

**Hope Services
Chief Program Officer**

The San Francisco Bay Area's largest provider of services to those with developmental disabilities and behavioral health conditions seeks an accomplished and dynamic leader to drive innovation and ensure that programs and service delivery are at the cutting edge of current practice to meet client needs.

Founded more than 60 years ago by a group of parents who wanted to ensure their children had the same opportunities afforded to other children, [Hope Services](#) improves the quality of life for more than 3,500 individuals and families each year. Hope's vision is to promote a common understanding that the world is a better place when people with disabilities are fully integrated into the community and culture. To that end, Hope provides a broad array of [programs](#) including day services, training and employment, community living, and mental health services to children, adults and seniors living in Santa Clara, San Benito, Santa Cruz, San Mateo, Monterey, and Alameda counties. Delivered by highly skilled, compassionate teams, Hope transitioned all in-person services to a virtual platform, From Hope to Home, within one week of Shelter-in-Place, and have since added new robust programming. This is a nimble organization that is responsive and opportunistic in service to Hope's clients.

The FY21 operating budget for Hope Services is \$57M, of which approximately \$38M is budgeted for programs, an increase of 11.5% from FY20, a trend that is expected to continue in the foreseeable future. Nearly two-thirds of Hope's revenue is derived from government contracts and funding, with the balance earned from social enterprises, contributed revenue, and other sources. Hope employs approximately 650 full-time employees, and another 200 part-time, temporary workers.

The Position

Reporting to the CEO, the newly created Chief Program Officer (CPO) position is designed to provide leadership and vision to improve and better support Hope's clients, and actively drive the exploration of new programmatic opportunities. With ultimate oversight for all programs, the CPO will provide collaborative leadership to a team of five directors of who manage more than 500 staff operating in four districts and the Behavioral Health Counseling Center. The CPO will identify and provide professional development opportunities to prepare the organization for the next generation of program leaders.

The CPO will evaluate current programs, utilize data to inform and align program activities with Hope's strategic vision, and will introduce best practices in the field. S/he will have a growth mindset to creatively expand ways clients utilize or benefit from Hope's services. The CPO will be someone who gravitates toward cutting edge programs and stays abreast of what's current in the field, but strikes a balance between the tried-and-true and what's new. The CPO will be able to eloquently communicate Hope's programming models and impact to external audiences including funders, partners, and the board.

The CPO will be compassionate, empathetic, and have a reflective posture to meet systemic inequities head-on with Hope's program team and in support of their clients.

PROGRAM MANAGEMENT

- Lead a high-performing team invested in a culture focused of continuous learning, collaboration, accountability, measurement, and achievement;
- Manage all programs, operations, and budgets with the ability to conceptualize, communicate, and implement a cohesive vision, strategy, and plan;

- Oversee fiscal management of programs; with the CFO and program directors, develop and manage budgets, ensure resource allocation maximizes available resources for highest and most effective use;
- Use program data to communicate program quality, impact, and stakeholder satisfaction. Develop programmatic and curriculum planning standards and implement appropriate evaluation and improvement process;
- Represent Hope Services to external audiences and establish and maintain strong working relationship with stakeholders.

STRATEGIC PROGRAM PLANNING, DEVELOPMENT, AND INNOVATION

- Develop a vision and strategy for program growth and evolution which will involve planning, understanding, and defining program challenges and growth opportunities;
- Consistently advance program improvements, innovations and modernizations;
- Review data to assess program impact and integrate evidence based, best-in-class practices and resources;
- Understand systemic inequalities that impact Hope participants and communities; use that knowledge to improve program performance and initiatives.

COLLABORATIVE LEADERSHIP

- Inspire, manage, and develop staff, ensuring that competencies and staffing mix are adequate to meet the needs of Hope and its clients; foster a collaborative, transparent working environment that supports leadership development, growth and succession planning;
- Plan and conduct scalable training models to build skills of full- and part-time staff with a commitment to creating a sustainable workforce development model;
- Remain current on relevant research, trends and practices within the developmental disability and behavioral health communities;
- Commit to fostering an environment of diversity, equity, inclusion, empowerment and opportunity.

There is currently an open position for the District Director in Santa Cruz, creating a potential opportunity for the CPO to assume this portfolio if it makes sense geographically.

Experience and Qualifications

The Chief Program Officer will have demonstrated success in a complex nonprofit or human services setting leading program strategy, implementing creative solutions and managing large teams, as well as:

- A commitment to and enthusiasm for Hope Services' mission and values; joyful and optimistic with an authentic level of compassion.
- Five or more years of senior leadership and management experience; skilled at identifying talent, building teams and motivating a diverse workforce.
- Familiarity with the Department of Development Services (DDS), Department of Rehabilitation, Regional Centers, and county service contracts would be advantageous.
- Demonstrated track record of program innovation and evaluation; developing and managing program models, tools and resources to increase program efficiency, and of leveraging data to drive continuous program improvement.
- Exceptional human qualities and a reflective posture to meet systemic inequities head-

on with Hope's team and in support of the clients and families served.

- Transparent and collaborative; a good listener and strategist; can give and receive feedback; the ability to hold staff accountable and drive continuous improvement.
- Respects the expertise and opinions of others and uses information to guide decisions; intrepid yet tactful; negotiates skillfully without driving themselves or others into a corner.
- A strategic thinker who can see holistic solutions, but doesn't get distracted with detail; able to analyze and formulate disparate information into a sound, well-organized plan. solutions-, goal- and outcomes-oriented; one who can balance competing priorities; a resourceful individual with a high energy level and can-do attitude; a self-starter, problem solver, strategic and big-picture thinker.
- Exceptional organization skills; one who can manage and juggle competing priorities; excellent follow-through and attention to detail.
- Strong communication, negotiation, and conflict resolution skills; exceptional verbal and written skills, particularly in developing and delivering presentations for small and large audiences; a record of garnering support from constituencies.
- Demonstrated ability to form and maintain strong collaborative partnership and to build consensus with colleagues and other strategic stakeholders.
- Ability to respond to evolving circumstances, manage organizational and financial risk, leans toward "yes" if new opportunities align to strategy and Hope's capacity.
- Knowledge of nonprofit management best practices, effective delivery of quality programs and services, budgeting, building sustainable revenue streams, contract negotiation and management.
- A master's degree in a related field is required. An understanding of behavioral health would be a distinct advantage.

To nominate someone, apply or for further information, please contact:

Lisa Grossman

lisag@moppenheim.com

m/Oppenheim Executive Search

www.moppenheim.com

650/323-3565

Hope Services provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability, veteran status, genetics, sexual orientation, gender identity or any other protected characteristic. In addition to federal law requirements, Hope Services complies with all applicable state and local laws governing nondiscrimination in employment.