



## 2021 IAAO Conference in Chicago: Embracing Change

By Brad Eldridge, MAI, CAE

Conferences provide us connections with people and opportunities for professional growth. Over the years, we build professional relationships and find inspiration to solve problems in our daily roles in assessment. I heard the comment “It was like a family reunion” several times and it was true.

Morris Morrison took us on an emotional rollercoaster in the opening session, which provided the experience needed to understand his concept of disruption and using emotional intelligence to help us navigate through uncomfortable change. Morris kicked off the conference with great energy and reinforced the importance of the networking at the conference.

The past couple of years have been tough, but people in our assessment community have found ways to continue growing in their profession. It was great to see accolades received by our friends. What joy it is to see someone you shared the classroom with walk across that stage to receive their designation.

TEAM Consulting enjoys providing support to the IAAO conference each year. This year, TEAM Consulting sponsored the U-40 and Professional Designee receptions, where we were able to celebrate recent designees and



**Chicago (and a glimpse of Indiana in the Horizon).** Image taken by Brad Eldridge from the 80th floor of the Aon Center building.

encourage the next generation on their pursuit of professional growth. We have several groups expanding their IAAO education and in-house professional development in California and Alabama.

While each IAAO conference has had meaningful themes and content, this year's conference theme of embracing change hits home on many levels. IAAO conferences usually provide several nuggets to take back home and this one was no different.

I particularly enjoyed the Developing a Strategic Plan session by Wade Patterson and Kevin Prine, RES, AAS, MPA. Wade incorporated the importance of addressing diversity in strategic planning. We

TEAM Consulting enjoys providing support to the IAAO conference each year. This year, TEAM sponsored the U-40 and Professional Designee receptions.

need to make sure we address diversity in age, sex, and people in our assessment office so that we resemble the community we serve. From work-from-remote to succession planning, it is important that we have a strategic plan in place and review/revise as needed so we can adapt to change.

The inner geek in me is always

*continued on next page*

satiated by a session from David Cornell, MAI, CAE. David provided a real-time demo on how to build a Power BI Dashboard in 30 minutes. If you haven't had the opportunity to set in on one of his sessions, you're missing out. Dashboards were discussed in several conference sessions this year and are a great way for us to check in on the current status of our assessment office.

The legend, Peter Korpacz, MAI, CRE, FRICS, lead a plenary session on appraising in the COVID-19 pandemic. A lot of the forecasts are projecting a three- to four-year recovery time for commercial real estate. He also reminded us that cap rate surveys are not based on sales, but they rely on people who make the sales happen or are close to the sales—buyers, sellers, brokers, and appraisers. Who else has the ability to provide real-time insight as to the conditions in the market?

One of my new connections, Paul Harrison, MAI, CAE, RES, did a session that posed the question, *Can Valuing Parcels Individually Violate USPAP and Highest & Best Use?* The discussion included a great deal of legal citations and references to help the assessor find the answer to this question. Paul also mentioned that we need to **keep struggling to do better**, which is a great segue to the Management Matters section in this issue. (See page 5.)

I think we can do better with the diversity of instructors and leaders that we have in the assessment field. Some of us might have to step out of our comfort zone and take a chance on someone who doesn't look like us. Maybe it's recruiting talent through different human resource channels than we normally rely on. Have a conversation with someone you usually avoid—maybe they need a mentor. Embrace change. ♦



**U-40 Reception at Giants Brewery.** Image taken by Brad Eldridge.



**Chicago River.** Image taken by Brad Eldridge (facing Michigan Ave.)

## TEAM Instructor Kara Endicott Receives IAAO's Instructor of the Year

By Brad Eldridge, MAI, CAE



Kara Endicott, CAE, RES, RMA

TEAM Consulting instructor Kara Endicott, CAE, RES, RMA, received the 2021 IAAO Instructor of the Year.

Kara was recognized at this year's

IAAO conference in Chicago. Congratulations, Kara!

Kara is a Senior National Instructor for IAAO and has taught numerous courses across the country. She has mentored hundreds of students

in the classroom and helped them achieve their professional goals over the years.

Kara has also been a dedicated leader of IAAO's Education Committee as chair for the past three years. Kara previously served on the Instructors Relations Subcommittee for IAAO. She has also chaired several task forces for IAAO. Kara has over two decades of appraisal experience in county government and she currently works in Johnson County, Kan., as the Commercial Real Estate Manager. ♦



## TEAM Instructor Dan Cypert Receives IAAO's AAS Designation

By Brad Eldridge, MAI, CAE

TEAM Consulting instructor Dan Cypert, RES, AAS, was recognized with the AAS designation at this year's IAAO conference. Congratulations, Dan!

Dan has more than 20 years of experience in state and county government working in the property assessment field conducting ratio studies, market analysis, identifying trends, property valuations, and reporting for revenue projections. From 2013 to 2017 he served as Division Administrator-Ratio Studies for the Arkansas Assessment Coordination Department. In 2018 he returned to his home county to continue in the role of Chief Deputy Assessor for the Washington County (Ark.) Assessors Office, a role he previously held from 2003 to 2012.

Dan previously served on the IAAO Executive Board and is a Past-President of the Arkansas Chapter of IAAO. He is a certified instructor and professional designation advisor for IAAO. Dan was named IAAO's Professional Designee of the Year in 2016. ♦



Dan Cypert, RES, AAS, on stage at the 2021 IAAO Conference to receive the AAS designation from IAAO President Greg McHenry, AAS. Photo by Brad Eldridge.



## Halloween Special:

# Ghost Kitchens

By Brad Eldridge, MAI, CAE

*It was a dark and stormy night.  
Then...we started to hear sounds. Off  
in the distance, we could hear it: metal  
pots and pans clanging.  
<https://bit.ly/3CTxZkq>*

*The sounds became louder...and  
louder...and louder.*

*Then it stopped. Was it a ghost? Then  
it started back up again. But this time,  
something was different. Someone  
was yelling, "WHO USED ALL THE  
CHEESE?!" Must be a ghost in the  
kitchen.*

Ghost kitchens are a real thing and have gained in popularity over the past several years. A ghost kitchen is a commercial kitchen that is optimized for food delivery—no dine-in or drive-through restaurant service. They are usually located in urban areas where there is a high concentration of demand for food delivery.

As you can imagine, the Covid-19 pandemic gave ghost kitchens increased popularity as

we used our phone apps to order delivery, with hopes of someone spoon feeding us dessert for an extra \$4.99. Ghost kitchens operate using a digital storefront, so visibility from a major commercial street is not important.

However, the ghost kitchen does want to be located near the people it feeds. So it might occupy that portion of commercial buildings that have poor access and/or visibility, with parking only available for its delivery drivers. Good news for ghost kitchen tenants: rents are typically cheaper than conventional restaurant space. Good news for landlords: you finally get to rent that space that no one else wants.

The typical ghost kitchen is tech savvy. Think about the Uber phone app and how it connects drivers with the people it serves, with estimated times that are pretty darn accurate. The ghost kitchen will utilize an app that allows the food preparation and delivery drivers' timing to

*continued on next page*

# Workshop Spotlight By Brad Eldridge, MAI, CAE

stay in sync.

Not all ghost kitchens are alike. There are Commissary, Commercial, and Incubator kitchens, as well as Kitchen Pods.

► Commissary kitchens focus on providing food prep space that is shared with different users that rent time slots based on a particular schedule. These kitchens also provide food storage spaces that are a good complement to food trucks.

► Commercial kitchens are large, industrial kitchens that are better suited for catering companies and restaurant brands. Specific time slots are not an issue with this type of ghost kitchen, as the space is dedicated to one user.

► Incubator kitchens are temporary kitchens that are attached to a brick-and-mortar restaurant, and could be a food truck or kiosk. The food prep area is designed specifically for fielding delivery orders and sometimes a specific section of the menu, allowing the primary kitchen to support general food services.

► Kitchen pods are small transportable buildings that can be used as flexible kitchen space. They may be found in the form of a modular building or built out in a shipping container. Kitchen pods usually lack windows, so interior lighting and ventilation can be an issue.

As you walk through your neighborhood this Halloween, watch out for the zombies, but also beware of the GHOST KITCHEN!!! (and those pesky cheese thieves). ♦

This article incorporated information from *The Ultimate Guide to Ghost Kitchens*, updated May 6, 2021. (<https://bit.ly/39GfluD>)



TEAM Consulting’s education content and subject matter is directly influenced by our peers in the assessment community. Frequent questions and classroom discussions inspire us to create new workshops or integrate new content when we update our existing courses. Our goal is to have workshop content that helps assessors kickstart the data they need in their work file.

Self-Storage properties have been considered “recession resistant” by those active in commercial real estate for many years. Through the pandemic, self-storage properties hit a few bumps in the road, but continue to be very popular among real estate investors. The *Valuation of Self-Storage Properties* workshop has been updated in 2021 to include the most current data available for this property type.

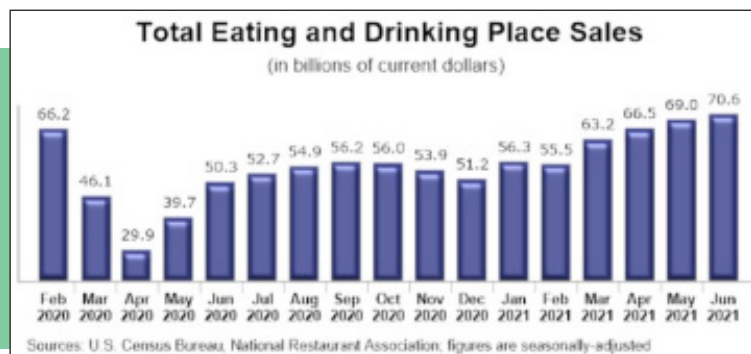
Fast Food properties have also been well-liked by property investors due to their tendency to hold steady during economic downturns.

During the Covid-19 pandemic this continued to be true, as the drive-through feature kept many of these businesses going during the stay-at-home order. We have also recently updated the *Valuation of Fast Food Properties* workshop to include the most current data available on this topic.

TEAM has always strived to keep the costs reasonable for the jurisdictions we serve. We have been able to keep our workshop material fees flat for several years. Like most organizations experience, the cost of doing business continues to increase.

In 2022, TEAM will be increasing the workshop material fees to the following schedule: \$330 minimum; 0-74 students at \$27.50 per person per day; 75-99 students at \$25.00 per person per day; and 100+ students at \$22.50 per person per day.

If you would like to schedule a TEAM Consulting workshop in your jurisdiction, please contact me at 785-550-0945 or [eldridge.brad@gmail.com](mailto:eldridge.brad@gmail.com). ♦



# Management Matters:

## The Impact of Making Small Improvements

By Brad Eldridge, MAI, CAE

Small efforts along the way can help you achieve your long-term goals.

Source: MS Office Stock Images

I just don't have the time. The benefits won't exceed the effort required to fix the problem. I really don't feel like trying harder. The best solution requires more time or human resources than we actually have.

Any of these phrases sound familiar? It can be difficult to motivate others or even ourselves. It's a human condition and we're all wired differently. Some of us are satisfied with the status quo, while others are naturally inclined to find ways to make improvement. Just like construction quality in real estate—there is a spectrum and some folks fall somewhere in the range. Is there a way to get everyone to the middle ground on making improvements?

Our colleague, Kevin Prine, MPA, RES, AAS, recently posted a quote on LinkedIn from his daily desk calendar:

*Small daily improvements are the key to staggering long-term results.*

— Unknown

If you haven't run into Kevin yet, he's presented some great sessions at recent IAAO conferences regarding management and strategic planning. He's a great example of how putting forth a little extra effort here and there can propel you forward. Thank you, Kevin, for sharing your tips for professional and personal development.

What's the true cost of not putting forth the effort? It's tough to quantify, but most folks in assessment know how to do some math—so let's give it a shot. We'll enumerate "doing nothing" as a base of 1.00 and "small efforts" as 1% more than a base of 1.00, or 1.01. The exponent will be number of days in one year.

### Doing Nothing at All vs Making Small Consistent Efforts

Doing nothing 365 days per year:	$(1.00)^{365} = 1.00$
Making Small Efforts Once Per Month:	$(1.01)^{12} = 1.13$
Making Small Efforts Once Per Week:	$(1.01)^{52} = 1.68$
Making Small Efforts Twice Per Week:	$(1.01)^{104} = 2.81$
Making Small Efforts Five Days Per Week:	$(1.01)^{260} = 13.29$
Making Small Efforts Every Day:	$(1.00)^{365} = 37.78$

Even with putting forth a little more effort once per month, there is a difference. Numbers don't lie. Well... usually. There was that ONE time, but that was because we paired the wrong dependent and independent variables for the correlation coefficient regression. But we DO know that the decrease in the number of pirates HAS caused global warming (<https://bit.ly/3zjhJap>). That's basic science.

Whether it is learning something new or integrating new tasks into our daily routine, working with small, bite-sized pieces can make it easier to do. Making small efforts over time is better than doing nothing at all.

What small efforts can we do to improve our assessment office? What small efforts can we make for professional development? Implement small efforts along the way and see what it can do to help you achieve your long-term goals. ❖



# Will That Ever Sell?

By Brad Eldridge, MAI, CAE

Like many of you, I'm a fan of turquoise waters and tacos. Well-crafted nachos also hold a special place in my heart. I came across this listing on the edge of Megan's Bay in the USVI. Competitively priced at \$9.9 million (off-pricing always gets me...is \$10 million too much?!?), which is not bad for walking distance to one of the Top 10 beaches in the world. We may need do to some research for comps when this one sells—I'll meet you in Red Hook for the boat charter! <https://bit.ly/3wde2l6>



Is it a house or a boat? This land yacht could satisfy a boat enthusiast or maybe a land lubber with aspirations to be out at sea. Perched next to Lake Huron with a view of Saginaw Bay, Mich., this 74-foot house boat is permanently moored. For a modest \$750,000, this waterfront property could be yours! (Unintentional nautical theme this month.) <https://bit.ly/3EYjMof>



## Changes Coming for TEAM Consulting Newsletter

By Brad Eldridge, MAI, CAE

For many years, Grace Patterson has helped TEAM Consulting produce a professional newsletter and advertisements for a variety of publications. Please join us in celebrating Grace and her contributions to our group. Thank you, Grace! We wish you the best in retirement!

Like many organizations experience when someone with decades of experience retires, it takes two people to replace them. TEAM Consulting has found two excellent people to assist us in producing our newsletter.

Please welcome Christine Metz Howard and Cody Howard to our crew. Cody and Christine have a combined 50 years' experience in media. How appropriate that a husband-wife team be the next publication staff for TEAM Consulting?

Cody and Christine will be re-designing the TEAM newsletter and adapting it for the variety ways we consume digital content these days. The email you receive for your next newsletter in January 2022 will look different. Do not be alarmed—this is part of the plan! We hope you continue to enjoy the newsletter as you have in the past. ❖

### Meet Our TEAM

Brent Bailey, ASA  
Kishin Bharwani  
Fred Chmura, AAS, FIAAO  
Ed Crapo, CFA, ASA, AAS, FIAAO  
Keith Cunningham, PhD  
Pete Davis  
George Donatello, CMS, FIAAO  
Brad Eldridge, MAI, CAE  
Lath Harris, CAE, SRA  
Jeff Holsapple, CAE, RES, RMA  
Marion Johnson, CAE, FIAAO  
Dan Muthard  
Richard Norejko, CMS  
Henry Riley, CAE, PhD  
Ron Schultz, CFA  
Rick Stuart, CAE, FIAAO  
Ken Voss, MAI, AI-GRS, SRA, CAE