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CHIEF EXECUTIVE OFFICER

POSITION SPECIFICATIONS

CLIENT

For nearly five decades, since its founding in 1976, our client, **Family Tree**, has endeavored to help people and families within the Denver metropolitan area discover their strengths so they can create lasting, positive change for themselves and for their families.

Family Tree is the only organization in the Denver metro area committed to addressing the interconnected issues of child abuse, domestic violence, and homelessness. The support services that **Family Tree** provides are changing how individuals, families, and communities see, respond to, and overcome these challenges. **Family Tree** serves all seven counties of the Denver metropolitan area.

Family Tree's stated mission is *“to partner with all people to prevent and overcome the interconnected issues of child abuse, domestic violence and homelessness to promote safety, healing and stability across generations.”* By embracing a vision of *“to empower people and transform our community through innovative and integrated services,”* Family Tree's core strategy is to *“empower people experiencing crisis and trauma to improve their lives and achieve economic independence through proven, integrated services that meet the changing needs of our community.”*

Family Tree's integrated services include a diverse array of programs from prevention to residential to on-going case management which are supported by diverse funding

streams. Family Tree's programs include:

➤ **Child & Youth Services**

- **Community Family Resource Team (CFRT)** – Our CFRT program provides in-home therapy and interventions designed to divert at-risk youth from future out-of-home placement and future involvement with the child welfare system.
- **Safecare** – This program delivers home-based skills training for parents, focusing on parenting techniques, child safety and child health to promote positive family dynamics.
- **Kinship Programs** – We provide financial and supportive services, as well as referrals, to kinship families--those who are care for children due to temporary or long-term circumstances. Our goal is to help these families maintain stability and housing for the children in their care.
- **Group Parenting Time** – This initiative offers a supervised, safe environment for children to spend quality time with their non-residential parent(s) in a group setting with other families, fostering meaningful relationships.

➤ **Domestic Violence Services**

- **Roots of Courage** – Provides emergency residential shelter to ensure the safety of survivors of domestic violence. Services include a 24-hour crisis line, emergency shelter, safety planning, advocacy, health care and other supportive services.
- **Legal Advocacy Program** – Offers civil and criminal legal advocacy, crisis intervention and information to enhance both immediate and long-term safety for survivors of domestic violence, sexual assault, and stalking.
- **Domestic Violence Outreach Program** – Provides individual support, safety planning and peer support to survivors of domestic violence. Also offers community workshops for adults.

➤ **Homelessness Services**

- **House of Hope** – Provides residential and case management services to women and their children experiencing homelessness.
- **GOALS** (Generational Opportunities to Achieve Long-term Success) – A two-generation residential program for families experiencing homelessness.
- **Homelessness Program** – Offers comprehensive support services to families, individuals and youth experiencing and at risk of homelessness. Services include education and employment counseling, emergency financial assistance, housing navigation and placement and ancillary support as needed.

For the fiscal year ended June 30, 2024, **Family Tree** served over 4,700 people with direct services.

Key initiatives ahead for **Family Tree** include the following:

- Starting operations in a newly renovated facility on the GOALS campus to support Douglas County families experiencing homelessness.
- Completion of construction and initiating supportive services for residents at Marshall Street Landing, an 85-unit permanent supportive housing project where **Family Tree** is a co-developer, co-general partner and lead service provider.
- Completing an analysis and implementing strategies to create more staff and client friendly working spaces, with a focus on **Family Tree's** Wheat Ridge and Lakewood properties.
- Continuing to grow partnerships with Low Income Housing Tax Credit (LIHTC) developers to provide on-site case management services.
- Completing the development and implementation of the Salesforce database as part of **Family Tree's** Continuous Improvement Practice.
- Continuing the implementation of **Family Tree's** diversity, equity, and inclusion (DEI) initiatives, at both the staff and Board levels.
- Implement a strategic planning process, building upon previous strategic planning efforts.

Family Tree is currently governed by a 12-member Board of Directors, comprised of business and community leaders dedicated to ensuring the organization meets the needs of the community. The Board is collectively committed to effective governance, guiding the agency's overall strategy, and ensuring organization excellence.

For the fiscal year 2024-25, **Family Tree** has an operating budget of around \$10 million. Revenue comes from a diverse mix of government grants and contracts, foundation support, and contributions from both corporate and individual donors. **Family Tree** has a committed team of about 100 staff members and a large cadre of volunteers. Operations span six locations across the Denver metro area, with the Chief Executive Officer based at the Wheat Ridge office in the Denver suburbs.

For more information about **Family Tree**, please refer to the organization's website, www.thefamilytree.org.

THE OPPORTUNITY

Family Tree is seeking a visionary leader with exceptional strategic insight, business acumen, and relationship-building skills, along with a strong commitment to the organization's mission, to serve as **Chief Executive Officer (CEO)**. Reporting directly to the Board of Directors, the **CEO** will guide the organization in achieving its strategic goals and advancing its mission.

The **CEO** will drive **Family Tree’s** mission, vision, and values through day-to-day operations. This includes overseeing administrative functions, program management, risk mitigation, financial oversight, human resources, and development activities. The **CEO** will be accountable to the Board of Directions, implementing its policies and procedures. Key responsibilities include continuously evaluating and refining **Family Tree’s** strategic direction, operations, and impact, leveraging its strengths, and addressing areas for improvement. The **CEO’s** expertise should embody **Family Tree’s** core values: commitment, integrity, accountability, diversity, collaboration, and advocacy.

The **CEO** must serve as a dynamic, knowledgeable and trustworthy representative of **Family Tree** within the community. They should exhibit strong leadership qualities, including sound decision-making and clear, compassionate, and collaborative communication skills. The ideal candidate will demonstrate deep passion and understanding of issues such as child abuse, domestic violence, and homelessness, and will be committed to promoting safety, healing, and stability across generations.

Experience in managing operations of an organization similar in complexity to Family Tree is essential. The **CEO** must be adept at organizing, prioritizing, and distilling large volumes of information, and must be a person of high integrity who inspires trust and motivates others through both actions and words. Building and maintaining robust partnerships with leaders in government, charitable foundations, and the business community is crucial. The **CEO** should be capable of recognizing the need for change and leading the organization through transitions effectively. A high level of commitment, self-motivation and the ability to deliver results in a dynamic, fast-paced environment are required. Additionally, the **CEO** must be sensitive to diverse populations and dedicated to advancing **Family Tree’s** DEI initiatives within the staff, the Board, and the communities served.

To ensure **Family Tree’s** mission of transforming lives is sustained, the **CEO** must demonstrate strong business acumen and the confidence to make well-informed decisions that drive positive outcomes. The **CEO** will oversee all aspects of **Family Tree’s** planning, operations, finance, and strategy, and will effectively communicate **Family Tree’s** long-term business strategy to stakeholders.

The **CEO** will lead a team of just over 100 staff members, supported by a strong Executive Leadership Team (the “*Executive Team*”), which includes five direct reports (the Chief Financial Officer, the Chief Development Officer, the Chief Impact Officer and the Vice-President of Human Resources, and a part-time Executive Assistant) as well as three other senior leaders. The role includes oversight of an operating budget of approximately \$10 million.

Key Responsibilities. The **CEO** will guide a dynamic, community-focused organization with a focus on innovation and strategic vision. Specific responsibilities include:

Strategic Leadership

- Navigate the complex and evolving landscape at the local, state, and national levels to sustain and enhance **Family Tree’s** reputation as a trusted nonprofit providing essential services in Denver metro area.
- Collaborate with the Board of Directors and Executive Team to develop a strategic plan that establishes a shared vision for the organization’s future.

- Lead the Executive Team in executing and monitoring the strategic plan, including managing change and adapting to a dynamic environment.

Management and Personnel

- Hold ultimate responsibility for overseeing day-to-day business operations.
- Hire, supervise, and support direct reports.
- Work collaboratively with the Executive Team to advance the organization.
- Ensure the effective use of change management strategies to maintain smooth and effective operations.
- Engage with staff and disseminate information to keep them informed about current developments.
- Direct the development of employee engagement, recruitment, professional development, and retention strategies, and foster a positive organizational culture to best serve the community.
- Build effective teams and promote a positive team culture.
- Lead regularly scheduled meetings with the Executive Team.
- Act as the final decision-maker on human resources issues.

Programs and Community Relations

- Ensure that **Family Tree** provides high-quality, comprehensive, impactful, and equitable services that align with the Board-approved mission, vision, and values.
- Maintain a leadership presence at community events to assess needs and advance agency goals.
- Develop and sustain strong collaborative working relationships with partner agencies to prevent duplication of services and to enhance understanding and provision of services to people overcoming child abuse, domestic violence, and homelessness.
- Initiate and maintain positive relationships with affiliate organizations, government agencies, elected officials, and public and private community agencies.
- Promote community awareness and positive public relations to elevate the organization's reputation in the community.
- Stay actively informed and involved in public policy and legislative issues that impact **Family Tree's** mission.

Board of Directors

- Work with the Board of Directors to lead the recruitment and vetting process for new Board members.
- Execute and advance the strategic direction and goals established by the Board.
- Partner with the Executive Committee of the Board to coordinate and lead effective Board activities.
- Serve as a non-voting, ex-officio member of the Board of Directors and participate in committee meetings as appropriate.
- Recommend policies and procedures, and provide timely, accurate information to the Board.
- Implement and manage **Family Tree** and the Board policies consistently, ensuring compliance with agency bylaws.

Fiscal Oversight

- Monitor the financial condition of the agency to ensure a sound foundation for ongoing **Family Tree** operations and collaborate with CFO on financial issues.

- Supervise the agency's risk management activities.
- Work closely with the CFO and serve as a strategic thought partner to ensure that the budgeting process is thorough and supports ongoing operations and growth.
- Ensure accurate and timely financial reporting, including annual audits, and compliance with state, federal and grant requirements.
- Provide final approval on significant grants, contracts and agreements.

Fundraising

- Understand **Family Tree's** multiple funding streams and collaborate with the Chief Development Officer on fundraising strategies.
- Establish and maintain close relationships with donors and foundation personnel and cultivate new relationships with donor and foundations.
- Participate in public speaking and networking at fundraising events and funder presentations.

EDUCATION AND EXPERIENCE

- A bachelor's degree in a relevant field or equivalent experience is required.
- At least 8 years of progressively responsible leadership experience in an organization of similar complexity is required; experience with non-profit operations is highly desired.
- Demonstrated passion for and commitment to one or more of **Family Tree's** service areas: domestic violence, child abuse, and homelessness.
- Demonstrated experience in business management, including fiscal management and human resources, as well as experience in fundraising for revenue generation and sustainability.
- Proven success in managing organizational change and growth in a collaborative manner.
- Proven success in team building.
- Experience working with or for a governing Board is desirable.
- Significant experience in staff leadership, development, and mentoring is highly preferred.
- Demonstrated ability to build and maintain strong, trust-based relationships with external partners, including non-profit agencies, governmental entities, donors, clients, and the public.
- Effective communication skills for diverse audiences.
- Ability to navigate complex legal and contractual arrangements.
- Proven commitment to DEI, with experience leading an organization rooted in DEI principles and making decisions through a DEI lens.
- Proficiency in strategic and operational planning, as well as implementing a comprehensive fundraising strategy.
- Proficiency with Microsoft Office Suite (Word, Excel, and PowerPoint) and the ability to stay current with technological advances.
- Bilingual proficiency in Spanish is desired.
- Willingness to travel around the Denver metro area and work extended hours, including evenings and weekends, as needed
- A strong personal alignment with **Family Tree's** mission, vision, and values.

PERSONAL CHARACTERISTICS

- An energetic, hands-on executive who combines confidence with humility and approachability, deeply passionate about **Family Tree's** mission.
- Inspirational leadership – Proven ability to articulate a compelling vision and strategy, inspiring diverse groups to embrace the mission and achieve organizational goals. Skilled at building and maintaining strong, trust-based relationships with clients, team members, stakeholders and collaborators.
- Results-driven – Focused on driving progress and continuous improvement, with a commitment to measuring performance against established goals.
- People-Centric – Compassionate and humble, adept at integrating into the organizational culture and quickly earning the trust and respect of colleagues and team members.
- Collaborative – Seeks input from stakeholders and team members on decisions that impact them, fostering a collaborative environment.
- Strong Interpersonal Skills – Effective in working with diverse groups demonstrating exceptional interpersonal abilities.
- Communications Skills – Excellent oral and written communication skills, with strong platform and media presence. Persuasive, articulate, diplomatic, and a good listener, with a credible and open style.
- Demonstrates impeccable ethics and integrity, valuing honesty in all interactions.
- Capable of recognizing and adapting to changing circumstances.
- Operates with a high level of discretion, trusted to handle sensitive information confidentially.
- A forward-thinking leader with intellectual curiosity, regularly bringing innovative ideas to the organization, particularly in operational best practices and staff leadership. Skilled in critical and creative thinking, able to evaluate alternative solutions and approaches.

COMPENSATION

Family Tree offers the successful candidate a competitive salary ranging from \$170,000 to \$210,000. The compensation package also includes a comprehensive benefits package featuring medical, dental, vision and prescription drug insurance, long term disability insurance, flexible spending accounts, employee assistance program, generous paid time off policy, and 403(b) retirement plan with organization contribution. As work responsibilities dictate, most employees are eligible to work a hybrid work schedule.

APPLICATION PROCESS

EFL Associates, an executive search firm, is assisting **Family Tree** with this important search. All calls and inquiries should be made through the search firm. Referrals and applications will be held in strict confidence. Review of applications will begin immediately and will continue until the position is filled.

NON-DISCRIMINATION

Our client and EFL Associates firmly support the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, creed, national origin, disability, veteran status, gender identity, sexual orientation, or any protected category pursuant to applicable federal, state, or local law.

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