



# STRATEGIC PLAN



JANUARY 2024 - DECEMBER 2026

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# INTRODUCTION & EXECUTIVE SUMMARY

## INTRODUCTION

The Board of Directors and Staff of Flinthills Services, Inc. prepared this strategic plan with assistance from Advance Innovations LLC. It provides the organization with a roadmap for Board, Financial/Funding, Technology, Marketing, Staff and Partnerships/Relationships. The Board and staff will review progress quarterly and will review and update the plan annually as needed.

This plan was developed with broad involvement and guidance from the Board of Directors and staff at two 3-hour sessions held in August and September 2023. The board and staff went through several processes to determine the goals for this plan. The processes are outlined later in the document.

Flinthills Services staffs a full-time Executive Director, an administrative team, and direct support professionals (who provide round-the-clock care to clients).

The organization is governed by a board of directors consisting of seven individuals from Butler County.



# EXECUTIVE SUMMARY

The vision of Flinthills Services is:  
***Living Life with Dignity and Purpose.***

The mission of Flinthills Services is:  
***We at Flinthills Services, Inc. are dedicated to providing the highest quality support to Kansans with disabilities in Butler County. We achieve this through the efforts of choice, commitment, empowerment, individuality, and growth.***

## **CORE VALUES**

- Choice – All persons with developmental disabilities have the right to exercise their personal choices in all aspects of their lives.
- Commitment – FSI will devote all resources at its disposal to assuring that people with developmental disabilities live their preferred lifestyle and reach their full potential.
- Empowerment – All persons with developmental disabilities have the same responsibilities as all citizens – to become productive, contributing members of the community, to contribute to their individual support, to demonstrate to the community who they are and what they can do.
- Individuality – All persons with developmental disabilities have the same rights as all citizens – to express their views and define their goals, have access to quality care and services, to work and be compensated, to appropriate education, and to live in the community with other citizens.
- Growth – FSI must advocate for the rights of persons with developmental disabilities to help them recognize their inherent individual self-worth and to help them contribute to society.

# Background and History

Flinthills Services is a non-profit organization that provides support and services to individuals with intellectual and developmental disabilities in Butler County, Kansas. The organization was incorporated in January of 1994. They began by providing services to 3 individuals in the community.

Through the years, the organization has expanded its services to include residential support, vocational training, and community integration programs. Flinthills Services broke ground on a new, state-of-the-art building in El Dorado in 2009.

Through this plan, the board and staff address future planned growth for the organization and the clients they serve.

# Direction and Results

The strategic direction and goals included in this plan are Flinthills Services' response to its understanding of what its stakeholders, board, and staff value most about the organization—evaluating current opportunities, challenges, and the organization's current financial position, while looking toward internal and external growth for its organization as well as the communities it serves.

The three-year period of this strategic plan will be a time of assessing and deepening Flinthills Services' approach to its work. Concurrently, Flinthills Services will take a leadership role in working toward building its organization to meet its mission.

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, Flinthills Services will pursue the strategic plan set forth.

# Organizational Description

- The central location of Flinthills Services is 505 S. Walnut Valley Drive in El Dorado, Kansas. This location houses the Executive Director, administrative staff, and day services for their clients. Another location for day services is Andover, Kansas.
- Flinthills Services, Inc. is a Developmental Disability Service Provider dedicated to providing the highest quality of support to Kansans in Butler County with disabilities.
- Flinthills Services, Inc. has been accredited by CARF, representing the highest achievement level that can be awarded to an organization, showing commitment and conformance to CARF standards.
- The seven-member board of directors meets on the last Thursday of each month at the central location of Flinthills Services.



# Description of Programs & Services

- ♦ **Life Skills Program** - The goal is for the people we serve to become more self-sufficient and increase participation in various life experiences.
- ♦ **Community Living** -Community Living services assist adults to achieve independent living in their community.
- ♦ **Work Opportunities** -There are multiple work opportunities for our clients in our Production Program, designed to strengthen individual employment skills and offer clients an opportunity to make their own money.
- ♦ **Case Management** -Targeted Case Management (TCM) assists the person and their support network to identify, select, obtain, coordinate, and use both paid and natural supports that may be available to enhance the person's capabilities and preferences as outlined in the Person-Centered Support Plan (PCSP).
- ♦ **Transportation** - Transportation services are available for persons served in our Day and/or Community Living programs.
- ♦ **Nursing** - A Registered Nurse is on staff, and two full-time Medical Coordinators to provide health maintenance and medical intervention on an ongoing basis.
- ♦ **Special Olympics** -Offering year-round initiatives to children and adults with intellectual disabilities, Special Olympics is a platform for acceptance and inclusion as well as one of the largest advocates for healthy lifestyles in the state – regardless of race, religion, ethnicity, or cultural differences.
- ♦ **Friday Fun Nights** - Giving teens and young adults in Butler County an opportunity to have dinner together and engage in social and recreational activities with their friends.
- ♦ **Document Shredding** - Offering safe and secure document shredding, whether it's a box or a ton.

# Appendix A: Goals & Strategies

GOAL 1 - **Strategic Growth** - as the population increases for Butler County, there needs to be planned growth for Flinthills Services. This includes programs and facilities.

- ♦ Strategic Staff Growth
- ♦ Facilities - Rec Center, Homes
- ♦ Increase client growth
- ♦ Expand Services, including independent enrichment
- ♦ Expand open communications with Police Departments and School Districts

<i>Objectives for Strategies Goal 1</i>	<i>Core Values</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date Notes</i>
Analyze current staff positions – <ul style="list-style-type: none"> <li>• Job Descriptions</li> <li>• Duties positions perform</li> </ul>	Commitment	July, 2024	Management Staff	
Analyze future staff positions – <ul style="list-style-type: none"> <li>• Create job descriptions</li> <li>• Determine duties to perform</li> <li>•</li> </ul>	Commitment	Jan. 2025	Management Staff Director of Workforce	
Create a succession plan (See Goal 3) <ul style="list-style-type: none"> <li>• What positions are eligible for advancement, if any</li> <li>• Criteria for advancement</li> </ul>	Commitment	July, 2024	Executive Director Director of Workforce	
Analyze the need/desire for a Rec Center and future housing needs: <ul style="list-style-type: none"> <li>• Create a focus group to discuss living options</li> <li>• Create a subcommittee with board and staff</li> </ul>	Commitment Growth Empowerment	Jan., 2026	Exec. Director Board President	
Expand services: to include independent enrichment <ul style="list-style-type: none"> <li>• Analyze the focus group and subcommittee data and create desired services – to expand or</li> </ul>	Choice Growth Individuality	Jan, 2026	Exec. Director Director of Day Services. Director of Community Living	



<p>create</p> <ul style="list-style-type: none"> <li>• Determine budgetary needs</li> <li>• Determine staff/positions needed for programs and services</li> <li>• Develop a plan for added services</li> </ul>				
Create a DSP Apprenticeship Recruitment Tool	Commitment	July, 2024	Director of Workforce	
<p>Community Awareness and Communication</p> <ul style="list-style-type: none"> <li>• Include School Districts</li> <li>• Include Police Dept</li> </ul>	Choice Growth	July, 2025	<p>Exec. Director  Director of Day Services  Director of Community Living</p>	



**GOAL 2 – Financial Growth and Sustainability** – as Flinthills Services grows, so must the financial means to support that growth.

- ♦ Grow current endowment fund
- ♦ Expand fundraising opportunities and resources
- ♦ Increase community awareness and support
- ♦ Legacy gifts

<i>Objectives for Strategies Goal 2</i>	<i>Core Values</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date Notes</i>
Grow Endowment: <ul style="list-style-type: none"> <li>• Set a goal for the amount of growth</li> <li>• Determine strategies to grow the endowment (ie: % of the fundraiser will go toward endowment)</li> </ul>	Commitment	Jan. 2025	Exec. Director Finance Committee Board of Directors	
Expand Fundraising: <ul style="list-style-type: none"> <li>• Fundraisers – Spring/Fall</li> <li>• Utilize those businesses who use the shredding program</li> <li>• Determine who to approach about a “legacy” gift to the organization or endowment</li> </ul>	Commitment	Jan. 2025	Exec. Director Finance Committee Board of Directors	

**GOAL 3 – Establish a Succession Plan** – being aware of the ebbs and flows of any organization. Where is the leadership coming from, and how will it be managed?

<i>Objectives for Strategies Goal 3</i>	<i>Core Values</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date Notes</i>
Create standard operating procedures for all staff	Commitment	July, 2024	Management Staff	Jan. 24 SOP's started in accounting.
Research and determine professional development opportunities <ul style="list-style-type: none"> <li>• Determine who is eligible for training/professional development</li> <li>• Conduct Skills Analysis</li> <li>• Explore civic leadership groups (Leadership Butler, Rotary)</li> </ul>	Commitment	July 2024	Executive Director Director of Workforce	
Create an Executive Search Committee-Be specific on roles <ul style="list-style-type: none"> <li>• Determine who will be a part of this committee</li> <li>• What is the description/role of this committee – clearly define</li> <li>• Create the process for the committee to adhere to</li> <li>• Create a timeline for the process</li> </ul>	Commitment	Jan. 2024	Board of Directors Executive Search Committee Director of Workforce	Jan. 24 Committee formed, held recruitment firm interviews Feb.24 Recruitment firm decided on by board.

**GOAL 4 - The Client Experience** - creating a positive client experience is what Flinthills Services is about, taking into account social determinates of health that affect health, well-being, and quality of life. It encompasses the mission and vision of the organization.

<i>Objectives for Strategies Goal 4</i>	<i>Core Values</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date Notes</i>
Clearly define client driven choices	Choice Empowerment Individuality	July, 2024	Director of Day Services Director of Community Living	Jan. 24. Client-driven choices documented at monthly roundtable mtgs., tracked in OMS
Research and contract out Vocational Rehab	Choice Empowerment Growth	Jan. 2024	Exec. Director Director of Day Services	Jan. 24. VR info requested and received. Supported Emp. options also considered, pending rate increase.
Community Engagement <ul style="list-style-type: none"> <li>• Conduct community exploration for volunteer activities, civic engagement, and learning opportunities.</li> <li>• Include staff</li> </ul>	Empowerment Growth Individuality	July, 2024	Director of Day Services	Feb. 24 Partnership with The Outreach Program (Numana) for bi-wkly volunteering.
Support employee advancement-more work opportunities	Empowerment Growth Individuality	Jan., 2025	Director of Day Services	

# Appendix B: Description of Planning

## Process

In September and October 2023, members of the Board of Directors, Executive Director, and staff of the Flinthills Services met with Advance Innovations LLC, facilitator Becky Wolfe. The participants began the meeting with a brief timeline activity for participants to hear others' perspectives on the history of the organization. It is believed that knowing what went before will help the organization design and plan for the future. The group was asked to go into smaller groups to discuss the strengths and challenges of the organization. A look toward the future by asking them to complete the question, If we got it right, what would Flinthills Services look like, be like, and act like looking from a 50,000-foot level. Goals and actions were obtained by pulling out the common themes from both groups.

## RECOMMENDATIONS AND CAUTIONS

It is characteristic for teams such as yours to come together for planning but have little follow-through. Each board member, as well as staff, should view this tool as a work in progress and it is recommended that the tool be integrated in meetings for progress reports.

It is characteristic for boards with staff to rely heavily on the staff to guide the action. There are several items within this tool that are driven by the board of directors, and the board should take that responsibility with staff involvement. The staff still must maintain their day-to-day operations to keep the organization going, so be aware not to put too much responsibility of this plan to their workload.

Accountability to achieve the goals and actions rests on all shoulders to achieve success.

**Recommendations:** There is much planning that needs to be accomplished before the implementation of several of these actions can happen. Create easily followed plans to allow for future board members and staff to follow. Make sure there are board/staff/committee assignments on each of the action items and that there is a completion date on each item, which could change once you get into the plan's details. This plan is encouraged to be actively discussed at your board meetings.

# Appendix C: Strategic Analysis Data

The group was asked to look ahead to the next five years. What do they envision happening within that time frame:

- The State of Kansas will have a local mental hospital.
- The Federal Final Settings Rule will be in place.
- Succession of the organization will take place – Executive Director and other staff.
- Utilize new technology – AI.
- Expand more services throughout Butler County.
- Facilities-Gym for Special Olympics
- Continue association with CARF and InterHab.
- Apprenticeship for Direct Care staff.

## **STRENGTHS**

Knowledgeable Staff  
Flexible Staff  
Facilities  
Responsive in Crisis Situations  
Policies-Procedures  
Accreditation  
Parents-Caretakers  
Board – Engaged, Active  
Core Client Base

## **OPPORTUNITIES/CHALLENGES**

Exec Director Succession  
Final Rule  
Partnerships-Connections  
DSP – Apprenticeship-Diversity  
Expansion-Recreational Facilities  
Financially plan for building updates  
Technology



# Appendix D: Strategic Analysis Data

## Reporting Status and Implementation

The results of monitoring and evaluation will be in writing and will include:

- Use the plan as a point of measure for board assessments, staff performance reviews, and board debriefs. If adjustments need to be made, make them. Create a plan where there is consensus among the board and staff.
- Discuss trends regarding the progress or lack of progress being made toward goals and action steps. Record which objectives are specifically impacted. Progress or lack of progress may impact other objectives and goals in the greater plan. BE AWARE
- Any actions needed by the Board of Directors need to be formally brought to their attention, with no assumptions. Keep open communication and dialog between the board and staff.
- Recommend the use of the following questions to stay on topic with progress related to monitoring and evaluation.

## Key Questions While Monitoring the Implementation of the Plan

Monitoring and evaluation activities will consider the following questions for forward movement.

- How are goals, objectives, and action steps being achieved? If they are not being achieved, why not? If they are – acknowledge, reward, and communicate the progress.
- Will the Board of Directors and staff achieve the goals according to the timeline? If not, why?
- What changes need to be made to the timeline in order to make progress? (Be careful – have a clear understanding of why efforts are behind schedule before times are changed)
- What resources do the staff and board need to make progress on the plan? (money, equipment, volunteers, facilities, training, etc.)
- How will you determine if the goals and objectives are realistic?
- What changes in priorities need to be made to achieve these goals and objectives?
- What changes to the goals need to be made to make progress? (Be careful – know why efforts being made are not achieving the goals before changing)
- What can be learned from monitoring and evaluating this plan to improve future planning activities?
- What can be improved on for future monitoring and evaluating the progress of the plan?
- If success was completely guaranteed, what bold steps could be chosen?



# Appendix E: Communicating the Plan

Certain stakeholders may get complete copies of the plan, including appendices, while others (usually outside of the organization) might receive only the plan itself.

This plan will be widely communicated, including use of the following approaches:

- All Board of Directors Members – current and future
- All Staff – current and future
- Announce, post, and integrate the new mission statement. Develop places to post within the office and on marketing materials, including the website and other internet sources.
- Include portions of your plan on social media, website, newsletters, etc.
- Integrate portions of the plan into job descriptions and policies as appropriate.
- Consider copies of the plan to major donors, affiliates, and other major stakeholders.

This Strategic Plan for Flinthills Services, Inc. was prepared by:

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