

**Catholic Charities of Santa Clara County  
Chief Programs & Strategy Officer (CPSO)**

*Silicon Valley's largest faith-based human services nonprofit seeks a seasoned operations and program executive to lead the management of multiple anti-poverty services; design and implement effective methods to disrupt poverty; coordinate and integrate programs through a client-centric approach and; oversee the measurement of outcomes and impact.*

**BACKGROUND**

[Catholic Charities of Santa Clara County](#) helps people of all cultures and beliefs rise up out of poverty and overcome barriers to self-sufficiency and wellness. For over 60 years the agency has taken a holistic approach to helping people change their lives, taking into account the whole person, their family and life situation. Services include food security, housing assistance, mental & physical health, senior services, employment & workforce development, immigrant legal services, refugee foster care, programs to support financial literacy and asset development, among other programs. For example, Catholic Charities promotes early childhood development, parenting support, after-school enhanced learning, and youth empowerment, and kinship support, as well as services to those who are incarcerated, re-entering society, living with disabilities, or are unhoused.

Catholic Charities strengthens communities through parish, community and neighborhood development, annually serving over 40,000 people at 90 locations (pre-Covid). The agency is about to embark on an ambitious strategic direction to significantly disrupt poverty affecting over 300,000 individuals in the county through systematic, scalable and measurable programs that break the cycle of poverty in the region. The new FY22-FY25 Long Range Strategic Plan positions the agency as a learning organization to fulfill this mission through a family-centric place-based approach (FCPB), a new "front door" integrating services that are rooted in communities and centered on each individual and their families. Internally, this approach will breakdown currently siloed services, creating more cohesive, less fragmented client service and fostering greater team work and deeper connection to the agency. The findings and data from FCPB will be used to elevate and institutionalize the agency's advocacy and policy capabilities to address the multi-faceted issues of poverty.

The Chief Programs & Strategy Officer will be essential to designing and implementing the agency's strategies, unifying and integrating programs, developing new processes, and building internal capacity and capabilities. As a member of the Senior Executive Team, the CPSO functions as second in command, reporting to and working with the CEO and alongside the Chief Development Officer, the Chief Administrative and Finance Officer and the Director of Human Resources. The CEO in turn focuses on inspiring the commitment of staff, volunteers and the community to the vision, values, mission and strategic direction of the organization and leads the outward-facing business for Catholic Charities, raising funds, awareness and policy support for the agency, participating in strategic alliances while guiding the overall success of the agency.

The CPSO oversees and manages approximately 80% of Catholic Charities' \$41M operating budget and of nearly 500 staff members, approximately 450 are in Programs. Initially reporting directly to the CPSO will be seven Division Directors.

## **BASIC FUNCTION**

The Chief Programs & Strategy Officer holds the big picture vision for the Catholic Charities' anti-poverty and racial justice strategies, and has overall responsibility for managing all programs and services and the team focused on implementation.

The CPSO is responsible for leading the management of multiple services; designing and implementing effective methods to disrupt poverty; coordinating and integrating programs through a client-centric approach, and overseeing the measurement of outcomes and impact. It will require a leader who is skilled in making deep, systemic changes and leading large and disparate teams through this transition.

A key role will be to assess program design and lead an organizational design process to more effectively integrate services based on client needs. This includes transforming effective but siloed services into integrated services and delivering systems that integrate service quality, funding streams, reimbursement, compliance, analysis and client self-service capabilities and producing data that can be analyzed and used to inform advocacy and policy positions.

Working in collaboration with leadership, the CPSO will ensure that there are linkages between programs, best practices are employed, and professional development is provided to bolster necessary skills. The role places an importance on developing relationships and engaging the hearts and minds of staff in order to support and manage change. Diversity and equity guide Catholic Charities through challenging discussions and underpins all change. The CPSO must be committed to leading with this lens.

## **LEADERSHIP**

- Become thoroughly familiar with the agency's history and culture, programs and services, and current systems and processes; establish collaborative working relationships with the CEO, executive and program teams, and other constituencies; foster and sustain a culture of cooperation, trust, communication, mutual support, teamwork and integrity.
- Lead the design process to integrate all programs and ensure that they are working collaboratively to deliver and implement wraparound services to the clients seamlessly.
- Amplify existing client-oriented learning culture; ensure that input and feedback from program team is used to inform the larger decisions the organization will make.
- Leverage external thought partners (including academia) to benefit from the best research, impact studies and data.

## **PROGRAMS/SERVICES**

- Develop annual operating plans and oversee program and services budgets which appropriately positions Catholic Charities to fulfill its services mission; with the Chief Financial Officer, monitor program costs to ensure that appropriate controls are implemented.
- Ensure the service portfolio is effective, rational, cost efficient and comprised of agency delivered services and partner delivered services and have lean and efficient workflows that are supported by funding streams across all programs (and partners); grow, eliminate, modify and manage portfolio to maximize the agency's impact with available

resources and that reduces redundancy; ensure programs are aligned with and reflect the mission, vision, values and goals of Catholic Charities.

- Define, develop (partner led) and deploy a tech infrastructure platform to support case management, intra- and inter-agency client referral, and impact measurement collection; utilize data to understand the efficacy of programs and to inform program or agency decisions toward achieving the mission for service delivery.
- Operationalize pilot programs with the intent of creating measurable, repeatable processes that include developing an agency-wide client intake and engagement process that assesses the particular needs of each client and determines a suite of services to address those needs.
- Review and understand grant contracts in order to meet deliverables and set processes so there are no gaps in funding and service delivery.

## **MANAGEMENT**

- In collaboration with the Director of Human Resources, hire, manage, inspire, evaluate and retain staff; ensure that staffing is appropriate to meet the organization's program and service goals; provide for staff development and training to enrich the competencies and experience levels.
- Guide and coach the program teams in adapting to new ways of working; identify the skills to be further developed i.e., systems thinking, continuous improvement cycles, communication efficacy, client-centered approach, interpreting data etc.
- Leverage the expertise of the team and create a culture of shared information, good communication, learning and improvement, responsibility and accountability; promote a culture that works across historically siloed departments.
- Set individual and team goals for what needs to be accomplished to successfully implement the strategy and ensure objectives are being met.
- Assume responsibility for negotiating and managing government contracts to ensure balanced resource planning and funding compliance.

## **IDEAL EXPERIENCE**

The Chief Programs & Strategy Officer should have the following experience and qualifications:

- At least 10 years of executive level leadership in complex environments with many moving parts; a systems-thinker with demonstrated change management experience; a clear understanding of finances and budgeting.
- Effective at leading teams through change and providing appropriate support; collaborative consulting and facilitation skills for group and individual problem-solving and decision-making.
- The ability to internalize and communicate a strategy, break it down and convert it into a data-driven, results-oriented, integrated approach that galvanizes others and guides decision-making
- Experience working with consultants to develop and implement integrated data systems for reporting and improving program efficiencies and services.

- Familiarity with government contracting would be extremely useful.

### **PERSONAL CHARACTERISTICS**

The successful candidate should be:

- Committed to the vision, mission and values of Catholic Charities; one with outstanding human qualities; an understanding of the dynamics of poverty, safety net work and race equity is preferred.
- A good listener and strategist; comfortable receiving input from many sources, and able to analyze and formulate disparate information into sound, well-organized plans.
- Direct yet tactful; respectful of others' concerns; someone with the flexibility and creativity to find alternative ways to reach objectives when barriers arise; a skilled negotiator who seeks and nurtures win-win situations.
- A team builder – confident and competent, with strong skills in management and leadership; one who understands the subtleties of motivating and directing a team with different work styles.
- A “servant leader” who practices exemplary leadership skills.
- A hard worker with a high energy level; a “doer” willing to work hands-on in developing and executing a variety of activities.
- Emotionally mature and even-keeled.

*Catholic Charities is a non-profit, non-discriminatory service organization and employer. They do not discriminate on the basis of race, color, national origin, religion, sex, age, sexual orientation or disability. Persons seeking employment are entitled to freedom from harassment and retaliation and to reasonable accommodation for qualified disabilities.*

For more information please contact:

Lisa Grossman  
(650) 323-3565 or [lisag@moppenheim.com](mailto:lisag@moppenheim.com)

Kevin Redick  
(415) 762-2646 or [kevinr@moppenheim.com](mailto:kevinr@moppenheim.com)

**m/Oppenheim Executive Search**  
San Francisco, CA