The Mass Appraisal Process: Operational Efficiency through Functional Dependency

Morgan B. Gilreath, Jr.
Webinar Calendar

Customer Service is Priority #1
presented by Richard Petree
Noon–2:00 pm CST, January 19, 2011

The number one complaint consumers have today is customer service or lack thereof. Providing top notch customer service should be the number one priority of any business, small or large, profit or non-profit, public, private, or government. Why is customer service important? Because everyone interacts with the service industry and we want to feel that our business is being appreciated, that we’re getting our money’s worth, and that we walk away wanting to come back and conduct business again in the future.

This Webinar will address various areas of providing great customer service starting with the front desk—the position that sets the tone for great customer service in your office. The smallest things like seeing employees talking on cell phones or chewing gum can play an integral role in providing top notch customer service. Watch this Webinar and you’re guaranteed to make changes in your office.

Quarterly Market Update—Bringing Market Trend Data to the Local Level
presented by Peter F. Korpacz
1:00–3:00 pm CST, February 16, 2011

Following the November 2010 Webinar, National Real Estate Market Trends, Peter Korpacz next focuses on how to drill down through the data spectrum and bring economic, demographic, and real estate trend data to the state, region, and county level. While national trend data is important and useful as a foundation, they are broad-based and often do not reflect local trends that may not mirror the national trends. The real estate data will focus on office, retail, industrial, apartment, and hotel segments of the real estate property markets.

Numerous examples of local level data and analysis will be presented.

From this Webinar you will learn:

• How to drill down to regional and local level data to support opinions on
  – demographic and economic trends
  – leasing market trends
  – cap rate and pricing trends
• Data sources and costs for state, regional, and county level data
• How to analyze and present trends to visually support your conclusions and opinions.

Valuation of Skilled Nursing Facilities
presented by Kevin Bradshaw
Noon–2:00 pm CST, March 23, 2011

Valuation of skilled nursing facilities (SNF) offers a unique appraisal challenge. They are almost always owner operated but are bought and sold for their ability to generate income. For this reason it becomes necessary to use the operational or “going concern” income and expenses in the income capitalization approach, much the same as in hotel-motel valuation.

This Webinar will illustrate the development of an income capitalization approach for skilled nursing facilities using practical examples. The cost and sales approaches will also be discussed and reviewed.

CALL FOR PRESENTERS

IAAO is looking for presenters and topic proposals for its Innovation & Excellence Webinar Series. Topics should be extensive enough to be adapted into a 2-hour Webinar presentation and of sufficient quality to be eligible for continuing education credits. Send inquiries and proposals to parrish@iaao.org or call 800/616-4226 X 8101.
Contents

Feature Article
3 The Mass Appraisal Process: Operational Efficiency through Functional Dependency
Morgan B. Gilreath, Jr.

Columns
2 From the President
16 Legal Trends
35 Director’s Forum

Departments
17 Answers from AssessorNET
22 New Members
27 In the News
28 Committee Reports
31 Where Do You Read F&E?
32 Member Anniversaries
33 Education Calendar
36 Classified Ads

Spotlights
20 Alaska Association of Assessing Officers
21 Palm Beach County Property Appraiser’s Office
26 IAAO Rep of the Month—Tina Stone

News of Note
25 Preliminary 2011 Election Results

The statements made or opinions expressed by authors in Fair & Equitable do not necessarily represent a policy position of the International Association of Assessing Officers.
From the President

Bruce Woodzell

Greatness is not in where we stand, but in what direction we are moving. We must sail sometimes with the wind and sometimes against it—but sail we must and not drift, nor lie at anchor.

—Oliver Wendell Holmes

Happy New Year IAAO Members!

This is my first opportunity to address the membership at large. It is both a privilege and an honor for me to serve as IAAO President in 2011. Thank you for this wonderful opportunity.

I began the year with a January 6–8 trip to the North American Council of Appraisal Organizations meeting in Coconut Grove, Florida. A series of trips planned throughout the year will strengthen ties with IAAO chapters, affiliates, and allied international organizations. IAAO will continue its commitment to working closely with these groups and maintaining a presence both locally and internationally.

These trips are important to IAAO because they expose us to diverse points of view and help us to better understand current issues and how IAAO can increase its value to the assessment community. I found it particularly useful talking with Greg Stevens from Melbourne, Australia, this past September at the IAAO conference in Orlando. Greg shared specific suggestions on ways to improve the conference experience for international attendees. He also proposed increased interaction between IAAO and the Australian Property Institute (API), which is a few years older than IAAO and has approximately the same number of members. A smaller but well-organized subset of API, the Municipal Group of Valuers in Victoria has interests parallel to those of IAAO and would be a good starting point for sharing knowledge and common interests. I hope to elaborate on this developing relationship in a future article.

The first Executive Board meeting of 2011 is scheduled for January 21–22 at IAAO headquarters in Kansas City. I look forward to working again with the dedicated assessment professionals returning to the Executive Board. One of my first official acts will be to swear in President-Elect Debra Asbury and Vice President Rob Turner. I will also be swearing in newly elected board members Dave McMullen, Randy Ripperger, CAE, and Jim Weaver, CAE, AAS. I trust that they will find their term on the Executive Board to be one of the best experiences of their careers. Together, we will all blend our goals and objectives and build upon the good works previous boards have accomplished.

The year already promises to be busy and full of projects that will benefit members. Creating educational opportunities has been and will continue to be a fundamental goal of IAAO. To ensure that IAAO educational offerings continue to meet demands, the following are some of the activities currently taking place:

• Five new RFPs for educational product development were recently released:
  – Valuation of Commercial Properties in a Declining Market
  – IAAO Course 101 Review

(continued on page 19)
Mass production has been popular since Henry Ford discovered that assembly lines allowed for increased production and lower per-unit cost as well as greater opportunities for customers to enjoy his product. He found incredible efficiencies through combining functions previously performed separately into a production line full of functional dependency, where both people and machines labored toward a common goal.

Mass appraising as a professional discipline began gathering steam as America recovered from World War II and local, state, and federal governments began to grow in services offered and the means to fund them. The property tax has, literally for millennia, remained a reliable method of collecting money from those with property (considered to be those who could afford to pay).

The process of mass-producing individual appraisals in today’s complex world involves weaving together disparate administrative functions toward the goal of fair and equitable valuations. In addition to appraising all types of real estate and agricultural and personal property, this process includes a host of related duties, that is, deed analysis and abstracting work, cadastral mapping and geographic information systems (GISs), as well as exemption processing. All these functions generate massive amounts of data. Computer-assisted mass appraisal (CAMA) systems introduce software and hardware issues, not to mention tracking software and hardware technological updates (or enhancements) that often appear to change with the rising sun. In addition to property taxes, there are non-ad valorem fees and/or surcharges, which, depending on state and/or local law, are becoming a required part of assessment system tracking and reporting. Moreover, legislative tweaking of exemption laws create virtual, mortal issues for well-running computer systems. The Volusia County (Florida) Property Appraiser’s office provides incredible online access to data through Web sites, where the availability of more data creates demands for more ways to view, manipulate, and report the data for the public.

In other words, a host of often-disparate functions is working toward a common goal—the production of an annual equitable property tax roll—while balancing all the contributing parts. It is a perpetual effort to create operational efficiency through continual analysis of functional dependencies. It is somewhat analogous to the operational dependencies within the human body. To operate optimally, all parts need to be healthy, in shape, practiced, and functional; maximum efficiency occurs only when the various dependent functions are all in sync. Managing an efficient multidimensional operation likewise requires continual attention to the functional dependencies throughout the organization. With a sprained ankle, a simple walk in the park can become a painful task.

Functional Components
In every mass appraisal operation, each individual position and its contribution to the whole is somewhat like a single tile in a mosaic work of art—all are integral parts of the overall picture (mission). This article views the overall mosaic.

Figure 1 lists the functional organizational components of the Volusia County Property Appraiser’s assessment operation. Note that the functional components listed in figure 1 exist in every assessment office, large and small. They may vary in size, though not necessarily in sophistication, based on available budget funding. For example, in a small jurisdiction the Abstracting and GIS (Mapping) Division might be a mapping section made up of one person. However, that person could be utilizing a computer-assisted drafting (CAD) system or ESRI software and combining data and maps with software on a PC. What is being done is primarily the same. How it is being done is more directly
a funding differentiation. Regardless of the size of the jurisdiction, however, these interrelationships still exist. The efficiencies created through progressive management of these functional dependencies provide more “bang for the budget buck,” for the assessor’s office and for the taxpayers of the jurisdiction.

The following discussion is but a brief overview of each functional area in an effort to illustrate that all parts are important and necessary components of the end product. In generic terms, it looks much like the familiar mass appraisal charts (discovery, identification, situs, classification, data collection, property valuation, notification, appeals, and so on). However, the delivery reality is that managing the interdependencies among functional parts of the operation is integral to its success. The challenge is to achieve operational efficiencies through continual analysis of functions and dependencies in an attempt to maximize the quality and minimize the budget impact of the delivered, legally required product—a fair and equitable tax roll. All employees, from top management to line-level people, must understand the overall picture, that is, that they are an integral part of a living, multifunctional organization in which different parts work in tandem toward a single point in time when a legally mandated product is delivered.

Today’s world thrives on data: gathering it, analyzing and reporting it, and integrating it in increasingly complex ways to growing audiences. CAMA systems surround each functional area and involve sophisticated subsystems as well as integration with other governmental data systems and equipment. Intergovernmental (local, state, and federal) data integration and/or data sharing are becoming more and more of a concern at all levels.
Because of the possibility of technological obsolescence, these computer programs and computer equipment (software and hardware) require periodic updating with annual maintenance contracts and continual analysis of existing and future technology. CAMA and GIS systems are highly complex. Replacement and conversion of existing files into a new system can take a year or more to complete. This is problematic in a business with mandatory annual deadlines generating hundreds of millions of governmental revenue. Being proactive in information technology (IT) helps the operation stay one step ahead of the curve. The CAMA system, along with the ESRI GIS software, forms a vehicle for moving each of the functional organizational divisions forward in a coordinated manner, all arriving at that finished tax roll at the same time, on the same station, and with reliability on all fronts.

**Abstracting & Geographic Information Systems (AGIS) Division**

The AGIS Division has received four Cadastralist of the Year awards from the Florida Association of Cadastral Mappers (FACM), more than any other county in the state. The division recently completed a three-year land-based improvement project, in-house, under schedule, and at no additional cost to taxpayers. It required work to be performed on each parcel in the 1,272 one-square-mile sections. This project received a 2010 Outstanding Achievement Award from FACM. Over the past seven years, the division has developed and implemented an industry-first software system for valuing and tracking subsurface properties—no consultants fees, no vendors. We delivered a presentation on this system at the 13th Annual GIS/CAMA Technologies Conference in Little Rock, Arkansas, in 2009. As a result of both public and interdepartmental requests for maps and/or map-related data, the division completed 23 outside-of-normal-activity projects, more than any other division in the operation.

Data from recorded deeds form the first step in the appraisal process. The legal boundaries of every property are first described in a development or subdivision plat and thereafter on a warranty deed as the property is transferred from one owner to another. This deed document forms the initial basis for the land appraisal and, through time, provides the legal record of what happens to it (split into two parcels, sold, new co-owners added, and the like). In 2009, deed analysts reviewed 25,741 deed documents. It is from these same legal descriptions that maps are created and, literally, a parcel is born, changes size, or ceases to exist. The technology surrounding deed analysis and mapping remained essentially unchanged for centuries, involving manual drafting and cartographic tools. However, cadastral mapping and GIS, with vector and raster files, have placed this important function in the forefront of CAMA technology. Information from deed documents and GIS can now be directly and digitally fed into databases; this not only facilitates combining mapping with data management but also feeds data previously input by hand into the CAMA system and therefore directly into the data mechanics of the appraisal process. Usage of these data includes delineation of neighborhoods, neighborhood sales and comparative analysis, intra-neighborhood analysis, and ad hoc analytic visuals (as well as analytic data) that are used in everything from individual appraiser decisions to documentation for lawsuits.

A relatively new development in aerial photograph technology allows oblique (and vertical) viewing of aerial photographs, providing such detail that they are being used to measure properties in some areas and, on properties where the canopy allows, to substitute for on-site visits. This emerging technology shows significant promise in these budget-weary times. The office is in the process of contracting with a company to provide detailed ortho-rectified digital maps, ushering the office into this new world of interactive use of mapping technology. This software is literally at the leading edge of new mass appraisal technology. It offers an opportunity for significant increases in productivity in field operations. The AGIS Division researched this technology and its applicability to the operation.

**Today’s world thrives on data: gathering it, analyzing and reporting it, and integrating it in increasingly complex ways to growing audiences.**

None of the AGIS team members has ever measured a house or filled out a property record card. None has been called to testify before a Value Adjustment Board (VAB). Even though they are perhaps “under the radar” for most of the other divisions, they are constantly “on the hunt” for technology that might be helpful in how properties and maps are viewed. Software can also distinguish between different types of vegetation through digital interpretation. In the not-too-distant future, I can see aerial digital interpretation programs distinguishing between exterior types of building material (wall types), as well as interactively measuring the external perimeter of the building and calculating its square footage (all are currently manual operations). I’m waiting for an AGIS staff member to tell me where he or she has found this new technology.
Their proactive involvement in moving towards new technology is proof positive of the interdependency so important in performing the office’s corporate task. Over the next two to four years, their diligence will pay off. The AGIS Division is where corporate life as mass appraisers begins.

**Records Administration**

The Records Division is, literally, the office’s public face. Most citizens visiting the office speak first with someone in this division. A majority of calls to the office are completely handled here, and absolutely every call could involve a caller’s first impression of Volusia County government and the Property Appraiser’s office. It is rare for any government office to have every call answered by a real human being and by one genuinely interested in trying to answer the caller’s question. But this is the case for the Property Appraiser’s office. As I often say, “We may not be able to do exactly what you want us to do, but we can listen patiently and fully explain what we have done and can do relating to your concern.”

Not everyone approaching one of the four front counters wants to be there in the first place. No one comes in for a cup of coffee or to say, “good morning.” No one drives here, finds a parking space, and walks in without feeling a definite need to be here. Taxpayers come here either to get information or to try to correct what they believe to be an error. My first reaction to an upset taxpayer is always, “We may have made a mistake, let’s check it out. We’ll either find an error or we’ll be able to explain exactly what happened in your circumstance.” They don’t always like the message, but they always appreciate the effort. We continually receive compliments on the courtesy and patience of all employees.

When errors are found, Florida’s laws allow changes to be made for the current year and up to three prior years and refund checks to be processed for anything due back to the taxpayer. These Certificates of Correction (COCs) are legal documents that, for prior years, must be approved by the Florida Department of Revenue (DOR) after in-house approval. Any division in the office can initiate a COC, but only after it has been finalized and tracked by the Records Division.

**As I often say, “We may not be able to do exactly what you want us to do,** but we can listen patiently and fully explain what we have done and can do relating to your concern.”

Florida permanent residents are entitled to a deduction from their property taxes by a number of homestead exemptions. These exemptions are constitutionally endowed rights that have been voted on by the citizens. These exemptions include a basic $25,000 exemption; an additional $25,000 that applies after the just value reaches $50,000 (this doesn’t apply to school millages); and an elderly exemption of up to $50,000, voted on by each city or county for those older than 65 years with less than a set minimum income from all occupants of the home. There are also a number of exemptions for veterans, the blind, the disabled, and the like. And last but certainly not least, there is a constitutionally mandated portability of the amount of cumulative exemptions that can be transferred anywhere in the state of Florida. This requires a detailed understanding of the requirements involved in processing the data, communication with other Florida counties, and maintenance of detailed records.

The Records Division handles all (excepting agricultural) homestead and other exemption applications and record maintenance. The division answers phone calls on virtually all topics. The division mails renewal cards each year and then has to track and remail any returned by the Post Office because the addressee was not residing there at the time of delivery.

There is a legal exemption denial process in Florida that requires notification by certified mail. Then there are follow-up calls when records have to be checked or on-site visits have to be made by field appraisal staff to review the on-the-ground situation; all require verification and notification. The Records staff keeps detailed records on all these instances because many end up in VAB hearings and the records could end up as evidence in court. Staff members begin the investigative process by extracting those instances that appear to need further checking, referring them to the Homestead Compliance Investigative Unit (HCIU).

The Records Division personnel are the unsung heroes who speak with people from all walks of life expressing their issues with every imaginable form of attitude, and each call is consistently handled with caring and concern.

**Homestead Compliance Investigations Unit**

Everyone entitled to Florida’s exemptions should have them. However, some people try to get exemptions to which they are not really entitled; this is termed homestead fraud. The HCIU works very hard to ferret out those who are receiving a homestead exemption but don’t deserve it. Those who claim it in other places or simply are not permanent Florida residents are committing an illegal act, and the Florida Legislature demands punitive actions (back taxes for up to 10 years, interest on all outstanding taxes for up to 10 years, and 50 percent of all back taxes as penalty on all homestead benefits including Save Our Homes).
In addition, they can be convicted of a first-degree misdemeanor with another $5,000 fine and up to one year in jail. Homestead fraud is a serious problem in Florida. Many of these fraudulent exemptions add up to more than $60,000. Every time someone receives a homestead exemption he or she doesn’t deserve, it raises all the honest taxpayers’ taxes by the same amount the cheaters are saving. The purpose of the HCIU is to restore equity in those cases in which an injustice is occurring.

Proving that someone is receiving something he or she is not qualified for involves a great deal more research and investigative skills than simply finding out whether the neighbors know anything about the person. The HCIU staff consists of former investigators with backgrounds in pursuing details. Before an appraiser is sent out to talk to neighbors, detailed files are developed justifying further investigation. HCIU staff have performed out-in-the-field investigative work for days, weeks, and even months (sometimes in other counties) to adequately verify what’s happening on the ground on a given property.

In just the last four years, the HCIU has brought into Volusia taxing authority coffers, in cold hard cash, about $11.8 million in back taxes plus annual taxes on returned-to-the-tax-roll property. That’s an incredible annual average of almost $3 million, which speaks to the need for the unit and the efficiency of what they are doing (as well as more than paying for their efforts).

The HCIU, dollar for dollar, probably provides the most bang for the buck in local government, and it’s all done without a gotcha attitude. The basic concept is that Florida residents deserve their homestead benefits. If someone is getting an exemption they are not entitled to, then everyone else is paying the exact same amount of taxes that the cheaters are not paying.

At virtually all levels of investigation, information flows between HCIU and the Records, Appraisal, and other divisions. Their files usually begin with a complaint or data a taxpayer has submitted to the assessor’s office or to the state that points to a homestead problem. From there, the file thrives on information. The efforts of the assessor’s office in this regard have increased the integrity of the exemption system and decreased the number of people wanting to perhaps try to test the system.

No one person or group produces the values of properties; all, in fact, are functional contributors.

Nine Appraisal Divisions

Many (inside and outside of government) probably think appraising property is the Property Appraiser’s only duty. It is certainly the most visible contribution of the assessor to the administration of the property tax. However, as illustrated above, many functional contributors throughout the department produce the appraisal and associated administrative products. Many citizens and perhaps many in government think that individual appraisers go out, measure and describe properties, and then decide what it is worth. Nothing could be further from the reality.

The State of Florida requires annual reappraisals of all property. The appraisal of both real estate and tangible personal property is certainly the prime objective in producing a fair and equitable property tax system. The appraisal of property is, without doubt, the most public duty. But fulfilling all parts of the constitutional mandate requires multifaceted approaches with tentacles reaching into almost every part of the operation, each and every one an important part of the whole.

The production of a value estimate for a specific parcel of real estate involves a number of direct inputs and some indirect ones. For example, one might think that appraisers are the ones who come up with the value for properties. After all, they are appraisers. However, that is and isn’t true at the same time.

The CAMA system does the numbers generation and provides the numeric culmination of the process of gathering the on-the-site physical valuation data. The CAMA data are combined with the analytic data (valuation rates determined by another unit) and the neighborhood analysis (performed by district appraisers but enabled by both programming and GIS staff) on parcel information that has been created and enhanced by both Deeds and Records staff.

This is another prime example of many functional areas of the organization being major contributors toward a common product. The appraisers are sophisticated data collectors and data analysts at the same time because they utilize analytic data and data systems prepared and continually maintained by others. Their analytic skills are used extensively in their analysis of land sales and determination of land rates (which are verified at both the district and analytic levels) and in their analysis of market adjustment ratios. The data components and the analysis of each factor involved in the valuation process are, as with all other aspects of the business, contributors towards the ultimate product. No one person or group produces the values of properties; all, in fact, are functional contributors.

Appraisal fieldwork (residential, commercial, condo, and personal property) occurs outside in hot, cold, rainy, and whatever other kinds of weather visit the Sunshine State. Appraisers are out there when properties are constructed, picking up the details as new construction, and they’re back
every five years to verify and document whether anything has changed. The five-year re-visitation is a legally mandated activity that will be greatly affected, from an efficiency standpoint, by the oblique photography that will be implemented in 2011.

The overall appraisal process is another model of efficiencies created through functional dependencies.

In addition, the Volusia County Property Appraiser is the designated Damage Assessment Coordinator for all of Volusia County (including its 16 cities). The coordination is handled at the highest levels, so there is a minimum of duplicate efforts on the streets during an emergency. Appraisers are out immediately after tornadoes and hurricanes in conditions that are at best undesirable, documenting physical characteristics that have been altered by Mother Nature. With coordination with the county and cities for an all-clear from utilities, police, fire, and emergency responder agencies, no one is sent into dangerous conditions.

Whatever the appraisal task, appraisers perform it using systems and valuation tools developed by other parts of the organization (programmers, analytic, and administrative staff).

The four major appraisal arms within the organization are Residential, Commercial, Agricultural, and Tangible Personal Property (TPP). The manner in which these arms are organized and integrated within the appraiser’s office is determined by each of the 67 property appraisers in the state of Florida, all of whom are elected. The Florida DOR is the oversight agency. The DOR promulgates rules and regulations that spell out the general guidelines for achieving the constitutional mandate that requires the appraiser’s services.

The functions of each of the appraisal arms of the organization are shown in figure 2.

Residential Property Appraisal Division
Residential appraisers make up the majority of the appraisal staff. They are located in the five geographic appraisal districts. Each district has approximately 50,000+ properties. The appraisers collect the physical characteristics data, analyze the data, and assist in the verification of sales data, land valuation, and year-end statistical analysis of neighborhood sales data. All appraisers are assigned the responsibility of gathering needed data on both new construction and legally required five-year physical inspection reviews. Every data element picked up on site is factual, except for quality grade and depreciation, which are subjective decisions made by the appraiser on site.

Figure 2. Components of appraisal divisions of the Volusia County (Florida) Property Appraiser’s assessment operation

<table>
<thead>
<tr>
<th>Residential Property Appraisal Divisions (five)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial data collection and legally required periodic field review</td>
<td></td>
</tr>
<tr>
<td>Neighborhood analysis</td>
<td></td>
</tr>
<tr>
<td>VAB hearings</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Condominium and Time-Share Appraisal Division</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Data entry of sales data</td>
<td></td>
</tr>
<tr>
<td>Analysis and valuation</td>
<td></td>
</tr>
<tr>
<td>VAB hearings</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Commercial Appraisal Division</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Data collection and one-fifth review</td>
<td></td>
</tr>
<tr>
<td>Neighborhood analysis</td>
<td></td>
</tr>
<tr>
<td>VAB hearings</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agricultural Appraisal Division</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Data collection and one-fifth review</td>
<td></td>
</tr>
<tr>
<td>Analytical analysis of agricultural industry products, calibration of rates</td>
<td></td>
</tr>
<tr>
<td>Exemption applications</td>
<td></td>
</tr>
<tr>
<td>Agricultural Advisory Committee</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tangible Personal Property (TPP) Appraisal Division</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and updating of TPP rate tables</td>
<td></td>
</tr>
<tr>
<td>Receipt of annual TPP returns</td>
<td></td>
</tr>
<tr>
<td>Auditing of returns</td>
<td></td>
</tr>
<tr>
<td>Field audits of businesses</td>
<td></td>
</tr>
</tbody>
</table>

While the appraisers are gathering the physical data, the Analytical Division and the IT Research, Development, and System/PC Support Division are preparing other data and much of the input required for analysis outside of the appraisal districts. The data collector could easily not even know this level of activity was going on and/or that it is just as necessary as getting the proper, correct information from the physical location of the property. Without detailed and accurate inspection data and proper analysis, mass appraisal would not occur or it would occur with great inaccuracies. Physical characteristics are gathered and then entered into the CAMA system, which calculates the building values. The appraisers, alongside their district directors, analyze land sales in determining land values for the various land use codes in their neighborhoods. This ensures an equitable land valuation system within neighborhoods. Additional statistical analysis performed at the district and management level ensures intra-neighborhood equity. The neighborhood analysis, between individual neighborhoods and between the five appraisal districts, is verified at the top of the organization. The overall appraisal process is another model of efficiencies created through functional dependencies.

The CAMA system contains data from all aspects of the operation. AGIS uses it, along with the ESRI system, to create parcels; Records uses it for determining exemptions and for responding to the tremendous number of inquiries from citizens, over the counter, on the phone, and through the mail. Work flowing into each district comes from several sources. The AGIS Division feeds sales information and maps, as well as data and analysis from the CAMA and the ESRI software, to the appraisers. This is a data marriage with great potential for the future. The AGIS Division
the Condominium and Time-Share Appraisal Division produces the highest rate of lawsuits per property than any other part of the operation.

The variety of physical types and legally described differences with both condominium and time-share properties brings interesting analytical challenges to this important appraisal division. In addition, the Condominium and Time-Share Appraisal Division produces the highest rate of lawsuits per property than any other part of the operation. As a result, all actions (from one end of the valuation process to the other) continually require a cognizance that valuation decisions might end up in court. The Commercial and Agricultural Appraisal Divisions run a distant second and third in the number of lawsuits produced, respectively.

Condominium and Time-Share Appraisal Division

The valuation of condominium and time-share properties is more of an analytic exercise than a field operation, although both are required. Condominium properties are, as compared to single-family homes, homogeneous in physical makeup. Within any condominium project, particularly a high-rise one, there are usually a limited number of condo model types, and these are typically of the same size and configuration. Sales of condo properties vary in price because of the model type, the story height, or the view. A majority of condo projects are on or have view or access to the water. Volusia County has 47 miles of oceanfront property, as well as about 80 miles of the St. John’s River as its western border (a designated National Heritage River). There are residential condominiums, commercial condominiums, and condominium boat docks (slips).

The legal characteristic of a condominium is different than a typical residential or commercial property because there are legally defined areas, legally defined percentages of ownership, and areas common to all. Another peculiarity of condo properties is that they may begin life as something else (an apartment complex, a hotel, a strip shopping center) and later in life may be converted into a condominium project. From a valuation (and highest and best use) standpoint, the point of conversion (change of legal use) is similar to when the cocoon opens and the butterfly spreads its wings. The former land use ended its life cycle, and another brings financial renewal to the existing or a new owner.

Time-share properties are condominiums with a decidedly different legal (and usually statutory definition). They were initially sold by the week (52 owners per year) and, for the most part, are located in buildings that, most often, look like condominiums or hotels. People purchase the rights of ownership for specific times of the year. Regardless of the type of property (residential, commercial, time-share, personal property), what is valued is the rights of ownership, not the physical object. Time-share owners are often not really buying a particular week; they are buying into a vacation plan that allows them to swap their week for any other week throughout (in some instances) the world. In these types of properties, the time of year or location of the property doesn’t necessarily matter because they are buying into a locational concept. Therein lies one of the valuation challenges involved in condominium appraisals. The condo industry keeps changing its sales documentation with, for example, the apparent goal of making the condo sale document appear as a security document. This is alleged to mean that a sale of the real estate has not really occurred—this was a sale of a security document, rather than the sale of a parcel of real estate.

Commercial Appraisal Division

The Commercial Appraisal Division collects data and values all commercial and industrial properties, as well as performing initial data entry in much the same way as for many residential properties. That being said, the properties and data are actually completely different from those of the residential division, although somewhat similar to the condominium division regarding many property types. The division has the same new construction and one-fifth review opportunities as other divisions, but on larger and often much more complex types of construction. The division’s appraisers often are able to review plans and obtain all the details needed to create the parcel from the plans. Outside of the appraisal divisions, a pilot project is being carried out with the objective of revising and revolutionizing the way in which the office conducts business with these and other properties; this project is discussed in the section on IT Research, Development and System/PC Support group activities.

The Commercial Appraisal Division visits all commercial buildings, including unusual ones like the Daytona International Speedway. The appraisers utilize the income approach to value properties, in which the property produces income that forms the basis for an investor’s prospective purchase price. All three approaches to value (cost, sales comparison, and income) are considered in all property valuations, but the income approach is more applicable to commercial and agricultural properties and is used by both divisions.
No property appraisal establishes value; it estimates a property’s value, based on (with the income approach) the income (revenue) produced (in capitalized net dollars to the owner/investor) by the property (land and/or building). This valuation approach addresses the income generated by the property itself, not by the business that may occupy the property. There are a number of capitalization methodologies that can be used in valuing a given property. One of the prime tenets of the definition of value is that it represents the present worth of anticipated future benefits to the owner from the property. While this principle applies to the value of all properties—residential, commercial and all others—the future benefits are more clearly visible and defined (as dollars) in commercial properties (i.e., hotels, motels, apartments, warehouses, malls, strip centers, office buildings, and so on).

This year (2010), a severe decline in the value of commercial properties has occurred as the worldwide banking/economic crisis moved to this sector of the real estate marketplace. As has been the case with the residential market over the past three years, a lack of sales data does not mean that the valuation job cannot be done and done well. It does mean, however, that it will be more challenging and that the available data need to be evaluated very carefully.

The valuation algorithm (formula) used by the CAMA system on commercial properties is different than that employed on residential properties because the architectural building design, method of construction, and construction materials form the buildings in a different way. The methodology (algorithm or model) programmed into CAMA is based on the same fundamentals used by CAMA systems and commercial appraisers across the country.

As with all other aspects of the mass appraisal process, commercial appraisers do not perform the entire appraisal of commercial properties. What they do, however, is neither simple nor easy to perform. They gather and analyze different types of data, input it into the CAMA system fed by other functional areas, and then perform some serious statistical analysis of both data and comparable sales information, as well as establishing market income levels for different types of income-producing properties (hotels, apartments, office buildings, and the like). The mass appraisal of income-producing properties is probably the closest the operation comes to simulating the actions of private appraisers. Even then capitalization rates, income levels, and expense percentages are being stratified by property type and location to, again, ensure equity in the final value estimates. All in all, the valuation of commercial property, like all others, is an integral part of a well-coordinated system, a pond fed by many streams.

Agricultural Appraisal Division

The agricultural classification allows this important industry to exist in an urban environment without being pressured by growth. The valuation of agricultural properties involves knowledge and execution of assessment activities more varied than those performed by any other division in the office. The citizens of the state of Florida have decreed, through constitutional amendment, that a special classification for property tax purposes should be placed on land where legitimate and commercial-level farming activities are being conducted. The statute and substantive regulations essentially state that county property appraisers have the responsibility for making the determinations and valuing all agricultural lands at both their market value (value in exchange) and their classified value (value in use).

The valuation for tax purposes is to be based on the classified value. This is not a formal exemption; it is a special property classification in which the property is valued on the basis of the production of the land, not on the basis of what it might sell for between willing buyer and willing seller. The office carries both the market and classified values on all properties that have qualified for agricultural classification.

The Agricultural Appraisal Division has the responsibility for developing the value unit rates used on these properties from professional journals and from agricultural information. The agricultural classification involves a number of sources, including confidentially submitted income statements from farmers and/or farm corporations. There is a great deal of timberland, both planted and natural stands, in the county. Some years ago, Volusia County was the third-largest producer of commercial ferns in the world (that industry as a whole has been through tough times recently). Florida has a very moderate climate and therefore is an excellent place for growing and selling the many varieties of hay used by farmers, developers, and many commercial businesses as feed or ground cover or just to hold ground together as new buildings (or roads) are being constructed. Many commercial agricultural sod-growing farms are suffering from the building slowdown. The cattle industry is slowing down because most of the large tracts of land on which cattle ranches once existed are now parts of residential subdivisions or government-owned land being preserved for future generations. At some point, I expect that Florida’s governments, which have become huge land owners, will either lease land back to farmers or get into that business for themselves (Volusia County is already in the timber business).
Each type of agricultural land is a different challenge, both in researching the data for rate construction and in reviewing a property for approval of the agricultural classification. There are already many legal precedents on what can and cannot be done, and new precedents come along every year. The tax savings from receiving an agricultural classification are so significant that we receive applications for just about every conceivable configuration and use of land (claiming a “timber operation” on five acres of land, alongside a home; a “farm” with one cow, one horse, two goats, two dogs and a cat; a “pasture” on the five acres of grass surrounding a home, and so on). To receive the classification, the property owner must be making an attempt to establish and maintain a commercial level of valid agricultural activity.

An Agricultural Advisory Committee, made up of farmer representatives from the major categories of farmland, meets with division staff to review operations and share information. This dedicated committee of farmers has been assisting the Property Appraiser’s office for more than 24 years. Committee members receive no compensation, only the satisfaction that their assistance helps ensure the continuing integrity of this important exemption.

**Tangible Personal Property Appraisal Division**

The TPP Appraisal Division is responsible for valuing all business office equipment, computers, and machinery, which basically is everything within the walls of the buildings valued by the Commercial Appraisal Division. Inventories held for resale are not taxable in the state of Florida.

The valuation of tangible personal property involves accounting and bookkeeping skills as well as on-site audits of businesses, including physical inspections of everything inside the building or on the premises. There are, as always, gray areas in which subjectivity is involved. In general, tangible personal property items are movable or portable, not part of the building structure. For example, the distinction between whether a large specialized piece of industrial machinery is categorized as real estate or personal property can generate a lawsuit, particularly in a state with varying assessment rates on personalty. It is easier to identify (for purposes of contesting the appraised value) the value-components of personalty on machinery and equipment than to estimate the same value component as part of the real estate.

There is an important **crossover** in appraisal disciplines between tangible personal property and real estate properties. With commercial properties, sales analysis must always determine whether or not the tangible personal property sold with the property and make a negative adjustment to the sale price (or addition to the just value) in the analysis to avoid counting the tangible personal property twice. The same is true in bankruptcy cases and in income property valuation. The net operating income for a hotel, for example, goes toward a value that includes everything inside the building, including the tangible personal property. Both areas of appraisal must utilize the data of the other. Sales of tangible personal property are rare, and when they occur, there are often extenuating circumstances. All data must be thoroughly researched and analyzed. This is another area in which the product or by-product of one part of the organization contributes to that of another.

**Analytic Division**

The Analytic Division is involved in parts of almost all appraisal operations. The division also interrelates with outside agencies that inquire about receiving parts or combinations of the office’s data. The calibration of the basic residential and commercial cost models begins in this important unit. Here the sophisticated segregated cost model is updated and, through detailed sales analysis, calibrated to the Volusia real estate marketplace. This first half of the value equation is combined with the market-oriented algorithm and data from the appraisal districts, their land analysis, and Market Adjustment Ratio (MAR) adjustments to produce the values. These values are actually consolidated (calculated based on inputs from different areas) by the CAMA system maintained by the IT Research, Development and System/PC Support group. And, of
course, some of the calculation components come from other areas of the organization, for example, market-adjusted component rates, finalization of inter- and intra-neighborhood adjustments, and so on.

Working in this division involves being able to move, sometimes at the speed of light, from one project to another. Immediate needs for data or analysis to feed today’s information-oriented world come to rest here. Quality Assurance (QA) is another function performed here (as well as in other functional areas) to test operational effectiveness. At this level, it is checking the checkers. Throughout the year the office has interactive communications with its 42 taxing authorities regarding values, taxation, reporting requirements, and taxpayer and/or media questions. Some questions, particularly from the media, require answers immediately. Unfortunately, if the Property Appraiser’s office doesn’t provide accurate answers, someone else may generate their own answers or speculate in an area in which accuracy will settle an issue for once and for all. This side of the business requires people who can stand a little pressure.

The division also generates data for legislators who are analyzing the system for prospective changes. It is accurate data, delivered when needed, that allow them to make proper decisions about the hundreds of property tax-oriented issues that arise every year. The Florida Association of Property Appraisers (FAPA) is the statewide organization dealing with the Florida Legislature, and throughout the year the Property Appraiser’s office is asked to analyze both information and ideas. I am a past President of FAPA and have been involved in about every imaginable aspect of the process. The Analytic Division staff of analysts provides excellent and timely information as requested for use by management and in CAMA products.

**IT Research, Development and System/PC Support**

At any given time, the IT Research, Development and System/PC Support group is researching improvements to both physical processes—in the office and in the field—in the form of:

1. The direction in which technology that is available now can move the office’s operations
2. The direction in which technology that is coming down the pike will be moving the office’s operations
3. Innovating, imagining, gaming, and simulating new system and/or system component ideas and techniques that will allow the office to do more, just as well, or better, with fewer resources.

---

**Aggregation of data through common data standards allows unlimited data sharing. The assessor’s database remains the richest and most underutilized database anywhere in government.**

An article in the *Assessment Journal* (Gilreath 1998) stated that an assessment office has the best and most desired data available in local, state, or federal governments. The article received the IAAO Bernard L. Barnard Award for 1998 as the outstanding technical essay on technical innovations in assessment or property tax administration. Buildings are built up from the foundation up, brick by brick, and useful governmental data systems and system data sharing can be developed the same way. Aggregation of data through common data standards allows unlimited data sharing. The assessor’s database remains the richest and most underutilized database anywhere in government. Assessment operations possess the foundation data for a truly comprehensive econometric simulation model that could be used in applications ranging from homeland security to local economic land use planning.

In 1993, the Volusia County Property Appraiser’s office led the industry in being one of the first assessment offices in the United States to perform damage assessment appraisals. In 2005, after Hurricane Katrina, the office sent mass appraisal volunteers (staff members) to Mississippi to assist with damage assessment activities. Combining those experiences led to the first Integrated Damage Assessment Model (IDAM) in the United States. In 2008, the Florida Department of Emergency Management, in the Florida Department of Community Affairs, nominated the Volusia County Property Appraiser’s Office for the Prudential-Davis Productivity Award:

> For creating a database that combines digital information with a damage assessment form, thereby enabling multiple agencies to share and verify information ... and participate in post-disaster recovery... Having this system in place during the 2004–2005 hurricanes could have prevented $42 million in overpayments by the Federal Emergency Management Agency, approximately $10.6 million of which were state funds.

An article in the January 2007 *F&E* (Gilreath 2007) describing the IDAM system won the IAAO Donahoo Award that year for the best non-technical essay on assessment, property tax administration, or policy. In 2009, the IDAM system was sold to a software vendor for redevelopment/repackaging and sale throughout the United States in return for 2 percent of gross sales to Volusia County from all sales of it, any derivative product, and any bundled product forever. The office is not
that has resulted from the group’s R&D activities of the past three to five years. Moving from “Hey, I’ve got an idea” to full implementation requires extensive planning, detailed testing, budgeting, and, finally, delivering a functioning product to a ground-level ultimate user. The interrelationship among several internal organizations has been ramped up so that transitions are as smooth as possible and all necessary personnel have an opportunity for input at the idea phase.

The tax roll is the physical product that is literally the culmination of everything the office does.

Annual Tax Roll Administration

The tax roll administration process is very detailed and the core of the office’s existence. The tax roll is the physical product that is literally the culmination of everything the office does. It is a legal process with deadlines that must be met. Failure is not an option because a “late taxroll submission” will delay the tax collection process where the costs are daily interest on the $700 million in tax revenues that cannot be collected until the tax roll has been submitted and approved. Balancing and planning for the programming and implementation of new laws or procedures, followed by actual delivery of same, is not a task for the fainthearted.

General Management/ Administration Group

This group comprises the Property Appraiser, the Chief Deputy, the Operations Manager, and two Administrative Aides. In addition to managing overall operations and the divisions discussed above, this group handles all matters relating to personnel, budgeting, payroll, purchasing, training, facilities, vehicles, contracts, and supplies. For a department with four regional offices and almost 100 people, there is never an empty plate of tasks. Each involves expertise, often-delicate issues, sometimes a strong hand, and always a set of eyes on both goals and the people who achieve them. All organizations are about people, about finding good dedicated ones, about trying to pay them well and provide benefits for them and their families, about providing training and career opportunities, and about setting examples for maintaining a positive work ethic and attitude. Management’s job is to provide direction and an environment that allows work to be accomplished as smoothly as possible.

External Dependencies

The Property Appraiser’s office supplies data to or uses data from several other governmental agencies. Interactions with these agencies are coordinated through the management group with operational efficiency guiding ongoing contacts. These external dependencies can create situations in which the office is not in control of the data or the timing of responses. For example, the AGIS Division cannot operate without data from the Clerk of Court. The appraisal divisions’ ability to locate newly constructed properties is greatly enhanced with timely copies of building permits. There are 16 cities in Volusia County. County government and some of the larger cities provide digital data, but a number still send paper building permits. The Florida DOR is the oversight agency and, as such, provides laws, regulations, and guidance, as well as annual audits. Other state agencies generally serve as data repositories to assist the Property Appraiser’s office in documenting the economic basis for the work product.

Summary

The image of an assessment operation is that of an appraisal produc-
The reality is that these operations are that and much, much more. Most assessment operations either house the entire GIS operation or, at the least, manage the input and maintenance of the land and building parcel layers, containing the richest real estate database available in local government. The operation also maintains an incredible inventory of deed abstracting information and real estate sales information, including historical files. Sophisticated econometric analysis is performed in calibrating the CAMA systems and in planning for the future. The data and valuation product is a critical ingredient in the production of the most stable funding mechanism ever devised for funding local government operations.

Today’s national and international economic crisis has created a great need for every area of government to review operational paradigms in attempts to do more work with lower costs. Maximum efficiency in today’s fast paced techno-economic environment can be achieved only with continual analysis of the many functionally dependent areas within assessment operations. Finally, along with all assessment offices throughout the United States, the Volusia County Property Appraiser’s office continues to maintain an incredible gold mine of information, eagerly awaiting discovery and use.

References


Morgan B. Gilreath, Jr., is the Volusia County (Florida) Property Appraiser. He has been a Senior Instructor for IAAO; served on a number of IAAO committees (Education, Research & Technology, Computer Assisted Ad Hoc Committee); is a four-time recipient of the Bernard L. Barnard Award; has presented at IAAO annual conferences; and is Past President of the Florida Association of Property Appraisers and of the Florida Chapter of IAAO.

### Fundamentals of Tax Policy

*Fundamentals of Tax Policy* explores the concepts and philosophy of taxation, the underlying systems for taxation, and the effects of taxation, thus offering insight into current tax policy debates.

The book presents a broad overview of general tax policy with an emphasis on property tax policy. This book will be useful to local, state, and provincial assessing officers and tax officials, members of the academic community, legislators, tax researchers, and governmental administrators.

The book was authored by Richard Almy, Alan Dornfest, AAS, and Daphne Kenyon, Ph.D.

To order, go to www.iaao.org and click on Marketplace, the new IAAO online ordering system!


The *Assessment Practices Self-Evaluation Guide, 3rd edition*, has been written to assist candidates for the Assessment Administration Specialist (AAS) designation, and jurisdictions seeking the Certificate of Excellence in Assessment Administration. It also can be used to document best practices in the office.

The guide incorporates accepted standards of assessment practice in the publications and standards of IAAO and reflects the requirements of the *Uniform Standards of Professional Appraisal Practice* (USPAP).

To order, go to www.iaao.org and click on Marketplace, the new IAAO online ordering system!

| Electronic version: Members $25, Nonmembers $50 |
| Printed version: Members $45, Nonmembers $90 |
IAAO Technical Assistance

IAAO provides assistance in the following areas

- Appraisal Process and Techniques—guidelines for real and personal property valuation, evaluation of manuals and cost schedules, mapping requisites, data systems, assessment cycle, integrating GIS and CAMA systems, benchmarking
- General Assessment Administration—personnel requirements, systems, internal controls and management procedures, determining resource availability, development of RFPs
- Mapping—compliance with standards, contractor selection, integration of digital mapping technology
- Reappraisal Program—determination of need, method of implementation, determining whether an outside appraisal firm is required, program supervision, remote sensing technology and quality control
- Personnel—standards for selection, compensation, training and certification, candidate testing, examination development

- Public Relations—outreach programs, satisfaction surveys, streamlining of public access to assessment data
- Quality Assurance—assessment standards, ratio studies, jurisdictional revaluation, review of income-producing properties, appeals
- Record Maintenance—assessment and tax roll management, transition to a digital environment, quality control
- Audit—staffing levels and resources, environmental contamination policies, valuation applications, best practices
- Tax Policy—drafting state legislation, defining exemptions and credits, evaluating property tax burden

IAAO does not undertake technical assistance projects in the following areas: reassessment or mass appraisal projects; individual appraisals or assessments; or studies not approved by responsible assessment officials. For those seeking help with an individual appraisal project, IAAO may be able to provide referrals.

IAAO provides technical assistance services only at the request of the head of the agency involved. For further information on the scope and cost of such services, please contact IAAO Headquarters. All inquiries are confidential and without obligation.
Charitable Exemptions

A Kentucky appellate court has extended the definition of exempt public purpose to include economic development.

A civic group of local businessmen purchased a 100-acre tract from the city as a means to attract business to the area and to retain existing jobs. Formed in 1968 as a nonprofit corporation, the organization, according to its articles of incorporation, was intended to “advanc[e] the educational, civic, social, commercial, and economic interests” of the city. Under the purchase agreement, the city would sell the land for $1 and then share in any proceeds the group obtained through the sale of the land. Neither the group’s board of directors nor any of its members benefited financially from their economic development activities.

Once ownership had transferred from the city, the county put the land on the tax rolls. The group applied to the state revenue department for a property tax exemption as a charitable organization but the exemption was denied.

The appellate court ruled that the organization’s activities served a charitable purpose as envisioned by the state constitution. Although the organization does not “provide society with such basic human needs as food, clothing, or shelter, …[i]n contem- porary society, economic development is a fundamental need and is directly linked to the general welfare of each member thereof,” the court stated. “The creation and preservation of jobs in a community … performs one of the most basic functions of government.”

(Hancock v. Kentucky Board of Tax Appeals, Court of Appeals of Kentucky, No. 2009-CA-001144-MR, May 7, 2010)

Arm’s-length Sales

Two recent sales of a property that were part of a complex business transaction did not represent its market value, an Ohio court of appeals has ruled, because they were not arm’s-length transactions.

A for-profit company held by a family charitable trust was acquiring land to develop a technology park. The seller of one parcel wanted to structure the sale as a section 1031 like-kind exchange under the U.S. tax code to avoid paying capital gains taxes on the profits from the sale. The trust offered several properties in its portfolio for the exchange. The property at issue was owned by a nonprofit corporation operated by the trust. The sales contract divided the exchange value among the properties assigning a purchase price of $2.84 million to this property. At the same time, the seller and the nonprofit entity entered into an agreement which permitted the nonprofit to buy back its property at any time for the same price, which it did three years later.

The local school board filed suit claiming the $2.84 million sale price should be used as the property’s value for taxation purposes. The county assessing office had set the value at $1.67 million. This amount was closer to the $1.1 million the nonprofit entity paid when it acquired the property in 2003 in an arm’s-length transaction. No improvements had been made to the property since that sale.

Although the original sale between the trust’s for-profit corporation and the seller was an arm’s-length transaction, the court said the subsequent property exchange between the seller and the trust’s nonprofit corporation and the later repurchase were not. These sales were voluntary and between unrelated parties, the court noted, but neither sale price was determined in the open market. In addition, the nonprofit, as a subsidiary of the charitable trust, was acting in the trust’s interests and not its own self-interest when it conducted the transactions.

(Wellington Square, L.L.C. v. Clark County Auditor et al., Court of Appeals of Ohio Second Appellate District Clark County, Appellate Case No. 2009-CA-87, June 25, 2010)

Mobile Homes

A new Illinois law, effective January 1, changes the way mobile homes are taxed. A mobile home on private property is now considered real property; one located in a mobile home park is considered a chattel. The classification of a mobile home already in place on private property will not be changed unless it is sold, transferred, or moved to a different parcel of land.


Personal Property

Legislators in Massachusetts have voted to exempt personal property owned by businesses engaged in manufacturing or research and development in the state. Poles and underground conduits, wires and pipes are specifically excluded. The exemption was part of a comprehensive economic development package passed last year. The exemption is effective for tax years beginning on or after January 1, 2011. (General Court of Massachusetts, Economic Development Bill, SB2582, signed August 5, 2010)
General Discussion List—Legal Arguments Regarding Market Rent versus Contract Rent

Q: Alan Dornfest, AAS, Boise, Idaho
There was a lot of discussion recently about appraisal arguments regarding market versus contract rent. I am interested in learning about court decisions (with copies provided if possible) in which this issue arose, so I can review the legal arguments that were brought forward. Specifically, I am interested in cases that addressed the issue of long-term leases as they may affect market value of the subject property. Thank you.

A: Judy Trail, Jefferson City, Missouri
In 2007, I had a circuit court case based on a long-term lease with contract rent being well below market rent. This case began at the state level, then went on to the Circuit Court of Cole County, State of Missouri, 19th Judicial Circuit—McChinn Properties, Inc. v. State Tax Commission and Shawn Ordway (Case No. 07AC-CC00134). In Missouri, for ad valorem purposes, we are to value as if “fee simple” as though unencumbered by an existing lease. I hope you can go online and get copies. I know you can go online to the Missouri State Tax Commission legal decisions and get its rulings. It would be under Appeal #05-52000—McChinn Properties, Inc. v. Shawn Ordway, Assessor.

A: Tim Wilmath, Tampa, Florida
In Florida, there have been several cases related to fee simple versus leased fee (or market versus actual rent). An example is Schultz v. TM Florida Ohio Realty, Ltd., 577 So. 2d 573 (Fla. 1991). The case involved a retail center under a below-market lease to Kmart. The court said “the amount a willing buyer would pay for the ‘fee simple’ equals the value of both the lessor’s and lessee’s interest.” The court ruled in favor of the assessor who ignored the actual rent. Send me a note if you would like a copy of the actual case and other related cases.

A: William A. (Pete) Rodda, CAE, RES, Winston-Salem, North Carolina
The Greensboro Office Partnership case, 72 N.C. App. 635, 325 S.E.2d 24, cert. denied, 313 N.C. 602, 330 S.E.2d 610 (1985), addresses this issue. In so many words, an office building was sold in September 1981 for $6.3 million. The building was encumbered by long-term, below-market leases. The appraiser for Guilford County valued the property at $9,071,800 utilizing the income approach based upon market rents rather than actual rents. The court upheld the decision of the State Property Tax Commission, which held that the sale price of $6.3 million “was for an interest in real property that was and is something less that the total fee ownership rights in the property” and “the fair market value of the taxpayer’s interest ... is less than the fair market value of the total property interest which is subject to ad valorem taxation.” The court went on to say, “if it appears that the income actually received is less than the fair earning capacity of the property, the earning capacity should be substituted as a factor rather than the actual earnings. The fact-finding board can properly consider both.”

Was your question answered using AssessorNET?
Let us know and we will share the answer with IAAO members in Fair & Equitable. Send your question, and the answers that helped you, to Kate Smith, smith@iaao.org. Be sure to tell us how you used the information. All questions and answers are reprinted with the permission of the participants.
SPSS for Appraisers

IAAO is offering a new online workshop, SPSS for Appraisers, which provides the basics of statistical analysis for appraisal purposes using IBM SPSS Statistics software.

This workshop incorporates useful explanatory screen shots and step-by-step instructions, with emphasis on learning basic syntax of the SPSS programming language as a first step towards mastering this statistical package. All instruction is accessed through a graphic user interface (GUI) that illustrates fundamental concepts and additionally points to more advanced features that add to the software’s flexibility.

At the conclusion of the workshop, students will have learned a set of basic syntax commands that can be modified and expanded as needed to fit the unique requirements of his or her jurisdiction. Sample data sets and output created during workshop exercises provide students with practical examples of what to expect as they modify data and generate custom results tailored to their needs.

SPSS has been chosen as the basis for development of advanced mass appraisal courses over the next three years. Additional SPSS workshops will be made available in the future to complement these more advanced mass appraisal courses.

To sign up for the SPSS for Appraisers workshop, go to Marketplace at www.iaao.org. For information about other IAAO online education opportunities, go to www.iaao.org under Education and click on the Online Course tab.

New CD!
Math for Assessors

This new instructional CD features a self-contained, self-paced tutorial that allows the user to practice his or her math skills from the most basic concepts through advanced techniques needed to succeed in higher level IAAO courses. It provides everything you need to get started and increase your comfort level with essential math concepts.

To order go to the Marketplace at www.iaao.org.

Property Assessment Valuation, 3rd ed.


To order, go to www.iaao.org and click on Marketplace, the IAAO online ordering system!

Members $55, Nonmembers $65
From the President

(continued from page 2)

IAAO Course 102 Review
IAAO Workshop 651, GIS for Assessors
IAAO Workshop, Appraising Agricultural Land.

• Online Course 859, SPSS for Appraisers, is also now available.
• The Education Subcommittee will be discussing additional online courses, workshops, and one-day forums at Spring Leadership Days.

IAAO is aware that travel and education budgets are tight. Therefore, affordable Webinars will be offered that provide creative alternatives to traditional education options. The newest offerings include the following:

• January: Customer Service is Priority No. 1
• February: Bringing Market Trend Data to the Local Level
• March: Capitalization Approach for Skilled Nursing Facilities
• April: How Bringing the Field to the DeskTop has Changed our Assessment World

Additional Webinars are being planned throughout the year. I hope you will take the opportunity to try these new IAAO educational offerings. Another goal of IAAO is to maintain a successful record of membership recruitment and retention. During the first quarter of 2011, I personally challenge all IAAO members to sign up a new member. The new “2 for $200” campaign is a true bargain—recruiters have a chance to win $200! To learn more about this unique membership campaign, visit www.iaao.org, or look for more information in this issue of Fair & Equitable.

An important benefit of IAAO membership is the ability to network with peers from around the world. Networking opportunities exist through IAAO publications, the Web site, Webinars, AssessorNet, and personal contacts at conferences, seminars, courses, workshops, and committee meetings. Personally, I have always found it extremely valuable to network with peers in face-to-face meetings. With that in mind, I will be attending the 2011 GIS/CAMA Technologies Conference, February 28–March 3 in Memphis, Tennessee. I hope to see many of you there. The conference is held in partnership with the Urban and Regional Information Systems Association.

I know that the 77th annual IAAO conference in Phoenix, Arizona, is still quite a few months away, but planning has already begun. The Conference Content Committee, Local Host Committee, and IAAO staff are working hard to ensure the 2011 conference will be one of the best ever. If you want to be a presenter at the conference, you are invited to submit an abstract by January 25. Look in this issue or visit www.iaao.org for more information.

In closing, thanks to the IAAO staff and IAAO members for all you do for IAAO. We can all be proud of this premier organization. I also want to thank President Carroll for his leadership, guidance, accomplishments, and friendship. Bill, congratulations on a truly successful year as president.

All the best,

Bruce Woodzell

Pun of the month: The fattest knight at King Arthur’s round table was Sir Circumference. He acquired his size from too much pi.

IAAO Conferences, Seminars, and Meetings

<table>
<thead>
<tr>
<th>Event</th>
<th>Location</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Webinar: Customer Service is Priority #1</td>
<td>Online Webinar</td>
<td>January 19, 2011</td>
</tr>
<tr>
<td>Executive Board Meeting</td>
<td>Kansas City, MO</td>
<td>January 21–22, 2011</td>
</tr>
<tr>
<td>Leadership Days Meeting</td>
<td>Kansas City, MO</td>
<td>February 11–12, 2011</td>
</tr>
<tr>
<td>Executive Board Meeting</td>
<td>San Diego, CA</td>
<td>April 15–16, 2011</td>
</tr>
<tr>
<td>Executive Board Meeting</td>
<td>Minneapolis, MN</td>
<td>July 22–23, 2011</td>
</tr>
<tr>
<td>IAAO 77th Annual International Conference on Assessment Administration</td>
<td>Phoenix, AZ</td>
<td>September 18–21, 2011</td>
</tr>
<tr>
<td>Leadership Days Meeting</td>
<td>Kansas City, MO</td>
<td>October 14–15, 2011</td>
</tr>
<tr>
<td>Executive Board Meeting</td>
<td>Savannah, GA</td>
<td>November 11–12, 2011</td>
</tr>
<tr>
<td>32nd Annual Legal Seminar</td>
<td>New Orleans, LA</td>
<td>December 8–9, 2011</td>
</tr>
<tr>
<td>IAAO 78th Annual International Conference on Assessment Administration</td>
<td>Kansas City, MO</td>
<td>September 9–12, 2012</td>
</tr>
<tr>
<td>IAAO 80th Annual International Conference on Assessment Administration</td>
<td>Sacramento, CA</td>
<td>August 24–27, 2014</td>
</tr>
</tbody>
</table>
The Alaska Association of Assessing Officers (AAAO) held its 2011 elections of officers and board members at the annual membership meeting in Juneau, during the November Alaska Municipal League conference.

Ron E. Brown, Assistant State Assessor, was elected as Vice President of the association. Assessment Records Supervisor, Idris Van Sant, from the Matanuska-Susitna Borough was re-elected Secretary. Re-elected as Treasurer was Cynthia Anderson, Senior Title Examiner for the Fairbanks North Star Borough. Don “Marty” McGee, Assessor for the Municipality of Anchorage, was elected as the Executive Board Member for Region #1. Other officers and board members of the association include: President Kelly Taylor, Deputy Director, Property Appraisal Division for the Municipality of Anchorage. Immediate Past-President Denis Mueller, Appraisal Manager with the Kenai Peninsula Borough; Bret Hiatt, Assessor for the Ketchikan Gateway Borough, Board Member Region #2; and Diana Powers, Real Property Appraiser for the Fairbanks North Star Borough, Board Member Region #3.

The Winter 2011 Meeting of AAAO allowed members to discuss several ongoing issues that have arisen across the state of Alaska. Major issues addressed at the conference were Assessment Standards on Unpatented Mining Claims, Farm Use Properties, Senior Citizen Exemptions, and the schedule for 2011 educational opportunities. A WebEx presentation by Rover Technology was also provided.

President Kelly Taylor said, “In 2011, we hope to actively pursue our electronic meeting forum and revitalize our Web site to connect with members throughout the state of Alaska.”

AAAO is a professional organization with more than 130 members that work throughout Alaska to promote and administer fair and equitable property tax rolls on an annual basis.
New Designees Honored in Florida Ceremony
Two new IAAO designees, Ken Fay, RES, and Jim Michael, RES, received special recognition within the Palm Beach County jurisdiction from Palm Beach County Property Appraiser Gary R. Nikolits, CFA, and Dorothy Jacks, AAS, Assistant Property Appraiser for Palm Beach County and Region 3 IAAO Executive Board Member.

The Palm Beach County Property Appraiser’s Office has the largest number of certified IAAO professional designees of any single jurisdiction in the world. In addition, 64 percent of full-time employees have earned the professional Certified Florida Evaluator designation awarded by the Florida Department of Revenue. These IAAO and DOR designations make the Palm Beach County Property Appraiser’s Office one of the most professionally staffed appraiser’s offices anywhere.

Library Adds Resources on Wind Energy for Assessors
A new guide on Wind Energy for Assessors has been added to the library’s growing collection of online subject guides. This new subject guide provides a list of resources on the growth of wind energy facilities in the United States, valuation of wind farms, and the effect of wind facilities on property values. All of the resources are either free on the Internet or available for download from LibraryLink. The books can be borrowed by members for a 3-week loan period.


The IAAO Research Committee inspired the library staff to create this subject guide because of the impending growth of the industry. The U.S. Department of Energy announced the goal of having 20 percent of the nation’s energy generated by wind by the year 2030. IAAO has many members from states with significant wind capacities. This subject guide compiles the major resources currently available to help members deal with the changes in their state’s landscapes during the next several years.

The Wind Energy subject guide can be accessed on the library web site or at the following URL: http://www.iaao.org/sitePages.cfm?Page=4125. If members would like assistance with obtaining resources on this or any assessment subject, you may contact the research librarian, Mary Odom at library@iaao.org or 816-701-8117.
New Members

Alberta, Canada
Marc Bourbonnais

Alabama
Debbie A. Richardson
Donna B. Wright

Alaska
Michael C. Renfro

Arizona
Ron M. Johnson

Arkansas
Maria Owen

California
Robert Remes

Connecticut
Carol Ann Tyler

Florida
Christy R Alderman
Christopher Anderson
Joshua Bush
Jack Gruber
Jordan Holloway
Robert Glenn Hubbard
Jennifer Lynch
Martha Smith
Brad Welborn

Georgia
Brian L. Hill
Ann R. Knight
Donna L. Rosser

Hawaii
Marcy Martin

Illinois
Christopher M. Crowley
Patrick Hynes
Kenneth Jochum
Charles J. Masters
Dan Stebbins
Jamie Willard

Indiana
Richard B. Lenehan
Diana G. Stults

Kansas
Rebecca J. Basinger
Jazzmyne M. Word

Kentucky
Doug Perry

Louisiana
Martha Breaux
Brian Fontenot
Kathi Garbin
Michael LaVergne
Colby Meche
Rachel Smith
Sara M. Taylor

Maine
Crystal Corbett
Marc A. Perry

Massachusetts
Cynthia Cosgrove
Catherina Zelano

Michigan
Giovanni DiMaggio
Debra Rashid
Jeffrey D. Rashid
Kevin Scott

Minnesota
Brian Connors

Mississippi
Norman A. Cannady, Jr
Taylor Casey

Missouri
Rick D. Dankert
Jeff W. Schaeperkoetter
Sylvan L. Schoeneberg

Nevada
Bruce Bartolowits

New Mexico
Bridget Jacober
Salena Lucero
Antonio V. Pedroncelli
Jack Stapleton

New York
David M. Clifford
Jean M. Murdock
John T. Venezia

North Carolina
David A. Cain
Greg N. Dowless
David C. Goldston
John H. Hatch

Ohio
Debra J. Nye
Allan R. Sayre
Jon A. Slater, Jr

Oklahoma
Jamie Foster

Rhode Island
Christopher Celeste

South Carolina
Robert Wade Crain
James Randall Roberts

Tennessee
J. Brad Coleman

Texas
Christopher L. Chambers
Teresa Sharp

Utah
Shelly Marshall

Virginia
Michael Colavecchio
Mary Ann W. Davis
Timothy G. Lee
Thornwell A. Long
William Parrish Simmons
Steven I. Wampler
Jennifer West
Gary Whaley

Washington
Steven D. Johnson

West Virginia
Faith C. Dangerfield

Wisconsin
James Pahl-Washa

Wyoming
Tara M. Berg
Stephan Esponda

For a membership application, visit http://www.iaao.org/ and click on Membership
Log in to Receive Full Member Benefits

Why not have the tools you need within easy reach? Look on the home page upper right to see tools members use frequently. Just click on the following icons to access services:

AssessorNET discussion forum gives you access to experts in the field. Get answers from experienced members.

Reference Desk online resource offers information for both members and nonmembers. It includes LibraryLink indexed catalog with direct links to IAAO articles, books, journals, state documents, international documents, conference proceedings, and other select articles.

My Profile allows you to update your contact information in the IAAO database.

Member Lookup allows you to find IAAO member contact information.

Marketplace

Now it’s easier than ever to order from IAAO!


What’s New

Look under What’s New for five new online courses, available in the Marketplace. This area is frequently updated with current information.

Other Useful Information

Use Quick Links to find content fast. Under Education check out the IAAO Course Calendar for the latest offerings by location and course number. Visit Meetings to find educational seminars and conferences. Click on Job Opportunities, a very popular page on the site. The Vendor and Consultants Directory is “The Source” for professional vendors and consultants. The IAAO Web site is updated frequently. Send comments and suggestions to headquarters@iaao.org.
IAAO Provides Opportunities for Scholarship Funding through the IAAO Financial Assistance Program

IAAO Scholarship Fund
The IAAO Executive Board has established a Scholarship Fund for the purpose of promoting ad valorem appraisal professionalism. The Scholarship Fund is available to all IAAO members who need financial assistance to:

- Attend IAAO educational activities
- Attend the IAAO annual conference
- Attain an IAAO professional designation
- Perform research

Applications are available at www.iaao.org/library. For more information, contact Director of Administration Angela Blazevic, 816/701-8123, blazevic@iaao.org.

Barbara Brunner Scholarship Fund
Funding provides registration scholarships for members to attend the annual conference (administered by the IAAO Scholarship Committee).

Applications are available at www.iaao.org/library. For more information, contact Director of Administration Angela Blazevic, 816/701-8123, blazevic@iaao.org.

Jeff Hunt, CAE, Memorial Candidates Trust
Grants are awarded to professional designation candidates who demonstrate financial need and intend to use the funds to complete the requirements of a professional designation (administered by the Jeff Hunt, CAE, Memorial Candidates Assistance Trust Committee).

Applications are available at www.iaao.org/library. For more information, contact Education Manager Jean Spiegel, 816/701-8133, spiegel@iaao.org.

Timothy N. Hagemann Memorial Membership Trust
Funding is awarded to help assessing officers from smaller rural jurisdictions become members of IAAO or maintain membership in IAAO. Priority is given to assessors who work full-time in jurisdictions with fewer than 7,500 parcels of real estate and consideration is given to the jurisdiction’s budgetary constraints (administered by the Timothy N. Hagemann Memorial Membership Trust Committee).

Friends of the Paul V. Corusy Library Trust
Friends of the Paul V. Corusy Library Trust funding is awarded to perform research in the fields of mass appraisal, tax assessment, and tax policy throughout the world (administered by the Friends of the Paul V. Corusy Library Trust Committee).
Preliminary 2011 Election Results

Congratulations to the new IAAO officers and board members who begin their terms in January 2011.

President-Elect
Debra Asbury

Vice President
Rob Turner

Region #1
Randy Ripperger, CAE

Region #2
David McMullen

Region #3
James Weaver, CAE, AAS

15th Annual GIS / CAMA Technologies Conference
February 28–March 3, 2011
The Peabody Hotel, Memphis, Tennessee

- Economics & Assessment
- Professional Development & Management Strategies
- Property Valuation & Modeling Techniques
- Interesting Technologies & Future Directions

Registration rates (after January 10):
Members $425
Nonmembers $575

American Airlines discount available

For more information go to www.iaao.org
New Addition to IAAO—It’s a Boy!
Riley is the first child born to an IAAO staff member since headquarters moved to Kansas City in 2005.

Riley Barrett Moore
Born: 10:30 pm, December 12, 2010
Weight: 6 lbs. 10 oz.
Length: 19.5 inches
Riley was born to Director of Meetings Aubrey Branch as an early holiday present. Aubrey is very happy to share her exciting news with everyone.

“The knowledge I have gained from IAAO has helped me grow in my profession,” says Tina Stone, PPS, who has taken advantage of several educational opportunities offered by IAAO. “There is so much experience and knowledge within the IAAO organization. I am also fortunate that my organization has stood behind me to allow me to be a part of IAAO.”

Tina Stone started with the Chatham County Tax Office in January 1989 as a Mapping Technician before becoming Tax Assistant, and then she was promoted to Tax Administrator in 2007.

Stone joined IAAO in 1999 and has since earned her PPS designation.

“My most memorable experience with IAAO was receiving my PPS designation and attending my first IAAO conference in Milwaukee and being part of helping North Carolina bring home the Virginia Cup that year.”

“Being part of IAAO has helped me to establish professional relationships and also personal friendships.”

Stone loves spending time with her family, playing softball and teaching a spin class at the local gym. She is also trained as a 911 telecommunicator and helps out as needed in the Emergency Operations Department.

Stone has one son, age 20, who attends the University of North Carolina at Wilmington.
In the News

**Property Tax Loopholes**

*Farm assessments brought NJ land owners nearly 100% tax break (published December 10, 2010)*

*by APP.com Press Staff Report*

Article discusses questionable New Jersey farm-assessed land exemptions that benefit property owners holding land purchased at per-acre costs far exceeding historic averages for working farm land. The tax burden is then shifted from land speculators to other property owners.

For more information, go to: http://www.app.com/article/20101210/NEWS/101209115/Farm-assessments-brought-NJ-land-owners-nearly-100-tax-break

**International**

*New property tax aimed at curbing speculation expected for Taiwan in New Year (published December 9, 2010)*

*by PropertyWire*

Article reports on a possible new property tax in Taiwan aimed at curbing speculation and a property value bubble. The new tax would discourage short term investors and increase access to first-time buyers.

For more information, go to:

*New Zealand property prices stabilising, latest data suggests (published December 8, 2010)*

*by PropertyWire*

Article discusses stabilization of property values in New Zealand and a larger than usual inventory of available properties. The article also discusses post-earthquake property values in Canterbury.

For more information, go to:

**Real estate sector in Dubai is worst hit in economic terms, officials admit (published December 2, 2010)**

*by PropertyWire*

Articles discusses decreases in property values in United Arab Emirates-Dubai and an increase in distressed property sales.

For more information, go to:

**IMF Study Advocates China Property Tax, Higher Rates to Avoid Overheating (published December 2, 2010)**

*by Sophie Leung, Bloomberg*

Article discusses a recent study by the International Monetary fund that promotes an expanded property tax in China in spite of controversy about whether control measures will be effective in reducing real estate speculation.


**Funding Shifts Away from Property Tax**

*Reduce commercial property tax, with caveats (published December 12, 2010)*

*by The Register’s Editorial*

Editorial promotes reduction of commercial property tax in Iowa in favor of increased state income and sales tax funding.

For more information, go to:
http://www.desmoinesregister.com/article/20101212/OPINION03/12120319/-1/ENT06/Reduce-commercial-property-tax-with-caveats

**Solution to property taxes within Legislature’s reach (published December 12, 2010)**

*by readingeagle.com*

Editorial promotes increasing state funding of education in Pennsylvania and reducing reliance on local property taxes in favor of income tax.

For more information, go to:
http://readingeagle.com/article.aspx?id=271181

**Under Water Properties**

*Fannie, Freddie not apt to concede on lowering mortgage principle owed (published December 8, 2010)*

*by Kerry Curry, HousingWire*

Article discusses poor response to the FHA short refinance program that encourages reducing loan balances on the principal owed for certain underwater mortgages on properties that face imminent foreclosure.

For more information, go to:
Planning & Rules Committee
Carol Kuehn, Chair
Jeffery W. Spelman, CAE; Amy Rasmussen Thorne, RES; Edward Crapo, AAS; Kellianne Nagy, CAE; David Sanford, CAE; Lisa Daniels and Vickie Turner, Staff Liaisons

The Planning and Rules Committee met in Kansas City December 3–4. They discussed the upcoming January Executive Board orientation and the upcoming February Committee Leadership Days orientation and the need for a more thorough presentation regarding Project Plans including their relationship to IAAO activities and the importance of including all of the information required to properly complete the forms. Discussion ensued regarding members whose membership has lapsed and who are seeking reinstatement. Language was drafted for board review and input. Particular attention was paid to any special membership offers and incentives and the establishment of a new start of membership date for people whose membership has lapsed and are seeking reinstatement. Procedural Rule language was drafted for board approval regarding the establishment of the adopted new standing committee entitled “Chapters & Affiliates.” This language will go before the board during their January meeting along with the necessary Bylaw change that includes this new committee as a standing committee.

The balance of the committee’s activity was devoted to working on a second draft of the IAAO Constitution and Bylaws. Preliminary discussion was held regarding a distribution for comment strategy for these documents when they are ready for review and comment from others.

Technical Standards Committee
Joseph Hapgood, CAE, Chair
Nancy Tomberlin; Mary Reavey; Robert Gloudemans; Bill Marchand; Dennis Deegear; Chris Bennett, Staff Liaison

The Technical Standards Committee has posted the new Standard on Verification and Adjustment of Sales to the IAAO Web site. It is now available through the Technical Standards Quick Link on the home page at www.iaao.org.

The committee also met by phone conference on December 22 to review a draft of the 2011 Ratio Practices Survey that will be distributed to state and provincial jurisdictions in early 2011. The survey provides information about policies and practices related to ratio studies and allows comparison with other states and provinces. The survey was most recently completed in 2008 with results made available in 2009 in the Journal of Property Tax Assessment & Administration.
### Call for Abstracts

IAAO 76th Annual Conference on Assessment Administration

September 18–21, 2011

IAAO is seeking abstracts in the following tracks. Topics will be considered in suggested categories and other categories based on submissions. Abstracts can be submitted online at www.iaao.org by January 25, 2011.

#### Commercial/Personal Property Appraisal Issues

This track will address a variety of commercial and personal property valuation issues, such as valuing retirement communities, casinos, big-box stores, life-care facilities, and other complex properties. Abstracts may include, but are not limited to:

- Office buildings, lodging facilities, convenience stores
- Green building issues and renewable power
- Capitalization rates
- Valuation issues related to water and water supply
- Critiquing appraisals
- Foreclosure issues—limited sample size and ratio analysis
- Appraising personal property
- Distinguishing between real and personal property
- Storage facilities: climate controlled, self-storage warehouses
- Appraising a special purpose property

#### Tax Policy and Appraisal Standards

This track will address governmental tax policy questions and the impact of judicial decisions on the property tax system. Best practices and appraisal standards can also be presented. Abstracts may include, but are not limited to:

- Exemptions and their impact
- Economic development and tax capture
- Assessment and revenue caps
- Model assessment practices—award-winning assessment practices
- IAAO technical standards
- International valuation standards
- Judicial decisions
- USPAP

#### Residential Appraisal Issues

This track will address a variety of residential appraisal issues. Abstracts may include, but are not limited to:

- Valuation of green residential buildings
- Foreclosure issues—limited sample size and ratio analysis
- Critiquing appraisals
- Manufactured home issues
- Properties/neighborhoods in transition
- Interior vs exterior inspections—legal issues
- Land values for vacant residential subdivisions
- Residential valuation techniques—MRA, cost, etc.

#### Tax Policy and Appraisal Standards

This track will address governmental tax policy questions and the impact of judicial decisions on the property tax system. Best practices and appraisal standards can also be presented. Abstracts may include, but are not limited to:

- Exemptions and their impact
- Economic development and tax capture
- Assessment and revenue caps
- Model assessment practices—award-winning assessment practices
- IAAO technical standards
- International valuation standards
- Judicial decisions
- USPAP

#### Personal Development

Personal development issues are a particular challenge in tough economic times. Abstracts may include, but are not limited to:

- The art of effective presentations
- Providing training and continuing education with limited funds
- Alternative education delivery methods
- Benefits of professional development and designations
- Diversity training—creating a professional work environment
- Nontraditional work arrangements, job sharing, flex time and other options
- Time management and stress control

#### Technology

This track will focus on the benefits and challenges of the latest technologies available to assessing offices including technologies to improve field inspections, mass appraisal, mapping, and general assessment administration. Abstracts may include, but are not limited to:

- GIS applications
- Change detection and remote sensing
- Public access and online transactions
- Data collection with digital tools
- Green technology components—What makes it green?
- Maintaining the integrity of comingle data

#### Management

Administration and budget issues, along with customer service and communications, are topics for this track. Abstracts may include, but are not limited to:

- Knowledge transfer in an aging profession—planning for succession
- The effective use and control of social networking
- Excellent customer service as a standard
- Budgeting and operating with less
- Managing younger employees
- Appeals tracking and control
- Efficiency within the workflow
- Public relation planning for the assessing office
- Workplace safety and compliance
- Internal workplace communications
Abstract Submission Form
Submission deadline is January 25, 2011

<table>
<thead>
<tr>
<th>Presenter Name</th>
<th>Designations and/or Advanced Degrees</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Jurisdiction/Firm</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City</th>
<th>State/Province</th>
<th>ZIP/Postal Code</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phone</th>
<th>Cell Phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Are you a member of IAAO?  □ Yes  □ No

Presentation Title

Target Audience  □ Introductory  □ Intermediate  □ Advanced  □ Other

Have you presented this topic elsewhere?  □ Yes  □ No

If yes, for whom, when, and where? Provide a contact name for that organization.

Presentation Category

□ Commercial/Personal Property Appraisal Issues  □ Residential Appraisal Issues  □ Tax Policy and Appraisal Standards
□ Technology  □ Personal Development  □ Management

Length of presentation (including question and answer period) Most education session time slots will be 90 minutes. A limited number of 60 minute time slots will be available. □ 60 or 90 minutes  □ 90 minutes  □ 60 minutes

**Two- to four-sentence description of the presentation and how it relates to the assessment profession.**

This should accurately reflect the presentation content and be suitable for publication in the conference program.

**Minimum 200-word presentation abstract.** Explain the central points of the presentation and its relevance to the assessment profession. (Include what you expect the audience to gain from your presentation.)

List all speakers in your proposed session

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation(s)</th>
<th>Phone</th>
<th>E-mail</th>
<th>Jurisdiction/Company</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Abstracts can be submitted online at www.iaao.org
Above, Renee Honeycutt, Property Mapper in Greensboro, North Carolina, reads F&E at the Cape Lookout National Seashore, in the Outer Banks of North Carolina. The Cape Lookout lighthouse in the background was built in 1859 and is the second lighthouse to be built there. It is 163 feet high and has 201 spiral iron steps to reach the top. The light is designed to be visible at distances of up to 20 miles. The diamond pattern helps to clearly distinguish the Cape Lookout lighthouse from other lighthouses along the Atlantic coast. The diamond pattern is aligned along primary north-south and east-west compass points, which provides additional navigation information.

Right, Ethel O. House reads F&E in Window Rock, Arizona. Behind her is the landmark sandstone formation that gives the location its name. Window rock is also called Tségháhoodzání (Perforated Rock). Window Rock is the administrative center of the Navajo Nation.

Ethel works for the Valuations & Assessment Department, Office of the Navajo Tax Commission.

IAAO accepts digital photos of interesting or unusual properties, for “Where Do You Read F&E?,” and photos of local jurisdiction activities and meetings. Please provide full contact information with your submission. Send photos to bennett@iaao.org.
Member Anniversaries—January

5 Years

Gary W. Allen, Benton Township, Beach Park, IL
Michelle Babson, Cumberland County, Fayetteville, NC
Kathryn S. Broussard, Vermillion Parish Assessor’s Office, Abbeville, LA
Jacquelyn Brown, Lee County Property Appraiser’s Office, Fort Myers, FL
Beverly Bures, Lee County Property Appraiser’s Office, Ft. Myers, FL
Curt Caldwell, Sacramento County Assessor’s Office, Sacramento, CA
Jeremy Chitlik, District of Columbia, Office of Tax & Revenue, Alexandria, VA
John Codd, District of Columbia, Office of Tax & Revenue, Washington, DC
Shawn Echols, Sacramento County Assessor’s Office, Sacramento, CA
Cheryl Gerwig, Broward County Property Appraiser’s Office, Pembroke Pines, FL
Laura F. Glover, Snohomish County Assessor’s Office, Everett, WA
JoAnn Groff, Colorado Division of Property Tax, Denver, CO
Michelle Hagen, King County Department of Assessments, Seattle, WA
Patrick Harmeyer, Polk County Assessor’s Office, Des Moines, IA
Sheryl A Hurst, Boone County, Boone, IA
Naim Jones, District of Columbia, Office of Tax & Revenue, Washington, DC
Judy Klopmeier, Edwardsville Township, Edwardsville, IL
Kimberly LeGrand, Lee County Property Appraiser’s Office, Ft. Myers, FL
J. Nadiyah Massac, District of Columbia, Office of Tax & Revenue, Washington, DC
James Scott Mauney, Dallas, TX
Tomas Pokorny, Lee County Property Appraiser’s Office, Ft. Myers, FL
Debra Prins, King County Department of Assessments, Seattle, WA
Kimberly Riedel, St. Clair County Equalization Dept., Port Huron, MI
John P. Schaul, Adams County Assessor’s Office, Brighton, CO
Gary Smith, Wapello County, Ottumwa, IA
Thomas G Stevens, District of Columbia, Office of Tax & Revenue, Washington, DC
Charles Watkins, Lee County Property Appraiser’s Office, Ft. Myers, FL
Gerry White, Union Pacific Railroad, Omaha, NE

10 Years

Mary T. Baker, Union Parish, Farmerville, LA
Arthur J. Barela, Jr, Los Angeles County Assessor’s Office, Monterey Park, CA
Heather Drake, CAE, RES, Clark County Assessor’s Office, Las Vegas, NV
Emerick Dupuy, Avoyelles Parish, Marksville, LA
Bonnie D Gavin, Peoria Township, Peoria, IL
Corazon Lim Go, Los Angeles County Assessor’s Office, South El Monte, CA
Sharon L Johnson, Mesa County Assessor’s Office, Grand Junction, CO
L Diane Malone, Harris County Appraisal District, Cold Spring, TX
Farrah E. Matthews, CAE, Lawrence County, Walnut Ridge, AR
John H McDonald, Town of Union, Endwell, NY
Harry Neumann, RES, City of Calgary, Calgary, AB, Canada
Heath Pastor, Avoyelles Parish, Marksville, LA
Robert Quon, Los Angeles County Assessor’s Office, Los Angeles, CA
Rae Ann Walcott, Town of Plymouth, Village of Terryville & Pequabuck, Terryville, CT
Ralph Young, Los Angeles County, Carson, CA
Julia L. Ziegler, Tulsa County Assessor’s Office, Tulsa, OK

15 Years

James A. Adams, Tyler Technologies, Plano, TX
John A Allison, Forsyth County Assessor’s Office, Winston-Salem, NC
Michael A Amezquita, Bexar Appraisal District, San Antonio, TX
Priscilla S. Bele, City of Newport News, Newport News, VA
Gerald F. Blevins, CMS, Forsyth County Assessor’s Office, Winston-Salem, NC
William P Bresnahan, Hollinshead, Mendelson, Bresnahan & Nixon, Pittsburgh, PA
Lawrence Buchart, CAE, City of Calgary, Assessment Department, Calgary, AB, Canada
John T. Burgess, Forsyth County Assessor’s Office, Winston-Salem, NC
Diana Haton, Orland Township, Orland Park, IL
Diane W Julian, CMS, Forsyth County Assessor’s Office, Winston Salem, NC
John W Kiddoo, South Moline Township, Moline, IL
Elliott B. Pollack, Pullman & Comley, LLC, Hartford, CT
W Jean Shrewsbury, Augusta County Assessor’s Office, Verona, VA
Tammy W. Spencer, CMS, Forsyth County Assessor’s Office, Winston-Salem, NC
Gregory W. Stimpson, Tipton County Assessor’s Office, Caston Rock, CO
W. Glenn West, CMS, Forsyth County Assessor’s Office, Winston Salem, NC

20 Years

Eugene F Elmer, City of St Ignace, St Ignace, MI
Mark T. Kenney, American Valuation Group, Inc, Lansdale, PA
Gordon C. Lawson, Gordon Lawson Real Estate Appraisals, Saskatoon, SK, Canada
Jerry L Mentzer, Woodson County, Yates Center, KS
Larry Shouse, Douglas County Assessor’s Office, Castle Rock, CO
Michael J. York, Iredell County, Statesville, NC
John Ellis Zimmerman, ValueWest, Inc, Littleton, CO

25 Years

Debra Asbury, Arkansas Assessment Coordination Dept, Little Rock, AR
J. Rodney Broberg, Saline County, Salina, KS
Neal D. Carpenter, CMS, The Sidwell Company, St Charles, IL
William R. Clary, Greenup County, Greenup, KY
Robert L. Courtier, R L Courtier Company/City of Verona, Madison, WI
Willie M. Feese, Adair County, Columbia, KY
James H. Hildreth, Escambia County Tax Assessor’s Office, Brewton, AL
Jeffery D. Johnson, Stearns County, St Cloud, MN
Renee Mire Michel, Ascension Parish Assessor’s Office, Donaldsonville, LA
Marian A. Robinson, City of Rockland, Thomaston, ME

30 Years

Terrence G Ennes, Ennes & Associates, Inc, Arlington Heights, IL
Irby S Gamble, Tensas Parish Assessor’s Office, St Joseph, LA
Eddie G. Gatlin, Jackson Parish, Jonesboro, LA
Nancy J. Hyde, Boulder County Assessor’s Office, Boulder, CO
John R. Parker, CAE, The Stallings Group, Tucker, GA

35 Years

North Central Regional Association of Assessing Officers, Clinton, IA
Robert A. Estey, CAE, Town of New Durham, Rochester, NH
Robert A Palmer, Town of Natick, Natick, MA
Victor R. Racioc, Latah County Assessor’s Office, Moscow, ID
Leroy W Schaad, Custer County, Callaway, NE

55 Years

South Dakota Association of Assessing Officers, Sioux Falls, SD
<table>
<thead>
<tr>
<th>Location</th>
<th>Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montgomery</td>
<td>January 24–28, 2011</td>
<td>102—Income Approach to Valuation</td>
</tr>
<tr>
<td>Bay Minette</td>
<td>February 16–18, 2011</td>
<td>452—Fundamentals of Assessment of Ratio Studies</td>
</tr>
<tr>
<td>Auburn</td>
<td>March 10–11, 2011</td>
<td>157—Appraisal Uses of Excel Software</td>
</tr>
<tr>
<td>Montgomery</td>
<td>March 21–25, 2011</td>
<td>600—Principles and Techniques of Cadastral Mapping</td>
</tr>
<tr>
<td>Bloomington</td>
<td>March 28–April 1, 2011</td>
<td>101—Fundamentals of Real Property Appraisal</td>
</tr>
<tr>
<td>Fishers</td>
<td>August 8–12, 2011</td>
<td>102—Income Approach to Valuation</td>
</tr>
<tr>
<td>Bloomington</td>
<td>February 8–10, 2011</td>
<td>101—Fundamentals of Real Property Appraisal</td>
</tr>
<tr>
<td>Bloomington</td>
<td>March 21–25, 2011</td>
<td>155—Depreciation Analysis</td>
</tr>
<tr>
<td>Bloomington</td>
<td>April 28–29, 2011</td>
<td>553—Personal Property Auditing-Advanced</td>
</tr>
<tr>
<td>Bloomington</td>
<td>May 18–20, 2011</td>
<td>101—Fundamentals of Real Property Appraisal</td>
</tr>
<tr>
<td>Montgomery</td>
<td>September 26–30, 2011</td>
<td>The Center for Governmental Services sponsors the offerings listed above.</td>
</tr>
<tr>
<td>Florida</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jacksonville</td>
<td>April 18–20, 2011</td>
<td>The Florida Chapter of IAAO sponsors the offering listed above. For more details, contact Lainie Claudio 407/836-5086.</td>
</tr>
<tr>
<td>Illinois</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bloomington</td>
<td>March 28–April 1, 2011</td>
<td>400—Assessment Administration</td>
</tr>
<tr>
<td>Chicago</td>
<td>August 8–12, 2011</td>
<td>101—Fundamentals of Real Property Appraisal</td>
</tr>
<tr>
<td>Austin</td>
<td>August 22–26, 2011</td>
<td>102—Income Approach to Valuation</td>
</tr>
<tr>
<td>Kansas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wichita</td>
<td>June 20–24, 2011</td>
<td>402—Tax Policy</td>
</tr>
<tr>
<td>Wichita</td>
<td>July 26–29, 2011</td>
<td>710—Valuation of Golf Courses</td>
</tr>
<tr>
<td>Wichita</td>
<td>July 18–22, 2011</td>
<td>311—Residential Modeling Concepts</td>
</tr>
<tr>
<td>Louisiana</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baton Rouge</td>
<td>February 7–11, 2011</td>
<td>101—Fundamentals of Real Property Appraisal</td>
</tr>
<tr>
<td>Baton Rouge</td>
<td>February 7–11, 2011</td>
<td>300—Fundamentals of Mass Appraisal</td>
</tr>
<tr>
<td>Baton Rouge</td>
<td>February 7–11, 2011</td>
<td>500—Assessment of Personal Property</td>
</tr>
<tr>
<td>Texas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Houston</td>
<td>March 14–15, 2011</td>
<td>155—Depreciation Analysis</td>
</tr>
<tr>
<td>Houston</td>
<td>September 12–16, 2011</td>
<td>101—Fundamentals of Real Property Appraisal</td>
</tr>
<tr>
<td>Houston</td>
<td>September 26–30, 2011</td>
<td>311—Residential Modeling Concepts</td>
</tr>
<tr>
<td>New York</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ithaca</td>
<td>July 18–19, 2011</td>
<td>158—Highest and Best Use</td>
</tr>
<tr>
<td>New York</td>
<td></td>
<td>The New York State Chapter IAAO sponsors the offering listed above. For more details, contact Thomas Frey 843/344-0292.</td>
</tr>
<tr>
<td>Nebraska</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Columbus</td>
<td>February 16–18, 2011</td>
<td>452—Fundamentals of Assessment Ratio Studies</td>
</tr>
<tr>
<td>Kearney</td>
<td>October 3–4, 2011</td>
<td>100—Understanding Real Property Appraisal</td>
</tr>
<tr>
<td>Kearney</td>
<td>October 5–6, 2011</td>
<td>150—Math for Assessors</td>
</tr>
<tr>
<td>Kearney</td>
<td>October 3–7, 2011</td>
<td>102—Income Approach to Valuation</td>
</tr>
<tr>
<td>New Mexico</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harrisonburg</td>
<td>June 13–17, 2011</td>
<td>101—Fundamentals of Real Property Appraisal</td>
</tr>
<tr>
<td>Harrisonburg</td>
<td>June 13–17, 2011</td>
<td>102—Income Approach to Valuation</td>
</tr>
<tr>
<td>Harrisonburg</td>
<td>June 13–17, 2011</td>
<td>201—Appraisal of Land</td>
</tr>
<tr>
<td>Harrisonburg</td>
<td>June 13–17, 2011</td>
<td>311—Residential Modeling Concepts</td>
</tr>
<tr>
<td>Massachusetts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wellesley</td>
<td>January 19–20, 2011</td>
<td>158—Highest and Best Use</td>
</tr>
<tr>
<td>Massachusetts</td>
<td></td>
<td>Massachusetts Chapter of IAAO sponsors the offering listed above. For more details contact Karen Rassias 978/363-1117.</td>
</tr>
</tbody>
</table>
**Wisconsin**

101—Fundamentals of Real Property Appraisal  
Milwaukee, February 21-25, 2011  
Scott G. Winter sponsors the offering listed above. For more details, contact Scott Winter, 414/238-4002 or at scottwinter@wi.rr.com.

**BY COURSE**

Course 100—Understanding Real Property Appraisal  
October 3–4, 2011, Nebraska (Kearney)  
Course 101—Fundamentals of Real Property Appraisal  
February 7–11, 2011, Louisiana (Baton Rouge)  
February 7–11, 2011, Indiana (Greenfield)  
February 21-25, 2011, Wisconsin (Milwaukee)  
March 21–25, 2011, Indiana (Bloomington)  
May 16–20, 2011, Nebraska (Grand Island)  
June 13–17, 2011, Virginia (Harrisonburg)  
August 8–12, 2011, Illinois (Chicago)  
August 22–26, 2011, Indiana (Fishers)  
September 26–30, 2011, Alabama (Montgomery)  
October 24–28, 2011, Indiana (Valparaiso)  

Course 102—Income Approach to Valuation  
January 24–28, 2011, Alabama (Montgomery)  
March 7–11, 2011, Indiana (Fishers)  
May 9–13, 2011, Louisiana (Baton Rouge)  
June 13–17, 2011, Virginia (Harrisonburg)  
July 11–15, 2011, Indiana (Valparaiso)  
August 22–26, 2011, Illinois (Chicago)  

October 3–7, 2011, Nebraska (Kearney)  
December 3–7, 2011, Indiana (Bloomington)  

**Workshop 150—Math for Assessors**  
October 5–6, 2011, Nebraska (Kearney)  

**Workshop 151—National USPAP**  
February 8–10, 2011, Indiana (Bloomington)  
April 18–20, 2011, Florida (Jacksonville)  
June 14–16, 2011, Indiana (Greensburg)  
October 11–13, 2011, Indiana (Huntington)  

**Workshop 155—Depreciation Analysis**  
March 14–15, 2011, Texas (Houston)  
April 28–29, 2011, Alabama (Montgomery)  

**Workshop 157—Highest and Best Use**  
January 19–20, 2011, Massachusetts (Wellesley)  
July 18–19, 2011, New York (Ithaca)  
November 1–2, 2011, Texas (Round Rock)  

**Workshop 163—Marshall & Swift-Commercial**  
October 12–13, 2011, Texas (Houston)  

**Course 201—Appraisal of Land**  
June 13–17, 2011, Virginia (Harrisonburg)  

**Course 300—Fundamentals of Mass Appraisal**  
February 7–11, 2011, Louisiana (Baton Rouge)  
February 14–18, 2011, Indiana (Greenfield)  
April 4–8, 2011, Indiana (Huntington)  
July 13–17, 2011, Virginia (Harrisonburg)  
September 12–16, 2011, Indiana (Fishers)  
November 14–18, 2011, Nebraska (Gering)  

**Course 311—Residential Modeling Concepts**  
June 13–17, 2011, Virginia (Harrisonburg)  
July 18–22, 2011, Kansas (Wichita)  
September 26–30, 2011, Texas (Houston)  
November 14–18, 2011, Indiana (Fishers)  

**Course 400—Assessment Administration**  
March 21–25, 2011, Indiana (Greenfield)  
March 28–April 1, 2011, Illinois (Bloomington)  
May 9–13, 2011, Louisiana (Baton Rouge)  
May 23–27, 2011, Indiana (Huntington)  
June 13–17, 2011, Virginia (Harrisonburg)  
October 24–28, 2011, Nebraska (Gering)  
October 31–November 4, 2011, Indiana (Fishers)  

**Course 402—Property Tax Policy**  
June 13–17, 2011, Virginia (Harrisonburg)  
June 20–24, 2011, Kansas (Wichita)  
November 7–11, 2011, Texas (Houston)  

**Workshop 452—Fundamentals of Assessment Ratio Studies**  
February 16–18, 2011, Alabama (Bay Minette)  
February 16–18, 2011, Nebraska (Columbus)  

**Course 500—Assessment of Personal Property**  
February 7–11, 2011, Louisiana (Baton Rouge)  
March 21–25, 2011, Alabama (Montgomery)  

**Workshop 553—Personal Property Auditing—Advanced**  
May 18–20, 2011, Alabama (Montgomery)  

**Course 600—Principles and Techniques of Cadastral Mapping**  
March 21–25, 2011, Alabama (Montgomery)  
May 9–13, 2011, Louisiana (Baton Rouge)  

**Workshop 710—Valuation of Golf Courses**  
June 27–29, 2011, Kansas (Wichita)  

For more information about sponsoring IAAO classes contact Education Manager Jean Spiegel, spiegel@iaao.org. Please contact the individual coordinator listed below each state’s offerings for enrollment/registration information.

---

**Online Learning Never Looked So Good!**

**Course 859: SPSS for Appraisers**

Available now @ www.iaao.org/store
As we embark on the new year it provides an opportunity to take stock of where we have been, where we are now, and where we might be headed in the future. The start of the new year traditionally has been an opportunity for change. This change could be improvements that have been considered for some time, or it could be simply trying new things to compare with what was done before.

In this issue of Fair & Equitable, you may have noticed significant changes to its look and feel. Since its inception, F&E has regularly undergone changes on or around the start of each new year. These changes have been subtle, and may have gone unnoticed. Each new change served a particular need to meet the goals of the publication and improve its value to IAAO members. In 2011, these changes are more pronounced as we try something new that may prompt members to take a fresh look at the magazine and consider what they like best about how IAAO communicates.

The content of F&E remain relatively unchanged, or rather, changes to the content are ongoing and gradual so the overall continuity of the publication is not disrupted. Many changes to content have occurred over the years, but at a pace that is easily assimilated. These changes are then evaluated to determine whether they should be considered permanent, a one-time change to meet a specific need, or simply a passing phase in the evolution of a magazine.

In any event, your feedback is important. Let IAAO know what you think. The Executive Board, committees, and the IAAO staff pay close attention to the feedback that members provide. Decisions about future communications are carefully considered when determining the best overall path to take.

Next month, in the February issue of Fair & Equitable, the results of the IAAO Communication Practices Survey will be shared with members. The Communications Committee launched this survey in July 2010 with the approval of the Executive Board. The committee thanks everyone who participated and provided information that will be used to continue to improve communications within IAAO and the assessment community. While the results of the survey were overwhelmingly positive, they also point out that IAAO can’t stand still in the process. We need to prepare ourselves not only for our current communication needs but also for future communication needs.

Another focus in 2011 is the continued strengthening of IAAO ties with local chapters, affiliates, and international organizations. These initiatives gained momentum in 2010 when then-President Bill Carroll established two special committees, a Chapters and Affiliates Committee and an International Committee. You can expect to see more reports about activities related to these initiatives and continued interest in sharing knowledge and resources. Again, it is all about expanding and improving communication within IAAO as well as outside IAAO.

In addition to communications, IAAO is continually seeking ways to improve all its services. Education, in particular, is a major focus. Providing timely and affordable education has been and continues to be a priority within all levels of the organization.

I encourage IAAO members and nonmembers in the assessment community to explore the newest education choices that IAAO has to offer. In 2011, there will be unprecedented online learning opportunities, including a full lineup of Webinars and online courses. These products directly address current economic concerns and provide affordable education at a time when it is needed most. Online education is also an important component of IAAO’s efforts to expand its international presence. Look for more information about these offerings in this issue of F&E and at www.iaao.org.

In summary, IAAO wants to know what you like and don’t like about how the organization is communicating, managing change, and providing services that are useful to you. Help us to prepare for the future. Send your comments to me at bennett@iaao.org or to anyone on the IAAO staff, your local IAAO Representative, an IAAO committee member, or members of the Executive Board. Comments will be shared as we evaluate best practices to keep IAAO at the forefront of effective communication and education. This is going to be a great year for IAAO as we explore the possibilities together.
REAL PROPERTY TAX CONSULTANT
Fort Wayne, Indiana

Real Property Tax Consultant (Fort Wayne, Indiana) - Baden Tax Management is seeking an experienced real property tax consultant to assist with assessment evaluations and appeals representation. Position requires strong background in real property valuation, excellent analytic, communication and negotiation skills, the ability to work independently, and three to five years of experience with assessment appeals of commercial/industrial real estate. Certified General Appraiser or CMI designation with strong background in real estate appeal desired. Some travel is required. Competitive base salary; excellent benefits, 401 (K). Significant advancement opportunity is available. E-mail resume to dfeicht@badentax.com.

COMMERCIAL APPRAISER
Manatee County Property Appraiser, Bradenton, Florida

Responsible and specialized work in making technical determinations through the analysis of factors affecting commercial and industrial property values. Work is performed in accordance with accepted appraisal techniques, departmental procedures, Florida Statutes and the rules of the Department of Revenue.


Contact Advertising Sales Representative Mario Gipson to place your classified ad on the IAAO Web site and in Fair & Equitable. Gipson@iaao.org • 816/701-8131

Is your member information up-to-date?

Don’t miss benefits such as publications, education, and networking opportunities! Keeping your address and e-mail information current ensures that you will continue to receive these benefits:

• Special notices about educational opportunities, library resources, and meetings where you can share information with your peers
• Monthly broadcast e-mails
• Monthly Fair & Equitable and quarterly Journal of Property Tax Assessment & Administration

Choose an update method:

• Send an e-mail with new information to membership@iaao.org
• Update your record directly at www.iaao.org (requires log in)
• Call 800/616-4226 for assistance from a membership services representative.

Whichever method you choose, your information is updated quickly and you continue to receive valuable benefits.
Good things come in pairs, so IAAO offers you the chance to get up to two years (or more!) of membership for only $200.*

Join now and don’t pay dues again until January 1, 2013! Take advantage of this incredible $200 membership offer before it expires on March 31, 2011.

Double up on your initial membership term and participate in IAAO’s many benefits, including:

• AssessorNET, IAAO’s members-only online discussion forum
• Free subscriptions to IAAO’s highly respected publications
• IAAO’s world premier library and research services
• Educational opportunities and the ability to earn a professional designation
• Discounts on conferences, seminars, books and more

TOTAL MEMBERSHIP DUES  $200

For information about an accredited membership designation, go to www.iaao.org.

If paying by check, please make check payable to IAAO in U.S. Funds and mail to: IAAO, P.O. Box 504183, St. Louis, MO 63150-4183 (The returned check charge is $25.00)
Questions? Call 800/616-IAAO

If paying by credit card, please provide the information requested below and fax to 816/701-8149.

Dues are payable in advance.
Please complete this application and return with payment of dues:

*Not applicable for membership renewal. New members who join at this exclusive rate will renew as of January 1, 2013 at full price.
For a limited time, recruit new members who will get up to two years (or more!) of membership for only $200. They can join now and not pay dues again until January 1, 2013!

This deal is doubly good because for each person you refer, you get an entry into a **MONTHLY DRAWING FOR $200**. It’s a win-win, the perfect pair!

This incredible offer expires on March 31, 2011. The sooner you recruit new members, the more they get for free, and the more chances you have to win $200.

**THIS DEAL IS 2 GOOD 2 PASS UP, SO DON’T WAIT, SHARE TODAY!**

Visit [www.iaao.org](http://www.iaao.org) for more information and a special membership application.

Questions? Contact membership@iaao.org or call 1-800-616-IAAO (4226).