



Executive Director Recruitment Profile



A nonprofit community organization serving the Butler County, Kansas area with support and advocacy for persons with intellectual and developmental and disabilities.

Qualified candidates are invited to submit resume materials in a single electronic file (either Word or PDF) by July 10, 2024.

**Recruitment Advisor Marla Flentje
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More information about Flinthills Services can be found at:
www.flinthillsservices.org

Equal Opportunity Employer

Guided by the values of choice, commitment, empowerment, and individuality, Flinthills Services, Inc. is dedicated to providing the highest quality support to Kansans with disabilities in Butler County.



Over the past decade, Flinthills Services has increased the number of its clients by fifty percent to approximately 130 individuals who receive one or more of the following services:

- Community living at 14 residential sites
- Work opportunities, including a workshop and supported employment
- Life skills training and other day services
- Transportation
- Targeted case management
- Nursing services
- Special Olympics host organization
- Friday Fun Nights

Flinthills Services seeks an Executive Director with the leadership capacity, management skills, and dedication to sustain its accreditation and advance the quality of life for the people it serves.

This profile provides prospective candidates with information about Flinthills Services and its opportunities and challenges; the community it serves; duties and qualifications established for the position; preferred qualities for the next Executive Director; and salary and benefits.

Description of Flinthills Services

As a nonprofit agency, Flinthills Services, Inc. (FSI) enables adults with intellectual and development disabilities (I/DD) to participate more fully in the benefits and opportunities of community life. Evolving from services begun in the 1950s by The Arc of Butler County, FSI was incorporated in 1994 as an independent community organization. Notably, for the first time in 2013 and every three years thereafter, FSI has earned the coveted accreditation from the Commission on the Accreditation of Rehabilitation Facilities.

Flinthills Services is governed by a seven-member Board of Directors with community members appointed by the Butler County Board of County Commissioners. FSI Board members are appointed to three-year, staggered terms, with a two-term limit. The Board has exclusive responsibility to appoint and vacate the position of Executive Director, and supervise and evaluate the performance of the person holding the position. Since 1994, three people have held the position. The current Executive Director has held the position for 13 years and has announced her voluntary departure for the end of 2024.

Services are delivered by 75 employees with leadership from five department directors. FSI also has a contract with a private firm for on-call staff as needed.

Facilities include a 20,000 square foot Life Enrichment Center that houses administrative offices and a client employment center. FSI also operates a satellite day program in Andover. Residential services are provided through 14 homes in El Dorado. The agency also owns 19 vehicles for client transportation. The work program includes a document destruction business for several local entities.

The 2024 operating budget is \$3.9 million. Medicaid funds from the Home and Community Based Waiver comprise 90 percent of total operating revenues. The remainder of the budget is funded with other state and local dollars, and private fundraising. Two reserve accounts represent approximately 112 days of the operating budget. Outstanding indebtedness is \$1,527,000. The most recent agency audit was for FY 2023.

The agency enhances its mission through strong local and state partnerships. The Butler County Community Development Disabilities Organization (CDDO) is affiliated with the State of Kansas to provide funding and quality oversight of I/DD community providers. FSI is the largest of more than 20 licensed providers in Butler County. The CDDO also serves as the single point of entry and eligibility for individuals seeking I/DD services.¹

¹ The FSI Board of Directors is also the governing board for the Butler County CDDO, but its staffing, budget, and physical location are separate from the delivery of I/DD services.



Butler County government is another important partner in dual roles as a local funder and appointing authority for the Board of Directors. Historically FSI also has benefited from a close relationship with The Arc of Butler County which advocates for persons with intellectual and developmental disabilities and their families.

Employee benefits include group health insurance provided through United Health Care. Ninety percent of an employee's health insurance premium (for single coverage) is paid by FSI with individual employees contributing the balance. Premiums for additional family health insurance coverage are paid by monthly by the employee as follows:

- Employee only \$23.86 per paycheck
- Employee/spouse \$279.40 per paycheck
- Employee/children \$235.04 per paycheck
- Employee/family \$489.90 per paycheck

The benefit plan includes a prescription drug card and coverage for dental and vision care.

After 12 months of employment, employees are eligible for retirement benefits through W Investments. Employees may contribute up to four percent of their salary, and FSI contributes up to four percent of their match. Employees become fully vested at year four of employment.

FSI provides ten paid holidays. Vacation and sick leave are combined into a PTO (paid time off) pool that accumulates based on length of employment.

Additional benefits are agency-paid life insurance, an employee assistance program, YMCA membership, and supplemental life insurance coverage.





The Butler County Community

The community that Flinthills serves has a distinctive character shaped by a blend of rural and urban features. The agency takes its name from the striking natural area where it is located – the rolling tallgrass prairie vistas of eastern Kansas known as the Flint Hills.

Butler County is geographically the largest county in Kansas comprising some 1,500 square miles and 13 incorporated cities and towns. The County's current population of 68,000 has grown by nearly ten percent over the past twenty years.

Agency headquarters and most of its facilities are located in El Dorado, the county seat, with a population of nearly 13,000. Andover, the County's largest city, is the site of FSI's newest day program.

Butler County residents believe they have the ideal location, enjoying the benefits of rural, small town living while adjacent to a thriving metropolitan center. Those benefits include a cost-of-living 24 percent below the national average, and an average home price of \$234,000, well below the national average.²

The community prides itself on strong family ties and a sense of mutual obligation and caring among neighbors. Butler Community College with its 13,000 students, is a significant community asset, as are the county's nine excellent public-school districts.³ Taken as a whole, the County has diverse retail and commercial services and local entertainment options, along with safe neighborhoods. These features combine to sustain a family-friendly way of life.

With a 30-minute drive, Butler County residents can also enjoy the benefits of the growing Wichita metropolitan area: state-of-the-art healthcare services; advanced higher education opportunities;⁴ low-cost airfare from Eisenhower National Airport; diverse cultural arts, including Music Theater of Wichita, and other specialty retail and leisure options.



² Source: Zillow, March 31, 2024.

³ Butler County Community College enrollment is 13,000 students.

⁴ Wichita State University, Newman University, and Friends University.



The local economy is tied to the metropolitan area, which has demonstrated a strong post-pandemic rebound. The metro's 2023 job growth rate was nearly four times the regional average, and the outlook remains strong with a forecast of 2,300 new jobs in 2024. Petroleum production

and refining, farming, ranching, and manufacturing are the anchors of the Butler County economy.

El Dorado Lake and State Park with its 8,000 water acres and 4,500 park acres is a premier venue for outdoor leisure and sports activities. Residents and thousands of visitors enjoy its numerous boat docks and campsites, trails for hiking, biking, and horseback riding, and an equestrian campground with arena and corrals.

Residents benefit from an extensive array of nonprofit organizations that sustain a sense of belonging and contribute to a caring community ethos. More than 75 organizations recruit volunteers for community service, and outreach ministries from a diversity of churches add to charitable giving. The El Dorado United Way raises annually over \$1.2 million in local private dollars for charitable purposes. And the Community Foundation of Greater Butler County assists donors in building permanent endowments for charitable community needs.

Two daily newspapers, The El Dorado Times and The Augusta Gazette, serve the community alongside several weekly newspapers. A regional daily newspaper, the Wichita Eagle, is also available to residents.

Opportunities and Challenges

Within the context of the FSI Strategic Plan, the Board of Directors has identified the most immediate issues and projects that will require the Executive Director's attention and resourcefulness:

Recruitment and Retention of Direct Care Employees

As a result of a 25 percent Medicaid rate increase by the 2023 Kansas Legislature, hiring and retaining direct care staff has improved. However, vacancies are still too high, requiring FSI to rely on overtime payments and contracting out to cover shifts. A new Executive Director will need to bring energy and creative ideas to hiring, training, and recognizing the contributions of direct care employees.

Dynamic Regulatory Environment

It is difficult to overstate the impact of anticipated regulatory changes for I/DD programs. In the State of Kansas, discussions of "conflict-free" case management could lead providers like FSI to discontinue targeted case management services. A related initiative could require FSI and the Butler County CDDO to sever all organizational ties. Sheltered workshops across the nation are endangered by a federal proposal to eliminate a section of the Fair Labor Standards Act that allows workers with disabilities to earn less than the minimum wage. The new Executive Director will need to lead mandated changes in a way that preserves client choice and well-being.





Photos from the Burgers and Brews annual fundraiser.



Private Fund Development

The annual Burgers and Brew is a popular community event that generates goodwill and private dollars for FSI's modest endowment. The Board believes that the agency's strategic growth requires increased initiatives in fund development because public dollars alone do not cover the cost of services. The Board will look to the new Executive Director for recommendations

on expanding fund development and planned giving, including whether to hire a full-time employee for this purpose.

Multiyear Capital Improvement Plan

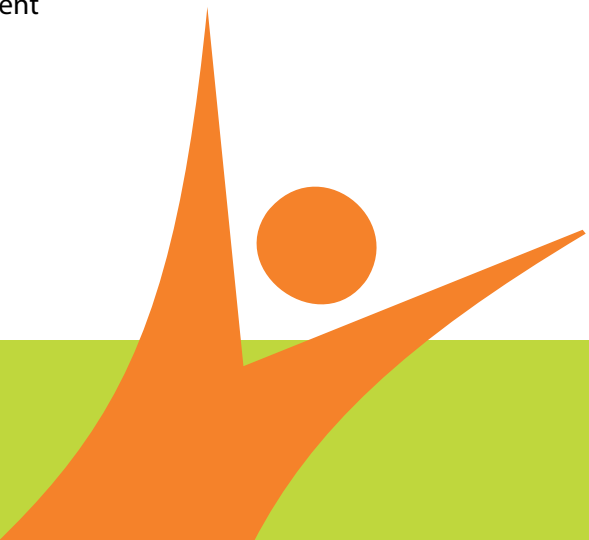
FSI owns or rents an extensive inventory of properties, including program facilities in El Dorado and Andover. While staff regularly perform routine maintenance, more planning for existing property improvements and property acquisition is needed. The new Executive Director will be expected to develop a longer-range plan for capital improvements.

Assess Capacity for Future Growth

The Kansas Legislature plan is to reduce the long I/DD wait list for services. Accordingly, the Board's goal is to strategically expand capacity to meet the growing demand for services. Recommendations from the Executive Director based on this assessment will guide the Board's strategic decision making.

The new Executive Director will be tasked with a full organizational assessment that will address:

- 1) Is the organization structured for maximum efficiency?
- 2) How can FSI narrow the revenue gap in uncompensated services?
- 3) What are alternatives to Medicaid for funding services?
- 4) Should FSI continue to outsource accounting services?





Candidates for this position should know that Flinthills places the highest priority on a person-centered approach for our clients. The Board of Directors, the management team, and the Butler County community work collaboratively to ensure that the agency meets the needs of the individuals we serve and their families.

Kathy Walter
Executive Director, Flinthills Services Inc.

About The Position

The Executive Director is the chief administrative officer subject to the supervision of the Board of Directors and responsible for the proper administration of all affairs of FSI. Duties include:

- 1) Provide the highest possible standards of safety and security for clients and employees.
- 2) Assure documented compliance with Board policies; licensing standards; federal, state, and local laws and regulations; and all other applicable legal requirements.
- 3) Pursue excellence and continuous improvement in all agency programs and services.
- 4) Oversee the financial affairs of the agency, performing duties that include preparation of the annual budget, provision of regular reports of financial condition, purchasing, grant administration and private fund development.
- 5) Oversee human resources of the organization, including supervision of department directors, annual performance evaluations, employee training, adherence to policies, and recommendations to the Board on policy changes and compensation adjustments.
- 6) Maintain open, regular communication with clients and their families/guardians to assure their needs are addressed and their voices considered in programs.
- 7) Oversee execution of contracts, partnership agreements, and other such agreements approved by the Board; ensure goals of grants and contracts are met to the satisfaction of stakeholders.
- 8) Provide support for all meetings of the Board of Directors.
- 9) Ensure adequate maintenance of all agency-owned land, buildings, vehicles, equipment, and records.
- 10) Provide leadership for a Board-approved strategic plan to guide agency decision making and prepare administrative plans to implement Board goals.
- 11) Cultivate positive relationships with community organizations, government policymakers, businesses, and the media for the benefit of the agency.
- 12) Advance agency interests by participating in state and national professional associations, including Interhab.
- 13) Pursue personal professional development for relevance of skills and best practices in the rehabilitation field; current knowledge of public policy; and excellence in management and leadership skills.

An additional expectation of the Executive Director is to establish residency in Butler County within three months after assuming the position.





Qualifications for the Position

The Board has established qualifications for the position of Executive Director:

Minimum qualifications

- 1) three years of experience in a human services position with financial and direct supervisory responsibility;
- 2) bachelor's degree in human services or related field from an accredited university or substantial work equivalency;
- 3) evidence of a stable employment history and progressive career advancement; and
- 4) an unblemished record of ethical conduct in professional settings.

Preferred qualifications

- 1) three years of executive experience in social sector management as director or assistant director;
- 2) professional, volunteer, or personal experience associating with persons with disabilities;
- 3) master's degree in business, health, or public administration or related field from an accredited university;
- 4) previous experience living or working in a community in the Midwest; and
- 5) experience participating in legislative advocacy.



Preferred Executive Qualities

The Board has identified leadership qualities and practices desired in the next Executive Director and will look for evidence of them in candidate interviews and reference reviews:

Compassion and advocacy for clients

FSI is indeed a business, but it is in the business of improving lives for persons who often have more than their share of challenges. The Director must express a passion for the business of I/DD services and authentic empathy for those it serves. He or she must be guided by the interests of clients and provide leadership on their behalf while sustaining the financial viability of the organization.

Exceptional communication skills

The Executive Director is the “face” of the agency, internally and in the community and beyond. He or she needs the ability to listen without premature judgment, communicate agency interests, make and interpret decisions, and practice diplomacy. The Board expects its Director to have superior writing and public presentation skills, and experience in the use of social media to advance the organization’s mission.

Orientation to networking and partnerships

The new Executive Director must be capable of sustaining and growing positive relationships with businesses, other nonprofit organizations, and governmental entities in the community and region. Partnerships with local and state legislators, Butler County leadership, and local Chambers of Commerce are high priorities. The Board also expects the Executive Director to participate in professional networks in the region and beyond for the benefit of FSI.

Superior human resource management skills

The next Director must have a team-oriented leadership style to sustain unity of purpose and cooperation among department directors and other employees. He or she must not only develop employees’ skills but must be committed to their empowerment to make decisions. The Board will look to the Director for creative strategies to enhance employee hiring and retention, especially for direct care positions.

Orientation to innovation and adaptation

Anticipated changes in federal and state regulations will require leadership that is flexible and creative in managing mandatory changes to I/DD services. FSI needs an Executive Director who is adept at problem-solving and engages employees, clients, and their families and community partners in the change process. The Board also expects the Director will create a workplace culture that values and rewards continuous improvement in I/DD services.





Compensation

The Board of Directors is committed to providing a base salary, benefits, and an employment agreement that are competitive with similar agencies in Kansas. The starting salary is \$95,000.

An automobile stipend and support for professional development and association memberships may be negotiated as a part of total executive compensation.

Estimated Timetable

- May 30** Approval of Recruitment Profile
- June 10** Posting of position announcements in formal and informal networks
- July 10** Deadline for resume submission
- July 18** Recruitment Advisor delivers Screening Report to Search Committee
- July 30** Search Committee selects finalists for the position
- Aug. 15** Board of Directors conducts in-person interviews
- Sept. 10** Board of Directors announces new Executive Director