Valuing Special-Purpose Properties—What Do the Experts Say?
Lee Fuller

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From the President

Bruce Woodzell

You must give some time to your fellow men. Even if it’s a little thing, do something for others—something for which you get no pay but the privilege of doing it.

—Albert Schweitzer

Dear IAAO Members,

In early June, I attended the Institute of Municipal Assessors 55th Annual Conference, held this year in Niagara Falls, Ontario, Canada. The theme of the conference was “Assessment and Taxation: The Inconvenient Truth.” The conference content was enlightening, with subjects ranging from Sustainable Funding for Canadian Cities, Social Networking, Assessment Case Law, Anatomy of Hospitality Properties, and Achieving a Regular Review Cycle through Innovation and Technology. I also thoroughly enjoyed the presentation “Achieving Success in the Gen X Gen Y Workforce,” by Bill Johnson, former President and CEO of McDonald’s Restaurant of Canada and Mexico.

Congratulations to Frank Martini, President of IMA, Conference Co-chairs Mark Doble, and Sabrina Mandarello, and IMA Executive Director Mario Vittiglio for organizing and presiding over a very successful conference.

I also attended the County Auditors Association of Ohio Annual Summer Seminar/Conference, held this year in Cleveland Ohio. I’ve been informed it has been several years since an IAAO officer has been in Ohio, so I was extremely happy to be able to represent IAAO at this educational event. At the CAAO banquet, I had the distinct privilege and honor to present AAS designations to Dennis DeCamillo, AAS, and Andrea Weaver, AAS. Both of these individuals are relatively new to the assessment profession, and by achieving their designations early in their career, they clearly represent what can be accomplished by hard work and dedication to a goal. Congratulations again!

As emphasized in the quote before my message, service to others can be a privilege. It is also a valuable and rewarding experience. The deadline for submissions to become a candidate for the 2012 Executive Board is past, however, the process of selecting the future leaders of IAAO is still in progress. Board elections are important and IAAO members play a key role in determining who will serve the membership over the next several years. Voting begins November 1. At that time candidates will be sending a limited number of broadcast e-mail messages about themselves and their qualifications. These candidate messages can help members to make informed decisions. I would ask that you read the messages and consider them carefully.

This year a single candidate message will be sent per day until all messages have been sent. This typically occurs in the first week of the election period.

Other leadership opportunities besides service on the Executive Board are still available. If you are interested in serving on a committee in 2012, now is the time to indicate your interest. President-Elect Debra Asbury will be considering her committee appointments in the next several months. Serving on a committee is one of the best ways to network and make lifelong friends and contacts. Contact Debbie at presidentelect@iaao.org if you wish to be considered.

In case you haven’t heard, IAAO recently released several new member benefits and a new education offering: F&E Digital Edition, the new AssessorNET Discussion Forum, the InfoTrac journal database, an online 7-hour USPAP course, and a Mass Appraisal Revaluation Template. These new items,

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Special-purpose properties present a difficult valuation problem because sales and market rents of truly comparable properties are seldom available. Often, the most appropriate methodology is the cost approach. Determination and measurement of depreciation and obsolescence are problematic. This article summarizes the viewpoints of various experts on valuing special-purpose properties.

Definition

A special-purpose building or structure is an improvement that

- Has a unique physical design, special construction materials, or a layout that restricts its greatest utility to the use for which it was built;
- May contain a substantial amount of machinery and/or equipment integrated into the building or structure;
- Is being used for its designed or a closely related use or is temporarily shut down;
- Seldom sells except as part of a going concern or at the end of its economic life;
- Cannot readily be adapted to an economically viable alternate use without significant alterations to the building or structure or a substantial reduction in the usefulness of related supporting infrastructure.

This definition is similar to but expands upon that in The Dictionary of Real Estate Appraisal, which is as follows:

Special Purpose Property—A limited market property with a unique physical design, special construction materials, or layout that restricts its utility to the use for which it was built; also called a special design property. (Appraisal Institute 1993, 342)

A limited-market property is “a property that has relatively few potential buyers at a particular time” (Appraisal Institute 1993).

The International Valuation Standards Committee (2007, 30) expands on the definition as follows:

Specialized property is property that is rarely, if ever, sold in the market except by way of sale of the business or entity of which it is part, due to the uniqueness arising from its specialized nature and design, its configuration, size, location, or otherwise.

Lifflander, in the IAAO book Fundamentals of Industrial Valuation (2007, 27), uses the following description:

Special use properties are not easily adaptable or modified for alternate uses. They have been constructed for a specific use to the extent that other uses are not feasible.

The Saskatchewan Assessment Manual—2002 Base Year provides a reasonably comprehensive definition of a special-purpose property:

aa) “specific use buildings and structures” means buildings and structures, other than those used to store and ship grain with a storage capacity less than 130,000 bushels, that:
   (i) are of specific construction, having a physical design, special construction materials or particular layout, which restrict their utility to the use for which they were built; and
   (ii) are rarely if ever sold; and
   (iii) are not readily adaptable to an alternate use such that their adaptation would:
   (A) not be economically viable;
   (B) require a change in their legally permissible use;
   (C) require considerable effort; or

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significantly alter the original building. (Saskatchewan Assessment Management Agency, 2003)

At the extreme end of the spectrum of special-purpose properties are those designed around a process or extraction of a resource, such as oil refineries, mines, grain elevators, and the like. General-use properties can serve many potential uses without significant or unusual modification. Warehouses are the most common general-use property. Many special-purpose properties are more adaptable than a grain elevator but much less flexible in use than warehouses. Table 1 is a listing of properties that might be considered special purpose.

Special-purpose buildings can be related to general-purpose structures, but very important differences may not be apparent from the exterior. For example, the exterior of a creamery may look like a fairly standard warehouse, but because it produces a food product, interior finish materials must be able to be repeatedly scrubbed and resistant to harbouring bacteria, viruses, and mold. Sloped floors with many floor drains are necessary to facilitate cleaning and to control spills. Walls, floors, and roof structures need to be heavy strength to carry heavy loads from equipment. Unusually high ceiling heights may be required to house production equipment or processes. Heating and cooling systems need to be maintained to close tolerances within different parts of the building for production of different products and for storage and distribution. Specialized bays may be needed to efficiently unload trucks and ensure cleanliness.

In order to properly appreciate how a building may be specialized, some understanding of the processes going on within it should be obtained. A useful yardstick in determining whether a building is special purpose is to consider whether a more generic building could be adapted to that use without substantial modifications. Examples of general-purpose buildings that have been converted to a more specialized use can indicate that the use may not necessitate a special-purpose structure.

In some instances, what requires a specialized building is the scale of the operation rather than the operation itself. For example, brew pubs are quite common but are located in modified retail or restaurant space. A full-scale brewery requires a far more specialized building to efficiently produce a large volume of beer.

The size, weight, and location of the equipment within the structure are

| Utilities                                      | Water and sewer treatment plants and related improvements |
|                                               | Electrical generation and transmission                     |
|                                               | Natural gas extraction, processing, storage and transmission |
|                                               | Oil and petroleum extraction, processing, storage and transmission |
|                                               | Communication transmission and routing facilities          |
|                                               | Utility tunnels                                             |
| Transportation                                | Airport terminals, runways, and related improvements        |
|                                               | Railway terminals, tracks, and related improvements         |
|                                               | Bus terminals                                               |
|                                               | Subways and related improvements                            |
|                                               | Docks                                                      |
|                                               | Navigational improvements such as towers                   |
|                                               | Tunnels and elevated walkways                              |
| Recreational                                  | Arenas, indoor skating and curling rinks, auditoriums, community halls, and stadiums |
|                                               | Cinemas, performing arts theatres, and drive-in theatres   |
|                                               | Racetracks, golf courses, and related improvements         |
|                                               | Outdoor swimming pools and water parks                     |
|                                               | Amusement parks and related improvements                   |
|                                               | Park improvements                                           |
|                                               | Zoos, aquariums, and planetariums                          |
|                                               | Fishing resorts                                             |
| Cultural                                      | Museums, libraries, and conservatories                     |
|                                               | Historical buildings and monuments                          |
| Public                                        | Hospitals and long-term-care facilities                    |
|                                               | Police stations, firehouses, and national defense structures |
|                                               | Correctional centers                                       |
|                                               | Courthouses                                                |
| Religious                                     | Churches and cathedrals                                    |
|                                               | Funeral homes                                              |
|                                               | Cemeteries, columbaria, crematoria, and related improvements|
| Educational                                   | Schools, colleges, and universities                        |
| Agricultural                                  | Aquaculture and related improvements                       |
|                                               | Feedlots, stockyards, and related improvements             |
|                                               | Agricultural improvements specifically designed for intensive raising of livestock |
| Scientific                                    | Laboratories                                               |
|                                               | Greenhouses                                                |
|                                               | Facilities that make use of or process radioactive materials for scientific or medical purposes |
| Specialized industrial, processing and        | Metal or mineral resource extraction and processing facilities, such as iron, nickel, zinc, copper, silver, uranium, potassium, sodium, and potash mines and mills |
| manufacturing                                 | Forestry resource extraction and processing facilities such as sawmills, pulp and paper mills, plywood plants, etc. |
|                                               | Gravel pits, stone quarries, and related improvements      |
factors that should be considered. If the equipment is so large that it cannot pass through existing openings, structural modifications may need to be made to facilitate its removal. If the equipment is extremely heavy, it may require beefed-up foundations, floors, and walls. Where larger pieces of machinery pass through floors or walls, it may be possible for them to be removed only by being dismantled. The building may not be easily adaptable at an economic cost.

Some structures may be special purpose because they are important to the use of infrastructure. A moderately sized passenger airport terminal could possibly be converted to a shopping center. With such a conversion, the gangways would be of little use, but the extra parking, ease of entry, and roomy common areas would serve a retail use quite well. However, this conversion would ignore the huge investment for runways, hangers, and other facilities required to service aircraft.

Passenger aircraft terminals are part of a transportation system and are required as functioning entities for any mid- or large-sized city. Buildings that house telephone and Internet relays and equipment are another example of structures that are part of a system. Structures that provide a needed service to an infrastructure system should usually be considered special purpose.

University campuses consist of buildings that are, in many respects, like offices. Where they differ is in the fixed location of the classrooms. Modern office buildings are designed to provide flexibility in partitioning space. More important, college campuses are of such a size that whole-scale conversion to offices would be very unlikely. Furthermore, they serve an important social objective because they are necessary for any reasonably sized city to remain economically and culturally viable. There are no examples of the broad-scale conversion of an entire university campus to office space or another noneducational use.

Small schools in locations with declining enrolment are less necessary, and office use may be a reasonable option. There are examples of unused and underused schools being either converted or demolished.

**Appraisal literature is consistent in specifying that the highest and best use of a special-purpose property that is currently being used for its designed use is probably the continuation of its present use.**

Determination of whether a property is special purpose frequently requires judgment. This judgment must be based on an understanding of the property, its use, and the context within which the property exists. Wherever possible, the actions of participants in the market should be considered in applying that judgment.

**Highest and Best Use**

North, in an authoritative treatise published by the Appraisal Institute of Canada, titled *The Concept of Highest and Best Use*, discusses the present use of an improved property versus highest and best use as follows:

*The only explicit definition which the author considers self-standing without elaboration is the one which states that highest and best use represents the most probable use of a given property at a particular moment in time.*

*… for an alternative use to be considered as a higher and better use than an existing use, there must at least be a reasonable probability that such (alternative) use will meet all of the criteria governing its determination. It must not only be reasonably probable that such alternative use will come into being, either immediately or in the foreseeable future, but that such higher and better use will be strong enough to affect the present market value of the property. Otherwise, the alternative use should not be considered as a higher and better use. Stated conversely, it may be said that a prospective purchaser will seldom pay a premium price for a property, over and above its value in current use, unless a higher and better use has a reasonable certainty of being realized. It may therefore be concluded that circumstances affecting value which depend on events or occurrences which, while within the realm of possibility, are not expected to be reasonably probable, should be excluded from consideration in highest and best use.* (North 1981, 3)

Appraisal literature is consistent in specifying that the highest and best use of a special-purpose property that is currently being used for its designed use is probably the continuation of its present use.

Special purpose properties, such as a heavy manufacturing plant, have a limited number of uses. If already improved, the property is most likely put to its highest and best use. … (Appraisal Institute of Canada 1995, 106)

Because special-purpose properties are appropriate for only one use or a very limited number of uses, appraisers may encounter practical problems in specifying their highest and best uses. The highest and best use of a special purpose property as improved is probably the continuation of its current use, if that use remains viable. For example, the highest and best use of a plant now used for heavy manufacturing is probably continued use for heavy manufacturing, and the highest and best use of a grain elevator is probably continued use. (Appraisal Institute of Canada and the Appraisal Institute 2010, 283)
Because special-purpose properties are appropriate for only one use or a very limited number of uses, appraisers may encounter practical problems in specifying highest and best use. The highest and best use of a special-use property as improved is probably the continuation of its current use, if that use remains viable. For example, the highest and best use of a plant currently used for heavy manufacturing is probably continued use for heavy manufacturing, and the highest and best use of a grain elevator is probably continued use, as long as there is sufficient market demand for such use. The highest and best use conclusions in both examples would likely include some forecast of continued economic demand. … (Appraisal Institute 2008, 294)

These statements are clear but not unconditional. The Canadian version of The Appraisal of Real Estate states that the special-purpose use should “remain viable” (Appraisal Institute of Canada and the Appraisal Institute 2010). The U.S. counterpart reiterates the importance of viability, but adds “… sufficient market demand for such use” (Appraisal Institute 2008). These two conditions are discussed later in this section.

Highest and best use considers the probable future use of an improved property. This is best described in Basics of Real Estate Appraising:

Highest and best use is a time-related concept. It is estimation as of a specific date, but considers future possibilities. Ever changing market conditions, however, make it difficult to presume that any use will necessarily continue beyond a reasonable period of time. The questions are: what is a reasonable period of time, and what is the relationship between present use and future use?

Because of the volatile nature of the market, it is difficult to presume that an expression of current highest and best use will remain valid for more than a decade, or 20 years at best. … Perhaps the most perplexing question of all is what weight to assign to the present use. Customarily, the present use is adopted as a benchmark to which alternative uses will be compared. Several key criteria are employed to assist in estimating whether or not present use represents the highest and best use.

First, present use will more likely represent highest and best use in a stable market than in a transitional market, because a stable market is characterized by fairly constant trends in property values and related factors. … Finally, redevelopment of real estate demands substantial capital investment and risk. …

The appraiser must therefore view the present with an eye to the future, but be careful not to view the future blind to the present. (Appraisal Institute of Canada 1995, 100)

Similar wording is found in another Appraisal Institute of Canada text, Real Estate Appraising in Canada (Martin and Hopkins 1987), and in The Concept of Highest and Best Use (North 1981).

The value of special-purpose properties is usually tied directly to the viability of the purpose that they serve; this is an accepted axiom in real estate valuation. It is the present and expected future utility of real estate that creates its value. “The value of Special Use properties lies in the continued use of the property for the special purpose for which it was constructed” (Lifflander 2007, 27). Lifflander also expressed the issue clearly in another article, as follows:

Consequently, with profitable manufacturing plants, the highest and best use is typically ‘as improved.’ Exceptions to this might include plants that are obsolete and near the end of their economic life …. (Lifflander 2003, 4)

Other authors hold similar views. A representative sample of those opinions follows.

Market value or value in exchange is a subjective concept: value in use is objective in nature. It does not seem reasonable to appraise for value in exchange purposes a productive, special-purpose industrial plant unless its use is being abandoned and/or the property is being placed on the open market for sale. The concept of value correlates with the judgement of highest and best use. If the subject property is a special-purpose industrial plant performing its function well, how can the judgement of highest and best use be an alternative use such as a rental property? (Flanagan 1976, 4)

I maintain that the highest and best use of viable, special-purpose manufacturing and research facilities is a continuation of their current use. … Special-purpose plants generally attain their highest value for use as originally intended. … Thus, the question critical to the entire valuation process is whether at the time of valuation for property tax purposes the existing plant is viable, functional, and profitable and will continue as such for some time to come. Furthermore, the appraiser must consider whether a probable purchaser would carry on the specific viable use. (Derbes 1997, 122)

As a general rule, however, the highest and best use of a special purpose property is a continuation of the existing use. The determination of highest and best use controls the relevance and applicability of the approaches to value. (Scrivens 1988, 42)

These authoritative sources consistently state that when special-purpose properties are viable, their present use is the highest and best use. Alternative uses should be considered only if there is a reasonable probability of an alternate use occurring in the foreseeable future.
For the buyers and sellers in the marketplace, highest and best use is not a theoretical debate. Often a substantial investment is at stake, and an alternate use should have a high probability of occurring before it is pursued by most property investors.

**Limited-Market Properties**

Many special-purpose properties are also limited-market properties. A limited-market property is “A property that has relatively few potential buyers at a particular time” (Appraisal Institute 1993).

Many special-purpose properties are limited-market properties.

Limited-market properties may be appraised for market value based on their current use or the most likely alternative use. Due to the relatively small market and lengthy market exposure needed to sell such properties, there may be little evidence to support a market value estimate based on their current use. … If a market exists for a limited-market property, the appraiser must search diligently for whatever evidence of market value is available (Appraisal Institute of Canada and the Appraisal Institute 2010, 20).

In real estate, the market is defined geographically. The Urban Land Institute defines a market as ‘The geographic region from which the majority of demand and the majority of competition is drawn’ (Appraisal Institute of Canada and the Appraisal Institute 2010, 20).

It is important to consider how broadly based a market is. If the focus is too narrow, there may be no evidence of demand, whereas a broader viewpoint indicates healthy demand. A useful indicator of potential demand is the names and locations of competitors. The head office location of the subject property also shows the possible scope of the market.

Special-purpose properties exist within a specialized market that may be more regional, national, or international than local. This may make it necessary to obtain information about the industry that the special-purpose property serves. The most probable buyer for any special-purpose property is one of the current “players.” As is the case with any supply-demand analysis of the state of an industry, it is worthwhile to consider the following:

- Technology used and technological trends
- Economic conditions
- Industry competition
- History and life cycle of the industry
- Supply of raw materials and labour

Investors are generally willing to buy into an industry that is stable to growing, is technologically up-to-date, has a sustainable supply of raw materials, has an available work force, is not facing extreme competition, and is profitable.

**Special-purpose properties exist within a specialized market that may be more regional, national, or international than local.**

It is the present and expected future utility of real estate that creates its value. With respect to special-purpose properties, much of the evidence of a market is sales of going concerns (i.e., sales of businesses with associated assets). While it is very difficult to extract a real estate value from such a transaction, it is nevertheless an indicator of demand for the property. The actions of the new owner are also worth considering. If the facility continues in operation after the sale, the property has value as special purpose to both the vendor and the purchaser. Other indications of demand are the construction of new facilities or the repurposing of buildings to another closely related special-purpose use.

The relative quality and life cycle of the property itself is an important consideration in its probable demand. Limited-market properties may benefit from being few in number (i.e., limited supply). Given this, potential buyers may only have the option of paying a realistic price to an existing seller or building new. (The newer an existing facility is, the more relevant the replacement cost is to its value.) At the opposite end of the spectrum, the oldest improvement in a specific industry is likely to have the shortest remaining economic life and period of economic utility.

Simply put, the demand for the oldest facility in an industry is likely to be far less than the demand for the newest, most modern one. Participants in an industry can gain a competitive advantage if they acquire the best facilities. The lack of demand for an old, obsolete facility does not demonstrate a lack of demand for the better properties. Closure of old facilities may actually create additional demand for the better properties, because the production output of the old plant will need to be replaced.

An open market is a required condition in a market value estimate. An open market is “a freely competitive market in which any buyer or seller may trade and in which prices are determined by competition” (IAAO 1997). Special-purpose properties are frequently owned by entities that enjoy a local monopoly—utilities, transportation facilities, specialized industrial, processing, and manufacturing, and primary industries.

A local monopoly does not constitute evidence of a lack of market
demand in an open market. If the property owner acts to restrict entry into the market, this no longer meets the condition of an open market. If entry is not restricted, the existence of a local monopoly could actually make a property more attractive to potential buyers. Furthermore, because a real estate asset is typically owned by a public entity does not mean that it could not garner buyers. Hospitals, bridges, and sewer and water utilities are usually owned by government in Canada, but in other countries, these same properties are quite commonly owned by for-profit entities.

### Viability

Economic viability is important to the continued demand for and value of any asset that is used to supply or produce a good or service. Viability is sometimes mistakenly limited to income-earning potential. Many types of real estate provide a benefit that cannot be appropriately measured through an analysis of present and anticipated income. A large majority of single-family and condominium residences are not rented, and their value arises from the real benefits of home ownership. These benefits include not only the right to occupy but also security of tenure, the ability to modify, and the potential for capital gains.

Churches, museums, hospitals, and public parks provide a necessary social good but are not normally profit generators. Basic infrastructure like roadways and bridges is critical to the proper functioning of a transportation system and the viability of a local and regional economy, and is often supported indirectly through various forms of taxation.

In all these “no property income” examples, the value of the real estate is governed by how well the property is used currently and is expected to be used in the foreseeable future. The value of all these property types is greatly influenced by social trends and the prosperity, stability, and growth in the community and region. Another important factor to each individual property is its service life (i.e., how long the property can provide the service that it provides).

Most commercial real estate exists mainly because it generates rental income—rental apartments, retail stores, offices, warehouses, and automotive buildings. These properties derive a considerable amount of their value from their current and anticipated future earning potential. Their economic viability can be measured directly from market rents, vacancy, operating expenses, and the returns required by investors.

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**Viability cannot be addressed without first defining the geographic market within which the property competes.**

Some types of special-purpose property lie between the rental income and usefulness extremes. They are not generally rented, but derive their value from their usefulness in producing a good or service that is sold to obtain a profit. Real estate improvements like mines, power plants, and specialized production facilities like paper mills, meat-packaging plants, and auto assembly plants are examples. Their viability is heavily influenced by the health of the industry and the specific characteristics of the individual property. There is a limited amount of published material on the sorts of inquiries that could be undertaken to determine viability.

Viability cannot be addressed without first defining the geographic market within which the property competes. For some properties, like churches and recreational facilities, the market is probably the community or the general area. For large production facilities, the market could be national, continental or worldwide.

As stated previously, the ownership of the subject and similar properties is a good indicator of the breadth of the marketplace. If there is a local demand for the products produced in a specific plant, competitors can be determined by researching which companies also supply the local market. If the subject property also ships product regionally, nationally, or internationally, direct competitors may be based on another continent.

Various sources of industry information are available through Internet searches, trade associations, business publications, and specialized business analysts. The plant manager is a good source of first line and lead information. Lifflander (2007, 17–19) provides a series of 25 questions on products produced, raw materials, suppliers, competitors, relative competitiveness, capacity versus typical utilization, recent additions, economic outlook, whether the individual plant is a separate profit center, and locations of other company facilities.

This information can be used to help determine the viability of the industry and the relative attractiveness of the subject property. It is important to gain a reasonable understanding of the attributes of competitor’s facilities. Even in a stable industry, the oldest and smallest plant is likely far less viable than the newest and largest.

### Valuation Approaches

The cost, sales comparison, and income approaches are all potential methods for estimating the value of special-purpose properties. The actual approach used is determined largely by the availability of market data. There is some United States-based literature that suggests the use of a business valuation followed by the extraction of the real estate assets...
from the total, but this is not likely to be practical for assessment purposes.

The sales comparison approach is usually impractical because such properties usually sell as a part of an ongoing business. Such sales are may include multiple facilities across a broad geographic area. The International Valuation Standard (IVSC 2007, 30) suggests that a characteristic of special-purpose properties is that they are “… rarely, if ever, sold in the market except by way of sale of the business or entity of which it is part ….” When there are arm’s-length sales within a market (as previously defined), they should be used to the extent possible, either in the sales comparison method or through market adjustments to the cost approach.

The income approach is often impractical for two reasons: (1) special-purpose properties are very seldom leased, and (2) determination of capitalization rates requires both rental data from which to determine market rent and sales of real estate. The reasons that there are seldom rental data are the nature of the improvements and the need for landlords to obtain a return on their investment over and above recovery of the capital cost. A property developer will seek to control the risk and, when the development is special purpose, demand a long-term lease from any prospective tenant.

Furthermore, it often takes specialized knowledge in industrial design and processes to construct improvements suitable to the user. These characteristics lead many new special-purpose buildings to be constructed by the user, not a developer. Why would an end user be willing to sign a long-term lease and pay a developer a return when the developer is unlikely to possess the knowledge to build to the specific needs of the industry? End users are far more likely to use their own knowledge and that of industry experts to design and build a suitable facility themselves.

The cost approach is very often the only practical method for valuing special-purpose buildings. This reality is recognized in appraisal textbooks and articles.

The cost approach is very often the only practical method for valuing special-purpose buildings.

The cost approach is used to estimate the market value of proposed construction, special-purpose or specialty properties, and other properties that are not frequently exchanged in the market. Buyers of these properties often measure the price they will pay for an existing building against the cost to build a replacement, minus the accrued depreciation, or the cost to purchase an existing structure and make any necessary modifications. If comparable sales are not available, they cannot be analyzed to estimate the market value of such properties. Therefore, current market indications of depreciated cost, or the costs to acquire and refurbish an existing building are the best reflections of market thinking and, thus, of market value. (Appraisal Institute of Canada and Appraisal Institute 2010, 306)

Robinson and Lucas (2003) describe many of the reasons why the cost approach is the most applicable valuation method for special-purpose properties. In their view, the sales comparison approach is not practical due to lack of transactions; difficulty in researching potential sales with nondisclosure agreements; transactions that include machinery, equipment, and stock; buyers’ motivation to create synergistic intangibles; market volatility; and regional variability. The income approach is problematic because arm’s-length leases of specialized properties are very rare and most properties are owner occupied. It is very unlikely that market rent can be estimated under these circumstances.

Finally, Robinson and Lucas (2003, 326) write:

The cost approach, usually the least applicable method when evaluating older properties of any type, gains much more importance when appraising viable special-purpose industrial properties. … The cost approach begins with much more basic questions than the other approaches: what comprises the tangible real property and what is there physically?…

Other experts agree with Robinson and Lucas, as follows:

In my opinion, the only way to estimate the market value of viable, special-purpose manufacturing plants is the cost approach. These properties are not income-producing and there are no truly comparable sales. Thus, the income and sales comparison approaches should not be used. (Derbes 1997, 64)

Sales comparison is not available as an appraisal tool because of the rarity of relevant sales of manufacturing plants. Capitalized net income reflects more than the value of tangible property at a brewery or a food-canning plant because it includes the value of such intangibles as brand names. Cost less depreciation must therefore be employed as the initial indicator of value. (Paschall 1994, 58)

Comparable sales and income data may be difficult to find or nonexistent for a special use building; therefore, the cost approach may be the primary method to use. (Lifflander 2003, 4)

… Because it is characteristic of limited-purpose properties — and particularly single-purpose properties (e.g. major manufacturing plants and facilities such as bridges and churches
Crawford and Slade (2001) reiterate the views of the six other writers in the following lengthy quote:

Special-purpose properties, particularly unique process facilities, generally cannot be appraised using the sales comparison approach. Either no sales of comparable properties exist or only a few sales exist in circumstances where appraisers are unable to verify sufficient facts about the sold properties to determine their comparability to the subject property. Thus, the sales comparison approach to valuation is rarely useful for estimating market value. Similarly, the lack of critical data often makes the income approach to valuation unreliable. Special-purpose properties often are one of a number of fixed assets in the firm; therefore, the income stream to the plant or the specialized asset being appraised is complicated by the attribution problem. Even if the attribution could be solved, the problem of forecasting an appropriate income stream is usually insurmountable. The intractability of the income/asset attribution problem, compounded by the forecasting problem, renders the income approach unsuitable for determining value.

… It follows that the cost approach is often the best and frequently the only feasible approach for valuing special-purpose properties. (Crawford and Slade 2001, 161–162)

**Using reproduction cost allows for inspection and valuation of the property as it exists.**

**Replacement or Reproduction Cost**

There are practical problems with estimating replacement cost with many special-purpose properties. Replacement cost is

The estimated cost to construct, at current prices as of the effective appraisal date, a building with utility equivalent to the building being appraised, using modern materials and current standards, design, and layout. (Appraisal Institute 1993, 303)

In order for this approach to be used, recently constructed examples of buildings with utility similar to that of the subject property must be available to the appraiser. In this case, utility may be production, for a manufacturing plant, or storage capacity, for a grain elevator. For a stadium, seating capacity may be the key measure of utility.

It is generally preferable to estimate replacement cost rather than reproduction cost. However, without current examples, the use of replacement cost becomes a theoretical rather than a practical exercise. Very few appraisers would have the technical knowledge and experience to, in effect, redesign an actual special-purpose building in accordance with the principles of replacement cost.

Reproduction cost may be the only viable alternative when examples of modern equivalents are not available. This cost is defined as follows:

*The estimated cost to construct, at current prices as of the effective date of appraisal, an exact duplicate or replica of the building being appraised, using the same materials, construction standards, design, layout, and quality of workmanship and embodying all the deficiencies, superadequacies, and obsolescence of the subject building.* (Appraisal Institute 1993, 304)

Using reproduction cost allows for inspection and valuation of the property as it exists. When the improvements are inspected, unused or underused floor space and/or ceiling height can be measured. High-cost/low-utility materials can be noted. Inadequate loading and unloading components can be seen. Reproduction cost allows the appraiser to discuss the functional deficiencies of the facility with the operator and possibly obtain knowledgeable estimates of cost to cure.

Derbes (1997, 128) discussed an approach of this sort:

*The team then measures superadequacy using the existing facility’s footprint. This measures the difference in the cost of today’s materials and construction methods as compared with the cost of the existing facility. We also measure superadequacy of space when ceilings are higher than necessary. But we do not radically change the construction, quality, amenities, or any other aspect of the appraised structure. We appraise what is there, not a substitute model.***

**Depreciation**

There are three types of depreciation: physical, functional, and economic.
Physical deterioration is loss in value due to wear and tear and the forces of nature. Maintenance can slow physical deterioration but not arrest it altogether.

Functional obsolescence is the loss in value due to the inability of the structure to perform adequately the function for which it is used, as of the appraisal date. Functional obsolescence results from changes in demand, design, and technology and can take the form of deficiency (for example, only one bathroom), need for modernization (for example, outdated kitchen), or superadequacy (for example, overly high ceilings).

Economic obsolescence, also called locational or external obsolescence is a loss in value as a result of impairment in utility and desirability caused by factors outside the property’s boundaries. Economic obsolescence often arises from changes in the highest and best use of a property due to market shifts or governmental actions. (Eckert et al. 1990, 220–221)

Foreman (1984) proposes that three tests be met before any element of depreciation is deducted:

1. It must be identifiable and observable.
2. It must be separable from all elements of accrued depreciation already charged or to be charged.
3. It must be measurable.

The second test ensures that there is no double deducting of depreciation. For example, if the replacement cost is used, there should be no deduction for superadequacy or other forms of functional obsolescence; the replacement cost method inherently addresses functional obsolescence.

Economic obsolescence is the most difficult form of depreciation to measure for special-purpose properties. Traditionally, this has been measured by capitalizing the income or rent loss attributable to the external factor, or through comparing sales with the external influence to those not similarly affected (see Appraisal of Real Estate [Institute of Canada and Appraisal Institute 2010; Appraisal Institute 2008]). Both methods require either income or sales data of comparable properties, but as already discussed, such information is most often unavailable for special-purpose properties.

**Economic obsolescence is the most difficult form of depreciation to measure for special-purpose properties.**

The time period of any such loss or excess governs whether it is appropriate to capitalize or discount. There should also be some way to determine a capitalization or discount rate based on stabilized market data. Such an exercise relies on what is often proprietary information and on a degree of predictability that is seldom seen in the real world.

For functional obsolescence, the test must be of adequate, not optimal, performance. Very few properties are designed to optimally meet the demands of the market. There is usually a functional range within which the majority of properties fall. For example, if the normal ratio of leasable area to gross building area for offices is between 79 and 88 percent, as long as a property falls within the typical range, it will not be viewed as unusual and will not suffer functional obsolescence.

**Property-Specific Considerations**

The property history is a good gauge of changes in the industry, as explained by Myers,

One crucial component in the appraisal of a manufacturing centre is familiarity with the entire history of the property. This information helps identify the original and intended use of the facility. This will be valuable as the changes in that industry and how they have affected the use of the property are determined. Where are any plant expansions? When and where did they occur, and why? Are those areas at capacity or are they no longer needed for current operations? What technological changes have affected production flow and its physical location within the facility? (Myers 1994, 297–298)

A careful inspection of the subject property, interview with the operator, and some industry research should uncover observable components of functional obsolescence. While the age and life cycle of key, large pieces of
and is the highest quantity of output that is possible during that time. … All production facilities have a design capacity, which is the output per unit of time for which the plant was designed. The unit of time for which the capacity is stated is also important. Typically it implies a five-day work week with one or two shifts. Knowing the design capacity can allow an appraiser to compare sales of comparable buildings based on design capacity. (Myers 1994, 297)

**Decisions about economic obsolescence should be based on an understanding of the state of the industry and the characteristics of the property relative to industry norms.**

Where possible, the appraiser should obtain the master production schedule. This document shows what the operating company plans to produce. It may explain layout, production approach, location of inventory storage, assembly lines, and location of walls. If historical and planned production consistently falls substantially short of capacity, this may indicate obsolescence. The possible causes of this can be investigated with the operator. Note, however, that production capacity represents a maximum output. Industry norms for the relationship between production and capacity are the best indicators of what is expected. Some downtime is necessary to accommodate equipment maintenance and glitches in production processes.

Economic obsolescence is the most difficult form of depreciation to measure; however, it should not be assumed to be present without tangible evidence. Appraisers are accustomed to looking to the location characteristics of the property and trends in the neighborhood to find indicators of problems. Depending on the breadth of the market, the investigation for a special-purpose property could extend from the site to the state of the industry internationally. Since it is real estate that is being valued, industry trends should be established and expected to persist before being considered in the valuation.

For example, Canada was once a major producer of pulp and paper, but this industry has fallen on hard times, and production has shifted outside of Canada to lower cost countries. This becomes evident in Canadian pulp mill closures. The valuation of a modern operating Canadian pulp and paper mill in this industry climate should be approached with great care. Is this the last survivor? How long will it survive?

An opposite circumstance could occur with an efficient grain elevator in a large grain-farming area. Should low deliveries in a year with poor growing conditions be given consideration in the valuation, or is this simply the nature of the business and has no influence on real estate values? Decisions about economic obsolescence should be based on an understanding of the state of the industry and the characteristics of the property relative to industry norms. This process is similar in its steps to those normally applied in the income approach.

Declines in the value of buildings constructed to accommodate a process can occur because of a sustained lower demand or a decrease in supply of raw materials. Some years ago, the small batteries used in desktop electronics were all single use. The introduction of rechargeable batteries gave consumers an alternative and decreased the demand for single-use batteries. A specialized production facility devoted to making single-use batteries would have experienced a decrease in demand, but the product...
still has a demand in the foreseeable future. In this example, the property is most probably going to be viable into the foreseeable future—albeit at a lower level of production that may be indicated by excess space within the plant.

A decrease in raw material supply could occur for a rendering plant when a major local meat-packing plant ceases operation. There still may be sufficient supply from lower volume sources to keep the doors open, but there is probably substantial excess processing capacity that is unlikely to be used for the foreseeable future.

Summary
The highest and best use of a viable special-purpose property is the continuation of its present use. The market for such developments is frequently limited, but prior to declaring that there is no market for the present use, the breadth of the potential market must be determined—it could be worldwide or as small as a portion of a city. The viability of a specific property that would not normally produce income is a function of its usefulness and service life. When a special-purpose development is used for production, its viability is governed by the state of the industry, local supply, and the attractiveness of the improvement relative to other similar facilities.

Because of the lack of market data (rents and real-estate-only sales), the sales comparison and income approaches are normally unworkable. The most applicable valuation method is usually the cost approach. Within the cost approach, unless there are actual examples of modern improvements with the same utility as the subject property, use of the replacement cost is not practical. In most instances, this leaves the reproduction cost as the most viable option. Reproduction cost allows for direct examination of areas of potential functional obsolescence. Economic obsolescence is more difficult to observe and measure, because it requires an understanding of the external forces that affect the property. Identifying those influences starts with defining the geographic market (which could be local or worldwide). With production-type facilities, a comparison of designed capacity to production over a number of years can give an indication of possible economic obsolescence.

Valuing special-purpose properties often entails a broader view of the property and its context than other types of real estate.

Valuing special-purpose properties often entails a broader view of the property and its context than other types of real estate. This viewpoint is governed by the breadth of the market. The strengths and weaknesses of the subject property within its market should be discernible. Where obsolescence is observed, its measurement should be based on tangible indicators. Greater research is necessary to properly value special-purpose properties than most other types of real estate, but the basic principles of real property valuation still apply.

References


Recommended Reading


Comments on articles that appear in *Fair & Equitable* can be sent to Chris Bennett, bennett@iaao.org. All letters to the editor become the property of IAAO and are subject to editing for length and for appropriate content.
Special Purpose Properties

There can be no comparable sales for a special purpose property and still be a market for its special use, the Wisconsin Supreme Court has ruled. The court’s decision upheld the assessment of a newly constructed powdered infant formula plant.

The litigation covered assessment years 2003 and 2004. The plant, completed in 2001, was the first in the nation built to comply with new federal Food and Drug Administration (FDA) regulations for powdered infant formula preparation. Those regulations required the addition of certain expensive features such as specially treated antimicrobial work surfaces, reverse osmosis water treatment equipment, and an 122-foot-high formula-dryer tower.

Appraisers’ Assumptions

The Department of Revenue (DOR) appraiser determined that the highest and best use of the property was for powdered infant formula manufacturing. Even though the appraiser could find no sales recorded for similar facilities, he predicated his conclusion on the continued strong demand for powdered infant formula and the presence of at least three major competitors who could be potential purchasers of the plant.

The owner’s appraiser also could not find any comparable sales, but came to a different conclusion. He reasoned that as a limited market property, it was unlikely to sell at its current use. Therefore, the highest and best use of the facility was as a general food processing plant. The appraiser could find six different comparable sales at that use.

As required by statute when there is no actual sale of the property or comparable sales available, the DOR appraiser valued the facility using the cost approach. Because the plant was new and was operating at its highest and best use as a powdered infant formula preparation facility, the DOR appraiser made no deduction for functional obsolescence.

The owner’s appraiser also conducted a cost approach analysis. He concluded that a general food processor would have no use for the plant’s specialized formula-preparation equipment, and therefore such equipment would be considered “super-adequate” to these potential purchasers. The owner’s appraiser deducted nearly 80 percent of the factory’s reproduction cost for functional obsolescence.

The difference in the conclusions produced dramatically different results. The DOR cost approach appraisal set the value at nearly $11 million versus $3.4 million from the owner’s appraiser. The owner’s appraiser also conducted a valuation based on his selection of six comparable sales which produced a value estimate of $3.6 million.

Court’s Conclusions

The court found that the owner’s arguments had failed to overcome the presumption of assessment correctness. The court explained that the relevant Wisconsin statute has consistently been interpreted to require that a market must exist for a property’s highest and best use. An assessor cannot “create a hypothetical market” or “pretend a market exists,” the court said. However, in this case, the DOR appraiser had provided substantial evidence of a market by showing continued demand for the product and a list of potential buyers. The appraiser had also testified that no sales had been recorded of infant formula plants being converted to other uses.

To prevail, the owner needed to present evidence that refuted the DOR appraiser’s findings. Claiming that a market did not exist because no powdered infant formula plant had ever sold as a powdered infant formula plant was not sufficient, the court said.

The court expressed its further objections to what it characterized as the owner’s “actual sales” concept. If a property could only be valued for the use with sufficient comparables sales, the court stated, it would “force assessors to look for active markets when determining a property’s highest and best use even if the property were operating in a thriving, albeit limited, market.” This requirement would result in special purpose properties being valued based on potentially costly and hypothetical conversions to alternative uses, the court said.

Finally, the court said that adopting the owner’s approach would, in effect, eliminate the state’s three-tier valuation system because only the two tiers that considered sales would ever apply. Under such a system, the court said, assessors would be required to broaden a property’s prospective use further and further until actual sales could be found.

(“Nestle USA, Inc. v. Wisconsin Department of Revenue,” Supreme Court of Wisconsin, 2011 WI 4, February 2, 2011)

Disaster Bill Addresses Tax Incentives

A recently passed Alabama bill will ensure that tax abatements will continue despite damage to the qualifying property or disruption of the qualifying transactions caused by April’s tornados. The transaction must be entered into or the property acquired before December 31, 2012. The law does not apply to new construction. Also, property tax incentives based on certain business activity will not be disallowed if the tornados have interrupted that activity at a site through October 1, 2011.

(Tornado Recovery Tax Incentive Protection Act of 2011; Alabama S493, signed June 14, 2011)
IAAO Launches the New AssessorNET!

Kate Smith

IAAO is always looking for ways to increase the value of membership benefits and services, and we are pleased to announce that one major benefit recently received a substantial upgrade. AssessorNET, IAAO’s members-only discussion forum, has a new look and many exciting new features.

Members are encouraged to take a moment to explore AssessorNET and see how this service has been expanded to help each individual connect with other IAAO members. Log in to the IAAO Web site (www.iaao.org) and click the AssessorNET icon to get started.

Update your AssessorNET Profile
Add content to your profile in the enhanced member directory. Your new AssessorNET profile has options for adding a photo, listing special skills and interests, and much more. This is a great way to let other members know who you are and what you bring to IAAO.

Participate in a Discussion Group
The primary purpose of AssessorNET is to allow members to easily exchange information, so don’t hesitate to post questions you may have, or provide answers and share experiences to help fellow members. IAAO has enrolled all members in the General Discussion List, but there are other lists for various special interest areas. Subscribe to as many lists as you want, and be sure to edit your settings in order to get questions and replies in a way that is convenient for you.

Add to a Library
Members can now be an even greater asset to one another by uploading documents and spreadsheets to the AssessorNET libraries. If you have materials or tools that would benefit the collective knowledge of IAAO members, please make those items available online. (Note that the AssessorNET libraries are separate from the IAAO Paul V. Corusy Library.)

Start a Blog
With the new AssessorNET, each member has the option to author a blog. If you have ideas you’d like to share on assessment-related topics, then begin writing your personal blog and let other members see what you have to say.

Use the Mobile AssessorNET
AssessorNET can now be accessed by smartphones, so it is always there when you need it. Use the mobile AssessorNET site to participate in groups, keep track of IAAO events on the shared calendars, and more! Simply scan the QR code to quickly pull up the site and save it in your phone.

The new AssessorNET provides IAAO members with a wide array of resources for networking opportunities, and encourages professional growth and education through discussion with peers and information sharing. Log in and begin using this updated tool right away!

If you don’t know your member login, visit http://www.iaao.org/profile/email.aspx. Enter your email address, and a username and password will be sent to you automatically. If you encounter any problems with this process, or if you need assistance using AssessorNET, please do not hesitate to contact the IAAO Membership Department at 1-800-616-IAAO (4226) or membership@iaao.org.
General Discussion List—Cable Company Assessment

Q. David Sawyer, Windham, Maine
With regard to cable companies in Maine, our practice is to assess a company for its equipment (such as digital converters, head end equipment, etc.). This year a major cable company has not listed their house drops on their annual declaration. House drops are the cables that run to the house and include the hookup mount on the building. The company claims that, since a house drop is attached to the building, it should not be considered personal property, but is real estate and should be assessed to the owners of the house.

Their quote: “We have conducted extensive research into the taxability of house drops and have determined that they are not taxable personal property. Under Maine law, real estate is defined to include all lands in the State and all buildings and other things affixed to the land. In addition, general fixtures law provides that tangible personal property changes its identity to realty when it becomes affixed to real estate when the party making the annexation intends that the property will become permanently affixed to the real estate. House drops are affixed to subscriber homes. As an indication of its intent to permanently affix house drops to subscriber homes, TWC does not remove house drops from a residence when the resident subscriber cancels TWC services.”

We are checking into the legality of their claim. How do other states and jurisdictions handle house drops?

A. Joseph Tierney, Holly Springs, North Carolina
I have TWC here in North Carolina. If I do not return their boxes after I cancel service, I still have to pay a fee for the boxes (and good luck trying to get them to come pick them up). The house drop remains with no fee for possibly the next owner or in case I were to resume service. The key here is they still own the box, etc. (which generally would be taxable). I guess it is somewhat like the telephone company, gas company, electric company, or private water companies. Do you tax them on their drops, or the equipment they own or rent out, or both? Take the phone company, which now can provide cable television through other services like Dish or DirectTV, or gas line drops (some homes are equipped with the option to use gas or not, like my own). What about them? I guess the other question is, do the cable providers and Dish, DirectTV, etc., consider themselves utilities (or does state law declare them so)? It sounds to me like it is no different than utilities, unless of course state law has them listed differently.

A. Scott Sampson, Tacoma, Washington
In Washington State, house drops are considered personal property, and they do not pass the three prong test to be considered real property. The three prong test determines whether an item constitutes tangible personal property or an improvement to realty. The criteria are: (1) the manner of its annexation to the realty, (2) its adaptability to the use and purpose for which the realty is used, and (3) the intention with which the annexation is made. Property must pass all three tests to be considered real property.

House drops pass none of the three tests. 1) They typically connect to an exterior distribution box via screw on fittings. They can be removed without damaging the building. 2) The connections are generic and the house hasn’t been modified to accommodate the connections. 3) A reasonable third party would conclude that house drops weren’t intended to be a permanent part of the building.

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, at 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.

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Plenary

Wednesday, Sept. 21, 8:00–9:30 am
Mortgage Fraud In Arizona: Schemes, Prosecutions and Trends

Assistant U.S. Attorney, Kevin Rapp, Esq., Department of Justice
Special Agent Sabrina Hemphill, CFE, CPA, Federal Bureau of Investigation

Plenary speakers will discuss the increase in mortgage fraud in Arizona during the real estate bubble between 2005–2007. They will discuss what initiatives were employed to investigate and prosecute these cases since 2008. Their presentation will highlight the outcome of prosecutions in Arizona and nationally. Lastly, they will discuss the current trends in mortgage fraud in light of the tightening of the credit markets.

Commercial Property Appraisal

Presentations address a variety of property valuation issues facing assessors today. This track will assist your jurisdiction in the valuation of commercial properties.

Monday, Sept. 19, 10:30–11:30 am
Landfill Expansion Announcement—Adjacent Property Valuation Issues
Miles Anderson, CAE, SRA, Anderson Appraisal, LLC

Monday, Sept. 19, 1:00–2:30 pm
Improve Hotel, Resort, and Casino Assessment
Grant Olson, CHA, MPS, North American Hotel Assessment Advisors
Russell Reynolds, MAI, AACI, International Hotel Appraisers, Inc.

Monday, Sept. 19, 3:00–4:30 pm
Understanding the Key Elements of Sustainable Construction
Charlie Popeck, MBA, Green Ideas Sustainability Consultants

Tuesday, Sept. 20, 10:00–11:30 am
Commercialization of Natural Resources
Jason Bass, CFA, MSC, Resort Advisory Group
Roberts S. Livesay, Esq., Helm & Kyle, Ltd.

Tuesday, Sept. 20, 1:00–2:30 pm
Regional Mall Valuation Issues for Assessment Purposes
Peter F. Korpacz, MAI, CRE, FRICS, Korpacz Reality Advisors
Mark T. Kenney, MAI, SRPA, MRICS, American Valuation Group, Inc.
### Tracks/Sessions Overview

#### Tax Policy & Appraisal Standards

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<td>LINCOLN INSTITUTE OF LAND POLICY: PRESERVING THE PROPERTY TAX BASE PART 1 — PILOTS: PAYMENT IN LIEU OF TAXES BY NONPROFITS</td>
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#### Technology

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<td>Monday, Sept. 19</td>
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<td>WHAT’S NEW IN SKETCH TECHNOLOGY</td>
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<td>Tuesday, Sept. 20</td>
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<td>Visualizing Assessment Data using Low Cost Solutions</td>
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<td>Tuesday, Sept. 20</td>
<td>10:00–11:30 am</td>
<td>Understanding the Mechanics of Testifying in a Formal Appeal: Direct, Cross, Redirect and Recross Examination</td>
</tr>
<tr>
<td>Tuesday, Sept. 20</td>
<td>1:00–2:30 pm</td>
<td>Best Practices for Technology Procurement</td>
</tr>
<tr>
<td>Tuesday, Sept. 20</td>
<td>3:00–4:30 pm</td>
<td>Incorporating Ethics Across the Organization</td>
</tr>
<tr>
<td>Wednesday, Sept. 21</td>
<td>10:00–11:30 am</td>
<td>IAAO Demonstration Appraisal Writing/Grader's Workshop Part 1</td>
</tr>
<tr>
<td>Wednesday, Sept. 21</td>
<td>1:30–3:00 pm</td>
<td>IAAO Demonstration Appraisal Writing/Grader’s Workshop Part 2</td>
</tr>
</tbody>
</table>

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This list includes sessions on various topics such as tax policy, appraisal standards, technology, and personal development, providing a comprehensive overview of the conference's offerings.
Tracks/Sessions Overview

Management
Every day you deal with challenges in your offices from people to finances to technology. Sessions will assist you in improving the atmosphere of your office and business processes.

Monday, Sept. 19, 10:30–11:30 am
Revaluation and Demographics: The Normal, Boom and Bust
T. Dwane Brinson, CAE, MBA, Lee County, NC
Kenneth L. Joyner, RES, AAS, University of North Carolina

Monday, Sept. 19, 1:00–2:30 pm
How to Find Delinquent Taxpayers
Kimberly H. Simpson, NCTC, CNCA, Durham County, NC
Neal Dixon, CTC, Mecklenburg County, NC
Tina Morton, RTA, CTA, CTP, Travis County, TX

Monday, Sept. 19, 3:00–4:30 pm
The View from Both Sides.....Contingency Fees...the Good, the Bad, the Ugly
Kellianne M. Nagy, CAE, Time Warner Cable
David J. Chilitk, CAE, Marriott International, Inc
Mark Perry, CAE, Masco Corporation
Pete Rodda, CAE, RES, Forsyth County, NC

Tuesday, Sept. 20, 10:00–11:30 am
The Paperless Appeal Period
Brian E. Gardineer, AAS, MBA, Hampton, VA
Jonathan Garner, Hampton, VA

Tuesday, Sept. 20, 1:00–2:30 pm
CAMASYSTEMS IN THE REAL WORLD
So, You’re Buying a CAMA System...What About Your Users?
Susan Guillette, State of Tennessee
State of Maryland CAMA Roll Out: Around the State in 60 Days
Charley Colatruiglia, CAE, Manatron, Inc.
John Humphries, State of Maryland

Tuesday, Sept. 20, 3:00–4:30 pm
GIS Applications Supporting State Assessment Administration
Ed Crane, Esri
Melissa Crane, PKM, RMA, State of Kansas
Robert McGee, State of Arkansas

Wednesday, Sept. 21, 10:00–11:30 am
Organizational Trust
Richard Petree, RPA, Taylor County, TX

Wednesday, Sept. 21, 1:30–3:00 pm
The Role of Addresses in the Assessor’s Office—Issues, Challenges, and Solutions
Bill Campbell, MS, GIS, Farragut
Mike Wierzbinski, GIS, Farragut

IAAO — Spanning the Globe
This track provides attendees with information about the issues and projects facing IAAO, locally, nationally and internationally.

Monday, Sept. 19, 10:30–11:30 am
An Insight into the Property Market in Spain: The Perspective of a Local Tax Agency
José Lopez Garrido, SUMA, Spain

Monday, Sept. 19, 1:00–2:30 pm
An International Perspective—Property Taxation the Australian Way
Greg Stevens, Melbourne, Fellow, Australian Property Tax Institute, Australia

Monday, Sept. 19, 3:00–4:30 pm
Where in the World is IAAO?
International Special Committee Report
José Lopez Garrido, SUMA, Spain

Report Property Taxes Around the World
Richard Almy, Almy, Gloudemans, Jacobs, & Denne

Tuesday, Sept. 20, 10:00–11:30 am
Change Management—Non-Residential CAMA Valuations
Ian Smoothey, Senior Valuer, S.A., Inst. of Valuers, eValuations, South Africa

Tuesday, Sept. 20, 1:00–2:30 pm
Turning Back the Clock—Not Good!
Debbie Pratt, Consultant
Ian Smoothey, Senior Valuer, S.A., Inst. of Valuers, eValuations, South Africa
Richard Ward, PhD, CAE, CAMA Consultant

Tuesday, Sept. 20, 3:00–4:30 pm
2011 Ratio Study Survey: Preliminary Results and Standard on Verification and Adjustment of Sales
Alan Dornfest, AAS, State of Idaho
Mary Reavey, Milwaukee, WI
Douglas P. Warr, AAS, Oklahoma State University
Robert J. Gloudemans, Almy, Gloudemans, Jacobs, & Denne
Dennis Deegear, Duff & Phelps
Bill Marchand, Norfolk, VA

Wednesday, Sept. 21, 10:00–11:30 am
Spotlight on Chapters and Affiliates
Bruce M. Woodzell, IAAO President
Debbie Ashby, State of Arkansas, IAAO President Elect
Bob Turner, Hillsborough County, FL, IAAO Vice President
Bill Carroll, IAAO Immediate Past President

Wednesday, Sept. 21, 3:00–4:30 pm
How to be in Two Places at Once—Mailing Addresses in Nova Scotia and Australia
Joe McEvoy, Property Valuation Services Corp.
Greg Stevens, Melbourne, Fellow, Australian Property Tax Institute, Australia

Other Conference Information

Sunday, September 18
GOLF TOURNAMENT
Devil’s Claw is home to the 2011 IAAO Golf Tournament. It is one of two courses at the Whirlwind Golf Club in Chandler, Arizona. Draped over 242 acres of desert landscape, the course reflects the pristine beauty of the mountainous desert terrain. Affording spectacular views of the surrounding Sierra Estrella Mountains, Devil’s Claw impresses and challenges golfers of all skill levels. Transportation departs from the Sheraton Phoenix Downtown Hotel at 6:30 a.m. and returns to the hotel by 2:30 p.m. Start time is 8:00 a.m.

WELCOME RECEPTION—CHASE FIELD
Build it and they will come! Join us for an unforgettable networking reception at Chase Field in downtown Phoenix, just a few blocks from the hotel. Chase Field opened in the Spring of 1998. It was built as a multipurpose facility to house Arizona’s first Major League Baseball team, the Arizona Diamondbacks. The ballpark covers approximately 1,300,000 square feet, including the playing surface. You won’t want to miss this once-in-a-lifetime event.

SEDONA, ARIZONA TOUR*
Enjoy many beautiful sites including Oak Creek & Red Rocks. Visit the boutiques, art galleries and the Talquepaque Arts & Crafts Village where there is superb pottery, elegant glass, clothing, art, and sculpture. This tour is from 9:00 a.m.—4:00 pm.

Monday, September 19
EXHIBIT HALL
Monday’s Networking Lunch is a great place to meet with peers and network with representatives from many of the leading companies in the assessment profession. Remember your Bingo Card! Once your card is complete turn it into the IAAO Exhibit Booth #600 for a chance to win prizes!
Monday hours, 10:00 am—1:00 pm and 2:30 pm—5:30 pm

VALLEY OF THE SUN TOUR*
This tour will include Scottsdale, Tempe, and the Phoenix downtown area. This tour is from 8:30 am—3:00 pm

Tuesday, September 20
EXHIBIT HALL
Visit the exhibit hall on Tuesday for the Attendee Appreciation Lunch and to finalize contacts with exhibiting companies. Be sure to participate in the annual Booth Bingo networking and be entered into a random drawing for prizes.
Tuesday hours ......................................... 9:30 am—3:30 pm
AWARDS BREAKFAST
The awards breakfast annually recognizes the outstanding accomplishments of IAAO members and others in mass appraisal, assessment administration, tax policy, and related disciplines. Come recognize fellow members and others whose contributions advance knowledge and professionalism in the industry.

PHOENIX CONVENTION CENTER TOUR
Take a behind the scenes tour of the two million square foot LEED certified Downtown Phoenix Convention Center. Learn about the sustainable energy efficient design, construction, and operation of this world class facility. Tours will be Tuesday, September 20 at 1:30 p.m. and 2:30 p.m. This one hour walking tour is available at no charge but limited to 25 per tour. Sign up starting on Monday at the Arizona Local Host Committee Booth. Meet at the Local Host Committee Booth 15 minutes before the tour is to begin.

TALIESIN WEST TOUR*
At the foothills of the McDowell Mountains, just a few miles northeast of Scottsdale and surrounded by the Sonoran Desert, is the 600-acre Taliesin West. This national landmark was designed and built by Frank Lloyd Wright. Following a tour of the facility, it will be off to the Desert Botanical Gardens. This tour is from 9:00 am–1:00 pm.

ASSOCIATE MEMBER COMMITTEE (AMC) AUCTION
Sponsored by the AMC, the auction has something for everyone to browse through and bid on. The auction is a fun, lively event, beginning with silent bidding on items at tables throughout the room, then a live auction for larger items. Participants can also purchase tickets for a random drawing for valuable prizes. Proceeds directly benefit IAAO education programs and other initiatives. Donate items, bid on items, and enjoy the auction atmosphere! Donations forms are available at www.iaao.org.

WEDNESDAY, SEPTEMBER 21
SCOTTSDALE, ARIZONA SHOPPING TRIP*
Shopping tour to Scottsdale including Scottsdale Fashion Square, Old Town Scottsdale and Fifth Avenue areas. This tour is from 9:30 am–1:30 pm.

OFFICIAL CONFERENCE HOTEL
The headquarters for the annual conference is the Sheraton Phoenix Downtown Hotel. To learn more about the hotel visit www.starwoodhotels.com. Book your sleeping rooms early and receive a rate of $169 single/double plus 13.27% tax per night. Call 602.262.2500 and reference International Association of Assessing Officers or book on-line at http://www.iaao.org/events/AnnualConference.cfm. Room rates are based on availability so make your reservations early.

CHARITABLE ACTIVITY
Each year, the Local Host Committee (LHC) plans a volunteer activity that attendees can participate in to support a local charity. Those of us fortunate enough to participate in IAAO conferences can give back to those who are less fortunate. For 2011, the Arizona LHC selected Lodestar Day Resource Center (LDRC) as a recipient of charitable efforts. LDRC provides critical services to the homeless. The LHC will collect donated basic needs items such as soap, shampoo, toothbrushes, and toothpaste. LDRC, with the assistance of the LHC, also plans to sell a variety of bath and beauty products—primarily natural soaps and lotions—at the annual conference. Proceeds will support LDRC programs and homeless clients. These products are made available through an LDRC sponsored program called “Just B B Just” (www.justbbjust.com). The program teaches basic business skills to LDRC clients. Start thinking about what basic needs items you can contribute to support this worthwhile charity effort.

For more information about the Lodestar Day Resource Center, visit www.LodestarDRC.org

*For additional information and to register for tours visit www.iaao.org.

Register and make your room reservations for the 77th annual conference at www.iaao.org now!
<table>
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<tr>
<th>2011 Exhibitors</th>
<th>Where will you be?</th>
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**ACS, A Xerox Company**  #514
ACS, A Xerox Company, which Xerox acquired in February 2010, offers extensive business process outsourcing and IT outsourcing services, including Property Assessment, Property Tax Billing/Collection, Land Use/Permitting, and Land Records Imaging/Storage solutions for government organizations worldwide. The 130,000 people of Xerox serve clients in more than 160 countries.

**Apex Software**  #212
Apex Software is the leading provider of building sketch and area calculation software for mass appraisal needs. Apex can be used stand-alone or as an integrated sketch tool with most CAMA systems. In addition, Apex offers services for paper-to-digital, legacy sketch data conversion and sketch-to-imagery verification projects.

**The Appraisal Institute**  #315
The Appraisal Institute is a global membership association of professional real estate appraisers, with more than 24,000 members and 91 chapters throughout the world. Its mission is to advance professionalism and ethics, global standards, methodologies, and practices through the professional development of property economics worldwide.

**CCI**  #411/413
CCI provides its clients with complete assessment, collections, and data visualization software. These fully integrated solutions range from small, process-centered tasks to more robust end-to-end GIS, CAMA, and collection solutions. CCI improves office efficiencies and offers uncompromised customer support. CCI’s software is installed in more than 100 jurisdictions in 16 states.

**CourthouseUSA**  #508
CourthouseUSA, the Authoritative Source for property information, is a public/private partnership built on a revenue-sharing data-distribution business model. Local governments pay nothing to participate, in return for a percentage of the revenue from data sales, 3rd party applications, and advertising. Join the network and reward taxpayers for their investment in current accurate property records. www.CourthouseUSA.com

**DEVNET, Inc.**  #218
DEVNET offers dynamic and flexible Appraisal and Collection Solutions providing counties with integrated, customized, and seamless workflow. The possibilities are endless with the DEVNET Tax Solutions. The DEVNET Edge® product suite is constantly evolving to anticipate the needs of tomorrow’s marketplace.

**Esri**  #101
Think and plan geographically. As the market leader in geographic information systems (GIS), Esri technology is used in over 350,000 organizations worldwide. Use GIS to collect, manage, and analyze geographic information, helping you solve problems and make better decisions.

**Facet Technology Corp**  #415
Facet Technology Corporation is a leading developer of technology solutions for the efficient gathering and utilization of street-level imagery for parcel tagging, infrastructure, and asset management, GPS centerline base mapping and navigation. Facet’s state-of-the-art Parcel Data Viewer empowers appraisal professionals by providing a truly rich and immersive viewing environment.

**FARRAGUT**  #412
Access to correct addressing information is critical for Assessors and Appraisers. Addressing problems, for example, can result in both reduced revenues and increased maintenance costs. FARRAGUT’s AddressOne product, a GIS-enabled enterprise addressing solution, helps solve these problems by providing tools that streamline address creation, management, and integration throughout the enterprise.

**FieldWorker Mobile Technology Solutions**  #310
FieldWorker software provides organizations with a platform approach to mobile data collection for in-field property inspection, and other data collection processes. The software is easy to administer, is device independent (PDA, Notebook, Laptop), has an always available architecture and can run on virtually any backend database.

**IAAO**  #600
The International Association of Assessing Officers (IAAO) is the internationally recognized leader and preeminent source for innovation, education, and research in property appraisal, assessment administration, and property tax policy.

**IAAO Kansas City Local Host Committee**  #207
The Kansas City Local Host Committee invites you to their booth to receive information about the IAAO 2012 Annual Conference and their wonderful city. Plus, they will have lots of fun giveaways to entice you to attend!

**IAAO Research Services & Library Friends**  #307
You’ve got a FRIEND! The Librarian is on-site to assist attendees with finding and accessing research resources. You can also help us with research by becoming a Friend of the Library. Get your very own Friend Card and badge ribbon and enter a raffle for a free 2012 conference registration.

**iLOOKABOUT**  #313
iLOOKABOUT StreetScape provides Geo-coded 180 degree panoramic photos every 15’ of every road. The comprehensive database, a web service, offers integration into both Pictometry and Esri. Coupled with GeoViewPort, gain cost savings, fast accurate decision making, and operational efficiency by coupling imagery and your data right at the desktop.

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**Where will you be?**

**CourthouseUSA**

CourthouseUSA, the Authoritative Source for property information, is a public/private partnership built on a revenue-sharing data-distribution business model. Local governments pay nothing to participate, in return for a percentage of the revenue from data sales, 3rd party applications, and advertising. Join the network and reward taxpayers for their investment in current accurate property records. www.CourthouseUSA.com
services for Assessor and Treasurer offices across the country. Guaranteed accuracy, guaranteed on time mailings and 100% A-Z print and coordination of your notices are our trademarks.

\textbf{MS Govern} # 518

MS Govern provides flexible products to government agencies to manage their Property Information, Permits and Inspections, Planning, Code Enforcement, Business Licensing, Cashiering, Tax Billing and Collection, Register of Deeds, and CAMA as well as Citizen Payment and Property Information Portals through our Govern, CityView and Innoprise product suites.

\textbf{NADA Appraisal Guides} # 512

NADA Appraisal Guides is the largest publisher of vehicle pricing and information for new and used cars, classic cars, motorcycles, boats, RVs, and manufactured homes. They provide the most market-reflective vehicle pricing available in print, software, online, web services, raw data, and web syndicated formats.

\textbf{Pickett & Co., Inc.} # 501

Pickett & Company is a national engineering and appraisal firm, specializing in fair market valuations for property tax purposes for tax entities exclusively. Whether the subject properties are:

Complex Industrial, Public Utilities, Special Purpose, Power Generation, Pickett & Company will handle the assignment in a timely, accurate manner.

\textbf{qPublic, LLC} #407/409

Serving the needs of more than 10% of all American counties, qPublic provides web solutions with full GIS/CAMA integration that are Faster, Easier, and More Affordable than in-house solutions. qPublic's intuitive interface is easy for the general public to use while providing advanced tools and features appreciated by industry professionals.

\textbf{The Sidwell Company} #308

Sidwell provides comprehensive GIS and cadastral mapping services, including: GIS design, and implementation; data conversion and cadastral database development; Parcel Builder®; topographic, planimetric, and orthophoto mapping; and oblique photography. Sidwell is an Esri® Gold Partner, developer and reseller, and is the Midwest Distributor for Ashtech® Professional GPS Solutions.

\textbf{Smart Data Strategies} #209

Founded in 1989, Smart Data Strategies combines location with information to empower users with Real Property Intelligence™ through the DREAMaps suite of GIS solutions for parcel editing, assessment analysis, and beautifully designed easy to use public web viewers. SDS also provides GIS data conversion, migration, and CAMA integration services.
Tax Management Associates

(TMA) is one of the nation’s leading partners for state/local government tax offices. Our revenue enhancing services include: audit, discovery of non-reporting businesses, department outsourcing, online valuation guide (CAVS), and specialized ad valorem projects. Over 30 years in business—450 clients in 14 states—143,000 audits completed—$34 billion in discovered value.

Turner Business Appraisers, Inc.

Turner Business Appraisers, Inc., is a forensic accounting firm that specializes in Business Personal Property Audits. We offer a vast array of services including full scope audits, discovery of non-reporting businesses, and new for 2012 e-filing of renditions. Please visit us at booth 414 to ensure equity among your taxpayers.

Tyler Technologies

Tyler Technologies’ comprehensive appraisal & tax solutions empower the public sector. CLT Appraisal Services provide unrivaled expertise in determining accurate property values and improving government’s ability to manage services. Tightly integrated tax billing/collection and CAMA software applications provide assessors, tax collectors and tax administrators with tools needed today, and tomorrow.

Vision Government Solutions, Inc.

Our CAMA software leverages Microsoft .Net, Silverlight, Esri, and multiple database technologies. Installed in over 400 Assessing Departments, our installations range from 5000 to over 1 million parcels. Features include a flexible interface and valuation algorithms, highly integrated GIS, live mobile tablet field technology as well as BI reporting capabilities.

Yotta MVS, Inc.

Yotta MVS, formerly Mobile Video Services, provides field data verification services, which includes change detection, along with an x,y point, field verified addressing and a street-view image for every place where someone can work or live. Yotta MVS also develops and supplies the software to extract, import, query-on and manage the data, as well as, continue to maintain it with mobile computing field devices.

An investment in knowledge pays the best interest.

—Benjamin Franklin
IAAO’s Web-based resources are quickly becoming some of our members’ most valued benefits and can provide you with invaluable tools throughout 2011. All IAAO members automatically have an online profile and access to members-only features of the IAAO Web site as part of their membership benefits. IAAO wants to make sure that all members are aware of these great features, and encourages members to use the Web site as much as possible to take advantage of the wide range of resources available.

To log in, go to www.iaao.org, and click on member login in the upper right corner of the home page. A new screen will open where you can enter your username and password. If you do not know your IAAO login, click on I have forgotten my username or password. You will be asked for your e-mail address, and as long as your correct e-mail address is on file, a new login will be generated automatically and sent to you. If your current e-mail address is not on file, call or e-mail the IAAO office for assistance.

If you are a current, paid member of IAAO, you should not click on I need to create a profile. Because all members have online access, creating a new profile creates a duplicate account which will not function properly because it will not be connected to your paid membership.

Many nonmembers also have an online profile if they’ve purchased an IAAO product or attended an IAAO course or event. This gives them access to their product- or event-related information, as well as the IAAO Marketplace with regular pricing, but not to any member benefits. Those nonmembers already in IAAO’s records should also refrain from creating a new, duplicate profile and should contact IAAO for help using the site.

Once you log in, you can go to your profile page by clicking on My Account in the upper right corner of the IAAO home page (this link does not appear unless you have already logged in). By going to your online account page, you can access a number of helpful features, including:

- Online dues payment
- Options for updating your contact information
- Access to receipts for product orders
- Access to E-Books (if ordered)
- Access to E-Courses (if enrolled)
- Access to recent conference proceedings (if an attendee)

Your member login also gives you full access to other Web site features such as the Research Library, Member Look-Up, discounted member pricing in the online Marketplace, and AssessorNET, the online discussion forum that connects you to other IAAO members for assistance with assessment and tax policy questions. In addition, members can log in to view the Glossary for Property Appraisal and Assessment and other important documents available for download.

Several online benefits can also be accessed through shortcut icons on the home page. These icons are located in the upper right corner of the Web site, and can be used for AssessorNET (AssessorNET button), the Library (open book), Account Profile (piece of paper), and Member Look-Up (magnifying glass).

Please do not share your account login with another person. As individual accounts become more and more personalized, it is important that members help IAAO keep profiles as secure as possible.

If you have any questions about logging in or using your member benefits, please contact the IAAO Membership Department at membership@iaao.org or 1-800-616-IAAO (4226).
The Friends of the Paul V. Corusy Library Trust Fund Committee launched their new campaign “I’m a Friend” at the NRAAO conference in Uncasville, Connecticut. The 2011 campaign will run until Tuesday, September 20. Three lucky winners will receive prizes for entering the library raffle and becoming a “Friend of the Library.” Second- and third-place prizes are a set of IAAO textbooks: Property Assessment Valuation, Mass Appraisal of Real Property, and Fundamentals of Tax Policy. The first-place prize is a free 2012 conference registration! Attendance at this year’s annual conference is not required to win.

To obtain an “I’m a Friend” card, you may send a donation of any amount to the IAAO Friends of the Library Trust, 314 W. 10th St., Kansas City, MO 64105-1616. Director of Library Services, Mary Odom will mail you a card and enter you into the raffle. Individuals, groups, chapters, and affiliates are all eligible to participate in the raffle. If you attend the 2011 annual conference, you may obtain your raffle ticket at the Library Booth (#307) in the Exhibit Hall along with a ribbon to wear on your badge.

The IAAO Library houses an extensive collection of assessment-related articles, documents, books, journals, and digital resources. IAAO members can access the library 24 hours a day as well as obtain reference services from the Director of Library Services during regular business hours.

The trust funds are used to assist members with research in the field of mass appraisal, tax assessment, and tax policy, and to assist the library with purchase of materials, equipment, and electronic resources that will enhance information delivery to all members.

Access to library materials and services is a benefit of membership and does NOT require a friend card. Entering the raffle is completely optional and no minimum donation is required to enter.

The first chapter to enter the raffle was the Los Angeles County Chapter which donated $100 for the trust fund after the Director of Library Services conducted a Webinar for their chapter. The L.A. County Spring Seminar highlighted IAAO benefits including specialized resources on California’s property tax system and the new multi-lingual literature database. L.A. County Chapter President Lisa Andres challenges other chapters to become a “Friend” by matching their donation, or even doubling or tripling it.

Library Trust Committee Chair Melinda Fonda encouraged NRAAO members to support the library and recruited over 20 people as new friends including President Bruce Woodzell, Marsha Standish, Dave McMullen, and Linda Cwiek. According to Fonda, “It is urgent that we fund the trust so the library can continue its momentum in providing services and resources, and maintain its reputation as the premier assessment repository in the world.”

Fonda would like to see all library users become “Friends” even if they can’t attend the IAAO annual conference this year. Just go to the Library & Resources page on the Web site, fill out the donation form linked at the bottom of the page and submit it with your check or credit card information. www.iaao.org/library.

For a membership application, visit http://www.iaao.org/ and click on Membership

IAAO President Bruce Woodzell, Marsha Standish, Melinda Fonda, and David Reed show their support for the Library Trust Fund.
available through the Web site, add value to your IAAO membership. There is no substitute for having information at your fingertips when and where you need it. I encourage you to explore the IAAO Web site and learn more about these new additions.

F&E Digital Edition increases accessibility to the publication content and adds several cool new features such as page translation, key word search, live links to Web pages, and e-mail links to board members and staff. Send a note letting me know what you think.

AssessorNET now offers networking and sharing features similar to social media sites but in a relatively secure environment. Be sure to post your photo and profile information on AssessorNET so other members know who you are. AssessorNet can now be used to share documents and images with all members of a discussion group. Committees are using AssessorNET for file sharing and collaboration within their private groups. I strongly encourage everyone to try AssessorNET and find out for yourself how useful it is. Advanced security features mean that comments and information posted on AssessorNET are accessible only to members. Participants should continue observe respectful communication protocols on the site to ensure that it remains a valuable and useful communication tool.

The InfoTrac journal database is the latest addition to the IAAO Library that empowers members to find information quickly and easily when they need it. Keep checking the library resource pages as they are updated often.

The new online 7-hour USPAP course continues IAAO efforts to offer online education that meets member needs. Online courses are becoming increasingly popular as budget, time, and distance constraints affect jurisdiction budgets. IAAO is adapting to provide solutions that work for you.

The Mass Appraisal Revaluation Template and Mass Appraisal Revaluation Experience Log are available on The Appraisal Foundation Resource Page of the IAAO Web site. These tools help assessors to document the mass appraisal process. Try them out and see if they can help you.

“Cool, Calm, and Collected in Kansas” was the 2011 theme of the North Central Regional Association of Assessing Officers conference in Topeka, which I attended recently. NCRAAO, an IAAO affiliate, was established in 1975, and was created to offer assessment education for 11 States in the central region of the United States. This year’s educational offerings included appraising fast food restaurants and hotels, developing capitalization rates and depreciation schedules, and using imaging technology. The conference was well attended, and the audience included three IAAO past presidents and various IAAO committee chairs and members. I was fortunate to be able to network with these assessment professionals, and I offer my compliments to NCRAAO President Della Rowley and the conference committee for providing their members with a very informative and entertaining conference.

Just a reminder—the early deadline for conference registration is July 25. Register early to ensure your place at the best conference for assessors in the world.

I have a final bit of good news on a personal level. My daughter gave birth to my new grandson last night, Samuel Peyton Nelson, 8 lbs, arrived June 21 at 8:36 pm. As Grandfather I am very proud.

Pun of the month: I just finished my trigonometry exam without a secant to lose.

All the best,

Bruce Woodzell
Members who would like assistance with accessing these materials can contact Mary Odom, the Research Librarian, at 816/701-8117, or e-mail her at library@iaao.org.

### New Journal Articles—Members may request these articles from the Research Librarian.

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<th>Article Title</th>
<th>Journal Title/Date</th>
<th>Author</th>
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<tr>
<td>Direct capitalization: It might be simple but it isn’t that easy</td>
<td>The Appraisal Journal, Winter</td>
<td>David C. Lennhoff</td>
<td>With direct capitalization, all that is required is an estimate of one year’s income for the subject and an overall capitalization rate. The capitalization rate is often best developed by extracting it from sales comparables. The technique isn’t easy, however, as the capitalization rate must match the market’s expectations for upside potential and risk with the subject’s forecasted performance.</td>
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<td>Do caps on increases in assessed values create a lock-in effect?: Evidence from Florida’s Amendment One</td>
<td>National Tax Journal, March 2011</td>
<td>Keith R. Ihlanfeldt</td>
<td>The property tax savings provided by assessment caps are generally lost when homeowners move. There is, therefore, a concern that homeowners get “locked-in” to their current home. Using data from Florida, the results presented in the paper show that the lock-in effect in nontrivial in magnitude, especially for homeowners in single-family homes in comparison to condominiums.</td>
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<td>Effect of “green” (LEED and ENERGY STAR) designation on prices/sf and transaction frequency: the Chicago office market</td>
<td>Journal of Real Estate Portfolio Management, vol. 17, no. 1, 2011</td>
<td>Sofia Dermisi and John McDonald</td>
<td>This is an empirical study of the economics of green (LEED and ENERGY STAR) designation among all downtown Chicago office transactions spanning 12 years. Green properties achieve on-average higher occupancies and prices/sf compared to non-green properties.</td>
</tr>
<tr>
<td>Green noise or green value? Measuring the effects of environmental certification on office value</td>
<td>Real Estate Economics, Spring 2011</td>
<td>Franz Fuertest and Patrick McAllister</td>
<td>This study investigates the price effects of environmental certification on commercial real estate assets. It is argued that there are likely to be three main drivers of price differences between certified and noncertified buildings. These are additional occupier benefits, lower holding costs for investors and a lower risk premium.</td>
</tr>
<tr>
<td>Impact of age on the value of historical homes in nationally recognized historic district</td>
<td>Journal of Real Estate Research, January – March 2011</td>
<td>Kimberly Winson-Geideman, Dawn Jourdan, and Shan Gao</td>
<td>This paper uses hedonic modeling to test the effects of age, both actual and effective, on the value of historic properties within a nationally recognized historic district. Findings show that there is a critical point where the value of historic properties is affected by actual age and the depreciation schedule turns upward.</td>
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<td>Impact of ethanol plants on surrounding farmland values: A case study</td>
<td>Land Economics, May 2011</td>
<td>Ben H. Blomendaal, Richard K. Perrin, and Bruce B. Johnson</td>
<td>The expansion of the corn ethanol industry after 2003 increased corn prices throughout the United States, and in some cases prices were shown to be higher with proximity to individual ethanol plants. This research tests the hypothesis that the value of farmland in close proximity to ethanol plants is higher than comparable farmland located farther away.</td>
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<td>Impact of section 1031 tax-deferred exchanges on agricultural land sale values</td>
<td>The Appraisal Journal, Winter 2011</td>
<td>Steven Shultz and Roger P. Sindt</td>
<td>This study evaluates agricultural land sales in Nebraska associated with Section 1031 tax-deferred exchanges and quantifies price differentials between exchange and nonexchange sales. A broad analysis of 926 agricultural land sales that took place in the first half of 2009 indicates that exchange sales sold for 10.2% more than conventional sales, based on means, or 2.7% less than conventional sales based on medians.</td>
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<td>Rebuttal: Electric transmission lines and their impact on rural land values</td>
<td>Right of Way, March/April 2011</td>
<td>John Schmick</td>
<td>In a rebuttal to the article “Electric Transmission Lines: Is There and Impact on Rural Land Values?” by Thomas Jackson, John Schmick feels the data does not support the author’s conclusions and that it demonstrates a much higher level of impact on value from electrical transmission lines.</td>
</tr>
<tr>
<td>Reconsidering the definition of highest and best use: the case for a post-disaster highest and best use</td>
<td>Real Estate Issues, vol. 35, no. 2, 2010</td>
<td>Donald R. Epley</td>
<td>Orderly development and ownership of real property following a disaster depends critically on the point where the value of historic properties is affected by actual age and the depreciation schedule turns upward.</td>
</tr>
<tr>
<td>Residential energy efficiency: a model methodology for determining performance outcomes</td>
<td>Real Estate Issues, vol. 35, no. 2, 2010</td>
<td>Pierce Jones, Ujjwal K. Byas, Nicholas Taylor, and M. Jennison Kipp</td>
<td>The authors stress the need for validation of post-occupancy performance and demonstration of persistence of energy efficiency benefits attributable to energy efficiency initiatives and policy activities, and suggest a methodology to assess actual performance using a well-known green building rating system for homes.</td>
</tr>
<tr>
<td>Subprime lending and real estate prices</td>
<td>Real Estate Economics, Spring 2011</td>
<td>Andrey Pavlov and Susan Wachter</td>
<td>This paper establishes a theoretical and empirical link between the use of aggressive mortgage lending instruments, such as interest only, negative amortization or subprime mortgages and the underlying house prices.</td>
</tr>
<tr>
<td>Tax limits and housing markets: Some evidence at the state level</td>
<td>Real Estate Economics, Spring 2011</td>
<td>William H. Hoyt, Paul A. Coomes and Amelia M. Biehl</td>
<td>There is surprisingly little literature on how property tax limits affect housing markets. For the first time, these authors examine the impacts of property tax limitations on housing growth, in addition to their impacts on housing prices. Using state-level data over 23 years, they found that property tax limits increase housing prices (indexes) by approximately 2%.</td>
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New Books—Members may borrow books for 3 weeks. Reference books may not be checked out.

New Electronic Resources—Access the full text in LibraryLink.

New Journal Articles (continued)

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<tr>
<td>Value of new: elementary school facility age and associated housing price</td>
<td>The Journal of Housing Research, vol. 20 no. 1, 2011</td>
<td>Huson Gibson</td>
<td>The purpose of this article is to assess the relationship between elementary school facility age and single-family housing price in the Orlando, Florida, metropolitan area. This is a cross-section study employing multivariate regression. The findings show housing prices to be positively correlated with new and historic school facilities.</td>
</tr>
<tr>
<td>Valuing the visual disamenity of offshore wind power projects at varying distances from the shore: an application on the Delaware shoreline</td>
<td>Land Economics, May 2011</td>
<td>Andrew D. Krueger, George R. Parsons, and Jeremy Firestone</td>
<td>Several offshore wind power projects are under consideration in the United States. A concern with any such project is the visual disamenity it may create. Using a stated preference choice model, the authors estimated the external costs to residents of the State of Delaware for offshore wind turbines located at different distances from the coast.</td>
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<tr>
<td>What is the value of a name? Conspicuous consumption and housing price</td>
<td>Journal of Real Estate Research, January – March 2011</td>
<td>Velma Zahirovic-Herbert and Swarn Chatterjee</td>
<td>This study is the first to lend empirical support to anecdotal media reports that indicate that real property buyers are willing to pay price premiums based on property names. Using a standard hedonic price model, the authors explore the price effects of property names that include the terms “country” and “country club” within a neighborhood.</td>
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<td>Why do vacant houses sell for less: Holding costs, bargaining power, or stigma?</td>
<td>Real Estate Economics, Spring 2011</td>
<td>Geoffrey K. Turnbull and Velma Zahirovic-Herbert</td>
<td>This paper introduces Nash bargaining into a search model in order to identify various channels through which vacancy affects selling price and liquidity in the resale market for houses. The model shows the various vacancy effects in the form of greater seller holding cost, lower seller bargaining power and unobserved negative attributes or stigma.</td>
</tr>
<tr>
<td>Wind farms: A valuation primer</td>
<td>The Appraisal Journal, Winter 2011</td>
<td>P. Barton DeLacy</td>
<td>This article is intended as a primer for real estate appraisers who may be asked to assist in siting or valuing large, utility-scale renewable energy projects. The implications of public policy, including Renewable Portfolio Standards (RPSs) are examined.</td>
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New Electronic Resources—Access the full text in LibraryLink.

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<tr>
<td>2011 State Business Tax Climate Index</td>
<td>Background Paper, October 2010</td>
<td>Kail M. Padgitt</td>
<td>Compares the states on 5 separate aspects of their tax systems including the property tax, and then adds the results up to a final overall ranking.</td>
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<tr>
<td>Municipal fiscal crisis and payments in lieu of taxes by nonprofits</td>
<td>Land Lines, April 2011</td>
<td>Daphne A. Kenyon and Adam H. Langley</td>
<td>An executive summary of the longer Policy Focus Report published in 2010. (See below)</td>
</tr>
<tr>
<td>Payments in lieu of taxes: Balancing municipal and nonprofit interests</td>
<td>Lincoln Institute of Land Policy, Policy Focus Report, 2010</td>
<td>Daphne A. Kenyon and Adam H. Langley</td>
<td>This report provides case studies of several municipalities that have pursued PILOTs in the past decade, as well as a broader picture of PILOT use in the United States. It also provides general guidelines for when municipalities should consider PILOTs, highlights the importance of municipal-nonprofit collaboration on PILOTs, and outlines alternative ways to raise revenues from tax-exempt nonprofits.</td>
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<tr>
<td>Essays in honor of James R. Webb</td>
<td>James R. Webb, Graeme Newell, Stephen E. Roulac, &amp; Michael J. Seiler</td>
<td>Precision Publishing, 2011</td>
<td>Dedicated to the memory of James R. Webb, an outstanding real estate researcher and educator. It highlights his many contributions to the real estate body of knowledge. Includes his biography, original published papers, and testimonials by many colleagues.</td>
</tr>
<tr>
<td>How to land a top-paying appraisers and assessors of real estate job</td>
<td>Brad Andrews</td>
<td>Gardners Books, 2010</td>
<td>Complete guide to opportunities, resumes and cover letters, interview, salaries, promotions, and more.</td>
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<tr>
<td>Love canal factpack</td>
<td>Center for Health, Environment &amp; Justice (CHEJ), 2009</td>
<td>Center for Health, Environment &amp; Justice (CHEJ), 2009</td>
<td>Covers the history of Love Canal, Niagara Falls New York, community health studies, newspaper articles, and remedial construction plan.</td>
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<tr>
<td>Waste sites and property values</td>
<td>Center for Health, Environment &amp; Justice (CHEJ), 2010</td>
<td>Includes materials from nonprofit organizations, newspapers, journals and the Internet to provide a thorough introduction to the issues surrounding property values and contaminated land.</td>
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Jeffery Brent Weisner, AAS, received the Assessment Administration Specialist designation in May 2011. Weisner serves as Tax Administrator for Cabarrus County in Concord, North Carolina. He has held that position for 8 years and previously served as Tax Administrator for Iredell County and as Revaluation Director for Guilford County and Cott, Inc. Weisner attended Appalachian State University and earned a bachelor’s degree in marketing and also attended Wilkes Community College and earned an associate’s degree. He is a member of the NCAAO, NCTCA, and the Grace Covenant Church. Weisner was raised on a farm where he learned to do the jobs no one else wanted to do. He was teaching a GED class in the local prison camp, when he learned of a job opening in the local assessment office. Thirty five years later he has been involved in 18 revaluation projects and is still able to smile when he thinks about the next one! He joined IAAO in 1988.

Angela A. Bellard, RES, received the Residential Evaluation Specialist designation in May 2011. Bellard serves as a Senior Appraiser for the Jefferson County Appraisal District in Beaumont, Texas. She has held that position for 3 years and previously served as Records Supervisor. Bellard attended Lamar University and earned an associate’s degree and a paralegal degree. She is a member of the Texas Association of Appraisal Districts and is a registered professional appraiser. Bellard started working for the Jefferson County Appraisal District her junior year in high school. She joined IAAO in 2007.

Andrea L. Weaver, AAS, received the Assessment Administration Specialist designation in May 2011. Weaver serves as the Union County Auditor in Maryville, Ohio. She was elected to that position in November 2010. Weaver previously served as a Deputy Auditor, Real Estate and as Real Estate Administrator. She attended Miami University and earned a bachelor’s degree in accounting and also attended St. Francis University and earned a master’s degree in finance. Weaver joined IAAO in 2008.

Demetria Sanders, RES, received the Residential Evaluation Specialist designation in May 2011. Sanders serves as a Valuation Analyst for the Jefferson County Appraisal District in Beaumont, Texas. She has held that position for 11 years and previously served as an Appraisal Clerk, Data Entry Clerk, and Appraiser. Sanders attended Lamar University and earned an associate’s degree in data processing. She is a registered professional appraiser and joined IAAO in 2007.

Jerry A. Ward, RES, received the Residential Evaluation Specialist designation in April 2011. Ward serves as the Appraisal and Revaluation Manager for the Davidson County Tax Department in Lexington, North Carolina. He previously served as a Real Estate Appraiser I, II, and III and is a NC state certified general real estate appraiser. Ward attended the Davidson County Community College and earned an associate’s degree in applied science. He also attended the Forsyth County Technical Community College and pursued real estate appraiser courses. Ward is a member of the NCAAO and joined IAAO in 2009.

Dennis D. DeCamillo, AAS, received the Assessment Administration Specialist designation in May 2011. DeCamillo serves as Real Estate Manager for Ashtabula County in Jefferson, Ohio. He has held that position for 4 years. DeCamillo attended Cleveland State University and earned a master’s degree in business administration and also attended Hiram College and earned a bachelor’s degree in business. DeCamillo noted being an assessor is a very fulfilling service to his community. He feels what assessors do, with regard to the power of government to tax, is so important and necessarily fair, equitable, and transparent, that it drives directly to the core of our democracy. DeCamillo joined IAAO in 2008.

Kary Fallon, RES, received the Residential Evaluation Specialist designation in May 2011. Fallon serves as an Appraiser for the Jefferson County Appraisal District in Beaumont, Texas. She has held that position for 19 years. Fallon attended the Lamar Institute of Technology and earned a mid-management degree and a real estate degree. She is a member of the Texas Association of Appraisal Districts, is a registered professional appraiser, and has held a Texas real estate license since 1992. Fallon began her assessment career at the age of 18 as a Clerk in the Jefferson County Tax Office. She joined IAAO in 2007.

Libby K. Fink, RES, received the Residential Evaluation Specialist designation in April 2011. Fink serves as a Real Estate Appraiser III for the Davidson County Tax Department in Lexington, North Carolina. She has held that position for 10 years and previously served as a Real Estate Appraiser I and II. Fink attended the Forsyth Technical Institute and is a member of the NCAAO. She joined IAAO in 2009.
Northern Arizona is a nature lover’s paradise. Whether camping, hiking, rafting or just sightseeing, the area is home to some of the world’s greatest natural wonders.

**The Grand Canyon**

At the top of the list is the Grand Canyon which attracts approximately five million visitors from around the world each year. Carved by the Colorado River and its tributaries over millions of years, the Canyon is 277 miles long, up to 18 miles wide and over a mile deep in some places.

It is visually overwhelming with its massive yet intricate and colorful exposed rock formations which were created layer by layer over two billion years, the Canyon is an impressive record of the early geological history of North America.

For a relaxing and fun way to get to the Canyon book a trip on the Grand Canyon Railway. Passengers board at the town of Williams 35 miles west of Flagstaff. The scenic train ride lasts just over two hours each way with five classes of seating to choose from. Once you arrive at the Canyon, shuttle buses can take you to various spots around the rim.

Havasupai Falls at the base of the Canyon provides an incredible scenic experience. (photo courtesy of Arizona Office of Tourism)

Besides sightseeing and hiking, the Canyon offers choices for the truly adventurous including river rafting, mule rides to the bottom of the Canyon and tours by helicopter.

The Grand Canyon is 88 miles northwest of Flagstaff. The driving time is approximately 2 hours.

http://www.nps.gov/grca/index.htm
Flagstaff

Sitting at the intersection of I-17 and historic Route 66, Flagstaff is the northern hub of Arizona. Set against the magnificent backdrop of the San Francisco Peaks and surrounded by the largest contiguous Ponderosa Pine forest in North America, Flagstaff provides a wonderful alpine retreat. The region’s moderate weather, high elevation, and wilderness terrain attract many visitors who enjoy camping, backpacking, climbing, and mountain biking.

Flagstaff is home to Northern Arizona University and the Museum of Northern Arizona. It is minutes away from the Snowbowl ski area. With an average annual snowfall of 100 inches, Flagstaff is one of the snowiest cities in the United States, but the summer weather is absolutely fabulous.

Flagstaff offers a wide range of lodging. The historic Monte Vista Hotel, completed in 1927, has hosted stars such as Jane Russell, Gary Cooper, Spencer Tracy, John Wayne, Bing Crosby, Lee Marvin, and Jon Bon Jovi. Also recommended is the Little America Hotel which sits among tall pines and is a relaxing and fun place to stay. At an elevation of 7,000 feet and with very low humidity, Flagstaff is an ideal place for viewing the night sky with or without a telescope. The Lowell Observatory in Flagstaff has multiple locations and telescopes used for both research and viewing by tourists. Each year 70,000 visitors come to the Steele Visitors Center for guided daytime tours and to view the night sky.

Meteor Crater

Approximately 50,000 years ago, an asteroid half the size of a football field and traveling at 26,000 miles per hour collided with the earth resulting in a crater almost one mile wide and 550 feet deep with a lip that juts 150 feet above the surrounding plain. The crater’s terrain is so similar to that of the moon that NASA used it to train the Apollo astronauts. To fully appreciate the size of the crater, look at the aerial photo. The dark spot on the lower left (below) is the visitor’s center and parking lot.

Lake Powell

Lake Powell is a vast body of deep blue water contained within an encircling ring of orange-red cliffs. It was created in 1963 by the flooding of Glen Canyon on the Colorado River. The 250-square-mile lake is the second...
Lake Powell provides numerous recreational opportunities (photo by Erika Steiness)

largest man-made reservoir in the United States. It sits on the border between Utah and Arizona and holds approximately 24 million acre feet of water. The area surrounding the lake features more than 90 side canyons that are fascinating to explore. The sandstone walls change color as the sun crosses the sky and the area has numerous natural bridges and arches along with thousands of Native American archeological sites. Boat tours are available to Lake Powell’s Rainbow Bridge Monument, a natural rock feature, and other sites of interest.

The Lake Powell Resort at Wahweap offers lakeside accommodations, and campgrounds can be found at each of the six marinas. Many visitors choose to rent a houseboat which can come in a variety of sizes and including amenities from economy to pure luxury.

Antelope Canyon (photo by Sharon Baskin)

Antelope Canyon (photo by Lucas Löffler)

Monument Valley

The backdrop for many Western films, the spires and red rock mesas of Monument Valley are forever part of the imaginary world of every would-be cowboy. Navajo Indians provide jeep and horseback tours, and for the seriously adventurous, hot-air-balloon excursions are available from May through October. Accommodations can be found in Kayenta, Arizona, and a new hotel called “The View” opened in 2009.

Monument Valley (photo by David “Doc” Gillies)
Located in the Four Corners area, Monument Valley is approximately 150 miles northeast of Flagstaff, or 3 hours drive time.

http://www.desertusa.com/monvalley/
http://www.monumentvalleyview.com/photos/photos-video

**Canyon de Chelly**

Canyon de Chelly National Monument is located within Navajo tribal trust lands and is home to a community of Navajo people. This land has spiritual and historic significance to the Navajo. The well-preserved Mummy Cave ruins of the early Anasazi and Navajo people date back to 1200 BCE and sheer sandstone walls that rise 1,000 feet above the desert floor are the main attractions to the area. But those who have an interest and are lucky enough to find the right tour guide can get a glimpse into how the Navajo people lived for centuries.

Access to the canyon is restricted. Visitors must travel with a park ranger or authorized Navajo guide. The only exception is the White House Ruin Trail. Canyon tours can be booked at the visitor center. There is no fee to enter the park, except for charges imposed by the tour guides. Jeep tours are also available for a whole or half day.

Canyon de Chelly National Monument is approximately 215 miles northeast of Flagstaff. The drive time is approximately 3 hours and 30 minutes.

http://www.americansouthwest.net/arizona/canyon_de_chelly/national_monument.html

David Gillies and Charles Krebbs are annual conference volunteers, and both are appraisers in the Maricopa County Assessor’s Office. The authors acknowledge Cathy Bridges for assistance with the article; she also works in the Maricopa County Assessor’s Office.
Marion Fantucchio recently celebrated her retirement from the Quincy Assessor’s office after an incredible 52 years of service. A native of Quincy, Massachusetts, Fantucchio, started in the Quincy Assessor’s office as a Clerk-Typist-Accounting Machine Operator in 1952. She was promoted in February of 1960 to Head Clerk of the Assessor’s Office. In February 1978 she was promoted to Administrative Assistant to the Board of Assessors. From there, Mayor Frank McCauley appointed Fantucchio to the Board of Assessors in August 1984. In February of 1991, Mayor James Sheets called Fantucchio to his office and advised her that he was appointing her as Chairperson of the Board. She has held this position since her semi-retirement at the end of January 2011. Fantucchio is still serving on the Quincy Board of Assessors in a part-time position.

Fantucchio achieved her M.A.A. designation, #96, in June, 1978. Since then she has been awarded the following:

- M.A.A.O. Distinguished Service Award (1975)
- Certificate of Appreciation from the Massachusetts Registry of Motor Vehicles (1978)
- MAAO Past Presidents Award (1980)
- NRAAO Sherry Vermylia Award (1995)
- Honored by Banker & Tradesman as one of the year’s “125 Leaders Making a Difference” (1998)

Fantucchio is a member of the Massachusetts Association of Assessing Officers, the Norfolk Suffolk Counties Assessors Association, the Essex County Assessors Association, the Northeast Regional Assessors Association and IAAO. She is also a member of the Quincy Historical Society and is on the Advisory Board of the local Salvation Army.

“Marion has been quietly helping and serving all of us for many years, whether you are a resident, a fellow assessor or an office assistant (clerk)… she has always been there to answer any questions or offer any help she can.” says Molly Reed, IAAO Member from Massachusetts.

Fantucchio shares some parting wisdom. “What everyone should keep in mind is that “you never know it all,” there is always more to learn. It is important to attend meetings and seminars, even though you might have heard it before, because if you don’t learn from the speaker, you will learn from talking to others and sharing your experiences. This in turn builds up your network, so that if you ever have a question, you can always pick up a phone or send an email and get an answer.”
School Funding and Tax Caps
No local school districts considering asking for property tax increases
(published June 14, 2011)
by Mike Roark, reporternews, Your Abilene Online

Article discusses school funding in Texas in light of dramatic decreases in state funding. School districts are reluctant to ask for a property tax increase up to a cap limit to offset revenue losses. IAAO member Richard Petree is quoted in the article.

For more information, go to:

International
Italy may see windfall from property taxation crackdown
(published June 13, 2011)
by Adam Haynes, The Washington Post with Bloomberg

News video speculates on a possible crackdown on properties in Italy not included in the land registry system and possible increases in property tax revenues.

For more information, go to:

Tax Cuts/Reduced Revenue
Local officials tell Iowa senators proposed property tax cut would hurt cities, services
(published June 14, 2011)
by Mike Glover, Associated Press in The Republic

Article discusses proposals to dramatically cut property taxes in Iowa, particularly for commercial properties, with the support of the Governor. The consensus of local officials is that it would result in significant lost revenue in order to benefit primarily big corporations.

For more information, go to:
http://www.therepublic.com/view/story/4727a33f01724cfdf918726868f7e0cae/IA--Iowa-Taxes/

Branstad accents stability
(published June 17, 2011)
by Bill Shea, Messenger staff writer

Article presents conservative spending viewpoint of Iowa Governor Terry Branstad, who expressed concerns about long-term property tax increases and predictability of state finances.

For more information, go to:
http://www.messengernews.net/page/content.detail/id/540102/Branstad-accents-stability.html?nav=5010

Property Tax Challenges
West Kelowna offers alternatives for paying property taxes
(published June 11, 2011)
by Alistair Waters, Kelowna Capital News

Article discusses effect of the Canadian mail strike on property tax bills in the Okanagan region of British Columbia.

For more information, go to:

Celebrity Property Taxes
Kirstie Alley Pays Overdue Property Tax Bill
(published June 10, 2011)
by Michael Cohn, Accounting Today

Article discusses an overlooked property tax bill for a 1.73 million dollar waterfront home in Pinellas County, Florida.

For more information, go to:

Property Tax Relief
Reduced casino revenues cut property tax rebates
(published June 15, 2011)
by Joan Hellyer, phillyBurbs.com

Article discusses the impact of reduced casino revenues in Pennsylvania and the impact on local property tax credits subsidized by those gambling revenues.

For more information, go to:
Committee Reports

Technical Standards Committee

Alan Dornfest, AAS, Chair
Doug Warr, AAS; Mary Reavey; Robert Gloudemans; Bill Marchand; Dennis Deegear; Chris Bennett, Staff Liaison

The Technical Standards Committee met by phone conference on May 31 to discuss ongoing projects. The Standard on Public Relations was finalized for submission to the Executive Board after a complete revision to add language regarding online and digital media. The committee also discussed proposed revisions to the Standard on Digital Cadastral Mapping and Parcel Identifiers and the Standard on Mass Appraisal of Real Property to incorporate language regarding core parcel data standards. Revisions to the digital mapping standard were sent to a small group of reviewers prior to general exposure.

The Ratio Study Survey was discussed in order to prepare for an annual conference presentation of results.

Other ongoing projects that were briefly discussed include the Standard on Professional Development, the Standard on Assessment Appeals, the Guide to Assessment Standards, the Standard on Ratio Studies.

The committee also requested an evaluation of the Standard on Automated Valuation Models by Larry Clark, CAE, to identify areas that need updating.

Communications Committee

L. Wade Patterson, Chair
Manuel Gallegos; Rebecca Malmquist, CAE; Tiffany Opheikens; Steve Van Sant; John Taylor; Chris Bennett, Staff Liaison

The Communications Committee met by phone conference on June 8 and June 15 to review current project plans and activities. The primary topic was a project plan to evaluate updates and improvements to the IAAO Web site. The committee developed a plan to review stakeholder comments and convert them into identifiable tasks that could be evaluated and prioritized. A subgroup was assigned to meet separately and prepare a task list for consideration by the full committee. The committee then reviewed a spreadsheet identifying key areas of Web site revision.

The committee reviewed its purpose, responsibilities, and description as it appears in the Procedural Rules and submitted minor changes for consideration by the Planning and Rules Committee.

The committee reviewed a rough draft of their conference presentation outline and discussed breakout of responsibilities for the content. They also made a motion to accept a new candidate for the Editorial Review Board.

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ALL New AssessorNET discussion forum provides unparalleled networking opportunities. 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!

Click on Marketplace to order books, technical standards (free download), proceedings, courses, promotional merchandise, and student reference manuals. Check out the newly revised Property Assessment Valuation, 3rd ed.

What’s New


AssessorNET has a completely new look and functionality.

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 for educational seminars and conferences. Job Opportunities is one of the most popular pages on the site. The Vendors & 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.
Where Do You Read F&E?

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.

John Taylor, of Horizon Wind Energy, tried to read F&E atop a wind turbine at the Timber Road wind farm project in Payne, Ohio, but it proved to be too challenging. John’s comment about standing atop the 95-meter-hub-height tower, “What a blast!” The blade spin diameter is 100 meters. The 55 turbine wind farm is the first in Ohio and it will be capable of generating 99 megawatts when fully operational on June 30, 2011.

John serves IAAO on the Communications Committee.

Far left: IAAO members read F&E in Dublin, Ireland, at the International Property Tax Institute Conference, May 11, 2011. (l to r) Mimi Brown, Commissioner of Rating and Valuation Department, Hong Kong Special Administrative Region; Richard Almy, Consultant, United States; Marsha Standish, Assessor Stonington, Connecticut; David Alan Bronte, Commissioner of Valuation Land & Property Services, United Kingdom; Debbie Asbury, IAAO President-Elect; Jose Lopez-Garrido, Director, SUMA, Alicante, Spain.

Middle right: IAAO 2011 Conference Charity Coordinator Diane Skidmore reads F & E at a fundraising event at the Phoenix Zoo for the Lodestar Day Resource Center (conference charity).

Bottom: Tom Walker reads F&E at Glacier National Park, Montana, while on a hike from Logan Pass to Hidden Lake. Tom works for the State of Maine Property Tax for the Unorganized Territories. His office collects property taxes for about 15,000 properties spread across 11 million acres.
### BY LOCATION

#### ALABAMA
- **101—Fundamentals of Real Property Appraisal**  
  Montgomery, September 26–30, 2011  
  The Center for Governmental Services sponsor the offerings listed above. For more details, contact Julia Hefflin 334/844-4782.

#### ARIZONA
- **931—Reading and Understanding Leases**  
  Phoenix, September 17, 2011  
  The Arizona Chapter of IAAO sponsor the offering listed above. For more details, contact Charles Krebbs 602/506-5101 or krebbsc@mail.maricopa.gov.

#### ARKANSAS
- **102—Income Approach to Valuation**  
  Little Rock, October 31–November 4, 2011  
  The Assessment Coordinator Department sponsors the offering listed above. For more details, contact Oleta McVay 501/324-9104.

#### CONNECTICUT
- **311—Residential Modeling Concepts**  
  Rocky Hill, October 17–21, 2011  
  The CT Chapter of IAAO sponsors the offering listed above. For more details, contact Melinda Fonda at 203/385-4025.

#### FLORIDA
- **300—Fundamentals of Mass Appraisal**  
  Tallahassee, September 12–16, 2011  
  The Property Tax Oversight sponsors the offering listed above. For more details, contact Meghan Miller at 727/538-7312.

#### IDAHO
- **102—Income Approach to Valuation**  
  Boise, July 25–29, 2011  
  The Idaho State Tax Commission sponsors the offering listed above. For more details, contact Jan Barnard at 208/334-7733.

#### IOWA
- **101—Fundamentals of Real Property Appraisal**  
  Des Moines, August 22–26, 2011  
  The South Central Kansas Regional Chapter of IAAO sponsors the offerings listed above. For more details, contact Todd Reynolds 316/660-9277.

#### KANSAS
- **311—Residential Modeling Concepts**  
  Wichita, July 18–22, 2011  
  The Kansas Department of Revenue sponsors the offerings listed above. For more details, contact Marilyn Cathey 785/296-4218.

#### MASSACHUSETTS
- **158—Highest & Best Use**  
  Amherst, August 10–11, 2011  
  The Massachusetts Association of Assessing Officers sponsors the offerings listed above. For more details, contact Robert Ellis 774/249-8625.

#### MISSOURI
- **300—Fundamentals of Mass Appraisal**  
  Blue Springs, August 1–5, 2011  
  The School of Government sponsor the offering listed above. For more details, contact Rick Bridge 603/432-1100, ext. 109.

#### NEW HAMPSHIRE
- **158—Highest and Best Use**  
  Concord, August 10–11, 2011  
  The New Hampshire Association of Assessing Officials sponsor the offering listed above. For more details, contact Carolyn Boggs 919/966-4157.

#### NEW YORK
- **158—Highest and Best Use**  
  Ithaca, July 18–19, 2011  
  The New York State Chapter IAAO sponsor the offering listed above. For more details, contact Thomas Frey 607/432-4011.

#### NORTH CAROLINA
- **400—Assessment Administration**  
  Chapel Hill, August 8–12, 2011  
  The School of Government sponsor the offering listed above. For more details, contact Carolyn Boggs 919/966-4157.

#### OHIO
- **400—Assessment Administration**  
  Delaware, August 29–September 2, 2011  
  The Ohio Chapter of IAAO sponsor the offering listed above. For more details, contact Robert Ellis 774/249-8625.
**BY COURSE**

**Texas**

151—National USPAP
Houston, September 7–8, 2011

191—USPAP 7-Hour Update
Houston, September 9, 2011

191—USPAP 7-Hour Update
Round Rock, September 12, 2011

101—Fundamentals of Real Property Appraisal
Houston, September 12–16, 2011

552—Personal Property Auditing—Basic
Houston, September 26–28, 2011

553—Personal Property Auditing—Advanced
Houston, September 28–30, 2011

311—Residential Modeling Concepts
Houston, September 26–30, 2011

102—Income Approach to Valuation
Houston, October 3–7, 2011

162—Marshall & Swift—Residential
Houston, October 10–11, 2011

163—Marshall & Swift—Commercial
Houston, October 12–13, 2011

158—Highest and Best Use
Round Rock, November 1–2, 2011

402—Tax Policy
Houston, November 7–11, 2011

Texas Association of Appraisal Districts sponsors the offerings listed above. For more details, contact Doris Koch 512/467-0402.

**Utah**

Course 311—Residential Modeling Concepts
Salt Lake City, December 5–9, 2011

The Utah Chapter of IAAO sponsors the offering listed above. For details, contact Tiffany Opheikens 801/399-5813.

**Vermont**

201—Appraisal of Land
White River Junction, August 22–26, 2011

101—Fundamentals of Real Property Appraisal
White River Junction, October 3–7, 2011

The Property Valuation and Review, State of Vermont Tax Dept. sponsors the offering listed above. For more details, contact Felicia Martineau 802/828-5862.

**Virginia**

710—Valuation of Golf Courses
Manassas, September 12–13, 2011

Virginia Association of Assessing Officers sponsors the offering listed above. For more details, contact Catherine Brincefield 703/324-4812 or Catherine.brincefield@fairfaxcounty.gov.

191—USPAP 7-Hour Update
Hampton, September 15, 2011

Virginia Association of Assessing Officers sponsors the offering listed above. For more details, contact Kim Smith 757/385-8851.

**Wisconsin**

300—Fundamentals of Mass Appraisal
Milwaukee, October 24–28, 2011

The Wisconsin Association of Assessing Officers sponsors the offering listed above. For more details, contact Paul Koller 262/797-2461 or pkoller@newberlin.org.
**Member Anniversaries • July**

### 5 Years
- Lon C. Berg, Pima County Assessor’s Office, Tucson, AZ
- Gabe A. Deaton, Marion County, Indianapolis, IN
- Debbie Dunham, City of Gaylord, Gaylord, MI
- Kris Gentry, Sedgwick County Appraiser’s Office, Wichita, KS
- Rownea K. Gerbracht, Perkins County, Bison, SD
- Louis R Horvath, City of Milwaukee, Milwaukee, WI
- Melvin Wade Huffman, CMS, State of Tennessee-DPA, Columbia, TN
- Rene K. James, Municipality of Anchorage, Anchorage, AK
- David S. Kubik, Dubuque County Assessor’s Office, Dubuque, IA
- Linda Little, Kane County, Kanab, UT
- Allen McKinley, San Jacinto County Appraisal District, Coldspring, TX
- Christine A. Miller, Columbia County, Dayton, WA
- Bruce W Mitchell, Jr, Hanover County, Hanover, VA
- Lisa A. Morin, City of Augusta, Augusta, ME
- Semida Munteanu, Lincoln Institute of Land Policy, Cambridge, MA
- Samuel W. Myers, Municipality of Anchorage, Anchorage, AK
- Erik H. Preston, Sedgwick County Appraiser’s Office, Wichita, KS
- Julia L Scott, Hill County Appraisal District, Hillsboro, TX
- Yu Su, RES, Statistics Canada, Ottawa, ON, Canada
- William H. Tittle, Norfolk Southern Corp., Roanoke, VA
- Marc Tonnesen, Solano County, Fairfield, CA
- Margaret A. Trebil, Goodhue County, Red Wing, MN
- Peter Van Den Bosch, Van Den Bosch & Partners, Sliedrecht, Netherlands

### 10 Years
- Property Appraisers Association of Florida, Inc., Tallahassee, FL
- Sanya Ainh, City of Hartford Assessor’s Office, Hartford, CT
- Walter O. Barry, Alachua County Property Appraiser’s Office, Gainesville, FL
- Dorothy Bartels, Chase County, Imperial, NE
- Michael L. Brooks, St Louis County Assessor’s Office, O’Fallon, MO
- James E Clary Jr, Davidson County Assessor’s Office, Nashville, TN
- Jim A. Crawford, Saline County, Benton, AR
- Jeffrey T. Crosby, Louisiana Tax Commission, Baton Rouge, LA
- Janet M. Dodge, Davidson County Assessor’s Office, Nashville, TN
- Bill E Donegan, Orange County Property Appraiser’s Office, Orlando, FL
- L. Drinkard, Santa Rosa County Property Appraiser’s Office, Milton, FL
- Joy Gann, Ernst & Young, LLP, Kansas City, MO
- Antreas Ghazorssian, Cost Containment Advisors, Greenwich, CT
- Suzanne Kogut, Town of Smithfield, Esmond, RI
- Robert A Lakeman, City of Concord, Concord, NH
- Richie N. McKeithen, City of Philadelphia, Philadelphia, PA
- John K. Norris, Rubin & Norris, LLC, Chicago, IL
- Jerolyn L. Ogle, Washington Township Assessor’s Office, Noblesville, IN
- Christopher G. Rainey, Nashville, TN
- Michael R Reeves, CMS, Rankin County, Brandon, MS
- Donald T Rubin, Rubin & Norris, LLC, Chicago, IL
- Kelly R. Shields, City of Winnipeg Assessment & Taxation Dept., Winnipeg, MB, Canada
- Manuel J. Silva, Bernalillo County Assessor’s Office, Albuquerque, NM
- Nancy E. Spear, San Juan County Assessor’s Office, Aztec, NM
- Donna Stokes, AAS, CAE, Muskegon County Equalization, Rockford, MI
- Becky R Sutton, Greene County Tax Office, Snow Hill, NC
- Thomas M. Thomas, Washington Township Assessor’s Office, Noblesville, IN
- Randy W. Ward, Davidson County Assessor’s Office, Nashville, TN
- Charla N. Weber, CAE, City of Regina, Regina, SK, Canada
- Joan Youngman, Lincoln Institute of Land Policy, Cambridge, MA

### 15 Years
- Molly Alward, Muhlenberg County, Greenville, KY
- Sandra G Carter, Walton County Property Appraiser’s Office, Defuniak Springs, FL
- Julie Castone, City of Detroit, Finance Department, Detroit, MI
- Philip J. Cross, CAE, City of Calgary Assessment Department, Calgary, AB, Canada
- Nancy J. Finch, Town of Barnstable, Brewster, MA
- Robin D. Freitas, City & County of Honolulu, Honolulu, HI
- Forrest E. Huffman, Temple University, Philadelphia, PA
- Lawrence K. E. Hummel, Municipal Property Assessment Corporation, Pickering, ON, Canada
- Richard Labelle, Ultramar Canada, Inc, Montreal, PQ, Canada
- Daniel J. McHugh, Jr, City of Beloit, Beloit, WI
- Robert K Miller, Jr, Wabaunsee County, Alma, KS
- Mary A. Noe, Hancock County Assessor Office, Greenfield, IN
- Mary Ann Palmer, Forrest County Tax Assessor, Hattiesburg, MS
- Patrick P Pilcher, Walton County Property Appraiser’s Office, Defuniak Springs, FL
- Gordon D Schreiber, Berrien County Equalization Department, St Joseph, MI
- Donna E Shanoff, Town of Kilgoring, Kilgoring, CT
- James Shaughnesssey, City of Newton, Newton, MA
- Earnest Lamar Sims, Rockdale County Assessor’s Office, Conyers, GA
- Cynthia K. South, Colorado Custom Ware, Inc, Fort Collins, CO
- Charlotte Thomas, Polk County Property Appraiser’s Office, Lakeland, FL
- Cathy A. Timm, City of Cedarburg, Cedarburg, WI
- Norris Townsend, Henrico County Assessment Division, Henrico, VA
- Danny Wade, Arkansas Assessment Coordination Dept, Little Rock, AR

### 20 Years
- Roland H. Altinger, CAE, Harris County Appraisal District, Houston, TX
- Jack L. Bell, CAE, Certified Appraisers, Inc., Houston, TX
- Phillip R. Bertolini, Oakland County Information Technology, Pontiac, MI
- Harley L Bradley, Mississippi County, Blytheville, AR
- Vincent E. Buonora, CAE, Harris County Appraisal District, Houston, TX
- Byron W Burke, Burke & Associates, Tulsa, OK
- Sue Davison, New Jersey Division of Taxation, Avalon, NJ
- Thomas J. Desneux, RES, Pinellas County Property Appraiser’s Office, Clearwater, FL
- Jose D Garza, Harris County Appraisal District, Pearland, TX
- Grady R. Graham, Harris County Appraisal District, Houston, TX
- Guy E. Griscom, CAE, Harris County Appraisal District, Houston, TX
- Kenneth G. Hill, St. Clair County Equalization Dept., Port Huron, MI
- Carl Isenburg, Municipal Property Assessment Corporation, Pickering, ON, Canada
- Thelma Kochan, Wood River Township, East Alton, IL
- Hugh L Landrum Jr, Hugh L Landrum & Associates, Inc, Houston, TX
- Donald G. Landry, Harris County Appraisal District, Houston, TX
- Bobby C. Larry, CAE, Harris County Appraisal District, Houston, TX
- Micheal R. Lohmeier, RES, City of Auburn Hills, Auburn Hills, MI
- G David Plunkett, Harris County Appraisal District, Houston, TX
PROPERTY TAX PROFESSIONALS—
RETIRES
Cost Containment Advisors

Our property tax practice continues to expand, and we are looking for retirees with experience in commercial property taxes (personal property, real property and unitary valuations).

No need to relocate. If you are interested in additional income, exciting and varied virtual work, and flexible hours please contact via email with a recent bio to kittyg@cost-containment-advisors.com. Please refer to this IAAO ad.

PROPERTY INSURANCE INSPECTORS
Field Work throughout MULTIPLE STATES

JMI Reports completes residential and commercial property insurance inspections for numerous P&C companies throughout OH, MI, IL, IN, MN, WI, IA, NE, KS, MO, KY, TN, PA, VA, NC, SC, GA, FL. We are looking for good, reliable field inspectors to join our team and work part-time as independent contractors. This work is closely related, and can easily fit in with your assessors schedule in the field.
Go to www.jmireports.com and click on the CAREERS tab. Complete the online registration in this area if interested.

Assistant Assessor

GIS CARTOGRAPHER SENIOR
Multnomah County, Oregon

Multnomah County Division of Assessment, Recording and Taxation, located in beautiful Portland, Oregon http://www.portlandalliance.com/about_portland/portland-facts.html, is seeking qualified candidates for a full-time GIS Cartographer Senior. The Division is responsible for valuation of all properties within Multnomah County. This position works within the Cartography section and supports DART staff and provides information regarding land records and maps to internal and external customers via electronic mail, telephone and in person to the public. This position will provide and maintain current, accurate cadastral maps and GIS database. This position also resolves complex problems relating to real property ownership which includes transfers, vesting, history, and legal descriptions. Accurate and timely service is provided through knowledge and application of related Oregon Revised Statutes and State of Oregon Digital Cadastral Map Standards.

Requirements:
Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Education/Training:
Equivalent to a Bachelor of Arts or Science degree from an accredited college with major course work in Physical Geography, Land Use, cartography, drafting or a related field.
Experience: Five years of increasingly responsible cartography experience, including two years working with title and legal descriptions, and one year CAD/GIS experience. For complete job information and application instructions, go to http://web.multco.us/jobs
Multnomah County is an equal opportunity employer. Applicants representing the diversity of Multnomah County are invited to apply.
This posting will be open until a sufficient number of applications have been received. Interested applicants are encouraged to apply without delay.

DIRECTOR, COMMERCIAL APPRAISAL
SUPERVISOR
New Orleans, LA

COMPANY NAME: Orleans Parish Assessor

JOB DETAILS:
REGULAR/TEMPORARY: Regular
FULL TIME/PART TIME: Full Time
SHIFT: Day
WORK SCHEDULE: M-F, 8:30 a.m. – 4:30 p.m.
SALARY: Salary is dependent upon the qualifications and experience of the candidate. Starting Salary $55,000
CLOSE DATE: Applications will be accepted through July 15, 2011

JOB DESCRIPTION
Orleans Parish Assessor’s Office is accepting applications for director of its Commercial Property Division.
The selected applicant will perform duties as the administrator of the Commercial Property Division and be involved in the functions and activities associated with the appraisal of commercial and industrial properties including inspection, data collection, analysis, application of appropriate valuation approaches and techniques. Must perform the more complex appraisals and special assignments for the Assessor’s Office and to do related work as required. The Director will also oversee the defense of challenged appraisals before the apppellant agencies.

QUALIFICATIONS
Education: Bachelor’s Degree from an accredited college in Accounting, Finance, Economics, Business Administration, Real Estate, Appraisal or a related field. Must hold a Louisiana Certified General appraiser License or equivalent.
Experience: A minimum of seven (7) years commercial appraisal experience including three (3) years in a supervisory capacity. Equivalent combination of education and experience that satisfy the requirements of the job may be sufficient.
Must have experience with the use of a personal computer with the Microsoft Windows operating system including Word, Excel, and Power Point.
Requirements: Comprehensive knowledge of commercial mass appraisal methods, procedures and techniques. Proven ability to work under stress and meet reappraisal deadlines of 13,000 commercial properties. Ability to supervise, train, co-ordinate and review work of personnel assigned to the division. Must demonstrate ability to lead and direct others, to effectively present information, and to deal with the general public.
Possession of a valid driver’s license is required.

HOW TO APPLY:
Please send resumes to Ms. Reba Johnson
P. O. Box 53406
New Orleans, LA 70153

RICHMOND, VA
(#N0110) The VA Dept. of Taxation seeks a highly professional individual to serve as Land Preservation Tax Credit (LPTC) Compliance Manager. The incumbent will manage the activities of a unit that reviews LPC applications to assure compliance with the Code of Virginia. This unit is responsible for reviewing taxpayer documentation to verify the fair market value of donated property, and determine if further review or audit is required. The incumbent will interact with other TAX operating units, tax professionals, and taxpayers.
The desired candidate must be highly analytical with the demonstrated ability to research, analyze and evaluate data to identify key issues, arrive at logical conclusions and present findings to management; demonstrated project management and/or knowledge of management principles and practices to effectively lead and supervise staff engaged in auditing and appraisal work activities; demonstrated ability to interpret state federal statutes and case law relative to tax incentives; ability to make sound decisions; demonstrated ability to establish rapport with diverse internal and external customers; and demonstrated ability to communicate effectively both orally and in writing is essential. The anticipated hiring salary is commensurate with experience up to $82,000 annually.
To obtain a detailed job posting and to apply on-line, please visit www.tax.virginia.gov and click on Career Center/Job Opportunities/Apply. Outside tax/accounting service prohibited. Background checks will be conducted. EOE

DIRECTOR OF ASSESSMENT AND TAXATION
Fort McMurray, Alberta Canada

Our client, the Regional Municipality of Wood Buffalo in Fort McMurray, Alberta Canada is seeking a Director of Assessment and Taxation to manage the Tax, Licensing and Assessment Department within one of the most dynamic municipalities in North America.
The following qualifications are a minimum requirement:
• Accredited Municipal Assessor of Alberta (A.M.A.A.) Designation;
• Post secondary education in assessment and appraisal; and
• 10+ years progressive experience working in government assessment and taxation with 3+ years working in an executive role.

FOR MORE INFORMATION, OR TO APPLY CLICK ON THE FOLLOWING LINK:

SUPERVISOR, RESIDENTIAL ASSESSMENT
Fort McMurray, Alberta, Canada

Our client, the Regional Municipality of Wood Buffalo in Fort McMurray, Alberta Canada is seeking a Supervisor of Residential Assessment to manage the residential assessment program within one of the most dynamic municipalities in North America.

The following qualifications are a minimum requirement:
• Professional Designations as an Accredited Municipal Assessor of Alberta (A.M.A.A.) and a Canadian Residential Appraiser (CRA).
• Post secondary education focusing on assessment and appraisal;
• 5+ years experience working in government assessment with 2+ years in a leadership role;

FOR MORE INFORMATION, OR TO APPLY CLICK ON THE FOLLOWING LINK:
http://www.conroyross.com/OpportunitiesView.aspx?ID=1927&categories=1

Transforming The Annual Conference Experience

In this month’s Director’s Forum, I would like to invite all of you to the 77th Annual International Conference on Assessment Administration. Everyone at IAAO Headquarters is extremely excited about the 2011 Conference in beautiful Arizona. The Conference is September 18–21 at the Downtown Sheraton Hotel in Phoenix. The theme is “Transforming Assessment: Rising to Meet New Challenges.”

We are encouraging you to register now, so you can begin “transforming” your professional life by putting together your educational plan and by networking with other attendees. The IAAO Web site contains a great deal of useful information, including descriptions of the 64 education sessions. You can also find information about things to do in and beyond Phoenix’s borders, should you decide to extend your trip. A new feature of the IAAO Conference experience this year is the Annual Conference networking group on AssessorNET. It’s an opportunity for you to meet and greet other attendees, before heading to Phoenix. Both the IAAO Web site and the AssessorNET group will continue to provide updates about the Conference prior to your arrival.

We are also encouraging attendees to make their room reservations now at the Downtown Sheraton. IAAO has a block of rooms reserved for the conference and there is a minimum that we have to meet. If we do not meet that minimum, we are penalized. So please book your room now and help IAAO in the process.

To jump-start the conference this year, please join us for the Monday morning keynote “The Ownership Spirit: Standing Strong in Turbulent Times.” In this enlightening presentation, Dr. Dennis R. Deaton, corporate trainer and cofounder and CEO of Quma Learning Systems, will show you how to achieve stunning breakthroughs in all aspects of life by improving your mental constructs. Learn the core principles of dealing effectively with change, challenge, and adversity. Gain skills in recognizing the thinking and language patterns of “owners” and “victims,” and gain the priceless payoffs in taking responsibility for personal and organizational success. Learn how to apply the traits of Tough-Minded Owners, so you can succeed and prevail even in the most difficult situations.

The Education Program at Conference will not be one to miss! Eight educational tracks are available: Commercial Property Appraisal, Personal Property Appraisal, Technology, Tax Policy and Appraisal Standards, Residential Appraisal Issues, Personal Development, Man-
management, and IAAO Spanning the Globe. Additionally, we are offering a tour of the LEED-certified Greater Phoenix Convention Center. Stop by the Local Host Committee booth after registering to reserve your spot!

Another highlight of the Education Program is the Wednesday Plenary Session, “Mortgage Fraud in Arizona: Schemes, Prosecutions, and Trends.” Join FBI Special Agent Sabrina Hemp-hill and Assistant U.S. Attorney Kevin Rapp as they discuss the increase in mortgage fraud in Arizona during the real estate bubble of 2005–2007. They will discuss what initiatives were employed to investigate and prosecute these cases. Their presentation will highlight the outcome of prosecutions in Arizona and nationally. They will discuss the current trends in mortgage fraud in light of the tightening of the credit markets. You won’t want to miss this unforgettable session!

A main component of the conference experience is the opportunity to interact with exhibitors and sponsors. If you or someone you know is interested in exhibiting at the conference, please contact Lauren Harlan, Meetings Coordinator, at harlan@iaao.org as soon as possible, before all of the best booth locations are gone. We still have sponsorship opportunities available as well. If you’re interested in becoming a sponsor for the Annual Conference, please contact Leann Ritter, Marketing Manager, at ritter@iaao.org now. Don’t miss out on the opportunity to showcase your name and product in front of approximately 1,000 attendees.

Sunday’s Annual Golf Tournament will be at Devil’s Claw at the Whirlwind Golf Club. Affording spectacular views of the surrounding Sierra Estrella Mountains, Devil’s Claw will impress and challenge golfers of all skill levels. The course features sweeping elevation changes, devious bunkers, and smaller greens. It has received a 4-star rating from Golf Digest and is host to the final round of the Children’s Miracle Network Classic, the final event of the PGA Tour. If you’re planning to golf, don’t wait until it’s too late, sign up now!

The Annual Welcome Reception is also on Sunday. This year, it will be at Chase Field, home of the Arizona Diamondbacks. Do not miss the “gourmet” ballpark food and great networking in an amazing environment. The reception is from 6:30 to 8:30 pm and is within walking distance of the hotel. And stop by the Local Host Committee booth to find out about group tickets to see the Diamondbacks play the evening of Tuesday, September 20.

As you’re thumbing through this issue of Fair & Equitable, you may notice an article by the Arizona Local Host Committee. It is the third article in a three-part series about things to do and see in Arizona while you’re there. The Local Host Committee has been hard at work recruiting volunteers, organizing the charitable activity, planning the Annual Golf Tournament and assisting with the selection of local venues and entertainment. A big “thank you” goes out to them. They have risen to the challenge of making this your best conference experience yet!

The charity selected by the Arizona Local Host Committee is the Lodestar Day Resource Center (LDRC). LDRC is a facility that provides critical services to the homeless. The Local Host Committee is already collecting basic items locally, such as soap, shampoo, toothbrushes, and toothpaste, that are needed by LDRC. At the Annual Conference, Lodestar, with the assistance of the LHC, will be selling a variety of bath and beauty products—primarily natural soaps and lotions—through their “Just B B Just” program in the Exhibit Hall. The program teaches basic business skills to LRDC clients. Proceeds from the sale of these products will support LDRC programs and homeless clients. IAAO and the Local Host Committee urge you to participate in this worthwhile charity. They desperately need your help!

Are you bringing family members with you who are looking for something to do while you’re in meetings or sessions? We have arranged several companion tours, which will be available Sunday through Wednesday. Tours include the Valley of the Sun Tour (Scottsdale, Tempe, and Phoenix), the Sedona—Land of the Red Rocks Tour, Taliesin West—Home of Frank Lloyd Wright Tour, and a Shopping Tour to Scottsdale.

For more information on all of the events and activities mentioned above and to register and book your hotel room, please go to www.iaao.org. I can’t wait to see you in Arizona!

Aubrey Branch
2011 WEBINAR CALENDAR

Claiming the Unclaimed: How Tax Collectors Can Claim Property to Satisfy Delinquent Taxes
presented by Lorie Domnas
Noon–2:00 pm CDT, July 13, 2011

IAAO Benefits (FREE WEBINAR)
presented by Mary Odom, Larry Clark, CAE, and Robin Parrish
Noon–1:00 pm CDT, July 27, 2011

Shake-up in the 2011 Real Estate Market
presented by Timothy P. Sullivan
1:00–3:00 pm CDT, August 17, 2011

Price Is What You Pay; Value Is What You Get: The Valuation of Mall Department Stores
presented by Greg Lafakis, CAE, and Joseph Ryan
Noon–2:00 pm CDT, October 19, 2011

Quarterly Market Update
presented by Peter Korpacz
1:00–3:00 pm CST, November 16, 2011

That Which Causes Us Trials Shall Yield Us Triumph! The Role of the Valuation Witness in the Assessment Appeal Process
Greg Lafakis, Esq., CAE, and Ellen Berkshire, Esq.
Noon–2:00 pm CST, December 14, 2011

Call for Webinar Presenters
IAAO is calling all members who have expertise in defined areas to consider presenting a 2-hour Webinar on behalf of the association.

If you feel that you are qualified to speak on any of the topics listed below via an IAAO Webinar, contact Director of Membership, Robin Parrish at parrish@iaao.org for more details.

Topics of Interest
- Billboards
- Car Dealerships
- Car Washes
- Casinos
- Cell Phone Towers
- Churches
- Contaminated Land
- Convenience Stores/Gas Stations
- Fitness Centers
- Flex Buildings
- Golf Courses
- Green Buildings
- Historical Property
- Hospitals/Surgical Centers
- Landfills/Rock Quarries
- Marinas
- Mortuaries/Cemeteries
- Restaurants
- Self Storage Units
- Ski Resorts
- Subsidized Housing
- Swimming Pools/Recreational Properties
- Theaters