



# County Administrative Officer

## COUNTY OF SANTA CRUZ, CALIFORNIA



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## SANTA CRUZ COUNTY

Santa Cruz County is set amid some of the most spectacular scenery in California, with rugged coastline, pristine beaches, majestic redwood forests and fertile valleys dotted with farms, ranches, orchards and vineyards. Located on California's Central Coast, Santa Cruz County was established in 1850 as one of the original 27 counties of the State of California and encompasses 607 square miles. It is situated at the northern tip of Monterey Bay, 65 miles south of San Francisco, 35 miles north of Monterey, and 35 miles southwest of the Silicon Valley. It is bordered by San Mateo County to the North, Santa Clara County to the East, San Benito and Monterey Counties to the South and the Monterey Bay National Marine Sanctuary to the West.

Approximately half of the County's 275,902 residents live in one of the County's four incorporated cities: Capitola, Santa Cruz, Scotts Valley, and Watsonville, while the remainder live in unincorporated areas. The County seat is Santa Cruz. Santa Cruz County is a highly desirable place to live and work, and it offers an incomparable quality of life. The desirability of the County results in a higher cost of housing with current median home sales at approximately \$800,000.

With an ideal Mediterranean climate and 300 days of sunshine, the region abounds with outdoor activities including hiking, biking, sailing, fishing, golfing, surfing, kayaking and whale watching. The State of California owns and maintains 42,334 acres of parks in the coastal and mountainous areas of Santa Cruz County. The County maintains an additional 1,400 acres of parks, and numerous parks are also found within the cities.

A wealth of leisure activities can be found in the communities of Santa Cruz County ranging from boutique wineries, unique shops, cozy cafes, restaurants, to farmers markets and lively boardwalks. Cultural amenities include the Santa Cruz County Symphony, the Cabrillo Music Festival, Santa Cruz Shakespeare, the McPherson Museum of Art and History, the University of California Performing Arts Center, and the Henry J. Mello Performing Arts Center.

Santa Cruz County's strong local economy is anchored by vibrant high technology, agriculture, health services, and tourism. The school system includes Cabrillo Community College and the University of California at Santa Cruz. Santa Cruz also hosts the Long Marine Laboratory, the National Marine Fisheries service, and the Monterey Bay National Marine Sanctuary Exploration Center.

Santa Cruz County is served by the San Jose International Airport, the San Francisco International Airport, Oakland International Airport, Monterey Peninsula Airport, and the Watsonville Municipal Airport.

## THE ORGANIZATION

Santa Cruz County is a general law county governed by a five-member Board of Supervisors elected by



district to serve alternating four-year terms. The Board of Supervisors appoints a County Administrative Officer (CAO) as well as County Counsel and Agriculture Commissioner. The Assessor-Recorder, Auditor-Controller-Treasurer-Tax Collector, County Clerk, District Attorney, and Sheriff-Coroner are elected officials. All other department heads are appointed by the CAO.

The County's principal functions include seven major areas: general government, public protection, public ways and facilities, health and sanitation, public assistance, education, and recreation and cultural services. Supporting the delivery of countywide services are 2,452 employees in 20 agencies and departments operating with a fiscal year 2016/17 all fund budget of \$720.7 million. County reserves are currently at 9%, and the reserve policy of 10% is expected to be reached by 2020. The County's bond rating has been upgraded to AA.

The budget reflects the Board's priorities of public safety, health care, economic opportunity, environmental sustainability, and fiscal prudence. In particular, the FY 2016-17 budget increased public safety funding, improved substance abuse and mental health services, expanded economic opportunity, protected the environment, and added funds for youth and homeless services.

Some of the most pressing issues and challenges facing the County include the following.

- Infrastructure improvements and deferred maintenance
- Storm damage and disaster recovery
- Addressing a structural deficit
- Workforce development and succession planning
- Housing and homelessness
- Poverty and economic opportunity
- Pajaro River Levee financing
- Cannabis policy implementation
- Transparency, accessibility, and relevance to constituents

The County of Santa Cruz has enjoyed a stable and fiscally sound organization with a professional and collegial Board of Supervisors, long-tenured CAO, and dedicated and talented department heads and employees. In addition, the County has enjoyed a solid relationship with the respective labor groups. As the County agency evolves with upcoming and anticipated retirements, it is expected that an organizational culture shift will occur thereby allowing new opportunities for collaboration, empowerment, creativity and risk-taking, transparency and innovation.

For more information about Santa Cruz County, please visit [www.co.santa-cruz.ca.us](http://www.co.santa-cruz.ca.us)

## THE POSITION

This outstanding career opportunity is available with the upcoming retirement of current County Administrative Officer (CAO) Susan Mauriello after serving 27 years in that position.

The CAO is responsible for the administration of all County services and activities on behalf of the Board of Supervisors and provides direct and indirect administrative direction to departments and general direction to the CAO's Office staff. The CAO is responsible for the preparation and supervision of the County's budget, legislative analysis, contract and grant administration, intergovernmental relations, supervision of non-elected department

heads, and oversight of all departmental functions. The CAO also is responsible for the management, review, and recommendations related to the Board of Supervisor's weekly agenda materials.



The CAO serves as the Director of Emergency Services, Executive Director of the Public Finance Authority, Executive Director of the Santa Cruz County Redevelopment Agency, and the ex-officio Clerk of the Board. In addition, the CAO serves as a member of the Consolidated Communications Center JPA Board, Monterey Bay Community Power JPA Operations Board, Library and Animal Control governing boards, and the Criminal Justice Council. The CAO also coordinates the County's participation in the Monterey Bay National Marine Sanctuary Interagency Task Force.

## THE IDEAL CANDIDATE

Through discussions with members of the Board of Supervisors, other County elected officials, department heads, and other stakeholders, the following is an overview of the ideal candidate for the position of CAO.

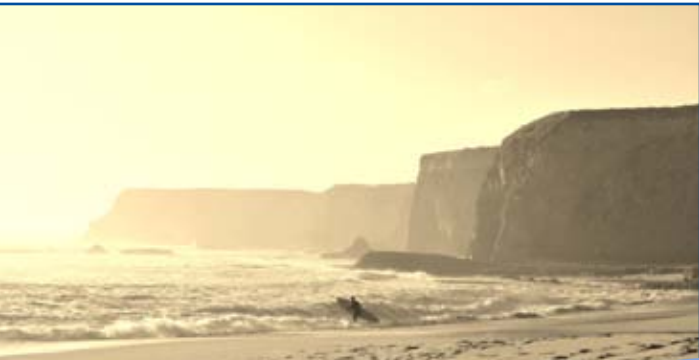
- A proven and progressive leader and strategic thinker who is mission and outcome driven.
- An innovator and collaborator.
- Positive, consistent, and outgoing; provides a visible and accessible leadership presence.
- Sets the tone for the organization; manages by example and encourages a collaborative team environment.
- Direct and open communicator who is willing to listen, seek advice from department heads, empower staff, push decision making down through the organization, and then move forward with an ultimate decision.
- Understands and respects the dynamics of an engaged community.
- Understands social justice and the political climate of Santa Cruz County and has the ability to be a resilient leader of the organization.

In addition, the following focus areas have been identified that will lead to the success of the new CAO within her/his first few years with the County of Santa Cruz.

- Develop collaborative and respectful relationships with all members of the Board, other electeds, and department heads.
- Seek input from the organization about current practices. Actively assess the organization to identify opportunities for best practices, performance measurements, and results-driven strategic outcomes.
- Ensure the completion of a strategic plan to create a shared vision and focus for the Board and County organization.
- Identify opportunities and create a plan to develop new sources of revenue.
- Create a short- and long-term plan for infrastructure improvements.
- Retain and expand commitment to social and health services with a focus on the low-income community.
- Ensure the successful implementation of the County's climate action strategy.

- Identify opportunities to provide enhanced services through consolidations and interagency collaboration.
- Serve as an advocate and enhance relationships with cities and other agencies within the County as well as at the state and federal level.
- Foster and encourage a culture of collaboration, creativity, empowerment, innovation, and risk taking.

This position requires a Bachelor's degree from an accredited college or university in public or business administration, management, finance, or a related field. A Master's degree is preferred. This position requires a minimum of five years of high level managerial experience in a local government agency requiring the planning and executing of administrative operations, the budgeting and control of expenditures, and the coordination of departmental functions. Technical strengths in budget and finance, labor negotiations, employee relations, and land use are desired. The ideal candidate will bring experience serving in a county or similar agency of comparable size within California, although candidates with similar experience outside the state are encouraged to apply. In addition, the selected candidate will possess knowledge and experience with state and federal programs.



## THE COMPENSATION

The retiring County Administrative Officer's annual salary is \$290,040, and appointment will be made depending on the experience and qualifications of the selected candidate. In addition, the County offers a comprehensive benefits package including:

### RETIREMENT AND SOCIAL SECURITY:

CalPERS pension formula 2% at age 60 or 2% at age 62 as determined based on provisions of the CA Public Employees' Pension Reform Act of 2013 (PEPRA). Pension benefit determined by final average compensation of three years. County participates in Social Security.

### LIFE INSURANCE AND LONG-TERM DISABILITY

**PLAN:** County paid \$100,000 term life insurance policy. Employee may purchase additional life insurance. The County pays for a long-term disability plan that pays 66 2/3% of the first \$13,500, up to \$9,000 per month maximum benefits.

**MEDICAL, DENTAL, AND VISION:** Medical coverage is available through CalPERS with the County paying a majority portion of the cost for the employee and dependents. A dental plan is entirely County-paid for employees and dependents. The County pays for an employee vision plan, and the employee may purchase dependent coverage.

In addition, the County provides an Employee Assistance Program, deferred compensation plan, paid leave and holidays, and training opportunities. Relocation assistance is available.

## SEARCH SCHEDULE

Filing Deadline .....May 8, 2017  
 Preliminary Interviews ..... May 15-19, 2017  
 Recommendation of Candidates .....May 23, 2017  
 Finalist Interview Process.....June 2 and 3, 2017  
 Anticipated Appointment..... June 27, 2017

These dates have been confirmed, and it is recommended that you plan your calendar accordingly.

## THE RECRUITMENT PROCESS

To apply for this exciting career opportunity, please send your resume and cover letter electronically to:

**Peckham & McKenney**

[apply@peckhamandmckenney.com](mailto:apply@peckhamandmckenney.com)

Resumes are acknowledged within two business days. Call Bobbi Peckham toll-free at (866) 912-1919 for more information.

The County of Santa Cruz is an Equal Opportunity Employer committed to building a diverse workforce.



[www.peckhamandmckenney.com](http://www.peckhamandmckenney.com)