

**Catholic Charities East Bay**  
**Chief Program Officer (CPO)**

*Catholic Charities East Bay seeks a program executive with strong business acumen to implement the agency's strategies to unify programs, develop new systems and processes for transparency and accountability, and build internal capacity and capabilities.*

**BACKGROUND**

[Catholic Charities East Bay](#) (CCEB) helps people remain housed, supports students and families in crisis, and obtain immigration legal services to people of all cultures, ethnicities, backgrounds, and faiths overcome the barriers to well-being. Since 1935, CCEB has strengthened communities through parish, community, and neighborhood development, and in 2021, it served more than 22,000 residents of Alameda and Contra Costa Counties at locations in Oakland, Richmond, and Concord. Programs encompass:

- Mental Health and Violence Prevention Services:
  - In schools, CCEB works with students and groups serving young people through culturally responsive approaches to overcome the challenges presented at school; provides education to raise awareness and prevent trafficking and exploitation of young people; and helps youth involved with the juvenile justice system learn strategies to safely respond in situations of stress, fear, and conflict.
  - In the aftermath of homicide, CCEB provides grief counseling and support services to surviving family/friends.
  - CCEB works with parents and children to strengthen families, improve child well-being, and help children stay safely with their families in their home.
- Housing and Financial Stabilization: CCEB helps low-income households facing eviction stay housed by paying back rent and security deposits and providing utility assistance.
- Immigration Legal Services: CCEB helps clients earn lawful working status and follow a path to citizenship through legal consultations and assistance applying for family-based visas, Green Cards, citizenship, and DACA.

The agency's Long-Range Plan focuses on creating a more unified service delivery model to ensure the community has resources to meet their needs, and employing high standards for quality and innovation in programs, services, and staff. This approach will breakdown currently siloed services and create cohesive client service, ensure accountability and transparency, and foster greater teamwork and deeper connection to the agency. The CPO will be essential to implementing the agency's strategies to unify programs, develop new systems and processes, identify opportunities for new programs, and build internal capacity and capabilities. The CPO is a member of the Executive Team and reports to and serves as a thought partner to the CEO.

The Chief Program Officer manages a nearly \$6M program budget, has a staff of approximately 40, and five to eight direct reports.

**BASIC FUNCTION**

In collaboration with the CEO, the CPO will articulate and implement the strategic vision and leadership of the agency. The CPO is responsible for overseeing multiple programs and services, employing best practices, and providing leadership, management, coaching, and professional development to the program team.

A key function will be to assess the program portfolio and lead an organizational design process to more effectively provide services based on individual client needs. This includes integrating service quality, funding streams, reimbursement, and compliance, and producing data that can be analyzed and used to inform measurement and outcomes. It requires a leader who is skilled in making deep, systemic changes and leading diverse teams through this transition. The role places an importance on developing relationships and engaging the hearts and minds of staff to support and manage change.

Specific responsibilities include:

#### **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, accountability, trust, communication, mutual support, teamwork, and integrity.
- Partner with the Leadership Team in the overall development, planning, service delivery, and management of the organization across multiple sites and departments; unify programs and ensure that they are working collaboratively to deliver and implement services to the clients seamlessly.
- Model commitment to the agency's mission, brand, and planning for a sustainable future of services; represent a unified leadership perspective and work toward maintaining a results-oriented culture that increases positive social impact.

#### **PROGRAMS/SERVICES**

- Oversee the coordination and delivery of all programs, contracts, and related services to maximize the agency's impact with available resources and reduce redundancy; ensure programs are aligned with and reflect the mission, vision, values, and goals of CCEB; promote collaborative relationships between program areas and ensure that the expectations of all stakeholders are consistently met; develop lean and efficient workflows that are supported by funding streams across all programs (and partners).
- Guide development of program strategy and indicators; utilize data to understand the efficacy of programs and inform program or agency decisions; develop an assessment protocol to determine the feasibility and sustainability of programs; ensure the delivery of qualitative and quantitative goals and outcomes; using Salesforce, coordinate and analyze data to inform programmatic and operational decision-making to increase efficiency, transparency, and collaboration.
- Coordinate with the CEO and senior staff on developing new program ideas and pilot projects, including integrating successful pilots into programs; coordinate the planning and activities for development of model program designs in response to requests for proposals.
- Guide Board Program Committee to assess community needs and program effectiveness.
- Ensure that all programs and services comply with accreditation standards through the Council on Accreditation (COA).

#### **MANAGEMENT**

- Provide effective leadership of programs based on mission and priorities as defined in the Long-Range Plan; leverage the expertise of the team and create a culture of shared information, good communication, learning and improvement, and accountability.

- Develop a team-based environment to motivate and inspire staff to work collaboratively toward goals; establish annual program, department, and staff goals and objectives; track results against these goals as well as accountability protocols; provide guidance to proactively troubleshoot program performance.
- Determine staffing plans and deploy resources efficiently and effectively; work with staff to balance workload and effort; and provide regular feedback so staff can continuously learn.
- With Human Resources participate in hiring decisions for new program staff; develop and implement annual professional development plans to build team skills and confidence.

#### **FINANCIAL & ADMINISTRATIVE**

- With the Finance Department, budget and monitor programmatic operations to ensure sound fiscal and system management.
- Along with program managers and directors, maintain positive working relationships with institutional funders; work with internal and external stakeholders to assess and pursue funding opportunities.
- Assume responsibility for negotiating and managing government contracts for balanced resource planning and funding compliance; respond to government and foundation requests for proposals and applications in partnership with Development, Grants and senior staff; review and understand grant contracts to meet deliverables and set processes to prevent gaps in service delivery.
- Help to promote and diversify funding through effective resource stewardship; support fund development efforts through the promotion and execution of agency fundraising events.

#### **EXTERNAL RELATIONS**

- Serve as liaison to key government agencies, in particular the counties of Alameda and Contra Costa (largest funding partners), as well as County Board of Supervisors, local municipal governments, and state and federal entities.
- Represent CCEB on relevant committees and task forces as well as at speaking engagements, conference panels, and trainings.
- Monitor emerging needs among key stakeholders such as clients, government, philanthropists, and community organizations.

#### **IDEAL EXPERIENCE**

The Chief Program Officer should possess a combination of the following experiences and qualifications:

- Eight to ten years of leadership and management experience in complex social services environments (or equivalent) with many moving parts; a good understanding of finances and budgeting.
- 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 approach that galvanizes others and guides decision making.
- Excellent verbal, written, and presentation skills.
- Familiarity with government contracting.

- Bachelor's Degree in social work, nonprofit administration, or a program-related field. Master's Degree or equivalent is preferred. A combination of education and experience will be considered in lieu of a degree.
- Valid driver's license.

### **PERSONAL CHARACTERISTICS**

The successful candidate should be:

- Committed to the vision, mission, and values of CCEB; one with outstanding human qualities; a "servant leader" who models exemplary leadership skills.
- A good listener and strategist; comfortable receiving input from many sources; 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 "doer" willing to work hands-on in developing and executing a variety of activities; emotionally mature and even keeled.

The salary range for the Chief Program Officer is \$165,000 - \$180,000 annually, which includes a performance-based bonus. The CPO works onsite three days a week in either Oakland or Richmond and telecommutes two days a week.

### **About Catholic Charities East Bay**

Our mission is to support children, youth, families, and seniors from crisis to stability to well-being. We were the first to provide hospice care to those with HIV-AIDS in the 90's and continue to make an impact focusing on social justice and advocacy. We help families avoid homelessness, provide support to those facing trauma, work with youth harmed by violence, and help people navigate immigration issues. We are making a real impact (over 22k people received support from CCEB in 2021!) in people's everyday lives, and everyone is welcome here.

Catholic Charities values our employees, and it is important that everyone who joins us is true to our values. We respect each other by showing empathy, we create an environment of support and collaboration leading to trust, we strive for excellence by setting high standards across the company, we hold everyone accountable for set goals and work performed, and most importantly we welcome all and serve everyone as a faith-based agency.

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