



Chief Services Officer

San Antonio, TX

www.mowsatx.org

ORGANIZATION

Founded in 1977, Meals on Wheels San Antonio is the premier organization serving older adults in the greater San Antonio area. The mission of Meals on Wheels is to promote the dignity and independence of seniors who need nutritious meals, companionship, and Alzheimer's care. It strives to eliminate hunger, alleviate isolation, and foster independence in partnership with volunteers and the community. Meals on Wheels and its team of 100+ is proud to be nourishing lives, enabling independence, and caring for San Antonio's seniors.

Meals on Wheels doubled in size in the last five years and now has a \$16 million annual operating budget. It expanded into seven additional counties during the pandemic and now serves almost two million meals annually throughout San Antonio and South-Central Texas. 555 seniors and caregivers are served annually by Grace Place Alzheimer's dementia services. In addition to feeding humans, Meals on Wheels delivers over 35,000 pounds of pet food to 560 animals each year with AniMeals. Meals on Wheels has not missed a single day of service during the pandemic; the team is incredibly committed to their mission. In 2021, the organization earned the Top Workplaces honor by *San Antonio Express-News*.

Nothing is static at Meals on Wheels: A \$23 million, state-of-the-art facility will be opening in Fall 2022 with a production kitchen that has extensive cold and dry storage and an optimized food preparation space. Additionally, there will be a dedicated volunteer training area and an expanded Alzheimer's activity center. The six-acre property will enable Meals on Wheels to more than double the number of people served and allow it to expand its delivery territory.

POSITION

The Chief Services Officer (CSO) reports to Chief Executive Officer, Vinsen Faris, and serves as a key member of the Executive Management Team that includes the Chief Executive Officer, Chief Strategy and Development Officer, Chief Financial Officer, and Chief Operations Officer. The CSO is responsible for all client-facing services and operations of Meals on Wheels and will provide leadership, supervision, oversight, and management of the following areas: Meals on Wheels Services, Grace Place Alzheimer's



Services, Comfy Casas, Friendly Visitor, and AniMeals. Additionally, the CSO will represent Meals on Wheels at meetings within the nonprofit community and at conferences and other relevant meetings and events.

Perhaps even more important than the technical skills the role requires, is the skill of leadership. Meals on Wheels next CSO should be inspired and motivated to help bring the organization into its next phase of growth. The CSO should be an enthusiastic supporter of the vision laid out by the CEO and Board of Trustees and should be invigorated by the opportunity to leave an even greater legacy of service to the people of San Antonio and South-Central Texas.

This is an excellent opportunity for an innovative and disciplined programs executive who brings a proven history of creative problem-solving and client service to work in a growing, mission-driven organization. The winning candidate should be a forward thinking, high energy, strategic partner to the CEO in the drive to build upon the 45-year legacy of Meals on Wheels San Antonio.

RESPONSIBILITIES

Strategic Guidance

- Leverage internal organizational processes and infrastructure to facilitate Meals on Wheels growth and ability to fulfill its mission.
- Driven to serve Meals on Wheels' clients and ensures the entire organization keeps the clients top of mind.
- Develop benchmarks, roadmaps, and dashboard to measure service's impact on the whole organization.
- Develop processes and tools, both internally and externally, for producing maximum value to all stakeholders with intelligent and efficient use of potentially fluctuating human resources.
- Ensure effective implementation and evaluation of current and new programs and initiatives.
- Serve as a resource for communication channels about program progress and successes such as in presentations, proposals, and meetings.
- Support development of a data and evaluation culture to understand success, challenges, opportunities, and trends.
- Contribute to organizational strategy as a member of the leadership team to include the development of organization-wide and department annual goals, strategies, and desired outcomes.

Operational Improvement

- Develop strategies to ensure daily and overall operations are aligned with organizational priorities and mission objectives.
- Improve communications both within the department and cross functionally to ensure streamlined operations.
- Set and drive accountability for program-level goals, ensuring intended outcomes are achieved.
- Develop, implement, and enforce the use of systems that facilitate an efficient and equitable workflow.
- Design and implement dashboards to facilitate the monitoring of information by staff and board.
- Foster a keen sense of collaboration with other departments, as well as with partners in the field.
- Support the leadership team in building the capacity for data-informed decision-making and performance management.
- Manage contracts to ensure compliance with stated objectives and outcome projections.
- Work closely with CFO to monitor contract performance.



Team Development

- Lead and manage 34 paid staff (1/4 of the total Meals on Wheels staff) with three direct reports of Director of Client Services, Director of Alzheimer's Services and Manager of Support Services who oversees AniMeals, Friendly Visitor, and Comfy Casas.
- Promote a culture of high performance and continuous improvement across a cohesive team that values learning and collaboration.
- Inspirational, fostering continual improvement in support of exceptional customer service.
- Mentor and develop staff using a supportive and collaborative approach, ensuring that staff members receive timely and appropriate training, and have clear objectives and priorities.
- Help to instill a human capital development and coaching culture within the organization.

QUALIFICATIONS

- Compelled to support Meals on Wheels' mission of serving seniors, each other, and our community to promote the dignity and independence of our clients and their needs.
- Bachelor's degree required; advanced degree preferred.
- 7+ years of progressively responsible program management experience, ideally in a human services organization.
- Proven experience managing federal and state contracts and grants. Understanding of Medicare, Medicaid, and managed care funding a strong plus.
- Strategic leadership skills and an orientation to continuous learning and improvement, working to understand, learn from, and communicate the impact of our programs.
- Extensive experience in non-profit program design, implementation, oversight, review, and evaluation.
- Strong, extensive social service client-facing experience with a keen understanding of the underlying financials.
- Exceptionally client focused and process oriented.
- Risk tolerant, willing to experiment.
- Ability to work with organization to understand, learn from, and communicate impact of Meals on Wheels
- Excellent computer skills, strong knowledge of Microsoft Office programs.
- Excellent people skills, written, and verbal communication skills.
- Ability to organize, delegate and manage a wide variety of programs and business aspects.
- Ability to speak in front of large groups comfortably, as needed.
- Energetic and positive approach.
- Confident, mature and poised.
- Keen analytic, organization and critical thinking skills to support and enable sound decision making; demonstrated resourcefulness in setting priorities and guiding investment in people and systems
- Exceptional managerial skills. Strong commitment to developing, recruiting, and retaining team members; the foresight and ability to delegate; ability to enhance the effectiveness of the organization. An accessible and flexible management style that inspires trust and confidence in staff to work hard and well together.
- Collaborative and a team player.
- Extremely transparent and open communicator with clear and persuasive communication skills. Active listener who is highly collaborative and builds to consensus.
- Sets clear expectations for team.
- Ability to communicate and manage well at all levels of the organization and exercise sound judgement.
- Ability to manage multiple projects with keen attention to detail and deadlines.
- Knowledge of Spanish is a plus.
- Flexible with the ability to turn on a dime.



- A high-energy, growth-oriented, multi-tasker who likes a challenge
- Valid driver's license, good driving record and applicable insurance coverage required by organization policy.
- Enjoy working collaboratively.
- Fully vaccinated against Covid-19.

APPLICATION PROCESS

All inquiries, nominations and applications should be directed to Cydnee Dubrof of The Dubrof Group, at cydnee@dubrof.org. Any communication with Meals on Wheels San Antonio will be forwarded to The Dubrof Group. Applications should include a letter of interest and a current resume in MS Word. Please indicate in your cover email where you learned about this opportunity. Please note that only those candidates invited for screening will be contacted. PLEASE - NO PHONE CALLS.

The Dubrof Group is committed to social justice and access to opportunity; we actively cultivate relationships with leaders with varied life experiences and the skills needed to lead strong, innovative organizations. The team is also committed to your privacy and to protecting your personal data. To view The Dubrof Group's privacy policy, please visit www.dubrof.com.

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