

# Marin County, California

Chief Operating Officer (COO)  
Health and Human Services Department



## **The County of Marin is looking for a Chief Operating Officer (COO) to join its Department of Health and Human Services.**

The County seeks a leader who has a passion for helping people. The successful candidate will be someone who enjoys a challenge, is strategic minded and has a passion for helping to strengthen and oversee operations, administrative and management structures and systems that ensure an optimally managed Department and effective service delivery. Additionally, the ideal candidate is a strong and effective communicator, team builder and creative thinker who embraces transparency and shared leadership. If this is you and you share our passion for public service, then apply today to make a difference in the lives of the thousands of individuals and their families we serve in our community.

## **Marin County and Community**

Marin County, California, is a special place and home to a community of 250,000 engaged and culturally diverse residents. Located in the Northern Bay Area across the Golden Gate Bridge from San Francisco and adjacent to the vineyards of Napa and Sonoma Counties, Marin is a desirable place to live and is known for its combination of rural and suburban lifestyles, excellent schools, entertainment and recreational activities, and mild, year-round climate.

Marin is abundant with outstanding examples of Northern California environments including oak-bay woodlands, savannas, grasslands and salt marshes, managed and protected to enhance their natural and undeveloped character. Outdoor recreation in Marin County includes whale migration and bird watching, garden tours, golf, hiking, running, mountain biking, horseback riding, sail boarding, surfing, fishing, boating, kayaking, canoeing, etc. The county includes the incorporated cities of Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito, and Tiburon.

## **Marin County Government**

This diverse organization strives to uphold a set of core values: respect, trust, integrity, diversity, equality, excellence, accountability, innovation, and collaboration. These values help to maintain and enhance public trust and help achieve high quality service outcomes. The County is committed to being a well-managed organization that relies on the talents of its workforce to succeed.

The County of Marin is comprised of 22 agencies and departments with a workforce of approximately 2,100 employees and an operating budget of \$554 million (FY 17/18). The County is governed by the Board of Supervisors, which is made up of an elected representative from each of the five voting districts in this general law county. The Board of Supervisors also appoints a County Administrative Officer who is responsible for implementing Board decisions and providing day-to-day management support for the county operations and services.

## **Department of Health and Human Services**

The Department of Health and Human Services (HHS) is an innovative, integrated department of four divisions – Administration, Behavioral Health and Recovery Services, Public Health and Social Services – that deliver, coordinate, and administer a range of federal, state, and local programs addressing the health and welfare needs of county residents.

The Department and the Director of Health & Human Services are committed to ensuring healthy communities through supporting health policies and practices for residents to achieve an optimal level of health and well-being. The organization seeks to promote a culture of employee engagement where employees are proud of the work they do and flourish in an environment that encourages creativity and innovation as outlined in the HHS Internal Strategic Plan ([link](#)).

The Department of Health and Human Services is the largest department in the County with some 700 employees and an overall annual budget of about \$189 million (FY 17/18). The Department is responsible for over 40 key programs that are provided in approximately 112 locations throughout the county and community.

Additional information about the Marin County Department of Health and Human Services can also be obtained via the County website at: [www.marinhhs.org](http://www.marinhhs.org)

## **The Chief Operating Officer**

Reporting to the Director of Health & Human Services, the Chief Operating Officer (COO) is an important executive within the Marin County Health and Human Services Department and within the broader healthcare and social services community. The COO will assist the Director in overseeing Department operations in close collaboration with the Chief Strategy Officer and other members from the Department Executive Team from Behavioral Health and Recovery Services, Social Services, and Public Health.

The COO will be responsible for ensuring smooth and efficient day-to-day departmental operations, determining appropriate resource requirements to meet strategic goals and performance measures, and directing department-wide administrative, human resources and fiscal functions. He/she will exercise considerable initiative, judgement and discretion to make independent decisions within established legal and policy frameworks set forth by the Director of Health & Human Services, the Board of Supervisors, and federal, state and local regulations.

For a list of typical duties and responsibilities, please see the class specification.



## Issues, Challenges, and Opportunities for the Chief Operating Officer

- Keep the Department running smoothly and efficiently in an ever-changing environment
- Oversee budgeting and fiscal operations in a diverse Department with competing needs
- Manage infrastructure and compliance across a variety of disciplines and facilities
- Oversee human resource needs of the Department, including position management, budgeting, classifications, performance management, training and development, discipline, recruitments and knowledge transfer upon retirement
- Represent the Department in labor disputes and negotiations
- Monitor state-wide and federal legislation that might effect current or future services delivery, and help manage ever-challenging federal, state and local policy and fiscal regulations and policy while ensuring ongoing delivery of quality care
- Assume a leadership role in seeking faster and more efficient management tools, and leveraging digital and technical resources to improve measurement and evaluation, and create systems that help drive decisions and process improvement, ensuring quality information and services
- Support the HHS Director, and Chief Strategy Officer, and other colleagues in the Department to continue implementation of the HHS Strategic Plan
- Work with the HHS Chief Strategy Officer, and other key staff to build trust within a wide range of private and public agencies
- Appreciate the value of community voice in guiding Health and Human Service priorities and services
- Champion diversity and equity initiatives and support Department-wide efforts to improve in these areas
- Shift operations from a transactional to a more transformational system
- Embrace and champion a management philosophy that believes in shared leadership across all levels of the organization, and that supporting and mentoring employees will lead to better performance and service

## The Candidate

The ideal candidate will have strong fiscal and operations building skills and be an experienced problem solver who develops effective solutions to administrative, operational and service delivery challenges. He/she must also be a good listener and facilitator who is accomplished in the positive management of conflict

resolution and negotiation. He/she will also subscribe to the principles of good municipal government which are transparency, innovation and championing good ideas.

She/he will also be politically astute, approachable, and confident, as well as interact well with the HHS Director, County Administrator, Board of Supervisors, colleagues and community in a professional and collegial manner. This individual must be a person with a high degree of ethics and integrity who can manage and lead change, is familiar and comfortable with new technology and is a strong advocate for collaboration. She/he will also be articulate, culturally sensitive and aware, and be a clear and honest communicator who is able to engage effectively with individuals from all walks of life regardless of race, ethnicity, gender, religion, political position, sexual orientation or color with respect, dignity, and an open mind. She/he will be innovative and creative and not afraid to take calculated risks when needed. She/he will also encourage training and knowledge growth of staff and be receptive to innovation and reasonable risk taking to continue to improve HHS operations and services.

Finally, the person selected will truly enjoy the complexities of local government, and a diverse engaged citizenry and community. The selected individual should embrace technology, quality service and accountability and be able to approach challenges and situations with professionalism, confidence, flexibility, energy, and when appropriate, a good sense of humor.

### Education and Experience

- Graduation from an accredited College or University with a Bachelor's Degree in Health Care Administration, Public Administration, Public Health or a closely related field, and
- Five years of increasingly responsible management and administrative experience in a large and complex health, behavioral health, or social services organization.
- A Master's degree or other advanced degree is and experience working within a unionized environment is desirable.

### Knowledge, Skills and Abilities

The successful candidate should have strong leadership, communication, and interpersonal skills as well as solid presentation and organizational abilities. This person will also have knowledge/skills in:

- Principles and practices of leadership and management, including program development, implementation and evaluation; goal setting; and personnel management
- Operations, services, and activities of comprehensive and integrated health and human services programs
- Staff disciplinary processes, management of grievances and arbitration
- Union negotiations

- Public information principles and practices
- Legislative processes and current developments related to health and human services programs
- Pertinent federal, state, and local laws, codes, and regulations
- Modern information technology, systems and software
- Intergovernmental relationships and regulations affecting health and human service program delivery
- Budgeting and fiscal administration; grants administration; and contract negotiation and monitoring
- Funding sources and requirements for health and human services programs including grants management and audit requirements
- Social and economic problems affecting health and human services programs

In addition, the successful candidate should have the ability to:

- Demonstrate leadership skills, ingenuity, interpersonal consensus building and independent analysis
- Plan, organize, direct, coordinate, review and evaluate administrative, fiscal and operational functions of a major health and social services organization
- Delegate and provide day-to-day administrative direction to management staff
- Establish priorities and continually evaluate the effectiveness of programs
- Make effective decisions and resolve problems affecting complex and sensitive areas and situations
- Develop, recommend and implement goals, policies, procedures, work standards and internal controls
- Exercise tact and diplomacy and use sound judgment regarding political and priority implications related to programs and strategies
- Interpret, explain and apply complex federal, state and local laws related to the areas of responsibility
- Use data and creative data systems to help drive decisions and process improvement
- Collaborate with diverse communities
- Effectively execute short- and long-term projects
- Identify with and assist in implementing the overall objectives of the County as determined by Board of Supervisors' policies and directives
- Make effective oral presentations and represent the County in meetings with representatives of other public and private organizations
- Develop and maintain effective and cooperative working relationships with staff, unions, community agencies and local, state and federal representatives

## Compensation

The annual salary range for this position is about \$174,949 to \$192,899, placement in the range is dependent upon experience and qualifications.

Salary is supplemented by a generous benefit program that includes the following elements:

**Retirement (37 Act):** 2% @ 62 for new employees and reciprocity with CalPERS. The County does not participate in Social Security except for the mandatory Medicare contribution

**Insurance:** cafeteria-style benefits plan that allows employees to choose from a variety of health, dental, vision, life, and long-term disability insurance plans

**Leave Allowances:** generous vacation, personal, management, and sick leave benefits plus 11 paid holidays annually

**Deferred Compensation:** tax deferred 457K plan which employees may contribute to enhance their retirement

More information may be obtained by calling or contacting the telephone number or e-mail address noted below.

## How to Apply

If you or a colleague are interested in this outstanding opportunity, please submit a detailed resume as soon as possible to:

Robert Neher, FACHE, President

**Neher & Associates**

Telephone: (916) 443-2421

Facsimile: (916) 443-5949

**Applications are preferred electronically at:**  
[robertneher@executivesearchneher.com](mailto:robertneher@executivesearchneher.com)

Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers or e-mail above.

This position will be officially open until filled, however; the search is on a fast track. Leading candidate applications will likely be reviewed in late January and early February and screening interviews scheduled in early February 2018. Interviews with the County will follow quickly thereafter and are tentatively scheduled for the week of February 12th, 2018. Supplemental information may also be requested of leading candidates/finalists.

***Marin County is an Equal Opportunity Employer and values diversity at all levels of the organization. Final appointment will be conditional upon successful completion of a background investigation.***

