

October 2021



Safe Families *for* Children

Opportunity Profile

Chief Operating Officer

Organizational Overview



Safe Families for Children (SFFC) hosts children and creates extended family-like support for parents who have nowhere else to turn through a community of devoted volunteers motivated to keep children safe and families together. SFFC is dedicated to family support, stabilization and, most importantly, child abuse prevention.



Founded in Chicago in 2003, Safe Families for Children (SFFC) is a multi-site volunteer movement that gives hope and support to families in distress. SFFC reframes how families are supported during a crisis. Parents (“placing families”) voluntarily place their children in safe, loving homes where they are cared for while the parents seek to restore stability in their lives. Local communities of volunteers (mostly through faith communities) provide resources and emotional support to both the placing and host families throughout the hosting arrangement. The SFFC movement is predicated on the belief that the safety of children in our communities is the responsibility of all of us, not just local child-welfare agencies, and that parents are the key to providing that well-being for their children. Accordingly, SFFC focuses on strengthening and supporting parents so they can be safe families for their children.

What is the prevailing approach that needs disruption?

Public foster care: Safe Families desires to prevent child abuse (safety) and decrease the number of children being forcibly separated from their parents (family preservation). By doing so, public foster care will have sufficient resources to intervene and support families who desperately need them.

Many families, even when they are doing 'all the right things' are just one crisis away from major instability in their lives. Under-resourced communities leave families in the throes of hospitalization, unemployment, incarceration, substance abuse recovery, and other crises related to poverty without the resources and support to care for their children. These children are then at risk for trauma, abuse, and neglect. The foster care system is overloaded with an estimated 438,000 youth, 70% of which may not even need to be there. The number of incoming children is outpacing the number exiting, with 270,000+ children entering every year, more than half of which are never reunited with their families.

The prevailing approach to supporting this population is not working and the situation is only getting worse. 37 percent of children across the US will be subjected to a child welfare investigation prior to their 18th birthday and over 50 percent of black children will be reported¹. On average, a child placed into the foster care system will rotate between multiple homes before finding a permanent placement. This disruption to the stability in their lives has adverse effects on educational, social and behavioral outcomes.

Against this backdrop, Safe Families is challenging the prevailing approach of foster care and demonstrating that when kids are safe and parents are supported, forced removals of children from their parents can be reduced.

For more information, please visit www.safe-families.org.



Position Overview

Safe Families for Children (SFFC) is looking for a mission-focused, strategic, and process-minded leader with experience scaling an organization and developing a performance culture among a group of diverse, talented individuals. The COO must be a leader who is able to help others at SFFC deliver measurable results. Importantly, the successful COO will have the skills, sensitivity, and personal confidence to tap into the power that each member of the team brings to this mission. While it is essential that the COO bring efficient and effective systems to increase the productivity of the organization, it is also critical that the team retain the creative spark that drives Safe Families to find alternative solutions for families in crisis.



Position Responsibilities

The COO will have responsibility for all internal operations and will build and lead a strong national team that will help SFFC expand its operations. He/she will have the following responsibilities:

- Working in partnership with the CEO, ensure implementation of the strategic plan and build new structures, processes and approaches to achieve it
- Oversee integration of Market Based Management throughout the organization
- Serve as the internal leader of the organization:
 - Coordinate the annual operations plan and budget
 - Manage SFFC national team functions to ensure that all strategies are integrated and coordinated, chapter needs are addressed, and innovations and best practices are identified and shared across the SFFC Alliance
 - Lead the performance management process that measures and evaluates both the national team's and each SFFC chapter's progress against goals; oversee and manage senior team work plans to ensure that goals are being met
 - Provide for all staff a strong day-to-day leadership presence; support an open-door policy among all staff
- Lead and manage the organization's senior team. The COO will play a critical role in building and leading the national SFFC team with responsibility and oversight for the following functions:

Oversight of Alliance and Licensed Affiliate Chapters— currently over 120 chapters

- Oversee new chapter launch, quality, and performance management plans
- Support and provide necessary resources to field operations
- Develop national-level SFFC partnerships to support site implementation, as needed

Training and Volunteer Mobilization:

Develop and deliver program and materials to ensure quality standards are met throughout all SFFC sites, including:

- Development and maintenance of on-line materials and coordination and production of web-based trainings
- On-boarding of new sites, and on-going training and alliance building across all sites
- Development and direct implementation of National conferences
- Maintain strong link with field staff; collect best practices and incorporate into training and culture building
- Program Development and enhancement
- Oversee implementation of fidelity and quality improvement efforts
- Maintain evidenced based status and secure Family First Approval
- Continue to monitor and improve parent and system impact
- Oversee implementation of research and external program evaluations to improve outcomes
- Oversee any legislative efforts that will facilitate the growth and impact of Safe Families

Marketing and Communications:

- Develop and build SFFC brand; manage consistent use of brand across partners and sites
- Leverage strong social media and web skills to increase awareness of SF and engage stakeholders
- Develop strong engagement strategy and interface between stakeholders

Finance/HR:

- Manage the national SFFC budget and maintain SFFC accounting records
- Produce financial reports for CEO and board of directors
- Provide guidance to sites on local budgeting, as needed
- Oversee implementation of all HR strategies and processes in line with Market Based Management

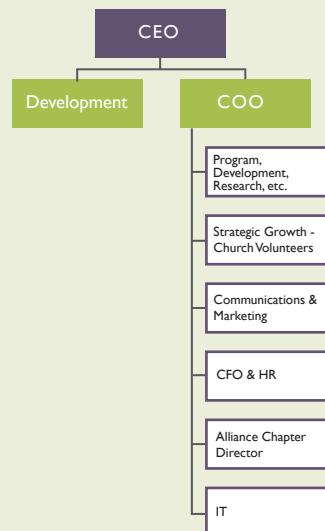
Information Technology:

- Implement, and manage integrated technology and data plan to support coordinated performance management, communications, and engagement strategies

Organizational Structure



As Safe Families builds a national office to support growth of the movement, the current strategic plan outlines the following growth over the next three years. This national organization will have central roles and regional support to train, oversee, and support sites and manage growth of the SFFC movement. All positions in blue (with the exception of the CEO) are new positions. This will be a significant opportunity for the COO to build a team and put the structures in place to support rapid growth.



Key Qualifications

As a prerequisite, the successful candidate must believe in the core values of SFFC

and be driven by the mission to catalyze communities of volunteers via faith institutions that host children from families in crisis, and create family-like supports to strengthen those families. The candidate should demonstrate a passion for breaking new ground to lead social change. Experience working with churches is definitely a plus.

Beyond that, we are seeking a candidate that has proven experience in leading and scaling a multi-site, decentralized organization and executing against organization-wide strategic plans. The ideal candidate will have a demonstrated ability to both lead and build the capabilities of a driven, bright, diverse team.

Additional requirements are:

Results-oriented: successful track record of exceeding goals and a bottom-line orientation; evidence of the ability to consistently make good decisions through a combination of analysis, wisdom, experience, and judgment; high level of business acumen including successful P&L management; the ability to balance the delivery of programs against the realities of a budget; and problem solving, project management, and creative resourcefulness

Strategic Vision and Agility: ability to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan

Capacity Building: ability to effectively build organization and staff capacity, developing a top-notch workforce and the processes that ensure the organization runs smoothly

Leadership and Organization: capacity to enforce accountability, develop and empower top-notch leaders from the bottom up, lead from the top down, cultivate entrepreneurship, and learn the strengths and weaknesses of the team so as to put people in a position to succeed

Action-Oriented: enjoys working hard and looks for challenges; able to act and react as necessary, even if limited information is available; not afraid to take charge of a situation; can overcome resistance to leadership and take unpopular stands when necessary

General Management: thorough understanding of finance, systems, and HR; broad experience with the full range of business functions and systems, including strategic development and planning, budgeting, business analysis, finance, information systems, human resources, and marketing

Solid educational background: undergraduate degree required; MBA or similar advanced degree highly desired

Faith: Looking for a leader interested in leveraging their faith and shared values to build a movement.

Compensation

This is an outstanding opportunity for a highly motivated professional to assume a pivotal role in the evolution of a fast-growing, highly respected organization. We are seeking an individual of outstanding quality with a respected track record. SFFC is prepared to offer a very attractive compensation package, including a competitive base salary as well as health, 401(k), and vacation benefits.

Where is This Person Today?

The ideal candidate is currently working for an organization where his/her primary responsibilities include operational, administrative, and financial leadership. This person could come from a wide variety of backgrounds:

- *Executive position at a non-profit*
- *Executive pastor in a multi-site faith institution*
- *Leader responsible for driving a social “movement”*
- *Private sector business leader with a demonstrated passion for social impact*

Confidentiality

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including the leadership of our client without prior consent, nor will reference contacts be made until mutual interest has been established.

Process of Candidacy

Making the right selection in this Chief Operating Officer position is a critical decision for Safe Families for Children. *Jobfit*matters goes to great lengths to assure our clients that the men and women we present as candidates for senior level positions are the most qualified and experienced individuals we can find.

You do not have to jump through all of our application hoops to start a conversation about this position, but soon after we establish a mutual interest, we need for you to format the description of your experience in the following manner and answer the questions below. We realize that this is a lot of information, but for the magnitude of this hiring decision, we need to be able to provide Safe Families for Children with as much information as possible.

Thank you for your efforts.

Resume

Please submit all materials in one document, preferably Word (.doc or .docx) format. First, include a resume, incorporating the following information for each position you have held for the past 10 years: Name of Company / Organization, Job Title, Years in the position, Position to which you reported and positions that reported to you, Primary responsibilities and achievements, and Reason for leaving.

Additional Information

Over the years, we have found that one can learn only so much from the resume. In order to help us get a more complete picture of you and your interest in Safe Families for Children, please provide us with responses to the following questions:

1. Based upon what you have learned about this position from this document and any other sources, what excites you most about the position with Safe Families for Children? Please share what drives you to serve in an environment focused on the stabilization of families at times of crisis.
2. If you have served as a senior level operations director in the past, please explain your role in detail. Elaborate on how your role interacted with volunteers, if applicable. Tell about your experience in/with similar nonprofit organizations, if any.
3. Please also provide the names and contact information (telephone numbers and e-mail addresses) for four references who know you well enough to comment on your suitability for the COO of Safe Families for Children. (References will only be contacted after we have received your permission to do so.)

Submit this information to:

Tommy Thomas

JobfitMatters

Submit in one document or PDF

tthomas@jobfitmatters.com

In the subject line, please write "COO-Safe Families"

Phone: (615) 261-4623



Safe Families *for* Children



"Safe Families has hundreds of families opening their homes. It is the largest volunteer movement providing homes for children in the United States."

—Dr. David Anderson
Executive Director
Lydia Home / Safe Families Ashoka Fellow

Safe Families for Children

4300 W. Irving Park Rd., Chicago, IL 60641 • **773-653-2200**

www.safe-families.org