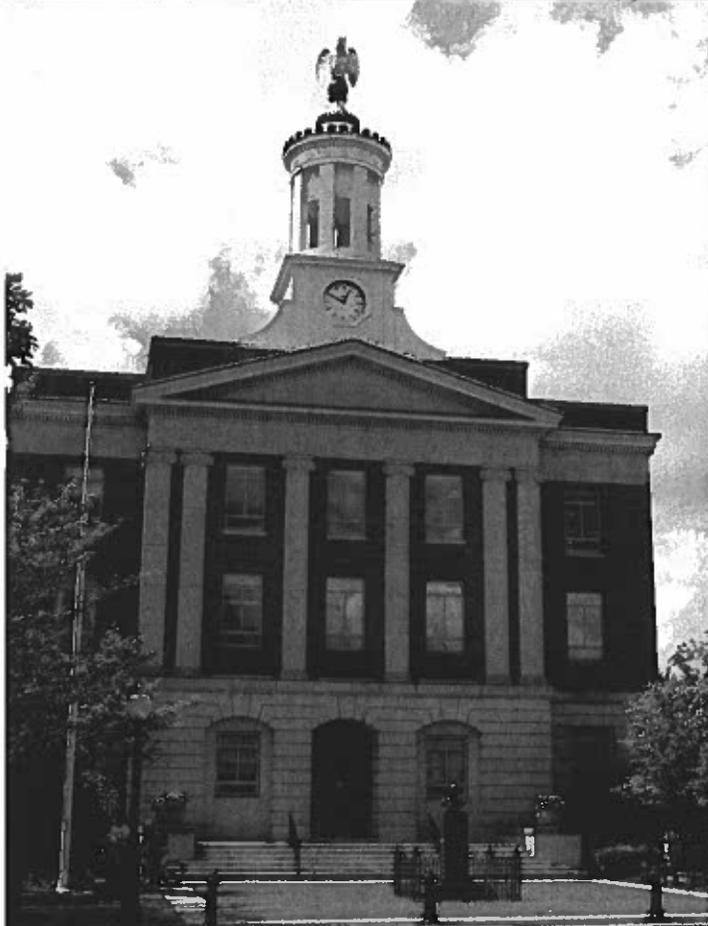


**ORIGINAL**

**NASHUA**

**NEW HAMPSHIRE**



*Prepared by:*  
Patrick Donovan of Vision Government Solutions, Inc.  
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Hudson, MA 01749  
Phone: 800-628-1013 ext. 3644  
Fax: 508-351-3798  
pdonovan@vgsi.com  
www.vgsi.com

**RESPONSE TO THE REQUEST FOR PROPOSAL FOR:**

**Proposal for Full Measure and List  
Appraisal and Revaluation for the City of  
Nashua**

***Due: September 26, 2019 by 3 pm***

 **VISION**  
GOVERNMENT SOLUTIONS



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**\*\*Price Proposal is in a separate sealed envelope\*\***



 **VISION**  
GOVERNMENT SOLUTIONS

September 26, 2019

Purchasing Department  
City Hall  
229 Main Street  
Lower Level, Room 11  
Nashua, NH 03061

Dear Purchasing:

Vision Government Solutions is pleased to propose a Full Measure and List Appraisal and Revaluation for the City of Nashua in response to your Request for Proposals. It is our perspective that there is no other revaluation firm that can complete a project of this size for the City with the level of quality, service, valuation accuracy, reliability, and timeliness of Vision.

Below are four specific reasons why, along with quantitative data supporting Vision's performance against each of the specific evaluation criteria outlined by the City:

**1. More New Hampshire Experience than Any Other Firm**

Vision is proud to have completed revaluations in more than 65 communities in New Hampshire, including projects in large communities of similar size, geographic proximity, and complexity to Nashua such as Manchester, NH, Bedford, NH, Portsmouth, NH, and Lowell, MA, among many others provided in the completed projects list enclosed.

Because of this, Vision is the only firm with the requisite local staff, local market knowledge, and state-specific track record to provide the market experience, reliability, and data accuracy that a large reassessment effort entails.

**2. Quality & Experience of DRA-Certified Staff to Ensure Data Accuracy and Equity**

Vision is proud to offer a revaluation team with the highest levels of New Hampshire expertise and certifications, including DRA-certified property assessors and supervisors. Not only do we have a 60-person full-time staff to ensure full surety of job completion, but our team is also highly experienced, with more than 50% of the staff with greater than 20 years tenure.

This level of experience is uniquely important to ensure accuracy at all levels of the project, from data collection to field review to statistical analysis.

To ensure the highest data collection accuracy, our data collectors work from detailed, intensive data rubrics, built in collaboration with the City and supervised by DRA-certified property assessors and supervisors, who implement a multi-tier quality control process. In addition, our appraisers bring decades of statistical expertise to ensure true valuation equity, along with local market knowledge.

Finally, we are proposing the highly-experienced June Perry as Project Manager for the City: June brings over 30 years of revaluation experience to the project, has been with Vision since 1987, and has completed numerous New Hampshire-based reappraisal projects. She is especially skilled in Public Relations and collaboration with Assessing Departments to share revaluation best practices.

### **3. The Local Staffing Required to Ensure Project Delivery**

The size and geographical proximity of Vision's Appraisal Team enables us to provide unique certainty into our ability to complete the project on time and without delay. In fact, Vision's corporate headquarters is less than an hour from City Hall.

The best evidence of our ability to meet all deadlines without fail is the simple fact that Vision successfully completes more reappraisal projects in New England every year than any other firm.

This is uniquely differentiated from firms with smaller or inconsistent local presence, who must staff up quickly for specific projects at the expense of strong training, staff continuity, and availability.

### **4. A Uniquely Differentiated Public Relations Program**

Vision's Public Relations Program is specifically designed to ensure transparency, accountability, and positive taxpayer experience throughout the revaluation. As with every aspect of the project, collaboration with the City comes first. Together, we will design a specialized program for Nashua, using the resources and proven menu of options that have worked best in the broader New Hampshire market. We have enclosed additional detail in the proposal, but select highlights include:

- A full consultation with our Public Relations team to define objectives and build a customized outreach program
- A comprehensive menu of distribution channels for disseminating information about the revaluation, including support of the Assessing Monitor newsletter, in-person meetings, social media channels, co-creation of local OpEds, Press Releases, and more
- The use of data visualizations and quantitative analysis to provide transparency into the valuation process, including the use of GIS mapping, IAAO-approved statistics, and CAMA reports such as visit history progress
- Leveraging the value of modern technology to reduce taxpayer burden through tools such as online inspection and hearing bookings, as well as publication of values

Finally, we have provided two options for software in the enclosed proposal. The Vision staff has deep experience completing successful reassessment projects on the Patriot AssessPro software. In addition, we are also providing the option to elect for a free conversion and license to our own Vision 8 CAMA software, at no additional cost. This includes free maintenance and free taxpayer website web hosting through 2022, in the spirit of transparency and communication.

 **VISION**  
GOVERNMENT SOLUTIONS

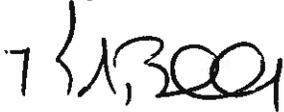
We thank you in advance for your consideration and welcome the opportunity to answer any questions about the proposal.

The Primary Contact for this Proposal is:

Patrick Donovan  
Director of Appraisal Sales  
Vision Government Solutions, Inc.  
T. 508-351-3644  
F. 508-351-3798

This proposal is good for 90 days.

Sincerely,



Kevin Bullock  
Chief Financial Officer

## **EXCEPTIONS & CLARIFICATIONS CITY OF NASHUA, NEW HAMPSHIRE**

1. **Performance Bond:** We have included a Performance Bond for all appraisal/full measure and list services. Should the City only require the Performance Bond for the Full Statistical portion of the contract, there would be a **saving of \$18,000.**
2. **On-Site Inspections:** Vision will make an initial visit to all properties utilizing existing data from the City. Vision will measure the exterior of improvements and attempt to perform an interior inspection. If after the initial visit, an interior inspection was not performed, a notification letter will be mailed. Appointments will then be arranged by phone for interior inspections. The company shall guarantee to make a careful inspection of the complete interior (90%) of all properties, excluding those wherein the owner refuses permission to inspect, unoccupied buildings, structures that are unsafe, inhabitants that appear dangerous or threatening, no response to the interior inspection letter or any other reason which the Assessor and company agree makes the property inaccessible.
3. **Software Licensing:** The City will be responsible for providing VPN access to the current CAMA system throughout the duration of the project. Any licensing to utilize the system will be the responsibility of the City.
4. **Personal Property/Utilities:** We have not included any Personal Property or Utility valuation services in our proposal.
5. **Data Entry and Computations:** A DRA certified assessor supervisor will be present for all analysis and table structure in the CAMA system throughout the duration of the project. Our Data Entry team averages over 15 years of experience and is supervised by a DRA certified assessor supervisor.
6. **Abatement Support:** We have included a total of **Twenty (20) days** of Abatement assistance as part of our proposal. Any additional days can be provided at a rate of **One Thousand Dollars (\$1,000) per Diem.** Should there be no need for all 20 days of assistance, the days can get rolled over to the litigation support.
7. **BTLA/Superior Court:** Any additional litigation days, litigation preparation or Narrative Appraisal reports will be billed at the rate of **One Thousand Dollars (\$1,000) per Diem.**

## OPTIONAL SERVICES: VISION 8 CAMA

*The Vision Appraisal Team has substantial experience completing successful reassessment programs on the Patriot software. If the community prefers to integrate its software with its revaluation vendor, we are also proposing an OPTIONAL service to convert to Vision 8 CAMA software, as detailed below.*

**CAMA Software:** We are proposing the option of utilizing our all-new Vision 8 *Appraisal Vision*® CAMA software for the revaluation at no additional cost. This option includes a 5-User CAMA license, conversion of the live data, and onsite training.

For the conversion, we will need to obtain the electronic data in an ASCII file format along with an unambiguous file layout and existing field cards from the City. For sketches, the City will need to provide sketch data in a non-proprietary traverse/string language format which shows “pen” movements for each sketch shape, and also links each shape to its associated sketch label. The data shall also include pointers from which we can derive spatial relationship between shapes. Any costs associated with delivering the data in this format will be the responsibility of the City.

This proposal also includes our GIS module, which would integrate the City’s GIS into CAMA. The proposal does not include licenses to any third-party software such as ArcGIS or hardware. In addition, Vision will provide our standard Building Permit Import and our standard Tax Billing export at no additional cost. Custom programming is not included in this proposal.

### **Free Maintenance through Duration of Project**

Support and maintenance of the CAMA platform will be provided at no cost through 2022. This is currently valued at \$6,015 per year.

### **Free Web Hosting through Duration of Project**

Access to our public web hosting solution will be provided at no cost through 2022. This provides numerous Public Relations benefits and enables us to update taxpayers throughout the project process, while enabling the community to provide detailed property data during preliminary valuation public disclosure. This is currently valued at \$3,914 per year.



# THE CITY OF NASHUA

Administrative Services  
Purchasing Department

"The Gate City"

September 11, 2019

**RFP0023-092619  
FULL MEASURE AND LIST APPRAISAL & REVALUATION FOR THE CITY OF NASHUA, NH  
ADDENDUM #1**

Information included in this document becomes a part of the original RFP.

If you are submitting a paper bid, please sign below to indicate receipt of this additional information and include this page with your bid submittal. If you are submitting a bid via Bid Express please be sure to acknowledge the addendum on the website before submitting your bid.

**ADDENDUM 1 is being issued to respond to submitted questions.**

All other aspects of the original document remain the same.

**Failure to acknowledge the addendum will result in the bid submittal being disqualified.**

Sincerely,

Dan Kooken  
City of Nashua – Purchasing Manager  
[kookend@nashuanh.gov](mailto:kookend@nashuanh.gov)

**Addendum #1 received and incorporated into bid submittal for RFP0023-092619.  
Please sign and include this addendum in your bid package.**

7313001

(Authorized Signature)

9/26/19

(Date)

Vision Government Solutions

(Name of Firm)

**Questions and Answers for Bid RFP0023-092619**

**Full Measure and List Appraisal & Revaluation for the City of Nashua, NH**

- **Number of building permits for the last two years requiring inspections?**

**A total of 2957.**

- **How many years of Income & Expense Statement will we require?**

**At least two years will be required.**

- **What manual does the RFP reference?**

**A procedure manual to identify how data was collected.**

- **Total number of parcels (page 4)?**

**The total should be 28,559 (which is less the 59 utilities).**

- **Will images of out buildings be required?**

**Images of sheds will not be required but larger out buildings, such as pool houses, detached garages, accessory dwelling units and carriage houses should be included.**

- **Will the city accept items for the monthly newsletter?**

**Yes, the city will review and consider any items for the newsletter or communications to our residents.**

- **Will the city consider proposals with a shorter completion timeframe?**

**Yes, the city will consider all alternatives presented in considering what is in best interest of Nashua.**

- **How many attempts will the city require for inspection of each property?**

**At the minimum, the city will require: the initial visit, leaving of notification card, follow up letter mailed by USPS, and any resulting follow up visit. See page 8, 3.1.3.**



100-100000

## SCOPE OF WORK

### 2. RESPONSIBILITIES AND SERVICES TO BE PERFORMED BY CONTRACTOR

#### 2.1 Contract Submission

The contract, any revised contract, and the list of personnel assigned to work under the contract, shall be submitted to the DRA for examination and written recommendations of the DRA to be made to Municipality within 10 working days of receipt by the department. No work shall begin without first submitting a copy of the executed contract or agreement to the commissioner along with the names and qualifications of all personnel to be employed under the contract or agreement.

#### 2.2 Assessment of all Property

2.2.1 *This cyclical revaluation shall commence in tax year 2019 and run through tax year 2022 when a full statistical revaluation analysis shall be conducted to bring values to 100% of market value or as close thereto as practicable.*

2.2.2 Contractor shall measure and list all taxable property (RSA 72:6) within Municipality in a good and workmanlike manner in accordance with RSA 75:1.

2.2.3 Contractor shall measure and list all tax exempt and non-taxable property (RSA 74:2) within the taxing jurisdiction of Municipality in the same manner as taxable property.

2.2.4 Contractor shall measure, list and verify all sales used to determine benchmarks for the revaluation.

2.2.5 The contractor shall update the existing assessment information to correct errors or omissions pertaining to:

- (1) Incorrect measurements; and
- (2) Physical changes, which may include, but not be limited to:
  - a. Additions;
  - b. Renovations;
  - c. Finished areas;
  - d. Structural alterations;
  - e. Outbuildings; or
  - f. Other site factors or improvements;

2.2.6 Contractor shall measure and list all new construction brought to their attention by Municipality via building permits, inventories and any other source.

2.2.7 (a) Contractor shall utilize Municipality's AssessPro CAMA System to appraise properties.

#### 2.3 Completion of Work

2.3.1 Contractor shall complete all work and deliver the same in final form to the municipal assessing officials on or before September 1, 2022 to allow for quality control prior to final submission.

2.3.2 Liquidated damages of \$1,100 per day shall be paid by Contractor for each day required beyond the above stated completion date for delays caused by Contractor.

- 2.3.3 Contractor shall provide Municipality a list of all products to be delivered and dates of delivery thereof. The products include:
- (1) Property record cards in hard copy, electronic or both formats;
  - (2) The USPAP Compliant Appraisal Report;
  - (3) The Data Collection Manual;
  - (4) The CAMA System Manual; and,
  - (5) Any other products as deemed necessary by the municipal assessing officials (as described in Section 3).

- 2.3.4 The cyclical revaluation shall be considered satisfied and in its final form only when:
- (1) The informal review of assessments has been completed as described in Section 3.6;
  - (2) Any required value adjustments are made;
  - (3) The final values are submitted to and accepted by the municipal assessing officials;
  - (4) All products required by the contract are delivered to Municipality and the DRA;
  - (5) The DRA has completed its final monitoring report with a successful result;
  - (6) Values established by Contractor have been defended through the municipal abatement process, as described under RSA 76:16, for the year of the full statistical revaluation; and,
  - (7) All other terms of the contract have been satisfied.

## 2.4 Personnel

- 2.4.1 For grading, classifying, appraising and data collection of all property covered by the contract, Contractor shall only employ personnel who are:
- (1) Certified by the DRA, as defined in the Asb 300 Rules and RSA 21-J:14-f for the level of work they will be performing; and,
  - (2) Approved by the municipal assessing officials.
- 2.4.2 Contractor shall not compensate, in any way, a municipal official, employee or any immediate family member of such official or employee in the performance of any work under the contract unless previously disclosed and a prior full-time employee of the Contractor.
- 2.4.3 Upon approval of the contract and before the cyclical revaluation begins, Contractor shall provide to the DRA and the municipal assessing officials, a list of the DRA-certified personnel assigned to work under the contract.
- 2.4.4 Contractor shall ensure that the DRA-certified assessor supervisor is proficient in the use and calibration of the CAMA system that will be used to assess the property specified in Section 2.2.
- 2.4.5 Contractor shall ensure that the individual(s) assigned to perform data entry are proficient in the use of Municipality's CAMA system.
- 2.4.6 Contractor shall ensure that the DRA-certified assessor supervisor will be present where data is entered and computations are performed 100% of the time for the duration of the contract.

## 2.5 Public Relations

- 2.5.1 Contractor and the municipal assessing officials, during the progress of the work, shall each use their best efforts to promote full cooperation and amiable relations with taxpayers. All publicity and news releases shall be approved by the municipal assessing officials before being released to the news media. Contractor, upon request of the municipal assessing officials, shall provide assistance in conjunction with the

municipal assessing officials to acquaint the public with the mechanics and purpose of the cyclical revaluation.

**2.6 Confidentiality**

2.6.1 Contractor, municipal assessing officials or municipal employees shall not disclose any preliminary values to anyone or permit anyone to use or access any data on file during the course of the revaluation project, except the municipal assessing officials and the Commissioner of the DRA, or their respective designees, until the values have been submitted to the municipal assessing officials and made public.

**2.7 Compensation and Terms**

2.7.1 Municipality, in consideration of the services hereunder to be performed by Contractor, agrees to pay Contractor the sum total of \$ \_\_\_\_\_ dollars pursuant to the terms of the agreement as defined in Section 3. Payment shall be dispersed as follows:

<u>Year of Work</u>	<u>% or # of Parcels</u>	<u>Type of Work</u>	<u>Annual Payment</u>
2019		Measure/List	\$ .xx
2020		Measure/List	\$ .xx
2021		Measure/List	\$ .xx
2022		Full Statistical Revaluation	\$ .xx

**Note: The above Compensation and Terms will be confirmed at the time the contract is completed.**

2.7.2 The amount or terms of compensation to be paid by Municipality for assessing services to support and defend assessments that are appealed to the BTLA or superior court, if not included in Section 3 of the agreement, quoted on a hourly or daily basis plus expenses is: \$ \_\_\_\_\_ hourly / \$ \_\_\_\_\_ daily.

**Note: The above Compensation and Terms will be confirmed at the time the contract is completed**

2.7.3 The manner and time schedule in which Municipality shall make payments to Contractor shall be included in the contract.

2.7.4 A statement of any amount of retainage that may be withheld from Contractor until all of the terms of the contract have been satisfied.

2.7.5 Except as provided in Sections 2.7.2 and 2.7.3, the stated consideration in 2.7.1 represents the total payment for all contracted services.

**3. DETAIL OF SERVICES TO BE PERFORMED BY CONTRACTOR**

**3.1 Collection of Property Data**

3.1.1 All vacant land parcels and any attributes that may affect the market value shall be listed accurately. Such attributes may include, but not be limited to: number of acres; road frontage; neighborhoods; water frontage; water access; views; topography; easements; deeded restrictions and other factors that might affect the market value.

3.1.2 Every principal building(s), and any appurtenant building(s), or other improvements, shall be accurately measured and listed to account for the specific elements and details of construction as described in the data collection manual. Such elements and details may include, but not be limited to: quality of construction; age of structure; depreciation factors; basement area; roofing; exterior cover; flooring; fireplaces; heating & cooling systems; plumbing; story height; number of bathrooms; number of bedrooms; and, other features, attributes, or factors that might affect market value.

- 3.1.3 Contractor shall make an attempt to inspect the property, and if the attempt is unsuccessful, Contractor shall:
- (a) Leave a notification card at the property requesting that the property owner call the Contractor's designee, within a stated time frame as agreed upon by the municipal assessing officials and Contractor, to arrange for an interior inspection; or,
  - (b) Send a letter to the property owner requesting that the property owner call the Contractor's designee, within a stated time frame as agreed upon by the municipal assessing officials and Contractor, to arrange for an interior inspection at the contractor's expense;
  - (c) Contractor will provide opportunity for evening and weekend inspections.
- 3.1.4 If the contractor is not able to arrange for an interior inspection, or entrance to a building or parcel of land cannot be obtained as detailed in Section 3.1.5 below, Contractor shall:
- (a) Estimate the value of the improvements using the best evidence available; and,
  - (b) Annotate the property record card accordingly.
- 3.1.5 Contractor shall complete interior inspection of all properties except:
- (a) Where multiple attempts for inspection have been made without success and the owner or occupant has not responded to Contractor or the municipal assessing officials' notifications;
  - (b) Where postings prevent access;
  - (c) Unsafe structures;
  - (d) When the owner has refused access to Contractor or its designee;
  - (e) When inhabitants appear impaired, dangerous or threatening; and,
  - (f) Any other reason for which the municipal assessing officials agree that the property is inaccessible.
- 3.1.6 Contractor shall provide to Municipality a complete copy of the: field data collection card(s); worksheet(s); and, other document(s) used in the valuation process.
- 3.1.7 Contractor shall provide bi-weekly progress reports indicating the percentage of completion of the cyclical revaluation to the municipal assessing officials and the DRA.

### **3.2 Property Record Cards**

- 3.2.1 Contractor shall prepare an individual property record card, for each separate parcel of property in Municipality arranged to show:
- (1) The owner's name, street number, map and lot number or other designation of the property;
  - (2) The owner's mailing address;
  - (3) Information necessary to derive and understand:
    - (a) The land value;
    - (b) The number of acres of the parcel;
    - (c) The land classification;
    - (d) The adjustments made to land values;
    - (e) The value of the improvements on the land;
    - (f) The accurate description of all improvements whether affecting market value or not;
    - (g) The improvement pricing details; and,
    - (h) The allowances made for physical, functional and economic depreciation factors;
  - (4) The outline sketch of all principal improvements with dimensions with the street side or waterfront toward the bottom of the diagram;
  - (5) The base valuation year;
  - (6) The print date of property record card;

- (7) Photograph of the principal building;
- (8) History of the property transfer to include:
  - (a) Date of sale;
  - (b) Consideration amount;
  - (c) Qualification code; and
  - (d) Property type noted as either vacant or improved;
- (9) A notation area to record any comments pertaining to the property; and.
- (10) A notation area to record the history of the property, which shall include, but not be limited to:
  - (a) Property inspection date;
  - (b) Individual's identification number or initials associated with the inspection;
  - (c) The extent of the inspection;
  - (d) Reason for the inspection; and.
  - (e) Any value adjustment(s).

**3.3 Full Statistical Revaluation Market Analysis**

- 3.3.1 A DRA-certified property assessor supervisor shall conduct the market analysis.
- 3.3.2 A DRA-certified property assessor assistant, under the guidance of a DRA-certified property assessor or a DRA-certified property assessor supervisor, may validate or invalidate sales for the market analysis.
- 3.3.3 The municipal assessing officials shall provide to Contractor a copy of all property transfers for a minimum of two (2) years immediately preceding the effective date of the revaluation.
- 3.3.4 The market analysis shall be conducted by Contractor using accepted mass appraisal methods in order to determine land, improvements and any other contributory values or factors including:
  - (1) A review of all property transfers provided by the municipal assessing officials to Contractor;
  - (2) A compilation of all unqualified property transfers into a sales list with appropriate notations for those sales not used in the analysis accompanied by:
    - (a) The parcel map and lot number;
    - (b) The disqualification code;
    - (c) The date of sale; and.
    - (d) The sale price.
  - (3) A compilation of all qualified property transfers into a sales list with appropriate notations for those sales used in the analysis accompanied by:
    - (a) The parcel map and lot number;
    - (b) The date of sale;
    - (c) The sale price;
    - (d) The newly established value;
    - (e) A photocopy or printout of the property record card for each property transferred; and.
    - (f) A photograph of the principal improvements attached thereto;
  - (4) Estimated land values with the documented results, as follows:
    - (a) Utilizing vacant land sales whenever possible; and.
    - (b) In the absence of an adequate number of vacant land sales, the land residual method or other recognized land valuation methodologies shall be used to assist in the determination of land unit values;
  - (5) The Indicated land values shall be documented as:
    - (a) Site;
    - (b) Front or square foot;
    - (c) Front acre;

- (d) Rear acre units; and/or.
- (e) Other appropriate units of comparison;
- (6) An analysis section to include:
  - (a) The sale price; and.
  - (b) Supporting adjustments made in sufficient detail to be understood by the municipal assessing officials and taxpayers;
- (7) The market analysis used to indicate unit values with the documentation of the method(s) employed and any special adjustment factors; and.
- (8) Tax Maps showing the locations of all qualified sales and the delineation of neighborhoods.

3.3.5 The preliminary market analysis shall:

- (1) Be provided to the municipal assessing officials and the DRA prior to the acceptance of the new values by the municipal assessing officials;
- (2) Be printed in its final form, and provided to the municipal assessing officials and the DRA at the completion of the revaluation as part of the USPAP compliant report; and.
- (3) Become property of Municipality and the DRA.

3.3.6 Contractor shall ensure that a final comprehensive review of the newly established values shall be performed by a DRA-certified property assessor supervisor utilizing a parcel-by-parcel field review of the entire Municipality to:

- (1) Ensure that all properties are valued at their highest and best use; and,
- (2) Identify and correct: any mechanical errors; inconsistencies; unusual features or value influencing factors.

3.3.7 Any supporting documentation supplied, provided or utilized by Contractor in the process of compiling the market analysis, such as but not limited to: sales verification sheets; rental/expense statements and questionnaires; Contractor cost estimates; sales listing sheets; final review notes; etc., shall be relinquished to and become property of Municipality.

**3.4 Full Statistical Revaluation Approaches to Value**

3.4.1 The valuation of property for the revaluation shall be completed by utilizing recognized approaches to value, which may include, but not be limited to:

3.4.2 Cost Approach:

- (1) The cost approach, when utilized, shall be implemented by calibrating and applying land valuation tables, building valuation tables and unit costs as follows:
  - (a) Investigate, with documented analysis, land values for residential, commercial, industrial and any other special use properties in the area;
  - (b) Document the land valuation tables and unit costs by including statistical testing to compare the calculated preliminary land value to the sale properties to ensure accuracy before the land valuation tables and unit costs are implemented;
  - (c) Document the development of the units of comparison that shall be used for the base land prices, which may include, but not limited to: site; front foot; square foot; front acre; rear acre; and, other appropriate units of comparison;
  - (d) Document site specific characteristic land adjustments, which may include, but not be limited to: topography; view; size; location; and, access; and,
  - (e) Document the calibration of land tables and models.

- (2) In developing building cost tables, Contractor shall provide the following:
  - (a) Investigate, with documented analysis, the building costs of residential, commercial, industrial and any other special use properties in the area;
  - (b) Document the testing of Contractor's building valuation tables and unit costs by comparing the calculated preliminary building value to the sale properties, for which the building costs are known, to ensure accuracy before the building valuation tables and unit costs are implemented;
  - (c) The building cost tables shall consist of unit prices based upon relevant factors, which may include, but not be limited to: specifications for various types of improvements; the quality of construction; the building customs and practices in Municipality; various story heights and square foot areas adequate for the valuation of all types of buildings and other improvements to the land; tables for additions and deductions for variations cost improvement from the base specifications; and, tables for depreciation based upon age and condition of improvements.
  - (d) Document the calibration of all building cost tables and models.

**3.4.3 Income Approach:**

- (1) The income approach, when utilized, shall be implemented by calibrating and applying valuation models as follows:
  - (a) Investigate and qualify, with documented analysis, market data, which may include but not be limited to: rental income; expenses; vacancy; and, capitalization rates for: residential, commercial, industrial and any other special use property;
  - (b) Describe property specific characteristics;
  - (c) Document statistical testing for the income valuation models to known sales of similar properties;
  - (d) Create valuation models consisting of market data based upon:
    - (i) Defined descriptions and specifications based upon property type; and,
    - (ii) Quality and size of the improvements; and,
  - (e) Document the calibration of all income approach valuation tables and models.

**3.4.4 Market-Sales Comparison Approach:**

- (1) The market-sales comparison approach, when utilized, shall be implemented by calibrating and applying valuation models as follows:
  - (a) Contractor shall qualify, analyze, and use sales as direct units of comparison in the valuation of residential, commercial, industrial and any other special use properties;
  - (b) Investigate with documented analysis comparable sales;
  - (c) Document the adjustments for specifics, which may include, but not be limited to: location; time; size; features; and, condition;
  - (d) Document how the adjustments were derived;
  - (e) Document final value reconciliation; and,
  - (f) Document calibration of all sales comparison tables and models.

3.4.5 In the utilization of the appraisal approaches to valuation, Contractor shall make and document adjustments made to properties for depreciation factors, which may include, but not be limited to: physical; functional; and, economic conditions.

**3.5 Full Statistical Revaluation Value Notification and Informal Reviews**

**3.5.1 Contractor shall provide to the municipal assessing officials:**

- (1) A list of the newly established values for review;
- (2) A preliminary value analysis with a copy delivered to the DRA for review; and,
- (3) The informal review schedule in advance.

- 3.5.2 Contractor shall mail, first class, to all property owners, the notification of the newly established value of their property by sending to the property owner either of the following:
- (1) A list of all property owners containing the newly established valuations of all properties within Municipality; or.
  - (2) A letter to the owner stating the newly established value of their property and whether Contractor has either:
    - (a) Published a list of all property owners containing the newly established valuations for all properties within Municipality in an identified newspaper of general circulation for the entire Municipality; or,
    - (b) Posted in two (2) identified public places within Municipality a list of all property owners and the newly established values of the entire Municipality.
- 3.5.3 The notification of newly established values shall contain the details of the informal review process, instructions on scheduling an informal review; and the time frame in which informal reviews shall be scheduled.
- 3.5.4 The notification of newly established values shall contain instructions in regard to the appeal process for abatements pursuant to RSA 76:16, RSA 76:16-a and RSA 76:17.
- 3.5.5 After mailing or posting of the notification of newly established values, Contractor shall ensure that an informal review of the newly established property values is provided to all property owners who may, within the time prescribed by the contract, request such a review.
- 3.5.6 Notwithstanding Section 2.6 of this contract (Confidentiality), Contractor shall make available to all property owners the property record card related to their newly established property value(s).
- 3.5.7 Contractor shall notify, by first class mail, all property owners addressed during the informal reviews and indicate whether or not a change in value resulted and the amount thereof.
- 3.5.8 All documentation utilized or obtained during the informal review process and a list of final values shall be delivered to the municipal assessing officials.
- 3.6 Appraisal Manuals and Full Statistical Revaluation Appraisal Reporting**
- 3.6.1 Contractor shall provide a data collection manual, to be included within the USPAP report, or as a separate document, which shall include but not be limited to:
- (1) A description of building characteristics; extra features; outbuildings; site improvements; site characteristics; road frontage; water frontage; water access; topography; and view;
  - (2) A glossary and description of all codes used within the data collection and on property record cards;
  - (3) A description of all grading factors utilized, which may include, but may not be limited to: condition factors; quality; depreciation; amenity values; and other factors or conditions; and,
  - (4) A glossary and description of the coding used for visitation history.
- 3.6.2 Contractor shall ensure that the municipal assessing officials have:
- (1) A technical CAMA manual detailing the CAMA system utilized; and,
  - (2) Been provided training in the proper use of the CAMA system.
- 3.6.3 Contractor shall provide a USPAP compliant appraisal report pursuant to RSA 21-J:14-

b.1.(c): The report shall comply with the most recent edition of the USPAP Standard 6. The report shall contain, at a minimum, the following:

- (1) A letter of transmittal to include a signed and dated certification statement;
- (2) Sections detailing:
  - (a) The scope of work;
  - (b) The development of values;
  - (c) Time trending analysis;
  - (d) Land and neighborhood data;
  - (e) Improved property data;
  - (f) Statistical testing, analysis, and quality control; and,
  - (g) The development of approaches to value used in the revaluation of properties.
- (3) Appendices which may include, but not be limited to:
  - (a) Work plan;
  - (b) Neighborhood maps;
  - (c) Names and levels of DRA-certified individuals authoring or assisting with the development of the USPAP compliant report;
  - (d) CAMA system codes;
  - (e) Identification and description of zoning districts;
  - (f) Qualified and unqualified sale codes; and,
  - (g) Other useful definitions or information.
- (4) Instructions, or as a separate document, adequate instructions for the municipal assessing officials to:
  - (a) Understand the valuation methodologies employed;
  - (b) Understand the market and neighborhood adjustments; and,
  - (c) Understand the conclusions of the appraisal report.

3.6.4 Contractor shall provide a USPAP compliant report to the municipal assessing officials, to be retained by the municipal assessing officials until the next revaluation and a copy to the DRA.

**3.7 Full Statistical Revaluation Defense of Values**

3.8.1 Contractor shall, after the final property tax bills have been mailed by Municipality, support and defend the values that were established by Contractor for the year of the revaluation as follows:

- (1) At no additional cost to Municipality, property tax abatement requests that are timely filed with Municipality pursuant to RSA 76:16 shall have:
  - (a) A review, by either a DRA-certified property assessor or a DRA-certified property assessor supervisor; and,
  - (b) The Contractor's written recommendation provided to the municipal assessing officials which an abatement request had been received.

3.7.2 Contractor shall provide a qualified representative for the defense of property tax abatement appeals that are timely filed with the Board of Tax and Land Appeals (BTLA) or Superior Court pursuant to RSA 76:16-a and RSA 76:17, whose compensation has been agreed upon by the parties to the contract as stipulated in Section 2.7; and,

3.7.3 Appeals to the BTLA or Superior Court:

- (1) Contractor will support and defend values established by Contractor that may have been lowered by municipal assessing officials but shall not be required to support or defend values that have been increased by the municipal assessing officials.

3.7.4 All documentation utilized or obtained during the defense of assessed value process shall be relinquished to Municipality.

## **ADDITIONAL SCOPE OF WORK**

### **RFP0023-092619**

1. Participate in a start-up meeting with the City and DRA.
2. Complete callbacks to maximize the entry rate.
3. Update images for each property.
4. Complete data entry at every stage of the project.
5. Analyze all Residential qualified sales for a period of one year prior to the assessment date of April 1, 2022.
6. Analyze all Commercial/Industrial/Apartment qualified sales for a period of one year prior to the assessment date of April 1, 2022.
7. Complete an analysis of all returned Income and Expense Statements and input data to create market rents, expenses and vacancies.
8. Update all land, building and depreciation tables as required by sales analysis, Income and Expense Surveys and the Marshall & Swift cost manuals.
9. Generate cap rates using the latest publication of investor surveys and those extracted directly from the market.
10. Reconcile cost and income values to within 10% of each other.
11. Field review all properties in the field.
12. Update the use of the effective year built consistently throughout the City.
13. Submit all final values to the City for review.
14. Post all values on Company website, on the City of Nashua website and on one additional public place to be determined by the City.
15. Mail notices and conduct informal hearings for City taxpayers to discuss their assessment.
16. Work closely with the City at all stages of the update to ensure a successful project.
17. The Company that executes a Contract with the Municipality will furnish all labor, materials, supplies and equipment, and should perform all work for the project in strict accordance with the contract specifications and should be in compliance with the State of New Hampshire Department of Revenue Administration Administrative Rules governing revaluations and any relevant applicable rules and standards as adopted by the Assessing Standards Board.
18. All Company field personnel should carry suitable ID cards, which should include an up-to-date photograph, supplied by the Company and signed by the Governing body.
19. Each proposal shall address the proposed methodology, personnel, and philosophy, including the use of effective year built as opposed to grade, condition and other factors in applying depreciation.
20. Progress meetings shall be held bi-weekly throughout the duration of this contract.

## ***APPROACHES TO VALUE***

VISION will employ a market adjusted cost approach which it has successfully utilized in over 300 communities throughout New England. It is a system that is very effective for estimating market value.

Land valuation will be accomplished through an analysis of vacant sales, as well as a land residual analysis, which is accomplished by deducting improvement values and extracting land values from improved sales. This analysis results in a base land curve. In each community, neighborhoods will be established that represent similar value patterns and neighborhood factors will be established. Each neighborhood, street by street, will also be rated for desirability which provides a second factor that may be applied to the base square foot schedule to account for differences in location. In addition, condition factors will be applied to account for negative or positive influences on value such as topography, view, irregular lot shape, waterfront and other factors.

Overall property values, including improvement value, will be verified by the sales ratio analysis, segregated by the pertinent value related factors of each property. This analysis will be stratified within various categories including style of property, segmented by size and age, by lot size and location factors. This analysis enables the Senior Appraisers to fine-tune the final tables for each property to create a mirror image of market sales activity within the Municipality.

For commercial/industrial properties, all three approaches to value will be employed. For commercial/industrial properties that are basically non-income-producing, the secondary approach will be the market approach, utilizing the square foot values derived from the sales analysis for the particular use type of the property. Square foot values will be segregated by type, including industrial, warehouse, retail, etc. and will provide reasonable ranges for per square foot sale prices of building areas. Land value, once determined, will be added to building value for an estimate of total value. For all income producing commercial property, the income approach, utilizing a direct capitalization approach, will be employed.

The replacement cost approach to value will be employed for both residential and commercial and industrial properties as follows:

Information derived from our cost analysis will provide the basis for determining the cost pricing schedules used in the valuation of residential and commercial\industrial properties.

Subsequent to the determination of replacement cost pricing schedules and the establishment of land values, VISION will analyze the sales of improved properties in order to derive an estimate of physical and functional depreciation and economic obsolescence. A report of this study of sales of improved properties will be made to the Assessors, listing the comparison subjects and detailing the schedules of adjustments to be made prior to valuation production.

**Approaches to Value, *continued***

Physical and functional depreciation and economic obsolescence will be computed to be the difference between the selling price of the total property and the sum of the estimated replacement cost new of the improvement plus the estimated land value.

Provided that a sufficient number of sales are available, guidelines in the form of tables based upon the condition, desirability and usefulness of a building relative to its actual age will be developed. After approval by the Assessors, these tables will be used to estimate the depreciation of comparable subject properties.

All of these tables are then applied to each parcel in the Municipality. Each property is then reviewed in the field by an appraiser. During this review, the appraiser rechecks the physical data and then ensures that the value is consistent with the sales activity within the immediate area. This value then becomes the final proposed value and once accepted by the Municipality becomes the final assessed value.

**PROPOSED SCHEDULE  
CITY OF NASHUA, NEW HAMPSHIRE  
REAPPRAISAL / REVALUATION**

<b><i>TASK</i></b>	<b><i>FROM</i></b>	<b><i>TO</i></b>
Execution of Contract	11/01/2019	
Project Startup, Bonding, Staffing, and public information meetings	12/01/2019	12/15/2019
Data Collection of all improved properties and Data Entry	12/15/2019	08/30/2021
Call back letters & Call back inspections	03/01/2020	08/30/2021
Land Study and Building Cost Manual	10/01/2021	04/30/2022
Market Data Study	10/01/2021	04/30/2022
Commercial Study of Market Rents, Expenses & Capitalization Factors	12/01/2021	05/30/2022
Field Review	03/01/2022	06/21/2022
Deliver Residential & Commercial Values to Assessor	06/22/2022	
Assessor review of values	06/22/2022	07/03/2022
Assessment hearing notices mailed	07/07/2022	
Informal Hearings and Hearing Changed notices mailed out	07/14/2022	08/14/2022
Finalization, special Land pricing and support of values	08/14/2022	08/30/2022
<b>Project Completion</b>	<b>09/01/2022</b>	

*We would suggest data entering all data collect edits into the CAMA system in one fiscal year. This way all taxable properties would see data edits and attributable value adjustments in the same tax year. This proposed schedule can be modified to accommodate the needs of the Community.*

## **QUALITY CONTROL**

### ***Vision Government Solutions Quality Assurance Program***

Following is a brief description of Vision's Data Quality Assurance Program. This program's overall goals are to:

1. Identify factors that affect quality.
2. Determine the frequency and importance of these factors.
3. Integrate this measurement process into production to provide immediate feedback.
4. Assist Managers in problem solving/error reduction.
5. Implement corrective action and evaluate results through control limits.
6. Provide on-going job awareness and identify quality work.

#### **Property Description**

An accurate description of the property is the most fundamentally important part of an appraisal. A City or Town can have the most sophisticated appraisal system in operation; but, if the data for the subject property is not accurate, the value will not be acceptable. An accurate property description provides the foundation for a solid revaluation.

#### **Random Sampling**

Through constant random sampling and immediate feedback and analysis, our Project Managers have the tools to monitor the job and implement corrective action; or to recognize an employee who is producing quality work. The results of this program will be reviewed with our Clients throughout the project.

## ***Quality Assurance Program General Outline***

### **Project Set-Up**

Each employee is provided with a complete set of instructions and guidelines for the job, including:

1. Any minor variations from standard methods.
2. Any problem areas to look for.
3. Any specific items that the Client will be concerned about.

These instructions should be reviewed with the Client as well so that the Assessors are aware of, and are agreeable to, the tasks being performed before the job begins.

### **Rework Control Limits:**

The following control limits will determine two (2) items:

1. Categories for rework.
2. Sample size for the Crew Chief.

### **Comprehensive Interior Check:**

<b>Unacceptable Error</b>	<b>Error Category</b>	<b>Rate Control Limits</b>
Card or Parcel Missing	0.2%	
Building Missing	0.25%	
Section of Building Missing	2.0%	
Outbuilding Missing	3.0%	
Sketch Wrong	5.0%	
Interior Data Wrong	5.0%	
Subarea/Story Height Wrong	6.0%	
Outbuilding Wrong	8.0%	
Miscellaneous	8.0%	

If the Data Collector produces an error rate equal to or above the control limits, the Crew Chief must then increase the next sample size according to the appropriate "Sample Size Increase" table. This next sample must still be from the current "population" of Data Collection Forms. The Crew Chief will check each additional card only for the error that is above the control limits.

This cycle will continue until the error rate is below the control limits, or the entire week's work has been checked. If, at any point, there is an inordinate amount of consistent errors, the Crew Chief may return the remainder of the Data Collection Forms to the Data Collector for re-work.

**Drive-By Field Check:**

After the first day and throughout the remainder of the project, the Crew Chief will drive by 60-70% of the weekly measures for each Data Collector. If any of the error categories are above the following control limits, the Crew Chief will check the rest of the work only for that category.

<b>Unacceptable Error</b>	<b>Error Category</b>	<b>Rate Control Limits</b>
Card or Parcel Missing	0.2%	
Building Missing	0.25%	
Section of Building Missing	2.0%	
Outbuilding Missing	3.0%	
Measure Building Wrong	5.0%	
Exterior Data Wrong	5.0%	
Subarea/Story Height Wrong	6.0%	
Outbuilding Wrong	8.0%	
Miscellaneous	8.0%	

**New Data Collectors:**

If any Data Collectors join the project after the start-up, the Crew Chief will use the same procedure as he/she used in Weeks One through Three. Specifically, the Crew Chief will check all of the first day's production and 20% for Weeks One through Three. Then, the Crew Chief will drop to the 6-12% check. Remember, throughout the job, he/she will always maintain the 60-70% level for the drive-by field review.

**Example:**

1. The Crew Chief has sampled 20 cards and finds one outbuilding missing, one measurement wrong, and one sketch mislabeled. The Crew Chief must then determine sample sizes for each of the errors. From Table 1 of the "Sample Size Increase" tables, the sketch label is within the rework limits, but the Crew Chief must check one more property for measurements and 14 more for missing outbuildings. Assuming he/she finds no more errors, the Crew Chief has completed that week's check and will meet with the Data Collector to review the quality worksheet as soon as possible.
2. Let's take the same original Data Collector errors in Example 1, and the Crew Chief has already sampled one more property for measurements, and 14 more for missing outbuildings. The Crew Chief finds no missing outbuildings; however, the measurements are wrong on the 21st card they checked. Now there are two errors out of 21 sampled, From Table II, the Crew Chief must sample 20 more properties from the same population and if there are no errors, the check is complete.





## ***VISION GOVERNMENT SOLUTIONS INC. CORPORATE PROFILE***

### ***COMPANY***

Since 1975, Vision Government Solutions, Inc. has been providing quality Appraisal Services and CAMA Software to assessing departments located throughout the United States. During this time, our company has grown to be the largest New England based provider of revaluation services and software and we now enjoy a reputation that is unmatched in our industry. Our appraisal staff is comprised of professionals that have significant industry experience. Our Senior Appraisal personnel average over 20 years of experience, yet all remain committed to continuing their appraisal education and adopting new and innovative appraisal techniques. We complement our strong employee experience by providing technologically advanced CAMA software and we support this software with a well-staffed and fully trained group of programmers, help desk specialists and appraisal experts. Our software is currently installed in over 450 assessing jurisdictions located throughout the United States and the District of Columbia with installations that range from 500 parcels to more than 1,000,000.

### ***INNOVATION***

Vision has observed our customer's changing needs and we have re-engineered our business practices and our software technology in order to meet these new requirements. Our company culture fosters innovation at all levels. Our current staff includes a diverse group of appraisal and information systems personnel dedicated to maximizing productivity through the use of technology. Our technology can support any size assessing department using smart client technology on a web centric architecture.

### ***COMMITMENT***

Our Corporate goal continues to be the refinement of the assessment administration process through the use of new technology and innovative management techniques. We have been successful in the past and we will continue to spend the necessary resources on research and development in the information systems field, as well as for the education of our employees to maintain our leadership role in the Appraisal and Assessing field throughout the United States.



## ***SERVICES***

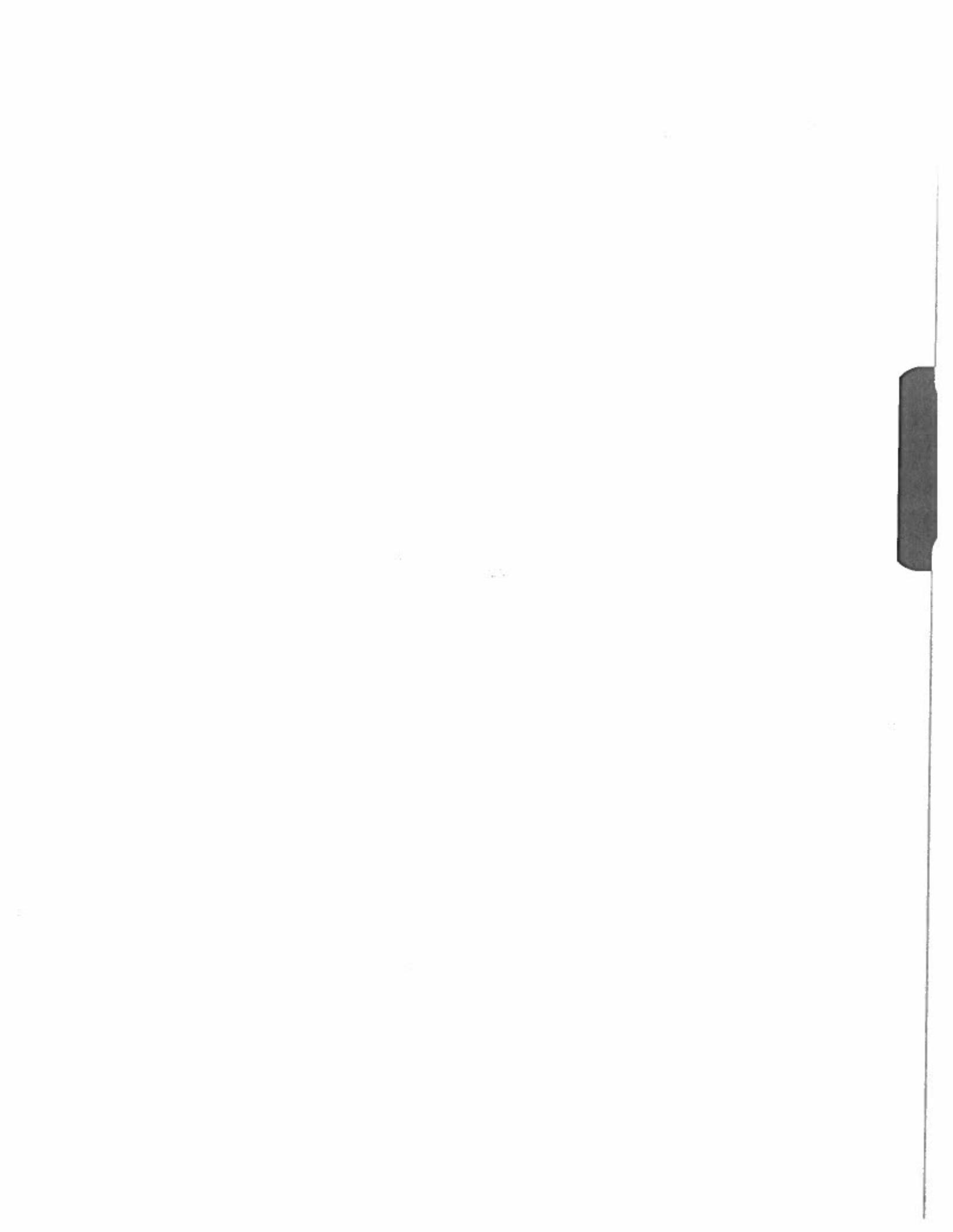
At Vision, we combine the talents of experienced revaluation professionals, technical programmers and data conversion specialists on all new software implementations. By having our appraisal and technical people work with your staff, your decision makers gain a better understanding of the project and can make more informed decisions resulting in a higher level of satisfaction. Should your jurisdiction require assistance beyond the usual staff training, our appraisers can do anything from technical training, modeling training to completing a full revaluation. If you are looking to manage risk when switching CAMA software, Vision can supply the people that can speak to both the appraisers and the technical personnel.

## **Highlights of Advantages and Benefits of Vision Government Solutions**

- Vision Government Solutions is a leading provider of revaluation services and parcel-based software to Assessment Departments throughout New England, providing quality services for over 40 years. To complement our revaluation services, we also provide strong Public Relations programs that we tailor to the needs of the community and have a MAI on staff for Expert Defense of Values.
- 450 Assessing offices clients, including 60 in New Hampshire
- Vision has a staff of 108 people of which over 60 are revaluation appraisal staff
- DRA-certified property assessors and supervisors on staff today
- Successfully completed more than 200 valuation projects throughout New England in the last five years.
- The most robust and customized Public Relations program, designed to ensure transparency, accountability, and positive taxpayer experience throughout the revaluation
- Strong Quality Control Program from the Data Collection phase through the Field Review phase to ensure proper property characteristics and uniformity of valuation methodology.

### **Why Select the Vision Team?**

- Quality and experience of DRA-Certified staff to ensure data accuracy and equity
- Team led by the highly-experienced June Perry as Project Manager. June brings over 30 years of revaluation experience to the project, has been with Vision since 1987, and has completed numerous New Hampshire based reappraisal projects. She is especially skilled in Public Relations and collaboration with Assessing Departments to share revaluation best practices.
- We have strong customer references; not only for our revaluation services, software design, development, and implementation, but for *service and support after the project*. In fact, fifty percent of our clients have been with Vision for over twenty years.
- We possess the financial resources and requisite skills to successfully complete the project. The size and geographical proximity of Vision's Appraisal Team enables us to provide unique certainty into our ability to complete the project on time and without delay. In fact, Vision's corporate headquarters is less than an hour from City Hall. This is uniquely differentiated from firms with smaller or inconsistent local presence, who must staff up quickly for specific projects at the expense of strong training, staff continuity, and availability.
- We have been in the revaluation business since 1975 and therefore have *domain expertise* in all areas of ad valorem appraisal and software.



**VISION  
REVALUATION REFERENCES**

*Large jurisdiction References*

Municipality	Contact	Phone	Email	Number Parcels
Manchester, NH	Bob Gagne	603-624-6520	rgagne@manchesternh.gov	36,140 Parcels
Warwick, RI	Neal Dupuis	401-738-2005	neal.dupuis@warwickri.com	40,952 Parcels
Lowell, MA	Sue LeMay	978-970-4212	slemay@lowellma.gov	24,997 parcels

*Recently completed New Hampshire References*

Municipality	Contact	Phone	Email	Number Parcels
Bedford, NH	William Ingalls	603-472-5242	wingalls@bedfordnh.org	8,300 Parcels
Portsmouth, NH	Rosann Maurice-Lentz	603-610-7212	rlentz@cityofportsmouth.com	9,400 Parcels

**VISION CURRENT COMMITTED LIST**

<u>TOWN</u>	<u>PROJECT TYPE</u>	<u>FISCAL YEAR</u>
Barre, MA	Update	2020
Bloomfield, CT	Partial Reval	2019
Branford, CT	Reval	2019
Brooklyn, CT	Partial Reval	2020
Canterbury, CT	Partial Reval	2020
Clinton, CT	Reval	2020
Colebrook, CT	Reval	2020
Coventry, CT	Update	2019
Deep River, CT	Reval	2020
East Hampton, CT	Reval	2020
Ledyard, CT	Update	2020
Madison, CT	Reval	2019
Mansfield, CT	Reval	2019
Marlborough, CT	Update	2020
Monroe, CT	Reval	2019
New Fairfield, CT	Reval	2019
New Milford, CT	Reval	2020
Old Lyme, CT	Update	2019
Pomfret, CT	Partial Reval	2020
Seymour, CT	Partial Reval	2020
Somers, CT	Update	2020
Southington, CT	Update	2020
Stafford, CT	Partial Reval	2020
Wallingford, CT	Reval	2020
Westport, CT	Reval	2019
Foxborough, MA	Update	2020
Hingham, MA	Update	2018
Lexington, MA	Update	2020
Phillipston, MA	Update	2020
Rehoboth, MA	Update	2020
Sutton, MA	Update	2020
Tewksbury, MA	Update	2020
Wareham, MA	Update	2019
Fryeburg, ME	Reval	2020
Orono, ME	Partial Reval	2020

Claremont, NH	Update	2019
Burrillville, RI	Update	2018
East Providence, RI	Update	2019
Hopkinton, RI	Update	2019
Jamestown, RI	Update	2018
Johnston, RI	Update	2018
Lincoln, RI	Update	2018
Little Compton, RI	Reval	2018
New Shoreham, RI	Update	2018
North Kingstown, RI	Update	2018
Portsmouth, RI	Update	2019
Providence, RI	Reval	2018
Smithfield, RI	Update	2018
Warwick, RI	Update	2018
Westerly, RI	Reval	2018

Revised 9/25/2019

## COMPLETED REVALUATION/UPDATES

### MASSACHUSETTS

Abington  
Acton  
Alford  
Amesbury  
Amherst  
Aquinnah  
Ashburnham  
Athol  
Attleboro  
Auburn  
Avon  
Barnstable  
Barre  
Berkley  
Berlin  
Blackstone  
Blandford  
Boxford  
Bridgewater  
Chelmsford  
Chelsea  
Clinton  
Concord  
Dedham  
Dighton  
Dracut  
Dudley  
Eastham  
Easthampton  
Easton  
Edgartown  
Essex  
Foxborough  
Gardner  
Georgetown  
Gloucester  
Goshen  
Gosnold  
Groton  
Hadley  
Hanover  
Harvard  
Hingham  
Holden  
Holland  
Hubbardston  
Kingston  
Lakeville  
Leominster  
Lexington  
Longmeadow  
Lowell  
Mansfield  
Marion  
Marlborough

Marshfield  
Mashpee  
Mattapoisett  
Medford  
Middleborough  
Millbury  
Nantucket  
Newbury  
Newburyport  
Norfolk  
North Attleborough  
North Reading  
Northbridge  
Norwell  
Norwood  
Oak Bluffs  
Oakham  
Otis  
Orange  
Oxford  
Paxton  
Pelham  
Petersham  
Phillipston  
Plympton  
Quincy  
Randolph  
Rehoboth  
Revere  
Rockport  
Rowley  
Rutland  
Sharon  
Shutesbury  
Somerville  
Southbridge  
South Hadley  
Southwick  
Spencer  
Sterling  
Stockbridge  
Sturbridge  
Sutton  
Swansea  
Taunton  
Templeton  
Tewksbury  
Tisbury  
Topsfield  
Walpole  
Wareham  
Wayland  
West Boylston  
West Springfield  
West Tisbury  
Westminster

Weston  
Westwood  
Wilbraham  
Wilmington  
Woburn  
Yarmouth

### MAINE

Arundel  
Augusta  
Bar Harbor  
Berwick  
Biddeford  
Boothbay  
Brewer  
Camden  
Cornish  
Cumberland  
Eliot  
Ellsworth  
Freeport  
Gardiner  
Harpwell  
Kennebunk  
Kennebunkport  
Kittery  
Monmouth  
Mount Desert  
North Yarmouth  
Ogunquit  
Old Orchard Beach  
Raymond  
Rockland  
Rockport  
Sabattus  
Sanford  
Scarborough  
Skowhegan  
South Portland  
South Thomaston  
Standish  
Topsham  
Waterville  
Wells  
West Bath  
Westbrook  
Winslow  
Winthrop  
York

**VERMONT**

Bridgewater  
Castleton  
Colchester  
Hartford  
Newport  
Williston

**NEW HAMPSHIRE**

Acworth  
Amherst  
Ashland  
Bedford  
Belmont  
Bethlehem  
Bow  
Candia  
Charlestown  
Chester  
Chesterfield  
Claremont  
Concord  
Deerfield  
Derry  
Dover  
Dunbarton  
Durham  
Epping  
Exeter  
Fitzwilliam  
Fremont  
Goffstown  
Gorham  
Greenland  
Hampton  
Hampton Falls  
Henniker  
Hinsdale  
Hollis  
Hooksett  
Jaffrey  
Kingston  
Laconia  
Lebanon  
Lincoln  
Littleton  
Lyme  
Lyndeborough  
Manchester  
Meredith  
Milford  
Moultonborough  
Nashua  
Newbury  
New Durham

New London  
New Market  
Northampton  
Ossipee  
Pelham  
Pembroke  
Raymond  
Rindge  
Rye  
Salem  
Sanbornton  
Sandown  
Seabrook  
Strafford  
Sunapee  
Swanzey  
Tilton  
Troy  
Warner  
Wilton  
Wolfeboro

**CONNECTICUT**

Ansonia  
Andover  
Ashford  
Barkhamsted  
Berlin  
Bethlehem  
Bolton  
Branford  
Bridgeport  
Bridgewater  
Bristol  
Brookfield  
Brooklyn  
Burlington  
Canaan  
Canterbury  
Chaplin  
Chester  
Clinton  
Colchester  
Colebrook  
Columbia  
Coventry  
Cromwell  
Danbury  
Deep River  
Eastford  
East Granby  
East Haddam  
East Lyme  
Ellington

Enfield  
Essex  
Fairfield  
Franklin  
Glastonbury  
Goshen  
Granby  
Griswold  
Groton  
Haddam  
Hamden  
Hampton  
Kent  
Lebanon  
Ledyard  
Litchfield  
Lyme  
Madison  
Manchester  
Mansfield  
Marlborough  
Middlefield  
Middlebury  
Milford  
Montville  
Naugatuck  
NECCOG  
New Britain  
New Canaan  
New Fairfield  
New Hartford  
New Haven  
New London  
New Milford  
Norfolk  
North Branford  
North Stonington  
Norwich  
Old Lyme  
Old Saybrook  
Orange  
Oxford  
Plainfield  
Pomfret  
Putnam  
Preston  
Redding  
Roxbury  
Salem  
Seymour  
Sharon  
Somers  
Southbury  
Southington  
South Windsor

Sprague  
Stafford  
Stamford  
Stonington  
Strafford  
Stratford  
Suffield  
Thompson  
Tolland  
Torrington  
Trumbull  
Union  
Voluntown  
Wallingford  
Warren  
Waterford  
Watertown  
West Haven  
Westbrook  
Weston  
Westport  
Wethersfield  
Wilton  
Winchester  
Windsor  
Windsor Locks  
Wolcott  
Woodbridge  
Woodstock

Warwick  
Westerly  
Woonsocket

**RHODE ISLAND**

Barrington  
Central Falls  
Charlestown  
Cranston  
East Providence  
Exeter  
Foster  
Jamestown  
Johnston  
Lincoln  
Little Compton  
Middletown  
Narragansett  
Newport  
New Shoreham  
North Kingstown  
North Smithfield  
North Providence  
Pawtucket  
Portsmouth  
Richmond  
Smithfield  
South Kingstown  
Tiverton

## INSTALLED CAMA CLIENT LIST

Andover	CT	John	Chaponis	860-742-7305 Ext.5
Ansonia	CT	Marsha	Benno	203-736-5950
Ashford	CT	Kara	Fishman	860-487-4403
Barkhamsted	CT	Francine	Beland	860-379-3600
Berlin	CT	Joe	Ferraro	860-828-7167
Bethlehem	CT	Carolyn	Nadeau	203-266-7510 x3
Bloomfield	CT	Todd	Helems	860-769-3532
Bolton	CT	Helen	Totz	(860) 649-8066 x 6100
Branford	CT	Barbara	Neal	203-488-2039
Bridgeport	CT	Dan	Kenny	203-394-6968
Bridgewater	CT	Denise	Pinter	860-355-9379
Bristol	CT	Tom	DeNoto	860-584-6245
Brookfield	CT	Tammie	Fiske	203-775-7302
Brooklyn	CT	Kathleen	Thornton	860-774-5611 x20
Burlington	CT	Beth	Paul	860-673-3901 x3
Canaan	CT	Hazel	McGuire	860-824-0707x14
Canterbury	CT	Lynn	Byberg	860-546-6035
Chaplin	CT	Chandler	Rose	860- 455-0073 EXT 314
Clinton	CT	Donna	Sempey	860-664-1119 direct 860-669-9269
Colchester	CT	John	Chaponis	860-537-7205
Colebrook	CT	Michele	Sloane	860-379-3738 ext 206
Columbia	CT	Mary	Lavallee	860-228-9555 press #6
Cornwall	CT	Barbara	Bigos	860-672-2703
Coventry	CT	Mike	D'Amicol	(860)742-4067
Danbury	CT	Brian	Lastra	203-797-4556
Deep River	CT	Robin	O'Loughlin	860-526-6029 ext. 232
East Granby	CT	Mary Ellen	Brown	860-653-2852
East Haddam	CT	Loreta	Zdanys, CCMail	860-873-5026
East Hampton	CT	Gail	Pititto	860-267-2510
East Hartford	CT	Brian	Smith	860-291-7268
East Lyme (Niantic)	CT	Diane	Vitagliano	860-739-6931 x1107
Eastford	CT	Mary	Lavallee	860-974-1291 x 7
Ellington	CT	Kim	Bechard	860-870-3109
Enfield	CT	Della	Froment	860-253-6338
Essex	CT	Jessica	Sypher	860-767-4340 x 124
Fairfield	CT	Ross	Murray	203-256-3110
Glastonbury	CT	Nicole	Lintereur	860-652-7604
Goshen	CT	Lucy	Hussman	860-491-2115 x230
Granby	CT	Sue	Altieri	860-844-5312
Griswold	CT	Evelyn	Spagnolo	860-376-7060 x 105
Haddam	CT	Tammy	Anderson	860-345-8531 x226
Hamden	CT	John	Gelati	203-287-7128

Hampton	CT	Kathy	Thornton	860-455-9132 x 5
Harwinton	CT	Michele	DeSilva	860-485-0898
Kent	CT	Patricia	Braislin	860-927-3160
Lebanon	CT	Emma	Sousa	860-642-6141
Ledyard	CT	Adrianna	Hedwall	860-464-3237
Lisbon	CT	Angel	Johnston	860-376-5115
Litchfield	CT	Kathy	Brown	860-567-7559
Lyme	CT	Deborah	Yeomans	860-434-8092
Madison	CT	Orietta	Nucolo	203-245-5651
Manchester	CT	John	Rainaldi	860-647-3011
Mansfield	CT	Irene	Luciano	860-429-3311
Marlborough	CT	Marie	Hall	860-295-6201 x 213
Mashantucket Pequot	CT	Frank	Fiori	860-396-2079
Middlebury	CT	Chris	Kelsey	203-758-1447
Middlefield	CT	Janet	Baron	860-349-7111 x16
Middletown	CT	Damon	Braasch	(860) 638-4930 ext. 0
Milford	CT	Dan	Thomas	203-783-3215
Monroe	CT	Justin	Feldman	203-452-2800 x1010
Morris	CT	Betsy	Quist	860-567-6096
Naugatuck	CT	Carol Ann	Tyler	203-720-7016
New Britain	CT	Michael	Konik	860-826-3326
New Canaan	CT	Sebastian	Caldarella	203-594-3005
New Fairfield	CT	Rich	Seman	203-312-5625
New Hartford	CT	Cory	Iacino	860-379-5235
New Haven	CT	Alex	Pullen	(203) 946-8061
New London	CT	Paige	Walton	860-437-6317
New Milford	CT	Kathy	Conway	860-355-6070
Newtown	CT	Penny	Mudgett	203-270-4242
Norfolk	CT	Michele	Sloane	860 542-5287
North Branford	CT	David	Ambrose	203-484-6013
North Stonington	CT	Darryl	Del Grosso	860-535-2877 x 23
Norwalk	CT	Michael	Stewart	203-854-7941
Norwich	CT	Donna	Ralston	(860) 823-3722
Old Lyme	CT	Melinda	Kronfeld	860-434-1605 x 218
Old Saybrook	CT	Norm	Wood	860-395-3137
Orange	CT	Mark	Branchesi	203-891-4700 x4722
Oxford	CT	Eva	Lintzner	203-888-2543 ext 3055
Plainfield	CT	Mary Ellen	Hall	860-230-3008
Pomfret	CT	Kathleen	Thornton	
Preston	CT	Mildred	Peringer	860-889-2529 x 115
Putnam	CT	Angela	Sanchez	860-963-6802
Redding	CT	John	Ford	203-938-5001
Salem	CT	Barbara	Perry	860-859-3873 x 130
Salisbury	CT	Kayla	Johnson	860-435-5176
Scotland	CT	Kara	Fishman	860-456-7797x104
Seymour	CT	Joseph	Kusiak	203-881-5013

Sharon	CT	Patricia	Braislín	860-364-0205
Somers	CT	Walter	Topliff	860-763-8203
South Windsor	CT	Mary	Huda	860-644-2511 ext 213
Southbury	CT	Michael	Moriarty	203-262-0674
Southington	CT	Teresa	Babon	860-276-6205
Sprague	CT	Lynn	Byberg	860-822-3002
Stafford	CT	Tami	Rossi	860-684-1786
Stamford	CT	Greg	Stackpole	203-977-4018
Stonington	CT	Marsha	Standish	860-535-5005
Stratford	CT	Melinda	Fonda	203-385-4025
Suffield	CT	Dan	Beaudoin	860-668-3843
Thompson	CT	Diana	Couture	860-923-2259
Tolland	CT	Jason	Lawrence	860-871-3655
Trumbull	CT	Mark	Devestern	203-452-5015
Union	CT	Mary	Huda	860-684-5705
Voluntown	CT	Beth	Taylor	
Wallingford	CT	Shelby	Jackson, III	203-294-2001
Waterford	CT	Terence	Dinnean	860-444-5820
West Hartford	CT	Joe	Dakers	860-561-7416
West Haven	CT	Ann Marie	Gradoia	203-937-3513 ext. 1
Westbrook	CT	Pam	Fogarty	860-399-3016 Ext. 122
Westport	CT	Paul	Friia	203-341-1135
Willington	CT	Rachel	Pierce	
Wilton	CT	Sarah	Scacco	203-563-0121
Winchester	CT	Rhonda	Roy	860-379-5461
Windham	CT	Chandler	Rose	860-465-3026
Windsor	CT	Lawrence	LaBarbera	860-285-1819
Wolcott	CT	Pamela	Deziel	203-879-8100 EXT 111
Woodbridge	CT	Betsy	Quist	203-389-3417
Woodstock	CT	Richard	Kryzak	860-928-6929 x326
Washington	DC	William	Nelson	202-442-6784
Pasco County	FL	Mike	Wells	352-521-4433
Putnam County	FL	Tim	Parker	386-329-0300
Sumter County	FL	Shauna	Jordan	352-569-6791
Taylor County	FL	Bruce	Ratliff	850-838-3511
Abington	MA	Jack	Pistorino	781-982-2107
Acton	MA	Brian	McMullen	978-264-9622
Amesbury	MA	Jason	DiScipio	978-388-8102
Amherst	MA	David	Burgess	413-259-3024
Aquinnah	MA	Angela	Cywinski	508-645-2306
Ashburnham	MA	Board of	Assessors	978-827-4100
Athol	MA	Lisa	Aldrich	978-249-3880
Attleboro	MA	Stan	Nacewicz	508-223-2222 x3135
Auburn	MA	Cindy	Cosgrove	508-832-7740 ext 1234
Avon	MA	Paul	Sullivan	508-588-0414 x1027
Barnstable	MA	Edward	O'Neil	508-862-4020

Barre	MA	Michael	Landry	978-355-2504 X3 OR X104
Berlin	MA	Molly	Reed	978-838-2256
Blackstone	MA	Patricia	Salamone	508-883-1500 x 121
Boxford	MA	Kristin	Hanlon	(978) 887-6000 ext. 142
Boylston	MA	Margo	Richardson	508-869-6543
Cambridge	MA	Robert	Reardon	617 349 4343
Chelmsford	MA	Frank	Reen	978-244-3317
Chelsea	MA	Mary-Lou	Ireland	617-466-4014
Chicopee	MA	Laura	McCarthy	413-594-1430
Clinton	MA	David	Baird	978-365-4117
Concord	MA	Lane	Partridge	978-318-3075
Dartmouth	MA	Richard	Gonsalves	508-910-1809
Dedham	MA	Richard	Henderson	781-751-9130
Dracut	MA	Karen	Golden	978 453 2451
Dudley	MA	Lisa	Berg	508-949-8006
Duxbury	MA	Steve	Dunn	781-934-1100 ext 5430
East Longmeadow	MA	Diane	Bishop MAA	413-525-5400 ext1601
Easthampton	MA	Lori	Stewart	413-529-1401
Easton	MA	Robbie	Alford	508-230-0520
Edgartown	MA	Jo Ann	Resendes	508-627-6141
Essex	MA	Gillian	Palumbo	978-768-7831
Foxborough	MA	Hannelore	Simonds	508-543-1215
Gardner	MA	Sue	Byrne	978-630-4004
Georgetown	MA	Thomas	Berube	978-337-0492
Gloucester	MA	Nancy	Papows	978-281-9715
Gosnold	MA	Pat	Decosta	508-990-7408
Granby	MA	Keri-Ann	Wenzel	413-467-7196
Groton	MA	Jonathan	Greeno	978-448-1127
Hadley	MA	Dan	Zdonek	413-586-6320
Hamilton	MA	Tina	Zelano	978-468-5574
Hampden	MA	Carolyn	Reed	413-566-2151 ext.106
Hanover	MA	Elaine	Boidi	781-826-6401
Harvard	MA	Rebecca	Boucher	978-456-4100 ext 315
Hatfield	MA	David	Zagorski	413-247-0322
Hingham	MA	Rick	Nowlan	781-741-1455
Holden	MA	Rosemary	Scully	508-210-5516
Holland	MA	JoAnne	Higgins	413-245-7108 x 106
Hubbardston	MA	Genevieve	Daniels	978-928-1400 x203
Hudson	MA	JoAnne	McIntyre	978-568-9620
Kingston	MA	Meredith	Rafiki	781-585-0509
Lakeville	MA	Norman	Taylor	
Lawrence	MA	Alex	Vega	978-620-3192
Leominster	MA	William	Mitchell	978-534-7531 x 272
Lexington	MA	Rob	Lent	781-862-0500 x 84578
Longmeadow	MA	Jessica	Guerra	413-565-4115
Lowell	MA	Sue	Lemay	978-970-4212

Mansfield	MA	Nancy	Hinote	508-261-7350
Marion	MA	Linda	Dessert	508-748-3518
Marlborough	MA	Paula	Murphy	508-460-3779
Mattapoisett	MA	Kathy	Costello	508-758-4106 x3
Medford	MA	Ellen	Brideau	781-393-2435
Middleborough	MA	Barbara	Erickson	508-946-2410/2411ext 110
Millbury	MA	Jean	Moroski	508-865-4732
Millis	MA	Paula	Dumont	508-376-7049 ext.115
Monson	MA	Maryann	Wilkinson	413 267 4120
Nantucket	MA	Deb	Dilworth	508-228-7200 ext 7035
New Salem	MA	Wayne	Hachey	978-544-2731
Newburyport	MA	Jill	Brennan	978-465-4403
Newton	MA	Elizabeth	Dromey	617-796-1160
Norfolk	MA	John	Curran	508-528-1120
North Attleborough	MA	Sheila	Scaduto	508-699-0117
Northbridge	MA	Robert	Fitzgerald	508-234-2740
Norwell	MA	Barbara	Gingras	781-659-8014
Norwood	MA	Timothy	McDonough	781-762-1240 x141
Oak Bluffs	MA	David	Bailey	508-693-3554 x104
Oakham	MA	Priscilla	Johnson	508-882-5549 x 302
Otis	MA	Lyn	Minery	413-269-0100
Palmer	MA	Rob	Leroux	413-283-2607
Paxton	MA	Kathleen	Stanley	508-799-7231 x 16
Pelham	MA	Martha	Leamy	413-253-0734
Petersham	MA	Kelly	Garlock	978-724-6658
Phillipston	MA	Sue	Byrne	978-249-1732
Plainville	MA	Maureen	Clarke	508-695-3010 x 14
Plympton	MA	Deb	Stuart	781-585-3227
Princeton	MA	Kathy	stanley	978-464-2104
Quincy	MA	Colleen	Healy	617-376-1172
Randolph	MA	Bob	Cole	781-961-0907
Rehoboth	MA	Linda	Greaves	508-252-3352
Rochester	MA	Board of Assessors		508-763-5250
Rockport	MA	Diane	Lashua	978-546-2011
Rowley	MA	Sean	McFadden	978-948-2021
Russell	MA	Ted	Gloss	413-862-6214
Rutland	MA	Diane	Peterson	508-886-4101
Sharon	MA	Mark	Mazur	781-784-1500 x1150
Shrewsbury	MA	Chris	Reidy	508-841-8353
Shutesbury	MA	Ken	Holmberg	413-259-3790
Somerville	MA	Francis	Golden	617-625-6600 x 3110
South Hadley	MA	Melissa	Couture	413-538-5027 x105
Southampton	MA	Martha	Leamy	413-527-4741
Southbridge	MA	Wilfrid	Cournoyer	508-764-5404
Southwick	MA	Sue	Gore	413-569-0565
Spencer	MA	Linda	LeBlanc	508-885-7500 x 121

Sterling	MA	Harald	Scheid	978-422-8113
Stockbridge	MA	Mike	Blay	413-298-4174 x 107
Sturbridge	MA	Ann	Murphy	508-347-2503
Sutton	MA	Joyce	Sardagnola	508-865-8722
Swansea	MA	Thomas	Welch	508-324-6703
Taunton	MA	Lisa	Labelle	508-821-1011
Templeton	MA	Luanne	Royer	978-894-2760
Tewksbury	MA	Joanne	Foley	978-640-4330
Tisbury	MA	Ann Marie	Cywinski	508-696-4207
Wales	MA	Dick	Verville	413-245-3260 x 103
Walpole	MA	Dennis	Flis	508-660-7314
Wareham	MA	Jacqui	Nichols	508-291-3100 ext 3169
Wayland	MA	Bruce	Morgan	508-358-3658
Wenham	MA	Shirley	Cashman	978-468-5520 x5
West Boylston	MA	Myra	Fortugo	774-261-4040
West Brookfield	MA	Elisabeth	DiMaio	508-867-1421áááá x303
West Springfield	MA	Michael	Motta	413-263-3050
Westfield	MA	Robin	Johnson	413-572-6203
Westminster	MA	Robin	Holm	978-874-7401
Weston	MA	Eric	Josephson	781-786-5055
Westwood	MA	Debbie	Robbins	781-320-1003
Wilbraham	MA	Manny	Silva	413-596-2817 x7
Wilmington	MA	Karen	Rassias	978-658-3675
Winthrop	MA	Stephen	Roche	617-846-2716 x1055
Woburn	MA	Andrew	Creen	781-897-5830
Worcester	MA	William	Ford	508-799-1098
Wrentham	MA	Sandy	Genna	508-384-5408
Yarmouth	MA	Andy	Machado	508-398-2231 x1225
Arundel	ME	Beth	Newcombe	207-985-4201
Augusta	ME	Lisa	Morin	207-626-2320
Bar Harbor	ME	Justin	VanDongen	207-288-3320
Bath	ME	Brenda	Cummings	207-443-8336
Berwick	ME	Paul	McKenney	603-534-2118
Biddeford	ME	Frank	Yattaw	207-284-9003 Ext.4127
Boothbay Harbor	ME	Robert	Duplisea	207-633-3671
Brewer	ME	Mary	Stuart	
Brunswick	ME	Cathleen	Jamison	207-725-6650
Camden	ME	Kerry	Leichtman	207-236-3353 press 6
Casco	ME	David	Morton	207-627-4515 ext. 201
Cornish	ME	Katherine	Blake	207-625-4324
Cumberland	ME	John	Brushwein	207-829-2204
Eliot	ME	Martine	Painchaud	207-439-1813 x 111
Ellsworth	ME	Larry	Gardner, CMA	207-667-8674
Falmouth	ME	Jennifer	Phinney	207-699-5219
Freeport	ME	Robert	Konczal	207-865-4743 x 140
Gardiner	ME	Curt	Lebel	207-582-6892 ext.1107

Gorham	ME	Mike	D'Arcangelo	207-222-1600 x1601
Harpwell	ME	Debbie	Turner	207-833-5771 x114
Kennebunk	ME	Daniel	Robinson	207-985-2102 x1310
Kennebunkport	ME	Werner	Gilliam	207-967-0402 x102
Kittery	ME	Paul	McKenney	207-439-0452 x306
Monmouth	ME	Laurie	Walker	207-933-2206 (2)
Mount Desert	ME	Kyle	Avila	207-276-5531 ext.1
North Yarmouth	ME	Robert	Konczal	207-829-3705
Ogunquit	ME	Barbara	Kinsman	207-646-5140 opt 8 then 2
Old Orchard Beach	ME	Bill	DiDonato	207-934-5714 x1512
Raymond	ME	Kaela	Gonzalez	207-655-4742 x133
Richmond	ME	Laurisa	Loon	207-737-4305 x208
Rockland	ME	Dennis	Reed	
Rockport	ME	Kerry	Leichtman	207-236-6758
Sabattus	ME	Donna	Hayes	207-375-4331
Saco	ME	Kate	Kern	207-282-1611
Sanford	ME	George	Greene	
Scarborough	ME	David	Bouffard	207-730-4061
Skowhegan	ME	Leisa	Emery (Porter)	207-474-6903 ext. 119
South Portland	ME	Jim	Thomas	207-767-7604
South Thomaston	ME	Kevin	McCormick	207-596-6584
Standish	ME	Joseph	Merry	207-642-4572
Topsham	ME	Justin	Hennessy	207-725-1722
Waterville	ME	Paul	Castonguay	207-680-4200 x4220
Wells	ME	Keeley-Anne	Lambert	207-646-6081
West Bath	ME	Robert	Morris	207-443-4342
Westbrook	ME	Jim	Thomas	207-854-0638 x 3
Windham	ME	Elisa	Trepanier	207-894-5900 ext.6512
Winslow	ME	Judy	Mathiau	207-872-2776 ext. 5205
Winthrop	ME	Linda	Huff	207-377-7206
Yarmouth	ME	Dawn	Madden	207-846-9036
York	ME	Rick	Mace	207-363-1005 x1
Bloomington	MN	Matthew	Gersemehl, SAMA	952-563-8708
Chisago County	MN	John	Keefe, SAMA	651-213-0400
Scott County	MN	Michael	Thompson	952- 496-8972
Acworth	NH	Kathi	Bradt	603-835-6879
Amherst	NH	Michele	Crowley	603-673-6041 x202
Bedford	NH	Bill	Ingalls	603-792-1316
Belmont	NH	Jeanne	Beaudin	603-267-8300 x124
Berlin	NH	Brian	Chevarie	603-752-5245
Bethlehem	NH	Claudia	Brown	603-869-3351
Bow	NH	Monica	Hurley	603-228-1187 x 115
Bridgewater	NH	Terry	Murphy	603-744-5055
Candia	NH	Andrea	Hansen	603-483-8101
Charlestown	NH	Diane	Town	603-826-4400

Chesterfield	NH	Board of	Selectmen	603-363-4624
Claremont	NH	Marlene	Jordan	603-542-7004 x2
Concord	NH	Kathy	Temchack	603-225-8550
Derry	NH	Mark	Jesionowski	603-432-6104 xt5499
Dunbarton	NH	Line	Comeau	603-774-3541 x 102
Durham	NH	Jim	Rice	603-868-8064
Enfield	NH	Julie	Huntley	603-632-5026
Epping	NH	Joyce	Blanchard	603-679-5441 ex 20
Exeter	NH	Janet	Whitten	603-778-0591 ext 110
Fremont	NH	Heidi	Carlson	603-895-9035 x10
Goffstown	NH	Scott	Bartlett	603-497-8990 x113
Grantham	NH	Melissa	White	603-863-6021 x 301
Greenland	NH	Karen	Anderson	603-431-7111 x100
Hampton	NH	Ed	Tinker	603-929-5914
Hampton Falls	NH	Todd	Haywood	603-926-4618
Henniker	NH	Helga	Winn	603 428 3221 x2
Hinsdale	NH	Kathryn	Lynch	603-336-5727 x 17
Hollis	NH	Connie	Cain	603-465-2209 x105
Hooksett	NH	Leeann	Moynihan	603-268-0003
Jaffrey	NH	Erlene	Lemire	603-532-7445 x102
Keene	NH	Dan	Langille	603-352-2125
Laconia	NH	Deb	Deriick	603-527-1268
Lincoln	NH	Helen	Jones	603-745-2757 x3
Littleton	NH	Amy	Hatfield	603-444-3996 ext 12
Lyme	NH	Diana	Calder	603-795-4639
Lyndeborough	NH	Dawn	Griska	603-654-5955 ext.221
Manchester	NH	Bob	Gagne	603-624-6520 x6795
Meredith	NH	Jim	Commerford	603-677-4226
Milford	NH	Marti	Noel	603-249-0615 x240
Moultonborough	NH	Josephine	Belville	603-476-2347
New Durham	NH	Scott	Kinmond	603-859-2091
Newington	NH	Susan	Henderson	603-436-7640
Newmarket	NH	Scott	Marsh	603-659-3073 Ext.1313
North Hampton	NH	Mike	Pelletier	603-964-8087
Pelham	NH	Susan	Snide	603-508-3080
Pembroke	NH	Elaine	Wesson	603-485-4747 x 213
Portsmouth	NH	Rosann	Maurice-Lentz	603-610-7212
Raymond	NH	Donna	Giberson	603-895-4735 x102
Rindge	NH	David	DuVernay	603-899-5181 x113
Rye	NH	David	Hynes	603-964-5523
Salem	NH	Normand	Pelletier	603-890-2018
Sandown	NH	Lynn	Blaisdell	603-887-8392
Seabrook	NH	Angela	Silva	603-474-2966
Strafford	NH	Liz	Evans	603-664-2192 ext 105
Swanzey	NH	Michael	Branley	603-352-7411 x107
Tamworth	NH	Darlene	McWhirter	603-323-7525 x14

Troy	NH	Alissa	Fox	603-242-7722
Wilton	NH	Pam	Atwood	603-654-9451 2 THEN x1
Windham	NH	Jennifer	Zins	x3006
Carmel	NY	Glenn	Droese (DROSEY)	(845) 628-1500
New York City	NY	Lance	Abrams	212-361-7014
Rye	NY	Denise	Knauer	914-939-3566 x1
Bradford County	PA	Donna	Roof	570-265-1714 x2827
Crawford County	PA	Joe	Galbo	814-333-7305
Greene County	PA	Mary Ann (Lou)	Lewis	724-852-5241
Tioga County	PA	Deborah	Crawford, CPE	(570) 723-8112á
Warren County	PA	Karen	Beardsley, CPE	(814) 728-3424á
Barrington	RI	Mike	Minardi	401-247-1900 x322
Burrillville	RI	Jennifer	Mooney	401-568-4300 ext 126
Charlestown	RI	Ken	Swain	401-364-1233
Cranston	RI	Mark	Capuano	401-780-3188
Cumberland	RI	Ken	Malette	401 728-2400 x149
East Providence	RI	Steve	Hazard	401-435-7574
Exeter	RI	Kerri	Petrarca	401- 294-5734á
Foster	RI	Patricia	Moreau	401-392-9202
Glocester	RI	Lori	DiSantis	401-568-6206 x3
Hopkinton	RI	Liz	Monty	401-377-7780
Jamestown	RI	Christine	Brochu	401-423-9802
Johnston	RI	Kim	Gallonio	401-553-8824
Lincoln	RI	Elaine	Mondillo	401-333-1100 x8448
Little Compton	RI	Denise	Cosgrove	401-635-4509
Middletown	RI	George	Durgin	401-847-7300
New Shoreham	RI	Joan	Wholey	401-466-3217
Newport	RI	Jade	Phillips	401-845-5364
North Kingstown	RI	Linda	Cwiek	401-294-3331 x 110
Pawtucket	RI	Robert	Burns	401-728-0500 x218
Portsmouth	RI	Matt	Helfand	401-683-1536
Providence	RI	Thaddeus	Jankowski, Jr.	
Richmond	RI	Elizabeth	Fournier	401-539-9000 x 7
Smithfield	RI	Drew	Manlove	401-233-1015
South Kingstown	RI	Jean-Paul	Bouchard	401-789-9331 x1222
Tiverton	RI	David	Robert	401-816-0255
Warwick	RI	Neal	Dupuis	401-738-2000 x4
Westerly	RI	Dave	Thompson	401-348-2544
Albemarle County	VA	Peter	Lynch	434 296 5856
Charlottesville City	VA	Jeffrey	Davis	(434) 970-3136á
Chesapeake City	VA	William	Rice	757-382-6235
Culpeper County	VA	W.	Kilby	540-727-3411
Gloucester County	VA	Derek	Green	804-693-1323
Halifax County	VA	Brenda	Powell	434-476-3185
Hanover County	VA	Richard	Paul	804-365-6027
Harrisonburg City	VA	Lisa	Neunlist	540-432-7795

Henrico County	VA	Tom	Little	804 501-5346
Henry County	VA	Linda	Love	276-634-4611
Manassas City	VA	Terri	Martin	703-257-8298
Martinsville City	VA	Ruth	Easley	276-403-5130
New Kent County	VA	Laura	Ecimovic	804-966-9610
Northampton County	VA	Charlene	Gray	757-678-0440 ex 506
Poquoson City	VA	Richard	Faison	757-868-3080
Portsmouth City	VA	Janey	Culpepper	757-393-8631 x2163
Prince George County	VA	Rod	Compton	804-722-8629
Salem City	VA	Justin	Kuzmich	540-378-0175
Staunton City	VA	Charley	Haney	540-332-3827
Suffolk City	VA	Jean	Jackson	757-514-7479
York County	VA	Maria	Kattman	757-890-3720
Williamsburg City	VA	Derek	Green	757-220-6185
Bridgewater	VT	Board of Listers		802-672-3334
Colchester	VT	Robert	Vickery	802-264-5671
Hartford	VT	Michelle	Wilson	802-478-1109
Newport	VT	Spencer	Potter	802-334-6992
Pittsford	VT	John	Eugair	802-483-6500 ext 15
Stratton	VT	Kent	Young	802-896-6184
West Rutland	VT	Lisa	Wright	802-438-2263
Waukesha City	WI	Paul	Klauck	262-524-3510

Revised 4-2-2019



## Vision Public Relations Program Outline

Every Public Relations program for a reassessment must be built collaboratively with City officials in response to the unique needs of the community. At its core, the goal of a reassessment program is to provide equity to the taxpayer base, making communication and transparency the foundation of a successful project.

Public Relations programs within a reassessment are often designed to accomplish multiple objectives, such as:

- Sharing a *transparent* view into the revaluation process with the Public
- Educating and engaging the Public around the data collection process to ensure taxpayers are treated with the highest levels of *customer service*
- Demonstrating the *equity and accuracy* of the valuation process, using substantiating data to provide transparency and *accountability*

To that end, Vision brings a robust set of resources and seasoned appraisal professionals to guide the community toward the program that aligns best with local needs.

Among the menu of options that we provide, in close collaboration with the community, are:

1. **PLANNING:** Preparatory consultation with Vision's team of Public Relations professionals, designed to:
  - a. Define objectives of the Public Relations program
  - b. Identify critical themes for the revaluation (e.g., accuracy, transparency, equity, etc.)
  - c. Identify stakeholder landscape for community outreach approach (e.g., commercial vs. residential; local political representatives; business bureaus; neighborhood groups, etc.)
  - d. Develop a Public Relations project plan for transparency and positive taxpayer experience, with specific dated milestones

As part of this planning process, Vision will provide:

- Information about company history and experience in similar communities
- Explanation of the project, time schedule, and phase breakdowns
- Description of the most effective ways for property owners to become involved
- Project update notices on where the project is during each phase (marked with quantitative data describing progress markers such as visit history reports)
- Notification and explanation of the Hearings process and how property owners can prepare effectively
- Explanation of the Appeals Process, should property owners disagree with new values after hearings
- Sample letters and articles from other New Hampshire communities demonstrating positive press experience

2. **DISSEMINATION:** Identification and support of distribution channels that enable accurate revaluation information to disseminate throughout the community, including:
  - a. Leveraging the power of social media, such as local City Facebook pages, to communicate in real-time with the greatest number of taxpayers
  - b. Supporting online newsletters, like the City of Nashua Assessing Monitor, to provide full transparency into the revaluation process
  - c. Providing opportunities for in-person and onsite engagement, such as local information meetings at the beginning and end of the revaluation process
  - d. Engaging local organizations such as business bureaus, local community organizations, and neighborhood groups in proactive discussion around the revaluation process
  - e. Using the tools of traditional media, according to the local media landscape, including newspaper notices and press releases at each stage of the project. Vision can offer to co-write an OpEd or Press Release for local media outlets.
  - f. Providing Question & Answer brochures to arm the Assessing Team with informative materials to provide to taxpayers
  - g. Access to our 'What is a Revaluation' website, which has tracked 2.0M unique hits since launch in 2005
  - h. Installing media monitoring tools such as Google Alerts to ensure constant real-time feedback from the press, enabling the team to integrate feedback and improvements
  
3. **DATA-BACKED CONTENT DEVELOPMENT:** Building content to demonstrate the accuracy and depth of analysis and equity of value throughout the community:
  - a. Using quantitative data to provide accountability and accuracy in the valuation process, including:
    - i. Progress markers to demonstrate project status (e.g., visit history reports)
    - ii. GIS / mapping visualizations
    - iii. IAAO-approved statistics
    - iv. Data reports from CAMA
  - b. Translating quantitative data into a public-friendly format, including using tools such as:
    - i. Infographics
    - ii. Color-coded map visualizations
    - iii. Status markers against a revaluation process chart

In addition, Vision provides several options to dramatically reduce the burden of a revaluation on the taxpayer base, including:

1. The ability to book inspection appointments and hearings online on Vision's website
2. Access to our taxpayer website, with parcel data, Property Record Cards, GIS information, and more (if Vision CAMA is elected, Vision will provide this service at no additional cost through 2022)

As these options are necessary for the completion of a best-in-class revaluation project, Vision provides these options to our valued communities at no additional cost.



## Overview of CAMA System

*Appraisal Vision Version 8* is a state-of-the-art Computer-Assisted Mass Appraisal (CAMA) Software Application developed by **Vision Government Solutions, Inc.** Because *Appraisal Vision* has been chosen by 25 Rhode Island communities, our CAMA software is uniquely able to deliver out-of-the-box Rhode Island-specific functionality to the communities that we serve.

*Appraisal Vision* is the most user friendly, flexible CAMA platform in the Rhode Island market, and it delivers dramatically improved valuation accuracy to communities like the City of Nashua.

### Account Summary Screen

The screenshot shows the 'Account Summary' screen for a property. Key information includes:

- Parcel Information:** Parcel 043/002/ 001/ 036/001/ 0000, 240 Use Type, Internal ID 123, Work in Progress 0.
- Assessment Summary Table:**

Regulation	Value	Date	Status	Selected Value	Appraisal	Assessed
Market Comp Sales	\$0	07-13-2017	C	Total Appraisal Body	\$342,100	\$342,100
Comp Appraisal	\$0		C	Total Appraisal Site Features	\$0	\$0
Total Appraisal	\$0		C	Total Appraisal Outbldg	\$465,900	\$465,900
Market	\$664,500	07-13-2017	C	Total Appraisal Land	\$285,500	\$285,500
				Total Value	\$664,500	\$664,500
- Assessment History Table:**

Assess Year	Assess Date	Class	Use	Bldg Val	Site Val	Outbldg Val	Improved Value	Land Value	Total Value	Exemptions	Source	Comment	Ass Type
4-2007	03/03/2007	240		\$24,100	\$0	\$46,800	\$46,800	\$464,000	\$342,100	\$0	C		
2-2016	01/01/2016	240		\$160,000			\$160,000	\$130,000	\$330,000	C			
3-2015	01/01/2015	240		\$160,000			\$160,000	\$130,000	\$330,000	C			
4-2014	01/01/2014	240		\$160,000			\$160,000	\$130,000	\$330,000	C			
5-2013	01/01/2013	240		\$160,000			\$160,000	\$130,000	\$330,000	C			
6-2012	01/01/2012	240		\$160,000			\$160,000	\$130,000	\$330,000	C			
7-2011	01/01/2011	240		\$160,000			\$160,000	\$130,000	\$330,000	C			
- Valuation Summary:**
  - Building: 34370
  - Land: 26250
  - Site Features: 0
  - Outbldg: 6950
  - Total:** 66450

## Database Independence

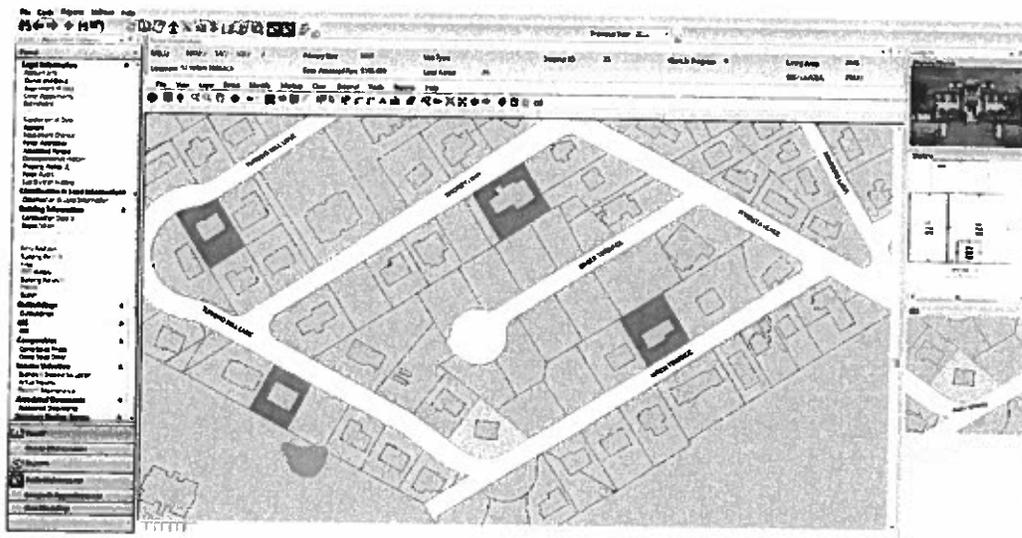
The V8 architecture utilizes a Microsoft SQL Server database and is designed and implemented using Microsoft's latest .NET Framework. Given this technology, the CAMA product is completely scalable and can accommodate any number of property accounts. *Appraisal Vision* is currently installed in over 450 assessing offices with installations that range from 1,000 parcels to more than 1,000,000.

The Appraisal Vision Software Product includes all of the primary components of a full-featured property valuation and assessment administration system. The Product supports a number of approaches to value (Cost, Market, Income, Regression, Condo Value Apportionment, Trending and Z Contour for land), with all approaches allowing the user to construct custom valuation algorithms. The core System also includes many cutting-edge features, a selection of which are listed below.

### Integrated GIS

Our GIS module is embedded directly into V8 using ESRI's ArcGIS technologies. Users can create reports and send the data to the GIS module for viewing. Conversely, subsets can be created in GIS for reporting from the CAMA report module or for mass data updates. The software also supports personal geodatabases.

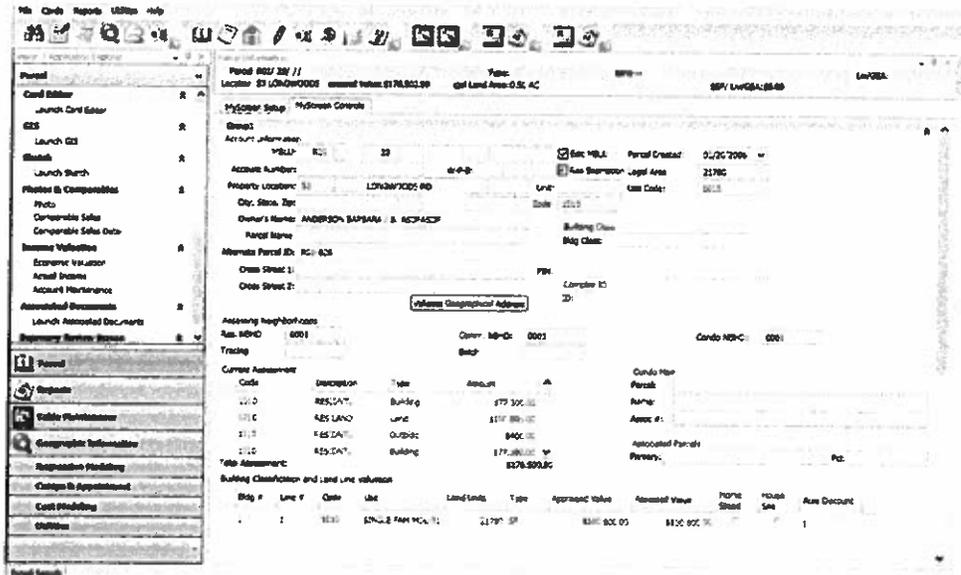
GIS Screen



### Flexible, User Designed Screens

Users can create their own personal screen view using *My Screen* technology. The software allows the user to choose only the areas that they will be working with and then allows them to build their own interface. This reduces screen changes, saves time and puts all of the information you need on one page.

### My Screen Viewer



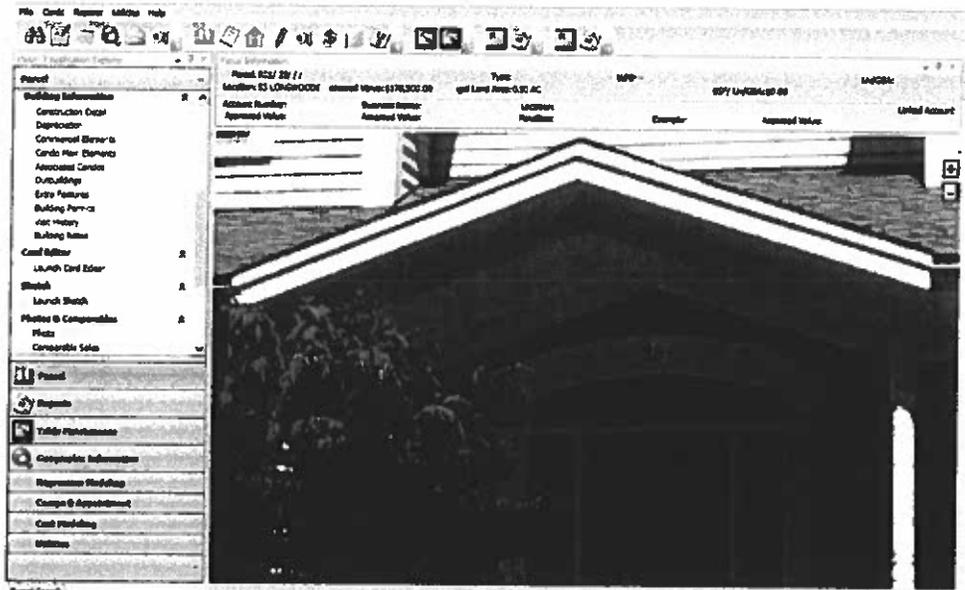
### Images and Media

Users can also make use of unlimited media including video or still photos. The software possesses tools to help the viewer work with their media to gain the best view of the parcel features using panning and zooming capabilities. The software also supports unlimited file attachments. This includes scanned deeds, Word documents as well as movie files.

### Image Screen



### Image Zoom Tools



The software can also bring the parcel to you by leveraging many of the commercially available parcel viewing software offerings that are now available. The user can also make use of free or commercially available products from Google, Microsoft, Pictometry as well as various video and imaging capture companies.

### Robust Income Valuation and Sales Analysis Modules

The System also contains a full-featured income valuation module, allowing the user to capture both actual and market income data for valuing all the appropriate commercial/ industrial and apartment properties within a jurisdiction.

The sales analysis module allows for analysis on any stratification of sale property types captured in the system. It allows sales to be stored as individual “snapshots” in the sales file, which allows the user to record the parcel as it was at the time of sale.

**Cap Rate**

Base Year: 2016

Code	Description	Rate	BOI Adjustment Rate
E	Excellent	0.85	0.85
C	Good	0.90	0.90
A	Average	1.00	1.00
F	Fair	1.10	1.10
P	Poor	1.20	1.20

Code	Description	Standard Cap Rate	Basic Method Cap Rate	Complex Method Cap Rate	Type Of Cap Rate	Include Tax Factor	Tax Factor	Overall Cap Rate
Ind	Industrial	0.0600	0.116500	0.091553	BASIC	NO	C 012000	0.116500
ARC	Retail	0.1000	0.116500	0.091553	STANDARD	YES	C 012000 / 0.116500	0.116500

Cap Rate Methods  
Copy CapRate Methods  
To Cap Code

Type Of Cap Rate	Cap Rate	Equity Yield Rate	Mortgage Interest Rate	Amortization Period	Loan to Value Ratio	Mortgage Constant	Holding Period	Percent Paid Off	Sink Fund Factor	Annual Appreciation
BAG-C	0.1185	0.1300	0.0800	15	0.7500	0.11466	10			0.010000
COMPLEX	0.0800	0.1000	0.0800	15	0.7500	0.11466	10	0.000000	0.000000	0.000000

**CapRatePreview**

COMPLEX METHOD

RETAIL CAP RATE

REPORT GENERATED ON 10-Jun-2017 13:08:04

ASSUMPTIONS

Equity Yield Rate (%)	13	%
Mortgage Interest Rate (%)	0.08	%
Amortization Period (Y)	15	Years
Loan to Value Ratio (%)	75	%
Mortgage Constant (Yr)	0.114678250119642	
% of Principal Paid Off		
End of Holding Period (Y)	0.538897363889976	
Sinking Fund Factor (SF)	0.0542805558283796	
Annual Appreciation (A)	0.01	

CALCULATIONS

$R_n \times m =$	0.114678250119642	0.080009
$W \times (1-m) =$	0.13	0.025
Weighted Rate $a \times 1$	0.116509	
Less Equity Buildup $(p \times m \times SF)$	0.031257	
Basic Rate	0.09882	
Less Appreciation $(A \times 10 \times SF)$	0.005428	
Overall Rate	0.091553	
Rounded to		0.092

### Sketching

Our sketching utilities are built to reduce time burden and improve valuation accuracy. With dozens of features such as shape splitting, rotation, easy-polygon tools, octagon and bay window stamps, nudge, labeling, export, and much more, our communities call Vision's sketch program the best in the industry:

Parcel Information

Parcel: 064/019/ 0001/ 043/001 Primary Use: 210 Use Type: Internal ID: 4563 Work in Progress: 0

Living Area: 1546.00 Location: 55 Highland Vw Total Assessed Pa \$293,200 Total Net: \$67.14/Gbc 189.65

Building #: 1 of 1

### Assessment Administration

Assessment administration is another featured component of the System. The Software accommodates unlimited property transfer information, mailing address data, current and previous assessment information and offers an electronic tax roll export.

### Report Writing

*Appraisal Vision* also includes an all-new, state-of-the-art business intelligence style report writer. Users can pull data from any field to develop reports for internal or external use. The report writer is designed to be abundantly user-friendly and enables users to preview the data as they are creating the report. It also includes filtering and formatting functions that enable users to create reports the way they want. The built-in export feature allows data to be output for use by a variety of sources, including a direct export to Excel, PDF, Word, etc. A sample screenshot of the report writer preview is included below:

Schema: REAL\_PROP From Date: 1/1/2013 To Date: 8/3/2017 MNC: 0048 View Report

1 of 27 Find Next

#### Visit History Summary

PID	MBLU	Address	Land Use Code	Date Of Visit	Initials Of DC	Visit Code	Previous Assessed Value	Current Assessed Value
1	042/000 000/001/001 0000/	Location: 15 Town Line Dr City: Anytown State: US Zip: 61234	210	08/08/2015	V	10 Letter Sent No Response	615200	615200
1	042/000 000/001/001 0000/	Location: 15 Town Line Dr City: Anytown State: US Zip: 61234	210	10/06/2014	MM	6 Call Back 2nd Est	615200	615200
1	042/000 000/001/001 0000/	Location: 15 Town Line Dr City: Anytown State: US Zip: 61234	210	10/02/2014	SLB	4 Estimate 1st visit no M or L	615200	615200
1	042/000 000/001/001 0000/	Location: 15 Town Line Dr City: Anytown State: US Zip: 61234	210	08/25/2015	LM		615200	615200
2	042/000 000/001/002 0000/	Location: 29 Town Line Dr City: Anytown State: US Zip: 61234	210	06/08/2015	V	10 Letter Sent No Response	155400	538300
2	042/000 000/001/002 0000/	Location: 29 Town Line Dr City: Anytown State: US Zip: 61234	210	10/02/2014	SLB	2 Interior Refusal	155400	538300

### Web Portal for Taxpayers

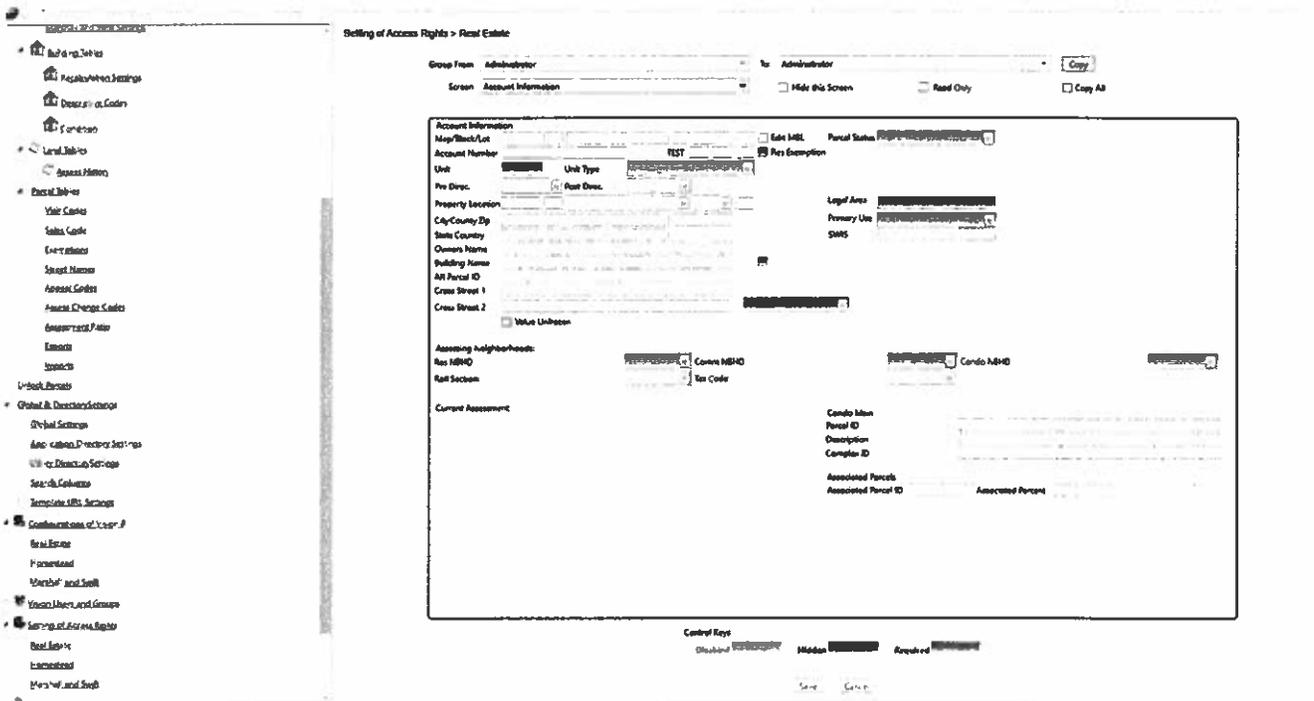
Vision Government Solutions also offers an optional self-service web-based portal for taxpayers to view CAMA and GIS data online from the comfort of their own computers. The CAMA software features an Internet front-end that offers the administrator the utmost flexibility to control and customize what appears on the screen. Many of our communities opt to use this feature to improve taxpayer communication and to reduce the time burden of fielding inquiries

within the office.

### Security and Administration Features

The security features of *Appraisal Vision* are very robust. Various user login levels can be established that define a particular set of user permissions. The administrator can utilize the built-in audit trail feature to track every aspect of system and user processing. If so desired, the System can report every incident of data manipulation, including the ID of the user who made the change, and the date/time of the modification.

Below is a sample of our Admin Module, in which the administrator can customize security access by screen. Vision will work with the City of Nashua team during post-implementation training to configure and set-up security features to your specifications.



These features (and many more) make *Appraisal Vision* the only CAMA system on the market that can satisfy the vast majority of the RFP requirements without customization. Not only does the satisfaction of our current customers speak volumes, but our out-of-the-box solution also dramatically reduces the time required for implementation.

We would welcome the opportunity to demonstrate our system in more detail.



# Vision 8

## Hardware and Software Requirements

# VISION

GOVERNMENT SOLUTIONS

## Overview:

We are pleased to announce that for the first time ever, Vision is offering cloud hosting with Vision 8. More than 60% of our Vision 8 clients have elected to move to the cloud. Here's why:



**1. Save Money:** The average cloud-hosted community saves \$10k by moving to the cloud and removing the need to buy a server, server licenses, and pay for costly server maintenance



**2. Get a Dramatically Improved Platform:** You'll receive lightning-speed feature releases, meaning your community gets access to Vision's latest feature & functionality improvements instantaneously



**3. Receive Immediate Support:** Cloud hosting enables our support team to instantly access and troubleshoot your database for any question, any time, no delay



**4. Protect Your Data:** With fully redundant infrastructure and incredible security, your critical real estate data will be 100% protected. Not to mention, we include free nightly back-ups, a \$4,000+ value!



**5. Cut out the Middleman:** Reduce reliance on third-party hardware vendors by having one source for all Vision questions, eliminating costly delays and frustration

Our cloud hosting clients **do not need to buy a SQL server or SQL licenses**, which provides tremendous savings and convenience. Cloud hosting clients do need to provide internet access and desktop PC's for installation of the local client.

If you're interested in electing for cloud hosting for your community, simply let us know prior to your Vision 8 upgrade or email our Vision 8 Sales Lead, Tasha Vincent, directly ([tvincent@vgsi.com](mailto:tvincent@vgsi.com)).

**Clients that do not elect for cloud hosting will need to provide their own hardware for installing Vision 8, including a SQL server and SQL licenses.** The document that follows describes the relevant hardware and software requirements.

*For any questions, please reach out to:*

Vision 8 Sales Lead: Tasha Vincent, [tvincent@vgsi.com](mailto:tvincent@vgsi.com)

Vision 8 Project Manager: Allie Kelly, [akelly@vgsi.com](mailto:akelly@vgsi.com)

# VISION

GOVERNMENT SOLUTIONS

## Overview:

Vision 8 is a rich client application that uses a N-tier web service-based application architecture. Vision 8 utilizes the latest software development and operation system technologies from Microsoft.

Vision 8 is developed for Version 4 of Microsoft's .NET Platform. All client and server system components utilize .NET 4.6.1 runtime services. To leverage these new technologies, Windows 7 operating system or later is required for desktop and laptops. Windows Server 2012R2 or later is required for servers.

The Vision 8 core business logic and data access services are deployed within the Microsoft's Web Server (IIS 9.0). Vision 8 is optimized to run on Microsoft's SQL Server 2016 database technology. Microsoft SQL Server 2012 or later is required for servers.

**Please note: SQL server and appropriate licenses are required at the time of your Vision 8 install. If customers do not elect for cloud hosting, it is the customer's responsibility to purchase the server and any licenses that are required.**

This document contains minimal and recommended configurations for the server, client PC's, and printers. There is also a section on basic networking recommendations that will provide some performance gains.

## Disclaimer:

The hardware specifications represent currently or recently available system configurations and are provided first and foremost as a guide for the purchase of new computer systems as part of this upgrade. Clients with existing hardware that does not fall within the specifications detailed below may apply for a support waiver by providing their current hardware specifications to the Customer Support department ([customersupport@vgsi.com](mailto:customersupport@vgsi.com)). If it is found that the current hardware specifications are sufficient, the client will be provided with a written response to that affect.

The specification guidelines provided below for PCs and Servers are largely in response to the resource intensive nature of these newer operating systems. While the manufacture's minimum requirements are very forgiving, it is our opinion that they are impractical.

# VISION

## GOVERNMENT SOLUTIONS

### Small Installation Single Server Setup:

In a single server setup, the server is used as application server as well as database server.

- The specifications are for a dedicated server i.e. only used by Vision 8.
- The disk size specs account for one copy of the database. If multiple copies of the database are needed, the appropriate hard disk sizes should be used.
- The size of server or client hard drives should account for other applications and any future expansion.
- GIS, Associated documents, and JPEG's for images take up a considerable amount of space, 5000 images need 300MB at minimum. The below hard drive recommendations do NOT include sizing for GIS, Associated documents, and images as these file sizes can vary greatly.

Combination DB and Application Server Size	Minimum Requirements	Optimum Performance (Recommended)
1-5 Users or 1000 to 10,000 Parcels	<ul style="list-style-type: none"> <li>• Intel Celeron G3900 2.8 GHz w/2MB Cache</li> <li>• 300 GB 7.2k RPM <u>SATA</u></li> <li>• 16 GB RAM</li> <li>• Windows 2012R2 Server (IIS 9)</li> <li>• SQL Server 2012 Standard with Reporting Services</li> <li>• Onsite or Cloud Backup Solution</li> <li>• 1 Gb Ethernet Network Card</li> </ul>	<ul style="list-style-type: none"> <li>• Intel Xeon E5-2620 v4 2.1 GHz w/20MB Cache</li> <li>• 300 GB under RAID 5 <u>SAS</u></li> <li>• 32 GB RAM</li> <li>• Windows 2012R2 Server (IIS 9)</li> <li>• SQL Server 2016 with Reporting Services</li> <li>• Onsite or Cloud Backup Solution</li> <li>• 1 Gb Ethernet Network Card</li> </ul>
6-10 Users or 10,000 to 20,000 Parcels	<ul style="list-style-type: none"> <li>• Intel Core i3 6100 3.7 GHz w/3MB Cache</li> <li>• 500 GB under RAID 5 <u>SATA</u></li> <li>• 32 GB RAM</li> <li>• Windows 2012R2 Server (IIS 9)</li> <li>• SQL Server 2012 Standard with Reporting Services</li> <li>• Onsite or Cloud Backup Solution</li> <li>• 1 Gb Ethernet Network Card</li> </ul>	<ul style="list-style-type: none"> <li>• Intel Xeon E5-2620 v4 2.1 GHz w/20MB Cache</li> <li>• 500 GB under RAID 5 <u>SAS</u></li> <li>• 64 GB RAM</li> <li>• Windows 2012R2 Server (IIS 9)</li> <li>• SQL Server 2016 with Reporting Services</li> <li>• Onsite or Cloud Backup Solution</li> <li>• 1 Gb Ethernet Network Card</li> </ul>
11+ Users or 20,000+ Parcels	<ul style="list-style-type: none"> <li>• Intel Xeon E3-1220 v5 3.0 GHz w/8MB Cache</li> <li>• 600 GB under RAID 5 <u>SAS</u></li> <li>• 64 GB RAM</li> <li>• Windows 2012R2 Server (IIS 9)</li> <li>• SQL Server 2012 Standard with Reporting Services</li> <li>• Onsite or Cloud Backup Solution</li> <li>• 1 Gb Ethernet Network Card</li> </ul>	<ul style="list-style-type: none"> <li>• Intel Xeon E5-2630 v4 2.2 GHz w/25MB Cache</li> <li>• 2 Channel RAID card</li> <li>• Operating System under RAID 1 on 1<sup>st</sup> Channel</li> <li>• 600 GB under RAID 5 on 2nd Channel <u>SAS</u> (for SQL Server)</li> <li>• 64 GB RAM</li> <li>• Windows 2012R2 Server (IIS 9)</li> <li>• SQL Server 2016 with Reporting Services</li> <li>• Onsite or Cloud Backup Solution</li> <li>• 1 Gb Ethernet Network Card</li> </ul>

# VISION

## GOVERNMENT SOLUTIONS

### Large Installation Multi Server Setup

A multi-server configuration is required for large/high volume installations of more than 40 users or more than 40,000 parcels.

- The specifications are for a dedicated server i.e. only used by Vision 8.
- The disk size specs account for one copy of the database. If multiple copies of the database are needed, the appropriate hard disk sizes should be used.
- The size of server or client hard drives should account for other applications and any future expansion.
- GIS, Associated documents, and JPEG's for images take up a considerable amount of space, 5000 images need 300MB at minimum. The below hard drive recommendations do NOT include sizing for GIS, Associated documents, and images as these file sizes can vary greatly.

### Large Installation Configuration

Server	Minimum Hardware Requirements	Optimum Hardware for Performance (Recommended)
Database Server	<ul style="list-style-type: none"> <li>• Intel Xeon E3-1220 v5 3.0 GHz w/8MB Cache</li> <li>• 600 GB under RAID 5 <u>SAS</u></li> <li>• 16 GB RAM</li> <li>• 1Gb Ethernet Network Card</li> <li>• Windows 2012R2 Server</li> <li>• SQL Server 2012 with Reporting Services</li> </ul>	<ul style="list-style-type: none"> <li>• Intel Xeon E5-2630 v4 2.2 GHz w/25MB Cache</li> <li>• 2 Channel RAID card</li> <li>• Operating System under RAID 1 on 1<sup>st</sup> Channel</li> <li>• 600 GB under RAID 5 on 2nd Channel <u>SAS</u> (for SQL Server)</li> <li>• 32 GB RAM</li> <li>• 1 Gb Ethernet Network Card</li> <li>• Windows 2012R2 Server</li> <li>• SQL Server 2016 with Reporting Services</li> </ul>
Application Server	<ul style="list-style-type: none"> <li>• Intel Xeon E3-1220 v5 3.0 GHz w/8MB Cache</li> <li>• 600 GB under RAID 5 <u>SAS</u></li> <li>• 16 GB RAM</li> <li>• 1Gb Ethernet Network Card</li> <li>• Windows 2012R2 Server</li> </ul>	<ul style="list-style-type: none"> <li>• Intel Xeon E5-2630 v4 2.2 GHz w/25MB Cache</li> <li>• 2 Channel RAID card</li> <li>• Operating System under RAID 1 on 1<sup>st</sup> Channel</li> <li>• 600 GB under RAID 5 on 2nd Channel <u>SAS</u> (for SQL Server)</li> <li>• 32 GB RAM</li> <li>• 1 Gb Ethernet Network Card</li> <li>• Windows 2012R2 Server</li> </ul>

## Firewall Port Configurations

The application server and database servers requires that several ports be available/open for full functionality if the Windows built in firewall is enabled or if firewalls are between the servers and the client machines.

Application Server: Port **80** (Http/TCP) General communication between the Client and the App Server.

Port **50000** (custom/TCP) Job Scheduler Service communication to Client

DataBase Server: Port **1433** (MSSQL/TCP) DB communication between App Server DataService and the DB Server

Port **80** (Http/TCP) SSRS Reporting Service communication between Clients and SSRS

## Desktop PC Firewall Port Configurations

The minimum operating resolution for Appraisal Vision 8 is 1366x768. For that reason, Vision Government Solutions is increasing its minimum recommended client monitor size to 20"

Minimum Requirements	Optimum Performance (Recommended)
<ul style="list-style-type: none"> <li>• Intel Celeron J3060 2.48 GHz</li> <li>• 100 GB Hard Drive (7200 RPM)</li> <li>• Windows 7 (32bit)</li> <li>• 8 GB RAM</li> <li>• Color Monitor 20"</li> <li>• 100 MB Network Ethernet Card</li> <li>• Small UPS</li> <li>• Internet access (At least one Client)</li> </ul>	<ul style="list-style-type: none"> <li>• Intel Core i5-6500 3.2 Ghz</li> <li>• 500 GB Hard Drive (7200 RPM)</li> <li>• Windows 7 (64bit)</li> <li>• 16 GB RAM</li> <li>• Color Monitor 22" or plus</li> <li>• 100/1000 MB Network Ethernet Card</li> <li>• Small UPS</li> <li>• Internet Access (At least one Client)</li> </ul>

## Printer Configuration

At least one client used for large printing jobs should have sufficient disk space, i.e. 4-6 GB.

Minimum Requirements	Optimum Performance (Recommended)
HP LaserJet P3015 Series Duplex Option (dn or x models) Legal tray 42 PPM (single sided no graphics)	HP LaserJet Enterprise 600 45 PPM (single sided no graphics)



## General Recommendations

- Try to keep all application users on the same network backplane as the application server. The application server and database should reside on the same network backplane.
- If possible, use a 1000 MB connection or higher from the server to the network switch
- If possible, make sure your server hard drives are in a RAID configuration for fault tolerance





ANY TOWN, US

Subject	Comparable #1	Comparable #2	Comparable #3	Comparable #4	Comparable #5
MBLU: NBHD: Use Code: Appraised Value: Sale Date: Sale/Time Adj Price:	4104A/10/6/ 57 WREN TERRACE 600 1010 572,400 04/14/2008 495,000 / 495,000	41037/34/B/ 31 WREN TERRACE 600 1010 570,300 03/05/2008 530,000 / 530,000	4104A/19/10A/ 53 MALVESTI WAY 600 1010 582,800 05/09/2008 575,000 / 575,000	41017/20/1/ 23 MINIHANS LANE 600 1010 459,500 05/21/2008 530,000 / 530,000	4104A/18/9A/ 45 MALVESTI WAY 600 1010 642,600 08/29/2008 635,000 / 635,000
<b>Building Attributes</b>					
Style SFLA Effective Area Grade Building % Good EYB Code Stories Total Rooms Total Bedrooms Total Bathrooms Total Half Baths Building Appr Val	Colonial 2332 3181 ABOVE AVE 82 A 2 7 04 2 1 369,400	Colonial 2596 2996 ABOVE AVE 92 A 2 6 04 2 1 376,200	Colonial 2694 3047 ABOVE AVE 92 A 2 8 04 2 1 389,100	Colonial 1788 2099 ABOVE AVE 98 A 2 6 03 02 294,500	Colonial 3210 3573 ABOVE AVE 92 A 2 2 04 2 1 450,100
Extra Bldg Features: Outbuildings:	0 0 2,400 900	0 0 2,400 900	-200 0 2,600 900	0 0 2,400 900	1,100 900 -80,700
<b>Land Attributes</b>					
Total Land Area: Site Index: Condition Factor: Appraised Land Value	7,30 1,00 199,700	0.19 1.00 194,000	0.17 1.00 191,100	0.15 1.00 165,000	0.17 1.00 191,200
Value Summary Net Adjustments: Adjusted Price: Adj. Price/SF: Appraised/SF:	54,300 549,300 238.55 222.17	2,200 552,200 236.79 244.51	-10,400 544,400 242.11 249.51	112,900 642,900 275.69 197.04	-70,200 564,800 247.30 275.56



560,500

**Final Value:**

Property Location: 128 NEWPORT AVENUE (-170) MAP ID: 6159/30/11 Bldg #: 1 of 1 Card 1 of 1 State Use: 3430  
 Vision ID: 25760 Account #02296901 Bldg #: 1 of 1 Card 1 of 1 Print Date: 02/13/2015 13:43

CURRENT OWNER		UTILITIES		SIR/ROAD		LOCALIZATION		CURRENT ASSESSMENT		420 ANY TOWN, US	
Permit ID	Issue Date	Type	Description	Amount	Code	Year	Code	Assessed Value	Appraised Value	Assessed Value	Assessed Value
133301	05/21/2008	CM	Commercial	3,000	1130	2009	100	11,358,500	11,358,500	11,358,500	11,358,500
133318	10/15/2007	CM	Commercial	2,500	1130	2009	100	2,776,800	2,776,800	2,776,800	2,776,800
133051	09/11/2007	CM	Commercial	3,000	1130	2009	100	163,300	163,300	163,300	163,300
137940	08/24/2007	CM	Commercial	190,000	1130	2009	100				
137906	08/21/2007	CM	Commercial	900,000	1130	2009	100				
137546	06/29/2007	CM	Commercial	450,000	1130	2009	100				
137540	06/29/2007	CM	Commercial	1,100,000	1130	2009	100				
<b>RECORD OF OWNERSHIP</b> BE-VOL/PAGE SALE DATE (M/D/Y) SALE PRICE (V.C.) 23189/178 12/05/2005 Q 1 13,400,000 01 17,500,000 00 2013 3430 11,358,500/2013 3430 11,358,500/2010 3430 10,830,300 16181/0578 02/01/2003 Q 1 07/05/2000 16,000,000 2013 3430 2,776,800/2013 3430 2,776,800/2010 3430 2,776,800 14260/0242 08/17/1997 0 4,050,000 2013 3430 163,300/2013 3430 163,300/2010 3430 163,300 11942/0498 01/08/1970 11185/0355 04751/0005											
<b>EXEMPTIONS</b> Other ID: 6 Ward #: 6 LAND COURT AFDBL RSC 1 AFDBL RSC 2 TAX DISTRICT 1 GIS ID: 6159-30											
<b>OTHER ASSESSMENTS</b> Description: OVERLAY Amount: 13,400,000 Code: 01 Year: 2013 Code: 3430 Assessed Value: 11,358,500 Appraised Value: 11,358,500 Total: 14,298,600											
<b>ASSESSING NEIGHBORHOOD</b> Street Index Name: STATE ST BLDG Tracting: 119,000 SF GLA											
<b>NOTES</b> STATE ST BLDG 119,000 SF GLA											
<b>APPRAISED VALUE SUMMARY</b> Appraised Bldg. Value (Card) 11,130,700 Appraised XF (B) Value (Bldg) 227,900 Appraised OB (L) Value (Bldg) 163,300 Appraised Land Value (Bldg) 2,776,800 Special Land Value 0 Total Appraised Parcel Value 14,298,600 Valuation Method: C Adjustment: 0 Net Total Appraised Parcel Value 14,298,600											
<b>BUILDING PERMIT RECORD</b> Permit ID, Issue Date, Type, Description, Amount, Invs. Date, % Comp., Date Comp., Comments, Date, Date 133301 05/21/2008 CM Commercial 3,000 11/30/2009 100 01/01/2009 INSTALL GROUND SIGN 133318 10/15/2007 CM Commercial 2,500 11/30/2009 100 01/01/2009 SIGN 133051 09/11/2007 CM Commercial 3,000 11/30/2009 100 01/01/2009 INSTALL ILLUMINAT 137940 08/24/2007 CM Commercial 190,000 11/30/2009 100 01/01/2009 ADDITION COST OF PR 137906 08/21/2007 CM Commercial 900,000 11/30/2009 100 01/01/2009 INT RENOVATIONS O 137546 06/29/2007 CM Commercial 450,000 11/30/2009 100 01/01/2009 INTERIOR IMPROVE 137540 06/29/2007 CM Commercial 1,100,000 11/30/2009 100 01/01/2009 INTERIOR RENOVAT											
<b>LAND LINE VALUATION SECTION</b> Use Description: 3430 PROF OFFC Zone: BUISC Front Depth: 4.87 AC Unit Price: 285,095.00 I. Factor: 1.0000 E. Factor: 1.0000 C. Factor: 1.0000 Notes: 1.00 NW/PE 2.00											
<b>VINITY CHANGE HISTORY</b> Date, Type, IS, ID, CA, PH, KL, Purpose/Result 05/05/2004 15 15 Field Review 05/05/2004 15 15 Field Review											
<b>PREVIOUS ASSESSMENTS (HISTORY)</b> Total: 14,298,600 This signature acknowledges a visit by a Data Collector or Assessor											
<b>VISION</b>											

Total Card Land Units: 4.87 AC Parcel Total Land Area: 4.87 AC  
 Total Land Value: 2,776,800





# **JUNE PERRY**

## **PROFESSIONAL EXPERIENCE**

### **VISION GOVERNMENT SOLUTIONS, INC., HUDSON, MA**

#### **2008 – Present, District Manager**

Duties include overseeing all appraisal operations, coordinating large staff of Present appraisers, programmers and support staff and managing annual client consulting services such as revaluations, data conversions, cyclical reinspections, building permit work and defense of values. Current Projects include West Rutland, VT, Claremont NH, Bloomfield CT; Past projects include Lyme CT, Portsmouth NH, Scotland CT, Windham CT, Chaplin CT, Hampton CT, Eastford CT, Paxton MA, Princeton MA, Holland MA, Sutton MA, Glastonbury CT, Dudley MA, Fairfield CT, Enfield CT, Spencer MA, West Haven CT, Petersham MA, Westminster MA, Barre MA, Tolland CT, Leominster MA, Northbridge MA, Winchester CT, Granby CT, Athol MA, Gardner MA, Shrewsbury MA. Recent Conversions Grafton Ma, East Brookfield Ma.

#### **2000 – 2007, Project Manager**

Responsible for planning, implementing and running revaluation projects for various municipalities. Specific duties include the mass appraisal of residential, commercial, industrial, and personal property accounts. Duties include property sales review and verification, statistical analysis, model calibration, the supervision of data collectors and field review appraisers, taxpayer hearings and all reporting requirements as they relate to project certification.

#### **1991 – 2000, Senior Appraiser**

Responsible for the supervision of town-wide revaluations and valuation update projects. Duties include performing all sales analysis, establishing the methodology to be used on the appraisal of residential properties, coordinating field review operations, taxpayer hearings and client consultations. Management assignments include: Lyme, Watertown, Fairfield Granby, Stonington, New Haven and West Haven, Enfield, Tolland, Connecticut; Leominster, Gardner, Spencer, Westminster, Sutton, and Dudley, Paxton, Massachusetts. Have specific expertise in recreational areas including Martha's Vineyard - Tisbury, Oak Bluffs, and Aquinnah in Massachusetts; Kennebunkport and Cumberland, Maine; Jaffrey and Swanzey, New Hampshire.

#### **1990 – 1991, Staff Appraiser**

Responsibilities included the field review of property record cards to verify accurate and critical data for value estimation. Also performing quality control of data throughout the project and supervising daily operations.

#### **1987 – 1989, Senior Data Collector**

Responsible for coordinating, supervising and completing the Data Collection Phase of a Revaluation. Duties were to inspect residential and commercial properties, prepare and analyze inspection and production reports and supervise Data Collectors.

## **EDUCATION**

### **Southeastern Massachusetts University**

B.S. in Management

### **International Association of Assessing Officers**

Course I: Fundamentals of Real Property Appraisal

Course II: Income Approach to Valuation

Course 301: Mass Appraisal of Residential Property

Course 302: Mass Appraisal of Income-Producing Property

Course 3: Development and Writing of Narrative Appraisal Reports

Course 400: Assessment Administration

### **Massachusetts Association of Assessing Officers**

Course 1 Comparable Sales Approach to Value

Course 2 Cost Approach to Value

Course 3 Income Approach to Value

Course 5 Mass Appraisal of Real Property

USPAP 15 hour Part 1 &2

USPAP Update - 2008

USPAP Update -2011

USPAP Update -2014-16

### **New Hampshire**

NH State Statutes Course I

NH State Statutes Course II

### **Appraisal Institute**

Standards of Professional Practice - Part A

Standards of Professional Practice - Part B

Updates 2008, 2011, 2014

### **Other Courses/Seminars**

#### **Basic Appraisal Principles – 28 hours (MBREA)**

Market Analysis & Highest and Best Use

Wireless Depreciation & Solar Legislation

Tif's & Pilots

The effect of Casino's

Foreclosures and Short Sales

Pilots and Rural Land

Mold Remediation

GIS & Assessing

Land Valuation and Mass Valuation Process

**SPECIAL QUALIFICATIONS**

**State of Connecticut:** Certified Residential, Commercial/Industrial Appraiser and Supervisor #347 expires 4/30/2023

**State of New Hampshire:** DRA Certified Assessor Supervisor #303

**State of Vermont** Project Supervisor expires 6/7/2023

**Massachusetts Superior Court:** Qualified Expert Witness

# STEPHEN WHALEN

## PROFESSIONAL EXPERIENCE

### VISION GOVERNMENT SOLUTIONS, INC., HUDSON, MA

#### 2005 – Present, Project Manager/Senior Commercial/Industrial Appraiser

Responsible for overall project management and/or commercial/industrial appraisal functions required in connection with revaluation and update projects. Specific expertise in the valuation of commercial and industrial property.

### WELLESLEY, MA – ASSESSORS OFFICE WELLESLEY, MA

#### 2008 – Present, Property Appraiser

Field review of all residential properties that have filed a building Permit. Verification of all info on the property card, inside and outside of the property. Re-inspections of property that have filed a tax abatement or have sold within the last year.

### WEST NEWBURY, MA -ASSESSORS OFFICE WEST NEWBURY, MA

#### 2005 – Present, Property Appraiser

Field review of all properties that have filed a building permit. Verification of all Building information due to property sales.

### SAUGUS, MA -ASSESSORS OFFICE SAUGUS, MA

#### 1999 – Present, Property Appraiser

Interior and exterior inspections of all residential and commercial properties that have taken out a building permit. Re-inspections of all properties that file for a tax abatement. Commercial income and expense analysis. Valuation of commercial and industrial property for state mandated revaluation. Review and approval of the revaluation by the Massachusetts Department of Revenue.

### COLE LAYER TRUMBLE, CO. TOLLAND, CT

#### 1987 – 2005, Senior Project Manager

Experienced in all phases of the revaluation process and supervisor on a number of projects in New England. Responsible for the hiring and training of field and office personnel and has assisted in the defense of values at both informal and formal levels. Also responsible for training clients and employees on different valuation analysis software. Other responsibilities include establishing market rents for commercial and industrial properties based on income and expense reports passed in. Utilizing the income, cost and sales approaches to value for state mandated revaluations.

## EDUCATION

### University Of Massachusetts Boston, MA

*Bachelor of Arts Degree –Economics*

### Southeastern Massachusetts University Dartmouth, MA

*Liberal Arts and Computer Science courses*

**International Association of Assessing Officers Courses:**

- Site analysis and evaluation
- Introduction to the cost approach to value
- Introduction to the market approach to value
- Fundamentals of real property appraisal
- Income approach to valuation
- Mass appraisal of residential property
- The Rushmore Model for hotel valuation
- Complex industrial property
- Mass appraisal of high end residences
- Valuation of regional malls and golf courses
- Specialty properties; hospital exemptions and assisted living
- Valuation telecommunications property and wireless technology
- Casino valuation

**CERTIFICATIONS**

**State of Connecticut**

Certified for land/residential, commercial/industrial, personal property, and supervisor.

**State of New Hampshire**

Certified Real Estate Appraiser

# James Allen Williams

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103 Lewiston Ave  
Willimantic, CT 06226  
(860) 423-2803  
[Jimwilliamsct1@sbcglobal.net](mailto:Jimwilliamsct1@sbcglobal.net)

## SPECIAL QUALIFICATIONS

I have been working in the revaluation field for the past nineteen years. I primarily work with valuing commercial real estate but have worked in the valuation of residential properties. My skills include data collection, mapping legal descriptions, computer assisted mass appraisal systems valuation table maintenance, sales analysis, land valuation, ratio studies and Department of Revenue Certification.

## EMPLOYMENT

07/09 – Present                      Vision Appraisal  
**Project Manager**

11/05 – 7/09                      Appraisal Resource Company  
**Commercial Manager/Project Supervisor**  
Responsible for valuations of properties for revaluation purposes.

05/00 – 11/05                      Cole, Layer & Trumble Co.  
**Project Supervisor, Senior Commercial Reviewer, Residential Analyst**  
Duties included valuation of residential and commercial properties, sales review, income and expense analysis.

## EDUCATION

State of Connecticut, Secretary of Office of Policy and Management  
Intergovernmental Policy Division Certification for Revaluation Functions:  
Land/Residential, Commercial/Industrial, Personal Property, Supervisor

International Association of Assessing Officers  
04/00                      Course 600, (Principles & Techniques of Cadastral Mapping)  
12/94                      Course II, (Income Approach to Valuation)  
12/96                      Course 300, (Fundamentals of Mass Appraisal)  
06/93                      Course I, (Fundamentals of Real Property Appraisal)

Reappraisal Manager Certification, 11/99  
Arkansas Assessment Coordination

National Association of Independent Fee Appraisers, 01/94  
Course 1.1 (Principles of Residential Real Estate Appraising)

Graduate, Morgan City Senior High School, 05/85  
Morgan City, Louisiana

**REFERENCES**

Judy Squier  
Deputy Assessor  
Windham, CT  
(860) 465-3027

Matt Helfand  
City Assessor  
Central Falls, RI  
(401) 727-7430

Mary Jo LaFreniere  
Principal Assessor  
Plainville, MA  
(508) 695-3010

# **SANDRA SCHMUCKI**

## **PROFESSIONAL EXPERIENCE**

### **VISION GOVERNMENT SOLUTIONS, INC., HUDSON, MA**

#### **2008 – Present, Project Manager**

Oversee all assigned appraisal operations; manage support staff and Staff Appraisers; project planning and supervision of multiple projects within the district. Meet with state appointed representatives of Bureau of Assessments for certification of municipality values.

#### **1999 – 2001, Staff Appraiser**

Review residential and commercial properties for revaluation purposes. Responsibilities include residential sales review, hearings with taxpayers, update 61A Farm use land value based on clients' data, set condition factors for land based on topography, reconcile income and expense reports with commercial properties on Vision software, and work with Assessor's offices. Experience includes working in Massachusetts, Connecticut, Rhode Island, New Hampshire, and Maine.

#### **1998 – 1999, Crew Chief**

Responsible for overseeing the total data collection effort, completing complex data collection assignments which may be beyond the scope of normal data collection personnel, maintaining a high level of operating competence and efficiency, monitor and evaluate the process of data collection personnel.

### **FRESENIUS MEDICAL CARE NA, NMC HOMECARE, INC., LEXINGTON, MA**

#### **1996 – 1998, Accounting Manager**

Manage department to account for regional branches with annual revenue of \$100 million. Oversee monthly close of the general ledger. Supervise three accountants and payroll department. Responsible for monthly financial reports for multiple offices, analysis of gross margin and operating costs, oversee billing and collecting accounts receivable. Implement action plan to resolve problem areas on balance sheet and fixed assets. Member of SAP accounting software implementation to resolve Y2K issue, focus on fixed assets and general ledger. Work with human resources, field management and corporate financial departments.

#### **1987 – 1996, Accountant/Accounting Supervisor**

Progressive accounting experience working in home healthcare, construction, property management and conference industries.

## **EDUCATION**

### **University of Massachusetts- Lowell, MA**

1987 Bachelor of Science Degree: Business

## **SPECIAL QUALIFICATIONS**

**State of Connecticut Office of Policy and Management:** Certified Land/Residential Appraiser 2000, 2012. Certified Commercial Appraiser 2013

**State of New Hampshire DRA Certified Real Estate Appraiser** 2005, Assessor Assistant 2010, Property Assessor 2015

**IAAO Course 300 Fundamentals of Mass Appraisal:** Certificate of Completion 2000

**IAAO Course 201 Appraising Income Properties:** Certificate of Completion 2002

**IAAO Course 100 Basics of Real Estate Appraisal:** Certificate of Completion 2004

**MAAO Course 3 – Income Approach to Value:** Certificate of Completion 2013

# **RICK KULP**

## **PROFESSIONAL EXPERIENCE**

### **VISION GOVERNMENT SOLUTIONS, INC., NORTHBORO, MA**

#### **2004 – Present, Staff Appraiser/Crew Chief**

Duties include reviewing accuracy of data by Data Collectors; assisting with public hearings; maintaining production logs both daily and weekly for project managers. Training and experience with Commercial data collection and review. Projects include Arundel, Standish, Camden, Kennebunkport, Winslow, Gardiner and Raymond, Maine; Fremont, Littleton, Manchester and Derry, New Hampshire; Newburyport, Dracut and Harvard, Massachusetts, as well as Danbury, Bristol and Bridgeport, Connecticut.

RE Appraiser Trainee with State of NH and has assisted with field review process in Fremont, Littleton, Dunbarton, Chester, Pelham and Derry, New Hampshire.

#### **2002 – 2004, Data Collector**

Responsibilities include accurately locating, identifying, and measuring the exterior dimensions of assigned properties. Making a thorough inspection of the interior of the property and accurately recording all pertinent data used in the valuation of the property. Experience in working in Hooksett, New Durham, Exeter, Fremont, and Wolfeboro, New Hampshire and York, Kittery, Camden, Standish and Raymond, Maine.

### **TYCOM INTEGRATED CABLE SYSTEMS, NEWINGTON, NH**

#### **2000 – 2002, Technical Analyst**

Perform fiber optic transmission analysis, using various testing systems to obtain power/attenuation values and signal loss data over multiple wavelengths, ensuring conformity with engineering specifications. Collect data and prepare reports for quality assurance using Microsoft Excel and Word.

### **RUSSOUND, INC. NEW MARKET, NH**

#### **1994 – 2000, Inventory Control Team Leader**

Management of material flow from receiving to production, tracking the movement of over 2000 parts and subassemblies used in the manufacture of audio/video electronic equipment. Supervise all aspects of inventory control and reporting using company specific automated system. Oversee stock levels to ensure cost effective re-ordering. Coordinate material requirements and resolve purchase-ordering discrepancies with purchasing department. Complete bi-monthly physical inventory counts. Organize warehouse. Supervise and train all receiving/inventory control personnel. Lead the quality assurance team for all sheet metal fabrication and procurement.

### **OM INTEGRATED CABLE SYSTEMS, NEWINGTON, NH**

#### **2000 – 2002, Technical Analyst**

Perform fiber optic transmission analysis, using various testing systems to obtain power/attenuation values and signal loss data over multiple wavelengths, ensuring conformity with engineering specifications. Collect data and prepare reports for quality assurance using Microsoft Excel and Word.

**HARCOURT HOME IMPROVEMENT CO., NOTTINGHAM, NH**  
**1991 – 1994, Carpenter/Painter/Landscaper**

**NATIONAL OCEANOGRAPHIC AND ATMOSPHERIC ADMINISTRATION NOAA,**  
**SEATTLE, DC**  
**1986 – 1991, Survey Technician**

**EDUCATION**

**University of New Hampshire**  
B.S. Park Management

**Vision Appraisal Technology**  
80 Hour In-House Training Program  
REA1-Real Estate Appraisal Basics – 10220032 (Mass. Board of RE Appraisers) 39 hours  
USPAP: Uniform Standards of Professional Appraisal Practice, 2006

**JMB Real Estate Academy**  
Appraising Income Properties – 10180003 (Mass Board of RE Appraisers)  
30 hours, 2007

**New Hampshire Department of Revenue Administration**  
Certified Real Estate Appraiser Trainee

**Connecticut Office of Policy and Management**  
Certified Land/Residential Data Collection and Review

# **ELIZABETH STABLE**

## **PROFESSIONAL EXPERIENCE**

### **VISION GOVERNMENT SOLUTIONS, INC., HUDSON, MA**

#### **2006 – Present, Residential/Commercial Lister**

Responsibilities include accurately locating, identifying, and measuring the exterior dimensions of assigned properties. Making a thorough inspection of the interior of the property and accurately recording all pertinent data used in the valuation of the property. Experience in Bristol, CT; Redding, CT; Cromwell, CT; New Britain, CT; Berlin, CT; Wilton, CT; Suffield, CT; Bridgeport, CT; Danbury, CT; New Hartford, CT; New Fairfield, CT; Brookfield, CT; Middlebury, CT, New Milford, CT, Oxford, CT, Wolcott, CT, Newtown, CT, Bethlehem, CT; Watertown, CT, and Carmel, NY.

## **GENERAL EXPERIENCE**

### **D&L HOME IMPROVEMENTS LLC, DANBURY, CT**

#### **2003 – 2006, General Construction Manager/Member**

Responsibilities include on site evaluations of needed home improvements and repairs. Prepared and presented estimates to home owners. Responsible for establishing material lists and ordering required supplies. Coordinated work orders, laborers and deliveries to required work sites.

## **EDUCATION**

**Chester Institute of Technology - Architectural Drafting and Design**

**Vision Appraisal Technology – 80 Hour Training Program**

**Naugatuck Valley community College – Appraisal I**

**Income Approach to Value – 2013**

**CAAO IB - 2014**

# **DESIREE MATULEWICZ**

## **PROFESSIONAL EXPERIENCE**

### **VISION GOVERNMENT SOLUTIONS, NORTHBORO, MA**

#### **2012-Present, Data Collector/Crew Chief**

Responsibilities include accurately locating, identifying, and measuring the exterior dimensions of assigned properties. Making a thorough inspection of the interior of the property and accurately recording all pertinent data used in the valuation of the property. Duties also included Digital Imaging and Updating of information for Building permits. Projects include the Town of Cranston, RI

## **EXPERIENCE**

**2016- Newport Marriott – Banquet Supervisor**  
**2002**

**2006- Coldwell Banker Residential Brokerage - Realtor**  
**2014 State of Rhode Island**

**2005- Bellevue Realty – Realtor**  
**2006 Newport, RI**

## **EDUCATION**

**University of Rhode Island – Kingston, RI**  
BFA, Art History

**Springfield Technical Community College – Springfield, MA**  
AS, Liberal Arts

# **ELIZABETH SCUNGIO**

## **PROFESSIONAL EXPERIENCE**

### **VISION GOVERNMENT SOLUTIONS, Northborough, MA**

**2013- present**     **Crew Chief/Supervisor of Listing Staff**

**2012- 2013**     **Data Collector**

Responsibilities include accurately locating, identifying, and measuring the exterior dimensions of assigned properties. Making a thorough inspection of the interior of the property and accurately recording all pertinent data used in the valuation of the property. Duties also included Digital Imaging and updating of information for Building Permits. Certified in NH as a Data Collector. Projects include the towns of Johnston, Providence, Smithfield and Cranston, RI; Yarmouth and Nantucket, MA; Hamden, CT and Swanzee, NH.

## **EDUCATION**

**Vision Government Solutions**  
**80 Hour In-House training**

# WILLIAM DOWNS

## PROFESSIONAL EXPERIENCE

**VISION GOVERNMENT SOLUTIONS, INC., NORTHBORO, MA**

**2013 – Present, Staff Appraiser**

**CERTIFIED REVALUATION COMPANY, INC. - NORTH PROVIDENCE, RI**

**2012 – 2013, Data Collector**

Measure & List Residential properties, Measure & List Commercial / Industrial properties,  
Inspect & List Tangible Personal Property accounts.

**THYSSENKRUPP INDUSTRY SERVICES - TAUNTON MA**

**2008 – 2011, Operations Manager**

Manage warehousing and fleet operations, Specializing in Commercial Construction.

**NEW ENGLAND HEARTH AND PATIO - BARRINGTON, RI**

**2003 – 2008, Distribution Manager**

Managed Warehousing, Distribution, Maintenance, and Customer Service Functions.

**AFC CABLE SYSTEMS - NEW BEDFORD, MA**

**1985 – 2003, Distribution Manager**

Managed Distribution center, Warehouse Manager, Dispatcher / Customer Service.

## EDUCATION

**UMass Amherst, Business Management**

Bachelors of Science

## **Robert Tolland**

167 Beaman Rd.  
Sterling, MA 01564

(508) 983-4621

robtolland@gmail.com

### **Residential Appraiser**

A residential real estate appraiser in the Worcester County MA area with strong attention to detail, customer service, and analytical skills. I possess the ability to make a homeowner comfortable with and informed about the service provided. Self-reliant with the ability to meet tight deadlines while providing a high-quality product.

### **EXPERIENCE**

#### **Corelogic, Inc.**

**2017 - 2018**

#### **Staff Residential Appraiser Home Office**

Performed residential appraisals in the central MA area scheduling appointments, inspecting properties, and preparing appraisal reports for lenders, owners, and attorneys. Assist in real estate and financial decision making.

- Prepared residential appraisal reports for 1-family, 2-4 family, and condominium properties utilizing ACI software.
- Competency in numerous FNMA forms (1004, 1025, 1073, 2055, 1004D, Desktop)

#### **Allied Appraisal Associates Worcester MA**

**1992 - 2017**

#### **Staff Appraiser/Senior Residential Appraiser**

identical duties as above plus from 2009 - 2015 -

- Reviewed other employees reports prior to submission to clients
- Trained new hires getting them to fully licensed status.

### **ADDITIONAL RELEVANT EXPERIENCE**

#### **New England Appraisal Company (NEAC)**

#### **Sole Proprietor**

Prepared cost estimates of residential, commercial, and municipal properties for insurance purposes.

- Self-employed position entailed all details of management, accounting, marketing, and production.

### **EDUCATION**

**Bachelor of Science, Park Administration**  
University of Massachusetts, Amherst, MA

### **PROFESSIONAL DEVELOPMENT**

Past member of MBREA  
Over 400 hours of cont. education in real estate appraisal

## REFERENCES

Peter Russell Senior V.P.  
Athol Savings Bank 112 Central St. Winch\_endon, MA 01475  
prussell@atholsb.com (978) 321-5025

Jeffrey Klein Pres.  
Allied Appraisal Associates of N.E., Inc. 108 Shrewsbury St. Suite 206 Worcester, 01604  
jeff@alliedappraisal.com (508) 755 -2500

John T. Peculis Senior VP, Commercial Lending  
Fidelity Bank 153 Front St. Worcester, MA 01608  
jpeculis@fidelitybankonline.com (508) 439-2772

# **JOHN MICHAEL TARELLO, MAI, ASA, MBA**

## **PROFESSIONAL EXPERIENCE**

### **2016 – Present, Vice President Appraisal Operations**

Primary Responsibilities: Organization and oversight of all appraisal personnel and projects within the Company. Coordinate the efforts of district personnel in the completion of all types of appraisal projects throughout Northeast. Develop and implement innovative new appraisal policies and procedures aimed at increasing productivity, accuracy and streamlining the appraisal process. Utilizing new technologies, create product enhancements in response to future appraisal client needs. Coordinate with information systems personnel in the ongoing development of Vision software.

### **1997 – 2015, District Manager**

To oversee and manage appraisal operations for Eastern and Northern New England. Supervise and review appraisers, programmers and support staff in the completion of revaluation projects. Provide individual consulting services and expert testimony for court defense of real estate values. Designed software models for the New York City Assessors Office with over 1.1 Million parcels and managed the software conversion and implementation for Henrico County VA. containing over 110,000 parcels. Managed a staff of 30± clerical and professional employees.

### **1992 – 1996, Director of Fee Appraisal Division**

Developed a Fee Appraisal Division within the company. Designed and implemented various narrative appraisal and income analysis products. Managed a staff of 20± clerical and professional employees.

### **1990 – 1992, Commercial Senior Appraiser**

Primary Responsibilities: Coordinated all aspects of an assigned appraisal project. Completed projects throughout New England, including appraisal assignments and project management in the following towns and cities: Worcester, Auburn, Medford, Revere, Somerville, Chelsea, Massachusetts; Nashua, Seabrook, New Hampshire and New Haven Connecticut.

### **1987 – 1990, Staff Appraiser**

Appraisal assignments throughout New England and New Jersey.

## **CAMERON BISHOP FINANCIAL SERVICES, STONEHAM, MA**

### **1986 – 1987, Fee Appraiser**

## **QUALITY CONSTRUCTION, INC., LOWELL, MA**

### **1985 – 1986, Builder**

## **EDUCATION**

### **University of Massachusetts, Amherst, Massachusetts**

**Bachelor of Science (BS):** Hotel and Restaurant Management, with a concentration in accounting and finance

**Western New England University, Springfield, Massachusetts**

**Master of Business Administration (MBA):** With a concentration in Management Information Systems

**Appraisal Institute**

Real Estate Appraisal Principles; Residential Valuation; Standards of Professional Practice & Procedures Part A, B & C; Capitalization Theory & Techniques, Part A & B; Case Studies in Real Estate Valuation; Report Writing & Valuation Analysis; Commercial Demonstration Report Seminar; Seminars in Contaminated Properties

**International Association of Assessing Officers**

Course 302: Mass Appraisal of Income Producing Property; Course 3: Development and Writing of Narrative Appraisal Report

**SPECIAL QUALIFICATIONS**

**Appraisal Institute:** Designated Member Appraisal Institute (MAI) #12106 and Past Committee Member of the Technology Committee

**Appraisal Institute Massachusetts, Rhode Island Chapter:** Past President, Vice President, Treasurer, Secretary, Board of Director, Regional Representative, Chairman of Seminar Committee, the Associates Committee, the News Letter Committee and the Technology Committee

**American Society of Appraisers:** Accredited Senior Appraiser (ASA), Designated in Real Property/Urban

**Massachusetts Board of Real Estate Appraisers:** Designated General Appraiser (MRA)

**Massachusetts Appellate Tax Board:** Qualified as Expert Appraisal Witness

**New Hampshire Department of Revenue Administration:** Certified as Real Estate Appraiser Supervisor

**New Hampshire Board of Tax and Land Appeals:** Qualified as Expert Appraisal Witness

**Connecticut Office of Policy and Management:** Certified as Revaluation Appraiser Supervisor

**Vermont Department of Taxes:** Certified as Revaluation Project Supervisor

**Virginia Department of Taxation:** Certified Professional Assessor

**Ujenzi Trust:** Treasurer and Board of Director

**State of Maine:** Certified Maine Assessor (CMA)

**State of Massachusetts:** Certified General Appraiser #660

**State of New Hampshire:** Certified General Appraiser #154

**State of Rhode Island:** Certified General Appraiser #A00325G

**State of Maine:** Certified General Appraiser

**State of Connecticut:** Certified General Appraiser

**State of Virginia:** Certified General Appraiser #4001017831



## **SAMPLE TRAINING AGENDA**

Two days of training at our Hudson Office are included in our proposal. Below is a sample agenda of the two days of training.

### **Sample Training Agenda**

<i>9:00 – 9:15</i>	Introduction	Conducted by Project Manager
<i>9:15- 10:00</i>	Corporate Overview	Conducted by Project Manager
<i>10:00-11:00</i>	System Overview	Conducted by Vision Trainer
	<ul style="list-style-type: none"><li>• Logging In</li><li>• Passwords and User Permissions</li><li>• Property Record Search by ID, Location, or Owner</li><li>• System Navigation Tree</li><li>• System Tool Bar</li><li>• System Utilities</li></ul>	
<i>11:00-11:15</i>	Break	
<i>11:15-12:00</i>	System Overview (continued)	Conducted by Vision Trainer
	<ul style="list-style-type: none"><li>• Function Keys</li><li>• Movement from Field to Field</li><li>• On-Line Help System/ Topic Search</li></ul>	
<i>12:00-1:30</i>	Lunch	
<i>1:30-2:30</i>	Residential Parcel Walkthrough	Conducted by Vision Trainer
	<ul style="list-style-type: none"><li>• Adding a Sale</li><li>• Add Outbuildings and Extra Features</li><li>• Changing Existing Data, the “Picklist”</li><li>• Create Visit History Information</li><li>• Create Building Permit Information</li><li>• Add Land Lines</li><li>• Tracking Multiple Owners and Addresses</li></ul>	
<i>2:30-2:45</i>	Break	
<i>2:45-3:45</i>	Condominium Walkthrough	Conducted by Vision Trainer
	<ul style="list-style-type: none"><li>• Condo Main Elements</li><li>• Condo Unit Construction Detail</li><li>• Condo Complex Table</li></ul>	

 **VISION**  
GOVERNMENT SOLUTIONS

<i>9:00-10:15</i>	<b>Commercial Walkthrough</b>	<b>Conducted by Vision Trainer</b>
	<ul style="list-style-type: none"><li>• Construction Detail Screen</li><li>• Add a Section to a Building</li><li>• Add Multiple Buildings</li><li>• Add Abutting Associated Parcels</li></ul>	
<i>10:15-10:30</i>	<b>Break</b>	
<i>10:30-12:00</i>	<b>Property Record Cards</b>	<b>Conducted by Vision Trainer</b>
	<ul style="list-style-type: none"><li>• Card Layouts</li><li>• Print a Subset of Cards</li><li>• Edit the Property Record Card</li></ul>	
<i>12:00-1:30</i>	<b>Lunch</b>	
<i>1:30-2:45</i>	<b>Adding a Sketch and Photos</b>	<b>Conducted by Vision Trainer</b>
	<ul style="list-style-type: none"><li>• Square Footage Tool</li><li>• Drawing and Labeling the Sketch</li><li>• Editing the Sketch</li><li>• Adding Photos</li></ul>	
<i>2:45-3:00</i>	<b>Break</b>	
<i>3:00-3:45</i>	<b>Geographic Information System (GIS)</b>	<b>Conducted by Vision Trainer</b>
	<ul style="list-style-type: none"><li>• Locating a Parcel</li><li>• Shape Layers</li><li>• Abutters List</li><li>• Thematic Displays</li><li>• Custom Queries</li></ul>	
<i>3:45-4:30</i>	<b>Existing Reports and Report Wizard Overview</b>	<b>Conducted by Vision Trainer</b>
	<ul style="list-style-type: none"><li>• Reports Menu Tree</li><li>• Database Help File</li><li>• Create an Ad Hoc Query</li><li>• Preview and Print Options</li><li>• Add Reports to User Menu</li></ul>	
<i>4:30- 5:00</i>	<b>Question and Answer Period and Review</b>	<b>Conducted by Vision Trainer</b>

**BID PROPOSAL FORM**  
**CITY OF NASHUA, NEW HAMPSHIRE**

**Total Cost:**

**Revaluation Services including; data collection of all improved properties, callback letters, new images, 100% field review of all real estate and support of values.**

*One Million One Hundred Twenty-Five Thousand Dollars \$1,125,000*

**2.7 Compensation and Terms**

2.7.1 Municipality, in consideration of the services hereunder to be performed by Contractor, agrees to pay Contractor the sum total of \$ 1,125,000 dollars pursuant to the terms of the agreement as defined in Section 3. Payment shall be dispersed as follows:

<u>Calendar Year of Work</u>	<u>% or # of Parcels</u>	<u>Type of Work</u>	<u>Annual Payment</u>
2019	<u>4.45 %</u>	<i>Measure/List</i>	<u>\$ 50,000</u>
2020	<u>32.44 %</u>	<i>Measure/List</i>	<u>\$ 365,000</u>
2021	<u>32.44 %</u>	<i>Measure/List</i>	<u>\$ 365,000</u>
2022	<u>30.67 %</u>	<i>Full Statistical Revaluation</i>	<u>\$ 345,000</u>

**Note: The above Compensation and Terms will be confirmed at the time the contract is completed.**

2.7.2 The amount or terms of compensation to be paid by Municipality for assessing services to support and defend assessments that are appealed to the BTLA or superior court, if not included in Section of the agreement, quoted on a hourly basis plus expenses is: \$ 125.00 hourly/\$ 1,000.00 daily.

**Note: The above Compensation and Terms will be confirmed at the time the contract is completed.**

**Company:** Vision Government Solutions  
**Address:** 1 Cabot Road Hudson, MA 01749  
**Phone:** 800-628-1013, extension 3693

**Signature:** 

**Name:** Kevin Bullock  
**Title:** Chief Financial Officer  
**Date:** September 26, 2019