



Maricopa  
County, AZ

Invites your  
Interest in the  
Position of

County Manager





## The Community

### *Population & Economy*

Maricopa County is one of the largest, most scenic and fastest-growing counties in the country. With nearly 4 million residents, Maricopa County is the fourth most populous county in the nation, and is larger than 24 states. With the state capital and more than 60 percent of the state's population, the metropolitan area is Arizona's political and economic center.

Maricopa County includes the cities of Phoenix, Mesa, Glendale, Scottsdale, Tempe, Chandler, Peoria and Gilbert, five Indian reservations and four of the nation's fastest-growing communities: Buckeye, Surprise, Goodyear and Avondale. Its economic base has steadily diversified from its roots in Arizona's five C's (copper, cattle, citrus, climate and cotton). The County is also home to the 2nd largest population of veterans in the U.S. and supports Luke Air Force Base, the largest Fighter Wing in the world (56<sup>th</sup> Fighter Wing) and the Air Force's only active-duty F-16 training wing.

Today, it is home to a growing high-tech industry, medical research, manufacturing, and agriculture. Maricopa County's quality of life, cost of living, skilled workforce, good universities and favorable business climate contribute to the improvement of its economy.

### *Education*

Maricopa County is home to first-class primary and secondary institutions as well as world-renowned university level educational opportunities. The public university system has a presence in the County, including Arizona State University (ASU) (the second largest public university in the U.S. by student enrollment) and a joint biomedical campus downtown between ASU, the University of Arizona (U of A) and Northern Arizona University (NAU). Several community and technical colleges provide both general education and specialized education in trades throughout the valley.

### *Recreation & Leisure*

Maricopa County maintains one of the most extensive regional park systems in the country with over 120,000 acres of natural resources. A trail, referred to as the Maricopa Trail, is more than 200 miles of desert trails. The grand vision of the Board of Supervisors is that the Maricopa Trail will eventually form a giant ring around the Phoenix metropolitan area. It will seamlessly connect Maricopa County's 10 regional parks that surround the valley in an endless loop.

The Maricopa County Stadium District owns Chase Field, home of the Arizona Diamondbacks. The Stadium District's primary function is to provide regional leadership and fiscal resources to assure the presence of Major League Baseball in Maricopa County.

## The Organization

### *County Government*

Maricopa County government is a subdivision of Arizona State government with mandated functions defined by both the Arizona State Constitution and Arizona Revised Statutes. Maricopa County is the 4<sup>th</sup> most populous county in the United States, and the second largest local government in Arizona. The County employs nearly 13,000 full-time County and District employees who serve the public in such areas as public health, flood control, law enforcement, libraries, parks and recreation, courts, transportation, animal care and control, economic and community development, and elections. The County serves both incorporated and unincorporated areas. For the unincorporated areas, the County provides some services similar to those provided by municipalities in incorporated areas—law enforcement, development planning, code enforcement, libraries, and parks and recreation. The County organization reflects the constitutional separation of powers and the unique constitutional and statutory provisions that establish county government in Arizona.



# Board of Supervisors

## Board of Supervisors

The Board of Supervisors (Board) is the governing body for the County. Each member represents one of five County districts, which are divided geographically and by population to include a mix of urban and rural constituencies. Supervisors are elected to four-year terms and are not term-limited. The Board of Supervisors is also the Board of Directors for the Flood Control, Library, and Stadium Districts. The Board appoints a County Manager who oversees many County functions and is responsible for administration and day-to-day oversight of operations.

Four of the five current Board members have been in their role for less than four years; and, in this short period of time, the Board has developed and executed upon a cohesive vision for the County rooted in exceptional customer service, lean and efficient government, enhanced regulatory outreach programs, innovation, and positive relationships with internal and external partners.

***The Board is proud of the progress made and is committed to finding the right candidate for County Manager that will continue to support and fulfill their vision by sustaining the positive, forward trajectory achieved thus far, without disruption.***

### Elected Officials

Nine County offices are under the constitutional purview of independently elected officials: Assessor, County Attorney, Clerk of the Superior Court, Constables, Justices of the Peace, Recorder, Sheriff, Superintendent of Schools, and Treasurer. The Board is responsible for approving the budgets for the offices of these elected officials. The Judicial Branch, headed by a Presiding Judge, is also independent, and includes the Superior Court, Adult Probation and Juvenile Probation agencies. While the Judicial Branch is funded by Maricopa County, the Superior Court is part of an integrated judicial system in the State under the administrative authority of the Arizona Supreme Court. This unique blend of funding and administrative authority adds to the complexities associated with administering county government.

## Mission

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

## Vision

Citizens serving citizens by working collaboratively, innovatively, efficiently and effectively. We will be responsive to our customers while being fiscally prudent.

## Strategic Priorities

In May 2014, the Maricopa County Board of Supervisors adopted a Strategic Plan to guide important policy and investment decisions. The below five strategic priorities were established to help maintain a focus on the most critical issues facing the County and, where appropriate, provide guidance in the reallocation of existing resources. The County Manager performs a critical role in the execution and success of the Plan.

**1. SAFE COMMUNITIES - Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost-effective smart justice system.**

- ◆ The County Manager collaborates with elected officials, city, county and state government, public, private and community sectors—to include those whose primary missions may be conflicting—in their individual and collective efforts to advance the work of the justice system. This role is necessary to promote long term public safety and effectively manage the fiscal costs of the justice system in Maricopa County. Costs which exceed over one billion dollars annually.
- ◆ The County Manager, recognizing the autonomy of the County Attorney, the Sheriff, the Clerk of the Superior Court, and the Judicial Branch, promotes trust based and mission driven relationships that allow these offices, the Board and the County Manager’s Office to effectively engage in justice system work based upon best practices and smart justice principles.

### MARICOPA COUNTY FACTS

- ◆ The County has Triple “A” bond ratings from both Moody’s and Standards and Poors.
- ◆ In 2015, the County won 47 individual achievement awards, the most in the nation, from the National Association of Counties (NACo).



**2. REGIONAL SERVICES - *Maricopa County will provide best-in-class regional services, both mandated and of concern to citizens, while coordinating with municipalities, other local jurisdictions, and community-based entities to consolidate services and avoid duplication, when applicable.***

- ◆ The County Manager networks in the region and at the state level to maintain and develop strong working relationships with a wide variety of local governments and state agencies.
- ◆ The County Manager represents the County--within its legitimate role and authority--in addressing complex regional concerns.

**3. GOVERNMENT OPERATIONS - *Maricopa County will deploy an effective and efficient infrastructure to implement streamlined policies and procedures to improve delivery of services and promote a healthy workplace and a fully engaged workforce.***

- ◆ The Board expects open, honest and direct communication with the County Manager. The County Manager provides timely, regular, clear and straightforward communication to the Board on the needs and affairs of the County. The County Manager captures and translates the vision and strategic priorities of individual Board members into a comprehensive plan that reflects Board policies and priorities, is supportable by fiscal and resource opportunities and limitations, and is actionable by County leaders and employees.
- ◆ The County Manager promotes exceptional customer service from all County employees and takes action to strengthen the community's understanding of and confidence in all County operations.
- ◆ The County Manager follows policy direction set by the Board; achieves established goals on time and according to expectations.
- ◆ Recruiting and retaining high quality and fully engaged employees in a competitive job market is a priority for the Board. The County Manager creates the County's competitive market position without reliance on compensation strategies which place an undue burden on the taxpayers.

**4. GROWTH & ECONOMIC DEVELOPMENT - *Maricopa County will be innovative in leveraging its resources, adaptive in its regulatory policies and practices, and proactive in its public relations to attract, promote, and support the growth of business enterprises to produce a vibrant and balanced regional economy.***

- ◆ The County Manager promotes enhanced regulatory outreach efforts which engage the business community and concerned citizens in the regulatory process to ensure codes and ordinances are legitimate to meet mandates, promote the needs of the County, the citizenry and the business community, and are fairly, consistently and effectively enforced.
- ◆ The County Manager operates as a valued partner with the business community in order to promote growth and economic development.
- ◆ The County Manager supports strategies which encourage innovation and revenue enhancing growth in order to preserve the quality of life for Maricopa County residents without increasing the burden on taxpayers.

**5. FISCAL STRENGTH & RESPONSIBILITY - *Maricopa County will continue to efficiently manage County resources and engage in effective fiscal planning with integrity and transparency to promote financial stability and economic prosperity for Maricopa County residents.***

- ◆ The County Manager identifies, analyzes, and promotes the implementation of cost saving or cost avoiding measures, such as evidence based programs, new technologies, privatization, contracting, right sizing or restructuring, or other productivity enhancing or resource saving initiatives.
- ◆ The County Manager deals creatively with declining revenues and limited resources while managing customer expectations and the need for quality services. ***The County Manager maintains the County's strong financial position by supporting and strengthening its already careful and prudent fiscal policies.***
- ◆ The County Manager engages in the legislative process in order to mitigate the potential for the state to mandate programs or shift costs to the County without providing funding mechanisms.



## The Ideal Candidate will:

- ◆ Have considerable business acumen with financial expertise and a working knowledge of Arizona budget laws and local government budgets.
- ◆ Have a solid understanding and respect for the Board of Supervisors/County Manager form of government and the defined statutory obligations and financial relationships impacting upon independently elected County and state judicial officials.
- ◆ Be knowledgeable and experienced in applying the principles of personnel management, assigning and supervising the work of others, including department heads. Be skilled at providing management and supervisory oversight given the situation and circumstances.
- ◆ Be knowledgeable about the sale of real property and other matters relating to contracts, permits, franchise agreements and leases. The County Manager must understand public purchasing and contracting requirements.
- ◆ Be apolitical with the capacity to understand and respect political differences without political alignment.
- ◆ Have a strong commitment to exceptional customer service and clear evidence of success in delivering on that commitment.
- ◆ Understand and have demonstrated the ability to successfully oversee the day to day operations of a large, complex government system with responsibilities ranging from problem solving, budgeting, finance, infrastructure, strategic planning, negotiations, community relations, economic and community development, environmental services, criminal justice, technology, and health.
- ◆ Be thoughtful, decisive, mission driven and team focused.
- ◆ Be adept at anticipating and managing areas of potential disagreement and high profile competing interests in order to avoid and/or minimize conflict and losses to efficiency or effectiveness.
- ◆ Demonstrate the ability to deliver information to ensure the Board and their staffs are well informed with access to the necessary data and information to make key decisions and manage both the intended and unintended consequences of their decision-making.
- ◆ Have excellent interpersonal skills and be inclusive, accessible, and approachable .
- ◆ Demonstrate a keen ability to listen to, understand, and respond to the diverse needs of employees, stakeholders and partners.
- ◆ Be a visionary leader who inspires the workforce to develop and implement innovative ideas and programs and supports them through the change process.
- ◆ Be a realist and possess a healthy degree of skepticism to ensure investments of time and/or resources are wise and used consistent with strategic priorities.
- ◆ Possess a high degree of personal and professional integrity, transparency and resiliency with sufficient strength of character to remain professional and effective in all circumstances.
- ◆ Demonstrate excellent written and verbal communication skills.
- ◆ Be able to effectively communicate with small and large groups representing various interests on issues of importance to the County.

**Be a seasoned and accomplished leader, who will support and build upon the strong, collaborative relationships which currently exist between the Board members, other elected officials, department heads, employees, city officials, state legislators, citizens and all those who have a stake in and/or influence the success of the County.**

## Desired Qualifications

The ideal candidate will possess a Bachelor's Degree in Public or Business Administration, or related field, and ten or more years of executive level management experience in the public or private sector for an organization with similar complexity as Maricopa County.

Private sector experience should include working with government leaders on public policy, economic development, environmental issues, or other private/public sector issues of considerable complexity and scope. A Master's Degree in Public Administration or Business is desirable.

## Compensation & Benefits

Maricopa County offers a highly competitive salary and benefits package commensurate with the successful candidate's qualifications and experience. Please click [here](#) for a complete overview of our benefits package. Assistance with moving and relocation expenses may be available.

## To Apply

Interested applicants are required to submit an online application with a resume and cover letter.

[Click here to apply](#)

Submitted information should describe your experience as it relates to the responsibilities indicated in this description. This position is Unclassified (at-will) and not covered by the Maricopa County Employee Merit System Rules. A thorough background investigation and reference check will be completed for final candidates. The information submitted is subject to public disclosure as required by law.

This recruitment deadline is **Friday, April 1, 2016** with a **first review of applications scheduled for Friday, March 18, 2016.**

For additional information about this outstanding career opportunity, please contact:

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Maricopa County Human Resources

*"Your Partner for Success"*

*It is the policy of Maricopa County not to discriminate in employment or the provision of services. Maricopa County is an Equal Opportunity Employer. We provide reasonable accommodation in the application and/or testing process to eligible individuals requesting assistance under the Americans with Disabilities Act. Auxiliary aids and services are available upon request to individuals with disabilities.*

