

# COUNTY OF ALAMEDA

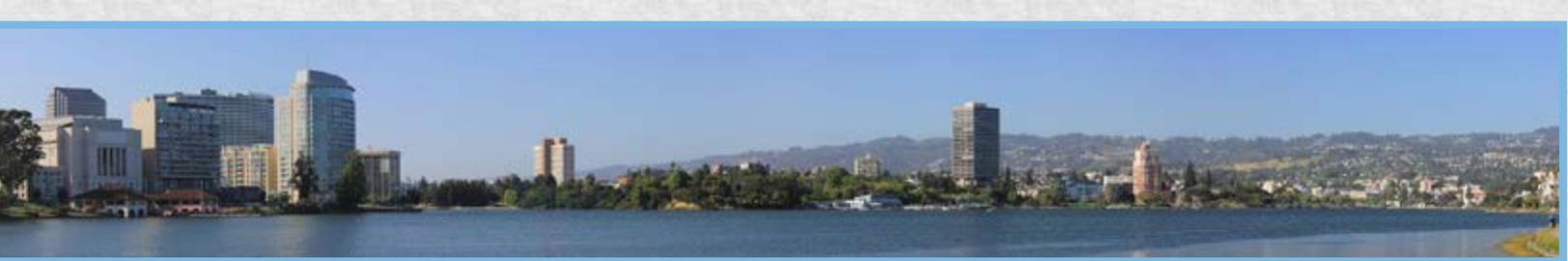
*invites your interest  
in the position of*

## DIRECTOR OF CHILD SUPPORT SERVICES

*Apply by*

*May 22, 2015*





## The Community

Alameda County is the geographic center of the San Francisco Bay Area, located on the east side of the Bay across from the San Francisco peninsula, with Contra Costa County to the north and Santa Clara County to the south. Commonly referred to as the “East Bay,” the region has been the fastest growing in the San Francisco Bay Area for more than two decades. The East Bay is popular because of its desirable location, incredible diversity, ideal climate, broad economic base, plus its range of available housing and business opportunities. The County itself is one of the most diverse regions in the entire country.

Alameda County offers a rich array of cultural activities, including the Oakland Museum and the Oakland East Bay Symphony. The region is home to three professional sports teams: the Oakland A's, Oakland Raiders, and the Golden State Warriors. The wine country of the inland Tri-Valley area, the Chabot Space and Science Center, and outstanding outdoor recreational facilities bring additional opportunities for recreation, relaxation, and education. The University of California, Berkeley and California State University, East Bay are just two of the numerous distinguished academic institutions serving Northern California. Urban transportation options are extremely accessible in Alameda County including the Oakland International Airport, the Bay Area Rapid Transit (BART) system, and the San Francisco Bay ferry system.

## Alameda County

Established in 1853, Alameda County has a population approaching 1.6 million residents making it the second largest county in the Bay Area and the seventh largest county in the State. The County encompasses 14 incorporated cities including Alameda, Albany, Berkeley, Dublin, Emeryville, Fremont, Hayward, Livermore, Newark, Oakland, Piedmont, Pleasanton, San Leandro, and Union City, as well as 6 unincorporated communities and rural areas that span a total of 738 square miles. The City of Oakland is the seat of County government and is also the largest city in the County of Alameda.

Alameda County operates under a charter form of government and is governed by a five member Board of Supervisors elected on a nonpartisan basis from the districts in which they live, and serve four year staggered terms. The Board is responsible for setting policy, overseeing all County operations, approving the organization's annual budget, and representing the County in a number of areas including its numerous special districts and regional agencies. The Board of Supervisors appoints the County Administrator, who is charged with overseeing County operations and services as well as developing the overall budget.

Alameda County employs over 9,000 employees working in 21 different agencies and departments and has an annual budget of nearly \$2.7 billion. As a major urban county, Alameda delivers a full spectrum of services, including general government and internal services, health care, social services, public works, criminal justice,

and other public safety services for a population that is culturally and ethnically diverse. Alameda County's mission is to enrich the lives of its residents through visionary policies and accessible, responsive, and effective services. Its vision is to be recognized as one of the best counties in which to live, work, and do business.

## The Department of Child Support Services

The Alameda County Department of Child Support Services (ACDCSS), which is conveniently located within the Hacienda Business Park in Pleasanton, operates the County's local child support enforcement program to help parents meet their obligations to support their children. As mandated by California Family Code and State regulations, the Department provides a variety of child support related services:

- Locates non-custodial parents;
- Establishes paternity, child support, and medical support orders;
- Enforces child support and medical support orders;
- Modifies child support orders;
- Collects and distributes child support payments to families; and
- Conducts complaint and formal hearing processes.

The Department is currently structured in several functional areas including: Administration; Performance, Training, & Technology; Facilities & Budget; Intake/Pre-Order; Post-Order; Court Support; Legal; Client Services; Human Resources; and Office Support that includes a shared services Call Center (ACDCSS takes incoming calls for Sonoma County and Stanislaus County in addition to Alameda County).

Having again met or exceeded standards on five federal performance measures (paternity establishment, order establishment, current support, support in arrears, and cost effectiveness) last federal fiscal year, ACDCSS set a number of high level goals:

- Increase the total amount of collections received on support cases.
- Identify and develop new collaborations.
- Help parents, through collaboration with other community stakeholders, gain access to employment opportunities that lead to self-sufficiency.
- Enhance outreach and customer service to target participant fathers.

Recent initiatives included:

- Expand participation with public and private partners to identify services to support participants.
- Focus on outcomes by exploring the Results Based Accountability Model.
- Increase sharing of best practices for building effective teams.

## Overview of the Position

The Director of Child Support Services is an at-will department head appointed by the Board of Supervisors who reports through and receives overall policy guidance from the County Administrator. As the Department Head, the Director of Child Support Services oversees a Department with approximately 235 employees and an annual operating budget of \$28 million. The Director of Child Support Services supports the strategic vision of Alameda County and directs all activities of the Department by effectively planning, organizing, and directing the local Child Support Services programs, generating community awareness and interest in the program, and enlisting support in achieving the goals and objectives of the Department.

## The Ideal Candidate

The ideal candidate for the Director of Child Support Services opportunity will be an **advocate and champion of diversity** who promotes these organizational values and optimizes opportunities to seek out ideas, opinions, and insights from all perspectives to ensure a **family centered** organization with a **strong customer service focus**. The Director will highly value the contributions of a talented and long-tenured staff as well as the importance of the programs and outcomes achieved by this high-performance team. The new Director will share the Board of Supervisor's focus on people, programs, and customer service; knowing this is paramount to and supported by data-driven metrics and performance measures.

In addition, the Director of Child Support Services will be **approachable and politically astute leader** with a style that quickly fosters trust, loyalty, respect, commitment, and partnership. The ideal candidate will have a proven track record as a **collaborator, consensus builder, and team player** who maintains and cultivates successful working relationships with a multitude of individuals and organizations. The top candidate will be a **visionary leader** who can combine ideas in unique ways and can explore situations from multiple perspectives while quickly calculating risks and initiating action to achieve a recognized benefit.

In summary, the Director of Child Support Services will manage the Department with a friendly, approachable style. The Director will also be natural consensus builder – eager to address day-to-day operations with a leadership style that embraces a collaborative approach to decision-making and problem solving.

In building a cohesive leadership team on a county-wide basis, the Board of Supervisors has developed the list of personal attributes desired in all Agency/Department Directors:

- **Strategic Thinker:** Understands the bigger picture and the interdependencies and effects of other systems. Plans with the future in mind. Prepares policy makers to address issues within the framework of the strategic intent of the County. Maintains effectiveness and openness in situations where circumstances and priorities are changing.
- **Politically Astute:** Understands political realities and considers their probable effect on proposed ideas or actions. Takes political considerations into account in program planning while maintaining the integrity of the program objectives. Demonstrates sensitivity to appropriate timing.

- **Planner and Organizer:** Proactively develops and ensures the smooth and timely implementation of short- and long-range goals, objectives, and programs. Monitors the effectiveness and provides on-going evaluation of programs.
- **Problem-Solver:** Demonstrates a broad repertoire of ways to think about, understand, and creatively address complex ideas, problems, and situations. Anticipates and seeks key information to make decisions based on relevant facts.
- **Proactive Innovator/Change Agent:** Seizes opportunities, generates creative solutions, originates actions, and skillfully manages change processes. Fosters an environment that encourages experimentation, change, creative problem solving, and prompt action in addressing future challenges and current problems. Is able to gain support from colleagues and stakeholders to advance new ideas and approaches without alienating them. Considers entrepreneurial approaches to address problems and opportunities.
- **Emotionally Intelligent/Effective Communicator:** Creates and sustains positive, respectful, and productive working relationships with Board members, staff, colleagues, and other stakeholders. Is an active listener. Seeks to build consensus whenever possible. Demonstrates two-way verbal and written communication that is open, honest, clear, respectful, and professional.
- **Customer-Focused:** Clearly understands who the customer is. Anticipates and seeks to find ways to collaborate, communicate, and respond to customer needs and cooperatively gain buy-in. Responds to inquiries and requests from stakeholders in a timely, thoughtful, and understandable manner.
- **Talent Management and Diversity/Inclusion:** Actively recruits and develops talent. Seeks and provides opportunities for staff to increase their skills and competencies. Prepares them for advancement. Recognizes, values, and leverages diversity. Creates a climate of inclusion of diverse backgrounds, talents, and perspectives.
- **Integrity/Ethics/Confidentiality:** Maintains and promotes individual and organizational integrity and demonstrates high standards and values in the conduct of all activities. Maintains trust and confidentiality of all appropriate information and discussions.
- **Fiscally Responsible:** Demonstrates strong financial and budget management acumen to maximize resources for the organization. Understands and uses financial data to make good informed decisions. Constantly seeking opportunities to make operations more efficient and applies efficiency standards in use of resources.





## Compensation and Benefits

The annual salary range for the Director of Child Support Services is from \$153,130 to \$201,781. **Placement within the stated range will be based upon the selected candidate's experience and salary history.** In addition to a competitive salary, the County offers an excellent benefits package including:

- **Retirement:** The County pays the employer contribution to the 1937 Act defined benefit retirement plan.
- **Social Security:** Alameda County pays the employer contribution of Social Security and Medicare.
- **Deferred Compensation:** The County contributes to 457 and 401(a) plans for appointed Department heads.
- **Car Allowance:** Monthly car allowance of \$691 in lieu of an assigned official County vehicle.
- **Health Plans:** Alameda County offers a choice of health and dental plans and covers 90% of the full premium for the HMO plans, and 90% of the lowest cost HMO for the PPO Plan for the employee and qualified dependents. The County covers 100% of two Dental Plan options.
- **Cafeteria Benefit Plan:** The County allocates \$3,000 annually for Department Directors, which may be used for medical premiums, vision, supplemental life insurance, AD&D, and unreimbursed medical expenses. Eligible employees may also salary contribute up to a maximum of \$2,500 for certain qualified expenses on a pre-tax basis.
- **Basic Life Insurance:** The County provides \$75,000 in life insurance.
- **Leave:** Eleven paid holidays; four floating holidays; seven management paid leave days; vacation accrual based on service (vacation sell back up to an annual limit); and 13 sick days per year with no max accrual (a percentage of sick leave balance may be credited toward retirement service time).
- **Employee Paid Optional Benefits:** Vision Care; Disability Insurance; Dependent Life Insurance; Long-Term Care; Critical Illness; Hospital Insurance; Accident Insurance; Group Legal; Group Home & Auto; Pre-Tax Transit; and Parking Benefits.

## Minimum Qualifications

**Education:** A Bachelor's degree from an accredited college or university with major course work in public or business administration or a closely related field.

**Experience:** Five (5) years of senior level managerial, administrative, or supervisory experience relating to the planning, organizing, and directing of various functions of a child support collection enforcement agency.

## To Be Considered

This is a **confidential** process and will be handled accordingly throughout the various stages of the process. References **will not** be contacted until mutual interest has been established. **Apply prior to Friday, May 22, 2015.** Electronic submittals are strongly preferred via email to Ralph Andersen & Associates at [apply@ralphandersen.com](mailto:apply@ralphandersen.com) and should include a compelling cover letter, comprehensive resume, and salary history.

Ralph Andersen & Associates will conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. The evaluation and selection process may consist of a supplemental questionnaire and/or written exercise(s) to further evaluate relative experience and overall suitability for this position. Employment history, degrees obtained, and other certifications/accomplishments will also be verified. Should you have any questions regarding this position or the recruitment process, please call Ms. Heather Renschler at (916) 630-4900. Confidential inquiries are welcomed.

*The County of Alameda is an  
Equal Opportunity Employer*

