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FAIR & equitable

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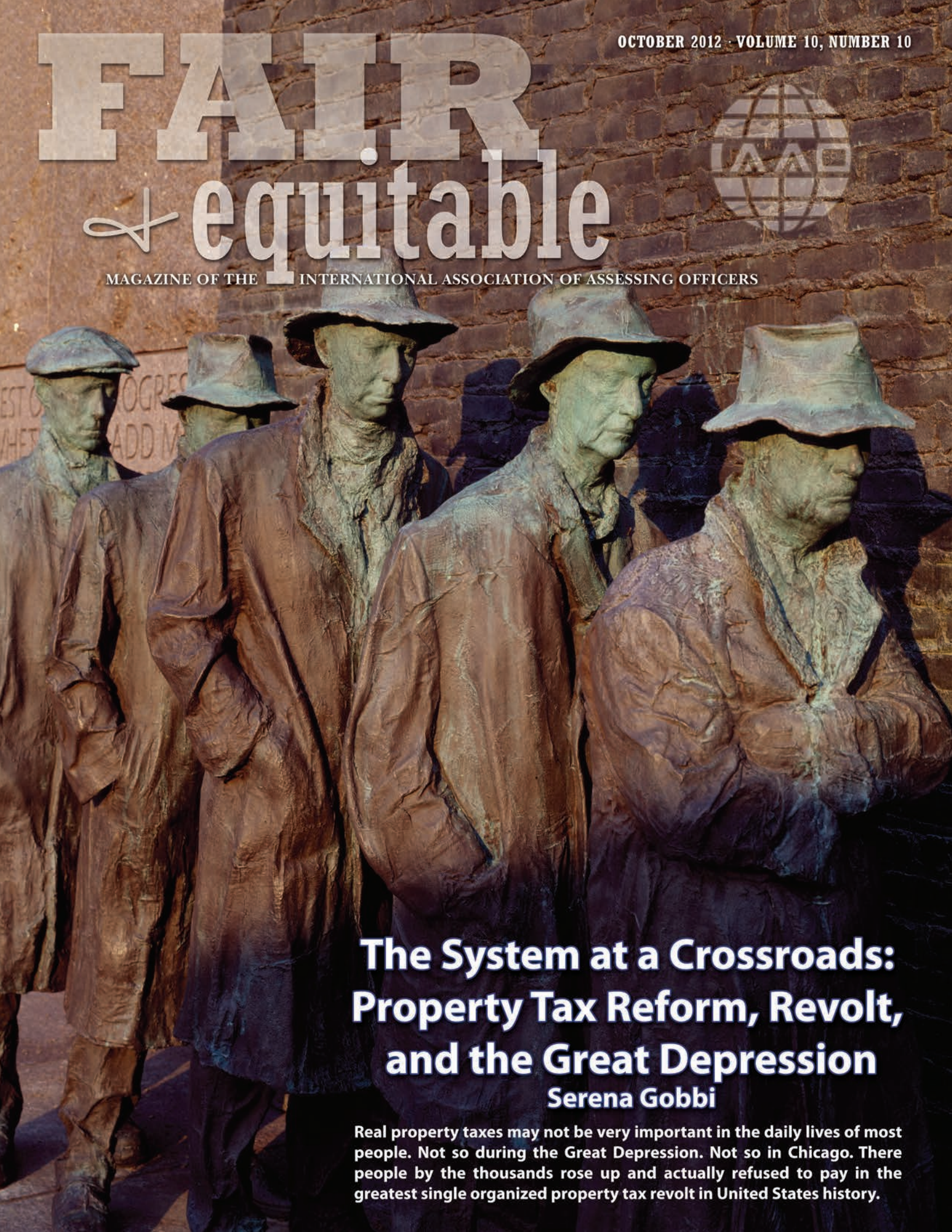

The System at a Crossroads: Property Tax Reform, Revolt, and the Great Depression

Serena Gobbi

Real property taxes may not be very important in the daily lives of most people. Not so during the Great Depression. Not so in Chicago. There people by the thousands rose up and actually refused to pay in the greatest single organized property tax revolt in United States history.

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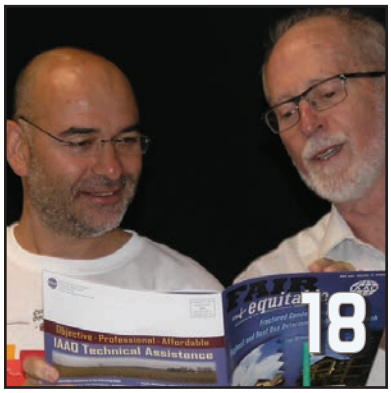

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Cover—Sculpture depicting a Great Depression breadline at the Franklin Delano Roosevelt Memorial, Washington, D.C. Photographs in the Carol M. Highsmith Archive, Library of Congress, Prints and Photographs Division.

From the President

Debra Asbury

State-of-IAAO Address, 2012 Annual Business Meeting, Kansas City, Missouri, Sept. 10, 2012

Dear IAAO Members,

In 2012, we see encouraging signs of a long-anticipated economic recovery; yet lingering challenges still exist. Government budgets have been trimmed; workforce reductions and early retirements have become commonplace; and time and resources continue to be limited. Property tax reform is an ongoing discussion in the media. This is a familiar story—it has become our status quo. There is a certain measure of acceptance that recovery will take time and patience.

This year, IAAO has made positive strides to help members, and the assessment profession, adapt to these challenges and move past them with creative solutions. The network that is IAAO allows ideas to be shared—through educational programs, AssessorNET discussion groups, publications, and meetings and conferences. The role of IAAO is now more important than ever.

I was impressed by the number of people who attended this year's conference, nearly 1,100! Their commitment speaks to the value of what IAAO has to offer.

Only nine months into 2012, IAAO has already accomplished a great deal through volunteer leaders and dedicated staff members. The following are highlights of these accomplishments.

The association has undertaken a major upgrade of the membership database and Web site. This upgrade will enhance the user experience and allow more information to be accessible to members. Recent improvements to the Web site include the following:

- A mobile conference app that allows conference attendees to access program information from their smart phones
- Expanded Reference Desk resources on the Library page
- A logo resource page that provides IAAO logos in approved formats
- User-friendly calendars for local, regional, and international events.

The Online Learning Program has been expanded with the introduction of a new Fundamentals of Assessment Ratio Studies workshop. This initial offering of the IAAO Academy online learning system will be followed by additional workshops in the coming year. Currently, there are ten online educational offerings, and more are planned for the future.

The association has contracted with a professional services firm to evaluate IAAO's brand strategy, marketing, and communications.

IAAO Webinars continue to provide a full lineup of additional online educational choices. This affordable program makes continuing education credits available to a much broader audience.

The Professional Designation Program continues to be successful. In the past year, 49 members have earned an IAAO professional designation. So far, there are 114 new designation *candidates* in 2012. At this rate, we will

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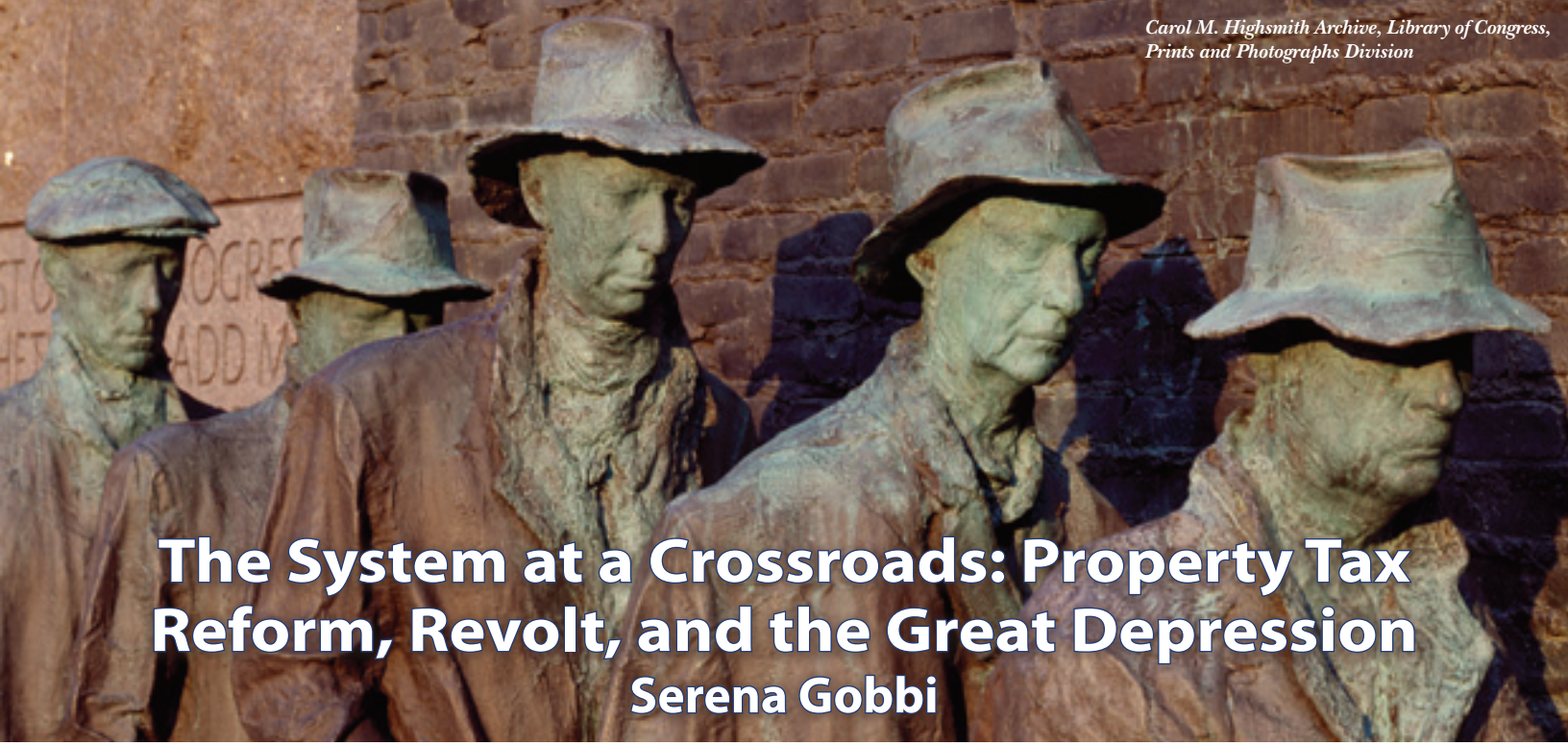

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The System at a Crossroads: Property Tax Reform, Revolt, and the Great Depression

Serena Gobbi

Editor's Note: *This paper was recognized at the Chicago Metro History Fair Awards Ceremony on May 13, 2012, for "Excellence in New Deal History" from the Center for New Deal Studies at Roosevelt University. It was chosen as the outstanding Illinois Senior Division paper, making its author a member of the Illinois delegation to the National History Day competition on June 10–14, 2012, at the University of Maryland, College Park. For more than 30 years, the Chicago Metro History Education Project has sponsored the Chicago Metro History Fair, in which junior high and high school students generate significant research by writing papers, producing documentaries or Web sites, or creating individual or group performances. Statewide, the program included 20,000 students, 500 teachers, and more than 200 schools. At the national level, more than 500,000 students participate from all 50 states as well as from the U.S. territories of Guam and American Samoa and the Department of Defense Schools in Europe.*

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During the Great Depression, the entire financial world tilted towards collapse. National unemployment shot up to 24 percent, and an additional 25 percent of workers did not work at full capacity. In Chicago, unemployment reached 40 percent (Biles 1995, 112) and at one point was 50 percent for African Americans (Deutsch 2004). By 1932, 700,000 were out of work and 100,000 were on relief (Hallgren 1933). Suicide rates jumped from 12.1 percent in 1928 to 18.1 percent in 1929 (U.S. Department of Commerce 1975). Fertility rates declined during the 1930s, from 93.8 percent in 1928 to 76.3 percent in 1933 (Centers for Disease Control and Prevention 2000). A staggering $1,500,000 was the weekly cost of relief payments in 1932. Infamous shantytowns named Hoovervilles were found in many cities, including Chicago. The Hooverville in Chicago, located near Grant Park and Lake Michigan, emerged in September 1930 (Furer 1974, 48–49). While soup kitchen lines grew long, the percentage of voters in the general elections increased to 52.5 percent in 1932, from 43.5 percent in 1920. Membership in the communist party and fascist party surged, and the U.S. labor movement grew more radicalized, evidence of climbing discontent with the government (Bingham 1935, 184–185). However, most people simply survived.

After watching savings vanish and jobs fail, people turned to the government in their frantic bid for survival. As the stress on the system grew and the burden on the public became intolerable, citizens began to question the very role of government in society.

Little remembered today is the significant property tax revolt that fundamentally reshaped Chicago during the Great Depression. Real estate values plummeted 50 percent between 1928 and 1933 (Bernhard 1938); foreclosures shot up; $670,000,000 in real estate taxes went unpaid; and a full-scale tax rebellion hit Chicago (Furer 1974, 46–49). People questioned taxes and spending as the local government struggled desperately to devise a response to the crisis that would restrain the enormity of the economic collapse and restore public confidence in the system.

Chicago during the Depression

The entire Chicago and Cook County region suffered severe financial hardship during the Great Depression. A painful reminder of personal suffering, the foreclosure rates in Cook County skyrocketed. In 1926, foreclosure cases numbered a modest 1,435. In 1929, the number had grown to 3,852. Foreclosures continued to increase, and

by 1932, the number was a staggering 15,332 (Carey 1933, 275). On January 1, 1933, Cook County real estate worth $1.3 billion was in receivership (Youngman 1994, 96).

The full reasons behind this number are linked to the 1920s, before the Depression hit. In the early part of the twentieth century, more immigrants became homeowners. A University of Chicago study found that the percentage of immigrant homeowners rose 180 percent from 1908 to 1930. Lacking the support networks that helped well-entrenched families, immigrant families were less well equipped to pay property taxes when the Depression hit (Murphy 1981, 252). Property tax delinquency often led to foreclosure (Shlaes 2007, 131).

Of course, the entire nation was in economic distress. Eventually, Roosevelt would travel through uncharted territory in his New Deal and the Second New Deal (McElvaine 1984, 259). Yet local governments, however much help they had from the Federal Government, were confronted with brutal and painful decisions at every turn. When the Depression started, the Illinois governor was Republican. However, that changed in April 1933 when Edward Kelly, a Democrat, was elected mayor. The Kelly Nash political machine in Chicago was well known in the 1930s and helped cement the Democratic Party's clear sweep of Illinois state offices. President Roosevelt, also elected in 1933, favored Kelly, no doubt pleased that the Democratic Party now overwhelmingly controlled Illinois. He invited Kelly to luncheons and sought his advice. A symbiotic relationship with the Federal Government after 1933 aided Chicago with money for airports, parks, and 30 new schools. In the later years of the Depression, Chicago would limp along with help from the Federal Government. Yet, it was the years 1930 to 1933 that were critical, because they tested the resourcefulness and resilience of the local government at its weakest point (Biles 1995, 117–121, 286; Masters 2007, 126–135).

Across the country, columnists, journalists, and politicians referred to the "Chicago situation," so infamous was the collapse and the drastic measures used to desperately stymie the free-fall as Chicago truly was "Teetering on the Precipice" (Beito 1989, 102; Literary Digest 1932, 10). One columnist of *Harper's Monthly Magazine*, Avis D. Carlson, wrote in November 1933, "The Chicago situation is so well known that there is no need to discuss it" (Carlson 706). While cities across the country struggled, Chicago earned this distinction for the largest tax strike in United States history.

The ad valorem property tax system (one based upon value rather than upon the ability to pay) boasted stability, collectability, permanency, and immovability.

In Cook County, a plethora of taxing jurisdictions—no less than 408 and growing—sprang up, all competing for sorely needed tax dollars (*The People ex. rel. Walter Ahlschlager et al. Appellees vs. The Board of Review of Cook County et al. Appellants* 1933, 160; Merriam et al. 1933, xv). The large number was a result of the Illinois Constitution of 1890, which placed limitations on taxing body levies. Real estate taxes were calculated in three steps: an assessment, a state equalizer number, and then local tax rates. The assessment had the most room for human interpretation and thus corruption (Simpson 1930, 107). Activists would eventually demand a reassessment. In the 1920s and 1930s, property taxes accounted for a huge majority, roughly 90 percent, of taxes (Beito 1989, 1), because real estate is an ideal commodity to tax. It is almost impossible to hide a house, so governments were able to easily and effectively collect these taxes. The ad valorem property tax system (one based upon value rather than upon the ability to pay) boasted stability, collectability, permanency, and immovability. In 1921, the tax delinquency rate was only 4.5 percent (Beito 1989, 4).

Publication of Assessments Spurs Reassessment

In the 1920s, it was the Chicago Teachers Federation, led by Margaret Haley, that cared most about property taxes as a way to increase school revenue. Because 90 percent of school revenue was drawn from property taxes, Haley decided to confront the rampant non-uniformity in taxation that permeated local politics, including an actual assessment practice that was effectively an acquisition-based system assessing how much a landowner paid for his or her property. Haley and her fellows believed that publishing assessments would show that the Loop (the downtown central business district) business owners were receiving a lower valuation on their properties. The results of the assessment records published in 1928 convinced the government to declare that a real estate tax reassessment be conducted.

However, the inequality and disparity in Loop businesses, the area the teachers had anticipated, were not discovered. Instead, corruption took the form of political favoritism (Beito 1989, 39–41; Simpson 1930, 103–04, 172). For example, the Chief of Police Detectives, Michael Grady, had a tax assessment of only about 20 percent of that of his neighbors (Beito 1989, 39–41). There was also evidence that certain property types, such as hotels, theaters, and larger homes, were unfairly paying lower taxes (Simpson 1930, 72, 77, 156).

In any case, a moratorium on taxes was declared. The government's source of revenue was cut off. The people were free from real estate taxes during the reassessment, from 1928 to 1930. People now had proof that the tax system was unjust and then were allowed to stop paying taxes. This combination of knowing taxes were unjust and being given a tax *vacation* or *holiday* would come back to haunt the government. City officials never dreamed the reassessment would take two years. In the middle of that process, the stock market crashed.

Already, by December 1929, the city had been forced to suspend salaries for teachers, police, and other employees (Beito 1989, 41; Simpson 1930, 184). The Chicago Board of Education was $134 million in debt in 1931 (Strayer and Engelhardt 1932, 216). The teachers lacked salaries for the greater part of 1931 and part of 1932 (Furer 1974, 48). At first, they were paid in script. However, when that practice was ruled unconstitutional, they were given *payless paydays* (Biles 1995, 112). With Republican Mayor Thompson now in power, the city increased its use of tax-anticipation warrants, an IOU supported by the promise of next year's taxes. As the city government also began authorizing multiple layers of warrants, by June 3, 1931, it had plunged $4.5 million into debt (Furer 1974, 49).

Both the public and the government were struggling to find solutions. Innovators began to consider different areas to cut expenses. In 1930, Silas Strawn, author of a plan that would come to bear his name, proposed that the taxes of 1928 would be due in July 1930; 1929 taxes due February 1931; and 1930 taxes collected November 1931 (Burg 2005, 74; Bernhard 1938, 14). The government agreed to the Strawn Plan, and 3 years of taxes were squeezed into 16 months. A confused Illinois became one of 25 states to squash tax payments into a shorter time frame and also one of 13 states to delay the payment deadline (Smith 1936, 372–374).

Association of Real Estate Tax Payers Formed

Soon, several factors came together in a perfect storm that tested taxpayers' willingness to pay. Along with a 70 percent decline in net income, there was also an 86 percent decline in property values (Burg 2005, 74). Chicago property owners had less money than ever but were expected to pay more. Chicagoans were distressed and beside themselves, and out of this anger and fear, the Association of Real Estate Tax Payers (ARET) was formed on May 9, 1930 (Beito 1989, 44; Bistor and Pratt 1931).

ARET members were predominantly blue-collar workers and women. The association often cited the sympathetic words of Governor Emmerson, who noted, "Some semblance of order, some semblance of equality in taxation, must be brought out of this chaos if local and state governments are to continue to function" (Bistor and Pratt 1931, 9).

Critics seized on the fact that ARET leaders were business owners, including law firm partners Henry E. Hedberg and James E. Bistor, who owned real estate in the Loop (Beito 1989, 44). and other notable property owners such as Nathan William MacChesney, Robert P. Bass, Murray Wolbach, and Shirley T. High (Hallgren 1933, 124). However, in reality ARET did not comprise wealthy elites and business owners protecting their interests. ARET members were predominantly blue-collar workers and women. The association often cited the sympathetic words of Governor Emmerson, who noted, "Some semblance of order, some semblance of equality in taxation, must be brought out of this chaos if local and state governments are to continue to function" (Bistor and Pratt 1931, 9). The association's membership peaked at about 30,000 in late 1932 (Beito 1986, 158). Members, seeking justice in the tax system, would join and pay $15 annually (Beito 2004). The organization ran on a $600,000 budget, 161 branch offices in Chicago, and a radio show hosted by the popular John M. Pratt (Beito 1989 , 70-71; Bistor and Pratt 1931, 1).

ARET wanted to change the tax system so that property taxes alone would not fund 90 percent of city spending (Burg 2005, 73). After first failing to reform the personal property tax, ARET demanded that the 1930 tax assessment be scrapped, because it was using only one form of the city's wealth to fund the entire city. Angry rhetoric against *the tax-eater*, a person who did not pay city taxes but used city services, grew. One cartoon in a national magazine declared, "Soak the rich" (Garrett 1932). In 1931, as city and county authorities refused to reexamine assessments again (Beito 1989, 58), ARET sought recourse in the courts.

Tax Revolt Takes Shape

ARET's legal case seized upon the idea that people across the county had the right to appeal their assessments to the County Board of Appeals. The board received more than 40,000 complaints in early 1931 alone. Unable to cope with the sheer number of appeals, the board stopped reviewing them (Beito 1989, 59). ARET decided to sue the County Board of Appeals, seeking a writ of mandamus, a common law right to appeal to the courts to force an executive or administrative offi-

cial or body to fulfill a legal duty by performing a non-discretionary act, to force the Board to adjudicate the cases (*The People ex rel. George F. Koester Jr. Appelle, vs. The Board of Review of Cook County et al. Appellants* 1932, 310-311, 314-316). The board's refusal to hear appeals, ARET declared, "amounts to confiscation of property without due process of law" (Beito 1989, 59). While awaiting the decision, ARET urged all taxpayers not to pay taxes in response. ARET members were, for the most part, not radical. They did not condone violence such as riots. However, believing that their taxes were unreasonable, they simply stopped paying them. While this non-violent action was sometimes construed as docility, the tax strike was driven by desperation and had a dramatic effect (Beito 1989, 96–98).

The numbers of people not paying real estate taxes multiplied. In 1931, the tax delinquency rate in Chicago was an astonishing 53.4 percent (Beito 1989, 81). In contrast, the median delinquency rate for cities across the nation with populations greater than 50,000 peaked at only 26.3 percent in 1933 (O'Sullivan et al. 1995, 2). By 1936, 34.7 percent of the real estate taxes owed since 1933 remained uncollected (Bird 1941, 5, 26). By law, if a taxpayer made only a partial payment, he or she could be penalized for failing to pay the balance. However, if a taxpayer paid in full and taxes were later proven unjust or illegal, there was almost no hope of obtaining a refund. Thus, many people thought it more prudent to wait and see how the ARET litigation would fare (Beito 1989, 64). Should ARET win in court, they would not need to pay any taxes.

The government's response to the tax revolt was at first incredulous. Then leaders frantically began a publicity campaign to promote paying taxes. The newspapers turned against ARET, as did business owners. Charges of sedition rang in the air (Burg 2005, 75). The local government threatened ARET with removal of city services, including water and police protection (Beito 1989, 72). ARET had involuntarily hit the nerve center of government power: tax revenue. It shook the government to the core by attacking its very foundation and lifeblood. Anton Cermak warned Congress in 1932, "Send money now or militia later" (Beito 1989, 78)—federal troops would be needed soon. However, just when the government turned frantic, a series of crushing blows crippled ARET.

ARET had involuntarily hit the nerve center of government power: tax revenue. It shook the government to the core by attacking its very foundation and lifeblood.

Three ARET court cases came before the Illinois Supreme Court in the course of less than two years. The Court was favorable to ARET in a February 1933 case in which it affirmed it is "the public duty of the board to" hear ARET members' appeals. The Justices ruled, "The relators showed a clear legal right and a failure by the Board of Review to recognize that right and perform a duty imposed upon it by law" (*Ahlschager* 1933,169). However, another ruling in October of that same year found ARET guilty of "the unauthorized practice of law" (*The People ex rel. Thomas J. Courtney, Relator vs. The Association of Real Estate Tax-Payers of Illinois* 1933, 106-110). In effect, ARET had its legs cut out from under it. The organization quickly lost members and was consumed by internal disputes. By the end of 1933, ARET had disappeared. Eventually, the public began paying real estate taxes again. However, the effect of this movement on the flow of money to the government's budget was severe.

School Funding Bears the Brunt

One vital institution that suffered from the lack of revenue and frenzied attempts to cut government spending was education. Complicating the situation, the school system was strained even before the 1929 collapse. An influx of students reflected the changing way that society viewed schools (Murphy 1981, 251). Youth less often entered the workforce, and child labor was declining; this was partly due to the prosperity of the 1920s. Also, Illinois, with Jane Addams and other national leaders at the forefront advocating children's rights, was a trailblazer in the fight against child labor (Lindenmeyer 2004). In 1900, Illinois law prohibited children younger than 14 from working for wages. By 1925, the legal age of emancipation was 16, up from 14. A newly successful birth certificate program also protected children. Instead of working, they remained in school (Lindenmeyer 2004). By 1930, the high school population across Chicago swelled. The percentage of foreign-born 14- and 15-year-olds attending school climbed from 55 to 94 percent (Murphy 1981, 251).

Government spending cuts were unfairly applied to schools. First, school boards slashed salaries, reduced hours for teachers, and authorized bigger class sizes (Carlson 1933, 705). More than 1,000 teachers were dismissed. Then they stopped all building and repairs and kept old textbooks and equipment, but these reductions still were not enough. Schools even lowered the number of instructional days per year (Carlson 1933, 706).

Music, art, home economics, manual training, physical education, trade and vocational classes, and foreign languages were all cast aside. Left with barely the 3 Rs, critics complained

that education was regressing to the schools of 1900. For the Progressive movement, which espoused the ideals of socialization through education, it was a disaster. The teachers, the original supporters of reassessment, were confronted by an angry public (Carlson 1933, 705–707). And "newspapers delighted in portraying teachers as so selfish that they would deny an education to the kindergartner" (Murphy 1981, 249).

Repercussions Ongoing

The Great Depression left many scars on Chicago. The repercussions of the tax strike and severe budget austerity left Chicago with a recurring inability to fully fund schools. Well into the next decade, Chicago labored under an "ongoing crisis over mismanagement" (Rury 2004). Chicago even now spends less per capita than many surrounding suburbs, a legacy of the Depression era (Merriam et al. 1933, 100–101). The 50 percent tax delinquency rate demonstrated taxpayers' unwillingness, not simply inability, to pay taxes (Beito 1989, 97). A large segment of the public viewed the government's budget, both the tax side and the spending side, with distrust. People questioned where their tax money was going.

Instead of focusing solely on taxes, the idea of government budgeting gained power out of progressive morals (Masters 2007, 12–122, 126; Blum 1980, 126-129). The idea of controlling government spending with balanced budget laws provided a new safety valve for the public. In fact, 1936 was the first time legislation was introduced nationally to put a ceiling on federal debt during peacetime. It was not passed (Saturno and Lynch 2011, 2). Today, as in the past, foreclosures are a visible reminder of economic hardship. "Foreclosure flu spreads" blares one 2008 headline, showing a 46 percent increase from 2006 to 2007 (Daniels 2008, 1). The success of Tea Party candidates bears witness to the fact that taxes in general are still a vital issue to many Americans. The world still wrestles with this crisis.

Citizens were ready and willing to passionately seek reforms to the tax system and revolt when the reforms did not appear. Ultimately, the system weathered the crises, but not without a surprising and powerful reminder of the simple power of taxes and the people.

In comparison, one historian asserts that the Great Depression was characterized by "the eerie docility of the American people" (Kennedy 1999, 89). Not in Chicago. Citizens were ready and willing to passionately seek reforms to the tax system and revolt when the reforms did not appear. Ultimately, the system weathered the crises, but not without a surprising and powerful reminder of the simple power of taxes and the people.

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Serena Gobbi is a 2012 Graduate with Highest Academic Honors of Regina Dominican High School, Wilmette, Illinois. A National Merit, Illinois State, and Advanced Placement Scholar, she received the Regina Medals for Excellence in four separate fields: French, mathematics, orchestra, and social studies. Previously, Serena had participated as one of 16 American students in the U.S.–Serbia Youth Exchange Program, was awarded the Rensselaer Medal as the superior student in mathematics and science, and was named the MVP of the Tennis Team. She also excelled in track and field. Her teacher and mentor at Regina Dominican was Michael Small. Serena is attending Georgetown University this fall.

The 2012 "Property Tax Revolt" in North Dakota

Larry Stein and Kevin Ternes, CAE

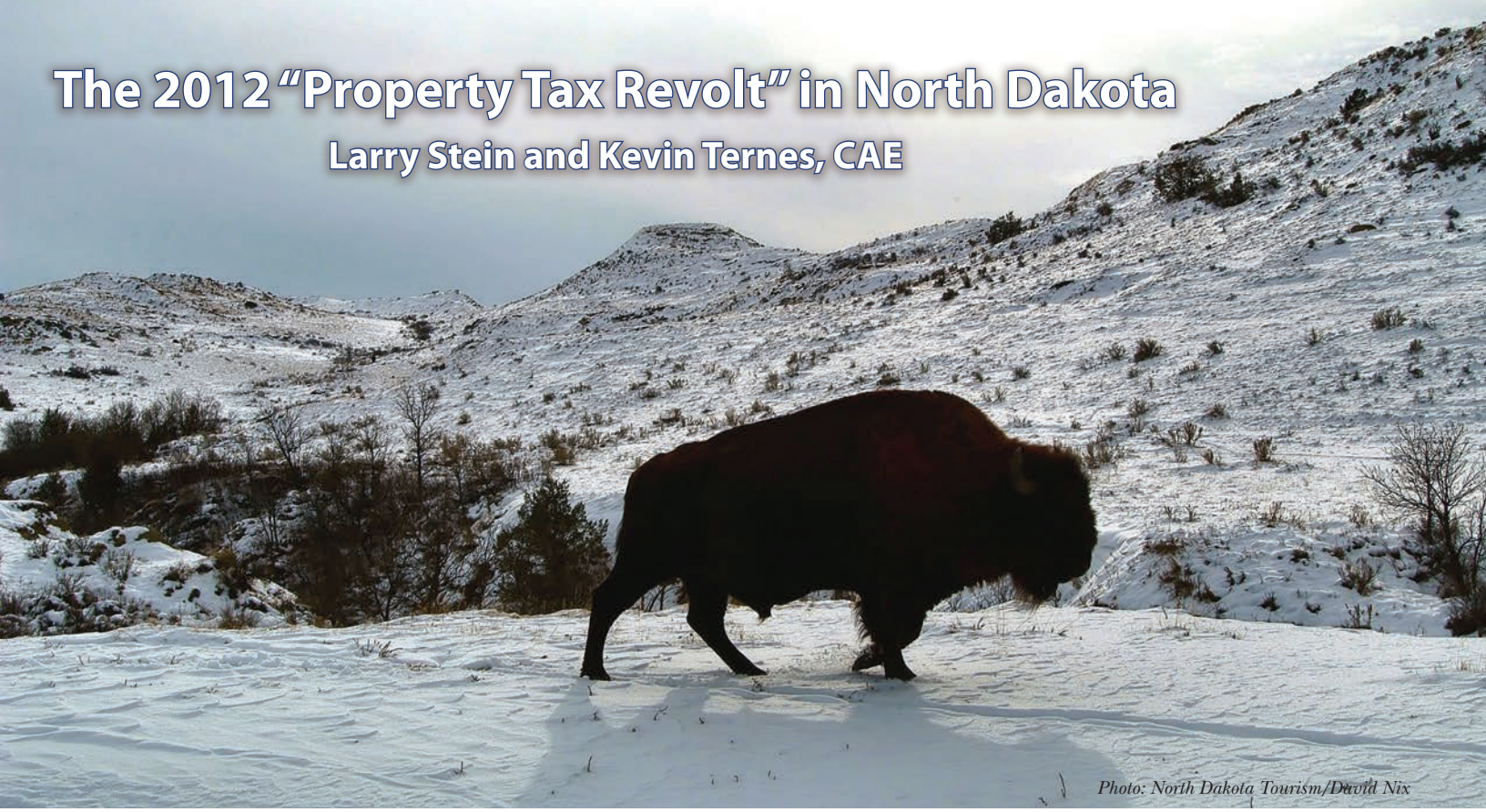


Photo: North Dakota Tourism/David Nix

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

History

In 2009, three legislators asked the North Dakota State Assembly to pass a resolution giving the citizens of the state an opportunity to vote on whether the state constitution should be amended to abolish property taxes. The resolution was based on the statewide perception that, because of North Dakota's increased oil production and the increased tax collections on that oil production, property taxes were not needed and all local costs currently paid by property taxes could be paid by the state. The resolution was defeated in the state house in 2009 by a vote of 86 to 6.

That defeat prompted a group called Empower the Taxpayer (chaired by Charlene Nelson of Casselton, North Dakota) to gather approximately 28,000 signatures to place the initiative on a statewide ballot. The group believed that if the legislature wouldn't give the people the chance to vote on it, it would provide the opportunity instead. (In North Dakota 25 sponsors are required for a measure to amend the constitution to be approved for circulation to gather the appropriate number of signatures.) With the required number of signatures, a measure can be placed on the ballot for a statewide vote, which if passed would amend the state constitution. The petition to collect signatures is valid for 1 year for circulation among the public after it is approved by the North Dakota Secretary of State. It took almost the full year for Empower the Taxpayer to gather the required signatures, but it was able to do it, and Measure 2 appeared on the statewide ballot, along with three other nonrelated measures, on June 12, 2012.

Fiscal Impact

The North Dakota State Tax Department estimated that approximately $800 million in property taxes for 2012 would not be collected if the property tax were eliminated. The department then trended that figure upward by about 7 percent per year into the future, or about the same amount of state sales tax of 5 percent collected annually.

Empower the Taxpayer commissioned an initial study by the Beacon Hill Institute, which was updated shortly before the vote with a follow-up study. The first study indicated that if the state eliminated public-sector jobs and cut waste, it would not have to raise other taxes to compensate for property taxes being eliminated. The study suggested an economic boom would result through an increase in sales and income taxes at the current tax rates because of the additional economic activity.

Others questioned the study's conclusions, saying that the Beacon Hill study suggested that approximately 12,000 workers would have to be laid off, including nearly all the state's workers but excluding city and county employees. How could that be possible, they asked, when the state was already growing so rapidly as to almost outgrow services required in the western half of North Dakota? Opponents of Measure 2 pointed to a statement in the 2010 Beacon

Hill report that concluded that if other taxes were merely raised to make up for revenue lost in property taxes, the effect could be negative and not productive.

Estimates vary, but it would appear that North Dakota has several billion dollars of surplus on paper, even though experts say that much of it is tied up in a voter-approved legacy trust fund that can't be touched until 2017 (i.e., teacher pension funds or funds that have not yet been collected). In addition, the state has spent, and can be expected to spend, hundreds of millions of dollars to fix and repair infrastructure that has been damaged by oil production, such as gravel and paved roads, or to build additional infrastructure for new housing.

Nobody really knew how the voters were lining up, because no polls were taken until about a month prior to the vote. Many political experts thought the vote would be close one way or the other.

The Campaign

Once it became apparent that a vote was going to occur, a coalition of approximately 80 organizations called Keep it Local North Dakota (including the North Dakota chapter of AARP, chambers of commerce, labor unions, the North Dakota Association of Counties, and the North Dakota League of Cities, as well as rural, farm, and city organizations) came out against Measure 2. It was reported that about $600,000 was spent by these various organizations for print, radio, and television advertising to defeat Measure 2. Empower the Taxpayer said these groups were all official lobbyists and only it was truly the people's representative.

At times, the discussion between supporters of Measure 2 (eliminating property taxes) and opponents was very contentious. Talk radio was alive with callers both in favor and against. Nobody really knew how the voters were lining up, because no polls were taken until about a month prior to the vote. Many political experts thought the vote would be close one way or the other.

Result

Measure 2 to amend the North Dakota state constitution to abolish ad valorem property tax was defeated on June 12, 2012. The vote was approximately 78 percent against to 22 percent in favor; it was one of the largest primary election turnouts in North Dakota in the past 50 years. Supporters were quoted in numerous media outlets as saying that they were not defeated and would give the public another chance to weigh in on the property tax. They added that they would be watching the North Dakota State Assembly in 2013 for anticipated property tax reforms.

The discussion about abolishing property tax was seen by many as a good discussion and something that needed to be hashed out. Many view what came out of the discussion and the vote as positive, because the state legislature is talking about numerous proposals to change North Dakota's system of property taxation in the upcoming session in January 2013.

Proposals include funding more of the local cost of education with state resources to lower local education property tax rates; abolishing many exemptions used as incentives for new construction; and even levying a property tax on charitable properties so that they can contribute part of the cost for local services. The overall discussion by legislators is pointing to lower local property taxes, because the state is now in a position to cover more local costs of service.

Pros and Cons

Supporters of Measure 2 held town hall meetings to disseminate information to the public. Their opinion was that property taxes, by their very nature, are unfair, because the person who lives in a larger or more valuable house receives the same services as the person who lives in a smaller, older, less valuable home. In addition, their concern was that, "you never really own your home; you just pay rent to the government for it" (rent being the annual property tax).

There are no other options that allow parks, schools, counties, and cities to collect enough revenue to provide these services.

Opponents said that property taxes support all the local services that citizens want and expect their local elected officials to provide. There are no other options that allow parks, schools, counties, and cities to collect enough revenue to provide these services. They also said that if citizens didn't like how their local boards were managing the resources, they could vote for different representatives.

Exemptions

Supporters of Measure 2 said that there were too many exemptions for disabled veterans, full-time farmers who receive an exemption on their homes and buildings, builders of new residential homes, charitable organizations, and temporary business exemptions for incentives to build or remodel commercial buildings. They thought the more properties that were exempt, the higher the property tax for everyone else.

Opponents of Measure 2 asserted that the state legislature, years ago, had given local cities and counties the

authority to grant exemptions for new construction of certain types to provide incentives to build and increase building. The rationale was that these new buildings would eventually be on the tax roll. Sponsors of abolishing the property tax remarked that if that was the case, no property tax at all would be the best incentive for everyone—the cities and counties would not be in the business of picking winners and losers because no one would pay property taxes.

Supporters remarked that the measure required the state to "fully and properly fund" all the legally mandated needs of any park, county, city, or school. Opponents wondered who would determine the definition of "fully and properly."

Out-of-State Property Owners

Opponents of Measure 2 also noted that all out-of-state property owners (an estimated 18 percent) would receive a windfall if there were no property taxes. For instance, out-of-state landowners would not contribute at all to the cost of maintenance of roads and other infrastructure near their property. A sponsor of Measure 2 commented on a radio talk show several days before the vote, "So what?" He thought this factor would provide more incentives to bring additional business to North Dakota. In addition, other taxes could be raised, such as corporate income tax, to make up for what was lost.

Opponents retorted that it wouldn't happen. In-state residents would be paying costs through additional fees and income and sales taxes that out-of-state business and landowners used to pay for through the property tax.

Supporters concluded that the argument didn't make any sense, because out-of-state businesses provided jobs for local residents, who, in turn, paid sales and income taxes as a result.

Local Costs

Supporters of the measure said eliminating property taxes would have increased local control, because the measure specifically stated that the state could not dictate how and where the money received from the state as a substitute for property taxes could or would be spent. Opponents wondered how there could be local control when a local school, park, city, or county board would have no ability to levy a property tax. Sponsors debated that sales tax would be the answer for a local area. In a legislative hearing, one sponsor said that abolishing property tax wouldn't prevent a city or county from passing a special assessment when it couldn't get the funding from the state. Opponents retorted that there was no authority for a school to levy a sales tax and that many small towns had limited retail income to generate revenue from a sales tax.

Opponents added that local jurisdictions didn't have the authority to levy a special assessment for a building project.

Supporters responded by saying there were so many mandates and rules on a local political subdivision's ability to generate revenue and where it may be spent that there really wasn't local control at this time.

Measure 2, if passed, would mandate that property taxes collected in tax year 2011, the apparent base year, would have to be replaced by the State of North Dakota. The opponents' perspective was that there was no guarantee that the state would have to increase that amount from year to year based on inflation or specific needs that only the local governing boards would be aware of.

Supporters remarked that the measure required the state to "fully and properly fund" all the legally mandated needs of any park, county, city, or school. Opponents wondered who would determine the definition of "fully and properly." For instance, opponents reported that there is no legal requirement to have police departments or full-time fire departments.

Supporters of Measure 2 advised that there was enough surplus money and if waste was cut from state government, then no other taxes would have to be raised. Opponents retorted that other taxes must be raised to acquire the approximately $800 million collected annually through property taxes.

Supporters viewed this as "fear-mongering" and pointed out that only a small portion of city and school budgets are derived from property taxes. Opponents of abolishing the property tax said property tax is generally a smaller part of a political subdivision's budget but that normally the majority of property tax revenue goes to public safety departments.

Supporters of Measure 2 advised that there was enough surplus money and if waste was cut from state government, then no other taxes would have to be raised. Opponents retorted that other taxes must be raised to acquire the approximately $800 million collected annually through property taxes. They pointed to possible increases in vehicle license registrations and the doubling, possibly tripling, of income and sales taxes. Supporters argued that was all speculation and "fear-mongering."

Assessment Administration

Sponsors continued saying that millions of dollars spent in assessment administration could be saved by eliminating assessors and their offices. The Beacon Hill study estimated $25 million could be saved by not employing property assessors.

Opponents argued that the number was exaggerated and that the statewide survey by the North Dakota League of Cities and the North Dakota Association of Counties indicated the cost of assessing was closer to $10 million. Besides, they added, the measure still required a local jurisdiction to appraise the market value of all property to determine a maximum of what could be borrowed by the political subdivision. Therefore, assessors would still be required to perform appraisals. Supporters remarked that private companies could be hired for appraising and assessors would not be needed.

Opponents said the cost of the private appraisers should be considered an expense, which negates the savings of not employing assessors.

Funding Mechanisms

Supporters concluded that the state legislature uses other formulas to develop a funding mechanism for cities, counties, schools, state universities, and colleges, and therefore, the legislature could develop a formula to replace local property taxes with state revenues, which were coming in above estimates.

Opponents asked how there could possibly be a "one size fits all" formula for larger cities and smaller towns and counties. Some believed that the heavily populated counties and cities would get the majority of the revenue available, because they had more legislative clout and representation. They added that the state legislature would be unable, for lack of expertise and time, to scrutinize more than 2,000 annual budgets on an annual basis from every township, school, city, park district, and county across North Dakota—especially when the state legislature meets only once every 2 years for 80 days.

Sponsors recommended a formula be developed to solve this problem. They added that the opponents were fear-mongering and not giving the state legislature enough credit for being able to handle the funding methods when the majority of local political subdivisions were currently getting most of their funding from a state mechanism.

In the end, North Dakota voters overwhelmingly decided that eliminating the property tax was not the direction they wanted to take. But many believe the one-sided outcome came with an assumption that the state would use some of its surplus to lower property tax rates locally in the future.

Reference

Secretary of State North Dakota. 2010. *North Dakota Ballot Measures Portal.* https://vip.sos.nd.gov/BallotMeasurePortal.aspx (accessed August 30, 2012).

Larry Stein is the Chief Deputy for Oklahoma County (Oklahoma) Assessor Leonard Sullivan and helps manage a $6 million+ budget and 78 employees.

Larry is a political commentator and a regular contributor and published author in statewide and international publications. Larry is formerly a national award-winning multimedia reporter, talk show host, Communications Director for the Oklahoma GOP, Deputy Press Secretary to the Governor, and Chief of Staff for the Lt. Governor.

Kevin Ternes, CAE, has worked in the Minot City Assessor's Office for 21 years, 8 years as Department Manager and City Assessor. He is a graduate of Minot State University, certified as a North Dakota Class 1 City Assessor, a North Dakota Certified General Licensed Appraiser, and holds the IAAO CAE designation. He is a past member of the IAAO Professional Designations Subcommittee and is currently an IAAO Professional Designations Advisor and a Demonstration Appraisal Report Grader.

Tax Caps

The controversy surrounding New Mexico's residential tax cap statute has come a step closer to resolution—at least in the courts. In a test case involving the statute's change-of-ownership cap reset provision, the state's Court of Appeals has ruled that the provision is constitutional. State legislators have introduced legislation in several sessions in an attempt to ameliorate the financial impact of a cap reset—known as "tax lightning" in New Mexico—but none of the measures has passed. Of the cases heard thus far by the state's district courts, several from the second circuit (which covers the jurisdiction named in the appellate court case) held the reset unconstitutional. Other district courts have found the provision is constitutional.

Similar to other states, the New Mexico capping statute limits yearly value increases on owner-occupied residences to a certain percentage for current owners. However, once ownership is transferred by any means to another party, the assessed value resets to the current market value in the next tax year.

Legislative efforts to address the often sharp increases in assessed value (and thus property taxes) have focused on applying the percentage increase limitation to all owner-occupied residential properties sold and unsold. For example, the bill introduced in the 2012 legislative session eliminated the revaluation provision for transfers of ownership of existing residential properties. It further mandated that all residences sold between 2004 and 2011 and all newly constructed homes added to the tax rolls during that period be revalued for 2012. The valuation would determine a base value for each property by multiplying the sale price by the county's assessment ratio in the year of sale; then the statutory percentage increase would be added in each subsequent year.

Taxpayers challenging the cap reset provision through the courts have attacked the constitutionality of the statute on the grounds that it creates "an unauthorized class of residential taxpayers based upon the time of acquisition." The New Mexico constitution states that the increase limitation may be applied only to "classes of residential taxpayers based on owner occupancy, age, or income."

The appellate court rejected this argument, ruling that the disparate treatment was based on the new homeowners' acquisition of the status of taxpayer rather than their membership in a group defined by time of acquisition. As the court explained, property taxes are the personal obligation of the person owning a property on the valuation date. A person is not subject to this obligation until the property is purchased. Once the residence is purchased and occupied by the new owner, that owner becomes a member of the protected class of owner-occupiers and thus is entitled to the statutory benefit of limited annual value increases. The value limitation does not carry over from the previous owner, the court said, because "the new owner, at the relevant date from which the limited taxable value was calculated for the former owner, was not an owner of the property."

The case is on appeal to the New Mexico Supreme Court.

(*Zhao v. Montoya, Bernalillo County Assessor*, Court of Appeals of New Mexico, No. 30,172, March 28, 2012; New Mexico legislature, 2012 regular session, SB 145)

Government Entities

Is a state-owned university immune from local property taxation even if part of its campus is used for what might be considered a commercial purpose?

This question arose over the tax status of a small-business incubator operated on campus by a university's school of business. According to university officials, the incubator helped fulfill the school's mission to educate business students and help the community. For new businesses, leasing space in the incubator provided attractive rental rates, access to shared business services, help from student interns, and business advice and mentoring from school faculty and staff.

The university claimed that it was part of state government and as such, had "unqualified immunity" from local taxation. Therefore, the use of its property was irrelevant—the theory being that any revenues generated from commercial activities automatically became part of the public coffers.

The court, however, found that the university did not operate as the government itself but rather as an agency of the government. This distinction meant that the university was immune from taxation only for activities that carried out its authorized purpose, the court explained. Any other uses of its property were taxable. In operating the small-business incubator, the court said, the university was acting as a commercial landlord in competition with other commercial landlords. This activity was outside the university's authorized purpose, which is education.

The court noted that if the university had been exempt rather than immune from real property taxation, the business incubator would have had to fulfill a public purpose to avoid taxation.

(*Pennsylvania State System of Higher Education v. Indiana Area School District*, Commonwealth Court of Pennsylvania, No. 184 M.D. 2011, April 5, 2012)

(President, continued from page 2)
exceed the 2011 mark of 145 new candidates. The future of the designation program is bright.

IAAO continues to expand its international presence. Representatives of IAAO are attending international events and presenting information on IAAO and its resources. An IAAO representative traveled to the Republic of Cypress in September to present information about IAAO standards and North American assessment practices to a diverse international audience. IAAO has participated in several educational programs to familiarize Chinese delegates with North American assessment practices. I have traveled to Brazil and sent officers to Jamaica to represent IAAO on the world stage. This effort will continue, but through the use of a consultant, there will be a measured approach as a full strategic plan for international outreach is developed.

A Chapter and Affiliate Committee was formed this year to better serve the needs of these groups. Four new organizations have become affiliates of IAAO in 2012: the Center for Assessment & Development of Real Estate, the Vermont Association of Listers and Assessors, the International Property Tax Institute, and the Assessors' Association of Nebraska. IAAO now has 26 chapters, 54 affiliate member groups, and 105 IAAO Representatives.

The Paul V. Corusy Memorial Library introduced a Directory of Local Jurisdiction Web Sites at the conference. This directory will be a valuable members-only resource. In addition, the library catalog had a major upgrade this year. This change eliminated several steps in the article search process and streamlined member access to IAAO articles.

As of mid-September, 19 jurisdictions had earned the Certificate of Excellence in Assessment Administration. This program recognizes governmental units and individuals involved with assessment that integrate best practices in the workplace. A record-setting number of jurisdictions were recognized for their accomplishment at the conference.

The new textbook *Fundamentals of Mass Appraisal*, published at the end of 2011, is being integrated with revised courses. Soon all courses relating to mass appraisal will also be fully revised, as IAAO maintains its reputation as the foremost authority on mass appraisal issues.

A revised version of the IAAO Constitution was approved at the end of 2011. Revised Bylaws were approved in 2012, and it is anticipated that revised Procedural Rules will be approved by the end of this year.

AssessorNET, the online discussion forum for members, is actively being used to resolve current issues, share files and information, and collaborate on projects.

President Asbury addresses attendees at the annual conference in Kansas City

IAAO continues to publish articles and information that is relevant to members. The *F&E Digital Edition* is being offered as a digital-only *green* choice for members who prefer this option. And seven technical standards are actively being updated.

I hope all the new features that IAAO is offering are responsible at least in part for the fact that membership retention remains strong at 90.7 percent. As of the end of August, the association had 6,906 members. Just one year ago, there were 6,867 members and the retention rate was 86.5 percent.

During these tough economic times, these accomplishments have been achieved without raising conference fees and without raising dues. It's tough out there. So IAAO has not only kept a tight rein on expenses but also dramatically increased funding for scholarships and member aid programs.

And the best news of all is that IAAO remains financially stable, with sufficient cash reserves to protect its programs and activities well into the future. Through careful management of resources, the association is thriving in spite of the current economic climate.

All these accomplishments speak strongly to the importance of IAAO as a resource for its members and other professionals in the appraisal and assessment community. IAAO fulfills this role at a time when it is most needed. I am proud to be involved with an organization that offers so much to its members. In spite of that, I would ask you to look around. Who do you know who is not a member and should be? The more we can grow, the stronger we become. Please be IAAO's ambassadors out in the field and encourage others to become members.

IAAO has prospered in 2012 largely because of its members, its leaders, its contributors. Whether it was your contribution on AssessorNET or just passing along a good word about IAAO, you've contributed to the association's growth, even in difficult times. We all look forward to a great 2013, with even more change and progress. Our vision is to be the internationally recognized leader and preeminent source for innovation, education, and research in property appraisal, assessment administration and property tax policy. We can define our future by sharing our knowledge and growing together as we meet the challenges of today and tomorrow.

Sincerely,

Debra Asbury

Quote from Arkansas:

We strive to be fair to our taxpayers, who sometimes think what we do is like voodoo.

—Debbie Asbury

IAAO Conferences, Seminars, and Meetings

Event	Location	Dates
Leadership Days Meeting	Kansas City, Missouri	October 19–20, 2012
Executive Board Meeting	Memphis, Tennessee	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

General Discussion List—Tornado Damage

Q. Florita Harrison, Kirkwood, Missouri

The St. Louis County, Missouri, area has been hit hard with tornados this year. There are residences damaged beyond repair or completely demolished along with the utilities and infrastructure (electric, etc.) in some areas. The Missouri Statute states that January 1 is the taxing date. These storms were in January and early spring. How does your venue handle these cases on appeals?

A. Steven F. Schwoerer, Oshkosh, Wisconsin

In Wisconsin, assessments are as of January 1 also. For appeals in Oshkosh, we present a case supporting the condition of the property as of the January 1 date.

A. Alan S. Dornfest, AAS, Boise, Idaho

In Idaho, there is a casualty loss exemption under section 63-602X, Idaho Code. It is discretionary on the part of the county commissioners. If the loss occurs after the fourth Monday of June, there is no clear recourse to exempt the value of the property. However, taxes may be cancelled pursuant to section 63-711 of the Idaho Code.

A. Kenneth Michael Wilkinson, Sr., Fort Myers, Florida

Hurricane Charley hit in Lee and Charlotte Counties in August 2004 and then went throughout the state. Several county appraisers were able to have a meeting with the Lt. Governor, her staff, and the staff of the Governor (Bush), and within a week the Governor executed an executive order that allowed the appraisers in Florida to adjust retroactively for the damage to structures in the state for that year with provisions as to when reconstruction had to be completed for future tax rolls. Perhaps you could persuade your legislature to acknowledge that if a structure is uninhabitable the appraisers can adjust accordingly to last January 1.

Since the damage you are referring to occurred in January, most will have been remediated by next January. Your question, though, is one of what to do with the current year for the Value Adjustment Board (VAB). This technically should not matter, but we all know if the Legislature does not give the appraiser/assessor the ability to adjust, then the taxpayer may or may not prevail at the VAB, but the resulting uproar in the Capitol should convince the legislature to give you that ability and they can take the political credit. I suggest you mount an effort to show the wisdom in giving you that authority now. See section 193.155(4) of the Florida Statute.

A. Kevin Ternes, CAE, Minot, North Dakota

In North Dakota, an assessment can be reduced for damage from a flood or tornado that year even after the assessment has been certified. If the damage occurs prior to April 1 of the year, the assessor can make the deduction or proration. If the disaster occurs after April 1, the county commission must make the proration. The theory is you don't pay for a full year's assessment if your property was damaged by a fire or natural disaster for a portion of that year. A house that flooded in July would be assessed for full value only for half a year and for the remaining year at an "as is" value.

A. Karen Stroud, Pine Bluff, Arkansas

In Arkansas, we have a law that states if property is damaged by fire, flood, tornado or other act of God after the assessment date of January 1, the assessor can revalue the property. We do not have to search for this property, but if discovered or if the taxpayer notifies us, we will revalue the property.

A. Craig N. Larson, Durango, Colorado

In Colorado, we prorate the value of the property to the date of damage, and under a new law we keep a residential property at a residential assessment rate for a minimum of two years as long as the owner attempts to rebuild. We have a 7.96 percent ratio for residential properties and a ratio of 29 percent for all other properties. This is an incentive to build again.

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.

International

China's stocks decline on property tax concern (published August 22, 2012)

by Weiyi Lim

Article discusses speculation about an expanded property tax in Hubei province after previous property tax trials in Shanghai and Chongqing provinces. The speculation, among other reasons, is causing Chinese stocks to decline in value.

For more information, go to:
http://www.businessweek.com/news/2012-08-21/china-s-stock-index-futures-swing-between-gains-and-losses

Financially troubled parts of Europe consider taxing church properties (published September 13, 2012)

by Ariana Eunjung Cha, The Washington Post

Article discusses the possibility of taxing church property in Spain, Italy, Ireland, and Britain under certain circumstances in an effort to alleviate ongoing economic issues. Collection efforts are primarily aimed at for-profit initiatives operating under church authority.

For more information, go to:
http://www.washingtonpost.com/business/economy/financially-troubled-cities-in-spain-consider-taxing-church-properties/2012/09/13/3b62c736-f842-11e1-8398-0327ab83ab91_story.html

Property Tax Reform

Several property tax amendments on ballot (published September 17, 2012)

by Michael Peltier, The News Service of Florida

Article discusses proposed constitutional property tax amendments in Florida, one of which, Amendment 4, would target increases in property tax when property values are declining. This amendment threatens to reduce local taxes by approximately $2 billion over 4 years.

Other less controversial amendments would provide homestead exemptions for disabled veterans, a dependent, or surviving spouse.

For more information, go to:
http://www.newschief.com/article/20120917/NEWS/209175001?p=1&tc=pg

Kentucky tax breaks bleed billions of dollars from state government (published September 17, 2012)

by Tom Loftus, The Courier Journal

Article discusses the numerous tax breaks offered in the Kentucky Tax Code and the impact of these breaks on state revenue. The article also discusses an initiative by Kentucky Governor Steve Beshear aimed at reviewing exemptions and implementing tax reform through streamlining exemptions.

For more information, go to:
http://www.courier-journal.com/article/20120917/BETTERLIFE02/309170031/Kentucky-tax-breaks-bleed-billions-dollars-from-state-government?odyssey=mod%7Cnewswell%7Ctext%7CHome%7Cp&nclick_check=1

Exempt sites complicate tax fixes (published September 17, 2012)

by Patrick Kerkstra

Article discusses the large number of properties that are exempt from property tax in Philadelphia and the challenges it presents for efforts to redistribute the tax burden.

For more information, go to:
http://articles.philly.com/2012-09-17/news/33881236_1_tax-exempt-properties-property-taxes-force-on-tax-policy

Fallout from North Dakota Citizen Initiative

ND property tax activists say they shouldn't have to pay opponents' legal fees in lawsuit (published September 17, 2012)

by Dale Wetzel, Associated Press

Article discusses a disagreement in North Dakota about what public officials can say about citizen initiatives related to last summer's proposed constitutional amendment to abolish the property tax. At issue is whether an anti-property-tax advocacy group is liable to pay attorney fees for public officials it sued over statements they made.

For more information, go to:
http://www.therepublic.com/view/story/3f35854923bc4790b188f7a9af702a4c/ND–Property-Tax-Sanctions

Property Tax Restrictions

Wisconsin property tax increase lowest since 1997 (published September 18, 2012)

by Sheboygan Press Staff

Article credits the lowest property tax increase (0.02%) since 1997 to restrictions imposed by Wisconsin Governor Scott Walker on local governments' ability to raise taxes.

For more information, go to:
http://www.sheboyganpress.com/article/20120919/SHE0101/309190107/Wisconsin-property-tax-increase-lowest-since-1997?odyssey=tab%7Ctopnews%7Ctext%7CFRONTPAGE&nclick_check=1

SQ 758 limits collection of property tax (published September 16, 2012)

by Joy Hampton, The Norman Transcript

Article discusses tightening limits on annual increases in property tax in Oklahoma from 5 percent to 3 percent. The article fails to discuss how lost revenues will be replaced.

For more information, go to:
http://normantranscript.com/headlines/x1709878830/SQ-758-limits-collection-of-property-tax

? Where Do You Read FAIR equitable?

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

Varnavas Pashoulis (center) reads F&E in downtown Chicago while discussing mass appraisal concepts in a multi-day session with Bob Gloudemans (left) and Richard Almy (right)as part of a multistate tour to learn more about mass appraisal systems in the United States. Varnavas is from the Republic of Cypress. He is President of the Cypress Association of Property Valuers and was host to the Fédération Internationale des Géomètres (FIG) Commission 9 International Workshop on Mass Appraisals held in Cypress, September 15, 2012. Varnavas is also Chair of FIG Study Group 9.1.2—Mass Appraisal Systems. The intensive two-day workshop featured an international overview of property tax and land valuation practices. FIG is represented in 120 countries and the Commission 9 Group includes 88 countries. Look for more information on the FIG Commission 9 International Workshop in November F&E.

Profiling

by Ed Crapo, AAS, CFA, ASA, Alachua County (Florida) Property Appraiser

Adapted from PDP News, Summer 2003

Recognizing 60 years of professional designations

Profiling is a word that has acquired a connotation of bad intent or socially immoral processes. Yet, it simply means characterizing a person based upon a set of observable traits. There are many positive aspects of profiling—for example, a designation can make a positive statement about an individual. One short, simple set of letters identifies a person who cares enough about the profession to make the extra effort to label him- or herself with the symbols of professionalism. This labeling is important to an employer or administrator.

When I'm hiring, it identifies those candidates who are a cut above because they have a designation. It tells me they have successfully completed a process of progressively difficult education, that they have hands-on experience, and that they have successfully fulfilled all the testing and/or peer review requirements. The designation also tells me that they have stayed abreast of changes in the profession through continuing education and that they have a commitment to the profession. It means that as the employer, I can speak the idioms and specialized vocabulary of our profession knowing that I will be understood.

Because you are a designee, I know you understand the importance of arriving at values through a coherent, logical process of building facts, one upon the other, to arrive at a valid conclusion. Your designation tells the public that you are a professional, that you have been in the business for a period of time, and that you are deemed competent by your peers. As a result, no one has to explain that you are good at what you do.

When values must be defended, whether in court or some less formal venue, a designation automatically qualifies you as an expert. It conveys a sense that you are right, which must be refuted, rather than having to prove yourself and your value. It's branding or profiling in a powerfully positive way.

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*.

Congratulations New Designees

K.C. McDade, CMS, received the Cadastral Mapping Specialist designation in May 2012. McDade serves as the Maps & Records Manager for the Williamson Central Appraisal District in Georgetown, Texas. He has held that position for three years and previously served as a GIS Technician and Maps & Records Lead. McDade attended Texas A&M University and received a bachelor's degree in geography. He served as a presenter at the GIS/CAMA conference in 2012 and is the Chairman of the Williamson County GIS Council. McDade is married and has two children. He joined IAAO in 2011.

Christie Lawrence, RES, received the Residential Evaluation Specialist designation in July 2012. Lawrence serves as an Assessment Appraiser for the Saskatchewan Assessment Management Agency in Moose Jaw, Saskatchewan. She has held that position for five years and previously served as an Associate Appraiser. Lawrence has attended the University of Saskatchewan and earned the University of British Columbia certificate in Real Property Assessment. She is a candidate member with the SAAA and joined IAAO in 2012.

Dale L. McCrea, RES, received the Residential Evaluation Specialist designation in July 2012. McCrea is the Assessor for Muscatine County in Muscatine, Iowa. He has held that position for 20 years and previously served as Deputy Assessor. McCrea attended Northwest Missouri State University and earned a bachelor's degree in business industrial technology. He is a member of the Iowa State Association of Assessors, is a past president, and has served on many committees. McCrea received the 2007 Outstanding Contribution Award from the Iowa State Association of Assessors. McCrea states his first experience with IAAO came three months after being hired as a Field Appraiser. His boss enrolled him in Course 2 (now 102) and McCrea had no prior experience in the assessment world. Somehow (great instructor) he survived and passed the examination! McCrea joined IAAO in 1980.

Joe Griffin, RES, AAS, received the Assessment Administration Specialist designation in August 2012. Griffin serves as an Area Appraisal Supervisor for the Tennessee Comptroller of the Treasury Division of Property Assessments in Columbia, Tennessee. He has held that position for 14 years and previously served as an Appraisal Analyst and Appraisal Specialist. Griffin attended Austin Peay State University and earned a bachelor's degree in business administration. He has been a member of TIAAO since 2002 and currently serves on the Executive Board. Griffin joined IAAO in 2002.

Scott D. Johnson, RES, received the Residential Evaluation Specialist designation in August 2012. Johnson serves as the Senior Field Manager for Vanguard Appraisal, Inc. in Cedar Rapids, Iowa. He previously served as the Regional Field Manager for Vanguard and was the Ringgold County Iowa Assessor for five years. Johnson attended Indian Hills College and earned an associate's degree in aviation science. He is an IAAO in-state instructor. Johnson has presented educational sessions in Orlando and Phoenix during the IAAO annual conference. He is a member of the Iowa State Association of Assessors and a member of Iowa Certified Assessors. Johnson enjoys spending time with his family, golfing, and hunting with his dog J.R. He joined IAAO in 2008.

Greg McHenry, AAS, received the Assessment Administration Specialist designation in August 2012. McHenry serves as the County Appraiser for Riley County in Manhattan, Kansas. He has held that position for six years, previously served as Riley County Deputy Appraiser and Business Specialist, and was the Clay County Appraiser for six years. McHenry attended Kansas State University and earned degrees in agricultural economics and business administration. He is a member of the Kansas County Appraisers Association and is currently serving as president. McHenry loves watching K-State sports, traveling, and spending time with his family. He is a member of the Kansas City Chapter of IAAO and joined IAAO in 1995.

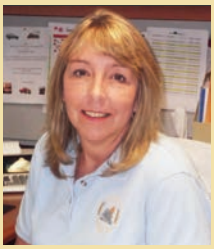
Jack Smith, CMS, received the Cadastral Mapping Specialist designation in August 2012. Smith serves as the Tax Assessor/Collector for Lamar County in Purvis, Mississippi. He has held that position for 3 years and previously served as an Appraiser for 20 years. Smith is a member of the Progress Water Association, a Mississippi Assessment Evaluator (MAE), and joined IAAO in 2012.

Tracy S. Drake, CAE, RES, AAS, received the Certified Assessment Evaluator designation in August 2012. Drake serves as the Assistant Property Appraiser for the Clay County Property Appraiser's Office in Green Cove Springs, Florida. He has held that position for one year and previously served as Director of Real Property Appraisals and Supervisor of the Commercial Appraisal Department. Drake attended the University of Central Florida and earned a bachelor's degree in interdisciplinary studies with primary concentration in commerce and public affairs and a minor in political science. He is a Certified Florida Evaluator (CFE) and a state-certified general real estate appraiser and joined IAAO in 1998.

Todd Reynolds, AAS, received the Assessment Administration Specialist designation in August 2012. Reynolds serves as the Education Coordinator for the Sedgwick County Appraiser's Office in Wichita, Kansas. He has held that position for three and one half years and previously served as a Residential Appraiser. Reynolds attended Northwestern University and earned a bachelor's degree in communications. He is currently serving as the second vice-president of the South Central Kansas Regional Chapter of IAAO. Reynolds joined IAAO in 2009.

Gary Beech, CMS, received the Cadastral Mapping Specialist designation in August 2012. Beech serves as the Tax Assessor/Collector for Pearl River County in Poplarville, Mississippi. He has held that position for 11 years. Beech attended the University of Southern Mississippi and earned a degree in business administration. He is a certified public accountant and licensed appraiser and joined IAAO in 2003.

Lori Reedy, AAS, received the Assessment Administration Specialist designation in August 2012. Reedy serves as the County Appraiser for Reno County in Hutchinson, Kansas. She has held that position for four years and previously served as Division Director of Commercial Real Estate in Sedgwick County, Kansas. Reedy attended Wichita State and Butler County Community College. She is the former Secretary/Treasurer and Past President of the South Central Kansas Chapter of IAAO. Reedy is currently serving as Vice President of the Kansas County Appraisers Association. Reedy states she grew up in the appraiser's office, starting as an office assistant at 23. She joined IAAO in 1991.



John A. Sullivan, CMS, received the Cadastral Mapping Specialist designation in August 2012. Sullivan serves as the Tax Assessor for Rankin County in Brandon, Mississippi. He has held that position for five years and previously served as a real property appraiser. Sullivan attended Mississippi College and earned a bachelor's degree in business. He is a member of the Exchange Club, Rotary Club, and the RCSD Foundation. Sullivan states he just turned 43 and has worked in the Assessor's Office since he was 15. He joined IAAO in 2010.

Michael Piper, AAS, received the Assessment Administration Specialist designation in August 2012. Piper serves as the Deputy Administrator for the Office of Property Assessments in Philadelphia, Pennsylvania. He has held that position for two years and previously served as assistant administrator, real property supervisor, and real property evaluator. Piper attended Temple University and earned master's and bachelor's degrees in business administration. Piper authored "Technology in the Assessment Field" for the Assessor's Association of Pennsylvania (AAP) Journal in 2004. He has served as chairman of the editorial board of AAP from 2008 to 2012. Piper has worked in the assessment field for 21 years and joined IAAO in 2010.

IAAO Library • New Materials List, Quarter 3, 2012

Members who would like assistance with accessing these materials can contact Mary Odom, the Director of Library Services, at 816/701-8117, or e-mail her at library@iaao.org.

New Electronic Resources—Access the full text in LibraryLink.

Title	Source/Date	Author(s)	Description
Are property tax abatements for business structures an indirect form of land value taxation	Lincoln Institute of Land Policy Working Paper/ 2011	John E. Anderson & Richard Dye	The paper addresses the question: What form would property tax abatements take to achieve the advantages of a land value tax (LVT)? To best mimic an LVT, abatements should be comprehensive, unconditional, and permanent. A review of the features of existing abatement programs across states finds instead that most are particular, conditional, and temporary. Policy recommendations are offered that would make abatement programs closer to the LVT ideal.
Assessor incentives and property assessment	Southern Economic Journal January 2011, 77 (3)	Justin M. Ross	While typically not a formulator of policy, property assessors are likely sensitive to political incentives as they are either directly elected to their office or appointed by another elected official. This paper discusses a model that is motivated by the assumption that assessors seek to maximize political support in a manner that affects the assessment-to-sales price ratio.
Current use property taxation in the conservation of New Hampshire land: an empirical investigation using multiple imputations	Lincoln Institute of Land Policy Working Paper/ 2012	Darshana Udayanganie	Urban fringe lands used for nonmetropolitan purposes face higher property taxes if they are assessed at fair market value. Therefore the owners of such land (agricultural, forest) are often inclined to sell all or portions of their properties to cover rising tax bills. In order to delay tax induced land conversion, most of the states are using current use (CU) value of land for tax purposes. What factors affect the participation and withdrawal of CU designated land from the CU program in New Hampshire?
Estimating agricultural use value for property tax purposes: How do state programs assess use value?	Lincoln Institute of Land Policy Working Paper/ 2011	John E. Anderson	All fifty states in the United States provide property tax preferences for agricultural land via some form of use-value assessment. This paper provides a review of the methods used by various states in their application of use-value statutes for agricultural land.
How are homeowners associations capitalized into property values?	Lincoln Institute of Land Policy Working Paper/ 2012	Rachel Meltzer and Ron Cheung	Private homeowners associations (HOAs) levy binding fees and provide local services to their members. Both should be capitalized into the value of the member properties, but the net effect is ambiguous. The authors construct the most comprehensive, longitudinal database to date on homeowners associations and their host municipalities for the state of Florida and estimate the impact of HOAs on property values.
The impact of the great recession on local property taxes	Rockefeller Institute Brief/ July 2012	Lucy Dadayan	Local property taxes remained relatively strong during and immediately after the Great Recession. But trends are now shifting, due in part to the lagged impact of falling housing prices on property assessments and tax collections. This report examines recent developments in local government property tax collections.
Improving the performance of the property tax in Latin America	Lincoln Institute of Land Policy – Policy Focus Report/ 2012	Claudia M. De Cesare	The challenges of establishing a successful and sustainable property tax in Latin American countries are numerous and varied, yet many jurisdictions are implementing viable reforms.
Less than nothing: land value taxation when land values are negative	Lincoln Institute of Land Policy Working Paper/ 2012	Stanley D. Longhofer	If ownership of land entails holding costs that exceed the land rents that accrue to the property owner, land values can be negative. This analysis considers the conditions under which land values might be negative and demonstrates that negative land values would not fundamentally alter the desirable efficiency characteristics of a land tax.
Options for restructuring Detroit's property tax: preliminary analysis	Lincoln Institute of Land Policy Working Paper/ 2012	Mark Skidmore & Gary Sands	This study offers a detailed parcel-level evaluation of the property tax base within the City of Detroit. The report models the consequences of several land-based (land value and land area) tax scenarios to evaluate the potential impacts of shifting to a special assessment. The scenarios presented are intended to clarify the consequences of the options; they are not recommendations.

New Electronic Resources (*continued*)			
Title	**Source/Date**	**Author(s)**	**Description**
Property assessment limits: effects on homestead property tax burdens and national property tax rankings	Lincoln Institute of Land Policy Working Paper/ 2011	Aaron Twait	Property tax assessment limitations deliver different levels of tax relief to different parcels; based largely on the owner's tenure and the parcel's change in value over time relative to the assessment limit. These parcel-specific assessment limits have implications for the findings of the Minnesota Taxpayers Association's 50-State Property Tax Comparison Study, which compares tax burdens on hypothetical properties of similar value in different cities. This research explores issues related to the development and application of a methodology to incorporate these effects into the 50-State Property Tax Study.
Property tax delinquency and the number of payment installments	Lincoln Institute of Land Policy Working Paper/ 2012	Paul Waldhard & Andrew Reschovsky	This study investigates the relationship between the number of annual payment installments and the property tax delinquency rate using multivariate regression techniques and five years of data from Wisconsin municipalities.
Rethinking property tax incentives for business	Lincoln Institute of Land Policy, Policy Focus Report/ 2012	Daphne A. Kenyon, Adam H. Langley, and Bethany P. Paquin	This report reviews five types of property tax incentives and examines their characteristics, costs, and effectiveness: property tax abatement programs; tax increment finance; enterprise zones; firm-specific property tax incentives; and property tax exemptions in connection with issuance of industrial development bonds.
Strengthening the local property tax: the need for a property tax expenditure budget	Lincoln Institute of Land Policy Working Paper/ 2011	Katrina D. Connolly & Michael E. Bell	This paper explores the concept of state tax expenditure budgets and their potential role in informing the debate on various property tax policies that cost local governments own-source revenues.
Where in Connecticut is the best location for a split tax? An analysis of land assessment equity in several cities	Lincoln Institute of Land Policy Working Paper/ 2012	Jeffrey P. Cohen & Michael J. Fedele	Local assessors' ability to accurately estimate land values separately from structure values is important when considering a split tax. When the value of land is estimated with less variation, there is greater equity. The authors examine land ratios in New London, New Haven, and Hartford Connecticut – and sub-groupings within these cities, for 2006-2010.
The world land value survey of 2011	The world land value survey of 2011	Japanese Association of Real Estate Appraisal	An international land price survey of standard residence with both new rent and residential price (price by combining land and building) and standard commercial property new rent price for the valuation period of December 2010 to March 2011. 22 major world cities are surveyed.

New Books— Request through LibraryLink. Members may borrow books for 3 weeks. Reference books cannot be checked out.			
Title	**Author(s)**	**Publisher/ Date**	**Description**
2012 Income expense analysis-shopping centers (reference book)	Institute of Real Estate Management	Institute of Real Estate Management/ 2012	This research report includes: Detailed analysis of over 400 shopping centers, income based on type of leases and anchors, chart of accounts that provides over forty expense items, data by age of center, size, regional areas, and national statistics, tracks non-enclosed common spaces, and special reports.
Residential appraisals made easier: the appraiser trainee's learning guide	Leslie Strange	Leslie Strange/ 2008	A complete manual on the learning process for new appraisers. For use by mentors and trainees.

New Journal Articles—Members may request these articles from the Director of Library Services.			
Article Title	**Journal Title/Date**	**Author**	**Description**
Central city revenues after the great recession	*Land Lines* July 2012, 24 (3)	Howard Chernick, Adam H. Langley, and Andrew Reschovsky	The Great Recession of 2007-2009 and the sluggish recovery since then have produced extraordinary large state budget gaps. Even as the fiscal condition of most state governments is slowly improving, many central cities have only recently begun to feel the full impacts of the economic slowdown and the disruptions to the housing market.
Correcting for the effects of seasonality on home prices	*The Appraisal Journal* Winter 2012, 80 (1)	Norm Miller, Vivek Sah, Michael Sklarz, Stefan Pampulov	This study shows the extent of seasonality in home prices in various markets around the United States. In some residential markets, seasonally induced price effects may significantly add to appraisal error if not corrected.
Does local tax financing of public schools perpetuate inequality?	Proceedings of the National Tax Association 103rd Annual Conference/2010	Raj Chetty and John N. Friedman	This paper suggests that financing schools through property taxes rather than other forms of taxation could have substantial impacts on inequality in the long run. They conclude by discussing several specific tax policy reforms that have been under consideration in the U.S. that could potentially reduce the propagation of inequality through the school system.
Electric transmission lines and rural land values	*Right of Way* May-June 2011, 58 (3)	Thomas O. Jackson	In the March/April 2011 issue of Right of Way magazine, Mr. John Schmick took issue with the findings of a study conducted by Mr. Jackson and his colleagues that was published in the January/February 2011 issue. This article is a response to Mr. Schmick's comments.
Estimating the value of an odor and noise easement	*Right of Way* July-August 2012, 59 (4)	Michael Wolff	Often the value contribution of an easement is very small, and market extractions via comparable sales are not possible. To show how an appraisal might be done, a specific case study demonstrates how a different kind of strategic methodology can be used.
Evaluating payments in lieu of taxes according to desirable features of a tax system	Proceedings of the National Tax Association 103rd Annual Conference/2010	Daphne A. Kenyon and Adam H. Langley	This article discusses PILOT programs- payments in lieu of taxes (PILOTs) are payments that tax-exempt nonprofits make voluntarily as a substitute for property taxes.
FOI can make you money!	*Insight* May 2012	Ibrahim Hasan	Clause 102 of the Protection of Freedoms Bill, currently going through the Report Stage in the House of Lords, contains proposals to require all public authorities to release datasets in a re-usable electronic format. Once passed, the Bill will lead to more information requests from commercial companies and data aggregators, and fewer legitimate reasons for public authorities to say 'no'.
The growing demand for wetlands	*Right of Way* May-June 2011, 58 (3)	Wayne Rasmussen	Historically, wetlands have been valued solely for their marginal use potential. More recently, there has been a rapidly growing demand by developers to acquire wetlands and other sensitive habitats, particularly around developing urban areas. Since this land is needed to serve as off-site mitigation for many construction projects, the growing market demand of wetlands now appears to be ripe for consideration as a specific class of land use in determining the highest and best use.
High-voltage transmission lines and rural, western real estate values	*The Appraisal Journal* Winter 2012, 80 (1)	James A. Chalmers	This article reports on a study of 2000-2010 sales of properties located along 500 kV transmission lines that stretch across most of Montana. A combination of 49 individual transactions and an even larger number of lot sales in 7 subdivisions were studied using personal interviews, sales comparison, and paired sales techniques.
Market conditions adjustments for residential development land in a declining market	*The Appraisal Journal* Winter 2012, 80 (1)	Robert M. Greene	This article outlines a protocol for analyzing rates of price decline for raw land--in this case potential residential subdivision land--in markets with few or no recent closed sales.
No parking!- measuring damages attributed to lost parking	*Right of Way* May-June 2011, 58 (3)	Doug Nitzkorski	A common result of a partial acquisition from a commercial property is that the remainder parcel is left with reduced parking. Appraisers are often charged with measuring the damage, if any, to the remainder property.
Off course	*Valuation Insights and Perspectives* 2nd Quarter 2012, 17 (2)	David Tobenkin	Golf communities flourished for decades, but now their economic viability is threatened and their survival, appraisers say, may depend on how they are repurposed.

New Journal Articles *(continued)*			
Article Title	**Journal Title/Date**	**Author**	**Description**
Perform market analysis with a feasibility study for indoor waterpark resorts and outdoor waterparks	*The Appraisal Journal* Spring 2012, 80 (2)	David J. Sangree	A feasibility study is performed to determine if a proposed waterpark development is economically feasible. This article describes how a feasibility study analyzes revenue, expenses, and income to determine the value of a proposed project and whether the value exceeds development costs.
Price, value, and comparable distinctions in distressed markets	*The Appraisal Journal* Spring 2012, 80 (2)	William G. Steinke	Reliance on distressed sales as comparables in non-distressed property appraisals, without appropriate analysis, promotes low appraisals. This article relates market, disposition, and liquidation value definitions to various appraisal scenarios and market segments to promote precise analyses.
Site essentials of convenience stores and retail fuel properties	*The Appraisal Journal* Winter 2012, 80 (1)	Robert E. Bainbridge	The fundamental determinant of value for a convenience store property is its ability to generate earnings. Current standards for convenience store are discussed, including site development criteria from major retailers and oil companies, as well as issues related to site access and visibility.
Taxable property value exploratory research study	Proceedings of the National Tax Association 103rd Annual Conference/2010	Melissa Braybrooks, Jennifer Charles, and Brian Zamperini	This paper examines the historical role the Census Bureau has played in reporting and producing TPV data, evaluates the current data available on taxable property, and describes the Census Bureau's plans to better understand this research need.
Values in the wind: a hedonic analysis of wind power facilities	*Land Economics* August 2012, 88 (3)	Martin D. Heintzelman and Carrie M. Tuttle	The siting of wind facilities is extremely controversial. This paper uses data on 11,331 property transactions over nine years in northern New York State to explore the effects of new wind facilities on property values. The authors found that nearby wind facilities significantly reduce property values in two of the three counties studied.

Change Is a Process, Not an Event: Five Tips for Successfully Navigating the "People" Side of Change

By Curt Wang

Is your organization rolling out a major change? Restructures, mergers, acquisitions, new systems, and new business lines are the norm as companies move to respond to a more challenging and increasingly fast-moving, unpredictable business environment.

When launching a significant change initiative, one of the biggest mistakes leaders make is to view the change as an event that happens at a single point in time.

When launching a significant change initiative, one of the biggest mistakes leaders make is to view the change as an event that happens at a single point in time. Accepting and then embracing change is a process not an event. No matter how well you craft your initial announcement to employees, this should be viewed as just one of many conversations to generate employee buy-in, not the end. People naturally have resistance to change; for many, buy-in is a process that may take days, weeks, or even months to achieve. Expect immediate buy-in at your own risk: at best you may achieve compliance without lasting commitment.

Here are five tips that can help you increase your odds of success by focusing on the people side of change.

One: Don't judge individuals by their initial reaction. Give people time to come on board and process the change before judging their willingness to accept the change and be a team player. When making a big announcement on a major change, recognize that the shock of the news will instantly start minds spinning over the personal ramifications. It is people's natural survival instinct to immediately focus on the fear of loss or loss of control rather than to appreciate the potential benefits of a change. Don't be surprised if some initial reactions are quite negative. Some individuals may need several weeks before going through the Kubler-Ross stages of grief: shock and denial, anger, depression, bargaining, and acceptance. You may falsely judge that employees won't come on board with the change if you observe them while they are in the early stages. However, keep in mind that this does not mean that they will not eventually accept the change once they are able to process it.

Two: Realize that much of what you say immediately after making the announcement may not be heard. The shock of learning about major change can start people's minds spinning. Lost in their own thoughts, people may not be clearly hearing and absorbing important details that you may be communicating. Leaders are always surprised to learn, after making a major announcement loaded with helpful and important information, how little was actually heard. Keep in mind that, as the leader planning the change, you have had weeks or perhaps months to process the change yourself during what typically involves weeks or months of planning meetings.

Three: Ask your staff how they feel about the change. When you ask employees what they think about the change, what you are asking is, "Is the change logical from a business perspective?" You may get a very positive response, which may fool you into believing the staff member is emotionally on board. However, one can think the change is rational and yet personally feel very threatened. Asking staff members what they think about the change may elicit a very different answer regarding their emotions, allowing you to better understand and address concerns.

By recognizing that change is a process, you will be in a better position to successfully manage the "people" side of change, significantly increasing the odds of creating successful change.

Four: Allow your key managers to have time to process and accept change themselves, before they meet with their staff. Change needs to be cascaded down the organization. Executives need to bring their managers on board and then managers need to bring their staff on board. Because of legitimate fears about controlling news about change, managers often hold meetings with their staff before they have had a chance to process and accept the change themselves. If managers are working to convince their staff that the change is positive, yet they are not fully committed themselves, messages from the manager will be perceived as disingenuous.

Five: Identify and bring key opinion leaders on-board first. In every team, there are opinion leaders outside the ranks of management whom other staff members take their cues from. There also are staff members who more quickly accept change or perhaps even embrace it. If early on you can enlist the key people who both embrace change and are opinion leaders, they can help set the tone for the group's reaction to change.

Paradoxically, moving too fast can make your change initiative take longer. When you don't take the time to build commitment, people act out of self-interest and fear, resulting in decisions and actions that can slow down or even sabotage your change efforts. By recognizing that change is a process, you will be in a better position to successfully manage the "people" side of change, significantly increasing the odds of creating successful change.

ABOUT THE AUTHOR

Curt Wang is an Executive Coach at Make The Leap! Coaching. He coaches executives and professionals to reach higher levels of performance and achieve their business and career goals. He is also a speaker on the topics of change leadership and organizational change. For more information, visit www.maketheleapcoaching.com.

White House Cites Census Bureau as Federal Digital Leader: Census Bureau Mobile App Now Available for iPhone and iPad

"America's Economy," the United States Census Bureau's first mobile application, is now available for iPhone and iPad. The America's Economy mobile app provides updated statistics on the U.S. economy, including monthly economic indicators and economic trends. Just look for "America's Economy" in the iTunes Store.

At an August 23 White House event marking the three-month anniversary of the Federal Digital Strategy, U.S. Chief Information Officer Steven VanRoekel announced the launch of the iPad and iPhone versions and cited the Census Bureau as prime example of a federal agency "making great strides towards putting a solid foundation for a 21st Century Digital Government in place."

"The Census Bureau is now using 21st century technology to meet its centuries-old mission, making the statistics that define our growing, changing nation more accessible to the public than ever before," said William Bostic Jr., the Census Bureau's associate director for economic programs.

The app consolidates indicators from the Census Bureau, the Bureau of Economic Analysis, and the Bureau of Labor Statistics, which produce monthly and quarterly snapshots of key sectors within the U.S. economy. It provides smartphone and tablet users with real-time releases of 16 key government statistics that drive business hiring and sales and production decisions useful to small businesses, the construction industry, the banking industry, journalists, economists, planners, policymakers, and anyone who wants to monitor U.S. economic data.

As of today, there have already been more than 10,000 downloads from the Google Play store. As a leader in the Federal Digital Strategy, the Census Bureau continues to open its statistics to the American people through its Web Transformation Project. In the first three weeks since the Census Bureau's Application Programming Interface (API) was released in July, 860 developers received keys to access its data sets. The API will be updated with 2011 American Community Survey statistics in December.

"America's Economy offers statistics on the go and expands Census Bureau statistics to a mobile device," said Avi Bender, the Census Bureau's chief technology officer. "America's Economy and the Census API we released in July are examples of what is to come from the Census Bureau, such as improvements to the census.gov Web site and more mobile apps. This is all part of the Census Bureau's digital transformation to provide the general public and the government workforce with access to information 'anywhere, anytime, on any device,' a key goal of the Federal Digital Strategy. To that end, we now provide for Internet responses to 60 different surveys."

The following 19 key economic indicators will be available as part of the initial release of the app:

- Census Bureau
- Advance Monthly Retail Sales
- New Residential Construction
- New Residential Sales
- Construction Spending
- International Trade
- Advance Report Durable Goods
- Business Inventories
- Manufacturers' Goods
- Monthly Wholesale
- Homeownership Rate
- Quarterly Services Survey
- QFR – Retail Trade
- QFR – Manufacturing
- Bureau of Economic Analysis
- Gross Domestic Product
- Personal Income and Outlays
- Bureau of Labor Statistics
- Unemployment Rate

Users are able to set alerts to receive notifications when economic indicators are updated. They can also add statistical release schedules to their personal calendars. When each indicator is released, users can share the news on both Facebook and Twitter. Future updates of America's Economy will include additional statistics.

The "America's Economy" app became available to Android users on Aug. 9.

https://play.google.com/store/apps/details?id=air.gov.census.mobile.phone.americaseconomy&feature=search_result

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- **F&E Digital Edition**
- **Reference Desk**
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- **Scholarships**
- **IAAO Glossary**

An Appraisal is an Art

A poem by Steve Van Sant

An appraisal is an art, not a science or a ruse.
It's an analysis of data, so a number we can choose.
We review the data carefully because the value must be right,
We must not be on the low side or high and out of sight.
Because the value's uses, well, they vary, don't you know,
From mortgages and taxes and things like an escrow.
If the property owner is selling and the value is rather high,
Why the assessor has done his job and is a very popular guy.
But if the taxes are increasing at an ever rapid rate,
The assessor better pack his bags and get ready to leave the state.
Because the blame of taxes, on his shoulders, it will fall,
Not the manager or the council, not the mayor down the hall.
But the value has to be made, for better or for worse,
And the assessor will have to suffer that taxpayer curse.
The board of equalization is our answer, some will say,
To make the assessor answer and give to us our day.
But the Assessor is real crafty and she knows all of the rules,
Why, she has all the values for garages, baths and pools.
But the Assessor is just a human, not a villain, and not a beast,
And she is forever chasing that value, not the most, not the least.
But the typical, the average, the price someone's willing to pay,
It's called the market, that value, and it can change from day to day.
So, the assessor he will chase it, the value is what I mean,
In hopes that he'll catch it and make it finally seen.
But don't put too much hope in it staying all the same,
Because tomorrow morning will begin a brand new game.
Yes, an appraisal is an art, not a science or a ruse.
It's an analysis of data, so a number we can choose.
Market value is elusive and is difficult to find,
So, I think I'll just borrow yours, that is, if you don't mind.

Member Anniversaries • October

5 Years

Greg J. Andrews, City of Newton, Newton Center, MA
Mary Annen, Power County, American Falls, ID
Rebecca K. Baker, Town of Newstead, Akron, NY
William J. Balthis, AAS, Auglaize County, Wapakoneta, OH
Judith A. Bender, Coconino County, Flagstaff, AZ
Joy A. Berner, Department of Revenue, Madison, WI
Marilyn H. Browne, Massachusetts Dept. of Revenue, Boston, MA
Sandra P. Bruso, Massachusetts Dept. of Revenue, Springfield, MA
Brenda L. Cameron, Massachusetts Dept. of Revenue, Boston, MA
Sarah L. Curtis, Upshur County Appraisal District, Gilmer, TX
Jeanne C. Ebersole, Town of Evans, NY, Angola, NY
John Q. Ebert, CAMA Resources & Technologies LLC, Okemos, MI
James H. Elliott, Fort Collins, CO
Alain N. Ferro, Miami-Dade County Property Appraiser's Office, Miami Gardens, FL
Joy N. Gross, Gregg County Appraisal District, Longview, TX
Mark E. Hanson, City of Madison, Madison, WI
Stephen G. Judy, West Virginia Tax Department, Charleston, WV
Karen M. Keaney, Town of Brookline, Brookline, MA
Sonja L. Krueger, Webster County, Red Cloud, NE
Keven J. Kuhns, Ohio Department of Taxation, Dublin, OH
Pamela Langley, Jackson County, Pascagoula, MS
Nancy J. Lawson, City of Harrisonburg, Harrisonburg, VA
Mark C. McClintock, Rockingham County Tax Administration, Wentworth, NC
Michele A. McGovern, Town of Brookline, Brookline, MA
Michael R. Minardi, Town of Barrington, Barrington, RI
Mary E. Neely, Gregg County Appraisal District, Longview, TX
Diep K. Nguyen, Los Angeles County, Los Angeles, CA
Edward W. Noonan, United Rentals, Inc., Shelton, CT
Robert O'Donnell, Town of Brookline, Brookline, MA
James A. Ogburn, RES, Duval County Property Appraiser's Office, Jacksonville, FL
Kris Pinkerman, West Virginia Tax Department, Charleston, WV
Chris Pupka, Town of Oxford, Oxford, MA
Geraldine A. Rael, Cibola County, Grants, NM
Nancy J. Salmon, Nebraska Tax Equalization & Review Commission, Lincoln, NE
Sandie L. Savage, Maricopa County Assessor's Office, Phoenix, AZ
Pablo A. Savedra, Cibola County, Grants, NM
Noel E. Sodders, Fairfield County Auditor's Office, Lancaster, OH
Denise E. Stephens, Kitsap County Assessor's Office, Port Orchard, WA
David W. Stithem, Sheridan County, Hoxie, KS
Roy Swartzberg, Preferred Tax Service, LLC, Atlanta, GA
Daniel K. Thomas, City of Milford, Milford, CT
Donna L. Thornton, Power County, American Falls, ID
Jody M. Warfield, Nebraska Department of Property Assessment, Lincoln, NE
Jonathan H. Weaver, AAS, Property TaXperts, LLC, Evansville, IN
Robert S. Wertz, Jr, Loudoun County, Leesburg, VA
David A. Wheeler, Town of Vernon, Vernon, CT
Larry Wicketts, Zion Township, Zion, IL
Donald G. Wiedemer, Stanley County, Fort Pierre, SD

10 Years

Association of Municipal Assessors of New Jersey, Wayne, NJ
Arkansas Assessors Association, Newport, AR
Idaho Association of County Assessors, Boise, ID
Amy D. Bell, Hopkins County, Madisonville, KY
Steven M Campbell, St Tammany Parish Assessor, Covington, LA
Amy L. Endsley-Jones, RES, AAS, State of Tennessee Comptroller, Columbia, TN
Joe S. Griffin, RES, AAS, State of Tennessee Comptroller, Columbia, TN
Debbie Griffith, Delta County Assessor's Office, Delta, CO
George C. Hoch, State of Tennessee, Columbia, TN
Sandra Hostetter, Alamosa County, Alamosa, CO
Richard A Houser, Kootenai County Assessor's Office, Coeur D Alene, ID
Andrew Machado, Town of Chatham Assessor's Office, Chatham, MA
Jennifer J. Miller, Wisconsin Department of Revenue, Madison, WI
Reese M. Pearce, Pulaski County Assessor's Office, Little Rock, AR
Richard H. Potts, AAS, Jasper County, Rensselaer, IN
Donna S Prior, Pike County, Bowling Green, MO
Wayne B. Sargent, Pima County Assessor's Office, Tucson, AZ
Gary W. Stephan, Volusia County Property Appraiser's Office, Deland, FL
Mellisa K. Stewart, Clearwater County, Orofino, ID
Walter E. Topliff, Jr, Town of Bloomfield, Bloomfield, CT
Doug Turner, General Electric Company, Atlanta, GA
Daniel A. Weiss, Esq, Tannebaum Weiss, LLP, Miami, FL

15 Years

Robert Dorion, Groupe Altus, Quebec, QC, Canada
Theresa W. Ghent, City of Fairfax, Fairfax, VA
William E Johnson, Vermont Department of Taxes, Montpelier, VT
Curtis L. Koons, Jackson County Assessment Department, Kansas City, MO
James H. Kurtzman, Nordstrom, Inc, Seattle, WA
Sherry Pike, Clark County, Ashland, KS
Michael Porporo, RES, Municipal Property Assessment Corporation, Whitby, ON, Canada
Heather Reichardt, Marriott International, Inc, Bethesda, MD
Kathy Rodrigue, Ellis County Appraisal District, Waxahachie, TX
William I Sandrick, Sandrick Law Firm LLC, Chicago, IL
Don R Whitney, McLennan County, Clifton, TX

20 Years

Lesa Asay, Daggett County, Manila, UT
Kenneth B Barker, Rockton Township, Rockton, IL
Michael E Carbone, Houston, TX
Jim Derbyshire, Altus Group Ltd., Toronto, ON, Canada
Daniel Draper, Draper Tax Consulting, Southborough, MA
Gail M. Gantick, G & K Associates, Manchester, CT
Todd J. Heath, Integrity Tax Consulting, Fort Wayne, IN
Pauline C. Henson, Plaquemines Parish Assessor's Office, Belle Chasse, LA
Roger L. Kelley, New Hanover County, Wilmington, NC
Sean G. Martin, Municipal Assessment Agency, St Johns, NL, Canada
David T. Miller, Washington County Assessor's Office, Saint George, UT
David C. Moody, Stone & Webster Management, Cambridge, MA
Timothy E Moran, Schmidt Salzman & Moran, Ltd, Chicago, IL
Hugh S. Morrison, CAE, Saskatchewan Assessment Management Agency, Regina, SK, Canada

25 Years

Wendy Bell, Oklahoma County Assessor's Office, Oklahoma City, OK
David B Goff, King County Board of Appeals, Seattle, WA
Marsha L. Kleffman, Rubin & Norris, LLC, Wheaton, IL
Craig S. Lucas, Henrico County Assessment Division, Henrico, VA
Patricia J. Moraw, Milam County Appraisal District, Cameron, TX
Jon Shepherd, Henrico County Assessment Division, Henrico, VA
Brian V Steele, CAE, Henrico County Assessment Division, Henrico, VA

30 Years

Burns N. Gibson, III, Hanover County, Hanover, VA

35 Years

Thomas J. McCarthy, McCarthy & Associates, Chicago, IL

40 Years

Eugene W. Bryan, Jr, Wyandotte County Appraiser's Office, Kansas City, KS
Clyde A Gisclair, St Charles Parish Assessor's Office, Hahnville, LA
Roy L. Martin, St Thomas, VI

45 Years

Paul M Hannah, CAE, La Verne, CA
James Rushton, Ypsilanti, MI

New Members

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

Nova Scotia, Canada
Greg Cream
Cale Kilyanek
Melvin Lewis
Sheila E. Orr
Scott Patterson
Andrew Willsey

Alaska
John C. Sahnow

Arkansas
Angela B. Hill

Colorado
Monica Babbitt

District of Columbia
Tony L. George

Florida
Jose Raul Perez

Georgia
Marion Hulsey

Hawaii
Stuart K. Peterson

Idaho
Erin M. Brady
Margie A. Woolf

Illinois
John G. Locallo

Indiana
Ronald Bryson
Erin E. Ford
Connie J. Gardner
Kerry E. Wade
Dave Waszak

Iowa
Randy A. Spies

Kansas
Jack W. Manion
Stephen J. Throckmorton
Dee Wood

Louisiana
Warren Lance Futch

Maryland
Darrin A. Sharp

Massachusetts
Paula J. Wolfe

Missouri
Deborah J. Narron
Karen Stephenson

Montana
Bonnie Hamilton
Vicki Nelson
Charles Pankratz
Scott Williams

New Mexico
Edward D. Olona

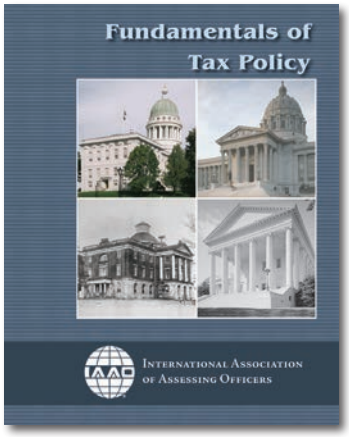
North Carolina
John Cherveny
Heather A. Scheel
James C. Seaberg

Oklahoma
Jannis Allen
Russell Chronister
James Cowan

Oregon
Corey Henkelman

Utah
Barrett Slade
Lawrence Walters

Fundamentals of Tax Policy



Fundamentals of Tax Policy explores the concepts and philosophy of taxation, the underlying systems for taxation, and the effects of taxation.

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

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

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

Members $60, Nonmembers $75

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
- Burden of Proof
- 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

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

500—Assessment of Personal Property
Montgomery, November 5–9, 2012
600—Principles & Techniques of Cadastral Mapping
Montgomery, November 5–9, 2012
102—Income Approach to Valuation
Hoover, January 28–February 1, 2013
151—National USPAP
Montgomery, June 12–14, 2013
101—Fundamentals of Real Property Appraisal
Hoover, September 9–13, 2013
Center for Governmental Services sponsors the offerings listed above. For more details, contact Julia Heflin 334/844-4782.

Arizona

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

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.

Connecticut

300—Fundamentals of Mass Appraisal
Rocky Hill, October 22–26, 2012
The Connecticut Chapter of IAAO ponsors the offering listed above. For more details, contact Melinda Fonda 203/988-0883.

Florida

101—Fundamentals of Real Property Appraisal
Miami, October 15–19, 2012
112—Income Approach to Valuation II, Miami,
November 5–9, 2012
The Florida Department of Revenue/Property Tax Oversight Program sponsors the offering listed above. For more details, contact Meghan Miller 727/538-7312.

Hawaii

300—Fundamentals of Mass Appraisal
Hilo, November 26–30, 2012
The Real Property Tax Division, Department of Finance sponsors the offering listed above. For more details, contact Stanley Sitko 808/961-8286.

Illinois

102—Income Approach to Valuation
Normal, October 15–19, 2012
The Illinois Property Assessment Institute sponsors the offering listed above. For more details, contact Erica Larkin 309/862-0300.

Indiana

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.

Iowa

101—Fundamentals of Real Property Appraisal
Ames, December 10–14, 2012
402—Tax Policy
Ames, December 10–14, 2012
The Institute of Iowa Certified Assessors sponsor the offerings listed above. For more details, contact John Freese 319/824-6216.

Massachusetts

112—Income Approach to Valuation II
Burlington, October 15–19, 2012
The Massachusetts Chapter of IAAO sponsor the offerings listed above. For more details, contact Karen Rassias 978/363-1100 X116.

Minnesota

400—Assessment Administration
Plymouth, October 15–19, 2012
The Minnesota Association of Assessing Officers sponsor the offerings listed above. For more details, contact Bob Wilson 952/826-0426.

Missouri

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.
553—Advanced Personal Property
St. Charles, October 22–24, 2012
The St. Louis Chapter of IAAO sponsor the offerings listed above. For more details, contact John Gilbert 314/622-5524.

Nebraska

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.

Ohio

112—Income Approach to Valuation II
Coshocton, October 29–November 2, 2012
191—National USPAP 7-Hour Update
Alliance, November 5, 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

101—Fundamentals of Real Property Appraisal
Brentwood, December 3–7, 2012
The Comptroller of the Treasury, Division of Property Assessments sponsor the offering listed above. For more details, contact James Woodyard 615/401-7789 or Cristi Moore 615/401-7774.

Texas

102—Income Approach to Valuation
Houston, December 3–7, 2012
162—Marshall & Swift - Residential
Dallas, December 10–11, 2012
163—Marshall & Swift - Commercial
Dallas, December 12–13, 2012
311—Residential Modeling Concepts
Houston, March 4–8, 2013
400—Assessment Administration
Houston, March 11–15, 2013
The Texas Association of Appraisal Districts sponsor the offerings listed above. For more details, contact Doris Koch 512/467-0402.

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

Course 101—Fundamentals of Real Property Appraisal
October 15–19, 2012, Florida (Miami)
December 3–7, 2012, Tennessee (Brentwood)
December 10–14, 2012, Iowa (Ames)
September 9–13, 2013, Alabama (Hoover)
Course 102—Income Approach to Valuation
October 15–19, 2012, Illinois (Normal)
December 3–7, 2012, Texas (Houston)
December 10–14, 2012, Indiana (Greensburg)
January 28–February 1, 2013, Alabama (Hoover)
Course 112—Income Approach to Valuation II
October 15–19, 2012, Massachusetts (Burlington)
October 29–November 2, 2012, Ohio (Coshocton)
November 5–9, 2012, Florida (Miami)
Workshop 151—National USPAP
June 12–14, 2013, Alabama (Montgomery)
Workshop 162—Marshall & Swift Residential
November 5–6, 2012, Nebraska (North Platte)
December 10–11, 2012, Texas (Dallas)
Workshop 163—Marshall & Swift - Commercial
December 12–13, 2012, Texas (Dallas)
Workshop 191—USPAP-7 Hour Update
November 5, 2012, Ohio (Alliance)
Course 300—Fundamentals of Mass Appraisal
October 22–26, 2012, Connecticut (Rocky Hill)
October 29–November 2, 2012, Indiana (Bloomington)
November 26–30, 2012, Hawaii (Hilo)
December 3–7, 2012, Arkansas (Little Rock)
Course 311—Residential Modeling Concepts
October 15–19, 2012, Missouri (Blue Springs)
March 4–8, 2013, Texas (Houston)
Course 400—Assessment Administration
October 15–19, 2012, Indiana (Evansville)
October 15–19, 2012, Minnesota (Plymouth)
October 22–26, 2012, Wisconsin (Wauwatosa)
November 26–30, 2012, Arizona (Phoenix)
March 11–15, 2013, Texas (Houston)
Course 402—Tax Policy
December 10–14, 2012, Iowa (Ames)
Course 500—Assessment of Personal Property
November 5–9, 2012, Alabama (Montgomery)
Workshop 553—Personal Property Auditing-Advanced
October 22–24, 2012, Missouri (St. Charles)
Course 600—Principles & Techniques of Cadastral Mapping
November 5–9, 2012, Alabama (Montgomery)
One-Day Forum 932—Restructuring Income and Expense Statements
November 15, 2012, Nebraska (Columbus)

USPAP and Appraisal Regulatory AdvisoryCommittee

James F. Todora, CAE, Chair
R. Latham Harris, CAE; Keith E. Russell; John F. Ryan, CAE; Paul Anthony Welcome, CAE; Mark Perry, CAE; Larry J. Clark, CAE, Staff Liaison

The USPAP and Appraiser Regulatory Advisory Committee met on August 3-4, 2012 at headquarters in Kansas City. Pursuing a project plan regarding a template of reporting a single property value from a mass appraisal, the best approach was thought to be a white paper on terminology and best practices for communicating property values by assessment offices.

Several Appraisal Foundation documents were reviewed, including the APB's draft advisory titled "The Valuation of Customer-Related Assets," the AQB's Proposed Supervisory Appraiser and Trainee Appraiser Course Objectives and Content Outline, and TAF's proposed Strategic Plan. The Committee provided comments to the APB with suggested revisions. The Committee recommended the Executive Board seek an exclusion from TAF's Admissions Committee regarding the Supervisory Appraiser and Trainee Appraiser categories, because they appear to focus on fee appraisers and are not truly applicable to assessment offices.

TAF's proposed Strategic Plan was not supported by the Committee. The plan covered several new areas including TAF taking a larger role in appraiser education, developing technical standards, providing guidance on valuation methods and techniques, and developing or enhancing sources of revenue. The plan also calls for significant changes to the structure of the Board of Trustees including the elimination of Sponsor-appointed members. The Committee provided comments to the Executive Board as it contemplates replying as a Sponsor Member.

CALENDAR OF EVENTS
LOCAL • REGIONAL • INTERNATIONAL

The Appraisal Foundation
Board of Trustees Fall Meeting
November 1–3, 2012
Portland, Oregon
www.appraisalfoundation.org/s_appraisal

Union of Pan American Valuers (UPAV)
UPAV Congress
October 31–November 4, 2012
Monterrey, Nuevo León México
http://www.cmvnl.mx

IPTI/IAAO
Challenges in the Valuation of Unique and Leisure Properties: Public and Private Perspectives
November 14, 2013
Miami, Florida
http://www.ipti.org/event/challenges-in-the-valuation-of-unique-and-leisure-properties-public-and-private-perspectives

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

INDUSTRIAL PROPERTY APPRAISER

Hillsboro, Oregon

Take your career to the next level with Washington County's Department of Assessment & Taxation.

You will perform valuations and appraisals of complex business Real and Personal Property. Industrial property characteristics assigned to this position typically include distribution, assembly, processing, or manufacturing products from raw materials or fabricated parts and includes factories that render service.

Successful candidates will possess:

A Bachelors Degree in Business Administration, Public Administration, or Science and one (1) year of industrial appraisal experience; OR

- An Associates Degree in Real Estate and two (2) years of industrial appraisal experience; OR
- Designation or Completion Certificates with curricula directly related to the finance, insurance, and real estate industry and three (3) years of industrial appraisal experience

Candidates must possess the ability to obtain a Registered Appraiser certificate from the State of Oregon Department of Revenue at the time of hire.

Pay range is $25.36 - $30.83/hour. We offer opportunities for professional growth and a comprehensive benefits package. For more information on this position and to apply on-line, please visit our Human Resources page at www.co.washington.or.us , or

Washington County Human Resources
155 N. First Ave., Ste. 270
Hillsboro, OR 97124

Equal opportunity employer with commitment to a diverse workforce.

Women, minorities, veterans and people with disabilities are encouraged to apply

REVALUATION PROJECT MANAGER

Brevard, NC

Revaluation Project Manager – Transylvania County - NC
$39,136 - $58,714

Performs administrative, supervisory and complex technical work managing appraisal of real property for yearly assessment and countywide reappraisal. Involves developing and implementing revaluation schedule of values; supervision of appraisal personnel; and ensuring that appraisals/revaluation are completed timely.

Require significant initiative; independent judgment; high degree of accuracy, uniformity, and proper application of procedures, principals and policies consistent in real estate and General Statutes.

Requires: Knowledge of Assessment Administration, Machinery Act, General Statutes, rules, regulation and principals associated with appraisal of real property;

BS in Business Administration, Economics, Real Estate or related field; 3/years appraisal experience and one successful revaluation project; Certified as Real Property Appraiser by NCDR; valid Driver's License; and supervisory experience or equivalent combination. Open until filled. Inquire at jobs@transylvaniacounty.org.

Please call with quote to and Bill to:
Transylvania County
c/o Sheila Cozart, Human Resources
21 E. Main Street
Brevard, NC 28712
(828) 884-3227 • (828) 884-3119 (fax)

LEAD IT ANALYST

Arlington County, VA (Washington D.C. Metropolitan Area)

Real Estate Appraisal & Assessment Administration System
(Up to $113,235)

This key position in the Department of Real Estate Assessments (DREA) will function as the lead departmental IT analyst, providing application management and day-to-day operational support for the complex appraisal and assessment systems.

Arlington County has recently implemented the new Real Estate Assessment system which replaced the County's 11-year-old amalgam of systems. The new system is a COTS software package for Mass Appraisal and Assessment Administration integrated with a custom developed .NET and MS SQL Server based application.

This position will also be part of the DREA leadership team, helping to strategically assess and plan for business process improvement and technology enhancements.

Specific duties include:

- developing project strategies and plans that address business needs with technology solutions;
- translating conceptual ideas into business processes and actionable plans;
- evaluating technology solutions from a variety of perspectives, including functional, operational, implementation, and support;
- providing the full scope of project management, including planning, implementation, testing, analysis of system integration requirements, developing and scheduling tasks, and coordinating schedules;
- managing the day-to-day operational needs and providing technical support to users of the DREA systems, including ProVal, REASOnline and Marshall & Swift; working with the Department of Technology Services (DTS) and third-party vendors to ensure effective

security, interfaces, resolution of complex issues and integration between DREA systems and other enterprise-wide systems such as ACE, GIS, and OnBase;

- developing a wide range of management reports and training DREA staff to produce them;
- working with DTS and other County staff on Continuity of Operations and Disaster Recovery plans;
- managing the land book production process and other reports required by the Commonwealth of Virginia; and,
- supervising a Senior IT Analyst who is responsible for providing technical support for the Land Records OnBase workflow system.

MINIMUM: Education and experience equivalent to a Bachelor's degree in computer science, management information systems, public /business administration or a related field plus considerable experience in relevant application support to include experience in designing, implementing, and/or supporting a line of complex business application(s).

DESIRABLE: Technical and functional proficiency to support a mass real estate appraisal system; and/or, knowledge of or experience in real estate appraisal and tax assessment processes in a local county government.

To apply online go to www.arlingtonva.us/pers, click on CURRENT JOB OPENINGS, scroll down the alphabetical list of job titles and click on the one in which you have an interest. The link to the employment application (APPLY) is found on each job announcement. Once completed, your application information remains in the system for you to review, edit and submit for future Arlington job openings.

DEPUTY FOR APPRAISALS

Pinellas County, FL

Pinellas County Property Appraiser

$90,000 - $125,000 + Excellent Benefits

The Pinellas County Property Appraiser is seeking a Deputy for Appraisals. This high–level managerial position is responsible for complex and technical appraisal matters in preparation of the Pinellas County tax roll. The position requires an experienced manager to oversee all commercial, residential and tangible personal property appraisal functions across 4 offices and 70+ employees.

The Property Appraiser is seeking a candidate with the following desirable qualifications:

- At least 8 years management experience in ad valorem tax appraisal
- Possession of a Certified Florida Evaluator (CFE) designation
- Possession of the MAI or CAE designation, or other professional appraisal designation
- Florida State-Certified General Real Estate Appraiser license
- Extensive experience with commercial, residential and tangible personal property value defense and litigation, mass appraisal modeling, multiple regression analysis and/or feedback, and oversight of appraisal applications using oblique imagery.
- Or an equivalent combination of experience, education, designations and training.

This recruitment will remain open until it has been filled.

To apply visit: https://employment.pinellascounty.org/EOE/AA/ADA/DFW/VP

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
- Commercial/specialized assessment workflows
- Computer appraisal systems
- Valuation of utilities
- Local news & spotlights
- Highest & best use
- Special assessments
- Public relations
- Applying new technology
- Public relations
- Data collection

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

IAAO Widens Its Horizons

The IAAO 78th Annual International Conference on Assessment Administration is over, and everyone has returned to their daily routines. The intense networking, pursuit of knowledge, and general camaraderie shared by attendees was an inspiring sight to see.

Attending the annual conference is an invaluable experience—it creates a sense of unity and a feeling that IAAO and its members can accomplish great things. In the November issue, F&E will feature extensive post-conference coverage, and Director of Meetings Aubrey Moore will provide more details in the Director's Forum.

Meanwhile, a highlight of the conference each year is the report on the status of the association delivered by the IAAO president. This year, President Debra Asbury's state-of-IAAO report is presented as her President's Message beginning on page 2 of this issue. The association's accomplishments and ongoing activities are both impressive and positive.

Spanish Translation of IAAO Glossary

I have a personal interest in one of the initiatives President Asbury reported on at the conference. A project of the Communications Committee (in cooperation with the Technical Standards Committee) will be a Spanish translation of the IAAO *Glossary for Property Appraisal and Assessment*. This will create a new window into IAAO for Spanish speakers. The committees hope that it will mark the beginning of future translation efforts as IAAO expands its presence internationally and embraces a broader world view of property tax issues.

In April the board had considered a preliminary proposal for partial funding of the translation project by the Florida Chapter of IAAO (FCIAAO). This generous offer was presented by board member Dorothy Jacks, AAS, who is a member of FCIAAO. Then in July the board approved the plan for the translation.

As a side benefit of the translation effort, the Executive Board has made the English version of the glossary publicly available. Previously, access to the glossary was limited to IAAO members. However, the board decided that making the glossary publicly accessible is in the best interests of IAAO, because it provides a communication tool that jurisdictions can use to communicate with their constituents in both English and Spanish.

Ongoing updates to the glossary are the responsibility of the Technical Standards Committee. The translation project, however, is being managed by the Communications Committee because it is viewed as a new communication tool for IAAO and its members. The two committees will work closely together to ensure the continuity of the process.

Expansion of Online Media

Other international outreach initiatives include efforts to widen the presence of IAAO in online media. Because online resources are available wherever there is Internet access, it makes sense to focus on developing these resources as fully as possible for the international audience. In addition to ongoing efforts to expand online educational offerings, IAAO is considering whether to allow participation in AssessorNET in select groups by nonmembers. This expanded participation will clearly enhance the value of discussions in certain areas. The details of implementation have not yet been finalized.

One group that would particularly benefit from such a model is the State & Provincial Council (SPC). The SPC regularly reaches out to nonmembers at the state and provincial level to identify current policies and practices. This information is documented in two surveys, the *State and Provincial Ratio Study Practices Survey* and the *State and Provincial Property Tax Policies and Administrative Practices (PTAPP) Survey*. By the time you read this message, the next implementation of the PTAPP survey will be under way. A dedicated discussion group would provide an easy and direct way to clarify questions that arise during this important survey.

Another group that can benefit from expansion of nonmember participation in discussion groups is the international community. Many IAAO standards are geared toward established mass appraisal systems. These standards are just beginning to be explored by nations other than the United States and Canada that may not have looked to IAAO for guidance in the past. That is changing as pressure for accuracy, uniformity, and transparency increases and the expectation is that many more of these nations will look to IAAO and possibly consider membership and its benefits. Meanwhile, by allowing nonmembers from various countries to participate in an International Discussion Forum, IAAO and similar organizations can identify ways to support the use of mass appraisal techniques in developing property tax systems. In addition, participants will be able to identify and track differences in both established and developing property tax systems.

Look for expanded coverage of IAAO international activities in the November post-conference issue of F&E.

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