



*Preparing to
earn your AAS
designation in
2015?*

**Don't Miss TEAM's
AAS Case Study Review
Workshop, June 2-4
in Manhattan, KS. See
details on page 7.**

Mapping Workshop Filled with Aha Moments

By Rick Stuart, CAE

Rick Norejko, CMS, rolled out "The American Cadastre: The Rest of the Story" workshop in Sheridan, Wyo., recently. On the first day of this three-day workshop Rick focused on the history of land ownership in the United States. He explained the philosophical differences between the Native American understanding of property ownership and the immigrating colonialist view.

Rick delivered the lecture in the same format that the famous radio commentator Paul Harvey used in his program "The rest of the story," giving us the historical background, surrounding events, inventions and people. His lecture allows you to experience that "aha" moment when you say to yourself, "that's why we do that" or "that's where that came from."

For instance, he explains the



Alan Lemaster, Wyoming education coordinator, and Rick Norejko

origin and 18th century meaning of "American" from the title of his lecture series— and it's not our 21st century interpretation. Prior to the signing of the Declaration of Independence, there wasn't an "American people." British America was just a collection of individual royal grants and chartered colonies. America as we know it wasn't a unified nation.

The initial identification of the colonial population as "Americans" came from English political writers who used the term negatively in response to colonial demands of representation in England's Parliament and the elimination of unjustified taxes. "Americans" was how writers referred to a colonial population whom they deemed unworthy of equal status with full-blooded Englishmen who resided in England. It was a label uttered and used as an insult to designate an inferior and subordinate people. The epitome of this label—the white, propertied, revolutionary leaders— would become the greatest political talent in American history. These men would transform a continent and establish a new country, a country that would become the envy of the world.

Rick also explained how these talented founding fathers' land ownership philosophy, and the subsequent debates and lobbying efforts in the Continental Congress, led to

Attendees' Comments:

- "Absolutely impressive. I learned so much."
- "I really enjoyed the first day. The early history of the Cadastre was interesting and helped fill in gaps in my knowledge."
- "The history is invaluable to me and clarification of the legal portion was helpful."
- "This course was very informative. I wish I had taken it sooner. I will definitely send more staff to the next one."

the U.S. Public Land Survey System. Workshop attendees learned that Thomas Jefferson and George Washington had different land ownership beliefs and how each man lobbied Congress for passage of their vision of a national land policy. These beliefs are presidential historical facts that you didn't learn in high school or college; you can only learn about it in this workshop.

Days two and three of this lecture series included more "aha" moments when he discussed the principles of United States property law by explaining in detail legal documents, legal terminology associated with private ownership of land, the economic advantages of property ownership, and the role county appraisers and mappers play in the national economy. ❖

See Rick's map workshops on p. 2.



Great New Map Workshop Offerings

The American Cadastre: The History of Land Ownership in the United States – 1 day (new 2014)

Author: Rick Norejko, CMS

Let's face it, you already know how to map property or appraise a parcel. But do you know the who, what, where, and how about that tract of land? What's behind the metes and bounds system in America? Who are the founders of the Public Land Survey System? What are the social, political and cultural influences for creating it? Where do deeds come from, and what does all that legalistic terminology mean? What role does a county appraiser play in the national economy? This workshop covers the historical background surrounding events, inventions and people. The lecture allows you to experience the "aha" moment when you say to yourself "that's why we do that," "that's where that came from," or "that's where that word comes from."

The American Cadastre: The Principles of Property Law for Appraisers and Cadastral Mappers – 2 days (new 2014)

Author: Rick Norejko, CMS

If we accept the purpose that both attorneys and land surveyors apply principles of law toward ownership of real property, we must also accept the role of an assessor and staff as experts regarding the county Cadastre. The cadastral expert applies law, rules and common sense in forming an opinion of ownership and location of property boundaries for assessment purposes. This workshop adds to the body of knowledge of the participant in making the decision necessary for an accurate American Cadastre. This workshop focuses on the terminology and components of legal documents involved in the ownership and valuation of real property.

The American Cadastre – The Rest of the Story – 2 ½ days (new 2014)

Author: Rick Norejko, CMS

This workshop covers both the History of Land Ownership in the United States and the Principles of Property Law (see above).

More Great Comments on TEAM Workshops

Five TEAM workshops were conducted in Round Rock, Texas, in November 2014. The student evaluations are shown below, with a highest rating possible of 5.0. Our thanks to all who participated.

TEAM Workshop	Rating
Appraising After a Disaster or in Traumatic Events	5.0
How to be a Better Manager	5.0
Public Relations & Customer Service	4.7
The Art of Making a Powerful Presentation	5.0
Reconstructing Income & Expense Data	4.1



New & Updated Workshops

We have been busy! In addition to the new map workshops from Rick Norejko, CMS, we have added and updated several others.

■ Mass Appraisal Analysis & Benchmarks – 1 day (New in late 2014)

Authors: Fred Chmura, AAS & Rick Stuart, CAE

This one-day workshop is designed to help refresh the mass appraisal techniques used in the valuation process and also to help establish some processes and procedures for unusual or more challenging events. Topics discussed include: USPAP, Scope of Work, Mass Appraisal, Market Value, Highest and Best Use Analysis, Neighborhood Analysis, Benchmarks, Sales Validation, Sales Ratio Analysis, Sales Chasing and Trending.

■ Development of Capitalization Rates Overview – 1 day (New in late 2014)

Authors: Marion Johnson, CAE & Rick Stuart, CAE

When using the income approach to estimate the value of real estate, one of the components that needs to be determined by the assessor/appraiser is the capitalization rate. This workshop will explore the difference between capitalization rates used in direct capitalization and a yield rate used in yield capitalization. We will discuss the difference between an overall capitalization rate, a land capitalization rate, and a building capitalization rate, along with some other common terms used in capitalization rates discussion such as unloaded vs. loaded capitalization rates, terminal capitalization rates.

continued on page 3

Property Photo-Models – Half-Day (New 2014)

Author: Keith Cunningham, PhD

Regular digital cameras and even cameras on cell phones can collect pictures to build three-dimensional photo-models. These photo-models can be georeferenced and used to measure real property. Drones carrying cameras add additional perspective that can improve the photo-models as well as building updated mosaics for GIS. The photo-models can be integrated with GIS as well as PDF files that can be saved in a CAMA system.

Course: 4 hours

- Hour 1 - concepts
- Hour 2 - collecting data outside on foot and with a drone
- Hour 3 - data processing
- Hour 4 - integration with GIS & CAMA

Workshops Updated in late 2014:

- Valuation of Self-Storage Properties
- Valuation of Manufactured Home Parks
- Residential Quality, Condition and Effective Age
- How to be a Better Manager

The Mass Appraisal Analysis & Benchmarks workshop was written by TEAM upon request. If you need something to help your jurisdictions or have an interest in one of our workshops, please contact:

Fred Chmura, AAS
fchmura@teamconsulting.cc
860.974.1354

Rick Stuart, CAE
rstuart17@cox.net
785.259.1379.

Let us help you with your educational needs.



TEAM & IAAO

By Rick Stuart, CAE

TEAM members have always been active members within IAAO. Four members are past presidents of IAAO, and Kim Lauffer, RES, RMA, completed her term as president in 2014, which will make the fifth TEAM member to become a past president of IAAO. Some information about our involvement with IAAO is discussed below.



Kim Lauffer, RES, RMA

Are you tired yet Kim? Life can be difficult enough and then you become the President of IAAO. This is a very time-intensive volunteer commitment to a professional organization. It all starts with three years on the Executive Board, then moving up the ladder from President-Elect, Vice-President, President and then closing out as the Past-President. Not only must the President represent the association throughout the country, but the position also requires some overseas travel. And she still has a jurisdiction to manage!

Life will soon slow down some for Kim. Completion of her term will give her some time for relaxation, and she has also announced that she will leave her jurisdiction as the county appraiser on July 1, 2015. Future plans: Hopefully remain in the assessment business in a jurisdiction closer to the Lawrence, Kansas, area to be closer to her daughter and her family—and to her and husband Kevin's beloved Jayhawk basketball!



Ken Voss, MAI, SRA, CAE

Ken currently serves on the IAAO Executive Board as the Associate Member. Ken's term ends December 31, 2015. This is his fourth time, and he says his last. "Interestingly, some of the topics discussed years ago are still being discussed."



Fred Chmura, AAS

Fred has finished a two-year term as Chair of the Infrastructure Review Committee and also was the Chair of the IAAO Executive Search Committee. (See his article "A Vast Undertaking" on page 4.)



Ed Crapo, CFA, ASA, AAS

Ed completed two terms as the Super-Chair of Professional Development. (See Ed's article "Second Year" on page 4.)



Marion Johnson, CAE

Marion is the continuing Regular Member on the Associate Member Committee.



Rick Stuart, CAE

Rick served with Fred on the Infrastructure Review Committee and is the continuing Associate Member on the Instructor Relations Subcommittee.

Second Year *By Ed Crapo, CFA, ASA, AAS*

This month I am completing my second year as chair of the Professional Development Committee of IAAO. Alternatively, this position is known as “super chair” because it encompasses the Instructor Relations Subcommittee, the Professional Designation Subcommittee, the Education Subcommittee, and now the Certificate of Excellence in Assessment Administration Subcommittee.

Being super chair is an interesting and challenging role. Each of the subcommittees has its own chair, and they each set their own agendas, yet as super chair you are supposed to be well-versed in everything each of the sub-committees is doing and communicate what each is doing to the others as well as to the IAAO Executive Board. You are supposed to mentor, coach and coordinate the activities so that everything appears to be the single, finely tuned activity of one committee.

By the way, the committees will all meet at the same time, fortunately in the same location. So, all you have to do is clone yourself three times so you can be in four different places simultaneously.

Two years ago when I went to my first meeting it was daunting. I had called my predecessor, Gary McCabe, CAE, who had filled me in to a great extent on what was going on and what to expect; and I can tell you, now that it is coming to an end, that it has been an extraordinary and challenging experience. I have learned a great deal from the people that I have served with and thank them and the IAAO Board for the opportunity to have served.

The IAAO mission states in part “to promote innovation and excellence...through professional development.” As super chair you are in a good position to step back and look at the bigger picture. It is no ac-

[I]t has been an extraordinary and challenging experience.

cident that all of these committees come under a single umbrella. Professional development is a huge task with many facets. If you had a large committee working on the professional development, you would eventually break down into “working groups” to get things done. The current subcommittee structure is a formalization of breaking down into those working groups. The challenge for a super chair is to see the continuity in all that is transpiring and keep everyone aware of it.

The subcommittee members are constantly being yanked back and forth from the big picture to the detail, from the forest to the trees and back again. From the immediacy of today’s important challenges to the vision of what will be five years down the road.

All of these committees are working today on breaking the mold of status quo with the result being quality improvements. They have earned and received board commitments supporting new initiatives and are now polishing the details to go to the next level.

So, what does it mean to be “super chair”? It is about sharing the future vision of excellence with four subcommittees, travelling between the committees, and recognizing that the subject area expert that one committee needs is the same as the one that the other committee has already found. It is being able to identify where committees should pair up and share expertise versus break down and pursue separate solutions. It means being frazzled sometimes but also feeling like you contributed to something important. It is learning and sharing what you know and building networks. Quite frankly, it has been one of the best experiences of my life. ❖

A Vast Undertaking

By Fred Chmura, AAS

The Infrastructure Review Committee (IRC) was appointed by then-IAAO President Rob Turner in 2013 as a two-year special committee to review the rules and procedures of IAAO. The procedural rules require that a review of the rules, procedures and processes of IAAO be done every five years.

The IRC received input from the officers, board members, committee members, and regular and associate members on areas that they believed the committee should look at. The IRC also reviewed actions and current processes of IAAO over the past years for areas that they felt could be improved. The list of all the areas and issues that the IRC discussed is too long for this article, so I will limit this to the major recommendations made by the committee to the Executive Board.

- ▶ Creation of Web-enabled Committee Orientation Tools and procedures. *Completed by IAAO staff.*
- ▶ Recommended videotaping of future swearing in ceremonies that will be posted on the IAAO website. *Approved by Executive Board.*
- ▶ President and President-Elect Committee Appointment Process. *Spreadsheet revised and used for 2014 appointments.*
- ▶ Suggested immediately after Nominating Committee certification of candidates, the posting of Executive Board Candidates on website. *Approved by Executive Board.*
- ▶ Suggested part-time Research Director position be created. *Adopted and funded as a position in 2014.*

- ▶ Suggested greater use of consent agenda at Executive Board meetings. *Approved by Executive Board.*
- ▶ Suggested hiring of an Editor for all current educational course material. *Adopted and funded as a position in 2014.*
- ▶ Drafted Member Volunteer Form to be placed on the IAAO Website. *Approved by Executive Board.*
- ▶ Body of Knowledge to be developed as the basis for all future educational material and textbooks. *To be presented to Executive Board in 2015 with Project Plan to be developed if Executive Board approves.*
- ▶ Suggested the creation of an Executive Director Compensation Subcommittee of the Executive Board. *Executive Board created a Compensation Subcommittee of the Executive Board with a different membership makeup than IRC proposal.*
- ▶ Suggestions for publicity of IAAO Awards. *Adopted by Membership Department.*
- ▶ Suggested a revised Committee Structure. *Concept approved by the Executive Board and forwarded to Planning & Rules Committee to develop proposed Procedural Rules and Bylaws.*
- ▶ Selection of the Annual Conference Site Procedural Rule changes. *Approved by*

Executive Board and forwarded to Planning and Rules for review and presentation to the Executive Board.

- ▶ IAAO Membership Career Builder Widget. *Not Approved by Acting Executive Director due to lack of staff resources.*

As you can see from the list above, some recommendations are just improvements to current practices within IAAO and others are major changes to the way IAAO conducts business today. Hopefully, five years from now, when the next Infrastructure Review Committee meets, they will suggest improvements to these recommendations to make the IAAO a better association for its members and the assessment profession. ❖

TEAM Education Calendar

Below are the TEAM classes that are scheduled to date. Not seeing what you need? Check our website at <http://bit.ly/1gCkskG>. Or contact Fred Chmura, AAS, at fchmura@teamconsulting.cc or Rick Stuart, CAE, at rstuart17@cox.net.

Boise, ID

- January 12, 2015 Valuation of low-end residential properties
- January 13-14 Residential quality, condition & effective age
- January 15 Valuation of high-end residential properties
- January 16 (half-day) Preparation and presentation of a valuation appeal

Contact Jan Barnard at Jan.Barnard@tax.idaho.gov

Evansville, IN

- February 2, 2015 Low-end and difficult residential properties
- February 3, 2015 Preparation and presenting an evaluation appeal
- February 4 & 5, 2015 Collection, interpretation and model building of income and expense data
- February 6, 2015 Development of capitalization rates

Contact Stacey French at sfrench@vanderburghgov.org

Sherman, TX

- March 25, 2015 Valuation of high-end residential properties
- March 26, 2015 The art of making a more powerful presentation
- March 27, 2015 Preparation and presentation of a valuation appeal

Contact Don Spencer at spencerd@graysonappraisal.org

2014 TEAM INSTRUCTION & CONSULTING LOCATIONS



Travel Squad

TEAM associates continue to move about the country. In the fourth quarter of 2014, we have been in Kansas,

Indiana, Minnesota and Texas. Looking for a workshop, series of workshops or professional assistance for your location? Visit our website at <http://www.teamconsulting.cc/>

Alachua County is Thriving with ArcGIS in the Amazon Cloud

Alachua County, Florida, may be best known for the University of Florida in the city of Gainesville. The university has been on a national stage three times in the past 20 years when its football team won national championship titles.

The GIS Department in the Alachua County Property Appraiser's Office has an impressive record, too. For the past 20 years, staff have been delivering GIS data and services to all the county's departments and nine cities.

That record was broken recently when power interruptions started to compromise the department's ability to provide reliable GIS support. When the power went out, it meant county and city staff, including E-911 and Emergency Services, didn't have the GIS resources they needed. It sometimes took days to get servers back online and the system functioning normally.

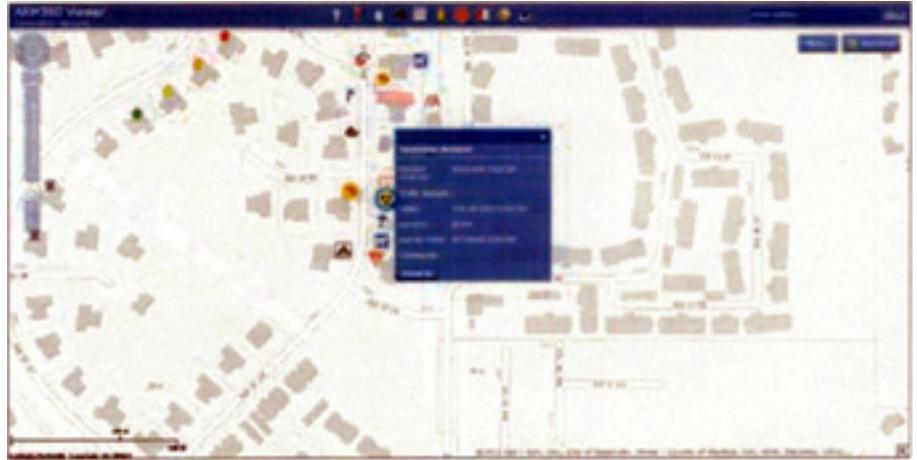
The Property Appraiser's Office staff began to consider putting their GIS data and ArcGIS for Server applications in the cloud with Amazon Web Services.

"I had concerns about security and how much confidence I could have in putting our data in the cloud, but we were frustrated and felt like we had nothing to lose from a trial of Amazon Web Services," said Ed Crapo, Alachua County property appraiser.

Soon Crapo was receiving reports from the GIS team that storing data and apps in the cloud was working better than had been expected.

"The team [members] began reporting that they were doing things at least three times, if not five times, as fast in the cloud," Crapo said. "Things that used to take them two weeks were taking two days—it was amazing."

The high performance of GIS in the cloud did a lot to convince the



Government staff can access the ARM360 Viewer in the Amazon Web Services cloud to collect data after emergencies.

team members to continue using it. Data storage was easy, and they were getting the continuity they needed.

"Being in the cloud is a lot more stable," said Bob Bates, executive director of GIS, Technology and Support Services for the Property Appraiser's Office.

The Property Appraiser's Office is caching data including aerial photography and parcel data. "Because we have ArcGIS for Server in the cloud, the transfer speed when we are caching data is faster than if we cached locally and then uploaded it," said Bates.

The ArcGIS for Server applications the county is hosting in the cloud include the ARM360 Viewer, which ESRI partner Geocove helped the county build for data collection after hurricanes or other emergency events. The county is also using ArcGIS Online combined with data in the Amazon cloud for solutions like the Level of Assessment app, which appraisers can use to access recent sales information. The Level of Assessment app was built with the ArcGIS Online Finder application template.

"We couldn't break it," said Bates. "The more we asked it to do, the more it did. And it never sent us a bill that was above the budget we

set, which had been our biggest fear."

Bates and his team used the Amazon Web Services calculator to estimate costs before they put their data and apps in the cloud. They estimated a monthly bill of \$500 based on existing usage. Since they began using GIS in the Amazon cloud, the Amazon bill has averaged \$250–\$300.

"We did run out of space on a drive at one point, and it was really easy to go out there and add more server space," said Logan Couch, senior GIS programmer analyst for the county. "I just added another terabyte by clicking a box."

Bates points out that the value goes beyond hardware savings.

"When you start thinking about having a climate-controlled computer room, electricity, and fire prevention when the temperature gets hot, that is where the big savings are," said Bates. "We don't have to worry about any of that. We don't have to worry about space, we don't have to worry about backups, we don't have to worry about anything."

For more information, contact Bob Bates, Alachua County Property Appraiser's Office, at bbates@acpafl.org.

— *Reprinted with permission.*

Success with the TEAM AAS Case Study Material

Reprinted from IAAO's Fair & Equitable, with permission from Chris Bennett.

TEAM Editor's Note: Congratulations to the new designees for obtaining their AAS (Assessment Administration Specialist) designation. TEAM members are always happy to see new IAAO designees, especially when our AAS Case Study workshop was beneficial in their preparation.



Derrick Hammond, AAS, received the Assessment Administration Specialist designation in August 2014.

Hammond serves as Administrative

Services Manager for the Davidson County Assessor's Office in Nashville, Tennessee. He has held that position for six years and previously served as an Appraisal Specialist and as an Appraiser.

Hammond attended Mississippi State University and majored in mathematics. He is a member of the Tennessee Chapter of IAAO and a past member of their Executive Board. Hammond is also a member of Phi Beta Sigma fraternity. He is a Tennessee Master Assessor and a Tennessee Certified Assessor.

Hammond enjoys playing golf, watching college football, coaching youth sports, spending time with family, and in service of his church. He joined IAAO in 2008.



Mark Gwinn, AAS, received the Assessment Administration Specialist designation in July 2014. Gwinn serves as Zone Manager

for the Davidson County Assessor's Office in Nashville, Tennessee. He has held that position for seven years and previously served as a Field Appraiser for seven years.

Gwinn attended Middle Tennessee State University and received a degree in marketing. He has been a member of the Tennessee Chapter of IAAO for fourteen years. Gwinn joined IAAO in 2000.



AAS Case Study Review Workshop

June 2-4, 2015 • Riley County Public Works Building
6215 Tuttle Creek Rd. • Manhattan, Kansas

Workshop Topics:

- USPAP
- Rates and levies
- Effective tax rates
- Economic principles
- Property definitions
- Ownerships and rights
- Three approaches to value
- Attributes in an effective tax system
- Role of the assessor
- Ratio studies
- Tax policy
- Reassessment Planning
- Assessment Administration

Included are multiple problems associated with the assessment and valuation processes, and the workshop concludes with a 4-hour case study exam followed by a review of the answers. *This is not an IAAO workshop but one developed by TEAM.*

TEAM Consulting LLC will present *AAS Case Study Review* June 2-4, 2015, at the Riley County Public Works Bldg. in Manhattan, KS. This 2½-day workshop provides a review of materials and an understanding of the composition of a case study to help prepare for the AAS Case Study Exam. The focus will be on the most prevalent items to study for but will not be all-inclusive of what may actually be on the exam.

Since May 2010, approximately 50 candidates have successfully used TEAM's AAS Case Study Review materials to obtain their AAS designations. If you are seeking your AAS, this may be your best opportunity to participate in TEAM's live workshop to help you prep for the IAAO exam. Let us help you achieve your goal!

Cost for the workshop is only \$275, which includes course materials. More information, including a registration form, is available on the TEAM website at <http://www.teamconsulting.cc/aasreview/june2015workshop.html>. For questions, contact Rick Stuart, CAE, rstuart17@cox.net or 785.259.1379.

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