



Family Service Agency of Mid Michigan

*Building Tomorrow by Strengthening our
Families and Communities today.*

Position Specifications Executive Director

March 4, 2020

MISSION AND OVERVIEW OF FAMILY SERVICE AGENCY OF MID MICHIGAN

The Organization

Family Service of Mid Michigan is a private, not-for-profit organization that has provided critical human services to Flint and Genesee County Michigan residents since 1945. Organized around its mission *to improve community life by helping families and individuals understand their choices and maintain their dignity*. Family Service today provides a wide range of professional services with a special emphasis on services to families and older adults. Our funding sources are listed below:

- Government grants and contracts - 75%
- Fees for Service - 14%
- United Way - 6%
- Private grants and contributions - 5%

Family Service has 15 full-time and 60 part-time staff members, and also uses volunteers. Its operating budget for 2018-2019 is \$2,118,947. It receives an independent audit annually. It serves over 2,245 local families a year. Most services are community based to a diverse population by a multi-disciplinary staff. Family Service is an equal employment opportunity employer.

Family Service is a member agency of the Alliance for Strong Families and Communities and a United Way of Genesee County Partner.

Mission

Family Service Agency of Mid Michigan helps people help themselves. Our change-oriented services improve community life by helping families and individuals understand their choices and maintain their dignity.

Vision

Building tomorrow by strengthening our families and communities today.

Core Values

We recognize inherent strengths in every individual and assume positive intent in every interaction. We value:

- professional and ethical behavior.
- consistent, purposeful communication to promote engagement.
- creativity and innovation.
- quality in our program services and our interactions with the community.
- diversity and cultural sensitivity.
- being a part of a caring community.

Business Model Statement

Family Service Agency of Mid Michigan serves the Flint and Genesee county region by providing accessible and wide-ranging services to strengthen families and individuals and restore hope. People in our community are able to access services thanks to investments by county, state and federal agencies, United Way of Genesee County, fees for direct service, and the generous support of foundations, and individuals.

To fulfill our mission and shape our vision, we will...

Strengthen the people and culture of Family Service Agency by:

- 1) Developing and implementing a comprehensive Communications Plan.
- 2) Informing, and promoting Family Service Agency's services.
- 3) Building, encouraging, and stewarding a Culture of Engagement.

Reinforce the programs and impact of Family Service of Mid Michigan by:

- 1) Developing and conducting a Program Audit focusing on community impacts.
- 2) Analyzing and improving methods of service delivery for target population.
- 3) Exploring unmet needs of the Flint and Genesee County.

Guarantee the vitality of Family Service of Mid Michigan by:

- 1) Conducting a yearly Financial Review as a part of our as part of our annual assessment.
- 2) Exploring methods to improve overall client experience and outcomes.
- 3) Leading community conversations around and exploring opportunities for collaboration, shared services, and other partnerships.

Current Programs

Current Family Service programs and services are described in the agency's website and can be accessed at www.fsamich.org. The primary programs include: In-home Eldercare, Public Guardianships and Conservatorships, Representative Payee Services, Senior Companion, Foster Grandparent Programs, Permanent Supportive Housing, Family Counseling and Visually Impaired Support.

Partnerships

We have a rich history of partnerships and collaborations in the community to advance our mission and achieve community wide outcomes. The Agency has active partnerships with public and private organizations in the areas of Seniors Services, Public Guardians, Financial Case Management for Social Security, and other community based social service programs. The Agency participates in several community advisory committees.

Governance

Family Service is governed by a volunteer Board of Directors, which may include up to 21 members. Historically board members are leaders in the community and are expected to serve with diligence and dedication. Board members serve 3-year terms.

The Community

Nestled in the heart of Michigan, the Flint and Genesee County area is an accommodating locale for travelers, visitors, and residents alike. From our parks and lakes, to our museums and entertainment venues, there is something for everyone. Flint is the largest city and the seat of Genesee County, Michigan, United States. Located along the Flint River, 66 miles northwest of Detroit, it is a principal city within the region known as Mid Michigan. According to the 2010 census, Flint has a population of 102,434, making it the seventh largest city in Michigan. The Flint metropolitan area is located entirely within Genesee County. It is the fourth largest metropolitan area in Michigan with a population of 425,790 in 2010. The city was incorporated in 1855. It is the home of General Motors and United Auto Workers and has a proud history of providing social service to the metropolitan area. The University of Michigan Flint, Kettering University and Mott Community College campuses are vibrant higher education centers that provides a vitality to the downtown area.

Opportunity and Summary

Charles P Tommasulo, the current Executive Director, has recently announced his intent to retire on June 30, 2020. Mr. Tommasulo has effectively led the organization since his advancement to Executive Director in January 1991. He updated and reorganized programs and services, acquired and remodeled the current office building located in Flint, Michigan and built a positive relationship within the community for a sustainable future. Family Service now seeks a new leader.

Reporting to a volunteer Board of Directors, the ED will provide ethical leadership to advance the mission of Family Service. The ED will serve as a tireless advocate for Family Service Agency and will inspire others to support the goals and vision of the organization. This is a high profile, high energy position requiring a dynamic individual who is comfortable working with a wide variety of constituencies, interests and diverse communities.

The Position

The Executive Director of Family Service Agency of Mid-Michigan serves as the leader of a multidisciplinary management team, providing strategic and managerial guidance to sustain and strengthen Family Service's operations. The ED inspires the vision and direction of the organization to address the needs of the individuals, families and clients served. Reporting to the ED is the Family Service Leadership Team which currently consists of: Finance Director, and three program directors. Exceptional communication skills are a must. A track record of successfully collaborating with key stakeholders in the community is required. We seek an accomplished and compassionate executive whose leadership and management track record in growing and leading organizations is highlighted by successful relationships with diverse constituencies. A demonstrated innovator and change-leader with regard to brand relevance in community, technology and program development is a plus.

Also, familiarity with Social Media is essential in order to increase our online presence and improve our marketing and branding efforts. You will be working closely with our Program Directors to develop plans of action regarding social media.

It is preferred that the candidate has prior experience managing human service agencies with knowledge in the aging services arena and a desire to demonstrate advocacy with local and state legislators is an important consideration. This individual will have leadership experience of a multifaceted organization in a non-profit sector. We seek a leader with strong decision making skills gained from experience he/she has had leading and managing positive organizational change. Leading and empowering a professional staff are necessary skills. The successful candidate will encourage a collaborative and fair culture and communicate regularly and openly with the Family Service Board and staff. She/he will possess outstanding communication and interpersonal skills, including strong delegation, listening, organization and problem solving skills. Firsthand experience in grant writing in a non-profit, business or civic organization is highly desirable in addition to having served in a voluntary, leadership capacity on local/regional, state or national non-profit governing bodies. He/she will bring an understanding of business principles that can be applied to non-profit organizations in order to produce growth, momentum and positive results.

Essential Responsibilities

Leadership

- Provide practical, visionary leadership to ensure the successful overall function of the agency.
- Establish and maintain a highly motivating and collaborative culture focused on a shared vision for the organization.
- Monitor agency's effectiveness and make recommendations to the board for ongoing and responsive organizational adjustments.

Administrative and Fiscal

- Effectively work with staff to implement the strategic plan. Provide oversight and direction for all health and safety rules and regulations, ensure appropriate employee training to increase staff skills, knowledge and address regulatory requirements, recognize and build on the cultural diversity of our clients and co-workers.
- Ensure strong fiscal health of the agency by developing and implementing a budget within approved guidelines and assuring availability of resources to support programmatic needs.
- Demonstrate strong, positive knowledge in the area of human resources.
- Serve as agent of the board in negotiating and executing agreements.

Community Relations

- Represent Family Service as an ambassador by promoting and supporting positive public perceptions of services provided by the organization.
- Guide the organization's participation in community partnerships and collaborations.
- Assure the organization and its mission, programs and services are consistently presented in a strong, positive image to relevant stakeholders.
- Maintain an appropriate relationship with key local, state and national groups.

Program Development and Oversight

- Provide oversight of funding needs to support programs.

- Ensure efficiency, quality and cost effective management of resources. Provide oversight for quality improvement initiatives.
- Evaluate services provided in relation to agreed upon goals and objectives.
- Develop and implement services that meet community needs.

Compliance

- Ensure compliance with all regulatory and compliance requirements including but not limited to: HIPAA Privacy and Security Regulations, state licensure regulations and accreditation standards.

Goals and Objectives - Measures of Success

The following represents accomplishments expected of the new Executive Director in his/her first 18 months in the position:

- Develop positive, working relationships with staff, community partners, donors and other community stakeholders that underpin the success of Family Service.
- Develop a strong understanding of Family Service's current strengths and challenges in the areas of relationships, programs, systems and finances.
- Work with the staff and board to shape Family Service's new strategic goals, adding to the previous strategic initiatives and developing related implementation plans.
- Ensure compliance with grant requirements and certifications, etc.
- Continue to develop the Board of Directors through education and board development.

Candidate Qualifications

The following are the education experience and personal qualifications of the ideal candidate (please see also the description of the Position above).

Education

- A graduate degree from an accredited school in the areas of Social Work (MSW) or Public Administration (MPA) with a nonprofit concentration or a related field is preferred.

Experience

- Experience of financial and operational management success within a non-profit, service-based organization, managing an agency wide budget and employing at least a staff 10 employees.
- Proven business skills including strategic planning, team development, and experience in improving organizational performance.
- Successful grant writing.
- Development/fundraising experience preferred.

Personal Characteristics

- Self-motivated with strong interpersonal skills. A fair and disciplined leader.
- A person of high integrity and unquestioned ethics in all of his/her business and personal activities.
- A person committed to excellence in all areas.
- A strategic visionary leader.
- Excellent communication skills (personal, written, oral).

Procedure for Candidacy

Interested and qualified persons should send a vitae/resume, and cover letter detailing your qualifications and salary expectations, by email to:
SearchCommittee@fsamich.org

Application Deadline – *April 30, 2020*