

SUN CITY WEST

*invites your interest
in the position of*

GENERAL MANAGER



Recruitment services provided by Ralph Andersen & Associates

A GREAT PLACE TO LIVE, WORK AND RECREATE!

Sun City West, one of the nation's premier active adult golf communities, offers an unmatched lifestyle in Arizona and in the Western United States. The community offers everything for the active adult 55 and older, from more than 100 chartered clubs and seven golf courses to state-of-the-art bowling, swimming, tennis as well as the growing popularity of pickleball. Other outdoor activities, sporting events (including Spring Training and major league sports), and cultural events in the region are abundant. The Recreation Centers of Sun City West, Inc. is a not-for-profit 501c4 Private Golf Community located in the Northwest Valley near Phoenix, Arizona.

Renowned for its outstanding quality of life and year-round recreational opportunities, Sun City West, an independent community (pop. 28,000), is seeking a dynamic and accomplished executive to join this well-managed organization. This position, reporting to an elected Governing Board of Directors, is the result of the retirement of a long-tenured and highly regarded individual. Revenues are in excess of \$21 million with healthy reserves and a complement of 450 staff. The ideal candidate will be an engaging leader with exceptional interpersonal and communication skills with a strong passion for promoting active and healthy lifestyles with a focus on recreational activities.

This top professional will thrive in an environment that embraces a collaborative and involved approach by the residents and at the same time, sets high expectations and demands a superior level of customer service and responsiveness. The selected General Manager will also bring an inclusive management style combined with a hands-on approach to day-to-day activities, continuing to build on the extremely positive culture in the organization. Experience working for a similar association (age-restricted is ideal but not required) or similar positions such as an executive in city or county management or a high-level recreation related position (i.e., Director of Parks & Recreation, Community Services, or General Manager of a Special District) will also be highly regarded by the Board of Directors.

Collaboration skills are a must and best combined with a passion for best practices in service delivery, community planning, and development in this uniquely built-out environment. Future and on-going upgrades to infrastructure, capital project funding, design, and build-out are additional important factors for both the Board and residents with expectations of more than \$80 million in capital programs in the next ten years. Addressing infrastructure needs and enhancements periodically throughout the next 5 to 20 years will add to development activity including having a local voice on matters such as water rights/allocation, air quality, and traffic mitigation efforts. Under experienced and thoughtful leadership, these opportunities would continue to blend Sun City West's culture and policy decisions by the elected Board of Directors with existing core values of this highly engaged residential community.

In summary, the new General Manager will be focused on overseeing the organization's ability to consistently deliver excellent customer service and responsiveness to support a progressive, engaged, and forward-thinking Board of Directors on addressing community issues.

OVERVIEW OF THE GENERAL MANAGER POSITION

This position is an at-will position reporting to a nine-member elected Governing Board of Directors. The General Manager has the responsibility to plan, direct, manage, and oversee the operations of Recreation Centers of Sun City West, Inc., a non-profit organization, including all administrative and financial functions.

The position of General Manager also represents the non-profit Association in contracts with various agencies, businesses, clubs, community groups, professionals, and other organizations and provides highly responsible and complex administrative support to the elected Governing Board of Directors. This community of 28,000 residents is very proud of their four full-complex recreation centers, a library, administrative buildings, a workforce of 481 employees, seven golf courses with an operating budget of \$21 million.

Key duties and responsibilities include:

- Manage the development and implementation of the Association's goals, objectives, policies, and procedures as directed by the Governing Board of Directors;
- Plan, direct, and coordinate, through department heads and support staff, the Association's work plan; meet with department heads and support staff to identify and resolve problems; assign projects and programmatic areas of responsibility; review and evaluate work methods and procedures;
- Advise Board of Directors on staffing and organization needs; establish, within Association policy, appropriate service and staffing levels; monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; allocate resources accordingly;
- Direct the preparation and administration of the Association's annual budget; monitor Association assets and financial operations for compliance to established annual budget; direct the preparation and implementation of budgetary adjustments as necessary;
- Monitor and resolve barriers to implementing programs and projects; work closely with the President of the Governing Board, advisory committees, and a variety of Association clubs and resident groups;
- Assess and monitor work load, administrative and support systems, and internal employee relations; administer and supervise the Governing Board's Human Resources program policies; identify opportunities for improvement; direct and implement changes;

- Represent the Association in contracts with various agencies, businesses, clubs, community groups, and professional and other organizations; negotiate and resolve sensitive, significant and controversial issues;
- Provide staff assistance to the Board of Directors; prepare and present reports and other necessary correspondence;
- Prepare and recommend long-range plans for the Association's needs; develop, recommend, and maintain five-year and long-range strategic plans for the Association;
- In accordance with Board policy, coordinate contact with Association legal counsel and advise the Governing Board regarding legal opinions/advice from the attorney;
- In keeping with the adopted agreement with Property Owners and Residents Association (PORA), administer CC&R enforcement and keep the Board informed as necessary;
- Become familiar with the Association's water rights under the Arizona Ground Water Management Act and monitor annual water usage and stay current on issues related to changing trends and adjustments in federal and state laws;
- Prepare and coordinate the preparation of a variety of reports and presentations to the Governing Board, outside agencies, clubs, and resident groups;
- Attend and participate in professional group meetings; stay current of new trends and innovations in the field of recreation administration; and
- Respond to and resolve difficult and sensitive resident inquiries and complaints.



THE IDEAL CANDIDATE

The Governing Board of Directors is seeking a creative and innovative individual to employ a team approach and be proactive in addressing issues that impact this very active and engaged community. The new General Manager will be a people person with the ability and genuine interest to interact and listen to the residents. The General Manager will also embrace the culture of the organization and continue to promote the values held by the community for highly ethical, responsive, and efficient delivery of services. Approachability, attention to detail, responsiveness, and follow-through are absolutely the keys to success in this community.



The General Manager will be an idea person, able to develop and promote strategic initiatives for the Board's discussion and consideration while incorporating best practices in local government.

Additionally, the General Manager will have a hands-on and collaborative approach to management with frequent interaction with staff and the Board, fostering an open dialogue and strong lines of communication. The General Manager must have the ability to not only lead but manage the staff at all levels of the organization. The Board desires a leader who appreciates contributions from all sources within the organization as well as residents of this engaged community. Successful candidates will also promote the use of new and emerging technology in their approach to association management, facility and grounds maintenance, and overall up-keep of the community's assets.



The General Manager will have unquestioned personal integrity, display honesty, and have strong ethics. He/She will also have excellent communication and interpersonal skills and the ability to address issues with a collaborative and inclusive management style.

The ideal candidate will also possess the following characteristics:

- Genuine concern for preserving the quality of life presently offered to residents of Sun City West with an appreciation for the natural beauty of the area and a high regard for the importance of environment, recreation, quality of life, and access to residents;
- Results driven approach to personnel matters, finance, public safety within the community, and all aspects of service delivery and access for recreational endeavors (e.g., exercise groups, golf, pickleball, tennis, swimming, various charter clubs/affinity groups, etc.);



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- Appreciation for effective and efficient operations including transparency, and overall responsiveness;
- Ability to balance policy and the need for effective and efficient implementation;
- Open, approachable, decisive, yet confident and able to have the courage to present options, alternatives, and strong recommendations to the Board and ultimately display unquestionable leadership moving forward;
- With no tax base to draw upon, have the keen ability to look strategically at new and enhanced revenue streams;
- Able to provide leadership to both the Board and staff with the ability to set goals and objectives, and be able to motivate others and contribute effectively to their timely achievement and successful performance; and
- Strategic thinker, able to be pro-active in a variety of management decisions.

The new General Manager will provide strong leadership and be primarily involved in:

- Balancing an array of community needs including continuing the high-level of transparent, frequent, and open communications;
- Addressing on-going infrastructure needs, service delivery, and overseeing overall enhancements through effective planning and community development for a built-out environment; and
- Continuing to promote and embrace the Association's tradition of a providing a strong leadership role on regional matters with local governmental agencies (Maricopa County and the nearby City of Surprise).

QUALIFYING EXPERIENCE AND EDUCATION

Review of Qualifying Experience and Education – The full Governing Board of Directors will be actively involved with Ralph Andersen & Associates in the final selection of the new General Manager. Preliminary screening and evaluation of resumes will be done by a Working Group, a sub-set of the full Board, to narrow down the list of highly qualified applicants. Final determination will be on the overall match of professional experience, education, and career history. The final decision by the Board will be based on the best overall combination and will be at the sole discretion of the Board.

Master's degree or equivalent; or ten years related experience and/or training; or equivalent combination of education and experience. Candidates should possess supervisory skills combined with knowledge of applicable state and federal laws in regards to employment. Experience with community-based recreational organizations (specific experience with age restricted communities is an added plus), home owner associations including bylaws, elected officials, and managing multiple divisions in a public environment, is desirable. Familiarity with Arizona laws and regulations is a desired although not required.

COMPENSATION

The Governing Board of Directors is prepared to offer a competitive salary for the region consistent with recent practices plus a full range of benefits including a 401-k Retirement. A mutually agreeable initial three-year employment agreement (renewed annually with successful performance) will be negotiated and may include relocation assistance for the selected candidate. Further details can be obtained through discussions with Ralph Andersen & Associates.

TO BE CONSIDERED

Interested candidates may apply for this career opportunity by submitting a resume and compelling cover letter by **Monday, November 12, 2018 to apply@ralphandersen.com**. Salary expectations should be discussed with the Ralph Andersen & Associates, the Executive Search firm, early in the process.

Candidates should be aware that the Board of Directors desires a smooth transition of leadership and, as a result, the Board, along with the outgoing General Manager, Mike Whiting, will work together to facilitate a smooth transition. Invited finalist candidates will interviewed by the full Board of Directors in mid-to-late November (Round #1). It is anticipated that Round #2 interviews, consisting of more in-depth meetings, will take place during December/January. The retiring General Manager will continue to serve in the role until the selected candidate joins the organization, ideally before the end of February, 2019 or a mutually agreeable date.

This is a highly confidential search process. References will not be contacted until mutual interest has been established. Confidential inquiries are welcomed and should be directed to Heather Renschler, Ralph Andersen & Associates at (916) 630-4900.



Sun City West Inc. provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.