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Richard R. Almy has served as Executive Director and Director of Research and Technical Services of the International Association of Assessing Officers (IAAO). Prior to joining IAAO, Mr. Almy was an appraiser with the Detroit Board of Assessors, where he gained experience in land valuation, developing and maintaining cost schedules, ratio studies, and in-house revaluation projects. Mr. Almy is a coauthor of *Assessment Practices: Self-Evaluation Guide* (IAAO, 1991) and a senior technical editor of the IAAO textbook, *Property Appraisal and Assessment Administration* (1990). He was project director and a coauthor of *Improving Real Property Assessment: A Reference Manual* (IAAO, 1978). In addition to contributing to a number of IAAO's assessment standards, Mr. Almy has served as a member of the Appraisal Foundation's mass appraisal task force, which drafted standard 6 (on mass appraisal) of the Uniform Standards of Professional Appraisal Practice. He has directed or participated in over fifty consulting projects in North America, the Caribbean, and in nine post-communist countries. Mr. Almy specializes in seeking practical ways to improve property tax systems through structured evaluations.

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Robert J. Gloude-mans is a former Senior Research Associate for the IAAO. He is a former Supervisor of Computer Assisted Appraisal and Director of Research and Equalization for the Arizona Department of Revenue. He is the author of *Mass Appraisal of Real Property* (IAAO, 1999), a principal author and a senior technical editor of *Property Appraisal and Assessment Administration*, and a coauthor of *Assessment Practices: Self-Evaluation Guide* and of *Improving Real Property Assessment: A Reference Manual*. He also is the principal author of many IAAO assessment standards, including the *Standard on the Application of the Three Approaches to Value in Mass Appraisal*, the *Standard on Mass Appraisal of Real Property*, and the *Standard on Ratio Studies* (1990). He has taught IAAO and other courses and workshops on assessment administration, mass appraisal, and ratio studies in over thirty-five states and provinces. He has directed or participated in assessment consulting projects for over 100 government agencies, including major revaluation projects in Alberta, Arizona, Colorado, Florida, Manitoba, Ontario, and Tennessee. He specializes in mass appraisal model building, mass valuation training, and ratio studies.

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Robert C. Denne recently was an independent consultant in assessment administration, and he previously served the IAAO in a number of capacities, including Deputy Executive Director and Director of Research and Technical Services. Mr. Denne's areas of expertise include systems analysis and design, computer-assisted mass appraisal, and ratio studies. He contributed to *Improving Real Property Assessment*, *Property Appraisal and Assessment Administration*, and several IAAO assessment standards. He directed and participated in consulting projects for the IAAO, including a project in Argentina. His recent consulting work includes work with the State of West Virginia and the Province of Alberta on a variety of ratio study issues, directing a review of computer-assisted mass appraisal (CAMA) systems for the State of Wyoming, and more than two years in the Russian Federation with a property tax reform project.

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