

Letter of Interest

January 24, 2020

Maricopa County Board of Supervisors
301 W. Jefferson Street, #10
Phoenix, AZ 85003

Dear Maricopa County Board of Supervisors:

I'm writing to you to express my interest in the opportunity to be appointed as the next Maricopa County Assessor.

I began my real estate career in 1982 by working with Estes Homes, a production homebuilder located in Phoenix, Arizona. Over the next 20+ year period, I focused on the areas of market research, land acquisition, product development, financial/budget analysis, sales, and marketing management for multiple new homebuilders; such as Richmond American, Continental Homes, and Shea Homes.

Currently, I am an active Commercial Real Estate Broker presently affiliated with Marcus & Millichap's National Land Group and National Office and Industrial Properties Group.

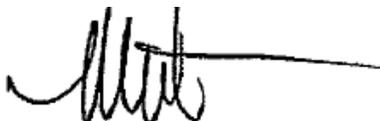
In my senior level capacity, I have been involved in the development and sale of residential land, single-family homes, commercial retail, multi-family rental communities, and commercial office buildings.

My past community service includes Town Councilman for Carefree, AZ; Regional Council & Economic Development Committee of the Maricopa Association of Governments (MAG); Board Member of Greater Phoenix Economic Council (GPEC); and Member of Valley Partnership's Federal Affairs Committee and State Legislative Committee. I am also an affiliate member of the Central Arizona Homebuilders Association.

I'm excited by the idea of working for the county and an organization that is continuously innovating and recognized as an industry leader. I've enclosed my resume, which outlines my experience and skills.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Farrar', with a long horizontal flourish extending to the right.

Michael E. Farrar, MBA, MIM

MICHAEL E. FARRAR, MBA, MIM

PO Box 983, Carefree, Arizona 85377 * mikef.soho@gmail.com * 480 231 0767

RESULTS-ORIENTED BUSINESS MANAGEMENT PROFESSIONAL

Resourceful and organized professional skilled in relationship-partnering, strategic planning, sales & marketing. An innovative leader in Customer Relationship Management with a proven track record of sales achievement, improving operations and increasing customer satisfaction.

PROFESSIONAL EXPERIENCE

ASSOCIATE BROKER/ MARCUS & MILLICHAP

2017 – PRESENT

Serve institutional and private equity clients in site selection, negotiation, contract review, and underwriting of new commercial investment opportunities, and disposition of asset holdings. Perform asset valuation analysis, due diligence, portfolio management, financial modeling, market/demographic research and facilitation of all transactional brokerage services. Directing a team of the National Land Group / National Office & Industrial Properties Group.

VICE PRESIDENT OF SALES & MARKETING/ DESIGNATED BROKER/ ELLIOTT HOMES

2016 – 2017

As Designated Broker reviewed all purchase agreements on new home sales for accuracy and legal compliance. Managed all aspects of sales and marketing operations, model home complex design, merchandising, installation and maintenance. Prepared and managed annual budget for sales department. Established sales prices and incentives for communities and managed inventory levels by studying market sales data and trends. Oversaw selection and coordination between construction, contract coordinators, title companies and preferred lenders. Partnered with construction, architects and design teams on floorplans, elevations, amenities, merchandising and neighborhood development. Recruited, motivated, trained and evaluated sales associates on a continuing basis and conducted sales meetings to review past performance and set future goals to ensure a positive sales environment. Evaluated land opportunities, managed land inventory and prepared financial proformas.

SELF-EMPLOYED / REAL ESTATE BROKER

2006 – 2016

Managed a staff of over twenty commercial agents and acted as Designated Broker, President and Owner of Coldwell Banker Commercial franchise of Greater Phoenix. The firm provided transactional commercial brokerage, asset analysis, business brokerage, low-income housing tax credit consultation, property underwriting, investment/valuation analysis, and investor due diligence study. Firm practice also included commercial loan default workouts; providing analysis of the client's commercial loan and proceeds with a workout strategy by considering potential litigation, bankruptcy, personal guarantees, financial condition of borrower and guarantor, and provided current and future opinions of property value. Sold/Leased over \$50 million gross assets. Ranked by "Ranking Arizona" as a Top 10 commercial brokerage firm in the Valley. Notable clients: State of Arizona Department of Housing, AAMCO, Waterfall Asset Management, Stearns Bank, First Savings Bank, Arizona Business Bank, Bridge Holdings Investment REIT, Ed Moses Dodge, Younger Brothers Construction, Fast Signs, Kumon, Micro Precision Inc., Top producer award for 2010, 2011, & 2012.

PROFESSIONAL AWARDS

MARKETING DIRECTOR OF THE YEAR- SILVER AWARD (BEST IN SOUTHWEST & TOP 5 IN AMERICA), NAHB; NATIONAL SALESPERSON OF THE YEAR - GOLD AWARD (BEST IN AMERICA) NAHB; PLATINUM AWARDS (10 MILLION DOLLAR CIRCLE) NSMC; GOLD AWARD NSMC; BUILDER SALESPERSON OF THE YEAR AWARDS; HYLAND BAY "TOP GUN" AWARD; COLDWELL BANKER COMMERCIAL - TOP SALES PRODUCER AWARD.



EDUCATION

International MBA, Helsinki School of Economics, Helsinki, Finland
MIM, Thunderbird School of Global Management, Glendale, Arizona
BS, Cum Laude, Northern Arizona University, Flagstaff, Arizona
Real Estate Broker, AZ Department of Real Estate

COMMUNITY SERVICE

Town Council - Carefree, AZ; Regional Council & Economic Development Committee - Maricopa Association of Governments (MAG); Board Member - Greater Phoenix Economic Council (GPEC); Board Member - Utilities Communities Facilities District, Valley Partnership's Federal Issues and State Legislative Committees.

REQUIRED CANDIDATE QUESTIONNAIRE

As submitted by Maricopa County Assessor candidate

Michael E. Farrar, MBA, MIM

1.27.20

General Questions

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

Ans: My understanding of the role of Assessor is to provide the leadership and strategic vision to support the employees of the department so they can achieve their departmental missions. The Fiduciary responsibilities additionally encompass managing, planning, organizing, and directing all phases of operations in the Assessor's Office for producing an annual assessment roll. The Assessor has the responsibility for annually discovering and assessing all property within the county. The Assessor is both a manager of employees and an administrator responsible for carrying out the rules and regulations imposed by property tax laws.

The Assessor is responsible for the creation and maintenance of all mapping/drafting activities for the Assessor's Office and creation of new assessor parcels from final subdivisions, parcel maps, lot line adjustments, record of survey, deeds and miscellaneous documents. Other functions include tax clearances, tax sales descriptions, and public inquiries. The Assessor is responsible for overseeing all data processing operations, processing all recorded documents and ownership changes, creating and obtaining approval for new forms, and generating state-mandated reports.

The Assessor is also responsible for all real estate and personal property valuation activities; and valuation of real property ownership changes, new construction, agricultural preserves, possessory interests, oil and gas wells, mines and quarries, pipeline easements, and water companies. It handles recalculations (declines in value), and Assessment Appeals Board hearings and annually values all personal property and trade fixtures in the county. This role encompasses the valuation of business and agricultural properties, boats, aircraft, and apartment houses.

The Assessor's Office also maintains data used by other government agencies to conduct demographic studies and resource identification.

My many years of experience in political/public policy service, managing a private business organization in the real estate industry along with my strong academic credentials will serve me well in my quick ramp-up to accomplish the duties of this position.

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

Ans:

I am a lifelong Member of the Republican Party

Ran for the following:

- **AZ State House of Representatives – LD7**
- **Town Council – Carefree, AZ**

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

Ans: Yes, if appointed, I do plan to run for this seat.

Leadership Questions

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

Ans: The work of a civil servant is never done. Great work and great leadership often go hand-in-hand. So, when it comes to success, good leaders tend to share key qualities across the board that make them both competent managers and effective public servants.

Here is a short list of 5 essential qualities I have observed in respected and effective public servants:

- 1. Good leaders motivate and encourage others.**
- 2. Good leaders communicate clearly and listen attentively.**
- 3. Good leaders are trustworthy.**
- 4. Good leaders think critically.**
- 5. Good leaders are resilient.**

In the world of public policy and governance, the only constant is change. Budgets get cut. Resources shrink. People come and go. But leaders must be able to respond accordingly and continue to produce results amidst an ever-evolving landscape.

Good leaders assume these challenges and develop alternative solutions. They remain positive during difficult times. And most importantly, they encourage confidence in their employees, so they too will remain effective at the most crucial times.

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

Ans:

- **Vice President, Elliot Homes – supervised 10 employees.**
- **President/Owner, Coldwell Banker Commercial – supervised 30+ employees.**
- **Vice President, Richmond American Homes – supervised 20+ employees**

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

Ans: In the public sector, the lack of transparency and accountability when threatened, presents a significant risk to the trust installed to political leaders by the public. Additionally, a policy leader must avoid even the appearance of conflicts of interest that could undermine the objective judgment and duties of which they are responsible.

They must use impartial judgment in the service of all constituents, and certainly not invest in property or companies that could be affected by their official decisions.

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

Ans: I believe that most leaders strive to be trustworthy. As the next Assessor, I would act with integrity and keep commitments and devote all my attention and time to this office without outside employment, nor conflicting business activity. You build and maintain trusting relationships and a culture of trust in an organization one step at a time through every action you take and every interaction you have with your employees and the public.

The next Assessor must start building trust from the beginning of their relationship with each new employee and public interaction. Trust is fragile, but it can grow strong over time, if you continually pay attention to it.

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

Ans: Tony Hsieh, the phenomenally successful CEO of Zappos likes to say that, "your brand is your culture." Culture is not a singular element, but is composed of two mutually reinforcing elements—values and practices—which are easy to confuse. Mistaking practices for benefits is why success so often breeds failure. Xerox, for example, had a culture devoted to technical excellence and produced the world's best performing copiers.

It built up a great sales and service organization so that its customers could get the most out of their products. Yet that all came to naught when Canon and Ricoh started selling simpler, cheaper copiers that needed less maintenance. Recognition is growing among business leaders of the need for a culture change within their organizations. Moving from recognition to reality, however, is the difficult step.

The problem lies in the perception – or misperception – of what a culture change actually entails. Culture change is not a program with a completion date, nor is it a quick fix. It is an ongoing journey – a journey that requires leaders to understand the current state of the organization, establish a clear vision, align behaviors, and instill accountability.

Below are a series of steps that had helped me to 'CREATE' a company cultural change when I acquired the company franchise of Coldwell Banker Commercial in Greater Phoenix.

C-R-E-A-T-E

- Clarify values and organizational culture code

- Reinforce the vision and purpose – Ensure that everyone in the organization is clear on vision, values, culture code and how those elements lead to success
- Empower behaviors aligned with values, culture code and vision
- Align conversations up and down the organization
- Target effort on high impacts areas
- Emphasize success, plan for wins, celebrate change

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?

Ans: Customer service is the brand promise you offer your customers — both before and after they buy and use your products or services — that helps them have a comfortable and enjoyable experience with you. Providing amazing customer service is essential if you want to retain customers and grow your business. Per Gartner Research, “89% of companies now expect to compete mostly on the basis of customer experience.”

Today’s customer service goes far beyond the traditional telephone support agent. It’s available via email, web, text message, and social media. Many companies also provide self-service support so that customers can find their answers at any time day or night.

Customer support is more than just providing answers, it's providing solutions; it’s an important part of any organization’s culture that makes its customers the first priority. It includes trying your best to make sure that the customer is satisfied. Working hard to meet customers’ needs has always been my priority. Excellent customer support drives amazing customer experience, especially when a support team moves beyond just reacting to problems and toward anticipating customers' issues.

When support agents are empowered to go above-and-beyond with customers or have a help desk solution that makes it easy for them to create winning experiences that help an organization obtain raving customers for life.

Employment Activity and History

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

Ans: This will be my primary employment and sole source of 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?*

Ans: I would resign from my current work position as Real Estate Broker with Marcus & Millichap.

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

Ans: AZ Real Estate License

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

Ans: I have never been disciplined for professional misconduct nor denied a license.

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)?

Ans: No, my primary responsibility and priority will be fulfilling my duty as County Assessor.

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

Ans: I think they would talk about my three most positive traits: hard-working-knowledgeable and up for a challenge. I have always been one to take pride in my job- so I am willing to put in long hours to ensure the projects get done on time. I have always praised that about me.

I also work hard to stay current on industry technologies by attending workshops and conferences. Because of this desire to learn- other colleagues always turned to me if they had any questions about industry standards.

Finally- I am up for a challenge because I am willing to take on projects and tasks assigned to me.

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

Ans: Facebook <https://www.facebook.com/michael.farrar.927>

Twitter: Michael E. Farrar, MBA @MichaelEFarrar

Instagram: MikeSellsCommercial



"Most Livable City"
U.S. Conference of Mayors

Office of
W.J. "JIM" LANE
Mayor

January 27, 2020

Maricopa County Board of Supervisors
301 W. Jefferson Street #10
Phoenix, Arizona 85003

To Whom It May Concern:

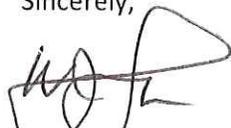
I am writing to recommend Mr. Michael Farrar to fill the temporary role as Maricopa County Assessor.

His education, real estate, and business background make him well suited to fill this position in any capacity of time.

I have known Michael to be smart and thoughtful in his work in government and in his interactions with other elected officials in the Maricopa Association of Governments and the Greater Phoenix Economic Council.

I believe he is a very good candidate to be considered for this position.

Sincerely,



W.J. "Jim" Lane



FROM THE DESK OF
PAUL JOHNSON

LETTER OF RECOMMENDATION

January 24, 2020

Maricopa County Board of Supervisors:

It is my pleasure to strongly recommend Michael Farrar for the position as a Maricopa County Assessor.

My first experience with Mike's capabilities was over 15 years ago. We have worked together on many real estate projects since, and I have always been impressed by Michael's amazingly positive attitude and eagerness to stick tightly to deadlines. His can-do attitude and team building skills were impressive and valued not just by myself, but by her peers, who often relied on him to get the job done.

His management style is extremely accessible and he is a very hands-on administrator. He has all of the traits you would need in a County Assessor, especially as your organization looks to re-establish the integrity and professionalism. Michael is an executive leader seasoned through periods of rapid growth and turbulent economic times. He has built and led numerous high performing delivery teams.

Michael has been deeply involved in community and charity; and in so doing, has always exemplified the highest of ethics and moral responsibility. From a community perspective, Mike's experience as a council person, exhibited a non-partisan, fair way of getting what could often be adverse sides, to work together.

I am absolutely confident that Michael would be a great fit as our next County Assessor.

Sincerely yours,

Paul Johnson

Paul Johnson
Former Mayor
City of Phoenix



City of Phoenix

OFFICE OF THE CITY COUNCIL

January 24, 2020

Maricopa County Board of Supervisors
301 W. Jefferson Street, #10
Phoenix, AZ 85003

Dear Maricopa County Board of Supervisors,

I would like to express my full support of Michael Farrar for the position as the Maricopa County Assessor. Michael is a high achiever in his professional career as a commercial real estate broker with Marcus & Millichap, and is well known and respected by his peers for his high level of efficiency and organization. In my personal experience, he can be depended upon to accomplish whatever is asked of him.

He is personally committed to civic involvement and has the capacity to consider different perspectives and make fact-driven decisions.

Michael also served with the highest of integrity on Carefree Town Council, Maricopa Association of Governments (“MAG”) Regional Council, Valley Partnership Legislative Committee, League of Cities and Towns, and other leadership organizations throughout Arizona.

I am absolutely confident that Mr. Farrar would be a great fit as our county Assessor. Not only will he bring the kind of skills and experiences you’re looking for in an applicant, he will quickly become an asset and help Maricopa County in any way he can, and knowing him has been very positive and enjoyable.

Regards,

A handwritten signature in black ink that reads "Sal DiCiccio".

Sal DiCiccio
Councilman, Phoenix District 6