



Position Profile
Executive Director
Delaware Association
of Rehabilitation Facilities
Wilmington, Delaware

Delaware Association of Rehabilitation Facilities (DelARF) seeks an experienced high energy leader and facilitative communicator to lead this statewide membership association of agencies supporting people with disabilities.

The Organization

DelARF is a membership association that offers membership to organizations that provide direct services, advocacy and/or educational services to Delawareans with disabilities, their families and advocates. DelARF's mission is to support members working to enhance the quality of life for people with disabilities and our vision is to change business, political and social environments increasing opportunities for all people to live, learn, and work in the community. Our constituents include 40 member organizations serving almost 100,000 Delawareans; 50,000 individuals with disabilities; 40,000 parents, guardians and family members; and the 5,000 staff members who support them. DelARF has an annual budget of \$7M and is governed by a 11-member board of directors. For more information, see our website: www.delarf.org.

DelARF supports members' efforts to connect with decision makers and shape public policy. We also communicate with our members through regular updates, action alerts, collaborative training opportunities, access to meetings via conference calls and networking social events. We meet regularly with state agency leaders to build collaborative partnerships and address systemic issues affecting all members. DelARF supports national advocacy and collaborations through membership in national organizations, such as ACCSES, the State Use Program Association, the National Council of Community Behavioral Healthcare and the State Association of Addiction Services, among others.

DelARF has five commissions that meet regularly to develop goals and objectives and take action to improve the quality and outcomes of community based programs, including:

- Behavioral Health Commission – taking the lead for DelARF and its members in areas of mental health, substance abuse, and gambling addictions.
- Business Services Commission – responsible for developing contract work and promoting work opportunities for DelARF members, enabling them to provide employment to people with disabilities.
- Developmental Disabilities Commission – includes residential and day service providers, and takes the lead in addressing developmental disabilities issues, problems, resources and programs.
- Government Relations Committee – takes the lead connecting members with government leaders and decision makers, focusing on policy development and legislation.

- Vocational Services Commission – takes the lead addressing vocational issues including assessments, training, job development and employment within the field of rehabilitation.

The Position

Reporting to the board of directors, the Executive Director (ED) provides direction and leadership for organization mission and vision, represents and speaks for the organization and its work, and manages the day to day operations. The next executive will inherit an organization that is respected by its members, with an engaged staff, and a solid governing board.

The ED works with member agencies, state officials, legislators, and other allied partners to advance and shape the human services delivery system within the disability arena within Delaware, and ensures the long-term viability of the Association. The ED assures that the mission is the guiding principle behind all operations, programs and events.

Key Responsibilities

Specific responsibilities of the ED:

- Collaborates with DelARF Commissions to set annual goals that support strategic direction;
- Collaborates with the board of DelARF to define and articulate the organization's vision and to develop strategies for achieving that vision;
- Develops and implements strategies for ensuring the long-term financial viability of the organization;
- Promotes a culture that reflects the organization's values, excellence in delivery, and rewards productivity, including recruiting, development and assessment of staff performance;
- Oversees development of annual budgets; and prudently manages the organization's resources within budget guidelines;
- Provides prompt, thorough, and accurate information to keep the board appropriately informed of the organization's financial position;
- Oversees all marketing and publicity materials and serves as key contact for media coverage and press development;
- Strategizes and executes education and advocacy at the state and national levels, including working with state government at all levels;
- Testifies at various public hearings and supervises retained lobbying firms when in place;
- Participates in the work of national membership organizations to which DelARF and its members relate and helps form policy;
- Act as a primary spokesperson and liaison between the organization and the community, policy making and advocacy groups, peer organizations and donors;
- Oversees design, delivery, and quality of programs and services offered to members and through the state use program;
- Coordinates the work of all DelARF Commissions with regard to their goals, position papers, and activities;
- Works with the State Use Law Commission (SULC) which oversees the operations of the state set aside program;
- Assures compliance with the State Use Law for all contracts and the existence of a vibrant customer service program.

Leadership Outlook and Near-Term Priorities

The DelARF ED plays a variety of leadership roles both inside and outside of the organization. The disability field is currently in a state of transition and transformation. The DelARF ED needs to maintain close, collaborative relationships with policy makers and have a deep understanding of the issues faced by DelARF's member organizations which vary according to the focus of their missions.

The priority responsibilities of the new ED for the first 12 – 18 months:

- Gain a thorough understanding of the services offered by member organizations. DelARF is the only state association of providers in DE, and the ED must have an understanding of the fields of Substance Abuse, Mental Health and I/DD services;
- Assist members to transform their systems to be in compliance with Medicaid, DOJ and state policy directives;
- Develop trust and working relationships with all stakeholders, including board, staff, member organizations and state officials and legislators;
- Become familiar with and maintain the state use program during the Sunset Review and grow the program. Continue to refine DelARF's policies and procedures in administering this program.
- Evaluate membership dues structure; and
- Develop a solid understanding of the day-to-day operations of DelARF and the roles and responsibilities of current staff members.

Experience and Attributes

Ideal candidates for this position will share our commitment to DelARF's mission and will bring a variety of experiences and attributes to DelARF, including:

- Ability to provide visionary and strategic leadership and translate that vision into measurable strategies and concrete actions that advance the mission;
- Proven networking ability, exceptional interpersonal skills, development and understanding of complex relationships, with ability to engage a diverse group of stakeholders;
- A background in providing services to people with disabilities, including an understanding of what service provision entails, the challenges facing providers, consumers and families, and best practice and regulatory issues;
- Well-honed leadership skills and style, including diplomatic assertiveness, confidence, integrity, flexibility, courage, curiosity, and a positive affect;
- Well-developed written and oral communications skills and style; a facilitator skilled in leading conversations with disparate groups and voices who can inspire and influence;
- Ten years' professional experience of progressive leadership and management responsibility in a nonprofit organization, preferably in a membership organization, or association;
- An understanding of the legislative process and advocacy with a well-developed political savvy and understanding of bureaucracy, including knowledge of and experience with local and state public policy agendas;
- A strategic thinker with well-honed business acumen and a commitment to service;

- Proven experience with fiscal management, budgeting, and operations, including responsibility for developing and managing at least a \$5 million budget;
- Experience supporting the board of directors in its governance role, fostering its ongoing development, and keeping it informed about internal conditions and external developments;
- An understanding of trade association management and the priority of member services;
- An understanding of or willingness to learn about the state of Delaware;
- Bachelor's degree required; Master's preferred.

Salary will be competitive and commensurate with experience. Resume review begins immediately. Interviews will be held in late March and early April.

Application Process

To apply, e-mail resume, cover letter and salary requirements to: DelARF@raffa.com (e-mail applications are required). For other inquiries contact:

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Delaware Association of Rehabilitative Facilities is an affirmative action employer. Applications from women and persons of color are encouraged. Resume reviews begin immediately.