

FAIR+EQUITABLE

MAY/JUNE 2020 | VOLUME 18 | NUMBER 5

A publication of IAAO on appraisal and appraisal management, within the property assessment industry

COPING through a **PANDEMIC**

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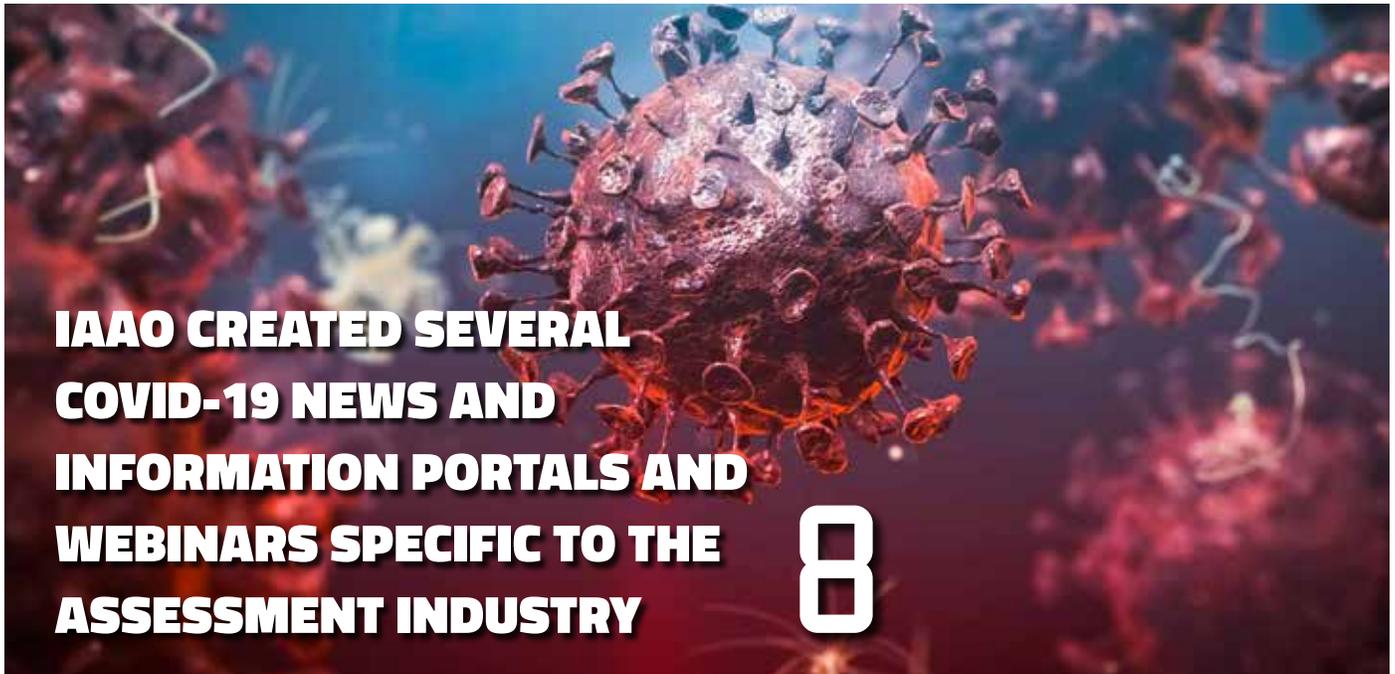
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ANOTHER TAX PROPERTY TAX SHAKEUP?

In November of 2020, Californians will once again go to the polls and possibly ignite a new national debate about property taxes with equally dramatic impacts as the Prop 13 initiative in 1978.



SO, YOU'RE THE NEW ASSESSOR

Congratulations. You have just become chief assessor, and it seems like a thousand things need to be done all at once. Well, calm down.



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

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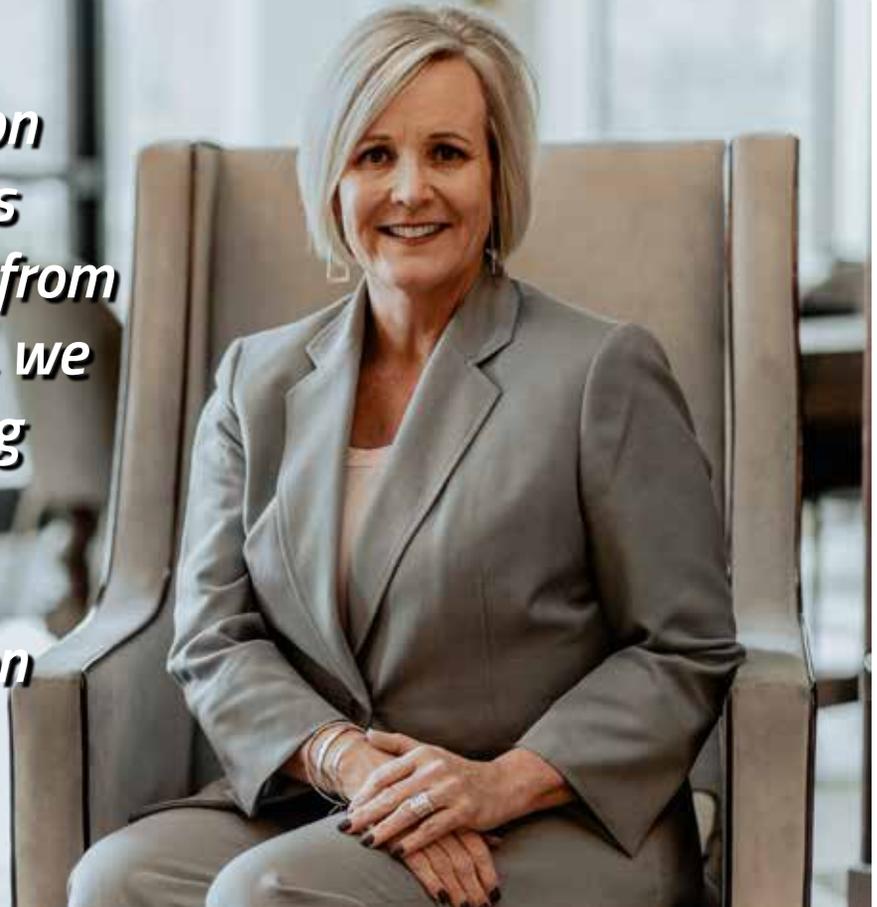
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A county cannot assess business personal property tax on video gaming equipment leased to an Indian-owned casino.

As an organization boasting members and stakeholders from all over the world, we have been working over the past few years to enhance our communication capabilities ...



AMY RASMUSSEN

IAAO President

Even though many of our earlier events have been canceled, planning continues for the 2020 Annual Conference in Denver, Aug. 30–Sept. 2.

Planning: *the act or process of making or carrying out plans.*

One of the many challenges with planning is anticipating what the environment will be when it is time to carry out the plans.

I'm sure that has proved to be true for all of us the last few months, hasn't it?

In early March, we started examining our annual events in the order in which they are held.

The circumstances with the pandemic were changing rapidly and frequently, and tough decisions had to be made.

As you know, we canceled the GIS Val/Tech Conference, the Emerging Leadership Summit, the International Research Symposium, and most recently the Prep & Trial Seminar.

While we are disappointed to cancel, we are exploring ways to include part of the ELS in the 2020 Annual Conference, hold the Prep & Trial Seminar in June of 2021, and reschedule the IRS in Copenhagen for a subsequent year.

The planning and preparation for a presidential year begin long before you step on the stage at Annual Conference to take the oath of office.

And anyone who knows me well, knows planning is one of the things I do best!

So I will admit this is not how I envisioned my presidential year. Many of you have reached out to tell me how badly you feel that the pandemic is affecting my year as President, and I am appreciative and humbled by your kindness.

President-Elect McHenry and I were talking recently, and we both agreed that when we asked for your support to be your President, it was because we wanted to serve the organization and our members. We wanted to contribute to what all of the great presidents before us started, and to keep IAAO strong, vibrant, and successful, and to ensure that we are an organization that our members can turn for guidance, resources, and assistance.

Did we anticipate that it would be during a pandemic? Uh ... NO!

But we chose to serve no matter what the situation. And that is exactly what every one of your 14 elected members of the Board of Directors has been doing, and that is what Ron and his entire staff have been doing.

I couldn't be prouder to be serving

“... without missing a beat, we were able to continue responding to members, maintain existing offerings, and create new services and programs.”

alongside each and every one of them at this time.

As an organization boasting members and stakeholders from all over the world, we have been working over the past few years to enhance our communication capabilities.

We have upgraded the technology at our headquarters in Kansas City, instituted multiple online versions of our major courses, established platforms to hold regular video conference calls with our partners, and allowed committee and task force chairs to report virtually during our board meetings.

All of these individual accomplishments benefited IAAO and made a big difference as offices started to close around the country, including the IAAO office in Kansas City.

Without missing a beat, we have been able to continue responding to members, maintain our existing offerings, and create new services and programs.

The staff at IAAO has been working diligently to provide opportunities to expand your knowledge.

Even though many of our earlier events have been canceled, planning continues for the 2020 Annual Conference in Denver, Aug. 30-Sept. 2.

The IAAO headquarters team is monitoring the situation in Denver and will decide by the end of June what the conference format will be.

I believe that within any crisis lies opportunity. So, we will have an Annual Conference in 2020! Whether it is in person, or we hold it virtually, or we get really creative and have a hybrid of them both, we will offer our members a conference experience. Because even during these uncertain times, the need for education, networking, and camaraderie continues.

Maybe even more so now.

New online self-study versions of Course 101 - Fundamentals of Real Property Appraisal and Course 331 - Mass Appraisal Practices & Procedures were recently released. In addition, Course 201 - Appraisal of Land and Course 112 - Income Approach to Valuation II were offered as “live online” courses, which includes the digital delivery of course materials, with an IAAO instructor and an online exam.

In addition to courses, IAAO is offering personalized training through screen sharing and video conferencing on R software, which is used for modeling and spatial analysis. Paul Bidanset, IAAO Valuation Research Project Manager, who has presented at many IAAO and industry events on modeling and other topics, will be providing the training. You can learn R, using real data from your jurisdiction or with data supplied by IAAO.

You will find an abundance of valuable information in this issue of F+E.

There is a timely article by Peter Korpacz on finding the cap rate in the COVID-19 environment, the first in a two-part series on the Prop 13 shake-up in California, and a great article by Larry Clark intended to assist new assessors.

Don't forget to check out the schedule of events for the Annual Conference, and if you are so inclined, there is information on running for the Board of Directors this fall.

We are here to help, and encourage you to contact us.

We WILL get through this ... together!

If you want to go fast, go alone. If you want to go far, go together.

— Amy Rasmussen

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National + International Press

COMPILED BY KEITH ROBISON

UNITED STATES

A wave of 'dark' stores could open across the U.S. as governments lift restrictions on nonessential businesses

As U.S. officials weigh lifting social distancing measures, some governments are easing restrictions by allowing nonessential businesses to reopen as "dark" stores that provide service only through drive-thrus, curbside pickup, or delivery.

This means florists, clothing stores, furniture outlets, and other nonessential businesses can reopen as long as they don't allow customers inside their stores. Shoppers must instead order items online for curbside pickup or delivery.

Texas and Mississippi are among the states that are allowing nonessential businesses to resume operations under a "dark" store format.

Mississippi Gov. Tate Reeves in late April amended a statewide shelter-in-place order to allow retail sales by nonessential businesses limited to drive-thru, curbside, and/or delivery.

He said lifting the restrictions on nonessential sales could help ease some economic pain for small businesses and reduce crowding in big-box stores like Walmart.

"Everyone is crowding big-box retailers," Reeves said. "I wish this wasn't true, but we know not everyone is just buying groceries or medical supplies. That's just a reality.

"If we can allow Mississippi's small businesses to do sales in a safe way we can get some of those people out of the Walmart," he continued. "We can spread out more. We can actually make more people more safe."

"Dark" stores and restaurants were popping up across the U.S. long before the coronavirus pandemic to help manage the growing demand for online orders. Within the restaurant industry, the concept is more commonly referred to as "ghost kitchens."

Some analysts and retail experts are predicting that the pandemic will permanently shift more spending online. This could drive up demand for even more dark stores as pandemic concerns persist.

— *businessinsider.com*

WISCONSIN

For the first time, Milwaukee property values are higher than they were before the 2008 recession

Property values have increased significantly in the city of Milwaukee, the assessor's office said Friday in announcing that the 2020 revaluation had been completed.

"Milwaukee's tax base — before adding manufacturing property — rose to \$30.5 billion, up by more than 9% over the previous year. Residential values are up by 11.95%; commercial property is up 5.33%," according to a statement from the assessor's office.

The office said that for the first time, the value of residential and commercial properties together is greater than the combined values before the 2008 financial collapse.

All of the city's 15 aldermanic districts saw assessments rise.

— *Alison Durr | jsonline.com*

UNITED STATES

Amazon looking to lease distressed retail for its expanding grocery play

Amazon is ramping up its efforts to lease retail real estate for its in-works physical grocery store concept, which will be larger than existing Amazon Go cashierless stores and carry a wider variety of merchandise.

Amazon has inked agreements-in-principle with an unidentified REIT for "dozens and dozens" of leases nationwide, S&P Global reports, citing Brick Meets Click Chief Architect Bill Bishop.

In such a scenario, Amazon would presumably be negotiating from a position of even more strength, considering the stress that the retail market is under because of the coronavirus pandemic.

Late last year, Amazon kicked off its effort to develop larger grocery stores (apart from Whole Foods), signing as many as 12 leases in the Los Angeles area and targeting other sites in Chicago and Philadelphia.

The first of its new-line grocery stores, in Woodland Hills, California, is in a 35,000-square-foot space vacated by Toys R Us. The store opened earlier in April, but not as a conventional grocery store.

Instead, it is being used temporarily to fulfill online orders, CBS reports. Amazon remains committed to developing a physical presence, Amazon Senior Vice President of Global Corporate Affairs Jay Carney said during a Walker & Dunlop webcast.

— *Bisnow.com*

UNITED STATES

More than half of mall-based department stores could close in two years

Although the retail shutdown mandated by the COVID-19 pandemic has been temporary and some nonessential retail will be reopening in a matter of days, the outbreak is nevertheless hastening the decline of many department stores and the malls they're in.

Notably, it's not so much the decline that is unexpected, but its speed. "We've been concerned about the department store industry for a while, and so this is not new news that these operators are struggling," said Vince Tibone, a retail specialist with the Green Street Advisors research group.

"But I think what we're going to see is a lot of disruption we were expecting over the next five to 10 years being pulled forward to the next two years."

Shopping centers with small, local businesses like restaurants or nail salons and full-price apparel are apt to struggle, he said. Traditional malls,



Clarke Quay in Singapore

where both department store anchors and many in-line specialty retail tenants sell mostly clothing and accessories, will likely “be even more impacted because of that dependence on apparel.”

While worry has been focused on rents, which many retailers have said they will skip at least for April when stores were closed, the pandemic will likely do more damage than that, he warned.

“Our high-level view in retail is that there’s going to be a lot of investor focus on the near term and how much rent you’re collecting in the second quarter, but in the grand scheme of things that’s not the most important driver of long-term value,” he said. “What’s much more significant is how much occupancy you’re going to lose along the way in the form of tenant bankruptcies, and how many tenants will see their rent-paying ability impaired for the long run as a result of COVID.”

The most vulnerable malls are those that have already lost anchor tenants like Sears, with others likely closing soon, he also said. Macy’s also had

plans, even before the outbreak, to permanently close 125 stores in the next three years, most in declining malls.

— *retaildive.com*

SINGAPORE

Landlords must pass tax rebates on to tenants in a timely manner

Property owners will have to pass on the property tax rebates received to their tenants in the form of monetary payment or reduction in rentals in a timely manner and without conditions, National Development Minister Lawrence Wong said in Parliament, introducing new legislation meant to ensure support measures reach the intended recipients.

He said that some property owners are already passing on the rebate to tenants — in some cases reducing rents by larger than the quantum of the rebate — but he said the government has received feedback from tenants of

property owners that have yet to do so.

To help businesses affected by the Covid-19 pandemic, owners of non-residential properties are granted the property tax rebate of 30 percent, 60 percent or 100 percent depending on the nature of the property.

A 100 per cent property tax rebate will work out to slightly more than one month of rent for most properties, Wong said.

A section of the Covid-19 (Temporary Measures) Bill requires the property owner to pass on the full amount of property tax rebate attributable to a rented property to tenants in a timely manner, either by making a cash payment or by offsetting future payments.

Property owners are also prohibited from imposing conditions when passing on the rebate. Property owners must keep records that they have passed on the benefits and they have done so.

Failure to properly pass on the rebate or to keep a proper record is also an offense, Wong stressed.

— *Grace Leong | The Straits Times*

BY SANDRA PATTERSON



Slot machines leased to Cherokee Nation casino ruled not taxable

A county cannot assess business personal property tax on video gaming equipment leased to an Indian-owned casino, the Oklahoma Supreme Court has ruled.

Even though the tax was charged to an out-of-state, non-Indian vendor, it still runs afoul of the federal law that limits state and local taxation of tribal gaming operations, the court held.

The federal statute, the Indian Gaming Regulatory Act, prohibits “states or any of their political subdivisions from imposing any tax, fee, charge, or other assessment upon an Indian tribe or upon any person or entity authorized by a tribe” that conducts casino gaming. A state can, however, recover the costs of enforcing state regulations.

The goal, according to the statute, is to provide a framework for casino operation that promotes “tribal economic development, self-sufficiency, and strong tribal governments.”

The law also is meant to protect a tribe’s ability to generate revenue through gaming.

The county claimed that IGRA wasn’t intended to preempt local taxation of gaming equipment when other business personal property would be subject to tax. The county contended that ownership of the equipment was tangential to the gaming activities that IGRA regulates.

The county based its argument on a similar case involving non-Indian gaming-equipment suppliers and Indian-owned casinos in Connecticut. In that case, the U.S. Court of Appeals determined that “mere ownership of slot machines by the vendors does not qualify as gaming, and taxing such ownership therefore does not interfere with the governance of gaming.”

The county further argued that taxing the equipment was necessary to ensure uniformity in taxation. The county maintained that the personal property taxes on the gaming equipment funded services provided throughout the county.

The court said it was a mistake to focus on the ownership of the property separate from the property itself when the only reason the equipment was in Oklahoma was for use in an Indian-owned casino.

While ownership of gaming equipment does not automatically subject it to IGRA, the court said, when that equipment is used exclusively in a tribal gaming operation, it is “inextricably intertwined” with IGRA-regulated gaming activities.

The terms of IGRA also are implicated because the tribe and its gaming operation bear the burden of the tax, even if indirectly, the court said. Among the costs the company considers in setting

its lease fees are the county taxes it must pay.

A more serious consequence, however, is that the county is permitted by state law to seize the video gaming machines in the casino if the leasing company fails to pay the tax, the court stated. Such an action would not only violate tribal sovereignty but have a significant deleterious effect on casino revenues.

Moreover, the tax appears to serve only as a means to build the county’s general revenues. The county can’t point to any regulatory activities the tax subsidizes as the IGRA requires, the court said. It also has not shown how the equipment company benefits, while on tribal land or off, from the county services its tax dollars finance.

In terms of uniformity, Oklahoma law already permits tax exemptions for property used for specific purposes, the court said. Religious and charitable exemptions are two examples. Use also must be considered when calculating the fair market value of certain properties.

Requiring the county to determine use of video gaming equipment is not “an unfair burden on its enforcement of tax laws,” the court stated.

(Video Gaming Technologies v. Rogers County Board of Tax Roll Corrections, Supreme Court of Oklahoma, 2019 OK 83, December 17, 2019; Mashantucket Pequot Tribe v. Ledyard, U.S. Court of Appeals for the Second Circuit, Docket Nos. 12-1727-cv(L), 12-1735-cv(CON), July 15, 2013; Indian Gaming Regulatory Act, 25 U.S.C. §§2701-2721 (2018))

Court: Extended-stay lodging is not residential use

A property that rents rooms for both short- and long-term stays was a hotel and not residential property, the Indiana Tax Court ruled.

The structure of the building, not the number of days a room is continuously occupied, determines the property's use, the court said.

At stake was whether the building qualified for the 3 percent tax cap on hotels or the 2 percent cap on residential property.

The building contains 124 furnished, one-room units. Each unit features a kitchenette with a full-size refrigerator, cook-top, and dining table. A laundry room is provided for guest use.

The taxpayer argued that the portion of the building rented for stays longer than 30 days should be considered in residential use.

In 2013, the first year under appeal, 4.74 percent of the rooms were rented for longer than 30 days.

By 2016, the last year in the case, the percentage was 43.42.

The court said the definition of hotel does not depend on the length of stay. It only requires that the property provide lodging for transient guests. Properties defined as hotels are specifically excluded by statute from residential status, the court said.

The evidence shows that management didn't treat those staying 30 days or more any differently than overnight or shorter-term guests, the court said. It didn't set aside specific rooms for long-term stays. It didn't designate certain amenities for longer-term occupants. Significantly, it didn't require a lease when rooms were booked for more than 30 days.

There also is no evidence, the court said, that long-term occupants used the property's address for such residential purposes as receiving mail, registering to vote, or obtaining a driver's license.

(Buckeye Hospitality DuPont LLC v. Allen County Assessor, Indiana Tax Court, No. 19T-TA-00011, February 28, 2020)



City-run community daycare is not exempt public service

A fee-based daycare center that a Wyoming town operated for its residents was not eligible for a property tax exemption. The state supreme court ruled that providing daycare did not qualify as a governmental purpose.

The town opened the center in the 1970s because it saw a need for daycare services but no private-sector company interested in providing them.

Several private companies opened daycare centers in the intervening years, but all eventually went out of business. In 2015, yet another private company began offering daycare services. At the time, the city discussed closing its center but decided against it considering the failure rate of past daycare operators.

The town argued that the town-run center had been filling a gap that had not been consistently filled by the private sector. The town stated that although the center charges a fee for its services, it does not make a profit. Nor was it intended to, the town said.

The town contended that providing a safe and educational place for children was part of the governmental function of public safety.

The court said that no matter how laudable it may be for the town to offer daycare services or how important to the community they may be, they still do not qualify as a governmental function.

The test, the court said, is whether an activity is mandated by statute or if the service is offered without charge, supported by tax revenue, and conducted for the general public welfare or enjoyment. Then the property used for this activity serves a governmental purpose and is exempt.

If, on the other hand, the activity is one normally offered by private, for-profit businesses and if the town charges a fee for those services, then the town is acting in a proprietary manner.

Any property used for those activities is not exempt.

The daycare center meets none of the criteria that qualify for a governmental purpose and all of the criteria that indicate a proprietary purpose, the court said.

(Eisele v. Town of Pine Bluffs, Wyoming Supreme Court, No. 19-0037, February 19, 2020)



COVID-19 resources for assessors

While there is plenty of information about the coronavirus pandemic out there, IAAO created several news and information portals and webinars specific to the assessment industry.

IAAO staff expanded information compiled from the National Association of Counties, and posted to the IAAO website a [wealth of resources](#) on navigating through the uncharted waters of COVID-19.

The information can be found on the IAAO website under “Resources,” then “Online Resources,” then “COVID-19 Resources” on the fly-out menu.

There you’ll find an exhaustive list of web links, from health and safety to working from home, to transportation, to personal finance.

The website was created as a starting point to provide information to members, and we are hopeful participants can add additional resources and suggestions, plus questions on situations they are dealing with to get responses and potential options.

In late April, IAAO conducted a free webinar for members called “[Assessing COVID-19: What You Need to Know](#),” featuring speakers Tim Wilmath, Palm

Beach (Florida) County Property Appraiser’s Office; Marc Moffitt, Denton (Texas) Central Appraisal District, and N. Joel Moser, Esq., Bernstein Shur Sawyer & Nelson. The webinar was hosted by IAAO’s Erin Eades and Sarah Noakes.

The three panelists shared information on how the pandemic could affect real estate values in 2020 and 2021, analysis of market segments, how to successfully work and manage a remote-based office while still meeting the needs of taxpayers, and the post-COVID-19 legal horizon.

Shaun York, IAAO Technology Manager, said the webinar set an IAAO webinar record with 914 registrations and 768 live participants.

John Wright, AAS, Tulsa County (Oklahoma) Assessor, watched the webinar and said it was good to know that others are working through the same issues as he and his staff.

“It felt like an encouraging half-time talk in the middle of a football game,” he said.

For anyone who missed it, the webinar [link](#) is available through the IAAO store at no charge.

“Our ability to quickly develop relevant webinars for our membership on a

variety of topics, relevant to what they are dealing with during COVID-19, has been a rewarding experience for all of us at the IAAO headquarters in Kansas City,” IAAO Executive Director Ron worth said.



Wright

“With registration numbers reaching over 900 this week on our latest webinar, and more than 3,000 in an industry webinar recently IAAO participated in, we believe our technology, subject matter experts, and KC IAAO Team have illustrated their skills and ability to meet the future challenges head-on.”

Another free webinar, called “[The Impact of History, and now COVID-19, on Each Generation and the Economy](#),” presented by Santa Clara, California, Assessor Larry Stone, is set for noon to 1:00 p.m. Central, Monday, May 18.

Stone will discuss how each generation was influenced by seminal historical moments, from the civil rights and

AND THE SURVEY SAYS ..

In addition to the news and webinar resources, IAAO recently completed a survey to get a feel for what members are going through during the pandemic.

41% Respondents are still working in their offices.

32% Respondents' offices are working remotely.

70% Believe their jurisdiction has the resources to support them in a work-from-home environment.

59% Respondents open to some form of online learning to fulfill continuing education needs.

anti-war movements of the 1960s to the end of the Cold War, 9/11, the Great Recession, and now, COVID-19.

He will also discuss the impact of the coronavirus on Silicon Valley's economy, which has been the greatest contributor to the United States' recovery from the Great Recession.

Besides the webinars, a new community was created for IAAO Connect called **IAAO COVID-19 Community** to help assessors and valuers around the world with issues regarding COVID-19.

The community is open to all assessors, valuers, and partners for sharing resources, ideas, and discussions. The community was created to encourage discussions on all topics regarding COVID-19 and how assessors and jurisdictions or organizations are dealing with it; however, we ask that participants leave political discussions for other communities.

MORE COVID-19 INFO

Finding the elusive cap rate in the real estate transaction market after the coronavirus pandemic is the biggest challenge commercial appraisers will face in coming months. And it permeates the entire global appraisal profession. By Peter Korpacz

PAGE 29

QUICK TIPS: WORKING FROM HOME

Here are a few tips on working from home, condensed from *Wired* magazine.

Get dressed

It's important to set boundaries. If you don't get ready for a workday, you're just at home, checking in with work. You should treat the workday like any other day at the office ... without the office part.

Have a dedicated work space

Don't work from the sofa or the futon. A clearly defined work area will help make it more likely that that's what actually happens there. It also helps you to disconnect when you're not working.

Get outside

It's easy to get locked in for the entire day. A change of scenery and some fresh air does the brain and body good.

Have the right setup

Little things like a good chair and adequate lighting add up to avoid back strain, eye strain, and atrophy.

Give some slack

The Slack app is more than just a project tool. It can help you keep in touch with coworkers and help to remind each other you're not just working all alone in a weird void. One thing many of us miss about the office is the camaraderie. Slack can help maintain sanity.

No TV!

Unless you're used to having a TV on all day at the office, don't turn it on at home. It's harder to filter out that background noise than you might think. If it's not on at the office, don't turn it on at home.

Snack time

It's going to happen. Maybe a lot. That walk to the fridge is great procrastination. Baby carrots are healthier than Oreos, and make for a nice, stress-relieving crunch.

Shut it down

The daily commute, even if it's through dense traffic and bad weather, makes for a separation between work and ... off work. Working from home has no such break. It's all the same continuum. Close all the work down at the end of the workday.

A Prop 13 shakeup?



Californians could spark another tax revolution

BY DAVID K. GINSBORG

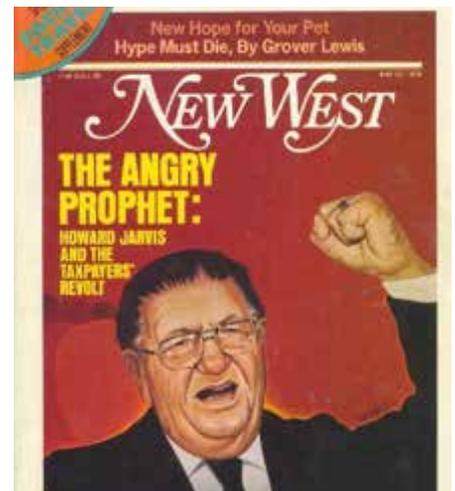
From Californians' very first ballot measure in 1911, which granted women the constitutional right to vote, Californians have wielded the statewide ballot initiative process to challenge and upend the status quo, often triggering a national debate.

Of course, the undisputed granddaddy of all initiatives nationally has been Proposition 13, which drastically changed California's property tax system; sparking what many political and business leaders described as a property

The first of two articles, this story describes a planned voter initiative that could turn the California property tax system on its head. This article focuses exclusively on the assessment aspects of this measure and does not address how much money might be generated or allocated.

tax revolution and others derided as "meat ax radicalism."

The state task force charged with implementing Proposition 13 noted that in addition to rolling back assessed values





Stone

on real property to their 1975 full cash value, the additional assessment limitations had created “unending controversy.”

In combination with Proposition 8, passed six months later to clean up Proposition 13,

the Constitution restricts increases to a maximum of 2% per year or the California Consumer Price Index, whichever is lower.

The report went on to note the annually adjusted value became, “the basis for assessment until such time as the property undergoes new construction, is purchased or otherwise changes ownership at which time such property is reappraised at its unrestricted, fair market value.”

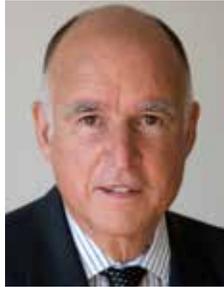
According to the official ballot arguments, the state legislative analyst’s office in 1978 predicted the measure would reduce property taxes by \$7 billion while the measure’s authors, Howard Jarvis and Paul Gann, estimated the loss to be closer to \$5 billion.

Recently, the Howard Jarvis Taxpayers Association has estimated that the total “savings” to taxpayers, since its passage, adds up to \$528 billion.

Love it, or hate it, Proposition 13 sparked a national debate.

Weeks after its passage, the *New York Times* published an article noting that there were, “citizen groups and conservative legislators working in at least 30 states to roll back property taxes with the ultimate objective of limiting government spending.”

While several were unsuccessful, and few were as sweeping as California’s Proposition 13, many credit the passage of Proposition 13 with assisting in



Brown

the election of President Ronald Reagan in 1980.

In November of 2020, Californians will once again go to the polls and possibly start a new national debate about property taxes with equally dramatic impacts, especially on California’s 58 independently elected county assessors.

Correcting a historic wrong?

For the past three years, a coalition of unions and teachers have teamed up with the California League of Women Voters, civil rights organizations, and progressive tax justice advocates, to qualify for the November 2020 statewide ballot a sweeping overhaul to Proposition 13.

It would require the reassessment of all commercial property to full market value every three years.

If California were a country, its economy would rank fifth in the world.

The non-partisan Legislative Analyst’s Office (LAO) found that the proposal would increase taxes on many businesses; calling the effect on the state economy “uncertain.”

“California is the Amazon of retailers and has been the undisputed national leader driving economic prosperity; an overhaul of this magnitude may be felt beyond California,” said Silicon Valley’s Assessor Larry Stone and Chair of the California Assessors Association (CAA) Ad Hoc Committee on Split Roll.

“For assessors, who will be at the tip of the spear tasked with implementing it, this ballot measure is a ticking time bomb. It would not just be difficult



Dronenburg

to implement every provision by January 1, 2022, one year after passage, it would be impossible,” Stone said.

The path to the 2020 ballot has been anything but easy for the proponents.

Since Proposition 13 passed in 1978, there has been a range of support for a split assessment roll, from very strong to just under 50%.

For four decades, proponents have tried unsuccessfully to pass legislation that would place a split assessment roll on the ballot.

However, these proposals were always eclipsed by competing measures in favor of other revenue-generating initiatives that were not as politically controversial and deemed by the governor and the legislature more reliable in generating new revenue for schools and local government.

Plus, advocating for any change in Proposition 13 was considered akin to touching the third rail of California politics.

In 2010, Gov. Jerry Brown commented in the *Los Angeles Times* that “messing with 13 is a big fat loser.” Ironically today, likely voters are less open to a split assessment roll, as support has declined from 60% to 46%. In 1980, support for a split roll hit its highest level, 68%.

“I was elected to the State Board of Equalization in 1978. I was on it when Proposition 13 was added to the California Constitution,” said San Diego County Assessor Ernie Dronenburg.

“Since then, no one seriously dared take it on and various attempts have failed. The latest split roll proposal is a direct attack on Proposition 13.”

“Split roll” is a shorthand term for proposed changes to Proposition 13 that would allow higher property taxes on businesses than on homeowners.

The “roll” is the county assessor’s property tax roll, the list of all real estate parcels that are subject to property taxes.

“Split” refers to a division into two parts: residential and nonresidential property.

Proponents have argued recently that when the public understands that the new funds will go to public schools, the public would overwhelmingly support such a change.

Polls by PPIC in 2018 and 2019 of likely voters has increased voters' willingness to pass a split roll, predicated upon funds going to schools (53% and 54%).

However, it should be noted, those same polls indicated in 2019 overwhelming support (57%) in support of a massive bond for school construction. In March, Californians rejected it 47% to 53%, despite strong support from Gov. Gavin Newsom and a minimally funded opposition.

The opponents to the split roll have been widely reported planning to spend in excess of \$100 million to defeat the measure, while the supporters are unlikely to compete financially, they do anticipate spending millions with strong backing from the California Teachers' Association, SEIU, California Democratic Party and others.

Proposition 13: What is it?

To understand the magnitude of the proposed changes it is important to understand the key components of Proposition 13.

In 1978, the official voters' pamphlet described California's property taxes as "total assessments (that) were updated periodically to reflect changes in value due to market condition inflation, new construction..."

While theoretically, based upon market value, the reality was very different. Like most states, value was based on an assessment ratio of all properties in California with no cap on the local tax rate applied to those assessments.

"I was a Sunnyvale City Council member in 1978," Stone said. "Leading up to its passage many cities, counties and schools lowered the tax rate, but the adjustments were far below the



Apple Headquarters in Cupertino, California

double-digit inflation facing residential property owners."

For homeowners, the tax rate reductions were not enough.

Plus, the state ignored pleas from taxpayers to provide homeowners with relief despite sitting on a large budget surplus.

"The problem for homeowners was very real, especially those on fixed income," Stone said.

"However, the owners of Macy's, IBM, Chevron, and apartments were not being taxed out of their 'homes.' Yet the windfalls of Proposition 13 benefited every property owner," he said.

In 1978, California's Proposition 13 proposed converting California's more politically driven, theoretically based "market assessment" of all properties to an acquisition-based property tax system in which the assessment of all homes and businesses is based on the market value at the time of acquisition or new construction.

The entire ballot measure was less than 400 words.

(To learn more about Proposition 13 and the history that led to its passage the New York Times has produced a 12 minute informative video at <https://www.nytimes.com/video/us/100000004711534/proposition-13-mad-as-hell.html>.)

The ballot summary stated that Proposition 13:

Limits ad valorem taxes on real property to 1% of value except to pay indebtedness previously approved by voters. Establishes 1975-76 assessed valuation base for property tax purposes. Limits annual increases in value.

Provides for reassessment after sale, transfer, or construction. Requires 2/3 vote of Legislature to enact any change in state taxes designed to increase revenues. Prohibits imposition by state of new ad valorem, sales, or transaction taxes on real property. Authorizes imposition of special taxes by local government (except on real property) by 2/3 vote of qualified electors.

For 42 years, California's assessors — who span the political spectrum — have dutifully applied Proposition 13's constitutional mandate to assess all property at market value only when there is a change in ownership or new construction. Unlike many other states, there are no ratios in California.

To further reduce any ambiguity, Section 110 of the Revenue and Taxation Code states:

... full cash value or fair market value means the amount of cash or its equivalent that property would bring if exposed for sale in the open market under condi-

tions in which neither buyer nor seller could take advantage of the exigencies of the other, and both the buyer and seller have knowledge of all the uses and purposes to which the property is adapted and for which it is capable of being used, and of the enforceable restrictions upon those uses and purposes.



Prang

In most instances, California's assessors must rely upon actual comparable, market data. The appraisal of residential tract properties in California, is straightforward due to the abundance of market data and similarities of properties. In Los Angeles and most urban Counties, appraisers utilize computer-assisted market appraisal tools for more than half of all homes that are reassessed to market.

"Of course, that is not the case for commercial and industrial properties, which require more extensive analysis. Like any appraiser we must back up our opinion of value with data," said Los Angeles Assessor Jeff Prang, who leads the nation's largest assessment office.

California assessors typically perform a comprehensive market appraisal complete with site visits and collection of rent rolls and other data to arrive at market value.

The split roll ballot measure requires a continued strict adherence to market appraisals for commercial and industrial properties utilizing actual market comparable data.

"Last year our office assessed the new Apple headquarters in Cupertino which sits on 200 acres and is oval in shape. The building is so large the Pentagon would fit inside," Stone said.

"Virtually everything about the property is unique, from the custom round glass windows to the largest glass door in the world.

"We assessed the property at \$4.2 billion. We could not have arrived at that value using mass appraisal tools," he said.

In addition, a taxpayer who disputes their assessed value can file a simple one-page appeal requiring the assessor to justify the assessment.

"In Santa Clara County, which I have represented for 25 years, we had \$76.7 billion in total disputed assessed value contested by just 4,280 taxpayers in 2018.

"More than 90% of the time, the assessed value placed on the roll has been retained by the three-member, independent assessment appeal board which is typically comprised of an MAI, real estate attorney, CPA or real estate broker," Stone said.

THE CALIFORNIA SCHOOLS AND LOCAL COMMUNITIES FUNDING ACT OF 2018, NO. 17-0055)

In 2017, a coalition, including the League of Women Voters, California Federation of Teachers, United Teachers of Los Angeles, and social justice organizations (e.g. ACLU, PICO), sponsored a split roll constitutional initiative (The California Schools and Local Communities Funding Act of 2018, No. 17-0055). Their objective was to correct what they saw as a historic injustice as well

as generating new revenue for schools, which have seen a steady declining revenue per student since Proposition 13.

"We're asking companies like Disneyland or Universal Studios that make huge amounts of money to pay property taxes based on fair market value — the same thing that homeowners and, frankly, most businesses have to do," Josh Pechthalt said in a 2018 article.

Pechthalt is president of the California Federation of Teachers, which is part of a broad coalition backing the measure.

The 2018 initiative requires the re-assessment to market value at least once every three years for properties used or zoned as commercial or industrial, and vacant land not zoned for residential. It explicitly requires a phase-in period, starting on January 1, 2020.

The portion of mixed-use property used for commercial or industrial purposes would also be reassessed at least once every three years.

San Francisco Assessor Carmen Chu said her office typically does 1,500 commercial appraisals a year.

If the split roll passes, it could be anywhere from 7,000 to 9,000 a year, she said in 2019 article. It would be a



Pechthalt



Chu

We're asking companies like Disneyland or Universal Studios that make huge amounts of money to pay property taxes based on fair market value — the same thing that homeowners and, frankly, most businesses have to do.

— Joshua Pechthalt, president of the California Federation of Teachers

challenge hiring enough appraisal staff to keep pace — especially for a job in high-priced San Francisco during a time of low unemployment.

Residential property, used or zoned as residential property, including single family and multi-unit structures (e.g. apartments), and agricultural properties, would remain subject to re-assessment only at a change in ownership or new construction in accordance with Proposition 13.

Significant implementation aspects of the initiative were vague or not addressed.

The most egregious the measure contained commencement dates based upon the assumption that the ballot measure would qualify for the 2018 ballot.

The measure did not receive enough signatures until after the deadline.

As a result, it is currently scheduled to be on the November 2020 ballot even though the specific language allows the legislature one year, 2019, to pass implementing legislation and the effective date for when assessors are to enroll new values on commercial and industrial properties has passed and would be retroactive to January 1, 2020.

The result: Assessors would have weeks to begin implementation.

An unfixable initiative

As only proponents can withdraw an initiative that has received sufficient voter signatures to qualify, in 2019, the proponents made a difficult decision, the initiative that they had spent millions to qualify needed “notable improvements” and a new and improved version would need to be crafted, and signatures gathered with the ultimate goal of re-filing the initiative to qualify for the 2020 ballot.

Schools & Communities First Spokesperson Tyler Law commented in 2019 that “a robust statewide signature gathering organization began prior to the 2018 election, but the ultimate submission and qualification process placed the initiative on the 2020 ballot.

As a result, we are re-filing the initiative to substantively strengthen the measure, including expansive new small business tax relief, and widen the path to victory in November 2020.”

The new initiative is known as the California Schools and Local Communities Funding Act of 2020.

The significant changes in the ballot measure, particularly concerning a substantial change in allocation of funds, earned them more enthusiastic support from their primary funders, labor unions and foundations.

They currently are on schedule to receive sufficient signatures to qualify early this summer. They have stated that should they qualify the current initiative they will, as the law allows, withdraw the 2018 initiative.

THE CALIFORNIA SCHOOLS AND LOCAL COMMUNITIES FUNDING ACT OF 2020

In addition to reassessing most major commercial properties to market value at least every three years the measure contains a number of other major changes with enormous impacts on Assessors.

As with the prior initiative, Stone, and leadership of the CAA offered to meet with proponents at any time. After several months, proponents agreed to meet, but only the month before the initiative was submitted formally to the Attorney General.

Once again Assessors provided extensive comments. While some changes were made reducing the administrative burden, other changes added new challenges for assessors.

The California Assessors Association wrote a detailed five-page letter, prior to the deadline in the hopes changes would be made.

Submitted by then CAA President and Calaveras Assessor Leslie Davis she noted that the CAA was:

Submitting these comments to inform proponents and policymakers of the significant administrative impacts that



Goldberg

would be triggered by passage of this Initiative. The initiative contains language that is both ambiguous in some sections and overly narrow in other sections.



Davis

Not since the passage of Proposition 13 in 1978 have assessors been confronted with such sweeping changes to the administration of property taxes. Assessors anticipate these changes will create extraordinary confusion and public mistrust far beyond the affected taxpayers. It will create significant unintended consequences for ALL property owners, including homeowners and small business owners” as limited resources will be shifted away from them toward assessing split roll properties.

The proposed phase-in period for the initiative allows 13 months for the State Legislature to pass enabling legislation and the State Board of Equalization (BOE) to adopt Property Tax Rules that must also be reviewed by the Office of Administrative Law, along with new forms and guidance for local property tax administrators.

Simultaneously, assessors, assessment appeals boards, county counsel, county auditors and tax collectors will need to create entirely new administrative policies; build from scratch split-roll compliant computer systems; and hire hundreds of new senior appraisers, real estate attorneys, technical assessment experts, computer professionals and support staff.

A central component for persuading voters that the measure is not antibusiness was language to incentivize small business owners.

This political argument coincided with the economic argument advanced by the past executive director of the progressive California Tax Reform Association, Lenny Goldberg, who has advocated for split roll for decades.

Consistently, he argued that Proposition 13 as applied to commercial proper-

California's schools are under-funded and commercial property owners have not paid their fair share. But as Assessor, I cannot sit on the sidelines. The public needs to know that the projected \$12 billion annual increase in revenue simply will not happen in 2022.

— Larry Stone, Santa Clara County Assessor

ty was anticompetitive in that business competitors paid widely varying property taxes per square foot. In effect, he has argued, the new investment is taxed at an excessive rate compared to a competitive business that has owned property for many years.

The new provision according to proponents:

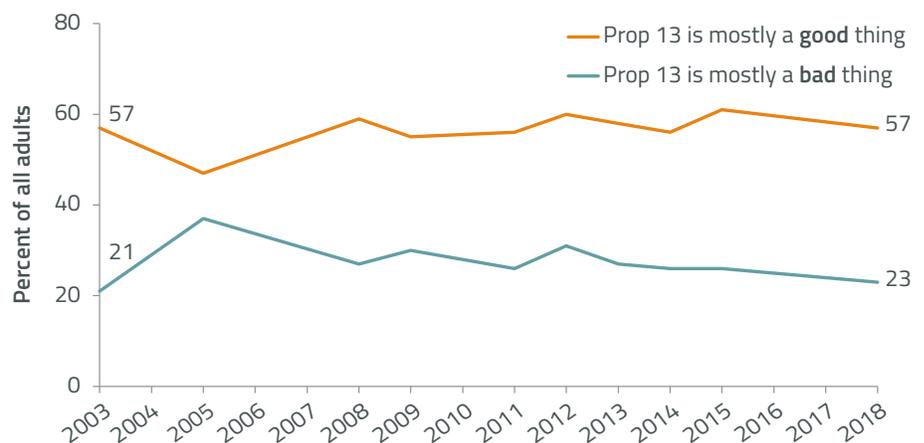
- “Exempts California small businesses from the Business Personal Property Tax on machinery and equipment, making it easier for small businesses to make investments for growth and innovation.
- Expands reassessment exemption to small business owners with property valued at \$3 million or less (a million more than the prior version)
- Delays for at least three years reassessment for buildings occupied 50% or more by small businesses.”¹

The challenge for assessors charged with implementing the Initiative are the myriad of complex new requirements determining what is a small business. The initiative requires that Assessors evaluate each business to determine if they meet ALL of the following requirements:

- “The business has 50 or fewer annual full-time equivalent employees
- The business is independently owned and operated such that the business ownership interests, management and operation are not subject to control, restriction, modification or limitation by an outside source, individual or another business.
- The business owns real property located in California”

A significant challenge for assessors will be determining whether or not a business in their community happens to

CALIFORNIANS’ SUPPORT FOR PROP 13



Graphic courtesy the Public Policy Institute of California based on a 2018 survey

also be located in another County. Assessors are independently elected in 58 different Counties. They coordinate with each other but are fiercely independent.

Exacerbating this challenge, in 2017 the elected State Board of Equalization, which is responsible for oversight of assessors, was stripped of all non-constitutional responsibilities by the governor and the state legislature.

In response, staffing levels were slashed from reportedly 4,800 employees to currently just under 200 positions.

Leading up to the dismantling, Gov. Jerry Brown commented in an April 13, 2017 letter to BOE members that his Finance Department had in an audit report “uncovered issues of inappropriate interference by the board that undermines its ability to carry out its core mission ... ”

Brown subsequently commented that, “The board exists to serve the public, and the report highlights the extent to which it has fallen short.”

With an estimated 1,584,626 businesses in California, according to California’s Employment Development Department, the measure does not address how assessors will implement this key provision.

“Assessors are in the business of arriving at market value, I have no idea how many employees work in a company.

“Merely asking companies to complete a form and sign under penalty of perjury is an invitation for misreporting and outright fraud,” Stone said.

“Plus, the measure mandates that we audit these small businesses for compliance, so assessors (or potentially the State Board of Equalization) are not off

the hook by a long shot.”

As not all commercial and industrial property will be reassessed to market and instead be allowed to continue as limited by Proposition 13, assessors will need to identify those properties with a market value less than \$3 million on a regular basis.

These mandates require assessors to identify and perform an appraisal on every prospective small business owner’s property. Invariably, far more businesses will apply than will qualify setting the stage for contentious disputes.

It will also require close coordination amongst assessors and presumably with the BOE to certify throughout the state that the statewide aggregate totals for a single business match direct and indirect beneficial ownership, and are within the qualifying criteria and assessors will have to do this on an annual basis.

In a flat market, properties at or near the \$3 million threshold will be excluded from a split roll reassessment.

Assessors will need to enroll the value as if it had been a Proposition 13 base year property all along. That means tracking simultaneously the alternative scenario.

The challenges with coordination are exacerbated by the proposed biennial, inflation-adjusted \$3 million cap.

Rather than using the Proposition 13 imposed California Consumer Price Index (CCPI), the initiative mandates the BOE “to calculate the (inflation) adjustment separately for each county, taking into consideration differences in average commercial and industrial market values between counties.”

With fluctuating and unpredictable inflation factors in different counties, there would be significant confusion concerning the qualifying amount.

The BOE and assessors will need to create new systems to both receive signed filings, as well as audit for accurate compliance and minimize tax avoidance.

According to Stone, identical properties in adjoining counties could be assessed and taxed differently if the inflation factor is adjusted differently.

Market valuation of commercial and industrial properties

The primary administrative challenge for assessors is the “no less than every three years,” market valuation of all commercial and industrial properties.

In Santa Clara County, the Assessor’s Office performs a market value appraisal on approximately 2,000 commercial and industrial properties annually.

Under a split roll, that number would increase to possibly more than 8,000 annually.

It would be expected that similar proportional increases would result in all counties. Based upon BOE 2016–17 Report on Budgets, Workloads, and Assessment Appeals Activities in California’s Assessors’ offices, there are 642,502 commercial and industrial properties that would require review and possible reassessment to market value.

The increase in workload would trigger a significant wave of new work downstream for clerks of the Assessment Appeals Board, and county counsels.

Homeowners would likely experience declines in service levels as assessors reallocate appraisal resources to focus on the new commercial valuation and assessment appeals triggered by a split roll.

Property tax deferral

As many commercial property owners will pass along the tax increases to tenants the proponents added another cumbersome to implement provision to head off complaints from small business owners that “defers reassessments for properties in which small businesses account for 50 percent or more of the occupied space until the 2025–2026 lien date.”

In addition to valuing the property at market value in coordination with other assessors statewide, the county will need to determine annually whether or not a property owner qualifies for deferral until January 1, 2025.

As tenants come and go through-

out the year, the occupancy rate is in practice fluid; therefore, determining the amount of occupied square footage space will be extremely difficult.

“This just creates another headache for assessors,” Stone said.

“Taxpayers will be appealing the calculations used to determine if a deferral is appropriate. Instead of valuing properties I will be deploying staff to the field to measure property. Regardless we expect even more paperwork from property owners that will require detailed examination.

“It pains me to oppose this measure. I have been a long-time vocal critic of Proposition 13 as fundamentally unfair. California’s schools are under-funded and commercial property owners have not paid their fair share.

“But as Assessor, I cannot sit on the sidelines.

“The public needs to know that the projected \$12 billion annual increase in revenue simply will not happen in 2022,” Stone said.

Projected costs to administer Split Roll

The CAA retained the services of Capitol Matrix Consulting to independently review the results of two comprehensive surveys of Assessors.

The surveys sought information on the costs of administering a property tax system requiring annual reassessment of commercial and industrial properties to market value and the cost to implement the myriad of new mandates on assessors.

That study is underway and preliminary estimates indicate annual costs will exceed a half a billion dollars a year.

This summer, F+E will discuss in detail the final measure, should it qualify, and its impact on California’s 58 assessors and the appraisal industry.

DAVID GINSBORG is Santa Clara County Deputy Assessor. He is a member of the IAAO Editorial Board, has over 20 years of experience in the assessor’s office, and previously helped co-found Pacific Retail Partners, a commercial real estate firm in Southern California.





So, you're the new assessor

BY LARRY CLARK, CAE, FIAAO

Congratulations. You have just become chief assessor, and it seems like a thousand things need to be done all at once.

Well, calm down.

You have at least 30 minutes before the first taxpayer comes in and tells you how you are doing everything wrong.

Seriously, there are a lot of things to learn, but many new assessors have learned these things and put them into practice.

Take heart and a deep breath.

This article will take you through some of the basic skills a new assessor needs, so keep it as a reference.

Know your state's statutes and regulations

Every important task you undertake is governed by *state statutes and/or regulations*. Get a copy and study them carefully.

Don't worry if you are not a lawyer ... that is a plus.

You need a regular person's understanding of those laws and regulations because the regular person is who you are going to be dealing with.

But since you will be responsible for the duties outlined in those statutes, you need to know them.

Read the statutes and regulations carefully, and ask questions about anything you don't understand.

Ask your staff. Ask a local lawyer. Ask other, experienced assessors. They

have applied those laws and rules and may even have defended their actions in court.

You can never learn too much, because someday a lawyer will devise a new way of dodging the law and could cause you all sorts of trouble. Your only defense will be knowing more about your state's property tax laws than that lawyer.

Finding everything you need to know may require some searching.

For example, the office of county appraiser is discussed in Chapter 19, Article 4, of the Kansas statutes, but the valuation of property is discussed in several articles within Chapter 79. Enter the search with a specific objective in mind, and don't stop until that objective is met.

This may require outside help from someone experienced in reading the

statutes, but finding the answer in the statutes is an important skill for every assessor.

Meet tax calendar deadlines

An area of concern within the statutes is the *tax calendar*. The only reason your job exists is to support the property tax function, which is also governed by and described in the statutes.

Typically, the assessor builds the assessment roll, which is turned over to another office in the jurisdiction for use by all the taxing jurisdictions to set their budgets.

Those budgets, in turn, are used to develop the tax bills sent to the property owners from whom taxes are collected. Even if the valuation part of this cycle extends over multiple years, property taxes are collected every year.

In order to accomplish that, the statutes establish specific deadlines for the completion of each phase of the process.

Since the assessor's office is an integral part of that process, you must be prepared to meet each of those deadlines.

The best way to prepare is to work backwards from each deadline, asking what must be completed and when in order to meet the deadline.

For example, virtually all jurisdictions are required to notify property owners of changes in the value of their property, and that notification has to occur on or before a certain calendar date.

Clearly, if values are going to change in line with the real estate market, those changes have to be calculated and finalized before notices can be sent, and the fieldwork needed to support value changes must be concluded before the calculations begin.

All work that supports data collection efforts, such as updating ownership records and creating and maintaining various map products, are ongoing efforts.

There may also be activities that have to occur subsequent to value notification. Most jurisdictions allow property owners to question their new values through an appeal process beginning

Phase	J	F	M	A	M	J	J	A	S	O	N	D
Ownership Changes	■	■	■	■	■	■	■	■	■	■	■	■
Map Changes	■	■	■	■	■	■	■	■	■	■	■	■
Residential Data Collection						■	■	■	■			
Residential Grading						■	■	■				
Land Valuation						■	■	■				
Commercial/Industrial Data Collection						■	■	■				
New Construction Data Collection						■	■	■				■
Model Calibration									■			
Final Valuation										■	■	■
Informal Hearings			■	■	■							
Formal Hearings						■	■	■	■	■	■	■

with a meeting with the assessor's staff.

Staff time must be allocated for those meetings as well as for the stages that follow.

In fact, the assessor must be prepared for the possibility of appeals extending beyond the current tax year and, therefore, requiring an extension of the obligation of staff and associated resources.

Track the phases of the valuation cycle

One of the best ways to visualize and track each important activity that has to take place during a valuation cycle is to construct a phase delineation chart.

This chart lists each phase or activity and the months in which that phase or activity has to be completed.

Start this process by identifying each function carried out by the assessor's office.

Don't worry if you miss some. Review this chart on a regular basis and revise it as conditions in the office change.

Some of these functions are carried on throughout the year.

Ownership changes happen all the

time, and for the purpose of notifying the right person, these changes must be captured and the appropriate changes made in the computer system.

The same holds true for other functions relating to parcel ownership and configuration.

On the other hand, many functions require shorter periods of intense effort.

Field data collection may occur at any time of the year, but is usually limited to a few months, primarily because of weather considerations.

The primary reason for clearly describing this phase delineation chart is to properly allocate resources, and one of the most important resources in the assessor's office is the staff.

It is easy to display many different phases operating at the same time or overlapping. It becomes more of a problem when allocating staff to those functions.

The following formula can be very helpful in this process:

$$S = P \div (R \times T)$$

where

S = number of staff members required

P = parcels (or other unit of production)

R = rate of production

T = time period.

Assume there are 15,000 real estate parcels in the jurisdiction that must be inspected, and there are 300 days in which to perform the inspections. If staff members have been able to inspect 25 parcels per day, how many staff members are needed to complete this project?

Inserting the numbers given and completing the calculations, you determine two staff members are needed:

$$S = P \div (R \times T)$$

$$S = 15,000 \div (25 \times 300)$$

$$S = 15,000 \div 7500 = 2.$$

More often than not, however, you have to work around the number of current staff members and must alter one of the other factors.

In which case the formula can be adjusted as follows:

$$T = P \div (R \times S)$$

$$T = 15,000 \div (25 \times 2)$$

$$T = 15,000 \div 50$$

$$T = 300.$$

And what if a court orders a reinspection in one year? What rate of collection does the staff have to achieve on average in order to complete the task?

In order to solve this problem, you must determine exactly how much time is available.

There are 365 days in a calendar year, but government employees don't work seven days each week. Instead of 365 days as the base, there are only 52×5 , or 260, days.

From that subtract regular holidays and days that are missed for such things as training, vacations, sick days, and days the weather does not permit outside activities. Instead of 365 days as the time available, you may be safer using 240.

Then the formula is adjusted as

follows:

$$R = P \div (S \times T)$$

$$R = 15,000 \div (2 \times 240)$$

$$R = 15,000 \div 482$$

$$R = 31.25, \text{ say } 32.$$

In other words, you have to ask staff members to increase their average daily production by nearly 30% (25 to 32) in order to meet this objective.

This formula and its many variations can be a very valuable planning tool for an assessment office.

Compile the annual budget

In addition, this formula can be very useful in performing one of your most important tasks: preparing an *annual budget*.

Using the formula and the phase delineation chart, begin by identifying the employee positions needed to complete each phase.

Ownership changes require attention throughout the entire year.

The amount of attention and whether that demands one or more full-time employees depends on the workload. It is possible that such changes could be handled by the same staff member who makes changes to the maps.

The phase delineation chart simply shows the duration of the two phases, but the workload dictates the number of employees needed.

Many of the phases require a combination of legal requirements, local tradition, and experience.

For residential data collection, for example, how frequently are jurisdictions in the state required to inspect properties? Has the jurisdiction traditionally met or exceeded the statutory requirement? What rate of data collection has the staff achieved in previous cycles?

If the state statutes follow the IAAO standard of a six-year inspection cycle and the jurisdiction has met that standard by setting a goal of 25 parcels per day for the two data collectors on staff, that phase requires the following:

$15,000 \text{ parcels} \div 6 \text{ years} = 2,500$
parcels per year

$$T = 2,500 \div (25 \times 2) = 2,500 \div 50 = 50.$$

Time in this case is expressed in days. According to this calculation, this phase requires only 50 calendar days.

Since there are approximately 21 working days per month, this phase requires about two and one-half months to complete.

By allocating three months in the plan, you have built in some time to allow for contingencies such as sick time or bad weather.

Through proper preplanning, the field staff may be able to conduct some of the new construction data collection as part of their duties and lessen the work to be accomplished in that phase.

Using a combination of the phase delineation chart and the formula, you can determine staffing needs, keeping in mind the clerical staff required to support each phase.

Add in the office equipment and supplies to support all these personnel, and you are well on your way to developing a budget.

IAAO can help you meet your challenges

There is much more to learn, and there are many sources of information.

We hope that you will look to the association for your professional development needs.

Besides courses covering most of the issues you face on a daily basis, IAAO offers a broad range of publications, webinars, a research library, and on-site consultation from industry experts.

IAAO is the only global appraisal organization dedicated to assessment professionals and the challenges they face.



LARRY CLARK, CAE, FIAAO, is IAAO Director of Strategic Initiatives.



A call for 2021 Board of Director candidates

Joining the IAAO Board of Directors

IAAO Board of Directors candidate information materials, instructions, and application forms are now available at IAAO.org.

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

In addition, there are specific criteria regarding IAAO participation that must be met by candidates.

The prerequisites for candidacy are provided in the online candidate information resources. Once the election slate is selected, IAAO conducts a balloting process with the voting membership. In 2020, regular members will vote for regular board member and officer positions.

There will not be a candidate for associate member. Promotions and mailings are done at the candidate's expense.

Special promotional opportunities are available to candidates through IAAO. This information is detailed in the online candidate information resources.

Becoming an IAAO officer

To be considered as a candidate for office, you must submit candidate forms to IAAO headquarters. These forms are available at IAAO.org.

Officer candidates must have previously served as a member of the Board of Directors, and their term on the board must have expired at least one year before the term of the officer position.

There are four officer positions at IAAO: President, President-Elect, Vice-President, and Immediate Past-President. Each position is limited to a one-year term. The IAAO Executive

Director serves as the Secretary/Treasurer for the organization.

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

Officers (i.e., Vice-President, President-Elect, President, and Past-President) normally serve one-year terms in consecutive years, requiring a four-year commitment.

The officer positions require a significant amount of time, and officers are expected to attend all Board of Directors meetings, the IAAO Annual Conference, and various other meetings.

They may also be called upon to act as spokespersons for the association at functions of IAAO and its chapters and affiliates.

Candidates

The Nominating Committee will review all candidate applications. Candidates will be notified on or before Aug. 1 as to whether their name will appear on the slate. The slate will formally be announced at the Annual Conference, Aug. 30–Sept. 2.

Profiles for all candidates on the slate will be made available online and in *Fair+Equitable* magazine once all candidates are notified.

When candidates CANNOT run

All candidates will be carefully considered. It is important to note, however, that candidates from the following states **cannot** run for Board of Directors regular positions that begin in 2020, because there are already sitting regular board members from these states in 2020: **Kansas, Maine, Michigan, North Carolina, Texas, and Virginia.** *This does not apply to the officer positions.*

2020 electronic voting

Following the switch to electronic voting in 2017, the Board of Directors approved shortening the voting time period beginning in 2018. All IAAO members in good standing will be able to vote electronically from Nov. 1 to 15. Regular Members will vote for the Regular Board Member and Officer positions.

Voting regions

Board members are elected from three regions. The regions are identified as Region 1, Region 2, and Region 3. Voting region information is available at IAAO.org.

What's next?

To start your candidacy, go to IAAO.org; then under About Us/Board of Directors/Elections, find information about the process, an application form, and the election schedule. All candidate filings will be completed online.

A final note

On behalf of IAAO, the 2020 Nominating Committee thanks candidates again for their interest in serving IAAO in a leadership capacity.

Should you submit the necessary information for candidacy and later encounter circumstances that will prevent you from running or make you ineligible for the position you are seeking, please notify IAAO Executive Director Ron Worth, or the Chair of the Nominating Committee, Doris Koch (dkoch@taad.org) as soon as possible.

If you have any questions, please contact IAAO at 816-701-8100.

DATES TO REMEMBER

Monday, July 6, 2020

Candidate questionnaires must be completed and submitted to the Executive Director for distribution to the Nominating Committee. Candidate profile forms and photographs must be submitted to the Executive Director for inclusion with the official ballots.

Before Aug. 1, 2020

Nominating Committee conducts any needed candidate interviews via telephone before the Annual Conference.

Friday, Aug. 14, 2020

Slate of candidates nominated is certified by the Nominating Committee Chair to the Executive Director by Aug. 14. The Executive Director shall post the list of candidates on the website immediately following certification and notification to the candidates. The Executive Director shall publicize the names of the members nominated in an IAAO publication as soon as possible.

Wednesday, Sept. 9, 2020

Individuals wishing to be nominated by petition must submit completed petitions to the Executive Director within five days after the end of Annual Conference.

Nov. 1-15, 2020

Election in progress. Ballots and profiles will be emailed to Regular Members by Nov. 1.

Monday, Dec. 7, 2020

Election campaign reports must be filed with the Executive Director.

Thursday, Dec. 31, 2020

Candidates wishing to challenge the election results must transmit challenges, in writing, to the Executive Director so that the challenges are received no later than Dec. 31.

After Dec. 31, 2020

Election results shall be certified at the first Board of Directors meeting following the Dec. 31 challenge deadline or the first meeting after any challenge is resolved.



Denver 2020 conference schedule

This is a tentative schedule. All events at the Colorado Convention Center unless noted.

FRIDAY, AUG. 28

8 a.m. - 5 p.m.
Women's Initiative Workshop (optional)

SATURDAY, AUG. 29

8 a.m. - 5 p.m.
Women's Initiative Workshop (optional)

SUNDAY, AUG. 30

8 a.m. - 7 p.m.
Registration Open

Noon - 2 p.m.
President's Leadership Forum

3 - 4 p.m.
First Time Attendees Orientation

4:30 - 5:30 p.m.
Exhibit Hall Sneak Peek

6 - 8 p.m.
Welcome Reception

MONDAY, AUG. 31

7 a.m. - 6 p.m.
Registration Open
7 - 8 a.m.
Breakfast

8 - 10 a.m.
Opening Session/Keynote

10 - 11:30 a.m.
Grand Opening of Exhibit Hall

11:30 a.m. - 1 p.m.
Awards Lunch

1:15 - 5 p.m.
Education Sessions

TUESDAY, SEPT. 1

7 a.m. - 5 p.m.
Registration Open

7 - 8 a.m.
Breakfast

8 - 9 a.m.
Keynote

9:30 a.m. - 12:15 p.m.
Education Sessions

12:15 - 1:30 p.m.
Lunch in Exhibit Hall

12:15 - 1:30 p.m.
Round-table Discussion Groups

1:15 - 5 p.m.
Education Sessions

WEDNESDAY, SEPT. 2

7 a.m. - 5 p.m.
Registration Open

7 - 8 a.m.
Breakfast

8 - 9 a.m.
Keynote

9:15 - 11:30 a.m.
Education Sessions

11:30 a.m. - 12:45 p.m.
Lunch on own

11:30 a.m. - 12:45 p.m.
Women's Initiative Lunch (optional)

12:45 - 3:15 p.m.
Education Sessions

6 - 9 p.m.
Gala Dinner

2020 tentative conference education sessions

Join IAAO in Denver for an outstanding education program and continuing education credits.

Nearly 100 sessions will be offered over three days.

The course schedule is subject to change. See the IAAO website for updates and more information.

Note: CEUs not offered for the Exhibitor Solutions track.

MONDAY, AUG. 30

8 - 9 a.m.

KEYNOTE

"Ignite the Fire Within"

- Allison Massari
Top-rated keynote speaker, executive coach, burn survivor and celebrated artist who speaks on resilience, change, adversity, and triumph.

1:15 - 2:15 p.m.

EXHIBITOR SOLUTIONS

Creating Accurate, Automated Mass Appraisal Models

- Lonnie Hendry Jr., MSRE, Trepp, LLC

EXHIBITOR SOLUTIONS

The Use of Technology in the Changing Face of Traditional Assessment Practices

- Alexander Hepp, CycloMedia
- Jake Wilson, Tyler Technologies

WORKING WITH THE LEGAL FRAMEWORK Centralizing Valuations in Australia: Success or Failure?

- Gino Mitrione, City of Whittlesea, Australia
- Celeste Orange, Westlink

COLLECTING AND MAINTAINING PROPERTY DATA

How Autonomous Flying is Innovating Property Assessments by Driving Efficiency and Profitability

- David "Chalky" Petterson, EagleView

DEVELOPING AND MANAGING CADASTRAL DATA

How's the View? Creating a 3D Model to Analyze Condo Views

- Cheryl Coley, CCF, Sarasota County, Florida
- Wynta Loughrey, RES, CFE, Sarasota County

FUTURE TRENDS

Power BI 101 - An Introduction to Power BI

- David Cornell, CAE, MAI, Cornell Consultants, LLC

COLLECTING AND MAINTAINING PROPERTY DATA

Building and Employing a Mobile Field Application

- Jeff Niebauer, Brunswick County, North Carolina
- Marlon Long, Brunswick County
- Ronnie Smith, Brunswick County

COLLECTING AND MAINTAINING PROPERTY DATA

Personal Property E-filing Portal: Making a Legislative Mandate a Reality

- Jennifer Byrd, ACA, CPM, Alabama Department of Revenue
- Evelyn Pope, MBA, ACA, Alabama Department of Revenue

LEADING AND MANAGING THE ASSESSMENT OFFICE

Challenges and Lessons Learned from Defending Timeshare Valuation

- Katrina Scarborough, Osceola County, Florida

2:30 - 3:30 p.m.

EXHIBITOR SOLUTIONS

Realquantum for Commercial Appeals and Litigation. Better Data, Stronger Case

- Jeff Weiner, realquantum

EXHIBITOR SOLUTIONS

A Modern Approach to Assessment Appeals

- Andrew Harrison, GISP, Schneider Geospatial
- Tom Virginian Buer, Johnson County, Iowa
- Alveno Ross, Augusta, Georgia

MANAGING PUBLIC RELATIONS AND COMMUNICATIONS

PR for Assessing: Taking an 'Offensive Approach' to a Defensive Profession with the Help of Technology

- Gregory Hutchinson, CTA, Howell Township, New Jersey

COLLECTING AND MAINTAINING PROPERTY DATA

Improving Data Accuracy and Collection Using Aerial Photography and Machine Learning

- Kenneth Wilkinson, CFA, Lee County, Florida

FUTURE TRENDS

Artificial Intelligence: What Is It and How Can We Use It?

- Paul Bidanset, Ph.D. (candidate), IAAO

MANAGING COMPLAINTS AND APPEALS

Appraiser Expert Witness Depositions: A Guide for the Attorney and Appraiser

- William Shepherd, JD, Hillsborough County, Florida
- Irene Sokoloff, MAI, IES Valuation Services

COLLECTING AND MAINTAINING PROPERTY DATA

Creating Custom Market Delineations

- Kevin Keene, City of Philadelphia
- Bindi Shakya, City of Philadelphia

APPRAISING PROPERTY

Market Analysis and Its Impact on Assessors

- Jefferson Sherman, MAI, AI-GRS, Appraisal Institute

APPRAISING PROPERTY

Ski Areas, River Rafters, and Airports: Assessing Possessory Interests in Exempt Property

- Michael Krueger, Colorado Division of Property Taxation

4 - 5 p.m.

EXHIBITOR SOLUTIONS

Validate Models with Spatial Statistics in GIS

- Katherine Smyth, Esri

EXHIBITOR SOLUTIONS

AI Technology for Homestead Exemption Auditing and Instant Vetting of New Exemption Applications

- Mike Sarver, Assessure Systems

LEADING AND MANAGING THE ASSESSMENT OFFICE

U40 Leadership Lab Innovation Grant Winners

- Ryan DeLeon, RES, AAS, Adams County, Colorado

APPRAISING PROPERTY

Solutions for Estimating the Value of Land in a Large Urban Jurisdiction

- Semida Munteanu, Lincoln Institute of Land Policy
- Daniel McMillen, Ph.D., University of Illinois at Chicago
- Jennifer Rearich, MAS, CAE, Maricopa County, Arizona

WORKING WITH THE LEGAL FRAMEWORK

Tax Increment for the Public Good: The Downtown Fort Collins, Colorado, Experience

- Bob Overbeck, Larimer County, Colorado
- Matt Robenalt, Fort Collins Downtown Development Authority

FUTURE TRENDS

Warp Speed Ahead!: The Future of Assessment Tech

- Marc Moffitt, Denton Central Appraisal District, Texas

APPRAISING PROPERTY

Mass Appraisal of Indian Lands Using MRA and GIS

- Robert Gloudemans, FIAAO, Robert J. Gloudemans, Mass Appraisal Consultant
- Alberto Ugas, U.S. Department of the Interior

OVERSIGHT AND COMPLIANCE REVIEW

Addressing the Assessment Inequity in the Malaysian Local Property Tax System

- Ezwan Bin Bustamin, University of Malaya, Malaysia

LEADING AND MANAGING THE ASSESSMENT OFFICE

Designing and Implementing a Case Management System

- Manish Bhatt, Osceola County, Florida

LEADING AND MANAGING THE ASSESSMENT OFFICE

How to Use the Microsoft Power BI Technology to Manage Operations

- Brandon Croniser, King County, Washington

TUESDAY, AUG. 31

8 - 9 a.m.

PLENARY

"Personal Property Valuation of Memorabilia"

- Leila Dunbar, Leila Dunbar Appraisals and Consulting LLC

9:30 - 10:30 a.m.

EXHIBITOR SOLUTIONS

Best Practices: Performing Site Analysis, Research, and Due Diligence

- Edward Martinez, IDECC, CoreLogic

EXHIBITOR SOLUTIONS

Discover the Benefits of your Most Potent Asset: Your Data

- Tim Bross, Tyler Technologies

FUTURE TRENDS

How Seminole County Uses AI to Streamline Property Transfers and

Sales Validation

- Kaite Grasso, AAS, CFE, Seminole County, Florida
- David Johnson, CFA, Seminole County
- Imran Khoja, Just Appraised
- Andy Morgosh, Just Appraised

FUTURE TRENDS

Harris County Homestead Exemption Audit Program: Helping Find Millions of Tax Revenue

- Roland Altinger, Harris County Appraisal District, Texas
- Matthew Donahue, LexisNexis Risk Solutions
- Martin Villarreal, Webb County Appraisal District, Texas

MANAGING COMPLAINTS AND APPEALS

'I Never Got My Notice' – True or False? How to Prove it!

- Jim Cote, The Master's Touch

WORKING WITH THE LEGAL FRAMEWORK

Property Tax Policy Research Tools, Methods and Resources

- Ron Rakow, Lincoln Institute of Land Policy
- Alan Dornfest, AAS, FIAAO, Idaho State Tax Commission

FUTURE TRENDS

The Retail Apocalypse

- Pete Rodda, CAE, RES, Norfolk, Virginia

FUTURE TRENDS

King County Uses Microsoft Dynamics for Property Tax Administration System, Including CAMA

- Regis Bridon, King County, Washington
- John Wilson, King County

APPRAISING PROPERTY

AVM Showdown: A Performance Comparison of Today's Most Popular Modeling Techniques

- Paul Bidanset, Ph.D. (candidate), IAAO
- Joshua Myers, Josh Myers Valuation Solutions, LLC

11:15 a.m. - 12:15 p.m.

EXHIBITOR SOLUTIONS

Unleash Productivity with a Truly Integrated Mobile and Desktop Review Platform

- Daniel Anderson, Data Cloud Solutions

EXHIBITOR SOLUTIONS

Statistical and Graphical Analytics using 'R' and Web GIS

- Matthew Bryant, DEVNET
- Nicholas Skradski, DEVNET

WORKING WITH THE LEGAL FRAMEWORK

Property Valuation: A Critical Success Factor for Pakistani Tax System

- Rizwan Sherwani, MSc, MA, Excise & Taxation Department, Punjab, Pakistan

APPRAISING PROPERTY

Identify and Appraise Residential Teardowns

- Roger Webb, RES, SRA, Mecklenburg County, North Carolina
- Kenneth Joyner, RES, AAS, Mecklenburg County

APPRAISING PROPERTY

What Is Taxable Real Property?

- Curt Settle, State of Colorado Division of Property Taxation
- Mike Kerrigan, State of Colorado Division of Property Taxation

MANAGING COMPLAINTS AND APPEALS

Knives Lose at Gun Fights: Big Box, Retail, and Mall Valuation Tools

- Shannon Krause, Wauwatosa, Wisconsin
- William Miller, Integra Realty Resources
- Eugene Szkilnyk, Integra Realty Resources

APPRAISING PROPERTY

Uncovering Patterns in Valuation Data using Business Intelligence Tools and GIS

- Daniel Fasteen, Ph.D., Aumentum Technologies

LEADING AND MANAGING THE ASSESSMENT OFFICE

Break It Down: Improving Workflow Efficiency & Productivity In Your Office

- Marc Moffitt, Denton Central Appraisal District, Texas

APPRAISING PROPERTY

Using Technology to Improve and Enhance Your Workload

- Amy DeHaan, Garfield Township, Michigan
- Beth Botke, Bath Township, Michigan
- Robert Smoote, APEX Software
- Nancy Johnston, APEX Software

1:30 - 3 p.m.

EXHIBITOR SOLUTIONS

The Pathway to Geo-Enablement – Steps to Reaching the Summit!

- Michael Lomax, Esri Canada
- Todd Bergren, Esri Canada

APPRAISING PROPERTY

Open Source Data Analytics

- Mark Cooke, Ph.D., Tax Management Associates

FUTURE TRENDS

The Power of Collaboration: Creating a Statewide Property Tax System

- Tina Stone, PPS, AAS, North Carolina Department of Revenue
- David Baker, PPS, North Carolina Association of County Commissioners
- Alan Lumpkin, Wayne County, North Carolina
- John Burgiss, RES, Forsyth County, North Carolina
- Ed Parker, Farragut Systems Inc.

APPRAISING PROPERTY

Stats, Graphs, and Data Science: A Compressed View

- George Dell, SRA, MAI, ASA, CRE, Consultant

FUTURE TRENDS

How to Avoid Ransomware and How to Recover if you're Victimized

- Michael Motta, City of New Bedford, Massachusetts

DEVELOPING AND MANAGING CADASTRAL DATA

GIS 101 for Assessors

- Brent Jones, PE, PLS, Esri
- Paul Bidanset, Ph.D.. (candidate), IAAO

APPRAISING PROPERTY

Short-Term Rentals

- Robert Thompson, Cook County, Minnesota

LEADING AND MANAGING THE ASSESSMENT OFFICE

Engaging the Adult Learner

- Rob Moore, Ph.D., Old Dominion University
- Kirk Boone, PPS, University of North Carolina School of Government

DEVELOPING AND MANAGING CADASTRAL DATA

Visualizing Real Time CAMA Data Using GIS

- Jon Troyer, Weld County, Colorado

4 - 5 p.m.

EXHIBITOR SOLUTIONS

Conversions Don't Have To Be Painful! Breakthroughs with Agile CAMA Conversions

- Derek Green, AAS, Williamsburg, Virginia
- Katryna Cadle, Vision Government Solutions
- Gary Fields, CAE, ASA, Vision Government Solutions

OVERSIGHT AND COMPLIANCE REVIEW

Quality Control of Commercial Real Estate Valuations

- Ben Bervoets, Waarderingskamer
- Marco Kuijper, Waarderingskamer
- Ruud Kathmann, Waarderingskamer

APPRAISING PROPERTY

Bondable Leases: 007 Reasons They Are Not A Bond

- Mark Kenney, MAI, SRPA, MRICS, MBA, American Valuation Group
- Tom Hamilton, Ph.D., MAI, CCIM, CRE, FRICS, Roosevelt University

FUTURE TRENDS

Property Tax Officials Can Help Save Lives

- Kirk Boone, PPS, AAS, University of North Carolina School of Government
- Margaret Henderson, MPA, University of North Carolina School of Government

WORKING WITH THE LEGAL FRAMEWORK

Marijuana in Colorado

- Keith Erffmeyer, City and County of Denver

APPRAISING PROPERTY

Market Approach by Multiple Regression Analysis: A Texas Appraisal District Case Study

- Chris Connelly, RPA, CAE, AAS, Williamson Central Appraisal District, Texas

LEADING AND MANAGING THE ASSESSMENT OFFICE

Who's Afraid of the Big Bad IEW?

- Kara Endicott, CAE, RES, Johnson County, Kansas
- Brad Eldridge, CAE, MAI, Douglas County, Kansas

LEADING AND MANAGING THE ASSESSMENT OFFICE

Just Commit! How to Use GitLab to Manage Workflow and Increase Transparency in Assessments

- Robert Ross, Cook County, Illinois

WEDNESDAY, SEPT. 1

8 - 9 a.m.

PLENARY

"The Future of Professions in a Changing World"

- Sean Tompkins, RICS Global CEO

9:15 - 10:15 a.m.

APPRAISING PROPERTY

Equalization of Data and Ideas to Improve Your Models

- Ryan DeLeon, RES, AAS, Adams County, Colorado

- Brooke Medlam, RES, DeLeon Appraisals

APPRAISING PROPERTY

The Use and Benefits of Automated Valuation Models: Results and Insights from the 2019 AVM Survey

- Ron Rakow, Lincoln Institute of Land Policy
- Paul Bidanset, Ph.D. (candidate), IAAO

FUTURE TRENDS

Assessment and Tax Working from the Heart for a Better Community

- Larry Laverty, CAE, City of Lethbridge, Alberta, Canada
- Kerry Boogaart, City Of Lethbridge

MANAGING COMPLAINTS AND APPEALS

Mitigating Risk in Appeals Dealing with the Cost Approach

- Edward Martinez, IDECC, CoreLogic

APPRAISING PROPERTY

Los Angeles County – We're Finally Going Paperless!

- Scott Thornberry, Los Angeles County, California
- Tracy Rekart, Los Angeles County

OVERSIGHT AND COMPLIANCE REVIEW

Quality Assurance for Property Tax Valuations - International Experience

- Paul Sanderson, JP, LLB (Hons), FRICS, FIRRV, International Property Tax Institute

DEVELOPING AND MANAGING CADASTRAL DATA

Using Spatial Attributes in Regression Models

- Kevin Keene, City of Philadelphia
- Guy Thigpen, MUSA GISP, City of Philadelphia

COLLECTING AND MAINTAINING PROPERTY DATA

Show Me the Numbers! How to Build Intelligence Dashboards for Your Office

- Daniel Snow, Cook County, Illinois
- Nicole Jardine, Cook County

10:30 - 11:30 a.m.

WORKING WITH THE LEGAL FRAMEWORK

Assessed Value Caps: Panacea or Deception

- Alan Dornfest, AAS, FIAAO, Idaho State Tax Commission
- Kathlynn Ireland, Idaho State Tax Commission

DEVELOPING AND MANAGING CADASTRAL DATA

Project Back to the Future: Agricultural Land Valuation in Mountrail County, North Dakota

- Rory Porth, Mountrail County, North Dakota

LEADING AND MANAGING THE ASSESSMENT OFFICE

10 Employees: 15 Personalities – How to Make Your Office a Happy and Productive Place

- Melissa Lombardo, CAE, Sarasota County, Florida
- Edey McCarthy, MS, Town of Greenburgh, New York

FUTURE TRENDS

Rumbling with Vulnerability: An Interactive Session

- Tiffany Opheikens, RES, Weber County, Utah
- Opal Hudson, Hillsborough County, Florida
- Rebecca Malmquist, CAE, City of Minneapolis

WORKING WITH THE LEGAL FRAMEWORK

Possessory Interest - Yes, You Have to Pay Taxes on That!

- Allen Jolley, MPA, Los Angeles County, California

MANAGING PUBLIC RELATIONS AND COMMUNICATIONS

Designing and Implementing an Effective Public Relations Program

- Rachel McIntee, Osceola County, Florida

WORKING WITH THE LEGAL FRAMEWORK

Exemptions and Reliefs – A Legitimate Way of Reducing the Property Tax Burden?

- David Magor, OBE, IRRV (Hons), Institute of Revenues Rating and Valuation

LEADING AND MANAGING THE ASSESSMENT OFFICE

Welcome 2 The Jungle: Developing a Strong Team

- Jesse Ross, Mr Jesse Ross LLC

APPRAISING PROPERTY

The Cost Approach and Enterprise Value Properties: Overview and Complications

- Richard Jortberg, MAI, RJ Associates

APPRAISING PROPERTY

Delineating Objective Market Segments using Geographically Weighted Regression (GWR) and GIS Tools

- Daniel Fasteen, Ph.D., Aumentum Technologies

WORKING WITH THE LEGAL FRAMEWORK

Hurricane Harvey and Legislative Change in Texas

- Roland Altinger, CAE, Harris County Appraisal District, Texas

FUTURE TRENDS

Power BI Dashboards and R Shiny: Improving Your Assessment Life Cycle

- Michael Safarty, Alachua County, Florida

2:15 - 3:15 p.m.

COLLECTING AND MAINTAINING PROPERTY DATA

The Impact of Technology on Field Data Collection

- Lawrence Zirbel, GSA Corp
- Shawn Nickell, Highlands County, Florida

MANAGING COMPLAINTS AND APPEALS

Keys to Success in Single Property Commercial Tax Appeals

- Tim Keller, MAI, Keller Craig and Associates
- Dan Craig, JD, MAI, realquantum, LLC

LEADING AND MANAGING THE ASSESSMENT OFFICE

2020 Vision: Preparing your Assessment Office for the Future

- Lori Reedy, AAS, Cowley County, Kansas
- Francisco Martinez, Cowley County, Kansas
- Anna Burson, Cowley County

APPRAISING PROPERTY

Theme Park Valuation

- Rick Singh, CFA, Orange County, Florida
- Terry Taylor, CAE, RES, AAS, CFE, Orange County

APPRAISING PROPERTY

Mass Appraisal Best Practices: USPAP, Ethics, and Technology

- Ken Joyner, RES, AAS, Mecklenburg County, North Carolina
- Tracy Johnston, MAI, AAS, CAE, Maricopa County, Arizona
- Jake Parkinson, Tooele County, Utah

LEADING AND MANAGING THE ASSESSMENT OFFICE

Managing a Tax Office and ReValuation During a Natural Disaster

- Jeff Niebauer, Brunswick County, North Carolina
- Marlon Long, Brunswick County

EVENTS



Board of Directors Meeting

July 24-25

Madison, Wisconsin

Instructor Education Workshop

Aug. 28-30

Denver

2020 IAAO Annual Conference

Aug. 30-Sept. 2

Denver

2020 Leadership Days

Oct. 16-17

Kansas City, Missouri

Board of Directors Meeting

Nov. 6-7

Key West, Florida

Annual Legal Seminar

Dec. 2-4

Austin, Texas

2021 IAAO

Annual Conference

Aug. 29-Sept. 1, 2021

Chicago

2022 IAAO Annual Conference

Aug. 28-31, 2022

Boston

Revised standards, Bylaws released for exposure and comment

Two revised standards and minor changes to the IAAO Bylaws and Code of Ethics were approved by the IAAO Board of Directors for exposure to the membership.

The standards, *Standard on Property Tax Policy* and *Standard on Oversight of Agency Responsibilities* are available for download and review at the IAAO website. Comments on the proposed revised standards should be sent to Larry Clark (clark@iaao.org), Director of Strategic Initiatives and staff liaison to the task forces that recently completed the two standards.

The Tax Policy Update Task Force and Standard on Oversight Task Force will review comments and submit a final version to the Board for approval. IAAO

has several task forces reviewing standards to update and revise when needed.

The Board of Directors also approved for exposure amendments to the IAAO Bylaws and revisions to the Code of Ethics compiled by the Governance and Ethics Committee during a review of the governing documents to ensure that the Bylaws are clear and concise, and do not repeat or conflict with other governing documents.

Copies of the marked-up versions of the amended Bylaws and Code of Ethics are available for download.

Comments on the By-Laws and Code of Ethics amendments should be sent to Executive Assistant Mindy Murphy-Watson at watson@iaao.org. Following the comment period, the

Bylaws amendments will be submitted to the Board for final approval to send for membership vote on the ballot in November.

Except for the Tax Policy standard, the comment period for the documents is from May 1-30. The Tax Policy period will run from May 1 to June 10. The Board also approved the final version of the *Standard on Verification and Adjustment of Sales*. The *Standard* was exposed to the membership in January and the Board approved the final version.

IAAO standards are available to download from the website, and printed copies of the newly revised versions will be available from Amazon once updated and approved.

IAAO now offers personalized R training for modeling and spatial analysis through screen sharing & video conferencing

Learn R using real data from your own jurisdiction or with data supplied by the IAAO

TRAINING TOPICS INCLUDE:

- Creating automated valuation models
- Interpreting regression outputs
- Appraisal quality control analysis, including conducting & interpreting ratio studies (median ratios, COD, PRD, PRB, etc.)
- Creating time & location adjustments
- Advanced spatial analysis (including geographically weighted regression, spatial econometric models & proximity analysis)
- Creating static & interactive maps with property & market data
- Converting SPSS syntax to R
- Creating & interpreting charts & graphs

One-on-one and small group training

Please inquire with any specific training requests to Paul Bidanset, IAAO Valuation Research Project Manager at bidanset@iaao.org or 816-701-8118.



Finding the elusive cap rate in the coronavirus pandemic environment

BY PETER F. KORPACZ, MAI, CRE, FRICS

Finding the elusive cap rate in the real estate transaction market after the coronavirus pandemic is the biggest challenge commercial appraisers will face in coming months.

And it permeates the entire global appraisal profession.

The solution to the challenge is rooted in traditional appraisal methodologies and is, in fact, right under our collective noses.

Active/potential sellers and buyers have always been the source of cap rates and this reality has not changed.

If anyone truly knows cap rates it is those who are actively seeking to dispose or invest in commercial real estate assets. Even if some potential sales do not materialize because there is no meeting of the minds, the potential sellers and buyers know their cap-rate comfort level.

In those situations, the truth is likely somewhere within the bid/ask gap.

But how do appraisers support their appraisals when there are few, if any, actual sale transactions?

Taking the pulse of active/potential sellers and buyers has always been the hallmark of good appraisal research, and it has not changed just because the market is distressed.

Appraisers will continue to research, verify, and use the likely limited number of current sales but may find themselves with too few cap rate data points to reasonably support their conclusions.

Here's the solution!

Go back to comparables that are dated, maybe within one to two years before a valuation date.

Reconnect with participants to those transactions and get their input on how they would do the same transactions on the appraiser's current date of value using



the same property, same historical performance characteristics, existing leases, etc., but in a different economy and leasing and capital market conditions.

The essential questions are how would you underwrite the deal and what cap rate would likely result as of the appraiser's valuation date?

In doing this, the appraiser does not "create new comparable sales," but instead completes a highly targeted local "investor survey" of transaction participants who have already invested in the local market and are quite familiar with historical and current conditions.

This method of extracting useful, supportable current cap rates takes the place of reasoning to a current cap rate using older sales with some narrative discussion of how distressed economic and real estate market conditions lead the appraiser to conclude with a higher cap rate of X.

What would the appraiser's client prefer and what would be more accurate?

The appraiser's opinion supported by the opinion of seasoned investors in the local market, or the appraiser's subjective opinion based on broad references to distressed economic and real estate market conditions.

The answer is obvious.

The technique described above may be new to many appraisers, but I and a few others have been using it since the 2001 recession whenever there is a dearth of current comparable sale transactions.

It reflects standard appraisal methodology, which is based on getting to investors "in the know," "taking their pulse," and "picking their brains" to support valuation assumptions and conclusions.

What could be more normal for an appraiser?



PETER F. KORPACZ is founder and president of Korpacz Realty Advisors

The Apendium: Knowledge Area 5



IAAO undertook a major initiative to capture and articulate a Body of Knowledge (BoK), a compilation of information, named *The Apendium*, that provides, in one place, a description of the expertise required to effectively work within the assessment profession.

The Apendium was developed by a team of subject matter experts handpicked by the IAAO Board of Directors, drawing on an average of 30+ years of assessment experience and incorporating input from a survey of IAAO members.

The IAAO *Apendium* enables more efficient and effective structuring of targeted educational programs and customized certification programs and provide a foundation for planning and coordinating other programs for the IAAO membership.

The Apendium is available at amazon.com, and each month Fair+Equitable will publish a small preview of each area.

This month, Knowledge Area 5:

Knowledge Area 5: Leading and Managing the Assessment Office

This Knowledge Area is concerned with assessment administration and includes skills related to leadership and management such as planning, organizing, directing, and controlling.

Assessors are expected to provide leadership, make decisions, and get results. To do so, they begin with awareness of goals and of the tasks to be accomplished. Assessors plan, budget, organize, lead, and control within social, economic, and governmental limits.

To fulfill their managerial responsibilities, assessors gather information, create strategic plans and budgets, make decisions under conditions of uncertainty, and communicate both within and beyond the assessing office. They are expected to be effective, efficient, and economical.

Statutes, regulations, court decisions, the state of the economy, local land use

patterns, and internal and external politics limit what assessors can accomplish. Within these limitations, an assessor is required by law and professional obligation to create the best assessment system possible and to produce accurate assessments.

To accomplish these tasks, the assessor must have a good understanding of management and what it takes to be a good manager. This Knowledge Area will look at the concept of management and examine a variety of current management theories and also give a historical perspective. We will discuss the skills needed to be a leader, and how to manage resources, personnel, and technology to effectively accomplish the organization's goals.

There are many different titles for the people who take on these roles. For the sake of simplicity, we use the term "assessor" to refer to the person who will be doing any of the tasks discussed in each of the eight Knowledge Areas.

The Apendium: A Compendium of Property Assessment Knowledge contains eight Knowledge Areas:

■ **Knowledge Area 1: Working with the Legal Framework**

This Knowledge Area includes skills related to the legal basis for assessment and valuation, reassessment and reappraisal cycles, property tax base, exemptions, and taxation.

■ **Knowledge Area 2: Collecting and Maintaining Property Data**

This Knowledge Area includes skills related to managing information

necessary to the valuation of property, including ownership, transfers, identification and description, and related data management.

■ **Knowledge Area 3: Developing and Managing Cadastral Data**

This Knowledge Area identifies the skills required to effectively develop, manage, implement, and administer a robust Cadastral System, both digital and printed versions.

■ **Knowledge Area 4: Appraising Property**

This area includes skills related to discovering property, developing and reporting

property value, mass-appraisal and single-property appraisal, using the three approaches to value, land valuation, and value reconciliation, while considering specific property types.

■ **Knowledge Area 5: Leading and Managing the Assessment Office**

This Knowledge Area is concerned with assessment administration and includes skills related to leadership and management such as planning, organizing, directing, and controlling.

■ **Knowledge Area 6: Managing Complaints and Appeals**

This Knowledge Area is concerned with inquiries, complaints, and valuation/assessment appeals.

■ **Knowledge Area 7: Managing Public Relations and Communications**

This Knowledge Area focuses on communicating with the public, government stakeholders, and the media.

■ **Knowledge Area 8: Oversight and Compliance Review**

This Knowledge Area deals with the skills necessary for audit, oversight, and compliance reviews at a macro level (i.e., state/province/national).

New IAAO educational offerings available

Additional IAAO education opportunities are now available in response to the COVID-19 virus as assessing offices around the country and globe have closed or limited operations.

With most assessors working from home, and many in-person educational courses canceled or delayed, the IAAO Professional Development Department released new courses and worked with coordinators and instructors on ways to offer in-person courses online.

IAAO is now offering online self-study versions of Course 101 - Fundamentals of Real Property Appraisal and Course 331 - Mass Appraisal Practices & Procedures.

Additional class offerings, including Course 201 - Appraisal of Land and Course 112 - Income Approach to Valuation II, are now available as live online courses, which includes the digital delivery of course materials and an online exam.

IAAO is also working with education coordinators to turn canceled in-person classes into live online courses. The first

course offered in this format was Course 102 - Income Approach to Valuation in Massachusetts, while in North Carolina the live online format was used in April for Workshop 100 - Understanding Real Property Appraisal.

IAAO will continue to work with coordinators and instructors of events and share best practices with those who want to offer classes using the "live online" platform.

Listings for sponsored online and in-person class are listed online on the IAAO website in the Education section under Sponsored Courses.

Prepay for Courses

Because of the COVID-19 virus, and the impact it will have on budgets, IAAO is offering jurisdictions the opportunity to prepay for online, self-study, or live online education courses at a 10% discount.

To qualify for the discount, payments must be received by IAAO before June 15, 2020 and the class or classes must be taken within 12 months of the initial

arrangement.

For questions or additional information, contact Ashley Lathrop, Deputy Chief Financial Officer, at 816-701-8125 or lathrop@iaao.org.

New director

Heather Moser has been named the new Director of Professional Development for IAAO.

Before coming to IAAO, she built a successful training consulting business in which she defined and managed custom training and non-training solutions for client industries ranging from the technical to the not-for-profit.

In addition, Heather served as director of training and development for Empower, a Kansas City-based company. Heather holds a Bachelor of Arts degree in French and English with secondary education from Iowa State University.

Having started her master's degree at the University of Iowa, she is now completing her degree in adult education and leadership at Kansas State University.

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New Designees

AAS

ASSESSMENT ADMINISTRATION SPECIALIST



FAITH C. DANGERFIELD, AAS, Assistant Director, Charlotte County Property Appraiser's Office, Englewood, Florida, earned the IAAO Assessment Administration Specialist

professional designation. She's been in the profession for 34 years and has been with the Charlotte County Property Appraiser's Office in her current position for six years. She is a Certified Florida Evaluator with the Florida Department of Revenue. She worked as a West Virginia Department of Revenue Assessor's Instructor from 2010 to 2014 and is a member of the Florida Chapter Real Property Steering Committee.



JASON POLING, AAS, Residential Appraiser, Davidson County Assessor of Property, Nashville, Tennessee, earned the IAAO Assessment Administration Specialist professional designation.

Mr. Poling has been in the profession for 15 years and with the Davidson County Assessor of Property and in his current position for seven years. He holds a Bachelor of Business Administration, finance, from Middle Tennessee State University and an Association of Science, paralegal studies, from Volunteer State Community College. He is a Tennessee Master Assessor with the Tennessee State Board of Equalization.

CAE

CERTIFIED ASSESSMENT EVALUATOR



MIKE FLETCHER, CAE, Valuation and Customer Relations Manager, Municipal Property Assessment Corporation, Tecumseh, Ontario, Canada, earned the IAAO Certified Assessment

Evaluator professional designation. He has been in the profession and with Municipal Property Assessment Corporation for 22 years and in his current position for four years. He has a real property assessment and administration diploma with Fanshawe College, London, Ontario, and has been an IAAO member since 2014.



CHERI MARCHUK, CAE, Assessment Coordinator, Saskatchewan Assessment Management Agency, Regina, Saskatchewan, Canada, earned the IAAO Certified Assessment Evaluator

professional designation. Mrs. Marchuk has been in the profession and with SAMA for 10 years and in her current position for a year. She holds Doctor of Philosophy and Bachelor of Science degrees in agriculture from the University of Saskatchewan. She also has a Post Graduate Certificate in real property assessment from the University of British Columbia.



JUSTIN K. SETO, CAE, Policy & Process Analyst, Saskatchewan Assessment Management Agency, Regina, Saskatchewan, Canada, earned the IAAO Certified Assessment Evaluator professional

designation. Mr. Seto has been in the profession and with SAMA for 23 years and in his current position for 13 years. He holds a business administration diploma from Lakeland College and a certificate in real

property assessment from the University of British Columbia. He has been a licensed member of the Saskatchewan Assessment Appraiser's Association for 23 years.

PPS

PERSONAL PROPERTY SPECIALIST



ALFRED I. PUENTE JR., PPS, Appraiser II, Jefferson Central Appraisal District, Beaumont, Texas, earned the IAAO Personal Property Specialist professional designation. Mr. Puente has been

in the profession for seven years, all in his current position with Jefferson Central Appraisal District. He is the Vice-President of the Three Rivers Chapter of the Texas Association of Appraisal Districts.

RES

RESIDENTIAL EVALUATION SPECIALIST



ROBERT J. DULLE II, RES, Appraiser, Unified Government of Wyandotte County, Kansas City, Kansas, earned the IAAO Residential Evaluation Specialist professional designation. Mr. Dulle

has been in the profession in his current position with the Unified Government of Wyandotte County for five years. He has been an IAAO Member since 2016 and a member of KCIAAO since 2017.



RICHARD R. MC-MICHAEL, RES, Commercial Appraiser, Wyandotte County Appraisers Office, Kansas City, Kansas, earned the IAAO Residential Evaluation Specialist professional

designation. Mr. McMichael has been in the profession and with the Wyandotte County Appraisers Office for seven years and in his current position for four years. Richard holds a bachelor's degree in business administration from Park University in Parkville, Missouri. He has been a member of IAAO since 2014 and a member of KCIAAO since 2017.



MELODIE GARFIELD, RES, Senior Property Appraiser, Clark County Assessor, Las Vegas, earned the IAAO Residential Evaluation Specialist professional designation. Ms. Garfield has been

in the profession for 24 years. She has been with Clark County for five years and in her current position for two years. She holds a Master of Business Administration, finance, from California State University, San Bernardino, and a Master of Education, intercurricular studies, from the University of Nevada, Las Vegas. She has been an IAAO member since 2015 and an IAAO Instructor since 2019.



CARLA S. PIPITONE, RES, Property Appraiser II, Clark County Assessor's Office, Las Vegas, earned the IAAO Residential Evaluation Specialist professional designation. Carla has been in the

profession for 17 years and has been in her current position with the Clark County Assessor's Office for five and a half years. Ms. Pipitone has an Associate of General Studies with the College of Southern Nevada. She has been an IAAO member since 2016.



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IAAO LIVE-ONLINE & COHORT COURSES NEW COURSES ADDED IN JUNE



LIVE ONLINE COURSE 331 – MASS APPRAISAL PRACTICES & PROCEDURES (30 CEUS)

COURSE DATES	EXAM DATES	INSTRUCTOR
Week 1: June 2 & 4 Week 2: June 9 & 11	June 15-17	Larry Clark, CAE, FIAAO and Paul Bidanset, PhD Candidate

LIVE ONLINE COURSE 300 – FUNDAMENTALS OF MASS APPRAISAL (30 CEUS)

** Students who register for this pilot course will be issued a \$50 coupon for a future 2020 live online course **

Week 1: June 8 & 10 Week 2: June 15 & 17	June 22-24	David Cornell, CAE
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LIVE ONLINE COURSE 101 – FUNDAMENTALS OF REAL PROPERTY APPRAISAL (30 CEUS)

Week 1: June 16 & 18 Week 2: June 23 & 25	June 29- July 1	Larry Clark, CAE, FIAAO and Paul Bidanset, PhD Candidate
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LIVE ONLINE COURSE 400 – ASSESSMENT ADMINISTRATION (30 CEUS)

Week 1: June 22 & 24 Week 2: June 29 & July 1	July 6-8	Larry Clark, CAE, FIAAO and Paul Bidanset, PhD Candidate
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Live Online classes includes the digital delivery of course materials and an online exam.

COHORT 101: FUNDAMENTALS OF REAL PROPERTY APPRAISAL (30 CEUS)

START DATE	END DATE	INSTRUCTOR
July 13, 2020	August 23, 2020	Terry Taylor, CAE, RES
October 5, 2020	November 15, 2020	Terry Taylor, CAE, RES

COHORT 102: INCOME APPROACH TO VALUATION (30 CEUS)

August 10, 2020	September 20, 2020	Tom Frey, RES, AAS
October 26, 2020	December 6, 2020	Pat Alesandrini, CAE, RES

COHORT 331: MASS APPRAISAL PRACTICES & PROCEDURES (30 CEUS)

June 22, 2020	August 2, 2020	Kara Endicott, CAE, RES
September 21, 2020	November 1, 2020	Kara Endicott, CAE, RES

Cohort courses are scheduled online and provide students with the opportunity to email an instructor with questions.

Visit www.iaao.org/onlinecohort to learn more.