



Marin County, California

Chief Strategy Officer (CSO)
Health and Human Services Department



The County of Marin is looking for a Chief Strategy Officer (CSO) to join its Department of Health and Human Services.

The County seeks a dynamic leader who has a passion for change, social justice, and promoting health and wellness equity. The successful candidate will be an open-minded and collaborative leader who embraces transparency and community engagement. Additionally, the ideal candidate is an effective bridge builder and an advocate for data-driven, quality services in the Department of Health and Human Services and the community. 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](#).

The Department is the largest 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 Department can also be obtained via the County website at: www.marinhhs.org

The Chief Strategy Officer

This is a new, exciting executive-level role developed to implement the Department's strategic priorities. While there are multiple innovative and effective programs and initiatives within the Department, such work is not integrated, coordinated, or supported in a broader Department framework to achieve cross-Departmental goals. Reporting to the Director of Health & Human Services, the Chief Strategy Officer (CSO) is an executive leader who will be leading cultural and organizational change efforts with a particular focus on improving health and wellness equity in the county. This position will work with the Director, Chief Operating Officer, and Executive Team members from Public Health, Social Services, and Behavioral Health and Recovery Services to ensure budget and program priorities reflect department-wide priorities and community needs.

This position is a lead change agent for the Department and will work across programs and units to establish specific plans, deliverables and measurable objectives while also executing key functions of strategic planning, including organizational development, data and evaluation, policy and planning, community outreach and engagement and communications.

For a list of typical duties and responsibilities, please see the [class specification](#).





Issues, Challenges, and Opportunities for the Chief Strategy Officer

- Oversee full implementation of the HHS strategic priorities with the HHS Director and in partnership with colleagues across the Department
- Lead organizational and cultural change efforts to shift from a transactional to a transformational system
- Demonstrate leadership in establishing robust community engagement and building community leadership into service planning and delivery, including through community advisory boards
- Oversee staff development and training to support a customer-focused, integrated, and outcome-driven approach to service delivery
- Champion shared leadership and mentoring across the Department and support different leadership styles, constructive conflict and rigorous thinking as key to implementing change
- Recognize, understand, and address the systems and structures that have created inequities in Marin
- Appreciate local, state, federal, and global dynamics that may effect the health and wellness of Marin's residents, from health policy to climate change
- Oversee implementation of efforts to improve health and wellness equity in Marin, including working with key staff across the County to set equity metrics and progress in achieving them
- Align implementation of the Department's internal strategic priorities with the County's 5-year Business Plan
- Establish and lead external relationships to assure maximum collaboration with other providers and stakeholders who influence the health of the County and community at large and continue to build transparency and accountability with the staff and community
- Build trust within a wide range of private and public agencies and work effectively with the public and interest groups
- Ensure compliance with ever-changing federal, state and local policy and fiscal regulations while ensuring ongoing delivery of quality care

The Candidate

This individual must be a person with a high degree of ethics and integrity, be action-oriented and inspire others. She/he

will also be articulate, culturally sensitive and aware, and be a clear and transparent communicator who is able to engage 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. He/she will be innovative and creative and not afraid to take calculated risks when needed. She/he will also be able to embrace solutions brought forth by the community and staff so that the best informed decisions can be made.

The candidate must have strong collaboration and partnership-building skills and be an experienced problem solver who develops innovative and effective solutions to administrative, operational and service delivery challenges. He/she must also be a good listener and facilitator, subscribe to the principles of good municipal government which are transparency, innovation and championing good ideas.

In addition, the candidate will be political savvy, approachable, and confident, and be able to communicate and engage effectively with other County Departments, the Board of Supervisors, colleagues and community.

Finally, the candidate should truly enjoy the complexities of local government, and working with 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 and experience working within a unionized environment is desirable.

Knowledge, Skills and Abilities

The successful candidate will have strong leadership, communication, and interpersonal skills as well as outstanding organizational abilities. This person will also:

- Demonstrate deep knowledge of the principles and practices of organizational development and culture change management
- Appreciate the key roles communication, engagement, and data analysis and evaluation have in effecting change

- Understand social and economic dynamics affecting communities served by Health and Human Services
- Demonstrate leadership skills, ingenuity, interpersonal consensus building and independent analysis
- Foster partnerships, have a good understanding of the key players in the community and be able to build capacity among staff
- Embrace direct community engagement and support co-designing and collaborative implementation of culturally responsive programs and services with community members
- Delegate and provide direction to management staff
- Establish priorities and execute them while also continually evaluating the effectiveness of Department programs
- Make effective decisions and resolve problems affecting complex and sensitive areas and situations
- Develop, recommend and implement goals, policies, and standards
- Interpret, explain and apply complex federal, state and local laws related to the areas of responsibility
- Use data to help drive decisions and make improvements
- 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, community agencies and local, state and federal representatives
- Understand legislative processes and follow current developments related to health and human service programs, making recommendations to state and local elected officials

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

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 December and early to mid January and screening interviews scheduled between early to mid January 2018. Interviews with the County will follow quickly thereafter and are tentatively scheduled for the week of January 29th, 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.

