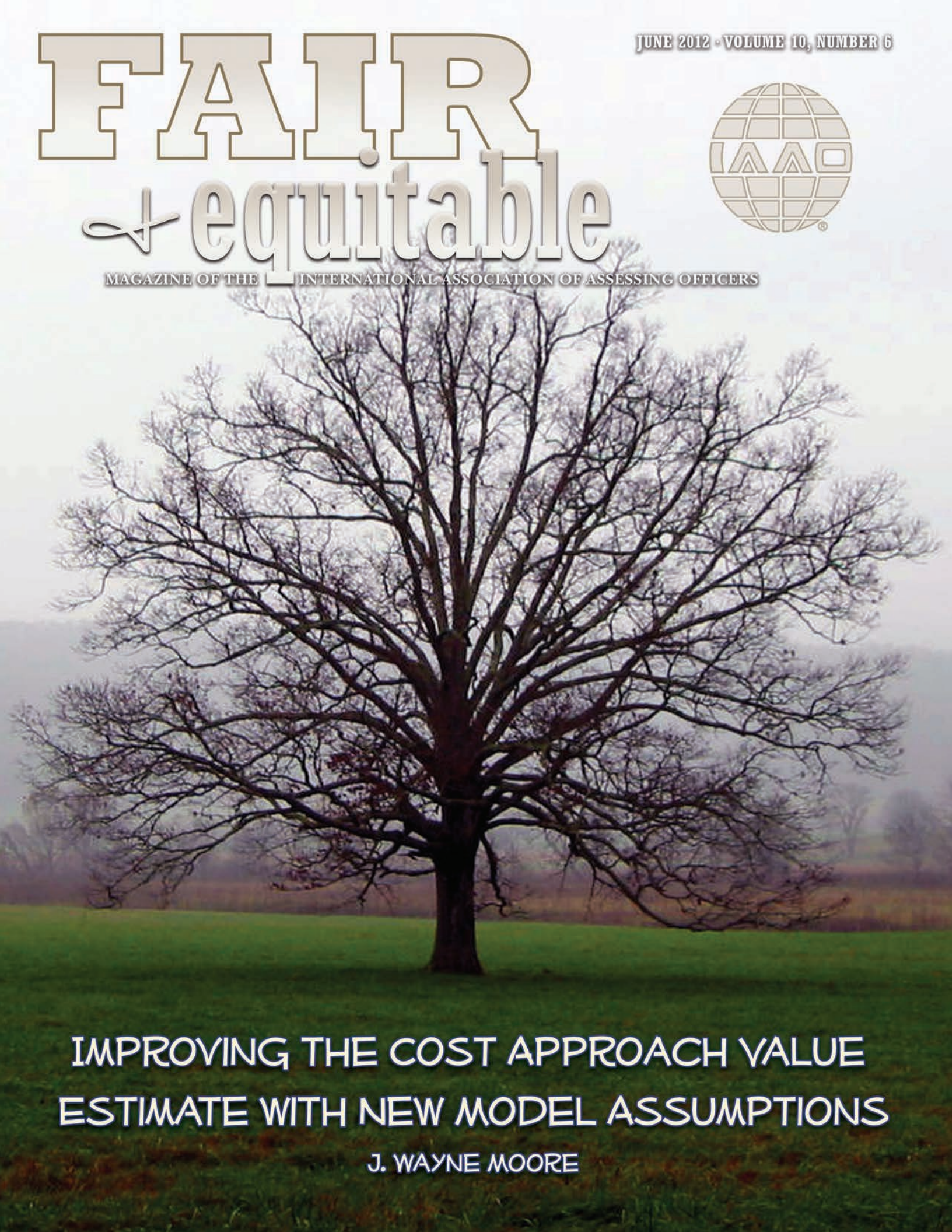
JUNE 2012 · VOLUME 10, NUMBER 6

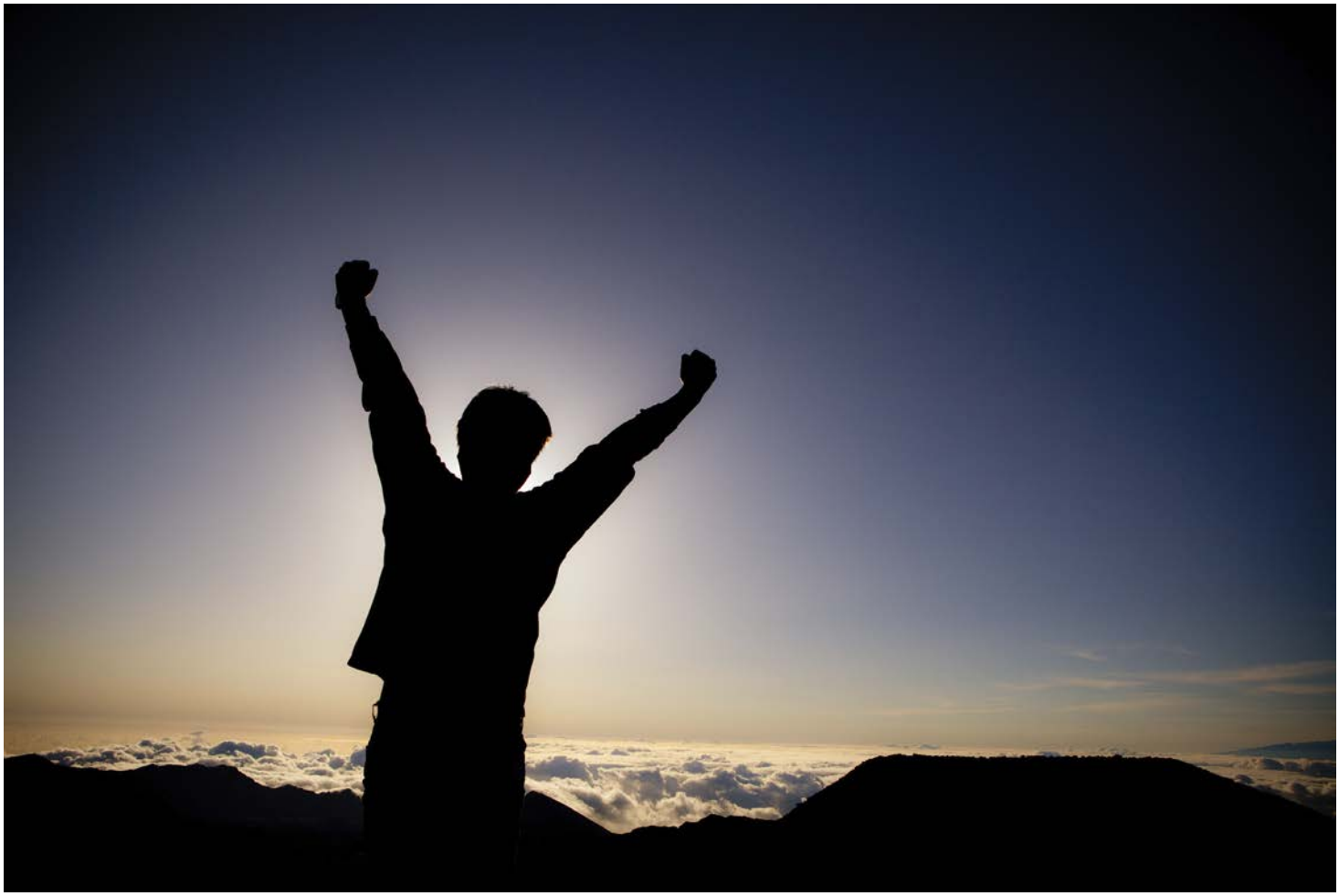
FAIR & equitable

MAGAZINE OF THE INTERNATIONAL ASSOCIATION OF ASSESSING OFFICERS



IMPROVING THE COST APPROACH VALUE ESTIMATE WITH NEW MODEL ASSUMPTIONS

J. WAYNE MOORE



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Cover photo—Tim Wilmath, Cades Cove, Great Smoky Mountains National Park

From the President

Debra Asbury

Dear IAAO Members,

The Executive Board met April 20–21, in Hot Springs Arkansas.

Financial update discussions at the meeting included reports from the Audit Committee and Budget Committee. An independent firm, Emerick and Company, PC, audited the IAAO books for 2011. The result was a "clean" opinion, the best result for an organization. IAAO continues to prosper and grow in the face of economic challenges confronting all professional membership organizations. Current financials indicate a similar outlook for 2012, with IAAO remaining stable and able to effectively conduct its day-to-day business.

IAAO Executive Board members Dorothy Jacks, AAS, and David McMullen reported on ways to enhance the relationship between IAAO and the International Property Tax Institute (IPTI). They reported that IAAO President-Elect Rob Turner will attend the IPTI Annual Conference, August 22–23, in Sao Paulo, Brazil. The conference is a joint effort of IPTI and the Royal Institution of Chartered Surveyors (RICS). Rob will participate in the program as a moderator.

In addition, President-Elect Turner attended another IPTI/RICS conference, "Valuation, Administration and Management of Commercial Properties," on May 2–3 in Montego Bay, Jamaica. He and Tim Wilmath, his Director of Valuation at Hillsborough County, Florida, gave a presentation on hotel valuation. Tim is also an active IAAO member. According to President-Elect Turner, the conference provided an excellent opportunity to have discussions with IPTI President Paul Sanderson, IPTI representatives Jerry and Henry Grad; RICS representatives Phillip Gainey and Melissa Salyk, who have responsibility for operations in the Americas; Thomson-Reuters representatives Ruel Williamson and Chris Barlow; and Chengri Ding, P.h.D., Professor at the University of Maryland, who was the founding director for the Lincoln Institute of Land Policy's China Program.

Executive Director Lisa Daniels reported on the major technology upgrades that are taking place at headquarters. IAAO is updating the iMIS member database software and adding enhanced capabilities for the Web site. Many of the changes will be behind the scenes and not readily apparent. At the same time the Web site will be redesigned with a new look and feel that certainly will attract attention.

Internet bandwidth at headquarters was expanded in May to improve online performance and phone system access. These upgrades translate to faster performance, fewer dropped connections, and significantly greater capacity on both voice and data lines. The upgrade should result in noticeable performance improvements on the Web site.

An interface with a new online learning management system, through the e-learning company eLogic, has been developed and implemented. The system will provide students with instant access to IAAO online courses in a structured learning environment.

Finally, the servers at IAAO have been consolidated to a more efficient "virtualized" system that allows easier expansion and reduces maintenance costs.

(continued on page 16)

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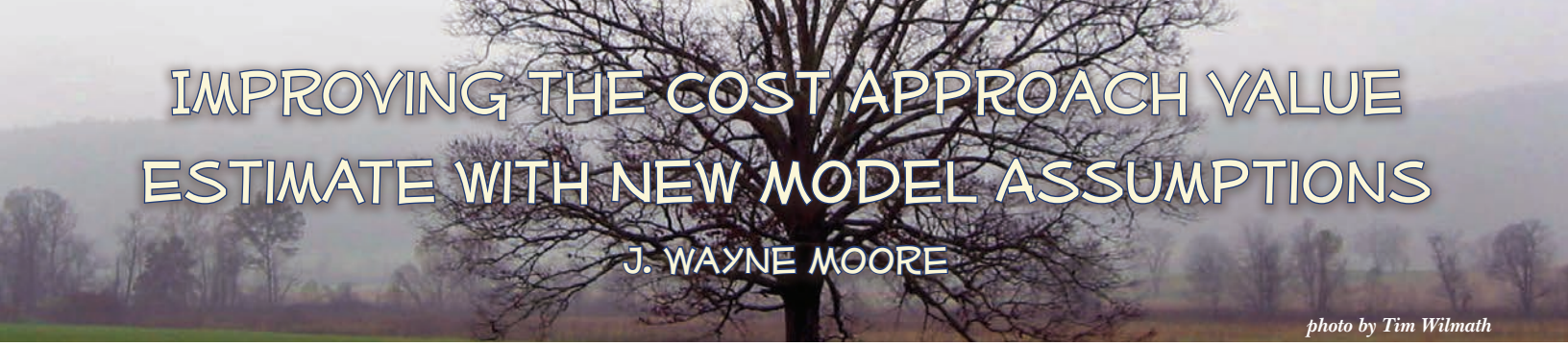

IMPROVING THE COST APPROACH VALUE ESTIMATE WITH NEW MODEL ASSUMPTIONS

J. WAYNE MOORE

photo by Tim Wilmath

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This article describes an investigation into improving the value estimate of the cost approach. During research on the use of parcel *x–y* location coordinates in geographic-attribute weighted regression (GAWR), a GIS-based modeling technique that is yielding excellent residential price estimates, it was found that replacement cost new (RCN) and RCN less depreciation (RCNLD) were important variables for improving GAWR model estimates (Moore and Myers 2010). A logical extension of this discovery was that improvement of the accuracy of the RCN estimate should improve the accuracy of the GAWR model estimate. Hence, the cost approach improvement project described in this article was undertaken in 2010.

During the past three decades much attention has been focused on the improvement of value-estimating accuracy by using regression-based automated valuation models (AVMs), while little attention has been directed to cost models and their underlying assumptions. Some practitioners dismiss the cost approach for residential valuation as a relic of the past, while others still use the cost approach calibrated with market adjustment factors by neighborhood. Frequently practitioners use branded sources of national cost data, accepting the accuracy of the published costs without question. The final value conclusion relies heavily upon the market correlation and adjustment processes in computer-assisted mass appraisal (CAMA) software.

The branded sources of national construction cost data used in this study are Craftsman Book Company, Marshall & Swift, and R.S. Means. Two of these publish data for the construction industry to help builders estimate job costs; the third publishes data to assist the appraisal and insurance industries in placing value estimates on properties. The construction industry uses these cost data as a basis for determining pricing for construction contracts, because its costs on individual projects must be more accurate and detailed than time and fees would allow for appraisers to render value opinions. Building contractor survival and profitability depend upon the accuracy of project estimates.

The main difference between the estimating procedure used by a builder and that used in the appraiser or assessor's cost approach estimate involves preparing a single job estimate in great detail versus estimating the cost for a specified classification or type of real property. A contractor uses a specific building plan to estimate the cost for one property, whereas an assessor must estimate the *typical* cost for a variety of sizes of a specific type or category of property. The concept of defining what is *typical* for a specific class of property involves creating a *model* that describes that class of property and the construction characteristics usually found within that class or type of property. The actual cost model and its assumptions are extremely important for achieving accurate value estimates for large numbers of properties with minimum appraiser time.

For the investigation described here, construction cost data used by building contractors, which should be very accurate, were combined with improved models with greater estimating accuracy, thus achieving greater overall accuracy in the new cost schedules. The branded source of cost data used for developing the new tables was the Craftsman Book Company. Current books of cost data were purchased from R.S. Means and Marshall & Swift to compare costs for the same test properties. The results are interesting and are covered in more detail in this article.

Development of Cost Model Assumptions

Models require assumptions such as the perimeter for each size within the typical size range, wall height, materials, design complexity, quality, and other typical features. A builder's blueprint is very specific, and nothing is assumed. On the other hand, an assessor's model for a property class or use type is developed mostly from assumptions. When cost manuals were first developed 30 to 80 years ago, building design, materials, and building codes were different. During the past 30 years research to improve appraisal accuracy has focused on new techniques such as regression modeling, but there has been very little research on the cost approach.

One important task in the development of new cost schedules was to study and realign the underlying cost model assumptions to conform to today's building designs and materials. Appraiser or assessor cost estimates are for the construction of new buildings with the same functional utility as existing buildings, but not necessarily for exact replacements of existing structures. The new structures would use current building materials, design, and technology to pro-

vide a functionally equivalent building. This is the concept that underlies RCN.

The cost approach provides an estimate based on the cost to build a similar structure, which, when added to the land value, gives an initial total value estimate against which the assessor then applies market or other adjustment factors in order to arrive at the final total value estimate. The objective of valuing property is to accurately estimate market value. The cost estimate is useful for establishing an initial market value because newly constructed properties compete with existing properties for buyers. In theory, according to the economic *principle of substitution*, the cost to construct a new building sets an upper limit on improvement value.

The final value estimate should always consider evidence from local market transactions in addition to published costs, and assessors must be aware that in volatile economic times with high unemployment, nationally published cost data may not be based on the most current local market wage rates. A major factor in determining the total market value of a property is the land value estimated by using the market approach, which can be volatile in difficult times. However, highly accurate estimates of improvement costs are very helpful in establishing land market value because the abstraction method is used to find the land residual of improved property sales.

The importance of the *cost model* itself is best illustrated by considering the result of using exactly the same source of cost data with different cost model assumptions. The *2011National Building Cost Manual* (Ogershok 2010) contains tables organized by house size and quality of construction; the rates in the tables are based upon Craftsman model assumptions. The *2011 National Construction Estimator* (Ogershok and Pray 2010) contains unit-in-place construction costs in great detail, but does not contain tables from which construction costs of structures can be estimated; that is, it does not use models and assumptions to pull the detailed unit costs together into any kind of a square-foot rate table for estimating total building cost.

During the course of this project, 28 floor plans of one-story and two-story homes from four major homebuilders that might be classified as economy or average quality were analyzed and their 2011 selling prices obtained from builder Web sites. These homes were used to test the accuracy of new building costs. When the *2011 National Building Cost Manual* was used to estimate the construction cost of these homes, the median ratio of construction cost to the advertised price was 1.26 and the coefficient of dispersion (COD) was 7.30. After careful research and determination of new model assumptions, the unit costs in the *2011 National Construction Estimator* were used to populate the new cost model system. The median ratio of construction cost to the advertised price was 1.36 (which included the published location adjustments), but the COD was reduced to 4.99.

Further research and analysis determined that the location labor rates in the *2011 National Construction Estimator* were too high for current market conditions, and a locally derived verified economic modification (VEM) factor was determined and applied within the model. After the VEM was applied, the median ratio of construction cost to the advertised price was 1.06 and the COD was further reduced to 4.75. These computed value estimates were from the same unit-in-place cost publications, yet they produced very different CODs, ranging from 4.75 to 7.30. These results clearly illustrate how the model and its assumptions may be more important than the specific source of the published cost data.

A wide range of cost models have been used for appraisals over the past century (Moore 2009). Table 1 contains some examples of the model structure and organization of existing cost manuals (Moore 1995).

Table 1. Structure and organization of traditional cost manuals

Cost Manual	Cost Table Organization			Quality Adjustment	
	Styles	Floor Level	Size	Separate Table	Multiplier
A. Marshall & Swift Residential Cost Handbook	X		X	X	
B. Iowa & Illinois Manuals*	X		X		X
Missouri/ Hunnicutt			X		X
Oregon Manual		X	X	X	
Indiana Manual		X	X		X

** Most other cost manuals published by mass appraisal firms use method B.*

Methodology for Creating Residential Cost Models and Tables

The residential cost model developed during this project contains 38 key assumptions at 15 benchmark size points up to 5,000 square feet per floor level. At each size these assumptions define such elements as the exterior wall perimeter; pitch of modern roof, attic, and half-story; number of exterior doors and windows; number of interior doors by floor level; linear feet of interior wall partitions; and many other residential construction features. These assumptions were defined by careful analysis and documentation of the characteristics for 269 modern floor plans of one-story, one and one-half story, and two-story homes pulled from a national home plans database containing more than 18,000 modern floor plans, as follows:

- 91 one-story house plans including 13 from local homebuilders
- 70 two-story first-floor plans including 16 from local homebuilders
- 73 two-story second-floor plans including 16 from local homebuilders

- 35 half and three-quarter story upper-level floor plans.

A natural and basic starting point for determining the assumptions for residential construction was to gather information on typical sizes of one- and two-story houses. Descriptive statistics were gathered from nearly 4,000 typical homes built in the past 10 years. The size data for average-quality homes are given in table 2. Note the first floor differences between one- and two-story homes.

In the jurisdiction from which the data are drawn, homes rated "avg" are typical, either *economy* or *average* quality; "avg+1" and "avg+2" are somewhat above typical but are not good quality; and "avg–1" homes are below typical but not enough so to be rated lower quality. The percentile distribution shows that 94 percent of the one-story homes are between 1,071 and 2,080 square feet and that their median size is about 1,450 square feet, whereas the first-floor sizes of two-story homes are about one-third smaller. There are numerous differences between one- and two-story homes that must be recognized within the cost model assumptions in order to achieve accurate cost estimation results.

Model assumptions are formed from real-world observation. From the home size statistics that were gathered, the following *benchmark house sizes* were chosen to fit the real world data:

400 600 800 1,000 1,200 1,300 1,400 1,500 1,600 1,800 2,400 3,200 4,000 5,000

From the new home floor plans, construction characteristics for each floor level were determined as follows:

- Average perimeter linear feet at each benchmark house size
- Average linear feet of interior walls by floor level at each benchmark house size

Table 2. Size statistics for average quality homes built during the past 10 years

	Typical Residential Descriptive Statistics Report - Floor Size Comparison for Average Quality - Age < 10 yrs											
Total	1 Story				2 Story—1st Floor				2 Story—2nd Floor			
3979	Avg −1	Avg	Avg +1	Avg +2	Avg −1	Avg	Avg +1	Avg +2	Avg −1	Avg	Avg +1	Avg +2
Count	217	405	393	277	611	904	873	299	611	904	873	299
Mean	1434	1499	1504	1643	1052	1010	1300	1239	1392	1232	1542	1314
Median	1410	1454	1432	1505	1024	968	1304	1176	1354	1204	1522	1272
Mode	1510	1252	1264	1264	974	654	1606	557	1191	517	2002	none
Min	911	824	915	1030	557	557	557	557	480	64	225	56
Max	2962	3158	2812	3325	1850	2035	2186	3047	2159	2339	2770	2288
Range	2051	2334	1897	2295	1293	1478	1629	2490	1679	2275	2545	2232
	Percentile				Percentile				Percentile			
99	2458	2670	2730	3056	1702	1750	2096	2260	2096	2039	2496	2272
95	1875	2080	2163	2469	1588	1600	1925	1911	1970	1935	2377	2032
90	1814	1912	1946	2287	1500	1506	1782	1648	1820	1787	2189	1911
85	1753	1796	1819	2137	1347	1364	1744	1585	1704	1681	2150	1810
80	1592	1722	1765	2050	1313	1322	1656	1547	1657	1598	2002	1693
75	1542	1691	1705	1955	1250	1249	1606	1473	1610	1518	2002	1600
70	1510	1632	1623	1809	1216	1208	1606	1424	1537	1407	1861	1566
65	1510	1577	1541	1700	1151	1147	1493	1347	1506	1354	1717	1488
60	1510	1522	1496	1620	1117	1064	1428	1300	1461	1303	1636	1404
55	1476	1505	1457	1549	1062	989	1347	1256	1405	1250	1602	1326
50	1410	1454	1432	1505	1024	968	1304	1176	1354	1204	1522	1272
45	1358	1423	1408	1458	974	927	1227	1140	1316	1190	1400	1224
40	1317	1371	1327	1419	940	864	1158	1081	1253	1142	1335	1195
35	1275	1323	1285	1386	876	812	1095	1039	1211	1088	1259	1140
30	1262	1278	1264	1327	851	767	1029	1022	1210	1020	1197	1092
25	1237	1252	1253	1264	825	706	974	1000	1191	951	1186	1020
20	1199	1230	1239	1264	806	663	927	968	1140	937	1126	961
15	1198	1207	1214	1240	746	654	860	918	1086	755	1080	926
10	1130	1183	1198	1212	706	654	805	816	1082	732	955	823
5	1066	1071	1170	1202	627	629	706	756	948	517	813	643
1	971	936	978	1096	557	557	557	557	669	504	374	280

- Number of single window equivalents by floor level at each benchmark house size
- Number of exterior doors and interior doors by floor level at each benchmark house size
- Average linear feet of attached garage common wall
- Typical roof pitch for each house type including half-story.

Each of the 269 house plans was studied in detail, and features such as building perimeter and interior partition lengths were measured and windows and doors counted, as illustrated in figure 1.

The plans from the national home plan database were selected to be as close to the designated benchmark sizes as possible. The assumption data collected from each plan were sum-

marized in Excel® spreadsheets that corresponded to the benchmark sizes, as shown in table 3.

The residential cost model developed in this project contains 38 key assumptions at 15 benchmark size points up to 5,000 square feet per floor level that had been determined from the house plan analysis described above. These assumptions were placed in the cost model worksheet to drive calculations at each benchmark size, as illustrated in table 4.

The driving assumptions are used within the spreadsheet to control the calculations that determine the costs of all components of a residential structure throughout the full range of possible sizes. Note that the source of the cost data has not yet been mentioned

Figure 1. Example of how residential cost model assumption data were gathered from home plans

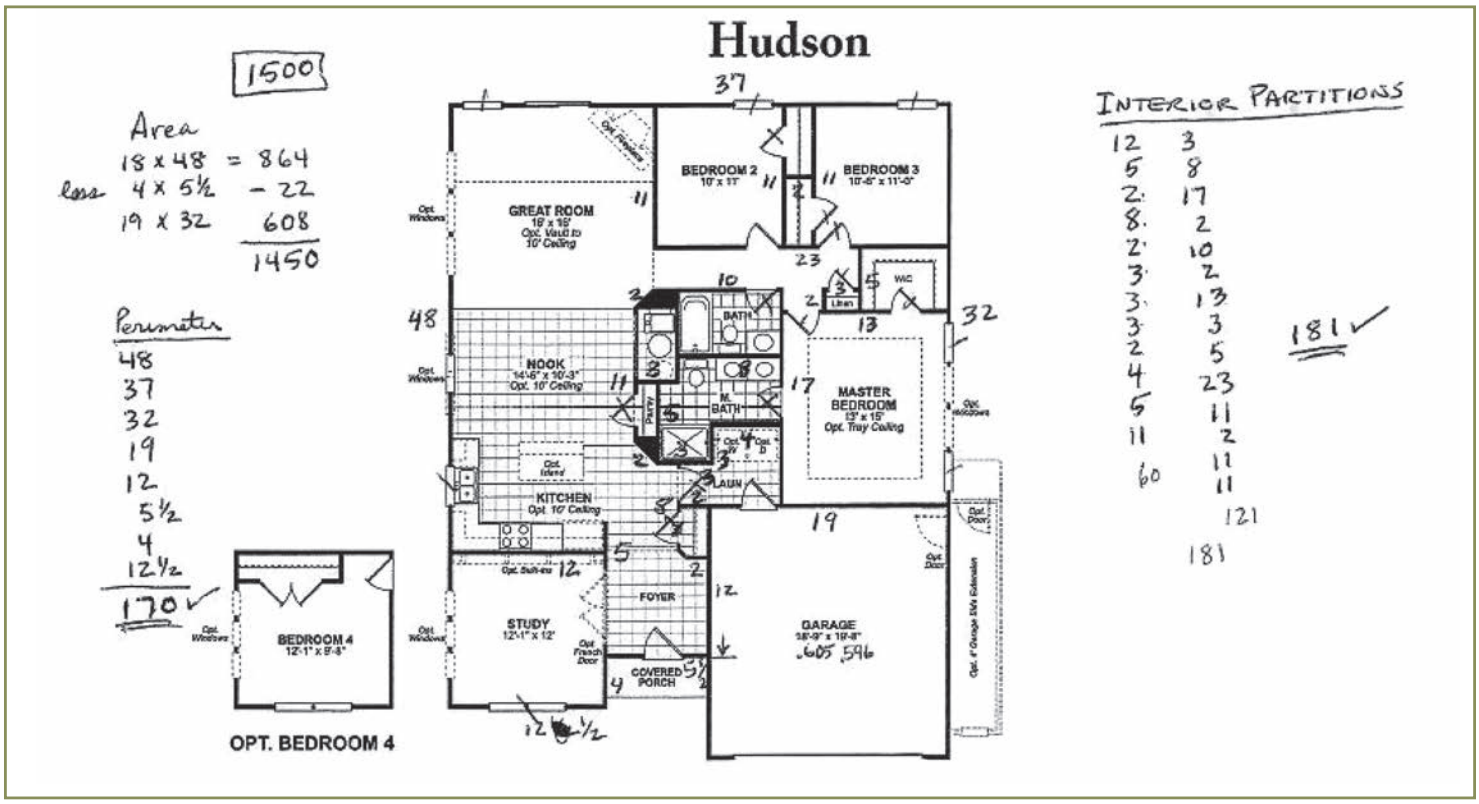


Table 3. Collection of real world residential assumption data in spreadsheet form

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
				CONSTRUCTION STATISTICS FOR ONE STORY RANCH STYLE HOMES								1200	SQ FT							
	1200SF					Windows					Doors - Entrance plus				Single		Roof	Gable		
#	Total SF	Ratio	Perim	Interior	Ratio	Single	Double	Triple	Total		Std Exterior	French Ext	Sliding	Std Interior	BiFold*		Pitch	Ends	Ct	Avg
1	1184	0.15	183	143	0.78	9	1	0	11		1	0	1	9	6		6	45-45	2	45
2	1200	0.12	144	147	1.02	1	4	1	12		1	0	1	6	8		6	28-28-22	3	26
3	1198	0.13	150	150	1.00	8	1	0	10		1	0	1	9	1		7	28-22-12	3	22
4	1200	0.12	140	120	0.86	5	2	1	12		1	0	0	6	2		6	30-30	2	30
5	1196	0.12	147	154	1.05	5	1	0	7		2	0	0	7	4		7	28-28	2	28
6	1200	0.12	139	124	0.89	3	0	0	3		0	2	0	6	6		8	32-32	2	32
7	1198	0.14	162.5	132	0.81	7	0	0	7		1	1	0	10	0		7	20-20-20	3	20
8	1200	0.12	146	141	0.97	6	1	0	8		2	0	0	8	5		6	30-30-18	3	26
9	1197	0.12	141.5	129	0.91	3	6	0	15		2	0	0	9	3		5	Hip		
10	1200	0.12	145	168	1.16	2	5	0	12		1	0	0	4	5		5	24-30-30	3	28
11																				
avg	1197.3	0.13	149.8	140.8	0.94	4.90	2.10	0.20	9.70		1.20	0.30	0.30	7.40	4.00		6.30		2.56	28.6
	1200		150	142																
med	1199.0	0.12	145.5	142.0	0.94	5.00	1.00	0.00	10.50		1.00	0.00	0.00	7.50	4.50		6.00		3.00	28.0
	1200		146	137																
															* or sliding					

600SF 800SF 1000SF 1200SF 1300SF 1400SF 1500SF 1600SF 1800SF 2400SF 3200SF 4000SF

Table 4. Model assumptions placed in the worksheet to drive calculations for each benchmark size

Cost Source: Craftsman Book Co			2011 REPLACEMENT COST NEW (RCN) MODEL WORKSHEET									Craftsman cost date:		3/31/11
2011 National Construction Estimator			Average Quality - "Standard or Normal Construction"											
			COST MODEL ASSUMPTIONS											
Base Floor Size	400	600	800	1000	1200	1300	1400	1500	1600	1800	2400	3200	4000	5000
Half Upper Floor Usable SF @ 59% of Base	236	354	472	590	708	767	826	885	944	1062	1416	1888	2360	2950
3/4 Upper Floor Usable SF @ 78% of Base	312	468	624	780	936	1014	1092	1170	1248	1404	1872	2496	3120	3900
Attic Usable SF @ 40% of Base	160	240	320	400	480	520	560	600	640	720	960	1280	1600	2000
Perimeter Linear Feet	82	106	120	137	156	165	170	178	186	204	234	303	360	425
One Story Perimeter LF shared with Att Garage	20	24	27	27	27	27	27	27	27	27	27	27	27	27
Two Story Perimeter LF shared with Att Garage	20	22	25	32	32	32	32	32	32	32	32	32	32	32
Average Gable End Width	16	24	27	29	30	32	32	32	33	35	36	38	40	40
Number of Gable Ends	2	2	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	3	4
18" Roof Overhang SF with 12" at Gable Ends	107	135	146	169	197	208	215	227	238	262	306	407	480	558
Standard Roof Pitch	6	6	6	6	6	6	6	6	6	6	6	6	6	6
Half Story Roof Pitch with dormer factor	9	9	9	9	9	9	9	9	9	9	9	9	9	9
Attic Roof Pitch - no dormers	7	7	7	7	7	7	7	7	7	7	7	7	7	7
Standard Gable End Wall Area (pitch=6)	64	144	228	263	281	320	320	320	340	383	405	451	600	800
Gable End Wall Area for Attic (pitch=7)	75	168	266	307	328	373	373	373	397	447	473	526	700	933
Gable End Wall Area for 1/2 Story (pitch=9)	96	216	342	394	422	480	480	480	510	574	608	677	900	1200
Dormer Linear Feet to Base Size Factor	0.0152	0.0133	0.0117	0.0108	0.0093	0.0082	0.0077	0.0073	0.0069	0.0062	0.0050	0.0047	0.0045	0.0043
Linear Feet of Dormer for Half Story	6	8	9	11	11	11	11	11	11	11	12	15	18	22
One Story Home Interior Partitions LF	47	71	94	118	142	154	165	177	188	212	282	366	450	560
1st Floor Interior Partitions of Two Story Home	32	48	64	80	96	104	112	120	130	148	196	262	330	416
Interior Partition LF Adjust of Two Story Home	(15)	(23)	(30)	(38)	(46)	(50)	(53)	(57)	(58)	(64)	(86)	(104)	(120)	(144)
Full Upper Floor Interior Partitions LF	68	98	126	150	176	188	192	204	216	242	316	410	504	620
Half Story Interior Partitions LF	71	103	132	138	151	165	178	190	201	220	245	318	391	481
Attic Interior Partitons LF @ 80% of Half Story	57	82	106	110	121	132	142	152	161	176	196	254	313	385
Exterior Doors Excluding Main Entrance	1	1	1	2	2	2	2	2	2	2	2	2	3	4
Std Interior Doors of One Story Homes	3	4	6	8	9	11	11	11	12	12	14	16	22	30
1st Floor Std Interior Doors of Two Story Homes	2	3	4	5	5	5	6	6	7	7	9	12	16	20
Std Interior Door Adjust of Two Story Home	(1)	(1)	(2)	(3)	(4)	(6)	(5)	(5)	(5)	(5)	(5)	(4)	(6)	(10)
Full Upper Floor Std Interior Doors	4	6	8	10	10	10	10	10	12	14	16	18	21	24

because the building costs are independent of the cost model and change every year, whereas the model and its assumptions change more slowly over time. Again, *published costs and cost computation models are two different things.* Once the model and its assumptions have been determined, the specific unit, assembly, and component costs can come from any of the available published sources. The cost data in published sources vary in comprehensiveness and coverage; some sources provide material, labor, equipment, and total unit cost for each line item; other sources provide only the total cost for each line item; some sources attempt to break out costs into quality categories and others do not. Hence, as is the case for cost computation models, each published cost source has advantages and disadvantages with regard to applicability, license fees, and comprehensiveness.

The cost computation spreadsheet is organized according to the structure of the UNIFORMAT II classification of building elements, a widely used standard in the construction industry and a required format for all federal government construction contracts; see table 5. Table 6 shows cost publisher construction specifications for "average" homes placed in the UNIFORMAT II classification system.

To illustrate how the separate calculation model and unit costs from a published source are put together to give cost estimates by building size, the foundation shown in figure 2 (page 10) was used. A stem wall placed on a spread footing as illustrated in figure 2 is a standard foundation.

The spread footing distributes the weight of the structure over a larger area. A residential footing is usually 18 inches wide and 8 inches deep and normally strengthened with two horizontal bars of steel reinforcement. The spread footing is attached to the stem wall with a keyway and/or steel rebar dowel uprights. The *2011 National Construction Estimator* (Ogershok and Pray 2010) contains the cost data shown in table 7 (page 11). These figures assume the foundation stem wall projects 24 inches above the finished grade and extends into the soil 18 inches to the top of the footing. Costs shown include typical excavation using a 3/4-cubic-yard backhoe with excess backfill spread on site, forming both sides of the foundation wall and the footing, based on three uses of the forms and 2 #4 rebar. A minimum cost for this type of work is $1,200 (Ogershok and Pray 2010, 93). These were the published cost data used to populate the cost calculation model to determine the estimated foundation cost at each benchmark house size. The cost publication shows that an 18-inch-wide × 8-inch-deep footing with a stem wall that is 6 inches thick and 42 inches deep costs $46.39 per linear foot to construct.

Table 8 (page 11) shows how the costs of the foundation wall for the various benchmark house sizes are calculated in the spreadsheet. The typical length of the perimeter of a 1,200-square-foot

Table 5. The UNIFORMAT II Classification of Building Elements for construction cost organization

ASTM UNIFORMAT II - Classification of Building Elements (E1557-97)		
Level 1 & 2 Major Groups	**Level 3 Individual Elements**	**Dwelling Model Specifications for UNIFORMAT II Elements "Base Dwelling" - Typical, most common**
A. SUBSTRUCTURE		
A10 Foundations	A1010 Standard Foundations	8x18' footing; 8" conc wall (CIP or block) 42" deep
	A1010 Foundations Drainage	3" perforated pipe backfilled with sand
	A1030 Slab on Grade	4" conc slab on 4" crushed stone; vapor barrier
	A1040 Crawl Space Foundation	18" add'l foundation wall with B1010 wood floor
A20 Basement Constr	A2010 Basement Excavation	0.34 cubic yards excavated per sq ft floor area
	A2020 Basement Walls	5-1/2' add'l 8" poured concrete or concrete block
	A2020 Basement Features	4" floor, drain, columns, elec, windows, stairs
B. SHELL		
B10 Superstructure	B1010 Floor Construction	5/8" subfloor on 2x10" wood joists 16" o.c.
	B1020 Roof Framing	2x6" rafters 16"o.c. at 5/12 pitch
	B1020 Roof Sheathing & Overhang	1/2" plywood sheathing; 18" soffit
B20 Exterior Closure	B2010 Exterior Walls: Framing	2x6 studs 16" o.c. with insulation board sheathing
	B2010 Exterior Walls: Non-masonry	Average of plywood, metal, vinyl, stucco, wood
	B2010 Exterior Walls: Masonry	Common brick 4" veneer facing, single wythe
	B2020 Exterior Windows	Double hung vinyl low-E window 2'8"x 4'2"
	B2030 Exterior Doors	3 solid-core insulated steel doors, 1 with sidelights
	B2040 Energy Package - Insulation	6" wall insultion and 6" attic insulation
B30 Roofing	B3010 Roof Coverings	25 year fiberglass shingles; 15# felt, alum flashing
	B3020 Roof Openings	Dormers on 1-1/2 story homes according to floor SF
C. INTERIORS		
C10 Interior Constr	C1010 Partitions	2x 4 stud walls 16" o.c., 1/2" drywall, paint ready
	C1020 Interior Doors	6-panel pre-hung hardboard door 32x80, pre-drilled
	C1030 Specialties - Trim	Base 1/2"x 3-1/2" all patterns; casings 7/16"x 2-1/2"
	C1030 Specialties - Cabinetry	20 LF avg grade kitchen cabinets, wall & base
	C1030 Specialties - Bath	Avg quality fiberglas tub enclosure; avg vanity
	C1030 Specialties - Counter Tops	Formica or Wilsonart, full wrap front edge
	C1030 Specialties -Appliances	None included
C20 Staircases	C2010 Stair Construction	Straight 36" oak stair, 13 risers, handrails & balusters
	C2020 Stair Finishes	20 SF finish, 3 coats
C30 Interior Finishes	C3010 Wall Finishes	1/2" drywall taped, finshed, primed + 2 coats
	C3020 Floor Underlayment	1/2" plywood on 1x2 sleepers 16" o.c.
	C3020 Floor Finishes	50% carpet, 30% Prego, 15% vinyl tile, 5% ceramic tile
	C3030 Ceiling Support	2"x 6" ceiling joists 16" o.c.
	C3030 Ceiling Finishes	1/2" drywall taped, finshed, primed + 2 coats
D. SERVICES		
D20 Plumbing	D2010 Plumbing Fixtures - Bath	3 avg quality bath fixtures and faucets
	D2010 Plumbing Fixtures - Kitchen	Avg quality stainless steel sink; avg faucets
	D2010 Plumbing - Hot Water Source	40 gallon natural gas hot water heater
	D2020 Domestic Water Distr	Copper hot & cold water lines
	D2030 Sanitary Waste	Plastic sanitary waste lines
	D2040 Rain Water Drainage	Aluminum gutters and downspouts
D30 HVAC	D3010 Energy Supply	Natural gas
	D3020 Heat Generating Systems	Central forced air furnace; central thermostat
	D3030 Cooling Generating Systems	Not specified in base dwelling - add
	D3040 Distribution Systems	Adequate ductwork for forced air system
D50 Electrical	D5010 Electrical Service & Distr	200 amp service, romex wiring
	D5020 Lighting & Branch Wiring	Avg grade fixtures and adequate outlets
Contractor's Markup	Overhead & Profit	16% markup for 2012

Table 6. Residential "average" dwelling construction specifications

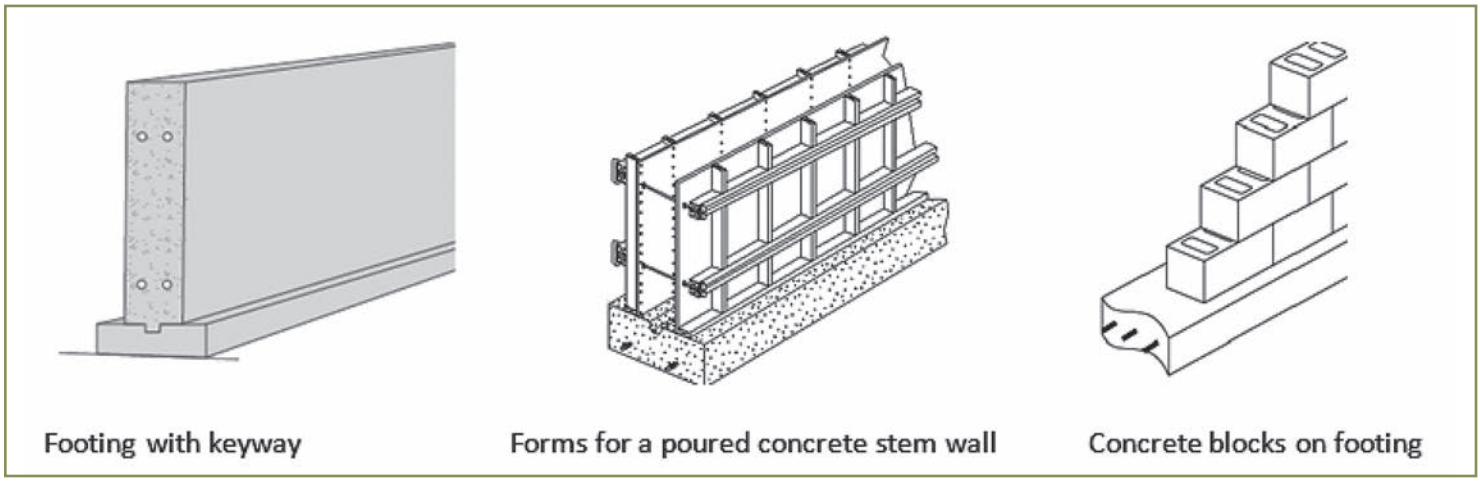
ASTM UNIFORMAT II - Classification of Building Elements (E1557-97)	RESIDENTIAL "AVERAGE" DWELLING CONSTRUCTION SPECIFICATIONS			
Levels 1, 2 & 3 Building Elements Quality Nomenclature:	**Indiana Manual Appendix A Table A-3 (Base Reference) "C" Grade**	**M&S Residential Cost Handbook (RCH) "Average"**	**RS Means Residential Cost Data (RCD) "Average"**	**Craftsman National Cost Manual (NBC) "5 - Avg Std"**
A. SUBSTRUCTURE				
A10 Foundations				
A1010 Standard Foundations	8" poured concrete or 8" concrete block	Description, no specifics	8x18' footing; 8" concrete wall 4' deep	Reinforced concrete or conc block
A1010 Foundations Drainage	Not specified	Not specified	Not specified	Not specified
A1030 Slab on Grade	4" concrete slab on gravel base	Description, no specifics, base cost deduction	4" conc slab on 4" crushed stone; vapor barrier	Slab on grade
A1040 Crawl Space Foundation	Additional foundation wall with B1010 wood floor	Description, no specifics, in base cost	Not specified, table base cost is for slab	Standard wood frame
A20 Basement Constr				
A2010 Basement Excavation	Not specified	Not specified	Not specified, table base cost is for slab	Not specified
A2020 Basement Walls	8" poured concrete or 8" concrete block	Poured concrete or concrete block, 6, 8, or 12" options	Not specified, table base cost is for slab	Poured concrete or concrete block
A2020 Basement Features	Not specified	Slab floor, drain, support columns, elec, windows, stairs	Not specified, table base cost is for slab	Slab floor, drain, min electric, stairs
B. SHELL				
B10 Superstructure				
B1010 Floor Construction	3/4" subfloor on 2x8" or 10" wood joists or wood I-joists	Wood structure, no specifics	5/8" subfloor on 2x8" wood joists 16" o.c.	Standard wood frame
B1020 Roof Framing	Gable, hip, or gambrel; moderate pitch; rafters or trusses	Rafters or trusses; up to 5/12 pitch	2x6" rafters 16"o.c. at 4/12 pitch	Wood frame
B1020 Roof Sheathing & Overhang	7/16" or thicker plywood or OSB; 12"-24" soffit	Plywood or wood sheathing, no other specifics	1/2" plywood sheathing; overhang not specified	Open 24" soffit; sheathing not specified
B20 Exterior Closure				
B2010 Exterior Walls: Framing	2x4 or 2x6 studs 16" o.c. with insulation board sheathing	Stud framed or solid masonry options, no specifics	2x4 studs 16" o.c. with 1/2" plywood sheathing	Wood or steel studs; few offsets
B2010 Exterior Walls: Non-masonry	Composite, aluminum, vinyl or hardboard siding	Cost options for plywood, metal, vinyl, stucco, wood, etc	Beveled wood siding and building paper	Stucco or wood siding
B2010 Exterior Walls: Masonry	Brick or stone veneer	Cost options for masonry veneer, log, concrete block, etc	Not specified, table base cost is for wood siding	Conc block or painted common brick
B2020 Exterior Windows	Double hung wood or vinyl	Std aluminum or wood sash, no specifics	Double hung windows, no specifics	Commodity grade
B2030 Exterior Doors	Solid-core wood or insulated steel doors with sidelights	Not specified	3 flush solid core exterior doors with storms	Commodity grade
B2040 Energy Package - Insulation	Not specified	Std insulation package for a moderate climate	4" wall insultion and 6" attic insulation	Not specified
B30 Roofing				
B3010 Roof Coverings	Fiberglass or composition shingles; aluminum flashing	Medium weight composition shingles or built-up	25 year asphalt shingles; 15# felt, alum flashing	Shingle or built-up roof cover
B3020 Roof Openings	Dormers frequently found on 1-1/2 story homes	Add for dormers per linear foot, finished or unfinished	Add for dormers per square foot	Not specified
C. INTERIORS				
C10 Interior Constr				
C1010 Partitions	Drywall on studs	Drywall on studs	Drywall on studs	1/2" gypsum wallboard
C1020 Interior Doors	6-panel or slab wood, compsition, painted, avg hardware	Medium grade hollow core with standard hardware	Hollow core and louvered doors, no specifics	Sliding mirrored closet doors
C1030 Specialties - Trim	3-1/2" pine baseboard; 2-1/2" casing; mantles	Stock baseboard and casings, no specifics	Painted baseboard and trim	Standard grade molding and trim
C1030 Specialties - Cabinetry	Std grade box cabinets, std hardware	Prefinished plywood kitchen cabinets	14LF avg grade kitchen cabinets, wall & base	Over 10LF stock wall & base cabinets
C1030 Specialties - Bath	Avg quality ceramic tile or fiberglas tub enclosure; avg vanity	Small Pullman or vanity, no specifics	Not specified	Average plastic tub & shower
C1030 Specialties - Counter Tops	Laminated counter tops; cultured marble/ ceramic vanity top	Laminated plastic or ceramic tile	Solid surface counter top	Not specified
C1030 Specialties -Appliances	None included	None included in base cost	None included in base cost	4 std grade kitchen appliances
C20 Staircases				

(*table continued on next page*)

Table 6. Residential "average" dwelling construction specifications (*continued*)

ASTM UNIFORMAT II - Classification of Building Elements (E1557-97)	RESIDENTIAL "AVERAGE" DWELLING CONSTRUCTION SPECIFICATIONS			
Levels 1, 2 & 3 Building Elements Quality Nomenclature:	**Indiana Manual Appendix A Table A-3 (Base Reference) "C" Grade**	**M&S Residential Cost Handbook (RCH) "Average"**	**RS Means Residential Cost Data (RCD) "Average"**	**Craftsman National Cost Manual (NBC) "5 - Avg Std"**
C2010 Stair Construction	Oak, poplar, or similar wood with handrail system	Not specified	Not specified	Not specified
C2020 Stair Finishes	Stained or carpeted	Not specified	Not specified	Not specified
C30 Interior Finishes				
C3010 Wall Finishes	Drywall with paint	Taped and painted drywall; some wallpaper or paneling	1/2" drywall taped, finshed, primed + 2 coats	Textured finish
C3020 Floor Underlayment	Not specified	Not specified	1/2" plywood on 1x2 sleepers 16" o.c.	Not specified
C3020 Floor Finishes	Builder's grade carpet and vinyl floor cover	Carpet, hardwood, vinyl not in base cost	40% hardwood, 40% carpet, vinyl 15%, c-tile 5%	Good sheet vinyl & std carpet, some tile
C3030 Ceiling Support	Not specified	Not specified	2x6" ceiling joists 16" o.c.	Not specified
C3030 Ceiling Finishes	Not specified	Not specified	1/2" drywall taped, finshed, primed + 2 coats	Not specified
D. SERVICES				
D20 Plumbing				
D2010 Plumbing Fixtures - Bath	3 avg quality bath fixtures and faucets	6 avg quality bath fixtures and faucets; 1 rough-in	1-lavatory, wall hung; toilet; enameled steel tub	Minimum of 2 3-fixture bathrooms
D2010 Plumbing Fixtures - Kitchen	Avg quality porcelain or stainless steel sink; avg faucets	Not specified (porcelain kitchen sink assumed)	Kitchen sink, type not specified	Not specified (kitchen sink assumed)
D2010 Plumbing - Hot Water Source	Not specified (natural gas hot water heater assumed)	Not specified (natural gas hot water heater assumed)	40 gallon electric water heater	Not specified
D2020 Domestic Water Distr	Copper, iron, or plastic piping	Not specified	Not specified	Not specified
D2030 Sanitary Waste	Iron, or plastic piping	Not specified	Not specified	Not specified
D2040 Rain Water Drainage	Aluminum gutters and downspouts	Not specified	Aluminum gutters and downspouts	Not specified
D30 HVAC				
D3010 Energy Supply	Not specified	Not specified, but implied gas; oil-fired adds cost	Gas-fired	Not specified
D3020 Heat Generating Systems	Central forced air furnace; central thermostat	Central forced air furnace	Forced warm air heat	Not specified
D3030 Cooling Generating Systems	Not specified in base dwelling	Not specified in base dwelling, add cost from table	Not specified in base dwelling	Not specified
D3040 Distribution Systems	Not specified (ducting assumed for forced air system)	Adequate ductwork and outlets for forced air system	Not specified (ducting assumed for forced air)	Not specified
D50 Electrical				
D5010 Electrical Service & Distr	100 amp service, romex cable	Not specified	200 amp service, romex wiring	Not specified
D5020 Lighting & Branch Wiring	Avg grade fixtures and adequate outlets	Avg grade fixtures bath & kitchen; adequate outlets	Incandescant lighting fixtres, switches, outlets	12 lighting fixtures, switch operated
Overhead & Profit	Included in base rates	Included in base rates	14.5% of total = 17% markup	Included in base rates

Figure 2. Types of foundations within UNIFORMAT II level 3 individual element A1010



home is 156 linear feet, and in the model calculation section under UNIFORMAT II Computational Detail, the unit cost is $46.39, according to the *2011 National Construction Estimator*. The unit cost column of the spreadsheet is the only place where the published cost data are used. If another source had been used, its published unit cost would have been placed in spreadsheet cell. The spreadsheet calculates the foundation cost for the 1,200-square-foot house as 156 linear feet × $46.39 = $7,237; the foundation cost for all the other benchmark house sizes is $46.39 times the perimeter linear feet shown for each house size.

A similar process is used to calculate all the residential components that form a complete house, and the components are summed to arrive at the total estimated cost for each benchmark house size. These costs are then used as data points to form a cost curve for calculating the estimated cost to construct any house in the entire size range. Thus, the columns from A to P form the cost calculation model for this 1,484-row spreadsheet, and only column R contains the unit or assembly cost data from the published source being used.

To test the estimating performance of the new cost model, the 28 one-story and two-story homes in communities under construction by four major homebuilders were analyzed and their 2011 selling prices obtained from builder Web sites. The homes were consistently classified by local assessors as average quality. Table 6 contains a summary of average-quality construction specifications as given in the Indiana assessment guidelines and each of the referenced national cost publications. Table 9 contains the test results for these 28 model homes using the final cost model with the *2011 National Construction Estimator* (Ogershok and Pray 2010) as the source of the cost data after the locally derived VEM had been applied.

In addition to using the new model cost tables from the *2011 National Construction Estimator* (Ogershok and Pray 2010) with the VEM adjustment, costs for the same homes were calculated by using cost tables from the *RSMeans Residential Cost Data 2011* (Mewis, Babbitt, and Baker 2010), the *2011 National Building Cost Manual,* and the *2011 Residential Cost Handbook* (Marshall & Swift 2010). These costs were all compared with the advertised prices of the homes on the builder Web sites. Table 10 shows the statistical results of

Table 7. Assembly: Continuous concrete footing with foundation stem wall

	Craft@Hrs	Unit	Material	Labor	Equipment	Total
Typical cost per cubic yard	B5@.716	cubic yard	156.00	254.00	50.50	463.90
Typical single-story structure, footing 18 in. wide × 8 in. deep, wall 6 in. tall × 42 in. deep (.10 cubic yard per linear foot)	B5@.716	linear foot	15.90	25.40	5.05	46.39
Typical two-story structure, footing 18 in. wide × 10 in. deep, wall 8 in. tall × 42 in. deep (.14 cubic yard per linear foot)	B5@1.00	linear foot	22.30	35.50	7.11	64.91
Typical three-story structure, footing 18 in. wide × 12 in. deep, wall 10 in. tall × 42 in. deep (.19 cubic yard per linear foot)	B5@1.36	linear foot	30.20	48.20	9.67	99.07

Source: Ogershok and Pray 2010

Table 8. Calculation of foundation costs in the cost model spreadsheets

5	Base Floor Size	1000	1200	1300	1400	1500	1600	1800	2400	3200	4000	5000
6	Half Upper Floor Usable SF @ 59% of Base	590	708	767	826	885	944	1062	1416	1888	2360	2950
7	3/4 Upper Floor Usable SF @ 78% of Base	780	936	1014	1092	1170	1248	1404	1872	2496	3120	3900
8	Attic Usable SF @ 40% of Base	400	480	520	560	600	640	720	960	1280	1600	2000
9	Perimeter Linear Feet	137	156	165	170	178	186	204	234	303	360	425

G49 =ROUND(G$9*$R49,0)

	A	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	Cost Source: Craftsman Book Co	1 REPLACEMENT COST NEW (RCN) MODEL WORKSHEET										12/1/2010		
2	2011 National Construction Estimator	Quality 'C' Class - "Standard or Normal Construction"												
3		COST MODEL ASSUMPTIONS												
4	ITEM													Unit
5	Base Floor Size	1000	1200	1300	1400	1500	1600	1800	2400	3200	4000	5000		Cost
39	Single Window Equiv (SWE) of One Story Homes	9	10	10	10	10	10	12	15	21	26	34		
40	1st Floor SWE of Two Story Homes	6	7	9	9	9	9	9	9	12	16	21		
41	SWE Adjustment for Two Story Homes	(3)	(3)	(1)	(1)	(1)	(1)	(3)	(6)	(9)	(10)	(13)		
42	Full Upper Floor Single Window Equivalents	6	6	7	8	8	8	8	8	10	12	14		
43	Half Story/Attic Single Window Equivalents	2	2	2	2	2	2	2	2	2	2	2		
44														
45	UNIFORMAT II Computational Detail													
46	A. SUBSTRUCTURE													
47	A10 Foundations													
48	A1010 Standard Foundations													
49	One Story Structure	6355	7237	7654	7886	8257	8629	9464	10855	14056	16700	19716		46.39
50	1.5 or Two Story Structure	8893	10126	10710	11035	11554	12073	13242	15189	19668	23368	27587		64.91

the five different cost calculations for the 28 model homes listed in table 9. Note that the best median sales ratio and second-best COD occur with the locally adjusted cost tables using the *2011 National Construction Estimator* as the source of the cost data. Note also that the median ratios for *unadjusted* calculations of all three sources of national cost data, including Craftsman, produce combined median ratios that are 21 to 36 percent too high for one-story and two–story homes. This interesting result is discussed later.

The new cost tables and a locally derived age adjustment schedule (indicated depreciation) were used to calculate RCNLD and perform a sales ratio study based upon RCNLD with 2,200 Allen County (Fort Wayne), Indiana, validated sales that occurred from January 4, 2010, through March 1, 2011. The result was a median sale ratio of 1.00 and a COD of 9.02 without market adjustments.

Economies of Scale in the Residential and Commercial Cost Tables

One major tenet of economic theory is a concept known as *economies of scale*;

Table 10. Results for residential new construction cost estimation from five different cost models

Summary of Findings	Median Sales Ratio (Median)			Coefficient of Dispersion (COD)		
28 New Construction 2011 Homes from Four Builders	1-story	2-story	Combined	1-story	2-story	Combined
RS Means Residential Cost Data 2011	1.21	1.31	1.32	3.88	3.35	4.73
Final model estimates from 2011 National Construction Estimator (Craftsman)	1.02	1.09	1.06	3.84	4.08	4.75
Initial model estimates from 2011 National Construction Estimator (Craftsman)	1.30	1.40	1.36	4.25	4.20	4.99
2011 Residential Cost Handbook (Marshall & Swift)	1.18	1.31	1.21	4.44	4.68	6.78
Estimates from 2011 National Building Cost Manual (Craftsman)	1.23	1.40	1.26	4.30	5.11	7.30

Table 9. New cost model etimated values of 28 local builder homes

Model Ref	Total Size	Floor1SF	Floor2SF	Access Date	Model Price	Land Value	Grade C RCN	RCN + Land	A/S_ratio
M-Fulton	1,152	1,152	–	3/16/2011	104,990	21,000	96,400	117,400	1.12
W-Concord	1,267	1,267	–	3/16/2011	110,000	21,900	99,900	121,800	1.11
M-Angelica	1,345	1,345	–	3/16/2011	127,990	25,100	101,500	126,600	0.99
R-Newport	1,426	1,426	–	3/16/2011	129,995	25,400	104,700	130,100	1.00
M-Sanibel	1,368	1,368	–	3/16/2011	130,990	25,600	102,300	127,900	0.98
W-Jackson II	1,433	1,433	–	3/16/2011	135,900	26,500	106,100	132,600	0.98
R-Hudson	1,450	1,450	–	3/16/2011	129,995	25,400	105,600	131,000	1.01
W-Ascott	1,607	1,607	–	3/16/2011	140,900	27,400	111,200	138,600	0.98
M-Argosy	1,804	1,804	–	3/16/2011	137,990	26,800	121,700	148,500	1.08
M-Kentmore	1,958	1,958	–	3/16/2011	153,990	29,600	127,800	157,400	1.02
B-Camden	1,888	1,888	–	3/16/2011	150,900	29,100	126,100	155,200	1.03
M-Cheswicke	2,245	2,245	–	3/16/2011	159,990	30,700	137,600	168,300	1.05
B-Dogwood	2,201	2,201	–	3/16/2011	159,900	30,600	139,200	169,800	1.06
R-Jackson	1,917	837	1,080	3/16/2011	137,995	23,500	120,500	144,000	1.04
M-Farrel	1,536	768	768	3/16/2011	119,990	20,700	110,000	130,700	1.09
M-Braiden	1,720	886	834	3/16/2011	125,990	21,600	118,700	140,300	1.11
M-Columbia	2,159	844	1,315	3/16/2011	151,990	29,600	124,300	153,900	1.01
W-Bedford	1,800	724	1,076	3/16/2011	119,900	23,900	114,000	137,900	1.15
R-Franklin	2,460	1,084	1,376	3/16/2011	148,995	29,100	139,800	168,900	1.13
M-Wakefield	2,090	1,054	1,036	3/16/2011	129,990	25,700	131,100	156,800	1.21
W-Bristol II	2,459	1,051	1,408	3/16/2011	159,900	31,000	141,000	172,000	1.08
B-Harrison	2,133	976	1,157	3/16/2011	149,900	29,200	130,700	159,900	1.07
B-Hartford	2,442	1,074	1,368	3/16/2011	164,900	31,900	136,300	168,200	1.02
W-Compton	3,010	1,214	1,796	3/16/2011	177,900	34,100	163,000	197,100	1.11
B-Indepent	2,347	1,091	1,256	3/16/2011	159,900	31,000	137,400	168,400	1.05
R-Jamestown	3,007	1,393	1,614	3/16/2011	164,995	31,900	161,900	193,800	1.17
M-Torrey	2,760	1,530	1,230	3/16/2011	171,990	33,100	162,600	195,700	1.14
M-Agusta	3,287	1,577	1,710	3/16/2011	194,990	37,100	174,600	211,700	1.09
				Median Price	**144,948**			**Median ratio**	**1.06**
								COD	**4.75**

that is, when more units are produced, it costs less to produce each unit. Economic efficiencies result from carrying out a process such as building construction on a larger and larger scale. "Scale economies can be present in nearly every function of a business, including manufacturing, purchasing . . .," wrote Porter (1980, 7) in *Competitive Strategy*. This occurs because nearly all production processes involve fixed costs and variable costs, and the fixed costs are spread over the larger number of units as volume increases.

In addition to specialization and the division of labor within the various construction trades, there are various inputs that a building contractor controls in a larger construction project that contribute to economies of scale, as follows:

- *Lower material costs.* When a builder buys materials in bulk for larger jobs, for example, concrete, plywood, or steel, the builder can take advantage of volume discounts.
- *Specialized equipment.* As the scale of a construction project increases, a builder can employ specialized labor and equipment, resulting in greater efficiency. For example, beyond a certain size, spreading and grading a 6-inch crushed rock base for a slab is more economical when done with a D-4 tractor than by hand or with smaller equipment, which is more labor-intensive.
- *Learning curve effect.* Each new commercial building construction project has a unique set of plans and requirements. The learning curve effect refers to the capability of workers to improve their productivity by regularly repeating an action; the productivity is increased through practice, self-perfection, and minor innovations, resulting in a reduction in the number of work-hours necessary to achieve a specified amount of output, such as placing 1,000 square feet of concrete or hanging 1,000 square feet of drywall. Studies have shown that the learning curve effect can result in a reduction of 18 to 20 percent in the work-hours necessary to achieve a specified amount of output each time the amount of output or size of the job is doubled (McGuigan, Moyer, and Harris 2002).

This important concept must be acknowledged when published sources of cost data are used to estimate building construction costs. The published rate will be most accurate for the approximate building size assumed by the publisher and will be increasingly inaccurate as building size differs from the assumed size. For example, buildings having the same relationship of perimeter length to floor size might range from 6,000 square feet to 36,000 square feet. These buildings would have a different per-square-foot cost to build, because fixed costs for the larger building would be spread over a greater number of square feet and because of the three key factors detailed above. So while some national cost estimates are driven only by the perimeter length to floor area relationship, economies of scale must also be accounted for in the cost per square foot for the construction of these buildings.

Published sources instruct cost estimators to make an adjustment to the costs to account for economies of scale. "Every estimator knows that as quantity built increases, the unit cost decreases . . . when comparison projects are either much larger or much smaller than the proposed project, adjustments need to be made for the economy of scale," wrote Bledsoe (1992, 14), author of *Successful Estimating Methods . . . from Concept to Bid.* Sources of national cost data vary in the application of such adjustments in their tables. Size adjustments are applied only when the publication provides tables that show the cost per square foot for a particular building type within an expected size range.

The *2011 National Construction Cost Estimator*, which was used to develop the new cost tables, does not contain such tables; therefore, economies-of-scale adjustments were included in the new cost calculation models. The *2011 National Building Cost Manual* (Ogershok 2010), *RSMeans Residential Cost Data 2011* (Mewis, Babbitt, and Baker 2010), and the *Residential Cost Handbook 2011* (Marshall & Swift 2010) do contain tables that present square foot costs across a range of sizes. Analysis of the tables in each publication indicated that the only publisher using a size adjustment to account for economies of scale is RSMeans. The cost per square foot change relative to size reflected in the *2011 National Building Cost Manual* and the *Residential Cost Handbook 2011* results solely from the relationship between perimeter and floor area. Interestingly, use of the RSMeans tables to calculate RCN for the homes listed in table 9 produced the best COD, as presented in table 10. The economies-of-scale size adjustment incorporated in the new cost tables based upon Bledsoe (1992) and those found in the Means (2010) tables are nearly identical.

The new model relied upon the size adjustment method explained by Bledsoe (1992, 13–22) to account for economies of scale. Identical methodology and factoring were utilized for residential, commercial, and industrial tables. Bledsoe used the term *size factor* to refer to the difference in size between two buildings in his size adjustment method. For example, a building with a size of 5,000 square feet and one with a size of 40,000 square feet would have a *size factor* computed as (40000 ÷ 5000) = 8. According to Bledsoe, when the size factor is in the range of

0.9 to 1.1 (building sizes are within 10 percent of one another), there is little difference for which a size factor cost multiplier is needed; however, when sizes differ significantly (more than 10 percent), a cost adjustment multiplier is required for accurate estimates.

Bledsoe's research has determined that an exponential relationship exists between size factor and the total cost multiplier (TCM): that is, an exponent of 0.9 is required for buildings and simple projects. The economies-of-scale calculation in the new cost tables uses the exponent of 0.9 because the calculation applies to buildings. In other words, the exponential formula causes the economies-of-scale factor to rise at a lower rate than the increase in size. For example, a building that is 3.2 times larger than another building experiences a cost reduction based on economies of scale of only 11 percent per square foot.

Economic Conditions, Subjective Quality Opinions, and Locally Verified Economic Modifiers

During the past ten years there has been more turbulence in real property values than at any time since the Great Depression of the 1930s. The Case-Shiller Home Price Index published by Standard & Poor's is the leading measure for the U.S. residential housing market, tracking changes in the value of residential real estate both nationally and in 20 metropolitan regions. In April 2002, the index for Chicago was 119.64; in May 2007, it reached its highest level, 170.14 (an increase of 42 percent in 5 years). This peak was followed by the collapse of the real estate bubble and the ensuing financial crisis. In April 2011 the index for Chicago was 113.45, a decrease of 33 percent from the peak and 5 percent below its level in 2002.

In January 2012, the U.S. Census Bureau reported new home sales in 2011 were 302,000, a new record low following record low new home sales in 2009 and 2010 (U.S. Census Bureau News 2012). Thus, 2011 became the worst year for new home sales since 1963 when tracking began. According to Associated Builders & Contractors, construction industry unemployment in January 2012 was 17.7 percent, more than double the national unemployment rate of 8.5 percent (ThomasNet News 2012). To survive in these difficult times, many healthy construction companies are substantially reducing their overhead expenses and undertaking projects with little or no profit; less healthy companies are failing. Because of the turbulent real estate prices and a depressed construction industry with high unemployment, it has become very difficult for national publishers to estimate local construction costs.

As is the case with appraisers and assessors, building quality opinions among cost publishers are subjective and relative. In addition to the *2011 National Building Cost Manual* and the *2011 National Construction Estimator* published by the Craftsman Book Company, which were used for developing the new cost schedules, 2011 cost data from two other major national publishers (R.S. Means and Marshall & Swift) were used for comparison with the new cost schedules. When costs per square foot were calculated according to publisher instructions for construction classified as *average* in their publications (see tables 6,10, and 11), two of the three publishers had similar costs and the third was noticeably higher. However, these calculated costs were all 21 to 36 percent higher than the actual new construction base home prices offered by major homebuilders in the Midwest where they were compared (see table 10).

The homes used for comparison were being constructed from stock plans of large national homebuilders such as Ryland. Such builders maximize economies of scale and construction efficiency. An important consideration, nevertheless, is the fact that few new homes are sold for their advertised base price; buyers are offered various desirable upgrades for the base model that can add 10 to 20 percent to the base price. Hence, the actual final recorded contract prices of these new homes are normally higher than the

Table 11. Comparison of quality grade cost per square foot differences between publishers

Quality Nomenclature				One story stucco exterior cover on wood stud frame														
				1,600 SF					2,400 SF					3,200 SF				
Craftsman NBC	RS Means	M&S RCH	Indiana 2012[1]	NBC	Means	RCH	2012[1]	New[2]	NBC	Means	RCH	2012[1]	New[2]	NBC	Means	RCH	2012[1]	New[2]
n/a	n/a	Low	E	–	–	56.51	22.96	50.87	–	–	51.37	20.77	46.13	–	–	47.99	20.26	45.00
6 - Min Std	Economy	Fair	D	62.55	80.50	64.05	45.91	62.25	58.73	70.85	59.45	41.54	56.46	56.84	64.50	56.21	40.52	55.07
5 - Average Std	Average	Average	C	80.17	98.05	74.27	57.39	75.92	75.08	86.80	69.44	51.92	68.85	72.50	79.60	66.11	50.65	67.16
4 - Good Std	Custom	Good	B	98.81	121.60	95.39	68.87	94.14	92.48	104.80	90.49	62.30	85.37	89.36	94.40	86.84	60.78	83.28
3 - Best Std	Luxury	Very Good	A	122.24	156.60	110.86	91.82	118.44	118.89	136.70	106.10	83.07	107.41	116.37	124.60	102.20	81.04	104.77
2 - Semi-Luxury	n/a	Excellent	AA	180.05	–	160.06	137.74	174.62	178.46	–	155.60	124.61	158.36	176.47	–	139.19	121.56	154.47
1 - Luxury	n/a	n/a	AAA	308.14	–	–	206.60	273.31	301.54	–	--	186.91	247.86	295.97	–	–	182.34	241.78
			Builder Markup	25%	17%	- ?? -	–5% *	25%	25%	17%	- ?? -	–5% *	25%	25%	17%	- ?? -	–5% *	25%

[1] *Includes VEM adjustment*

[2] *New Model based on Table 5 Specifications without VEM*

advertised base price. The basic quality grade of the construction does not change when the upgrades are made; however, the extra doors and windows and the flooring upgrades increase the final price. Therefore, it is necessary to determine which features are included in the typical base model and devise a method to adjust the cost when more than the typical features exist, such as using plus or minus designators on the quality classification.

Appraisers may disagree about whether the quality of base homes built by firms such as Ryland should be classified as *average* or *economy*. As table 11 shows, the publishers of cost data do not agree even though their specifications for *average quality* are very similar. Assessors in the jurisdiction and throughout the state where this research was conducted classify these homes as average, which would cause RCN to be excessive if the raw published data were used without further adjustment. Quality classification of the homes as either *economy* or *average* is not a major issue if the classification is applied consistently by assessors and the VEM adjustment is locally derived. A VEM analysis should always be conducted to correlate any national cost data from published sources with local economic conditions and quality assumptions.

Conclusion

The cost tables developed in this project differ from previous tables in a number of ways. First, the underlying property models (representing a typical property for each type) were updated to reflect current building practices by revising the model assumptions. Second, economies-of-scale factors were included in the methodology for converting single-size national unit costs into a schedule of square foot costs by size. Third, the published national cost data were brought into line with those of local real estate market and the local construction industry by applying a locally derived VEM. Sales ratio testing has verified that the resulting cost tables produce more accurate RCN estimates, allowing appraisers and assessors to produce initial value estimates that require fewer market and property factor adjustments.

This research has shown that the cost model itself and its underlying assumptions may be more important than the actual source of cost data used. It has also demonstrated that construction industry costs from published sources can be used to create cost tables for use by appraisers and assessors, which may help relieve budgetary pressures.

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J. Wayne Moore, Ph.D., is a 33-year member of IAAO. He has been involved in the implementation of CAMA systems in more than 300 assessing jurisdictions in North America. He founded ProVal Corporation, which was acquired by a public company 13 years ago and is now part of a Thomson Reuters business.

Wayne holds a master's degree in systems engineering and a Ph.D. in business administration with a specialty in property taxation. He does independent research and writing, having received the IAAO Bernard L. Barnard Outstanding Technical Essay Award in 2007 and 2011. He provides cost update and assessment advisory services and is under contract with the State of Indiana, developing cost tables that are being used in the 2012 statewide reassessment.

From the President

(President, continued from page 2)

Some of the upgrades are already being implemented. The Web site redesign may take until the end of the year to be completed.

Several project plans for the coming year were approved at the board meeting. A plan to simulcast two educational sessions at the annual conference was approved. Another plan that was approved is a new online Job Board and Career Center (see Director's Forum on page 44). A project plan to update the AAS Case Study and Master Examinations was also approved.

The board approved the *Vermont Assessors and Listers Association* and the *Center for Assessment and Development of Real Estate, Shenzhen*, as new affiliate members. IAAO welcomes these two organizations.

The draft minutes, which describe additional board actions can be found at www.iaao.org under the documents link(member login required).

Sincerely,

Debra Asbury

Facts from Arkansas

In 1906, John Huddleston purchased 160-acres of Arkansas farm land and soon discovered that his purchase held much more than just farm land. The plot, near Murfreesboro in Pike County, is now Crater of Diamonds State Park. It is the only diamond-producing site in the world that is open to the public. Mr. Huddleston had a "finders, keepers" rule on his farm when visitors searched for the stones.

photo by Doug Wertman

A 37½-acre plowed field in the heart of the park is the eroded surface of an ancient volcanic crater that, more than 100 million years ago, brought diamonds and other semi-precious stones to the top soil level. The diamonds are white, brown, and yellow and can be found there along with other naturally occurring semi-precious stones.

Crater of Diamonds was founded as a state park in 1972; thousands of people visit every year. The field is still producing diamonds today and has the same finders, keepers rule. The park is a must-see destination when visiting Arkansas. Perhaps you'll be the lucky one who finds a new equivalent of the Hope Diamond.

Quote from Arkansas:

I like to start the day early; it keeps me out of trouble.

Glen Campbell, Country Singer and Songwriter
Born and raised in Delight, Pike County, Arkansas

IAAO Conferences, Seminars, and Meetings

Event	Location	Dates
Executive Board Meeting	Bellevue, Washington	July 20–21, 2012
IAAO 78th Annual International Conference on Assessment Administration	Kansas City, Missouri	September 9–12, 2012
Leadership Days Meeting	Kansas City, Missouri	October 19–20, 2012
Executive Board Meeting	Tampa, Florida	November 9–10, 2012
33rd Annual Legal Seminar	Chicago, Illinois	December 13-14, 2012
17th Annual GIS/CAMA Technologies Conference	Albuquerque, New Mexico	March 4–7, 2013
IAAO 79th Annual International Conference on Assessment Administration	Grand Rapids, Michigan	August 25–28, 2013
IAAO 80th Annual International Conference on Assessment Administration	Sacramento, California	August 24–27, 2014
IAAO 81st Annual International Conference on Assessment Administration	Indianapolis, Indiana	September 13–16, 2015
IAAO 82nd Annual International Conference on Assessment Administration	Tampa, Florida	August 28–31, 2016

Affordable Home Valuation

The Vermont Department of Taxes has issued recommendations to assessors for the valuation of sale-price-restricted homes purchased through the state's affordable housing program. Vermont law requires that the restrictions be considered in the home's value.

The affordable home program, as outlined in Vermont statutes, promotes home affordability by restricting resale prices and providing grants to assist buyers with their home purchase. Housing grants are awarded by the Vermont Housing and Conservation Board to nonprofit housing corporations, which, in turn, award the grants to qualified home buyers. To participate in the program, purchasers must sign a housing subsidy covenant that requires that the purchaser resell the home to the nonprofit for an amount equal to the original purchase price plus 25 percent of any market appreciation plus a credit for any approved capital improvements made during ownership. This price represents the restricted value that the owner has at resale and establishes the basis for calculation of the price to a new restricted buyer.

Following are the tax department's recommendations for calculating market value of sale-price-restricted homes in three common valuation scenarios.

Sale of unrestricted home to restricted buyer. The starting point is the unrestricted sale price negotiated between the owner and the program participant. The grant amount is then subtracted because the value of the grant runs with the property and does not add to the owner's equity. This figure is the net purchase price. Next, the 6 percent transaction fee on the purchase price, which many nonprofits charge, is added to the net purchase price. This total is the new buyer's purchase price, which is its restricted market value. The department considers the transfer from an unrestricted owner to a restricted owner a material change in ownership warranting a revaluation between scheduled municipal reappraisals.

Restricted homes in municipal reappraisal. The starting point is the unrestricted market value determined by the reappraisal. The original unrestricted purchase price is then subtracted from the reappraised value to determine the market appreciation. Since the owner can keep 25 percent of any appreciation, that amount is added to the original purchase price. As before, the amount of the grant money is subtracted from the purchase price. This total represents the resale price to the nonprofit and is the home's value. If a property loses value such that the market value is less than the restricted value, then the unrestricted market price becomes the home's value. The department cautions that a restricted home sold to another restricted buyer should not be revalued between reappraisals unless material changes have been made to the property.

Restricted homes with capital improvements. The starting point is the estimate of the home's unrestricted market value with the new improvements. Then, the contributory value of the improvements is deducted. The original purchase price is then subtracted from this total to determine the market appreciation. Once again, the owner can retain 25 percent of the appreciation. Now, taking the original purchase price, the grant is subtracted and the owner's share of the appreciation and the contributory value of the improvements are added. This sum represents the resale price to the nonprofit and is the home's value.

The department also suggests that assessors set a deadline for obtaining restriction information from the homeowner or sponsoring nonprofit entity with a valuation at full market price as a penalty for noncompliance.

(Vermont Department of Taxes, Technical Bulletin TB-63, January 3, 2012)

Charitable Exemption

An Ohio nonprofit organization dedicated to expanding business opportunities in its local area did not qualify as a charitable institution for property tax exemption purposes. The Ohio court of appeals ruled that the organization's primary purpose was promoting economic development, not helping those in need.

Ohio courts have defined charity, "in the legal sense," as the attempt to "spiritually, physically, intellectually, socially, and economically advance and benefit mankind in general or those in need of advancement and benefit in particular without…hope or expectation of gain or profit… ." The courts look to the core activities of the group seeking an exemption to determine whether a charitable purpose is met.

According to the organization's articles of incorporation, its purpose was to "work with business, labor, and other groups in the community to retain existing jobs in [the] county." To that end, the group works to help local businesses and attract new businesses by facilitating the search for suitable plants and appropriately skilled workers, by encouraging local residents to obtain needed skills, and by raising awareness of available financing opportunities.

While the court acknowledged the community benefited from the organization's efforts to bring "jobs and prosperity" to the area, these benefits were incidental to the organization's "central goal and purpose" of economic development. "If charitable status was measured by tangential effect, there would hardly be a limit to the entities which would then qualify," the court said.

(*Growth Partnership for Ashtabula County v. Testa*, Court of Appeals of Ohio, Eleventh District, No. 2011-A-0002, January 9, 2012)

IAAO Call for Candidates • IAAO Is Looking for Future Leaders!

Election Calendar

2012

July 1—Candidate questionnaires must be completed and returned to the Executive Director for distribution to the Nominating Committee.

Candidate profile information and photographs must be submitted to Executive Director for inclusion with the official ballots.

Prior to August 1—Nominating Committee Meeting is held to plan for any needed candidate interviews.

Prior to September 9— Nominating Committee conducts any needed candidates interviews via telephone.

September 12—Slate of candidates is posted at headquarters office by the close of the annual conference.

September 17—Individuals wishing to be nominated by petition must submit completed petitions to the Executive Director within five (5) days of the end of annual conference.

November 1 through November 30— Elections in progress.

Ballots and accompanying materials available to IAAO members.

December 7—Election campaign reports must be filed with the Executive Director.

December 15—Tabulator certifies election results to Executive Director.

December 31—Candidates wishing to challenge election results must file an election challenge with the Executive Director.

2013

After December 31—Election results shall be certified at the first Executive Board Meeting following the December 31 challenge deadline or the first meeting after any challenge is resolved.

The vote to destroy ballots occurs.

Becoming an IAAO Board Member

IAAO Executive Board members are elected by IAAO members. Candidates are elected for three-year terms. IAAO Executive Board candidates must be prepared to meet at least four times per year (at IAAO expense), in various locations.

To be considered for nomination, you must submit a written nomination request to IAAO Headquarters. Call 816-701-8100 to receive a candidate information packet.

The Nominating Committee is chaired by the Immediate Past-President of IAAO. The committee *prefers* to consider candidates who have been a Chapter officer, IAAO Representative, committee chair, or all three. If you have other experience that demonstrates maturity, competence, and a willingness to make decisions for the benefit of your profession, then you should consider becoming a candidate for the IAAO Executive Board. The prerequisite requirements for candidacy are provided in the candidate information packet. Once the election slate is selected, IAAO conducts a balloting process with the voting membership. Regular members vote for regular board positions and associate members vote for the associate member position on the ballot. For the 2012 election, there will be an Associate Member candidate position on the ballot. Promotions and mailings must be done at the candidate's expense. Special pricing is available to all candidates for select promotions through IAAO. This information is outlined in the candidate information packet.

Becoming an IAAO Officer

To be considered for nomination as an officer, you must submit a written nomination request to IAAO Headquarters. Call 816-701-8100 to receive a candidate information packet.

In addition, candidates must have served previously on the Executive Board and their term on the board must have expired at least one year prior to the term of the officer position. There are four (4) officer positions at IAAO—President, President-Elect, Vice-President, and Immediate Past-President. Each position is limited to a one-year term. The IAAO Executive Director serves as the Secretary/Treasurer for the organization.

The President-Elect and the Vice-President are elected by IAAO members who are eligible to vote. The President-Elect automatically succeeds to the office of President when his/her President-Elect term ends.

Officers (i.e., Vice-President, President-Elect, President, and Past-President) normally serve one-year terms in consecutive years, requiring a four-year commitment. The officer positions require a large investment of time and officers are required to attend all Executive Board meetings, the IAAO annual meeting, and various other meetings. They may also be called upon to act as spokespersons for the association.

Voting Regions

Board members are elected from three regions. The regions are identified as Region 1, Region 2, and Region 3.

In compliance with the IAAO Procedural Rules–Elections Section 8.1.2.9, the Executive Board at their April 2012 meeting redistributed the IAAO membership in order to rebalance the representation of membership levels among the 3 regions. The geographic makeup shall be reexamined every five (5) years.

Changes effective immediately:
Minnesota moved from Region 1 to Region 2
Delaware, Washington, D. C., Maryland, and West Virginia moved from Region 2 to Region 3

Region 1
Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa, Kansas, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Texas, Utah, Washington, Wyoming, Alberta, British Columbia, Manitoba, Saskatchewan, Yukon Territory, Australia, China, Guam, Hong Kong, Korea, Japan, Mexico, New Zealand, Philippines, Thailand

Region 2
Connecticut, Illinois, Indiana, Maine, Massachusetts, Michigan, Minnesota, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Vermont, Wisconsin, New Brunswick, Newfoundland, Nova Scotia, Ontario, , Quebec, Great Britain–United Kingdom, Greece, Iceland, Namibia, Netherlands, Northern Ireland–United Kingdom, Pakistan, Romania, Scotland–United Kingdom, Slovenia, South Africa, South Wales–United Kingdom, Spain, Zambia

Region 3
Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia, Barbados, Virgin Islands

What's Next?

If you would like to be considered for candidacy, then contact Bruce Woodzell at **pastpresident@iaao.org** and find out more about pursuing the pathway to professional excellence.

Computer Assisted Appraisal Discussion List—Assessing a Commercial Dock

Q. Dennis DeCamillo, AAS, Ashtabula, Ohio

Can anyone refer me to someone with experience in assessing a dock? Like anyone, we have a number of challenging specialty properties in my jurisdiction, and one is a dock on Lake Erie. It might be better described as a small port. Based on a sale, I am assessing it at about $28,000,000. The owner hired an attorney who specializes in commercial property assessment challenges and filed in our appeals system. They are claiming a value of $3,600,000. The school district that this sits in is looking for an MAI that has worked on a project like this. Any suggestions?

A. R. Douglas Sensabaugh, New Castle, Delaware

The same rules apply to a dock as with any other property. If it has an income stream, capitalize it. You'll probably have a difficult time finding comparable sales, but try any way. If all else fails, there is always the cost method. Best of luck!

A. Terry Armstrong, Ocean Springs, Mississippi

I wouldn't stop at the county line for sales. It is a specialized business and regional sales apply.

A. Ivan Kuvalanka, Waterford, Connecticut

Have you reviewed the report of the owner? Considering the disparity between your value and the owner's, you might be overlooking something. One thing to keep in mind is that you are appraising the real estate and not the personal property or the business (BEV), which is intangible. You have mentioned that you have a sale which you are utilizing to support your valuation. It might behoove you to investigate that transaction (contact the buyer and seller) to determine what actually was sold, and how the participants valued the components (i.e. land and buildings, personal property, going concern, trademarks, workforce in place, etc.). For IRS reporting, these elements must be delineated by the participants. The Appraisal Institute has an excellent course called "Fundamentals of Separating Real Property, Personal Property, and Intangible Business Assets" that you might consider looking into.

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.

Allan Booth Retires

IAAO and the AssessorNET community send best wishes to Allan Booth for his recent retirement from the position of Assessor of the City of Newport, Rhode Island, on June 1, 2012.

Allan joined IAAO in 1987 and he has been one of the most active participants on AssessorNET since it began. Based on the AssessorNET responses to his retirement notice, his contributions have been greatly appreciated by many IAAO members in a variety of locations.

IAAO thanks Allan for his frequent posts and willingness to help others. We hope his example inspires more members to get involved in AssessorNET discussions as a way to assist fellow members. We also hope Allan can still find time to post comments while enjoying his retirement!

New Members

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

South Australia, Australia
Eavin Livingston Parry

Nova Scotia, Canada
Dave A. Melanson
Hilton Arron Reddick
Emily Wrobleski

England, United Kingdom
Philip Haughey

Arizona
Nancy J. Esquibel
Benny Gonzales
Jennifer Rearich

Arkansas
Nannette L. Bhaumik
Debbie Lykens
Gloria J. Tillman

Connecticut
Emma E. Sousa

Florida
Dionne C. Harnish
Peter Johnson
Raymond Mobley
Andrew S. Perry
Ursula C. Sharp
Wynta M. Whitcher

Illinois
Bill Barrett
Mary Ann Connelly
Caitlin Fitzpatrick
Karen Krug

Indiana
Kimberly M. Klerner

Iowa
Kelsi Jurik

Kansas
Debra Lee Bruner
Karen S. Miles

Louisiana
Jan S. Bell
Bryan C. Bushnell
Sandy M. Campbell
Geraldine C. Cavaretta
Kelly C. Chatellier
Michael F. Gill
Mitchell A. Horne
Jeanine D. Zenon

Massachusetts
Charles Clabaugh
Diane M. Peterson

Michigan
Ryan Stipp

Missouri
Amber Bates

Nebraska
Matthew Lutz Kuckkahn

New Hampshire
David K. Marazoff
Mark R. Stetson

New Jersey
Karen R. O'Shea

New York
Richard K. Carrier
Kristen Keller

North Carolina
Linda Constant Alwran
Vickie W. Dodson
John W. Edmondson

Ohio
Heidi Easley
Megan O. Slater

Tennessee
Michael B. Campbell

Texas
Richard K. Harris
Michael R. Jones
Chris Littrell
Tammera J. Rivers
Steven Lee Sparks
Raquel M. Vega

Virginia
Paul Bidanset
Charles Hodge

Washington
Timothy M. Farrell
Lori A. Glinn
Paul Greatorex
Genevieve A. Haines
Jurgen Ramil
Susan A. Walde

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/ Rec. Properties
- Theaters

IAAO Rep of the Month • Greg Moody, CAE, Tennessee

David Wayne Reed

Greg Moody, CAE, is the Director of Appraisal and Reappraisal for the Shelby County Assessor of Property in Memphis, Tennessee. He has worked there since 1995. The office is responsible for valuing and defending 350,000 real property parcels and 40,000 personal property parcels. Prior to his employment with Shelby County, Moody worked for five years with the State of Tennessee Division of Property Assessments as an Appraisal Specialist.

Moody has been a member of IAAO since 1991, and he earned the CAE designation in 1996. He also has a Tennessee Master Assessor designation from the State of Tennessee Board of Equalization. Moody is an active member of the Tennessee Chapter of IAAO (TIAAO) and served as the President in 2005–2006.

"I was very fortunate early in my career, beginning with the State of Tennessee, to have managers that were 'pro' IAAO and recognized its membership benefits," says Moody. "On my second day of the job there, my manager, Larry Ellis, CAE, told me, 'If you decide to stay in this business, you will need to join IAAO and obtain a CAE designation as soon as possible.' It was great advice. Six years later, I achieved that goal and now have the opportunity to serve as a mentor to help others earn their designations."

Moody notes a few favorite memories during his time as an IAAO member. One is when he received a letter from IAAO informing him that he had passed the Demonstration Appraisal and Commercial Case Study and had earned the CAE designation. Another was being asked to present a session at the 2007 IAAO Conference in Atlanta, Georgia. "My father is a retired minister and a great public speaker. I always hoped that a small portion of his ability would rub off on me," adds Moody.

He is a graduate of the University of Tennessee at Martin with a bachelor of science degree in business administration (1990). He has been married for 20 years to his wife Leslie, and they have a 16-year-old daughter (Caitlin). He enjoys playing disc golf (Frisbee golf) several times a week. He says that he played regular golf for more than 30 years prior to taking up disc golf 2 years ago. He says, "I have not played regular golf since." He is also an avid supporter of Memphis Grizzlies professional basketball, University of Tennessee (Vols) football, and Pittsburgh Steelers professional football.

CALENDAR OF EVENTS

LOCAL • REGIONAL • INTERNATIONAL

Institute of Municipal Assessors
2012 Annual Conference
June 24–26, 2012
Ottowa, Ontario, Canada
www.assessorsinstitute.ca

International Property Tax Institute (IPTI)
Annual Conference
August 22–23, 2012
Sao Paulo, Brazil
http://www.ipti.org

Maine Association of Assessing Officers
Fall Conference
September 26–28, 2012
Sebasco Harbor Resort, Sebasco Estates, Maine
http://www.ipti.org
www.maineassessors.org/

The Appraisal Foundation
Board of Trustees Fall Meeting
November 1, 2012
Portland, Oregon
http://www.appraisalfoundation.org

Submit local event information with event name, date, place, and contact information to bennett@iaao.org.

Congratulations New Designees

Christopher R. Edstrom, RES, received the Residential Evaluation Specialist designation in March 2012. Edstrom serves as a Residential Real Estate Appraiser for the Johnson County Appraiser's Office in Olathe, Kansas. He has held that position for over four years. Edstrom previously served as an Exemption Specialist for Johnson County. He holds an economics degree from Emporia State University and an associate's degree from Johnson County Community College. Edstrom is a Kansas Registered Mass Appraiser and joined IAAO in 2012.

Michael J. Lorius, RES, received the Residential Evaluation Specialist designation in March 2012. Lorius serves as a Residential Real Estate District Appraiser for the Johnson County Appraiser's Office in Olathe, Kansas. He has held that position for two and one half years and previously served as a Residential Appraiser I for Johnson County. Lorius holds a bachelor's degree in community and regional planning from Iowa State University. Lorius is a Kansas Registered Mass Appraiser and joined IAAO in 2011.

Michael Quilty, RES, received the Residential Evaluation Specialist designation in March 2012. Quilty serves as a Residential Real Estate District Appraiser for the Johnson County Appraiser's Office in Olathe, Kansas. He has held that position for two years and previously served as an Appraiser I for Johnson County. Quilty holds a bachelor's degree in social science from Kansas State University. He is a Kansas Registered Mass Appraiser and joined IAAO in 2011.

Shannon Winter, RES, received the Residential Evaluation Specialist designation in March 2012. Winter serves as a Residential Real Estate District Appraiser for the Johnson County Appraiser's Office in Olathe, Kansas. She has held that position for three and one half years and previously served as an Appraiser I for Johnson County. Winter earned a bachelor's degree in political science from Kansas State University. She is a member of the Kansas City chapter of IAAO and plans to volunteer for the upcoming annual conference in Kansas City, Missouri. Winter is a volunteer with the Illinois English Bulldog Rescue Chapter. She volunteers for a variety of duties and states "it is all worthwhile to see pictures of the rescued bulldogs when they are healthy and going home with their new families." Winter joined IAAO in 2012.

Michael Shoun, RES, received the Residential Evaluation Specialist designation in March 2012. Shoun serves as an Appraiser for the Johnson County Appraiser's Office in Olathe, Kansas. He has held that position for five years. Shoun attended Baker University and joined IAAO in 2011.

Recertification Credit Notice

The IAAO Professional Development Department processes requests for recertification credit during January and February of each year according to IAAO Procedural Rule 10.3.6.

10.3.6 Gaining Credit

Requests for recertification credit will be processed during January and February of each year. Requests received after March 1 in any given year will be processed the following January, except during an extension period. Requests for recertification credit during an extension period will be processed immediately upon receipt, and the Professional Development Subcommittee will render a decision within thirty (30) days thereof.

Once the request for recertification credit has been processed, designees will receive one updated recertification credit summary per year.

Professional Designee Activities at the Annual Conference: What's In it for You?

Contributors: Martin Marshall; Randy Ripperger, CAE;
John Ulibarri AAS, RES; Deborah Bunn, CAE, and compiled by Leann Ritter

Education Program *by Martin Marshall*

The focus of the 78th Annual International Conference on Assessment Administration is on education to promote the association mission of *innovation and excellence in property appraisal, property tax policy, and administration through professional development, education, research, and technical assistance.* Conference attendees have the opportunity to further this mission by taking part in sessions, learning from others and taking information home to share with their colleagues.

The annual conference is an educational opportunity for all involved. The conference provides a platform for practitioners, academics, consultants and vendors to share their expertise, skills and services with association members from around the world. Conference goers are able to attend up to 13 hours of educational sessions on a variety of topics related to assessment administration.

With related education sessions grouped into tracks, attendees may focus their time on the track that most interests them or they may sample educational offerings from any of the tracks available. The presentations in all the tracks provide assessment administration professionals the means to improve their skills and gain continuing education towards an IAAO professional designation.

Topics to be discussed in educational sessions at the 2012 conference include valuation concepts and techniques, enhancing management skills, personal development, technical innovations and policy and standard updates. Sixty three classes at this year's conference qualify for continuing education for IAAO professional designee candidates.

Grader's Workshop *by Randy Ripperger, CAE*

Every year at the IAAO International Conference on Assessment Administration, the Professional Designations Subcommittee offers the grader's workshop. The grader's workshop, on Wednesday, September 12, is designed for both potential graders and candidates/potential candidates for the CAE or RES designation.

Potential Graders

There are many ways to become involved in IAAO: being a committee member, writing articles for our publications, doing presentations at our conferences, becoming instructors for our educational offerings. One of the most important services one can give to IAAO and the profession is serving as a demonstration appraisal report grader for our professional designation program. Graders act as the IAAO evaluation board for appraisal reports which are submitted to demonstrate a candidate's professional competence. It is the function of the grading committee to assure that those who finally earn their designation are competent assessors/appraisers. The work of the members of the grading committee is a very critical step in evaluating the ability and expertise of each candidate.

Becoming an IAAO demonstration report grader is a fairly simple process: the individual must hold the CAE designation; have passed a demonstration appraisal report in the grading area; attend the grader's workshop; do a trainee grading; and be reviewed by the Professional Designations Subcommittee.

Candidates/Potential Candidates for the CAE and RES Designation

The most challenging and time-consuming requirement for attaining the CAE professional designation (and sometimes the RES designation) is the writing of an acceptable demonstration appraisal report. In preparing their demonstration appraisal report, many candidates feel the need for guidance and assistance. The grader's workshop, instructed by the grading chairs, is an excellent resource for candidates who encounter problems or questions in developing their demonstration appraisal reports.

At the grader's workshop, topics will include:

- The function of the demonstration appraisal report within our designation program
- The role of the grader, grading chair, Professional Designations Subcommittee, and IAAO staff
- IAAO's grading process and philosophy
- The *Guide to Real Property Demonstration Appraisal Report Writing* represents the official IAAO policy with respect to the requirements of a demonstration appraisal report
- Common errors and problems encountered in demonstration appraisal reports
- Practice grading exercises.

Copies of the *Guide to Real Property Demonstration Appraisal Report Writing, 15 Steps to a Successful Residential Demonstration Appraisal,* and the *Grader's Handbook* will be included in the workshop material. There will also be allotted time for questions at the end of the session.

Instructor's Training Workshop

The Instructor Training Workshop (ITW), beginning Friday, September 7, is an intensive 3-day interactive workshop. The ITW

is not intended to teach individuals how to instruct, but rather to evaluate participants' ability to teach IAAO material in a classroom setting.

During this 3-day workshop, students learn about IAAO education delivery, adult education, effective communication, and IAAO curriculum. Each student is expected to understand the general subject matter and specific course material, spend at least 10 hours in advance preparation, prepare short practice presentations, and prepare one final ten-minute presentation. Students demonstrate (and are evaluated on) their teaching style, classroom presence, familiarity and comprehension of the course material, organization of subject matter, clarity and accuracy of their classroom presentation. For more information and to register go to www.iaao.org.

***A personal perspective* by John Ulibarri AAS, RES**

I really enjoyed the experience as a whole at the ITW. The ITW was in equal parts a learning experience, an opportunity to grow, and terrifying. The ITW made you prepare to be successful and overcome any unease you may have about speaking in front of a group of total strangers. I remember feeling sorry for myself for having to spend most of the night preparing for the next day's presentation. I quit after talking to another student who lost his entire presentation at 0 dark 30 when his computer crashed. He spent the rest of the night reworking his presentation. He went on to nail his presentation and pass the ITW.

Jean (Spiegel, IAAO Education Manager) will back up this next story. We were supposed to prepare a five minute presentation. Time and time again the instructors emphasized that timing was paramount. I prepared everything, included time for questions and explanation, and felt confident. I stood up, introduced myself and then nervously proceeded to speed through about a two and a half minute presentation. There were no questions. The silence was deafening. The instructors gave their comments, most of which centered around actually filling the time allotted. After listening to the instructor comments, I went back and prepared for the next presentation. It went off without a hitch. In fact, it was so much better that Jean ran up to the front and congratulated me. The three instructors were supportive of the better presentation and made some more constructive comments that I used to successfully complete the final presentation.

The instructors were honest and tough, but were also very supportive in their attitudes and comments both during and after the ITW. If you as a student were willing to listen, their comments went a long way to providing the information to not only pass out of the ITW, but to become a better educator. The fellow students were also great. It was fun and enlightening to sit down with fellow assessment professionals from across the country to discuss the similarities in our duties and the uniqueness of each jurisdiction.

All in all, the ITW was an extraordinary experience. Was it tough? Yes. Was it nerve wracking? Definitely. Was it worth it? Absolutely.

Awards Breakfast

New Designation Recipients

All new professional designees are invited to be recognized at the annual conference Awards Breakfast on Tuesday, September 11. New designees are brought to the stage and presented with their designation certificate by the IAAO President. A photographer will take pictures of the new designees.

Virginia Cup

In 1990, the Virginia Association of Assessing Officers challenged other states to increase the number of designees in their respective states and, ultimately, to increase professionalism in the assessing field. The symbol of this achievement is the Virginia Cup. The cup is given to the state or province with the most new designees during the award period and is presented at the Awards Breakfast at the annual conference. 2011 saw the highest number of new IAAO designees in recent history, 55, with Florida and North Carolina tying with nine new designees per state. Competition is again stiff this year. Which state or province will receive the hard-earned award in 2012?

How it began *by Deborah Bunn, CAE*

While working as an appraiser and then chief deputy assessor for the City of Norfolk I began work on my CAE designation. At the time I began (in the mid 80's), there were not many female appraisers and only a few of them were designated. I saw it as a challenge to myself and a statement to others that I was serious about my career. In 1990 I became the president of the Virginia Association of Assessing Officers and at my installation banquet, I issued a challenge to all the members to join me in my pursuit of professional excellence. That night, the Virginia Cup was born and I promised to complete my CAE requirements by the end of my presidency. I fulfilled my promise and at the new president's installation banquet in 1991, Otho Fraher (CAE) (President 1993) awarded me my CAE pin and certificate. I was honored to present the Virginia Cup for the very first time at the IAAO Conference in Montreal. I have had a rewarding and successful career in mass appraisal and my professional designation as served me well throughout the years.

Verne W. Pottorff, Professional Designee of the Year

Also presented at the annual conference awards banquet, this prestigious award was named in honor of the late Verne W. Pottorff, CAE, a former member of the IAAO Executive Board. It is presented to the IAAO professional designee who has most effectively promoted the interests and mission of the IAAO Professional Designation Program. Contributions may have been in the area of enrolling, advising, and encouraging candidates; developing programs to assist candidates; and in other ways promoting the goals of program. Nominations for this award are accepted through May 1 of the year in which the award is given.

Professional Designees and International Attendees Reception

This annual event recognizes those that have earned the IAAO mark of exceptional competence. During the reception, new and long time designees meet and build relationships in a relaxed atmosphere. On Monday, September 10, all IAAO designees are invited to join other professionals who have demonstrated a high level of assessment skills through the IAAO designation program. The 2012 reception will include a tour of IAAO international headquarters.

What's Your Number?

We want to take advantage of this anniversary year to make sure our designation records are accurate and complete.

If you currently hold an IAAO designation, please send:

- your name
- the date on your designation certificate, and
- the number of that certificate

to Larry Clark, CAE, Director of Professional Development. You can send the information by e-mail to clark@iaao.org or in a letter to:

Larry Clark
314 W 10th Street
Kansas City, Missouri 64105-1616

All persons who respond will have their name entered into a drawing for a *Fundamentals of Mass Appraisal* textbook.

In addition, we would be interested in hearing more about your reasons for seeking a designation. Send your story to IAAO, attention Larry Clark, CAE. Stories may be published in future issues of *Fair & Equitable.*

IAAO Financial Assistance Programs

IAAO Scholarship Funding

- IAAO Scholarship Fund
- Jeff Hunt, CAE, Memorial Candidates Trust
- Timothy N. Hagemann Memorial Membership Trust
- Friends of the Paul V. Corusy Library Trust

For more information contact Angela Blazevic, AAS, Director of Administration, Blazevic@iaao.org, 816/701-8123 or go to www.iaao.org for information about specific funds. IAAO is a nonprofit 501(c)(3) educational association. Contributions are generally tax deductible. Check with your tax advisor.

IAAO Hardship Grants

Funding assistance is available for members to renew their annual IAAO Membership. IAAO members who demonstrate financial need and meet application criteria can apply to the Hardship Grant Committee for assistance. This fund covers a need not met by other assistance programs.

The Hardship Grant Committee evaluates applications in a confidential blind process and inform recipients of its decision in a timely manner. Application are being accepted now.

Grant award amounts are as follows:

- IAAO Regular member $100 (member pays remaining $75)
- IAAO Associate member $100 (member pays remaining $80)

Limited funds are available.
Apply today at www.iaao.org under the Scholarships menu.

Annual Conference Golf Outing

Sign up for the KCIAAO Golf Outing to be held Sunday, September 9, 2012, at the Oakwood Country Club, Kansas City. The reservation form is available at www.iaao.org. The form also appeared in F&E April on page 44. Reservations must be received by August 5, 2012. Contact Barry Porter at 785-527-7230 or rpappraiser@republiccounty.org for more information.

Cost per person before July 20, $125
Cost per person after July 20, $150 (space permitting)

78TH ANNUAL INTERNATIONAL CONFERENCE ON ASSESSMENT ADMINISTRATION

IAAO 2012

Assessment Excellence in the Heartland

September 9–12, 2012 • Kansas City, Missouri

Kansas City Convention Center

TRACKS

Commercial: Real and Personal Property

The Commercial: Real and Personal Property track addresses recent trends in valuation of healthcare facilities, macro- and microanalytics, intangible property, communication sites, and methods to increase the tax base.

Management

Management—it affects everything. This track will address the fast changing world of managing yourself, your employees, customers, and processes including implementing new tax software, sustained outreach programs, GIS for Managers, controlling your online presence, and agile management.

Personal Development

Personal development presentations include communicating with the media and general public, developing education programs, preparing for trial, and time management solutions. There will also be an opportunity to explore the IAAO Professional Designation program.

Residential Appraisal

The Residential Appraisal track addresses a variety of residential appraisal issues including land valuation, appraising in distressed markets, the cost approach and depreciation, and condominium assessments. Additional areas of focus include modeling, risk management, and residential appeals.

Special Topics

The Special Topics track focuses on a variety of issues of importance to the assessment professional. Presentations include international valuation, valuing unique properties, updates to IAAO technical standards, and AVM trends.

Tax Policy and Assessment Standards

Presentations in this track address tax policy issues that impact the assessment profession and property owners. Presentation topics include property tax incentives, payment in lieu of taxes, motor vehicle taxation, measures of vertical equity, personal property obsolescence, and the effects of tax policy on economic development.

Technology

This track focuses on the benefits and challenges of the latest technologies available to assessing offices, including innovations for improving field inspections, advances in mass appraisal, new developments in mapping, and general assessment administration topics.

About the Conference

Join us in downtown Kansas City! The annual conference provides educational sessions, networking, events, and exhibits that supply the tools you need to succeed.

Official Conference Hotel

Kansas City Downtown Marriott
200 West 12th Street
Kansas City, MO 64105

The conference room rate at the Marriott is $159

Phone reservations can be made by calling 1-877-303-0104 or online at www.iaao.org. Reference the International Association of Assessing Officers room block to get the discounted rate. Rates are based on availability so make your reservations early.

Overflow Hotel

Crowne Plaza Kansas City Downtown
1301 Wyandotte Street
Kansas City, MO 64105

The conference room rate at the Crowne Plaza is $149

Phone reservations can be made by calling 1-800-2CROWNE (1-800-227-6963) or online at www.iaao.org. Reference the International Association of Assessing Officers room block to get the discounted rate. Room rates are based on availability so make your reservations early.

Convention Center

The Kansas City Convention Center is located in downtown Kansas City, Missouri, approximately 20 minutes from the Kansas City International Airport. Attendees will be just steps away from conference hotels, the Power and Light Entertainment District and the Sprint Center indoor event arena. The Convention Center is located at 300 W. 13th Street. The main entrance is one block south of the headquarter hotel, the Downtown Marriott, and one block west of the overflow hotel, the Downtown Crowne Plaza.

SESSIONS

Commercial: Real and Personal Property

Monday, September 10, 10:30–11:30 am
Recent Developments in Legal and Administrative Challenges to Hospital Property Tax Exemptions
Thomas A. Jaconetty, Esq., Cook County, IL
Wayne A. Tenenbaum, Esq., Neill, Terrill & Embree, LC

Monday September 10, 1:00–2:30 pm
Hospital Real Property Tax Assessment: Entrepreneurial Profit
Jack Randal Poteet, MAI, ASA, Hospital Appraisal Services, LLC
The Valuation of Senior Care Facilities
Tim Wilmath, MAI, Hillsborough County, FL

Monday, September 10, 3:00–4:30 pm
Long Run Multiplicative Modeling of Commercial Properties to Determine the Robust Hedonic Variables
Michael L. Brooks, MA, MBA, St. Louis County, MO

Tuesday, September 11, 10:00–11:30am
State of the U.S. Real Estate Market...Fall 2012
Peter F. Korpacz, MAI, CRE, FRICS, Korpacz Realty Advisors

Tuesday, September 11, 1:00–2:30pm
Cell Tower and Carrier Equipment Valuations
Walt Woodard, Cell Tower Solutions
Randy Scott, Cell Tower Solutions

Tuesday, September 11, 3:00 pm–4:30 pm
Intangibles in Commercial Properties: Are They the Real Thing?
Mark T. Kenney, MAI, SRPA, MRICS, MBA, American Valuation Group, Inc.

Wednesday, September 12, 9:00–10:30 am
Assisting Resource Deployment for Residential Property Inventory Improvement Using Artificial Neural Network-based Risk Profiles
Keith Potter, EdD, Dragonstrike Systems
Bill Levis, MA, University of British Columbia

Wednesday, September 12, 11:00 am–12:30 pm
The Top Ten Most Underreported Tangible Personal Property Items
Jim Turner, Jr., CPA, CVA, CMEA, Turner Business Appraisers

Wednesday, September 12, 1:30–3:00 pm
Valuation Strategies Using Customized Market Analytics
Jon M. Hitchcock, CCIM, CoStar Group
Antonia G. Viens, MAI, Johnson County, KS

Management

Monday, September 10, 10:30–11:30 am
Effective Agile Management in the Workplace
Patrick Berner, CCI Software
Lori Burge, CCI Software

Monday, September 10, 1:00–2:30 pm
Extreme Government Makeover: Digging Deeper
Ken Miller, Change and Innovation Agency

Monday, September 10, 3:00–4:30 pm
Factors Affecting the Property Tax: Guiding the Media to a Better Understanding of Property Tax Systems
Alan Dornfest, AAS, State of Idaho
Chris Bennett, IAAO

Tuesday, September 11, 10:00–11:30 am
Creating Successful Partnerships in the Assessment Community
Alvin Lankford, RPA, Williamson Central Appraisal District, TX
Larry Gaddes, Williamson County, TX
Marya Crigler, Travis Central Appraisal District, TX
Tiffany Seward, Travis County, TX

Tuesday, September 11, 1:00–2:30 pm
What You Don't Know Can Hurt You: Taking Control of Your Online Brand
Tina Morton, RTA, CTA, CTP, Travis County, TX
Tiffany Seward, MA, RTA, CTA, Travis County, TX

Tuesday, September 11, 3:00–4:30 pm
Implementing New Tax Assessment Software—How To Build a Foundation for a Successful Project
Joe Brookhouse, PMP, Accent

Wednesday, September 12, 9:00–10:30 am
How Sustained Outreach Can Improve Your Standing in the Community
Lloyd Hara, King County, WA

Wednesday, September 12, 11:00 am–12:30 pm
GIS for Managers
Brent Jones, Esri

Wednesday, September 12, 1:30–3:00 pm
How to Craft a Better RFP...the Secret Difference between Success and Starting Over
Ko Clifton, CCI Software

Personal Development

Monday, September 10, 10:30–11:30 am
Everything You Need To Start an Education Program
Mike Pratt, ASA, CFE, LCAM, IAAO Accredited Member, Palm Beach County, FL

Monday, September 10, 1:00–2:30 pm
Sound Bite 101—How to Become a Media Spin Doctor
Larry Stein, Oklahoma County, OK

Monday, September 10, 3:00–4:30 pm
The Art of Making a Powerful Presentation
George Donatello, CMS, TEAM Consulting

Tuesday, September 11, 10:00–11:30 am
The Appraiser as an Expert Witness
Steve Van Sant, State of Alaska
Greg Musil, Esq., Polsinelli Shughart
Brian Howes, Esq., Polsinelli Shughart
Brad Eldridge, MAI, Douglas County, KS

Tuesday, September 11, 1:00–2:30 pm
Learn Your Way: Behavioral & Communications Style
Allen Zingg, MA, Maricopa County, AZ

Tuesday, September 11, 3:00–4:30 pm
Working with the Media—Crafting a Positive Message for your Jurisdiction
IAAO Communications Committee
L. W. Patterson, Garfield County, OK
Rebecca Malmquist, CAE, Minnetonka, MN
Manuel Gallegos, Los Angeles County, CA
Tiffany Opheikens, Weber County, UT
Steve Van Sant, State of Alaska
JoAnn Pierson, Thomson Reuters
Chris Bennett, IAAO

Wednesday, September 12, 9:00–10:30 am
It's About TIME . . . to organize yourself!
Claudia A. James, CSC, James Educational Meetings and Seminars, Inc.

Wednesday, September 12, 11:00 am–12:30 pm
IAAO Grader's Workshop—Part 1
Randy Ripperger, CAE, Polk County, IA

Wednesday, September 12, 1:30–3:00 pm
IAAO Grader's Workshop—Part 2
Randy Ripperger, CAE, Polk County, IA

Residential Appraisal

Monday, September 10, 10:30–11:30 am
A Collision of Worlds—The Emergence of Statistically Supported Appraisals: Implications and Opportunities for the Assessment and Single Property Communities
Mark Linné, CAE, MAI, SRA, CRE, FRICS, Appraisal World, Inc.

Monday, September 10, 1:00–2:30 pm
Tracking Foreclosures and Foreclosure Related Sales and Analysis of Their Potential Impact on Market Values: Forsyth County, NC
Jason Clodfelter, CMS, GISP, Forsyth County, NC
John Burgiss, RES, Forsyth County, NC

Monday, September 10, 3:00–4:30 pm
Residential Valuation in a Distressed Market—The Jackson County, Missouri, Experience
John F. Thompson, Jr., MS, Tyler Technologies, Inc.
A. Sackey Kweku, MA(Econ), Jackson County, MO

Tuesday, September 11, 10:00–11:30 am
Improving the Cost Approach Value Estimate While Reducing the Budget
J. Wayne Moore, PhD, J. Wayne Moore, PhD, LLC

Tuesday, September 11, 1:00–2:30 pm
Depreciation: Raising Your Understanding of Losses in Value
Norrine Brydon, Marshall & Swift
Edward Martinez, IDECC, Marshall & Swift

Tuesday, September 11, 3:00 pm–4:30 pm
Residential Market Value and Equity Appeal: Appraiser Presentation for a Residential Property Value Appeal
Shane Docherty, RPA, CTA, Dallas Central Appraisal District, TX
Rick Kuehler, Dallas Central Appraisal District, TX
Ken Nolan, RPA, RTA, CTA, Dallas Central Appraisal District, TX

Wednesday, September 12, 9:00–10:30 am
Condominium Assessment
Scott G. Winter, RES, Milwaukee, WI

Wednesday, September 12, 11:00 am–12:30 pm
Residential Market Analysis with Statistical Model and GIS
Patrick O'Connor, ASA, O'Connor Consulting Inc.
Enhancing Appraisal Efficiencies through Technology
Lee Ann Kizzar, Arkansas CAMA Technology
Shanna Jenkins, Arkansas CAMA Technology

Wednesday, September 12, 1:30–3:00 pm
Risk Based Inventory Management
Bill MacGougan, AACI, MBA, BC Assessment
Graham Held, AACI, BC Assessment

Special Topics

Monday, September 10, 10:30–11:30 am
Valuation of Bed and Breakfasts in Ontario
Jamie Stata, MPAC
Jason C. Moore, MBA, MPAC

Monday, September 10, 1:00–2:30 pm
Green Building in the Context of Valuation
Ross Litkenhous, MBA, LEED GA, SC&H Group, LLC
Galen Sencil, SC&H Group, LLC

Monday, September 10, 3:00–4:30 pm
Fifty Years of Walmart
Charles Terrell, CMI, Wal-Mart Stores, Inc.

Tuesday, September 11, 10:00–11:30 am
Use of Public/Private Partnerships and Incentives for the Village West Project Area and The Legends Shopping District
Dennis M. Hayes, County Administrator, Unified Government of Wyandotte County/ Kansas City, Kansas

Tuesday, September 11, 1:00–2:30 pm
Obsolescence—When, Where & How
Steve Sutterfield, PPS, Total Assessment Solutions Corporation
Lisa A. Hobart, ASA, PPS, West Bloomfield Township, MI

Tuesday, September 11, 3:00–4:30 pm
Around the World in 90 Minutes
Richard Almy, Almy, Gloudemans, Jacobs & Denne
Mary Odom, MLS, IAAO

Wednesday, September 12, 9:00–10:30 am
Emerging AVM Trends: IAAO's Role
IAAO Research Committee
Ronald Rakow, Boston, MA
August Dettbarn, RMA, Douglas County, KS
Patrick O'Connor, ASA, O'Connor Consulting

SESSIONS

Wednesday, September 12, 11:00 am–12:30 pm
IAAO Technical Standards Updates
IAAO Technical Standards Committee
Alan S. Dornfest, AAS, State of Idaho
Robert J. Gloudemans, Almy, Gloudemans, Jacobs, & Denne
Mary Reavey, City of Milwaukee, WI
Dennis Deegear, Duff and Phelps, LLC
Douglas Warr, AAS, Oklahoma State University, OK
Michael Prestridge, Orange County, FL

Wednesday, September 12, 1:30–3:00 pm
Fair Property Tax Administration and Grading the States' Property Tax Practices
Fred Nicely, JD, MBA, Council on State Taxation
Doug Turner, General Electric

Tax Policy and Assessment Standards

Monday, September 10, 10:30–11:30 am
Payment in Lieu of Taxes—The Boston Program and Experience
Ronald W. Rakow, Boston, MA

Monday, September 10, 1:00–2:30 pm
Lincoln Institute of Land Policy Rethinking Property Tax Incentives for Business–Part 1
Jane Malme, Esq., Lincoln Institute of Land Policy
Daphne Kenyon, PhD, Lincoln Institute of Land Policy
Adam Langley, MA, Lincoln Institute of Land Policy

Monday, September 10, 3:00–4:30 pm
Lincoln Institute of Land Policy Rethinking Property Tax Incentives for Business–Part 2
Jane Malme, Esq., Lincoln Institute of Land Policy
Daphne Kenyon, PhD, Lincoln Institute of Land Policy
Adam Langley, MA, Lincoln Institute of Land Policy

Tuesday, September 11, 10:00–11:30 am
Technological Obsolescence of Personal Property in the Telecommunications Industry
Kellianne Nagy, CAE, Time Warner Cable

Tuesday, September 11, 1:00–2:30 pm
Recent Advances in Assessment Performance Measurement
Robert Denne, MBA, Almy, Gloudemans, Jacobs and Denne
Comparing Vertical Inequity Detection Methods Using Simulated Data
Josh Myers, Manatron

Tuesday, September 11, 3:00–4:30 pm
A New Approach to the Taxation of Motor Vehicles in North Carolina
W. A. (Pete) Rodda, CAE, RES, N.C. Department of Transportation Information Technology

Wednesday, September 12, 9:00–10:30 am
A Perspective on How Current Taxation Encourages Sprawl
Joseph Minicozzi, AICP, MAUD, BArch, Urban3, LLC
Charles L. Marohn Jr., PE, AICP, Strong Towns

Wednesday, September 12, 11:00 am–12:30 pm
Case Studies on Using Private and Public Partnerships to Audit Business Personal Property and Increase Both Equity and Tax Revenues
Tom Tucker, PPS, Tax Management Associates, Inc.
Kirk F. Boone, PPS, Tax Management Associates, Inc.

Wednesday, September 12, 1:30–3:00 pm
The Significance of the Cost Approach When Used For Energy/Fuels/Power Properties
Robert T. Lehn, PE, RPA, MChE, Pickett & Company, Inc.
Issues Related to the Property Taxation of Shale Gas and Facilities
Cal Kent, PhD, AAS, West Virginia Property Valuation Commission
Faith Dangerfield, State of West Virginia

Technology

Monday, September 10, 10:30–11:30 am
Getting Ready for Parcel Editor
Timothy Boncoskey, Maricopa County, AZ

Monday, September 10, 1:00–2:30 pm
Creative Use of your Imagery and Sketch Data
S. Jay Graber, Apex Software
Conrad Comeaux, Lafayette Parish, LA
Scott Sherwood, Pictometry

Monday, September 10, 3:00–4:30 pm
3D Parcel Mapping in Alaska
Keith W Cunningham, PhD, University of Alaska, Fairbanks

Tuesday, September 11, 10:00–11:30 am
How the iPad Can Help Your Office Improve Accuracy and Efficiency
John Wilson, King County, WA

Tuesday, September 11, 1:00–2:30 pm
Affordable Technology Utilized to Create Invaluable Tools
Jonathan Garner, Hampton, VA
Brian E. Gordineer, AAS, MBA, Hampton, VA

Tuesday, September 11, 3:00–4:30 pm
Advancements in Data Visualization and Analysis in the Mass Appraisal Process
Doug Bennett, Manatron, Inc.

Wednesday, September 12, 9:00–10:30 am
Tax District Boundaries in Legislative Policy Impact Analysis
Ed Crane, Esri
Eilene Battles, Kansas Data Access and Support Center

Wednesday, September 12, 11:00 am–12:30 pm
Learn the Latest and Greatest Technologies in Print and Mail That Will Save You Time and Money!
Jim Cote', The Master's Touch, LLC

Wednesday, September 12, 1:30–3:00 pm
Using Public Records to Improve Operational Efficiencies and Effectiveness by Leveraging Data to Locate and Contact Delinquent Taxpayers and Reduce Costs Associated with Returned Mail
Scott M. Straub, MSF, LexisNexis

For more information go to WWW.IAAO.ORG

Don't Miss Keynote Speaker and Change Agent, Ken Miller

Don't miss the Annual Conference Opening Ceremony on Monday, September 10. We will be welcoming Keynote Speaker, Ken Miller, founder of the Change and Innovation Agency. The agency is dedicated to increasing government's capacity to do more good. Ken has worked with amazing people in the most difficult environments to tackle big issues.

Ken was Deputy Director of the Missouri Department of Revenue, where he was part of a transformation effort that reduced the time to issue tax refunds by 80% (fastest in the nation) at less cost, and cut wait times in motor vehicle offices by half. The agency received a State Quality Award—one of only a handful of government agencies in the country to receive such a distinction. Ken was then named Director of Performance Improvement for Missouri State Government, one of only two states to receive an A grade from GOVERNING for Managing for Results.

Ken speaks to thousands of government managers each year, spreading his simple but often-ignored message: The only thing standing in the way of the government we want is right between our ears. Our beliefs create our systems. Our systems produce our results. If we want better results in government we need better systems. If we want better systems, we need better beliefs.

Ken was named one of the country's top change agents by *Fast Company* magazine. Ken is the author of three books *Extreme Government Makeover: Increasing Our Capacity to Do More Good*, *We Don't Make Widgets: Overcoming the Myths That Keep Government from Radically Improving* and *The Change Agent's Guide to Radical Improvement* as well as numerous articles and columns on how to improve the performance of government.

International Association of Assessing Officers
78th Annual International Conference on Assessment Administration
September 9–12, 2012 • Kansas City Convention Center • Kansas City, Missouri

Three Ways To Register

Registration or Program Questions? Contact Lauren Harlan, E-mail harlan@iaao.org or call 816/701-8109.

1. FAX this completed registration form if you are paying with a credit card to 816/701-8149.
2. MAIL this completed registration form and payment to the IAAO Bank Lockbox at: IAAO, P.O. Box 504183, St. Louis, MO 63150-4183.
3. Online at whttp://www.iaao.org/events/AnnualConference.cfm

(Please print legibly.) Is your contact information new or updated since July 2011? ❑ Yes ❑ No

Step One—Registrant Information

❑ IAAO Member Number: _____ ❑ Nonmember

First Name _____ MI _____ Last Name _____

Name for Badge _____

Employer _____ Title _____

o Work o Home Address _____

City _____ State/Province ____ ZIP/Postal Code _____ Country _____

Phone _____ Fax _____ E-mail _____

Emergency Contact _____ Phone _____

❑ First-time attendee ❑ Speaker ❑ Volunteer

If you have any special needs, we are here to accommodate you. Please indicate any dietary/physical needs.

Dietary: ❑ Diabetic ❑ Vegetarian ❑ Food Allergies _____

Physical: ❑ Please check here if you require special accommodations to participate. E-mail a description of your needs by August 16, 2012, to Lauren Harlan, harlan@iaao.org. After August 16, 2012, we cannot guarantee we can accommodate your request.

Step Two—Registration Fees

The member and nonmember registration fees for the IAAO Annual Conference include: education sessions, Sunday Welcome Reception, Monday Opening Ceremony, Monday Networking Luncheon, Tuesday Awards Breakfast, Tuesday Attendee Appreciation Lunch, Wednesday Plenary Session, Wednesday Closing Banquet, continental breakfasts, refreshment breaks, conference proceedings, and recertification and continuing education credits.

Guest registration includes a name badge, admission to Sunday Welcome Reception, Monday Opening Ceremony, Tuesday Awards Breakfast, Wednesday Closing Banquet, and continental breakfasts, but does not include a conference bag, education and plenary sessions, or the proceedings. Please include payment for your guest when you register. **Guest refers to a spouse, relative, or personal friend, NOT a business associate or staff colleague. Sessions will be monitored.**

Guest Name for Badge _____

Step Two—Registration Fees (continued)

	Discount fee by July 20	Received after July 20 and by August 16	On-site fees	Amount
Conference Registration—IAAO Member	$500	$600	$700	
Conference Registration—IAAO Nonmember	$650	$750	$850	
❏ NACAO participant (ASFMRA, IRWA, AI, ASA)* Include member ID no. _____	$500	$600	$700	
One-day Registration—IAAO Member ❏ Monday ❏ Tuesday ❏ Wednesday (does not include Closing Banquet)	$275	$300	$325	
One-day Registration—Nonmember ❏ Monday ❏ Tuesday ❏ Wednesday (does not include Closing Banquet)	$300	$325	$350	
Guest (includes Closing Banquet)	$200	$200	$200	
Additional Closing Banquet tickets (one ticket included with each full registration)	# of tickets_____X	$70		
IAAO Education Development Campaign—voluntary contribution				
			GRAND TOTAL	

One-day registrations include all education sessions and events for the selected day except for the Wednesday Closing Banquet.

* North American Council of Appraisal Organizations (NACAO) Discount. Register at the IAAO member rate if you are an active member of one of the following appraisal groups that participate in NACAO: the American Society of Farm Managers and Rural Appraisers (ASFMRA), the International Right of Way Association (IRWA), The Appraisal Institute (AI), and the American Society of Appraisers (ASA).

Step Three—Payment

Mail: Send completed registration form and check or money order to the IAAO Lockbox at: IAAO, PO Box 504183, St. Louis, MO 63150-4183.

There is a fee to process cancellations and refunds. See policy below. Your registration cannot be processed until full payment is received.

Make check payable to IAAO. Check or money order payments must be drawn in U.S. dollars. Check No. _____

If paying by credit card, **pay online** at www.iaao.org or **fax** the completed registration form to 816/701-8149.

❏ VISA ❏ MasterCard ❏ AMEX

Card # _____ Expiration Date _____

Your signature below authorizes IAAO to charge your credit card the total payment and acknowledges that you have read and understand the cancellation and refund policy shown below.

Cardholder Name _____

Signature _____ Date _____

Cancellation & Refund Policy: Guarantees for food service, printing, and space rental cannot be changed by IAAO at the last moment. For this reason we must adhere to strict guidelines. Requests for refunds will be honored, less a $50 processing fee, only if received in writing by August 16, 2012. No refunds will be made after August 16, 2012. No refunds are given for no-shows. Send your cancellation notice to Lauren Harlan, harlan@iaao.org or mail to IAAO, 314 W 10th Street, Kansas City, Missouri 64105 or fax to 816/701-8149.

Advance Registration Deadline: Registrations must be received at IAAO Headquarters by August 16, 2012 in order to be included in the attendee list and to guarantee availability of preprinted materials. Registrations received after August 16, 2012 will be processed on-site.

Time to Start Thinking about the AMC Auction

Individuals and groups—step up to the challenge and donate auction items.

It's time to start thinking about donating items for the Associate Member Committee Silent Auction at the 78th Annual Conference, which will be held Tuesday, September 11, 2012, in Kansas City, Missouri.

Join the fun and donate an item. You will be entered into a drawing for a conference registration to the 79th Annual Conference in Grand Rapids, Michigan.

Chapters, Affiliates, Committees—
Consider donating items as a group and even sponsoring your own table!

Contact Lourdes Aguiar, laguiar@ryder.com, if you have questions about items to donate.

A donation form is available at www.iaao.org.

The 2012 Associate Member Committee is Lourdes Aguiar, Chair, Wayne Trout, Stephanie Draughon, Michael Heaton, Heather Reichardt, Rick Stuart, CAE.

Thank you to the volunteers who helped make the 2011 Auction a success. The AMC is looking forward to seeing you in Kansas City!

The Associate Member Committee thanks everyone who donated to the auction in 2011.

Alex Hepp
Angela Blazevic, AAS
Anthony Liberatore & Associates
AZ Diamondbacks Baseball Team
AZ Local Host Committee
Beren Group
Best Buy
Bill Carroll and JoAnn Carroll
Bob Richmond and Susie Richmond
Robert Boley, AAS
Bruce Woodzell
Clark County Assessor's Office
Coconino County Assessor's Office
Colorado Customware, Inc.
CT Association of Assessing Officers
David Heinowski and Pam Heinowski
Debbie Asbury
Deborah Nielsen
Direct TV
Dorothy Jacks, AAS
Ernie Beren
Etowah County Revenue Commission
Florida Chapter of IAAO
Heather Reichardt
Heinowski Appraisal and Consulting
IAAO Associate Member Committee
IAAO Executive Board
IAAO Headquarters Staff
Indiana Chapter of IAAO
Institute of Municipal Assessor's
JoAnn Pierson
Joe Hablinski, CAE
John Smith
Kansas City Chapter of IAAO
Kentucky Chapter of IAAO
Kim Lauffer, RES
Linda Cwiek
Los Angeles County Chapter of IAAO
Lou Newman, RES
Lourdes Aguiar
Marriott International, Inc.
Marsha Standish
Michael Lomax
Michigan Association of Assessing Officers
Mike Miano
New York State Assessor's Office
Paradigm Tax Group
Patricia Budd
William "Pete"" Rodda, CAE, RES
Peter Korpacz-Korpacz Realty Advisors
Phoenix Mercury-WNBA Basketball Team
Phoenix Suns NBA Basketball Team
Qpublic
Rande Chmura
Randy Ripperger, CAE and Debbie Ripperger
Richmond Consulting
Rick Stuart, CAE-Team Consulting
Rob Turner and Donna Turner
Roger McCarty and Debby McCarty
Anthony "Sackey"" Kweku
Sam Ang
Steve Van Sant and Idris Van Sant
Carla Unwin and Don Unwin, Sterling Jewelers
Suzanne Boisvert
The Appraisal Institute
Tony Hagenstein, CAE
Turner Business Appraisers, Inc.
Utah Association of Assessing Officers
Virginia Association of Assessing Officers
Walmart Corporation
Yavapai County Assessor's Office

The IAAO Associate Member Committee apologizes for unintentional errors such as misspelled names or incorrect company or jurisdictional affiliations. Every effort was made to verify correct contributor information prior to publication.

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International Association of Assessing Officers

IAAO 2012 Kansas City

Associate Member Committee Annual Auction & Raffle

Tuesday, September 11, 2012 • 4:30 pm–6:30 pm

Auction Donation Form

❑ **Yes, Count on my donation!** (A donation form must accompany all items. Please fill in the form completely. **Multiple items may be listed on each form.** Describe each donated item and give a dollar amount for each.)

Section One

Name of donor (for publication) _____

Name of contact person _____

Address _____

City _____ State _____ Zip _____ Country _____

Daytime Phone _____ Fax _____ E mail _____

Section Two

Identify items to be donated for the auction _____

Provide a brief description of the items for the official auction listing. Please include any expiration dates, etc.

_____

_____

_____

Estimated value $ _____ Suggested minimum bid $ _____

Section Three

Please return this form by fax to Lourdes Aguiar at 305-500-5903, or mail form or donated items to Rick Stuart, CAE, 3533 SW Randolph Ave, Topeka, KS 66611, on or before **Thursday, August 30, 2012.** Donated item(s) can be delivered on-site to the Associate Member Committee booth located near the IAAO registration area on or after Sunday, September 9, or they can be mailed ahead of time to the address above. Contact Lourdes Aguiar, laguiar@ryder.com for additional questions.

Please keep a copy of this form for your records.

The Associate Member Committee thanks you for your support of IAAO. We look forward to seeing everyone in Kansas City, Missouri.
Associate Member Committee: Lourdes Aguiar, Chair, Wayne Trout, Stephanie Draughon, Michael Heaton, Heather Reichardt, Rick Stuart, CAE.

KCIAAO Golf Outing Set for Oakwood Country Club

By Barry Porter

Barry Porter is a member of the KCIAAO Local Host Committee and County Appraiser in Republic and Cloud Counties in Kansas.

The Oakwood Country Club is an elegant, historic Kansas City landmark that will provide the perfect setting for the golf outing, hosted by the IAAO Kansas City Chapter of IAAO, at the 78th IAAO Annual Conference September 9. Easily mistaken for an old English castle, the clubhouse is one of most scenic in the city—it is worth showing up early simply to take a stroll around the club. The interior and outside terraces have spectacular, panoramic views of the course, the expansive grounds, and majestic trees.

Dating back to 1881, The Progress Club, as it was originally known, was established as a means of social enjoyment, outside of religious activities, for the children of 50 Jewish families of German origin. In 1911, the Progress Club acquired the Oakwood property, which has evolved into a beautiful golf course that can be enjoyed by conference attendees this fall.

Officially opened for golf in 1912, Oakwood is one of the oldest courses west of the Mississippi with a fantastic view of the Kansas City skyline. It offers not only a scenic golf experience but also a challenging one. The course features well-manicured bent grass greens, with zoysia fairways and tees, surrounded by mature trees and rolling terrain. Some of the trees on the course are more than 100 years old.

In 1999 the first American Junior Golf Association tournament in the Kansas City area was held here, and in 2000 Oakwood hosted the Missouri Golf Association's leading event, the Match-Play Championship. The course has a USGA course rating of 72.5 and a slope rating of 134. The championship yardage is 6,556, and par is 72.

Save the date and sign up early. The IAAO golf outing will be held on Sunday, September 9, 2012, beginning at 8:00 a.m. Early registration is due by July 20, 2012. Be sure to join us for a great day of golf. There will be lots of prizes, plenty of food, and great fellowship. Hope to see you there.

Go to www.iaao.org to download the registration form.

Photos courtesy of Oakwood Country Club

IAAO INNOVATION & EXCELLENCE WEBINAR SERIES

Webinar

Foreclosure Sales and the Mass Appraisal Process

Presented by Scott Winter, RES

Noon–2:00 pm CDT
July 18, 2012

Foreclosures are affecting property values in many market areas. Experts agree that the foreclosure phenomenon will be a factor in property valuation for a while. How should the assessment community consider foreclosures?

Join Scott Winter, RES, Assessment Division Manager for Milwaukee, Wisconsin, as he describes practical strategies for assessors to use during the foreclosure crisis. Scott was a member of the IAAO research team that wrote the award-winning, "A Guide to Foreclosure-Related Sales and Verification Procedures." He is also an IAAO national instructor.

Learn various methodologies and strategies that were found to be helpful when performing annual revaluations. See various forms that helped assessors evaluate data. Examine proven procedures for answering the tough questions.

From this Webinar you will learn to:

- Distinguish between what foreclosures are and what they are not.
- Break down various aspects of the foreclosure process.
- Evaluate revaluation methodologies.
- Strategize how assessors can supplement their data.
- Examine useful procedures during the assessment objection process.

REGISTER AT WWW.IAAO.ORG

Most Webinars earn 2.0 continuing education credits.

Request for Reviewers

IAAO is seeking qualified individuals to review the work of authors who are developing or updating the following courses and workshops:

Course 112—Income Approach to Valuation II (Update)

Course 201—Appraisal of Land (Update)

Course 331—Mass Appraisal Practices and Procedures (New Course)

Workshop 552—Personal Property Auditing: Basic (Update)

Workshop 553—Personal Property Auditing: Advanced (Update)

Scope of Work

- Developers will submit material for review.
- The review will proceed using a checklist prepared by the Education Subcommittee
- Each reviewer will have thirty calendar days to complete their review and return the materials to IAAO headquarters
- Reviewed material will be re-submitted to the developer for changes and then sent to a second reviewer before finalizing the material

Product Delivery Timetable

- Proposal due at IAAO Headquarters ..... June 15
- Reviewer(s) selected and notified no later than..... June 22

To be Considered

If you are interested in submitting a bid and being considered as a reviewer, please submit a hardcopy *and* electronic copy of your proposal to include the following:

1. Professional Biography
2. Professional References (e-mails and phone numbers) from professionals in the field who can attest to your knowledge and experience in the subject matter
3. Bid total

Please submit your proposal no later than June 15, 2012, to the attention of Larry Clark, Director of Professional Development, IAAO, 314 West 10th Street, Kansas City, Missouri 64105. (clark@iaao.org)

Member Anniversaries • June

5 Years

Shelly L. Borland, Douglas County, Lawrence, KS
Ronald R. Boucher, RES, Pinellas County Property Appraiser's Office, Clearwater, FL
Andrea K. Burch, Green County, Springfield, MO
James A. Cantrell, Gainesville, GA
Christian N. Cao, Alachua County Property Appraiser's Office, Gainesville, FL
Roberta Coleman, Dawes County Assessor, Chadron, NE
LuElla J. Dahme, North Dakota Office of Tax Commissioner, Bismarck, ND
C. Stephen Davis, Cahill, Davis & O'Neall, LLP, Los Angeles, CA
Will Denami, Tennessee Association of Assessing Officers, Nashville, TN
Nicholas A. Elmore, RES, AAS, Jackson County, Pascagoula, MS
Reed D. Heidelberger, City of Alexandria, Alexandria, MN
Otway Hill, Cheverly, MD
Stacy Howard, Jefferson County, Pine Bluff, AR
Scott Kirby, Murray County, Sulphur, OK
Charles G Marion, Randolph County Tax Department, Asheboro, NC
Jeneen M. McSkimming, Town of Boston, Boston, NY
Dean Paul, Athens-Clarke County, Athens, GA
Teresa F. Pulley, RES, AAS, Duval County Property Appraiser's Office, Jacksonville, FL
Ruth A. Scott, Jackson County, Jackson, MI
Dawn Smith, Logan County PVA Office, Russellville, KY
Steven H. Takara, City & County of Honolulu, Honolulu, HI
Fred A. Tomlinson, **RES**, Duval County Property Appraiser's Office, Jacksonville, FL
Jo Ann Vecera, Foard County Appraisal, Crowell, TX
Felicia Wooten, Harlan County, Harlan, KY
Eric R. Wynings, City of Hampton Assessor's Office, Hampton, VA

10 Years

Leroy P. Amador, Bernalillo County Assessor's Office, Albuquerque, NM
Marcia L. Barker, CAE, Fredericton, NB, Canada
Michael R. Benavidez, Bernalillo County Assessor's Office, Albuquerque, NM
Colette R. Black, Clark County Assessor's Office, Las Vegas, NV
Henry Brigham, II, Fulton County Board of Assessors, Atlanta, GA
Katherine K. Briney-Wagner, Barton County Appraiser's Office, Great Bend, KS
David Scott Bryant, Lincoln County Tax Department, Lincolnton, NC
Steven Carter, Bonner County, Sandpoint, ID
David Diaz-Barriga, Davidson County Assessor's Office, Nashville, TN
Joyce L. Dragseth, Brookings County Equalization, Nunda, SD
Terrence R. Flinn, County of San Mateo, San Mateo, CA
Bill Ford, Pierce County, Tacoma, WA
Thomas R. Hays, Gregg County Appraisal District, Longview, TX
Leon F Maj, Clark County Assessor's Office, Las Vegas, NV
Glenda S. Mills, Harvey County, Newton, KS
Darren G. Mire, Orleans Parish Assessor's Office, New Orleans, LA
Robert Mosely, Bernalillo County Assessor's Office, Albuquerque, NM
Carol A. Neihardt, Tyler Technologies, Ozawkie, KS
Robin E. Nolan, Town of Ipswich, Ipswich, MA
Rhonda R. Novak, County of Will, Joliet, IL
Brian J. Oakey, AAS, City of Portage Assessors Office, Portage, MI
Gregory S. Oetting, Overland Consulting, Leawood, KS
Darrel E. Prawalsky, RES, Clark County Assessor's Office, Las Vegas, NV
Richard A Puhek, City of Virginia, Virginia, MN
Debra K. Reason, City of Hopewell, Hopewell, VA
Karl L. Rutledge, Washington County Assessor's Office, Saint George, UT
Karen Schubert, Fayette County Appraisal District, La Grange, TX
Stan Walker, Arkansas Public Service Commission, Little Rock, AR
Dwain S. Weeks, CAE, Saskatchewan Assessment Management Agency, Regina, SK, Canada

15 Years

David R Armstrong, Le Sueur County, Le Center, MN
Steve Ellington, City & County of Denver, Denver, CO
Michael R. Galligan, Equalization Department, West Olive, MI
Rhonda K Graves, Taylor County Central Appraisal District, Abilene, TX
Norma R. Holliman, Gwinnett County Assessor's Office, Lawrenceville, GA
William R. Middleton, III, Shelby County Assessor's Office, Memphis, TN
Sharon P. Outland, St. Johns County Property Appraiser's Office, Saint Augustine, FL
Mario J Panagrosso, Town of Cheshire, Cheshire, CT
Khristian N. Seger, Manatron, Inc., Evansville, IN
Gail M Trawinski, RES, Maryland Department Assessments & Taxation, Fallston, MD
Penny Wells LaValle, Suffolk County Real Property, Riverhead, NY
Andrew J. Wulf, Lake County, Waukegan, IL

20 Years

Tammy G. Carroll, CAE, City of Manassas, Manassas, VA
Wil Corcoran, Corcaran Consulting Associates, Inc, Wolfeboro Falls, NH
Shelby P Jackson, III, Town of Wallingford, Wallingford, CT
Jeffrey A. Laudenslager, Chester County, West Chester, PA
Karen K. Oppenneer, City of Wyoming, Wyoming, MI
Robert M. Pollard, City of Newport News Assessor's Office, Newport News, VA
Andrea Raila, Andrea A. Raila & Associates, Chicago, IL
David R. Whiterell, RES, Maricopa County Assessor's Office, Peoria, AZ

25 Years

Thomas H. Ball, City of Boston Assessing Department, Boston, MA
Richard E. Barton, CAE, Dynegy, Inc., Springfield, IL
Anthony V DeBellis, City of Mt Vernon, Mount Vernon, NY
John P Deterding, City of Frankenmuth, Frankenmuth, MI
Marvin F. Hahn, Tax Appraisal District of Bell County, Belton, TX
Will E. Leonard, III, CAE, Henrico County Assessment Division, Henrico, VA
Doreen C. Pehrson, CAE, Nicollet County, St Peter, MN
Brian J. Pelletier, Real Estate Research Consultants, North Andover, MA
Jane B. Powers, Canton, NY
Stephen M. Snyder, CAE, Douglas County, Castle Rock, CO
Allen D Vogt, Morgan County, Jacksonville, IL

30 Years

Brent J. Balduf, RES, Story County Assessor's Office, Nevada, IA
Victor J. Bennett, CAE, City of Auburn Hills, Auburn Hills, MI
Catherine A. Creighton, Dallas County Assessor's Office, Adel, IA
Darryl L McKenney, Town of Waldoboro, Waldoboro, ME
Michael L. McVey, Marion County Appraiser's Office, Ocala, FL
Richard A Smetana, Pinellas County Property Appraiser's Office, St Petersburg, FL
Carla R. Thompson, Cerro Gordo County, Mason City, IA

35 Years

Gary E. Bilyeu, AAS, Johnson County Assessor's Office, Iowa City, IA
Sheri Blough-Neff, Jefferson County, Fairfield, IA
Jewette Farley, CAE, J. Farley Consulting, Ruston, LA
David A. Henderson, Grundy County, Morris, IL
Sam D Romo, Clark County Assessor's Office, Las Vegas, NV

40 Years

David J. Chitlik, CAE, Marriott International, Inc, Washington, DC
Morgan B. Gilreath, Jr, Volusia County Property Appraiser's Office, Deland, FL
John W. Reinhold, Boulder County Assessor's Office, Boulder, CO

45 Years

Otho C W Fraher, CAE, Amelia Court House, VA
Robert C Taggart, CAE, Robert C Taggart & Associates, Topeka, KS

Is your member information up-to-date?

Keeping your address and e-mail information current ensures that you will continue to receive these benefits.

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

Choose an update method:

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

Economic Stimulus

Apple, C. Ore. Officials Make Data Center Tax Deal (published April 20, 2012)

by Associated Press

Articles discusses a 15-year property tax exemption for Apple, Inc. for development of a data center on 160 acres of land in Central Oregon in exchange for $150,000 per year and other financial investments in the area. Other data centers have been developed in Oregon by Facebook, Amazon.com, Inc, and Google, Inc. In nearby Washington state, data centers have been developed by Vantage Data Centers, Microsoft Corp., Yahoo Inc., Dell Inc., and Sabey Corp. The new data center will serve Apple iCloud customers.

For more information, go to:
http://abcnews.go.com/Technology/wireStory/apple-ore-officials-make-data-center-tax-deal-16182499

International

Household tax exemptions urged (published April 18, 2012)

by Dan O'Brien, Jason Michael

Article discusses a study of the Economic and Social Research Institute (ESRI) indicating a need to implement a property tax exemption for lower income households in Ireland when the household charge implemented this year converts to a proposed property tax next year.

For more information, go to:
http://www.irishtimes.com/newspaper/breaking/2012/0418/breaking26.html

Those Revolting Europeans (published May 6, 2012)

by Paul Krugman, Op-Ed Columnist, The New York Times

This editorial opinion talks about the potential effect of recent national elections in France and Greece shaking up the concept that austerity is the key to economic recovery within the European Union. The strongly stated opinion is that current austerity policies do not work and voters have indicated it is time for a change in fiscal policies.

For more information, go to:
http://www.nytimes.com/2012/05/07/opinion/krugman-those-revolting-europeans.html?_r=1&smid=li-share

Eliminate Tax

Dumping ND property tax will require 400-page bill (published May 3, 2012)

by Associated Press, in Crookston Times.com

Changes to North Dakota state will be required if voters decide to approve a constitutional amendment to eliminate property taxes.

For more information, go to:
http://www.crookstontimes.com/news/x1018077600/Dumping-ND-property-tax-will-require-400-page-bill

States looking to make some taxes less inevitable (published May 3, 2012)

by Alan Greenblatt

Article provides an overview of proposals to reduce or eliminate entire categories of taxes in Kansas, Oklahoma, and Missouri. The article discusses potential consequences in terms of lost revenue and potential benefits in terms of economic stimulus.

For more information, go to:
http://www.npr.org/2012/05/03/151854249/states-looking-to-make-some-taxes-less-inevitable

Lawmaker sponsors property tax elimination bill (published May 2, 2012)

by Jenny DeHuff, Times Herald

Article discusses features of Pennsylvania House Bill 1776 proposing elimination of the property tax for school funding purposes in favor of an increase to the state income tax and sales tax. The bill would not eliminate all local property taxes, just those designated for school funding.

For more information, go to:
http://www.timesherald.com/apps/pbcs.dll/article?AID=/20120502/NEWS01/120509885/lawmaker-sponsors-property-tax-elimination-bill&pager=1

Personal property tax repeal passes Michigan Senate (published May 11, 2012)

by Paul Egan, Detroit Fre Press

Article discusses a Michigan Senate vote that passed a package of eight bills that will repeal the Michigan personal property tax. Next the Michigan House will consider the bills, possibly in the fall.

For more information, go to:
http://www.freep.com/article/20120511/NEWS06/205110334/Personal-property-tax-repeal-passes-Michigan-Senate

Property Tax Reform

Property tax relief appears dead (published May 9, 2012)

by O. Kay Henderson and Chuck Morris

Article discusses the failure of a commercial property tax reform bill to pass the Iowa Senate after extensive media coverage of bipartisan support for the bill.

For more information, go to:
http://kmaland.com/04195_Property_Tax_Relief_appears_dead_051220.asp

Education Calendar

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

BY LOCATION

Alabama

101—Fundamentals of Real Property Appraisal
Hoover, September 10–14, 2012
Center for Governmental Services sponsors the offerings listed above. For more details, contact Julia Heflin 334/844-4782.

Arizona

151—National USPAP
Phoenix, August 7–9, 2012
553—Personal Property Auditing-Advanced
Phoenix, August 27–29, 2012
191—National USPAP 7-Hour Update
Phoenix, August 29, 2012
400—Assessment Administration
Phoenix, November 26–30, 2012
The Arizona Chapter of IAAO sponsors the offering listed above. For more details, contact Charles Krebbs 602/506-5191.

Arkansas

102—Income Approach to Valuation
Little Rock, August 27–31, 2012
300—Fundamentals of Mass Appraisal
Little Rock, December 3–7, 2012
The Assessment Coordinator Department sponsors the offering listed above. For more details, contact Cleta McVay 501/324-9104.

Florida

312—Commercial/Industrial Modeling Concepts
Ft. Myers, July 16–20, 2012
101—Fundamentals of Real Property Appraisal
Lake Mary, August 13–17, 2012
201—Appraisal of Land
Lake Mary, August 13–17, 2012
300—Fundamentals of Mass Appraisal
Lake Mary, August 13–17, 2012
402—Tax Policy
Lake Mary, August 13–17, 2012
The Property Tax Oversight sponsors the offering listed above. For more details, contact Meghan Miller at 727/538-7312.

Indiana

102—Income Approach to Valuation
Huntington, July 16–20, 2012
400—Assessment Administration
Valparaiso, August 6–10, 2012
300—Fundamentals of Mass Appraisal
Greensburg, September 17–21, 2012
101—Fundamentals of Real Property Appraisal
Huntington, September 24–28, 2012
151—National USPAP
Valparaiso, October 9–11, 2012
400—Assessment Administration
Evansville, October 15–19, 2012
300—Fundamentals of Mass Appraisal
Bloomington, October 29–November 2, 2012
102—Income Approach to Valuation
Greensburg, December 10–14, 2012
Indiana Chapter of IAAO sponsors the offerings listed above. For more details, contact Ginny Whipple 812/593-5308.

Kansas

102—Income Approach to Valuation
Topeka, August 20–24, 2012
300—Fundamentals of Mass Appraisal
Topeka, September 24–28, 2012
151—National USPAP
Wichita, October 2–3, 2012
The Kansas Department of Revenue-Division of Property Valuation sponsors the offerings listed above. For more details, contact Marilyn Cathey 785/296-4218.
924—Valuation of a Manufactured Home Park
Wichita, June 18, 2012
500—Assessment of Personal Property
Wichita, July 30–August 3, 2012
The South Central Kansas Chapter of IAAO sponsors the offering listed above. For more details, contact Todd Reynolds 316/660-9277.
101—Fundamentals of Real Property Appraisal
Topeka, July 9–13, 2012
The Kansas County Appraisers Association sponsor the offerings listed above. For more details, contact Cindy Brenner 620/873-7449.
112—Income Approach to Valuation II
Olathe, June 18–22, 2012
402—Tax Policy
Olathe, July 30–August 3, 2012
The Kansas City Chapter of IAAO sponsor the offerings listed above. For more details, contact Sackey Kweku 816/881-3307.

Kentucky

500—Assessment of Personal Property
Cadiz, July 9–13, 2012
101—Fundamentals of Real Property Appraisal
Carrollton, July 16–20, 2012
201—Appraisal of Land
Frankfort, August 13–17, 2012
102—Income Approach to Valuation
Frankfort, August 27–31, 2012
The Kentucky Chapter of IAAO sponsor the offerings listed above. For more details, contact Stacy Bush 502/564-5118.

Louisiana

151—National USPAP
Baton Rouge, June 25–27, 2012
151—National USPAP
Baton Rouge, June 27–29, 2012
The Louisiana Assessor's Association sponsor the offerings listed above. For more details, contact Rich Bailey 318/327-1300, Ext. 110.
101—Fundamentals of Real Property Appraisal
New Orleans, September 17–21, 2012
102—Income Approach to Valuation
New Orleans, September 24–28, 2012
The Orleans Parish Assessor's Office sponsor the offerings listed above. For more details, contact Reba Johnson 504/658-1399.

Massachusetts

452—Fundamentals of Assessment Ratio Studies
Amherst, August 8–10, 2012
The Massachusetts Association of Assessing Officers sponsors the offerings listed above. For more details, contact Bob Ellia 774/249-8625.

Missouri

101—Fundamentals of Real Property Appraisal
Blue Springs, August 6–10, 2012
300—Fundamentals of Mass Appraisal
Blue Springs, August 13–17, 2012
311—Residential Modeling Concepts
Blue Springs, October 15–19, 2012
The Kansas City Chapter of IAAO sponsor the offerings listed above. For more details, contact Sackey Kweku 816/881-3307.

New Hampshire

171—IAAO Standards of Professional Practice & Ethics
Concord, August 6, 2012
The New Hampshire Association of Assessing Officers sponsor the offerings listed above. For more details contact Todd Haywood 603/496-7293.

New York

300— Fundamentals of Mass Appraisal
Ithaca, July 16–20, 2012
The New York State Chapter of IAAO sponsor the offering listed above. For more details contact Tom Frey 845/344-0292.

Nebraska

101—Fundamentals of Real Property Appraisal
North Platt, September 24–28, 2012
400—Assessment Administration
Lincoln, October 1–5, 2012
162—Marshall & Swift-Residential
North Platte, November 5–6, 2012
932—Restructuring Income and Expense Statements
Columbus, November 15, 2012
The Nebraska Department of Revenue, Property Assessment Division sponsor the offerings listed above. For more details contact Jody Warfield 402/471-5982.

North Carolina

300—Fundamentals of Mass Appraisal
Chapel Hill, July 9–13, 2012
400—Assessment Administration
Chapel Hill, August 13–17, 2012
The University of NC at Chapel Hill School of Government sponsor the offerings listed above. For more details contact Carolyn Boggs 919/966-4157.

Ohio

201—Appraisal of Land
Urbana, July 23–27, 2012
300—Fundamentals of Mass Appraisal
Findlay, August 6–10, 2012
112—Income Approach to Valuation II
Coshocton, October 29–November 2, 2012
The Ohio Ad Valorem School sponsor the offering listed above. For more details, contact Robert Graham 330/935-2997, ohioadvalorem@neo.rr.com.

Tennessee

402—Tax Policy
Brentwood, June 18–22, 2012
Comptroller of the Treasury, Division of Property Assessments sponsor the offerings listed above. For more details, contact James Woodyard 615/401-7789.

Texas

500—Assessment of Personal Property
Houston, September 17–21, 2012
452—Fundamentals of Assessment Ratio Studies
Round Rock, September 19–21, 2012
191—USPAP – 7 Hour Update
Houston, September 24, 2012
151—National USPAP
Houston, September 25–26, 2012
101—Fundamentals of Real Property Appraisal
Houston, October 8–12, 2012
300—Fundamentals of Mass Appraisal
Houston, October 8–12, 2012
162—Marshall & Swift - Residential
Houston, December 10–11, 2012
163—Marshall & Swift - Commercial
Houston, December 12–13, 2012
The Texas Association of Appraisal Districts sponsor the offerings listed above. For more details, contact Doris Koch 512/467-0402.

Utah

102—Income Approach to Valuation
Salt Lake City, August 13–17, 2012
112—Income Approach to Valuation II
Salt Lake City, August 20–24, 2012
The Utah Chapter of IAAO sponsor the offering listed above. For more details, contact Tiffany Opheikens 801/399-8136.

Vermont

157—Appraisal Uses of Excel Software
Rutland, August 6–7, 2012
100—Understanding Real Property Appraisal
Berlin, September 6–7, 2012
300—Fundamentals of Mass Appraisal
White River Junction, October 1–5, 2012
The State of VT Tax Department, Property Valuation and Review sponsor the offerings listed above. For more details, contact Felicia Martineau 802/828-6636.

Virginia

400—Assessment Administration
Suffolk and Newport News, July 16, 17, 23, 24, 25, 2012
The Virginia Association of Assessing Officers sponsor the offering listed above. For more details, contact Kim Smith 757/385-8851.

Wisconsin

400—Assessment Administration
Wauwatosa, October 22–26, 2012
The Wisconsin Association of Assessing Officers sponsors the offerings listed above. For more details, contact Paul Koller 262/797-2461.

BY COURSE

Workshop 100—Understanding Real Property Appraisal
September 6–7, 2012, Vermont (Berlin)
Course 101—Fundamentals of Real Property Appraisal
July 9–13, 2012, Kansas (Topeka)
July 16–20, 2012, Kentucky (Carrollton)
August 6–10, 2012, Missouri (Blue Springs)
August 13–17, 2012, Florida (Lake Mary)
September 10–14, 2012, Alabama (Hoover)
September 17–21, 2012, Louisiana (New Orleans)
September 24–28, 2012, Indiana (Huntington)
September 24–28, 2012, Nebraska (North Platt)
October 8–12, 2012, Texas (Houston)
Course 102—Income Approach to Valuation
July 16–20, 2012, Indiana (Huntington)
August 13–17, 2012, Utah (Salt Lake City)
August 20–24, 2012, Kansas (Topeka)
August 27–31, 2012, Arkansas (Little Rock)
August 27–31, 2012, Kentucky (Frankfort)
September 24–28, 2012, Louisiana (New Orleans)
December 10–14, 2012, Indiana (Greensburg)
Course 112—Income Approach to Valuation II
June 18–22, 2012, Kansas (Olathe)
August 20–24, 2012, Utah (Salt Lake City)
October 29–November 2, 2012, Ohio (Coshocton)
Workshop 151—National USPAP
June 25–27, 2012, Louisiana (Baton Rouge)
June 27–29, 2012, Louisiana (Baton Rouge)
August 7–9, 2012, Arizona (Phoenix)
September 25–26, 2012, Texas (Houston)
October 2–3, 2012, Kansas (Wichita)
October 9–11, 2012, Indiana (Valparaiso)
Workshop 157—Appraisal Uses of Excel Software
August 6–7, 2012, Vermont (Rutland)
Workshop 162—Marshall & Swift Residential
November 5–6, 2012, Nebraska (North Platte)
December 10–11, 2012, Texas (Houston)
Workshop 163—Marshall & Swift - Commercial
December 12–13, 2012, Texas (Houston)
Workshop 171— IAAO Standards of Professional Practice & Ethics
August 6, 2012, New Hampshire (Concord)
Workshop 191—USPAP – 7 Hour Update
August 29, 2012, Arizona (Phoenix)
September 24, 2012, Texas (Houston)
Course 201—Appraisal of Land
July 23–27, 2012, Ohio (Urbana)
August 13–17, 2012, Florida (Lake Mary)
August 13–17, 2012, Kentucky (Frankfort)
Course 300—Fundamentals of Mass Appraisal
July 9–13, 2012, North Carolina (Chapel Hill)
July 16–20, 2012, New York (Ithaca)
August 6–10, 2012, Ohio (Findlay)
August 13–17, 2012, Florida (Lake Mary)
August 13–17, 2012, Missouri (Blue Springs)
September 17–21, 2012, Indiana (Greensburg)
September 24–28, 2012, Kansas (Topeka)
October 1–5, 2012, Vermont (White River Junction)
October 8–12, 2012, Texas (Houston)
October 29–November 2, 2012, Indiana (Bloomington)
December 3–7, 2012, Arkansas (Little Rock)
Course 311—Residential Modeling Concepts
October 15–19, 2012, Missouri (Blue Springs)
Course 312—Commercial/Industrial Modeling Concepts
July 16–20, 2012, Florida (Ft. Myers)
Course 400—Assessment Administration
July 16, 17, 23, 24, 25, 2012 Virginia (Suffolk and Newport News)
August 6–10, 2012, Indiana (Valparaiso)
August 13–17, 2012, North Carolina (Chapel Hill)
October 1–5, 2012, Nebraska (Lincoln)
October 15–19, 2012, Indiana (Evansville)
October 22–26, 2012, Wisconsin (Wauwatosa)
November 26–30, 2012, Arizona (Phoenix)
Course 402—Property Tax Policy
June 18–22, 2012, Tennessee (Brentwood)
July 30–August 3, 2012, Kansas (Olathe)
August 13–17, 2012, Florida (Lake Mary)
Workshop 452—Fundamentals of Assessment Ratio Studies
August 8–10, 2012, Massachusetts (Amherst)
September 19–21, 2012, Texas (Round Rock)
Course 500—Assessment of Personal Property
July 9–13, 2012, Kentucky (Cadiz)
July 30–August 3, 2012, Kansas (Wichita)
September 17–21, 2012, Texas (Houston)
Workshop 553—Personal Property Auditing-Advanced
August 27–29, 2012, Arizona (Phoenix)
One-Day Forum 924—Valuation of a Manufactured Home Park
June 18, 2012, Kansas (Wichita)
One-Day Forum 932—Restructuring Income and Expense Statements
November 15, 2012, Nebraska (Columbus)

DEPUTY DIRECTOR OF ASSESSMENT

Jackson County (Kansas City, MO)

Job Duties:

Manages and oversees assessment department administrative functions including the preparation of the annual budget, purchasing, personnel administration and determining information technology needs. Collaborates with related department to facilitate timely delivery of services. Establish departmental accountability strategy, project deadlines and change management procedures to ensure that goals and special projects are clearly articulated and completed.

Minimum Qualifications:

Must have Bachelor's degree in Public Administration, Business or related field or work equivalent. Must have five or more year's progressively responsible experience in administrative services management, business process development, project planning or management within an assessment operation, with at least three years at the senior management level Public sector experience strongly preferred. Submit/Pass post offer drug screen/background check.

Salary: $55k-$90k + benefits

Apply: www.jacksongov.org

ASSESSMENT MANAGER

City of Edmonton, Alberta, Canada

Ensuring the fair, equitable and accurate market value assessments for all property in the City of Edmonton... the City of Edmonton is seeking an **Assessment Manager**, to oversee the management, administration, delivery and defense of the realty in excess of $150 billion in assessed value for 325,000 properties within the City of Edmonton. This position is expected to manage the assessment complaint and appeal cycle by providing strategic and tactical direction to unit leaders in collaboration with the Law Branch to successfully defend complaints.

Accountabilities:

- Ensure all legislated and regulated assessment quality requirements are satisfied annually in a real estate market that is constantly changing
- Develop, enhance and maintain system tools that support this customer centric environment including systems applications, workflow processes and databases for the Computer Assisted Mass Appraisal (CAMA) system as well as enhancements for GIS locational analysis in property valuations.
- Participate as a member of the Assessment and Taxation branch leadership team to develop strategic plans to meet long and short term goals of the section, branch and department as a whole
- Be the industry expert in providing high level valuation advice to other assessment stakeholders including the provincial and federal governments and valuation associations (IPTI, IAAO, IPPAC, AIC, RECA, AAA, etc.)
- Cultivate an environment of mentorship, empowerment, career development, and motivation for employees, guiding a diverse team of property assessors, supervisory and administrative staff to peak performance.

For more information about this position, please visit: www.edmonton.ca/careers and search for job# **9214.**

DIRECTOR, ASSESSMENT QUALITY MANAGEMENT

City of Edmonton, Alberta, Canada

Let's face it: Providing fair, equitable and accurate market value assessments for all properties within the City of Edmonton is a demanding task.

While ensuring that fair and equitable assessments are performed with the highest level of integrity, the **Director, Assessment Quality Management** seeks to establish and maintain a high level of confidence with property owners, and stability in the City's municipal property taxation.

In consideration of the City of Edmonton programs and services, we are seeking a Director, Assessment Quality Management to tactfully and effectively ensure the development and recommendation of best practices and delivery of property assessments so as to meet the provincial valuation standard within the legislated timeframe.

As the Director, Assessment Quality Management, you will plan, develop, and implement assessment best practices for the coordination of mass appraisal for all assessment components, ensuring that it meets and/or exceeds the quality assurance program.

Accountabilities:

- Plan, develop, and implement assessment best practices for the coordination of mass appraisal for all assessment components, ensuring that it meets and/or exceeds the quality assurance program
- Collaborate and participate as a member of the Assessment and Taxation Branch's leadership team in the effective strategic planning and development of business goals, objectives and strategies in alignment with the broader department expectations
- Recommend, develop and implement new legislation initiatives and changes into corporate strategies across the organization by to ensuring assessment programs meet both provincial requirements in addition to City objectives and needs
- Respond to assessment inquiries and provide presentations to diverse stakeholders to consistently deliver high levels of service across the organization, to Council and to the public
- Provide leadership and direction to corporate programs that rely on the property assessment as a foundation for collection of revenues and reduction

of taxes through rebate, cancellations, and deferral programs, including communication of programs, customization of systems and financial stewardship

- Cultivate an environment of mentorship, empowerment, career development, and motivation for employees, guiding a diverse team of management, property assessors, supervisory and administrative staff to peak performance

For more information about this position, please visit www.edmonton.ca/careers and search for job# 9206.

ASSESSOR

Gloucester, VA

Re-advertisement of vacancy due to delay in filling position; Open until filled; Review of applications will begin immediately. Gloucester County, Virginia is seeking a dynamic team orientated leader with excellent leadership, communication, and interpersonal skills to head the Real Estate Assessment Department. Responsible for managing the Real Estate Assessment Department, planning and directing the comprehensive assessment and reassessment of all real property in the County, overseeing the appeals process, and supervising professional, technical and clerical personnel. For complete job announcement and to apply online visit us at www.gloucesterva.jobs . Salary Range: $64,062-$96,093 DOQ. Excellent benefits package. (804)693-5690. EOE M/F/D.

CHIEF APPRAISER

Brunswick, GA

Glynn County Board of Commissioners – Chief Appraiser

County or Business Name: Glynn County Board of Commissioners

Job Description: Oversee daily operations of the Tax Assessor's Office and to manage development and documentation of the annual county tax digest.

Job Summary: The Chief Appraiser works under the direct supervision of the Glynn County Board of Assessors and is responsible for the operation and functioning of the Glynn County Property Appraisal Office; certifying and signing documents prepared by the staff; and implementing procedures deemed necessary for the efficient operation of the staff

Additional Requirements: Bachelor's degree in Business Administration, Real Estate or closely related field is required; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Extensive knowledge of mass appraisal techniques including familiarity with the mechanics of GIS and CAMA software is required. Knowledge of the GOVERN System is a plus. Must have significant experience and the ability to organize and direct all phases and classes of property valuation. Must have experience in managing and leading a diverse work group

Legal Notes: Valid Driver's License is required. Must possess or have the ability to achieve Appraiser IV certification from the Georgia Department of Revenue within one (1) year of employment is required. Pre-employment drug and cotinine screening, criminal history, physical and MVR are required. Glynn County has a Tobacco Free Hiring Policy. E-Verify is used to verify employment through the Department of Homeland Security. Glynn County is an Equal Opportunity Employer.

Open Until Filled

Contact Information: Glynn County Board of Commissioners Human Resources Office

1725 Reynolds Street, Suite 102

Brunswick, GA 31520

912-554-7170

Applications and resumes are accepted electronically via our website: www.glynncounty.org

Email Address: jobs@glynncounty-ga.gov

COMMERCIAL REAL PROPERTY APPRAISER

Reno County, Kansas

Ensures the accurate execution of the collection of data, inspections and valuation of commercial real estate property in Reno County, Kansas for ad valorem tax purposes. Assist in planning and organizing work assignments; collection and analysis of statistical data; report writing and quality control. Must have a minimum 5 years commercial real property appraisal experience and a minimum of 150 education credit hours from a recognized appraisal education organization; professional appraisal designation preferred. $16.60 to $23.45/hr, plus benefits. Employment contingent on successful background check and drug screen. Apply online http://www.hrepartners.com or call 620-694-2982 for application. Position open until filled.

CALL FOR ARTICLES

- Economic downturn
- Effects of foreclosures on market value
- Parcel data standards
- Burden of proof
- Legislative reporting
- Valuation of green buildings
- Valuation of Ag properties
- Tax policy
- Tax collection
- Legal perspectives
- Valuation methodology
- International development
- Industrial valuation
- Computer appraisal systems
- Valuation of utilities
- Local news & spotlights
- Existing use vs. highest & best use
- Personal development
- Public relations
- Valuation standards

For more information contact Chris Bennett, bennett@iaao.org

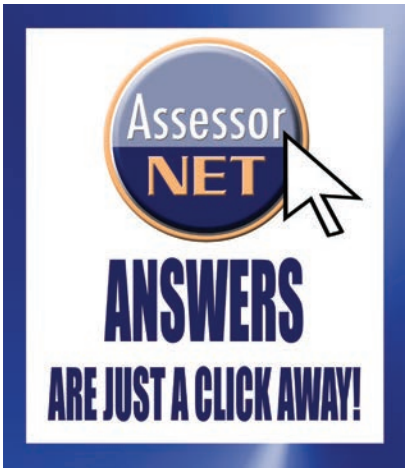
Director of Membership Robin Parrish

IAAO Programs and Services Span the Wide Spectrum of Member Needs

I am a firm believer that programs and services sell membership, in terms of both recruiting new members and retaining current members. IAAO leadership and staff are constantly searching for new programs and services to meet member needs and serve as a benefit of membership in the association. I'd like to highlight a few of those programs and services that members find valuable.

In April 2012, the Executive Board approved the implementation of an expanded online job board and career center by partnering with JobTarget. This new service will allow members to search for jobs; privately post resumes; receive advice on such issues as resume writing; and gain interviewing tips. Employers will be able to post job ads for literally thousands to see. And IAAO will benefit from the revenue generated by this expanded job board and career center. The existing IAAO job board will continue to function for those individuals and employers who don't want the large-scale exposure. The new job board and career center is expected to be available early this summer.

Not enough can be said about the popularity and importance of the upgraded IAAO AssessorNET. The 43 groups that have been established encompass 6,721 members in IAAO online communities. I have an advantage as a staff moderator to these online groups—I can see the types of questions and answers being posted, the surveys being presented seeking member input, and the various documents being offered and shared to help other members with issues. It makes me wonder how the association survived without this tremendous communication vehicle facilitating the sharing of professional issues. If you haven't accessed AssessorNET yet, you are missing so much—to get started, simply go to the IAAO Web site, log in, and click the AssessorNET logo at the top. And be sure to check out the new Membership blog in the General Group on AssessorNET. The topics will change, and I would like to hear your comments.



If you're interested in obtaining continuing education credit toward recertification but have a limited training budget, then IAAO has the program for you: monthly Webinars. Conducted the third Wednesday of each month, these two-hour online sessions feature all the hot trends in the tax assessment industry at a very reasonable member rate and some are even free. To access information on the Webinars lined up for 2012, go to the IAAO Web site and click on Webinars on the left-hand side. All Webinars offer 2.0 continuing education credits. If you have expertise in a specific area and would like to present a Webinar, please e-mail me at parrish@iaao.org.

Another program recently approved by the Executive Board is a pilot Rural/Agricultural Group on AssessorNET focusing on topics of interest to rural and agricultural appraisers. Some issues that may be discussed are agricultural valuations for ranching and farming operations; state and federal land leases; assessment of mining, oil, gas, solar, and wind generation operations; suburban sprawl such as water and sewer connections; and commercial development valuations on small jurisdictions. If you have an interest in these issues, then this new group is for you, and it is available now.

IAAO gives back to its members in many, many ways, and one of those ways is through its scholarships, trusts, and grant: the IAAO Scholarship Fund; Barbara Brunner Scholarship Fund; Jeff Hunt, CAE, Memorial Candidates Trust; Timothy N. Hagemann Memorial Membership Trust; the IAAO Hardship Grant; and the Friends of the Paul V. Corusy Library Trust. If you are not familiar with these opportunities, visit the IAAO Web site and click on Scholarships on the left-hand side.

Times are tough, and because of personal or jurisdictional financial struggles, some members were unable to pay their IAAO annual membership dues for 2012. Meet David Callahan. According to IAAO Director of Administration Angela Blazevic, David, the Tax Collector in Point Marion Borough, Pennsylvania, has graciously contributed $5 annually over the last several years to support IAAO scholarships, trusts, and grant, because he believes in IAAO and its programs and services. David is near the Appalachian Mountains; his office does not have a fax machine or a computer; and he does all of the tax collection process by

hand. There is no extra money to pay membership dues, let alone attend an annual conference or watch a Webinar.

So when the IAAO Executive Board recently approved the IAAO Hardship Grant and Angela received David's annual contribution and accompanying note, she immediately thought about the Timothy N. Hagemann Memorial Membership Trust, which supplies funding for assessing officers from smaller rural jurisdictions who want to join or maintain their membership in IAAO. Angela encouraged David to apply for the trust; he did and his application was approved. We welcomed David as a new member of IAAO in February.

When they heard about the new IAAO Hardship Grant, Webinar presenter Peter Korpacz, who reports frequently on the state of the U.S. economy and its impact, and his wife Bernadette immediately made a donation to the new grant. Citing the fact the economy has been devastating to many while others have felt less of an economic impact, the Korpacz's encourage others to financially support IAAO scholarships, trusts, and the Hardship Grant, so that members can continue to receive the benefits of membership in the association.

Finally, plan on "Goin' to Kansas City" for the IAAO 78th Annual International Conference on Assessment Administration September 9–12. The theme of the conference is "Assessment Excellence in the Heartland," and it will be held at the Kansas City, Missouri, Convention Center.

In July, IAAO will be giving away two airfare, hotel, and conference registration packages—one to a new member recruited between April 1 and June 30 and another to a member who recruits a new member during the same timeframe. In addition, each member who recruits a new member between April 1 and June 30 will receive a $15 coupon toward the purchase of an IAAO educational resource in the Marketplace on the IAAO Web site. The more members you recruit, the more you increase your odds of winning! (See the promotion below.)

I hope you enjoy these programs, services, and opportunities, and thank you for your membership in IAAO.

Sincerely,

Director of Membership

International Association
of Assessing Officers
314 W 10th St
Kansas City, Missouri 64105-1616

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OAK BROOK, IL
PERMIT NO 100