

Bay Area Community Services (BACS) Chief Administrative Officer

BACS seeks an experienced administrative professional with a deep understanding of the workflows and metrics that assure compliance with regulations and service agreements, to manage the organization's infrastructure.

The CAO must have a bone-deep commitment on promulgating diversity, equity, inclusion and justice at the board, staff and client level; the ability to rapidly scale lean infrastructure for human services nonprofits, and a no-nonsense approach to fiscal management and compliance.

BACKGROUND

Founded in 1953 by 12 churches, BACS provides a range of residential, housing/subsidy management, and wrap-around supportive services to people in need, with the objective of developing stable, sustainable, strong communities.

In the last five years, the network of programs managed by BACS has grown considerably from a 2015 budget of about \$13m to a 2020 budget in excess of \$60m. The organization annually provides extensive services to more than 5,000 individuals through 20 locations in Alameda, Contra Costa, Solano, and San Mateo Counties; and supports over 5,000 others in various ways. BACS embraces, respects and serves those of different identities, races, ethnicities, genders, orientations, religions, linguistic groups and circumstances. The organization is innovative, nimble, non-hierarchical, embraces new thinking and approaches, and is intensely practical while preserving a sense of experimentation and fun.

Rapid growth, which BACS intends to continue, requires maximum accountability at all levels to ensure a high-functioning infrastructure, and the leadership team has rapidly evolved and strengthened to meet this charge.

CEO Jamie Almanza currently has five direct reports responsible for human resources, strategy, programs, housing and fundraising. The Chief Administrative Officer will be Almanza's sixth direct report. This is a new position managing 20 staff responsible for the organization's compliance, legal, finance, property, technology and operations infrastructure functions.

The CAO and their team will be absolutely crucial to positioning the organization for continued success. Almanza has a background in managing the programmatic, financial and administrative aspects of human services organizations, but as CEO she must focus on the organization's overall strategies, growth and continued financial position while also advocating for communities served by BACS. The team requires a CAO that functions as a customer-service provider to the rest of the staff, its funders, and the organization as a whole, and Ms. Almanza must be able to depend on the CAO to deliver a lean, compliant and financially sound administrative infrastructure so that BACS can continue to deliver a growing array of high quality and effective services to communities in the San Francisco Bay Area and beyond.

The CAO will be responsible for designing, managing and continually upgrading the organization's operating infrastructure, and will take a leading role in managing day-to-day delivery of diverse improvement projects tied to BACS strategies.

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BASIC FUNCTION

Reporting to the CEO, the CAO is responsible for BACS's operations and infrastructure, including: Facilities & Property (security, maintenance, engineering and grounds), Finance (budgeting, accounting, controlling, payroll, purchasing), Legal, Quality Improvement & Compliance (Medi-Cal and Housing compliance matters); and Technology (outsourced contracts for technology, etc).

The CAO must possess strong experience in project planning, budgeting, definition of critical path dependencies, organizational design, and follow through strategies/outcomes. Many projects will involve a form of matrix management and budgeting across departments. The CAO must have strong experience balancing a wide range of priorities and people, an ability to bring structure and controls to the ambiguity inherent in matrixed accountability situations, and a high degree of emotional intelligence.

The CAO will function as the operations management extension of the CEO, with the understanding that the CEO will set and periodically adjust the organization's course. The CAO will work independently and directly with other members of the management team as well, providing the infrastructure required by these leaders to effectively deliver the broad array of services provided by BACS programs and housing solutions. The CAO must possess well-rounded knowledge of human services nonprofits and their ecosystem in order to be effective in the central role envisioned, and must encourage others across BACS to take on the mindset and strategic intent of the CEO.

About \$6m is allocated to the CAO's budget, and this represents about 10% of the organization's overall budget. BACS adheres to a philosophy of providing lean and very effective infrastructure so that most funds are routed to direct services. The CAO will be responsible for advancing this philosophy, ensuring that overhead expense does not grow disproportionately to program expense.

In summary: the CAO will catalyze, coordinate and implement change across the organization in accordance with the Strategic Plan; proactively collaborate with the CEO and leadership team members; and advance BACS as a leading provider of human services in the San Francisco Bay Area.

INITIAL PRIORITIES

- Understand Bay Area Community Services as a whole — its history, culture, structure, facilities, budgets, finances, revenue streams, programs and services, projects, clients and communities; establish productive and collaborative working relationships with the CEO, colleagues, board members, partners and vendors;
- Review the current state of play of BACS's finances and operations, taking charge of in-process departmental work; provide for a secure, safe, high-quality work and operating environment for staff, and for timely, efficient, accurate and effective workflows, reports, controls, etc; implement responsible planning and budgeting, strong cost controls, and accurate reporting systems;
- Develop an in-depth understanding of BACS's programs and strategies; partner with the CEO to transform the currently identified and future administrative needs of the organization into discrete actionable units of ongoing work or improvement projects with

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budgets, assigned staff and resources, discrete measurable objectives and timeframes; manage all administrative infrastructure and implementation of improvement projects;

- Serve as a visible proponent for BACS, assuring that the interests of the organization are advanced and fully understood by counterparts, and that BACS is seen, particularly by funders, to be at the forefront of practice and innovation; appropriately manage various relationships with government oversight agencies, partners, vendors and contractors.

IDEAL EXPERIENCE AND QUALIFICATIONS

The ideal candidate should have the following experience and qualifications:

- Proven managerial, problem-solving and planning responsibility in a nonprofit or government entity that provides a complex array of human services; strong experience from the business sector is welcome, but an understanding of human services funding streams, controls and compliance issues is absolutely essential;
- A strong, hands-on background is desired in several of the following overlapping areas:
 - oversight of Medi-Cal Specialty Mental Health Services Contract including regulations, compliance to regulations, direct experience auditing charts, and a deep understanding of the Medi-Cal Specialty Mental Health Services landscape at the federal, state, and county levels.
 - oversight of housing program administration including funding, regulatory requirements, rental subsidy administration, and housing funding and administrative landscape.
 - property management workflows, maintenance, finances, budgeting and planning, procedures, controls, analysis and reporting;
 - the strategies and mechanics of workflows, budgeting, planning, controls in a human services organization that delivers a wide array of supportive services;
 - facility and comfort with technology; an ability to successfully integrate financial and information systems to support a rapidly evolving human services organization; knowledge of and experience with financial, project accounting, project management and other applications systems is highly desirable;
- A mature level of judgment and decision-making in a changing, forward-thinking, operating and customer service environment; the ability to collaborate and explain financial and project workflow management concepts to people who do not have such experience;
- An ability to exercise tact, skill and diplomacy when engaging in negotiations with colleagues, other entities, officials, contractors, employees and their representatives; formulate and express ideas concisely, clearly and effectively, both orally and in writing; guide and counsel colleagues, partners, employees and others;
- A high energy level and an ability to solve problems and manage multiple activities and responsibilities; a high degree of patience, attention to detail, good humor and fortitude in managing relationships with various parties within a human services context, including with vendors and other partners;

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- Outstanding oral and written communication skills, including the means to address issues in non-confrontational and non-polarizing ways, but nevertheless with determination; the presence and credibility to serve as an effective spokesperson for BACS, especially in operational and financial matters.

PERSONAL CHARACTERISTICS

The successful candidate should be:

- A mission-driven individual with a passion for justice; analytical and strategic, yet tactically skilled in translating ideas and principals into practical programs and workflows; an entrepreneurial attitude with a passion for innovative approaches;
- A team builder — confident and competent, with strong skills in management and leadership; one who understands the subtleties of motivating and directing a diverse group of personalities with different work styles;
- A good listener and strategist; comfortable receiving input from many internal and external sources, and able to analyze and formulate disparate information into sound, well-organized plans;
- An individual with outstanding human qualities; one who is straightforward, flexible, shares information easily, listens as well as gives advice, and respects the abilities of others; someone who projects trustworthiness, integrity, solidity and guides others in a similar vein; a graceful communicator and tactful diplomat who acts as an ambassador for BACS and engages the active support of diverse constituents; and
- Results-oriented, adept at seeing the big-picture, planning, prioritizing, organizing, and following through; a hard worker with a high energy level; emotionally mature with a sense of humor and an ability to maintain balance and perspective.

For more information please contact:

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