



4 Year STRATEGIC PLAN

2019
2022

OFFICE OF THE SANTA FE COUNTY ASSESSOR
GUS MARTINEZ, NMCA
102 Grant Ave., Santa Fe, NM 87507



A MESSAGE FROM THE ASSESSOR



During my initial campaign for Santa Fe County Assessor, I pledged, upon taking office, to work tirelessly to provide excellent customer service and raise the bar within the office in ensuring increased availability, accessibility, visibility and efficiency of the office's operations. The team and I have worked diligently to fulfill that pledge by creating a customer-service centered atmosphere and the implementation of integrated technology to increase efficiency and accuracy of our assessed values. As a result of these combined efforts, the Office of the Santa Fe County Assessor was awarded: The International Public Information Award in 2016 and the National Public Sector Champion Jurisdiction of the Year in 2017.

As I undergo my final term, it is my goal to continue to raise the bar for excellent customer service, target subject-specific educational outreach meetings for constituents and achieve continued efficiency and accuracy of our operations. In addition, I have challenged my administration to develop, build, and implement the framework to ensure long-term sustainability post my term.

As a result of rising to the challenge of designing the framework for long-term sustainability, my administration and I are happy with the release of our 2019-2022 Office of the Santa Fe County Assessor Strategic Plan.

Respectfully,

A handwritten signature in black ink, appearing to read "Gus Martinez". The signature is stylized and fluid.

Gus Martinez, Santa Fe County Assessor

WHO WE ARE

The Office of the Santa Fe County Assessor is an elected official, governed by the Constitution of New Mexico, the laws passed by the State Legislature, and the rules adopted by the New Mexico State Board of Education. As directed by the Constitution of New Mexico, the Office of the Santa Fe County Assessor is separate from the County of Santa Fe Board of Commissioners and is directly elected by the voters of Santa Fe County.

The Assessor is responsible for the proper and timely assessment of most property subject to valuation for taxation purposes within the County. In addition, the Assessor is responsible for mailing notices of tax liability within their jurisdictions. Though serving in an elected position, the Assessor works cooperatively with the New Mexico Taxation & Revenue Department.

The Office of the Santa Fe County Assessor determines the value of 88,721 properties with a total taxable value of \$7.5 billion. Other County departments then use these assessed property values to determine property tax rates. These assessed property values support dozens of local programs and services, offered by all 30 County departments, 5 school districts, serving 149,617 residents.

The work processed by our dedicated staff, 46 employees, is foundational to everything the County of Santa Fe does - facilitating the ability to provide critical services, including public safety, public health and welfare, and roads that make Santa Fe, New Mexico a great place to live, work, and visit.





CORE VALUES



HONESTY & INTEGRITY
QUALITY & EXCELLENCE
FAIRNESS & EQUALITY
TEAMWORK & SUSTAINABILITY

MISSION

We are committed to providing excellent customer service to the greater community of Santa Fe through fair and equitable valuations, public outreach, education, open communication and transparency based on industry best practice standards.

VISION

To create an environment which reflects the desired relationships between the Office of the Santa Fe County Assessor and its constituents; management and employees; and co-workers. To accomplish our vision, it is critical to identify, define and share the following organizational core values.

WHO WE SERVE

The Office of the Santa Fe County Assessor has several key customers and stakeholders who have different needs and expectations of us.

PROPERTY OWNERS

INVOLVED PROPERTY: 88,721 properties with a taxable value of 7.5 billion.

PROPERTY OWNERS' NEEDS: Fair property assessments

GOVERNMENTAL JURISDICTIONS

INVOLVED LOCAL GOVERNMENTS: 30 County Departments and 5 school districts

GOVERNMENTAL NEEDS: An accurate assessment roll to be able to predict their revenues and fund programs and services.

THE PUBLIC

INVOLVED PUBLIC: The public at large and business community

PUBLIC'S NEEDS:

- Fair property assessments performed by an Office of Assessor with integrity and public accountability
- Governmental Services
- Data and maps prepared by the Assessor for public and private purposes

GOALS

CUSTOMER SERVICE

GOALS

- Sustain and improve excellent customer satisfaction
- Improve customer satisfaction by reducing live chat waiting time from 21 seconds to 10 seconds
- Sustain and improve constituent satisfaction usage and navigation of our website

STRATEGY

- Monitor and track # of constituent telephone calls, data received from annual constituent feedback cards and in-person educational outreach meetings
- Monitor and track response times of live chat
- Monitor the # of hits of each page accessed and used by constituent

OUTCOME

- Decrease the # of repeat constituent telephone calls and decrease the amount of protest during appeal season
- Decrease in response times for live chat
- Increase frequency in usage of our website

ANNUAL APPRAISAL AND RE-APPRAISAL

GOAL

Create and implement a standardized process of conducting annual appraisal and re-appraisal process.

STRATEGY

- A). Design and implement a geographically based review ensuring every property in Santa Fe County be physically inspected every five years, to include:
- All properties that have been sold/split or newly constructed receive a physical inspection within the year
 - Continue to use and update technology and interdepartmental communications to create efficiency.

OUTCOME

Present accurate data, better information, updated physical attributes of the property to determine and maintain current and correct values of properties.

GOALS

QUALITY ASSURANCE

GOAL

Design and Implement a Quality Assurance Program

STRATEGY

- Standardize processes to monitor work and/or observe business practices, establish training programs, and manage the role of continuous improvement of process throughout the Assessor's Office.
- Use IAAO standards and State Statute requirements, as the baseline for building policy and procedures.

OUTCOME

An Assessor's Office that maintains high accuracy, compliance with IAAO Standards and State Statutes, and high customer satisfaction

OFFICE OF EXCELLENCE

GOAL

Pursue and achieve the Office of Excellence Certificate from IAAO

STRATEGY

- Apply as a candidate for Office of Excellence Certificate
- Review all Office of Excellence Certificate requirements
- Visit County/s who have achieved Office of Excellence status
- Design internal team/breakdown assignments
- Create timeline
- Submit Office of Excellence requirements

OUTCOME

Successfully obtain the Office of Excellence Certificate from IAAO

SUSTAINABILITY

GOAL

Create sustainability plan

STRATEGY

- Design and implement standardized policy and procedures and quality assurance systems to monitor and evaluate the operations of the Assessor's Office.
- Create and use quality data to measure performance.

OUTCOME

Successfully obtain the Office of Excellence Certificate from IAAO



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