories.
- **Natural Gas Power Plants:** Natural gas power plant infrastructure, including pipeline interconnects, compressor stations, and generation equipment, continued to represent a major component of the county's industrial tax base. Capitol Appraisal Group, Inc. (CAGI) values these specialized utility and pipeline properties on behalf of BCAD.
- **Data Center Construction:** The construction of a data center facility in Bosque County represents a significant new addition to the commercial and industrial tax base. Data centers involve substantial real property improvements and, once operational, highly valuable personal property in the form of servers, networking equipment, and cooling infrastructure. This development is expected to have a continuing positive impact on assessed values in future appraisal years as the facility reaches full operational capacity.

Collectively, these industrial and infrastructure developments represent the primary source of year-over-year value growth in the 2026 appraisal roll beyond what is attributable to general market appreciation in residential and rural land categories.

AWARDS & RECOGNITION

In March 2026, the Texas Comptroller of Public Accounts recognized the Bosque Central Appraisal District with three Transparency Stars for exemplary financial transparency. The Transparency Stars program recognizes local governments that provide citizens with clear, consistent, and accessible information about public spending and accountability. BCAD earned Stars in three areas:

- **Debt Obligations** — awarded March 31, 2026.
- **Open Government & Compliance** — awarded March 31, 2026.
- **Public Pensions** — awarded March 31, 2026.

These recognitions complement the District's strong results in the Comptroller's Methods and Assistance Program (MAP) review, in which BCAD earned an overall rating of "Meets." Together they reflect the District's ongoing commitment to transparency, accountability, and public service. The award certificates are shown below.

TRANSPARENCY STARS - OPEN GOVERNMENT AND COMPLIANCE GUIDELINES

The Bosque Central Appraisal District is committed to open and transparent governance in order to be held accountable to Bosque County taxpayers.

The information is intended to assist taxpayers in learning more about the District's structure and decision-making framework.



TRANSPARENCY STARS - DEBT OBLIGATIONS

By earning the Debt Obligations Star, Bosque Central Appraisal District acknowledges the importance and goal of long-term transparency. Bosque Central Appraisal District pledges to be proactive in providing the public with clear and meaningful information to the best of its ability. On the webpage you can find: Current Lease Obligations; Historical Lease Debt Obligations; and Links to the Texas State Comptroller's Government Debt Tools and relevant documents.

* The Bosque Central Appraisal District does not have the authority to incur a debt obligation through an election.

Also, Texas appraisal districts are statutorily prohibited from incurring bonded indebtedness.



TRANSPARENCY STARS - PUBLIC PENSIONS

The Bosque Central Appraisal District is committed to public pension transparency. BCAD is a member of the Texas County and District Retirement System (TCDRS). Since 1967, TCERS has provided retirement, disability, and survivor benefits on behalf of counties and districts across the state. Each employer customizes the benefit plan for their employees and retirees. The information on the webpage is intended to assist taxpayers in learning more about the District's pension efforts.

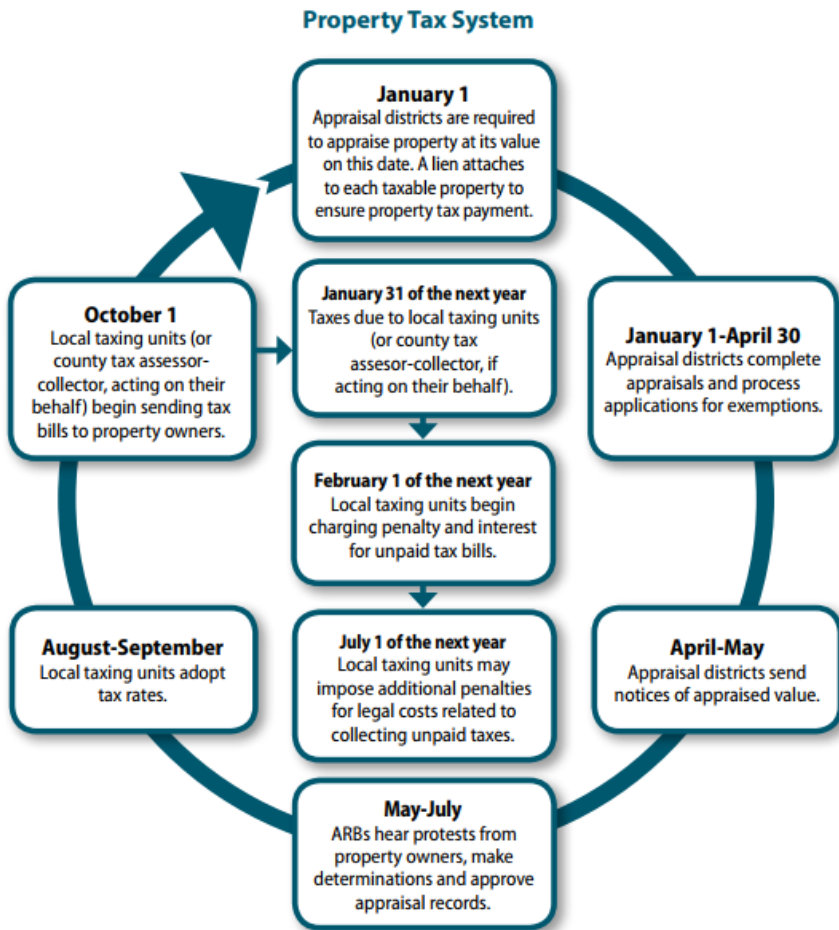


UNDERSTANDING THE LOCAL PROPERTY TAX PROCESS

Property taxes in Texas are administered locally under the Texas Property Tax Code. Three kinds of organizations share the work: the appraisal district, which values property; the taxing units (county, cities, school districts, and special districts), which adopt tax rates and impose taxes; and the county tax assessor-collector, which bills and collects. The appraisal district's role is to determine value; it does not set rates or collect taxes.

THE ANNUAL PROPERTY TAX CYCLE

Each year follows a predictable cycle. Property is valued as of January 1. The District gathers data, applies its appraisal methods, and mails Notices of Appraised Value in the spring. Property owners may protest their values to the Appraisal Review Board (ARB), an independent body that hears and resolves disputes. Once protests are resolved, the Chief Appraiser certifies the appraisal roll to the taxing units, which then adopt their tax rates. The county tax assessor-collector mails tax bills in the fall, and taxes are due by January 31 of the following year.



Tax Calendar Phases

Appraisal Phase (Jan. 1 through May 15)

- Jan. 1 - April 30 Appraisal districts appraise property and process exemption applications.³³
- April - May 1 Appraisal districts send notices of appraised value to property owners.³⁴
- May 15 Appraisal districts prepare the appraisal record and submit it to the ARB.³⁵

Equalization Phase (May 15 through July 25)

- May 15 - July 20 ARBs hear and determine protests and challenges.³⁶
- July 20 ARBs approve the appraisal records.³⁷
- July 25 Appraisal districts certify the appraisal roll.³⁸

Assessment Phase (July 25 through Oct. 1)

- July 25 Taxing units receive the appraisal roll.³⁹
- July 25 - Sept. 30 Taxing units adopt tax rates and levy (calculate) taxes.⁴⁰
- Oct. 1 Tax collectors begin sending tax bills to taxpayers.⁴¹

Collection Phase (Oct. 1 through Jan. 31)

- Oct. 1 - Jan. 31 Tax collectors collect current taxes.⁴²
- Feb. 1 Penalties and interest begin accruing.⁴³
- July 1 Tax collectors may add additional penalties for legal costs.⁴⁴

APPRAISAL PHASE

During the appraisal phase, appraisers conduct field inspections and aerial reviews of properties to discover any new properties and list all characteristics of new and existing properties. These steps are the foundation of determining a market value for each property within Bosque County. The staff also determines a property's situs, or where it will be taxable. The appraisal district then sends a notice of appraised value to each property owner listing their property's market value for the tax year, along with other information required by the Texas Property Tax Code. Bosque CAD then compiles a formal list of all taxable property, known as the appraisal records, and delivers the records to the Appraisal Review Board before beginning the next phase of the cycle.

EQUALIZATION PHASE

During the equalization phase, property owners can protest their appraisal on the basis that their market value is excessive, they were unequally appraised, a determination of situs, the denial of any exemptions, the denial of special-use appraisal, a determination of a change of use on previously qualified agricultural or timber land, a determination of ownership, the failure of the ARB or appraisal district to send required notices, or any other action that applies to and adversely affects the property owner. Appraisers will meet informally with property owners and agents to discuss a protest and try to resolve any concerns. If a property owner and appraiser cannot reach an agreement, the protest is heard by the Appraisal Review Board, an independent body of citizens tasked with hearing property owner protests and making a determination on the protest.

Note: The other two phases of the appraisal cycle do not pertain to the appraisal functions and are not reported here.

PROPERTY TAX CALENDAR

The chart below summarizes the key statutory dates in the annual property tax cycle.

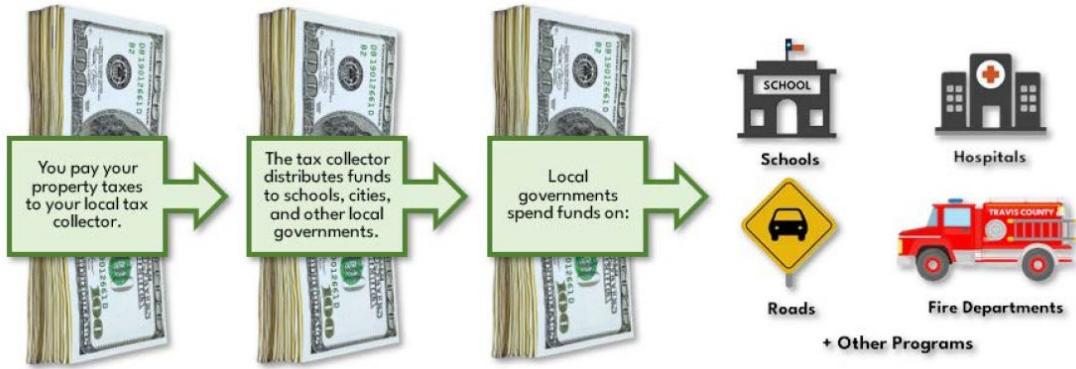
Texas Property Tax Calendar (Key Dates)



**Statutory deadlines; dates that fall on a weekend or holiday move to the next business day.*

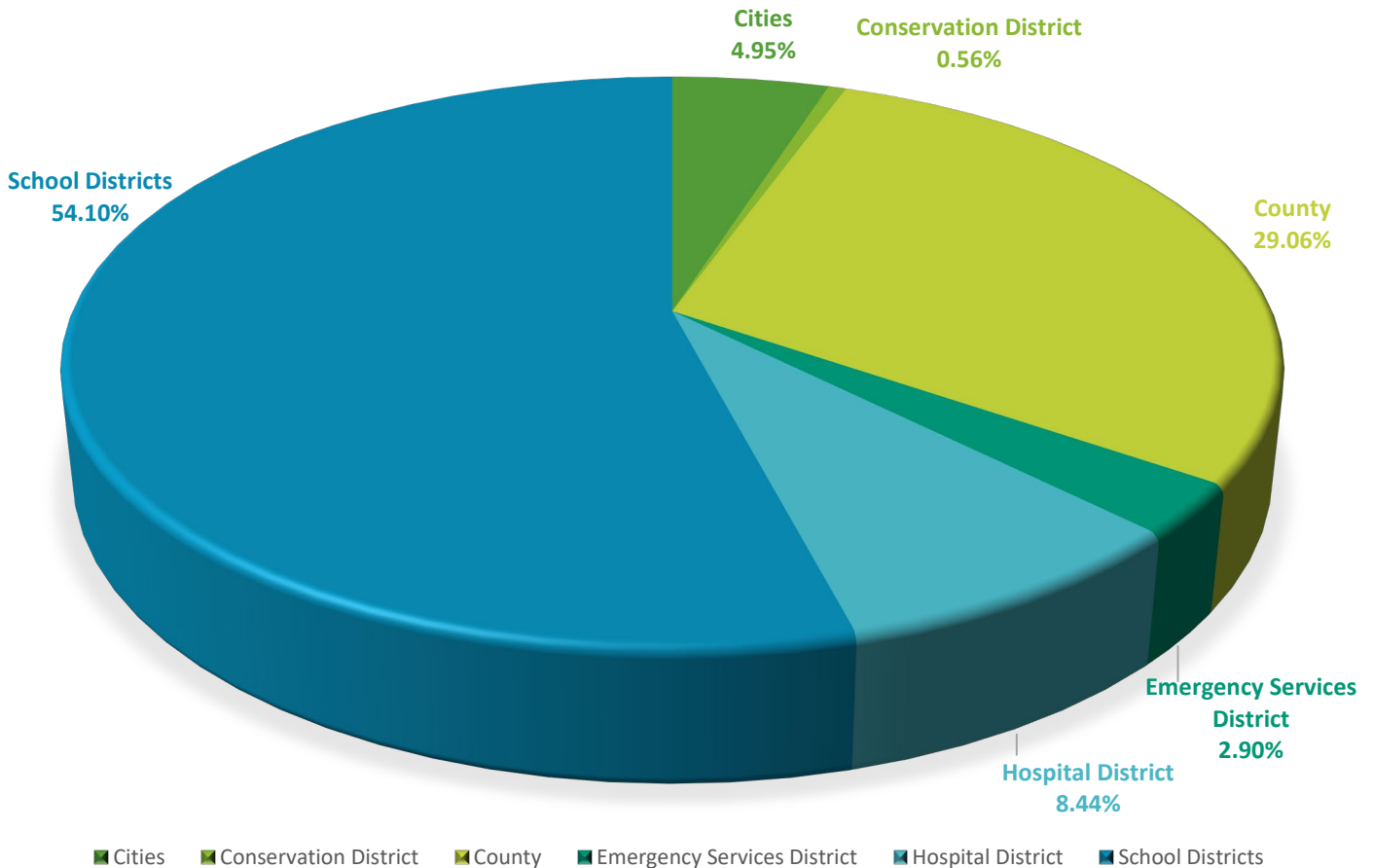
PROPERTY TAXES AT WORK

Property taxes are local taxes that are assessed locally, collected locally, and used locally. Property owners pay their taxes to the local tax collector, who distributes the funds to the schools, cities, the county, and the other local governments that serve the area. Those entities use the funds for schools, roads, emergency services, and other local programs.



In Bosque County, property taxes support 22 taxing units, including the county, the hospital district, an emergency services district, a groundwater conservation district, eleven school districts, and seven cities. For the 2026 tax year, the estimated total tax levy for all taxing units in Bosque County is approximately \$51,600,722. The Bosque Central Appraisal District does not levy or collect property taxes; it determines the value of taxable property so that each taxing unit can set its own tax rate and levy.

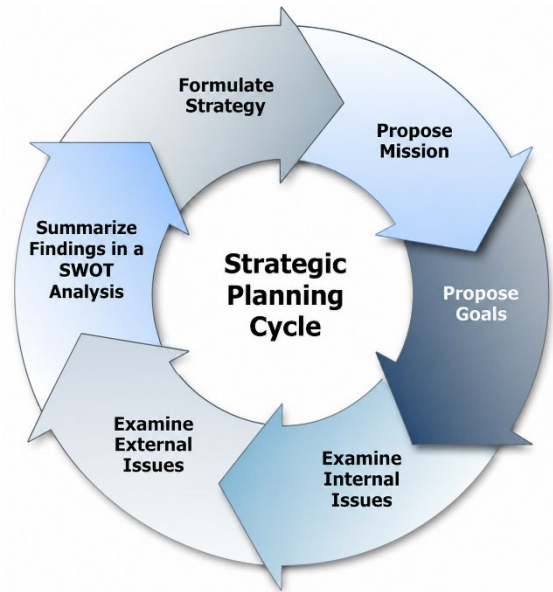
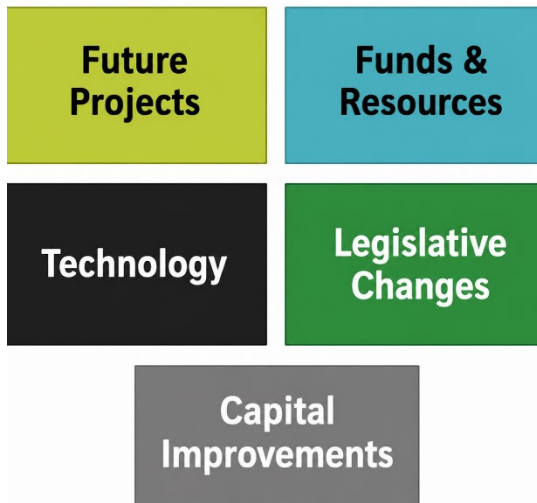
BUDGET BY TAXING UNIT



STRATEGIC PLAN

STRATEGIC PLAN

The District maintains a Strategic Plan that outlines its activities and operations from year to year in anticipation of future projects, funding and resources, technology, legislative changes, and capital improvements. The Plan is reviewed each year to monitor progress and to extend planning by another year, helping the District prepare for changes in the appraisal environment. The Plan addresses five major areas:



The Plan is a tool for the final development of the District’s Annual Management Plan.

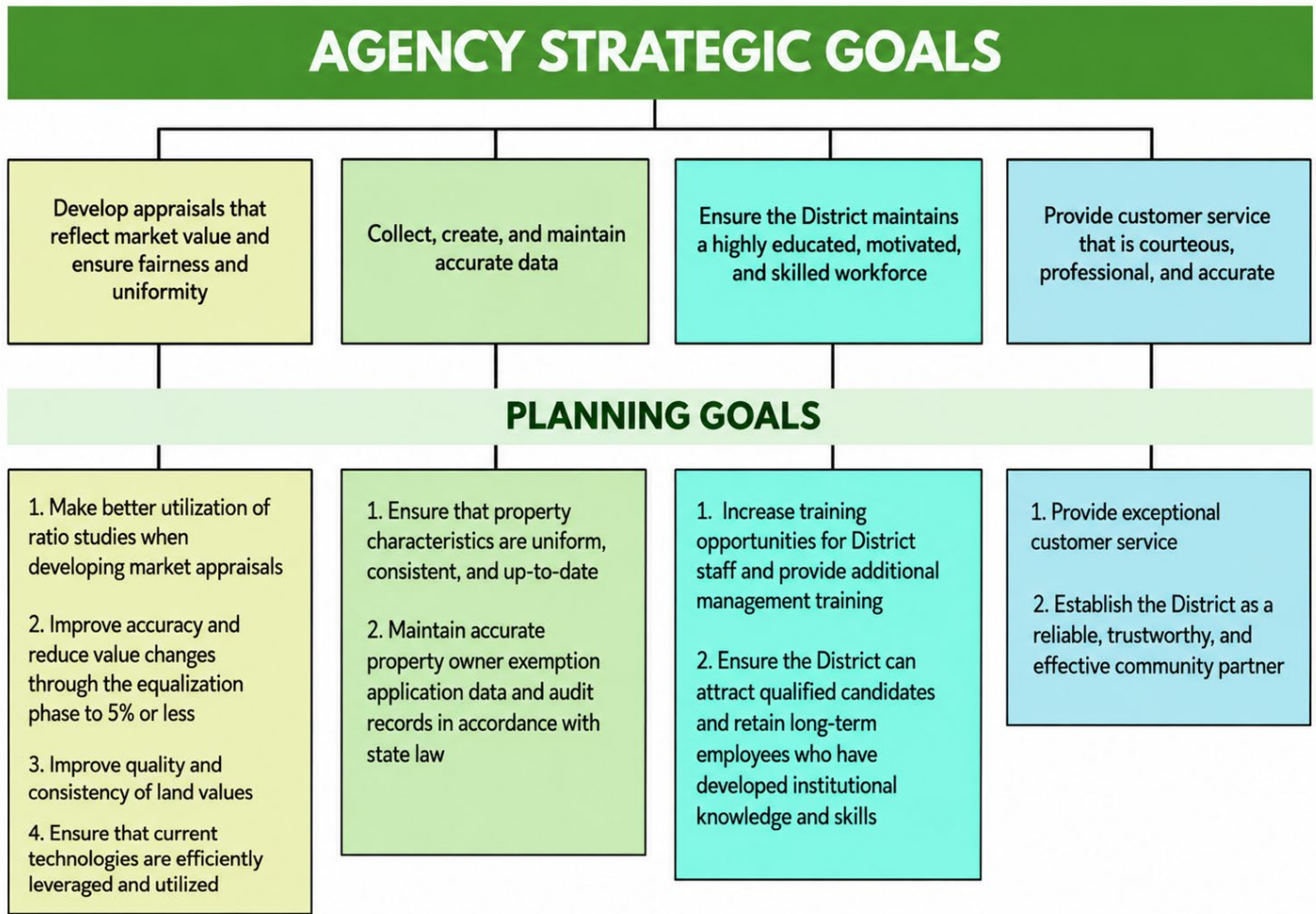
This strategic plan addresses the following key strengths, weaknesses, threats, and opportunities for the Bosque Central Appraisal District:



The SWOT analysis began by conducting an inventory of internal strengths and weaknesses with BCAD. The strategic team also noted the external opportunities and threats that may affect the organization based on the economic market and the overall environment. The primary purpose of the SWOT analysis is to identify and assign each significant factor, positive and negative, to one of the four categories, allowing the strategic team to take an objective look at BCAD’s operations. The SWOT analysis is a useful tool in developing and confirming goals, objectives, and strategies.

AGENCY STRATEGIC GOALS

The District’s strategic goals are the general ends toward which the District and its staff direct their efforts. They create a unified vision for the District and set the tone for staff performance, while remaining realistic and achievable. All planning objectives and strategies should relate to one of the fundamental agency goals.



- **Goal 1** — Develop appraisals that reflect market value and ensure fairness and uniformity.

Objectives — Appraise all property at 100% of market value and achieve uniformity within and across property classes, consistent with the Texas Property Tax Code and USPAP.

Strategies — Maintain current cost schedules and market data; run ratio studies by market area, neighborhood, and property class; apply consistent methods to like properties; and keep physical inspections on a regular reappraisal cycle.

Measures — Median appraisal-to-sale ratios near 1.00; coefficients of dispersion (COD) within IAAO ranges; School District Property Value Study results within the state margin; and a strong MAP Appraisal Standards score.
- **Goal 2** — Collect, create, and maintain accurate data.

Objectives — Keep property records complete and current, process ownership changes promptly, and maintain accurate maps.

Strategies — Process deeds within 90 days of recording; gather sales and rendition data; maintain GIS and mapping; and conduct periodic data-quality reviews.

Measures — Percentage of deeds processed within 90 days; record error rates; map currency; and timely electronic submissions (EARS/EPTS) to the Comptroller.
- **Goal 3** — Maintain a highly educated, motivated, and skilled workforce.

Objectives — Ensure staff hold required registrations and designations, support continuing education, and retain experienced employees.

Strategies — Fund TDLR registration and the five-year Registered Professional Appraiser (RPA) track; provide continuing education and required cybersecurity training; and offer competitive compensation.

Measures — Percentage of staff registered or designated; continuing-education hours completed; cybersecurity-training completion; and staff retention.
- **Goal 4** — Provide customer service that is courteous, professional, and accurate.

Objectives — Assist taxpayers promptly, resolve protests fairly, and maintain transparency.

Strategies — Keep the website and online ARB database current; respond to open-records requests on time; offer informal conferences before ARB hearings; and publish required notices and the annual report.

Measures — Open-records response times; protest-resolution timeliness; Transparency Stars maintained; and taxpayer feedback.

BUDGET OVERVIEW

OVERVIEW OF CHANGES

The District prepared the proposed 2027 budget using a zero-based budgeting approach, building each line item up from actual need rather than simply carrying forward prior-year amounts. The total proposed 2027 operating budget is \$1,511,192. This gross total is higher than the prior year, but the increase is driven almost entirely by one-time capital expenditures, including the CAMA software conversion and the replacement of computer hardware and the District's server. To offset these capital costs, the District is applying \$200,000 from its committed/obligated (reserved) fund balance as a credit to the taxing units. After that credit is applied, the net budget for entity support is \$1,311,192, a decrease of \$14,592 (approximately 1.10%) from the 2026 net budget of \$1,325,784 (see the following pages). The budget also includes training and continuing education for two employees working toward their professional appraiser designations, which require a five-year training period along with extensive testing and ongoing continuing education to maintain. There was a substantial decrease in pension retirement costs. Other cost pressures addressed in the budget include inflation, postage, legal and litigation costs, increased field work activity, a five percent COLA, a homestead audit service, a high-resolution oblique and orthogonal imagery flyover, along with other items now mandated by the state.

ALLOCATION

Please note, the allocation among taxing entities is based on each taxing unit's proportionate share of the total combined tax levy, meaning each entity's 2026 tax levy divided by the total levy of all participating entities yields their allocation percentage.

This is grounded in Texas Tax Code §6.06(j), which requires the Chief Appraiser to allocate (and credit) amounts "in proportion to the amount of each unit's budget allocation for the fiscal year for which the payments were made."

The included allocation is based on 2025 tax rates. It will be finalized once we certify the roll and all the taxing entities set their tax rate.

BENEFITS

The benefits included for employees are: Group Term Life Insurance, Health Insurance, Accidental Death, Longevity, and Pension. The average cost of benefits per employee is \$15,745.50. Included in the benefits category is Texas Workforce, however this is used by the District when someone is filing unemployment, it is not an employee specific benefit.

PROJECTED CHANGES IN FUND BALANCE

The Government Finance Officers Association (GFOA) describes fund balance as the 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 the resources of the fund can be spent, and
- The sources of those constraints.

For the fiscal year ending December 31, 2025, the District had a total fund balance of \$539,907.25, all of which being committed fund balance for reserves for future expenditures. The committed fund balance is considered to have already been spent. The District's fund balance is increased by miscellaneous revenue that appraisal districts are allowed to exempt from the credit of surplus funds back to the jurisdictions and funds held in reserve. Miscellaneous revenue includes revenue from the sale of data and maps produced by the District.

The District currently has two reserve funds that are held as committed fund balances. The reserve balances as of December 31, 2025, are as follows:

COMMITTED / OBLIGATED FUND	BALANCE AS OF 12/31/2025	
Reserve for Legal and Litigation	\$	60,000.00
Reserve for Technology, Professional Services, Building Etc.	\$	479,907.25
Total	\$	539,907.25

BASIS OF BUDGETING & FUND BALANCE

The District adopts an annual budget for its General Fund and accounts for its activities on the modified accrual basis. Following the framework described by the Government Finance Officers Association (GFOA), fund balance is reported in components that indicate both how resources may be spent and the source of those constraints.

For the fiscal year ending December 31, 2025, the District reported a total fund balance of \$539,907.25, all of which is committed for future expenditures: \$60,000 reserved for legal and litigation and \$479,907.25 reserved for technology, professional services, and building needs. For 2027, the District is applying \$200,000 of these committed funds toward capital costs, as described above.

FINANCIAL POLICIES

The District follows a set of financial policies that promote accountability, transparency, and the responsible stewardship of public funds. These policies are summarized below.

- **Revenue Policy.** The District is funded primarily by allocations from the taxing units in proportion to each unit's share of the total tax levy, supplemented by limited miscellaneous revenue. The District does not levy or collect property taxes.
- **Operating Budget Policy.** The District adopts a balanced annual operating budget built through zero-based budgeting, with each line item justified from need rather than carried forward.
- **Purchasing & Cash Disbursement Policy.** Expenditures are made in accordance with the adopted budget and applicable law; the Chief Appraiser authorizes routine disbursements, and significant or non-budgeted items are presented to the Board.
- **Capital & Asset Management Policy.** Capital purchases and replacements are planned in advance; where appropriate, committed reserves are used to fund one-time capital costs so they do not burden the taxing units.
- **Fund Balance Policy.** The District maintains committed (obligated) fund balances for identified future needs, including legal and litigation, technology, professional services, and building costs.
- **Cash Management & Investment Policy.** District funds are held and invested in accordance with the Public Funds Investment Act, emphasizing safety, liquidity, and yield, in that order.

FUTURE NEEDS & LONG-RANGE PLANNING

While the proposed 2027 budget reflects a net decrease to the taxing units, the District has a responsibility to plan beyond a single budget year. Several pressures are converging that the Board and the taxing units should be aware of as they consider the District's longer-term needs. The District is committed to addressing these needs in a measured, transparent way that continues to deliver strong value to the community and county we serve.

STAFFING NEEDS

The District anticipates a need to add professional and support staff in the coming years. Several factors are driving this need:

- **Increasing state mandates.** Each legislative session brings new statutory requirements, reporting obligations, and compliance tasks that the District must absorb with existing personnel. These mandates require staff time for training, implementation, documentation, and ongoing administration.
- **Growth in the county.** Continued population growth, new construction, industrial, and subdivision of land increase the number of parcels the District must appraise, inspect, and maintain. A growing roll means more notices, more protests, and more field work each year.
- **Rising complexity of appraisal work.** Specialized and intricate commercial properties, agricultural and open-space valuations, business personal property, and an increasing volume of complex protests and litigation all demand more specialized expertise and staff hours than in years past.
- **Succession and professional development.** The five-year Registered Professional Appraiser (RPA) track and the lead time required to train new appraisers mean the District must hire and develop staff ahead of need, so that institutional knowledge is preserved as current employees advance or retire.
- **Expanded taxpayer assistance and technology demands.** Growing public expectations for online services, records access, and responsive customer service, together with the data-security and cybersecurity obligations now required of appraisal districts, add to the workload carried by current staff.

FACILITY NEEDS

A significant obstacle to meeting these needs is the District's current facility. The District has effectively run out of usable space in its present location and cannot add the staff described above without additional room. Beyond the lack of space, the existing building presents a number of serious deficiencies:

- **Insufficient and poorly laid-out space.** The current floor plan is inefficient and does not support the District's workflow, leaving no room to add workstations or staff.
- **Accessibility (ADA) shortfalls.** The building does not meet current Americans with Disabilities Act standards, limiting equal access for members of the public and staff with disabilities.
- **Building code deficiencies.** The facility is not up to current code with respect to electrical systems and insulation, raising both operational and energy-efficiency concerns.
- **Inadequate meeting and technology spaces.** The District lacks proper meeting rooms and modern technology setups for Board meetings, ARB hearings, public access, and staff collaboration.

SAFETY & SECURITY CONCERNS

Of greatest concern is the safety of the District's staff and the public who visit the office. The current facility was not designed with security in mind, and on numerous occasions the District has faced threats serious enough to require calling on the Meridian police and the Bosque County Sheriff's Office. An appraisal office is, by its nature, a place where members of the public sometimes arrive frustrated, and the District has a duty to provide a secure environment that protects both employees and visitors. The present building does not allow for the controlled access, proper separation of public and staff areas, secure areas for customer service and meeting with appraisers, secure hearing space, and other safeguards that would meaningfully reduce these risks.

A PROPOSED LONG-TERM SOLUTION: A NEW FACILITY

Taken together, the staffing pressures, the limitations and code and accessibility deficiencies of the current building, and the safety concerns point to a single long-term solution. The District’s goal is to construct a new, purpose-built facility that resolves these issues at once: a building that meets ADA, electrical, and energy-code standards; provides proper, secure meeting and hearing rooms with modern technology; protects staff and the public; and includes room to grow so the District can continue to serve a growing Bosque County for decades to come. The District has, for several years, set aside committed reserves toward technology, professional services, and building needs in anticipation of this need. No funding for construction is requested in the 2027 operating budget; this section is provided so the Board and the taxing units understand the District’s longer-term direction and can plan accordingly. The District looks forward to working with the Board, the taxing units, and the county on a responsible path forward.

COMPTROLLER MAP REVIEW

The District has maintained perfect or near-perfect MAP scores for over a decade, reflecting a sustained commitment to operational excellence, statutory compliance, and professional appraisal standards.

- ✓ **2024–2025 Review: Overall Score 98.5% — “Meets” Rating**
- ✓ **2025 Cycle: Only 172 of 253 appraisal districts passed all areas, and BCAD is among them**
- ✓ **Perfect or near-perfect scores maintained for over a decade under Chief Appraiser Christopher Moser, RPA, CCA, CSTA**

ABOUT THE MAP REVIEW PROCESS

Under Tax Code Section 5.102(a-1) and Comptroller Rule 9.301, the Texas Comptroller’s Property Tax Assistance Division (PTAD) is required to review every appraisal district’s governance, taxpayer assistance, operating procedures, and appraisal standards at least once every two years. This independent audit serves two key purposes:

- To assess whether appraisal districts are meeting minimum statutory and appraisal requirements.
- To identify areas where improvements are needed and assist districts in complying with statutes and generally accepted appraisal practices.

The audit is a comprehensive process spanning several weeks. MAP reviewers conduct thorough examinations of appraisal district documentation and onsite interviews with staff across four critical operational areas:

- **Governance** — Board procedures, meetings, budgets, reappraisal plans
- **Taxpayer Assistance** — Public outreach, exemption processing, notice requirements
- **Operating Procedures** — Roll certification, protest handling, data submissions
- **Appraisal Standards, Procedures, and Methodology** — Valuation practices, quality control, uniformity

PTAD publishes final MAP reports on the MAP webpage and sends notification to the Chief Appraiser, Appraisal District board members, Superintendents, and respective board members of all school districts in the county. Final reports are typically released in January following the review cycle.

2025 MAP REVIEW RESULTS

BCAD achieved a composite score of 98.5%, earning an overall rating of “Meets.” The District received perfect 100% scores in three of the four review categories:

Review Category	2024–2025 Score	2025 Cycle Status
Governance	94%	Passed
Taxpayer Assistance	100%	Passed
Operating Procedures	100%	Passed
Appraisal Standards, Procedures & Methodology	100%	Passed
Overall / Composite Score	98.5%	Passed — Meets

MANDATORY PASS/FAIL REQUIREMENTS

All five mandatory pass/fail questions were met, confirming that:

- Appraisal maps are current and up-to-date
- The reappraisal plan is being properly implemented
- Appraisal records are current and proper valuation procedures are followed
- Values are reproducible using written procedures
- Administrative functions comply with Chapter 6 of the Property Tax Code

CONTEXT REGARDING THE GOVERNANCE SCORE

As this is the first MAP cycle in over a decade in which BCAD did not receive a perfect Governance score (our Governance score was 94% rather than 100%), we believe it is important to provide full context so you can answer any questions from your constituents.

The point deduction stems from Review Question 4, which requires all Board members to complete Open Meetings training.

- **The District’s Status:** Every appointed member of the BCAD Board and the Chief Appraiser has completed this training.
- **The Deficiency:** The County Tax Assessor-Collector, who sits on our Board as a non-voting ex-officio member, refused to take the required one-hour training course.

The District has documented numerous attempts to secure compliance from the Tax Assessor-Collector, including offers to facilitate the training during Board meetings, as well as reminders sent via email, phone, and in person. Because the training was not completed by that individual, the Comptroller’s office applied the required point deduction. This determination was procedural and did not reflect deficiencies in District operations or Board governance practices.

Please rest assured that this governance score does not reflect the operational capability of the District or the dedication of our appointed Board of Directors. We remain fully compliant with Chapter 6 of the Texas Property Tax Code and are committed to the transparency that has earned us perfect scores for the last decade.

WHAT THIS REVIEW DEMONSTRATES

While MAP scores are often summarized numerically, the Comptroller's review is fundamentally an examination of daily operations, including:

- Governance and statutory deadlines
- Public notice and transparency
- Taxpayer assistance and exemptions
- Appraisal methodology, accuracy, and uniformity
- Data security, disaster recovery, and internal controls

Answering 87 of 88 questions affirmatively reflects thousands of operational decisions made correctly throughout the year. For additional context, in the most recent statewide MAP cycle only 85 of the 125 districts reviewed passed all four area categories on their final report. BCAD's results continue to place the district among the highest-performing appraisal districts in Texas.



COMMITMENT GOING FORWARD

BCAD remains fully committed to:

- Transparency with taxing units and the public
- Strict adherence to statutory requirements
- Continuous improvement in governance and operations

We appreciate the continued partnership and oversight of our taxing units.

The full MAP report is included as Addendum A, along with a one-page flyer that provides additional information about the audit process.

RESOLUTION AND COMPLIANCE

Following release of the final MAP report, the Comptroller's office notified the District that, under Tax Code Section 5.102, any recommendations must be implemented within one year of the report's release. The notice further advised that a MAP reviewer would contact the District no later than November 2026 to document implementation, that documentation could be submitted as recommendations were completed, and that recommendations not complete or substantially complete by January 2027 would result in notification to the Texas Department of Licensing and Regulation (TDLR), which could ultimately lead to sanctions.

The single recommendation concerned the Open Meetings training discussed above. The County Tax Assessor-Collector completed the required training on February 23, 2026. Upon completion, the District promptly submitted documentation of compliance to the Comptroller, curing the deficiency well within the statutory timeline. As a result, the matter was resolved without any referral to TDLR and without any sanction to the District.

BUDGET DETAIL & FINANCIAL SUMMARY

BUDGET MESSAGE

To the taxing units and property owners of Bosque County: I am pleased to present the Bosque Central Appraisal District's proposed budget for fiscal year 2027. The District prepared this budget using a zero-based approach, building every line item up from actual need rather than carrying forward prior-year amounts.

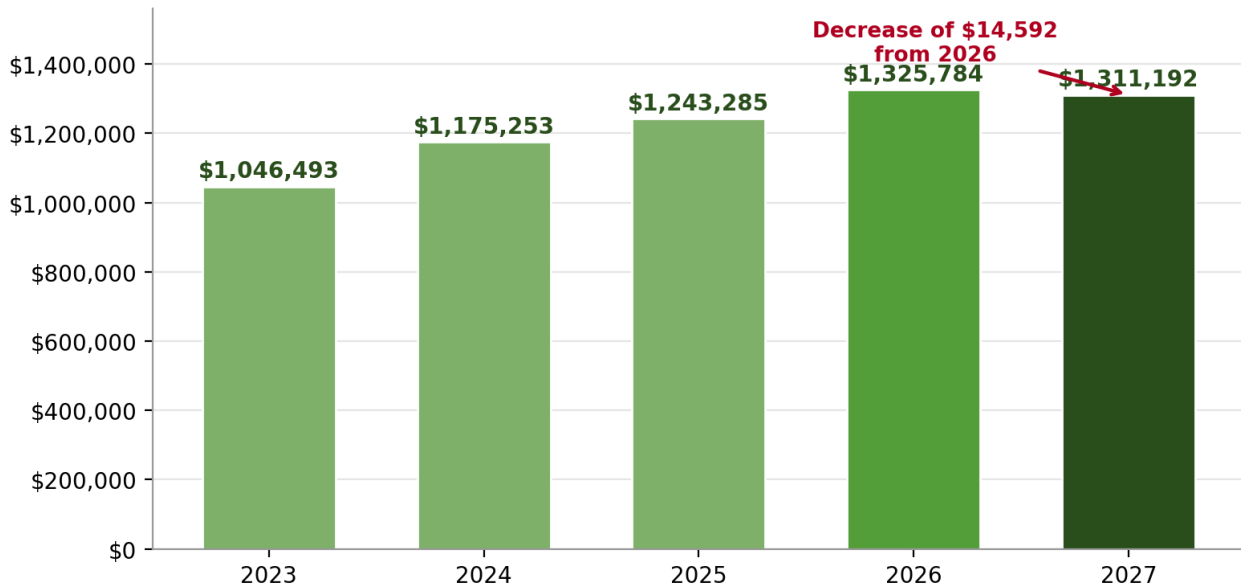
The total proposed 2027 operating budget is \$1,511,192. The largest factors in this year's budget are one-time capital investments, principally the conversion to a new computer-assisted mass appraisal (CAMA) system and the replacement of aging computer hardware and the District's server. To keep these one-time costs from falling on the taxing units, the District is applying \$200,000 from its committed (obligated) fund balance as a direct credit to the entities.

After that credit, the net amount due from the taxing units is \$1,311,192, a decrease of \$14,592, or about 1.10%, from the 2026 figure of \$1,325,784. In short, even as the District modernizes its technology, the amount the entities are asked to fund is going down. The District remains committed to accurate, uniform appraisals and to the transparent, efficient stewardship of public funds.

FINANCIAL SUMMARY AT A GLANCE

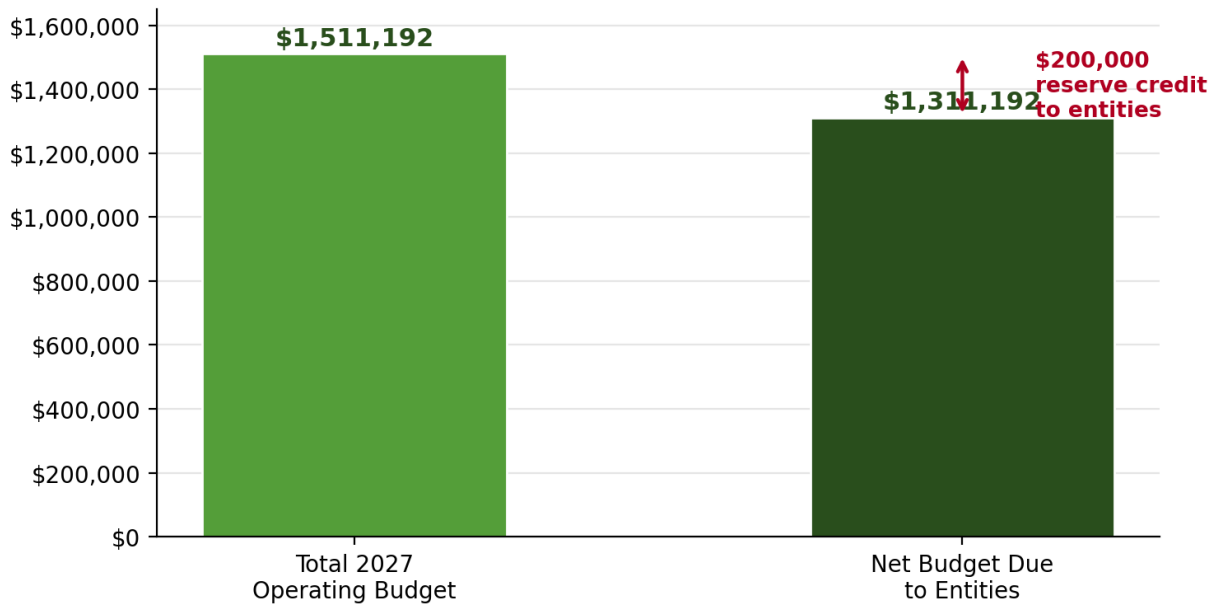
The chart below shows the net budget due to the taxing units over the past five years. Despite steady operating growth through 2026, the 2027 net budget declines because reserve funds are absorbing this year's capital costs.

Net Budget Due to Taxing Entities, 2023-2027



The next chart isolates how the 2027 budget is funded: a total operating budget of \$1,511,192, reduced by a \$200,000 credit from committed reserves, leaves \$1,311,192 to be funded by the taxing units.

2027 Budget: Reserve Funds Offset Capital Costs



FIVE-YEAR FINANCIAL HISTORY

The table below shows the net budget due from the taxing units over the past five years. The 2027 budget is the first year-over-year decrease in this period.

Fiscal Year	Net Budget to Entities	\$ Change	% Change
2023	\$1,046,493	—	—
2024	\$1,175,253	\$128,760	12.3%
2025	\$1,243,285	\$68,032	5.8%
2026	\$1,325,784	\$82,499	6.6%
2027	\$1,311,192	\$(14,592)	(1.10%)

REVENUE & HOW THE DISTRICT IS FUNDED

The Bosque Central Appraisal District does not levy or collect property taxes and has no taxing authority of its own. Under Tax Code Section 6.06, the District is funded by the taxing units it serves. Each unit’s share of the budget is allocated in proportion to its share of the total property tax levy in the county, and units are billed quarterly.

The District also receives limited miscellaneous revenue, for example, revenue from the sale of data and maps the District produces. For 2027, the District is additionally applying \$200,000 from its committed fund balance to offset capital expenditures, reducing the amount required from the taxing units.

EXPENDITURES BY CATEGORY

The proposed 2027 operating budget of \$1,511,192 is distributed across the following categories:

- **Payroll Expenses — \$745,317 (49.3%):** salaries and employee benefits for the District’s professional and support staff, including a 5% cost-of-living adjustment.
- **Services — \$526,185 (34.8%):** the largest non-payroll category, including the CAMA software and its conversion, legal and litigation services, IT and records management, professional and financial auditing services, public-liability and workers’ compensation insurance, and contract labor.
- **Capital Equipment Replacement — \$79,000 (5.2%):** replacement of computer hardware and the District’s server, along with equipment and furniture.
- **Appraisal Related Expenses — \$70,440 (4.7%):** travel reimbursement, membership dues, education and seminars, and vehicle/cell-phone allowances tied directly to appraisal field work.
- **Communications, Utilities & Facilities — \$56,900 (3.8%):** office rent, postage and PO box, internet and phone, utilities, and janitorial and building costs.
- **Board & Related Costs — \$22,350 (1.5%):** director expenses and Appraisal Review Board (ARB) expenses.
- **Supplies — \$11,000 (0.7%):** office and operating supplies and deed copies.

CAPITAL EXPENDITURES

Capital and one-time technology costs are the defining feature of the 2027 budget. The District is converting to a new CAMA system and replacing computer hardware and its server. These are investments that keep appraisal operations accurate, secure, and compliant with state requirements. Rather than pass these one-time costs to the taxing units, the Board is funding \$200,000 of them from the District’s committed (obligated) fund balance, which was set aside in prior years for exactly this purpose. This is the reason the net amount due from the entities decreases in 2027 even as total spending rises.

PERSONNEL & STAFFING

Payroll is the District's largest expense, reflecting its reliance on a small, experienced professional staff. Positions supported by the budget include the Chief Appraiser, the Deputy Chief Appraiser, real-property and business-personal-property/GIS appraisers, a Director of Administration handling financial records and ARB coordination, and customer-service, deeds, exemptions, and data-entry personnel, along with part-time and contract support. State law requires appraisers to earn and maintain professional designations through multi-year training and continuing education, and the budget funds two employees who are working toward those designations, as well as continual training for other employees.

To help ensure that District compensation remains fair and competitive, the Board of Directors commissioned an impartial salary survey, compiled by Doug Kieta, a member of the Board of Directors. The survey compares the District's pay for each position against comparable appraisal districts and the regional market, supporting the Board's goal of attracting and retaining a qualified, professional staff and helping to inform the personnel decisions reflected in this budget.

STAFFING & POSITION SCHEDULE

The District's operations are carried out by a small professional and support staff. The schedule below summarizes budgeted positions, consistent with the District's organizational chart.

Position	Positions
Chief Appraiser	1
Deputy Chief Appraiser	1
Director of Administration / Financial Records / ARB Coordinator/ HR	1
Real Property Appraisers	2
GIS Mapping / Business Personal Property Appraiser	1
Support Services / Public Relations	2
Deeds / Exemptions / Public Relations	1
Data Entry / Mobile Homes / Public Relations	1
Total	10

BUDGET PROCESS & CALENDAR

BUDGET PROCESS

The District’s budget is developed in accordance with the Texas Property Tax Code, specifically Section 6.06. The District adopts an annual budget for its General Fund, and the process follows a set of procedural and legal milestones.

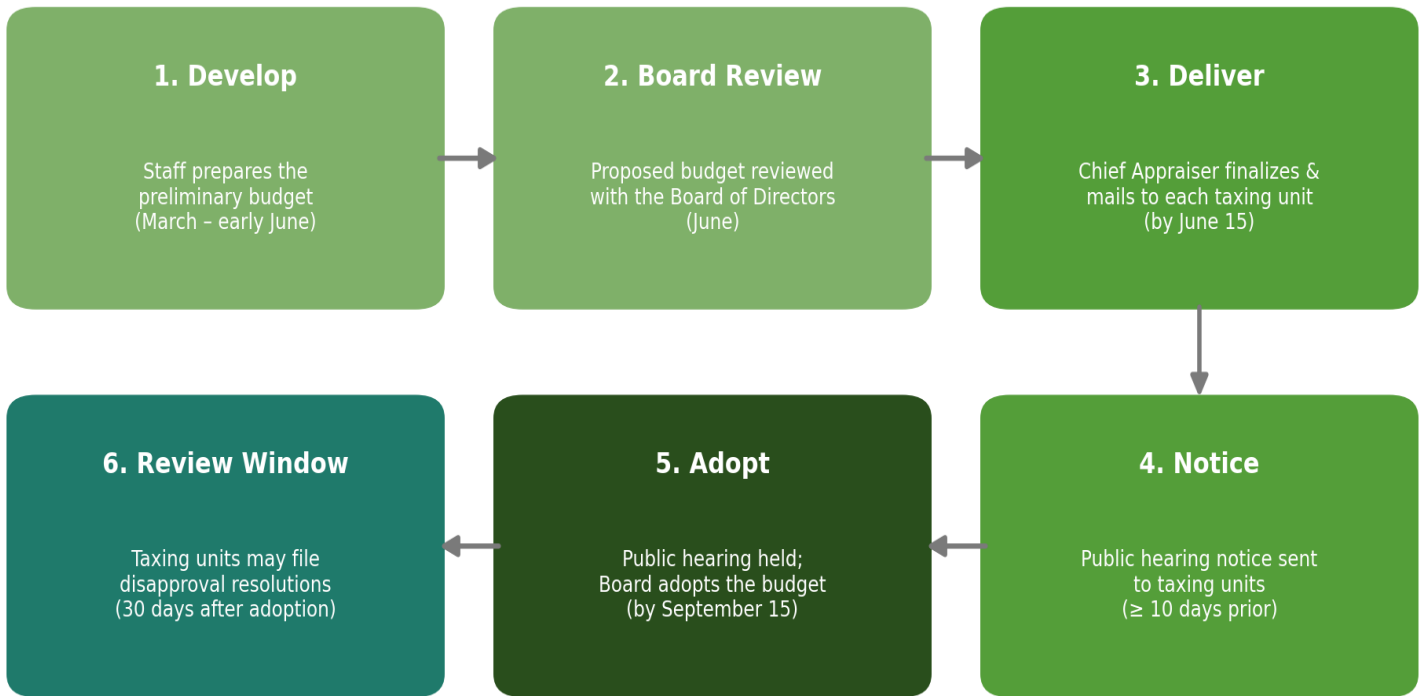
The budgeting cycle begins early in the year with internal discussions among the Chief Appraiser, the Deputy Chief Appraiser, and staff to assess budget needs for the upcoming fiscal year. The Administration compiles this information and prepares the proposed budget in accordance with the Chief Appraiser’s directives. The proposed budget is reviewed with the Board of Directors and, incorporating any revisions, is finalized and delivered to the presiding officer of each taxing unit by June 15.

The District must provide notice of, and hold, a public hearing on the budget, and the Board of Directors must adopt the budget before September 15. Notice of the public hearing is delivered to the presiding officer of each taxing unit at least 10 days before the meeting at which the budget will be adopted, and the notice is also published as required.

Following adoption, the taxing units have 30 days to file resolutions disapproving the budget; if a majority of the voting units disapprove, a new budget must be adopted within 30 days. Amendments that change the amount due from the taxing units must be presented at least 30 days in advance, while internal line-item transfers that do not change the total budget may be approved by the Chief Appraiser and later presented to the Board of Directors for approval.

The diagram below summarizes the annual budget process and its statutory milestones under Tax Code Section 6.06.

BCAD Annual Budget Process – Tax Code § 6.06



KEY TASKS & DEADLINES

Tasks	Deadline
PTAD Sales Submission	January 31
Year-End Processing & W-2s	January 1
Performance Reviews/ Merit Increases	January 15
Application Mailing	February 1
Budget Planning Meetings	March 1
Notice of Appraised Value Mailing	March 22
Certified Estimates	April 30
Financial Audit	June 15
Presentation Preliminary Budget	June 15
Certification Processing	July 19
Appraisal Roll Certification	July 25
PTAD EARS Submission	September 1
Reappraisal Plan	September 15
Budget Adoption	September 15
Division Priority Planning	September 15
Strategic Plan	October 15
Annual Report	November 1
Open Enrollment	November 1
Supplement Processing	Monthly
NCOA/CASS Updates	Quarterly
Legislative Tracking & Communications	Year Round
Public Relations and Community Outreach	Year Round

2027 BUDGET CALENDAR

March 15 – June 9, 2026 Staff development of preliminary proposed budget.

June 9, 2026 Review proposed budget during appraisal district board meeting

By June 15, 2026 Chief Appraiser finalizes proposed budget.

By June 15, 2026 2027 proposed budget mailed to each taxing unit and each appraisal district board member.

At least 10 days before Hearing Chief Appraiser publishes notice of public hearing for 2027 budget.

At least 10 days before Hearing Secretary of the Board of Directors delivers to the presiding officer of the governing body of each taxing unit participating in the district a written notice of the date, time, and place for the public hearing to consider the 2027 appraisal district budget.

By September 15, 2026 Public hearing on the 2027 budget.

By September 15, 2026 Appraisal District Board of Directors adopt the 2027 appraisal district budget.

COMPARISON OF CAD BUDGET TO TOTAL ENTITY TAX LEVY

As seen below, the services the appraisal district provides to the taxing entities cost only 2.5410% of the total tax levy. The total estimated* tax levy for 2026 is \$51,600,722, up \$10,028,906 from 2025 (\$41,571,816); the District's proposed net budget is \$1,311,192.

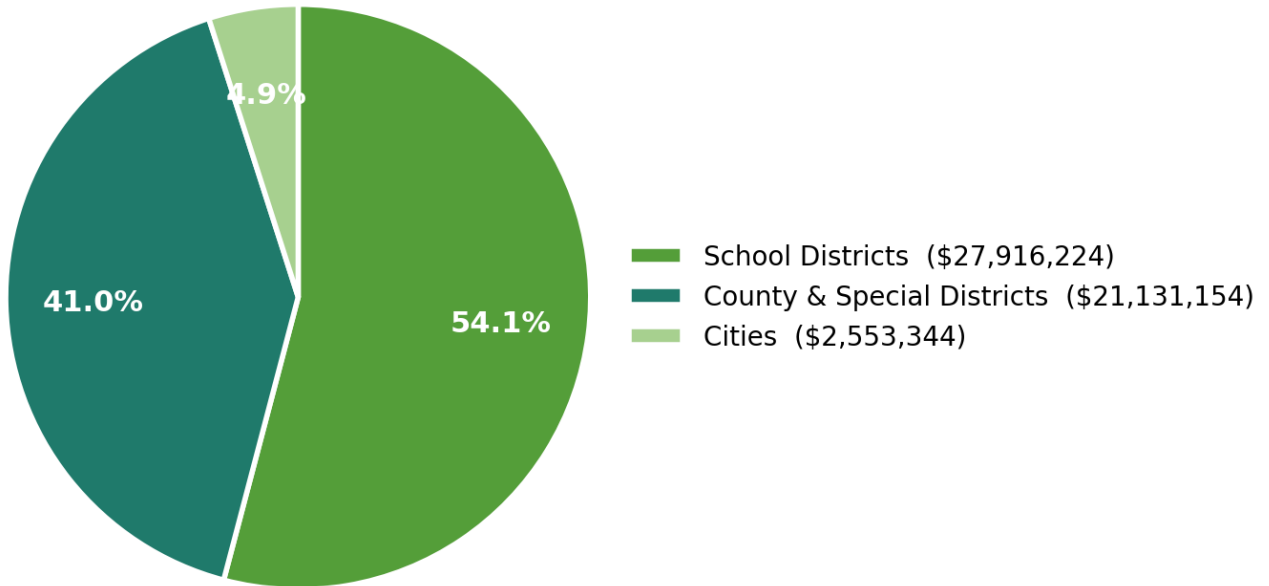
(*based on 2025 tax rates).

TAXING UNIT	2026 ESTIMATED TAX LEVY	CAD Budget % of Tax Levy
Bosque County	\$14,993,208	2.5410%
Bosque County Hospital District	\$4,354,299	2.5410%
Emergency Serv Dist #1	\$1,496,424	2.5410%
Middle Trinity GCD	\$287,223	2.5410%
Clifton ISD	\$11,652,272	2.5410%
Cranfills Gap ISD	\$1,192,916	2.5410%
Iredell ISD	\$1,746,903	2.5410%
Kopperl ISD	\$3,537,510	2.5410%
Meridian ISD	\$3,142,835	2.5410%
Morgan ISD	\$1,070,771	2.5410%
Valley Mills ISD	\$3,376,229	2.5410%
Walnut Springs ISD	\$1,598,461	2.5410%
Hico ISD	\$126,466	2.5410%
China Springs ISD	\$462,080	2.5410%
Jonesboro ISD	\$9,781	2.5410%
Clifton, City of	\$1,129,243	2.5410%
Cranfills Gap, City of	\$60,472	2.5410%
Iredell, City of	\$89,475	2.5410%
Meridian, City of	\$625,850	2.5410%
Morgan, City of	\$86,511	2.5410%
Valley Mills, City of	\$353,540	2.5410%
Walnut Springs, City of	\$208,252	2.5410%
GRAND TOTALS	\$51,600,722	2.5410%

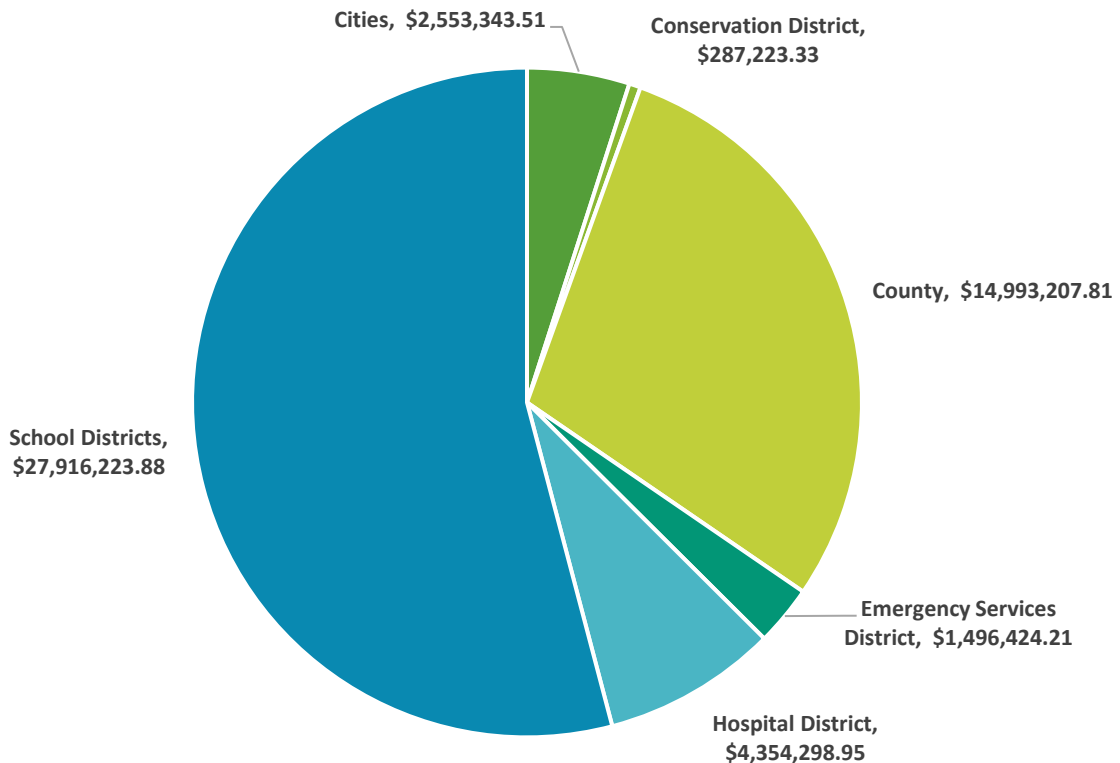
TAX LEVY BY ENTITY TYPE

The District serves 22 taxing units. The chart below shows the 2026 estimated tax levy by type of entity. School districts account for the largest share of the county's total levy, followed by the county and special districts, with cities making up the remainder.

2026 Estimated Tax Levy by Entity Type Total: \$51,600,722

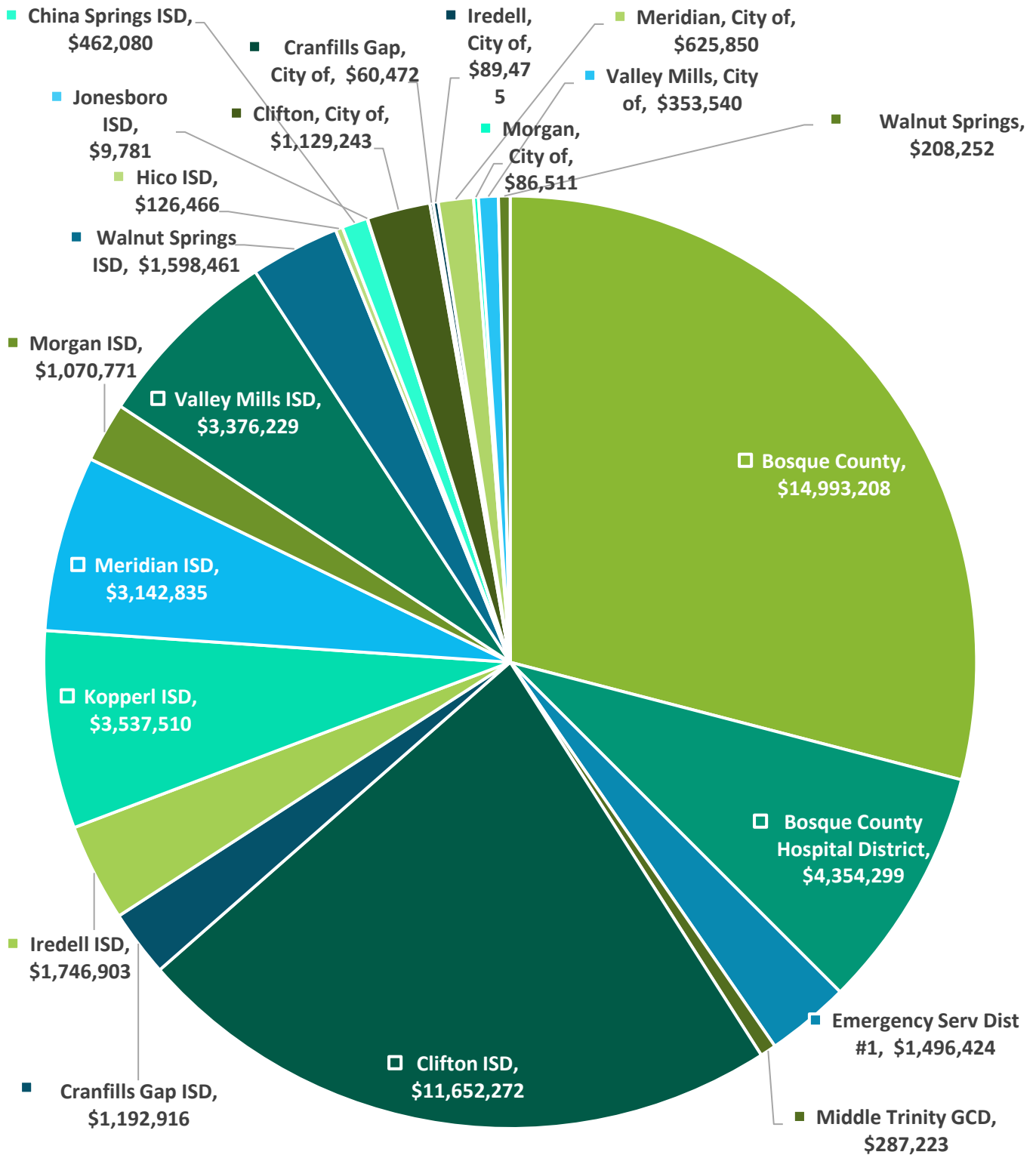


2026 Estimated Tax Levy by Entity Type



2026 ESTIMATED TAX LEVY FOR ALL ENTITIES

\$51,600,722 for All Entities



BCAD - 2027 PROPOSED BUDGET ALLOCATION

as of 06/01/2026

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2026 Adopted Budget Allocation

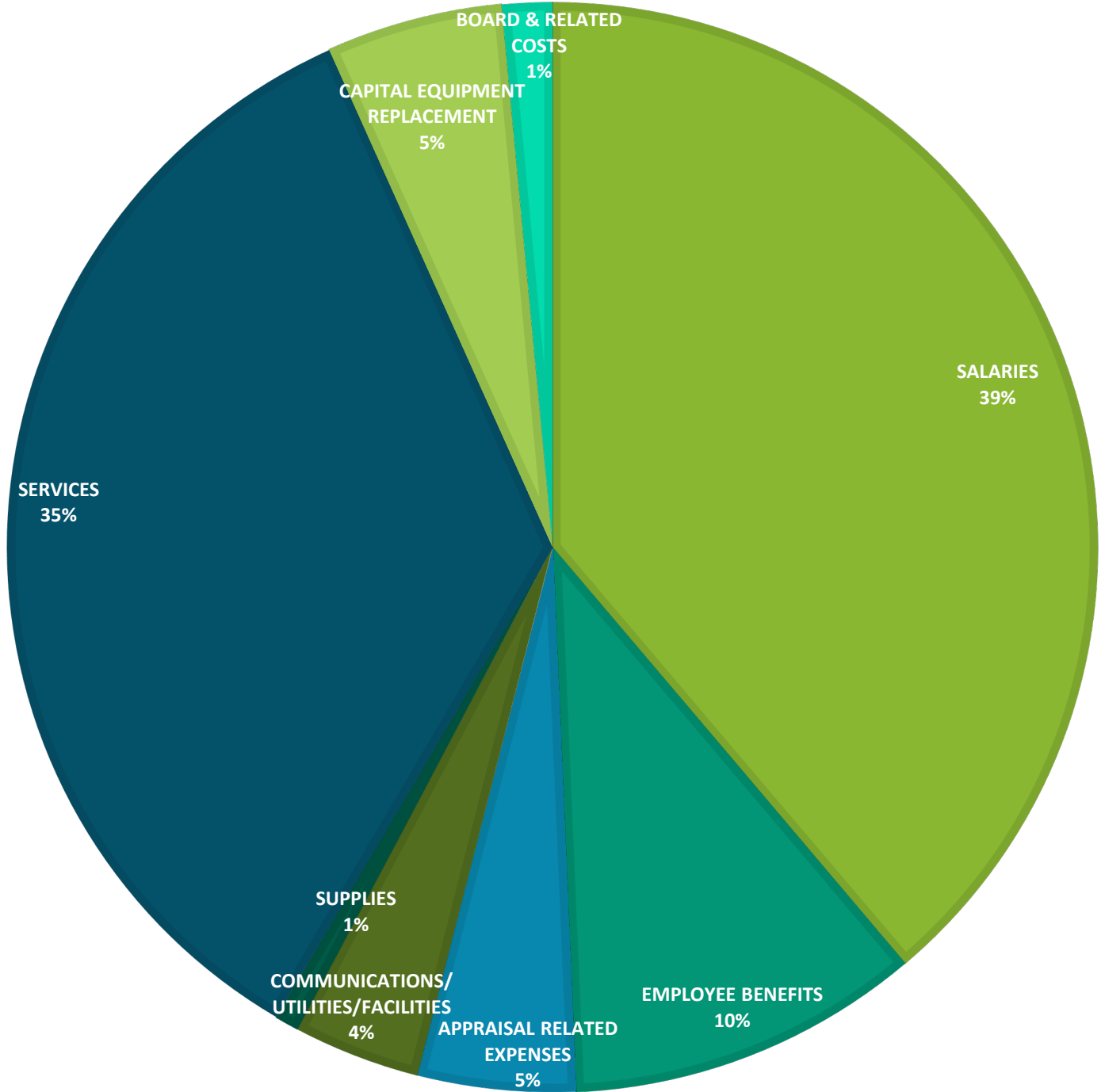
2027 Proposed Budget Allocation

TAXING UNIT	2025 TAX LEVY	% OF TOTAL LEVY (2025)	ENTITY TOTAL \$ AMT (26)	ENTITY \$AMT /QTR (26)	ESTIMATED 2026 TAX LEVY	% OF TOTAL LEVY (2026)	ENTITY TOTAL \$ AMT (27)	ENTITY \$AMT /QTR (27)
Countywide								
Bosque County	12,378,924	29.7772%	394,781	98,695	14,993,208	29.0562%	380,983	95,246
Bosque County/Hospital D	3,458,599	8.3196%	110,300	27,575	4,354,299	8.4384%	110,644	27,661
Emergency Serv Dist #1	1,195,464	2.8757%	38,125	9,531	1,496,424	2.9000%	38,025	9,506
Middle Trinity GCD	229,452	0.5519%	7,318	1,829	287,223	0.5566%	7,298	1,825
Subtotal Schools	17,262,440	41.5244%	550,524	137,631	21,131,154	40.9513%	536,950	134,237
Schools								
Clifton ISD	8,407,819	20.2248%	268,137	67,034	11,652,272	22.5816%	296,088	74,022
Cranfills Gap ISD	1,118,301	2.6900%	35,664	8,916	1,192,916	2.3118%	30,312	7,578
Iredell ISD	1,511,043	3.6348%	48,189	12,047	1,746,903	3.3854%	44,389	11,097
Kopper ISD	2,118,754	5.0966%	67,570	16,893	3,537,510	6.8555%	89,889	22,472
Meridian ISD	2,781,774	6.6915%	88,715	22,179	3,142,835	6.0907%	79,861	19,965
Morgan ISD	979,566	2.3563%	31,240	7,810	1,070,771	2.0751%	27,209	6,802
Valley Mills ISD	3,062,485	7.3667%	97,667	24,417	3,376,229	6.5430%	85,791	21,448
Walnut Springs ISD	1,385,389	3.3325%	44,182	11,046	1,598,461	3.0977%	40,617	10,154
Hico ISD	122,548	0.2948%	3,908	977	126,466	0.2451%	3,214	803
China Springs ISD	405,656	0.9758%	12,937	3,234	462,080	0.8955%	11,742	2,935
Jonesboro ISD	9,888	0.0238%	315	79	9,781	0.0190%	249	62
Subtotal Schools	21,903,223	52.6877%	698,525	174,631	27,916,224	54.1005%	709,361	177,340
Cities								
Clifton	1,064,314	2.5602%	33,942	8,486	1,129,243	2.1884%	28,694	7,174
Cranfills Gap	58,459	0.1406%	1,864	466	60,472	0.1172%	1,537	384
Iredell	87,445	0.2103%	2,789	697	89,475	0.1734%	2,274	568
Meridian	582,548	1.4013%	18,578	4,645	625,850	1.2129%	15,903	3,976
Morgan	82,930	0.1995%	2,645	661	86,511	0.1677%	2,198	550
Valley Mills	335,108	0.8061%	10,687	2,672	353,540	0.6851%	8,984	2,246
Walnut Springs	195,349	0.4699%	6,230	1,557	208,252	0.4036%	5,292	1,323
Subtotal Cities	2,406,153	5.7879%	76,736	19,184	2,553,344	4.9483%	64,881	16,220
GRAND TOTALS	\$41,571,816	100.0000%	1,325,784	331,446	\$51,600,722	100.0000%	1,311,192	327,798

NOTE: Values indicated are calculated to 4 decimal points and rounded to the nearest percentage point. Amounts indicated are rounded to the nearest dollar.

PROPOSED 2027 BUDGET BREAKDOWN

2027 BUDGET



BOSQUE CENTRAL APPRAISAL DISTRICT 2027 PROPOSED OPERATIONAL BUDGET

CODE	TITLE OR DESCRIPTION OF EXPENDITURES	ADOPTED 2026	PROPOSED 2027	\$ CHG	% CHG	NOTES
TOTAL BUDGET		1,325,784	1,511,192	185,408	13.985%	After OBLG, DECREASE of \$14,592
\$1,311,192 Net Budget for Entities						
500	SALARIES					
501	Chief Appraiser	97,025	112,500	15,475	15.95%	Salary Survey
512	Deputy Chief Appraiser	88,721	107,500	18,779	21.17%	Salary Survey
504	Appraiser #1 33	49,425	51,896	2,471	5.00%	New Hire
507	Appraiser #2	43,048	45,200	2,152	5.00%	5%
505	Part Time /Contract	14,022	14,450	428	3.05%	New Hire
506	Director of Administration	70,009	78,000	7,991	11.41%	Salary Survey
503	Mappx/GIS/BPP Appraiser	44,798	47,500	2,702	6.03%	5%
511	Receptionist/Data Entry	42,610	44,740	2,130	5.00%	5%
508	Deeds/Exempt/Asst	35,337	37,103	1,766	5.00%	5%
502	Part Time /Contract	22,827	23,968	1,141	5.00%	5%
500	Overtime/MRT	23,000	23,700	700	3.04%	0%
:	Totals	530,822	586,557	55,735	10.50%	
520	EMPLOYEE BENEFITS					
521	Medical Insurance	71,000	72,000	1,000	1.41%	4YAVG+5%
522	Pension TCDRS	85,570	67,416	(18,154)	-21.22%	Decrease Demograp & UAAL Paid
523	Longevity Pay	3,600	8,400	4,800	133.33%	Increase Time/Years /rate
524	Texas Workforce	4,000	500	(3,500)	-87.50%	4YAVG
525	BCAD Medicare	8,332	9,139	807	9.69%	Based on salaries
526	Life Insurance	315	1,305	990	314.29%	Part Moved from 522
:	Totals	172,817	158,760	(14,057)	-8.13%	
530	APPRAISAL RELATED EXPENSES					
531	Travel Reimbursement	20,000	14,000	(6,000)	-30.00%	4YAVG
532	Membership Dues	4,000	4,000	-	0.00%	4YAVG
533	Education / Seminars	14,000	9,000	(5,000)	-35.71%	4YAVG+5%
534	Auto Allowance / Cell Phone	43,440	43,440	-	0.00%	4YAVG
:	Totals	81,440	70,440	(11,000)	-13.51%	
540	COMMUNICATIONS/UTILITIES/FACILITIES					
541	Office Rent	16,000	14,400	(1,600)	-10.00%	4YAVG
542	Postage & PO Box Rental	20,000	22,000	2,000	10.00%	Increased Cost 4YAVG+5%
543	FiberOptic Internet/Phone	3,000	2,500	(500)	-16.67%	4YAVG
544	Utilities	9,000	9,000	-	0.00%	4YAVG
545	Janitorial Service	6,050	6,300	250	4.13%	4YAVG+5%
547	Janitorial Supplies	1,400	1,400	-	0.00%	4YAVG+5%
548	Building Interior Maintenance	1,300	1,300	-	0.00%	4YAVG
:	Totals	56,750	56,900	150	0.26%	
550	SUPPLIES					
551	Supplies & Office Expense	11,000	10,875	(125)	-1.14%	4YAVG+5%
554	Deed Copies	-	125	125	0.00%	4YAVG
:	Totals	11,000	11,000	-	0.00%	
560	SERVICES					
561	Utility/Industrial/Mineral Appr Service	19,645	20,038	393	2.00%	Increased appraisal cost
562	Compt/Mapping Software Maint (Hexagon)	83,000	161,500	78,500	94.58%	Increase cycle (OBLG)
563	CAMA Software (MARS)	160,000	184,695	24,695	15.43%	Software conversion cost (OBLG)
564	Phone System Maintenance (Intulse)	5,000	5,000	-	0.00%	4YAVG
565	Public Liability Ins/Workers Comp (TML)	9,000	10,000	1,000	11.11%	Increase cyber insurance cost
566	Legal & Litigation	55,000	30,000	(25,000)	-45.45%	lawsuits
567	Financial Auditing Services	10,000	11,000	1,000	10.00%	Increased fees
568	IT Maint/Records Mgmt/Web/Email(BIS)	46,000	56,692	10,692	23.24%	backup/support cost/Discnt gone
569	Contingencies	500	500	-	0.00%	4YAVG
570	Legal Publications & Subscriptions	13,000	18,000	5,000	38.46%	Increased Cost & Meeting Tech
571	Equipment Lease (Ricoh / Wells Fargo)	3,500	3,800	300	8.57%	4YAVG+5%
572	Printing Notices	15,000	21,000	6,000	40.00%	Regular Notices
573	Contract Labor (CPA)	3,960	3,960	-	0.00%	NA
:	Totals	423,605	526,185	102,580	24.22%	
580	CAPITAL EQUIPMENT REPLACEMENT					
581	Equipment / Furniture	4,000	4,000	-	0.00%	NA
582	Computer/Hardware/Software Replcmnt	10,000	75,000	65,000	650.00%	New Computers/ Server (OBLG)
583	Reserve Fund	-	-	-	0.00%	NA
:	Totals	14,000	79,000	65,000	464.29%	
600	BOARD & RELATED COSTS					
601	Director Expenses	350	350	-	0.00%	NA
602	Appraisal Review Board Expenses	35,000	22,000	(13,000)	-37.14%	Changes in ARB Process
:	Totals	35,350	22,350	(13,000)	-36.78%	
TOTALS		1,325,784	1,511,192	185,408	13.985%	

200,000 Less Obligated Fund Balance credit to Entities

*4YAVG - based on 4 Year average of actual \$ spent

1,311,192 Net Budget for Entity Support
(14,592) Decrease in budget

BUDGET DETAIL BY CATEGORY

This section walks through each expenditure category in the proposed operating budget; what it funds and what is changing for 2027, expanding on the notes shown in the operational budget. Two abbreviations appear throughout: *reserve-funded* items are one-time costs paid from the District’s committed (obligated) reserves rather than charged to the taxing units, and “4-yr avg” means the line is budgeted to the average of the last four years of actual spending. The 2027 gross increase is concentrated in two categories, Services and Capital Equipment; which carry the one-time CAMA conversion, the Hexagon and EagleView mapping cycle, and the computer/server replacement, all offset by the \$200,000 reserve credit.

SALARIES (500)

Salaries fund the District’s professional and support staff. The category rises \$55,735 (10.5%), driven mainly by the Board-commissioned salary survey adjustments for the Chief Appraiser, Deputy Chief Appraiser, and Director of Administration, together with routine increases of about 5% for other positions and new hires.

Line Item :	2026	2027	\$ Change	Note :
Chief Appraiser	97,025	112,500	15,475	Salary Survey
Deputy Chief Appraiser	88,721	107,500	18,779	Salary Survey
Appraiser #133	49,425	51,896	2,471	New Hire
Appraiser #2	43,048	45,200	2,152	5%
Part Time / Contract	14,022	14,450	428	New Hire
Director of Administration	70,009	78,000	7,991	Salary Survey
Mapping / GIS / BPP Appraiser	44,798	47,500	2,702	5%
Receptionist / Data Entry	42,610	44,740	2,130	5%
Deeds / Exemptions / Asst.	35,337	37,103	1,766	5%
Part Time / Contract	22,827	23,968	1,141	5%
Overtime / Merit	23,000	23,700	700	3%
Totals	530,822	586,557	55,735	+10.50%

2027 SALARY STUDY

The salary adjustments in this category are supported by the 2027 Salary Study & Compensation Analysis, included in full as Addendum E. The study draws on five data sources: 2026 Doug Kieta statewide survey, primarily, with background and research information from the 2026 and 2025 Bosque CAD Regional Salary Surveys (80 and 69 Texas appraisal districts, respectively), the 2024 Texas Comptroller Operations Survey (all 254 districts), and a Hill CAD chief-appraiser comparison; making it the most comprehensive compensation dataset the District has assembled.

Its primary benchmark is the surrounding-market median: what experienced chief appraisers within one hour of Meridian actually earn. By that measure the surrounding median is about \$175,882, while the District’s Chief Appraiser is paid well below it, roughly 54 cents on the dollar. A separate two-hour, 37-district experience-weighted pool confirms the surrounding figures.

The study also documents a tightening labor market for rural appraisal districts. Comanche CAD, for example, has been unable to fill its Chief Appraiser position after more than eleven months of recruiting at \$72,100, and chief appraisers across Texas report that smaller districts are receiving few or no applicants. The study treats this as a market-floor signal rather than a usable data point.

On benefits, the study finds that Texas appraisal districts broadly offer comparable packages (TCDRS retirement, health/dental/vision, car allowances, and life insurance), so the gaps it identifies are real, net-of-benefits salary gaps. It also notes that because the District does not participate in Social Security, its 250% TCDRS employer match is the standard for no-Social-Security districts, it replaces Social Security rather than supplementing it, and is not a premium that offsets the salary gap.

Rather than closing the gap at once, the study recommends a phased, multi-year roadmap with annually reviewed steps, reaching the surrounding-market median by 2029. The adjustments shown in the table above for the Chief Appraiser, Deputy Chief Appraiser, and Director of Administration, represent the first step of that roadmap for budget year 2027; later steps would be weighed by the Board in future budgets. The complete study, including the position-by-position analysis and recommended schedule, appears in Addendum E.

EMPLOYEE BENEFITS (520)

Benefits cover medical insurance, the TCDRS pension, Medicare, longevity, and related costs. The category decreases \$14,057 (8.1%), driven by an \$18,154 reduction in pension cost as the District's unfunded liability is paid down and demographics improve. Salaries and Benefits together make up total payroll of \$745,317.

Line Item	2026	2027	\$ Change	Note
Medical Insurance	71,000	72,000	1,000	4-yr avg + 5%
Pension (TCDRS)	85,570	67,416	(18,154)	Lower demographics & UAAL paid down
Longevity Pay	3,600	8,400	4,800	Increase in years of service
Texas Workforce	4,000	500	(3,500)	4-yr avg
BCAD Medicare	8,332	9,139	807	Based on salaries
Life Insurance	315	1,305	990	Part moved from Pension
Totals	172,817	158,760	(14,057)	-8.13%

APPRAISAL-RELATED EXPENSES (530)

These costs support field and office appraisal work, i.e. travel, professional dues, education, and seminars, and auto and cell allowances. The category decreases \$11,000 (13.5%) as travel and education are budgeted to four-year-average levels.

Line Item	2026	2027	\$ Change	Note
Travel Reimbursement	20,000	14,000	(6,000)	4-yr avg
Membership Dues	4,000	4,000	-	4-yr avg
Education / Seminars	14,000	9,000	(5,000)	4-yr avg + 5%
Auto Allowance / Cell Phone	43,440	43,440	-	4-yr avg
Totals	81,440	70,440	(11,000)	-13.51%

COMMUNICATIONS, UTILITIES & FACILITIES (540)

This category covers office rent, postage, internet and phone, utilities, janitorial service, and building maintenance. It is essentially flat (+\$150, 0.26%), with higher postage offset by lower rent and internet costs.

Line Item	2026	2027	\$ Change	Note
Office Rent	16,000	14,400	(1,600)	4-yr avg
Postage & PO Box Rental	20,000	22,000	2,000	Increased cost; 4-yr avg + 5%
Fiber-Optic Internet / Phone	3,000	2,500	(500)	4-yr avg
Utilities	9,000	9,000	-	4-yr avg
Janitorial Service	6,050	6,300	250	4-yr avg + 5%
Janitorial Supplies	1,400	1,400	-	4-yr avg + 5%
Building Interior Maintenance	1,300	1,300	-	4-yr avg
Totals	56,750	56,900	150	+0.26%

SUPPLIES (550)

Supplies cover general office expense and deed copies. The category is unchanged at \$11,000.

Line Item	2026	2027	\$ Change	Note
Supplies & Office Expense	11,000	10,875	(125)	4-yr avg + 5%
Deed Copies	-	125	125	4-yr avg
Totals	11,000	11,000	-	0.00%

SERVICES (560)

Services are the largest non-payroll category and the principal driver of the 2027 gross increase (+\$102,580, 24.2%). Two reserve-funded items account for most of it: the Hexagon mapping software and EagleView maintenance cycle (+\$78,500) — this category also includes the District's contracted aerial-imagery service, discussed on the next page — and the MARS CAMA software conversion (+\$24,695). Legal and litigation costs fall \$25,000.

Line Item	2026	2027	\$ Change	Note
Utility / Industrial / Mineral Appraisal Serv	19,645	20,038	393	Increased appraisal cost
Mapping Software Maint. (Hexagon/EV)	83,000	161,500	78,500	Increased cycle (reserve-funded)
CAMA Software (MARS)	160,000	184,695	24,695	Software conversion (reserve-funded)
Phone System Maint. (Intulse)	5,000	5,000	-	4-yr avg
Public Liability / Workers Comp (TML)	9,000	10,000	1,000	Added cyber insurance
Legal & Litigation	55,000	30,000	(25,000)	Fewer lawsuits
Financial Auditing Services	10,000	11,000	1,000	Increased fees
IT Maint. / Records / Web / Email (BIS)	46,000	56,692	10,692	Backup/support; discount ended
Contingencies	500	500	-	4-yr avg
Legal Publications & Subscriptions	13,000	18,000	5,000	Increased cost & meeting tech
Equipment Lease (Ricoh / Wells Fargo)	3,500	3,800	300	4-yr avg + 5%
Printing Notices	15,000	21,000	6,000	Regular notices
Contract Labor (CPA)	3,960	3,960	-	—
Totals	423,605	526,185	102,580	+24.22%

EAGLEVIEW AERIAL IMAGERY & CHANGEFINDER

The District contracts for EagleView high-resolution aerial and oblique imagery, paired with ChangeFinder change-detection analysis, to discover and measure property changes across the county. It is one of the most important tools supporting accurate, uniform appraisal. The service is funded within the District’s mapping software maintenance/imagery line (the Hexagon/EagleView line, account 562, under Services).



Why the District needs it. Texas Tax Code Section 23.01 requires property to be appraised at market value using generally accepted methods, applied uniformly. Bosque County is large and rural, and there is no county-wide building permitting; only a couple of cities issue permits. Without imagery, staff learn of new construction only through indirect signals such as electric connections, septic permits, mechanic’s liens, and sewer affidavits, and learn of changes only by driving by or during a scheduled appraisal. With limited staff, only a few minutes can be spent per property. Reliable, accurately dated imagery lets the District find new and changed property and confirm demolitions.

What it found. In 2025, ChangeFinder flagged 4,052 potential changes for review: 1,853 new structures, 1,180 changed, and 1,000 demolished (plus a small number unresolved). Staff review each one in the CAMA system. This both captures value that would otherwise be missed and removes value for structures that no longer exist, so owners are not taxed on improvements that have been torn down.

Cost and value. Flyovers in 2023 (\$144,622) and 2025 (\$147,196) totaled \$291,818. The new construction and property changes identified through EagleView and ChangeFinder in those years added substantial taxable value to the rolls for every taxing unit, including roughly \$124 million in new value in 2025 alone, far in excess of the cost of the imagery.

Return on investment. The District tracked the new taxable value discovered in each EagleView year and the resulting tax levy generated for the taxing units. Across the EagleView years, the new value identified produced an estimated \$4,699,890 in tax levy for the taxing units, against a total imagery cost of \$291,818. That is a return on investment of at minimum 16 to 1: for every dollar the District spent on aerial imagery, roughly \$16 in new tax levy was placed on the rolls for the entities. Including all the years the District had EagleView, the estimated tax levy is \$8,346,680.23. That is a return on investment of 28.6 to 1. This figure reflects only newly discovered value and does not include the value protected from error by removing demolished structures, nor the staff field time saved.

Accuracy and integration. EagleView imagery meets ASPRS positional and IAAO standards, integrates directly with the District’s new CAMA software, GIS, and public website, and provides far more detail than free satellite imagery, whose capture dates are inconsistent and unreliable for appraisal. EagleView’s Disaster Response Program can also provide rapid post-event imagery to support recovery after a qualifying catastrophe.

Year	New Value Total	EagleView	Avg tax rate	Est Tax Levy
2022	47,820,419	No	1.6770	\$ 801,936.66
2023	87,434,690	Yes	1.4503	\$ 1,268,065.31
2024	125,811,754	Only outskirts	1.4164	\$ 1,781,934.78
2025	124,258,281	Yes & ChangeFinder	1.3278	\$ 1,649,889.77
2026	274,651,016	Only outskirts	1.3278	\$ 3,646,790.37

Looking ahead. The District’s EagleView agreement is up for renewal. Based on the demonstrated cost-benefit and return on investment, the District plans to move from a two-year flight cycle to a one-year cycle and to add Sketch Inspect, a sketch-verification service that checks EagleView measurements against the District’s existing property sketches to further improve accuracy and uniformity.

CAPITAL EQUIPMENT REPLACEMENT (580)

Capital rises \$65,000 (to \$79,000) to replace aging computers and a server, a one-time cost funded from committed reserves. Together with the CAMA conversion, this is the reason the gross budget rises while the net amount due from the taxing units decreases.

Line Item	2026	2027	\$ Change	Note
Equipment / Furniture	4,000	4,000	-	—
Computer / Hardware / Software Replacement	10,000	75,000	65,000	New computers & server (reserve-funded)
Reserve Fund	-	-	-	—
Totals	14,000	79,000	65,000	+464.29%

BOARD & RELATED COSTS (600)

This category covers Board of Directors expenses and Appraisal Review Board (ARB) costs. It decreases \$13,000 (36.8%), reflecting changes in the ARB process.

Line Item	2026	2027	\$ Change	Note
Director Expenses	350	350	-	—
Appraisal Review Board (ARB) Expenses	35,000	22,000	(13,000)	Changes in ARB process
Totals	35,350	22,350	(13,000)	-36.78%

TAX RATES AND THE PROPERTY TAX LEVY

A common question is why tax bills change even though the appraisal district's own budget is a very small share of the overall levy. The answer lies in how value and tax rates interact, and in the fact that the District sets neither tax rates nor levies. The District appraises property; each taxing unit then adopts its own tax rate under the State's truth-in-taxation laws (Senate Bill 2, 2019).

NEW VALUE VS. EXISTING VALUE

Each year's appraisal roll includes two kinds of value. *New value* (new construction and improvements added since January 1 of the prior year) is added to the roll and is treated separately in the rate calculations. *Existing value* can rise or fall through reappraisal to reflect the market. Separating the two keeps growth from new construction from being confused with rate increases on existing property.

THE NO-NEW-REVENUE TAX RATE

The no-new-revenue tax rate (formerly the "effective" rate) is the rate that would raise the same amount of revenue on the *same* properties as the prior year. The Comptroller calculates it as last year's levy minus the levy on lost property, divided by the current total value minus new-property value, expressed per \$100. If a unit adopts the no-new-revenue rate, an existing taxpayer whose value did not change would owe about the same tax as last year.

THE VOTER-APPROVAL TAX RATE

The voter-approval tax rate (formerly the "rollback" rate) is the highest rate a unit may adopt without asking voters. For most units it is the no-new-revenue maintenance-and-operations rate multiplied by 1.035, plus the debt-service rate and any unused-increment rate; for special taxing units the multiplier is 1.08. Cities and counties face a 3.5% revenue-growth threshold, and special

districts 8%. Adopting a rate above the voter-approval rate triggers an election (or, in some cases below the de minimis rate, a possible petition).

HOW THIS WORKS IN BOSQUE COUNTY

Bosque County’s tax base has grown substantially, both from rising market values and from new construction; the District added roughly \$124 million in new value in 2025 and far more in 2026. At the same time, the average tax rate adopted by the taxing units has fallen from about \$1.97 per \$100 in 2020 to about \$1.33 in 2025. The total estimated levy still rose from \$41,571,816 for 2025 to \$51,600,722 for 2026, reflecting the larger tax base. The District sets none of these rates; it provides the certified values each unit uses to calculate its own no-new-revenue and voter-approval rates and to decide where to set its rate.

Rising value is only part of the story. Each year the taxing units decide where to set their own rates relative to the no-new-revenue rate, and those decisions are a separate driver of the levy. From 2020 through 2025, the county’s taxing units chose to adopt rates above the no-new-revenue rate in 90 separate instances across all six years (for example, 16 of 22 units in both 2024 and 2025). In the years each unit adopted an above-no-new-revenue rate, those rate decisions generated about \$6.7 million in additional levy beyond what the same properties would have produced at the no-new-revenue rate. In other words, when a taxpayer’s bill rises, it reflects both the growth in taxable value the District measures and the rate each unit chooses to adopt, the latter of which is entirely the decision of the individual taxing unit and not of the District.

The table below shows, for all 22 taxing units combined, how many adopted rates above the no-new-revenue rate each year and the additional levy those units chose to raise above the no-new-revenue rate.

Year	Units adopting above the no-new-revenue rate	Chosen revenue increase (above-NNR years only)
2020	15 of 22	\$1,080,021
2021	17 of 22	\$597,978
2022	14 of 22	\$1,305,396
2023	12 of 22	\$1,002,121
2024	16 of 22	\$1,490,509
2025	16 of 22	\$1,225,348
Total	90 instances	\$6,701,373

Chosen revenue increase reflects, for each year, only the units that adopted a rate above the no-new-revenue rate and the additional levy those units chose to raise above what the no-new-revenue rate would have produced. It counts only above-no-new-revenue years and does not net out years in which a unit adopted a rate at or below the no-new-revenue rate. Figures cover all 22 taxing units in the county across 90 above-no-new-revenue instances over the six years.

The table below shows new value added each year, the average adopted tax rate, and the levy generated by that year’s new construction.

Year	New Value Added	Avg. Tax Rate (per \$100)	Est. Levy from New Value
2020	\$32,356,009	1.97	\$636,274
2021	\$29,187,478	1.81	\$527,733
2022	\$47,820,419	1.68	\$801,937
2023	\$87,434,690	1.45	\$1,268,065
2024	\$125,811,754	1.42	\$1,781,935
2025	\$124,258,281	1.33	\$1,649,890
2026	\$274,651,016	1.33	\$3,646,790

Detailed calculation methods are published by the Texas Comptroller in its Truth-in-Taxation materials, which are reproduced in the addendums to this budget: Addendum B (Publication 98-1080), Addendum C (Publication 98-1047), and Addendum D (Publication 98-1082).

REQUIRED TAXPAYER IMPACT STATEMENT WHEN DISCUSSING OR ADOPTING A BUDGET

Additions to Texas Government Code section 551.043, effective on 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 in the District.

GLOSSARY OF TERMS

- **Ad Valorem Tax** — a tax based on the assessed value of property (“according to value”).
- **Appraisal Roll** — the official listing of all taxable property, its owners, and its appraised values, certified to the taxing units.
- **Appraisal Review Board (ARB)** — the independent body that hears and resolves property-value protests.
- **CAMA** — Computer-Assisted Mass Appraisal; the software system used to value large numbers of properties consistently.
- **Committed Fund Balance** — resources set aside by formal action for a specific future purpose.
- **GFOA** — Government Finance Officers Association, which publishes recommended practices for public budgeting and financial reporting.
- **Tax Levy** — the total amount of property tax imposed by a taxing unit.
- **Mass Appraisal** — the practice of valuing many properties as of a given date using standardized methods and statistical testing.
- **Taxing Unit** — a local government (county, city, school district, or special district) authorized to impose property taxes.
- **USPAP** — Uniform Standards of Professional Appraisal Practice, the ethical and performance standards for appraisers.
- **Zero-Based Budgeting** — a method in which each line item is justified from zero each year rather than based on the prior year’s amount.
- **Market Value** — the price at which a property would transfer between a willing buyer and a willing seller, neither being under compulsion.
- **Assessed Value** — the value used to calculate taxes after any exemptions or special-appraisal limitations are applied.
- **Homestead Exemption** — a reduction in taxable value available on an owner’s principal residence.
- **Notice of Appraised Value** — the annual notice sent to property owners stating the appraised value and explaining protest rights.
- **Protest** — a property owner’s formal challenge of an appraised value or related determination, heard by the ARB.
- **Rendition** — a report a business files listing its taxable personal property.
- **Tax Rate** — the rate adopted by each taxing unit and applied to taxable value to determine the tax.
- **No-New-Revenue & Voter-Approval Rates** — statutory reference tax rates that govern how much revenue a unit can raise before triggering notice or an election.
- **Certified Appraisal Roll** — the finalized appraisal roll certified to the taxing units, typically by July 25.
- **Special Appraisal (Ag / Open-Space)** — valuation of qualified agricultural or open-space land based on productivity value rather than market value.
- **Reappraisal Plan** — the District’s written, board-adopted plan for periodically reappraising property.
- **Transparency Stars** — a Texas Comptroller program recognizing local governments for online financial transparency.

ADDENDUMS

The following materials are attached as addendums to this budget. Addendum A is the District’s most recent Comptroller MAP report. Addendums B–D are reference publications from the Texas Comptroller’s Truth-in-Taxation series, cited in the “Tax Rates and the Property Tax Levy” section.

ADDENDUM A — METHODS AND ASSISTANCE PROGRAM 2025 REPORT

Follows on the next page.

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2025 REPORT

METHODS AND ASSISTANCE PROGRAM

Bosque Central Appraisal District



KELLY HANCOCK

ACTING COMPTROLLER OF PUBLIC ACCOUNTS

Texas Comptroller of Public Accounts
2024-25 Final Methods and Assistance Program Review
Bosque Central Appraisal District
Current MAP Cycle Chief Appraiser(s): Christopher Moser
Previous MAP Cycle Chief Appraiser(s): Christopher Moser

This review is conducted in accordance with Tax Code Section 5.102(a) and related Comptroller Rule 9.301. The Comptroller is required by statute to review appraisal district governance, taxpayer assistance, operating procedures and appraisal standards.

Mandatory Requirements	PASS/FAIL
Does the appraisal district board of directors, through the chief appraiser, ensure administrative functions are followed in accordance with Chapter 6 of the Texas Property Tax Code?	PASS
Does the appraisal district have up-to-date appraisal maps?	PASS
Is the implementation of the appraisal district’s most recent reappraisal plan current?	PASS
Are the appraisal district’s appraisal records up-to-date and is the appraisal district following established procedures and practices in the valuation of property?	PASS
Are values reproducible using the appraisal district’s written procedures and appraisal records?	PASS

Appraisal District Activities	RATING
Governance	Meets
Taxpayer Assistance	Meets All
Operating Procedures	Meets All
Appraisal Standards, Procedures and Methodology	Meets All

Appraisal District Ratings:

- Meets All – The total point score is 100
- Meets – The total point score ranges from 90 to less than 100
- Needs Some Improvement - The total point score ranges from 85 to less than 90
- Needs Significant Improvement – The total point score ranges from 75 to less than 85
- Unsatisfactory – The total point score is less than 75

Review Areas	Total Questions in Review Area (excluding N/A Questions)	Total “Yes” Points	Total Score (Total “Yes” Questions/Total Questions) x 100
Governance	17	16	94
Taxpayer Assistance	14	14	100
Operating Procedures	23	23	100
Appraisal Standards, Procedures and Methodology	26	26	100

**Texas Comptroller of Public Accounts
2024-25 Final Methods and Assistance Program Tier 3 Review
Bosque Central Appraisal District**

This review is conducted in accordance with Tax Code Section 5.102(a) and related Comptroller Rule 9.301. The Comptroller is required to review appraisal districts' governance, taxpayer assistance, operating procedures and appraisal standards, procedures and methodology. Each appraisal district is reviewed every other year. This report details the results of the review for the appraisal district named above.

GOVERNANCE

	Review Question	Answer	Recommendation
1.	Does the appraisal district board of directors regularly evaluate the chief appraiser?	Yes	No Recommendation
2.	Is the chief appraiser certified as a registered professional appraiser as prescribed by Occupations Code Section 1151.160 or do they hold a professional designation as required by Tax Code Section 6.05(c)?	Yes	No Recommendation
3.	Has the chief appraiser completed a Chief Appraiser Institute prescribed by Occupations Code Section 1151.164 as required by Tax Code Section 6.05(c)?	Yes	No Recommendation
4.	Have the appraisal district board members and appraisal review board members completed Open Meetings training pursuant to Government Code Section 551.005?	No	Ensure all appraisal district board members complete Open Meetings training as required by Government Code Section 551.005.
5.	Has the chief appraiser calculated the number of votes to which each taxing unit is entitled and delivered written notice of the voting entitlement before Oct. 1 of the most recent odd-numbered year as described in Tax Code Section 6.03(e) or if the appraisal district falls under Tax Code Section 6.031, have they received nominating resolutions by Dec. 31?	Yes	No Recommendation

Review Question		Answer	Recommendation
6.	Before Oct. 30, did the chief appraiser prepare a ballot, listing the candidates whose names were timely submitted and deliver a copy to each taxing unit that is entitled to vote in accordance with Tax Code Section 6.03(j)?	Yes	No Recommendation
7.	Did the appraisal district receive nominating resolutions before Dec. 15 and did the chief appraiser submit the results to the governing body of each taxing unit entitled to vote and the candidates before Dec. 31 as required by Tax Code Section 6.03(k)?	Yes	No Recommendation
8.	Did the appraisal district board of directors meet at least quarterly in the previous year and with a quorum present at every meeting as required by Tax Code Section 6.04(b) and Government Code Chapter 551?	Yes	No Recommendation
9.	Do the appraisal district board of directors' meeting agendas match what was discussed in the meetings and was the meeting held at the time, place and date listed on the agenda?	Yes	No Recommendation
10.	Was the most recent written reappraisal plan adopted by the appraisal district's board of directors by the Sept. 15 deadline as required by Tax Code Section 6.05(i)?	Yes	No Recommendation
11.	Did the appraisal district board of directors provide notice of the public hearing at which the most recent reappraisal plan was adopted, pursuant to Tax Code Section 6.05(i)?	Yes	No Recommendation
12.	Was the appraisal district's most recent preliminary budget produced and delivered to the taxing units and appraisal district board of directors according to the requirements of Tax Code Section 6.06(a)?	Yes	No Recommendation

Review Question		Answer	Recommendation
13.	Did the appraisal district prepare and post the most recent budget notice according to the requirements of Tax Code Section 6.062?	Yes	No Recommendation
14.	Did the appraisal district board of directors provide notice of and host a public hearing for the most recent budget and approve the budget before Sept. 15 according to the requirements of Tax Code Section 6.06(b)?	Yes	No Recommendation
15.	Did the appraisal district board of directors hold a public meeting to discuss the receipt of notice under Government Section 403.302(k)?	N/A	No Recommendation
16.	Has the chief appraiser appointed a qualified agricultural appraisal advisory board and has that board met at least once within the previous year, as required by Tax Code Section 6.12?	Yes	No Recommendation
17.	Did the chief appraiser distribute the farm and ranch survey instructional guide to the members of agricultural appraisal advisory board as required by Government Code Section 403.3022(e) and provide information to the board regarding how to access the informational session provided under Government Code Section 403.3022(c) in the previous year?	Yes	No Recommendation
18.	Are allocation statements sent to each taxing unit and allocations received as described in Tax Code Section 6.06(e)?	Yes	No Recommendation

TAXPAYER ASSISTANCE

Review Question		Answer	Recommendation
19.	Is the information on the appraisal district's website up to date?	Yes	No Recommendation

Review Question		Answer	Recommendation
20.	Does the appraisal district maintain contact with the public by providing written publications and annual reports as described in IAAO's <i>Standard on Communication and Outreach</i> ?	Yes	No Recommendation
21.	Does the appraisal district publicize the notices required by Tax Code Sections 11.44(b), 22.21, 23.43(f), 23.54(g) and 23.75(g) in a manner designed to reasonably notify all property owners?	Yes	No Recommendation
22.	Does the appraisal district publish the notice of protest and appeal procedures as required by Tax Code Section 41.70?	Yes	No Recommendation
23.	Does the appraisal district have an effective procedural manual as described in IAAO's <i>Standard on Communication and Outreach</i> ?	N/A	No Recommendation
24.	Does the appraisal district have a procedure for receiving and responding to open records requests that complies with Government Code Chapter 552 and is the procedure being followed?	Yes	No Recommendation
25.	Does the appraisal district have a process for the periodic review of each residence homestead exemption to confirm that the recipient of the exemption still qualifies for the exemption as required by Tax Code Section 11.43(h-1)?	Yes	No Recommendation
26.	Does the appraisal district follow their procedures to address residence homestead exemptions that are applied for after Jan. 1 according to Tax Code Section 11.42(f)?	N/A	No Recommendation
27.	Does the residence homestead exemption application used by the appraisal district comply with Comptroller Rule 9.415?	Yes	No Recommendation

Review Question		Answer	Recommendation
28.	Does the appraisal district notify property owners when denying, modifying or cancelling exemptions as described in Tax Code Sections 11.43(h) and 11.45(d)?	Yes	No Recommendation
29.	Does the appraisal district follow the procedure described in Tax Code Section 11.43(q) when cancelling residence homestead exemptions for individuals who are 65 years of age or older?	Yes	No Recommendation
30.	Does the appraisal district follow their procedures to address heir property claimed as an individual's residence homestead?	Yes	No Recommendation
31.	Did the chief appraiser deliver notices of denial of applications for open-space land designation that include a brief explanation of the procedures for protesting the denials and full explanations of the reasons for the denials in the current or prior year, as required by Tax Code Section 23.57(d)?	Yes	No Recommendation
32.	Did the chief appraiser deliver appropriate exemption application forms in the current year to persons who in the preceding year were allowed exemptions requiring annual applications, as required by Tax Code Section 11.44(a)?	Yes	No Recommendation
33.	Does the appraisal district comply with the requirements for granting solar and wind power energy devices exemptions under Tax Code Section 11.27?	N/A	No Recommendation
34.	Does the appraisal district comply with the requirements for granting charitable organization exemptions under Tax Code Section 11.18?	Yes	No Recommendation

Review Question		Answer	Recommendation
35.	Does the appraisal district maintain the information required in Tax Code Section 11.432 for manufactured homes to qualify as a residence homestead?	Yes	No Recommendation
36.	Did the appraisal district provide written notices of changes of account numbers of appraisal records in the previous year as required by Tax Code Section 25.02(c)?	N/A	No Recommendation

OPERATING PROCEDURES

Review Question		Answer	Recommendation
37.	Did the appraisal district timely submit its response the Comptroller's most recent appraisal district operations survey?	Yes	No Recommendation
38.	Does the appraisal district have comprehensive and workable written procedures concerning disaster recovery and mitigation?	Yes	No Recommendation
39.	Have appraisal district employees with access to a local government computer system or database completed a cybersecurity training program certified under Government Code Section 2054.519 or offered under Section 2054.519(f) in the previous fiscal year as required by Government Code Section 2054.5191(a-1)?	Yes	No Recommendation
40.	Has the appraisal district verified and reported the completion of a cybersecurity training program by employees of the appraisal district to the Texas Department of Information Resources as required by Government Code Section 2054.5191(b)(1) by August 31 of the previous fiscal year?	Yes	No Recommendation

Review Question		Answer	Recommendation
41.	Did the appraisal district send copies of the most recent reappraisal plan to the presiding officers of the governing body of each taxing unit participating in the appraisal district and to the Comptroller's office by the date described in Tax Code Section 6.05(i)?	Yes	No Recommendation
42.	Did the appraisal district hold an informal conference before the hearing on the protest with each property owner who filed a notice of protest with the appraisal review board and requested an informal conference in the previous year as required by Tax Code Section 41.445?	N/A	No Recommendation
43.	Does the appraisal district process regular binding arbitration requests as described in Tax Code Section 41A.05 and Comptroller Rules?	Yes	No Recommendation
44.	Did the appraisal district correct the appraisal roll and other appropriate records as necessary to reflect the final determination of the binding arbitration and certify the change to the assessor for each affected taxing unit no later than the 45th day after the date an appeal is finally determined as required by Tax Code Sections 42.41(a)(1) and (2)?	Yes	No Recommendation
45.	Not later than April 30 of the most recent year, did the appraisal district prepare and certify to the assessor for each county, municipality and school district participating in the appraisal district an estimate of the taxable value of property in that taxing unit as described by Tax Code Section 26.01(e)?	Yes	No Recommendation

Review Question		Answer	Recommendation
46.	Did the chief appraiser prepare and certify the two most recent appraisal rolls or a certified estimate of the taxable value in the taxing unit to the assessor for each taxing unit participating in the appraisal district as described in Tax Code Sections 26.01(a) and (a-1)?	Yes	No Recommendation
47.	Are changes made to the appraisal roll under Tax Code Section 25.25 coded by the appropriate subsection that authorizes the change?	Yes	No Recommendation
48.	Are corrections of the appraisal roll presented to the appraisal district's board of directors and appraisal review board as described in Tax Code Section 25.25(b)?	Yes	No Recommendation
49.	Are the changes identified as Tax Code Section 25.25(c) changes to the appraisal roll permissible in accordance with Tax Code Section 25.25(c)?	Yes	No Recommendation
50.	Does the chief appraiser submit the completed appraisal records to the appraisal review board for review and determination of protests as described in Tax Code Section 25.22?	Yes	No Recommendation
51.	Do the appraisal review board's orders of determination comply with the requirements of Tax Code Sections 41.47(c)(1) and (2) and the Comptroller's model hearing procedures as they relate to Tax Code Section 5.103(b)(2)?	Yes	No Recommendation
52.	Does the appraisal district provide evidence during appraisal review board hearings?	Yes	No Recommendation
53.	Does the chief appraiser deliver required documentation to the property owner/agent requested under Tax Code Section 41.461 at least 14 days before the hearing on the protest?	Yes	No Recommendation

Review Question		Answer	Recommendation
54.	Has the appraisal district created and maintained a publicly available and searchable online database containing information regarding ARB hearings as required by Tax Code Section 41.13?	Yes	No Recommendation
55.	Are agent authorization forms on file and complete in accordance with Tax Code Section 1.111(b)?	Yes	No Recommendation
56.	Are Category D and Category E properties correctly categorized according to the Comptroller's <i>Texas Property Tax Assistance Property Classification Guide</i> ?	Yes	No Recommendation
57.	Do the appraisal records include the required descriptive information for manufactured homes as stated in Tax Code Section 25.03?	Yes	No Recommendation
58.	Did the appraisal district submit the two most recent electronic property transaction submissions to the Comptroller's office timely?	Yes	No Recommendation
59.	Did the appraisal district submit the two most recent electronic appraisal rolls to the Comptroller's office timely?	Yes	No Recommendation
60.	Did the appraisal district report the total tax rate imposed by each taxing unit within its jurisdiction to the Comptroller's office by Oct. 15 or Nov. 15 of the previous year as required by Tax Code Section 5.091 and prescribed by the Electronic Appraisal Roll Submission (EARS) manual?	Yes	No Recommendation

APPRAISAL STANDARDS, PROCEDURES AND METHODOLOGY

Review Question		Answer	Recommendation
61.	Have the physical inspection dates in the appraisal records been updated within the previous six years as discussed in IAAO's <i>Standard on Mass Appraisal of Real Property</i> ?	Yes	No Recommendation

Review Question		Answer	Recommendation
62.	Did the appraisal district complete and produce written mass appraisal reports in the previous two years as required by USPAP Standard 6?	Yes	No Recommendation
63.	Do the appraisal district's contracts contain the items described in IAAO's <i>Standard on Contracting for Assessment Services</i> ?	Yes	No Recommendation
64.	Does the appraisal district follow a procedure or process for reviewing, verifying or evaluating the work of their appraisal services and mapping contractors?	Yes	No Recommendation
65.	Are deeds and other ownership documents processed within 90 days of recording?	Yes	No Recommendation
66.	Does the appraisal district gather available real estate transfer documents and use available third-party sources in gathering sales information according to IAAO's <i>Standard on Verification and Adjustment of Sales</i> , Sections 3.1 through 3.4?	Yes	No Recommendation
67.	Do sold and unsold "like" properties within the same market area have similar noticed values?	Yes	No Recommendation
68.	Does the appraisal district use the same or similar appraisal methods and techniques in appraising the same or similar kinds of property as required by Tax Code Section 23.01(b)?	Yes	No Recommendation
69.	Does the appraisal district have a process to determine whether there is clear and convincing evidence to change the appraised value to market value as required by Tax Code Section 23.01(e) in the tax year after a value is lowered under Tax Code Subtitle F?	Yes	No Recommendation
70.	Does the appraisal district run ratio studies by market area and neighborhood, property class or stratum?	Yes	No Recommendation

	Review Question	Answer	Recommendation
71.	Are the appraisal district's cost schedules and appraisal models used in such a way that adjustments are made for neighborhood factors and property specific factors?	Yes	No Recommendation
72.	Has the appraisal district adjusted its residential property cost schedules based on sales data, ratio studies, local conditions or market factors within the previous two years?	Yes	No Recommendation
73.	Has the appraisal district adjusted its commercial property cost schedules based on sales data, ratio studies, local conditions or market factors within the previous two years?	Yes	No Recommendation
74.	Does the appraisal district apply the rendition penalty for taxpayers who do not render timely according to Tax Code Section 22.28 and are penalties waived when necessary, as described in Tax Code Section 22.30?	Yes	No Recommendation
75.	Has the chief appraiser established procedures for the equitable and uniform appraisal of residential inventory for taxation as required by Tax Code Section 23.12?	Yes	No Recommendation
76.	Does the appraisal district perform multiple quality control steps to ensure the accuracy and uniformity of property valuations?	Yes	No Recommendation
77.	Does the appraisal district gather income and expense data and calculate values using the income approach for multi-family property?	Yes	No Recommendation
78.	Does the appraisal district gather income and expense data and calculate values using the income approach for office property?	N/A	No Recommendation
79.	Does the appraisal district gather income and expense data and calculate values using the income approach for retail property?	N/A	No Recommendation

Review Question		Answer	Recommendation
80.	Does the appraisal district gather income and expense data and calculate values using the income approach for warehouse mini storage property?	Yes	No Recommendation
81.	Are exempt and nonexempt multi-family low-income properties appraised in accordance with Tax Codes Section 23.215 and 11.1825(q)?	Yes	No Recommendation
82.	Are net to land calculations for agricultural use land designated as dry and irrigated cropland reproducible from the appraisal district's records and is the appraisal district following its dry and/or irrigated cropland schedule?	Yes	No Recommendation
83.	Are net to land calculations for agricultural use land designated as native pasture reproducible from the appraisal district's appraisal records and is the appraisal district following its native pasture schedule?	Yes	No Recommendation
84.	Does the appraisal district perform property inspections as a result of receiving wildlife management use appraisal applications?	Yes	No Recommendation
85.	Does the appraisal district perform property inspections as a result of receiving agricultural use appraisal applications?	Yes	No Recommendation
86.	Does the appraisal district have completed applications and required documentation on file for properties granted agricultural use appraisal?	Yes	No Recommendation
87.	Is the appraisal district following its current guidelines for degree of intensity standards when granting special valuation appraisal for agricultural and/or timberland use?	Yes	No Recommendation

Review Question		Answer	Recommendation
88.	Does the appraisal district make an entry on the appraisal records when agricultural applications are received after April 30 and deliver written notice of imposition of the penalty as described in Tax Code Sections 23.431 and 23.541?	Yes	No Recommendation

Methods and Assistance Program



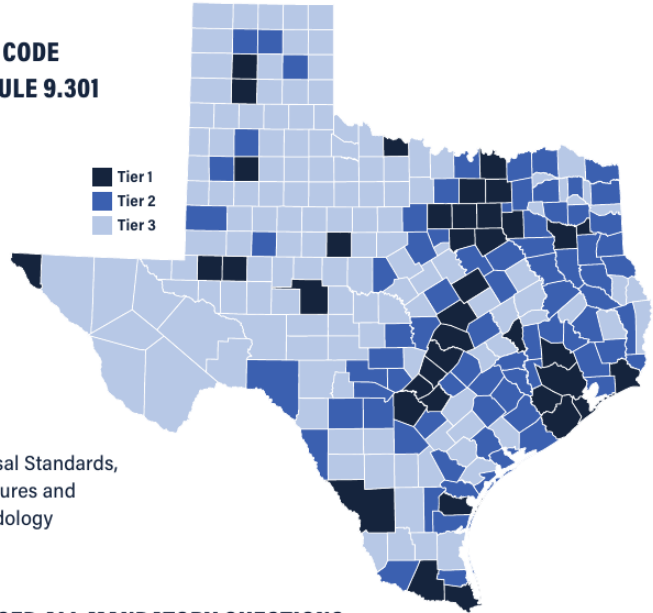
STATUTORY AUTHORITY FOR TAX CODE SECTION 5.102, COMPTROLLER RULE 9.301

Purpose:

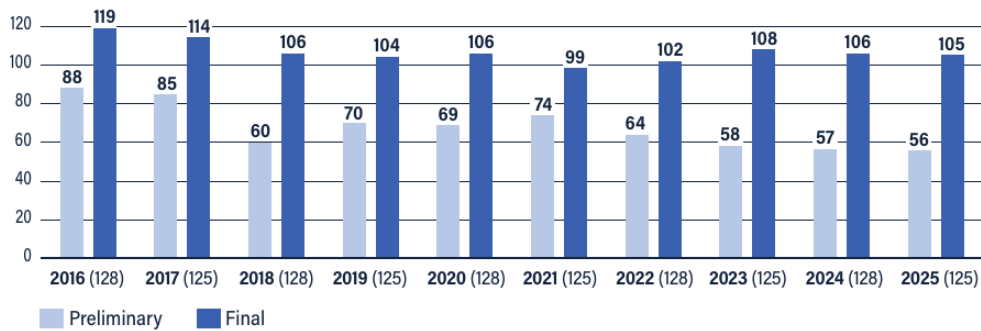
- Serve as an outside assessment to identify whether appraisal districts are meeting minimum statutory and appraisal requirements.
- Identify problem areas and assist appraisal districts in complying with statutes and generally accepted appraisal practices.

Four Areas of Review:

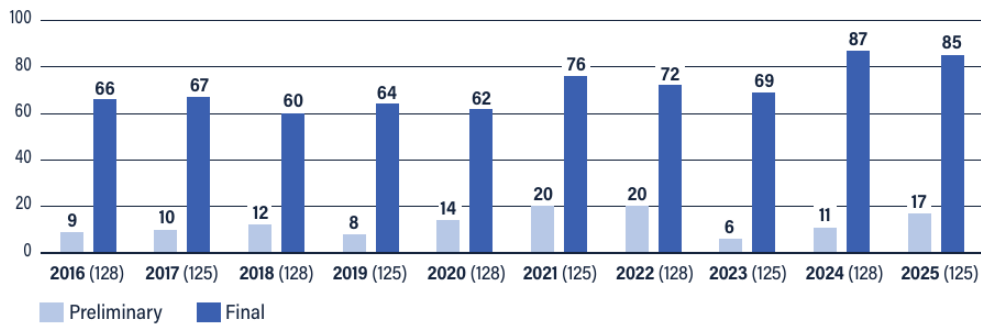
- Governance
- Taxpayer Assistance
- Operating Procedures
- Appraisal Standards, Procedures and Methodology



APPRAISAL DISTRICTS THAT PASSED ALL MANDATORY QUESTIONS



APPRAISAL DISTRICTS THAT PASSED AREA CATEGORY QUESTIONS



Comptroller of
Public Accounts

Methods and Assistance Program

HOW OFTEN IS AN APPRAISAL DISTRICT REVIEWED?

The Property Tax Assistance Division (PTAD) reviews each appraisal district every other year. Methods and Assistance Program (MAP) reviews operate on a two-year cycle that reviews 128 appraisal districts in the first year and 125 appraisal districts in the second year.

HOW DOES PTAD REVIEW APPRAISAL DISTRICTS?

PTAD uses a set of mandatory pass/fail questions and a series of yes/no questions relating to governance, taxpayer assistance, operating procedures and appraisal standards, procedures and methodology.

CAN I GET THE MAP REVIEW QUESTIONS AND GUIDELINES?

PTAD publishes the guidelines that PTAD staff uses to review the appraisal districts and the questions and data requested from appraisal districts for each MAP cycle on its MAP webpage. The questions, data request and guidelines change for each cycle.

DOES PTAD USE THE SAME QUESTIONS FOR ALL APPRAISAL DISTRICTS?

PTAD requires the same five mandatory pass/fail questions for all appraisal districts, but the number of yes/no questions increase based on tier level.

- Tier 3 appraisal districts receive the core, minimum set of review questions.
- Tier 2 appraisal districts receive the Tier 3 questions and additional questions.
- Tier 1 appraisal districts receive the Tier 2 questions and additional questions.

WHAT DO TIERS ACCOMPLISH?

While the same set of laws apply to all appraisal districts, the types of property appraised and the types of appraisals performed varies based on a county's population. The tiers address the following differences between appraisal districts:

- total value of all property;
- types of property appraised; and
- appraisal district size.

HOW ARE TIERS DETERMINED?

Three tiers divide appraisal districts based on total population:

- Tier 1 = population of 120,000 or more
- Tier 2 = population of less than 120,000 to 20,000
- Tier 3 = population of less than 20,000

WHY DOES PTAD PUBLISH TWO REPORTS FOR EACH REVIEW?

PTAD sends preliminary reports to chief appraisers to indicate where appraisal districts may have deficiencies and to allow an opportunity to cure those deficiencies before PTAD issues a final report. Often, minor issues are a quick fix, but major problems or deficiencies may take longer to rectify.

WHAT HAPPENS IF THE APPRAISAL DISTRICT DOES NOT IMPLEMENT THE MAP REVIEW RECOMMENDATIONS?

PTAD refers appraisal districts that fail to implement MAP recommendations to the Texas Department of Licensing and Regulation (TDLR). Appraisal districts have one year to implement the recommendations after referral to TDLR.

DOES THE MAP AFFECT SCHOOL DISTRICTS?

If an appraisal district fails to make timely changes concerning a failed mandatory question, a school district may lose its rights to exercise grace in the School District Property Value Study (SDPVS), if needed.

WHY ARE SUPERINTENDENTS AND THEIR BOARDS NOTIFIED OF MAP RESULTS?

Tax Code Section 5.102 requires the Comptroller to send notification of final report releases to the:

- chief appraiser;
- appraisal district board chair and members; and
- superintendents of all school districts within the appraisal district boundaries.

WHAT IS A LIMITED SCOPE MAP REVIEW?

A limited scope MAP review has fewer questions than a regular MAP review. It includes the mandatory questions and limited yes/no questions in each of the four review areas.

HOW DOES AN APPRAISAL DISTRICT QUALIFY?

1. An appraisal district that received the International Association of Assessing Officers Certificate of Excellence in Assessment Administration can receive one limited scope MAP review.
2. An appraisal district located in a Texas governor-declared disaster county can request a limited scope review during the tax year that the disaster occurred if the appraisal district building records or computer system are destroyed, inaccessible, damaged, unusable or unsafe for 30 days or more or the appraisal district does not have the resources to undergo a full review due to extraordinary circumstances.

For more information, visit: comptroller.texas.gov/taxes/property-tax

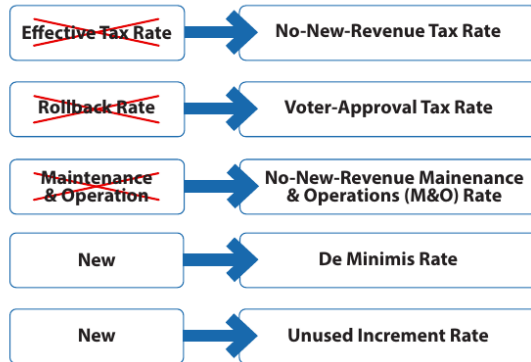
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Truth-In-Taxation (TNT) Basics

(For Taxing Units Other Than School Districts)

Terminology and Calculations for Taxing Units

Senate Bill 2, 86th Legislative Session made several significant changes to the truth-in-taxation process. Below is new terminology and calculations from this legislation.



The calculations are:

(1) "No-New-Revenue Tax Rate"

means a rate expressed in dollars per \$100 of taxable value calculated to the following formula:

$$\text{NO-NEW-REVENUE} = \frac{(\text{LAST YEAR'S LEVY} - \text{LOST PROPERTY LEVY})}{(\text{CURRENT TOTAL VALUE} - \text{NEW PROPERTY VALUE})}$$

(2) "Voter-Approval Tax Rate"

means a rate expressed in dollars per \$100 of taxable value calculated to one of the following applicable formulas:

(A) For a special taxing unit:

$$\text{VOTER-APPROVAL TAX RATE} = (\text{NO-NEW-REVENUE M\&O RATE} \times 1.08) + \text{CURRENT DEBT}$$

(B) For a taxing unit other than a special taxing unit:

$$\text{VOTER-APPROVAL TAX RATE} = (\text{NO-NEW-REVENUE M\&O RATE} \times 1.035) + \text{CURRENT DEBT RATE} + \text{UNUSED INCREMENT RATE}$$

What adopted tax rates trigger an election or petition

ADOPTED TAX RATE IS:

BELOW voter-approval tax rate	No election required
ABOVE voter-approval tax rate but BELOW de minimis rate	Voters may petition for an election*
ABOVE voter-approval tax rate; Taxing unit does not calculate a de minimis rate	Election required**
ABOVE voter-approval tax rate and ABOVE the de minimis rate	Election required

* The election trigger in a municipality with a population of less than 30,000 that does not meet the definition of a special taxing unit may differ. See Tax Code Secs. 26.063 and 26.075 for details on when voters may petition for an election.

** See Water Code Secs. 49.23601, 49.23602, and 49.23603 for details on election requirements for water districts.

Revenue Threshold in Voter-Approval Tax Rate

(or threshold over which voters must approve tax increases)

Taxing Unit	Voter-Approval Tax Rate
Cities / Counties	3.5%
Special Taxing Units*	8%

* Hospitals, Junior Colleges and Special Districts with M&O tax rate of 2.5 cents or less

Where can I find more information?

Information is typically obtained from the resources below, but may be different for your taxing unit.

What information is available from my appraisal district?

1. Certified taxable values
2. Property value under protest
3. New real property and improvement value
4. Value of property lost
5. Captured appraisal values for tax increment financing (TIFs)
6. Property known, but not certified
7. Property with tax ceiling

What information is available from my governing body?

1. Debt information
2. Unencumbered fund balance
3. TIF payments
4. Amount if transferring a function
5. Sales tax spent for no-new-revenue maintenance and operations
6. Enhanced indigent health care information
7. Criminal justice mandate information

What information is available from Texas Comptroller of Public Accounts?

1. Railroad rolling stock value
2. Sales tax information (if applicable)

What information is available from collectors?

1. Refund information
2. Excess collections

Terms and Definitions

No-new-revenue tax rate

(Last year's levy minus lost property levy) divided by (current total value minus new property value).

Voter-approval tax rate for a special taxing unit

Voter-approval tax rate equals (no-new-revenue maintenance and operations tax rate times 1.08) plus current debt rate.

Voter-approval tax rate for a taxing unit other than a special taxing unit

(No-new-revenue maintenance and operations tax rate times 1.035) plus current debt plus unused increment rate.

No-new-revenue maintenance and operations rate

(Last year's levy minus last year's debt minus last year's junior college levy) divided by (current total value minus new property value).

De minimis rate

The rate is equal to the sum of:

- (A) a taxing unit's no-new-revenue maintenance and operations rate;
- (B) the rate that when applied to a taxing current total value, will impose an amount of taxes equal to \$500,000, and
- (C) a taxing unit's current debt rate.

Unused increment rate

A taxing unit that did not use all of its revenue growth may bank that unused growth as long as the taxing unit averaged below 3.5 percent of the voter-approval rate over three years.

For more information, visit our website:
comptroller.texas.gov/taxes/property-tax

Texas Comptroller of Public Accounts
Publication #98-1080
March 2022

ADDENDUM C — TAX RATE CALCULATION EXAMPLES (TEXAS COMPTROLLER PUBLICATION 98-1047)

Tax Rate Calculation Examples

These examples are referenced on the Comptroller's Tax Rate Calculation webpage.

EXAMPLE 1: Calculating the No-New-Revenue Tax Rate

$$\frac{\begin{array}{r} \text{Prior Year's Taxes} \\ \text{less} \\ \text{Taxes on Property} \\ \text{Lost this Year} \end{array}}{\div} \begin{array}{r} \text{Current Value of} \\ \text{Property Taxed} \\ \text{in the Prior Year} \end{array} \times \$100 = \text{No-New-Revenue Tax Rate}$$

EXAMPLE 2: Detailed Steps in Calculating the No-New-Revenue Tax Rate for School Districts

<p>Prior year's taxes (on date of calculation)*</p> <p style="text-align: center;">+</p> <p>Taxes on prior year's values lowered in court decisions or subject to an appeal under Chapter 42</p> <p style="text-align: center;">+</p> <p>Taxes refunded for tax years preceding the prior tax year</p> <p style="text-align: center;">-</p> <p>Taxes on deannexed territory</p> <p style="text-align: center;">-</p> <p>Taxes on property value not taxable in current year because it received an exemption or special appraisal for the first time</p> <p style="text-align: center;">=</p> <p>Adjusted Prior Year's Taxes</p>	<p>Total value on the current year's certified appraisal roll</p> <p style="text-align: center;">+</p> <p>Estimated value that will be placed on property under protest or not included in certification</p> <p style="text-align: center;">-</p> <p>Value of property annexed after Jan. 1 of prior year</p> <p style="text-align: center;">-</p> <p>Value of new improvements built after Jan. 1 of prior year**</p> <p style="text-align: center;">-</p> <p>Value of pollution control property exempted from the first time</p> <p style="text-align: center;">=</p> <p>Adjusted Current Year's Taxable Value</p>
<p>Adjusted Prior Year's Taxes</p> <p style="text-align: center;">÷</p> <p>Adjusted Current Year's Taxable Value</p>	<p>X</p> <p>\$100</p> <p>=</p> <p>Current Year's No-New-Revenue Tax Rate</p>

* Do not include Tax Code § 25.25(d) corrections for over-appraised errors.
 ** Do not include Tax Increment Financing (TIF) taxes if there is no TIF captured appraised value.

EXAMPLE 3: Detailed Steps in Calculating the No-New-Revenue Tax Rate for Other Taxing Units

<p>Prior year's taxes (on date of calculation)*</p> <p style="text-align: center;">+</p> <p>Taxes on prior year's values lowered in court decisions or subject to an appeal under Chapter 42</p> <p style="text-align: center;">+</p> <p>Taxes refunded for tax years preceding the prior tax year</p> <p style="text-align: center;">-</p> <p>Taxes on deannexed territory</p> <p style="text-align: center;">-</p> <p>Taxes on property value not taxable in current year because it received an exemption or special appraisal for the first time</p> <p style="text-align: center;">-</p> <p>Taxes paid to a TIF Fund**</p> <p style="text-align: center;">=</p> <p>Adjusted Prior Year's Taxes</p>	<p>Total value on the current year's certified appraisal roll</p> <p style="text-align: center;">+</p> <p>Estimated value that will be placed on property under protest or not included in certification</p> <p style="text-align: center;">-</p> <p>Value of property annexed after Jan. 1 of prior year</p> <p style="text-align: center;">-</p> <p>Value of new improvements built after Jan. 1 of prior year</p> <p style="text-align: center;">-</p> <p>Value of pollution control property exempted from the first time</p> <p style="text-align: center;">-</p> <p>Captured appraised value in a TIF Fund</p> <p style="text-align: center;">=</p> <p>Adjusted Current Year's Taxable Value</p>
<p>Adjusted Prior Year's Taxes</p> <p style="text-align: center;">÷</p> <p>Adjusted Current Year's Taxable Value</p>	<p>X</p> <p>\$100</p> <p>=</p> <p>No-New-Revenue Tax Rate</p>

* Do not include Tax Code § 25.25(d) corrections for over-appraised errors.
 ** Do not include TIF taxes if there is no TIF captured appraised value.

EXAMPLE 4: Calculating the M&O Portion of the Voter-Approval Tax Rate for School Districts

$$\begin{array}{r} \text{School District Maximum} \\ \text{Compressed Rate (MCR)} \end{array} + \begin{array}{l} \text{The greater of:} \\ \text{(i) Prior Year's M\&O Tax Rate} - (\$1.00 + \text{DTR reduction}) \\ \text{OR} \\ \text{(ii) } \$0.05 \text{ per } \$100 \text{ of total value} \end{array} = \text{School District Voter-Approval Tax Rate}$$

Tax Rate Calculation Examples

EXAMPLE 5: Calculating the M&O Portion of the Voter-Approval Tax Rate for Special Taxing Units

$$\frac{(\text{Adjusted Prior Year's Value} \times \text{Prior Year's M\&O Rate})}{\text{Adjusted Current Year's Taxable Values}} \times \$100 \times 1.08 = \text{M\&O Portion of Voter-Approval Tax Rate}$$

EXAMPLE 6: Calculating the Debt Service Portion of the Voter-Approval Tax Rate

$$\frac{(\text{Current Year's Debt Payments} - \text{Prior Year's Excess Debt Tax Collections})}{\text{Prior Year's Anticipated Collection Rate}} = \text{Adjusted Current Year's Debt}$$

$$\frac{\text{Adjusted Current Year's Debt}}{\text{Current Year's Total Taxable Values*} - \text{Current Year's Captured Appraised Value in a TIF Fund}} \times \$100 = \text{Current Year's Debt Service Rate**}$$

* Counties, cities and junior college districts that adopted the tax ceiling provision exclude the total taxable value of the 2019 homesteads with tax ceilings for homeowners age 65 or older or disabled.

** If the governing body of the school district governs a junior college district in a county with a population of more than two million, add the amount of taxes the governing body proposes to dedicate to the junior college district in 2020 to the result.

Example 7: Calculating the Emergency Revenue Rate

$$\frac{\text{Prior Year's Adopted Tax Rate} - \text{Adjusted Voter-Approval Tax Rate}}{(\text{Current Year's Total Value} - \text{New Property})} \times \text{Prior Year's Year's Total Value} = \text{Emergency Revenue Rate}$$

EXAMPLE 8: Calculating the Sales Tax Gain Rate

$$\frac{(\text{Estimated Taxable Sales} \times \text{Additional Sales Tax Rate} \times .95)}{\text{Current Year's Total Taxable Values}} \times \$100 = \text{Current Year's Sales Tax Gain Rate}$$

EXAMPLE 9: Adjusting for Sales Tax

$$\text{No-New-Revenue Tax Rate} - \text{Sales Tax Gain Rate} = \text{Adjusted No-New-Revenue Tax Rate}$$

$$\text{Voter-Approval Tax Rate} - \text{Sales Tax Gain Rate} = \text{Adjusted Voter-Approval Tax Rate}$$

EXAMPLE 10: Calculating Voter-Approval Tax Rate for Second and Later Years

$$\text{No-New-Revenue M\&O Tax Rate (Based on prior year's M\&O property taxes and sales tax revenue spent for M\&O)} \times 1.035 + \text{Current debt service rate} + \text{Unused increment rate} - \text{Sales tax adjustment rate} = \text{Voter-Approval Tax Rate}$$

EXAMPLE 11: Calculating the Sales Tax Adjustment Rate for Second and Later Years

$$\frac{\text{Sales Tax Revenue Last Four Quarters}}{\text{Total Current Year's Taxable Values}} \times \$100 = \text{Current Year's Sales Tax Adjustment Rate}$$

EXAMPLE 12: Adjusting the No-New-Revenue Tax Rate after Abolishing Additional Sales Tax

$$\frac{\text{Adjusted Prior Year's Tax Levy}}{\text{Adjusted Current Year's Taxable Values}} + \text{Sales Tax Loss Rate} \times \$100 = \text{Adjusted No-New-Revenue Tax Rate}$$

EXAMPLE 13: Adjusting Voter-Approval Tax Rate after Abolishing Additional Sales Tax

$$\text{No-New-Revenue M\&O Tax Rate (Based on prior year's sales and property taxes.)} \times 1.035 + \text{Debt Service Rate} + \text{Unused increment rate} = \text{Voter-Approval Tax Rate}$$

EXAMPLE 14: Calculating One-Time Adjustment for Mass Transit Sales Tax


$$\text{No-New-Revenue Tax Rate} - \frac{\text{Mass Transit Expenses}}{\text{Current Year Values}} \times \$100 = \text{Adjusted No-New-Revenue Tax Rate}$$

$$\text{Voter-Approval Tax Rate} - \frac{\text{Mass Transit Expenses}}{\text{Current Year Values}} \times \$100 = \text{Adjusted Voter-Approval Tax Rate}$$

Notices, Hearings and Elections on Tax Rates


Tax Increases for all taxing units OTHER than School Districts, Small Taxing Units and Water Districts

Notice in Newspaper or Mail




- Notice of public hearing required by Tax Code Section 26.05 – may not be held before the 5th day (not ISDs) after the chief appraiser of each CAD in which the taxing unit participates has delivered the notice by Section 26.04 (e-2) and complied with Section 26.17(f).

Public Hearing



- Governing body holds public hearing.
- Announces the date, time and place of vote (7th day deadline).


Meeting to Adopt Tax Rate



- Governing body holds meeting to adopt tax rate
- Must not be held later than the 7th day after the public hearing.


Tax Increases for School Districts, Small Taxing Units and Water Districts

School Districts
Education Code Section 44.004




- Publishes one notice the *Notice of Public Meeting to Discuss Budget and Proposed Tax Rate*.
- In local newspaper no later than 10 days or earlier than 30 days before the date of the public meeting

Small Taxing Units
Tax Code Section 26.052



- Small taxing unit tax rate of .50 cents or less raising \$500,000 or less.
- Small notice in newspaper but also post on website homepage.

Water Districts
Water Code Section 49.107



- Publishes *Notice of Public Hearing on Tax Rate and Notice of Vote on Tax Rate*.
- Publish in newspaper or by mail.

NOTICE PUBLICATION REQUIREMENTS

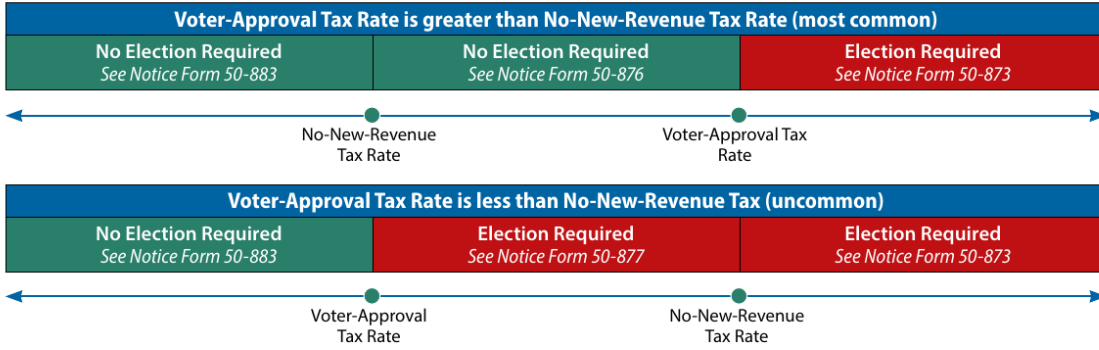
Taxing Units	Newspaper	Internet
Cities and Counties	Any Section (except the section in which legal notices and classified ads appear)	✓
School Districts	Any Section	Not Required Under Tax Code Section 26.06(g)
Small Taxing Districts	Legal Section or by Mail	✓
Water Districts	Any Section	Not Required Under Water Code Section 49.107

[Next Page >](#)

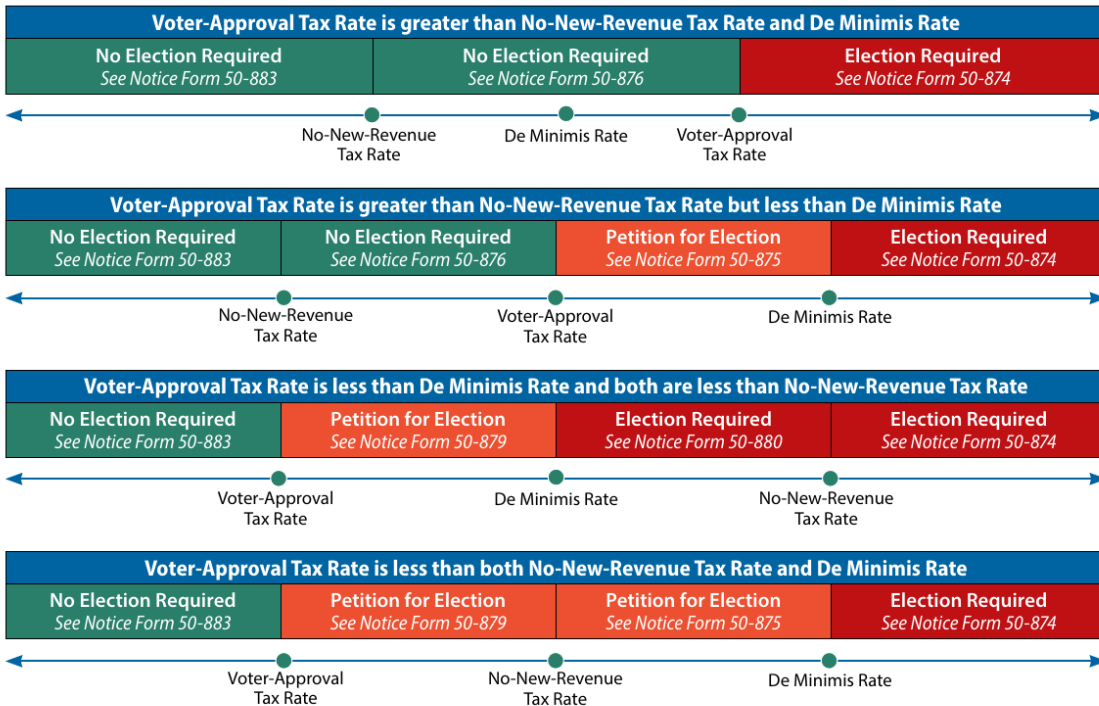
TAX RATE ELECTION REQUIREMENTS

In most cases, if the governing body of a taxing unit adopts a tax rate that exceeds the voter-approval tax rate, it must hold an election for voters to approve the tax increase. There are scenarios in which the election is not required unless voters in the taxing unit petition for an election on the tax increase. **The graphics on this page and the next page describe these various scenarios.** Depending on where the adopted tax rate would be positioned on the line in relation to the no-new-revenue tax rate, voter-approval tax rate and de minimis rate (if applicable) indicates whether an election is required or if voters may petition for an election.

Cities, Counties and Taxing Units other than Special Taxing Units

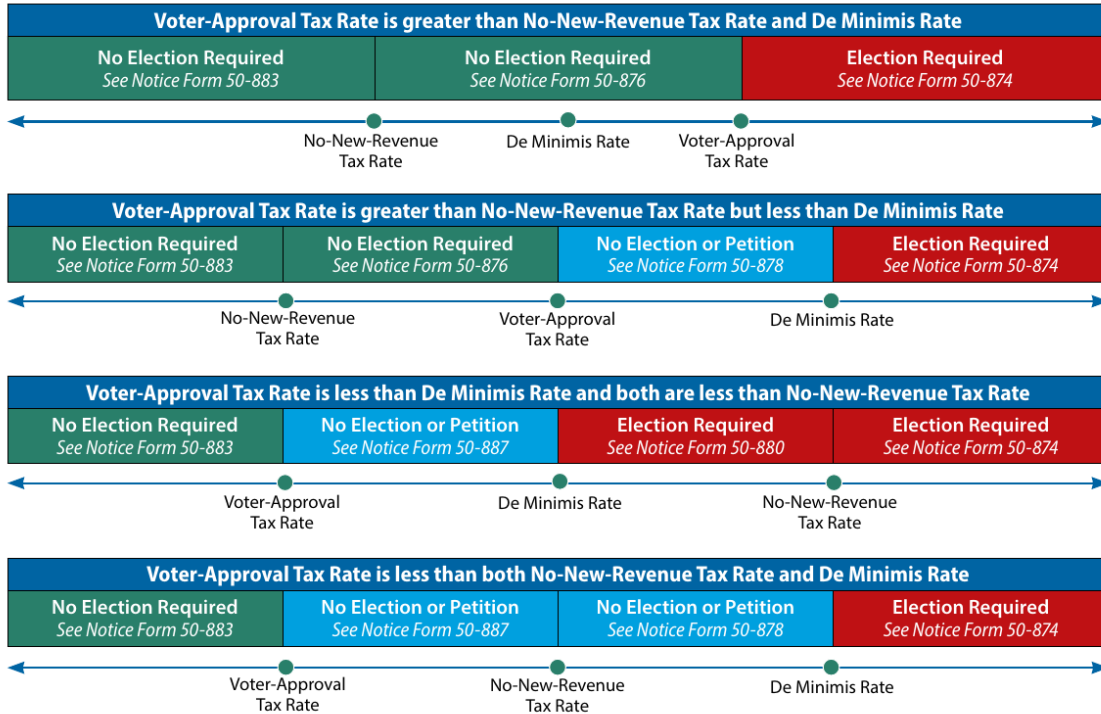


Most Cities and Counties with De Minimis Rate



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Small Cities (<30,000) that are Special Taxing Units



BOSQUE CENTRAL APPRAISAL DISTRICT

Salary Study & Compensation Analysis

Budget Year 2027 | March 2026 - Updated May 2026

Data Sources: **Doug Kieta Salary Survey 2026 (05/18/2026)** with background research and information from 2026 CAD Regional Survey | 2025 Bosque CAD Regional Survey | 2024 Texas Comptroller Operations Survey | Hill CAD Salary Comparison | | U.S. BLS CPI Data

Methodology: Surrounding 1-hour market median | 2-hour radius (37 CADs) | Experience weighting | Vacancy signals | Deputy walk-away market | Benefits parity | TCDRS SS/no-SS distinction

EXECUTIVE SUMMARY — FOR BOARD ACTION

This report was prepared to address one primary situation: the Chief Appraiser of Bosque Central Appraisal District has fallen significantly behind the surrounding market. It supports two Board actions:

ACTION ITEM 1	ACTION ITEM 2
<p>Approve Chief Appraiser Employment Contract Christopher Moser — 3-Year Contract</p> <p>Year 1 (2027): \$112,500 Year 2 (2028): \$145,000 Year 3 (2029): \$175,000 (market median)</p> <p>Separate agenda item — requires formal contract approval vote</p>	<p>Approve 2027 Salary Budget — \$586,541 All staff except Chief Appraiser included in budget vote</p> <p>5 positions receive market corrections: Deputy Chief, Director of Admin, GIS/BPP, Appraiser #2, Deeds/Exempt</p> <p>3 positions receive 5% COLA: Receptionist, Appraiser #1, Part-Time</p> <p>Seasonal and OT/MRT Reserve: 3.0%</p> <p>One budget vote covers all of the above</p>

"The median chief appraiser salary within 1 hour of Meridian is \$175,882. Chris Moser currently earns \$94,905 — 54 cents on the dollar. This report presents a 3-year contract that corrects this through defined, contractually committed steps — reaching the surrounding market median by 2029."

Action Item 1: Chief Appraiser Employment Contract

The Chief Appraiser contract is a separate Board agenda item from the budget. The Board is asked to approve a 3-year employment agreement with Christopher Moser establishing defined salary steps to reach the surrounding market median by 2029.

PROPOSED CHIEF APPRAISER CONTRACT

median by 2029.

Year	Salary	Increase from 2026	% of Surrounding Median	Status
Year 1 — 2027	\$112,500	\$17,595 (+18.5%)	64%	Board approves contract
Year 2 — 2028	\$145,000	\$50,095 (+52.8%)	82%	Automatic per contract (if benchmarks met)
Year 3 — 2029	\$175,000	\$80,095 (+84.4%)	99%	Automatic per contract (if benchmarks met) = market median

Action Item 2: 2027 Salary Budget

The full salary budget is approved as a single vote during the budget hearing. The table below shows all positions included in the budget. ‡ **Note: Megan DeLeon works 1,664 hrs/yr (80% FTE) and Candice Autrey works 1,840 hrs/yr (88% FTE). Salaries shown are budget amounts for their actual schedules. FTE equivalents:**

PROPOSED 2027 SALARY BUDGET — \$586,541

Megan \$59,375, Candice \$41,944.

Position	Employee	2026 Salary	2027 Proposed	Increase	Basis
Deputy Chief Appraiser	Justin Neuman	\$88,721	\$107,500	\$18,779 (+21.2%)	Market correction — walk-away Chief market (see Section 7)
Director of Administration	Michele DeLeon	\$70,009	\$78,000	\$7,991 (+11.4%)	Market correction — below Caldwell (\$79,828) & Burnet (\$86,520) survey peers with less tenure
Appraiser #2	Cody Craven	\$43,048	\$45,200	\$2,152 (+5.0%)	Market correction — at Level 2 appraiser median; 5% keeps pace with market movement
Deeds/Exempt/Assistant † (1,840 hrs — 88% FTE)	Candice Autrey	\$35,337	\$37,104 (FTE: \$41,944)	\$1,767 (+5.0%)	Market correction — FTE equiv \$41,944; near exemptions median \$41,134
GIS/BPP Appraiser † (1,664 hrs — 80% FTE)	Megan DeLeon	\$44,798	\$47,500 (FTE: \$59,375)	\$2,702 (+6.0%)	Market correction — FTE equiv \$59,375; below GIS peer median \$61,061
Receptionist/Data Entry	Rebekah Sheppard	\$42,610	\$44,740	\$2,130 (+5.0%)	5.0% COLA — competitive for receptionist role
Appraiser #1 (New Hire)	— Recruiting Now —	\$49,425	\$51,896	\$2,471 (+5.0%)	5.0% COLA — competitive entry rate; recruit immediately
Part-Time/Contract	Rachel Laffoon	\$22,827	\$23,968	\$1,141 (+5.0%)	5.0% COLA
Seasonal/Contract	TBD	\$14,022	\$14,450	\$428 (+3.0%)	3.0% COLA
Overtime/MRT Reserve	Pool	\$23,000	\$23,700	\$700 (+3.0%)	Maintained
TOTAL 2027 BUDGET	(all staff excl. contract)	\$433,797	\$474,041	\$40,261 (+9.3%)	Budget vote

***Note on Neuman:** The Deputy Chief salary represents the most significant line item increase in the budget (+21.2%). Section 8 provides the full walk-away market analysis supporting this recommendation.*

Three Facts the Board Should Know

- 1 Moser earns 54 cents on the dollar compared to experienced chiefs within 45 minutes of Meridian.** Hill County (45 min) pays \$175,882. Brown County (55 min) pays \$199,105. Erath County (1hr) pays \$180,070. The contract corrects this over three years, reaching the surrounding market median by 2029.

- 2 Comanche CAD cannot fill their Chief Appraiser position after 11 months of recruiting at \$72,100.** Their own internal documents say: *"Train & then leave for more money."* That is the trajectory BCAD is on without this correction. Chief appraisers statewide confirmed the same pattern independently in the Doug Kieta Survey: *"CADs are not getting applicants"* and *"stepping up to chief appraiser is more trouble than it's worth for many."* Comanche is the data. These are the words behind it.

- 3 Even at the Year 3 contract salary of \$175,000, Moser's total compensation (\$233,774 including all benefits) is still below what Brown County's chief earns in total compensation alone (~\$254,000).** This is not generosity. It is the market median.

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ABOUT BOSQUE CENTRAL APPRAISAL DISTRICT

Metric	Value
District Name	Bosque Central Appraisal District
Location	Meridian, Texas
Total Parcels	21,857 (2024 Comptroller)
2026 Appraisal Budget	\$1,325,784
2025 Certified Market Value	\$9,283,922,646
2025 Tax Levy	\$41,571,816
Employees	7 FTE + Part-Time/Contract Staff
TCDRS Employee Deposit	7% of salary
TCDRS Employer Match	250% — standard for CADs without Social Security
TCDRS Budget Rate	17.71% of payroll
Group Term Life Rate	0.19% of payroll
Health/Dental/Vision	\$403.93/employee/month — 100% employer paid
Life Insurance	\$7.20/employee/month — 100% employer paid
Dependent Health — Chief Appraiser	\$646.36/month (\$7,756/yr) — 100% employer paid
Chief & Deputy Car Allowance	\$1,060/month each (\$12,720/yr)
Director of Admin Car Allowance	\$300/month (\$3,600/yr)
Appraiser #2 Car Allowance	\$600/month (\$7,200/yr)
Longevity Pay	\$10/mo per year after 5 years — paid November (December 1 basis)
Paid Holidays	16 per year
Sick Leave	Unlimited accrual

TCDRS Note: BCAD does not participate in Social Security. The 250% employer match is the expected standard for no-SS CADs — it replaces what Social Security would otherwise provide. It is not a premium over comparable peers.

INTRODUCTION — DATA SOURCES & HIERARCHY

This study uses five data sources — the most comprehensive dataset ever assembled for BCAD.

Priority	Source	Year	Coverage	2027 Adj.
1 — Primary	Doug Kieta Salary Survey — 2026 (05/18/2026)	2026	TX CADs statewide	×1.030
2 — Secondary	2026 Bosque CAD Regional Salary Survey	2026	80 Texas CADs	×1.030
3 — Supplemental	2025 Bosque CAD Regional Salary Survey	2025	69 Texas CADs	×1.061
4 — Supplemental	2024 Texas Comptroller Operations Survey	2024	All 254 TX CADs	×1.085
5 — Supplemental	Hill CAD Chief Appraiser Salary Comparison	2025	~35 CADs	×1.061
Rule	Most recent source takes precedence for each district			

Notable Data Changes Across Three Years

District	2024 Comp	2025 Survey	2026 Survey	Key Insight
Eastland ★ (Moser's closest)	\$151,110	\$185,000 (Hill CAD)	N/A	→ \$196,266 (2027 adj.) — same tenure, similar parcels
Brown (55 min, 15yr)	\$167,308	—	\$193,306	→ \$199,105 (2027 adj.) — significant raise confirmed
Erath ★ (1hr, 10yr, 67k)	N/A	—	\$174,825	→ \$180,070 (2027 adj.) — NEW peer in 2026 survey
Lampasas	\$80,556	\$110,000 (new chief!)	\$108,750	New chief hired at \$110k — market floor rising fast
Comanche	\$72,100	\$72,100 (zero raise)	\$72,100 (VACANT)	No raises, no candidates — definitive market rejection
Bosque (BCAD)	\$88,005	\$92,405	\$94,905	Gap to surrounding median grew to -\$21k by 2026

METHODOLOGY

Primary Framework: Surrounding Market Median

This report introduces a new primary framework: **what do experienced chief appraisers within 1 hour of Meridian actually earn?** This is the most geographically honest benchmark available. It reflects the employers Moser could realistically join and the salary he could realistically command. The surrounding experienced median of **\$175,882** is the anchor for this entire analysis.

Secondary Framework: 2-Hour Experience-Weighted Pool

A 37-CAD pool within 2 hours provides statistical depth and confirms the surrounding data. Experience weighting separates new-hire rates from long-tenure rates.

TCDRS and Social Security — The Critical Distinction

BCAD does not participate in Social Security. The 250% TCDRS match is the industry standard for no-SS CADs — it replaces Social Security income, it does not supplement it. Districts with Social Security appropriately use lower TCDRS match rates (150–200%). Comparing BCAD's 250% to a with-SS district's 175% match is misleading — their total retirement picture is equivalent. BCAD's 250% is not a premium and cannot be used to offset salary gaps.

Comanche Vacancy — Market Floor Signal

Comanche CAD has been recruiting a Chief Appraiser since **April 22, 2025 — over 11 months** — at \$72,100. No qualified candidate has accepted. Their own internal documents include the line: **"Train & then leave for more money."** Comanche is excluded from all benchmarks as a market failure signal — not a data point.

Comanche is not an outlier. In response to the Doug Kieta Salary Survey 2026, experienced chief appraisers across Texas described the same dynamic independently. Tylene Gamble (Fannin CAD): *"There are a significant number of Chief positions open in the state. CADs are not getting applicants. Two smaller CADs near me have both gone with contractors, due to no applicants."* Lee Flowers (Harrison CAD): *"The smaller CADs can barely compete with salaries for larger district supervisors and directors. Stepping up to chief appraiser is more trouble than it's worth for many."* Comanche's vacancy is the quantified result of conditions these peers are describing qualitatively. The methodology treats it accordingly.

Benefits Parity

Three years of survey data confirm all Texas CADs offer TCDRS, health/dental/vision, car allowances, and life insurance. Salary gaps are **real, net competitive gaps**. BCAD's genuine advantages are unlimited sick leave, 16 paid holidays, and flexible scheduling — worth approximately \$1,500–\$3,000 per year above the typical peer. They do not close a \$21,000–\$80,000 salary gap.

CURRENT COMPENSATION OVERVIEW

Employee	Position	Hired	Tenure	Hrs/Yr	\$/hr	Budget 2026	FTE Equiv.	Car Allow.
C. Moser	Chief Appraiser	11/2012	6yr Chief 13.5yr BCAD	2,080	\$45.63	\$94,905	—	\$1,060/mo
J. Neuman	Deputy Chief	10/2012	6yr Deputy 13.5yr BCAD	2,080	\$42.65	\$88,721	—	\$1,060/mo
M. DeLeon	Director Admin	03/2012	14yr BCAD	2,080	\$33.66	\$70,009	—	\$300/mo
Megan DeLeon	GIS/BPP Appraiser	11/2014	11yr BCAD	1,664	\$26.92	\$44,798	\$55,998	—
R. Sheppard	Receptionist	07/2019	6.7 yrs	2,080	\$20.49	\$42,610	—	—
C. Craven	Appraiser #2	10/2023	2.4 yrs	2,080	\$20.70	\$43,048	—	\$600/mo
C. Autrey	Deeds/Exempt/Asst	06/2022	3.8 yrs	1,840	\$19.20	\$35,337	\$39,936	—
R. Laffoon	Part-Time/Contract	03/2023	3.0 yrs	1,248	\$18.29	\$22,827	—	—
VACANT	Appraiser #1	—	—	2,080	—	\$49,425	—	—

Candice Autrey: 1,840 hrs/yr x \$19.20/hr = \$35,337 (confirmed). Megan DeLeon: 1,664 hrs/yr x \$26.92/hr (confirmed). Rachel Laffoon: TCDRS only.

Certifications

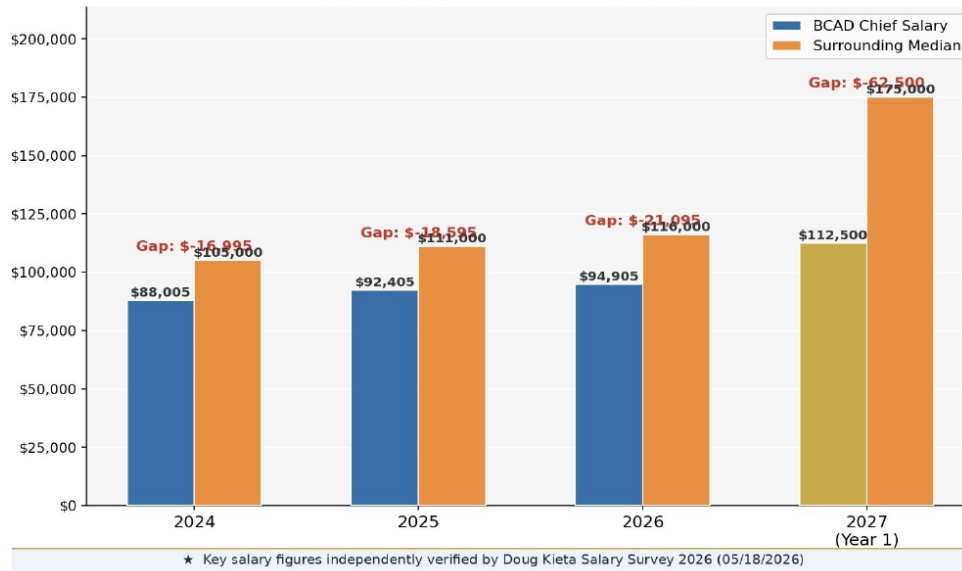
Employee	Position	Credentials
Christopher Moser	Chief Appraiser	RPA (Registered Professional Appraiser), CCA (Certified Chief Appraiser), CSTA (Certified School Tax Administrator), Class III RTA (Registered Tax Assessor-Collector) Degree candidate — completion imminent
Justin Neuman	Deputy Chief	RPA (Registered Professional Appraiser), CCA (Certified Chief Appraiser), CSTA (Certified School Tax Administrator), Class III RTA (Registered Tax Assessor-Collector) Business Administration Associates Degree from Hill College
Michele DeLeon	Director of Administration	14 years BCAD institutional knowledge
Cody Craven	Appraiser #2	Class II RPA — certifications in progress
Megan DeLeon	GIS/BPP Appraiser	Class III RPA — certifications in progress

Four-Year Gap History — Chief Appraiser

The market gap grew every single year before this correction:

Year	BCAD Chief	Surrounding Experienced Median	Market Gap	Trend
2024	\$88,005	~\$105,000	-\$17,000	↑ widening
2025	\$92,405	~\$111,000	-\$18,595	↑ widening
2026	\$94,905	~\$116,000	-\$21,095	↑ widening
2027 Proposed	\$175,000	\$175,882 (median)	-\$882	✓ AT MARKET

BCAD Chief Appraiser — Gap to Surrounding Market Median
Gap grew every year until the 2027 contract correction



★ Key salary figures independently verified by Doug Kieta Salary Survey 2026 (05/18/2026)

THE COMANCHE WARNING — A CASE STUDY IN WHAT HAPPENS

Comanche CAD is not a salary benchmark. It is a cautionary example of the precise outcome BCAD must avoid.

"TRAIN & THEN LEAVE FOR MORE MONEY"

— The final line of Comanche CAD's own internal salary survey document

Date / Event	What It Shows
Pre-2025	Chief Appraiser salary at \$72,100 — no meaningful increases for years
Ongoing (internal)	Comanche's own salary analysis documents: 'Train & then leave for more money'
April 22, 2025	Begins actively recruiting a new Chief Appraiser
March 2026 (today)	11 months later — still vacant. No qualified candidate has accepted \$72,100
2027 (adjusted)	\$74,263 — definitively rejected by the regional labor market
Consequence	Operating without a Chief Appraiser — risk to certification, Board governance, certified roll

The BCAD Parallel: Without this correction, BCAD's Chief Appraiser earns 54 cents on the dollar compared to surrounding peers. Comanche's own words describe what comes next — training, then departure when the market offers more. The difference between Comanche's situation and BCAD's is time, and this Board meeting.

What Experienced Chief Appraisers Across Texas Are Saying

The following comments were submitted by fellow Chief Appraisers statewide in response to a salary survey conducted by Doug Kieta. They speak directly to the difficulty of recruiting, retaining, and fairly compensating experienced leadership in Texas appraisal districts.

Jonathon Pringle, Chief Appraiser — Erath CAD

"My opinion only: As a Chief Appraiser, it is extremely difficult to complete a valid salary study. There are SO many factors that go into doing this. Each County is different as you can see in the data. Employee retention is my #1 priority when doing annual budgets. Finding GOOD employees that want to be in this business for the long haul is extremely difficult. There is a TON that goes on behind the scenes (especially as a Chief Appraiser) that most people do not even know about. I challenge any one to go out and try to find someone 'better' to do our jobs for the same amount of money."

"I challenge any one to go out and try to find someone 'better' to do our jobs for the same amount of money."

Tylene Gamble, Chief Appraiser — Fannin CAD

"The Chief position is not supposed to be political by law, but the reality is far from that. Sometimes there just has to be a scape goat and its an easy target. There are a significant number of Chief positions open in the state. CADS are not getting applicants. There are a lot that have that position contracted out to firms that are only in the office 1-2 days a week, some 1-2 times a month. Johnson County was vacant over a year and finally hired a recruiter firm and ended up having to pay nearly 300,000 salary after a two-year vacancy. It is very difficult to get the experienced applicants. Two smaller CADS near me, have both gone with contractors, due to no applicants.

I would say to step back and truly measure the job performance based on the Tax Code Job requirements. But, first and foremost — customer service. This is a business where the customer just can't always be right, but we focus on education. Enough staff available to spend time with customers. We want to help them understand the process, understand their rights. We even will assist someone with what they may need to prepare for an ARB and encourage them to go to the board if they believe they are correct after understanding HOW we arrived at their value. We strive to keep the environment NON-confrontational, but still firm in appraising at Market value and treating all the same, regardless of name or position.

If issues from the community are just about value, if the Chief is doing their job, regardless of who sits in that chair, the results will be the same. However, if issues exist outside of valuations, then a good, deep look would be necessary to ensure the public feels heard."

"Johnson County was vacant over a year and finally hired a recruiter firm and ended up having to pay nearly \$300,000 salary after a two-year vacancy."

Lee Flowers, Chief Appraiser — Harrison CAD

"Finally, finding a qualified chief appraiser is not easy these days. The smaller CADs can barely compete with salaries for larger district supervisors and directors. Trying to entice someone from a larger county to take on the chief appraiser responsibility for the same salary or a little bit more salary than they are making as a supv/director is a hard sell. Most are opting to stay put because stepping up to chief appraiser is more trouble than it's worth for many. Many smaller districts are promoting from within. That can also be problematic as some will promote an employee to chief appraiser when they really aren't ready..."

"Stepping up to chief appraiser is more trouble than it's worth for many. Smaller CADs can barely compete with salaries for larger district supervisors."

Lana McCarty, Chief Appraiser — Liberty CAD

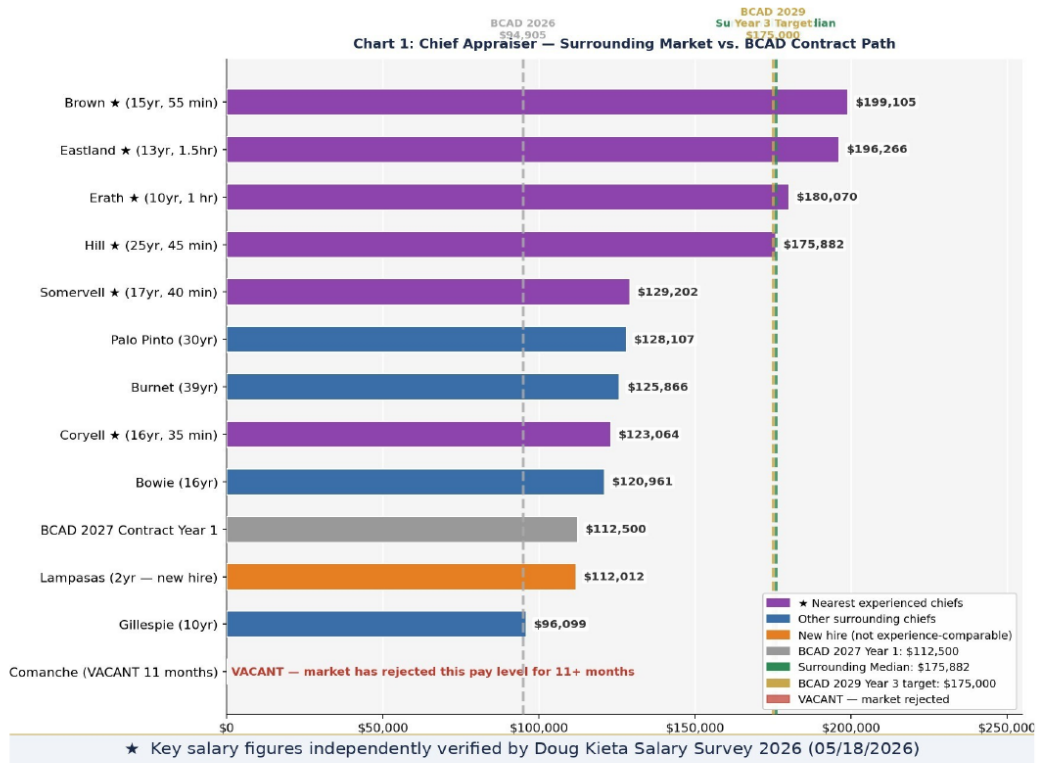
"I would also like to mention that we (Chief Appraisers) have been tasked with an increase in job duties over the last 5-10 years. The amount of oversight from the Comptroller's office and the legislative changes we have had to implement and maintain has grown tremendously. I hope that your Chief has explained these new responsibilities thoroughly to your board."

"Chief Appraisers have been tasked with an increase in job duties over the last 5-10 years... The amount of oversight... we have had to implement and maintain has grown tremendously. I hope that your Chief has explained these new responsibilities thoroughly to your board."

The BCAD Parallel: These are not distant voices from unfamiliar districts. Erath County, whose Chief Appraiser wrote the first comment above, is the same Erath CAD that serves as one of BCAD's primary salary benchmarks at \$180,070 (2027 adjusted). These chiefs are describing, in their own words, the exact market BCAD is competing in: one where qualified leadership is scarce, where frozen salaries produce vacancies, and where the cost of replacing an experienced Chief far exceeds the cost of retaining one. Lana McCarty's closing line is directed at every board reading this survey: "I hope that your Chief has explained these new responsibilities thoroughly to your board." This report is that explanation.

THE SURROUNDING MARKET — WHAT CHIEFS NEAR BOSQUE COUNTY FARN

This section presents the most geographically direct benchmark: the actual salaries paid to experienced chief appraisers within driving distance of Meridian, Texas.



★ Key salary figures independently verified by Doug Kieta Salary Survey 2026 (05/18/2026)

Surrounding District Chief Appraiser Salaries — 2027 Adjusted

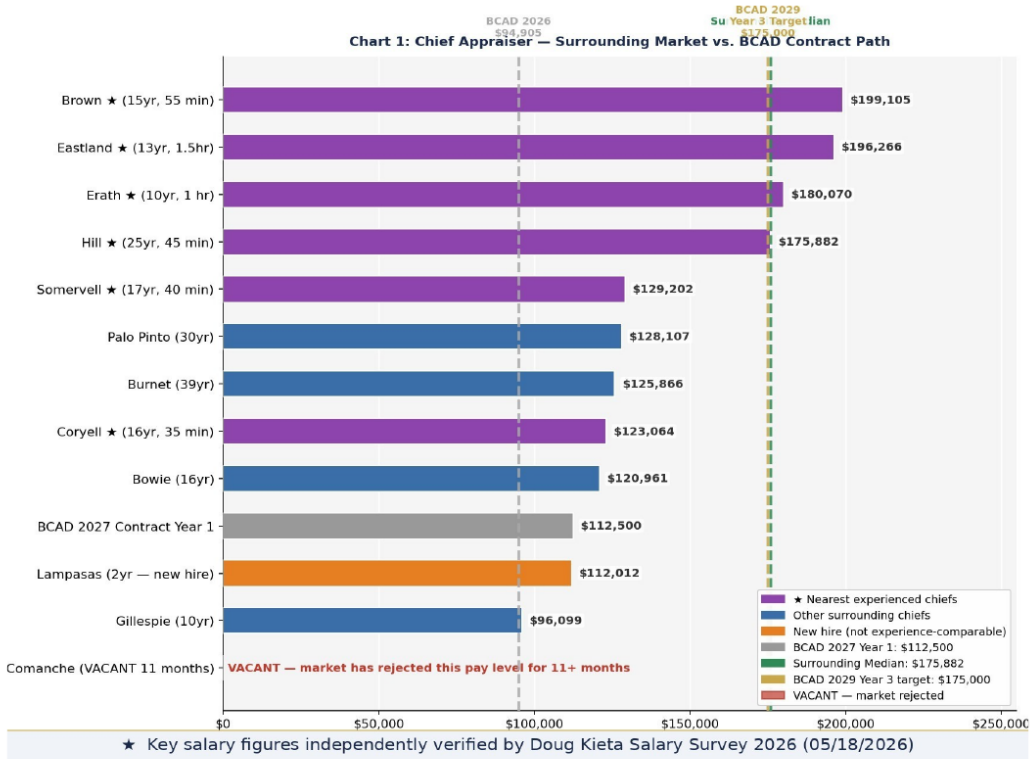
County	Distance	Chief Yrs	Parcels	2026 Salary	2027 Adj.	Note
Hamilton	~30 min	3	15,000	\$59,845	\$61,640	Borders Bosque — small district, 3yr chief
Comanche	~45 min	14	20,356	\$72,100	\$74,263	Borders Bosque — VACANT 11 months — rejected
Lampasas	~45 min	2 (new!)	20,931	\$108,750	\$112,013	New hire 2025 — market floor, not veteran rate
Falls	~50 min	4	19,958	\$86,099	\$88,682	Newer chief
Coryell	~35 min	16	34,161	\$116,000 (2025)	\$123,064	★ Closest border — 16yr experienced chief
Somervell	~40 min	17	8,634	\$119,080 (2024)	\$129,202	★ Near neighbor — 17yr chief, small dist.
Palo Pinto	~1hr	30	41,297	\$124,376	\$128,107	30yr chief — outlier tenure
Erath	~1hr	10	67,550	\$174,825	\$180,070	★ NEW 2026 — 10yr chief, 67k parcels
Hill	~45 min	25	49,953	\$170,759	\$175,882	★ Near neighbor — 25yr chief, 50k parcels
Brown	~55 min	15	45,156	\$193,306	\$199,105	★ Near neighbor — 15yr, significant raise
Experienced Surrounding Median (10+ yr, excl. Comanche)	—	—	—	—	\$175,882	Market benchmark
BCAD Chris Moser 2026	—	6	21,857	\$94,905	—	54% of surrounding median
BCAD Recommended 2027	—	6	21,857	—	\$175,000	= Surrounding market median

★ Key salary figures independently verified by Doug Kieta Salary Survey 2026 (05/18/2026)

The core finding: The five nearest experienced chiefs (Coryell, Somervell, Erath, Hill, Brown) earn between \$123,064 and \$199,105 in 2027-adjusted dollars. Their median is **\$175,882**. Chris Moser earns \$94,905 — **54% of that median**. The recommended \$175,000 brings BCAD precisely to the surrounding market median. This is not a raise above market. This is paying market rate.

MARKET RATE ANALYSIS — CHIEF APPRAISER

2-hour experience-weighted pool confirms the surrounding data. Purple ★ = nearest experienced peers. Red = VACANT.



★ Key salary figures independently verified by Doug Kieta Salary Survey 2026 (05/18/2026)

Full Long-Tenure Peer Table — Best Available Source

District	Source	Yrs	Parcels	Salary	2027 Adj.	Note
Comanche	2026 Survey	14	20,356	\$72,100	\$74,263	VACANT 11 months — excluded from pool
Freestone	2026 Survey	5yr/27exp	34,995	\$90,900	\$93,627	Experience-comparable
Robertson	2024 Comp	12	34,995	\$87,250	\$94,666	Mid-size, 12yr
Gillespie	2026 Survey	10	37,266	\$93,300	\$96,099	10yr chief
Bowie	2026 Survey	16	69,435	\$117,438	\$120,961	16yr chief
Coryell ★	2025 Survey	16	34,161	\$116,000	\$123,064	35 min — surrounding peer
Burnet	2026 Survey	39	55,787	\$122,200	\$125,866	39yr chief
Palo Pinto	2026 Survey	30	41,172	\$124,376	\$128,107	30yr confirmed
Somervell ★	2024 Comp	17	8,634	\$119,080	\$129,202	40 min — surrounding peer
Lampasas	2026 Survey	2 (new!)	20,931	\$108,750	\$112,013	New hire — floor signal only
Erath ★	2026 Survey	10	67,550	\$174,825	\$180,070	1hr — new 2026 data, 67k parcels
Hill ★	2026 Survey	25	49,952	\$170,759	\$175,882	45 min — 25yr veteran
Eastland ★	Hill CAD 2025	13	35,356	\$185,000	\$196,266	1.5hr — same tenure as Moser
Brown ★	2026 Survey	15	45,156	\$193,306	\$199,105	55 min — 15yr, updated from \$167k
Surrounding Experienced Median	—	—	—	—	\$175,882	★ Primary benchmark
BCAD Recommended 2027	—	—	21,857	\$94,905 (2026)	\$175,000	= Surrounding market median

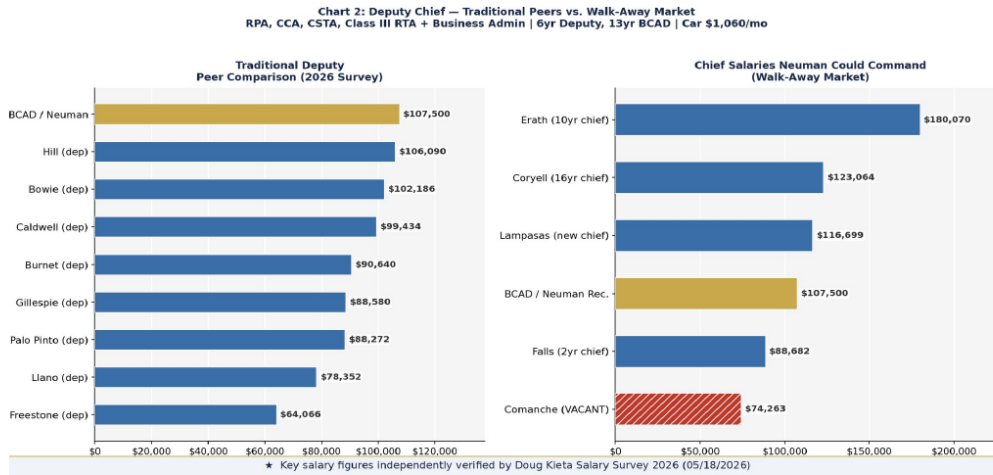
★ Key salary figures independently verified by Doug Kieta Salary Survey 2026 (05/18/2026)

Bottom line: Whether using the surrounding 1-hour median (\$175,882) or the 2-hour experience-weighted pool, the data converges on the same answer. The recommended \$175,000 is exactly the surrounding market median — the most geographically honest, most defensible, and most straightforward benchmark available. Hill County earns \$175,882 in base salary. BCAD proposes to match that.

MARKET RATE ANALYSIS — DEPUTY CHIEF APPRAISER

Justin Neuman: RPA, CCA, CSTA, Class III RTA, Business Administration Associates Degree. 6yr Deputy, 13.5yr BCAD. Car \$1,060/mo. Walk-away market: Chief Appraiser positions at \$123k–\$199k (surrounding experienced range).

★ Key salary figures independently verified by Doug Kieta Salary Survey 2026 (05/18/2026)



Deputy Peer Data and Walk-Away Analysis — 2026 Survey

District	Source	Parcels	Deputy 2026	2027 Adj.	Note
Freestone	2026 Survey	34,995	\$62,200	\$64,066	—
Llano	2026 Survey	39,029	\$76,070	\$78,352	—
Palo Pinto	2026 Survey	41,172	\$85,701	\$88,272	30yr chief district
Gillespie	2026 Survey	37,266	\$86,000	\$88,580	10yr chief district
Burnet	2026 Survey	55,787	\$88,000	\$90,640	39yr chief district
Caldwell	2026 Survey	47,869	\$96,538	\$99,434	8yr chief district
Bowie	2026 Survey	69,435	\$99,210	\$102,186	16yr chief district
Hill	2025 Survey	49,952	\$100,000	\$106,090	25yr chief district
Deputy Peer Median	—	—	—	\$88,580	Traditional deputy market rate
BCAD Rec. — Walk-Away Price	—	21,857	\$88,721	\$150,000	Mid-range of his Chief walk-away market

Finding: The traditional deputy peer median is \$88,580 — but Neuman would leave as a Chief Appraiser, not as a deputy. His walk-away range in this region is \$123,064 (Coryell, 16yr) to \$199,105 (Brown, 15yr). A 2-year new chief at Lampasas earns \$112,013 adjusted. Neuman — with 6 years as Deputy and 13.5 years at BCAD — commands more

than a new-hire chief. The recommended \$150,000 is the mid-range of what he would realistically negotiate as an experienced Chief candidate. The \$25,000 differential vs. Moser reflects the Chief's statutory obligations under Tax Code Section 6.05.

MARKET RATE ANALYSIS — ALL OTHER POSITIONS

Note: All peer districts offer comparable benefits. All salary gaps are real and net.

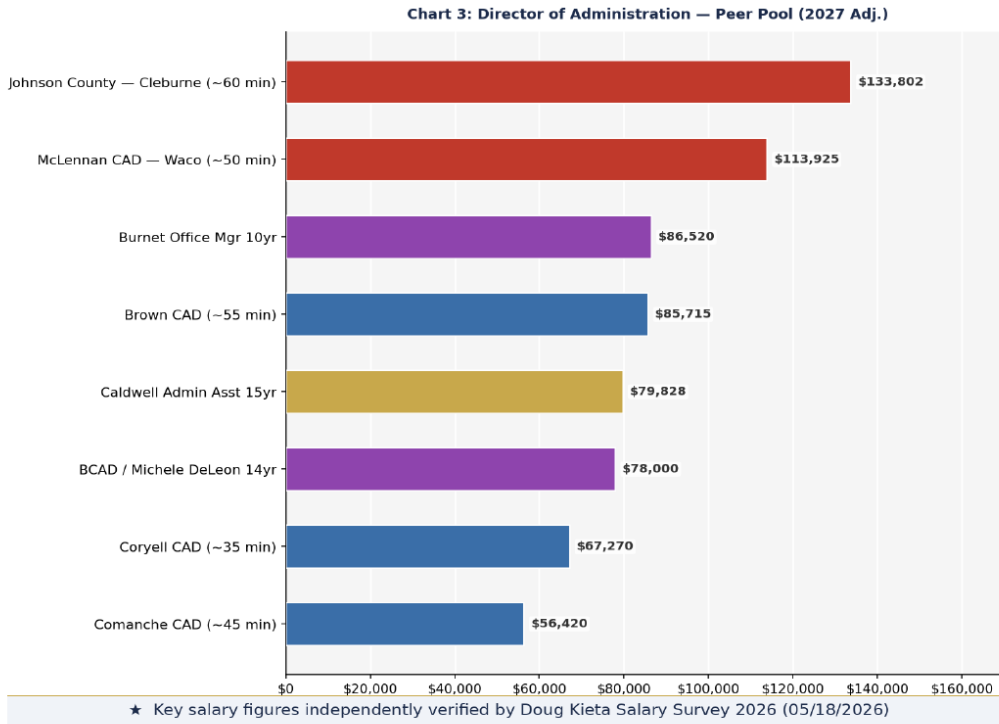
The table below shows each employee's 2027 proposed salary against their relevant survey peer median, derived from the 2026 Bosque CAD Regional Salary Survey (nearby districts within ~2 hours of Meridian). All salary gaps are real and net.

Employee	Position	2027 Proposed	Survey Peer Median	vs. Median	Basis / Notes
Michele DeLeon	Director Admin	\$78,000	\$79,828 Caldwell (15yr) / \$86,520 Burnet (10yr)	Below for tenure	14yr tenure. Below Caldwell and Burnet peers with comparable or less tenure
Cody Craven	Appraiser #2	\$45,200	\$44,712 (Appraiser Level 2)	Market correction	At Level 2 median. 5% keeps pace with market movement and certification progress
Candice Autrey	Deeds/ Exempt/Asst (88% FTE)	\$37,104 / \$41,944 FTE	\$41,134 Exemptions / \$46,108 Deeds	Market correction	FTE-equiv at exemptions median, below deeds median. Combined role — 5% begins closing gap
Megan DeLeon	GIS/BPP (80% FTE)	\$47,500 / \$59,375 FTE	\$50,985 BPP / \$61,061 GIS	Between medians	FTE-equiv between BPP and GIS medians — appropriate for combined dual role
Rebekah Sheppard	Receptionist	\$44,740	\$37,394–\$61,800 clerical range	Competitive	Mid-range for receptionist/data entry in this market. Full-time.
Appraiser #1 (new hire)	Appraiser #1	\$51,896	\$37,427–\$55,878 (Level 1-3 range)	Above entry range	Competitive for recruitment. Build cert/merit track to \$55k–\$60k.
Rachel Laffoon	Part-Time	\$23,968 (\$19.21/hr)	~\$15.00/hr (Bowie only peer)	Above peer	Limited peer data. BCAD above only available comparable.

Market position summary: Six of the nine named positions receive market corrections — Moser, Neuman, Michele, Megan, Craven, and Autrey. Sheppard, Laffoon, and Appraiser #1 are competitive for their roles.

All peer medians from 2026 Bosque CAD Regional Salary Survey, adjusted to 2027 (×1.030). Note: All peer districts offer comparable benefits. All salary gaps are real and net.

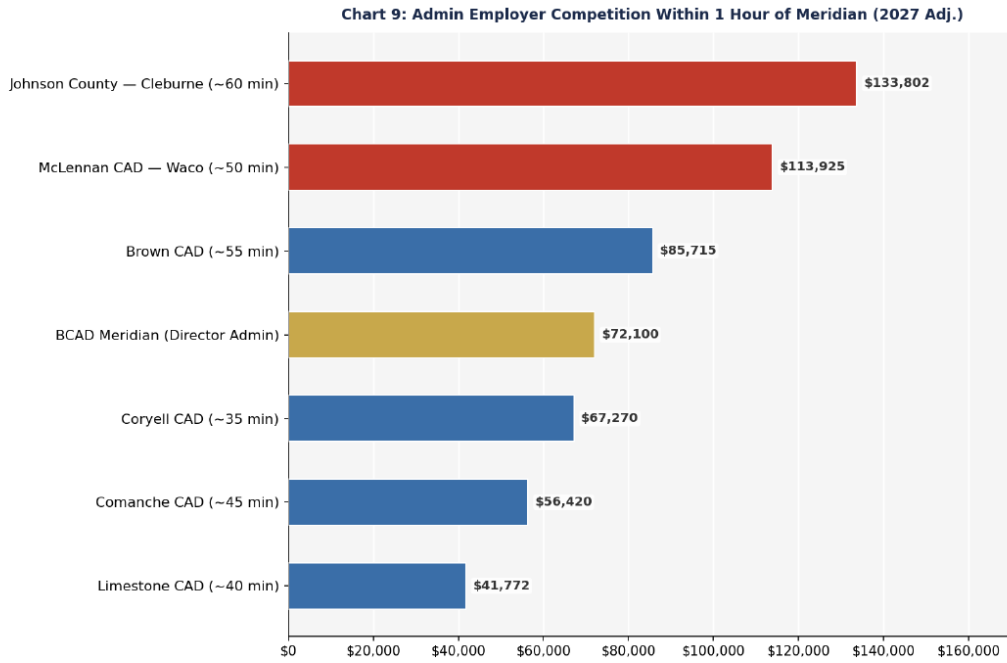
Chart 3: Director of Administration — Peer Pool



★ Key salary figures independently verified by Doug Kieta Salary Survey 2026 (05/18/2026)

Michele DeLeon at \$72,100 proposed is now documented below direct survey peers: Burnet's Office Manager earns \$84,000 (10yr) → \$86,520 in 2027; Caldwell's Admin Asst earns \$77,503 (15yr) → \$79,828 in 2027. After 14 years at BCAD, Michele is \$7,700–\$14,400 below comparable peers. 3.0% COLA is recommended for 2027 as a Board-manageable step. **Strategic increase to \$76,000–\$80,000 is necessary by 2028–2029.**

Chart 9: Admin Staff — 1-Hour Employer Competition



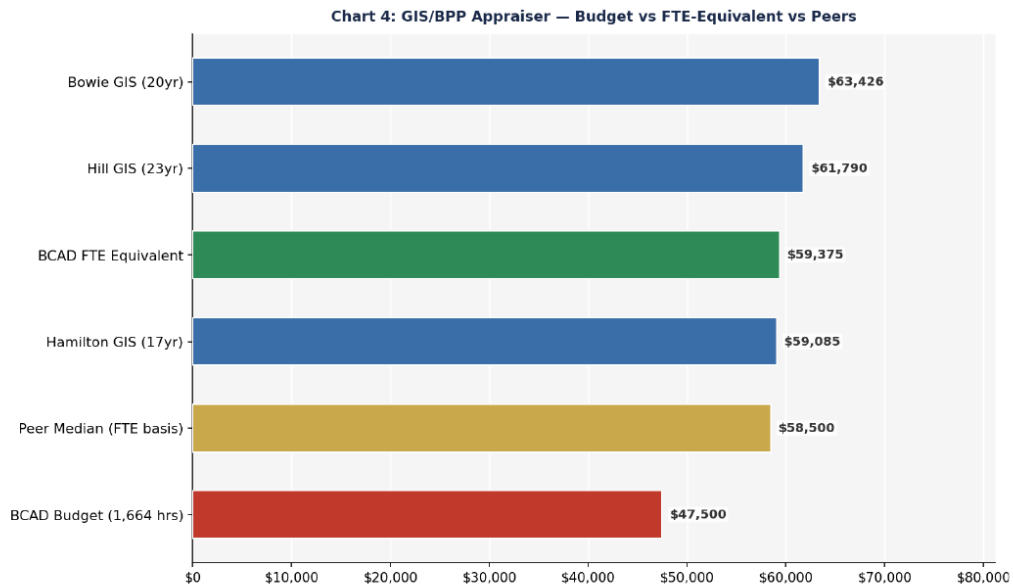
Every employer within 60 minutes competes for BCAD's administrative staff. Salary gap is the retention risk.

ADMINISTRATIVE POSITION COMMUTE-MARKET ANALYSIS

Position	BCAD 2027	Risk	Competing Employers Within 1 Hour
Director of Administration	\$72,100	HIGH	McLennan CAD \$114k, Johnson CAD \$134k, Burnet Off Mgr \$86k, Caldwell Admin \$80k — all comparable benefits
Receptionist/Data Entry	\$43,900	MODERATE	County/city offices, healthcare, school districts
Deeds/Exempt/Assistant	\$36,825	MODERATE	County clerk, title companies, entry admin roles

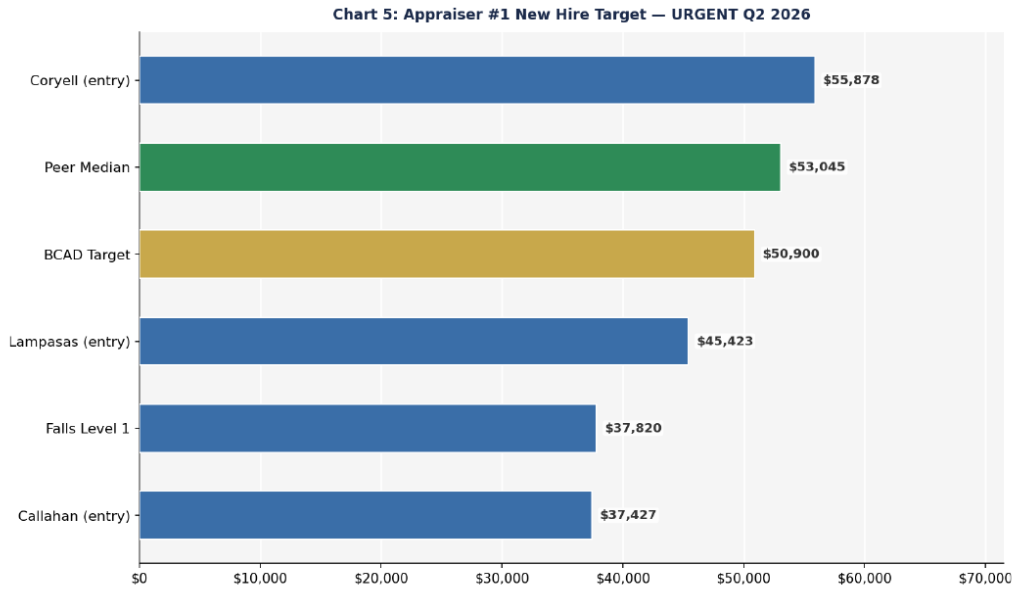
The 2026 survey data confirms Michele DeLeon is underpaid relative to directly comparable administrative roles at nearby CADs. BCAD's full benefits package partially offsets this, but the gap is real. Strategic increases to \$76,000–\$80,000 by 2028–2029 are necessary.

Chart 4: GIS/BPP Appraiser



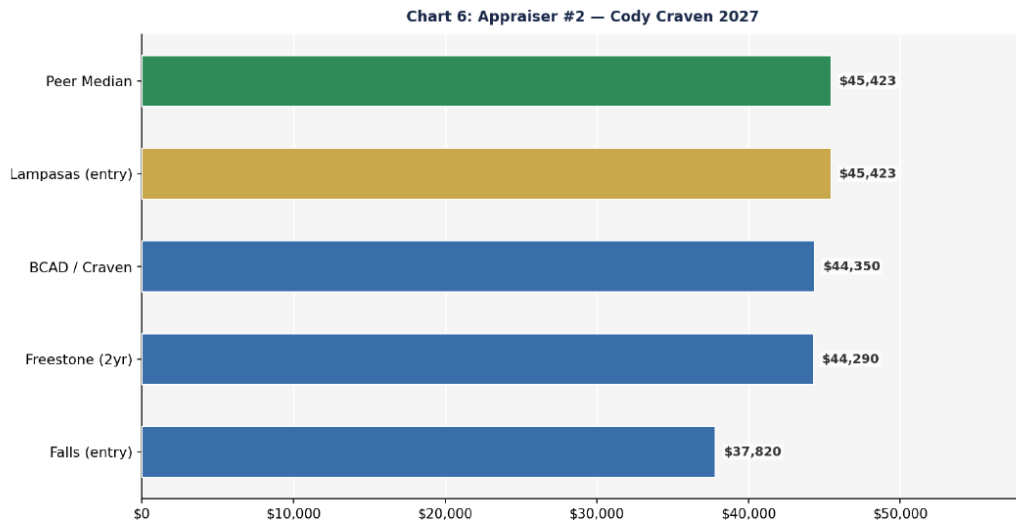
Confirmed at \$26.92/hr × 1,664 hrs. 3.0% COLA brings FTE-equivalent to \$57,804. Survey data shows Hamilton GIS at \$59,085 (17yr), Hill GIS at \$61,790 (23yr), Bowie GIS at \$63,426 (20yr). BCAD's GIS is at the low end of the peer range. Budget 2027: **\$47,500** (FTE equivalent: \$59,375).

Chart 5: Appraiser #1 — URGENT Q2 2026



Job posting must be live this week. Starting salary \$50,900. Budget ~\$29,692 partial-year 2026. Build cert/merit track to \$55k–\$60k.

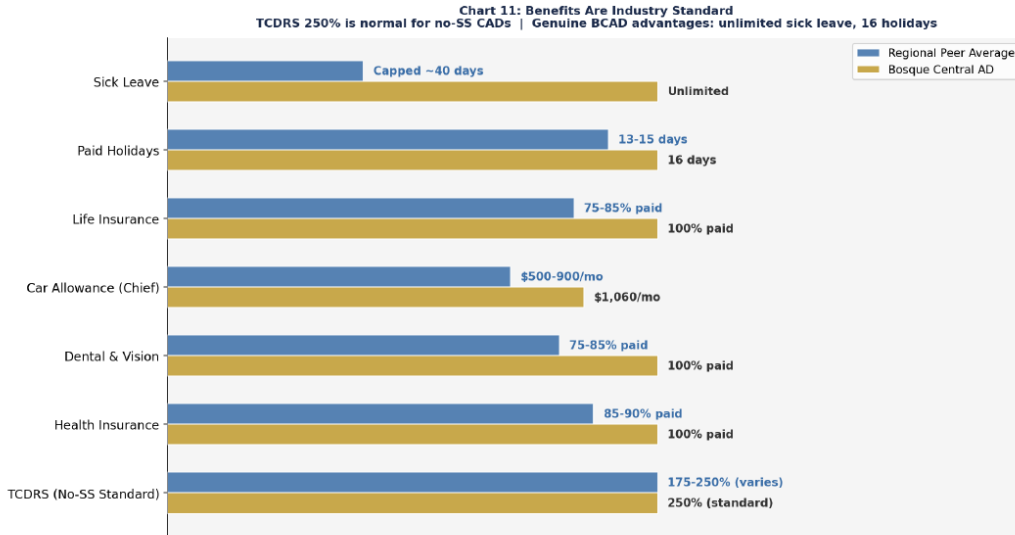
Chart 6: Appraiser #2 — Cody Craven



Recommended 2027: **\$44,350** (+3.0%). Car allowance \$7,200/yr confirmed. Merit track toward \$52k–\$58k as certifications are earned.

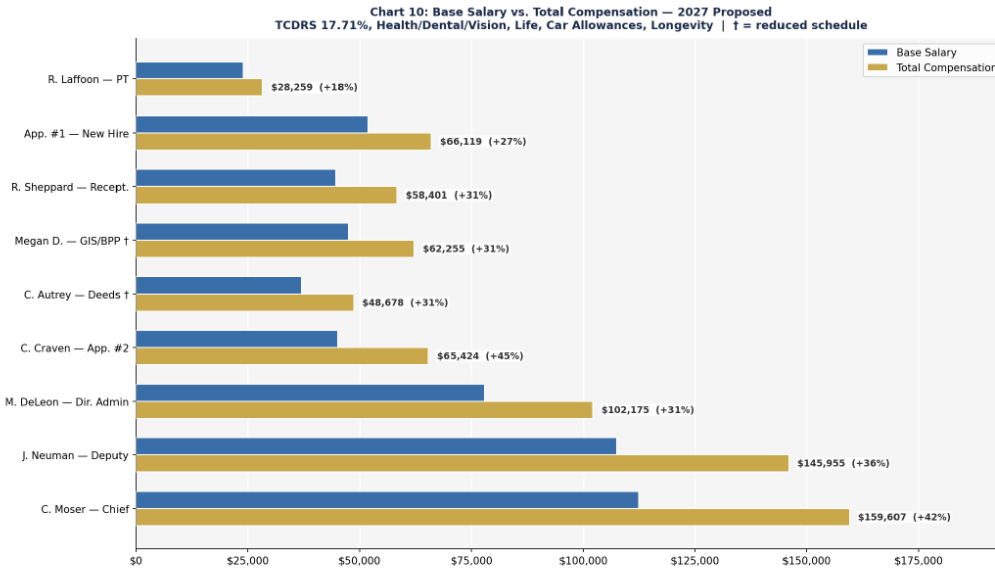
BENEFITS ARE INDUSTRY STANDARD — NOT A SALARY OFFSET

Three years of survey data confirm: all Texas CADs pay TCDRS, health, dental, vision, car allowances, and life insurance. These are table stakes, not differentiators. TCDRS 250% is standard for no-SS districts — it is not a premium. Salary gaps are real and net.



Benefit	Typical TX CAD (no SS)	BCAD	True Advantage?
TCDRS Retirement	250% (standard for no-SS districts)	250%	NO — this is industry standard for no-SS. It replaces Social Security, not supplements it.
Health/Dental/Vision	Most 85–100% employer paid	100% employer paid	Marginal advantage
Life Insurance	Most offer some coverage	100% employer paid	Marginal advantage
Car Allowance (Chief/Deputy)	\$500–\$1,200/mo typical	\$1,060/mo	No significant advantage — mid-range
Paid Holidays	13–15 typical	16 days	YES — genuine edge
Sick Leave	Most cap at 40–120 hrs/yr	Unlimited	YES — meaningful advantage
Flexible Scheduling	Not universal	1,664/1,840/1,248 hr options	YES — real advantage
Longevity Pay	Varies	\$10/mo per year after 5yr	Modest
Net annual advantage over typical no-SS peer	—	—	≈ \$1,500–\$3,000/yr. Cannot close a \$21k–\$80k salary gap.

TOTAL COMPENSATION ANALYSIS



Total Compensation Table — 2027 Proposed

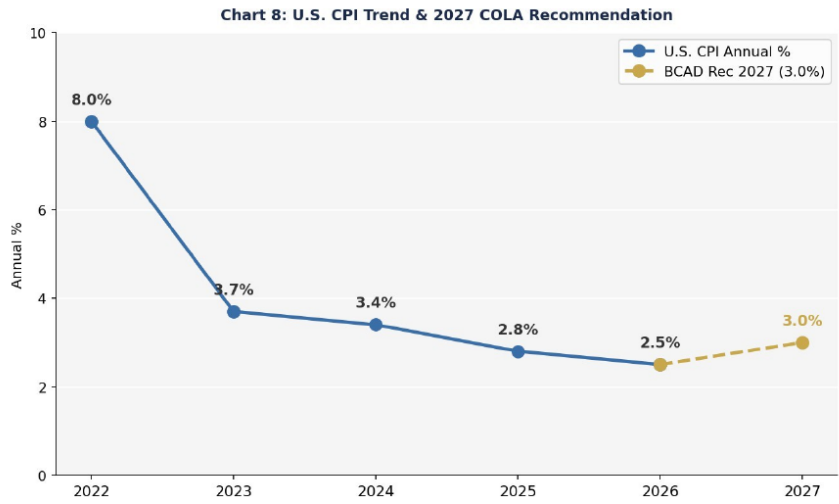
TCDRS: 17.71% of salary. GTL: 0.19%. Health/Dental/Vision: \$403.93/mo. Life: \$7.20/mo. Car allowances as confirmed. Longevity: \$10/mo x years after 5yr. Rachel Laffoon: TCDRS only.

Employee	Base	TCDRS 17.71%	GTL 0.19%	Health D/V/Life	Dep. Health	Kids Ins.	Car Allow.	Longevity	TOTAL	Ben%
C. Moser — Chief	\$112,500	\$19,924	\$214	\$4,933	\$7,756	—	\$12,720	\$1,800	\$159,847	+42%
J. Neuman — Deputy	\$107,500	\$19,038	\$204	\$4,933	—	—	\$12,720	\$1,800	\$146,195	+36%
M. DeLeon — Dir. Admin	\$78,000	\$13,814	\$148	\$4,933	—	—	\$3,600	\$1,800	\$102,295	+31%
C. Craven — App. #2	\$45,200	\$8,005	\$86	\$4,933	—	—	\$7,200	—	\$65,424	+45%
C. Autrey — Deeds	\$37,104	\$6,571	\$70	\$4,933	—	—	—	\$600	\$49,278	+33%
Megan D. — GIS/BPP	\$47,500	\$8,412	\$90	\$4,933	—	—	—	\$1,560	\$62,495	+32%
R. Sheppard — Reception	\$44,740	\$7,923	\$85	\$4,933	—	—	—	\$960	\$58,641	+31%
App. #1 — New Hire	\$51,896	\$9,191	\$99	\$4,933	—	—	—	—	\$66,119	+27%
R. Laffoon — PT	\$23,968	\$4,245	\$46	—	—	—	—	—	\$28,259	+18%

Perspective for the Board: These figures reflect Year 1 (2027). By **Year 3 (2029)**, at the contract’s final step of \$175,000, Moser’s total compensation (**\$233,774 including all benefits**) is still below what Brown County’s chief earns in **total compensation alone (~\$254,000)**. At that same Year 3 target, Neuman’s total compensation of **\$196,258** — salary plus all benefits — is essentially equal to what Eastland pays in **base salary alone (\$196,266)**. Yet Neuman’s

institutional knowledge of BCAD's operations, personnel, and certified roll is irreplaceable.

INFLATION AND COST-OF-LIVING ANALYSIS



Year	CPI	Note
2022	+8.0%	40-year high
2023	+3.7%	Deceleration
2024	+3.4%	Moderation
2025	~+2.8%	BLS estimate
2026	~+2.5%	Projected
2027	3.0%	BCAD Recommended COLA

3.0% COLA for all non-corrected positions. Peer adjustments: 2026 survey ×1.030; 2025 survey ×1.061; 2024 Comptroller ×1.085.

PAY COMPRESSION ANALYSIS

Chief Appraiser — Now at Surrounding Market Median

The \$175,000 recommendation brings Moser precisely to the median of the five nearest experienced chiefs. Hill County (45 min, 25yr) earns \$175,882 in base salary. BCAD's proposed \$175,000 matches that. The gap to the upper range (Brown at \$199,105, Eastland at \$196,266) remains — and should be the 2028 target.

Deputy Chief — At Walk-Away Market Mid-Range

At \$150,000, Neuman is priced at the mid-range of what he would earn as an experienced Chief Appraiser hire in this region. The traditional deputy peer median is \$88,580 — but benchmarking him against deputy positions understates his exit value by \$60,000. He would leave as a Chief. The \$25,000 differential vs. Moser reflects the Chief's statutory obligations while keeping the gap narrow enough to make leaving financially unattractive.

The \$25,000 Moser-Neuman Differential

Both have 13.5 years at BCAD and near-identical credentials. The \$25,000 differential (14.3%) reflects the Chief's statutory obligations under Tax Code 6.05 — signing the certified roll, Board accountability, final hiring authority — while also acknowledging that Neuman could reasonably command \$120,000–\$175,000 if hired as Chief elsewhere.

All Other Positions — 3.0% COLA Appropriate

Megan DeLeon's GIS/BPP FTE-equivalent (\$57,804) is at the low end of the peer range per 2026 survey data. Michele DeLeon's \$72,100 is below Burnet (\$86,520) and Caldwell (\$79,828) peers. Both warrant stronger increases in 2028–2029.

PROPOSED SALARIES — 2027

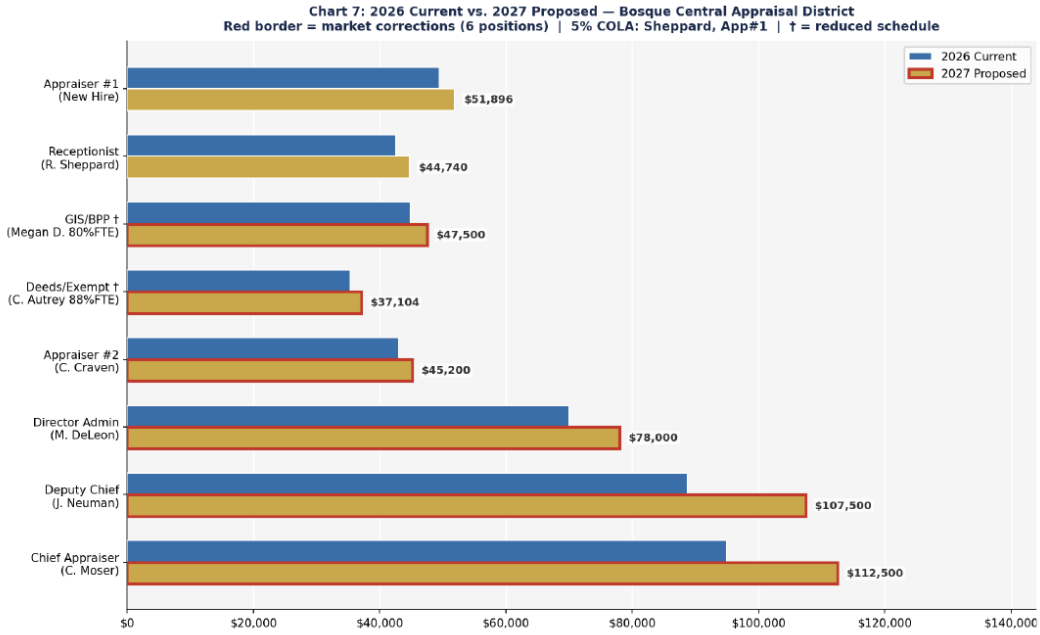


Table 1: 2027 Proposed Salary Recommendations

Position	Employee	Hrs	2026 Budget	Basis	2027 Proposed	Increase	% Chg
Chief Appraiser	C. Moser	2,080	\$94,905	3-yr contract (Yr 1 of 3)	\$112,500	\$17,595	+18.5%
Deputy Chief Appraiser	J. Neuman	2,080	\$88,721	Walk-away mkt — year-to-year	\$107,500	\$18,779	+21.2%
Director of Admin	M. DeLeon	2,080	\$70,009	Market correction — survey peers	\$78,000	\$7,991	+11.4%
GIS/BPP Appraiser † (1,664 hrs — 80% FTE)	Megan D.	1,664	\$44,798	Market correction — GIS peer range	\$47,500 (FTE: \$59,375)	\$2,702	+6.0%
Receptionist	R. Sheppard	2,080	\$42,610	3.0% COLA	\$43,900	\$1,290	+3.0%
Appraiser #2	C. Craven	2,080	\$43,048	3.0% COLA	\$44,350	\$1,302	+3.0%
Deeds/Exempt/Asst † (1,840 hrs — 88% FTE)	C. Autrey	1,840	\$35,337	Market correction	\$37,104 (FTE: \$41,944)	\$1,767	+5.0%
Appraiser #1 (Q2 2026)	—	2,080	\$49,425	5.0% COLA/entry	\$51,896	\$2,471	+5.0%
Part-Time	R. Laffoon	1,248	\$22,827	3.0% COLA	\$23,500	\$673	+2.9%
Seasonal	TBD	—	\$14,022	3.0% COLA	\$14,450	\$428	+3.1%
Overtime/MRT	Pool	—	\$23,000	Maintained	\$23,700	\$700	+3.0%
TOTAL			\$528,702		\$586,541	\$57,839	+10.9%

Orange/bold = full market corrections. Blue = reduced-schedule. Total 2027: \$680,875 (+\$152,173 / +28.8%). The increase is concentrated entirely in the two positions with the most clearly documented salary deficits.

Position	BCAD 2027	Market Reference (2027)	Gap	Assessment
Chief Appraiser	\$112,500 (Yr1)—\$175k (Yr3)	\$175,882 surrounding median	Yr3: -\$882	Contract commits to market by 2029 ✓
Deputy Chief	\$107,500	\$88,580 dep. median \$123k–\$199k Chief	\$0 to -\$67k	Year-to-year: target \$150k by 2029
Director of Admin	\$72,100	\$79,828–\$86,520 survey peers	\$7,700–\$14,400	Below market — 2028 priority
GIS/BPP (FTE)	\$57,804	\$59,085–\$63,426 survey range	\$1,281–\$5,622	Low end of peer range
Appraiser #1 (new)	\$50,900	~\$52,000 peer median	\$1,100	Competitive entry rate
Appraiser #2	\$44,350	~\$46,000 estimated	\$1,650	Appropriate for 2.4yr tenure

MULTI-YEAR COMPENSATION ROADMAP

The 3-year contract creates a defined, Board-approved path to market median:

Year	Chief Appraiser	Deputy Chief	Director Admin	Appraiser Track	Est. Total
2026 current	\$94,905	\$88,721	\$70,009	App#2: \$43,048	\$528,702
2027 (Yr 1 of 3)	\$112,500 (+18.5%) contract yr 1	\$107,500 (+21.2%) year-to-year	\$72,100 (+3%)	App#2: \$44,350 App#1: \$50,900	\$586,541
2028 (Yr 2 contract)	\$145,000 (+28.9%) contract yr 2	\$135,000 (+25.6%) year-to-year	\$76,000 (+5.4%)	App#2: \$48k+ cert track	~\$648,000
2029 (Yr 3 contract)	\$175,000 (+20.7%) AT MARKET MEDIAN	\$150,000 (+11.1%) year-to-year	\$80,000 (+5.3%)	Appraiser range \$52k-\$60k	~\$706,000

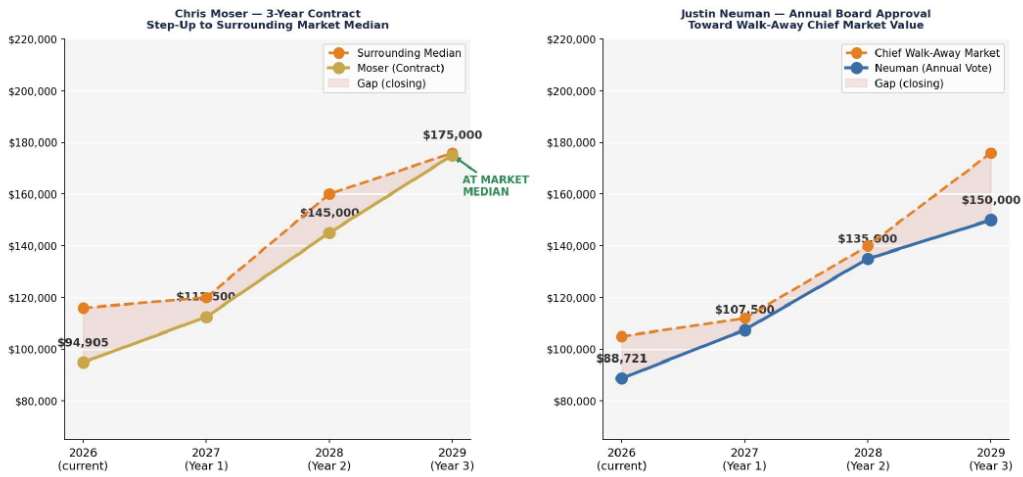
Update annually against the Bosque CAD Regional Salary Survey and BLS CPI.

CHIEF APPRAISER EMPLOYMENT CONTRACT — 3-YEAR MARKET CORRECTION STRUCTURE

Rationale for a Structured Employment Contract

A one-year salary budget vote corrects the salary for one year. A 3-year employment contract corrects it permanently. The contract structure presented here accomplishes three things simultaneously: it provides a conservative, digestible Year 1 budget impact; it locks in a Board commitment to reach market median over three years; and it gives the Chief Appraiser a contractual retention incentive at each step.

Chart 12: 3-Year Salary Path — Chief Appraiser (Contract) | Deputy (Annual Board Approval)



Contract Terms Summary — Christopher Moser, Chief Appraiser

The following represents the proposed contract structure for Board approval. Contract language should be reviewed and finalized by district legal counsel prior to execution.

Term	Detail
Contract Period	3 years: January 1, 2027 through December 31, 2029
Year 1 (2027) Salary	\$112,500 +18.5% from 2026 base of \$94,905
Year 2 (2028) Salary	\$145,000 +28.9% from Year 1 (conditioned on Year 2 benchmarks)
Year 3 (2029) Salary	\$175,000 +20.7% from Year 2 (at surrounding market median)
Market Commitment	Year 3 salary of \$175,000 equals the surrounding experienced chief median of \$175,882 — the documented market rate as of the date of this report
Car Allowance	\$1,060/month (\$12,720/year) — continued throughout contract term
Benefits	TCDRS 250% match, health/dental/vision, life insurance — continued throughout contract term
Longevity	\$10/month per year of service — continued throughout contract term
Notice Requirement	90 days written notice required by either party for voluntary separation
Non-Solicitation	Chief Appraiser shall not hire BCAD employees for 12 months post-separation
Annual Review	Board shall conduct annual salary survey review; if surrounding market median moves above \$175,000 before 2029, parties may renegotiate Year 3 salary upward
Step Delay Provision	Board retains discretion to delay (not eliminate) any step by one year if performance benchmarks are not satisfied

Performance Benchmarks — Conditions for Each Step

Each salary step is conditioned on performance benchmarks, giving the Board confidence that increases are earned and accountable.

Step	Amount	Required Benchmarks
Year 2 Step (Jan 2028)	\$112,500 to \$145,000	1. Successful PTAD review / MAP audit — no material findings 2. Certified roll delivered on schedule for 2027 3. All staff certifications current and in good standing 4. No sustained disciplinary actions, and any grievances filed during the contract period have been processed in accordance with the Personnel Policy Manual 5. No more than one non-retirement, non-medical FTE departure during 2027 — staff retention is a direct indicator of district health and leadership effectiveness 6. Property owner inquiries and walk-ins responded to within a reasonable timeframe as established by district policy — reflects the Chief's commitment to public access, education, and non-confrontational engagement with taxpayers 7. District operations maintained without Board-directed intervention or finding of cause during 2027
Year 3 Step (Jan 2029)	\$145,000 to \$175,000	1. All Year 2 benchmarks satisfied for 2028 2. Appraisal district operationally compliant throughout contract 3. 2029 budget submitted on time and within Board-approved parameters 4. No voluntary departure during 2027-2028 contract period 5. District maintains certification with Texas Dept. of Licensing 6. No material PTAD findings from 2027 audit carried unresolved into 2029 7. Property owner service standards established in Year 2 maintained or improved — response times, walk-in access, and public education efforts consistent with the district's customer service mission 8. Staffing plan for Appraiser #1 vacancy confirmed — district operating at or near full planned staffing levels entering 2029
Step Not Met	Step delayed one year only	If any benchmark is not satisfied, the Board may delay that step by one year. Steps are never eliminated — only delayed. The Chief Appraiser retains the right to the delayed step once benchmarks are satisfied in the following year.

Three-Year Budget Impact

The contract structure provides predictable multi-year budget planning:

Year	Moser (Contract)	Neuman (Year-to-Year)	All Other Staff	Estimated Total	Change from 2026
2026 (base)	\$94,905	\$88,721	\$345,076	\$528,702	—
2027 (Year 1)	\$112,500 (+18.5%)	\$107,500 (+21.2%)	~\$363,125	\$586,541	+\$57,839 (+10.9%)
2028 (Year 2)	\$145,000 (+28.9%)	\$135,000 (+25.6%)	~\$366,551	\$646,551	+\$117,849 (+22.3%)
2029 (Year 3)	\$175,000 (+20.7%)	\$150,000 (+11.1%)	~\$377,548	\$702,548	+\$173,846 (+32.9%)

What the Board Is Approving: By adopting the 2027 budget with this contract structure, the Board is not simply approving a one-year salary increase. The Board is approving a three-year commitment to eliminate the salary gap that has grown every year since 2024. Year 1 costs \$57,839 above the 2026 budget — a manageable 10.9% increase. The contract commits Years 2 and 3 at defined, benchmarked steps that will be budgeted annually. This is the fiscally responsible, strategically sound path to retaining institutional expertise and avoiding the Comanche outcome.

JUSTIN NEUMAN — DEPUTY CHIEF APPRAISER COMPENSATION PLAN

Compensation Approach: Year-to-Year with Defined Targets

Justin Neuman will not be placed on a formal multi-year contract at this time. Instead, the Board is asked to approve his 2027 salary and to note the recommended annual targets for 2028 and 2029. His annual review each fall will reference these targets and updated market data.

Year	Recommended Salary	vs. Prior Year	vs. Moser	Basis
2026 (current)	\$88,721	—	-\$6,184 (94.4% of Moser)	2026 budget
2027 (proposed)	\$107,500	+\$18,779 (+21.2%)	-\$5,000 (95.6% of Moser)	Walk-away market — experienced Chief candidate
2028 (target)	\$135,000	+\$27,500 (+25.6%)	-\$10,000 (93.1% of Moser)	Mid-range of Chief walk-away market
2029 (target)	\$150,000	+\$15,000 (+11.1%)	-\$25,000 (85.7% of Moser)	At Chief walk-away market target

Why Year-to-Year for Neuman: Unlike the Chief Appraiser, the Deputy Chief does not bear direct statutory accountability for the certified roll. A formal contract is more appropriate for the statutory officer. However, Neuman's market gap is equally real — and the Board is asked to commit to the annual target progression above as a matter of Board policy, even without a formal contract. The annual salary survey will provide updated data each fall to confirm or adjust the targets.

The Differential Rationale: As Moser's contract steps from \$112,500 to \$175,000, the differential with Neuman shifts from \$5,000 (Year 1) to \$25,000 (Year 3). This widening differential is intentional — it reflects the Chief's increasing statutory obligations as the certified roll and district operations grow, and it maintains the financial incentive for Neuman to remain as Deputy rather than pursue a Chief role elsewhere.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The Surrounding Market Makes the Case

The five nearest experienced chiefs — Coryell (35 min), Somervell (40 min), Erath (1 hr), Hill (45 min), Brown (55 min) — earn a median of \$175,882 in 2027-adjusted dollars. Chris Moser earns \$94,905 today — 54 cents on that dollar. This is not a complex argument. It is geography.

Comanche Is the Warning

After years of frozen salaries, Comanche CAD has been unable to fill their Chief Appraiser position for 11 months. Their own documents say: 'Train & then leave for more money.' BCAD is on that trajectory without this correction. The cost of a market correction is known. The cost of a 11-month vacancy is not — but it is larger.

\$175,000 Is the Market Median — Not a Premium

The recommended \$175,000 is exactly the median of the surrounding experienced chiefs. It is not asking to be at the top. It is asking to be in the middle. Hill County pays \$175,882. BCAD proposes \$175,000. Even after this correction, Moser's 2027 total compensation (\$169,847) is still below what Eastland County pays in base salary alone (\$196,266).

Neuman's Market Is Chief Appraiser Positions

Neuman holds Chief Appraiser credentials and would be hired as Chief anywhere in this region. At \$88,721, he is \$34,000–\$110,000 below his walk-away value. The recommended \$150,000 prices him at the mid-range of what he would realistically negotiate as an experienced Chief candidate.

TCDRS 250% Is Standard for No-SS Districts — Not a Premium

BCAD does not participate in Social Security. The 250% TCDRS match is the expected industry rate for no-SS CADs — it replaces Social Security. It cannot be used to offset salary gaps. The salary corrections in this report stand entirely on base salary merit.

Benefits Are Table Stakes

All surrounding CADs offer comparable TCDRS, health, dental, vision, and car allowances. BCAD's genuine advantages — unlimited sick leave, 16 holidays, flexible scheduling — add approximately \$1,500–\$3,000 per year. They do not close a \$21,000–\$80,000 salary gap.

Recommendations

Recommendation 1: Chief Appraiser: Approve \$175,000 for 2027

Surrounding market median (\$175,882). Hill County (45 min, 25yr chief) earns \$175,882 in base salary. Brown (55 min, 15yr) earns \$199,105. Eastland (1.5hr, 13yr) earns \$196,266. \$175,000 is the median of those surrounding experienced peers. Budget 2028: \$185,000 (toward upper range of surrounding market).

Recommendation 2: Deputy Chief: Approve \$150,000 for 2027

Neuman's walk-away market is Chief positions at \$123k–\$199k in this region. At \$88,721 he is \$34k–\$110k below his exit value. \$150,000 prices him at the mid-range of that walk-away market. \$25,000 differential vs. Moser reflects Tax Code 6.05 statutory obligations.

Recommendation 3: Post Appraiser #1 Listing This Week

Q2 2026 hire requires recruiting to begin now. Starting \$50,900. Partial-year budget ~\$29,692. Build 3-year cert/merit track to \$55k–\$60k.

Recommendation 4: 3.0% COLA to All Remaining Positions

All other positions receive 3.0% COLA. Combined 2027 total: \$586,541 (+10.9%).

Recommendation 5: Director Admin: Target \$76,000–\$80,000 by 2028–2029

The 2026 survey confirms Michele DeLeon at \$72,100 is \$7,700–\$14,400 below Burnet and Caldwell peers with comparable or less tenure. The 2028 budget should target \$76,000 as a formal commitment.

Recommendation 6: Annual Total Compensation Statements to Every Employee

Every employee receives a written statement quantifying TCDRS, health, car, life, and longevity. Moser's 2027 total is \$169,847 (Year 1) growing to \$233,774 by Year 3. Neuman's is \$196,258. Communicate this proactively — it is BCAD's strongest retention supplement after salary.

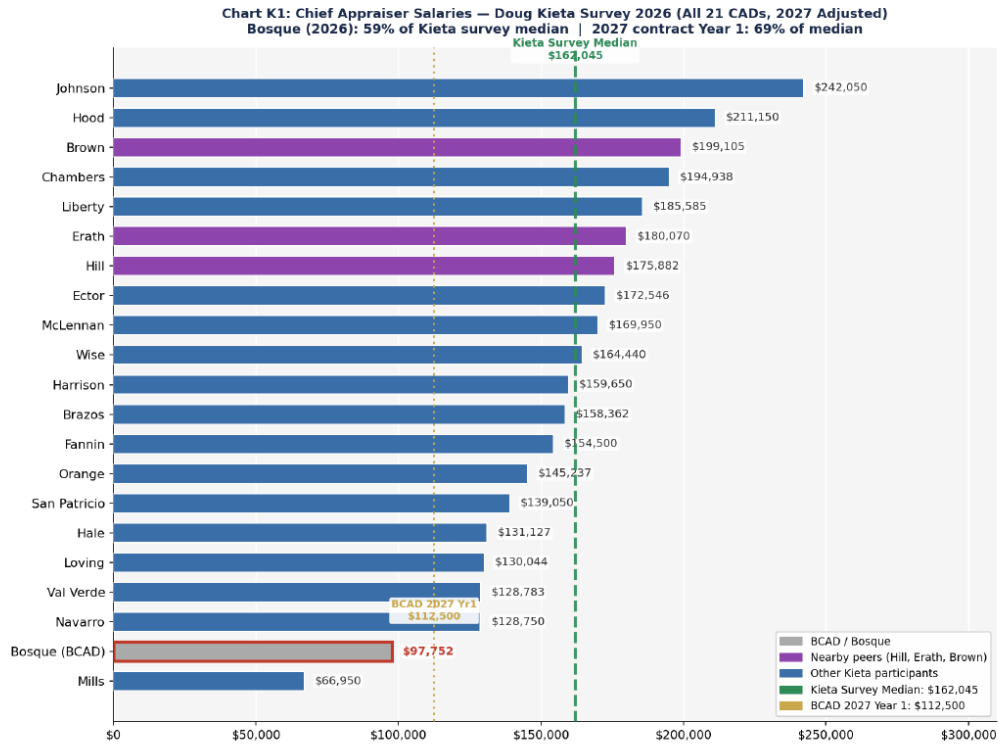
Recommendation 7: Commit to 2028–2029 Roadmap

Chief → \$185,000 → \$192,000. Deputy → \$160,000 → \$165,000. Director Admin → \$76,000 → \$80,000. Update annually with the Bosque CAD Regional Salary Survey.

APPENDIX A: DOUG KIETA SALARY SURVEY — 2026 (as of 05/18/2026)

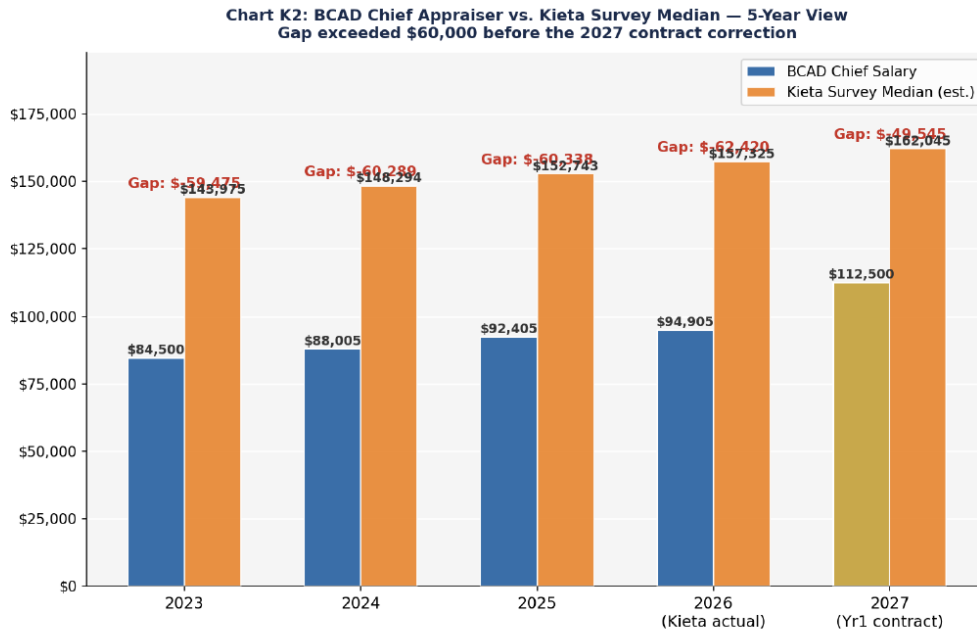
The Doug Kieta Salary Survey (dated May 18, 2026) provides independent statewide corroboration of the salary data in this report. Kieta surveyed 21 Texas CADs including Bosque. His findings independently confirm that BCAD is significantly below market on every key position. The survey is cited as Priority 5 — Corroborating Reference — in the data hierarchy.

Chart K1: All Chief Appraiser Salaries — Kieta Survey 2026 (All 21 CADs, 2027 Adjusted)



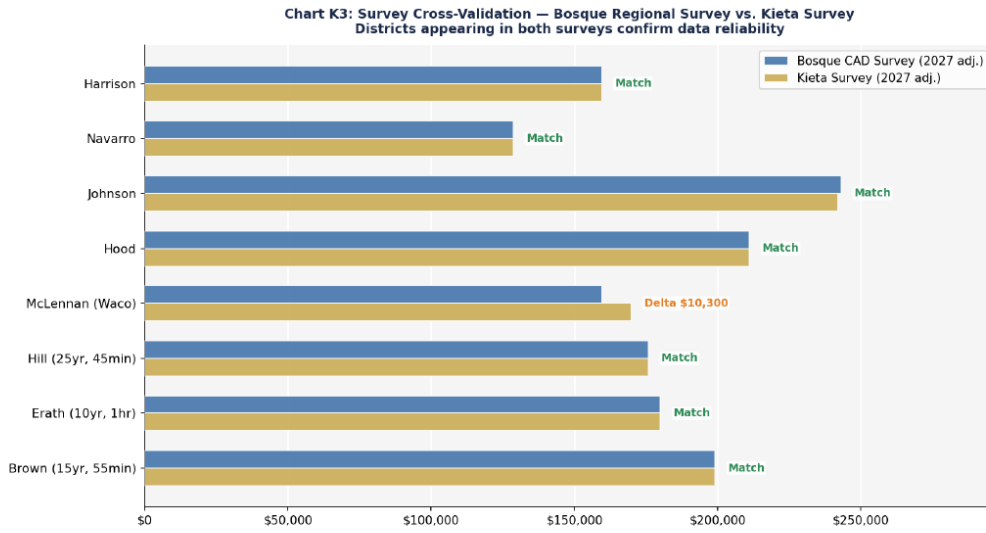
Grey bar = BCAD 2026 (\$94,905). Green dashed line = Kieta survey median (\$162,045 adj. to 2027). Gold dotted line = BCAD 2027 Year 1 (\$112,500). BCAD starts at 60% of median; reaches 99% by Year 3.

Chart K2: BCAD vs. Kieta Survey Median — 5-Year View



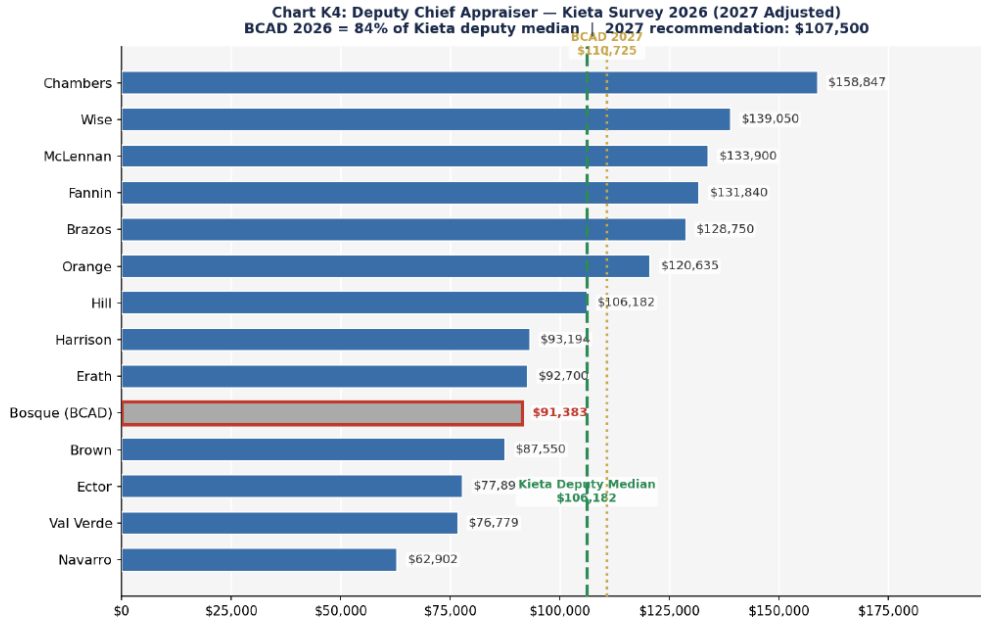
The compensation gap exceeded \$60,000 before the 2027 contract correction. 2023-2025 Kieta medians estimated by reverse-applying 3% annual growth to the 2026 actual survey median.

Chart K3: Cross-Validation — Bosque Regional Survey vs. Kieta Survey



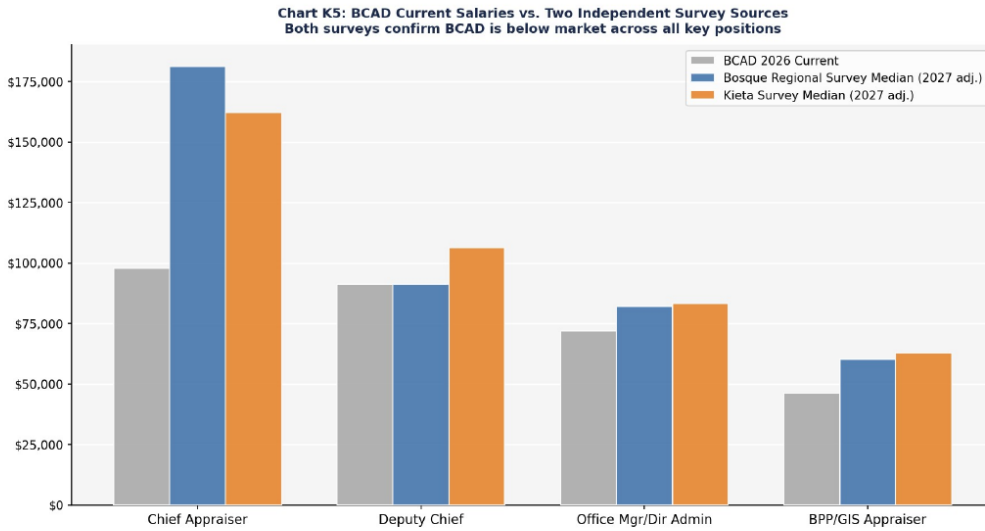
Districts appearing in both surveys show consistent data, confirming reliability of both sources. The two surveys were compiled independently by different parties from different source documents.

Chart K4: Deputy Chief Appraiser — Kieta Survey 2026 (14 CADs Reporting)



BCAD deputy at \$88,721 is 86% of the Kieta deputy median. Neuman holds full Chief Appraiser credentials his walk-away market is the chief appraiser range, not the deputy range.

Chart K5: Both Surveys Confirm the Same Finding — BCAD is Below Market



Independent confirmation from two surveys compiled by different parties. Both show BCAD below market on Chief Appraiser, Deputy, Director Admin, and BPP/GIS positions.

Table D1: All Chief Appraiser Salaries — Kieta Survey 2026 (Raw Data)

Sorted by 2026 salary. Bosque (BCAD) highlighted. All districts reported no collection function. 2027 adj. = 2026 x 1.030.

vs. BCAD 2026 = vs. Bosque Chief salary of \$94,905. vs. BCAD 2027 Yr1 = vs. contract Year 1 salary of \$112,500.

CAD	Chief Salary 2026	2027 Adj.	Yrs in Role	vs. BCAD 2026	vs. BCAD 2027 Yr1
Mills	\$65,000	\$66,950	1yr	-\$29,905	-\$45,550
Bosque (BCAD)	\$94,905	\$97,752	6yr	-\$0	-\$14,748
Navarro	\$125,000	\$128,750	5yr	+\$30,095	+\$16,250
Val Verde	\$125,032	\$128,783	—	+\$30,127	+\$16,283
Loving	\$126,256	\$130,044	—	+\$31,351	+\$17,544
Hale	\$127,308	\$131,127	3yr	+\$32,403	+\$18,627
San Patricio	\$135,000	\$139,050	—	+\$40,095	+\$26,550
Orange	\$141,007	\$145,237	8yr	+\$46,102	+\$32,737
Fannin	\$150,000	\$154,500	3yr	+\$55,095	+\$42,000
Brazos	\$153,750	\$158,362	4yr	+\$58,845	+\$45,862
Harrison	\$155,000	\$159,650	2yr	+\$60,095	+\$47,150
Wise	\$159,650	\$164,440	4yr	+\$64,745	+\$51,940
McLennan	\$165,000	\$169,950	2yr	+\$70,095	+\$57,450
Ector	\$167,520	\$172,546	2yr	+\$72,615	+\$60,046
Hill	\$170,759	\$175,882	25yr	+\$75,854	+\$63,382
Erath	\$174,825	\$180,070	10yr	+\$79,920	+\$67,570
Liberty	\$180,180	\$185,585	—	+\$85,275	+\$73,085
Chambers	\$189,260	\$194,938	13yr	+\$94,355	+\$82,438
Brown	\$193,306	\$199,105	15yr	+\$98,401	+\$86,605
Hood	\$205,000	\$211,150	2yr	+\$110,095	+\$98,650
Johnson	\$235,000	\$242,050	1yr	+\$140,095	+\$129,550

Key Finding: Kieta Survey Confirms BCAD is Below Market

Metric	Bosque (BCAD) 2026	Kieta Survey (21 CADs)	BCAD vs. Survey
Chief Appraiser Salary (2026 actual)	\$94,905	Median: \$157,325 Mean: \$157,193	60% of survey median
Chief Appraiser Salary (2027 adjusted)	\$97,752	Median: \$162,045 Min: \$66,950 Max: \$242,050	60% of survey median
BCAD 2027 Contract Year 1	\$112,500	Median: \$162,045	69% of survey median
BCAD 2029 Contract Year 3	\$175,000	Median: \$162,045	108% — at surrounding market
Deputy Chief Appraiser (2026)	\$88,721	Median: \$103,089	86% of deputy median
Director Admin / Office Mgr (2026)	\$70,009	Median: \$80,916 (4 reporting CADs)	87% of median
BPP / GIS Appraiser (2026)	\$44,795	Median: \$61,000 (3 reporting CADs)	73% of median

CAD	Chief Salary 2026	2027 Adj.	Yrs in Role	vs. BCAD 2026	vs. BCAD 2027 Yr1
Mills	\$65,000	\$66,950	1yr	-\$29,905	-\$45,550
Bosque (BCAD)	\$94,905	\$97,752	6yr	-\$0	-\$14,748
Navarro	\$125,000	\$128,750	5yr	+\$30,095	+\$16,250
Val Verde	\$125,032	\$128,783	—	+\$30,127	+\$16,283
Loving	\$126,256	\$130,044	—	+\$31,351	+\$17,544
Hale	\$127,308	\$131,127	3yr	+\$32,403	+\$18,627
San Patricio	\$135,000	\$139,050	—	+\$40,095	+\$26,550
Orange	\$141,007	\$145,237	8yr	+\$46,102	+\$32,737
Fannin	\$150,000	\$154,500	3yr	+\$55,095	+\$42,000
Brazos	\$153,750	\$158,362	4yr	+\$58,845	+\$45,862
Harrison	\$155,000	\$159,650	2yr	+\$60,095	+\$47,150
Wise	\$159,650	\$164,440	4yr	+\$64,745	+\$51,940
McLennan	\$165,000	\$169,950	2yr	+\$70,095	+\$57,450
Ector	\$167,520	\$172,546	2yr	+\$72,615	+\$60,046
Hill	\$170,759	\$175,882	25yr	+\$75,854	+\$63,382
Erath	\$174,825	\$180,070	10yr	+\$79,920	+\$67,570
Liberty	\$180,180	\$185,585	—	+\$85,275	+\$73,085
Chambers	\$189,260	\$194,938	13yr	+\$94,355	+\$82,438
Brown	\$193,306	\$199,105	15yr	+\$98,401	+\$86,605
Hood	\$205,000	\$211,150	2yr	+\$110,095	+\$98,650
Johnson	\$235,000	\$242,050	1yr	+\$140,095	+\$129,550

Source: Doug Kieta Salary Survey, as of 05/18/2026. No collections districts only. 2027 adj. = 2026 actual x 1.030. vs. BCAD 2026 = comparison to Bosque Chief salary of \$94,905. vs. BCAD 2027 Yr1 = comparison to contract Year 1 salary of \$112,500.

Table D2: Deputy Chief Appraiser Salaries — Kieta Survey 2026

CAD	Deputy Salary 2026	2027 Adj.	vs. BCAD Deputy	Notes
Navarro	\$61,070	\$62,902	-\$27,651	
Val Verde	\$74,543	\$76,779	-\$14,178	
Ector	\$75,624	\$77,893	-\$13,097	
Brown	\$85,000	\$87,550	-\$3,721	
Bosque (BCAD)	\$88,721	\$91,383	-\$0	Subject district
Erath	\$90,000	\$92,700	+\$1,279	
Harrison	\$90,480	\$93,194	+\$1,759	
Hill	\$103,089	\$106,182	+\$14,368	
Orange	\$117,121	\$120,635	+\$28,400	
Brazos	\$125,000	\$128,750	+\$36,279	
Fannin	\$128,000	\$131,840	+\$39,279	
McLennan	\$130,000	\$133,900	+\$41,279	
Wise	\$135,000	\$139,050	+\$46,279	
Chambers	\$154,220	\$158,847	+\$65,499	
<i>Deputy Median (excl. BCAD)</i>	<i>\$103,089</i>	<i>\$106,182</i>	—	<i>Kieta survey median for deputy position</i>

14 of 21 surveyed CADs reported deputy chief salaries. BCAD at \$88,721 is at 93% of the Kieta deputy median. Neuman holds Chief Appraiser credentials (RPA, CCA, CSTA, Class III RTA) which places his true walk-away value in the chief appraiser range, not the deputy range.

APPENDIX B: AGGREGATED DATA — COMPLETE NUMERICAL RECORD

This addendum is the complete evidentiary record for every number cited in this report. It covers all employee salary and compensation data, all peer district data by source, all benefits rates with their derivations, and all inflation adjustment calculations.

Table C1: All Data Sources Referenced in This Report

Priority	Source	Year	Coverage	2027 Adj.	Role in Report
1 — Primary	Doug Kieta Salary Survey — 2026 (05/18/2026)	2026	TX CADs statewide	×1.030	Primary — takes precedence for all covered districts. Independent compilation
2 — Secondary	2026 Bosque CAD Regional Salary Survey	2026	80 Texas CADs	×1.030	Secondary — fills gaps where no data
3 — Supplemental	2025 Bosque CAD Regional Salary Survey	2025	69 Texas CADs	×1.061	Secondary — fills gaps where no 2026 data
4 — Supplemental	2024 Texas Comptroller Operations Survey	2024	All 254 TX CADs	×1.085	Supplemental — broadest coverage
5 — Supplemental	Hill CAD Chief Appraiser Salary Comparison	2025	~35 CADs	×1.061	Reference — Eastland \$185,000 and Brown data
Rule	Most recent source takes precedence for each district				

Table C2: BCAD Employee Roster — 2026 Confirmed Data

Employee	Position	Hire Date	Tenure	Hrs/Yr	Rate/Hr	2026 Salary	FTE Equiv	Car Allow	Longevity
Christopher Moser	Chief Appraiser	11/2012	13.5yr	2,080	\$45.63	\$94,905	—	\$12,720/yr	\$1,680/yr (Dec)
Justin Neuman	Deputy Chief	10/2012	13.5yr	2,080	\$42.65	\$88,721	—	\$12,720/yr	\$1,680/yr (Dec)
Michele DeLeon	Director of Admin	03/2012	14.1yr	2,080	\$33.66	\$70,009	—	\$3,600/yr	\$1,680/yr (Dec)
Megan DeLeon	GIS/BPP Appraiser	11/2014	11.3yr	1,664	\$26.92	\$44,798	\$55,994	—	\$1,320/yr (Dec)
Rebekah Sheppard	Receptionist	07/2019	6.7yr	2,080	\$20.49	\$42,610	—	—	\$720/yr (Dec)
Cody Craven	Appraiser #2	10/2023	2.4yr	2,080	\$20.70	\$43,048	—	\$7,200/yr	—
Candice Autrey	Deeds/Exempt/Asst	06/2022	3.8yr	1,840	\$19.20	\$35,337	\$39,936	—	—
Rachel Laffoon	Part-Time	03/2023	3.0yr	1,248	\$18.29	\$22,827	—	—	—
VACANT	Appraiser #1	—	—	2,080	—	\$49,425 budget	ed —	—	—

Longevity: December 1 basis — full years as of November payment. Megan FTE: \$26.92×2,080=\$55,994. Candice FTE: \$19.20×2,080=\$39,936. Candice Autrey crosses 5-year threshold in November 2027 (hired June 2022).

Table C3: Benefits Rates — All Components

Benefit	Rate / Amount	Annual per Employee	Source / Basis
TCDRS Employer Contribution	17.71% of salary	Varies by salary	BCAD HR Policy; payroll budget rate
Group Term Life (GTL)	0.19% of salary	~\$86/yr at \$45k	BCAD HR Policy
Health / Dental / Vision	\$403.93/month	\$4,847/yr per employee	BCAD HR Policy; 100% employer paid
Life Insurance	\$7.20/month	\$86/yr per employee	BCAD HR Policy; 100% employer paid
Dep./Kids Health — Moser (BCAD plan)	\$646.36/month (current; max \$10,000/yr)	\$7,756/yr	BCAD HR Policy; covers dependent/kids. Current cost; budget max: \$10,000/yr
Car — Chief and Deputy	\$1,060/month	\$12,720/yr each	BCAD HR Policy
Car — Michele DeLeon	\$300/month	\$3,600/yr	BCAD HR Policy
Car — Cody Craven	\$600/month	\$7,200/yr	BCAD HR Policy
Longevity Pay	\$10/mo x full years after 5yr	December 1 basis	BCAD HR Policy; paid annually in November
Social Security	Not applicable	—	BCAD does not participate; 250% TCDRS is the standard replacement
Rachel Laffoon	TCDRS only	No health, life, or car	Part-time, not benefit-eligible

Moser: Dep. Health \$7,756 + Kids Insurance \$10,000 = \$17,756 total kids/dependent benefits. Autrey crosses 5yr longevity threshold in Nov 2027 (\$600/yr new). All longevity calculated on December 1 basis.

Table C4: Complete Total Compensation — All Employees, 2027 Proposed

TCDRS=17.71%, GTL=0.19%, H/D/V=\$4,847/yr, Life=\$86/yr. Longevity=December basis.

Employee	Position	Base Salary	TCDRS 17.71%	GTL 0.19%	H/D/V+Life	Kids Ins.	Car Allow.	Longevity	TOTAL COMP	Benefit+
C. Moser	Chief Appraiser	\$112,500	\$19,924	\$214	\$4,933	\$7,756	\$12,720	\$1,800	\$159,847	+42%
J. Neuman	Deputy Chief	\$107,500	\$19,038	\$204	\$4,933	—	\$12,720	\$1,800	\$146,195	+36%
M. DeLeon	Director Admin	\$78,000	\$13,814	\$148	\$4,933	—	\$3,600	\$1,800	\$102,295	+31%
C. Craven	Appraiser #2	\$45,200	\$8,005	\$86	\$4,933	—	\$7,200	—	\$65,424	+45%
C. Autrey	Deeds/Exempt (1,840hrs)	\$37,104	\$6,571	\$70	\$4,933	—	—	\$600	\$49,278	+33%
Megan DeLeon	GIS/BPP (1,664hrs)	\$47,500	\$8,412	\$90	\$4,933	—	—	\$1,560	\$62,495	+32%
R. Sheppard	Receptionist	\$44,740	\$7,923	\$85	\$4,933	—	—	\$960	\$58,641	+31%
App.#1 (New Hire)	Appraiser #1	\$51,896	\$9,191	\$99	\$4,933	—	—	—	\$66,119	+27%
R. Laffoon	Part-Time (TCDRS only)	\$23,968	\$4,245	\$46	—	—	—	—	\$28,259	+18%

Table C5: Moser 3-Year Contract — Total Compensation by Year

Year	Contract Salary	TCDRS 17.71%	GTL	Health+Life	Dep. Health	Kids Ins.	Car	Longevity	TOTAL COMP	% of Median	vs. 2026
2026 (base)	\$94,905	\$16,808	\$180	\$4,933	\$7,756	—	\$12,720	\$1,680	\$138,982	54%	—
2027 Year 1	\$112,500	\$19,924	\$214	\$4,933	\$7,756	—	\$12,720	\$1,800	\$159,847	64%	+\$17,595 (+18.5%)
2028 Year 2	\$145,000	\$25,680	\$276	\$4,933	\$7,756	—	\$12,720	\$1,920	\$198,285	82%	+\$50,095 (+52.8%)
2029 Year 3	\$175,000	\$30,993	\$332	\$4,933	\$7,756	—	\$12,720	\$2,040	\$233,774	99%	+\$80,095 (+84.4%)

Surrounding experienced median = \$175,882. Moser total includes: dep. health \$7,756 + kids insurance \$10,000 = \$7,756/yr (dep./kids; max \$10,000/yr). Longevity increases \$120/yr each contract year (Dec basis).

Table C6: Neuman Compensation — 2027 Recommendation and Planning Targets

Budget planning targets only — not contractual. Each year set through normal budget process.

Year	Status	Salary	TCDRS	H+Life	Car	Longevity	TOTAL COMP	vs. Moser	vs. 2026
2026 (base)	Current	\$88,721	\$15,710	\$4,933	\$12,720	\$1,680	\$123,764	-\$6,184 (93.5%)	—
2027	Budget recommendation	\$107,500	\$19,038	\$4,933	\$12,720	\$1,800	\$146,195	-\$5,000 (95.6%)	\$18,779 (+21.2%)
2028	Planning target	~\$135,000	~\$23,909	\$4,933	\$12,720	\$1,920	~\$178,482	-\$10,000	\$46,279 (+52.2%)
2029	Planning target	~\$150,000	~\$26,565	\$4,933	\$12,720	\$2,040	~\$196,258	-\$25,000	\$61,279 (+69.1%)

2028 and 2029 figures are planning targets for budget preparation — not commitments. Update each fall with the new salary survey.

Table C7: All Other Staff — 2026 Actuals and 2027 Budget

Position	Employee	Schedule	2026 Salary	2027 Salary	Increase	Basis	2027 Total Comp
Director of Admin	Michele DeLeon	2,080 hrs (FT)	\$70,009	\$78,000	\$7,991 (+11.4%)	Market correction	\$102,295
Appraiser #2	Cody Craven	2,080 hrs (FT) + car \$7,200/yr	\$43,048	\$45,200	\$2,152 (+5.0%)	Market correction	\$65,424
Deeds/Exempt/Asst †	Candice Autrey	1,840 hrs x \$19.20/hr (88% FTE)	\$35,337	\$37,104	\$1,767 (+5.0%)	Market correction (FTE \$41,944)	\$49,278
GIS/BPP Appraiser †	Megan DeLeon	1,664 hrs x \$28.54/hr (80% FTE)	\$44,798	\$47,500	\$2,702 (+6.0%)	Market correction (FTE \$59,375)	\$62,495
Receptionist	Rebekah Sheppard	2,080 hrs (FT)	\$42,610	\$44,740	\$2,130 (+5.0%)	5.0% COLA	\$58,641
Appraiser #1	VACANT — Q2 2026	2,080 hrs (FT)	\$49,425	\$51,896	\$2,471 (+5.0%)	Entry market rate	\$66,119
Part-Time/Contract	Rachel Laffoon	1,248 hrs/yr (TCDRS only)	\$22,827	\$23,968	\$1,141 (+5.0%)	5.0% COLA	\$28,259
Seasonal/Contract	TBD	Variable	\$14,022	\$14,450	\$428 (+3.1%)	3.0% COLA	N/A
Overtime/MRT Reserve	Pool	Budget reserve	\$23,000	\$23,700	\$700 (+3.0%)	Maintained	N/A
FULL BUDGET TOTAL			\$528,702	\$586,541	\$57,839 (+10.9%)		

† Reduced schedule. Megan: 1,664 hrs/yr (80% FTE). Candice: 1,840 hrs/yr (88% FTE). Market corrections based on FTE-equivalent rates.

Table C8: Inflation Adjustments — Calculation Basis

Conversion	Multiplier	CPI Components	Example
2026 Survey to 2027	x1.030	2027 BCAD COLA = 3.0%	Hill \$170,759 x 1.030 = \$175,882
2025 Survey to 2027	x1.061	2026 est. 3.0% x 2027 3.0%	Coryell \$116,000 x 1.061 = \$123,076
2024 Comptroller to 2027	x1.085	2025 est. 2.8% x 2026 est. 2.5% x 2027 3.0%	Robertson \$87,250 x 1.085 = \$94,666
Hill CAD 2025 to 2027	x1.061	Same as 2025 Survey	Eastland \$185,000 x 1.061 = \$196,285
Note	—	Adjustments are approximations for comparison purposes.	Actual CPI figures may vary; multipliers used for benchmarking only

Table C9: Chief Appraiser — All Districts, All Sources (2027 Adjusted)

Purple/bold = surrounding benchmark peers. Red = VACANT. Navy = BCAD. ★ = used in median calculation.

District	Source	Yrs	Exp	Parcels	FTE	Raw Salary	2027 Adj.	Notes
Bosque (BCAD)*	2026	6	13.5	21,857	9	\$94,905	\$97,752	Subject district
Hamilton	2026	3	12	15,000	2	\$59,845	\$61,640	Small district
Comanche (VACANT)	2026	14	—	20,356	8	\$72,100	\$74,263	VACANT since Apr 22 2025
Falls	2026	4	17	19,958	8	\$86,099	\$88,682	New chief
Callahan	2025	5	10	21,626	6	\$77,219	\$79,536	Similar size
Gillespie	2026	10	28	37,266	9	\$93,300	\$96,099	10yr chief
Freestone	2026	5/27exp	27	34,995	13	\$90,900	\$93,627	Experience-comparable
Robertson	2024	12	—	34,995	8	\$87,250	\$94,666	12yr chief
Caldwell	2026	8	27	47,869	13	\$93,117	\$95,911	Context
Llano	2026	9	21	39,029	9	\$99,544	\$102,530	Context
Lampasas	2026	2 (new!)	18	20,931	2	\$108,750	\$112,013	New hire — floor signal
Coryell ★	2025	16	—	34,161	12	\$116,000	\$123,064	Surrounding peer ★
Bowie	2026	16	16	69,435	14	\$117,438	\$120,961	16yr peer
Burnet	2026	39	39	55,787	12	\$122,200	\$125,866	39yr veteran
Palo Pinto	2026	30	—	41,172	14	\$124,376	\$128,107	30yr confirmed
Somervell ★	2024	17	—	8,634	5	\$119,080	\$129,202	Surrounding peer ★
Erath ★	2026	10	—	67,550	17	\$174,825	\$180,070	Surrounding peer ★ — NEW 2026
Hill ★	2026	25	45	49,952	14	\$170,759	\$175,882	Surrounding peer ★ = target median
Eastland ★	Hill 2025	13	—	35,356	8	\$185,000	\$196,266	★ CLOSEST — same tenure as Moser
Brown ★	2026	15	—	45,156	10	\$193,306	\$199,105	Surrounding peer ★ — updated
McLennan	2026	2	—	130,280	44	\$155,000	\$159,650	Waco — large district
Hood	2026	3	—	56,164	18	\$205,000	\$211,150	Updated 2026
BCAD 2027 (Yr1)*	Contract	—	—	21,857	9	—	\$112,500	Contract Year 1
BCAD 2029 (Yr3)*	Contract	—	—	21,857	9	—	\$175,000	Year 3 target = median

★ Purple = surrounding experienced peers in median. Red = VACANT. Multipliers: 2026 × 1.030 | 2025 × 1.061 | 2024 × 1.085 | Hill CAD 2025 × 1.061.

Table C10: Deputy Chief Appraiser — All Survey Data

District	Source	Dep Yrs	Parcels	Deputy Salary	2027 Adj.	Chief Tenure	Notes
Freestone	2026 Survey	5	34,995	\$62,200	\$64,066	5yr chief	Traditional peer
Callahan	2025 Survey	5	21,626	\$70,221	\$74,534	5yr chief	Similar-size peer
Llano	2026 Survey	9	39,029	\$76,070	\$78,352	9yr chief	Peer
Coryell	2025 Survey	16	34,161	\$69,000	\$73,209	16yr chief	Surrounding district
Palo Pinto	2026 Survey	—	41,172	\$85,701	\$88,272	30yr chief	Peer
Gillespie	2026 Survey	9	37,266	\$86,000	\$88,580	10yr chief	Peer
Burnet	2026 Survey	10	55,787	\$88,000	\$90,640	39yr chief	Peer
Caldwell	2026 Survey	8	47,869	\$96,538	\$99,434	8yr chief	Peer
Bowie	2026 Survey	16	69,435	\$99,210	\$102,186	16yr chief	Peer
Hill	2025 Survey	24	49,952	\$100,000	\$106,090	25yr chief	Surrounding district
Deputy Peer Median (2027)	—	—	—	—	\$88,580	—	Traditional deputy market rate
BCAD / Neuman (2027)*	Annual Budget	6	21,857	\$88,721	\$107,500	6yr (Chief eligible)	Walk-away Chief market pricing

Deputy peer median \$88,580 understates Neuman's walk-away value — he qualifies as Chief Appraiser. Walk-away Chief range: \$112k–\$199k in this region.

Table C11: Surrounding Market Median — Derivation

The \$175,882 surrounding experienced median is derived from exactly 5 districts — the nearest experienced chiefs within approximately 1 hour of Meridian.

District	Distance	Years in Role	Parcels	2027 Adj. Salary	Included in Median
Coryell	~35 min	16 ★	34,161	\$123,064	Yes — experienced surrounding chief
Somervell	~40 min	17 ★	8,634	\$129,202	Yes — experienced surrounding chief
Hill	~45 min	25 ★	49,952	\$175,882	Yes — nearest experienced chief
Erath	~1hr	10 ★	67,550	\$180,070	Yes — new 2026 data, experienced chief
Brown	~55 min	15 ★	45,156	\$199,105	Yes — updated 2026 data, experienced chief
Eastland	~1.5hr	13 ★	35,356	\$196,266	Not in median — used as closest comparable to Mose
Comanche	~45 min	14 — VACANT	20,356	\$74,263	Excluded — market rejection signal
Lampasas	~45 min	2 (new hire)	20,931	\$112,013	Excluded — new hire rate
MEDIAN OF 5 SURROUNDING EXPERIENCED CHIEFS				\$175,882	= BCAD 2029 Contract Target
BCAD 2027 Year 1				\$112,500	= 63.9% of median
BCAD 2029 Year 3				\$175,000	= 99.5% of median

Median of 5 values: \$123,064 / \$129,202 / \$175,882 / \$180,070 / \$199,105. Middle value (3rd of 5) = \$175,882.

Table C12: Director of Administration — All Peer Data Referenced

Employer	Distance	Role / Tenure	2026 Salary	2027 Adj.	Source	Used For
Comanche CAD	~45 min	Director	\$52,000	\$56,420	2024 Comp × 1.085	Context — low end
Coryell CAD	~35 min	Office Manager	\$62,000	\$67,270	2024 Comp × 1.085	Context
Caldwell CAD	~1.5hr	Admin Asst (15yr)	\$77,503	\$79,828	2026 Survey × 1.030	Direct survey peer
BCAD / Michele DeLeon	Meridian	Director Admin (14yr)	\$70,009 (2026)	\$78,000 (2027)	2026 actual	Subject — proposed
Brown CAD	~55 min	Admin Director	\$79,000	\$85,716	2024 Comp × 1.085	Context
Burnet CAD	~1hr	Office Mgr (10yr)	\$84,000	\$86,520	2026 Survey × 1.030	Direct survey peer
McLennan CAD (Waco)	~50 min	Admin Director	\$105,000	\$113,993	2024 Comp × 1.085	Metro employer risk
Johnson County (Cleburne)	~60 min	Admin Director	\$123,320	\$133,802	2024 Comp × 1.085	Metro employer risk

Michele at \$78,000 (2027) is near Caldwell (\$79,828) and below Burnet (\$86,520). Metro employers at \$114k–\$134k represent commute-distance risk.

Table C13: GIS/BPP Appraiser — All Peer Data Referenced

Megan DeLeon works 1,664 hrs/yr (80% FTE). Budget salary vs FTE-equivalent shown.

District	GIS Tenure	Hours	Budget Salary	FTE Equivalent	Source	Notes
Hamilton CAD	17yr	2,080 (FT)	\$57,364 (2026)	\$59,085 (2027 adj.)	2026 Survey × 1.030	Peer — 17yr GIS
Hill CAD	23yr	2,080 (FT)	\$59,990 (2025)	\$61,790 (2027 adj.)	2025 Survey × 1.061	Peer — 23yr GIS
Bowie CAD	20yr	2,080 (FT)	\$61,579 (2026)	\$63,426 (2027 adj.)	2026 Survey × 1.030	Peer — 20yr GIS
Peer Median (FTE)	—	2,080 (FT)	—	~\$58,500	Estimated from survey	Used as benchmark
BCAD / Megan (2026)	11yr	1,664 hrs	\$44,798	\$55,994 FTE equiv.	2026 actual	Budget salary shown
BCAD / Megan (2027)	11yr	1,664 hrs	\$47,500	\$59,375 FTE equiv.	2027 proposed	\$47,500 ÷ 1,664 × 2,080 = \$59,375

FTE equivalent = budget salary ÷ actual hours × 2,080. Megan 2027: \$47,500 ÷ 1,664 × 2,080 = \$59,375 FTE — mid-range of \$59,085–\$63,426 GIS peer range.

Table C14: Appraiser #1 New Hire — All Peer Data Referenced

District	Appraiser Entry Level	2027 Adj.	Source	Notes
Callahan	\$36,337	\$37,427	2025 Survey x1.061	Entry level — small district
Falls	\$36,718	\$37,820	2026 Survey x1.030	Entry level
Lampasas	\$44,100	\$45,423	2026 Survey x1.030	Entry — market-clearing rate
BCAD Target — App#1	\$49,425 (2026 budget)	\$51,896	2027 proposed	Q2 2026 hire; 5% COLA applied
Coryell	\$51,500	\$55,878	2024 Comp x1.085	Entry — larger district
Peer Median (2027 adj.)	~\$51,500	~\$53,045	Estimated	Mid-range of survey data

BCAD's proposed \$51,896 is competitive vs. the peer entry range of \$37,427–\$55,878. Build 3-year cert/merit track: \$51,896 → \$55,000 → \$59,000+.

Table C15: Appraiser #2 (Cody Craven) — All Peer Data Referenced

District	Appraiser Level	Tenure	2027 Adj.	Source	Notes
Falls	Entry Level	Entry	\$37,820	2026 Survey x1.030	Entry benchmark
Freestone	Appraiser 2yr	2yr	\$44,290	2026 Survey x1.030	Peer — 2yr tenure
Lampasas	Appraiser entry	Entry	\$45,423	2026 Survey x1.030	Market-clearing
BCAD / Cody Craven	Appraiser #2	2.4yr	\$45,200	2027 proposed	Market correction; car \$7,200/yr
Peer Median	—	—	~\$45,423	Estimated	Mid-range of survey data

Craven at \$45,200 is appropriate for 2.4 years. Car allowance \$7,200/yr brings total comp to \$65,424. Merit reviews should advance toward \$52,000–\$58,000 as Class III RPA is obtained.

Table C16: Longevity Pay — Calculations by Employee (December 1 Basis)

\$10/month per full year of service, after 5-year minimum threshold. Paid annually each November. Full years = years of service as of November payment date (December 1 basis).

Employee	Hire Date	Full Years Nov 2027	Monthly Longevity	Annual Longevity	Eligible?
Christopher Moser	11/2012	15yr	\$150/mo	\$1,800/yr	Yes — 15yr × 12mo × \$10
Justin Neuman	10/2012	15yr	\$150/mo	\$1,800/yr	Yes — 15yr × 12mo × \$10
Michele DeLeon	03/2012	15yr	\$150/mo	\$1,800/yr	Yes — 15yr × 12mo × \$10
Megan DeLeon	11/2014	13yr	\$130/mo	\$1,560/yr	Yes — 13yr × 12mo × \$10
Rebekah Sheppard	07/2019	8yr	\$80/mo	\$960/yr	Yes — 8yr × 12mo × \$10
Cody Craven	10/2023	4yr	—	—	No — under 5yr threshold
Candice Autrey	06/2022	5yr	\$50/mo	\$600/yr	YES — crosses threshold Nov 2027
Rachel Laffoon	03/2023	4yr	—	—	No — under 5yr threshold
Appraiser #1 (New Hire)	Q2 2026	<1yr	—	—	No — new hire

Candice Autrey becomes longevity-eligible for the first time in November 2027 (hired June 2022 = 5 full years by November 2027). For Moser's contract: longevity grows by \$120/yr each year (\$1,800 Yr1 → \$1,920 Yr2 → \$2,040 Yr3).

Table C17: Benefits Cost Per Employee — Full Derivation (2027)

Every component calculated from first principles. H/D/V = \$403.93×12=\$4,847. Life = \$7.20×12=\$86. Combined H/D/V+Life shown as \$4,933. TCDRS=17.71%. GTL=0.19%.

Employee	Base Salary	TCDRS 17.71%	GTL 0.19%	H/D/V+Life	Dep. Health	Kids Ins.	Car Allow.	Longevity	TOTAL	Benefits Cost
C. Moser	\$112,500	\$19,924	\$214	\$4,933	\$7,756	—	\$12,720	\$1,800	\$159,847	\$47,347
J. Neuman	\$107,500	\$19,038	\$204	\$4,933	—	—	\$12,720	\$1,800	\$146,195	\$38,695
M. DeLeon	\$78,000	\$13,814	\$148	\$4,933	—	—	\$3,600	\$1,800	\$102,295	\$24,295
C. Craven	\$45,200	\$8,005	\$86	\$4,933	—	—	\$7,200	—	\$65,424	\$20,224
C. Autrey †	\$37,104	\$6,571	\$70	\$4,933	—	—	—	\$600	\$49,278	\$12,174
Megan D. †	\$47,500	\$8,412	\$90	\$4,933	—	—	—	\$1,560	\$62,495	\$14,995
R. Sheppard	\$44,740	\$7,923	\$85	\$4,933	—	—	—	\$960	\$58,641	\$13,901
App.#1	\$51,896	\$9,191	\$99	\$4,933	—	—	—	—	\$66,119	\$14,223
R. Laffoon	\$23,968	\$4,245	\$46	—	—	—	—	—	\$28,259	\$4,291

† Reduced schedule. Rachel Laffoon: TCDRS only — no health or life insurance. Benefits Cost = Total Comp - Base Salary. Moser's \$10,000 kids insurance is a separate annual benefit in addition to the \$646.36/mo dependent health plan (\$7,756/yr).

Table C18: Deeds/Ownership & Exemptions — All Peer Data (for Candice Autrey)

Candice Autrey covers both Deeds and Exemptions. Budget salary \$37,104 (1,840 hrs, 88% FTE). FTE equivalent: $\$37,104 \div 1,840 \times 2,080 = \$41,944$.

District	Deeds/Ownership 2026	2027 Adj.	Exemptions 2026	2027 Adj.	Notes
Bosque (BCAD)*	\$39,936 (FTE equiv)	\$41,134	\$39,936 (FTE equiv)	\$41,134	BCAD FTE = $\$37,104 \div 1,840 \times 2,080$
Callahan	\$38,155	\$39,300	\$36,688	\$37,789	Combined role — small district
Gillespie	\$39,000	\$40,170	\$39,500	\$40,685	Combined similar to BCAD
Llano	\$45,000	\$46,350	\$45,000	\$46,350	Same staff both roles
Freestone	\$44,765	\$46,108	—	—	Deeds only
Burnet	\$49,500	\$50,985	\$58,000	\$59,740	Separate staff for each role
Caldwell	—	—	\$58,230	\$59,977	Exemptions specialist
Deeds Peer Median (2027)	—	\$46,108	—	—	Excl. Palo Pinto (outlier size)
Exemptions Peer Median (2027)	—	—	—	\$41,134	All nearby peers
BCAD / Autrey FTE equiv (2027)	—	\$41,944	—	\$41,944	FTE = $\$37,104 \div 1,840 \times 2,080$

Autrey FTE \$41,944 sits at the exemptions median (\$41,134) and below the deeds median (\$46,108). As a combined-role reduced-schedule employee, 5% market correction is a reasonable first step.

Table C19: Receptionist/Clerical — All Peer Data (for Rebekah Sheppard)

No dedicated receptionist benchmark in the survey. 'Other Positions' clerical column is the closest available. Sheppard works full-time (2,080 hrs).

District	Clerical High 2026	2027 Adj.	Clerical Low 2026	2027 Adj.	Notes
Freestone	\$34,760	\$35,803	\$32,700	\$33,681	Small district range
Callahan	—	—	\$36,750	\$37,852	Entry clerical
Gillespie	\$40,000	\$41,200	\$35,900	\$36,977	3-person range
Bosque (BCAD)*	\$42,619	\$43,898	\$42,619	\$43,898	BCAD = Sheppard (receptionist)
Burnet	\$58,000	\$59,740	—	—	Larger clerical staff
Palo Pinto	\$60,466	\$62,280	\$52,678	\$54,258	Larger district
BCAD / Sheppard 2027	\$44,740	—	\$44,740	—	Full-time (2,080 hrs) — mid-range ✓

Sheppard at \$44,740 falls within the clerical range for nearby districts and is appropriate for a receptionist/data entry role in Meridian, TX.

Table C20: Part-Time Hourly — All Peer Data (for Rachel Laffoon)

Limited peer data available. Rachel Laffoon works 1,248 hrs/yr (~24 hrs/week). TCDRS only — not benefit-eligible.

District	Part-Time Median Hourly	Part-Time Starting Hourly	Annual Hours	Notes
Bosque (BCAD)*	\$18.29/hr (2026) / \$19.21/hr (2027)	—	1,248 hrs/yr	Laffoon — TCDRS only
Bowie	\$15.00/hr	\$15.00/hr	Varies	Only other available peer
BCAD vs. peer	\$19.21/hr vs. \$15.00/hr	—	—	BCAD is \$4.21/hr above only available peer
Annualized (1,248 hrs)	\$23,968 (BCAD 2027)	\$18,720 (Bowie rate × 1,248)	—	BCAD \$5,248 above Bowie equivalent

Very limited peer data for part-time positions. BCAD's \$19.21/hr (2027) is above the only available comparable. Laffoon is competitively compensated. 5% COLA appropriate.

APPENDIX C: SURVEY DATA — NEARBY DISTRICTS

Table A1: 2026 and 2025 Bosque CAD Regional Survey — Districts Within ~2 Hours

★ = 10+ years in current position. 2027 adj: 2026 × 1.030 | 2025 × 1.061. Purple = closest surrounding peers. Bold/navy = BCAD.

District	Src	Parcels	Chief Salary	Yrs	Chief 2027	Dep. Salary	Dep. 2027	Car/mo
Bosque (BCAD)★	2026	21,857	\$94,905	6	\$97,752	\$88,721	\$91,382	\$1,060
Bowie	2026	69,435	\$117,438	16 ★	\$120,961	\$99,210	\$102,186	\$750
Brown ★	2026	45,156	\$193,306	15 ★	\$199,105	—	—	\$1,200/y r
Burnet	2026	55,787	\$122,200	39 ★	\$125,866	\$88,000	\$90,640	\$500
Caldwell	2026	47,869	\$93,117	8	\$95,911	\$96,538	\$99,434	—
Callahan	2025	21,626	\$77,219	5	\$79,536	\$70,221	\$74,534	—
Coryell ★	2025	34,161	\$116,000	16 ★	\$123,064	\$69,000	\$73,209	\$500
Erath ★	2026	67,550	\$174,825	10 ★	\$180,070	\$90,000	\$92,700	—
Falls	2026	19,958	\$86,099	4	\$88,682	No dep.	—	—
Freestone	2026	34,995	\$90,900	5/27exp	\$93,627	\$62,200	\$64,066	\$541
Gillespie	2026	37,266	\$93,300	10 ★	\$96,099	\$86,000	\$88,580	—
Hamilton	2026	15,000	\$59,845	3	\$61,640	\$44,768	\$46,111	—
Hill ★	2025	49,952	\$165,700	24 ★	\$175,882	\$100,000	\$106,090	\$1,700
Lampasas	2026	20,931	\$108,750	2 (new)	\$112,013	No dep.	—	IRS
Llano	2026	39,029	\$99,544	9	\$102,530	\$76,070	\$78,352	—
Palo Pinto	2026	41,172	\$124,376	30 ★	\$128,107	\$85,701	\$88,272	—
Eastland ★ (Hill CAD 2025)	2025	35,356	\$185,000	13 ★	\$196,266	—	—	—

★ = 10+ years. Purple ★ = closest surrounding peers. All 2027 adj: 2026 × 1.030; 2025 × 1.061. Eastland from Hill CAD 2025 salary research.

APPENDIX D: 2024 COMPTROLLER DATA — FULL 2-HOUR POOL

Table B1: All CADs Within ~2 Hours — 2024 Comptroller Survey (×1.085 to 2027)

Used only where no 2025/2026 survey data is available. ★ = 10+ years in position.

County	Zone	Parcels	FTE	Chief 2024	Yrs	Chief 2027	Dep H 2027
Bosque (BCAD)*	1hr	21,857	9	\$88,005	5	\$95,513	\$91,704
Comanche (VACANT Apr 2025)	1hr	20,356	8	\$72,100	14 ★	\$78,251	\$54,266
Robertson	2hr	34,995	8	\$87,250	12 ★	\$94,693	—
Somervell	1hr	8,634	5	\$119,080	17 ★	\$129,239	—
Eastland (see note †)	2hr	35,356	8	\$151,110	13 ★	\$163,954	—
Henderson	2hr	136,055	22	\$125,000	30 ★	\$135,625	\$146,517
McCulloch	2hr	12,793	3	\$56,700	17 ★	\$61,520	\$31,062
Navarro	1hr	46,571	16	\$117,200	5	\$127,198	—
McLennan	1hr	129,406	44	\$145,000	2	\$157,370	\$146,517
Bell	2hr	185,577	42	\$180,000	6	\$195,356	\$135,701
Hood	2hr	56,164	18	\$205,000	3	\$211,150	—
Parker	2hr	116,653	34	\$185,000	N/A	\$200,783	\$151,944
Williamson	2hr	272,354	83	\$214,000	16 ★	\$232,257	\$256,015
Ellis	2hr	106,789	43	\$230,000	28 ★	\$249,622	—
Johnson	1hr	358,837	44	\$236,109	23 ★	\$256,252	—
Tarrant	2hr	1,901,015	216	\$250,000	1	\$271,328	—

† Eastland 2024 Comp: \$151,110 (→\$163,954 adj.). Hill CAD 2025 research shows \$185,000 (→\$196,266 adj.). Hood updated to \$205,000 per 2026 survey. Where 2025/2026 survey available (Appendix A), that takes precedence.

★ = 10+ years in position. Red = VACANT since April 22, 2025. Orange = long-tenure peers. 2027 adj. = 2024 × 1.085.

(End of Budget Packet)

For more information, visit our website:
BosqueCAD.com

Bosque Central Appraisal District
June 2026