



Chief (County) Administrator - Apply by October 31, 2014



Welcome to El Paso! A jewel of the southwest desert, El Paso County is the westernmost and sixth most populous county in Texas. Its county seat, the City of El Paso, is the 19th most populous city in the United States. On the other side of the Rio Grande River lies the Mexican State of Chihuahua and the City of Juarez. El Paso and Juarez together comprise the largest international metroplex in the world.

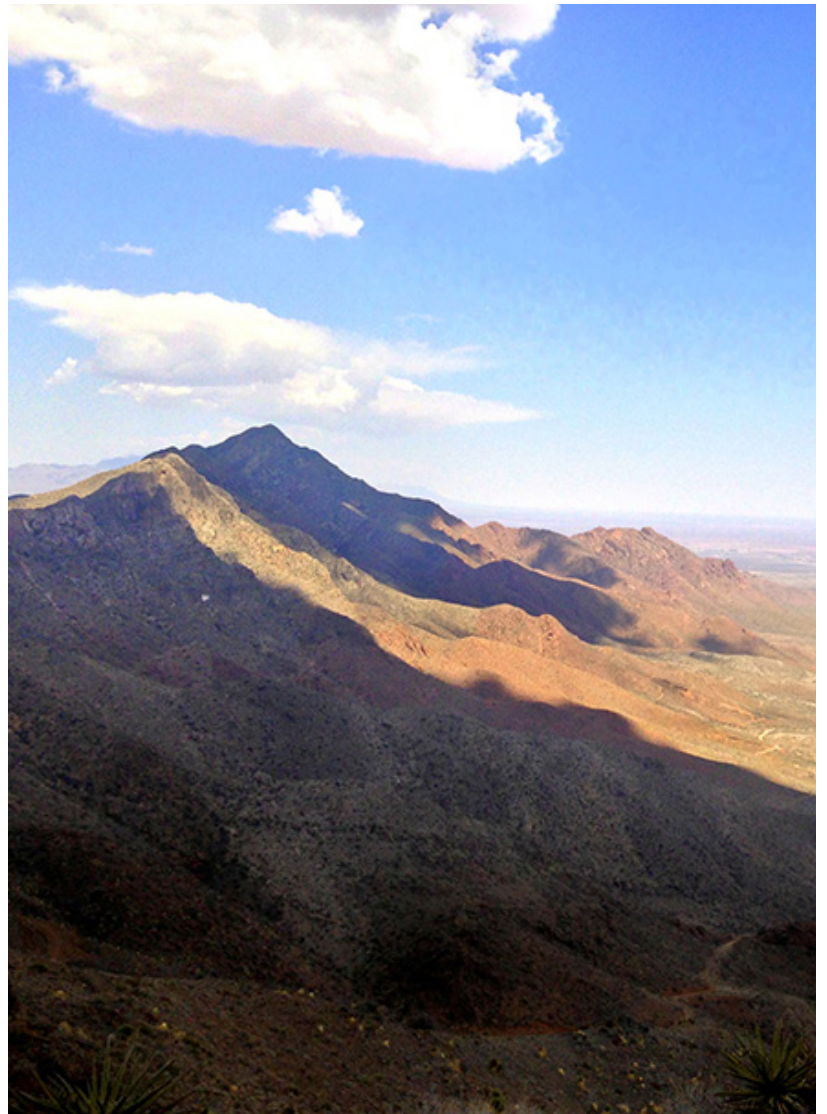
The weather is some of the best in the world with over 300 sunny days a year. For this reason, El Paso is often referred to as the “Sun City”, and it is truly a place in the sun. During the day, the mountains take on shades of purple, orange and green. As evening approaches, the sunsets are magnificent. At night, the views from the foothills or from the Wyler Aerial Tramway make the city lights look like a scattering of glittering diamonds across the expanse of darkness.

El Paso is a dynamic border community that combines the advantages of a major metropolitan area with the character and friendly charm of a modern western town. Its quality of life is excellent. For example, in 2013, Movoto rated El Paso as the 3rd best city in the country in which to raise a family. It is also an extremely safe county, a place where people feel comfortable walking alone any time of day or night. In fact, El Paso has been ranked as the safest city of its size in America for the past four years and in the top three since 1997. It is also a progressive community on the move. Overall, the cost of living is favorable and housing prices are reasonable.

The County boasts state-of-the-art medical facilities. The schools are very good and offer an excellent AP curriculum. El Paso's three school districts offer 22 high schools, 33 middle schools, 101 elementary schools, 8 specialty schools and 3 adult learning centers. The County also has over 25 parochial schools and 50 private schools such as the renowned Loretto Academy for Girls and St. Clement's Parish School. As for higher education, the most prominent institutions include the University of Texas at El Paso (UTEP), which has been ranked in the top 10 schools in the country for the past two years by *Washington Monthly*. El Paso Community College and nearby New Mexico State University also offer excellent programs.

Cultural and entertainment opportunities are readily available, and with the new Triple A baseball stadium and a revitalizing downtown, it will only get better. Examples include Broadway in El Paso at the Plaza Theater, the El Paso Ballet and the El Paso Symphony Orchestra. Alternatively, arts lovers can enjoy a show under El Paso's famously tranquil night skies at the McKelligon Canyon Amphitheater.

While organized amateur sports focus on UTEP, the City does offer the Western States Hockey League's Rhinos. Professional sporting events are offered through the Triple A



Chihuahuas, a minor league affiliate of MLB’s San Diego Padres.

The Franklin Mountains, which divide east and west El Paso, provide ample opportunities for outdoor recreation and are another bright spot. Walking, running and bicycling are common activities year-round. The more adventurous can tackle bouldering and rock climbing. Visitors can enjoy a picnic in Franklin Mountains State Park, the largest urban park in the United States. Outstanding hunting (deer, quail and dove) and fishing areas are found nearby. Between Thanksgiving and mid-March, skiing is available in Ruidoso, New Mexico, a three-hour drive from El Paso.

El Paso County is a perfect place to enjoy the seamless blending of cultures and customs that make up its heritage. Captivating relics of the historic Old West and the treasured traditions of Native Americans highlight the community. Residents still attend church in old Spanish missions on the historic Mission Trail that were built by Native Americans in the late seventeenth century. The area was also the home to famous outlaws including Poncho Villa, John Wesley Harding and Billy the Kid.

For those who like to shop, ample opportunities exist. El Paso is particularly famous for its footwear and boasts the title of “Boot Capital of the World”. From clothing and jewelry to antiques and home furnishings, customers can find endless options suiting every taste and budget.

What makes El Paso County truly special, however, is its residents. They are welcoming and involved. During the recent influx of Central American refugees, the community responded with four 100-bed shelters with 1,000 volunteers per shelter. They care. The community is family-oriented and boasts strong neighborhoods. Neighbors are friendly and help their neighbors. People love getting together in neighborhoods, parks, and at the many free community events taking place throughout the year. We agree with Movoto – El Paso is a great place to raise your family. In fact, we would go a step further and tell you that it is a great place to call home, to live, to work and to spend your spare time.

We invite you to apply to be El Paso County’s Chief Administrator and help take the County to a new level of excellence.

History

The history of El Paso is a tapestry woven from the vibrant cultures and customs that envelop the thriving and unique metropolitan area that exists today. The region’s written history spans more than 400 years and fuses Native American, Spanish, Mexican and Cowboy traditions into one cohesive whole.

In 1581, Spanish explorers reached the Rio Grande River and viewed a pass between two mountain ranges rising out of the desert. They named it El Paso del Norte (the Pass of the North). On April 30, 1598, the area was colonized by a Spanish expedition under Don Juan de Oñate.

The El Paso area became part of the United States at the end of the U.S.-Mexican War in 1848. One year later, the military post that eventually became Fort Bliss was established. El Paso County was established in 1850. The Southern Pacific Railroad arrived in 1881, and assured the area’s future.

El Paso was the Wild West. The City flourished during the rambunctious era of gunfighters, cattle rustlers, saloons, famous marshals and the Texas Rangers. In 1911, the Mexican Revolution thundered into town and ushered in a new era. Refugees streamed out of Mexico by the

Table I: El Paso County Pop. Growth

Year	Population
1860	4,051
1900	24,886
1950	194,968
1960	314,070
1970	359,291
1980	479,899
1990	591,610
2000	679,622
2010	800,647

Source: U.S. Census Bureau

Table II: Temperatures and Precipitation in El Paso County

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	58	63	70	79	88	96	95	93	88	79	66	58	78
Average Low °F	32	36	42	50	59	67	70	69	62	51	39	32	51
Precipitation in Inches	0.4	0.4	0.3	0.2	0.3	0.7	1.6	1.6	1.4	.07	.04	.06	8.7

Source: Weatherbase

thousands into El Paso. The people who remained when the war was over were instrumental in building the unique culture and heritage that is the Sun City today.

The transformation of the City since the days of the Wild West has been tremendous. Today, El Paso is a thriving community reveling in the blend of cultures with its sister city of Ciudad Juárez. It is a major distribution and manufacturing center and is the focal point of an annual \$20 billion in trade between the United States and Mexico. (See Table I on page 3 for population growth of El Paso County.)

Demographics

According to the 2010 Census, the age distribution is as follows: 41% are under 25 years of age, 27% are between 25 and 45 years old, 22% are between 45 and 65, and the remaining 10% are over 65. The median age is 31. The population is 82% Caucasian, 3% Black, 1% American Indian, 1% Asian and the remainder is composed of “other”. Hispanics of all races make up 82% of the population. Seventy-three percent of the population over 25 years of age has a high school degree, and 13% have Bachelor’s degrees. Seventy-two percent of the County’s population were born in the United States and 56% were born in Texas. The median annual household income is \$39,699. Twenty-one percent of all families live below the poverty line. Over 70% of the residents are bilingual.

Geography and Climate

El Paso County’s climate is classified as Tropical and Subtropical Desert. Its atmospheric environment inhibits precipitation. In spite of monsoonal winds in high-and low-sun periods, moisture-laden air penetrates the area only infrequently. There are an average of 49 days of rain per year and an average of 5.7 inches of snow.

Commerce

Situated on the border of two nations and three states, El Paso’s location presents a unique array of opportunities. As noted, El Paso and its sister city, Ciudad Juárez, comprise the largest metropolitan area on the border between the United States and Mexico. In fact, the downtown areas of these two cities are within walking distance of each other.

With El Paso’s proximity to Mexico comes excellent opportunity for businesses to capitalize on NAFTA. For example, El Paso’s Foreign Trade Zone (FTZ) #68 encompasses over 2,500 acres in 17 non-contiguous sites and is the lowest cost and second-highest volume general purpose FTZ in the United States. Recently Forbes Magazine ranked El Paso as the fourth “Best Mid-Size City for Jobs” in the country. It was ranked first in 2011 and twenty-seventh in 2012.

Table III on page 5 reflects the top employers in El Paso County.

The most recently reported unemployment rate for the County was 7.6% (June 2014 – U.S. Bureau of Labor Statistics).

The Government and the Chief Administrator

Under Texas law, what would be referred to as the Board of County Commissioners in most states is called the Commissioners Court (hereafter “the Court”) and is composed of five members. The Chair is known as the County Judge although she has no judicial responsibilities. The Judge is elected at large to a four-year term and presides over Commissioners meetings. The other four members of the Commissioners Court are known as Commissioners. Each is elected from a precinct to a four-year term. The terms are staggered, and two Commissioners will be new

Table III: Principal Employers, El Paso County, 2011

Employer	Function	# of Employees
Fort Bliss	Military	37,933
El Paso Independent School District	Education	9,000
Ysleta Independant School District	Education	8,000
City of El Paso	Government	6,390
T&T Staff Management	Employment	5,020
University of Texas at El Paso	Education	3,700
University Medical Center	Healthcare	2,455
Dish Network	Tech Support	1,800
Alorica	Call Center	1,755
Texas Tech Health Sciences	Health Care/Ed	1,546

Source: El Paso County 2013 CAFR

following the elections this November. All of Texas’s 254 counties operate under the same governing legislation, which is largely unchanged since 1850.

The Court as a whole has authority over a multitude of areas in the operation of County government. On the other hand, the County has a staggering number of other elected officials, including Judges, the District and County Attorneys, the Sheriff, Constables and Justices of the Peace, the Tax Assessor, the District Clerk and the County Clerk.

The County Judge and Commissioners are united in their resolve to achieve progress and innovation. While sometimes divided on the best path, all are dedicated to making the County the best it can be and improving the residents’ quality of life. Once a vote is taken, the Court unites behind the will of the majority to make policies successful.

The Chief Administrator is a new position for El Paso County. The individual will be appointed by the entire Commissioners Court and will be well supported by elected officials and staff alike. All are genuinely looking forward to partnering with the Commissioners Court to enable a more centralized and structured approach to managing operations. The Chief Administrator will be responsible for all the day-to-day operations falling under the Court.

Of the 2,817 persons employed in El Paso County, the new Chief Administrator will directly oversee 12 department heads and other managers who, in turn, manage 472 employees. The Sheriff oversees 1,077 employees, with all detention and licensed officers in a bargaining unit.

The remaining 1,268 employees are distributed to the other elected offices.

The general fund budget for the El Paso County Government for FY 2012-13 was \$230,794,713, and the total budget was \$282,760,433. Eighty percent of the County’s revenue is derived from the property tax. The County maintains an AA- bond rating. It provides basic health and human services; court and public defender services; public works and sheriff and probation services for residents.

Challenges and Opportunities

Foremost among the challenges the first ever Chief Administrator will face will be to establish and demonstrate the value of the position both inside and outside the government. While the Court is fully supportive, some other County officials are skeptical. Both staff and other elected officials are accustomed to working directly with the Judge and Commissioners. Very few currently in the government have worked under a structure similar to what has been enacted, and the creation of this position is a huge change. Introducing the new structure, as well as a new chain of command and policies and procedures, will be necessary. A period of adjustment for all concerned is expected.

The change presents an unprecedented opportunity to implement a structure and programs that will form the County’s foundation for the future. The Court’s intention is for the Chief Administrator to be the hub of the organization and the source from which efforts would emanate to modernize an antiquated organization.

Part of the challenge will be building solid relationships with the other

elected constitutional officers and their staffs. Seventy percent of the Court-approved budget falls under the direct control of these other elected officials. While visible tension is infrequent, more cohesion and teamwork would be helpful moving forward.

One of the driving cultural and economic forces in El Paso County is Fort Bliss. It is among the largest military institutions in the country and is an integral part of the community. Developing relations with key personnel at Ft. Bliss will be important, as will be planning for the vagaries associated with any federal presence.

Building a strong relationship with the City of El Paso will be important, as it comprises over 670,000 of the County's total population of 828,000.

Internally, the Court would like to see a performance measurement and management system introduced. It would like the various operations under its control to demonstrate their value to the community. It would also like its decisions for the budgets of the other entities within the County to be based on hard data (to the degree possible) rather than conjecture.

Meeting these challenges will be time-consuming and will require a dedicated, focused approach. Fortunately, all the key elements for success are present – everyone (staff, elected officials, and the public) wants the new Chief Administrator to succeed and to lead the County for a long period of time.

The Ideal Candidate

El Paso County is seeking a strong leader to partner with the Court to take the County into the future. The individual will be an advisor yet also must recognize that he/she works for the Court. The Chief Administrator will be a highly capable professional manager who is intelligent, upbeat, relentlessly positive, progressive, approachable, open, honest, transparent and extremely ethical. He/she will be someone who is politically astute but not politically involved or ambitious – someone who knows how to navigate the boulders just below the surface and to get the job done. The individual will have to tread a very careful path. This position is new, and its role, while easily understood on paper, will take time and patience to implement. The Chief Administrator will need to be

somewhat visionary and suggest ideas and options to the Court while always deferring to its decisions. At the same time, he/she will be independent and unafraid to speak truth to power at the right time and in the right setting.

The ideal candidate will think strategically, be a consensus builder, and have excellent people skills. As noted above, the primary challenge initially will be to establish the value and credibility of the position. That effort will involve working with all the elected officials (not just the Court), establishing a level of trust and comfort, and demonstrating a contribution that makes their jobs easier. Building effective working relationships with individuals and bureaucracies will be vital to effectuating the desired changes. To this end, tact and excellent negotiating skills will be needed. The Administrator will also need to be in the community, visibly serving as a face of the County.

The Chief Administrator will have a strong presence and excellent communication skills. The individual will be equally comfortable speaking to elected officials and to the “person on the street.” The County does not have a public relations staff, so being comfortable with the media is a strong plus. He/she will be customer service oriented and set the tone for the County. The individual will ensure that the staff realizes that the customer is not always right but deserves to be respectfully listened to and helped to the extent possible.

The County's staff is very capable and strong. Its directors are by and large experts in their fields. Hence, the Chief Administrator will not need to micromanage but will mentor and provide direction based on the Court's vision and decisions. The ideal candidate will, however, be informed and hold the staff accountable for results and for meeting targets and goals. When a director steps out of line or fails to follow through, the Administrator must not hesitate to remind the individual of his/her responsibilities and the importance of carrying them out in a timely manner and in the prescribed way.

The Chief Administrator will be progressive, achievement-oriented, analytical and solution-driven. The individual will constantly, yet diplomatically, challenge accepted practice to determine if there is a better way. At present, nothing in the County seems to be broken. On the other hand, a fresh set of eyes may be able to identify ways to improve efficiency and effectiveness. Strong

organizational skills will be necessary, and technologically astuteness is a strong plus.

The ideal candidate will be able to see over the horizon, anticipating upcoming issues as well as the consequences of possible alternatives. He/she will be decisive, yet patient with the ability to wait until the time is ripe for action. Since change will probably not be immediate, endurance will be important.

The position requires a Bachelor's degree with an emphasis in Public or Business Administration or a related field. A Master's degree is preferred. Candidates should have at least seven years of senior-level management experience in public or business administration, preferably within local government, as a City/County Manager or Assistant City/County Manager with agencies of similar size and complexity. Fluency in Spanish and experience in Texas are pluses but are not required.

This will be a challenging, time-consuming and, at times, frustrating job. The ideal candidate will bring enthusiasm and passion to the position. Those seeking a soft place to land should look elsewhere. The County has a strong desire to find someone who will commit for the long term. For the right person, this job will be very satisfying and very rewarding. The County has tremendous potential and needs the right appointed leadership to help take it forward.

Compensation

The starting salary is projected to be around \$181,900 DOQ. The County offers excellent fringe benefits at the top tier in the state.

Residency

Residency in El Paso County is required.

Confidentiality

Applications will be treated confidentially to the degree possible, and no names will be released without the permission of the candidate. By the same token, once finalists have been determined, candidates should expect their names to become public.

How to Apply

E-mail your resume to: Recruit37@cb-asso.com by October 31, 2014. Submissions by regular mail or facsimile will not be considered. Questions should be directed to Jim Payne at (505) 803-1729 or Colin Baenziger at (561) 707-3537.

The Process

Applications will be screened between October 24th and December 4th, 2014. Finalists will be selected on December 4th, and interviews will be held on December 12–13 with a selection shortly thereafter. As part of the interview process, the County plans to hold a reception for the finalists with the public invited to attend.

Other Important Information

El Paso County is an equal opportunity employer and encourages women and minorities to apply.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING