

Almy, Gloudemans, Jacobs & Denne

Property Taxation and Assessment Consultants

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Almy, Gloudemans, Jacobs & Denne (formerly Almy, Gloudemans & Jacobs) is a partnership formed in 1991. The firm works exclusively in property tax and assessment administration, chiefly for governments and related institutions. It provides analysis of property tax policy, legislation, and technical issues; structured evaluations of property tax systems and practices; help with strategic planning, business process engineering, system design, and project management; technical specifications, manuals, and course materials; training; mass appraisal modeling and value defense; and help with integration of property tax, land titling, and geographic information systems.

Its partners are Richard R. Almy, Robert J. Gloudemans, and Robert C. Denne. They have had considerable practical experience and have had leadership roles in the development of professional standards.

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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

reevaluation 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.

[Send email to Richard Almy](#)



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.

[Send email to Robert Gloude-mans](#)



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.

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.

[Send email to Robert Denne](#)

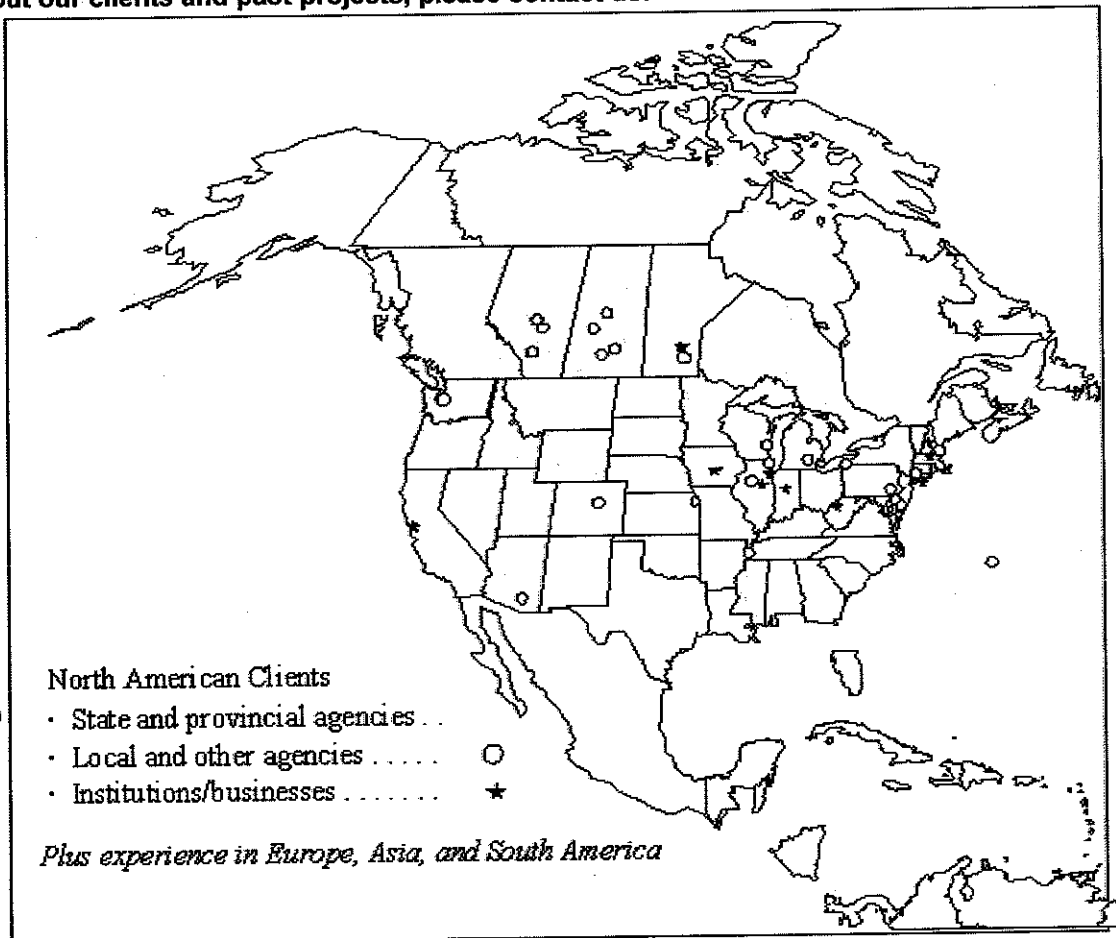
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| <u>Study Of Equalization Procedures</u> Prepared for Vermont Department of Taxes Property Valuation and Review Division Almy, Gloudemans, Jacobs & Denne, July 1999 | | | | | |
| <u>Implementing a Land Value Tax in Urban Residential Communities</u> <i>Journal of Property Tax Assessment and Administration</i> , vol. 5, no. 4, 2000. | | | | | |
| <u>A Comparison of Citywide Additive, Multiplicative, and Hybrid Condo Models</u> (Word file) Robert J. Gloudemans, Almy, Gloudemans, Jacobs, and Denne | | | | | |
| <u>Confidence Intervals for the COD: Limitations and Solutions</u> PDF Robert J. Gloudemans, Almy, Gloudemans, Jacobs & Denne | | | | | |
| <u>An Empirical Evaluation of Alternative Land Valuation Models</u> PDF Robert Gloudemans, Almy, Gloudemans, Jacobs & Denne Sheldon Handel and Mike Warwa, City of Edmonton Assessment Department Prepared Under a David C. Lincoln Fellowship in Land Value Taxation for Lincoln Institute of Land Policy Cambridge, Massachusetts, December, 2001 | | | | | |
| <u>Evaluating Compliance with COD Standards</u> PDF Robert J. Gloudemans, Almy, Gloudemans, Jacobs & Denne | | | | | |
| <u>An Empirical Analysis of the Incidence of Location on Land and Building Values</u> PDF Robert J. Gloudemans, Almy, Gloudemans, Jacobs & Denne Prepared Under a David C. Lincoln Fellowship in Land Value Taxation for Lincoln Institute of Land Policy Cambridge, Massachusetts, December, 2001 | | | | | |
| <u>A Survey of Property Tax Systems in Europe</u> PDF We would welcome comments about the report (especially information about current features of property tax systems, errors in the draft, and omissions). Please send them to Richard Almy. Contributions will be gratefully acknowledged in future drafts. The Slovenian property tax project is part of a larger real estate registration modernization project. Information about this project can be found at www.sigov.si (navigate to Slovenian State Institutions, Surveying and Mapping Authority (under the Ministry of Environment and Spatial Planning), and "projects"). | | | | | |
| <u>Property Tax Policies and Administrative Practices in Canada and the United States: Executive Summary</u> PDF | | | | | |
| <u>Tax Equalization - Vermont Fails to Meet Minimal Standards: The Almy, Gloudemans, Jacobs & Denne Report</u> | | | | | |
| <u>Property Tax Equalization in Vermont: The Almy, Gloudemans, Jacobs & Denne Report</u> Jeffrey P. Pascoe, Ph.D. (This is a review/summary of the report) | | | | | |
| The Coalition Communities (City of Portsmouth, New Hampshire) website includes highlights from the AGJD report. Two reports by AGJD are also available via their web site. The links to the PDF files are also listed here. | | | | | |
| <u>Review of Reassessment Practices and Equalization in New Hampshire: Executive Summary</u> PDF | | | | | |
| <u>Review of Sales Processing for the DRA Equalization Study: Being Consistently Inconsistent</u> PDF | | | | | |
| <u>Executive summary of report by AGJD for NYS Office of Real Property Services</u> | | | | | |
| <u>More Defensible Values with Statistics</u> Robert Gloudemans and Richard Almy of Almy, Gloudemans, Jacobs & Denne (An SPSS White Paper.) | | | | | |

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Search below for clients who have worked with Almy, Gloudehans & Jacobs since the partnership's formation in 1997. For more information about our clients and past projects, please contact us.

Clients Listed Alphabetically

- Alberta Municipal Affairs
- American Civil Liberties Union
- Arizona Department of Revenue
- Arlington County, Virginia
- Barents Group of KPMG Consulting, Inc.
- Bermuda, Ministry of Finance
- Brevard County, Florida
- City of Calgary, Alberta
- Community Justice Project
- Connecticut Office of Policy and Management
- CONSAD Research Corporation
- Cook County (Chicago), Illinois
- David M. Griffiths & Associates, Lt
- Deloitte & Touche
- District of Columbia, Office of Real Property Taxes
- Douglas County, Colorado
- Douglas County, Nebraska
- Edmonton, Alberta
- El Paso Central Appraisal District
- Erie County, Pennsylvania
- Farranta Consulting Limited
- Florida Department of Revenue, Ad Valorem Tax Division
- Town of Greenwich, Connecticut
- County, Georgia
- Florida
- Idaho State Tax Commission
- Illinois Property Assessment Institute
- Indiana Civil Liberties Union
- Institute of Iowa Certified Assessors
- International Access Corporation / International Land Systems, Inc
- International Association of Assessing Officers
- International City/County Management Association (ICMA)
- Iowa Department of Revenue
- Jackson & Kelly
- Jefferson County, Colorado
- Johnson County, Kansas
- Kavoussi & Associates
- Kent County, Delaware, Board of Assessment
- Kentucky Revenue Cabinet
- Lancaster County, Pennsylvania, Board of Assessment Appeals
- Lincoln Institute of Land Policy
- Maricopa County (Phoenix), Arizona
- Massachusetts Department of Revenue, Division of Local Services
- Minnesota Department of Revenue
- Mississippi State Tax Commission
- Municipal Property Assessment Corporation
- National Economic Research Associates,
- Parro & Associates
- Nebraska Department of Revenue
- New Castle County, Delaware, Assessment



Division

New Hampshire Equalization Coalition
New York State Division of Equalization and Assessment
New York State Office of Real Property Services
Nova Scotia Department of Municipal Affairs
Oklahoma Tax Commission
Orange County Florida, Property Appraiser's Office
Oregon Department of Revenue
Organization for Economic Cooperation and Development
Peoria County, Illinois, Supervisor of Assessments
Pierce County (Tacoma), Washington
Pierce County, Washington
Pima County, Arizona
Portsmouth, New Hampshire
Public Service Company of New Hampshire
Real Estate Tax Consultants, Inc.
Republic of Slovenia, Ministry of Finance
Republic of Trinidad and Tobago
State of Rhode Island
Saskatchewan Assessment Management Agency and the Cities of Moose Jaw, Prince Albert, Regina, and Saskatoon
Shelby County (Memphis), Tennessee
SPSS, Inc
City of St. Albert
Tennessee Office of the Attorney General
City of Two Rivers, Wisconsin
Vermont Division of Property Valuation and Review
Washington Attorney General's Office
Washington Department of Revenue
Washtenaw County, Michigan, Equalization Department
Wells Fargo Bank
West Virginia Department of Tax and Revenue
City of Winnipeg, Manitoba

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| <p>Performance Audits, System Analysis, and Business Process Engineering</p> <p>AGJD uses a structured approach to making performance audits and defining property tax system needs. Our experience gives us extensive knowledge of all phases of the valuation process—data collection, valuation, review, and appeal—and of the personnel, computing, and funding resources that are required.</p> <p>During our careers, we have led or participated in dozens of performance evaluations. The evaluations ranged from small local jurisdictions to national property tax systems. The Canadian provinces and U.S. states and territories we have served include Alabama, Alberta, Arizona, Colorado, Connecticut, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Massachusetts, Michigan, Minnesota, Mississippi, Manitoba, Nebraska, New York, Nova Scotia, Oklahoma, Ontario, Oregon, Pennsylvania, Puerto Rico, Rhode Island, Saskatchewan, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, and Wyoming. We have helped design and implement property tax systems in Argentina, Armenia, Bahamas, Bermuda, Bulgaria, China, Czech Republic, Estonia, Georgia, Kosovo, Latvia, Lithuania, Montenegro, Poland, Russia, Slovakia, Slovenia, and Trinidad and Tobago.</p> <p>Ratio Studies and Equalization</p> <p>The design and evaluation of ratio studies and provincial and state equalization programs are areas of specialty. We have experience with the ratio studies and equalization programs of Alberta, Arizona, Colorado, Connecticut, Florida, Idaho, Illinois, Iowa, Kansas, Kentucky, Massachusetts, Minnesota, Nebraska, New Hampshire, New York, Oklahoma, Oregon, Rhode Island, Saskatchewan, Tennessee, Texas, Vermont, Washington, West Virginia, and Wyoming.</p> <p>Strategic Planning</p> <p>We believe successful efforts to improve property tax administration often require a strategic planning approach. Our strategic planning experience includes Cook County, Illinois; the City of Edmonton, Alberta; the Florida Department of Revenue; the Saskatchewan Assessment Management Agency; the City of Winnipeg, Manitoba; and the Republic of Armenia.</p> <p>Revaluation Project Requirements, Planning, and Oversight</p> <p>We have extensive knowledge of all phases of the revaluation project process—ranging from determining the need for a revaluation through development of project specifications for data collection, valuation, review, and appeal. We also are experienced in estimating personnel, computing, and funding requirements.</p> <p>We have helped the states of Connecticut, Oklahoma, and West Virginia develop plans for statewide revaluations. We reviewed a revaluation program in Saskatchewan and have helped the Province develop a quality assurance program. We have performed similar services for local governments, including Boston, Massachusetts; Brevard County, Florida; the District of Columbia; Edmonton, Alberta; Erie County, Pennsylvania; Lancaster County, Pennsylvania; Kent County, Delaware; New Castle County, Delaware; Peoria County, Illinois; and Shelby County, Tennessee.</p> <p>Computer-Assisted Mass Appraisal (CAMA) Systems</p> <p>work with computer-assisted mass appraisal (CAMA) systems includes:</p> <ul style="list-style-type: none"> • Evaluations of in-place CAMA systems for the State of Arizona; Boulder County, | | | | | | | |

Colorado; Brevard County, Florida; the City of Calgary, Alberta; Cook County, Illinois; the City of Edmonton, Alberta; the Town of Greenwich, Connecticut; Kent County, Delaware; the State of Massachusetts; New Castle County, Delaware; Oklahoma County, Oklahoma; the Province of Saskatchewan; Sedgwick County, Kansas; the City of St. Albert, Alberta; Tulsa County, Oklahoma; the City of Winnipeg, Manitoba; Wyandotte County, Kansas; and the State of Wyoming.

- Assistance with CAMA system procurement. This has included developing specifications and evaluating proposals. Clients we have served in one or both of these capacities include the State of Connecticut; Cook County, Illinois; the District of Columbia; Dona Ana County, New Mexico; the City of Edmonton, Alberta; Erie County, Pennsylvania; the State of Massachusetts; Peoria County, Illinois; the City of Portsmouth, New Hampshire; Shelby County (Memphis), Tennessee; the State of West Virginia; and the City of Winnipeg, Manitoba. These evaluations included comparisons of system functional capabilities, provisions for staff training and system support, and cost.
- Hands-on experience in CAMA system development and mass appraisal model building in the Republic of Armenia; the State of Arizona; Brevard County, Florida; the City of Calgary, Alberta; Cook County, Illinois; the City of Detroit, Michigan; Douglas County, Colorado; the City of Edmonton, Alberta; Jefferson County, Colorado; Johnson County, Kansas; Kent County, Delaware; Maricopa County (Phoenix), Arizona; the State of New York; Pima County (Tucson), Arizona; the Province of Ontario; Polk County, Iowa; Shelby County, Tennessee; the Republic of Trinidad and Tobago; Tulsa County, Oklahoma; the City of Two Rivers, Wisconsin; and the City of Winnipeg, Manitoba.

Writing

Project reports, requests for proposals (RFPs), manuals, and the like must be well organized and written if they are to communicate requirements clearly. As the discussion of our individual qualifications reveals, we have extensive experience in writing professional treatises, professional standards, technical specifications, and training and testing materials.

Teaching

Our first-hand experience with teaching in valuation, CAMA systems, ratio studies, and other subjects helps us anticipate the views and needs of property tax administrators. Mr. Gloudemans has taught the following courses and workshops for the International Association of Assessing Officers: Fundamentals of Assessment Ratio Studies; 201, Land Valuation; 202, Advanced Income Approach; 301, Mass Appraisal of Residential Property; 302, Mass Appraisal of Income Property; 303, Computer Assisted Appraisal Systems; 305, Mass Appraisal Model Building; and 306, Advanced Mass Appraisal Modeling for Income Properties. He is a primary author of many IAAO instructor and student reference manuals. Mr. Gloudemans also teaches University of British Columbia courses and courses in mass appraisal modeling building using SPSS to client personnel. These clients include the cities of Calgary, Edmonton, and Winnipeg; Brevard and Orange counties, Florida; Johnson and Shawnee counties, Kansas; Jefferson and Summit counties, Colorado; Pierce County, Washington; the Institute of Iowa Assessors; the states of Arizona, Florida, Kansas, and New York; and the provinces of Alberta, Nova Scotia, Ontario, and Saskatchewan. Mr. Almy teaches valuation and property taxation courses in Europe and Asia for the Organization for Economic Cooperation and Development. He helped write the materials for these courses. Mr. Almy and Mr. Gloudemans have served on the faculty for programs of the Lincoln Institute of Land Policy in Cambridge, Massachusetts. We also have both group and individual tutorial teaching experiences in the areas of valuation model building and ratio studies.

Objectivity

Evaluating property tax systems and developing solutions require independence and objectivity. Different agencies and tiers of government have different priorities, and tensions among different parties are inherent in property tax administration. Even well informed

professionals will disagree as to the nature of problems and as to solutions.

We think Almy, Gludemans, Jacobs & Denne has established a reputation for fairness, objectivity, and even-handedly representing differing perspectives. We are not a revaluation contractor, and we do not sell CAMA software.

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Role of Ratio Studies in Property Valuation

Assessment-to-sales ratio studies (more simply termed “ratio studies”) are the principal tool for measuring the relationship between assessments and market value. They allow assessment officials to evaluate the degree to which assessments reflect current value and provide a mechanism for maintaining accuracy and uniformity in assessments as markets change.

Consider a group of properties for which the median or average ratio of assessments to actual sales prices is 80%.

$$\text{Ratio} = \text{Assessments} / \text{Sales Prices} = .80.$$

Assessments for these properties are relatively low, perhaps because the assessments are dated or the market has increased.

Conversely, in another area or property type the median ratio may be 120% because the market has suffered since assessments were determined.

$$\text{Ratio} = \text{Assessments} / \text{Sales Prices} = 1.20.$$

As these examples illustrate, ratio studies quantify the relationship of assessments to current value and thus indicate how much values in various market areas in a state need to be adjusted to maintain uniformity in assessments, so that assessment ratios are reasonably close to 100% for all property groups. Without such adjustments, assessments fall further out of line as time passes and values change at different rates in different market areas and property types.

Similarly, ratio studies allow us to quantify the degree of dispersion or “average error” in assessments. Ideally we want all properties to be assessed at the same percentage of market value and an average error of 10% (for example) is considered good, whereas an average error of 30% is poor. Ratio studies alert officials of the health of assessments and thus indicate when treatment is needed. Further, as illustrated above, in many cases they offer a simple cure by suggesting required adjustments for various property groups. (More extreme errors due to insufficient or outdated data can only be addressed through full re-appraisal, e.g., every six years under current Montana law).

One more advantage of ratio studies, perhaps already implicit in the discussion above, is that ratio studies permit us to track market changes. Obviously, if sales prices are falling, assessment-to-sales ratios will trend upward or, more intuitively, ratios of sales prices to assessments will begin declining. The trends can be graphed and quantified into price indices so that older sales can be adjusted to reflect current market conditions. This means that assessments made at a prior point in time can be compared with sales prices adjusted to a current point in time and thus quantify the relationship between *prior* assessments and *current* values.

These ratios then provide objective, market-derived adjustments that can be used to improve assessments and maintain equity among various property groups and market areas between full reappraisals.

