



Recruitment Brochure

Director of Health and Human Services



Discover Placer County

Feel the Beauty

Experience the Adventure

Apply by September 16, 2013



Recruitment Services Provided by Ralph Andersen & Associates



The Opportunity

This is an extraordinary career opportunity to join a progressive and innovative county located in scenic Northern California. Placer County is an award-winning organization and a noted leader in the field of health and human services. The County seeks to attract highly qualified candidates for consideration that bring credibility, passion, and an innovative approach to the delivery of services to the community.

County Governance and Organization Structure

The County is governed by a five-member Board of Supervisors elected to four-year terms by voters within their respective districts. This governing structure has nearly all non-elected Department Heads reporting to David Boesch, the County Executive Officer. The County's Budget for FY 13/14 is \$715.2 million with current staff of approximately 2,235.

The Department of Health and Human Services

The consolidated Department of Health and Human Services (HHS) is a mission-driven organization responsible for a broad range of public health, human services, and social services. HHS places people first in its continuing mission of safeguarding the health, environment, and well-being of Placer County's residents and animals. The structure of this award winning model can be viewed on the organization chart included as an insert to this brochure.

The successful candidate for the Director position will have the exciting opportunity to lead a staff committed to expanding and enhancing client services, productivity, and effectiveness through creative and innovative operational approaches and public-private partnerships. The HHS proposed operating budget for FY 13/14 is approximately \$173 million with 735 funded positions.

The Position

This exciting career opportunity is a result of the pending retirement of a long tenured and highly respected professional who held the combined title of Director of Health and Human Services **and** Public Health Officer. The County is recruiting for the Director of Health and Human Services as a position separate from the Public Health Officer although there is flexibility and latitude to combine the responsibilities of the Director and Public Health Officer based on the experience and credentials of applicants.

In addition to implementing goals and policies set by the County Executive Officer and the Board of Supervisors, the Director's key responsibilities include:

- Applying strategic, innovative thinking to the development of the Department's annual budget, evaluating the Department's needs and fiscal

condition while seeking opportunities for improvement and increased cost effectiveness;

- Monitoring legislation, trends, and national best practices to conduct short- and long-term planning for continued effective delivery of health and social services programs including the research, preparation, and administration of new and existing grant opportunities;
- Interacting with citizens and public interest groups in a community that is geographically dispersed with multi-cultural and socioeconomic diversity;
- Maintaining a motivating and challenging work environment by encouraging and recognizing excellence; and
- Representing the CEO and the Board of Supervisors in meetings with representatives of private and governmental agencies, community organizations, and other important stakeholders internal and external to Placer County.

The Ideal Candidate

The ideal candidate will be a decisive leader, a strong program and budget manager, and an accomplished professional with a demonstrated ability to develop innovative options to issues facing the Department and the community. This effective leader will bring outstanding creativity, communication, and consensus building skills along with a track record of working collaboratively with a broad range of people and organizations reflecting a diverse cultural and economic population.

Other personal traits required for success in Placer County include:

- Strong, confident leader with a focus on employee engagement and possessing superior influential skills;
- Personal commitment to a position of public trust;
- Personal style that includes flexibility, adaptability, and agility;
- Innovative, energetic, and interdisciplinary approach; able to build on Placer County's award-winning reputation with a focus on implementing new models of service delivery and leveraging resources through adaptive leadership methods and best practices;
- Collaborative, exceptional relationship building skills and commitment to aggressively seek out and promote public-private partnerships with an orientation toward prevention and early intervention strategies;
- Focused on community engagement and visibility as an advocate for health and human services throughout the communities of Placer County as well as statewide and nationally;
- A leader with core values centered on outcomes, both measurable and meaningful; and
- A calculated risk-taker willing to step out beyond the norm.



The successful candidate will also be seen as a champion of human services, well versed in:

- Providing leadership and vision with a compassionate approach;
- Embracing the ideals and mission of a robust organization with enthusiasm and vigor;
- Strengthening the bond between team members and the achievement of overlapping objectives;
- Defining the strategic, long-term direction of an organization;
- Ensuring accountability for budgetary and service objectives;
- Displaying sensitivity to the varying needs of children, families, and individuals with a genuine commitment for providing the highest level of service to the public and achieving the programmatic goal of self-sufficiency;
- Identifying and determining appropriate methods for deploying operational resources to optimize outcomes that are financially sustainable; and
- Delivering programs that contribute to a safe and caring community, environmental stewardship, and a healthy economy.

Ideally, candidates should have knowledge and executive level experience in the broad areas of:

- Integrated health and human service delivery systems;
- Intergovernmental and community relations;
- Building strategic partnerships; and
- Multiple funding sources including their limitations and how to best take advantage of various funding sources.

Opportunities and Challenges

Placer County has a robust health and human services system currently in place with a welcoming and cohesive group of community-based organizations, stakeholders, and providers. With a long history of cooperative communities and partners, there are always opportunities for improvements to enhance further collaboration and achieve enhanced outcomes. Additionally, Placer's integration of the more classical public health programs has resulted in public health principals becoming embedded in all aspects of child welfare, mental health, social welfare, physical health, environmental health, youth services, senior services, drug and alcohol services, and animal services.

Both as a government agency and as a provider of services, Placer County is welcoming of meaningful change and as a result the new Director will continue the progress made to date by addressing:

- **Geographic Regions Served** – With three main locations (Auburn, Roseville-Rocklin, and Tahoe) and a total portfolio of 31 varied sites, provide an array of client services and support to a widespread geographic area with a diversity of needs.
- **Organizational Focus** – The Director will tap into talent and energize staff, assess organizational capacity, promote succession planning and employee engagement, and enhance overall leadership team cohesion.
- **Health Reforms** – The Affordable Healthcare Act will provide tremendous challenges including the transition into a comprehensive integrated network of private providers.
- **Criminal Justice Collaboration** – Criminal justice partners have demonstrated their commitment to achieve community safety through evidenced based practices and application of appropriate enforcement, prosecution, confinement, and enlightened supervised probation and treatment. Realignment (AB 109), the continued emphasis on a collaborative roundtable (Criminal Justice Policy Committee), and continuing the integration of “SMART” policy well established priorities will continue.
- **Changing Demographics** – The ability to develop additional cross-cultural partnerships, increase awareness, and improve/expand services in all areas, particularly in the Tahoe area and other communities experiencing changes in demographics.
- **Non-Profit and Other Community Based Organizations** – These groups are thriving, growing, and crucial in achieving the best outcomes in the communities. With the Department directing approximately 45% of budgetary resources directly to residents through various organizations, these partners provide much needed support to complement the core governmental infrastructure to effectively deliver all mandated county services.
- **Mental Illness** – Placer County's ongoing commitment to comprehensive community support of those with severe mental illness has drastically reduced recidivism and the need for restrictive living and helped those with mental illness actually contribute to the emerging tapestry of life in Placer County.
- **Aging Population** – Placer County has an actively aging population, with skills, enthusiasm, relationships, and demonstrated desire to contribute to the health and vibrancy of the community. Planning for future service levels as this group ages will be critical.
- **Address Homelessness** – Placer County needs to strengthen its work and perhaps take a stronger leadership role in order to develop a strategy to address homelessness.



- **Environmental** – Unlike many health and human service organizations, this Department is involved in reviewing Environmental Impact Reports (EIR) on behalf of the general public including those related to development.
- **Embracing Technology** – Placer County embraces use of emerging technologies and today operates the leading eligibility call center in the State of California. More opportunities exist to expand in this area and seek funding.

As a Director and a key member of the County's Executive Leadership Team, ongoing and day-to-day operational management will be centered on and tied directly to the CEO's three key county-wide organizational initiatives:

- Employee engagement;
- Economic development; and
- Priority-based budgeting.

Additionally, the Director will be involved with the following broad areas important to the Board of Supervisors on behalf of the general public:

- Financial Sustainability;
- Maintaining a Healthy Economy;
- Maintaining Safe and Caring Communities; and
- Practicing Environmental Stewardship.

The Department has an exciting and robust future and the new Director of Health and Human Services will play a critical and important role in shaping the future of service delivery.

Qualifying Experience and Education

This high-level administrative position requires senior level experience in a leadership role for a major social services or public health agency. This position also requires in-depth knowledge and experience in financial management as well as demonstrated experience in program development, implementation, and overall management of an organization.

Education – This position requires a Bachelor's degree in business, public administration, public health, health science, sociology, psychology, or a related

field. An advanced degree (i.e., MBA, MPH, MPA, MHA, MSN, MD*) or other related post-graduate training is preferred.

- * **Licensure** – Candidates that qualify as a MD (for the Public Health Officer) must have a California license or be able to re-instate by time of submittal. Specialty Board Certification is preferred. An MPH in addition to being a licensed MD would be a plus.

Experience – At least seven (7) years of senior management experience in a large, complex public health or similar health and human services agency is required. Candidates with bilingual skills will be highly regarded.

For more specific details on qualifications, please contact Ralph Andersen & Associates.

Compensation and Benefits

The annual compensation for the Director will be \$153,691 – \$186,867 plus an excellent benefit package including auto allowance, cafeteria plan, and CalPERS Retirement. For those candidates who also possess the qualifications for the Public Health Officer, the salary range may be increased depending on qualifications.

Further information on compensation, benefits, or retirement specifics may be obtained through Ralph Andersen & Associates. A detailed summary of information is available upon request.

To Be Considered

This is a **highly confidential process** throughout the recruitment and evaluation stage. References will not be contacted until mutual interest has been established and confidentiality will be maintained until the final candidate is selected.

Interested candidates are encouraged to apply immediately. Resumes, including cover letter and record of accomplishments, will be reviewed and evaluated as received. **Apply by September 16, 2013. Electronic submittals are required** and should be submitted to apply@ralphandersen.com. Only a select few – the most highly qualified candidates – will be invited to interview initially with a series of panels. Interviews will take place in late September or early October. Finalists will be presented to the CEO at a later date. Supplemental questionnaire and extensive background/reference checks will also be part of the process.

Confidential inquiries are welcomed to:

Ralph Andersen & Associates

Executive Search Consultants

(916) 630-4900

Heather Renschler or Robert Burg

heather@ralphandersen.com or robert@ralphandersen.com

Placer County is an active equal opportunity employer and celebrates ethnic diversity in its communities and in the workplace. Women and minorities are encouraged to apply.

A Rich History

Placer County's 150-year history began with the discovery of gold in 1848. In fact, the County took its name from the Spanish word for sand or gravel deposits that contain gold. The railroad has also been a major part of Placer County's rich history. Many towns had their beginnings in mining and evolved over the years into ranching, farming, and timber communities and recreation destinations.

Placer County's strong growth and development in more recent times can, in large part, be attributed to the relocation of high tech firms to the region in the beginning of the 1980s. The interest shown by new, expanding, and relocating companies to Placer County developed into a demand for substantial expansion of the available commercial and residential space.



Placer County and the Region

Today, Placer County represents a rapidly growing and prosperous community characterized by a healthy and mature economy, attractive business environment, and residents who benefit from a developed educational, safety, and healthcare infrastructure, in addition to abundant recreational opportunities. Additionally, the County has benefited financially by the development agreement with the United Auburn Indian Community to build and subsequently expand the Thunder Valley Casino, located in Lincoln off Highway 65. Also, William Jessup University, a four-year institution, and Sierra College, a two-year institution, are both located in Placer County.

Placer County encompasses 1,506 square miles (including 82 square miles of water) or 964,140 acres (including 52,780 acres of water) and is located 80 miles northeast of San Francisco. Total population is approximately 352,000 in both the unincorporated and incorporated (Auburn, Colfax, Lincoln, Loomis, Rocklin, and Roseville) areas of the County. It is bordered by Nevada County to the north, the State of Nevada to the east, El Dorado and Sacramento Counties to the south, and Sutter and Yuba Counties to the west.

Well known for excellent, award winning elementary and high schools, Placer County also offers a range of housing options including those on small lots, one - five acre parcels, larger horse properties, or on property with a mix of farming opportunities.

Placer County is part of the Sacramento Region, which also includes the Counties of El Dorado, Sacramento, Sutter, Yolo, and Yuba. The government center of Placer County (located in Auburn) is well positioned 30 miles northeast of Sacramento, the State Capital. San Francisco and the Bay Area are an easy drive of 90 miles by car or also serviced by Amtrak stations in Auburn and Rocklin. Napa Valley is less than an hour away from the heart of gold country.



Outdoor recreation activities in Placer County are abundant all year long and range from hiking and biking, to horseback riding, to rafting on rivers, to snowshoeing and skiing – adding to a focus on an array of resort and supporting industries. Additionally, a number of vineyards and wineries have expanded throughout Placer County, bringing in a number of visitors and related activities. The Sierra Nevada Mountains and Lake Tahoe, parts of which are located in Placer County as well as the stunning beauty of the foothills offer an unlimited range of recreational opportunities and incredible scenery.





Placer County Health and Human Services

August 2013

