



COUNTY OF LOS ANGELES
DIRECTOR OF CHILDREN
AND FAMILY SERVICES





The County of Los Angeles

As the largest employer in Southern California, the County of Los Angeles has over 100,000 employees in 37 dynamic Departments and an operating budget of over \$39 billion. The County provides vital and wide-ranging public services to a diverse population of over 10 million residents.

With 88 cities and more than 120 unincorporated areas, the County is proud of our diverse communities, with more than 220 languages spoken. We strive to hire a diverse workforce, representative of the communities within our progressive County.

Department of Children and Family Services

The Los Angeles County Department of Children and Family Services (DCFS) is the largest child welfare administrative agency in the United States. DCFS is charged with ensuring that children under its supervision and care are provided safe, nurturing homes and robust wrap-around services. The 8,950 dedicated child welfare professionals of DCFS provide individualized care, treatment, and guidance to over 31,000 children and youth in need of protective services, which includes 18,000 in out-of-home placement. DCFS also provides prevention services to youth and families to limit their interactions with the Department and provide them with the support and services they need.

Fielding over 220,000 individual child abuse and neglect referrals each year, the DCFS staff deliver compassionate and caring services to children and families in diverse communities in a 4,000 square mile urban, suburban, and rural region. DCFS is guided and operated by six strategic goals, including: (1) improved child safety; (2) decreased timelines to permanency; (3) reduced reliance on out-of-home care and supporting families toward reunification; (4) self-sufficiency; (5) increased child and family well-being; and (6) enhanced organizational excellence.

DCFS has an annual operating budget of over \$2.8 billion used to provide strong and tailored services to children involved in the child welfare system. The objective is to provide the tools needed so a child can thrive and be given the opportunity to reach their highest potential. DCFS draws on significant County resources, as well as the resources of local communities, schools, faith-based organizations, service providers, non-profit organizations and advocates, and individuals with lived experience.

The Board of Supervisors are deeply committed to the transformation and the success of this important organization and encourage a dynamic leader who can focus on braided and blended funding and programmatic

pieces involved with the work. This is critical as a system of well-being is built out because DCFS' services impact an incredible number of important County residents, the children, youth and families.

Director of Children and Family Services

The Opportunity

Los Angeles County is poised to reimagine its child welfare system under the leadership of a visionary Director. The County's Board of Supervisors recognize that the child welfare system is comprised of more than just child protection services. Currently County systems are being realigned to focus on equity and an anti-racist agenda, the alleviation of poverty, prioritizing prevention, and transforming adult and juvenile justice systems. DCFS also benefits from a deeply engaged community of funders and other non-profit and community-based stakeholders that are eager to support systems-change.

The Director of DCFS oversees the comprehensive system of care within the Department, creating an internal culture of supporting and uplifting its leadership, social workers, and administrative staff. The Director reports to the Board of Supervisors, and must closely collaborate with the Chief Executive Officer and other County Department leaders, community members, advocacy groups, parents, and youth.

Assisted by a Chief Deputy, two senior executives, and six deputy directors, the Director leads a complex organization with professionals in multiple disciplines, including social work, medical and healthcare, contract management, administrative management, risk management, and other critical emergency services.

While the Director of DCFS serves as a critical influence in the safety and well-being of all children and youth in Los Angeles County and is a recognized national leader in the service of families, the Board of Supervisors envisions a newly imagined service delivery system. The DCFS Director will play a critical leadership role in the development of the new system. Currently, the Director must effectively work with their staff, community, state, and federal partners and be able to provide services to all children, including the children in our LGBTQ+ community and the Transitional Age Youth (TAY) who need assistance in transitioning from foster care to adulthood. Additionally, the Director must be able to view and deliver services through an equity lens.

This position presents an important and career-defining professional 'moment' to use the existing system, its strengths and weaknesses, to reimagine a new system of care that is appropriately intersectional.

The new Director will represent the vision for a more effective service delivery system and the successful candidate should be an inspirational and transformational leader who will achieve the critical mission of the Department of Children and Family Services. As is the case with any large child welfare agency, DCFS is facing its fair share of challenges. However, these challenges are counterbalanced by the promise of this moment in time.

The successful candidate must be able to articulate and execute a strong vision for the Department and have a track record of building and maintaining relationships with key stakeholders, building on the essential work that has already taken place and tapping into a philanthropic community that is ready and willing to support. The Director must also have compassion, cultural humility, must be able to forecast, and address the challenges and opportunities with implementing the Family First Prevention Services Act and the prospects with Thriving Families Safer Children. The new Director will be accountable to the Board of Supervisors, the Chief Executive Officer, Commissions, and the community to eliminate child harm, lower the number of children that are in out-of-home placements and foster well-being in families.

The Ideal Candidate

A visionary and transformative leader, the successful candidate will have demonstrated ability to meet large scale challenges and drive and sustain cultural changes to achieve desired outcomes, even in established and deep-rooted cultures. The ideal candidate is a bold and strategic leader with extensive executive leadership experiences in turning around complex agencies and achieving successful outcomes. Los Angeles County is seeking a candidate who possesses a servant leadership style that is marked by empathy, centering the voice of youth and families, and a desire to disrupt the systems that disproportionately affects black and brown youth and families. The ideal candidate has a track record of success in bringing together and creating collaborative and effective partnerships with a diverse group of stakeholders to create actionable practices that reflect the County's values of fostering well-being in families, preventing the dismantling of families and achieving family reunification. The ability to think outside of the box to solve complex systems challenges and an open mind to lead a department to higher level of service, accountability, and equity is important.

The next Director of DCFS will have a strong, demonstrated background in the following:

- Implementing prevention initiatives and trauma informed and evidence based best practices in social services programs with proven outcomes for children and families.
- Experience building, leading and managing an engaged and diverse workforce of professionals serving multi-cultural populations, including individuals with disabilities, and doing so through a racial equity lens.
- Identifying, securing, and implementing resources to support the well-being of children and provide effective resources to their families.
- Demonstrated effective collaboration and communication skills and practices, with an ability to build and repair relationships.
- Experience effectively managing and directing large complex budgets and operations, staff recruitment and development, employee relations, compensation, asset management, data-driven decision making, and strategic planning.

Qualifying Experience

- Successful track record of leading a large workforce in a complex organization which may include, but is not limited to, child welfare or human/social services that promotes family preservation and reunification.
- Demonstrated ability to expertly administer and manage a large complex budget.
- Experience in developing and leading a supportive and mission-driven culture in a large Department.
- Demonstrated competence in engaging and collaborating with a variety of organizations such as: political bodies, advocates, local and national, state and federal agencies, the Board of Supervisors, Office of Child Protection (OCP), child advocates, contractors, providers, labor and community stakeholders to improve outcomes for children under the department's care.
- A Bachelor's degree from an accredited college or university, Master's degree is preferred.



Desirable Qualifications

- Background working with transitional age and LGBTQ+ youth, and with creating and delivering services embracing tenets of justice, equity, diversity, and inclusion.
- Bilingual/bicultural experience, specifically Spanish and English language.
- A compassionate nature and ability to engage all parties and interests.
- Familiarity with the unique challenges in the vastness of Los Angeles County and our diverse communities.
- Understanding of the court systems, the intersection of family and courts as it pertains to children and their families.
- Understanding of Family First Prevention Services Act and the opportunities with Thriving Families Safer Children.
- Experience as either a Social Worker or someone professionally familiar with social work, mental health, public health or other child related organizations and services.
- Lived expertise as a parent and/or youth within the foster or child welfare system.
- Advanced degree in social work, psychology, human or social services, law, or similar discipline is preferred.

Compensation & Benefits

Compensation will be dependent on qualifications and career accomplishments. The current salary range begins at \$225,038.52 with a maximum of \$349,980.60. The County of Los Angeles offers a competitive benefit package for its employees. For full-time department heads, the current MegaFlex Flexible Benefit Plan includes a tax-free cafeteria benefit allowance, optional life insurance, disability insurance, flexible spending accounts, retirement plans, and paid time off. Other benefits enjoyed by all employees include an award-winning wellness (including financial well-being) program, commuter benefits plan, and employee assistance program to name a few. Detailed information about employee benefits may be found at <https://employee.hr.lacounty.gov/benefits-2/>.



The Selection Process

This is a *confidential* process and will be handled accordingly throughout all phases of the recruitment and selection process. Interested Individuals should apply immediately by sending a comprehensive resume, compelling cover letter of interest to: LAC.DCFS@thehawkinscompany.com by **April 1, 2022**. Resumes received by **April 1, 2022** will receive first consideration. The position is open until filled.

All County workforce members must be fully vaccinated against COVID-19 as a condition of employment. Successful candidates for this position will be required to submit proof of vaccination against COVID-19 or request an exemption for qualifying medical or religious reasons during the onboarding process. Candidates should not present proof of vaccination until instructed to do so by the hiring Department.



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Confidential inquiries are welcome. For additional information or questions, please contact Ms. Brett Byers at 323-403-8279, brett@thehawkinscompany.com or Ms. Christine Boulware at 312-391-6098, chris@thehawkinscompany.com or Ms. Yonnine Hawkins Garr at 323-252-1655, yonnine@thehawkinscompany.com.

DCFS At A Glance



8684
compassionate and
caring child welfare
professionals



DCFS fields **123,000**
individual child
abuse and neglect
referrals
each year



Total number of children
in care **30,063**



DCFS staff deliver services to
children and families in
diverse communities in a
4,000 square mile
urban, suburban, and
rural region.



\$2.89 billion
operating budget



18,283 children are in out
of home foster care



DCFS has **3,029** social
workers and their case
ratio is **16:3**



19 regional offices

10,679

children are in permanent placement