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“Complex commercial buildings require a modern, flexible, high-precision costing method, with the ability to separately apply depreciation to the shell structure as well as to each interior occupancy use finish. Let us show how this is done.”

J. Wayne Moore, PHD

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IAAO.ORG
I am writing this message in a farm kitchen in England. That’s the power of technology. We have so many ways we can now interact with each other and do our work, whether at home, in the office, in a café, or in a kitchen.

The power of technology has changed our lives. This issue of Fair + Equitable is devoted to technology, specifically how it is changing our professional world.

We now have so many options, whether it is simply through a more robust CAMA system than you worked with 10 years ago or the contemplation of whether to store your data in the cloud.

Something that we may not hear as much about is the importance of having a qualified technology staff to guide us through that maze of options.

In many jurisdictions, this may come in the form of a distinct technology section that navigates networks, databases, and platforms to support our assessment efforts. In others, a dedicated IT staffer or staffers may make that possible.

Regardless, I have found that it is important to your success that your IT support group have an understanding of mass appraisal at its core.
INVEST IN IAAO EDUCATION

In Palm Beach, I have invested in IAAO education for my IT staff for this very reason.

I find that their ability to understand our core business and values makes them better able to communicate with our assessment team and design systems that are relevant and valuable to us.

We are also featuring legal challenges we face as assessors in this issue, which are sometimes the most time-consuming part of our roles. It is always helpful to have resources and ideas from other jurisdictions.

Every issue of F+E features recent decisions made in faraway places. They provide you with a new approach to a local problem.

LEADERSHIP DAYS

We have been a busy bunch at IAAO. Our Board met in Kansas City in January to begin looking at our objectives for 2018, and more importantly, we had our first Leadership Days of the year in February.

Leadership Days is where volunteers from our ranks gather and work on projects that move IAAO forward.

Whether writing or revising standards or designing our future education programs, all the work is done by our members. If you have not served on a committee in the past, there will be a call for volunteers later in the year. I hope you will consider becoming a part of this collegial group.

I hope to update you each month of the progress we are making in 2018. IAAO has many projects underway, and we hope that they add value to your membership. Thank you for being a part of this organization.

I hope to see you in Houston at GIS/CAMA in March or in Prague at the Research Symposium in April.

All the best,

Dorothy Jacks, AAS
NEW MEXICO

Assessor’s office holding info workshops for veterans

Some veterans don’t know they qualify for a break on their property taxes.

The Bernalillo County Assessor’s Office in Albuquerque, New Mexico, wants to get the word out that they’ve earned it and should take advantage of it.

Sara Yingling of KRQE TV reports that for the first time, the County Assessor’s office and the New Mexico Department of Veterans Services are working together to help veterans and are presenting informational workshops at their offices until May.

There are two types of exemptions for vets. One is a service-related exemption which gives veterans a $4,000 reduction in taxable value of property. This benefit is also available to widows who have not remarried.

The other exemption is a 100 percent disabled exemption that relieves veterans of all property taxes owed on their primary residence.

County Assessor and IAAO member Tanya Giddings says in the past, veterans either didn’t know about these exemptions or the process was long and difficult.

Now, they are hoping these workshops make it easier for veterans to get the exemptions that they’ve earned.

“When we found out that maybe some veterans who have gone to our outreach say I don’t have this form, (we’d say) OK, let’s send you over to the Department of Veterans Affairs. By having someone on site we can just do this focus, have them apply, and then we can get them ready and prepared so once they do their form we can sign them up,” Giddings told KRQE.

- Sara Yingling, KRQE

THE UNITED STATES

Homeowners, appraisers agree more on value at end of 2017

Appraisers and homeowners continue to agree more on house values, with the gap between the two viewpoints narrowing for a fifth straight month.

Appraisals were an average of 0.99 percent lower than the homeowners thought they would be on a national scale, according to the Quicken Loans Home Price Perception Index (HPPI).

Despite the differing opinions, appraisal values continue to rise. Nationally, home values increased an average of 0.71 percent in October and rose 4.76 percent compared to this time last year.

Owners’ estimates of their homes’ value rose above the actual appraised value by an average of 0.99 percent, according to the National HPPI. This marks the fifth consecutive month the gap between the two value opinions narrowed. Also, the HPPI is now the closest to equilibrium it has been since April 2015.

The trend of appraisals surpassing homeowners’ estimates in Western cities continued in October, with appraisals as much as 3.13 percent higher than expected in Dallas. On the other hand, Eastern and Midwestern cities were more likely to have an appraisal below the owner’s estimate.

- PRNewsWire

WISCONSIN

Will fast-food chains jump into the ‘dark-store’ game?

Wendy’s and Fazoli’s in Wisconsin, at least briefly, joined Menard’s, Wal-Mart, Target, and other big box stores in seeking to reduce their property taxes by using the “dark-store theory.”

The Milwaukee Journal-Sentinel reports that the two fast-food chains in West Allis, Wisconsin, filed challenges to their 2017 assessments, but both withdrew their appeals after the local assessor told them they’d have to present their cases to a board of review.

- The Milwaukee Journal-Sentinel
Despite the widespread payment of property taxes as part of monthly mortgage payments, roughly half of U.S. homeowners still pay their property taxes in one or two lump sums each year rather than monthly, an outdated practice that creates financial challenges for homeowners and increases property tax delinquency. (See related story, page 6.)

In *Improving the Property Tax by Expanding Options for Monthly Payments*, Langley analyzes property tax payment systems throughout the United States and recommends steps state and local governments can take to enable monthly payments. The paper draws on interviews with tax collectors and experts, as well as a review of past research, and of the state laws that govern local property tax collection.

“Expanding the use of monthly property tax payments would help millions of homeowners avoid financial stress and hardship while giving a boost to local governments that rely on property taxes to provide public services,” Langley said.

Currently, many homeowners pay property taxes monthly as part of their mortgage, but this practice is less widespread than commonly thought. In 2015, fewer than half of U.S. homeowners paid their property taxes as part of their monthly mortgage payment. Among homeowners over age 65 – who are more likely to own their homes free and clear – only 20 percent pay property taxes with their mortgage.

The consequences are real. Saving large sums of money can be a challenge for many households, and evidence suggests that a less frequent payment schedule makes it more likely that homeowners will fall behind on payments. Property tax delinquency has plagued struggling cities such as Detroit.

For cities and counties, receiving payments only once or twice per year means relying on short-term borrowing or holding large amounts of cash in idle accounts that earn little interest in order to meet payroll and other regular expenses. Finally, evidence shows that by making homeowners more aware of their tax burden, lump sum payments increase opposition to the property tax.

There are 16 states that provide the option to prepay taxes before a lump sum is due. However, homeowners typically need to apply in advance for this option – greatly limiting its use – and local governments need to reconcile monthly payments with homeowners’ actual tax liabilities at the end of the year, which are usually still calculated annually or biannually. The payments are held for several months in escrow accounts where they are unavailable for local governments to use right away.

An exception is Milwaukee, where homeowners can pay property taxes in monthly installments without an application. As a result, homeowners are five to 10 times more likely to make monthly payments than in cities and counties that require applications for prepayment. Milwaukee taxpayers can set up automatic monthly payments, and the funds are immediately available to local governments.
The Philadelphia City Council enacted legislation to help homeowners at risk of defaulting on their property taxes meet their obligations and stay in their homes.

The legislation creates the Tax Foreclosure Diversion Program, which offers counseling assistance and customized payment plans to homeowners facing financial hardships.

The program was prompted by the rapid increase in tax foreclosure petitions since 2010. According to city data, more than 10,600 tax foreclosures were filed in 2016, compared to 813 in 2010.

Payment plans under the program can allow installments as low as $25 per month. If a taxpayer's financial circumstances make even a $25 monthly payment beyond reach, a plan is available that requires no minimum monthly payment. In the past, payment amounts were scaled according to the taxpayer's income as a percentage of area medium income. Based on the taxpayer's income tier, the percentage could range from 5 to 10 percent of monthly income.

Taxpayers in the program are given the option to work with an independent housing counselor, appointed by the city's revenue department, to prepare an assessment of their finances. This analysis looks at both a taxpayer's income and expenses to determine an affordable payment amount. The counselor also can help the taxpayer file for assistance programs, such as those for low-income seniors.

Usually payment agreements cover past-due taxes and taxpayers are responsible for keeping up with current and future tax bills. Under the program, taxpayers can choose to add the current year's taxes to the payment agreement.

The advantage is that homeowners must be up-to-date on their property taxes to qualify for the $900 annual state property tax rebate. The city considers making prompt payments on a payment agreement as being current.

The city also will apply payments to the current year's taxes first if it enables a homeowner to comply with the rules of an assistance program.

To alert homeowners to the availability of the tax diversion program, a notice is included with the first warning letter.

Winter 2018 update from the National Association of Counties

This winter, the National Association of Counties (NACo) Counties Futures Lab released the following reports focused on county challenges, promoting best practices for local governments, and positioning America’s county leaders for success.

Building Trust: Performance Metrics in Counties describes how counties are identifying their priorities, measuring progress, and contributing to county government transparency and accountability. Find out more at www.naco.org/Metrics.

Investing in America’s Infrastructure: County Funding for Capital Facilities shows county governments solutions to funding large capital projects in light of declining revenues. Find out more at www.naco.org/Capital.

The Future of Work: The Rise of the Gig Economy examines how the expansion of the gig economy and the rise of the freelance workforce is affecting counties across the country. Find out more at www.naco.org/Gig.

Counties Care: County Service Sharing for Early Childhood Development shows how counties can provide high-quality services to children and families by sharing service provision with partners. Find out more at www.naco.org/CountiesCare.

For these reports and more ideas on county management and operational issues, please visit NACo at www.naco.org/lab. If you’ve implemented an innovative and successful solution to any of these top county challenges, please send the details to research@naco.org.

New County Explorer features and data

NACo’s County Explorer recently added a new benchmarking feature, allowing users to compare up to 10 indicators, which they can select from over 850 indicators in County Explorer.

NACo’s County Explorer also added the following new datasets: childhood poverty, SNAP benefits, Medicaid benefits, CHIP benefits, human services expenditures, state homelessness, early childhood federal funding, homeless shelter beds, veterans funding, air quality and county veterans services offices, among many others. NACo updates County Explorer with new datasets monthly.

To access County Explorer, visit www.naco.org/countyexplorer.

NACo events

March 3-7: 2018 NACo Legislative Conference in Washington, D.C.
April 5-7: NACo 2018 Farm Bill Summit in Palm Beach County, Florida
April 18-19: Strengthening Economies in Montana: A Forum for Coal-Reliant Communities in Billings, Montana
May 23-25: 2018 NACo Western Interstate Region (WIR) Conference in Blaine County, Idaho
July 13-16: 2018 NACo Annual Conference and Exposition in Davidson County/Nashville, Tennessee

NACo advocacy efforts

In January, NACo responded to President Donald Trump’s State of the Union address with a statement from NACo Executive Director Matthew Chase, stating that NACo welcomes the bipartisan call for investing in America and will continue to partner with the administration and Congress to achieve their shared priorities.

In January, NACo released its 2018 Legislative Priorities:

• Promote county infrastructure priorities
• Support the Payment in Lieu of Taxes (PILT) and Secure Rural Schools (SRS) programs
• Support policies to promote mental health, substance treatment, and justice reform
• Protect the federal-state-local partnership for Medicaid
• Work toward a more effective definition of Waters of the U.S.
• Support county authority to collect existing sales tax
• Support programs that assist counties to prevent and reduce poverty
• Support a comprehensive long-term Farm Bill reauthorization.

In December, following the passage of the Tax Cuts and Jobs Act, NACo released its analysis of the House and Senate tax plans. In line with NACo policy, the final bill maintains the tax-exempt status of municipal bonds, the tax-exempt status of private activity bonds (PABs), the “unrelated business income tax” (UBIT) exemption, the new markets tax credit (NMTC) authorization, the 20 percent historic tax credit, and wind and solar energy credits. Contrary to NACo policy, the new bill caps the State and Local Tax (SALT) deduction at $10,000, eliminates the tax-exempt status of advance refunding bonds, does not delay or repeal the Cadillac Tax, repeals the 10 percent rehabilitation for non-historic buildings and eliminates the business deduction for parking and transit benefits.

2018 NACo Achievement Awards

The application process for 2018 NACo Achievement Awards is open. For 48 years, the National Association of Counties (NACo) has recognized innovative programs in county government through the Achievement Awards Program — an excellent opportunity for counties to promote successes and share best practices. Winners of the Achievement Awards will be recognized July 13-16, 2018, at the 2018 NACo Annual Conference and Exposition in Davidson County/Nashville. Go to www.naco.org/blog/now-accepting-applications-2018-naco-achievement-awards for more information.
Drones are revolutionizing data collection and mapping, ushering in major shifts and new opportunities in the domains of land management, policy, and advocacy.

Unmanned aerial vehicles (UAVs) came into wide use globally about a decade ago, as their cost fell rapidly in the consumer market. In the developing world and in rapidly urbanizing areas, drones are quickly becoming an essential tool for securing land rights, updating maps in virtual real-time, and understanding unplanned settlement patterns.
From Latin America to South Asia, the drone is being deployed across the geospatial information and land management sectors by surveyors defining specific urban parcels, appraisers determining land value over a peri-urban field, and corporate and government employees updating territorial information.

The technical capacity of drones — which can carry multispectral small-format aerial cameras and produce images of both the visible environment and the infrared spectrum — provides a substantial complement to traditional aerial photography and even high-resolution satellite imagery. Because UAVs can fly at low altitude and execute tight, repeating patterns, they can produce fine-grained images of one-centimeter resolution or better, enabling production of three-dimensional images.

Their democratic potential is also stirring excitement, as they empower residents, non-government organizations, and other smaller, more informal networks.

“Drones are going to make the difference for policy and decision-making processes, as citizens participate in data creation at critical moments,” says Diego Alfonso Erba, a land surveyor engineer and expert in Latin American land management systems.

“Citizens can fly them, take photos of a situation, and share the results with authorities. In rapidly evolving situations where informal settlement, unsanctioned resource extraction, or conflict is occurring, drones can furnish proof to legal systems.

Latin America’s pioneering use of drones to enrich and improve land policy and management is echoing across the globe.

“We are doing the same thing in China,” says Zhi Liu, China program director at the Lincoln Institute and director of Peking University–Lincoln Institute Center for Urban Development and Land Policy (PLC) in Beijing.

In East Asia, drones are aiding new high-tech research and experiments to modernize land registries for contemporary uses and to help address other large-scale challenges, including potential implementation of property tax.

Cadastres: Public land registries in Latin America

In Latin America and Asia, drones are proving especially useful in the evolution of territorial “cadastres”—public registries that manage information relating to land parcels and that play a critical role in land use decision-making throughout Latin America.

In most of the region, existing territorial cadastre systems derive from an “orthodox”...
model imported centuries ago from colonial Europe, says Erba, who coauthored Making Land Legible: Cadastres for Urban Planning and Development in Latin America, published by the Lincoln Institute in 2016. He is working at the forefront of an effort to upgrade these land registry systems to what are known as “multipurpose cadastres (MPCs),” and drones are playing a key role in this evolution.

Traditional, or “orthodox,” cadastres are maintained as public registries by governmental institutions. They’re inadequate for contemporary urban policy-making because they cover only private parcels and account for limited physical, legal, and economic attributes.

Multipurpose cadastres, by contrast, are maintained by volunteer stakeholders in a jurisdiction who commit to providing richer, more inclusive information about a city. MPCs may include alphanumeric data and thematic or domain-specific cadastres pertaining to the environment, transportation systems, or utility networks, and they may be organized by government and private organizations. The benefits can include better urban planning as well as more equitable taxation, increasing revenues, and a broader tax base.

“The data integration provided by the MPC model is the most direct way to identify and monitor the economic, physical, legal, environmental, and social characteristics of parcels and their occupants,” observe Erba and coauthor Mario Piumetto, a land surveyor who specializes in geographic information systems.

“Planners need this information to manage the growth of cities, define strategies for urban financing, reduce informality, and analyze the impact of government interventions” (Erba and Piumetto 2016). By democratizing the tools of geospatial monitoring, drone technology is helping to facilitate this movement toward multi-stakeholder MPCs.

Established Latin American cities with existing cadastres are using drones to tackle challenges associated with informal construction. For example, in Villa 31, one of the most valuable areas of Buenos Aires, some 40,000 people have built informal constructions up to five stories high within a 100-block area, say Erba and Piumetto.

In 2016, the government launched a drone survey, in tandem with a street-level laser scanner, that created a 3-D model and generated statistics on the occupation of dwellings, streets, and public spaces. With this more accurate picture of residential development, agencies and stakeholders are in a better position to transition informal settlers toward formal property ownership and participation in planning processes.

Ecuador demonstrates how drone-enhanced cadastres can promote resiliency as well. The city of Portoviejo has been using drones to enforce rules against unpermitted occupation of public spaces. By comparing 2010 records with recent drone-produced monitoring imagery, authorities determined that more than 7,000 instances of new construction violated permitting rules.

In April 2016, this more accurate real-time record of settlement proved vital when a 7.8-magnitude earthquake wreaked havoc on structures throughout Portoviejo, killing more than 200 people. Photos after the earthquake were compared to recent drone footage, aiding rescue and rebuilding efforts.
GIS-assisted mass appraisal in China

In China, drones may prove most useful in current efforts underway to assess property value.

Since 2003, China has been contemplating introduction of a municipal property tax on the private ownership of residential properties — a power that municipal governments have not had for several decades. However, most cities face a huge technical barrier: There is no system of property assessment or database. Researchers hope drones can help facilitate the underlying basis for assessment.

“The question is how we can help so many Chinese cities to quickly develop a cadastre system, which is the basis of a property tax system,” says Liu, noting that the PLC is funding a research project in China to provide innovations in this area.

The next stage is for researchers in China to merge property rights data with 3-D representations of parcels produced by drone technologies. Crucially, researchers must get the full property rights data from the government — such as formal ownership information and the dimensions of units, parcels, and buildings — in order to match up the 3-D imagery in accurate fashion. It is unclear whether these records are fully digitized in many cities, Liu says.

Although drone-generated data cannot provide missing ownership documentation, better parcel data will ultimately accelerate the process of generating an accurate cadastre system.

Chun Zhang, a professor of city planning from the Beijing Jiaotong University and a leader of the project funded by PLC, says drones are currently using tilt-shift photography—which can make the features below a drone look like a miniature representation—and creating 3-D models through the imagery captured.

The project will then provide basic spatial information. Currently, the drone techniques are being applied in small towns such as Jimingyi, Shexian, and Gubeikou. But as the researchers experiment with drones, they are bumping up against technical and regulatory limits. “The survey area cannot be too large,” says Zhang, given the limits of the drone's battery. “The biggest difficulty for researchers is flight control in certain (limited) areas — within the sixth ring of Beijing, for example.” But this should not be a problem if the municipal governments decide to use drones to develop a 3-D property database.

Property valuation is beyond the scope of Zhang’s current research project, but it will be a challenge of massive scale in China. Ultimately the work-intensive process might be solved by computational methods aided by drone-generated data. In the United States, Liu says, local governments have long used computer-aided mass appraisal (CAMA) techniques to appraise all properties in a certain area.

“In China, we work with a few cities that are refining the computer-aided mass appraisal model to incorporate big data, so they can assess property value more accurately,” Liu says. That sort of work might constitute the next phase of research. But the current phase remains focused on seeing how well existing property records can be matched with the drone data.

In the context of land registries, the use of drones is proving crucial in the initial and provisional identification of physical property limits in cities and jurisdictions where there is still no formal land administration system and the land structure is unknown.

Pathways to the drone revolution

Drones are now functioning in a crucial capacity across a variety of land policy use cases, fulfilling cultural and legal needs, but their development and use obviously have a wider story. Their evolution toward wider commercial and recreational use — including sharper definition of land policy — is in some ways a classic story of second-order effects of technological innovation. The original development and prototyping of the flight technologies took place largely in the context of military research. But some of the key technical breakthroughs needed to make flight-relevant instrumentation available at a reasonable price point resulted from the “smartphone wars,” wherein various communications technology companies raced to perfect efficient hardware and software for compasses, gyroscopes, altimeters, and more (Anderson 2017).

Still, even as the technology has been ready and the economics right for wide public use, the policy environment for drone use has needed to mature. In the United States, for example, the Federal Aviation Administration has tried to grapple with commercial and consumer demand while balancing concerns over conflicts with manned aircraft flight paths and potential invasion of privacy and land rights. These types of policy debates have been playing out across the globe, as noted above.

Yet many of the technologies under development are focused on agricultural lands, where competing interests and conflict are minimal. Farming is expected to be the primary zone for commercial use of drone technologies.

Because drone instrumentation can be used to measure radiation signatures and the infrared spectrum, drones hold massive potential for improvements in crop yields and farming in general...
But the benefits have been unevenly distributed over the past decade, as countries such as Japan and Canada have opened farming airspace, even as the United States is debating where to open airspace policies for agriculture (Lewis 2017). To scale the technology for farming, much greater latitude will be required for drones flying beyond the sight of ground operators.

In any case, the idea of “precision farming” has caught on globally, with potential environmental benefits, such as reduced and more targeted use of pesticides and other chemicals. And surely the advancements achieved for rural farm settings will have applications for monitoring, for example, forest reserves and wildlife populations, and for global efforts to limit sprawling unplanned settlements and ensure ecological sustainability (Paneque-Gálvez et al. 2014).

Policies related to the training, licensing, and certification required for drone operators continue to evolve in many countries, and of course formal land surveying itself has its own professional standards that are integrating these technologies. Citizen or recreational use and informal monitoring of land and urban space is bound to grow only more complicated, as new observational possibilities and challenges emerge from the use of multiple drones simultaneously and “swarming” techniques, as well as the potential for both greater autonomy, as drones become smarter through software, independent of human operators (The Economist 2017).

Challenges

Drones could prove a crucial tool for managing extensive land use problems expected to emerge over the coming decades as the world rapidly urbanizes, from housing affordability to shortages of land for open space (Wihbey 2016). Indeed, drones might facilitate a form of technological “leapfrogging,” similar to that of mobile phone Internet connectivity, which has allowed many individuals and societies across the developing world to connect to the Web without dedicated
Overall, the strength of drones comes from the richly detailed information they can collect at a relatively low cost; they can even produce quality 3-D models of streets and properties and expedite data collection. But certain weaknesses must be considered.

In partnership with the Kosovo Mapping Authority, drones are therefore being used to execute cadastral mapping activities.

World Bank experts have also noted that drones are proving to be effective weapons in the fight for land rights in underdeveloped areas on the African continent (Totaro 2017). Although nearly 90 percent of Europe is mapped at a local level, only 3 percent of the African continent has maps at such resolution.

As coastal zones are rapidly developed for hotels and commercial/residential use, drones could help communities keep up with development and garner appropriate tax revenue.

Overall, the strength of drones comes from the richly detailed information they can collect at a relatively low cost; they can even produce quality 3-D models of streets and properties and expedite data collection. But certain weaknesses must be considered. UAVs can only provide limited territorial coverage, given limited speed and autonomy of flight. Adverse weather conditions are also a significant issue.

Drones have so far proven most effective in urban operations, which often require great detail and richness of data. Any decision to deploy drones must weigh costs and benefits for a given task. High-resolution satellite images (currently down to 30 centimeters, or 1.8 inches, in resolution) may suffice; if the area to be surveyed extends beyond 25 kilometers (about 15.5 miles), satellite image files may be more appropriate and efficient.

Yet drones offer possibilities that no other aerial surveying technology provides, given their mass market deployment.

"Drones will democratize geospatial information gathering and analysis," Erba says. "Everybody will soon have access to the tools that only satellite owners had just a few years ago. Photos could be sent all the time to the cloud."

And this new capability, he says, could strengthen transparency and accountability of many kinds, and bring efficiencies to government: "Aerial photos of areas being invaded or deforested in real time could be sent directly to the officer responsible for urban monitoring. This extremely relevant information can be provided at no cost to the state, and it can be used immediately for action."

Whether such action involves more uniform regulatory enforcement, better tax collection, or richer, more dynamic data for land registries, these innovative technologies are poised to bring major shifts across numerous aspects of land policy worldwide.

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broadband lines to households.

PLC Director Zhi Liu thinks that multipurpose cadastres would enable solutions, but many Asian cities would need technical advancement, as well as political willingness and public support, to improve and update the cadastres of their rapidly growing cities. Experiments in small cities and towns in China might prove useful to other bigger cities in the region, if not countries around the world.

Regulations throughout South and Central America are evolving to keep up with the proliferating use of drones as tools to upgrade land policy in the region. In Brazil alone, officials estimate that 20,000 drones were in operation in 2015, with applications mainly in agriculture, mining, infrastructure inspections, security and border control, and the mapping of environmental areas and cities, according to Erba and Piumetto. In May 2017, this growth prompted the Brazilian National Civil Aviation Agency (Agência Nacional de Aviação Civil or ANAC) to issue new safety and operating rules, which cite and specifically follow definitions of other civil aviation authorities such as those found in the United States and the European Union (ANAC 2017).

In Mexico, the Civil Aeronautics General Directorate in Mexico has issued a similar set of rules that aims to prevent accidents and protect third persons and property on land and in flight. In Argentina, flights above 400 feet (122 meters) require authorization, and there are also limitations depending on the weight of the equipment, the areas overflown, and the information collected.

New frontiers

Many institutions across the world have become interested in leveraging drone technologies to help solve age-old administrative problems, particularly in areas of the world that have suffered under adverse conditions caused by conflict or difficult economic conditions.

The World Bank, for example, has highlighted efforts in the post-conflict Balkans, where areas in Kosovo have been left with lingering problems after property owners, mostly male, were killed in the 1990s regional war.

The women left in these areas have struggled to reestablish order regarding property and land policy, given the lack of formal records. The World Bank has noted: “The time, cost, and complexity of conventional land surveying and registration ... is an obstacle for these women. It often takes years and is too expensive to complete, leaving these women with no information or legal protection of their rights” (World Bank 2016).

In partnership with the Kosovo Mapping Authority, drones are therefore being used to execute cadastral mapping activities.

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Yet drones offer possibilities that no other aerial surveying technology provides, given their mass market deployment.

"Drones will democratize geospatial information gathering and analysis," Erba says. "Everybody will soon have access to the tools that only satellite owners had just a few years ago. Photos could be sent all the time to the cloud."

And this new capability, he says, could strengthen transparency and accountability of many kinds, and bring efficiencies to government: "Aerial photos of areas being invaded or deforested in real time could be sent directly to the officer responsible for urban monitoring. This extremely relevant information can be provided at no cost to the state, and it can be used immediately for action."

Whether such action involves more uniform regulatory enforcement, better tax collection, or richer, more dynamic data for land registries, these innovative technologies are poised to bring major shifts across numerous aspects of land policy worldwide.
Like it or not, tech is transforming the assessor’s office

BY PAUL BIDANSET

Technological advancements are meant to make our jobs easier. They reduce time and costs associated with completing tasks, and ideally make us more efficient, more accurate, and more productive. Clearly, there are incentives to adopt.

So why aren’t we all operating at maximum efficiency, optimizing every aspect of our office into a finely tuned machine?

The age-old notion, “If it ain’t broke, don’t fix it,” comes into play. There are tried-and-true approaches that work.

Some may resist technological change because of a lack of resources (financial or otherwise) associated with learning and implementation. This article does not claim a right or wrong way to view technology. It does, however, offer an optimistic outlook that may shed light on technologies that help improve valuations.

Big data is a buzz term that has been circulating in both public and private-sector industries for years. Colloquially, it has taken on an ambiguous definition referring to number-crunching and analysis that reveal trends. It is usually found alongside other terms, such as data science or decision analysis, that evoke thoughts of data-driven wizardry. It usually refers to deriving insight from massive amounts of data, data too large and complex for the typical office spreadsheet to store or analyze.

An example

Imagine that someone, somewhere, has an archive of data that includes every search engine query you have ever performed (perhaps a scary thought). While there would likely be a great deal of information to sift through, with the right analysis a fairly accurate picture of your lifestyle could start to be painted.

It would likely be possible to glean your approximate age, whether you have children, the types of movies and TV you enjoy, products you like (or would be likely to buy), and much, much more.

This is how social media and search engines target ads that align with your interests. Similar techniques (often referred to as classification algorithms) are how your favorite streaming service knows which shows you are likely to binge-watch next, and then makes what it deems are relevant suggestions.

What does that mean?

Assessors aren’t in the advertising industry — how can big data help an assessor’s office?
While assessor’s offices may not have terabytes of data on the behavior of taxpayers, there are implications of downward scalability, which are perhaps more in line with the colloquial definition presented above.

The past behaviors of markets and taxpayers can be used to predict the future, and decisions can be made accordingly. Based on the change in assessed value, how many appeals can be expected? What impact does the unemployment rate have on the number of foreclosures? Which types of properties are contributing to over- or under-assessed valuations?

The ability to measure allows assessors to make better predictions, and better predictions enable proper planning, which ultimately results in a more efficient and effective assessor’s office.

As technology advances, information is becoming not only more exact but also cheaper to capture and store. This has led to an abundance of valuable, insightful data the world over. Some data are easily accessible and provided for free at online portals or through familiar software, while other raw sources require more technical consideration to access and then analyze.

What is open data?

Open data is another term commonly thrown around without much explanation. The term simply refers to data that is free and accessible to the public. In recent efforts to promote government transparency and inform the public, governments and not-for-profit agencies are making data available, and these data are proving to be an invaluable asset to government offices themselves.

Many governments and organizations regularly publish updated open data on populations (demographics, income, owner occupancy rates, and the like).

This information is typically published in geodatabase formats, capable of simple integration with mapping software already present in assessor’s offices, adding another step of quality control to ensure valuations are fair and equitable across not only property types and locations but also subpopulations of varying economic and social statuses.

The behavior of data and information at hand drives decision making in virtually any conceivable environment.

In the assessment field, the monitoring of data allows taxing jurisdictions to show when and where adjustments are needed in order to produce accurate, fair estimates of value.

Data visualization

Projecting data into a visual depiction, a process known as data visualization, allows assessment professionals to conceptualize trends and understand relationships—perhaps less obvious in their raw form—and make more informed decisions. If data visualization is the lens for data analysis, geographic data visualization, or geovisualization, is the bifocal.

Simply stated, data visualization helps tell a more complete story. The inclusion of extreme or incorrect data, usually referred to as outliers, whether the product of human error or exogenous phenomena, may hamper valuations, resulting in inaccuracies that can cost assessors both time and money.

In any assessment office, charts and graphs are used to examine the relationship between certain characteristics (e.g., size, condition, location) and value. Such visual inspection allows appraisers to identify potential outliers, which may then be corrected or removed to achieve more accurate, uniform valuations.

Geovisualization

Geovisualization adds another dimension for analyzing relationships. By plotting data values on a map, appraisers can gain previously untapped insight from analyzing variations across geographic space. Outliers can be easily identified, adding another stage of quality control to the valuation process. Properties can then be inspected remotely to ensure they are properly coded.

Figure 1, shows properties coded as waterview or waterfront. A blue dot on a landlocked parcel or a red one on the water’s edge would be identified almost immediately, allowing corrections and appropriate adjustments to be applied. Identifying miscoded properties without the aid of a map would be significantly more difficult and time-consuming, and the miscoding could easily
With geovisualization, appraisers can identify the houses that are missing data. Those familiar with certain geographic areas can more easily identify potentially miscoded conditions, such as a very poor-coded house in a high-end community (figure 2).

Geovisualization also allows jurisdictions to better understand their markets and find potentially problematic areas, ultimately promoting the accuracy of their assessments. Maps can be used to plot ratios or ratio study statistics (such as the coefficient of dispersion or price-related differential), identifying areas of valuation inequity (figure 3). Similar plots can be replicated to depict foreclosures, permits, appeals, or any other data that may help better inform an assessor (figures 4 and 5).

**Summary**

Keeping up with technological innovations is daunting enough, let alone determining how to execute them. IAAO continues to work with partners and members to find and publicize not only the latest in innovations but also successful strategies of implementation that can be used in any assessor’s office, regardless of size.

Upcoming IAAO conferences focusing on technological advancements are the 22nd GIS/CAMA Technologies Conference, set for March 19–22, 2018, in Houston (see page 19), and the 12th International Research Symposium, set for April 4–6, 2018, in Prague, Czech Republic (see page 18.)
Figure 4: Density map of foreclosures

Figure 5: Response surface analysis
Participants in the 2018 symposium in Prague will include government valuers and property tax practitioners from the Czech Republic (Ministry of Finance), Romania, Slovenia, Lithuania, the Netherlands, Denmark, Iceland, and more.

Real estate valuation professors from Ulster University (Belfast, Northern Ireland) and Oxford Brookes University (Oxford, England) and industry leaders from the Institute of Revenues Rating and Valuation and the Royal Institute of Chartered Surveyors will also be participating in the symposium. IAAO will illustrate the newest additions to the International Property Measurement Standards representing 56 professional organizations in real estate.

Two tracks are available at different times during the symposium: “Administration & Government Innovation” and “Technical Valuation Advances in Action.”

An afternoon session, “Improving Valuations with Big Data, Open Data, & Data Mining,” will be taught by Ulster University’s Professor Michael McCord, Ph.D.; IAAO Valuation Research Project Manager Paul Bidanset (Ph.D. candidate); and IAAO Research Director Margie Cusack.

This hands-on session will equip attendees with tools in the following areas:

- What exactly is meant by big data and open data?
- Where can these data be found?
- How can these data be mined to glean insight and paired with existing real estate data to improve both accuracy and defensibility of valuations?

Included in the session will be an overview and key takeaways for officials, administrators, valuers, and directors who defend valuations, influence hiring and training of staff, affect policy, and desire a more comprehensive understanding of current technology as it relates to the industry.

It will feature technical details and instruction for modelers, analysts, and information technology staff who may create, develop, or fine-tune valuation models; manage or manipulate database systems used for valuations; and conduct ratio study or other quality assurance or quality control testing of valuations.

Along with IAAO, the symposium is sponsored by Thomson Reuters, Tyler Technologies, ESRI, and ESRI Canada.

Registration is open at www.iaao.org/irs2018.
Integration of geographic information system (GIS) and computer-assisted mass appraisal (CAMA) systems plays an important role in providing access to data and analysis of information for better decision making in assessment jurisdictions.

This role will be the focus of the 22nd Annual GIS/CAMA Technologies Conference March 19–22 in Houston.

Taking a page from the city’s space industry with the theme, “Houston, we have a solution!” the conference will also feature products and ideas to support assessors in their technology efforts.

The Urban and Regional Information Systems Association (URISA) and IAAO annually partner in presenting this conference to help assessment and appraisal professionals see how they can work more effectively using technology.

The four-day program will feature comprehensive education, networking, and professional development. Sessions include a keynote presentation by Fred Calef, the Geospatial Information Scientist for the NASA Mars Science Laboratory (MSL) at the Jet Propulsion Laboratory in Pasadena, California.

Known as the “Keeper of the Maps” for MSL, Calef maintains the GIS base map containing MSL science data and provides a geospatial reference for all data products related to “hard targets” (i.e., rocks) analyzed by the MSL rover.

He is also responsible for geospatial products, such as geologic maps, traverse paths, and surface roughness, for the MSL rover planners.

In addition to his background in Earth and Mars geology, he has extensive experience with Esri and other GIS tools.

The plenary program, “36 Million Documents and Maps that Tell the Story of the Public Lands of Texas,” will review how the Texas Land Office maintains its historical documents and maps, and how GIS and other interactive tools are used to provide access to Texas history to furnish diverse customer groups with the information they need.

In another GIS program, “Assessment Performance Reporting Improving Ratio Studies with GIS and Geostatistics,” Paul Bidanset, IAAO Valuation Research Project Manager, and Daniel J. Fasteen, Ph.D., CAMA & Systems Manager of Dakota County Assessing Services, will demonstrate the power and relevance of GIS.

This workshop will equip technical staff with the understanding of how to carry it out. Bidanset and Fasteen will review how GIS is used in small, medium, and large government jurisdictions to improve valuation fairness, equitability, and defensibility.

The conference will take place at the Hyatt Regency Houston in the city’s downtown.

To register, go to www.iaao.org/gis2018.
IAAO expands technical assistance with new entity

For more than 80 years, IAAO has provided objective and insightful advice to property assessment and taxation jurisdictions around the world. As they face various budget challenges and increasing numbers of properties to appraise, many jurisdictions find themselves in need of assistance.

In many past Technical Assistance projects, jurisdictions sought the expertise of IAAO, as the leading tax assessment and administration body, to highlight areas for improvement and to coordinate projects for solving problems.

Because of an increased volume of technical assistance requests, in 2017 the Executive Board determined that the technical services offered by the association should be updated and expanded. As a result, the board has formed IAAO Professional Consulting Services, LLC (PCS).

PCS offers solutions to complex assessment issues

The new entity is a wholly owned subsidiary of IAAO but is staffed by existing IAAO employees and consultants, including Charley Colatruglio, CAE, Professional Consulting Services Coordinator; Larry Clark, CAE, Director of Strategic Initiatives; and Paul Bidanset, Valuation Research Project Manager.

Based on a deep and objective understanding of the assessment challenges confronting property tax practitioners, PCS provides professional consulting worldwide. In completing projects, IAAO works with a number of individual IAAO members or business partners.

“In addition to the traditional requests IAAO has received, the association is reaching out to jurisdictions that may need assistance to inform them about our services,” said Executive Director Ron Worth.

“By taking part in World Bank and other international events, we have also made a number of connections for potential future projects.”

Recently completed projects

Business process changes and/or CAMA system implementation can greatly improve jurisdictions in managing their data and expediting their valuation procedures when properly aligned.

However, projects of this magnitude can have the opposite effect when inexperienced resources are used. PCS has had great success with such projects as described by the following past clients.

Recently, the assessment offices in Santa Fe (New Mexico) and Albermarle County (Virginia) requested that PCS review existing business processes, develop recommendations, and document policies and procedures based on industry standards.

Another example of a PCS project is its involvement with the Nova Scotia Department of Municipal Affairs to perform a technical audit to evaluate the valuation of property assessments of the Property Valuation Services Corporation. PCS also worked with the Sales Ratio Division, Department of Audits and Accounts, State of Georgia, to review its annual sales ratio study and provide recommendations for improvement.

Todd Paschal, Director of Georgia’s Sales Ratio Division, said, “Its impact will also be widespread across the counties in Georgia.”

“Representatives from the 159 counties should gain some very
good independent training just by reading the IAAO discussions throughout this report.  

PCS can not only support jurisdictions with plans for improving assessment practices and provide project management, quality control, and tax policy consulting services, but also help build political support for reforms that have been well implemented elsewhere.

PCS consultants can speed the process by bringing together individuals with varied technical backgrounds to speak with one another, share technical concepts, and develop a consensus through pooled expertise.

**Services offered**

PCS can assist jurisdictions in many areas, including the following:

- **Tax policy and administration**—draft assessment legislation; define exemptions and credits; and evaluate the property tax burden.
- **Domestic resource mobilization**—develop or strengthen property-based tax systems. Lessons learned within established systems can be applied to either creating or strengthening the valuation, taxation, or collection functions within new systems.
- **Appraisal process and techniques**—develop guidelines for real and personal property valuation; evaluate manuals, cost schedules, mapping requisites, data systems, and assessment cycle; integrate GIS and CAMA systems; and benchmark existing systems and business processes to industry standards.
- **General assessment administration**—evaluate personnel requirements, systems, internal controls, and management procedures; determine resource availability; and develop RFPs.
- **Quality assurance**—enhance assessment standards, ratio studies, and revaluation processes.
- **Record maintenance**—analyze assessment and tax roll development and management, transition to a digital environment, and quality control.
- **Reappraisal program**—determine need for and method of implementation and whether an outside appraisal firm is required or whether remote sensing technology is needed.
- **Public education**—improve outreach programs and satisfaction surveys and streamline public access to assessment data.
- **Resource analysis**—study standards for selection, compensation, training and certification, candidate testing, examination development, staffing levels and resources, environmental contamination policies valuation applications, and best practices.
- **Mapping**—review compliance with standards and integration of digital mapping technology programs.

**International role**

As part of efforts to work with international organizations, in 2017 IAAO secured space in the National Association of Counties (NACo) building in Washington, D.C. In addition, it has access to conference rooms and other facilities for meetings.

“Washington is the primary place to meet with international organizations. Space in the NACo office allows IAAO to have a presence in Washington, making it easier to meet with those groups,” said Worth.

“As a number of developing countries institute or update their property tax systems, they need assistance, and IAAO’s participation in international events helps get IAAO noticed and contacted regarding potential projects,” Worth said.
The 38th IAAO Annual Legal Seminar was Dec. 7-8, 2017, at the Marriott Waterfront Hotel in Seattle. Attendees included lawyers and assessors from across North America.

**IAAO 38TH ANNUAL LEGAL SEMINAR**

A chance to better understand the trends

**BY HEATHER STEEL, MLS**

The Annual Legal Seminar took place on Seattle’s beautiful waterfront.

IAAO hosted the 38th Annual Legal Seminar Dec. 7–8, 2017, at the Marriott Waterfront hotel in Seattle.

Attendees from 29 states and one Canadian province met to further their understanding of legal trends in the assessment community.

Attendees enjoyed the unusually sunny weather and the short walk to Seattle’s downtown and its famous Pike Place Market.

The seminar featured presentations on property tax case law updates; developments in real property taxation; valuation of generation plants; appraisal of fee simple; leasehold and leased fee mineral rights and mining property; legal aspects of mass appraisal; law for appraisers; ethics in legal negotiations; restrictive covenants; burden of proof in assessment hearings; recruiting and retaining women, minorities, and the next generation; and big box challenges and the dark store theory.

The seminar was organized by the IAAO Legal Committee, chaired by lawyer Stephen Pelfrey. The 2017 IAAO president, Randy Ripperger, CAE, welcomed attendees to the seminar and recognized the other members of the Legal Committee: George Brown, Wayne Tenenbaum, Thomas Jaconetty, Edye McCarthy, and David Hibbard.

The event allows lawyers and assessors to meet and discuss legal issues and legal changes in the assessment world.
Ripperger said legal issue awareness is essential for day-to-day property assessment.

“Our members rely on sound legal principles that support the fundamentals of assessing property,” he said.

“The legal framework is important for accurate property valuation, assessment administration, and property tax policy. The Legal Seminar is a great forum for advancing legal education relating to the assessment process.

“This year’s seminar was well organized, the topics were important and timely, and the materials provided useful information that can be effectively used back home.”

To buy a copy of the printed proceedings and slide decks, contact the IAAO library at library@iaao.org. The cost is $100 for the set.

Next year’s seminar will be in Chicago. Attendees can earn between 12 and 14.4 hours of continuing legal education (depending on their state regulations) including up to 2.25 hours of ethics credit.

Mark your calendars for Dec. 13-14, 2018, and submit your abstracts to the Legal Task Force for consideration as a speaker no later than March 31, 2018.

You may submit your 200-word abstract and resume to the IAAO staff liaison, Heather Steel, at steel@iaao.org.

Heather Steel, MLS, is Research Librarian and Research Manager at IAAO.

“The Annual Legal Seminar is the best method I know to keep assessors and their attorneys up-to-date on current legal and appraisal issues facing the assessment profession. It also gives attendees advance notice of topics that are coming to their jurisdictions—even if these problem areas haven’t shown up yet. And the opportunity to network with and learn from colleagues from other jurisdictions is priceless!”

- Stephen Pelfrey, Legal Committee chair, 2017
Is IAAO providing value?

We’re using surveys to better understand, and then to meet, members’ wants and needs

BY LEANN RITTER

IAAO conducts surveys to understand more fully you, our members.

We take the information gathered, make decisions, develop programs, and provide information to best meet the needs of valuation professionals.

These surveys help IAAO gain clarity with what members want and need and create alignment with products and services.

IAAO contracted with McKinley Advisors, one of the leading professional research firms specializing in associations, to conduct surveys over a three-year period.

Four surveys are being conducted through 2018: New Member, Lapsed Member, Member Needs, and Professional Issues.

The McKinley Advisors surveys substantiated why people join IAAO. Consistently, the top four reasons are:

• To access professional development, education or training
• To earn or maintain IAAO professional designations or accreditation credentials
• To access information resources
• To enhance my professional profile

How is IAAO responding to provide value to the members?

To earn IAAO professional designations

IAAO is working to make professional designations more attractive, obtainable, and valuable. The Mass Appraisal Specialist (MAS) designation started in 2017.

This new designation, the first since 1995, proves both valuation and technical skill necessary for today’s advanced mass appraisal practices.

New alternatives were instituted for obtaining an IAAO designation for those without a bachelor’s degree.

Accelerated paths are being developed for holders of certain designations from the Appraisal Institute, American Society of Appraisers, and Appraisal Institute of Canada.

A Model Legislation Task Force has been developed to draft sample legislation that recognizes IAAO designations as the source of preeminent education for mass appraisers and that recommends this level of knowledge should/may be compensated for by local jurisdictions.

New library resources

New in 2018 is the IAAO Research Exchange. This resource will help IAAO manage and disseminate the growing universe of digital materials and provide a central place for members to find IAAO published research and to share resources.

To enhance my professional profile

IAAO works to help members invest in themselves. The 2016 Assessment Industry Compensation Survey, available on the IAAO website, provides analysis of the compensation of assessment professionals. It includes information on the most significant factors affecting career advancement and salary growth. Interestingly, IAAO designees earn nearly $2,000 yearly over non-designees.

An article in the June 2017 Fair & Equitable reported the compensation survey finding that 48 percent of respondents plan to retire within the next 10 years. The article focused on what the 52 percent can do to put themselves in position to succeed their supervisors.

IAAO maintains a Career Center, and open positions are posted by governmental entities as well as companies offering products and services to the assessment community. Also, there’s an opportunity for a complimentary resume review on the IAAO website.

The U40 Leadership Lab provides support and resources for members under 40. Innovation grant winners, for example, receive scholarships to attend the Annual Conference to present their unique ideas that have had a tangible and positive impact on processes and procedures in their jurisdictions.

Your opinions and feedback are important to IAAO. The data gathered helps IAAO make informed decisions. McKinley Advisors will be again conducting surveys for the IAAO in 2018. When you receive notice, we encourage you to take part.

Help guide IAAO’s future.

Leann Ritter is Special Projects Manager at IAAO.
BY CHRISTINE WAGNER, MPP

As anyone involved in assessing property value will tell you, data — especially trending data — is a key component to decision making and understanding the greater forces at play around you.

In much the same fashion, many associations rely on data in longitudinal formats to track progress and drive decision making at the highest levels. By requesting and analyzing member input, associations are able to more accurately answer important questions such as, “What do our members want?” and “How can we provide the highest value for our members?”

As member needs continue to shift, associations are increasingly looking to market research to ensure alignment, and IAAO is no exception.

IAAO partnered with McKinley Advisors, a strategic consulting firm for associations and societies. As a participant in McKinley’s Protocol for Association Research (PAR), a longitudinal research program, IAAO is trending its own member research and benchmarking key metrics against other professional associations and societies.

Over the last two years, you may remember being asked to participate in a survey regarding your experience with IAAO. Surveys from McKinley were distributed to members, including new members within their first three months of membership. The surveys were designed to collect overall sentiments across IAAO’s diverse member population.

Now, IAAO is using your responses to drive strategic decision making that will provide members with useful and high-quality benefits and resources as well as help shape the future of IAAO.

Why are you a member of IAAO?

To find out more about why people join IAAO, we asked members to identify their top reasons for their membership. The majority reported that they are members of IAAO to access professional development, education, or training, which is reflected through high readership of Fair + Equitable, Property Tax Assessment and Administration, access IAAO’s library and participation in IAAO events. Additionally, most members agree that IAAO is the leading source of education and training for assessment professionals and/or mass appraisal.

Excited about their new membership, new members expressed interest in enhancing their knowledge and understanding through participation in continuing education, improve their technical skills and stay up-to-date on information about their profession.

These top reasons for joining were echoed when we asked members to rate the importance of IAAO’s benefits. Members said that IAAO’s in-person courses, workshops and forums were the most important benefits. This was followed closely behind by IAAO’s resource library, the IAAO Marketplace and Fair + Equitable.

How satisfied are IAAO members?

All of McKinley’s member surveys include key performance indicator metrics to help gauge overall satisfaction of members. Tracking these metrics over time helps identify shifts in sentiments and helps the association keep a pulse on its membership.

So how does IAAO stack up? Overall, IAAO members report high levels of satisfaction, with 83 percent of current members reporting that they were “very satisfied” or “somewhat satisfied” with their membership on a five-point scale (higher than the association-wide average of 73 percent). We also calculated IAAO’s Net Promoter Score by asking members to answer, on an 11-point scale, how likely they are to recommend IAAO to a friend or colleague. Results from this question were used to calculate a score that falls on a scale from -100 to 100. IAAO scored a 23, compared to an association-wide average of 20. To put this into context, you can compare this score to companies that are known for excellent products and customer service. Costco has a score of 79, Nordstrom’s score is 75 and Southwest’s score is 66.

How do members perceive IAAO?

We found that members hold very positive views of IAAO and the role association has in their careers. Most current members agreed that they are proud of their IAAO membership and, when asked to provide the one word that best describes the role of IAAO in their career, the most frequently used words were “professionalism,” “information,” “education,” and “resource.” When we asked members to select words that described IAAO as an association, top answers were “respected,” “helpful,” “competent,” “effective” and “dependable.”

Where can IAAO improve?

An important part of reaching out to members and collecting this information is to also find areas where IAAO can improve their service to and support of members.

Armed with valuable feedback from the surveys, IAAO is poised to refine and enhance your member experience.

Christine Wagner, MPP, is Research Program Manager, McKinley Advisors.

Take the GIS survey

In response to industry-wide interest in geographic information system (GIS) technology, IAAO is conducting a 20-question online survey asking about operational uses of GIS tools within valuation offices.

The goal of the survey is to identify trends in order to provide you with better information and services. Compiled results from this survey will be shared with all IAAO members.

Those who complete the survey will be given a link to a free book from ESRI, our industry partner in this survey.

• Take the survey at www.surveymonkey.com/r/IAAOGIS
Nick Elmore is the Assessor for Jackson County, Mississippi, and he’s been in the office for over 17 years. The assessor’s job in Mississippi is an elected position, and it handles everything that has to do with the assessment function of the county. They’re responsible for budgeting, property valuation, and some tax management. “It’s pretty complex, and we’ve got a great group of folks here who serve in positions in Jackson County that I’m proud of,” Elmore said.

How did you get started as an assessor?

I began my career in retail. I had an area over three states that I was involved with. I completed an education in political science, which is what I really wanted to do. Then I noticed that the assessor’s office had a position open for an appraiser trainee … As it turns out, I actually really like the assessment office, so I’ve been here ever since and worked my way through the ranks.

What do you wish the public understood about what assessors do?

As an assessor, one of the things I wish people better understood is that there is a method and a reasoning behind our processes. Many folks think we go out there and just throw darts at a dartboard, but there’s a lot of math, there’s a lot of statistics, a lot of field data, and a lot of information that goes into what we do. We try very hard to complete the tasks that are required of us in a professional manner and an efficient manner. Being fair and equitable are always the No. 1 and No. 2 goals in an assessor’s office.

What is your biggest challenge as an assessor?

The biggest challenge I would say is probably information, getting information out to the public in a way that they can digest and understand, conveying what’s about to come up, or what has occurred. … We’re constantly trying to improve our communication with the public and I would say that’s the biggest obstacle.

How important are the IAAO designations?

… Having a designation lends credence to your work. It demonstrates your commitment to furthering your education and to trying to become a better appraiser all the time. … It’s a constant learning issue and anyone who’s obtained those designations obviously has made that commitment to education and furthering their career.

What would you say to someone who is considering joining IAAO?

I highly recommend it. Members here have a wealth of experience that they can draw from. The organization has a wealth of publications and documents that helps you every day in your life. The connections that you make with individuals from around the world is a special thing that allows you to further your education, further your experiences, and hopefully do a better job in your jurisdiction.
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Data Man defeats the Antiquated Assessor!

Doing more without dramatically adding to a budget sounds impossible, but the Travis Central Appraisal District (CAD) is accomplishing that feat in Austin, Texas, and winning the 2017 IAAO Distinguished Assessment Jurisdiction Award.

BY KATE SMITH

With a model combining a variety of tools and technology advances for maximum impact, the Travis CAD found a way to embrace Data Man and defeat the Antiquated Assessor, and they believe others can too.

Technology is increasingly important in the mass appraisal profession, but many offices feel stuck with the Antiquated Assessor mindset.

Travis CAD Chief Appraiser Marya Crigler said Data Man’s victory starts with vision and determination.

“One of the most important aspects of leveraging technology is having personnel with the vision, tenacity, and dedication to assist in the advancement of ideas and technology,” she said.

“It is the persistence and patience throughout the research and development process and beta testing that creates truly innovative, useful and superior tools.”

Over the past few years, the office has increased its use of a mobile field application that now shaves months off the time it used to take to complete a year cycle of data collection, review, and entry.

With that, Bluetooth-integrated laser measuring and sketch tools help appraisers get quick, accurate data to easily capture measurements and create drawings in the mobile application without manually compiling and sketching details.

Complex properties can be processed in 15 minutes instead of an hour. For properties where field work is difficult, data are enhanced by aerial photography.

Travis CAD also developed a class calculator in the mobile app to make property classification more uniform as well as worked with its IT department on updating data protection and network security.

Appraisal and technology staff are seeing remarkable shifts in what they are able to accomplish, how they can accomplish it, and how they can make it happen without an overall budget increase.

Achieving all this required a willingness to dive in and commit to the process with the later return-on-investment in mind. Crigler said her office had upfront costs of $195,740 for the new technologies, but it has seen a long-term ROI of $306,432 annually.

A staff with vision and resolve “has allowed us to increase our efficiency utilizing 24 percent fewer appraiser resources ... We have been able to reallocate those resources to tackle other big-picture projects that will dramatically improve our data integrity, valuation models and a level of market analysis previously unattainable without increasing overall staff levels,” Crigler said.

In addition to the incredible savings in time and personnel gained from these projects, the office has seen benefits in consistency and defensibility in valuations as well.

One example is the class calculator, which helps eliminate potential subjectivity to ensure property and improvements are classified the same way by every assessor, regardless of experience level or personal preferences.

Another example is aerial imagery. Crigler said collecting “previously unattainable data for difficult-to-access luxury and waterfront properties has not only increased the accuracy of the valuation of these properties, but has also made the value defense in appeals hearings of these properties even more successful as the images themselves serve as high-resolution evidence.”

Seeing the benefits these changes made to the office, Travis CAD wants to encourage other jurisdictions to
pursue similar improvements. Data Man appeared at the 2017 IAAO Annual Conference where he defeated the Antiquated Assessor in the “Using Technology in Data Collection” session. The Travis CAD also received the 2017 Distinguished Assessment Jurisdiction Award at the conference in recognition of its work.

“The recognition from IAAO of the Distinguished Assessment Jurisdiction Award for our accomplishments gives confidence to our taxing units and taxpayers that our CAD is striving to provide excellent service to all of our stakeholders. The staff is able to take great pride in the recognition of their efforts, and this improves staff morale and provides motivation to continue to innovate,” Crigler said.

Crigler and her team hope that winning such a prestigious award and sharing information will inspire more offices to reach new heights of efficiency and effectiveness where the Antiquated Assessor is no match for Data Man and the power of technology.

Kate Smith is Marketing Coordinator at IAAO

BY THE NUMBERS

• Time needed to conduct 34,000 field inspections before mobile assessment implementation

32 weeks

• Time needed to conduct 34,000 field inspections after mobile assessment implementation

16 weeks

• Average time taken to measure, sketch, and complete data entry of a residential improvement with paper tape and graph paper

60 minutes

• Average time taken to measure, sketch, and complete data entry of a residential improvement with laser measuring, sketching and mobile assessment

15 minutes

2018 IAAO Awards nominations are due May 1. Submit for an award at www.iaao.org/awards.
We went to build a soccer field ...

But came home with so much more

And as I wrote then, I love structure. I celebrate routine and look forward to not only making lists, but checking off the completed items. My comfort zone, while a bit larger since my 2016 trip to Nicaragua, is still small and extremely comfortable.

The Clark County Assessor’s Office local host committee read my article in F&E and decided to adopt Make Your Own Ball Day (MYOBD) as the official charity for the 2017 Annual Conference in Las Vegas.

MYOBD was founded in 2013 by Mark Spiegel, my son. Its mission is to use a ball to help kids create, connect, give, appreciate and play. MYOBD is passionate about equipping and helping under-served children, all around the world, play the game they love. MYOBD works with partner organizations to find opportunities to help kids by building safe places to play. The vision of MYOBD is a world where every kid — regardless of living conditions — has the tools and power to play.

IAAO teamed up with MYOBD to raise money to build soccer fields in Malawi, Africa, and Gary, Indiana.

Two MYOBD representatives, Nick Joson and Max McLaughlin, were on site at the IAAO conference in Las Vegas and had the opportunity to meet many IAAO members. They were blown away by the huge hearts and incredible generosity shown by the local host committee and conference attendees. Through creative fundraising, a raffle, a charity golf tournament and many generous donations, almost $10,000 was raised in support of MYOBD’s next initiative.

One of the take-aways from my earlier Nicaragua adventure was to get outside of my “comfort zone,” so on Dec. 2, 2017, I got WAY out of my comfort zone and joined 16 other “world changers” and

I’m Jean Spiegel and I have been with IAAO for more than 12 years in the Professional Development Department. I wrote an article for the May 2016 issue of the Fair & Equitable titled, “How My Son and Soccer Got Me Out of My Comfort Zone.”

Photos by Kendall McQuay and Nick Joson
traveled to Malawi to build a soccer field.

Malawi is in southeast Africa and is one of the poorest countries in the world. It is also known as the Warm Heart of Africa because of the kindness and friendliness of its people.

After a 2.5-hour flight from Kansas City to Atlanta, a 15-hour flight from Atlanta to Johannesburg, a two-hour flight from Johannesburg to Lilongwe (the capital of Malawi) and a seven-hour bus ride to Chituka Village in Nkhata Bay, we were finally there!

Our home, for the next six days, would be the Sambani Lodge. We were welcomed by a sweet staff, some of the biggest bugs I’ve ever seen, and an enormous iguana living right outside my room.

We learned a lesson on our first full day in Malawi: We were not in the United States and we needed to be both flexible and patient: THIS IS AFRICA (TIA).

We take so much for granted in the United States; case in point is the fact that electricity is always there when you need it. In Malawi, just 90 percent of the residents have the luxury of electrical power and even then, they experience frequent outages. When we arrived in Lilongwe, the country was experiencing the first of many power outages.

After three days of traveling, we were ready to begin construction on the soccer field.

But wait, TIA, and the heavy machinery we needed to excavate the land had been redirected to help...
restore the country’s power. Hello flexibility, and welcome to Plan B.

Nothing had prepared our team for the TIA way of doing things. We went to Malawi to build a soccer field and had yet to even dig a hole. As a group, we were used to meeting deadlines, navigating overbooked schedules and checking things off our lists, so this TIA way of life was extremely frustrating. But there were no other options, so we practiced our flexibility and patience.

As the week moved on, Plan B would quickly become Plan A as we came to the realization that the earliest the field work could begin would be Saturday, Dec. 9 ... The same day many of us were scheduled to return to the United States.

Plan B turned out to be scarier, and at times more difficult, than our original plan. The wonderful thing about Plan B is you know what to expect, it is documented and thought out.

Plan B, on the other hand, carries unknowns and surprises. Below are several of the activities and experiences that were the direct result of embracing Plan B:

Visits to a nearby primary school (grades 1-8) to tour their building, meet unforgettable children and teachers and participate in a reading program. We discovered that:

• The Malawian people are beautiful and joyful.
• Attendance at school is not required by the state, so many children are kept home to help with chores.
• Student-teacher ratio can be as high as 100 students to one teacher.
• Over 71 percent of Malawians live in extreme poverty.
• Only 35 percent of children in Malawi complete primary school.
• “Frosty the Snow Man” is probably not the best book to bring to Malawi to share.

Visits to a nearby secondary school (grades 9-12) to tour their building, play soccer, and share details of daily life and dreams. We learned that:

• The school library has few books and the ones they have are extremely dated.
• The computer lab has no computers.

Visit to a nearby school for the hearing impaired (grades 1-12) to meet the students. We discovered that:

• The stigma for parents of special needs children can result in lowering a family’s status within the community, and in extreme situations, lead to abandonment.
• Chickens are raised at the school to ensure the students have food.

Visit to private secondary school for girls (grades 9-12) to meet the students, distribute soccer gear and discuss the opportunities available for women if they stay in school. We learned that:

• Over 200 students were mesmerized...
with a presentation by members of Butler University women’s soccer team as they shared their story of pursuing a college degree and playing soccer at the same time.

• Many girls drop out of school due to young marriage, pregnancy, and contracting HIV/AIDS.

• Only 14 percent of adult females in Malawi obtain at least a secondary education, compared to 24 percent of males.

Soccer clinics where put on every afternoon, some of them with over 400 attendees, to demonstrate skills and provide local coaches with some much-needed assistance. We discovered that:

• Children scavenge through garbage heaps to find pieces of plastic to make makeshift soccer balls.

• Soccer is a universal language and can quickly connect complete strangers.

Each evening we would have “circle time” to discuss the day … what worked, what didn’t, what we enjoyed, what broke our hearts and “shout outs” to individuals who made a difference.

One night, after a particularly long day, we had a discussion about the frustration of traveling to Malawi to build a soccer field and the fact that we had yet to even dig a hole.

Many felt that this was not the trip we had signed up for. But an interesting thing happened. The more we shared, the more we agreed that if we had spent all our time doing manual labor on the field, we would have missed the many opportunities we had to see Malawi through the eyes (and smiles) of its greatest resource, its people.

As we traveled back to the United States, we accepted the fact that we did not accomplish our ultimate goal. We had gone to Malawi to build a soccer field, but received so much more because of our Plan B experiences.

I am confident that the soccer field will be built, the donations will make a difference to our new friends in Malawi, and we will be forever changed because of our journey.

My thanks again to the 2017 Annual Conference Local Host Committee and all who donated to MYOBD. I have never been prouder to be associated with IAAO.

Please remember, “Unless someone like you cares a whole awful lot, nothing is going to get better. It’s not!” – Dr. Seuss

As IAAO moves into the future, I challenge each of you to step out of your comfort zone every so often … and even consider that Plan B may be an opportunity rather than a setback.

• If you would like to know more about Make Your Own Ball Day or would like to be part of building the next field, visit myobd.org.
ERIC J. BJORN, RES, Manager, Commercial Appraisal for the Lake County (Florida) Property Appraiser’s Office, earned the Residential Evaluation Specialist designation in December. Bjorn began in the profession as a fee appraiser in 1991 before joining the appraiser’s office in 1997. He has been a State Certified General Appraiser in Florida since 1995 and an active IAAO member since 1999.

STEPHEN BRIAR CONNER, RES, District Appraiser for the Johnson County (Kansas) Appraiser’s Office, earned the Residential Evaluation Specialist designation in December. Conner holds a bachelor’s degree in social science/economics from Kansas State University and a Graduate Certificate in GIS from the University of Missouri-Kansas City (UMKC). He also holds the Residential Mass Appraiser designation from the Kansas Department of Revenue and is working on his Master in Arts in Economics at UMKC.

VICTOR “STEVE” EDWARDS, RES, Real Estate Analyst for the Office of the Assessor of Real Estate, City of Hampton, Virginia, earned the Residential Evaluation Specialist designation in December. Edwards began his appraisal career in 1995 as a fee appraiser and his assessment career in 1998 with the City of Suffolk, Virginia. He holds a Bachelor of Science in business administration with an emphasis in real estate finance, investment and valuation from Old Dominion University and a certified residential appraiser’s license with the State of Virginia.

ANTHONY FANDEL, RES, District Appraiser for the Johnson County (Kansas) Appraiser’s Office, earned the Residential Evaluation Specialist designation in December. Fandel began his assessment career in that office in July 2012. He holds a Bachelor of Science in marketing from Iowa State University and the Registered Mass Appraisers (RMA) designation from the State of Kansas Department of Revenue.

ERWVING L. BAILEY, RES, AAS, Commercial Appraiser Supervisor with Arlington County, Virginia, earned the Assessment Administration Specialist designation in December. Bailey has served that office for nine years. He holds a Master of Business Administration from Troy University and a Bachelor of Science in business administration from Auburn University.

GREER WELLS, AAS, Senior Analytic Appraiser with the Maricopa County (Arizona) Assessor’s Office, earned the Assessment Administration Specialist designation in December. Wells began her appraisal career in that office in July 2003. She holds a Bachelor of Science in technical management with emphasis in project management from DeVry University.

RICK RAPE, CAE, Senior Valuation Analyst for the Hillsborough County Florida Property Appraiser’s Office, earned the Certified Assessment Evaluator designation in December. Before joining this office, Rape worked 33 years as a fee appraiser and served 25 years as a special magistrate, hearing assessment appeals. He holds a Bachelor of Science in business administration in real estate and urban analysis from the University of Florida and the MAI designation from the Appraisal Institute.

+ OBITUARY

Timothy Ray “Tim” Sizemore

Tim Sizemore, 58, Mechanicsville, Virginia, passed away on Jan. 11, 2018.

He was a commercial appraiser for the County of Henrico Finance Department for more than 30 years.

Tim was born May 10, 1959, in Hampton, Virginia. He graduated from Henrico High School in 1977 and earned an economics degree from Virginia Commonwealth University in 1982.

He loved traveling with his wife, Sandy, attending live music events, especially the blues. Tim and Sandy were fortunate enough to go to NFL, NBA, NHL, MLB, and college football games. They were members of the VCU Athletic Fund and VCU season ticket holders.

Besides his wife Sandy, Tim is survived by his mother, Eleanor Sizemore; a sister, Karen Traylor; and a special “Aunt Foy.”

A casual service was on Jan. 20 in Mechanicsville.
DIRECTOR OF ASSESSMENT
Citrus County (Fla.) Appraiser

This is a professional managerial and technical position responsible for insuring the property value roll is completed in an accurate and timely manner. Responsible for planning, coordinating and managing the operation of the Valuation Division which involves the assigning and reviewing of work within the real and tangible Departments. This is a critical role that serves customers, both internally and externally, by answering inquiries, resolving problems, fulfilling requests and determining requirements while displaying patience, attentiveness, clear communication, job knowledge and ability to use “positive language”. Guides assigned staff and accomplishes goals while maintaining quality control. Work is performed under the supervision of the Chief Deputy, under the guidance and oversight of the Property Appraiser.

Requirements

ESSENTIAL JOB FUNCTIONS AND QUALIFICATIONS:

- Plan, organize coordinate, and direct the activities of the mass appraisal and assessment of real and tangible property countywide. Including periodic analysis of readily available data, quality control on model calibration and review of other related pertinent data.
- Ensures Property values are just and equitable, comply with FL statutes, DOR rules & approval standards, and procedures and directives of the Property Appraiser’s office.
- Supervise the process of Value Adjustment Board petitions, defend or delegate staff as needed to appear before the VAB for all petitions filed. Act as backup contact for the Administrative Support staff on Value Adjustment Board petitions with the Clerk of Court office.
- Coordinate with the Property Appraiser, Review Appraiser and administrative support staff on all current and pending valuation litigation cases to provide responses and Testimony for all aspects of legal proceedings.
- Advanced knowledge of the proper application of all three recognized approaches to value and ability to apply them to arrive at just values that can be supported and defended.
- Must be pleasant, courteous, dependable and professional in dealing with the public and co-workers.
- Must have a good working knowledge of custom software applications, WORD, EXCEL, and Internet applications.
- Must be able to analyze complex and diverse information, arrive at timely conclusions and solve problems.
- Must have state certified general appraiser license.

EDUCATION AND EXPERIENCE:

Applicants must have a minimum of an Associate’s degree with an emphasis on public or business administration, property appraisal, property law, accounting, finance or a closely related field and ten years or more of progressively responsible work experience in the appraisal field performing a variety of residential and commercial assignments or, in a Property Appraiser’s performing progressively responsible mass appraisal work in commercial and residential values with regular public contact. A combination of public and private appraisal experience may be accepted. Preference will be given to applicants with more experience and education, including professional designations such as CAE or MAI.

Employment offers are contingent upon successful completion of a pre-employment background check, pre-employment physical, possession of a valid Florida Driver’s licenses. The Citrus County Property Appraiser’s office is an equal opportunity employer offering a full range of benefits. Benefits include Annual paid leave, 11 paid holidays, paid medical, dental, life, vision, disability insurance, plus social security. Retirement plan provided with 3% employee contribution.

Starting Salary And Application Process

$55,000-$75,000 (commensurate with experience and education).

The employment application can be found on our website at www.citruspa.org. Please submit application by email to rscalzi@citruspa.org or mail to Citrus County Property Appraiser, Attention: Rosa Scalzi, 210 N. Apopka Ave Suite 200 Inverness, FL 34450

IAAO Member Map of the Month

Maricopa County, AZ
http://go.esri.com/IAAO_Maricopa

The Maricopa County Parcel Viewer app gives quick access to ad valorem values and other parcel data. It helps staff and the public identify, classify, markup and improve the county’s data. When using in the field, the mobile device GPS is enabled adding additional efficiencies.

Map sponsored by http://go.esri.com/Tax-and-Assessment
ANALYST/APPRAISER
Smith County (Texas) Appraisal District

Requirements
QUALIFICATIONS:
Complete training to understand computer assisted appraisal systems. Ability to communicate effectively with coworkers, supervisors, and the general public. Must be able to successfully complete Texas Department of Licensing and Regulation registration requirements and advancements.

REQUIRED EDUCATION AND EXPERIENCE:
College graduate, prefer graduate degree in statistics

SALARY AND BENEFITS:
Commensurate with experience and work history. Indicate current salary. Salary range: $53,000 - $63,000
Excellent benefits, Equal Opportunity Employer
Closing date: Until filled
SMITH COUNTY APPRAISAL DISTRICT
245 SSE Loop 323
Tyler, Texas  75702
Tel 903-510-8600
admina@scad.org
www.tedc.org

COMMERCIAL APPRAISER
Hamilton County (Ohio) Auditor

Description
Busy government office seeks a full time Commercial Appraiser. Successful candidate is a Certified General Appraiser in the State of Ohio, or in pursuit thereof.

Duties
Duties include writing and reviewing reports for real estate tax appeal cases and testimony before the Board of Revision, Board of Tax Appeals and Court of Common Pleas.

Requirements
Excellent communication, analytical and computer skills, a cooperative spirit of willingness to do field work in your own vehicle (with mileage reimbursement) required.

How to apply
Competitive salary and good benefits.
Send cover letter and resume with salary requirements and State of Ohio Certification Number to Hamilton County Auditor Dusty Rhodes, 138 E. Court St., Rm 304A Cincinnati, Ohio 45202. Attn: Amy Humphrey or email Humphrey at HRSSB@auditor.hamilton-co.org.
An Equal Opportunity Employer.

EVENTS
GIS/CAMA Technologies Conference
March 19–22
Houston

World Bank Land and Poverty Conference
March 19–23
Washington, D.C.

RICS Summit of the Americas
March 20
Miami
May 14
New York

International Research Symposium
April 5–6
Prague, Czech Republic

IAAO Executive Board Meeting
April 20–21
Albuquerque

Northeastern Regional Association of Assessing Officers Conference
April 29–May 3
Boston

Spring General Assembly of TEGoVA
May 17–19
Estoril, Portugal

Preparation and Trial of the Property Tax Assessment Appeal
June 7-8
Chapel Hill, North Carolina

IAAO Executive Board Meeting
July 13–14
Vancouver, Canada

IAAO Annual Conference
September 23–26
Minneapolis

TEAM Consulting can help. We can provide an MAI with extensive hospital valuation experience to ensure you get an accurate valuation on all your healthcare properties.
Contact Fred Chmura, AAS, at fchmura@teamconsulting.cc or call 860-974-1354.

Is hospital valuation making you ill?
The importance and use of Big Data for assessors will be the subject of a special series of four one-hour webinars that will be available free for IAOO members in the late spring and summer.

Big Data the big topic for new webinar series

The Big Data webinar series starts with Ricardo Aguil lar, Data Analyst at NACo presenting “1,000 County Indicators and More: Learn About NACo’s County Explorer Tool” on May 23.

On June 27, the Lincoln Institute of Land Policy will present a webinar on data available from LILP, followed by presentations on July 25 by Thomson Reuters, and on Aug. 22 by a representative of the U.S. Bureau of Economic Development.

The NACo County Explorer tool allows users to examine county data using a number of indicators and also comparisons to other counties and comparisons to median. Registration is open for the May 23 webinar and will open soon for the other Big Data webinar series. The special one-hour Big Data webinars are free for IAAO members and $45 for nonmembers.

For NACo’s winter update and more on its County Explorer tool, see page 7.

In addition to the Big Data series, IAAO will continue to offer monthly webinars.

Following a March 21 webinar on valuing agricultural land, IAAO’s monthly webinar will be a complimentary offering that kicks off the Big Data series.

The April 18 monthly webinar on “Using the Census Bureau’s American Community Survey for Assessment Officials,” will be presented by Gretchen Gooding, Survey Statistician, U.S. Census Bureau.

The American Community Survey (ACS) helps local officials, community leaders, and businesses understand the changes taking place in their communities, and it is the premier source for detailed population and housing information about the nation. The webinar will review how assessment officials can utilize the data from the survey.

Gus Martinez, Daniel Fresquez, Jessica Ulibarri, and Isaiah Romero, Assessors of the Santa Fe County Appraisers Office, will present “The Importance of Customer Service and Information Technology” on May 16.

Other monthly webinars confirmed for the remainder of 2018 include “Valuation of Underperforming Malls” on July 18 by Peter Korpacz, president, Korpacz Realty Advisors, Inc.; and “Developing Effective Age Models” on Oct. 17 by Errol Williams, Ph.D., Residential Valuation Specialist, Harris County Appraisal District.

The cost for the other monthly two-hour webinars are $45 for members and $90 for nonmembers, and will take place from noon to 2 p.m.

The Big Data one-hour webinars are free for IAAO members and $45 for nonmembers and will take place from noon to 1 pm.

Besides the newly scheduled webinars, copies of webinars from 2018 and 2017 are available from the IAAO Store.

Topics include “Excel Can Do That,” parts one and two; “Everything You Ever Wanted to Know About Modeling;” and “Fill ‘Er Up, Gas Station and C-Store Valuation Methods.”

To register, or for more information on the webinars, go to www.iaao.org/webinars.
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When the bond between government and citizens strengthen, communities become stronger, too, as everyone works together toward a common goal.

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