



**A nonprofit organization serving communities in Central Kansas
with services for children and adults with developmental disabilities**

Recruitment Profile for Position of Executive Director

**More information about Sunflower Diversified Services can be found at:
www.sunflowerdiv.com**

For additional information, please contact:

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**Qualified persons are encouraged to apply by August 5, 2016.
Send cover letter highlighting qualifications, resume, and salary history
in one integrated file to:**

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An Equal Opportunity Employer

Recruitment Profile for the Position of Executive Director

The Board of Directors seeks an administrative leader with passion, vision, and management skills to add value to the lives of persons served and the communities where they live and work.

This recruitment profile provides potential candidates with information about: the agency and its opportunities and challenges, the communities it serves, duties and qualifications for the position, preferred qualities for the Executive Director, and other relevant information.

I. Agency Description

Sunflower Diversified Services assists individuals in becoming as independent as possible and maintaining that independence as long as possible.

The origins of Sunflower Diversified Services date back to 1966 during a time of state deinstitutionalization, the expansion of public dollars for community services, and the rise of mobilized volunteer advocacy. The organization was formed as a private, nonprofit entity by parents and other advocates to provide services to children with developmental disabilities during a time when they were unable to attend public schools. Two years later, the mission was expanded to include community services for adults with developmental disabilities.

Today, Sunflower is the largest, most esteemed, and only nonprofit agency of its kind in Central Kansas. It is also the only agency in its five-county region that offers programs for all ages from birth through retirement.

Sunflower's Early Education Center (EEC) serves special needs children under the age of three in development of speech and language, fine and gross motor skills, and cognitive, self-help, and social/emotional skills. The EEC's family-centered focus also supports families with parenting instruction. Last year, the agency served 299 children. Sunflower's Incredible Years Preschool provides instruction for all children from ages two and a half through five with specialized services for children with developmental needs.

For adults, Sunflower offers a range of residential, employment, day programs, case management and other support services. As of July, 2016, the agency was serving a total of 122 adults. Current agency resources include an annual budget of \$5.4 million and 140 positions, as well as numerous professional consultants.

Sunflower is a nonprofit corporation governed by a self-appointed Board of Directors. Board composition represents a range of community interests, and business, social service, and education professions, as well as family members of persons served.

The Board has exclusive responsibility to appoint and vacate the position of Executive Director, and supervise and evaluate the performance of the person holding the position. Since 1966, four persons have held the position. The current Director has held the position since 1981 and will retire when the new person is hired.

Under provisions of the Kansas DD Reform Act, Sunflower is among several service providers in its region licensed by the Kansas Department for Aging and Disability Services. Sunflower is affiliated with Southwest Developmental Services, which functions as a Community Developmental Disability Organization (CDDO) to allocate funding and assure oversight of services and consumer choice. The CDDO serves as the single point of entry and eligibility determination for persons seeking services. Services provided by Sunflower include:

- Infant and toddler services
- Preschool services
- Community employment
- Organizational employment in the agency's manufacturing and recycling businesses
- Life skills enrichment
- Supported residential group homes
- Supported independent and semi-independent community living
- Medical services
- Transition services (from public school)
- Targeted case management
- General public transportation

Sunflower operates a profitable, award-winning recycling enterprise, including commercial pick-ups, for nearly 300 businesses and a drop-off center for local patrons. This operation processes three million pounds of material annually and sells to a wholesale vendor. In-house employment options include manufactured wood products, confidential shredding, mailer preparation, packaging and re-packaging, and assembly services. The new Westside Market offers consignment items from area vendors and products created by persons served.

Residential services concentrate on independent living rather than a group-home model. Ninety percent of persons served live in homes or apartments they rent from community landlords. Of 46 residential locations, only two are agency-owned group homes. Most of these are single-person settings, many with full-time staffing.

Five positions directly report to the Executive Director: Director of Community Supports/Operations (Adult Services); Director of Service Coordination/Marketing (Case Management); Director of Development; Early Education Services Coordinator (Children's Services) and the Executive Assistant.

The 2016 operating budget is \$5.4 million. Medicaid funding from the Home-and-Community-Based Waiver program comprises 70 percent of total revenue. Other revenue categories are: state- and county-appropriated funds (twelve percent); private fees (six percent); private fund development (four percent); manufacturing (three percent); and other (five percent).

The most recent independent audit report for fiscal year 2014 reported no major issues. The Board is scheduled to receive the 2015 audit report at its upcoming July meeting.

The agency has two outstanding loans: \$98,500 for its recycling building; and a fluctuating line of credit around \$200,00 from a local bank.

Sunflower owns four facilities, all located in Great Bend, that house administrative offices, early education programs, recycling center, day programs and employment services for adults. The agency also owns two HUD-financed-residential homes.

Responsibility for fund development is shared with the Sunflower Diversified Services Foundation, an independent 501-(c)(3) organization with a mission to raise private funds for the benefit of those served by Sunflower. As of April, 2016, the Foundation's assets totaled \$295,000.

In 2015, a total of \$191,836 was raised by the Foundation through contributions, events, and one-time gifts and bequests. That same year, the Foundation distributed \$171,500 to the agency's operational budget.

Benefits include group health insurance for full-time employees. The plan, a health reimbursement account to help offset the cost of services up to \$3,000 toward a deductible, covers preventive services, four office visits per year, and prescription drug coverage separate from the deductible. The employee's monthly share of the premium is as follows:

- Employee only: \$ 97.79
- Employee/spouse: \$260.91
- Employee/child(ren) \$198.72
- Family: \$618.55

Dental, vision, life insurance, supplemental insurance, and a flex-spending account program also are available to employees who work 32 or more hours a week. Employees are eligible for all benefits after 60 days of employment.

Immediately upon hire, employees voluntarily participate in a 403b retirement savings program. After one year of employment, the agency will match up to two percent of the employee's contribution. Employees become fully vested after five years of participation.

The agency provides six paid holidays. Vacation and sick leave are combined into a PTO (Paid Time Off) pool and accrue according to length of employment as follows for full-time employees:

- 1-5 years - 120 hours
- 6-10 years -144 hours
- 11-15 years -168 hours
- Over 16 years -192 hours

At least half of annual PTO must be used each year, or it will be forfeited.

II. Community Description

Sunflower Diversified Services represents a partnership among five Kansas counties – Barton, Pawnee, Rice, Rush, and Stafford – with a combined population of more than 50,000. Communities in its service area include the largest city of Great Bend with its population of 16,000, and 36 smaller cities and towns, as well as extensive rural, unincorporated areas.

The natural features of the region are defined by rich agricultural land dominated by wheat production, geologic formations that yield oil and natural gas, and abundant wetlands that attract wildlife, including thousands of diverse species of migratory birds each year.

Residents in the region boast of strong ties to family, a sense of reciprocity among neighbors, and high levels of civic involvement. Small class sizes and quality public school instruction, safe neighborhoods, and dozens of youth-focused organizations contribute to a small-town way of life. Cost of living in the region, especially in housing, is a bargain, with the cost of living 21 percent below the U.S. average and a median home price of \$85,000.

The region's rural character is balanced by proximity to several metropolitan centers, including Salina, Hutchinson, Hays, and Wichita. A convenient drive to these areas offers a broad array of retail, entertainment, and cultural amenities, as well as access to affordable airfares and state-of-the-art, specialized health care.

Local Economy. Great Bend is the region's economic hub with jobs in industry and oil production, a diverse service and retail sector, post-secondary education, and numerous family-friendly leisure pursuits. USD 428 is the region's largest employer, with Barton Community College the second largest. CUNA Mutual Group and Walmart Center are the largest private-sector employers. Sunflower is the area's ninth largest employer. The region, with its estimated 20,000 total jobs, also has diverse employment opportunities. The average unemployment rate remains below national and state percentages. A variety of local employers welcome hiring qualified persons with developmental disabilities.

Education. The area served by Sunflower is rich in education resources. The region has 16 unified school districts, some of which are notable as top performing schools in the state, as well as several K-12 private schools. Four public school districts in the region are organized into a cooperative program to deliver special education services. Early childhood programs include those of the Early Education Center managed by Sunflower.

Post-secondary education is available at Barton Community College, with its main campus located in Great Bend. The College offers associate degree options in 18 programs of study as well as shorter career development certificates. The College is also a source for student interns for Sunflower. Sterling College is private four-year liberal arts institution. Four-year degree programs are also available within a two-hour drive to campuses at Fort Hays, Kansas State, and Wichita State universities.

Health Care. Within the region, residents enjoy access to the full range of quality health care services, including family and specialty medicine, dental, and vision. The physician-owned, 33-bed Great Bend Regional Hospital is a general medicine and surgical hospital that has nearly 100 affiliating physicians. Primary health care access is augmented by St. Rose Health Center, along with the Heart of Kansas Clinic which provide health care services for all ages on a sliding-fee schedule.

Parks and Leisure Pursuits. The presence of Quivira National Wildlife Refuge, Cheyenne Bottoms, and the Arkansas River makes the Sunflower region a mecca for nature enthusiasts. These wetlands traverse part of the Central Flyway for nearly fifty percent of the North American's shore birds, and provide abundant opportunities for birding, hiking, photography, and nature education. The Wetlands and Wildlife National Scenic Byway winds through more than 70 miles of spectacular prairie marsh habitat, earning it one of the eight wonders of Kansas!

The Wetlands Aquatic Center, Brit Spaugh Zoo, and numerous sports complexes are features of community life that bring families and neighbors together. Competitive high school and college sports generate community spirit and weekend excitement for those of all ages. And from March through October each year, the SRCA Dragstrip features competitive car racing.

The region has several art galleries, and live performing arts can be enjoyed at the College campus and the historic Crest Theater. Local history is celebrated and recounted at the Fort Larned National Historic Site, the Coronado Quivira Museum, the Post Rock Museum, the Barton County Historical Museum and Village, and numerous sites along the historic Santa Fe Trail.

Other Features of Community Life. A reflection of the culture of early settlers is evident in the food, music, and annual community events and festivals found in the area today. Events that celebrate community include:

- Trail of Lights and Santas Around the World
- Sterling Fourth of July
- Stafford Oktoberfest
- Larned Santa Fe Trail Days
- Hoisington Labor Day Parade
- Ellinwood After Harvest Festival
- June Jaunt
- Golden Belt Community Concerts
- Great Bend Boom Professional Baseball

Hundreds of voluntary organizations strengthen community ties and quality of life. The United Way of Central Kansas provides an important channel for charitable giving to regional programs that address income inequality, community health, and youth development. The breadth of informal associations – churches of all faiths, historical societies, civic clubs with charitable missions, and youth groups – are revealing of the small-town connections among neighbors that define everyday life in Central Kansas.

Newspapers in the region include: *Great Bend Tribune, Larned Tiller and Toiler, Rush County News, Ellinwood Leader, Sterling Bulletin, Lyons News, and Hoisington Dispatch.* Daily editions of the *Wichita Eagle, The Hutchison News, and Hays Daily News* are also available.

III. Agency Opportunities and Challenges

Below are the most immediate projects and issues that likely will require the attention and resourcefulness of the next Executive Director.

- **Advocacy and adaptation related to a dynamic public policy/regulatory environment.** With Medicaid funds comprising 70 percent of Sunflower revenues, proposed federal HCBS¹ rule changes toward more independent residential and employment services, and proposed changes to KanCare, the managed care program for Medicaid in Kansas, will pose significant challenges to the delivery and financing of services. Proposed regulations by the U.S. Department of Labor could have similar challenges for employment settings and wages earned by persons served. The new Director must become rapidly informed about these issues and aggressively engage with Interhab² and other allies in advocating for the interests of persons served during legislative and executive deliberations over HCBS and managed care.
- **Maintaining a positive community reputation and competitive position.** Persons in Central Kansas who need services are finding increasing choices in service providers. Sunflower will need to sustain its 50-year legacy of high regard in the community, including its solid base of community and business donors, and its high-quality services to remain competitive. To retain persons served and recruit new ones, the agency will need to augment marketing to the region.

¹ Medicaid's Home and Community Based Services waiver program.

² A nonprofit state association of community agencies that provide services to persons with intellectual and developmental disabilities.

- **Comprehensive review of organizational performance and administrative structure.** Within three months after assuming the position, the Board expects the Director to evaluate current stakeholders' perceptions, service expectations of persons served and their families, the agency's current competitive position, and how these align with the agency's strengths and limitations. The Board will also welcome advice on how staff and other resources might be better deployed to expand services, add new business ventures, and enhance efficiencies. The Director's "fresh eyes" and insights can provide a foundation for the Board to consider future direction.
- **Leadership to use technology for marketing and streamlining administrative functions.** In 2015, the agency was successful in obtaining a grant to purchase software for enhancing human resource administration. Changes related to use of this software have begun, but the full benefits have yet to be realized. Board and staff leadership also believe that the website and social media can be better utilized to promote the agency's message and brand to the community and potential new persons served.
- **Continued pursuit of new revenue sources and debt reduction.** The Board's 2016 Strategic Plan places high priority on expanding non-Medicaid revenues such as external grants and private donations. Accordingly, the agency has entered into a working plan with its bank to better manage cash flow and more rapidly reduce its debt. Leadership from the next Director will be important for continuing the progress made in these initiatives.

IV. Job Duties of Executive Director

Appointed by the Board of Directors, the Executive Director is chief administrative officer of the agency, subject to supervision by the Board, and responsible for the proper administration of all affairs of Sunflower Diversified Services. Duties include:

Strategic Vision

- Implements the Strategic Plan in cooperation with agency leadership and the Board of Directors.
- Remains abreast of public policy issues and anticipates consequences for the agency.
- Develops strategies for the financial viability of the organization.

Operational Management

- Promotes the mission and values related to personal outcomes for each person served.
- Ensures efficient and effective services consistent with established quality standards.
- Manages human resources according to personnel policies.
- Maximizes technology in all management practices to achieve organizational efficiencies.
- Establishes agendas for meetings of the Board of Directors.
- Provides complete, accurate information for regular Board review, including financial position and program outcomes.
- Serves as Executive Director of the Sunflower Diversified Services Foundation and President of the Sunflower Diversified Services Housing Corporation.
- Develops annual budgets for Board approval and oversees operations consistent with fiscal policy and approved budgets.

Public Policy

- Serves as the primary spokesperson and representative for the agency.
- Communicates with peers about mutual concerns, legislative actions, and advocacy.

- Participates in statewide organizations to voice local needs and affect state policy decisions.
- Maintains cooperative relationships with organizations designated as agents of state policy management, including managed-care organizations and community developmental disabilities organizations.
- Conveys to state leaders a consistent voice for the rights of persons with I/DD.

Community Involvement

- Participates in local organizations and activities that promote Sunflower and its values.
- Presents information within the five-county area about programs/services and their outcomes.
- Assists in promoting sponsorship of events that give back to the community.
- Supports community events for fund development and education about the agency mission.

Communication

- Oversees the content of all marketing and publicity materials.
- Approves radio, television, and social media messages that promote agency events and educate the community about the interests of persons served.
- Keeps agency leadership informed on public policy issues and implications for persons served.
- Shares, by example, a vision of the rights of persons served and how those rights shape services.

An additional expectation of the Director is that he or she will establish residency in Barton County within six months after assuming the position.

V. Qualifications for the Position

Minimum qualifications: 1) Experience in a position with responsibility for budget management and direct employee supervision; 2) bachelors degree in liberal or business arts or related field from an accredited university; 3) evidence of a stable employment history and career advancement; 4) excellent communication skills; and 5) an unblemished record of professional integrity.

Preferred qualifications: 1) five years in a management position in a nonprofit community agency that serves people with developmental disabilities; 2) previous personal or professional relationships with persons with developmental disabilities; 3) experience with a nonprofit board of directors; 4) demonstrated skill and knowledge of nonprofit fund raising; and 5) record of community volunteerism.

VI. Preferred Qualities

The Board has identified leadership qualities and practices important for the next Director and will look for evidence of these qualities in candidate interviews and reference reviews:

Leadership to build and sustain positive relationships. The Board expects its Director to give priority to communicating with persons served and their families in a way that fully listens, demonstrates empathy, conveys information, and seeks to address concerns. The Director must have an active community profile and sustain relationships with nonprofit peers, businesses, and current and prospective donors. He or she should maintain excellent lines of communication with policy makers, Sunflower's county governments, local school districts, and regional colleges. The Director must participate in state and regional networks for public policy advocacy and professional development.

Executive-level skills to manage the organization and support the Board. The new Director must be competent to perform executive functions with excellence: organizational planning; hiring and supervising employees for high performance; astute financial oversight and budget management; community marketing; and governance support. The Board expects the Director to create a workplace climate that rewards teamwork and seeks consensus-building for many aspects of decision making.

Adaptive and creative leadership. The Board will look to the next Director for leadership to help shape the organization’s vision. The Director must have the ability to respond to socio-economic and governmental changes with innovative ideas that are consistent with the mission and high standards for service quality. The Board wants its Director to focus on sustainable agency growth and continued responsiveness to the children and adults it serves.

Energetic passion and commitment for the mission. The singular purpose of Sunflower’s work is to improve the lives of persons who experience more than their share of challenges. The Director must champion this mission with an unrelenting insistence on high quality services shaped by a person-served focus. The Director will be expected to advocate for the interests of persons served without sacrificing the long-term business viability of the agency.

VII. Parameters of Compensation

The Board of Directors is committed to providing a base salary and benefits that are competitive with similar agencies in Kansas. The low end of the base salary range for this position is in the mid \$80,000. Support for communications technology, professional development, and association memberships may be negotiated as a part of total compensation.

VIII. Estimated Recruitment Timetable

June 24	Announcement of position vacancy posted on job boards; informal recruitment begins
August 5	Preferred deadline for resume submission
August 17	Search Committee confers about Screening Report, determines finalists to be interviewed (meets with Recruitment in Executive Session)
August 29 (week of)	Search Committee interviews with finalists
Sept. 5 (week of)	Board identifies preferred candidate, makes conditional employment offer
September 9	New Executive Director announced