



Chief Executive Officer Recruitment Profile

A Kansas nonprofit organization serving the Wichita/Sedgwick County community with services for adults with intellectual and developmental disabilities

Qualified candidates are invited to submit a cover letter highlighting preferred qualifications and resume in a single electronic file (either Word or PDF) by the deadline of August 14, 2026, through the application link at Starkey.org/CEORecruitment

For questions, contact Starkey Board of Directors member Marla Flentje, 316-250-1344

Starkey, Inc. is an Equal Opportunity Employer



Starkey's mission is to nurture development and promote independence of people with intellectual disabilities. The Board of Directors seeks a Chief Executive Officer with a passion for the people Starkey serves and seasoned executive leadership and management skills to sustain high quality services.

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

Description of Starkey

Starkey has a distinguished 96-year history of service to persons with intellectual and developmental disabilities (I/DD) beginning with the humble initiative led by Hattie Starkey, a teacher who opened her home as a school for students with I/DD. In 1952, the parents of her students incorporated the school as a nonprofit organization, and later in the 1970s with the expansion of special education services in the public schools, Starkey's mission shifted toward community services for adults.

Today, Starkey is the oldest and largest community nonprofit organization serving people with disabilities in Sedgwick County, and is one of the largest in the state of Kansas. The agency currently serves nearly 500 adults with services that enable them to live, work, and enjoy the benefits of being part of the community.

Starkey's programs and governance are accredited by CARF International, a designation that has been a key priority for the organization since 1980. The next accreditation review will occur in the fall of 2027.

Starkey is governed by a 15-member Board of Directors that self-appoints members to three-year, staggered terms. Members are limited to two consecutive terms before being required to sit out for at least one year. Board composition represents many types of business professions and community interests as well as parents and family members. The Board meets ten times each year and appoints, supervises and evaluates the Chief Executive Officer. Starkey governance is guided by board policies that meet CARF accreditation standards.



The Board has exclusive responsibility to appoint and vacate the position of CEO, and supervise and evaluate the performance of the person in the position. Since 1960, five persons have held the position. The current CEO has led the organization since 2012, and will consult for a time after the CEO position is permanently filled, to ensure a successful leadership transition.

Starkey currently serves 480 persons who receive one or more of the following services:

- Supported employment
- On-site employment and vocational training
- Life enrichment day services
- Supervised residential services
- Supported independent and semi-independent residential services
- Behavioral health support services
- Transportation
- Targeted case management
- Health monitoring

Over more than a decade, and in response to government mandates and preferences of persons served, Starkey has downsized its on-site employment program from more than 200 participants to approximately 50 today. Current on-site work includes business contracts related to assembly, packaging, and sorting tasks. Starkey also has a successful electronics recycling program. As workshop employment has decreased, Starkey's supported employment has grown. While the on-site employment program has grown smaller over the past decade, Starkey's focus on building strong relationships with community employers has continued. That network of area employers now provides numerous employment options related to retail, hospitality, manufacturing, government, and other job sectors.

The Board reviews and updates its strategic plan annually. Strategic priorities for 2026-28 include:

- Diversifying and expanding revenues to fund general operations;
- Focusing on workforce challenges;
- Expanding legislative advocacy efforts; and
- Expanding access to community behavioral health resources

Link to full document [here](#).



Starkey's residential program includes 35 homes and two apartment complexes, and it is in the process of constructing three fully-accessible homes that will be funded with a successful \$2.3 million capital campaign. Once the new homes are opened, two of Starkey's older homes will be sold. Program space, administrative offices and other support space on the main campus total approximately 88,000 square feet. A transportation fleet of 113 vehicles travels more than one million miles per year. Starkey owns all of its properties.

The operating budget for 2026 is approximately \$26.4 million, and the capital budget is just over \$800,000.

Funding from Medicaid comprises nearly 85 percent of the budget¹. Other leading sources of funding include rent and user fees paid by persons served (6 percent of operating budget) and support from Sedgwick County (4 percent). The agency maintains a healthy balance of reserve funds that currently exceeds seven months of operating expenses. The 2025 audit report is available on request.

Starkey has three positions dedicated to volunteer and fund development, for both Starkey, Inc. and Starkey Foundation. More than 300 volunteers donated an estimated 4,000 hours of their time during 2025. Fund development has grown substantially over the past decade and now averages roughly \$1.4 million annually through a combination of donations, grants, memorials, capital giving, annual events, and employee contributions. In 2025, Starkey employees' charitable giving to a Friendship Fund for persons served and an Employee Assistance Fund totaled an astonishing \$24,000. Additionally, the Starkey Foundation works with the Board of Directors to expand an endowment to meet future needs of the organization.

Services are provided by a total of 320 full-time and 50 part-time employees organized in units as follows:

- employment and day programs
- residential programs
- case management for 340 individuals;
- nursing, including on-call and on-site, and medical appointment management;
- transportation and facilities
- fund development
- business and finance
- human resources
- general administration

¹ Funding is from Medicaid's Home and Community Based Waiver program.

Advocates for Kansans with intellectual and developmental disabilities have established a strong reputation for legislative success over more than 30 years, and particularly over the past five years. InterHab, the state association for Starkey and more than 50 similar Kansas organizations, plays a leading role in providing the direction and support that have made these advocacy efforts so successful. Involvement with InterHab is a Starkey priority and includes service on its board of directors, participation in resource networks, testimony at legislative hearings, and supporting information campaigns.



The mission of Starkey interfaces with several governmental agencies. The Sedgwick County Developmental Disability Organization (SCDDO) contracts with the State of Kansas to provide funding, consumer choice, and quality oversight of community services. It also serves as the single point of entry and eligibility determination for those seeking services. Starkey is the largest of 52 licensed community service providers that affiliate with SCDDO, and is also licensed by the Kansas Department of Aging and Disability Services.



Benefits for full-time employees are summarized as follows:

- two options for healthcare coverage that include a premium reduction for completion of a wellness program²;
- health plan coverage (includes prescriptions), dental, vision care, and life and short-term disability insurance are offered separately, allowing employees to choose the benefits they need;
- retirement and life-insurance benefits through the Kansas Public Employees Retirement System (employee contribution of 6 percent and Starkey contribution of roughly 10 percent), with vesting after five years;
- eight paid holidays;
- paid time-off leave, which begins accruing with the first day of employment, is earned after the first year at the rate of five hours per pay period; and
- tuition assistance for eligible employees.

² An example for employee-only premium coverage is as follows: 1) with a \$2,000 deductible and wellness program completion, the premium is \$44.74 per pay period; and 2) with a \$4,000 deductible and wellness program completion, the premium is \$24.66 per pay period;



The Wichita/Sedgwick County Community

Starkey, Inc. is located in Wichita, Kansas, the largest city in Kansas with a population of just over 400,000. Starkey provides services to individuals throughout Sedgwick County and the communities surrounding Wichita. The county has a total population of approximately 540,000.

Already known as the Air Capital of the World for aviation companies like Boeing, Cessna and Learjet, Wichita is also home to a diverse community of creators and entrepreneurs, driven by robust industries such as information technology, transportation, and logistics. Koch Industries and Cargill – the top two largest privately held companies in the U.S. – are among the leading employers in Wichita. And, as the birthplace of household brands Pizza Hut, White Castle and Coleman, a spirit of entrepreneurship continues to fuel hundreds of start-ups in a city dedicated to big ideas.

Wichita offers a high quality of life at an affordable cost. Named a Top 3 Most Affordable U.S. City for Working Adults³ and a Top 5 Best City to Move To⁴, Wichita has short commute times, a variety of neighborhoods and housing styles – from downtown lofts to suburban homes – and a level of cultural diversity that embraces educational, religious and lifestyle choices. Here is a comparison of living costs:

Wichita Cost of Living At A Glance

	Wichita	KANSAS CITY	OKLAHOMA CITY
MEDIAN LISTING HOME PRICE	\$225,400	\$328,700	\$258,800
DOWNTOWN AVERAGE RENT	\$1,344	\$1,773	\$1,569
CITYWIDE AVERAGE RENT	\$803	\$1,193	\$915
A YOGA CLASS	\$13.55	\$15.30	\$13.99
ANNUAL COMMUTE TIME	176 hours	202 hours	206 hours

Graphic is from ChooseWichita.com; housing data is from 2024.

Starkey is among the largest employers in Wichita’s human services sector and is also ranked as the city’s 35th largest employer overall⁵ with a workforce of 370 and an operating budget surpassing \$26 million.

3 Site Selection magazine, 2024

4 Forbes, 2024

5 Wichita Business Journal

As an affiliate provider of the Sedgwick County Developmental Disability Organization, Starkey has made progress – with work still to be done – on developing relationships with a host of key community resources to ensure individuals with disabilities can be safely and successfully active in their community. In Wichita, there are a range of opportunities for partnership, including:

- Multiple area hospitals
- COMCARE, a Certified Community Behavioral Health Clinic and Licensed Community Mental Health Center
- Local psychiatrists with experience supporting people with intellectual and developmental disabilities
- A local transit system that includes paratransit accessible vehicles
- Advanced senior care, physical therapy, and other providers

Wichita, named a Top 50 Livable Metro in the U.S.⁶, and its surrounding communities are popular places to raise a family. With strong public school systems, numerous private schools, an extensive park system and a wide variety of hands-on museums, exhibits and one of the best zoos in the U.S., young people have access to educational opportunities each day. Walking paths, outdoor exercise facilities, and activities on the Arkansas River that runs through Wichita add to the appeal for many families.

Wichita State University, Friends University, Newman University, the KU School of Medicine-Wichita and other local higher education programs are actively training future generations of professionals, and work in partnership with Starkey to provide both employment and educational opportunities for the individuals Starkey serves.

To learn even more about what Wichita has to offer, visit ChooseWichita.com.

⁶ RentCafe, 2026

Restaurant, Music & Festival Scene

- ***Are you a foodie?*** Wichita has unique, locally owned restaurants to suit every palate, Wichita State University's NICHE Bistro (National Institute for Culinary and Hospitality Education) and a regular rotation of food trucks at events like the weekly farmer's market in the Old Town Plaza.
- **Just outside the Wichita city limits, there are unique developments like Champtown, currently under construction, which will feature an 80,000-square-foot aquarium, butterfly conservatory and a multi-sport complex with youth and amateur facilities; Field Station, which has 40 life-sized, moving, and realistic dinosaurs; and Blast Off Bay, a popular large indoor waterpark.**
- ***Love music?*** The options are endless: major artists at Intrust Bank Arena, local performers at intimate venues, Music Theatre of Wichita, the Wichita Symphony Orchestra, and Wichita Grand Opera.
- **Great local events keep the city hopping. From chili feeds to Riverfest, the events calendar stays full. Starkey's own Amber Waves food and beverage tasting tour in the Delano District is one of the popular options in the spring.**

Priorities for the New CEO

Below are the most immediate projects and priorities identified by the Board of Directors that will require the attention and resourcefulness of the next Chief Executive Officer.

Make time to meet and get acquainted with Starkey board members, employees, and persons served.

The Starkey community is large and spread through many different facilities. The new CEO will learn that the people he or she meets have a passionate sense of mission and are eager for leadership. Establishing face-to-face relationships is the best way for the CEO to earn the trust of our stakeholders.

Begin building relationships with relevant community partners and state leaders.

Starkey depends on support from many partners and allies. The Board wants to give the new CEO the time to invest in forging relationships with Sedgwick County leaders, state legislators who champion the interests of persons served, leaders of our state association, InterHab, and the local ACT coalition⁷, among others.

Assume leadership of Starkey's legislative advocacy. The Board anticipates that the new CEO will assume duties in January of 2027, the same time period as the state Legislature convenes. The current CEO has established trusting relationships with key legislators and those in the InterHab network. By way of example, he was actively involved in securing a 10 percent Medicaid rate increase over two years during the 2026 legislative session. The retiring CEO will remain available to facilitate Starkey's transition to a new CEO with briefings and introductions as needed.

Finalize a facilities improvement plan and secure approval by the Board of Directors. Given the size and scope of Starkey's real estate, building repairs and upgrades are a continual priority. The current Board and CEO have developed an inventory of facility improvements, including new residences for persons served and relocating human resources operations to our main campus. The new CEO will be positioned to pursue architectural services and financial estimates in preparation for a new capital campaign

Diversify revenues by initiating at least one new business concept. Nearly 90 percent of Starkey's revenues come from the public sector, and the vast majority of that is Medicaid funding. The Board has identified the expansion of private dollars as a leading strategic priority and refined a list of business ventures that would be a good fit for Starkey's capabilities. The new CEO should be well positioned to recommend and initiate implementation of a new Starkey business.

Contribute ideas to employee recruitment and retention. Given our reliance on Medicaid funding, every service provider is challenged to hire and keep direct care employees. Starkey is no different. Competitive pay and benefits are a significant part of this challenge; however, overall job satisfaction relates to considerations beyond compensation. The Board will look to the next CEO for creative ideas related to hiring and recognizing the contributions of employees.

Prepare to lead and contribute to CARF accreditation in the fall of 2027. The Board is proud of Starkey's uninterrupted accreditation of more than 20 years. The current CEO has relied on Starkey's COO to lead this process. As a result, the new CEO can count on in-house expertise from the COO and others for accreditation renewal.



About the Position

Appointed by the Board of Directors (BoD), the CEO is the chief administrative officer of the agency and responsible for the effective management of all affairs of Starkey, Inc. Duties are summarized as follows:

- provide leadership to advance the organization's mission;
- assure strong financial management of agency resources, including budget development and oversight, and provide regular reports to the BoD on the agency's financial condition;
- oversee all human resource management functions, including direct supervision and evaluation of members of the senior leadership team;
- facilitate strategic planning with the Board of Directors and senior leadership team;
- ensure the highest standards of quality for programs and services that are consistent with CARF accreditation standards, and assure timely reporting of program outcomes;
- lead an effective communications response with employees, persons served and their families, government officials, donors, media, and the community.
- pursue the agency's legislative platform by participating in legislative advocacy with the state's association of providers, InterHab, and other partners;
- assure strong information management practices and strategies;
- provide staff support for the Starkey Board of Directors;
- oversee all fund development and actions to diversify and maximize revenues; and
- provide for the maintenance of all agency properties and vehicles.

The base salary begins at \$190,000. The Board expects the new CEO to establish residency in the Wichita area within three months of assuming the position.

Qualifications for the Position

The Board has established qualifications for the Chief Executive Officer as follows:

Minimum qualifications:

- five years' experience in an executive management position with financial and employee supervisory responsibilities in a social sector organization;
- bachelor's degree from an accredited university;
- experience working with a nonprofit board of directors;
- evidence of stable employment history and progressive career advancement; and
- an unblemished record of leading with integrity.

Preferred qualifications:

- 10 years' experience in an executive management position with financial and employee supervisory responsibilities in a social sector organization;
- master's degree in business or public administration from an accredited university;
- a record of accomplishment leading a comparable-sized nonprofit organization;
- previous personal or professional relationships with persons with intellectual and developmental disabilities;
- experience leading legislative and administrative advocacy initiatives; and experience in leading a significant and innovative organizational change.



Serving as the CEO of Starkey is a rare opportunity to lead a strong, dynamic organization and have a meaningful impact on the lives of more than 800 persons served and employees. As the leader of one of the largest providers of disability support services in Kansas, you will also have the opportunity to create public policy that will affect thousands of additional persons with intellectual disabilities.

Colin McKenney, Retiring CEO

Preferred Leadership Qualities

A genuine interest in the lives of those whom Starkey serves.

Starkey exists to improve the lives of persons with I/DD who often experience more than their share of life challenges. The CEO must lead with an insistence on quality services tailored to the needs of persons served. That person will be expected to champion their interests without jeopardizing the long-term viability of the agency. Some of our persons served said it best: “The CEO should find out what is important to us, sense when we are stressed, and know when to give us space or a hug.”

Open-door presence.

The Board expects the CEO to be easily accessible to all stakeholders, including persons served. A group of Starkey persons served said it best. “The CEO should not stay in the office all day but should get to know us by our names. (He or she) should be able to find out what is important to us.”



Excellent communicator.

The CEO is the primary “face” of the organization internally and in the community and beyond. That individual should demonstrate the capacity to listen without premature judgment, communicate Starkey’s interests, make and interpret decisions, and practice diplomacy, all actions that build trust. The CEO must have superior writing and presentation skills. Finalists for the position will be evaluated on their skill and sensitivity in communicating with persons served and their family members.

People-first leadership style.

The next CEO must give priority to sustaining positive relationships not only within the organization but those in the community and beyond. That person should cultivate relationships with public officials, nonprofit peers, businesses, and past and prospective donors. Participation in networks in the region, state, and national levels for the benefit of Starkey is also expected, with a priority on engagement with InterHab⁸ and its partners.

Practices adaption and innovation to improve services and protect resources.

Shifting federal and state mandates and Medicaid rates create a dynamic environment for Starkey, one that requires creative problem solving to sustain service excellence. The Board will seek examples of successful entrepreneurial thinking from competitive candidates.



Leads with vision and strategic planning.

The Board seeks a CEO who can articulate a vision that inspires and enlarges the collective wisdom of what is possible for the future. The CEO must have critical thinking skills that can analyze emerging trends that could either advance or hinder progress toward this vision. Practical experience in the development and implementation of a strategic plan is an important candidate qualification.

⁸ Interhab is a state association of community providers of services to persons with intellectual disabilities and lead partner in state legislative advocacy.



Tentative Timetable for CEO Recruitment

- July 1** Position announcements posted. Affirmative calls to prospective candidates begin.
- August 14** Deadline for resume submission.
- August 17** CEO Screening Committee reviews resumes that meet minimum qualifications and directs preparation of screening report.
- September 1** Screening Committee reviews Screening Report; determines remote candidate interviews.
- September 18** Screening Committee completes remote interviews and determines finalists.
- September 22** Screening Committee makes written recommendation to the BOD on finalists.
- October 12** In-person interviews with finalists; Employment references interviewed.
(week of)
- October 27** Board determines preferred candidate; extends conditional offer of employment. Formal background checks initiated and employment agreement negotiated.
- December 1** Board approves employment agreement and announces the next CEO.

CEO Recruitment Profile approved by the Starkey Board of Directors on June 23, 2026.