



Organization: Family & Children Services, Inc.  
Reports To: Chief Executive Officer

Position: Director of Operations  
Location: Kalamazoo, MI

OUR MISSION

Family & Children Services supports, strengthens and preserves the safety, well-being and dignity of children, individuals and families.

OUR VALUES



RESPECT

Respect underlies our **relationships** with our clients as well as our colleagues and partners. Respect is what we owe ourselves and to all with whom we come in contact throughout our day.

Our relationships are based on **equity** and **inclusion, acceptance** and **mutuality**.

We succeed together and value our differences.

We walk alongside in partnership with the families and children who need our help, honoring their **dignity**.

We take the time to learn about the experiences of our clients, help identify their individual **strengths** and find ways, together, to use those strengths to improve their lives.



INTEGRITY

When we work in an atmosphere of **trust** and **transparency** we feel safe to bring up difficult issues to be solved as we are on a journey of continuous improvement.

We take **ownership** of obstacles in our work and are free to take action so as to improve and grow. We hear the concerns of our clients and act on them.

Ownership means not only identifying a problem, but developing ideas on how to solve the problem.

When we receive gifts from our donors, whether material or in service, we must be worthy of the trust bestowed upon us. We are responsible **stewards** of our resources, honoring the intentions of our donors and using those resources to the maximum benefit of all.



SERVICE

We are **results oriented**, committed to serving our clients and our community.

We do not ask if something is within our job description—it all is. If it is the **right thing to do**, we do it. Above and beyond, we extend ourselves to our clients.

To be successful means that we don't let our mistakes hold us back—we are **accountable** and learn from them, creating tomorrow's successes out of today's lessons. Rather than evaluate, we coach for success. We provide constructive feedback, but even more readily—recognize each other for a job well done.

We work hard and recognize the benefit of maintaining a healthy life/work **balance**. When our own needs are met, we are able to give our best to others.



EMPOWERMENT

**Imagine** what you can do when empowered—and then do it. When we are empowered to do our work, we provide the tools and opportunities for others to be their best, too.

We embrace learning and take **initiative**, responding to change with creative solutions.

Family & Children Services strives for **excellence** in all we do. Possibilities are here to be discovered and pursued. Through **teamwork**, we come together to solve problems.

We hold the vision of who we are as our best selves and work toward achieving it. We hold that same vision of our clients. We imagine a future where **hope** can flourish.

ABOUT FAMILY & CHILDREN SERVICES

For more than 116 years, Family & Children Services has been the voice of concern and compassion for vulnerable children and families in Southwest Michigan. Now serving 21 counties, we continue our mission to support, strengthen and preserve the safety, well-being and dignity of children, individuals and families. We accomplish this through a broad continuum of individualized, best-practice **child welfare, behavioral health** and **crisis services** that serve more than 8,500 individuals annually, more than half are children.

Led by 185 professional staff members and generous community support, we offer a variety of programs across multiple service areas delivered in client homes, schools, crisis residential and respite homes, off site locations and agency service sites:

- Family Preservation & Support
- Outpatient & School Based Counseling
- Social & Emotional Learning
- Foster Care & Adoption
- Home & Community Based Mental Health
- Crisis Residential & Respite
- Shelter Foster Care
- Mental Health Case Management
- 24/7 Mobile Crisis Intervention



## HISTORY OF PROTECTING CHILDREN

For 116 years Family & Children Services has responded to the changing needs of our community beginning in Kalamazoo as the Women’s Civic Improvement League and through more than a century of change in name, leadership and location, has remained true to its mission. A volunteer Board of Directors, consisting of 24 representatives from the communities served, governs Family & Children Services. Board members reflect their communities’ needs and guide the agency with their expertise, determining policy and guiding the growth and mix of services offered to the community.

The Agency’s history of innovation and delivery of diverse services speaks to its ability to maintain program integrity while continuing to respond to the changing needs in the community.

Quality of services is assured through state and local regulatory bodies, the Council on Accreditation (COA), and Continuous Quality Improvement procedures directed at best practices in the delivery of human services.

Through Resource Development efforts, donations in support of program delivery are sought from foundations, corporations and individuals to supplement public funding. The Agency has promoted understanding within the community of the value of human services and has contributed to the reduction of stigma surrounding mental health challenges.



Family & Children Services holds State of Michigan licenses as a Child Placing Agency, Child Caring Institution, and Children’s Therapeutic Group Home. Major funding includes Michigan Department of Health and Human Services, Community Mental Health organizations, fees for service, third-party reimbursements, United Ways and contributions. All services are strength-based and client-centered, supporting individuals and families as they create healthy changes in their lives.

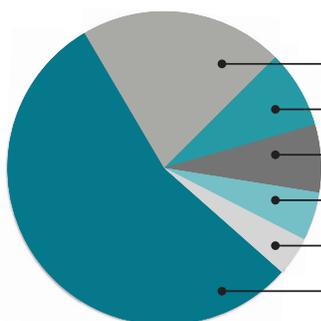
## AGENCY OVERVIEW

- Founded in 1903
- Chief Executive Officer: Sherry Thomas-Cloud, MSW, LMSW
- Individuals served in 2018: 8,262, 4,980 Children
- Who We Serve:
  - o Below 200 % of Federal Poverty Guidelines: 76%
  - o 0-19 years: 66%
  - o White/Caucasian: 58%
  - o Black/African American: 19%
  - o Multi-Racial 13%
  - o Hispanic/Latino: 6%
  - o Other/no response: 4%



- |           |         |              |
|-----------|---------|--------------|
| Kalamazoo | Genesee | Muskegon     |
| Calhoun   | Ingham  | Oceana       |
| Allegan   | Kent    | Oakland      |
| Barry     | Lake    | Ottawa       |
| Berrien   | Macomb  | Saint Joseph |
| Branch    | Mason   | VanBuren     |
| Cass      | Monroe  | Wayne        |

Annual budget (2019): \$12,030,000



### Revenue Sources

- 21% – Community Mental Health
- 8% – Grants and Other Sources
- 7% – Private Insurance and Client Fees
- 5% – Endowment Spendable
- 4% – Contributions
- 55% – Michigan Department of Human Services



## POSITION SUMMARY

Oversees the Finance, Human Resources, Information Technology, Risk Management, Facilities and Quality Management/ Compliance functions. Ensures that the Agency has the proper operational systems and controls, administrative and reporting procedures and people systems in place to ensure financial strength and operating efficiency. Participates in the Directors Council; is involved in long and short term planning and in the general management of the Agency. Participates in Board Finance, Operations and Endowment Committees.

### Essential Duties and Responsibilities

Responsibilities associated with this job will change from time to time in accordance with the Agency's program and business needs. More specifically, the incumbent may be required to perform additional and/or different responsibilities from those described below.

**Finance:** Oversees the finance function to ensure the financial viability and integrity of the Agency. Ensures that financial tools are employed to provide the necessary information to vested parties.

**Human Resources:** Develops, implements and monitors policies and procedures for Employment, Salary & Benefit Administration, Payroll & Record-keeping and Employee Relations.

**Quality Management:** Works with Quality Services/Compliance Manager to develop policies and procedures to ensure the Agency is in compliance with COA standards and other regulatory requirements.

**Risk Management:** Develops and implements the Agency's Risk Management program in a manner that fulfills the mission and strategic goals of the Agency while complying with state and federal laws and accreditation standards related to safety and risk management. Monitors, evaluates and ensures that the Agency has adequate insurance coverage(s); acts as the primary contact for insurance carriers. Actively participates in or facilitates committees/work groups related to risk management, safety and quality improvement.

**Information Systems/Technology:** Plans, organizes and executes all IT functions. Ensures the continuity of computer services for computer users; ongoing maintenance and updating of information systems and infrastructure which include both hardware and software applications. Prepares long and short term plans for application selection, systems development and acquisition of resources. Establishes and maintains relationships with contractors and equipment suppliers.

**Facilities:** Oversees physical plant and grounds in multiple sites and directs maintenance staff. Evaluates need for physical plant additions and/or replacements; solicits bids and oversees contractors for routine maintenance repairs; analyzes need and purchases capital equipment for six agency facilities.

### Supervisory Responsibilities

Supervises Finance, Human Resources, Facilities, Quality, and IT staff.

### Qualifications

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### Education and/or Experience

Minimum BA degree and 10 years of relevant experience or MBA/MA and six years relevant experience. Minimum five years of executive level experience demonstrating broad operational excellence in Finance, Human Resources, IT, Risk Management or regulatory compliance including policy development, and supervision. Excellence in written/verbal communication and problem solving skills. Highly developed facilitation and presentation skills. Proven ability to develop sustainable relationships with managers affording them support and problem-solving expertise.

### Language Skills

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, speeches, business correspondence, and policy/procedure manuals. Ability to respond effectively to sensitive inquiries and complaints. Good communications skills required.



## Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret a variety of technical instructions and deal with several abstract and concrete variables.

## Certificates, Licenses, Registrations

SPHR accreditation desirable.

## Work Environment/Physical Demands

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

## Benefits

Family & Children Services offers a comprehensive benefit package beyond wages or salary. Employees are encouraged to become familiar with the Agency's benefits package that include:

- Medical / Dental / Vision Insurance
- Flexible Spending Plan (Medical & Dependent Care)
- Short term / Long term Disability Insurance
- 401k – Retirement Plan
- Basic / Voluntary Life Insurance
- Accidental Death & Dismemberment (ADD)
- Employee Assistance Program (EAP)
- Paid Time Off (PTO)
- Catastrophic Plan (CAT)
- Holiday / Bereavement / FMLA
- Professional Liability Insurance
- Dependent to Age 26 Enrollment Period

Applications for the position are being received exclusively by Gail Mathiesen, Accordance Search Group.

To apply, please submit resume and letter of introduction to [gail@accordancesearchgroup.com](mailto:gail@accordancesearchgroup.com).

For more information about Family & Children Services, visit [www.fcsource.org](http://www.fcsource.org).