

Laurin Hendrix

421 E Elgin St.
Gilbert, AZ 85295
laurinh@cox.net
480-232-7862

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Clerk of the Board
Maricopa County Board of Supervisors
301 W. Jefferson, 10th Floor
Phoenix, AZ 85003

Dear Clerk,

Please accept this letter as a formal request to be considered for the position of Maricopa County Tax Assessor. It is my desire to fulfill the responsibilities of this office and ensure that it earns the trust of the citizens it serves.

I have attached a completed questionnaire and resume, outlining my political and business experience that shows my qualifications for the office of Assessor. My experience in the real estate, construction, business and legal fields have prepared me to serve in this capacity. I have also served in the political arena, drafting legislation that enables Arizonans to enjoy fair and equitable home values and assessments.

I look forward to hearing from you and meeting with the Board to answer any questions or provide further information if needed.

Sincerely,

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Summary

My extensive background in business and politics has allowed me to become an advocate for Arizonans. I have successfully brought citizens and civic leaders together to find ways to improve our quality of life and find solutions to issues that we face. My personal experience in the real estate, finance and construction industries was valuable during my service as an Arizona State Representative. It has also enabled me to mentor youth and adults as they forge educational paths that will help them become successful employees and business owners. I am a member of the Maricopa County Community College Governing Board, where I have also served as president and secretary. I was elected by my colleagues to serve as an officer during three years of my four-year term. I will continue to foster an environment that values citizen input as I work on their behalf and for the great state of Arizona.

Civic Service

Arizona House of Representatives
Vice Chair, Commerce Committee
Member, Education Committee
Maricopa County Community College Governing Board
President, 2017-2018 Secretary, 2020
Association of Community College Trustees
Committee Member

Professional Memberships

Arizona Real Estate Brokers license
Arizona licensed Legal Document Preparer
Arizona licensed Residential Contractor
Arizona licensed Commercial Contractor

Business Experience

Current owner, Accurate Lien and Contractor Services. Legal services to construction industry.
Current owner, Stradling's Fine Cabinetry. Residential and commercial millwork
Current owner, Hendrix Properties. Residential and Commercial Real Estate Brokerage
Current owner, Sunshine Pest Control. Residential and Commercial Pest Control
Manager, multiple real estate investment funds
Past owner, Stradling's building Materials.
Past owner, Rayco Automotive
Past owner, Real Estate Investment Inc.
Past owner, Lone Star Marble
Past owner, additional small businesses

Education

Bachelor of Science from University of California
Continued education toward MBA

General Questions

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

The Assessor utilizes technology and professional personnel to produce property values in a manner that is fair and equitable to all taxpayers. To achieve this goal, the Assessor performs the following: discovers and uniformly values all taxable property in Maricopa County, determines the proper classification for all properties based on the current use of the property, complies with legal requirements for processing assessment appeals in a timely manner, determines the eligibility of properties or owners for property tax exemptions, and provides current assessment information to the community. The Assessor also works to improve the property tax laws in the State of Arizona.

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

I am a lifelong member of the Republican Party. I was elected to serve in Arizona House of Representatives 2008-2010. I was also elected to serve on the Maricopa County Community College District Governing Board 2016 to present.

- 3) If selected, do you plan to run for the position of Assessor in 2020? (a “no” answer will not preclude you from consideration). At this time, it is my intent to run for the position in 2020.

Leadership Questions

- 4) What does it mean to you to be a public servant? Being a public servant means representing citizens in a manner that is in their best interests, while acting within the bounds of the law. It means earning their trust and acting with integrity to help maintain a high quality of life that is fair and equitable to all.
- 5) List all previous and current managerial positions and number of employees supervised.
Current owner of Accurate Lien and Contractors Services (32 employees)
Current Owner of Stradling’s Fine Cabinetry (5 employees)
Current Owner of Hendrix Properties (3 employees)
Current Owner of Sunshine Pest Control (3 employees)
Previously an active partner in Stradling’s Building Materials (84 employees)
Previously owner of Lone Star Marble Inc. (26 employees)
Previously owner of Rayco Automotive (7 employees)
Previous owner/partner of various business interests (up to 50 employees)
- 6) Aside from the enumerated duties in statutes, what additional obligations does the public rightly demand of all its county leaders? County leaders are obligated to act with integrity, character and a desire to serve the public. The best interests of the taxpayers should always be at the heart of a leader’s decisions and actions.
- 7) How would you work to re-establish the public’s trust as the new Assessor? I believe that my past public service and reputation is a good measure of my trustworthiness. I have been vetted during multiple elections and while in office. The damage to the public’s trust is a function of the perceived lack of integrity and moral character of the past Assessor. While this is unfortunate, it does not necessarily mean that the public lacks confidence in the staff or in the office in general. The new Assessor must not have lapses in judgment or misuse the office to further personal goals. Furthermore, it will require a presence at the

office of the Assessor and at public events. As citizens see the Assessor working in their best interest, their trust will be regained.

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

Changing the culture within an entity is a significant undertaking. I have made a career of changing the culture in failing businesses as I turned them into successful operations. This requires clear goals, vision and direction, coupled with confidence, clear expectations and accountability of staff. The staff can only follow if the leader knows what path they are taking.

- 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?

It is important that citizens are treated with respect from the moment they encounter front-line employees. This means that employees who initially answer the phone or greet citizens at the front door must be courteous and helpful. It is important to remember that tax-paying citizens are already paying for county services and they expect their concerns to be heard. If county employees cannot give necessary information or address citizen concerns, there must be a process of handling those inquiries in a timely fashion. Training employees is vital to high quality customer service. If they are knowledgeable and well-trained, they are more likely to serve efficiently and respectfully. Along with ongoing training and evaluation, there must always be accountability with the organization. Ultimately, leaders are the faces of the organization and they must make sure that everyone within the organization has the support they need to fulfill their responsibilities.

Employment Activity and History

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

This position would be my primary employment. I own five small businesses with solid management in place that provide adequate income for my needs. My motivation for obtaining this position is to pursue an opportunity for public service rather than the pursuit of additional income.

- 11) If you are otherwise employed and were appointed, would you leave your current position or take a leave of absence? Or: *If you are otherwise employed and were appointed, how would you manage your time?* I am employed in the sense that I own multiple small businesses, but all of them have management in place. The Assessor would be my primary employment and I am able to dedicate my time there.

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

Contractors Residential license

Contractors Commercial license

Arizona Real Estate Brokers license

Licensed Legal Document Preparer

Have you ever been subject to discipline related to your professional license or not been issued a license? No, I have never been refused a professional or been disciplined.

- 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 involved in a variety of outside activities but none of them would impact the amount of time that could be committed to this position.
- 14) If I spoke to your current or former staff, what would they tell me about you?
They would tell you that I instill confidence in my staff by providing clear direction, goals, and leadership. I also provide opportunities for my staff to serve in the community and be responsible citizens.
- 15) Please list all social media accounts, both professionally and personally.
I do not have any actively managed social media accounts.