



# Flat Rock

Restoring Hope. Transforming Lives. Living Faith.

**Director of Development  
Flat Rock, OH**

# Flat Rock Homes

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**The Mission:** The mission of Flat Rock Homes is to provide outstanding services which transform lives of persons with intellectual and developmental disabilities, their families, and persons with critical needs through a dedication to caring and

## Mission

Is there really a way to *restore hope and transform lives while living our faith?* Would it stir your spirit, excite your imagination and engage your creativity to know that Flat Rock Homes is committed to demonstrating, and then sharing with other organizations across the country and around the world, a transformational model of care that provides excellent services and supports to individuals with intellectual and developmental disabilities and their families? Not just housing, but restored health, rested souls, and transformed lives. Experiencing the love of Jesus Christ through the talented professional staff and volunteers at Flat Rock Homes, residents are guided toward personalized success outcomes, utilizing customizable tools and services that address varied individual needs and circumstances.

Flat Rock Homes becomes a bridge back to community life with dignity and a new set of tools to create a future of hope and possibility. Driven by compassion in Jesus' name and informed by a continuous improvement approach based on best practices, Flat Rock Homes is one of northern Ohio's most innovative providers of services to children and adults with disabilities. Established in 1866 to care for orphans after the Civil War, Flat Rock Homes has evolved to be one of the state's leading providers of health care, residential services and skill development for individuals with intellectual and developmental disabilities. Through strategic community partnerships, Flat Rock Homes provides health care, residential services and housing, education, skill development, vocational training to more than 100 children and adults daily. Flat Rock Homes aims to serve individuals with disabilities and their families, including those living independently or with their families within our local community.



## Leadership

Karen Kilgo has served as the President and Chief Executive Officer of Flat Rock Homes, Care Center and Community Services since June 1, 2016.

Karen brings to Flat Rock 23 years of executive management experience, including 17 years working in mission-driven, nonprofit ministries in Atlanta, Georgia. Before coming to Flat Rock, she most recently served as Chief Human Capital Officer at Atlanta Mission, which provides emergency and temporary shelter, recovery programming, job attainment services and transitional housing for more than 1,000 homeless men, women and children daily.

Karen has managed multi-million dollar budgets and led large staffs of employees and volunteers. She was the Founder and Chief Executive Officer of Karen Kilgo and Associates, a business and consulting management firm, and spent 13 years as a senior leader of Christian City, a non-profit ministry in Union City, Georgia that includes group homes, foster care programs and transitional living for children, as well as behavioral/mental health counseling, skilled nursing and assisted/senior living communities.

While in Georgia, Karen was active in the lay leadership of McDonough First United Methodist Church, where she taught adult Sunday school and served on various boards and committees. She was active in the United Methodist Women at the church and annual conference level. Today, she is happy to be a new member of Norwalk First United Methodist Church in the East Ohio Conference.

Karen has been certified by the Society for Human Resource Management as a Senior Certified Professional (SHRM-SCP) and by the Human Resources Certification Institute as a Senior Professional in Human Resources (SPHR). She earned a Bachelor of the Arts degree in Sociology from Berry College in Mount Berry, Georgia and a Master of Science degree in Education/Human Resources Development from Georgia State University in Atlanta, Georgia.

### Programs

Flat Rock Homes is a shining light of Christ's love in northern Ohio, specifically for children and adults with intellectual and developmental disabilities and their families. Through successful resource development (\$585K in 2016), in-kind giving, revenue provided through Medicaid program and the Medicaid waiver program (combined, \$6M+/year) and capital funding, Flat Rock Homes serves more than 100 children and adults in our intermediate care facility, 15 community group homes, adult day support program, vocational habilitation and employment program, non-medical transportation program and educational center.

High-profile supporters like First National Bank, Bellevue Hospital, Plante-Moran, the Alpha Group, The Tiffin Community Foundation, the East Ohio Conference of the United Methodist Church and many others have recognized and embraced the innovation taking place through Flat Rock Homes.



In 2016, Kimberly Douglas and Firefly Facilitation, a well-known strategic planning and change consulting firm in Atlanta worked with Flat Rock's joint Boards of Directors and the senior leadership team to develop an exciting three-year strategic plan and a 2017 action plan. These plans are allowing Flat Rock Homes to use personalized methods to bring about dramatic changes in the lives of those Flat Rock Homes serves.

Flat Rock Homes is launching new programs and expanding/improving existing programs, including a vocational habilitation and employment services program; expanded adult day support program; new models of care delivery; and the creation of jobs within the community for individuals with intellectual and developmental disabilities.



Rock Educational Center in Flat Rock, OH (for school-aged children residing in the Flat Rock Care Center).

**Flat Rock Care Center** provides a warm, safe and loving home for children and adults with more challenging intellectual and developmental disabilities. Many of Flat Rock's Care Center residents also have physical, emotional and psychiatric diagnoses and severe aggressive behavioral disorders. In addition, many of Flat Rock's residents are non-verbal and require staff ratios as low as one-to-one for 24/7 care.

Serving approximately 36 children and adults in our intermediate care facility daily, our direct support professionals work with our residents providing assistance with activities of daily living (i.e. dressing, grooming, hygiene, meals, etc.) as well as providing a fun and safe environment for all to learn, grow and achieve their unique, God-given potential. With Christ as their example, the team ministers to every one individually. Our direct support staff members clean the homes, wash the laundry, serve the residents hot, nutritious meals and create a comfortable, restful and home environment.

Individuals may choose to live in one of **Flat Rock Community Services'** 15 homes in the community. These homes offer long-term supports for residents with intellectual and developmental disabilities to live independently within a neighborhood setting. Flat Rock Community Services supports 49 adults living in 15 community homes located in Seneca, Huron, Erie and Lorain Counties in northern Ohio.

**Adult Advantages**, Flat Rock Community Services' adult day support program provides men and women with a much needed opportunity for activities, community integration and pre-vocational training. This program assists residents and individuals from the local community to develop vocational, life and social skills.

Beginning in March 2017, Flat Rock Community Services will begin offering vocational habilitation and employment services, including job coaching, resume/application preparation, transportation and other supportive programming. This new programming—funded by the state's

Because the challenges of our residents are unique and complex, Flat Rock Homes provides a variety of services designed to meet the needs of the children and adults that they serve. Flat Rock's ministry centers include: Flat Rock Care Center located in Flat Rock, OH (intermediate care facility providing for the needs of 36 children and adults); Flat Rock Community Services located in Seneca, Huron, Erie and Lorain Counties in northern Ohio (15 community homes for 49 adults); Adult Advantages in Bellevue, OH (adult day support and vocational programming for 32 adults); Flat Rock Community Services' vocational habilitation and employment services program based in Flat Rock, OH; and Flat



Opportunities for Ohioans with Disabilities program and/or the Medicaid waiver program—is part of Ohio's new Employment First initiative that creates opportunities for individuals with disabilities to work and volunteer in their local communities in jobs that offer a competitive wage.



# Position Overview

The Director of Development for Flat Rock Homes is a critical member of the ministry's Development Team, led by Karen Kilgo, President/CEO. He or she will serve as Flat Rock Homes' brand ambassador, ensuring a high-level of public awareness of the needs and problems of individuals with intellectual and developmental disabilities and their families as well as the solutions and impact that is delivered by Flat Rock Homes. This position will have a key role in generating involvement by people in this life-changing cause, growing and developing long-term, effective relationship with donors, churches, foundations and corporate sponsors. He/she will cultivate a deep understanding among our donors/potential donors of the needs of the individuals that we serve and boldly challenge them to respond sacrificially with their resources.

The Director of Development reports to Karen Kilgo, President/CEO.

## Responsibilities

The Director of Development will hold the following responsibilities:

- **Strategies:** Designs, develops, evaluates, improves and implements new and evolving donor strategies, steadily building upon prior year fundraising performance and increasing year-over-year donations. Builds upon organizational strategic plan to develop tactical plans for the Development function. Plans should include focus on various giving streams including: major gifts, campaigns, planned giving, corporate sponsorships, individual giving, annual funds, monthly giving, and church giving programs.
- **Grow Giving:** Grows 2017 giving (\$585K in 2016) to meet mutually agreed upon goals. Adds new donors and corporate partners. Building upon success, meets and exceeds giving and sponsorship goals in subsequent years. Develops long-term relationships through personal interactions with donors, churches, foundations and corporations. Connects donor interests with Flat Rock Homes' ministry. Networks through current donors to locate new giving/sponsorship prospects that can make new gifts each year.
- **Annual Appeals:** Designs, implements and evaluates all annual appeals.
- **Major Gifts:**
  - Designs, develops, implements and evaluates a major gifts strategy that includes gifts of \$5K+/year, corporate sponsorships, campaigns and planned giving;
  - Establishes and grows strong relationships with a portfolio of at least ten or more new major gifts (\$5K+) from new donors as a first-year goal;
  - Plans and implements an account management strategy designed to ensure major donor accounts are given the appropriate amount of attention each year;
  - Cultivates strong identification with cause through visits, phone calls, proposal creation, presentations, sermons and other correspondence;
  - Arranges for major donors and those with a large sphere of influence to interact with Flat Rock Homes' leadership.
- **Signature Events:** Plans, leads, executes and evaluates and executes all major fundraising and/or brand awareness events within established goals for the organization. Coordinates event volunteers.
- **Awareness:** Among donors/potential donors, raises awareness about the needs of the individuals we serve while challenging involvement/greater involvement/effectiveness on behalf of Flat Rock residents. Develops key relationships with donors, churches, corporations and key community organizations. Works collaboratively with the Director of Innovation and Marketing to coordinate messaging to donors, potential donors and corporate sponsorships as part of overall Marketing function.

- **Mission Teams:** Promotes, plans, coordinates, leads and evaluates all mission team and volunteer team activities.
- **Advocacy:** Coordinates and communicates Flat Rock's advocacy activities along with Board's advocacy chair and President/CEO, helping to champion Flat Rock's best interests at the local, state and federal levels.
- **Support:** Provides assistance and support to the President/CEO in the following areas:
  - Developing grant proposals for foundation giving;
  - Creating opportunities for the President/CEO to engage with donors, particularly major donors and corporate sponsors;
  - Provides back-up support to President/CEO's development activities;
- **Leadership:** Serves as a member of the Senior Leadership Team of the organization and, as part of that team, contributes to the overall leadership of the organization. Provides leadership to the part-time gifts clerk. Develops and works within established goals, budget. Has the ability to set and achieve financial goals.
- **Other:**
  - Works collaboratively with team members when assigned to work as part of a team;
  - Documents activity plans and results;
  - Utilizes the moves management process, recommending and implementing a cultivation goal, strategy and time table for each account and qualified prospect;
  - Establishes a financial forecast and work to achieve financial goals;
  - Includes donors as appropriate in visits, tours, meetings and special events;
  - Other duties as assigned.

### Desired Candidate Attributes

- A passion for communicating the stories of families and individuals whose lives as been transformed through the love of Christ and the work of Flat Rock Homes. A fierce desire to be a part of and contribute to a Christ-centered, faith-based culture;
- Commitment to serve and interact with Flat Rock Homes' residents, families and guests with compassion, grace, mercy, dignity and respect;
- Demonstrated track record of achieving best practice standards in fundraising;
- Well-established relationships and the ability to initiate and build new relationships with donors/potential donors and others (particularly for organizations and ministries in a rural setting);
- Established professional image;
- Working knowledge of methods, practices and procedures for nonprofit fundraising;
- Ability to communicate with clarity;
- High emotional and organizational intelligence evidenced by success over time in multiple settings;
- Known for integrity, honesty and credibility – willing to “walk the walk”;
- Well organized, diligent and reliable in following through on commitments;
- Able to thrive in a fast-paced environment where multitasking is constant;
- Proven ability to be a self-starter;
- Heart to serve and a head for strategy and innovation;
- Must reside within commuting distance of Flat Rock, Ohio or be willing to relocate. Relocation assistance will not be provided for this position. Occasional travel—mainly throughout the state of Ohio—will be required;
- Bachelor's degree is required. Master's degree preferred. Relevant work experience will be considered in lieu of a degree;
- Demonstrated experience/track record of success in fundraising with a minimum of five years' development experience with at least two years developing and implementing strategies related to major gifts, corporate sponsorships and/or planned giving;
- Marketing, public relations and media relations experience is a plus;

- Must have strong, reliable networks in northern Ohio (required). Additionally, networks within the East or West Ohio Conferences of the United Methodist Church are highly desired;
- Must have a strong understanding of and unique abilities to raise funds in a very rural setting;
- Must have the ability to work a flexible schedule, including nights and weekends, to accommodate donor's schedules and special events.
- A strong understanding of ministry organizations and the United Methodist Church are required;

To learn more about Flat Rock Homes, please visit our [website](#). Remember to like us on [Facebook](#) or follow us on [Twitter](#).

To view this hiring profile in .pdf format, please visit: [Director of Development Hiring Profile](#).

To learn more about working at Flat Rock Homes, please watch "[Why We Love Working at Flat Rock Homes](#)" now playing on YouTube.

**For more information, or to apply for this position,**

If after reading this Opportunity Profile you sense that your God-given talents/gifts and experience are a good match for this position and Flat Rock Homes, we invite you to begin the inquiry process. All candidate information and conversations are handled confidentially.

In order to help us get a more complete picture of you and your interest in this position, provide us with the following preferably in one Microsoft Word (.doc or .docx) document:

1. A thoughtfully prepared cover letter, including your salary requirements;
2. A professional resume covering your last 10 years (minimum) of work experience and all educational credentials;
3. Answers to the following questions:
  - a. What is it about this position with Flat Rock Homes that attracts you?
  - b. Flat Rock Homes' mission statement is "...to provide outstanding services which transform the lives of persons with intellectual and developmental disabilities, their families and persons with critical needs through a dedication of caring and excellence that demonstrates Christian values." What is your response to this mission? How would you see yourself and your work fitting into this mission statement?
  - c. Describe your experience setting and achieving fundraising goals, the measures for keeping your work on track and presenting regular reports to a supervisor.
  - d. Tell us about the most successful campaign you have participated in and your specific role and impact on the campaign.

*Please do not be overly concerned with brevity in assembling this package of materials. While we don't want to read volumes, we do want you to take the time to share enough meaningful information to allow us to get to know you and why you would make a strong Director of Development for Flat Rock Homes.*

Submit this to:

Tami Cummings, Director – Human Resources  
[TCummings@FlatRockHomes.org](mailto:TCummings@FlatRockHomes.org)

In the subject line, please type: Director of Development

