



INTERNATIONAL ASSOCIATION of ASSESSING OFFICERS

ANNUAL REPORT 2014

PRESIDENT'S REPORT

Each year IAAO recognizes its accomplishments in an annual report. Having just completed the 80th anniversary year of IAAO, it is an appropriate time to appreciate all the good things happening within the association. IAAO has a culture that embraces change. At times, change may seem random, but I can say with confidence that change at IAAO is seldom an accident. Behind the scenes, the Executive Board, committee volunteers, instructors, state reps, and IAAO staff are constantly exploring choices, thinking about the future, and consciously thinking about NEXT STEPS. I thank all of them for their efforts in 2014.

It is a tremendous privilege for me to have served as IAAO President in 2014. For those of us who work in small jurisdictions, especially, it is an opportunity to make a difference and have a positive impact on the future of assessing. I encourage other members to pursue the privilege of serving on the Executive Board. It is a challenging experience but also incredibly rewarding.

In one of my Facebook posts, I quote Socrates, who said, "The secret of success is to focus all of your energy, not on fighting the old, but on building the new."

With that in mind, here are some 2014 accomplishments that I am proud to share with you.

- The Infrastructure Committee completed its review and provided many excellent suggestions to help us continue to stay current and operate efficiently. Many of their "visions" were implemented by the Executive Board.
- The highly anticipated [Staffing Benchmark Survey](#) results were published in the quarter two issue of the *Journal of Property Tax Assessment & Administration*. The report is a free download for members. The report and raw data are both available in the Marketplace for nonmembers. The study was conducted through the IAAO Academic Partnership Program in collaboration with a researcher at Brigham Young University.
- The paper [Guidance on International Mass Appraisal and Related Tax Policy](#) is publicly available on the website. It provides broad guidance on mass appraisal of real property at market value.
- Full-time staff positions for a Curriculum Development Manager and a Research Director were approved and filled.
- A new process for development of educational materials was created, which includes professional editing and a newly designed template.
- IAAO scholarship amounts were increased by \$250.
- A non-North American scholarship category for \$2,500 was created.
- The Texas Association of Appraisal Districts became the most recent new chapter of IAAO.
- A new [Member Resource Guide](#) was published in January 2014. The guide describes the products, services, and benefits available to members and it is available for download on the website.



KIM LAUFFER, RES
2014 PRESIDENT

PRESIDENT'S REPORT (*continued*)

- IAAO established a liaison to the International Property Measurement Standards Coalition. International Committee Chair Dorothy Jacks has accepted this responsibility.
- Statistics showing how members use IAAO resources were made available in [dashboard](#) format on the library website. Last year, members saved \$91,860 by using library resources instead of purchasing materials from alternate providers.
- A new database, the [County & Municipal Directory](#) is now available to members. It contains a nationwide contact listing of county and city officials and is available on the library website.
- The Institute of Municipal Assessors (IMA) in Ontario donated an extensive collection of Canadian assessment resources to the library this year. Library staff have processed the materials and they are now available to IAAO members through the LibraryLink catalog. We are grateful for the generosity of the IMA and for their trust in us to preserve these valuable resources. I thank IMA and its Executive Director, Mario Vittiglio for their generosity.
- The Preparation and Trial Seminar was revived with added content on the mechanics of a successful trial and a shorter mock trial. This event was successfully held in Kansas City at the University of Missouri School of Law.
- The IAAO [Glossary](#) is now publicly available in eBook format on the IAAO website. A [Spanish version](#) is also available.
- Digital textbook development made great progress and eBooks should be available for purchase in 2015.
- The second IAAO Communication Practices Survey was conducted and the results will soon be posted for review by members.
- The Membership Services Committee developed new membership payment levels that have been approved by the board and will be implemented in 2016.
- The International Committee, now a standing committee, met at Leadership Days, which enabled meaningful interactions with other committees and assisted in moving our International Strategic Plan forward.
- A 360-degree review of conditions at Kansas City headquarters was the driving force behind a multitude of changes, most importantly a new executive director who will be on board in Spring 2015.
- IAAO member involvement with [The Appraisal Foundation](#) was increased to ensure that issues related to mass appraisal are heard.
- A review of the Annual Conference was conducted to ensure that attendees and business partners receive maximum value.
- The Technology Special Committee was formed. Its charge is to investigate ways IAAO can provide extra value to its members through technology. The Vision 2020 Committee, also newly formed, will explore ways to improve leadership's long-term vision and strategic planning.
- The Executive Board approved increasing dues to \$190 for both Regular and Associate member types effective January 1, 2016. The last dues increase was implemented eleven years ago.

It was an extremely busy year for the Executive Board and I appreciate the willingness of the board members to donate their time to IAAO. I would also like to thank each and every chapter and affiliate that I was privileged to visit. Getting to know members while visiting your cities and towns was for me the most rewarding part of serving as president. I know I "mixed it up" a smidge but hope that some of the changes were advantageous to our members.

Sincerely,

Kim Lauffer, RES

Who's Who

2014 EXECUTIVE BOARD

Officers

Kim Lauffer, RES, President
Martin Marshall, President-Elect

W. A. (Pete) Rodda, CAE, RES, Vice President
Robert Turner, Sr., Past President

Board Members

Tim Boncoskey
Heather Drake, CAE, RES
Melinda Fonda
Brian Gordineer, AAS
John Isbell, AAS

Kenneth Joyner, RES, AAS
Tom May, AAS
Amy Rasmussen, RES, AAS
Kenneth Voss, CAE, Associate Member
Scott Winter, CAE, RES



STAFF

Directors

Christopher Bennett, Publications
Angela Blazevic, AAS, Administration
Larry Clark, CAE, Professional Development
Tami Knight, Research

Matt Merrigan, Meetings
Mary Odom, MLS, Library Services
Robin Parrish, Membership

Staff Members

Mike Ardis, APR, Developer & Data Manager
Mary Ann Deming, Accounting Manager
Carolyn Ford, Research Librarian
Mario Gipson, Shipping Coord./Adv. Sales Rep.
Willa Jessee, Curriculum Manager
Ashley Lathrop, Billings Supervisor
Nicole Mansell, Meetings Coordinator
Cindy Mead, Executive Assistant

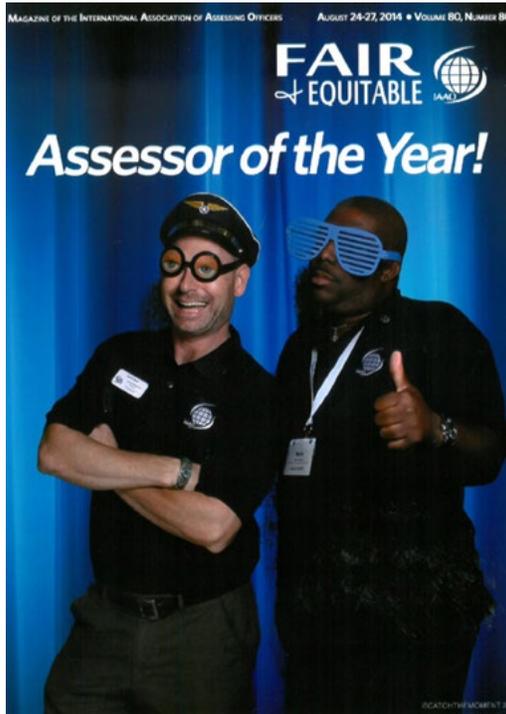
Lacey Meier, Professional Dev. Admin. Asst.
Leann Ritter, Special Projects Manager
Melissa Scheffler, Marketing Manager
Jean Spiegel, Education Manager
Lisa Williams, Membership Admin. Asst.
Wanda Witthar, Designation Program Manager
Matt York, Exam & Records Processor
Shaun York, Membership Data Coordinator

ANNUAL INTERNATIONAL CONFERENCE ON ASSESSMENT ADMINISTRATION

There was much to celebrate during the [2014 Annual Conference](#), held August 24-27, 2014 at the Sacramento Convention Center in Sacramento, California. The theme *The Gold Standard for 80 Years* highlighted the 80th anniversary of the annual conference. To commemorate the milestone, there were “Funny Papers,” featuring assessment and tax-related comics, complete with Silly Putty for attendees’ enjoyment. A series of “Timeline Displays” covered IAAO history and pertinent world events. A “Memory Wall” was available for attendees to post their



favorite IAAO memories, as well as photos. One of the most popular displays was a green screen which allowed attendees to have their picture taken in front of assessment-related backgrounds. Finally, an 80th birthday cake (complete with candles) was served at the Closing Banquet.



Conference stats:

- 1,142 attendees from 11 countries
- 36 exhibiting companies
- 56 educational sessions and two plenary sessions (with 13.5 hours of CEUs)
- 50 hours plus of networking opportunities
- 64 individuals honored for earning an IAAO professional designation
- 21 awards presented to individuals and jurisdictions for excellence in property appraisal, assessment administration, property tax policy, and related disciplines

“I look forward to meeting, listening, and appreciating the successes and struggles of others in this industry and I cannot think of any better format than this to do so. It is very tough to wrap the two words ‘tax’ and ‘fun’ together, but IAAO sure takes a heck of a shot at it.”

~Eric Phillips, Phoenix, AZ

PREPARATION AND TRIAL SEMINAR

Trial Advocacy: An Essential Trade Skill for Litigators

IAAO partnered with the University of Missouri-Kansas City School of Law to host the Preparation and Trial of the Property Tax Assessment Appeal Seminar on June 5-6, 2014. Eighty attendees enjoyed the venue of a real courtroom complete with advanced technology, viewing gallery, and judge's bench. The mock trial was followed by panel discussions that provided instruction on each element of the trial starting with the depositions and going through witness examination, cross examination, and closing statements. Continuing legal education credit was obtained for seven states and attorneys that attended received between 14 and 17 hours of credit.



James D. Robinson, Esq.
Partner, Olson & Olson, Houston, TX

LEGAL SEMINAR



The 35th Annual Legal Seminar was held in Chicago, Illinois on December 11-12, 2014. Attendees from 28 U.S. states, Guam, and Canada gathered at the Double-Tree Magnificent Mile hotel. Out of 163 registered attendees, 123 were attorneys, which included 74 from the Chicago area. According to the post-seminar survey, one-quarter of Legal Seminar participants decided to attend based solely on the continuing legal education credits offered for their state.

"This was the best of the 4 or 5 legal seminars I have attended over the past 15 years."

-Dave Hibbard, Assistant County Counsel
Polk County, IA

GIS/CAMA TECHNOLOGIES CONFERENCE

Preparing for What's Next

Co-hosted by IAAO and the Urban and Regional Information Systems Association (URISA), the 18th conference was held February 24-27, 2014 at the Hyatt Regency Jacksonville Riverfront in Jacksonville, Florida. This annual conference explores the important role that integration of geographic information systems (GIS) and computer assisted mass-appraisal (CAMA) systems plays in providing access to data and analysis of information for better decision making within the jurisdiction. In 2014 there were 327 participants—the second highest attendance in the last six years.



The quadcopter was a demonstration model used in the closing plenary session at the 2014 GIS/CAMA Technologies Conference.

CERTIFICATE OF EXCELLENCE IN ASSESSMENT ADMINISTRATION (CEAA)

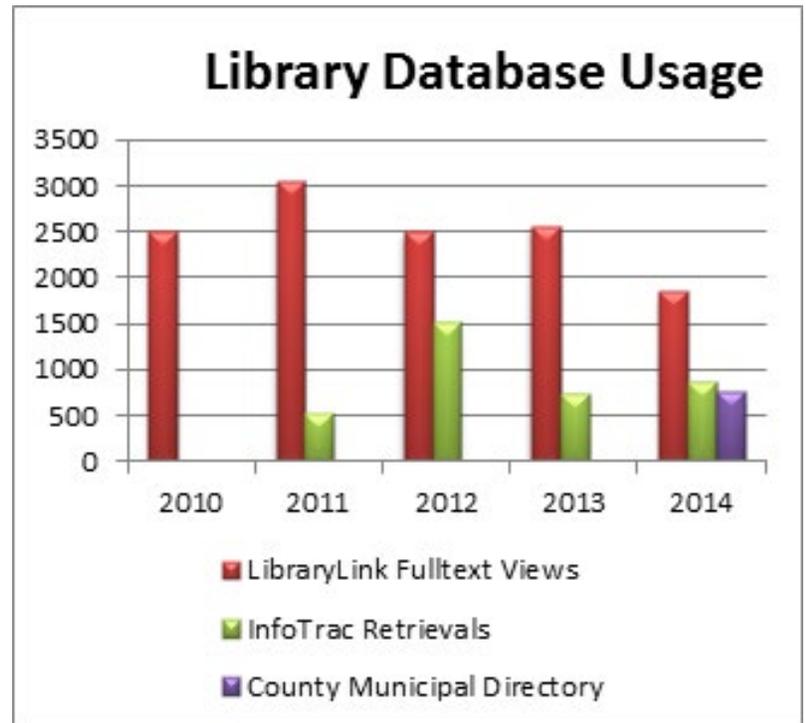
IAAO recognizes governmental units and individuals involved with assessment that integrate best practices in the workplace. This challenging and rigorous program is a self-conducted evaluation of specific, accepted assessment administration and appraisal practices. Four jurisdictions were awarded the CEAA in 2014 bringing the total to 28. The 2014 recipients were Thurston County, WA; Harris County Appraisal District, TX; City of Portsmouth, VA; and Hillsborough County, FL.



LIBRARY AND RESEARCH STATS

- 1,068 new materials added to the library collection
- 52 total eBooks available for checkout to members
- 495 reference requests filled
- 4,593 documents delivered to members

One new member benefit added to the IAAO library in 2014 was the [County & Municipal Directory](#) database. The directory provides contact information for county and municipal officials in 11,000 jurisdictions including phone numbers and e-mail addresses. Members may export contact lists from the database.



Most interesting question asked in 2014:

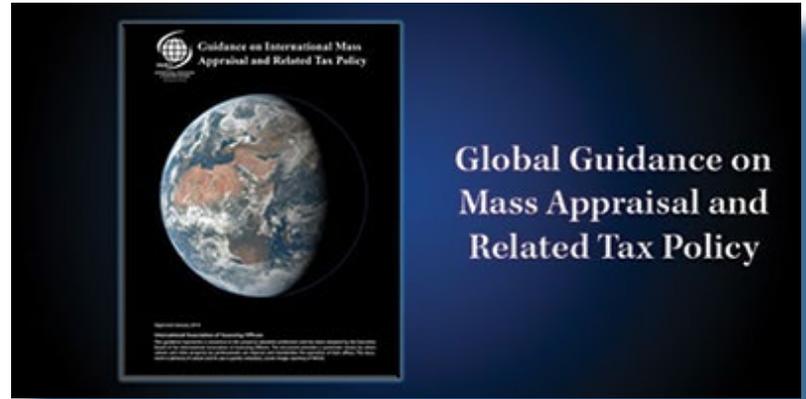
"What is the average budget per permanent employee in assessment offices?"

(Answer: \$73,099 including salary & benefits.)

STANDARDS

IAAO maintains technical standards that reflect the official position of IAAO on various topics related to property tax administration, property tax policy, and valuation of property including mass appraisal and related disciplines.

In 2014, the *Standard on Digital Cadastral Maps and Parcel Identifiers* was updated by the Technical Standards Committee to complete a four-year process of review and revision. The standard has been fundamentally revised and the scope has been adapted to acknowledge the larger context within which a cadastral mapping system exists.



Guidance on International Mass Appraisal and Related Tax Policy was approved by the Executive Board

and is publicly available on the website. The paper represents a consensus in the property valuation profession and provides a systematic means by which valuers and other property tax professionals can improve and standardize the operations of their offices.



The publication of IAAO technical standards in Russian came as a result of a long-standing agreement with the Russian Board of Appraisers. The Russian translation of the professional standards was completed in 2014.

PUBLICATIONS

Fair & Equitable magazine is in its twelfth consecutive year of publication and continues to provide articles of relevance to IAAO members.



Assessing Info, IAAO's semi-monthly electronic newsletter, continued to evolve and improve during 2014. In the last six months of the year, 138,935 copies of the newsletter were distributed, with an open rate of 31.6% and a click rate of 39.8%.

SURVEYS

In 2014, the [Staffing in North American Assessment Offices: Results of 2013 Survey](#) was published in the IAAO [Journal of Property Tax Assessment & Administration](#) and as a stand-alone eBook. Survey results provide benchmarks for parcels per employee, operational budgets, technology usage, reappraisal cycles, and larger jurisdictions.

Two additional major surveys were completed and interpreted in 2014. The second Communication Practices Survey was conducted to identify the needs and preferences of IAAO members and use that information to provide improved services. The Ratio Practices Survey explores current practices and issues in ratio studies by comparing states, provinces, and a few local jurisdictions (not subject to review by a state/provincial oversight agency) in terms of frequency of studies, standards used to evaluate results, and final use of results.



Parcels per employee by Census Region

ONLINE EDUCATION

In 2014, IAAO provided seventeen online learning opportunities via webinars and live streaming from the annual conference. Presentations are available through the IAAO Marketplace.

[Webinars](#) throughout the year featured a variety of topics:

- Working With the Media—Crafting a Positive Message
- The Elusive Overall Cap Rate
- Evaluating the Costs of Litigation
- What You Don't Know Can Hurt You: Online Branding
- Demystifying Commercial Property Appraisal Terminology
- The Secrets to Hotel Casino Valuation: A Clark County (Las Vegas) Perspective
- State of the U.S. Real Estate Market
- When You Share The Time, You Share The Tax Burden
- Navigating the *County & Municipal Directory* and the *InfoTrac Journal Database*

Live streaming from the annual conference focused on commercial valuation. [Sessions](#) included:

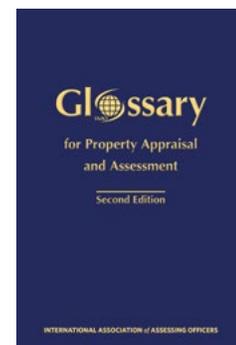
- Zen and the Art of Hotel Valuation
- Ask the Valuation Experts
- Cap Rates: Rates, Returns, Risks, & Rewards
- What's Normal About Income and Expense Data?
- Income and Expense Data Leading To Annual Assessments
- Avoid the Hazards: Challenges of Golf Course & Club Valuation
- Cap Rates and Valuation Metrics from REITS
- Rent Data Analysis: Data Cleaning



MORE ONLINE RESOURCES

IAAO has converted two of its core textbooks, *Property Assessment Valuation* and *Fundamentals of Mass Appraisal*, to downloadable eBook format. They will be made available in 2015.

The [Glossary](#) is a compilation of technical terms, with accompanying definitions in the fields of property appraisal and property tax administration. A [Spanish translation](#) of the *Glossary* was completed in 2014 and is available on the website.



MEMBERSHIP HIGHLIGHTS

International membership in IAAO continues to grow with the addition of 28 new members from outside the United States with four new countries—Japan, Cyprus, Mexico and Russia—being represented in 2014. The strong global presence also includes members from Albania, Australia, Bahamas, Barbados, Botswana, Canada, China, England, Greece, Grenada, Hong Kong, Iceland, Northern Ireland, Republic of Korea, Latvia, Lithuania, Mauritius, Netherlands, Pakistan, Philippines, Romania, South Africa, Spain, Thailand and Turkey.



Local interest in chapters and affiliates in North America continues to grow with one new chapter formed in 2014, the Texas Association of Appraisal Districts. Interest in expanding IAAO's chapter and affiliate presence globally has reflected interest with new entities, including China, requesting information on involvement with IAAO.



The new [Member Resource Guide](#) was developed and distributed in hard copy and online formats in 2014. The *Guide* reflects all member programs and services at a glance and serves as a good reference for member retention and recruitment.

The [Online Career Center](#) allows employers to place employment job opportunities and job seekers to search for assessment positions globally. This continues to be one of the top spots for IAAO website visits. The job board itself had 14,895 "views."



VALUE VIDEOS UNVEILED

Six new videos promoting the benefits of membership, the designation program, the annual conference, the educational programs, the work of IAAO instructors, and the importance of serving on a committee and the Executive Board were created. The videos may be viewed on the IAAO website.



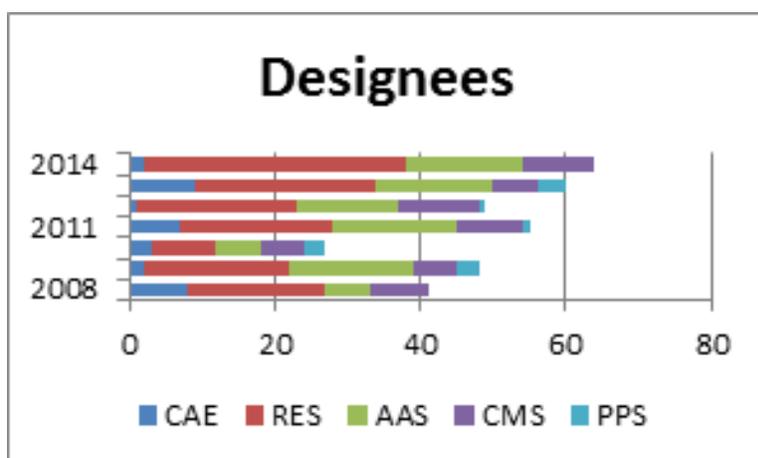
PROFESSIONAL DESIGNATIONS



IAAO offers five internationally recognized professional designations to increase the professional competence of assessment personnel through education. IAAO designations include Cadastral Mapping Specialist (CMS), Personal Property Specialist (PPS), Assessment Administration Specialist (AAS), Residential Evaluation Specialist (RES) and Certified Assessment Evaluator (CAE).

There were a record number of new designees in 2014-**64**. Florida won the coveted Virginia Cup for state or province with the highest number of new designees-**19**.

At the end of 2014, there were a record 1,288 candidates pursuing an IAAO professional designation.



EDUCATION

Year	Courses	Workshops	One-Day Forums	Online	Total
2008	4917	869	957	0	6743
2009	4472	886	945	54	6357
2010	3219	955	843	220	5237
2011	3506	1346	998	355	6205
2012	3790	1194	728	470	6182
2013	4117	1020	575	578	6290
2014	4159	851	316	527	5853

Over 5800 students participated in IAAO courses, one-day forums and workshops in 2014 with the number of week-long courses and attendance at those being at a five-year high.

With a focus on raising professional standards and applying instructional design strategies to the IAAO curriculum, 2014 brought a new course development structure to IAAO. Additional quality control checks were added to the development process including professional editing of course material, along with a combined review by subject matter experts and initial presentation by the course developer.

With a focus on raising professional standards and applying instructional design strategies to the IAAO curriculum, 2014 brought a new course development structure to IAAO.

EDUCATION (continued)

2014 also brought a new format to IAAO course materials. To standardize IAAO materials and provide a more professional appearance for all courses, workshops and one-day forums, IAAO contracted with a professional design firm to develop a format that will provide consistency and a recognizable brand for students beginning in 2015.

"This course will be a wonderful foundation and reference for my management growth."

-Student from Course 400 - Assessment Administration

A "members only" benefit was added in 2014 that allows IAAO members to access and print an "unofficial" IAAO transcript. Using Google Analytics, it was found that over 250 members accessed their transcript in just one month. Tracking is now in place to track the visits to this page throughout 2015.

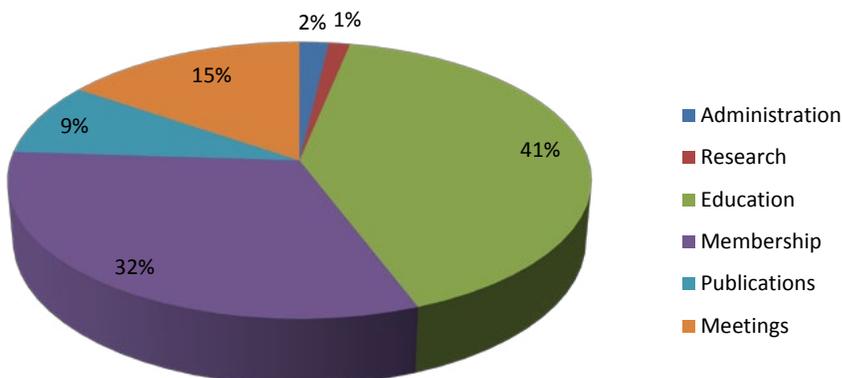
SCHOLARSHIPS/GRANTS

<p><u>Timothy Hagemann Fund</u> Applications Received: 2 Applications Approved: 2 Total Awarded: \$350 Use: IAAO membership fees</p>	<p><u>IAAO Scholarship Fund</u> Applications Received: 31 Applications Approved: 24 Total Awarded: \$24,388 Use: IAAO Conference, GIS/CAMA Conference, IAAO Courses</p>
<p><u>IAAO Membership Renewal Assistance Fund</u> Applications Received: 5 Applications Approved: 5 Total Awarded: \$500 Use: IAAO membership renewals</p>	<p><u>Barbara Brunner Fund</u> Applications Approved: 3 Total Awarded: \$1,500 Use: IAAO conference registrations</p>

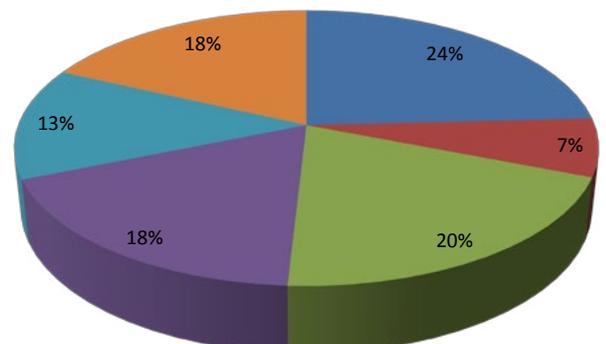
From 2009-2014, IAAO and IAAO Restricted Funds have awarded a total of \$125,197.23 in Scholarships/Grants.

REVENUE/EXPENSES*

2014 REVENUE BY PROGRAM



2014 EXPENSES BY PROGRAM



*Numbers shown are preaudit and may be subject to slight changes postaudit.