



**VISION**  
GOVERNMENT SOLUTIONS

RESPONSE TO THE REQUEST FOR PROPOSALS FOR:

Ledyard, Connecticut

Bid #2024-04 Ledyard, Connecticut Proposals  
for FY2025 Revaluation Services

Due: May 30<sup>th</sup>, 2024 by 2:00pm

*Prepared by:*

*Patrick Donovan of Vision Government Solutions, Inc.*

*1 Cabot Rd, Hudson, MA 01749*

*Phone: 800.628.1013 ext. 3644 | Fax: 508.351.3798*

*Email: [pdonovan@vgsi.com](mailto:pdonovan@vgsi.com) | [www.vgsi.com](http://www.vgsi.com)*

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May 30<sup>th</sup>, 2024

Assessor's Office  
Town of Ledyard  
741 Colonel Ledyard Hwy  
Ledyard, CT 06339

Dear Assessor:

The following is submitted in response to your Request for Proposals for FY2025 Revaluation Services in Ledyard, Connecticut. We have been in the Revaluation and Municipal software business for over 40 years, and we have both the personnel and financial resources to complete your project within your required timetable.

We will also provide a well-planned and strong Public Relations Program throughout the project. We will work hard to make sure that the Town's taxpayers are kept up-to-date and properly educated on the process. We have enclosed some sample PR documents that can be posted on the web and used during public meetings as the project progresses.

We plan to use and support your existing *Appraisal Vision* CAMA software as part of the project. Because our appraisal staff are highly trained in using *Appraisal Vision*, we expect to be able to complete the project dramatically faster and more effectively than any other option.

Vision has a high degree of experience with the Connecticut real estate market, having completed 25 Revaluations over the last two years. We plan to work alongside the Town staff in order to help you complete your Revaluation project. We are proposing Stephan Bourque as your Project Manager. Stephan brings over 30 years of appraisal experience and will provide a detail-oriented project.

Vision has a reputation for providing outstanding services and client support. In fact, more than fifty percent of our clients have been clients for twenty-plus years. We will be there for the Town of Ledyard throughout the duration of the project, and beyond.

We look forward to meeting with you to further discuss our proposal and can be available at your convenience.

The Primary Contact for this Proposal is:

Patrick Donovan  
Director of Appraisal Sales  
Vision Government Solutions, Inc.  
T. 800-628-1013 ext. 3644  
F. 508-351-3798  
E. [pdonovan@vgsi.com](mailto:pdonovan@vgsi.com)

This offer is good for 90 days.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sara Santos", with a long horizontal flourish extending to the right.

Sara Santos  
Chief Financial Officer

**PROPOSAL FORM FOR 2025 REVALUATION**

THE REVALUATION OF ALL REAL PROPERTY  
(TAXABLE AND EXEMPT), LOCATED WITHIN  
THE CORPORATE LIMITS OF THE TOWN OF LEDYARD, CONNECTICUT,  
EFFECTIVE OCTOBER 1, 2020.

The undersigned Proposer affirms and declares:

1. That this PROPOSAL is executed by said Proposer with full knowledge and acceptance of the CONTRACT (including the Reappraisal and Revaluation Specifications) enclosed with the REQUEST FOR PROPOSALS on the subject project.
2. That should this PROPOSAL be accepted in writing by the Chief Executive Officer of the Town of Ledyard, Connecticut, said Proposer will furnish the services for which this PROPOSAL is submitted at the price bid and in compliance with the provisions of said CONTRACT.
3. That this PROPOSAL is accompanied by surety in the form and amount indicated below:

<u>  X  </u>	Bid Proposal Bond	Amount \$ <u>25,700</u>
<u>          </u>	Certified Check	Amount \$ <u>                  </u>

4. That the Proposer or his or her representative has visited the Town of Ledyard; is familiar with its geography, general character of houses and its commercial and industrial areas; has examined the quality and condition of the ASSESSOR'S records; verified the parcel counts, and has met with the ASSESSOR to make himself or herself knowledgeable of those matters and conditions in the Town which would influence this bid proposal.
5. That all items, documents and information required to accompany this PROPOSAL of the aforesaid CONTRACT are enclosed herewith.
6. That the Proposer proposes to furnish the services and materials required to complete the subject project in accordance with the aforesaid CONTRACT for the following amount:

Proposal Requirement      \$ 257,000

7. Proposed scheduled prices for aforementioned proposals are valid for no less than Sixty (60) days.

8. That the Proposer understands and accepts that, although the proposed price is a major factor for consideration, the Town reserves the right to award the contract to other than the low-cost Proposer after an analysis of the additional factors outlined in the aforesaid CONTRACT.

FIRM NAME OF  
PROPOSER: Vision Government Solutions. Inc.

BY:  
SIGNATURE: 

TYPE NAME: Sara Santos

TITLE: Chief Financial Officer

 **AIA** Document A310™ – 2010

**Bid Bond**

**CONTRACTOR:**

*(Name, legal status and address)*

Vision Government Solutions, Inc.

1 Cabot Road, Suite 100

Hudson, MA 01749

**OWNER:**

*(Name, legal status and address)*

Town of Ledyard, CT

741 Colonel Ledyard Hwy

Ledyard, CT 06339

**BOND AMOUNT:** Ten percent (10%) of the enclosed bid

**PROJECT:**

*(Name, location or address, and Project number, if any)*

Bid #2024-04 Ledyard, Connecticut Proposals for FY2025 Revaluation Services

**SURETY:**

*(Name, legal status and principal place of business)*

Philadelphia Indemnity Insurance Company

One Bala Plaza, Suite 100

Bala Cynwyd, PA 19004

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

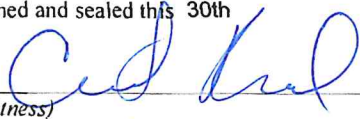
Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.


The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 30th day of May, 2024

  
*(Witness)*

  
*(Witness)*

Vision Government Solutions, Inc.

*(Principal)*



*(Seal)*

*(Title)*

Philadelphia Indemnity Insurance Company

*(Surety)*



*(Seal)*

*(Title)* Darlene E. Beshaw, Attorney-In-Fact

**CAUTION: You should sign an original AIA Contract Document, on which this text appears in RED. An original assures that changes will not be obscured.**

Init.

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**PHILADELPHIA INDEMNITY INSURANCE COMPANY**

One Bala Plaza, Suite 100  
Bala Cynwyd, PA 19004-0950

**Power of Attorney**

KNOW ALL PERSONS BY THESE PRESENTS: That **PHILADELPHIA INDEMNITY INSURANCE COMPANY** (the Company), a corporation organized and existing under the laws of the Commonwealth of Pennsylvania, does hereby constitute and appoint **Joseph B. Battaini; Darlene F. Beshaw; Laurie A. Penniman Anastas OF THE CITY OF WORCESTER, STATE OF MASSACHUSETTS**, its true and lawful Attorney-in-fact with full authority to execute on its behalf bonds, undertakings, recognizances and other contracts of indemnity and writings obligatory in the nature thereof, issued in the course of its business and to bind the Company thereby, in an amount not to exceed \$50,000,000.

This Power of Attorney is granted and is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of PHILADELPHIA INDEMNITY INSURANCE COMPANY on the 14<sup>th</sup> of November, 2016.

**RESOLVED:** That the Board of Directors hereby authorizes the President or any Vice President of the Company: (1) Appoint Attorney(s) in Fact and authorize the Attorney(s) in Fact to execute on behalf of the Company bonds and undertakings, contracts of indemnity and other writings obligatory in the nature thereof and to attach the seal of the Company thereto; and (2) to remove, at any time, any such Attorney-in-Fact and revoke the authority given. And, be it

**FURTHER RESOLVED:** That the signatures of such officers and the seal of the Company may be affixed to any such Power of Attorney or certificate relating thereto by facsimile, and any such Power of Attorney so executed and certified by facsimile signatures and facsimile seal shall be valid and binding upon the Company in the future with respect to any bond or undertaking to which it is attached.

IN TESTIMONY WHEREOF, PHILADELPHIA INDEMNITY INSURANCE COMPANY HAS CAUSED THIS INSTRUMENT TO BE SIGNED AND ITS CORPORATE SEAL TO BE AFFIXED BY ITS AUTHORIZED OFFICE THIS 5<sup>TH</sup> DAY OF MARCH, 2021.

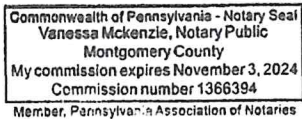


(Seal)

John Glomb, President & CEO  
Philadelphia Indemnity Insurance Company

On this 5<sup>th</sup> day of March, 2021 before me came the individual who executed the preceding instrument, to me personally known, and being by me duly sworn said that he is the therein described and authorized officer of the **PHILADELPHIA INDEMNITY INSURANCE COMPANY**; that the seal affixed to said instrument is the Corporate seal of said Company; that the said Corporate Seal and his signature were duly affixed.

Notary Public:



residing at:

Bala Cynwyd, PA

My commission expires:

November 3, 2024

I, Edward Sayago, Corporate Secretary of PHILADELPHIA INDEMNITY INSURANCE COMPANY, do hereby certify that the foregoing resolution of the Board of Directors and the Power of Attorney issued pursuant thereto on the 5<sup>th</sup> day March, 2021 are true and correct and are still in full force and effect. I do further certify that John Glomb, who executed the Power of Attorney as President, was on the date of execution of the attached Power of Attorney the duly elected President of PHILADELPHIA INDEMNITY INSURANCE COMPANY.

In Testimony Whereof I have subscribed my name and affixed the facsimile seal of each Company this 30th day of May, 2024



Edward Sayago, Corporate Secretary  
PHILADELPHIA INDEMNITY INSURANCE COMPANY



# TOWN OF LEDYARD, CT

## EXCEPTIONS & CLARIFICATIONS

1. **On-Site Inspections:** Vision will make an initial visit to all improved properties utilizing existing data from the Town. Vision will measure the exterior of improvements and attempt to perform an interior inspection following the RFP specifications. We will make a careful inspection of the complete interior inspected 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 Callback letter or any other reason which the Assessor and company agree makes the property inaccessible.

It is understood that there are properties that are inaccessible or that have been inspected over the past 5 years that may not need to be on-site inspected. **As a cost savings to the town**, removal of the on-site inspection process on an improved residential parcel and replacing it with a Data Mailer process, **would be a savings of \$20 per residential improved parcel.**

2. **Optional Imaging services:** Images can be provided at a cost of **\$3** per image. This price includes image capturing and associated data entry services.
3. **Exterior Review:** We will perform a field review of all properties; at which time we will check the existing property characteristics and apply the appropriate valuation methodology on each property.
4. **Software/Hardware:** With the town already on our Vision CAMA version 8, we have not included any software, hardware, or equipment within our proposal.
5. **Office Space:** It is understood that the town will be providing office space for the vendor during the project. Vision will staff this office as needed throughout the project. We plan to utilize our data entry team located in our corporate office to do the majority of the data entry into the CAMA system and to schedule appointments with taxpayers.
6. **Web Hosting:** We plan to utilize our public Web Hosting software as part of our Public Relations program throughout the revaluation project.
7. **Contract:** Vision has reviewed the sample contract terms & conditions and respectfully requests to use the Connecticut-specific Vision appraisal agreements as the basis for contracting. These agreements reflect the unique requirements of the scope of a mass appraisal project in Connecticut and have been previously executed by many Connecticut Towns and Cities in prior projects. Should that not be acceptable to the Town, we would request to further discuss the following terms: Section 3.3.3 (Penalties, Termination, and Hold Harmless Agreement) and the insertion of a mutual limitation of liability clause.

8. **Board of Assessment Appeals:** Vision will provide a 2-hour training session to the Board. The Town will review all Board of Assessment Appeal requests as a result of the 2025 Revaluation and will require a Vision Senior Appraiser to support only those requests requiring a value decision. The process will be a combined effort of both the Town and Vision in an endeavor to handle all appeal requests effectively and expeditiously. Both staff will work together to resolve any outstanding valuation issues. Any assistance by Vision personnel to Board of Assessment Appeals is included in our bid cost.
9. **Litigation:** Any Litigation days, Litigation preparation, Narrative Report preparation or any days spent outside of assisting with BOA will be billed at the rate of **One Thousand Two Hundred Dollars (\$1,200) per Diem.**

**PROJECT COST BREAKDOWN**

<b>Project Task</b>	<b>Description</b>	<b>Price</b>
100	Project Supervision	\$ 12,016.07
200	Residential Valuation	\$ 6,648.42
201	Residential Measure & List	\$ 103,740.79
202	Residential Field Review	\$ 25,893.30
203	Crew Chief	\$ 11,057.58
300	Commercial Valuation	\$ 5,367.63
301	Commercial Measure & List	\$ 5,196.23
302	Commercial Field Review	\$ 2,197.01
304	Permits	\$ 2,592.50
600	Residential Hearings	\$ 7,351.67
601	Commercial Hearings	\$ 302.09
800	Data Entry	\$ 22,998.19
802	Data Entry Printing	\$ 4,653.76
900	Project Finalization & Support	\$ 3,784.07
1100	Letters/Mailings	\$ 15,377.68
9901	Associated Project Expenses	\$ 20,337.58
9902	Bonding	\$ 7,485.44
<b>TOTAL</b>	<b>TOTAL</b>	<b>\$ 257,000.00</b>

**STATE OF CONNECTICUT**

Certificate: 30

Expiration Date: March 31, 2028

BY THE SECRETARY OF THE OFFICE OF POLICY AND MANAGEMENT  
Intergovernmental Policy and Planning Division

*let it be known that*

**Vision Government Solutions, Inc.**

*having met the necessary requirements and regulations is hereby designated as a Certified Revaluation Company to perform*

**Real Property Valuations  
Personal Property Valuations**

*in witness thereof, this certificate is issued by:*

*Jeffrey R. Beckham*

Jeffrey R. Beckham  
Secretary  
Office of Policy and Management

*Martin L. Heft*

Martin L. Heft  
Undersecretary  
Intergovernmental Policy and Planning Division



# **CONTRACT SPECIFICATIONS FOR REVALUATION SERVICES**

## **1 DEFINITIONS**

- 1.1 ASSESSOR:** The word “ASSESSOR” shall mean the duly appointed Assessor of Ledyard, Connecticut.
- 1.2 PROJECT:** The word “PROJECT” shall mean the revaluation of all real property within the corporate limits of Ledyard, Connecticut for assessment purposes.
- 1.3 CONTRACTOR:** The word “CONTRACTOR” shall mean the certified revaluation company who shall perform this project.
- 1.4 TOWN:** The word “TOWN” shall hereinafter mean The Town of Ledyard, Connecticut.

## **2 SCOPE OF PROJECT**

This Project includes the revaluation of all real property within the corporate limits of Ledyard, Connecticut effective as of October 1, 2025.

CONTRACTOR shall furnish all the databases, labor, materials, supplies, and equipment and perform all work for the project in strict accordance with the hereinafter-listed specifications.

All work will be carried out and all forms, materials, and supplies utilized in this project shall conform to and be carried out in accordance with the requirements of the Secretary, Office of Policy and Management, the Connecticut General Statutes, and Regulations of Connecticut State Agencies pertaining hereto, and shall be subject to the direct supervision and approval of the ASSESSOR of the Town of Ledyard.

The values to be determined shall be the present true and actual value of each parcel of real property as that term is used in Title 12 of the Connecticut General Statutes and shall be based upon recognized methods of appraisal and conform to Uniform Standards of Professional Appraisal Practices, as required by Connecticut General Statutes for the licensing and certification of all individuals involved in the appraisal of real estate.

The Project will cover and include all real property in Ledyard including the following categories:

- 1. All taxable real estate, land, buildings, and improvements.
- 2. All tax-exempt real estate, land, buildings, and improvements.
- 3. All public utility real estate.

- 2.1 EFFECTIVE DATE:** The effective date of this project shall be for the October 1, 2025 Grand List and the pricing and valuation by CONTRACTOR of all land, buildings and property under this CONTRACT shall reflect the present true and actual value as of October 1, 2025.

**2.2 PARCEL COUNT:**

CONTRACTOR’s price for the revaluation is based upon the following anticipated parcel counts (estimated by Town as of October 1, 2020)

Residential	5700
Commercial & Industrial	130
Exempts	500
Vacant Land	600
Total Real Estate parcels	6930

**2.3 Town DATA**

Current Basis of Assessment	
Taxable RE Grand List as of October 1, 2023	\$1,317,808,956
Date of Last Revaluation	October 1, 2020
Estimated 2020 Population	15400
Area of the Town	38 sq. miles

**3 GENERAL CONDITIONS**

**3.1 STATE CERTIFICATION**

The CONTRACTOR must hold, from the time of submission of the proposal through the completion of all work hereinafter required, a valid Connecticut Revaluation Company Certification pursuant to Section 12-2c of the Connecticut General Statutes.

**3.2 PERSONNEL**

CONTRACTOR shall provide experienced and qualified personnel in compliance with the requirements for the Equal Employment Opportunity provisions of Federal and State governments. CONTRACTOR shall submit to the Town, written qualifications of all personnel assigned to this project.

All personnel assigned to this project shall be subject to the approval of the ASSESSOR, prior to the commencement of the individual’s duties in the Town and shall be caused to be removed from the project by CONTRACTOR upon written notification of the ASSESSOR.

### **3.2.1 Minimal Qualifications**

#### **3.2.1.a Project Manager or Supervisor:**

The administration of this project shall be assigned by CONTRACTOR to a project manager or supervisor, who shall be certified by the State of Connecticut as a Revaluation Supervisor pursuant to Section 12-2c of the Connecticut General Statutes, and such other statutes and regulations that the State of Connecticut may promulgate from time to time, and shall have not less than three (3) years of practical appraisal management experience in the appraisal of commercial, industrial, apartment, and residential type properties. The project manager or supervisor shall be subject to approval by the ASSESSOR.

#### **3.2.1.b Reviewers and Appraisers:**

Reviewers and appraisers shall be certified under the Connecticut Revaluation Certification Program pursuant to Section 12-2c of the Connecticut General Statutes, and such other statutes and regulations that the State of Connecticut may promulgate from time to time and shall not have less than three (3) years of practical appraisal experience in the appraisal of the particular types of properties for which they are responsible. Two (2) years of this experience shall have been in the mass appraisal field and shall have occurred within the past five (5) years. All reviewers and appraisers shall be subject to the approval of the ASSESSOR prior to the commencement of their duties on this project.

#### **3.2.1.c Background Check:**

All personnel will be subject to background checks by the Ledyard Police Department.

### **3.2.2 Identification**

All field personnel shall have visible clip-on identification cards, which shall include an up-to-date photograph, supplied by CONTRACTOR and signed by the Town's Assessor. In addition, all field personnel shall carry a "Letter of Introduction" signed by the ASSESSOR. All automobiles used by field personnel shall be registered with the Town's Police Department giving license number, make, model, year and color of all vehicles used on this Project.

### **3.2.3 Office Hours and Staffing:**

CONTRACTOR shall maintain an office in the Ledyard Town Hall, as needed, from the commencement of work on this project through the conclusion of the public hearings. This office shall be staffed at Contractor's expense with clerical staff as needed, as well as other qualified full-time persons to ensure the successful completion of this project in accordance with the completion dates set forth in the Contract Specifications and any Addenda thereto.

### **3.2.4 Conflict of Interest**

No resident of the Town or Town employee shall be employed by CONTRACTOR, except in a clerical capacity, without the prior approval of the ASSESSOR and the MAYOR.

### **3.3 PROTECTION OF THE TOWN**

#### **3.3.1 Bonding**

CONTRACTOR shall, to secure the faithful performance by CONTRACTOR of the terms of this CONTRACT, furnish to the Town a Performance Surety Bond in the amount of the signed contract; which bond shall be issued by a bonding company licensed to do such business in the State of Connecticut, with a minimum Best Company rating of “A/VII.” Said bond shall be delivered to the Town prior to the commencement of actual work and shall be in a form satisfactory to and approved by the Town’s attorney. It is understood and agreed that upon completion and delivery to the Town of the revaluation and its approval by the ASSESSOR and after completion of the duties of the Board of Assessment Appeals, the performance bond shall be reduced to 10% of the value of the contract for the purpose of covering the defense of all appeals taken by taxpayers. The reduced amount of the bond shall remain effective until a final resolution in the courts of any timely appeals taken from the doings of the Board of Assessment Appeals on the list of October 1, 2025.

#### **3.3.2 Insurance**

CONTRACTOR shall, at its own expense, provide and keep in force:

**3.3.2.a** Workers’ Compensation insurance in the required amount, and Employers’ Liability insurance in the following amounts:

Bodily injury by accident-	\$100,000 each accident.
Bodily injury by disease-	\$500,000 each accident and,
Bodily injury by disease-	\$100,000 each employee.

The policy must provide coverage for benefits payable under the Connecticut Workers Compensation Act and include the Voluntary Compensation endorsement.

**3.3.2.b** Appraiser’s Professional Liability insurance providing errors and omissions coverage for professional services rendered as an appraiser. The minimum limit of liability shall be \$1,000,000 per claim, subject to a \$2,000,000 aggregate.

Any deductible applicable to a claim must be noted on the Certificate of Insurance. If the policy is written on a claim made policy form, CONTRACTOR must maintain the insurance for a period of two years from the completion of the contract.

**3.3.2.c** During the term of the contract, CONTRACTOR shall provide Public Liability insurance for bodily injury and property damage. The Public Liability insurance shall be written on a comprehensive form and include, without limitation, coverage for premises and operations, completed operations, independent contractors, broad form

property damage, blanket contractual and personal injury. The required limits of liability are:

- \$2,000,000- General Aggregate
- \$2,000,000- Product-Completed Operations Aggregate
- \$1,000,000- Personal and Advertising Injury
- \$1,000,000- Each Occurrence
- \$ 50,000- Fire Damage/Fire
- \$ 5,000- Medical Expense/Person

**3.3.2.d** Automobile Liability insurance shall be written with a Comprehensive Form and include coverage for owned, hired, and non-owned vehicles. The limit for any one accident or loss shall be \$1,000,000.

**3.3.2.e** Insurance Certification: An Insurance certificate shall be required to be filed with the Town, certifying coverage and limits of automobile, bodily injury liability, property damage liability and Worker’s Compensation.

“The Town of Ledyard shall be named as Additional Insured on the Insurance coverage named herein for the claims arising out of the COMPANY’S performance of the contract herein”.

**3.3.2.f** Patent/Copyright Liability: CONTRACTOR shall hold the Town harmless from any liability of any nature or kind, including costs and expenses for, or on account of, any patented or copyrighted equipment, materials, articles or processes used in the performance of this contract.

The Town must be named as an Additional Insured on the policy.

**3.3.2.g** Defense of Town: All insurance companies shall have the duty to defend the Town against liability or property damage claims arising from the conduct of CONTRACTOR and/or agents or employees.

### **3.3.3 Penalties**

**3.3.3.a** Failure by CONTRACTOR to complete all work prior to the date specified herein, December 30, 2025, shall be cause for a penalty payment by CONTRACTOR, on written request, delivered by certified or registered mail of the ASSESSOR, in the amount of TWO HUNDRED DOLLARS (\$200.00) per day beyond the specified date of completion. For the purposes of this penalty only, completion of all work no later than December 30, 2025 is defined as follows:

**3.3.3.a.i** Completed property record cards with all pricing, review and final valuations.

**3.3.3.a.ii** Final Assessment notices addressed and in envelopes prepared for mailing.



**3.3.3.b** Penalties due under this clause shall be deducted from the contract price and will represent a fair and equitable estimate of the damages the Town will suffer if CONTRACTOR'S work is not completed by December 30, 2025. The Town shall have the right to use the funds withheld from each periodic payment to these CONTRACT SPECIFICATIONS to satisfy in whole or in part, this penalty clause. Delays occasioned by strike, explosion or acts of God or an order of court or other public authority are excepted.

**3.3.3.c** **Bankruptcy, Receivership, Insolvency:** If CONTRACTOR, with the result that it does not pay its debts as they become due, or if a receiver shall be appointed for its business or its assets and not voided within 60 days, or if interest herein shall be sold under execution or if it shall be adjudicated insolvent or bankrupt, then and forthwith thereafter, the Town shall have the right, at its option and without prejudice to its rights hereunder, to terminate the contract.

**3.3.3.d** **Termination:** If either party fails to fulfill in a timely and satisfactory manner their obligations under this agreement, or shall violate any of the covenants, conditions or stipulations of this agreement, which failure or violation shall continue for 30 days after written notice of said failure or violation is received by the offending party, unless the correction of such failure inherently requires a longer period of time and provided further that the applicable party is proceeding diligently to correct the failure, then the opposing party shall thereupon have the right to terminate this agreement by giving written notice to the offending party of such termination and specify the effective date thereof, at least seven (7) days before the effective date of such termination.

In the event of termination, all finished work and documentation, complete and incomplete, shall, at the option of the ASSESSOR, be delivered to them. CONTRACTOR shall be entitled to the release of the performance bond and to receive just and equitable compensation for any work performed under this agreement completed prior to the date of termination.

Notwithstanding the above, in the event of termination, neither party shall be relieved of liability by virtue of its breach of this agreement.

**3.3.3. e** **Hold Harmless Agreement:** CONTRACTOR shall, at all times, defend, indemnify, protect and hold harmless, the Town and its officers, agents and employees from any and all claims or demands for damage for bodily injury, including death or property damages sustained by any party, including officers, agents and employees of CONTRACTOR. Said hold harmless clause shall include, but not limited to investigation, defense and settlement or payment or judgment of any liabilities.

**3.3.3. f** **Severability:** In the event any part of any clause or provision of this contract or contract specifications is judicially determined to be unenforceable, it shall be deemed severable from the remainder of that clause or provision and such remainder shall be

binding upon the parties to this contract.

**3.3.3. g Waiver:** No action or failure to act by the Town shall constitute a waiver of any right or duty afforded it under the contract or contract specifications.

**3.3.3.h Misrepresentation or Default:** The Town may void this agreement if CONTRACTOR has misrepresented any offering or defaults on any contract with a Connecticut municipality. CONTRACTOR shall, also, immediately notify the Town of any claim or case formally brought against CONTRACTOR.

### **3.4 CHANGES AND SUBLETTING OF CONTRACT**

#### **3.4.1 Changes**

Changes in these specifications or to the contract will be permitted only upon written mutual agreement of CONTRACTOR and the Town.

#### **3.4.2 Assignment:**

CONTRACTOR shall not assign, transfer or sublet the contract or any interest or part therein, without receiving prior written approval from the Town. It should be mutually agreed and understood that said consent by the Town shall in no way release CONTRACTOR from any responsibility or liability as covered in these specifications and contract.

### **3.5 COMPLETION DATE AND TIME SCHEDULE**

**Signing of Contract:** Within 30 days after receipt of notice of acceptance by the Town of its bid, as possibly revised by negotiations, CONTRACTOR shall execute with the Town a contract in the form agreeable to the Town and incorporating these contract specifications.

Contractor shall commence the revaluation work not later than two (2) weeks after contract signing, and shall continue uninterruptedly in a diligent fashion to ensure completion within the schedule of completion dates hereinafter set forth below:

#### **3.5.1 Completion Dates**

#### **3.5.2 Completion Dates**

The following phases of the PROJECT must be completed in accordance with the following schedule. Failure to substantially complete the stated performance by the stated dates shall constitute a material breach of this Contract:

- 3.5.2.a** Sales Data Collection starts December 1, 2024 and shall be completed by July 1, 2025.
- 3.5.2.b** Complete and deliver to the Assessor commercial, industrial, public utility, and tax-exempt valuation by September 1, 2025 (except for current building permits).
- 3.5.2.c** Complete and deliver to the Assessor land study and values set by September 1, 2025.
- 3.5.2.d** Complete and deliver building cost manual by October 1, 2025.
- 3.5.2.e** Complete and deliver to the Assessor study of market rents, expenses and capitalization factors by October 1, 2025.
- 3.5.2.f** Deliver completed CAMA database with digital images, property record cards with all measurements, listings, sketches, pricing, and suggested values to the ASSESSOR according to the following schedule:
- 3.5.2.g** ASSESSOR completes review and final adjustments made for real property no later than November 5, 2025.
- 3.5.2.h** Assessment change notices mailed to comply with requirements of Connecticut State Statutes, Section 12-62(f) by November 15, 2025. (CONTRACTOR to pay postage)
- 3.5.2.i** Informal hearings to begin no later than November 29, 2025 and end no later than December 20, 2025.
- 3.5.2.j** Notices of results of informal hearings completed shall be completed on forms approved by the Assessor and mailed out (CONTRACTOR to pay postage), computer filed, and final property record cards printed and delivered to the ASSESSOR in alphabetical street order no later than December 30, 2025.

### **3.5.3 Assessment Date**

The completed appraisals, upon approval of the ASSESSOR, will serve as the basis for assessments effective on the Grand List of October 1, 2025.

### **3.5.4 Delays:**

CONTRACTOR shall not be liable for delays caused by reasons of war, strike, explosion, acts of God, or order of court or other public authority.

## **3.6 PAYMENT SCHEDULE**

### **3.6.1 Periodic Payments**

Payments shall be made in the following manner:

Thirty (30) days after the execution date of this contract, and at the end of each thirty (30) day period thereafter for the term of this contract, CONTRACTOR will certify in writing to the ASSESSOR the percentage of the total work completed under the contract which CONTRACTOR has performed during the said thirty (30) day period. Such notification will itemize and accurately indicate the extent and nature of work performed by volume, street, and category or in any manner as required by the ASSESSOR. The itemization shall be categorized by each of the "Stages of Completion" listed on the Payment Schedule as shown below.

The Town, upon determination by the ASSESSOR that the certification of CONTRACTOR concerning work during said period is accurate, will pay to CONTRACTOR a percentage of the total compensation due under the contract equal to the percentage of work certified as having been completed during said period, less ten percent (10%), which is to be retained by the Town for payment to CONTRACTOR at such time that he or she has performed fully and satisfactorily all its obligations, requirements, and litigation under the contract. The retained ten (10%) percent of the contract price is to be paid upon the completion of work of the Board of Assessment Appeals on the October 1, 2025 Grand List in accordance with provisions of Section 3.3.3b of this contract

This contract makes provisions for a reduction of the performance bond to 10% of the contract price to ensure the defense of any appeals resulting from the revaluation work.

### **3.6.2 Fiscal Year Limitations:**

The contract cost shall be paid in the 2024/2025 Town Fiscal Year according to the provisions of this section and subject to the appropriation of necessary funds by the Town's fiscal authority. CONTRACTOR shall incur no cost in any fiscal year in excess of that year's annual appropriation plus the balance of prior years' unexpended appropriations.

**3.6.3 Project Pricing**

**Project Cost Breakdown**

<b>Description</b>	<b>Total Value</b>
Project Supervision	
Residential Valuation	
Residential Measure & List	
Residential Field Review	
Commercial Valuation	
Commercial Measure & List	
Commercial Field Review	
Data Entry	
Data Entry Printing	
Project Finalization & Support	
Associated Project Expenses	
Bonding	
<b>TOTAL</b>	

**Fiscal Year 2025 Revaluation:** \$ \_\_\_\_\_

**Optional Services**

**Digital Images**  
(price per image, including data entry into the CAMA system) \$ \_\_\_\_\_

**4 RESPONSIBILITIES OF CONTRACTOR**

**4.1 GOOD FAITH**

CONTRACTOR shall, in good faith use, its best efforts to assist the ASSESSOR in determining the present true and actual valuations of all real property situated in the Town, and shall not undervalue or overvalue any land, building or other property to avoid or minimize its responsibilities specified herein.

**4.2 PUBLIC RELATIONS**

The parties of this revaluation project recognize that a good public relations program is required in order to ensure that the public of the Town may be informed, in advance as to the purpose, benefits and procedures of the revaluation program.

CONTRACTOR shall provide reasonable assistance to the ASSESSOR in conducting a program of public information through the press and other media, such as meeting with citizens, service clubs and property owner groups as a means of establishing understanding and support for the revaluation program and sound assessment administration. CONTRACTOR shall supply visual aids and other media at its disposal to this end. All public releases shall be approved by the ASSESSOR prior to release.

### **4.3 CONDUCT OF COMPANY EMPLOYEES**

As a condition of this contract, CONTRACTOR'S employees shall, always, treat the residents, employees and taxpayers of the Town with respect and courtesy; CONTRACTOR shall take appropriate and meaningful disciplinary measures against those who violate the terms of this provision. A suitable dress code for all employees will also be implemented.

### **4.4 RECORDS**

#### **4.4.1 General Provisions**

CONTRACTOR shall provide all record cards, street cards, owner cards, supplies, equipment, forms, literature, notices and papers to be used in this project at no additional cost to the Town.

#### **4.4.2 Records are Town Property**

The original or a copy of all records and computations, including machine readable databases, made by CONTRACTOR in connection with any appraisal of property in the Town shall, at all times, be the property of the Town and, upon completion of the project or termination of this contract by the Town, shall be left in good order in the custody of the ASSESSOR. Such records and computations shall include, but not be limited to:

**4.4.2.a** Assessor's Maps:

**4.4.2.b** Land Value Maps;

- 4.4.2.c Materials and Wages, Cost Investigations and Schedules;
- 4.4.2.d Data Collection Forms, Listing Cards, Property Record Cards with property valuations and sketches;
- 4.4.2.e Capitalization Rate Data;
- 4.4.2.f Sales Data;
- 4.4.2.g Depreciation Tables;
- 4.4.2.h Computations of land and/or building values;
- 4.4.2.i All letters of memoranda to individuals or groups explaining methods used for appraisals;
- 4.4.2.j Operating statement of income properties;
- 4.4.2.k Duplicated notice of valuation changes;
- 4.4.2.l Database of all property records, CAMA system, and integration with administrative system.
- 4.4.2.m In addition, throughout the conduct of said revaluation, any criteria, guidelines, price schedules or statement of procedures used in such revaluation by the Contractor shall be available by contractor for public inspection in the Assessor's office and shall be available thereafter, all in accordance with Section 12-62 (c) of the Connecticut General Statutes.

#### **4.4.3 ASSESSOR'S Records**

CONTRACTOR shall use a system approved by the ASSESSOR for the accurate accounting of all records and maps, which may be taken from the ASSESSOR'S office in conjunction with this project. All such records and maps shall be returned immediately following their use. None of the ASSESSOR'S records shall be taken outside the corporate limits of the Town without prior written permission of the ASSESSOR.

The ASSESSOR will permit CONTRACTOR to copy all residential building sketches from existing field cards, together with the outside dimensions of all auxiliary buildings such as garages, barns, sheds, and swimming pools. CONTRACTOR will be permitted to copy and sketch all commercial and industrial properties, which are presently outlined on existing ASSESSOR's field cards.

#### **4.4.4 Property Record Cards (Street Cards)**

CONTRACTOR shall complete and file by Map order, Property Record Cards, commonly referred to as "Street Cards" or "Field Cards". These cards shall contain all manner of information affecting value, including but not limited to, information as to location of property, classification as to usage, owner of record, source of title, size, shape and physical characteristics of land, with the breakdown of front feet, square feet or acreage as applicable, along with the unit of value applicable to each, public utilities available, public improvements, census tract number, zoning regulations in effect as of the assessment date. All physical improvements shall be listed giving all interior and exterior construction details, quality of construction, age, condition, replacement values, percent of physical, functional and economic depreciation, depreciated values, fair market value and 70% assessment value will be shown. A computer-generated sketch of all buildings, with the appropriate scale of such sketch, shall also be shown on these cards. The "Street Cards" or "Field Cards" will contain a digitized photo of each house.

#### **4.5 ASSESSMENT NOTICES**

At the close of the PROJECT, a notice shall be sent, at CONTRACTOR'S expense by first class mail, to each property owner of record, setting forth the valuation that has been placed upon the property identified in the notice, prepared on a form approved by the ASSESSOR. CONTRACTOR will provide the needed information for the notice. Also enclosed with such notice shall be information specifying the dates, times and places of the informal public hearings and information describing the property owner's right to appeal the valuation of his property, including the way an appeal may be filed with the Board of Assessment Appeals. Such notices shall be subject to approval by the ASSESSOR in accordance with Connecticut General Statutes.

At that same time, the CONTRACTOR should be prepared to make data available via the internet so that taxpayers can log in and review properties online.

#### **4.6 INFORMAL PUBLIC HEARINGS**

At a time mutually agreeable to the ASSESSOR and CONTRACTOR and following completion of all review work by the ASSESSOR and CONTRACTOR, CONTRACTOR shall hold public hearings so that owners of property or their legal representative(s) may appear at specified times to discuss, with qualified members of CONTRACTOR'S staff, the valuations of their property. CONTRACTOR'S personnel shall explain the manner and methods of arriving at value. Informal public hearings, at the ASSESSOR's discretion, may be held on weeknights and Saturdays.

CONTRACTOR, in conjunction with recommendations of the ASSESSOR, shall schedule a sufficient number of hearings and provide enough personnel to handle said hearings expeditiously and fairly. Any information offered by the taxpayer or their legal representative shall be given consideration, and an adjustment shall be made where warranted. The public hearings shall be completed by December 20, 2025.

CONTRACTOR shall keep a record, on a form approved by the ASSESSOR, of all owners that requested a hearing and the result of that hearing. A copy of those records shall be given to the ASSESSOR.

CONTRACTOR shall be responsible for sending notice, by First Class mail at CONTRACTOR'S expense, to each taxpayer or his or her legal representative who appears at these hearings seeking review of valuation. Such notice shall include the original valuation determined by CONTRACTOR and any adjusted valuation as deemed appropriate based on any information received at such hearing, or a statement that no change is warranted. Such notice shall be subject to approval by the ASSESSOR and shall contain information describing the property owner's rights to appeal the valuation, including the way an appeal may be filed with the Board of Assessment Appeals.

#### **4.7 BOARD OF ASSESSMENT APPEALS**



CONTRACTOR shall have a qualified member or members, approved by the ASSESSOR, of its staff, available for attendance at any deliberations of the Board of Assessment Appeals held after the completion of the revaluation, Sundays excluded, but such availability and attendance shall not be required after the date for the completion of the duties of the Board of Assessment Appeals on the October 1, 2025 Grand List or for one complete calendar year beyond completion of the revaluation, whichever comes first, to assist in the settlement of complaints and to explain the valuations made.

#### **4.8 LITIGATION**

In the event of appeal to the courts, CONTRACTOR shall furnish a competent witness or witnesses, approved by the ASSESSOR, to defend the valuations of the properties appraised. It is understood that CONTRACTOR shall furnish said witness or witnesses on any court action instituted on the October 1, 2025 Grand List assessments, CONTRACTOR shall be compensated at a per Diem rate of \$\_\_\_\_\_. CONTRACTOR shall provide supporting data, including written appraisal if deemed necessary by the ASSESSOR, for any said court appeals. CONTRACTOR shall also comply with any request by the Town to answer any interrogatories, provide witnesses for depositions or to otherwise participate in the discovery process pertaining to any litigation described herein. CONTRACTOR shall not be held responsible for any assessment changed from the original valuation figure by parties other than CONTRACTOR.

#### **4.9 INFORMATION**

##### **4.9.1 Information to Town**

CONTRACTOR shall give to the ASSESSOR any and all information requested pertaining to the project for a period of one (1) year after completion of the duties of the Board of Assessment Appeals on the October 1, 2025 Grand List, without any additional cost to the Town.

### **5 BUILDING COST SCHEDULES**

#### **5.1 General**

CONTRACTOR shall prepare for usage in the project as hereinafter specified, building cost schedules. These schedules will reflect the unit-in-place method based upon the square foot or cubic foot area of buildings as applicable. These schedules shall be used in computing the replacement cost in the Town for all residential, commercial, industrial, and farm construction. They shall reflect the wage scale for the various trades, labor efficiencies, overhead, profit, engineer and architect fees and all other direct and indirect costs of construction. Before final acceptance, they shall be proven by testing against known sales. All finalized schedules shall be approved by the ASSESSOR before adoption and usage by CONTRACTOR.

#### **5.2 Types of Cost Schedules**

### **5.2.1 Residential**

Residential cost schedules shall include schedules for various classifications, types, models, and story heights on a per square foot basis, normally associated with residential buildings. The schedule shall be flexible with special sections reflecting the various additions and deductions for construction components from the base specifications, along with prices for different types of heating systems, bathrooms, porches, breezeways, attached, detached, and basement garages, and finished basements and schedules for other building improvements usually found on residential property including, but not limited to, in-ground swimming pools, barns, sheds, tennis courts, gazebos, and hot tubs.

### **5.2.2 Commercial**

Commercial building cost schedules shall be prepared in unit costs of material in place and charted on a per square foot basis and shall be prepared for various story heights and contain all the additions and deductions for construction components from base specifications.

### **5.2.3 Industrial and Special Structures**

Cost schedules for industrial and special purpose structures shall be prepared in unit costs of material in place and charted on a per square foot basis and shall contain all the additions and deductions for construction components from base specifications.

### **5.2.4 Farm**

Cost schedules for farm structures shall be prepared for square foot and cubic foot costs for various types of farm buildings including, but not limited to, barns, sheds, silos, milk houses, coops, etc.

Cost schedules for the afore-mentioned must be supported by a recognized valuation publication company such as Marshall and Swift, Means, etc.

## **5.3 Depreciation Schedules**

Depreciation schedules or methods to be used in determining the amount of depreciation shall reflect the normal and accepted depreciation rates of buildings according to classification. These schedules or methods shall cover residential, commercial, industrial, and farm buildings and shall be approved by the ASSESSOR.

## **5.4 Schedule for Town**

CONTRACTOR shall supply and leave for the Town not less than three (3) copies of all the above required building cost schedules and depreciation schedules for the Town's usage, one copy of which shall be turned over to the ASSESSOR upon approval of the schedules.

## **6 APPRAISAL SPECIFICATIONS**

## **6.1 Appraisal of Land**

CONTRACTOR shall appraise all land within the Town: including residential, vacant, commercial, industrial, agricultural, special use, public utility, and tax-exempt.

### **6.1.1 Land Value Study**

Land shall be valued based on an analysis of all sales data occurring during the two-year period prior to October 1, 2025. The analysis and application of sales data shall be governed by procedures and techniques expressly approved by the ASSESSOR. CONTRACTOR shall make a careful investigation of this data and shall consult owners, realtors, banks and other sources for information relative to sales of properties within the Town. All factors affecting the final values of land shall be considered, such as location, zoning, inland wetlands, topography, soil condition, utilities, size, vacancy, form of ownership, non-conforming uses, and zoning variances.

Non-conforming uses and zoning variances shall be considered in establishing values. A brief description of each lot or parcel of land, together with the valuation computations, shall be entered on the field record card.

### **6.1.2 Land Value Inspection**

CONTRACTOR will make necessary adjustments in value to compensate for topographical irregularities such as high banks, steep slopes, swamps, irregular shapes or anything else which may detract from the usefulness of the land. Non-conforming uses and zoning variances shall be considered in establishing values.

### **6.1.3 Land Value Unit**

CONTRACTOR shall prepare land unit values by front foot, square foot, acreage or fractional acreage; whichever in the judgment of CONTRACTOR and ASSESSOR most accurately reflects the market for the appraised land.

### **6.1.4 Land Value Map**

CONTRACTOR shall delineate the land value units on all streets and acreage in the Town on a suitable map to be provided by the Town. The land value map shall be returned to the Town prior to the completion of the PROJECT.

### **6.1.5 Neighborhood Delineation**

After consideration of the environmental, economic and social characteristics of the Town, CONTRACTOR shall, with the cooperation and approval of the ASSESSOR, delineate "neighborhood" units within the Town. Each neighborhood unit will, in CONTRACTOR'S opinion, exhibit homogenous characteristics. Each neighborhood unit will be assigned a separate identification code, which will be used for valuation. These neighborhood codes shall be recorded and maintained on all property record cards and the computer database.

## 6.2 APPRAISAL OF RESIDENTIAL BUILDINGS AND STRUCTURES

### 6.2.1 Physical Inspections

#### Interior Inspections

CONTRACTOR to perform on-site inspections of all improved Taxable and Exempt Real properties. Data mailers may be used on properties that are inaccessible or have been inspected in the last 5 years in lieu of physical inspection. Data mailers must be approved by the ASSESSOR prior to distribution. All costs associated with Data mailers and data entry into the TOWN'S CAMA system will be the responsibility of the CONTRACTOR.

The data collector shall have each interior inspection dated and verified by having an adult owner or resident of each building or dwelling unit sign the data collection form.

When entrance to a building for an inspection is refused, the data collector shall make note of the fact and within two (2) working days, notify the ASSESSOR of the fact in writing, giving the facts as to the time of the visit and if possible, the name of the party refusing entrance and other pertinent information. The ASSESSOR shall review the situation, and if he/she shall be unable to gain the cooperation of the party involved, he/she shall so notify the CONTRACTOR, and they shall proceed to estimate the value of the building on the basis of facts ascertainable without entry and make adequate notations as to the lack of cooperation, and the manner of arriving at value, conspicuously on the property record card.

The data collection form shall indicate the initials of the data collector and the date(s) of the inspection(s) and attempts, if multiple. The field card must also have the initials of the person whom completed the data entry as well.

All inspections shall be conducted in a courteous, dignified, respectful and careful manner to minimize any disturbance to the use and occupancy of such structures.

#### Call Backs

The CONTRACTOR shall make an initial inspection and one (1) call back attempt on properties that require an onsite inspection. The date at which the call back was made shall be duly noted on the data collection form by the data collector making such a call back.

If after the two visits, contact was not established with a property owner, a notification letter approved by the ASSESSOR, shall be mailed by the CONTRACTOR, informing the property owner of the revaluation process and the fact that the representatives of the CONTRACTOR were not able to make contact, and requesting that within a prescribed time limit the property owner contact the CONTRACTOR, by telephone or mail, for alternative arrangements for the inspection of the property.

## **6.2.2 Exterior Field Review**

6.2.2a All properties shall be reviewed in the field by CONTRACTOR's personnel qualified as reviewers as previously prescribed in these specifications.

The properties shall be reviewed for classification, final value, and to assure that they are correlated to comparable properties. The ASSESSOR shall be notified of the dates of review and be entitled to accompany the reviewers during this phase of the revaluation.

6.2.2b Field Recording: Physical data and characteristics of the land parcel shall be observed in the field and recorded.

## **6.2.3 Pricing and Valuations**

Pricing and valuations of all land and buildings must reflect the present true and actual value as of October 1, 2025 and shall be done from and in accordance with the previously approved manuals and schedules.

The final valuation shall be the true and actual value of the structures plus the true and actual value of the land. In arriving at the true and actual value of the structures, replacement cost new less depreciation from all causes may be considered along with other factors affecting the value of the property, all of which shall be noted on the property record card.

## **6.3 APPRAISAL OF COMMERCIAL, INDUSTRIAL, PUBLIC UTILITY, AND SPECIAL PURPOSE PROPERTIES**

### **6.3.1 General**

All commercial, industrial, public utility and special purpose buildings shall be classified, priced and reviewed in the same manner as residential properties, as set forth previously in these specifications.

### **6.3.2 Income Approach**

Income and expense data gathered by the Town shall be utilized by CONTRACTOR for income producing and, where appropriate, owner-occupied properties. Any income and expense data with accompanying summary reports and rent schedules shall become property of the Town. All information filed and furnished with Income and Expense report shall not be a public record and is not subject to the provisions of Section 1-200 et seq. (Freedom of Information) of the Connecticut General Statutes. From these returns and other data sources, such as field investigations and interviews, CONTRACTOR will establish market or economic rent and expenses for income producing properties. CONTRACTOR shall also develop capitalization rates by investigating sales and income data. Rates shall be established for the various classes of property and checked by bankers, investors and appraisers to ensure their accuracy. When the rates and methods have been approved by the ASSESSOR, CONTRACTOR

shall perform the income approach using both actual and economic income and expenses CONTRACTOR shall be responsible for entering all income data into the CAMA system.

### **6.3.3 Review**

All final reviews and inspections shall be made in the same manner and for the same purpose as prescribed for residential properties. The reviewer shall be completely trained and fully experienced in the appraisal of the type and kind of commercial, industrial, public utility or special purpose building; the final value of which he or she is responsible.

## **6.4 CONTROL AND QUALITY CHECKS**

### **6.4.1 Field Checks**

The ASSESSOR shall spot check in the field, properties picked at random by him/her with or without the appropriate CONTRACTOR'S supervisor.

### **6.4.2 Building Permits**

The CONTRACTOR shall be responsible for all building permit data collection on properties which were issued building permits between July 1, 2023 and July 1, 2025.

### **6.4.3 Sales Analysis**

Sales analyses of properties shall be performed as a means of sustaining the values derived. These analyses shall be done on the aggregate of all residential properties and on each of the neighborhoods previously delineated. The sales analyses shall include, at a minimum, sales ratios and coefficients of variance and dispersion. Any additional requests for sales analyses by the ASSESSOR shall also be performed.

**6.4.5 Performance Based Revaluation Standards:** All fair market values that are developed by the CONTRACTOR must meet the Performance Based Testing Standards developed by the State of Connecticut Office of Policy and Management in accordance with Section 12-62i of the Connecticut General Statutes.

## **7 RESPONSIBILITIES OF THE TOWN**

### **7.1 Nature of Service**

It is clearly understood and agreed that the service rendered by CONTRACTOR are assistance to the ASSESSOR and all decisions as to proper valuation shall rest with the ASSESSOR.

### **7.2 Cooperation**

The Town, and its employees will cooperate with and render all reasonable assistance to CONTRACTOR and its employees.

### **7.3 Items Furnished by the Town**

The Town shall furnish the following:

#### **7.3.1 Maps**

The Town shall furnish one (1) set of the most up-to-date Town Tax Maps that are currently available showing streets, and property lines and boundaries.

#### **7.3.2 Land Dimensions**

The Town will make available lot sizes and total acreage to CONTRACTOR of all pieces of property where the map or present records fail to disclose measurement or acreage.

#### **7.3.3 Zoning**

The Town will provide current Town zoning regulations and zoning maps.

#### **7.3.4 Existing Property Record Cards**

The Town will make available the present street cards.

#### **7.3.5 Property Transfers**

The Town shall notify CONTRACTOR, on a regular basis, of property splits and transfers occurring after the initial creation of the revaluation database by CONTRACTOR. CONTRACTOR shall the revaluation database as necessary.

#### **7.3.6 Signing of Communications**

The Town shall sign, by the ASSESSOR or Assessor's designee, communications to be mailed at CONTRACTOR'S expense, for the purpose of contacting a property owner for inspection of the property.

#### **7.3.7 Mailing Address**

The Town shall make available through the ASSESSOR'S or Tax Collector's Office the current mailing address and other relative data that exists on the administrative program for all property owners.

#### **7.3.8 Office Space**

The Town shall furnish to CONTRACTOR enough office space to carry out the terms of this contract. The Town shall provide installation of a telephone line and CONTRACTOR shall be responsible for all monthly charges on such lines for the duration of the project.

### **7.3.9 Media**

The Town shall have information above available on computer disk for the purposes of creating a legal file on CONTRACTOR's computers during the initial stages of revaluation.

### **7.3.10 Obligation to Keep Current**

The Town shall continuously and currently update the information specified above.

### **7.3.11 Sales Information**

The Town shall continuously and currently provide copies of all sales information available to it with respect to transfer of parcels.

## **8 TRAINING:**

- 8.1 Personnel:** The Assessor shall determine the individuals and the amount of training each individual shall receive. If more than one person is receiving training at the same time, the training time shall be calculated as if one person is receiving training.
- 8.2 Location:** All training shall take place on the Town's computer hardware within the Town, unless both the Town and CONTRACTOR agree to an alternate training site or computer hardware.
- 8.3 Documentation:** CONTRACTOR will provide a detailed user manual for the CAMA software and Grand List production interface.

## **9 TRANSMITTALS OF DELIVERABLES TO THE ASSESSOR**

### **9.1 Records**

Regular periodic delivery of appraisals and other information required under this agreement, as completed and in accordance to a schedule hereinabove set forth or agreeable to the ASSESSOR shall be made to the ASSESSOR for his review. All appraisals of buildings either complete or under construction, shall be completed as of October 1, 2025. All completed and/or corrected records shall be turned over to the ASSESSOR as of December 30, 2025. The final inspection and review shall take into consideration any known or apparent changes in the individual property since they were first inspected in order that the final appraisal of property shall be appraised as of October 1, 2025.



This information and/or appraisals and records shall not be made public until after the informal public hearings, except to the extent public access may be compulsory under provisions of applicable law.

It is understood and agreed that the Revaluation of properties covered by this contact shall meet or exceed the standards as outlined in the Connecticut Performance Based Revaluation Standards and Certification of Revaluation (Connecticut General Statutes sec. 12-62I-1 to 12-62I-7), shall be acceptable to the ASSESSOR and shall conform to the procedures and technical requirements of the ASSESSOR and, at least weekly, Contractor shall meet with said ASSESSOR to discuss the progress and various other details of the project.

## *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.

## **QUALITY CONTROL**

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

Following is a brief sample 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 Assessors 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 Assessor will be concerned about.

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

### **Control Limits:**

Control limits will be established for each project independently to meet the needs of the project scope of services. Quality control criteria will be established by the Project Manager prior to data collection commencement.

If the Data Collector produces an error rate equal to or above the established 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.

### **Drive-By Field Check:**

Throughout the data collection phase of the project, the Crew Chief will drive by a percentage of the weekly measures for each Data Collector. If any of the error categories are above the established control limits, the Crew Chief will check the rest of the work only for that category.

### **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 the project startup. Specifically, the Crew Chief will check all of the first day's production and a percentage of Weeks One through Four. After week Four, the Crew Chief will review at the same rate as the other data collectors.

**PROPOSED PROJECT SCHEDULE  
LEDYARD, CONNECTICUT**

<b>Task</b>	<b>Start</b>	<b>Completed</b>
Execution of Contract	06/01/2024	12/01/2024
Project Start-Up	07/01/2024	
Public Relations	On-going	
Quality Control	On-going	
Data Collection	08/01/2025	07/01/2025
Preliminary Land and Building Study	04/01/2025	09/01/2025
Data Entry	On-going	
Neighborhood Delineation	04/15/2025	06/01/2025
Field Review	06/01/2025	09/01/2025
Market Rents, Expenses and Cap Rate analysis	06/01/2025	10/01/2025
Deeds through October 1 <sup>st</sup> data entered by Assessor	10/03/2025	
Complete Final Market/Income/Cost analysis	10/03/2025	10/10/2025
Proposed Values to Assessor	10/13/2025	
Assessor's Review of Proposed Values	10/13/2025	11/05/2025
Print and Mail Notices	11/15/2025	
Informal Hearings	11/29/2025	12/20/2025
Hearing Review/Adjustment	12/01/2025	12/30/2025
Project Completion	12/30/2025	



## ***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 425 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.
- 445 Assessing offices clients, including over 107 in Connecticut.
- Vision has a New England staff of over 130 people.
- The most robust and customized Public Relations program, designed to ensure transparency, accountability, and positive taxpayer experience throughout the revaluation.
- Strong Quality Control Program through the Data Collection and Field Review phase to ensure proper property characteristics and uniformity of valuation methodology.

It is our perspective that Vision ranks higher than any other valuation services provider. Here's why:

**1. The Highest Levels of Regional Experience:**

**Vision conducts more valuation projects in the State of Connecticut than any other vendor.** In fact, we have completed over 25 Connecticut revaluation projects in the last two years and over 100 Connecticut projects in the last 10 years. Taken together, this means that Vision has more experience producing accurate, equitable values for our communities than any other vendor and that our level of service, professionalism, and quality in managing community relations is unparalleled.

**2. The Most Experienced Staff and Robust Organization:**

Vision's New England appraisal team consists of more than 65 full-time staff members, which uniquely enables us to provide certainty in our ability to complete the project on time and without delay. Because Vision has such a large full-time staff, we are able to provide the requisite level of staffing redundancy required to ensure a revaluation project like Ledyard has full surety of completion. In addition, Vision can provide the offsite resources required for project elements such as printing, mailing, and Public Relations campaigns, providing our staff with the flexibility and resources required to ensure on-time delivery.

It is also critically important to recognize the value of Vision’s full-time appraisal teams. In contrast to smaller firms that must staff up quickly for specific projects, Vision is able to provide in-depth training, mentorship, and long-term career paths to our team members that ensure the highest levels of expertise, experience, professionalism, quality, and customer service. This is especially important when it comes to providing a positive experience for the public and to ensuring the highest level of quality in the statistical analysis on the project. This shines through in the experience of our proposed Project Manager Stephan Bourque. Stephan brings over 30 years of appraisal experience and will provide a detail-oriented project.

### **3. Customer Longevity and Satisfaction:**

Vision customers consistently report the highest levels of satisfaction with our teams’ data quality, service, professionalism, analysis, and valuation accuracy. In fact, more than fifty percent of our clients have been with Vision for twenty-plus years. Vision has been in the Revaluation and Municipal software business for over 40 years and has both the personnel and financial resources to support Ledyard through the duration of the project, and beyond.

In addition, as part of our revaluation package we will provide a strong and well-planned Public Relations Program in order to keep the community’s taxpayers updated and educated on the process. We have enclosed sample PR documents that can be posted on the web and used during public meetings as the project progresses. This is critical to ensuring the engagement and satisfaction of the broader community.

### **4. The Value of Integration with the existing Ledyard CAMA Software:**

We plan to use and support Ledyard’s existing *Appraisal Vision*® CAMA software. Vision’s Appraisal Teams exclusively use our *Appraisal Vision*® CAMA software to conduct every revaluation. **There is no other vendor in Connecticut with the level of experience on *Appraisal Vision*®, the software to be utilized for the project.** This is critical to the success of the project, as incorrect data entry changes to the CAMA database, inconsistent tables and mass updates can lead to massive data quality errors, causing project timeline delay, costly re-work, and significant public relations issues. In fact, there are many recent examples of communities using untrained mass appraisal vendors, who have incurred additional cost fixing data quality errors on the back end of the project. At Vision, we put in place quality control procedures to eliminate these costly errors.

Because our appraisal staff are highly trained in using *Appraisal Vision*, we expect to be able to complete the project dramatically faster and more effectively than any other option.

## VISION CURRENT COMMITTED LIST

<u>TOWN</u>	<u>PROJECT TYPE</u>	<u>FISCAL YEAR</u>
Bethlehem, CT	Update	2023
Bloomfield, CT	Reval/Data Collection	2024
Bolton, CT	Update	2023
Branford, CT	Reval	2024
Brookfield, CT	Data Collection	2024
Brooklyn, CT	Partial Reval	2024
Burlington, CT	Update	2023
Canterbury, CT	Partial Reval	2024
Canton, CT	Hybrid Reval	2023
Chaplin, CT	Partial Reval	2023
East Granby, CT	Update	2023
Essex, CT	Reval	2023
Hampton, CT	Partial Reval	2023
Harwinton, CT	Update	2023
Kent, CT	Update	2023
Lebanon, CT	Partial Reval	2023
Litchfield, CT	Update	2023
Lyme, CT	Update	2023
Madison, CT	Reval	2023
Monroe, CT	Reval	2024
New Fairfield, CT	Reval	2024
New Hartford, CT	Update	2023
New London, CT	Partial Reval	2023
Norwich, CT	Update	2023
Norwalk, CT	Reval (No C&I)	2023
Old Saybrook, CT	Update	2023
Pomfret, CT	Partial Reval	2024
Putnam, CT	Partial Reval	2024
Sharon, CT	Update	2023
Somers, CT	Update	2025
Tolland, CT	Data Collection	2024
Union, CT	Partial Reval	2023
Wallingford, CT	Update	2024
West Haven, CT	Update	2024
Wilton, CT	Data Mailer Reval	2023
Windham, CT	Partial Reval (Residential)	2023
Windsor, CT	Partial Update	2023
Attleboro, MA	Interim	2025
Auburn, MA	Update	2025

Boxford, MA	Update	2024
Chelsea, MA	Interim	2024
Clinton, MA	Update	2024
Coventry, CT	Data Collection	2024
Dartmouth, MA	Data Collection	2023-2024
Dracut, MA	Update	2025
Dudley, MA	Data Collection	2023-2027
Framingham, MA	Update	2024
Foxboro, MA	Update	2025
Ipswich, MA	Interims + Update	2025-2027
Lexington, MA	Data Collection/Valuation	2024
Lowell, MA	Interim	2024
Ludlow, MA	Update	2025-2027
Lunenburg, MA	Update	2024
Mansfield, MA	Data Collection	2023-2025
Marion, MA	Update	2024
Marlborough, MA	Update	2024
Mattapoissett, MA	Update	2024
North Attleboro, MA	Data Collection	2022-2023
Northbridge, MA	Interims + Update	2025-2027
Norwell, MA	Update	2024
Norwood, MA	Update	2024
Paxton, MA	Interim	2024-2026
Petersham, MA	Update	2025
Phillipston, MA	Update	2025
Princeton, MA	Update	2024
Rehoboth, MA	Update	2025
Sharon, MA	Data Collection	2022-2024
Somerville, MA	Interims + Update	2024-2026
Southbridge, MA	Update	2025
Sutton, MA	Update	2025
Templeton, MA	Reval	2025
Tewksbury, MA	Update	2025
Westminster, MA	Data Collection	2022-2023
Watertown, MA	Update	2025
Westminster, MA	Update/Data Collection	2024
Westwood, MA	Update	2024
Worcester, MA	Update	2023
Bar Harbor, ME	Reval	2026
Casco, ME	Reval	2024
Kennebunk, ME	Statistical Update	2025
Concord, NH	Reval	2026
Hooksett, NH	Update	2023

Rockland, ME	Reval	2025
Saco, ME	Data Collection	2024
Standish, ME	Reval	2024
Wells, ME	Partial Reval	2023
Yarmouth, ME	Reval	2024
Bedford, NH	Update	2023
Claremont, NH	Data Collection	2023
Claremont, NH	Update	2023
Hooksett, NH	Update	2023
Lebanon, NH	Update	2025
Nashua, NH	Statistical Update	2024
Portsmouth, NH	Update	2024
Seabrook, NH	Update/Data Collection	2025
Clarion County, PA	Reval	2024
Huntingdon County, PA	Data Collection	2022
Perry County, PA	Reval	2025
Schuylkill County, PA	Reval	2025
Tioga County, PA	Reval	2023
Warren County, PA	Reval	2025
Cranston, RI	Reval	2023
Cumberland, RI	Reval	2022
Exeter, RI	Update	2023
Foster, RI	Update	2024
Lincoln, RI	Update	2024
Little Compton, RI	Update	2024
Middletown, RI	Update	2023
New Shoreham, RI	Update	2023
North Kingstown, RI	Update	2024
Pawtucket, RI	Update	2023
Providence, RI	Update	2024
South Kingstown, RI	Update	2024
Warwick, RI	Update	2022
Westerly, RI	Update	2024
Bridgewater, VT	Data Quality/Update	2023-2024
Killington, VT	Reval	2025

Revised 04/09/2024

## 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  
Chicopee  
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  
Lunenburg  
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  
Worcester  
Yarmouth

### MAINE

Arundel  
Augusta  
Bar Harbor  
Bath  
Berwick  
Biddeford  
Boothbay  
Brewer  
Camden  
Cornish  
Cumberland  
Eliot  
Ellsworth  
Falmouth  
Freeport  
Gardiner  
Gorham  
Harpswell  
Kennebunk  
Kennebunkport  
Kittery  
Monmouth  
Mount Desert  
North Yarmouth  
Ogunquit  
Old Orchard Beach  
Orono  
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  
Pittsford  
West Rutland  
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  
Portsmouth  
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  
Canton  
Chaplin  
Chester  
Clinton  
Colchester  
Colebrook  
Columbia  
Coventry  
Cromwell  
Danbury  
Deep River  
Eastford

East Granby  
East Haddam  
East Lyme  
East Windsor  
Ellington  
Enfield  
Essex  
Fairfield  
Franklin  
Glastonbury  
Goshen  
Granby  
Griswold  
Groton  
Haddam  
Hamden  
Hampton  
Harwinton  
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  
Newtown  
Norfolk  
North Branford  
North Stonington  
Norwalk  
Norwich  
Old Lyme  
Old Saybrook  
Orange  
Oxford  
Plainfield  
Pomfret  
Putnam  
Preston  
Redding

Roxbury  
Salem  
Scotland  
Seymour  
Sharon  
Somers  
Southbury  
Southington  
South Windsor  
Sprague  
Stafford  
Stamford  
Stonington  
Strafford  
Stratford  
Sterling  
Suffield  
Thompson  
Tolland  
Torrington  
Trumbull  
Union  
Voluntown  
Wallingford  
Warren  
Waterford  
Watertown  
West Haven  
Westbrook  
Weston  
Westport  
Wethersfield  
Willington  
Wilton  
Winchester  
Windham  
Windsor  
Windsor Locks  
Wolcott  
Woodbridge  
Woodstock

Johnston  
Lincoln  
Little Compton  
Middletown  
Narragansett  
Newport  
New Shoreham  
North Kingstown  
North Smithfield  
North Providence  
Pawtucket  
Portsmouth  
Providence  
Richmond  
Smithfield  
South Kingstown  
Tiverton  
Warwick  
Westerly  
Woonsocket

**RHODE ISLAND**

Barrington  
Burrillville  
Central Falls  
Charlestown  
Cranston  
Cumberland  
East Providence  
Exeter  
Foster  
Glocester  
Hopkinton  
Jamestown



## RECENTLY COMPLETED CONNECTICUT REVALUATIONS (6+ Year)

### 2018

Bethlehem 2018  
Bolton 2018  
Burlington 2018  
Chaplin 2018  
East Granby 2018  
Eastford 2018  
Essex 2018  
Hampton 2018  
Kent 2018  
Lebanon 2018  
Litchfield 2018  
Lyme 2018  
Madison 2018  
New Hartford 2018  
New London 2018  
Norwich 2018  
Old Saybrook 2018  
Sharon 2018  
Suffield 2018  
Union 2018  
Watertown 2018  
Willington 2018  
Windham (Res only) 2018

### 2019

Bloomfield 2019  
Coventry 2019  
Mansfield 2019  
Monroe 2019  
Old Lyme 2019  
Thompson 2019

### 2020

Brooklyn 2020  
Canterbury 2020  
Clinton 2020  
Colebrook 2020  
Deep River 2020  
East Hampton 2020  
Ledyard 2020  
Marlborough 2020  
New Milford 2020  
Oxford 2020  
Pomfret 2020  
Seymour 2020  
Somers 2020  
Southington 2020  
Stafford 2020  
Wallingford 2020  
West Haven 2020  
Westport 2020

**2021**

Andover 2021  
Brookfield 2021  
Colchester 2021  
East Lyme (Niantic) 2021  
Enfield 2021  
Griswold 2021  
Lisbon 2021  
Manchester 2021  
Middlebury 2021  
Milford 2021  
New Haven 2021  
Salem 2021  
West Hartford 2021  
Wolcott 2021  
Woodstock 2021

**2022**

Bridgewater 2022  
East Haddam 2022  
East Windsor 2022  
Glastonbury 2022  
Granby 2022  
Newtown 2022  
Plainfield 2022  
Preston 2022  
Redding 2022  
Southbury 2022  
South Windsor 2022  
Sprague 2022

**2022 (continued)**

Sterling 2022  
Stonington 2022  
Waterford 2022

**2023**

Barkhamsted CT  
Bethlehem CT  
Bolton CT  
Burlington CT  
Canton CT  
Chaplin CT  
East Granby CT  
Essex CT  
Hampton CT  
Kent CT  
Lebanon CT  
Litchfield CT  
Lyme CT  
Madison CT  
New London CT  
Norwalk CT  
Norwich CT  
Old Saybrook CT  
Sharon CT  
Windham CT

## INSTALLED CAMA CLIENT LIST

Andover	CT	John	Chaponis	860-742-7305 ext.5
Ansonia	CT	Dayna	Casubolo	203-736-5950
Barkhamsted	CT	Carmen	Smith	860-379-3600
Berlin	CT	Joe	Ferraro	860-828-7067
Bethlehem	CT	Elizabeth	Paul	203-266-7510 ext. 204
Bloomfield	CT	Todd	Helems	860-769-3532
Bolton	CT	Helen	Totz	860-649-8066 ext. 6100
Branford	CT	Barbara	Neal	203-488-2039
Bridgeport	CT	Ron	Keilty	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	Maryann	Szela	860-774-5611 x21
Burlington	CT	Beth	Paul	860-673-3901 ext. 3
Canaan	CT	Hazel	McGuire	860-824-0707 ext. 14
Canterbury	CT	Lynn	Byberg	860-546-6035
Chaplin	CT	Chandler	Rose	860- 455-0073 ext. 314
Clinton	CT	Donna	Sempey	860-664-1119 or 860-669-9269
Colchester	CT	John	Chaponis	860-742-7305 x5
Colebrook	CT	Cory	Iacino	860-379-3738 ext 206
Cornwall	CT	Barbara	Bigos	860-672-2703
Coventry	CT	Mike	D'Amicol	860-742-4067 x123
Danbury	CT	Robert	Zarbock	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, CCMAII	860-873-5026
East Hampton	CT	Debbie	Copp	860-267-2510 x3325
East Hartford	CT	Brian	Smith	860-291-7268
East Lyme (Niantic)	CT	Diane	Vitagliano	860-739-6931 ext. 1107
Enfield	CT	Della	Froment	860-253-6339
Essex	CT	Jessica	Sypher	860-767-4340 ext. 123
Fairfield	CT	Ross	Murray	203-256-3110
Glastonbury	CT	Nicole	Lintereur	860-652-7604
Goshen	CT	Lucy	Hussman	860-491-2115 ext. 230
Granby	CT	Sue	Altieri	860-844-5312
Griswold	CT	Rosalyn	Dupuis	860-376-7060 x2106
Haddam	CT	Tammy	Anderson	860-345-8531 ext. 226
Hamden	CT	Tom	Molloy	203-287-7120
Hampton	CT	Kathy	Thornton	860-455-9132 ext. 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	Johnstone	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	Rochelle	Lambert	860-429-3311
Marlborough	CT	Marie	Hall	860-295-6201 ext. 213
Middlebury	CT	Chris	Kelsey	203-758-1447
Middlefield	CT	Christine	Barta	860-349-7111 ext. 16
Middletown	CT	Damon	Braasch	860-638-4930 ext. 0
Milford	CT	Marcus	Irrek	203-701-4420
Monroe	CT	Justin	Feldman	203-452-2800 ext. 1010
Morris	CT	Betsy	Quist	860-567-6096
Naugatuck	CT	Carol Ann	Tyler	203-720-7016
New Britain	CT	Michael	Konik	860-826-3326
New Fairfield	CT	Rich	Seman	203-312-5625
New Hartford	CT	Cory	Iacino	860-379-5235
New Haven	CT	Alex	Pullen	203-946-4800
New London	CT	Rochelle	Lambert	860-437-6317
New Milford	CT	Brian	Lastra	860-355-6070 x1 then x5
Newtown	CT	Joyce	Alegi	203-270-4241
Norfolk	CT	Cory	Iacino	860-542-5287
North Branford	CT	David	Ambrose	203-484-6013
Norwalk	CT	William	Ford	203-854-7941
Norwich	CT	Donna	Ralston	860-823-3722
Old Lyme	CT	Melinda	Kronfeld	860-434-1605 ext. 218
Old Saybrook	CT	Norm	Wood	860-395-3137
Orange	CT	Mark	Branchesi	203-891-4700 ext. 4722
Oxford	CT	Dan	Kenny	203-888-2543 ext. 3021
Plainfield	CT	Mary Ellen	Hall	860-230-3008
Pomfret	CT	Tina	Corriveau	860-974-1674
Preston	CT	Mildred	Peringer	860-889-2529 ext. 115
Putnam	CT	Angela	Sanchez	860-963-6802
Redding	CT	John	Ford	203-938-5001
Salem	CT	Michael	Kapinos	860-859-3873 ext. 130
Salisbury	CT	Kayla	Johnson	860-435-5176
Seymour	CT	Joseph	Kusiak	203-881-5013
Sharon	CT	Patricia	Braislin	860-364-0205
Somers	CT	Walter	Topliff	860-763-8203
South Windsor	CT	Mary	Huda	860-644-2511 ext. 213
Southbury	CT	Darcel	Peters	203-262-0674
Southington	CT	Jennifer	Lineaweaver, CCMA II	860-535-5098
Sprague	CT	Michael	Kapinos	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
Thompson	CT	Paul	Hopkins	860-923-2259
Tolland	CT	Jason	Lawrence	860-871-3655
Trumbull	CT	Mark	Devestern	203-452-5015
Union	CT	Mary	Huda	860-684-5705
Wallingford	CT	Shelby	Jackson, III	203-294-2001
Waterford	CT	Paige	Walton	860-444-5822
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	Walter	Topliff	860-487-3122
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	Emily	Carlone	860-928-6929 ext. 326
Washington	DC	William	Nelson	202-442-6784
Pasco County	FL	Gary	Joiner	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	Jolanta	Briffett	781-982-2107
Acton	MA	Brian	McMullen	978-264-9622
Agawam	MA	Carolyn	Reed	413-726-9704
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	Julie	Hobson	508-223-2222 ext. 3135
Auburn	MA	Seth	Woolard	508-832-7740 ext 1234
Avon	MA	Paul	Sullivan	508-588-0414 ext. 1027
Barnstable	MA	Edward	O'Neil	508-862-4020
Barre	MA	Eileen	White	978-355-2504 ext 103
Berlin	MA	Molly	Reed	978-838-2256
Blackstone	MA	Patricia	Salamone	508-883-1500 ext. 121
Boxford	MA	Kristin	Hanlon	978-887-6000 ext. 142
Boylston	MA	Paul	O'Connor	508-869-6543
Cambridge	MA	Gayle	Willett	617-349-4343
Chelmsford	MA	Frank	Reen	978-244-3317
Chelsea	MA	Jim	Sullivan	617-466-4012

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 Brookfield	MA	Donna	Wentzell	508-867-6769 ext. 302
East Longmeadow	MA	Diane	Bishop MAA	413-525-5400 ext. 1601
Easthampton	MA	Lori	Stewart	413-529-1401
Easton	MA	Robbie	Alford	508-230-0520
Edgartown	MA	Jo Ann	Resendes	508-627-6141
Foxborough	MA	Hannelore	Simonds	508-543-1215
Gardner	MA	Celia	Jornet	978-632-1900 x8034
Georgetown	MA	Thomas	Berube	978-337-0492
Gloucester	MA	Nancy	Papows	978-281-9715
Gosnold	MA	Pat	Decosta	508-990-7408
Grafton	MA	Mary	Oliver	508-839-5335 ext. 1151
Granby	MA	Keri-Ann	Wenzel	413-467-7196
Groton	MA	Megan	Foster	978-448-1127
Hadley	MA	Dan	Zdonek	413-586-6320
Hampden	MA	Jane	Ferrentino	413-566-2151 ext.106
Hanover	MA	Elaine	Boidi	781-826-6401
Harvard	MA	Carol	Dearborn	978-456-4100 ext. 315
Hingham	MA	Erin	Walsh	781-804-2458
Hinsdale	MA	David	Zagorski	413-655-2300 ext. 315
Holden	MA	Rosemary	Scully	508-210-5516
Holland	MA	JoAnne	Higgins	413-245-7108 ext. 106
Hubbardston	MA	George	Bourgault	508-331-1153
Hudson	MA	JoAnne	McIntyre	978-568-9620
Kingston	MA	Meredith	Rafiki	781-585-0509
Lakeville	MA	Harald	Scheid	508-947-4428
Lawrence	MA	Alex	Vega	978-620-3192
Leominster	MA	William	Connor	978-534-7500
Lexington	MA	Rob	Lent	781-862-0500 ext. 84578
Longmeadow	MA	Jessica	Guerra	413-565-4115
Lowell	MA	Sue	Lemay	978-970-4212
Mansfield	MA	Dan	Brogie	508-851-6431
Marion	MA	Linda	Dessert	508-748-3518
Marlborough	MA	Patricia	Mespelli	508-460-3779
Mattapoissett	MA	Kathy	Costello	508-758-4106 ext. 3
Medford	MA	Ellen	Brideau	781-393-2435
Middleborough	MA	Ross	Lawrence	508-946-2410
Millbury	MA	Lee	Keomani	508-865-4732
Millis	MA	Teri	Gonsalves	508-376-7049 ext. 115

Monson	MA	Maryann	Wilkinson	413 267 4120
Nantucket	MA	Robert	Raney	508-228-7200 ext 7037
New Salem	MA	Wayne	Hachey	978-544-2731
Newburyport	MA	Jill	Brennan	978-465-4403
Newton	MA	Jim	Shaugnessy	617-796-1160
Norfolk	MA	Don	Clarke	508-528-1120
North Attleborough	MA	Sheila	Scaduto	508-699-0117
Northbridge	MA	Robert	Fitzgerald	508-234-2740
North Brookfield	MA	Priscilla	Johnson	508-867-0209
Norwell	MA	Pam	David	781-659-8014
Norwood	MA	Timothy	McDonough	781-762-1240 ext.141
Oakham	MA	Priscilla	Johnson	508-882-5549 ext. 302
Orange	MA	Norman	Bartlett	978-544-1108
Otis	MA	Lyn	Minery	413-269-0100
Oxford	MA	Christopher	Pupka	508-987-6036
Palmer	MA	Rob	Leroux	413-283-2607
Paxton	MA	Kathleen	Stanley	508-799-7231 ext. 16
Pelham	MA	Lori	Turati	413-253-0734
Petersham	MA	Kelly	Garlock	978-724-6658
Phillipston	MA	Sue	Byrne	978-249-1732
Plainville	MA	Maureen	Clarke	508-695-3010 ext. 14
Princeton	MA	Kathy	Stanley	978-464-2104
Quincy	MA	Colleen	Healy	617-376-1172
Randolph	MA	Christine	Lacerda	781-961-0906
Rehoboth	MA	Linda	Greaves	508-252-3352
Rochester	MA	Jana	Cavanaugh	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	Daymian	Bartek	508-886-4101
Sharon	MA	Jeffrey	Funk	781-784-1500 ext. 1150
Shrewsbury	MA	Chris	Reidy	508-841-8353
Shutesbury	MA	Kevin	Rudden	413-259-3790
Somerville	MA	Frank	Golden	978-921-6004
South Hadley	MA	Melissa	Couture	413-538-5027 ext. 105
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 ext. 121
Sterling	MA	Debbie	Dreyer	978-422-8111 ext. 2313
Stockbridge	MA	Mike	Blay	413-298-4174 ext. 107
Stow	MA	Kristen	Fox	978-897-4597
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	Beverly	Poirier	413-245-7571 x 103
Walpole	MA	Dennis	Flis	508-660-7314
Ware	MA	Kate	Winkler	413-967-9648 x179
Wareham	MA	Jacqui	Nichols	508-291-3100 ext. 3169
Wayland	MA	Bruce	Morgan	508-358-3658
West Boylston	MA	Myra	Fortugo	774-261-4040
West Brookfield	MA	Elisabeth	DiMaio	508-867-1421 ext. 303
Westhampton	MA	David	Zagorski	413-203-3082
West Springfield	MA	Alex	Villar	413-263-3052
Westfield	MA	Robin	Johnson	413-572-6203
Westminster	MA	Robin	Holm	978-874-7401
Weston	MA	Eric	Josephson	781-786-5055
Westwood	MA	John	Curran	781-320-1003
Wilbraham	MA	David	Zagorski	413-596-2817 x209
Wilmington	MA	Karen	Rassias	978-658-3675
Winthrop	MA	Stephen	Roche	617-846-2716 ext. 1055
Woburn	MA	Andrew	Creen	781-897-5830
Worcester	MA	John	Valade	508-799-1024
Wrentham	MA	Ann	MacCarthy	508-384-5400
Yarmouth	MA	Andy	Machado	508-398-2231 ext. 1225
Arundel	ME	Beth	Newcombe	207-985-4201
Augusta	ME	Lisa	Morin	207-626-2320
Baldwin	ME	Ben	Thompson	207-699-2475
Bar Harbor	ME	Steve	Weed	207-288-3320
Bath	ME	Brenda	Cummings	207-443-8336
Berwick	ME	Paul	McKenney	603-534-2118
Biddeford	ME	Nick	Desjardins	207-284-9003
Boothbay Harbor	ME	Robert	Duplisea	207-633-3671
Brewer	ME	Mary	Stuart	207-989-7560
Brunswick	ME	Taylor	Burns	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 ext. 111
Ellsworth	ME	Larry	Gardner, CMA	207-667-8674
Falmouth	ME	Jennifer	Phinney	207-699-5219
Freeport	ME	Robert	Konczal	207-865-4743 ext. 140
Fryeburg	ME	Katie	Haley	207-935-2805
Gardiner	ME	Curt	Lebel	207-582-6892 ext. 1107
Gorham	ME	Mike	D'Arcangelo	207-222-1600 ext. 1601
Harpswell	ME	Debbie	Turner	207-833-5771 ext. 114
Kennebunk	ME	Daniel	Robinson	207-985-2102 ext. 1310
Kennebunkport	ME	Werner	Gilliam	207-967-0402 ext. 102
Kittery	ME	Paul	McKenney	207-439-0452 ext. 306
Monmouth	ME	Laurie	Walker	207-933-2206 ext. 2



Mount Desert	ME	Kyle	Avila	207-276-5531 ext. 1
North Yarmouth	ME	Renee	Lachapelle	207-829-3705 ext. 209
Ogunquit	ME	Barbara	Kinsman	207-646-5140 opt 8 then 2
Old Orchard Beach	ME	George	Greene	207-934-5714 ext. 1535
Orono	ME	Mike	Noble	207-899-6911
Raymond	ME	Kaela	Gonzalez	207-655-4742 ext.133
Richmond	ME	Laurisa	Loon	207-737-4305 ext.208
Rockland	ME	Dawn	Overlock	207-594-0303
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	207-646-6081
Scarborough	ME	Nicholas	Cloutier	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 ext. 4220
Wells	ME	Keeley-Anne	Lambert	207-646-6081
West Bath	ME	Robert	Morris	207-443-4342
Westbrook	ME	Jim	Thomas	207-854-0638 ext. 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 ext. 1
Bloomington	MN	Matthew	Gersemehl	952-563-8708
Hennepin	MN	Jim	Atchison, CAE	612-348-4567
Acworth	NH	Kathi	Bradt	603-835-6879
Amherst	NH	Michele	Crowley	603-673-6041 ext. 202
Bedford	NH	Bill	Ingalls	603-792-1316
Belmont	NH	Jeanne	Beaudin	603-267-8300 ext. 124
Berlin	NH	Lise	Barrette	603-752-5245
Bethlehem	NH	Claudia	Brown	603-869-3351
Bow	NH	Monica	Hurley	603-228-1187 ext. 115
Bridgewater	NH	Terry	Murphy	603-744-5055
Candia	NH	Linda	Chandonnet	603-483-5985
Charlestown	NH	Kelly	Wright	603-826-4400
Chesterfield	NH	Board of	Selectmen	603-363-4624
Claremont	NH	Bob	McCarthy	603-542-7004 x2
Concord	NH	Kathy	Temchack	603-225-8550
Derry	NH	Mark	Jesionowski	603-432-6104 ext. 5499
Dover	NH	Donna	Langley	603-516-6014
Dunbarton	NH	Line	Comeau	603-774-3541 ext. 102
Durham	NH	Jim	Rice	603-868-8064
Epping	NH	Joyce	Blanchard	603-679-5441 ext. 20

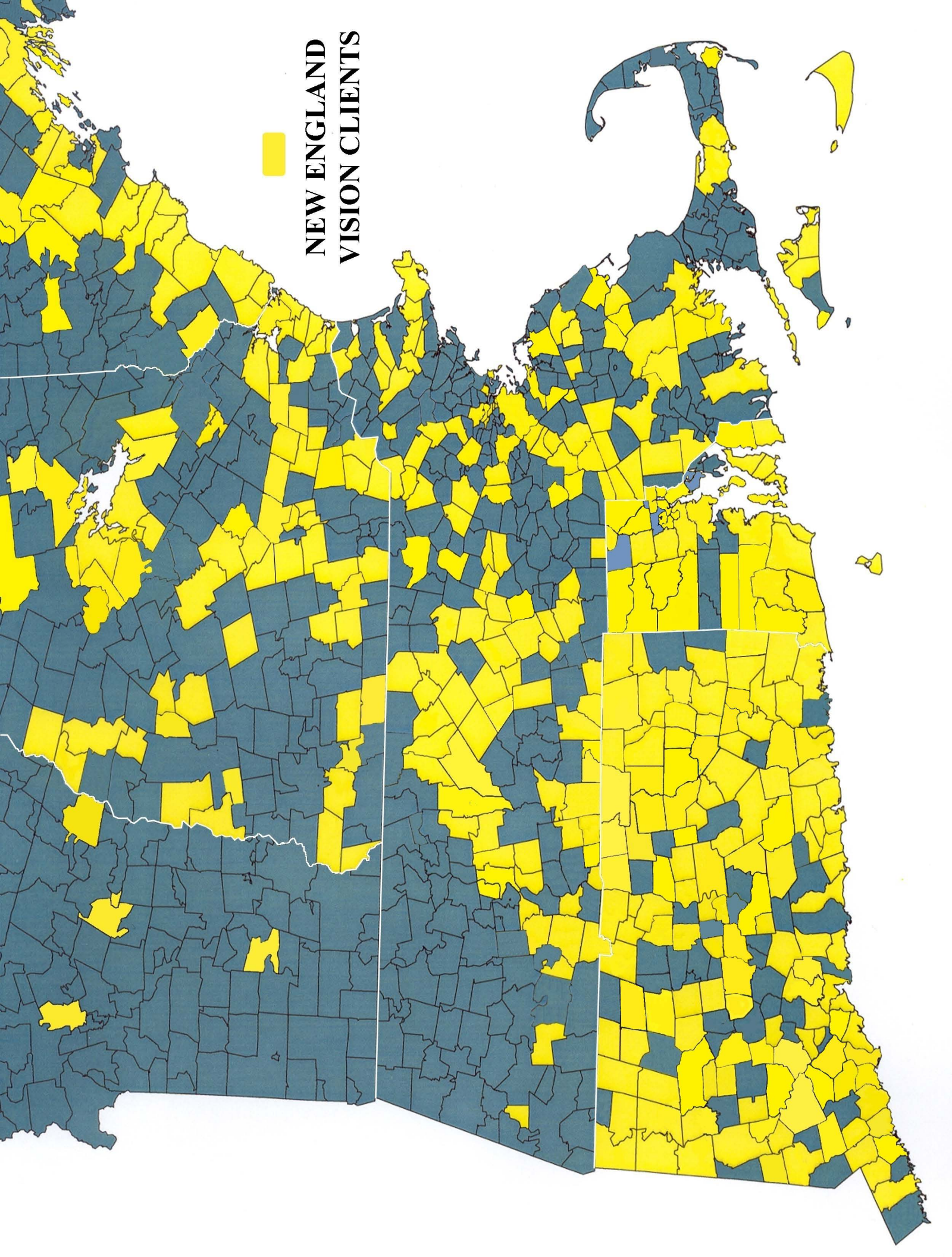
Exeter	NH	Janet	Whitten	603-778-0591 ext. 110
Fremont	NH	Heidi	Carlson	603-895-9035 ext. 10
Goffstown	NH	Scott	Bartlett	603-497-8990 ext. 113
Grantham	NH	Melissa	White	603-863-6021 ext. 301
Greenland	NH	Matt	Scruton	603-431-7111 ext. 100
Hampton	NH	Beth	Frongillo	603-929-5837
Henniker	NH	Helga	Winn	603 428 3221 ext. 2
Hinsdale	NH	Kathryn	Lynch	603-336-5727 ext. 17
Hollis	NH	Connie	Cain	603-465-2209 ext. 105
Hooksett	NH	Jon	Duhamel	603-268-0003
Jaffrey	NH	Erlene	Lemire	603-532-7445 ext. 102
Keene	NH	Dan	Langille	603-352-2125
Laconia	NH	Deb	Derrick	603-527-1268
Lincoln	NH	Johnna	Hart	603-745-8971
Littleton	NH	Amy	Hatfield	603-444-3996 ext. 12
Londonderry	NH	Ashley	Dumont	603-432-1100 x190
Lyme	NH	Diana	Calder	603-795-4639
Manchester	NH	Bob	Gagne	603-624-6520 ext. 6795
Meredith	NH	Jim	Commerford	603-677-4226
Milford	NH	Marti	Noel	603-249-0615 ext. 240
New Durham	NH	Scott	Kinmond	603-859-2091
Newington	NH	Susan	Henderson	603-436-7640
Newmarket	NH	Steve	Fournier	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 ext. 213
Plaistow	NH	Lori	Sadewicz	603-382-5200 ext. 230
Portsmouth	NH	Rosann	Maurice-Lentz	603-610-7212
Raymond	NH	Donna	Giberson	603-895-4735 ext. 102
Rindge	NH	David	DuVernay	603-899-5181 ext. 113
Rochester	NH	Jonathan	Rice	603-332-5109
Rye	NH	Kristin	Hanlon	978-887-6000 ext. 142
Salem	NH	Chris	Ruel	603-890-2018
Sandown	NH	Lynn	Blaisdell	603-887-8392
Seabrook	NH	Angela	Silva	603-474-2966
Strafford	NH	Linda	Pape	603-664-2192 ext. 5
Troy	NH	Joe	Byk	603-831-3228
Wilton	NH	Todd	Haywood	603-496-7293
Windham	NH	Jennifer	Zins	603-434-7530 ext. 3006
Carmel	NY	Glenn	Droese	845-628-1500
New York City	NY	Howard	Wong	212-291-2572
Bradford County	PA	Donna	Roof	570-265-1714 ext. 2827
Crawford County	PA	Joe	Galbo	814-333-7305
Greene County	PA	Mary Ann (Lou)	Lewis	724-852-5241
Schuylkill County	PA	Kent	Hatter	570-628-1167
Tioga County	PA	Joshua	Zeyn	570-723-8149
Warren County	PA	Brian	Bull	814-728-3423

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 ext. 149
East Providence	RI	Sarah	Frew	401-435-7500 ext. 11060
Exeter	RI	Kerri	Petrarca	401-294-5734
Foster	RI	Kaitlyn	Boyer	(401) 392-9206
Glocester	RI	Jessica	Parker	(401) 568-6206 x213
Hopkinton	RI	Liz	Monty	401-377-7780
Jamestown	RI	Christine	Brochu	401-423-9802
Johnston	RI	Kim	Gallonio	401-553-8824
Lincoln	RI	Brenda	Keeble	401-333-8448
Little Compton	RI	Denise	Cosgrove	401-635-4509
Middletown	RI	George	Durgin	401-847-7300
New Shoreham	RI	Joan	Wholey	4014663217
North Kingstown	RI	Deb	Garneau	401-268-1530
Pawtucket	RI	Robert	Burns	401-728-0500 ext. 218
Portsmouth	RI	Matt	Helfand	401-683-1536
Providence	RI	Elyse	Pare	401-680-5229 ext. 5495
Richmond	RI	Elizabeth	Fournier	401-539-9000 ext. 7
Smithfield	RI	Chris	Celeste	401 233-1000 x 6
South Kingstown	RI	Mark	Capuano	401-789-9331 ext 1222
Warwick	RI	Neal	Dupuis	401-738-2000 ext. 4
Westerly	RI	Dave	Thompson	401-348-2544
Woonsocket	RI	John	Pagliarni	401-767-9280
Albemarle County	V A	Peter	Lynch	434 296 5856
Charlottesville City	VA	Jeffrey	Davis	434-970-3136
Chesapeake City	VA	Greg	Daniels, CAE	757-382-6756
Covington City	VA	Cathy	Kimberlin	540-965-6352
Culpeper County	VA	William "Jason"	Kilby	540-727-3411
Essex County	VA	Tom	Blackwell	804-443-4737
Gloucester County	VA	Dan	Thomas	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	Jason	Hughes	804-501-5346
Henry County	VA	Linda	Love	276-634-4611
King George County	VA	Regina	Puckett	540-775-8338
King William County	VA	Karena	Funkhouser	804-769-4941
Manassas City	VA	Doug	Waldron	703-257-8298
Martinsville City	VA	Ruth	Easley	276-403-5130
New Kent County	VA	Cindie	Reddington	(804) 966-9610
Northampton County	VA	Charlene	Gray	757-678-0440 ext. 506
Poquoson City	VA	Stephenie	Love	757-868-3080
Portsmouth City	VA	Dorthy	Morgan	757-393-8631 x2161
Powhatan County	VA	Jamie	Timberlake	804-598-5616
Prince George County	VA	Brian	Gordineer	804-722-8639

Rockingham County	VA	Matt	Armstrong	540-564-3145
Salem City	VA	Justin	Kuzmich	540-378-0175
Shenandoah	VA	Kathy	Block	540-459-6174
Staunton City	VA	Charley	Haney	540-332-3827
Suffolk City	VA	Billy	Butt	757-514-7479
Waynesboro	VA	Mary	Honbarrier	(540) 942-6722
Williamsburg City	VA	Derek	Green	757-220-6185
York County	VA	Maria	Kattman	757-890-3720
Bridgewater	VT	Spencer	Potter	(802) 672-3334
Colchester	VT	Robert	Vickery	802-264-5671
Hartford	VT	Joe	Turner	(802) 478-1109
Killington	VT	Chet	Hagenbarth	802-422-3241
Newport City	VT	Spencer	Potter	802-334-6992
Pittsford	VT	Lisa	Wright	(802) 483-6500 ext 15
Sheffield	VT	William	St. Peter	802-626-8862
Stratton	VT	Candie	Bernard	802-896-6184
West Rutland	VT	Lisa	Wright	802-438-2263
Waukesha City	WI	Paul	Klauck	262-524-3510
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*Vision Government Solutions  
Public Relations Program*

Over recent years, Vision Government Solutions has witnessed an increased need for a comprehensive Public Relations Program. As federal and state governments cut back on all programs, Municipal Governments struggle to maintain basic services and real estate taxes are scrutinized.

As all assessing professionals know, revaluations and updates are a means of equalizing the tax base by bringing all property to a uniform percentage of current value. To property owners, the word "revaluation" has become synonymous with "tax increase." When a revaluation is announced, the taxpayers are anxious and wary. A solid Public Relations Program educates and informs property owners about a revaluation, how it's implemented and how their property taxes fit into the equation. With educated, informed and active taxpayers, a Public Relations Program is required to create a positive image of the tax assessing process.

Vision Government Solutions Public Relations Program begins when a project is awarded. The Vision Government Solutions Project Manager and the Sales Staff work with the Assessor throughout the project. The Assessor is a key component in that Assessors have knowledge of both the political situation and the potential receptiveness of the property owners. Assessors generally know which special interest groups to target for added attention, have information on current municipal services, and are aware of which local media will enable the best and most exposure.

Vision Government Solutions provides standard information to the client for use in explaining the process. This information includes:

- Company history and experience.
- Initial explanation of the project, its time schedule, breakdown on each phase, and where the property owner can become involved.
- Project update notices on where the project is during each phase (not usually necessary for updates).
- Notification and explanation of the Hearings Process and how homeowners can prepare for them.
- Explanation of the Appeals Process, should property owners still disagree with the new values after hearings.
- Sample letters and articles from other Municipalities positive press experience.

1. **Initial Set-up:**

- Assessing the needs via discussion and negotiation prior to signing a contract.
- Conduct Media Research: What papers, radio stations, etc. are in the area, their circulation, the political climate of each publication, etc.

2. **Media Releases:**

- Hold background meeting with local press by phone or in person.
- Press Release announcing the award of the impending revaluation, follow-up with press.
- Press Release announcing the start of the project, the actual steps and time frame involved, follow-up with press.
- Street listing Press Release every month for the duration of Data Collection Phase of project, follow-up with press.
- Press Release announcement of hearings; what to expect and how to prepare, follow-up with press.
- Press release on the results of the revaluation, follow-up with press.
- Generic Question & Answer Brochures.

3. **Media Status Meetings:**

- Client meetings
- Monitor local press

4. **Group Presentations:**

- Business/Commercial Groups, i.e. Kiwanis, Rotary.
- Political Groups; e.g. Selectmen, Aldermen, Finance Boards, et al.
- Preparation of materials and follow-up debriefing memos.

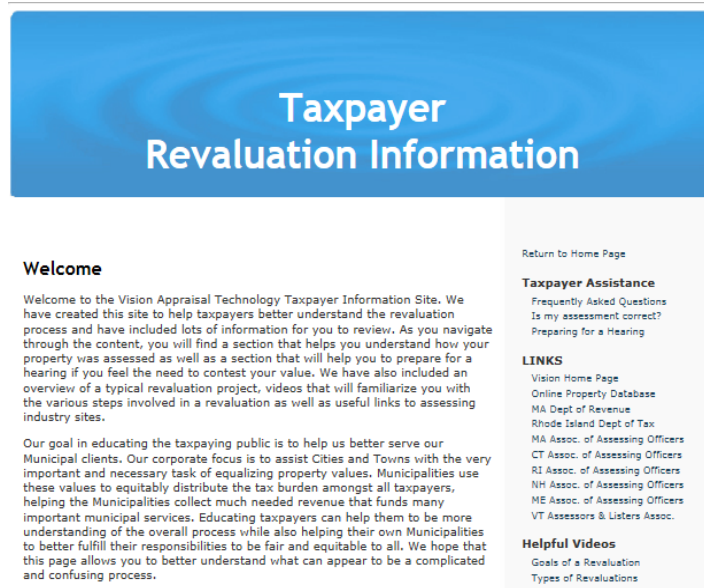
5. **Specialty Items:** Priced outside of the contract.

- Municipality Specific Question & Answer Brochures
- Municipality Specific Revaluation Slide Show

## Public Relations via the Internet

Whether or not the Town decides to publish assessing data on the web, a PR web page can be set up and customized for the Town to help the citizens better understand the revaluation process. Some sample screens are shown below.

Frequently asked questions can be added to address typical taxpayer concerns.



**Taxpayer Revaluation Information**

**Welcome**

Welcome to the Vision Appraisal Technology Taxpayer Information Site. We have created this site to help taxpayers better understand the revaluation process and have included lots of information for you to review. As you navigate through the content, you will find a section that helps you understand how your property was assessed as well as a section that will help you to prepare for a hearing if you feel the need to contest your value. We have also included an overview of a typical revaluation project, videos that will familiarize you with the various steps involved in a revaluation as well as useful links to assessing industry sites.

Our goal in educating the taxpaying public is to help us better serve our Municipal clients. Our corporate focus is to assist Cities and Towns with the very important and necessary task of equalizing property values. Municipalities use these values to equitably distribute the tax burden amongst all taxpayers, helping the Municipalities collect much needed revenue that funds many important municipal services. Educating taxpayers can help them to be more understanding of the overall process while also helping their own Municipalities to better fulfill their responsibilities to be fair and equitable to all. We hope that this page allows you to better understand what can appear to be a complicated and confusing process.

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**Taxpayer Assistance**

- [Frequently Asked Questions](#)
- [Is my assessment correct?](#)
- [Preparing for a Hearing](#)

**LINKS**

- [Vision Home Page](#)
- [Online Property Database](#)
- [MA Dept. of Revenue](#)
- [Rhode Island Dept. of Tax](#)
- [MA Assoc. of Assessing Officers](#)
- [CT Assoc. of Assessing Officers](#)
- [RI Assoc. of Assessing Officers](#)
- [NH Assoc. of Assessing Officers](#)
- [ME Assoc. of Assessing Officers](#)
- [VT Assessors & Listers Assoc.](#)

**Helpful Videos**

- [Goals of a Revaluation](#)
- [Types of Revaluations](#)

The web site can feature a section that helps taxpayers evaluate whether their assessment is correct by bringing them through a series of questions.



**Taxpayer Revaluation Information**

**Is My Assessment Correct?**

The following 4 questions and accompanying information can help you to decide if your assessment is correct.

Please note: If you are concerned that your taxes are going to double because your property value has doubled, that is usually not the case. Since everyone else's property value is also rising, the tax rate usually drops somewhat proportionally to the amount of total increase to a City or Town's total value.

**1) Can I sell my property for that amount?**

The first thing that you should do is ask yourself if you could sell the property for approximately that amount. (Please note that assessments in Connecticut reflect 70% of market value.)

**2) Does the Assessing department have the correct information on my property?**

You can review the information that the Assessing Department has collected on your property to make sure the data is accurate. Some towns allow access to property information on the internet. You can check if your City or Town makes the information available in the [Vision Appraisal Online Database](#). If the

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- [ME Assoc. of Assessing Officers](#)
- [VT Assessors & Listers Assoc.](#)

**Helpful Videos**

- [Goals of a Revaluation](#)
- [Types of Revaluations](#)
- [How is Land Valued](#)
- [How are Buildings Valued](#)
- [How does a Property's Condition Affect Value](#)
- [What to Expect at a Valuation Hearing](#)



An actual representation of previous assessed values to current sales price can be a great way to explain why assessments have risen to their current level.

## Danbury, CT Revaluation Information

**Welcome**

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**Taxpayer Assistance**

- [Overview of Market Conditions](#)
- [Frequently Asked Questions](#)
- [Is my assessment correct?](#)
- [Preparing for a Hearing](#)

**LINKS**

- [Vision Home Page](#)
- [Online Property Database](#)
- [MA Dept of Revenue](#)
- [Rhode Island Dept of Tax](#)
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- [NH Assoc. of Assessing Officers](#)
- [ME Assoc. of Assessing Officers](#)
- [VT Assessors & Listers Assoc.](#)

**Helpful Videos**

- [Goals of a Revaluation](#)

We can even offer videos that explain how a revaluation is performed.

## Taxpayer Revaluation Information

**Goals of a Revaluation**



Launch in external player

Click below to view a copy of the chart referred to in this Video.

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**Taxpayer Assistance**

- [Frequently Asked Questions](#)
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**LINKS**

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**Helpful Videos**

- [Goals of a Revaluation](#)
- [Types of Revaluations](#)
- [How is Land Valued](#)
- [How are Buildings Valued](#)
- [How does a Property's Condition Affect Value](#)
- [How to Appeal a Valuation](#)

We have found that providing explanations via the web helps tremendously with our PR efforts. We have also been able to measure this need. We have tracked more than 2,000,000 unique hits annually to our Taxpayer Revaluation Information Web Site since December 2005.



**Connecticut Certified Vision Staff**

Last Name	First Name	Land/Residential	Commercial/Industrial	Personal Property	Supervisor	Expiration Date	Certificate Number
Anders-Mackie	Yoshimi	L/R				2025	930
Bourque	Stephan	L/R	C/I		S	2024	956
Downs	William	L/R				2027	984
Fields	Gary	L/R	C/I		S	2027	196
Glover	William	L/R	C/I		S	2025	885
Hutwelker	Robert	L/R				2024	10001
Landrie	Brandy	L/R	C/I		S	2027	947
Mackie	David	L/R				2025	732
Moody	MaryKate	L/R				2024	10002
Perry	June	L/R	C		S	2028	347
Robinson	Susan	L/R	C/I		S	2026	840
Schmucki	Sandra	L/R	C/I			2028	957
Stabile	Elizabeth	L/R				2026	980
Tarello	John	L/R	C/I		S	2028	446
Whalen	Stephen	L/R				2025	329
Williams	James	L/R	C/I	P	S	2026	757

# STEPHAN BOURQUE

## PROFESSIONAL EXPERIENCE

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

#### **2018-Present - Project Manager**

Mass Residential and Commercial real estate valuation. Manage of day-to-day appraisal assignments. Plan and organize of revaluation projects. Perform sales inspections, field review, permit fieldwork, and informal hearings. Review project status and periodic valuation progress with assessor. Provide final valuation and documentation at close of project.

#### **2013 – Present, Staff Appraiser / Licensed Residential Appraiser**

Mass Residential and Commercial real estate valuation, field review of property record cards, and taxpayer hearings, meeting with residential and commercial property owners demonstrating how current values were arrived at utilizing the sales comparison approach and the income approach to value.

### CERTIFIED REVALUATION COMPANY, INC - NORTH PROVIDENCE, RI

#### **2008 – 2013, Staff Appraiser / Licensed Residential Appraiser**

Train and Supervise Data Collectors, Conduct Residential Valuation / Field Review, Conduct Commercial Field Review, Measure & List Residential and Commercial properties, Inspect & List Tangible Personal Property accounts, Conduct Informal Hearings.

### APPRAISALONE COMPANY

#### **1998, Owner / Staff Appraiser / Licensed Residential Appraiser**

Conduct Independent Fee Appraisals of Residential Property

### NATIONAL APPRAISAL COMPANY

#### **1986 – 1998, Office Manager / Staff Appraiser / Licensed Residential Appraiser**

Conduct Independent Fee Appraisals of Residential Property, Conduct Office Management Duties.

## EDUCATION

#### **Eastern CT State University**

BS in Business Administration

#### **Quinebaug Valley College**

AS in Business Administration

## **Appraisal Courses**

Introduction to Appraising Residential Real Estate  
Applied Residential Property Valuation  
Advanced Fundamentals of Appraising Residential Real Property  
Residential Construction Technology  
Scope of Work Analysis  
Cost Approach Analysis  
Income Approach Analysis  
Introduction to Title Examination  
FHA and the Appraisal Process  
Construction Details and Trends

Fannie Mae Property and Appraisal  
General Appraiser Sales Comparison Approach  
Appraiser Review of Residential Properties  
2014-2015 USPAP Update  
Appraisal Math & Statistics  
Residential Appraiser Site Valuation and Cost Approach  
NAR Code of Ethics Course  
2016-2017 USPAP Update  
2018-2019 USPAP Update

## **CERTIFICATIONS**

**State of Rhode Island Licensed Residential Appraiser Since 1992-License #LRA.0A00142**

**State of Connecticut Certification #956 expires 4/30/24**

- Land/Residential**
- Commercial/Industrial**
- Supervisor**

# **YOSHIMI ANDERS-MACKIE**

## **PROFESSIONAL EXPERIENCE**

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

#### **2018 – Present - Project Manager**

Assist the District Manager in all aspects of the appraisal operations for individual town and cities in Rhode Island, Massachusetts, and Connecticut including management of field personnel and staff appraisers, project planning and scheduling, performing sales analysis and field review, adjust and set residential valuation tables, complete building permits, conduct hearings, meet with state regulatory finance personnel, training of field personnel, and completing final valuation.

#### **2014 – 2018 - Senior Staff Appraiser**

Review and set values for all residential properties for revaluation purposes. Assist the project manager and district manager in reviewing and analyzing sales, field inspections, building permits, and personnel training. Also meet with state regulatory personnel to ensure compliance with state requirements.

#### **2008 – 2014 - Staff Appraiser**

Perform residential revaluation duties including sales analysis, field inspections, data collection in RI, MA and CT of 1 to 5 unit dwellings, vacant land, mobile homes, and condos and assist in the training of field personnel in the data collection process.

### **APPRAISER/OWNER - MACKIE APPRAISAL SERVICE, INC.**

#### **1997 – 2008 - Appraiser/Owner**

Full time state certified real estate appraiser in Rhode Island, Connecticut, and Massachusetts including all single, multi, condo, land, FHA, drive-by, foreclosures, rehab, new construction, field and desk reviews for lending purposes on both local and national levels.

### **FLEET MORTGAGE**

#### **1992 – 1997 - Residential Staff Appraiser**

Staff Appraiser and reviewer including all 1 to 4 unit properties, condo, FHA, RIHMFC, rehab, and new home construction. Quarterly production quota surpassed every quarter ranking top in department standards and performance.

### **EASTLAND BANK**

#### **1991 – 1992 - Small Commercial Appraiser/Reviewer/Office Manager**

Assistant to Chief Commercial Appraiser. Responsible for all bank reporting and audit, compliance checks, review of commercial narrative reports, field inspections, billing, and customer service.

**1989 – 1991 - Residential Staff Appraiser**

State Certified Residential Appraiser. Completed appraisals for all 1-4 unit properties, FHA, RIHMFC, condo, equity inspections, builder checks, RIHMFC spot inspections, quality control inspections, reviews, foreclosures, and investor reporting. HUD approved residential appraiser.

**1986 – 1989 - Mortgage Loan Processor**

Responsible for processing all residential mortgage loan applications, including credit checks, flood certifications, appraisal ordering, customer service, closing documentation preparation, bookkeeping, IRA service representative, check reconciliation, and money transfers. Meritorious advancements and bonuses received every year of service. Received recognition and full sponsorship for bank paid appraisal education and licensing.

**EDUCATION**

**Appraisal Institute - Rhode Island, Connecticut, Massachusetts**

**Society of Real Estate Appraisers**

**Community College of Rhode Island (business admin)**

**US Navy Nuclear Power Training School**

**US Navy Great Lakes Steam Propulsion School**

**Rhode Island and National Board of Realtors**

**McKissock, Inc.**

**Massachusetts Board of Real Estate Appraisers**

**CERTIFICATIONS**

**RI CRA.0A00204**

**CT RCR.0001454**

**CT OPM Certificate No. 930**

# WILLIAM DOWNS

## PROFESSIONAL EXPERIENCE

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

#### **2020 – Present - Staff Appraiser**

Valuation of residential and commercial properties. Data collection, qualification and review of recent sales. Field review of properties for data quality. Adjustments to values based on recent sales and value added construction permits. Informal hearings with property owners to discuss property value.

#### **2014 – 2019 - Crew Chief**

Primary responsibilities include being the day to day liaison with the client, overseeing the data collection efforts within assigned projects, training, scheduling and monitoring data collection personnel, quality control, record keeping, complex data collection assignments, sales qualifications, permit reconciliation, field review and informal hearings

### CERTIFIED REVALUATION COMPANY, INC. - NORTH PRIDENCE, RI

#### **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**

**Vision Government Solutions – 80 hours in house training**

## CERTIFICATIONS

**Connecticut Land/Residential Revaluation**

**Maine Certified Assessor – 12/31/2021**

# DAVID MACKIE

## PROFESSIONAL EXPERIENCE

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

#### 2019 – Present, Senior Staff Appraiser

#### 2000 – 2019, Staff Appraiser

Responsibilities include the valuation of residential property through the field review process. Projects include Portsmouth, Middletown, Newport RI, Old Lyme, East Lyme, CT and Branford CT and Nantucket MA, North Attleboro, MA and Lakeville, MA.

#### 1998 – 2000, Crew Chief

Responsibilities include the supervision of data collectors, quality control and coordination of the data collection process with the Assessor's Office and the public. Projects worked include Portsmouth, RI and Old Lyme, CT.

#### 1994 – 1998, 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. Projects worked on include North Providence and Cranston, Rhode Island; New Market, New Hampshire.

### C.L.T., DAYTON, OHIO

#### 1993 - 1994, Data Collector/Field Inspector

Position consisted of collecting and recording data from public records, performing filed inspections of residential properties, conducting personal interviews of property owners, and reporting and analyzing collected data.

## EDUCATION

### **University of Southern Maine, Gorham, Maine**

B.S. Industrial Technology concentration in Manufacturing Business Management

Graduated: Cum Laude

### **Keesler Air Force Base, Mississippi**

Concentrated course of study in electronics radar and computer equipment repair and maintenance.

### **Dean Junior College**

Associates of Science in Business Administration

### **Rhode Island Association of Realtors:**

Appraising Single Unit Condominiums

Confronting Environmental Issues

Direct Sales Approach

Income Approach

Residential Appraisal Certification

Basics of Appraising

Cost Approach

Standards and Ethics



# **ANTHONY DAVEY**

## **PROFESSIONAL EXPERIENCE**

### **VISION GOVERNMENT SOLUTIONS, INS, HUDSON, MA**

#### **6/2022-Present, Commercial Project Manager**

Responsible for the valuation of all real property for the municipality; assume principal responsibility for revaluing property ; keep abreast of changes in state laws affecting property abatements and exemptions; prepare necessary information to inform the public about these programs and appear before groups and organizations ; compile data and prepare information for meetings with the Board of Assessors and Department of Revenue; analyze real estate market conditions and events to determine trends and changes in the market. Attend professional meetings, training programs and seminars in order to stay abreast of changes or trends in the field and to remain familiar with state laws.

### **NORTHEAST REVALUATION GROUP, INC**

#### **10/2020 - 6/2022, Commercial Project Manager**

Responsible for the valuation of all real property for the municipality; assume principal responsibility for revaluing property ; keep abreast of changes in state laws affecting property abatements and exemptions; prepare necessary information to inform the public about these programs and appear before groups and organizations ; compile data and prepare information for meetings with the Board of Assessors and Department of Revenue; analyze real estate market conditions and events to determine trends and changes in the market. Attend professional meetings, training programs and seminars in order to stay abreast of changes or trends in the field and to remain familiar with state laws.

### **TOWN OF EAST GREENWICH, EAST GREENWICH, RI**

#### **11/2017 - 10/2020, Tax Assessor**

Responsible for and assessing real and personal property, as well as motor vehicles for purposes of taxation in accordance with Rhode Island General Law and local ordinances. Supervise and assign work to a staff of 1. Present the Town's opinion of value during assessment appeals to the Board of Assessment Review. Prepare defense of the Town's values during any litigation. Work closely with multiple departments in an effort to streamline and update municipal functions. Creates the tax roll and delivers the certification to the Rhode Island Division of Municipal Affairs.

**CITY OF WARWICK, WARWICK, RI**

**11/2014 – 11/2017, Deputy Tax Assessor**

Responsible for and assessing real and personal property for purposes of taxation in accordance with Rhode Island General Law and local ordinances. Supervise and assign work to a staff of 12. Present the City's opinion of value during assessment appeals to the Board of Assessment Review. Prepare defense of the City's values during any litigation. Work closely with multiple departments in an effort to streamline and update municipal functions. Assist in the preparation of creating the tax roll and delivering the certification to the Rhode Island Division of Municipal Affairs.

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

**2005 – 2014, Commercial Staff Appraiser**

Responsible for analysis and valuation of commercial/industrial properties and supervision of support staff. Projects included: Quincy, MA, New Haven, CT, Bridgeport, CT, Newport, RI.

**TOWN OF CHARLESTOWN, RI**

**2002 - 2005, Revaluation Assistant to Assessor**

Duties included assisting in the conversion to new Vision software (V6.2). On-site listing of properties, including new construction and permits sales verifications, digital imaging of properties, data entry.

**COLE-LAYER-TRUMBLE CO, TOLLAND, CT**

**2000 – 2002, Data Collector**

Participated in various municipal revaluations throughout Rhode Island, Massachusetts, and Connecticut. Duties included listing of properties including new construction and permits, assist in the review process, conduct informal hearings, perform digital imaging of properties.

**SPECIAL QUALIFICATIONS**

State of Connecticut – Certified Land/Residential in accordance with Section 2-2B of the Connecticut State Statutes (Certification Number 855).

# **DOUG WOODMANSEE**

## **PROFESSIONAL EXPERIENCE**

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

#### **December 2020–Present, Data Collector**

Responsibilities include accurately locating, identifying and measuring the exterior dimensions of assigned properties. Making a thorough inspection of the interior of each property and accurately recording all pertinent data used in the valuation of the property.

## **EDUCATION**

**Vision Government Solutions 80-hour in-house training**

# **RYAN WHISTON**

## **PROFESSIONAL EXPERIENCE**

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

#### **January 2021 - Present, Data Collector**

Responsibilities include accurately locating, identifying and measuring the exterior dimensions of assigned properties. Making a thorough inspection of the interior of each property and accurately recording all pertinent data used in the valuation of the property.

## **EDUCATION**

**Vision Government Solutions 80-hour in-house training**

**Quinebaug Valley Community College – August 2006 – May 2009**

# JACOB PANTELEAKOS

## PROFESSIONAL EXPERIENCE

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

#### **December 2019 - Present, Data Collector**

Responsibilities include accurately locating, identifying and measuring the exterior dimensions of assigned properties. Making a thorough inspection of the interior of each property and accurately recording all pertinent data used in the valuation of the property. Gained experience in: Pomfret, CT, Clinton, CT

## EDUCATION

### **Vision Government Solutions 80 hour in-house training**

Additional work experience

#### **Account Executive**

VOLARE MANAGEMENT GROUP - Providence, RI

July 2019 to Present

Volare Management group consists of a strong team environment with 10-12-hour shifts, in marketing and sales for business to business.

- Trained new hires in the way of the business and ran team presentations daily.

#### **Customer Service Supervisor**

BIG Y WORLD CLASS MARKET - Danielson, CT

August 2015 to Present

Customer service supervisor. Which includes working with the public in customer service, solving conflict and confrontation with both customers and employees, supervising approximately 15 employees at a given time, responsible for counting and securing amounts up to and over \$10,000.

## **Education**

Quinnebaug Valley Community College

2016-Present

Plainfield High School

2012-2016

# **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