



Welcome to the Community of Sun City Summerlin

Executive Director Position Available—Apply by July 10, 2017



If you are looking for a little bit of paradise and a great place to work, read on. Sun City Summerlin (SCS) is one of the nation's premier adult communities and home to residents from all parts of the United States. SCS is a Del Webb age-restricted community in the City of Las Vegas. The first residents came in 1989.

But Sun City Summerlin (SCS) is much more than that. The community has a population of approximately 12,100 who live in 7,781 homes. The Association's budget is \$15.5 million with reserves of \$15.1 million. It is in many ways more akin to a small to medium size city than a homeowners association.

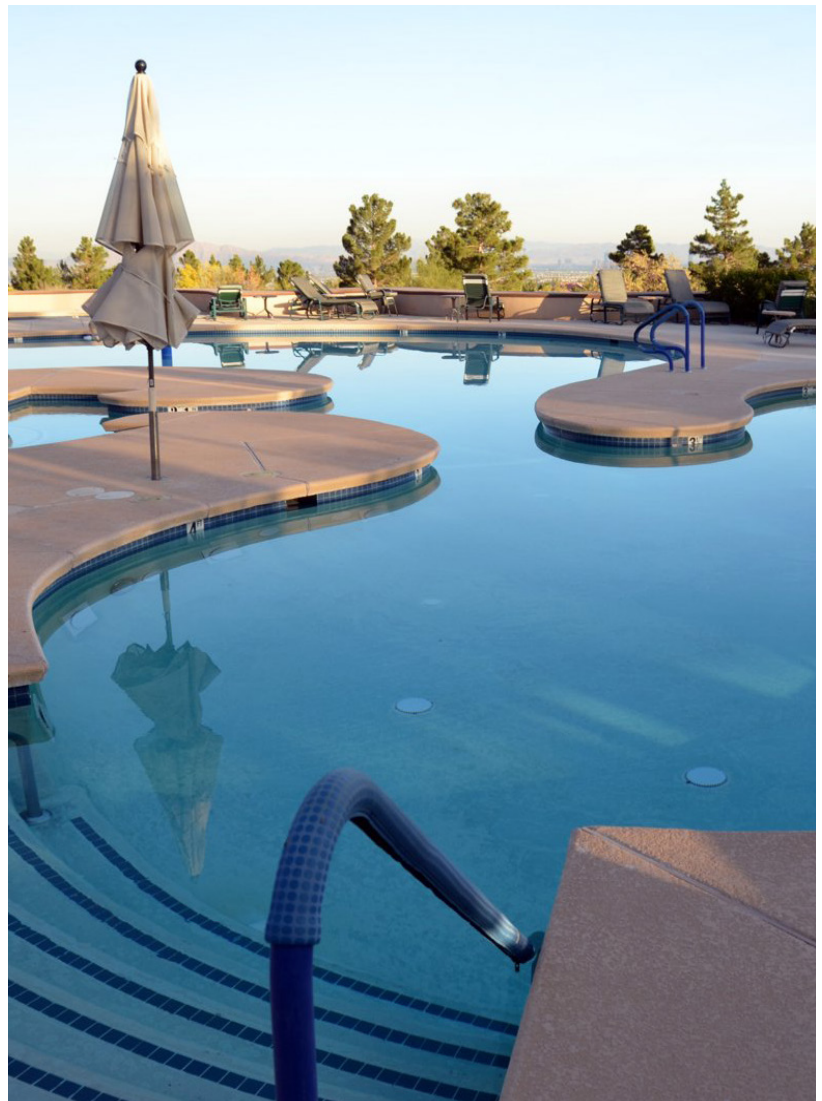
Located minutes from downtown Las Vegas and the Las Vegas Strip, the community is adjacent to the Spring Mountain Range at altitudes between 2,500 to 3,500 feet above sea level. Its 7,781 homes include single family, garden villa and patio homes. Their prices range from \$160,000 (for a small duplex) to nearly \$1,000,000. A nice home with 1,250 square

feet will probably sell for between \$270,000 and \$320,000.

The Association manages an extensive collection of recreation facilities, including three premier, Billy Casper, 18-hole golf courses. Highland Falls Golf Course is a championship level course and was recently ranked as the top course in Clark County (out of some 50+ courses). The Palm Valley Course is flatter but also championship level. Eagle Crest is an executive course composed of par 3 and 4 holes.

The Association's other facilities include four wonderful community centers. While not every center has every activity, the facilities include indoor and outdoor swimming pools, fitness centers, tennis courts (12 courts at three locations, some of which are lighted), billiards, bocce courts, horseshoe pits, miniature golf, 10 pickleball courts, picnic areas, ping pong, racquetball court, shuffleboard courts, a softball field, spas, table tennis, and walking tracks. Each community center includes meeting rooms for the community's approximately 79 clubs. SCS also has a beautiful 312-seat theater where the residents can get quality entertainment at a very reasonable price. Event tickets are often in the \$20 range. SCS's facilities also include three dining facilities: the Tavern at the Falls, the Five Star Tavern (leased out operation) and Summit Room snack bar.

Unlike many of today's developments, Sun City Summerlin is not a gated community and the City is responsible for its roads and public safety. SCS has a very active Security Patrol group that is very effective. Crime is minimal inside the development.



Within the development (and accessible by golf cart) are numerous shopping facilities (including groceries), restaurants, and various services (doctors, attorneys, dry cleaning, travel agencies, banks and so on). These are contained in six plazas. In other words, you really don't have to go anywhere else to meet most of your needs.

When you need more, Las Vegas beckons. SCS is on the western edge of the City and the downtown and the Strip are mere minutes away. No other place can compete with the City's events, concerts and shows. Las Vegas is an ever-changing city visited by millions of people each year. Las Vegas features some of the most unique attractions anywhere; the sheer number of things to do can seem overwhelming. From star-watching to watching the stars in the great outdoors and from M&M's World to the Atomic Testing Museum, you will find more than enough to amuse you and your family. Las Vegas will soon have an NFL team and an NHL team.

Traditional community services such as medical, library and transportation facilities are readily accessible. Public bus transportation goes through SCS and a reduced fare makes it convenient to reach any Las Vegas destination.

In other words, Sun City Summerlin has much to offer both personally and professionally!

HISTORY

The modern history of the area began when the Spanish Trail to Los Angeles, CA, became a relatively popular travel route from east to west. Las Vegas is Spanish for "the meadows", and reflected the abundant wild grasses, as well as desert spring waters.

Las Vegas was founded as a city in 1905, when 110 acres of land adjacent to the Union Pacific Railroad tracks were auctioned. That became the downtown area. In 1911, Las Vegas was incorporated as a city.

1931 was a pivotal year for Las Vegas. Nevada legalized casino gambling and reduced residency requirements for divorce to six weeks. At that time, Clark County had a population of approximately 9,000. 1931 also marked the beginning of construction on the nearby Hoover Dam. The influx of construction workers and their families helped Las Vegas avoid economic calamity during the Great Depression. The construction work was completed in 1935.

In 1941, the Las Vegas Army Air Corps Gunnery School was established. Currently known as Nellis Air Force Base, it is home to the USAF aerobatic team, the Thunderbirds. Growth exploded following World War II, with the arrival of lavishly decorated hotels, gambling casinos and big-name entertainment.

Sun City by Del Webb was the first of its kind when it opened its doors in Phoenix, AZ, in 1960. In the late 1980s, the company began planning for Sun City Summerlin. Over the years, the Del Webb brand has evolved and offers its unique vision of retirement in more than 50 communities across 20 states nation-wide.

GEOGRAPHY

Sun City Summerlin lies on the western edge of Las Vegas. It is near the base of the Spring Mountains at an elevation of 3,000 to 3,400 feet. It is enough above the valley (where most of the City is located) that the temperature is routinely 5 degrees cooler than in the valley.

CLIMATE

SCS's climate is classified as tropical and subtropical desert. The average year round temperature is 62.2. The warmest month is July which averages 84.4 and the coolest is December with an average temperature of 42.5. See Table 1 on page 4 for more details. The average annual precipitation is 9.3 inches with most of that occurring

Table I: Summerlin Weather Averages

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average High °F	53	57	63	68	81	89	96	95	75	64	53	43
Average Low °F	33	37	40	45	57	64	73	72	63	53	43	37
Precipitation Inches	1.3	0.9	0.6	0.6	0.4	0.2	0.8	0.7	0.5	1.5	1.8	1.8

Source: Weatherbase

in December and January. The average annual snow fall totals 3.8 inches. The warmest months are July and August. While locals will describe the benefits of dry heat, the area can be oppressively hot in July and August. As noted, the good news is SCS is generally 5 degrees cooler than the valley.

DEMOGRAPHICS

Sun City is part of Clark County which has a population of over 1.9 million, Clark County is the 14th largest county in country. It is also part of Las Vegas. Its population is 623,000 making it the 28th largest city in the country.

As of January 1, 2015, SCS's population was estimated at 12,100. Naturally over 95% are over age 55. The breakdown is estimated to be 44% are between ages 55 to 75, 47% are 75 to 90 and 4% over 90. Males comprise 45% of residents, females 55%. The average age is 74.

THE ASSOCIATION AND ITS GOVERNING BODY

The Sun City Summerlin Community Association (SCSCA) manages all the community's facilities and is responsible for common area maintenance (landscaping and facilities). SCSCA is also responsible for approving the architectural design of new and remodeled buildings within the development's boundaries.

It operates under Nevada Revised Statutes, Chapter 116, as well as its Articles of Incorporation, CCR's, Bylaws

and Development Standards. One of the Association's restaurants (5 Star Tavern) is operated under contract by a third party.

The SCSCA's operations are managed by a resident-elected nine-member Board of Directors. The Board hires an Executive Director to manage its \$15.5 million budget as well as eleven department managers and approximately 300 employees. About half the employees are part time employees and many are current residents. While the salaries are not high, these part time jobs provide both an activity that contributes to the community and spending money.

The Association operates on a July 1st to June 30th fiscal year. The residential assessments are \$116 per month per household fee that provides the majority of the Association's revenue—an estimated \$9.5 million this fiscal year. The most significant other revenue source is golf revenues at \$3.5 million. The largest expenses are staff payroll at \$7.1 million, utilities at \$3.0 million, and operating expenses at \$2.8 million. The golf courses are a central feature of the community and a major reason SCS is as attractive as it is. They are also the community's stormwater conveyance system.

Board members are elected to two year terms and are not term limited. Overall the Board has been relatively stable with three of its Members having served 10 consecutive years or more. The Board's current members are collegial and get along well. The Board Members respect the staff and recognize they make policy and provide direction to



the Executive Director (ED). The ED in turn directs the activities of the staff. Having said that, each Board Member has an area of focus (golf, IT, community standards and so on). The goal is to provide support to the ED while also being an advocate for the particular area of focus.

In recent years, the thrust of the Board has been to maintain and improve the quality of the Association's facilities and programs while eliminating waste. Over the years, the Association has built a reserve of approximately 80% of the budget.

THE CHALLENGES

Sun City Summerlin is a wonderful community and while it has challenges, they are manageable. First and foremost is to maintain the community's high standards and to protect the current homeowners' investment. That involves both the physical appearance of the community and the programs it offers. As the demographics show, the community is made up of two groups, the original owners and the new owners. One of the challenges is introducing programs that will appeal to those who are now looking for an adult community to relocate to and to spend their golden years. For example, while the bridge club might be very important to the original owners, community Wi-Fi may be more important to the new owners. Some would also like a dog park, bike trails and walking trails (although finding space for these would be extraordinarily difficult). Anticipating these changes and staying ahead of the curve will be critical to the community's long term success.



The second challenge is to continue to operate an efficient and effective operation. Unnecessary expenditures have been significantly reduced over the past few years but the SCSCA is always looking to continue to provide the best services at the least cost.

The third challenge is to find revenue enhancements. Cutting costs is one way to keep the HOA dues down but adding new revenues is another way. For example, the SCSCA has done a good job of finding new revenues for the golf courses in the past two years but if more can be found, it would help further in reducing the operating deficit. It would also be nice if a way could be found to better use The Summit where the Association currently operates a snack bar. The facility once hosted a very nice restaurant and has a fantastic view of the valley. It is, however, hard to compete with the early bird specials offered by other dining facilities in Las Vegas and The Summit's kitchen facilities are somewhat limited, still the potential is there.

The fourth challenge is the desire to be appealing to the newer residents (baby boomers) buying into the community and still meeting the need and desires of the existing residents.

THE IDEAL CANDIDATE

Sun City Summerlin is seeking an outstanding and energetic leader and manager who will partner with the Board in its quest for continuous improvement. The individual will be adaptable, approachable, responsive and a people person. He/she will have outstanding communications skills, especially listening skills. Patience is also important as are customer service skills and the Executive Director (ED) is expected to lead by



example. Many residents seem to think they are the ED's boss. Further, many are elderly and expect their needs to be taken care of. Sometimes that means no more than listening and working with a resident to find a solution to a problem. The staff seems to be well trained in that area and the new ED will not permit any backsliding.

The Board is not looking for a "yes" man or woman but someone who will speak truth to power. The Board wants and expects the ED's opinion. That is why the members are seeking a pro. At the same time the individual will understand the best time to present his/her case. Further, the ideal candidate will support whatever decision the Board makes with vigor but not be afraid to come back to the Board with a course correction if the decision ultimately is not working as effectively as might be hoped and expected.

The next ED will be analytical and constantly seeking ways to improve the operation. "We have always done things this way," will not be a satisfactory answer to why a particular process is in place. Rather he/she will want to know the rationale behind a policy or procedure. That is not to say anything is broken at Sun City Summerlin. Quite the opposite. Still, it is likely that a fresh set of eyes with a questioning attitude will find ways to improve the operations and identify programs that will make SCS more attractive to today's now retiring seniors.

When working with residents the ED will be patient, when working with staff the individual will have a sense of urgency. Much needs to be done and he/she will need to work with staff to maximize their productivity and creativity. As such the ED will not be a micromanager, but someone who has high expectations, provides the necessary resources and decision-making latitude and then steps back and allows each manager do his/her job. The ED will not withdraw but expect to be informed and hold the individual managers accountable for results. The individual will be a mentor and a motivator. He/she will

work with the staff to encourage them to be all they can be. At the same time, the individual will have a sense of urgency and transfer that urgency to the managers.

The ED will be a team builder and bring the staff together to make Sun City Summerlin the best such development on the planet. That will involve instilling a sense of pride, of being the best and of wanting to achieve more than anyone else.

The ideal candidate will have a Bachelor's degree (a Masters degree is preferred) in management or a field related to being a successful manager. He/she will have strong financial skills and know how to prepare a budget and read a financial report. Expertise in human resources is very important. SCSCA has had to fight a number of law suits – for example, regarding age discrimination. Ensuring the right policies and procedures are in place to minimize the likelihood of any adverse legal actions will be important as will knowing how to respond to law suits should they occur. Skill and experience in marketing will be a plus.

The ideal candidate will have overseen the efforts of at least 100 employees. Experience running a similar HOA, a resort, a City, a large and varied Parks and Recreation operation or military facility would seem to be a good fit with this position. It is also very important that the candidate know something about golf. It is the second largest revenue source as well as the biggest single expense.

The ideal candidate will demonstrate usage of formal leadership training, leading by example as well as transferring and training direct reports to be strategic thinkers, agents of change, and possess a customer service demeanor. The candidate will commit to continuous leadership training with emphasis on crucial conversations, teambuilding, and employee leadership. He/She will be a leader, not just a manager. The candidate will have demonstrated strategic planning skills in an Association/Community environment as well as the ability to integrate

strategic initiatives into the annual master plan each year. Training and teambuilding for the ED and staff will be required as there will be measurable goals set by the annual and strategic plans for which accountability will be reflected in performance goals and compensation throughout the organization. The ED will be expected to be an example in the Community not just in a leadership role but participate in Community events whenever possible.

COMPENSATION

The salary range is \$125,000 to \$200,000 based on the educational training, qualification, experience and professional certifications of the selected candidate. The benefits package is competitive in our community market.

THE CURRENT EXECUTIVE DIRECTOR

The current Executive Director resigned recently to return to a past employer. He is available to discuss his work experience while at Sun City Summerlin and the reasons for his departure with interested candidates. Contact information is as follows: Paul Henderson—mobile phone: 702-604-4188 or email: paulhenderson6591@gmail.com. We do not anticipate any internal candidates!

RESIDENCY

Residency within the Association boundaries is not required.

HOW TO APPLY

E-mail your resume to Recruit26@cb-asso.com by July 10th. Faxed and mailed resumes will not be considered. Questions should be directed to Rick Conner at (915) 227-7002 or Colin Baenziger at (561) 707-3537.

THE PROCESS

Applications will be screened between July 11th and August 9th. Finalists will be selected on August 10th. A reception and interviews will be held on August 16th & 17th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

In the short term, the Executive Director can obtain a Community Manager Temporary Certificate based on an application and a job offer letter. In the long term, the selected candidate will be required to obtain a Community Manager Certification under Nevada law. Obtaining the necessary certification is not overly difficult but does require 60 hours of education in management of a common interest community and passing the Community Manager test. Sun City Summerlin is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

ADDITIONAL INFORMATION

For additional information about the Sun City Summerlin. http://www.suncity-summerlin.com/scscai_home_about.html.

PHOTOS

The photos in this brochure were contributed by the 2015 Sun City Summerlin Community Association, Inc.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING