

Maricopa County Board of Supervisors  
301 West Jefferson  
Phoenix AZ

January 27, 2020

RE: Letter of Interest to be appointed to Maricopa County Assessor to finish out the current term.

Chairman and Board Members:

This letter to inform you that I am very interested in being appointed to the position of Maricopa County Assessor to finish out the current term. I have provided all requisite submittals from your announcement of the available opening.

I have the required background and knowledge to perform the duties of the Assessor as can be seen on my included resume and answers to your questionnaire. I have been in the real estate industry since 1980 and have been full time in the appraisal portion of the industry since 1987. My background includes lending, development, consulting, and primarily, appraisal for the past 40 years.

I am not a politically motivated person. Many of my friends and colleagues have asked me why I would even consider this position. The answers are simple to me anyway. I have been with the Assessor's office since January 2013 when I was appointed to my current position as Litigation Supervisor by Keith Russell. You may remember that at that time the office had several thousand active cases pending. With a staff of 7 litigation consultants and a bank of 9 lawyers with the MCAO, it was a learning curve that went very nearly straight up. I had been asked by the then Assessor to see if I could accomplish a number of things that he would have been involved with were it not for his position. Since that time, I have never looked back and have been in this position for the past 7 years.

Over my tenure here I have seen a marked change for the better in the culture of the office. I have also watched the office develop a new computer system that I know will benefit the office and improve the ability to perform the required jobs at levels we have not been able to achieve previously. I am concerned about the office being able to continue to move forward with the change that is underway by a group of dedicated employees who work very hard at making sure the duties of the office are carried out with professionalism and caring. The public's impression of the office has been tarnished by recent events and in order for the office to reduce the effect of that, the current employee-base needs to believe that they are valued and trusted, so they can create that feeling with the public they serve.

I also have made great strides in defending the County with my team. While we are small now, the tide has been changing as there have been increases in the number of cases that are brought against the office. I have become a staunch believer in the value of what our office does and want to be able to continue the advancements that have begun and to improve the areas where we can do better.

I appreciate that this is a difficult time and a difficult decision for all of you in that you do not know me personally, and have to rely on my letter and the other information I have submitted. I ask you to please consider talking to some of the people I have been working with the past 7 years about what they think of me, my abilities, and my potential for running this office well and bring it into the future.

I am sure I have forgotten something, but, I only ask that you please consider what I have submitted and if there are questions, please feel free to ask me directly for any explanations or clarifications of my background or how I would be able to improve the Assessor's office.

Thank you for your time and consideration.

Ned Chappell, MAI, CAE  
Litigation Supervisor  
Maricopa County Assessor's Office

## RESUME OF NORMAN (NED) CHAPPELL MAI, CAE

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### Profile Summary

- . Experienced professional with a successful career in fee appraisal and review.
- . Extensive knowledge of assessment rules, regulations, and laws for all property types.
- . Excel at interfacing with others at all levels to ensure organizational goals are attained.
- . Possesses excellent interpersonal, analytical, and organizational skills.
- . Excels within highly competitive environments where leadership skills are the keys to success.
- . An effective manager with the skills necessary to direct, train, and motivate staff to its fullest potential.

### Appraisal Employment – Maricopa County Assessor’s Office, Phoenix Arizona

2013 - Present

#### Litigation Supervisor/Chief Litigation Appraiser

- . Directed all litigation cases for the office
- . Assisted MCAO counsel with preparation of documentation for cases
- . Managed and participated in all litigation settlement negotiations for the office
- . Supervised a staff of up to 7 litigation consultants
- . Selected and directed expert witnesses for the MCAO tax unit
- . Work with internal and external expert witness preparation for litigation cases
- . Consult with Assessor administration on quality control issues discovered in lit cases

#### Highlights:

- . Litigation staff have all moved into supervisory or management positions in our office
- . Participated with select panel to develop the position paper for IAAO on “Fee Simple”
- . Involved with the IAAO committee on “Dark Store” methodology
- . Presented the “Fee Simple” and Dark Store” theory papers to IAAO International Conference and the IAAO Legal Conference.
- . Prepared and presented a paper on Conservation Easements to the AZ Tax Conference
- . Organized and participated on a committee with DOR presenting on LIHTC properties to the AZ Tax Conference.
- . Designed and ran training in a “rotation” program to expose promising appraisers to litigation in anticipation of future promotion and office management

### The Chappell Company, Scottsdale Arizona

1993 - 2013

#### Owner

- . Developed client base for appraisal and review
- . Performed fee appraisals and reviews of commercial/residential reports for lenders, trust, and private clients
- . Prepared appraisal and review reports for litigation involving lease negotiations, real estate taxes, and loan defaults
- . Established appraisal and review guidelines to meet regulations for lending client base. arbitration.
- . Worked with client counsel in negotiation of settlement of contested real estate value issues

#### Highlights:

- . Developed and directed a team of independent appraisers for fee review services for clients
- . Prepared appraisals of complex single and multi-tenant property types with values ranging from \$25 to over \$100 million
- . Successful results as an expert witness in several long term lease arbitration cases of over \$100 million in property value
- . Supported clients in condemnation cases with appraisals and review of opposing appraisals with positive results

**Valley National Bank/Bank One Arizona**, Phoenix Arizona

1990-1993

***Vice President, Senior Review Appraiser/Team Manager***

- . Managed review appraiser staff
- . Prepared reviews of complex property appraisals
- . Assisted with the establishment of bank appraisal guidelines in conformance with state and federal rules and regulations
- . Established approved list of fee appraisers and taught classes to ensure conformance with rules and regulations

**Southwest Savings and Loan**, Phoenix Arizona

1989-1990

***Senior Review Appraiser***

- . Prepared reviews of complex property appraisals

**L.D. Ryan & Associates, Inc.**, Phoenix Arizona

1987-1989

***Real Estate Appraiser***

- . Prepared commercial property appraisals

### **Qualified Expert Witness**

Maricopa County Superior Court

U.S. Bankruptcy Court

### **Property Types**

Multi-Family Residential, Retail, Mobile Home Parks, Industrial, Office, Subdivisions, Food Service, Automobile Dealerships, Carwashes, Auto Repair, Health Care, Retirement Centers/Nursing Homes, Churches, Water Companies, Production and Transitional Agricultural, Raw Land, Mining Claims, and Single Family Residential

### **Publications/Papers**

“The Medical Office Building in Maricopa County”, Commercial Leasing Update, Issue 90, January 1994

“Fee Simple, Setting the Record Straight”, IAAO position paper, Presented at the IAAO International Conference, September 2019 and the IAAO Legal Conference, December 2019

### **Professional Education**

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

Exam 101, Exam 102, Exam, 112, Exam 171, Exam 300, Exam 311, Exam 400, Exam 500  
Passed the Case Study Examination and the CAE Comprehensive Examination for the IAAO CAE Designation

#### **Appraisal Institute**

Exam 1A1, Exam 1A2, Exam 8-2, Exam SPP parts A, B, & C, Exam 1BA, Exam 1BB, Exam 2-1, Exam 2-2, Exam 10, General Applications Course 320  
Passed Demonstration Appraisal Report and Comprehensive Examination for the Appraisal Institute MAI Designation

#### **Society of Real Estate Appraisers**

Exam 201

### **Education**

Bachelor of Business Administration, Finance and Real Estate Majors, New Mexico State University, Las Cruces New Mexico

### **Certifications**

CAE designation from the IAAO, since 2017

MAI designation from AI, since 1991

Arizona General Appraiser Certification, 30047 since 1992

**Prepared by Norman (Ned) Chappell, CAE, MAI**

**General Questions**

- 1) Generally explain the role of the Assessor and how your experience has prepared you for this position.

The Assessor is the elected official head of the Maricopa County Assessor's Office. In this position the Assessor is the public face of the office and is responsible for making sure that the regulatory requirements of listing, valuation, and noticing the public about all 1.7 million parcels in the county is done in conformance with all requirements of the law and the direction of the Arizona Department of Revenue.

I have been a full time real estate appraiser in Arizona for over 30 years. I have been the Litigation Supervisor in the Assessor's office since January 2013. I am very well prepared for this position with this background and experience.

- 2) Please list your party affiliation and history (ARS 16-230). Have you ever run for political office?

I am registered as a Republican and I have not ever run for office before.

- 3) If selected, do you plan to run for the position of Assessor in 2020? (a "no" answer will not preclude you from consideration).

I am planning to run for the office in 2020

**Leadership Questions**

- 4) What does it mean to you to be a public servant?

I have become aware of the importance of having caring and involved citizens in government positions during the time that I have been in my current position with the Assessor's Office. We always need to act as though what we do matters to us personally; after all we are taxpayers too. If the public is to trust what we do, we must do it to the best of our ability.

I have counselled my unit and advised the administration to do the right thing and to practice at the highest level of ethical standards to ensure that all laws and constitutional mandates are met. The litigation unit, my unit, is viewed as our last line of quality control and I believe the elected, appointed, and direct hire employees of a government office are meant to provide the best service possible to the public.

- 5) List all previous and current managerial positions and number of employees supervised.

As you will see on my resume, I have held supervisory and management positions with a large banking firm, Valley National Bank/Bank One Arizona as a Vice President Team manager in the appraisal division. I had 2 to 3 direct reports over that time.

I ran my own independent appraisal practice for 20 years where I put together teams on an ad

hoc basis to work on larger projects including appraisal and review for clients. My teams consisted of between 1 and 5 people.

In my current role as the Litigation Supervisor with the Assessor's office I have managed up to 7 full time litigation consultants.

- 6) Aside from the enumerated duties in statutes, what additional obligations does the public rightly demand of all its county leaders?

The public should expect a fully transparent process so that they can be confident in the duties that any county leader's office is required to perform. This includes the leadership using the office to help to educate the public about what is to be done, including the statutory and constitutional requirements, along with explaining how the process works and how it conforms to the law.

In addition, the leader of any office should be able to communicate to the public why what they do is important for the community and what each citizen's rights and obligations are so the office and the public that is being served can obtain the best result possible for any issues that may present themselves in the course of the office business.

- 7) How would you work to reestablish the public's trust as the new Assessor?

I have been working on that with the members of the public that I have been in contact with since the news about the unfortunate events with the past Assessor occurred. In my position and along with my unit team members we have been communicating to the public that what we do is not at all reflective of what may have happened outside our office. Most folks I have dealt with are aware of the distance between what we do and the outside difficulties.

I would promote continued, and even more, outreach to the public when any questions come up about how our office works and what influences we may, or, may not have from outside the office. In my current position, I get to meet in our office, and out on site, with the folks who have active cases with the Assessor. In many cases they are suspicious of what we do and how we do it, without ever mentioning recent press reports about our former elected official. I believe that my team and I have done a great job of not just restoring, but creating, confidence with the public by simply talking to them about their concerns. But, more importantly, we listen to their concerns and address them appropriately. I would promote this type of interaction with the rest of the office staff as the Assessor. I treat the public like I would want to be treated if I were in their shoes. The results with reasonable settlements, and in many cases, dismissals by the party bringing the action, suggest I have had phenomenal success with that approach.

- 8) What approach do you take when initiating a culture change in an organization? How has that approach worked for you in the past?

The office divisions need to work together to make sure we get our job done right. I have seen the culture changing during my tenure here to a more positive environment where the employees actively strive to work as a team to accomplish our goals.

Since I have been here I have worked very hard to make sure all parties know that I believe

their input is important to resolve the law suits I have to deal with. I have found that, with almost no exceptions, when the folks are treated like they and their jobs matter, they will exceed their expected performance level. I grew up watching my father run a very successful business and how well the employees performed because they knew he believed in them. It works; when the employee knows you are trusting and relying on them, they don't want to disappoint you.

- 9) The Maricopa County Board of Supervisors expects all County departments, both elected and appointed, to relentlessly pursue an exceptional level of customer service. What would exceptional customer service look like to you as the head of a large, public-facing organization?

The office willingness to communicate, educate, and work with the public wherever we have a chance to deal with them. I really appreciate how well our folks that deal with the public do their jobs. I have firsthand knowledge of how employees in our office have dealt with many of my friends. To a person, all have called or spoken directly with me to make sure I know that they had a great experience with someone or some group of folks in our office. This has not been anyone that I had any advance knowledge of contacting the office either.

Our people work hard to make sure the public is handled in the most professional and caring manner. It is the reason I have stayed with the office as long as I have. You can see by review of my resume that I have never, other than my own business, held a position for as long as I have been with this office. I want to make sure it is an office to be proud of for all the employees and one to be trusted by the public we serve. I believe that it is that kind of office now and that the employees of this office are hardworking and caring people.

### **Employment Activity and History**

- 10) Will this be your primary employment? What additional sources of income do you have?

This is and will be my only employment. I am an appraiser and would not even consider getting into a position of doing outside appraisal work while in this office. I not only have an ethical requirement here, but in my profession with designating organizations and a state license.

I do have other sources of income as well. I have investments that pay me monthly or quarterly income.

- 11) If you are otherwise employed and were appointed, would you leave your current position or take a leave of absence? Or: *If you are otherwise employed and were appointed, how would you manage your time?*

I don't think I would have any problem changing positions internally. I really could not continue to be directly involved with the Litigation team other than to meet with them to keep up on what is going on with the active cases we have.

- 12) Do you have any professional licenses? Please list.

I have an Arizona General Appraiser Certification, # 30047, issued in 1992.

- a. Have you ever been subject to discipline related to your professional license or not been issued a license?

No

- 13) Are you engaged in any outside activities, personal or professional, that would impact the amount of time you are able to dedicate to the position? (i.e.: associations, volunteer, and community activities)?

I don't have any conflicts that would prevent me from working in this position

- 14) If I spoke to your current or former staff, what would they tell me about you?

I would be very pleased if you would take the time to talk not only to my staff, current and former, but anyone in our office. I think I have a good reputation with my co-workers that I have interactions with in the office.

- 15) Please list all social media accounts, both professionally and personally.

The only two I have are LinkedIn and Facebook. I have to write down my user names and passwords since I use them so infrequently I can't remember them.

# Korpacz Realty Advisors, Inc.

Litigation, Valuation & Counseling

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January 27, 2020

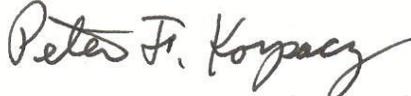
To Whom It May Concern:

I have known Ned Chappell for a number of years as a colleague in the Appraisal Institute and IAAO, and as a valued client. He is well known in the appraisal and assessment industries as a person of fairness, integrity, and superior knowledge of valuation methodology and trial preparation and strategy. He also processes all information available before making an informed decision. In recent work on IAAO committee that considered important, timely issues concerning the fee simple definition and big-box valuation methodology, on which I also served, he was a tireless, effective contributor to the resulting IAAO position papers.

On a personal level, Ned is a good conversationalist who treats people fairly and is considerate of their viewpoints.

I heartily endorse his candidacy for assessor in Maricopa County. His character, knowledge, and experience are unassailable, in keeping with the quality of leadership and competence the citizens of Maricopa should expect from their assessor.

Very truly yours,



Peter F. Korpacz, MAI, CRE, FRICS  
Founder & President

PFK/btk