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Maricopa County
Board of Supervisors
301 West Jefferson St.
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Dear Chairman Hickman and Members of the Board:

I am interested in an appointment as the county assessor.

As shown in my answers to your questionnaire, I have considerable experience in both senior level management and the Arizona property tax system. Here is a brief overview:

During the recession in early 1975 I was a struggling (starving) residential property appraiser and took a management position with the State Board of Tax Appeals that functioned like a circuit court. We traveled throughout the state hearing appeals by property owners challenging the value set by their assessor. I later served as a member of that board after it was reorganized into the State Board of Equalization. I heard well over 7,000 appeals during my association with this organization.

In 1986-1989 I held top management positions in the Arizona Department of Revenue including the Director.

From late 1989 to early 1995 I was the marketing and client services manager for a national property tax consulting company.

I retired in 1995 and did part-time work as a continuing education instructor and member of the Board of Equalization. I was appointed as the Maricopa County Treasurer in late 2007 and reelected in 2008 and 2012. I retired in early 2017.

I was in the US Air Force from early 1955 to early 1975. I was a fighter pilot and flew 274 combat missions in Vietnam. One assignment during my military career was with the German Air Force. During that time I was responsible for all academic training for their student pilots and for writing all the flight training manuals covering everything from how to take off and land to how to drop nuclear weapons.

When Keith Russell resigned in 2012 I send the Board a memo cautioning it to choose his replacement carefully because four of the six preceding assessors were indicted - three for using their office for self-enrichment. The count is now five of seven indictments and four for self-enrichment schemes.

I again caution the Board to carefully vet your next appointment and suggest that you select someone that is a known quantity for both integrity and experience. Appointing someone with a steep learning curve will result in that person being trained (indoctrinated) by the current management staff. The results would be little or no cultural change in the way the office functions.

Thanks for your consideration,

Charles "Hos" Hoskins

General Questions

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

The role of the county assessor is to ensure that all taxable real and personal property is correctly listed on the tax roll and the valuation of each is set in accordance with Arizona Department of Revenue directives and guidelines and as prescribed in Arizona Revised Statutes.

As the former Assistant Director of the DOR for the property division and former Director of the Department of Revenue I have the experience to fully understand the scope of the assessor's duties and responsibilities.

I also served on the Arizona Board of Equalization for eight years and heard over seven thousand appeals brought by property owners challenging the assessor's value.

I taught continuing education classes on the property tax system at the Arizona School of Real Estate and Business (the largest RE school in the state) for fifteen years.

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

I have been a registered Republican in Arizona since the 1980s. I briefly registered as an independent in 2018 because I wanted to vote for someone in the Democratic primary. I have since reregistered and am currently a Republican. I ran (unsuccessfully) for county assessor as a Republican in 1996 and was elected as a Republican twice as the county treasurer; 2008 and 2012.

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

Probably not. County wide elections are expensive and the time is compressed. Dividing time between running the assessor's office while trying to raise money and campaign would cause short-changing office duties.

Leadership Questions

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

Interacting with the public to meet their expectations for service, efficiency, integrity and accountability without any self-serving political motive or expectation of self-enrichment.

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

Clerk for the State Board of Tax appeals, 6 employees. Assistant Director of the Department of Revenue Property Tax division, 50+ employees. Director of the Department of Revenue, 6 division managers and 900+ agency employees. Assistant Director of the Department of Revenue Taxpayer Services Division, 50+ employees. Maricopa County Treasurer, 5 division managers and 50+ employees.

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

That we genuinely care about them and put them first and we are not acting based upon political or self-serving or self- enrichment, motives.

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

Create a highly transparent office that is approachable without concern of a bureaucratic run-around where the public has a high expectation that they will get what they are legally and ethically entitled to.

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

Have each senior manager compile a list of activities that their unit is responsible for then take each activity and develop structural documentation outlining the authority requiring the activity, a detailed task process that must be followed to complete the activity, which employee(s) are responsible for doing it and identifying any reporting or process review requirements.

This process improves efficiency, enhances morale, and provides consistency during personnel changes. It also serves as ongoing internal performance auditing.

It has worked because it eliminates guess-work by providing a standard way of delivering service and minimizes the inefficient "this is how we have always done it" culture.

People in public service must understand that government, unlike a business, doesn't work from the top down because senior management policies often morph into something different as they move down through the ranks. Government is not very dynamic and lends itself to greater structure than the competitive private sector.

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

Constituent services must be timely and achieve satisfactory closure within a reasonable time and provide an opportunity for public evaluation. Government should make an effort to give their customers what they want as long as it is both legal and ethical and do no "favors".

Employment Activity and History

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

I have no other source of earned income. I do have military, state and social security pensions.

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

Not applicable.

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

I hold a commercial pilot license.

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

No.

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

I am currently on the Board of Directors for a credit union, and a member of the City of Peoria Design Review Board. Both are non-paying volunteer positions and each meets one evening monthly.

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

That I'm an excellent manager that expect everyone to conduct themselves in a mature and professional manner. That I provide necessary support, work space, equipment and supplies, and training, needed to perform at their best level. That I can effectively tutor struggling employees and have patience with their progress.

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

I have an email account only. (hoshoskins@gmail.com)

I do not "tweet", but I do text.