

Lesley Kratz

Phoenix, AZ 85008 · lesley.kratz@maricopa.gov

January 27, 2020

Clint Hickman, Chairman District 4
Jack Sellers, District 1
Steve Chucri, District 2
Bill Gates, District 3
Steve Gallardo, District 5
Maricopa County Board of Supervisors
301 W Jefferson
Phoenix, AZ 85003

Dear Maricopa County Board Members:

I am writing to express my strong interest in the position of Maricopa County Assessor. I have spent most of my career working in the Assessor's office and have extensive knowledge of the office duties from the past 29 years. I believe I am an excellent candidate for this position and can bring stability to the organization which has endured public criticism over the past few months. The incredible staff working at the Assessor's office is a group of true professionals who know their jobs. I have worked for five elected Assessors which has greatly assisted me in understanding the organization. All of these officials had different skills and I learned the good and bad skills from each one which will aid me in managing this large public facing organization. I am skilled at communicating effectively with all groups of people and have done many presentations helping the public understand the office duties.

In my current position as Assistant Chief Deputy at the Maricopa County Assessor's office, I assist in the daily operations of over 250 skilled staff members. I am responsible for ensuring the statutory duties of the office are fulfilled and in compliance. I have full plans for this to be my primary job and will devote all my time to making any needed refinements to the office. Technology is a huge endeavor for the office and my IT background will afford me the ability to ensure one the largest computer projects in the County is completed.

I am passionate about the assessment process and look forward to leading one of the best assessment organizations in the Country. I have taken a wide variety of IAAO assessment classes to increase my knowledge and staying up to date with best practices. My experience, communication skills and interpersonal abilities make me the ideal candidate for this position.

Thank you for your time and consideration of my application for the Maricopa County Assessor position.

Sincerely,



Lesley Kratz

General Questions

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

The role of the Assessor is to locate, identify and value all property in Maricopa County. The Assessor is responsible for ensuring all valuations are fair and equitable for the taxpayers of Maricopa County. Over the past 29 years I have spent most of my career working in the Maricopa County Assessor's office in various positions, from IT consultant, IT Director, Senior Advisor to my current position of Assistant Chief Deputy. These positions have allowed me to learn all areas of the office and prepared me for this role.

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

I have never run for any political office and my current party affiliation is Republican. In the past, I have been registered as an Independent.

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

I have no plans to run for the Assessor position in 2020.

Leadership Questions

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

To be a public servant means to bring honesty, integrity and transparency to an organization serving the public. A public servant must provide high quality services while also ensuring public funds are effectively managed. A public servant has been given the trust of the public to perform government functions and services which should be done with accountability.

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

Current position is Assistant Chief Deputy managing over 250 staff (4 direct reports). Previous positions included Senior Advisor managing over 150 staff (3 direct reports) and IT Director managing up to 30 staff (7 direct reports).

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

The public should demand integrity from all county leaders and also expect that they bring transparency to an organization. County leaders are trusted to be stewards of public funds and need to provide cost effective services to the constituents. The leaders need to commit to the mission, goals and values of the government agency. Leaders should meet regularly with the public and interested groups to find which services and needs they expect.

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

I would dedicate this term to review all services provided by the office and look at ways to be more efficient while managing funds. Communication will be a key element for both the public and staff members providing the services. My strong qualifications and primary commitment to the Maricopa County Assessor's office will assist in re-establishing the trust of the public.

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

Cultural change starts by defining the values of an organization including expected behavior. This includes ensuring the mission, vision and values are aligned with processes. In the past, I have led by example and successfully mentored others in the organization helping them move into leadership positions. I was successful in getting legislation changed for the organization to help align processes with statutory deadlines.

- 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?

Exceptional customer service means to go above and beyond what the public expects with a positive attitude. Many county departments, including the Assessor, must follow the statutory guidelines set forth, which can be quite cumbersome to the public. Taking the time to explain the process and following through to ensure successful resolution of all issues is a critical path for providing exceptional customer service.

Employment Activity and History

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

I have no other employment. I have one rental property where minimal income is generated.

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 have no other position and would leave my current position with the Assessor's Office.

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

*Arizona Department of Revenue:
Level I Certified Appraiser
Level II Certified Appraiser*

*International Association of Assessing Officers (IAAO):
Assessment Administration Specialist – working towards, one class remaining*

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)?

There are no activities which will have any impact to my time spent in the office. In the past, I have done some fund raising for the Pancreatic Cancer Action Network in support of finding treatments to fight pancreatic cancer.

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

She is a highly educated person with the upmost integrity and is a fair, but stern leader. Over the years I have participated in many "360 reviews" and most have said my knowledge of the organization is exceptional and my willingness to help others is always appreciated.

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

Linked-In account, no others

LESLEY A. KRATZ

Phoenix, AZ 85008

Lesley.kratz@maricopa.gov

PROFESSIONAL SUMMARY

Skilled professional with over 29 years of experience in the administration of property appraisal and assessment. In-depth knowledge of state statutes and regulations governing real property and personal property appraisal along with the understanding of mass appraisal methods and techniques. Extremely skilled in analyzing/preparing the tax levy/budget process and understanding the Arizona legal calendar. Very effective written and oral communication skills for a variety of situations.

EXPERIENCE

Maricopa County Assessor, Phoenix, AZ

June 2018 – Present

Assistant Chief Deputy

- Responsible for the management of appraisal and administrative professionals.
- Active involvement in strategic planning.
- Oversight of appraisal valuations for 1.8 million parcels/accounts.
- Maintain business calendar identifying statutory requirements of office.
- Manage over 2200 special taxing districts valuations, district formations and boundaries.
- Involved in creation/review of polices for new legislation.
- Assist with fiscal impact of proposed legislation.
- Direct oversight of Valuation Relief Programs (VRP) Division including Front Counter and Exemptions.

Maricopa County Assessor, Phoenix, AZ

March 2006 – June 2018

Senior Advisor

- Responsible for review of valuations for all taxing entities in Maricopa County.
- Project lead for many CAMA applications including Marshall & Swift and appeals.
- Provided recommendations to administration on proposed legislation with impacts to office.
- Produced Levy Limit worksheets for all cities, school and fire districts.

Dataweb Technologies, Scottsdale, AZ

August 2005 – March 2006

Director of Operations

- Responsible for resource recruitment, planning and scheduling.
- Managed all aspects of projects and resources including deliverables, status reports and project plans.
- Developed forecast plans for management used to track utilization, revenue, and cost.

Maricopa County Assessor, Phoenix, AZ

October 1997 – July 2005
Director of Information Systems

- Responsible for project definitions, budgeting and funding for the Information Systems division.
- Provided the foundation for the development of strategic direction for Information Systems.
- Developed standards and guidelines for the implementation of Information Systems plans including development of procedures to ensure 24/7 business continuity.
- Project Manager for the integration of GIS and Assessor applications.
- Lead on Assessor's award winning webpage.
- Liaison with vendors supplying technical business solutions.

Maricopa County Assessor, Phoenix, AZ

October 1994 – October 1997
Applications Manager

- Responsible for assisting clients and analysts to define system requirements for the property assessment system.
- Developed project plan with detailed estimates and identified potential alternatives with clients and top management.
- Assigned, monitored and reviewed work of technical development staff.
- Prioritized and planned projects in order to meet client and legislative deadlines.

CARA Corporation, Phoenix, AZ

October 1990 - 1994
Consultant – Maricopa County Assessor's Office

- Analyzed current and future program specifications for the property assessment system.
- Conducted multiple detailed interviews with both client and technical staff.
- Responsible for overseeing 25 contract personnel during the implementation phase of project.

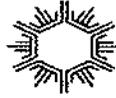
Computer Task Group, Indianapolis, IN

October 1987 - October 1990
System Engineer

- Maintained COBOL programs for a guaranteed student loan system.
- Converted a manufacturing COBOL payroll system.
- Maintained COBOL programs for a government agency tax return system.
- Programmed for a government unemployment claims processing system.

EDUCATION

Purdue University, West Lafayette, Indiana 47907
Bachelor of Science in Computer Information Systems - May 1987



PINAL COUNTY
WIDE OPEN OPPORTUNITY

January 24th, 2020

Maricopa County Board of Supervisors
301 West Jefferson
10th Floor
Phoenix, AZ 85003

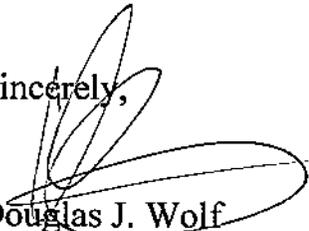
Dear Members of the Board of Supervisors,

I am writing to endorse Lesley Kratz's application for the appointment as the Assessor for Maricopa County.

I have known Lesley for 7 years and have always found her to be a highly competent and ethical member of the management team at the Assessor's office. Her in-depth knowledge of Title 42 of the Arizona Revised Statutes would serve the citizens of Maricopa County very well. Her leadership and willingness to share her extensive knowledge with other county Assessors is much appreciated. She is a great asset to Maricopa County and the other counties in Arizona.

Please feel free to contact me at any time regarding my endorsement.

Sincerely,


Douglas J. Wolf
Pinal County Assessor



ARIZONA FIRE & MEDICAL AUTHORITY

Protecting life and property and enhancing the well-being of all those that we serve.

January 27, 2020

Maricopa County Board of Supervisors
301 W Jefferson - 10th Floor
Phoenix, AZ 85003

Re: Lesley Kratz – County Assessor Recommendation

Supervisors:

It is my pleasure to write this letter of recommendation for Lesley Kratz for the Maricopa County Assessor position. I have had the pleasure of working with Lesley over the last 20+ years and I can state with confidence that she is a well-qualified, experienced and ethical professional with a high degree of integrity. As such, I expect that she will be a positive, confident and stable leader for the Maricopa County Assessors' Office.

Assistant Chief Deputy Kratz and I have worked together during my time as the Fire Chief for the Arizona Fire & Medical Authority. I have found in all matters, that Lesley takes the time to identify problems, devise quality solutions and she has always maintained strong communication skills to ensure that Maricopa County's fire districts fully understand the issues and potential problems they may encounter. Lesley has proven to be a strong leader and has the knowledge and ability to lead the Assessor's Office team through the recent challenges and instability.

Based on my observations, Assistant Chief Deputy Kratz clearly has the skills and track record to achieve success in whatever endeavors she chooses. I highly recommend her as the County Assessor without reservation. I sincerely hope that you give her request for appointment the favorable consideration it deserves. If you need any further information, please do not hesitate to contact me directly at (623) 544-5400.

Sincerely,

Robert Biscoe, Fire Chief
Arizona Fire & Medical Authority



18818 N. Spanish Garden Drive, Sun City West, AZ 85375 • P (623) 544-5400 • F (623) 544-5455 • www.afma.az.gov

The Arizona Fire & Medical Authority proudly serves the communities of Coldwater Ranch, Corte Bella, Cross River, Dos Rios, Pinnacle Peak County Island, Rancho Cabrillo, Rancho Silverado, Rio Sierra, Sun City West, Sundero, Sun Lakes, Tonopah, and Wittmann



1820 E. Ray Rd. C4
Chandler, AZ 85225

January 27, 2020

To the Maricopa County Board of Supervisors:

I first met Lesley Kratz in 1996 when we were both in leadership roles. Lesley was a hiring manager for IT personnel for the Maricopa County Assessor's office and I in a recruiting/management role for IT contractors with PDS. Ours was strong partnering, which spanned over several years. I believe our successful placements were due in great part to her firm yet fair management style and her ability to clearly communicate what the Assessor's department hiring needs were during that time.

Our business relationship continued when I began my real estate career in 2006. Beginning in 2007 we worked together on purchases and sales of her own personal properties. Lesley was very supportive and encouraging when I opened my own brokerage, Hometown USA in 2011 in the Southeast Valley. She has always made herself available to answer my questions on her own time whenever needed to better understand county assessment processes. Lesley for example, once guided me on how to go about helping a client change a classification to a historic property through the correct channels. She is generous with her time and always the true professional.

I have enjoyed our long-lasting business relationship and friendship which has now spanned nearly 25 years. Our mutually strong work ethic has always been well-aligned. I respect Lesley immensely. Considering her vast knowledge of and longevity with the Assessor's office, coupled with her strong leadership skills, it comes as no surprise that Lesley would be well-suited for a role of greater responsibility.

Sincerely,

A handwritten signature in blue ink that reads "Margery B. Wilson".

Margery B. Wilson
Designated Broker/Owner
Hometown USA