



# LEADERSHIP PROFILE

## President and CEO Community Friendship, Inc.

### Atlanta, GA

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"Our mission is to provide a supportive community for people whose mental illness prevents them from participating in community life, employment and relationships."

–Community Friendship, Inc. mission statement

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# The Opportunity

**For more than fifty years, Community Friendship Incorporated (CFI) has been a pioneer in recovery-based mental health services for adults in Atlanta by adhering to a simple mantra - “when in doubt, do the friendliest thing”.** Unique among its peers and partners, CFI serves a wide spectrum of individuals who are working to address mental health challenges and gain the recovery-based mental health services and support necessary to lead a meaningful and self-directed life. The next President and CEO will succeed a long-serving and iconic leader and join an organization where care, expertise, compassion and respect are at the core of assisting individuals on their personal mental health recovery journey with dignity.

The President and CEO will bring a passion for service and will ensure that CFI remains a leader in providing best-in-class recovery-based mental health services and support for consumers in need of assistance. The new leader will manage the organization with a consistent focus on balancing mission and margin, will maintain and build key relationships, find ways to increase financial support and calibrate the organizational strategy necessary for CFI to achieve its goals.

To reach its aspirations, Community Friendship, Inc. seeks a seasoned leader who brings well-established expertise in mental health or an aligned field who has a commitment to the recovery-based approach to helping those grappling with chronic psycho-social issues and who is called to the organization and its mission. Mandates for the new President and CEO will include:

- Succeeding a beloved and well-respected leader and balancing legacy with a vision for the future



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Through empathy, compassion, care and credibility, the President and CEO will ensure that CFI continues to realize its mission, expand its reach and transform lives through its programs and services.



- Preserving and building on CFI's extraordinarily strong culture of trust, compassion, support and respect
- Building on CFI's credibility and unique role in the mental health space and embracing the role as the "face of CFI" with enthusiasm
- Finding ways to recruit and retain talented staff and marshalling the resources necessary for CFI to continue to operate in a manner that aligns with its aspirations and mission

**The opportunity for the President and CEO is compelling:** to lead Community Friendship, Inc. into a next chapter of continued stability, success, impact and inspired service to its consumers and the community. Through empathy, compassion, care and credibility, the President and CEO will ensure that CFI continues to realize its mission, expand its reach and transform lives through its programs and services.

## The Organization

Originating in 1962 as a drop-in social center for adults with chronic mental illnesses, CFI is a Commission on Accreditation of Rehabilitation Facilities (CARF) accredited, nonprofit comprehensive provider of recovery-based mental health services serving adults in Metropolitan Atlanta. The organization was incorporated in 1970 and has grown to offer a comprehensive array of services in the psychiatric rehabilitation approach. Given both the breadth and quality of its services, CFI is highly regarded as a unique hub of support for those who require help in navigating psychosocial challenges and who are working towards establishing a path to successfully live, play and work in the community.

As a leading pioneer of psychiatric rehabilitative services, Community Friendship, Inc. (CFI) offers a comprehensive range of recovery-based programs

that include support and training in self-sufficiency and independent living, career development, and full integration in the community. **One of the distinguishing characteristics of CFI** is its holistic approach to care - working with the whole person - mind, body, and spirit, not just the illness - and a strong belief in the idea that all individuals have the ability to grow and reach their full potential. It is this sense of conviction about the power of people to recover and heal - and programs and staff that are grounded in optimism and hope - that makes CFI a model of recovery-based mental health services and an organization defined by its people and culture.

Consumers of CFI's services come from a host of scenarios. These include homeless persons, individuals who have been in care at state psychiatric hospitals, correctional facilities and frequent visitors to emergency rooms in addition to those who are self-referred and/or through community partnerships. Consumers also include individuals who are engaged in ongoing wellness and illness management, assessment and rehabilitation engagement who benefit from practicing vocational, social and living skills.

CFI also works with those who can most benefit from training and vocational counseling, with education serving both individuals and families to help those on the road to recovery build skills and support structures that will enable them to succeed. Reflecting CFI's approach to a full continuum of care, programs also focus on guiding consumers toward specific work opportunities and a peer support program (facilitated by Certified Peer Specialists, who lead through shared lived experiences) that assist consumers on their recovery journey towards wellness and successful independent living.

## CFI's Values:

### RESPECT

We believe in unconditional positive regard for each person as a human being.

### HOPE

We believe all people have the ability to grow and reach their full potential.

### KNOWLEDGE

We believe gaining knowledge through education and experience is an empowering process, allowing people to grow, learn and make informed life decisions.

### CHOICE

We believe consumers have the right to make decisions about the direction of their life and recovery process.

### HOLISTIC APPROACH

We believe in working with the whole person, mind, body and spirit, not just their illness.

### INTEGRITY

We believe in high ethical standards that promote fiscal responsibility and services that reflect standards of excellence.





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CFI helps consumers get and keep competitive jobs in the community.

More specifically, [CFI's program services](#) include:

- **Intensive Case Management (ICM):** coordinated care for those who are currently served in State Psychiatric Hospitals, frequently admitted to State Psychiatric Hospitals, have been in a correctional facility, are seen frequently in Emergency Rooms, or are chronically homeless.
- **PATH Homeless Outreach and Case Management:** services for individuals with a mental illness who are also homeless. The focus of service is on establishing trusting relationships, assessing needs, providing referral information and coordinating linkages to resources.
- **Psycho-social Rehabilitation Program:** opportunities for consumers to develop and practice vocational, social and living skills. These aspects develop hope, confidence and motivation.
- **Residential Services:** a wide array of supportive housing programs including independent apartments, supervised apartments, and group homes for individuals who have a mental illness, many of whom have been homeless.
- **Peer Support Program:** a consumer managed program, operated by Certified Peer Specialists (CPS), that provides structured activities to assist participants in developing and/or maintaining socialization, recovery, wellness and daily living skills that will allow consumers to live more independently.
- **Work Opportunities/Supported Employment:** CFI helps consumers get and keep competitive jobs in the community.
- **Training and Professional Development:** training for consumers, families, and staff, including a recovery-oriented prevention series, and family & consumer education.

- **Vocational Rehabilitation Services:** services for consumers who are in collaboration with the Georgia Vocational Rehabilitation Agency. Services provided include vocational assessments, work evaluation, in-house and community work adjustment, personal and social adjustment, job readiness and job coaching.

The organization has a staff of 182 and a current annual budget of \$5.5 million. The organization is financially stable and has investment assets in excess of \$2 million. 95 percent of organizational revenue is provided through government contracts and fees, and almost 80 percent of expenses go to support CFI's programs. CFI is nearing the end of a four-year strategic plan, and there is a feasibility plan in process to understand possibilities for renovation of the 85 Renaissance location. For more information about Community Friendship, Inc. and its history, please visit [www.communityfriendship.org](http://www.communityfriendship.org).

## The Responsibilities

Reporting to the CFI Board of Directors, the President and CEO is charged with oversight and accountability for CFI. This individual will be an engaged leader who balances representing CFI externally with a regular and meaningful presence on-site. The President and CEO will ensure a strong organizational culture and create a vision for the future that both embraces CFI's values and positions it to realize its aspirations.

More specifically, the President will:

1. **Build on and advance a strong institutional culture.** The President and CEO will be driven by a desire for CFI to continue to be recognized by staff, the CFI Board, consumers and the community at large for its unique culture, welcoming spirit and focus on rehabilitation and recovery. This individual will lead the



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organization with purpose, commitment and a clear sense of service to the consumers and will cultivate a passion for the same for staff and the CFI Board. The new President and CEO will be good at both recruiting and retaining talented staff and finding and managing the resources to help CFI thrive.

- 2. Be a credible and engaging representative for Community Friendship and advocate for its role as a leader in recovery-focused mental health.** The President and CEO will be the internal and external face of CFI and its most public champion. This leader will be gifted at connecting with a wide continuum of stakeholders, including but not limited to members of the mental health, business, civic and philanthropic communities, and with all generations of past, current and prospective CFI consumers. Through focused networking and advocacy, the President and CEO will continue to affirm CFI's position as a successful model of recovery-based care and wrap-around mental health support services for consumers - helping them to lead meaningful and fulfilling lives. Additionally, the President and CEO will promote CFI's reputation for high standards of service among local, state, regional, CARF and other accrediting organizations.
- 3. Lead Community Friendship, Inc. with grace, gravitas, quiet confidence and a steady hand.** The President and CEO will be a strategic leader with integrity, humility, empathy and an unwavering commitment to CFI's values and placing people first. The new leader will be a credible, collaborative leader who is down to earth, approachable, will roll up their sleeves and is committed to the organization and its people. This individual will lead CFI in tandem with a capable staff and be an exceptionally good steward of organizational finances and a transparent operational leader.



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**4. Work with the CFI Board and staff to calibrate a vision and strategy for the organization that provides continuity, advances best practices and challenges the organization to build on its successes with imagination and courage.** The President and CEO will be responsible for shaping CFI's vision and strategy around its core mission and for achieving both short and long-term goals. The new leader will have a high level of comfort with business analysis and strategy and driving ownership of plans in collaboration with the CFI Board, staff and organizational stakeholders. This executive will work closely with the CFI Board and Board Committees, and in concert with the leadership team - ensuring that targets and roles are clear and that progress against goals is measurable and consistently communicated to appropriate internal and external audiences.

**5. Maintain strong relationships with current funders and find ways to broaden and diversify CFI's revenue.** The President and CEO will be uncommonly good at building and maintaining relationships, sharing the value proposition of CFI's work and inspiring support for the mission. The individual will bring a proven track record of managing funding relationships in an aligned or related setting. Additionally, the President and CEO will effectively shepherd current relationships and find creative ways to grow and diversify the donor base and sources of contributed revenue.

## The Candidate

The ideal candidate is an experienced leader who is comfortable with the role of externally representing the organization. Exceptional leadership, communication, interpersonal, relationship cultivation, financial management and



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strategic thinking skills are essential. Knowledge and experience leading a mental health organization of similar complexity – ideally with a focus on a recovery-based approach to care – will be highly valued. The President and CEO will bring a collaborative spirit, optimism, stamina, gravitas, a sense of humor, high emotional intelligence and quiet confidence.

Attributes being sought in the new President and CEO include:

- A strong commitment to servant leadership and organizational values
- Demonstrated ability to successfully lead a healthy and positive organizational culture
- Confidence and comfort in addressing and solving problems
- A profound calling to work with and support individuals with chronic mental health challenges
- Passion for the mission and values of CFI and is someone who embodies the organizational ethos of respect and dignity for all and who is grounded in the ability to meet people where they are
- A natural capability as a leader and manager
- Experience and success in externally representing an organization and being its face in the community
- An established reputation as a leader in the mental health field with attendant credibility and the requisite level of knowledge required to lead CFI
- The ability to lead both organizational vision and execution
- Significant senior-level executive experience with financial management and accountability

- Relevant experience working in and/or leading a CARF accredited organization
- Facility in working with nonprofit boards and growing them in tandem with organizational needs and priorities
- Ideally, a strong network of relationships among leaders in the mental health field and among elected officials – particularly those who influence policy and funding, advocates and current and potential funders
- An open and transparent approach that inspires trust, puts human beings first, invites collaboration and engenders an environment of teamwork and mutual accountability

## The Relationships

The President and CEO reports to the CFI Board of Directors and works closely with the executive leadership team to set organizational goals and ensure that CFI reaches them. Key relationships include:

<b>Reports to</b>	<ul style="list-style-type: none"> <li>• CFI Board of Directors</li> </ul>
<b>Direct Management</b>	<ul style="list-style-type: none"> <li>• Chief Operating Officer</li> <li>• Director of Development, Communications and Training</li> <li>• Director of Human Resources</li> <li>• Chief Financial Officer</li> <li>• Director of Specialty Housing Programs</li> <li>• Director of Case Management and Homeless Outreach</li> <li>• Executive Assistant</li> </ul>
<b>Other leadership team members:</b>	<ul style="list-style-type: none"> <li>• Director of Psychosocial Rehabilitation Program</li> <li>• Director of Rehabilitative Housing</li> <li>• Director of Work Opportunities and Peer Support Services</li> <li>• Director of Quality Assurance and Training</li> <li>• Director of Access and Intake</li> </ul>
<b>Has other key relationships including:</b>	<ul style="list-style-type: none"> <li>• Consumers of CFI</li> <li>• Georgia Department of Behavioral Health and Developmental Disabilities, The Georgia Mental Health Consumer Network, The Psychiatric Rehabilitation Association, Georgia Vocational Rehabilitation Agency</li> <li>• Donors and supporters of Community Friendship</li> <li>• Community volunteers and friends of CFI</li> <li>• The City of Atlanta, Fulton and DeKalb Counties and government officials integral to CFI's mission and operations</li> <li>• CFI Board of Directors and Board of Advisors</li> </ul>

# The Location

The headquarters for CFI is centrally located in Atlanta, Georgia in the Midtown neighborhood. Among the nation's fastest-growing metro areas, the Georgia capital is attracting newcomers from around the country, and people are looking to this part of the country for culture and commerce like never before. Atlanta features a thriving spiritual community, award-winning restaurants and chefs, iconic locales that rival any across the country - including the Tony Award-winning Alliance Theatre, the CNN Center and the Western hemisphere's largest indoor aquarium. For more information, please visit <https://www.atlanta.net/>.

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For potential consideration or to suggest a prospect, please email

**[CFI@BoardWalkConsulting.com](mailto:CFI@BoardWalkConsulting.com)**

or call **Diane Westmore** or **John Sparrow** at 404-262-7392.

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