

**Catholic Charities of Santa Clara County
Chief Executive Officer**

Silicon Valley's largest faith-based human services nonprofit seeks an accomplished and inspiring CEO to lead a new family-centered community change initiative that enables families to rise out of poverty for good, and, in the process, to guide an organizational cultural shift to client-centric wrap-around engagements.

BACKGROUND

[Catholic Charities of Santa Clara County](#) helps people of all cultures and beliefs rise up out of poverty and overcome barriers to economic mobility and wellness. Rooted in a legacy of faith-based social services for nearly a century, the agency takes a holistic approach to helping people change their lives for good, focusing on the whole person, their family, and the community through a three-fold strategy of direct services, advocacy and convening.

Santa Clara County is the 5th richest county in the country, yet poverty runs deep and available services are fragmented and not always easy to access. As a leader in providing broad and impactful safety net services for over 40 years, Catholic Charities of Santa Clara County (CCSCC) is uniquely positioned to change this and the organization is at a pivotal point: guided by its strategic plan, [Footsteps: Pathways to Self-Sufficiency](#), CCSCC is implementing a systematic, scalable, and measurable family-centered community change initiative that enables families to get out of poverty and stay there. Serving clients in their own neighborhoods, CCSCC addresses issues of access to food, housing, healthcare, education and economic security, and community organizing. Within CCSCC, this approach will integrate siloed services, create more cohesive, less fragmented family services and foster greater teamwork among staff and a deeper connection to the agency. The findings and data from Footsteps will be used to elevate and institutionalize the agency's advocacy and policy capabilities to break the cycle of generational poverty.

As the social service and social justice arm of the [Catholic Diocese of San Jose](#), Catholic Charities strengthens communities through parish, community, and neighborhood development, and annually serves ~80,000 people at over 90 locations. The organization has an operating budget of \$56M of which approximately 58% comes from government funding, 20% from contributed revenue, 16% from in-kind donations, and 6% from fees. At the end of FY23 CCSCC had net assets of \$36M (up 69% over the last 5 years).

The CEO is essential to stewarding the agency's bold vision and is responsible for maximizing the agency's impact in reducing, preventing, and alleviating poverty in Santa Clara County. The top priorities for the CEO are to:

- Deliver on the "Footsteps" vision which will involve keeping the organization operationally focused, managing the portfolio of human services contracts (~30 programs), guiding the staff through a cultural transition with compassion, and making data-driven course corrections in pursuit of the goal.
- Be the "face of the agency" to funders, donors, partners, and the community. Proactively cultivate donors, generate awareness of the organization's impact, drive policy support, and participate in strategic alliances.

The CEO is a member of the CCSCC Board of Directors and works closely with the Board Chair who is the Bishop of the Diocese of San Jose and with the elected Board President. The Board

of Directors oversees the evaluation and compensation of the CEO. The CEO's work is supported by a talented and diverse Senior Executive Team, including the Chief Programs and Strategy Officer, Chief Development Officer, Chief Financial Officer, and Chief Human Resources Officer. Overall, CCSCC has ~560 staff members of which more than 75% identify as female and more than 60% are Latinx and BIPOC.

The CEO of CCSCC is ex officio President of [Charities Housing](#), the agency's affiliated housing development corporation and a separate 501(c)(3). In that role the President hires and oversees the Executive Director of Charities Housing, serves on the Charities Housing Board and is a member of the Executive Committee. There is a separate elected Board Chair who facilitates the Board meetings. Charities Housing provides permanent housing with service coordination support from CCSCC. It has over 1,300 units under management, with another 2000 in the pipeline.

BASIC FUNCTION

The CEO will inspire the commitment of staff, volunteers, and the community to the vision, values, mission, and strategic direction of the organization.

Ongoing Responsibilities

Leadership & Culture

- Become thoroughly familiar with the agency's history and culture, programs, and services rooted in Catholic social teaching; establish collaborative working relationships with the Board of Directors, executive and program teams, and other constituencies.
- Foster and sustain a culture of inclusivity, cooperation, trust, communication, mutual support, teamwork, and integrity that attracts, retains, motivates, empowers, and develops a multicultural, diverse, high-quality staff and Board.
- Inspire and motivate the Senior Leadership Team so they continue moving in a positive direction; set clear goals for accountability and the oversight and management of their teams and programs; promote transparent communication and build trust with leadership and staff.
- Guide the agency through a cultural transition with compassion and conviction.

General Management, Finance and Administration

- Ensure the day-to-day operations and programs are professionally and efficiently organized and administered. Set priorities, support the institution of operational processes and make thoughtful, data-driven decisions that incorporate input from relevant sources and dissenting views.
- Prioritize the importance of developing and empowering the team; hold people to account; value and embrace the subject matter expertise of others.
- With the Chief Financial Officer, maintain CCSCC's fiscal health and, in particular, ensure that services provided are sustainably funded, that debt is avoided, and that long-term financial planning is robust; remain current on the ever-shifting public funding environment.
- Ensure the organization adheres to a sustainable financial plan based on an annual budget reviewed and approved by the Board and that financial performance positively

tracks to budget and operating plans; foster an atmosphere of transparency and accountability in matters relating to the organization's financial condition.

- With the Chief Human Resources Officer, inspire ongoing efficacy and team cohesion at all staff levels by maintaining productive advancement toward organizational priorities and big-picture strategy; manage, supervise, and evaluate staff to ensure they are well-suited to addressing CCSCC challenges and opportunities while being attentive to staff concerns; ensure that there is an active succession-planning process and development of key employees.
- Ensure technology tools and infrastructure keep pace and are adequate and scalable for staff and clients alike.

Programs

- With the Chief Programs and Strategy Officer, champion sustainable, high-quality programming while working to manage risks and liabilities that emerge; manage the portfolio of programs to maximize the agency's impact.
- Keep the organization operationally focused and make data-driven course corrections as necessary.
- Identify unmet needs and gaps in service including at Charities Housing and with the Diocese and parishes; continually upgrade programs by deliberately embracing experimentation and innovation in ways that also consider financial impact.
- Continue to foster a strong service orientation that is innovative, compassionate, and professional; remain current with innovations in the field of service, ensuring that staff is trained in new approaches; share CCSCC's ongoing thought leadership in the field.

Fundraising

- As the CCSCC's Chief Philanthropy Officer, work closely with the Chief Development Officer to maximize the agency's ability to attract and sustain donations, grants, and contract awards; understand the actual and prospective funding communities for CCSCC.
- Develop relationships with major donors so the organization is able to respond to current and future funding needs.
- Personally drive fundraising solicitations, especially with major private, government, and business donors; develop fundraising alliances; create special and donor cultivation events for CCSCC.
- Continually explore new and creative strategies to expand CCSCC's revenue base; develop corporate sponsorships and governmental & nonprofit partnerships.
- Identify national foundations that would fund the replicable Long Range Plan in other communities.

External Relations, Communications and Advocacy

- Forge meaningful partnerships with leading funding, political, social services, and public policy constituencies; empower staff to be active ambassadors for CCSCC and its clients.
- Drive visibility for CCSCC by serving as a credible, articulate, and effective spokesperson, in person and in writing; ensure that CCSCC is recognized for its leadership and outcomes.

- Proactively advocate for CCSCC clients with policymakers regionally and in California; help influence policy regarding funding for CCSCC and systemic changes to advance forward-thinking strategies to break the cycle of poverty.

Board Relations & Governance

- Engage Board members in advancing CCSCC in various ways by contributing time, expertise, or treasure; provide ongoing communication and timely updates to the Board on the state of the organization.
- With the Board President, coordinate the efforts of various Board committees and task forces; encourage Board members' involvement in CCSCC's full range of activities, including fundraising.
- Help identify and recruit new Board members whose talents, commitment, and fundraising abilities are congruent with CCSCC's needs and mission.
- As President of Charities Housing's Board, hire and support its Executive Director. As a member of the Charities Housing Board of Directors, work closely with its elected Board Chair and members of the interlocking Board to ensure oversight of the organization's development strategies, policies, and financial health.

The CEO of Catholic Charities serves as a Board member of Catholic Charities of California and is a member of the Diocesan Directors of Catholic Charities USA.

QUALIFICATIONS and CHARACTERISTICS

The CEO will be a servant leader in accordance with Catholic social teachings, committed to Catholic Charities' vision, mission, and values, and understand the Church's dynamics.

The CEO will have a deep understanding of poverty, safety net work and race equity, and a track record of implementing inclusive, culturally sensitive and responsive organizational policies and practices.

Additionally, the CEO will have a combination of the following experiences and attributes:

- At least 10 years of executive-level leadership, managerial, and operational experience in complex environments with many moving parts; both a strategic- and a systems-thinker with demonstrated change management experience; a clear understanding of finances, budgeting revenue and costs; and demonstrated success in leading large organizations (250+ employees).
- 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.
- Demonstrated ability to increase earned and contributed revenue in ways that align with an organization's mission; a track record attracting financial support from individuals, government sources, foundations, and businesses.
- Experience sustainably growing organizations and services through mergers, partnerships, organic growth, new service development, etc., and ensuring the resources are in place to be effective.

- A team builder—confident and competent—with strong management, teaming, and leadership skills; one who understands the subtleties of motivating and directing a culturally diverse team with different work styles; effective at leading teams through change and providing appropriate support; collaborative consulting and facilitation skills for group and individual problem-solving and decision-making; someone who can give and receive feedback, and use it to learn and develop mutually-beneficial relationships.
- A track record of developing productive relationships with government agencies, politicians, businesses, nonprofits, community leaders and advocates from a variety of communities.
- Experience operating in the non-profit/social service world.
- A good listener and strategist; comfortable receiving input from many sources, and able to analyze and formulate disparate information into sound, well-organized plans.
- Decisive and resourceful, with the organizational sensitivity to gain the support and confidence of the Board and staff at all levels; a leader who empowers the leadership team and holds them accountable.
- An individual with outstanding human qualities who is straightforward, shares information easily, listens as well as offers advice, and respects the abilities of others; someone who imparts trust and integrity and guides others in a similar vein.
- Direct yet tactful; respectful of others' concerns; flexible and creative to find alternative ways to reach objectives when barriers arise; a skilled negotiator who seeks and nurtures win-win situations.
- A hard worker with a high energy level; a "doer" willing to work hands-on in developing and executing a variety of activities.
- Outstanding oral, written and communication skills; an adept storyteller; a good listener who can pivot quickly depending on the audience.

The compensation range for this position is \$315,000 - \$365,000. Catholic Charities of Santa Clara County offers a generous benefits package, including retirement, health insurance, holidays, personal time, tuition reimbursement for job-related continuing education, and a very flexible hybrid work arrangement.

Catholic Charities is a non-profit service organization and employer. It does not unlawfully 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.

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