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ORGANIZATION

One Vision

POSITION

Chief Executive Officer

BRIEF

Ballinger Leafblad is pleased to partner with One Vision in the search for its next Chief Executive Officer.



ORGANIZATIONAL OVERVIEW

One Vision is a nonprofit, charitable organization providing services to more than 550 individuals so they may achieve greater independence through personal choice and community involvement. Connecting people with purpose is at the core of what One Vision does. This includes helping marginalized individuals find jobs in their communities, supporting them in homes that meet their needs, and encouraging them to pursue personal interests.

One Vision was founded in 1966 as Handicap Village, and began serving clients in 1970. In 1994, we adopted the name Opportunity Village to better represent those it serves. Today, the realm of services has evolved to include community-based personal and employment support for people with disabilities; the Children's Autism Centers in Clear Lake and Fort Dodge; and retail businesses that provide revenue for the organization along with job opportunities for those it serves.

One Vision provides services in 30 Iowa communities within a 100 mile radius, with service hubs in Clear Lake, Mason City and Fort Dodge.

The organization changed its name to One Vision in 2017, thus symbolizing how its founders came together with a common vision that still guides its vision today — to connect people with purpose. The name unifies the organization throughout the numerous North Iowa communities in which it provides services. Above all, it strongly represents One Vision's commitment to the people it supports.

One Vision maintains an 80-acre campus on the North edge of Clear Lake. This campus is the original property envisioned to be all-inclusive of its “village” services. In recent years services to people with disabilities has transitioned away from a campus model to community-based services. The campus is being transformed into an active senior living community for people 55 years of age and older.

Triplex town homes have been created from what once were 16-person group homes. Each unit has a two bedroom town home in the middle section with a three bedroom town home on either side. These will be sold to interested buyers as condominiums. Owners will enjoy a carefree lifestyle with grounds keeping and access to the campus amenities included through a Home Owners Association.

Independent living for seniors can be found in four options of apartment styles. The apartments are available to rent in our 48 unit, three story building called TimberCrest. Common spaces for gathering are found not only in the TimberCrest building but also in the adjacent activity center.

Amenities available for all residents of Glen Oaks include: a pool, therapeutic whirlpool, gymnasium, fitness center, theater/multi-purpose room, library, craft rooms, and large events center. Paved walking trails, hiking trails, disc golf course, gardens and plenty of green space with well established trees entice people into the outdoors. Future plans call for a coffee bar, clubhouse, salon, woodshop and other amenities as based on interest from residents.

Future expansion could offer the addition of a higher level of care such as assisted living, or skilled nursing. The 40 acres towards the west end of the campus has been platted to accommodate individual family homes. No immediate plans have been established for the development of those lots. Glen Oaks has its own 501(c)3 status. Revenue from Glen Oaks will be used to support services of One Vision.

VISION

To inspire meaningful lives by connecting people with purpose.

MISSION

The One Vision community supports individual choice by providing services that lead to greater purpose and independence.

SERVICES AND PROGRAMS

One Vision's core work is to provide services to individuals with many different needs and abilities in 30 communities throughout Iowa. The organization supports their individual life choices by helping people find jobs in their communities, supporting them in homes that meet their needs and wants, and encouraging them to pursue personal interests. One Vision believes providing this support allows individuals to lead meaningful lives and connect with their purpose.

But connecting people with purpose doesn't stop there. Employees find theirs by discovering a career supporting the success of others. It's a career that truly has meaning for many. Volunteers find theirs by playing a vital role in the daily operations of the mission, sharing their talents and skills by working at the General Stores in Clear Lake and Fort Dodge or assisting with Spiritual Life activities. Donors find theirs as their generosity becomes the difference between One Vision providing standard services and offering the best quality care and support in Northern Iowa.

Services include:

VOCATIONAL

One Vision Employment Solutions supports individuals with disabilities and other needs in finding community-based jobs in businesses of their choosing. To do this, staff get to know a person

outside of work, assess their interests, skills, and goals, look at their home environment, and find out when and where they are at their best. They then offer individualized training to improve skills as well as the opportunity to learn about different types of work by visiting businesses or trying out a job for 10 days. Services are funded through Iowa Vocational Rehabilitation and Iowa Medicaid Enterprise - HCBS Waiver Services. Private contributions help bridge the gap of funding shortfalls.

RESIDENTIAL

One Vision helps individuals with disabilities and other needs to find affordable, safe, and comfortable homes in Iowa communities of their choosing. Each person is supported to live as independently as possible, while being provided appropriate assistance based on individual needs.

For a child, it could mean having a staff member come to their family home to teach daily living skills. For an adult, One Vision supports them while they live independently in an apartment or home in the community. For someone needing more support, One Vision offers 24-hour supervision in a home. Services differ in size and location, in the degree of independence or supervision, and the amount of support. Services are funded primarily through Iowa Medicaid Enterprise - HCBS Waiver Services.

SERVICES AND PROGRAMS, cont'd.

CHILDREN'S AUTISM SERVICES

The Children's Autism Center offers hope for families overwhelmed by the challenges of raising a child on the autism spectrum.

The Children's Autism Center in Clear Lake provides the following services:

- Direct services, including skill assessment, intensive 1:1 ABA, positive behavior supports, and skill-building activities to improve the lives of children with autism.
- Social skills groups for children and teens with autism from elementary through high school that focus on developing specific social skills needed to enhance interaction with peers and adults. Groups meet once per week for 10 weeks.
- Parent training and education.
- Free, specialized activities and events, in collaboration with other local groups and resources, such as music, art, sailing, sports, and holiday events.
- Guest speakers with exceptional credentials as professionals in the field of autism.
- Assistance with navigating other services available in the area.
- Resource library of books, DVDs, sensory items, and educational resources available for check-out. The library was created with the help of the Cerro Gordo County Medical Alliance.
- Materials, technology, and equipment for families to "make and take" materials for home, school, and community.

The Children's Autism Center in Fort Dodge provides intensive 1:1 ABA.

DAY HAB

One Vision provides meaningful activities for people to enjoy socialization and stimulation in group settings as well as one on one. Based out of the Clear Lake campus, people select community based activities to participate in. Area nonprofits such as the Humane Society provide volunteer engagement opportunities to bring meaning and purpose to participant's lives.



SPIRITUAL LIFE

One Vision believes spiritual expression is part of a healthy life, as important as physical, mental, and emotional well-being. For this reason, a Spiritual Resources Coordinator is on staff, whose job is to support those individuals who want a spiritual connection in their lives. This might mean attending a local worship congregation in their community; participating in a small sing-along of favorite hymns with friends; or attending organization/planned Spiritual Life activities.

OneVision also offers comfort and support to people as well as their families when a loved one is hospitalized or dies and organizes Spiritual Life retreats twice a year, bringing people together for praise, contemplation, and service projects. The One Vision community supports individual choice by providing services that lead to greater purpose and independence.

VALUES



MINISTRY

One Vision continues to honor the Christian principles on which the organization was founded, that all individuals are created in God's image and worthy of respect.

INDIVIDUALITY

Supported individuals are encouraged to make choices and set goals consistent with their needs, wants, and desires. One Vision respects these choices and regards them as rights.

UNITY

Staff, families, and the broader community are unified in support of individual needs and choices.

ADVOCACY

One Vision advocates for the people it supports, and encourages them to self-advocate to ensure needs, wants, and goals are met.

SIMPLICITY

One Vision values simplicity over excessive policy and bureaucracy.

DIGNITY

The One Vision community treats everyone with love, respect, and patience.

DIVERSITY

One Vision encourages freedom of choice by offering diverse and flexible services. The needs and goals of the individuals supported shape the services provided.

QUALITY

One Vision provides professional services, working collaboratively with individuals and their families to support choices, needs, and goals.

ACCOUNTABILITY

One Vision acts as good stewards of the public trust to ensure long-term viability of the organization.



STRATEGIC PLAN

One Vision is currently in the fifth year of a five year strategic plan. With the understanding that it will have a new CEO, it has created a bridge plan for the current strategic needs. The Board and staff look forward to having a new leader to help guide and direct future strategic planning for the organization.

The areas of particular focus are:

WORKPLACE CULTURE

Launch initiatives are in place to create an employee focused culture to foster employee recruitment and retention.

WORKFORCE

Develop a career ladder for DSPs as well as supporting emerging leaders with leadership programming.

DIVERSITY

Complete current phases of Glen Oaks, market & fill/sell.
Determine next steps/phases of future development.

OPERATIONS

- » Prepare for Value Based Contracting by developing systems to capture and assess KPI.
- » Reduce operational deficits.
- » Complete implementation of CQL practices working for accreditation.
- » Expand service types and locations when deemed beneficial.
- » Assess and expand use of technology to capture efficiencies.

The Chief Executive Officer will provide vision, strategic direction and operational leadership for the organization. He or she will collaborate with the Board and Management Team to ensure healthy departmental functioning, organizational impact, and competitive advantage in the marketplace. The CEO motivates, establishes and sustains a healthy culture, mentors and develops organizational leaders, and aligns the organization toward growth, innovation, and the fulfillment of the mission.

Primary Responsibilities

- Provides leadership and management to ensure that the mission, core values, effective leadership culture, and service models of the organization are put into practice.
- Models healthy and positive behavior consistent with the organizational values.
- Promotes a culture reflecting the organization's values and guiding principles, encourages good performance, and rewards productivity, innovation, adherence to internal and external customer service principles, and effective interpersonal abilities.
- Stays abreast of how One Vision sites and affiliates experience the organizational culture, and implements action plans, as needed, to repair and enhance how the culture is experienced by staff or external stakeholders.
- Creates and maintains an organizational culture that values trust, transparency, respect, and professional growth among employees and leadership.
- Collaborates with the Board and ensures a strong, trusting partnership with internal stakeholders. '
- Helps the Board articulate its own role and accountabilities and that of its committees.
- Works with the Board Chair to focus the Board's attention on long-range strategic issues.
- Keeps the Board fully informed of strategic efforts, organizational risks, expansion opportunities, human service and not-for-profit business and service trends, funding shifts, philanthropy development, and progress or issues with sites and affiliates.
- Keeps the Board abreast of the organization's financial position, including providing updates related to material changes.
- Invests time to recruit, interview, and recommend volunteers to participate on the Board and its committees.
- Evaluates organization's adherence to by-laws and makes recommendations for changes as appropriate.
- Attends all Board meetings and committee meetings; coordinates the changes to committee chairs as needed.
- Ensures the successful onboarding of Board members by having quality orientation training.
- Responsible for driving the organization to achieve and surpass business and service goals and objectives.
- Collaborates with Management Team to develop and implement plans for the operational infrastructure of systems, processes and personnel to accommodate the service and growth objectives of the organization.
- Directs, plans and implements policies, objectives and activities of the organization to ensure continuing operations, to maximize returns on investments, and to increase impact and successful outcomes.

Primary Responsibilities, cont'd.

- Spearheads the development, communication and implementation of effective growth strategies and processes; identifies acquisition/merger or partnership opportunities and directs implementation activities.
 - Approves the selection of sites, added services, construction of buildings, and provision of equipment and supplies to meet objectives.
 - Stays abreast of, and reports, service and funding trends that are likely to have an impact on the organization's services and implement strategic plans to shift service and business models to meet future needs.
 - Direct and coordinate the organization's financial and budget activities in order to fund operations, maximize investments, maintain positive outcomes, and increase efficiency.
 - Directs the preparation of budgets for approval by the Board, including those for funding and implementation of programs, and manages expenditures and costs to meet budgeted expectations.
 - Optimizes the organizations banking relationships and initiates appropriate strategies to enhance cash position.
 - Develops and monitors strategies for ensuring the long-term financial viability of the organization.
 - Demonstrates sound knowledge of the organization's funding streams, payer processes, cost reporting, and government funding and reports to the board and other stakeholders; manages the organization's business models to meet fiscal restraints and opportunities.
 - Motivates and leads a high-performance management team; attract, recruit and retain staff; provide mentoring to ensure the development of future executive leadership of the organization.
- Fosters a success-oriented, trustworthy, transparent, and accountable environment within the organization.
- Maintains organizational commitment to training and developing leaders to be effective and support the implementation of organizational succession planning.
 - Continually assesses and evaluates human resource needs to meet organizational growth and changes in service delivery and implement structural changes to meet organizational capacity needs.
 - Provides direct supervision and evaluates work performance annually and as needed.
 - Represents, promotes and protects the reputation of the organization and its mission.
 - Exhibits behavior in public and private that reflects the values and mission of the organization.
 - Represents the organization and its value through various venues, including but not limited to public speaking, participation in community organizations and events, media relations, visiting sites and affiliates, and meeting with national and local stakeholders.
- Ensures the establishment of controls to effectively honor and manage contracts.

Primary Responsibilities, cont'd.

- Develops professional connections and networks with other providers and leaders that will position the organization as a partner and service leader at a local, regional, and national level.
- Direct the negotiation and approval of contracts and agreements with suppliers, distributors, federal and state agencies, and other service and customer entities.
- Ensures the establishment of controls to effectively honor and manage contracts.
- Oversees, as needed, the establishment of new service contracts and/or renegotiating service contracts to meet outcome expectations and fiscal solvency.
- Ensures all appropriate licensures and accreditations are achieved and maintained throughout the organization and that the quality of services provided to clients leads the industry.
- Creates and maintains a culture of continuous quality improvement and the demonstration of successful outcomes.
- Direct the development of promotional and fundraising activities for the organization.
- Builds a philanthropic culture by making personal contacts in the community, responding to donors, attending special events, and widening One Vision's outreach.
- Models a philanthropic spirit by giving back to the organization through time and other resources and by recruiting volunteers who will commit to giving time and other resources to the betterment of the organization.
- Develops professional connections and networks with other providers and leaders that will position the organization as a partner and service leader at a local, regional, and national level.
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SUPERVISORY RESPONSIBILITIES The Chief Executive Officer reports to the Board of Directors of One Vision. Positions reporting directly to the Chief Executive Officer are the Chief Operating Officer, Chief Financial Officer, Director of Services-North Region, Director of Services-Central Region, Director of Services-East Region, Director of Services-South Region, Director of Services-Behavioral Health, Chief Businesses Development Officer, Chief Development Officer, Human Resources Manager, and the Glen Oaks Director.

QUALIFICATIONS The CEO will be thoroughly committed to One Vision's mission with proven leadership, coaching and relationship management experience. Concrete demonstrable experience and other qualifications include:

- Minimum of 10+ years of experience in progressively responsible leadership positions in developing and operationalizing strategies which advanced a human services or healthcare organization to the next stage of growth.
- A high level of skill in coaching and managing staff and high-performance teams, setting objectives and building accountability and commitment and developing others to build capacity. Skilled in assessing and retaining talent.
- Experience in building organizational cultures with a high level of employee engagement, as well as taking organizations through change.
- Skills in working with a Board of Directors and other constituents with a high ability to cultivate relationships.
- Strong written and verbal communication skills. Effective influence skills and passionate communicator with well-developed interpersonal skills.
- Exhibits a high degree of ethical conduct, integrity, confidentiality, and professional behavior.
- Bachelor's Degree in the human service, administration, business management or related field. Master's Degree preferred.

LEADERSHIP CHARACTERISTICS

- Inspires and motivates others; presents a clear vision for the organization; champions a collaborative style of incorporating staff in planning, decision-making, facilitating and process improvement.
- Demonstrates willingness to make decisions, exhibits sound and accurate judgment, and makes timely decisions; handles emergency or crisis situations by taking appropriate actions consistent with policy and procedures.
- Exhibits clear, professional, respectful and effective communication when interfacing with Board members, clients, youth, staff, families and external stakeholders shares knowledge, information and resources appropriately.
- Exhibits a high degree of ethical conduct, integrity, confidentiality, and professional behavior.
- Delegates work assignments, gives authority to work independently, sets expectations and monitors delegated activities.

LEADERSHIP CHARACTERISTICS , cont'd.

- Interacts with and appreciates people from diverse backgrounds and promotes/supports the principles of diversity throughout the organization.
- Supports the mission of One Vision by exemplifying its values in all interactions with internal and external customers, and in all work performed on behalf of the organization.
- Provides thoughtful, compassionate, clear direction/communication for staff.

COMPENSATION The compensation package for this position is highly attractive and includes participation in the organization's benefits plan.

ABOUT CLEAR LAKE, IOWA

SMALL TOWN MIDWESTERN HOSPITALITY MEETS CITY VIBES IN Clear Lake, population 8,000 (swelling to 12,000 in the summer months). This stunning small city is situated on a pristine lake in the northern part of the state. With its many beaches and stunning waterfront area it is a picturesque community Iowans are proud to call home.

Clear Lake is 10 miles from Mason City, population 28,000, and ranked 10th nationally in a guide to life in America's many small cities due to the superior health care options, retail outlets, education, amusement places, and proximity to urban areas.

Located just off of Interstate 35 and along the Avenue of the Saints, Clear Lake is named for the 3,600-acre spring-fed lake on which the town was developed. Home to a number of attractions, festivals, state parks, renowned cycling trails and locally owned businesses, Clear Lake is ideal for work and play. Its historic Main Street includes upscale boutiques and bistros in a hometown atmosphere.

14+

Miles of waterfront
bicycle trails.

60+

Years of rock n' roll
history.

100+

Acres of natural
refuge.

The downtown abuts City Beach on the lake and is complemented by a large city park with a band shell. Beautiful estates ring the lake and are home to both year-round and seasonal residents, and on any given summertime weekend, residents enjoy live music, festivals, merchant fairs and more at the park and surrounding downtown. Though small, Clear Lake is mighty; with major corporations including Kingland Systems, TeamQuest and Serta, the community is both a lifestyle and commercial center for Northern Iowa. Fishing Clear Lake has never been better. Thanks to a \$9 million dredging project completed in 2009 on the west end of the lake, the general health of the lake has improved and is evidenced by spectacular fishing.



Formerly Central School grounds, Central Gardens of North Iowa was developed in 2000. Since its inception, it has grown to be Northern Iowa's largest public garden, situated on 2.75 acres. The gardens are host to more than 25,000 visitors each season, and numerous private events. It is an inviting place to wander, or bring lunch and relax on the terrace or lawn. The gardens are host to many special events, such as the popular summer series Fresh on Friday.

In fact, Clear Lake is home to 11 lush parks in all shapes and sizes. City Park is the hub for community events, and is located downtown. Volleyball kits, horse shoes, Frisbees, and softball bats and balls are available for check out through the department.

Clear Lake State Park is located on the southeast shore, one of the major outdoor recreation features of the region. The 55-acre park offers a tremendous array of outdoor recreation opportunities due to its location on the lake as well as its natural beauty. The park is characterized by gently rolling ground with open, mature groves of oak trees. Several small draws and thickets provide habitat for owls, squirrels, opossums, raccoons, rabbits, many species of songbirds and deer. Scenic Woodford Island is a 3-acre island managed primarily for wildlife habitat and is an excellent spot for fishing.

A day-use lodge is located in the picnic area near the beach. Built in 1938 by the Works Progress Administration, this impressive historical facility is a great place for such group events as weddings, family reunions, company picnics, and other large group gatherings.

Plus, Clear Lake State Park has one of the most popular campgrounds in the Iowa state park system. The campground contains a modern restroom, shower facilities and trailer dump station. Advance reservations can be made online through the Reserve America system. Half of the campsites are available on a first-come, first-serve basis.

McIntosh Woods is a 60-acre natural refuge located along the northwest shore and is home to the only two yurts in the Iowa State Park system. In winter, folks cross-country ski, snowshoe or ice fish.

A one-mile interpretive hiking trail winds its way through the park with



several key features highlighted along the route. The trail takes you through the Mallard Marsh on a walkway above the marsh that leads to a wildlife viewing blind where you can take photos of waterfowl, birds and a variety of wildlife species.

McIntosh Woods State Park is also a popular spot for picnickers. The grassy and shaded picnic areas are a great place for a family cookout.

You can't think of Clear Lake and not mention the Surf Ballroom. Originally famous for hosting big band leaders and built to resemble a beach club, this popular music venue was where Buddy Holly, Ritchie Valens, and The Big Bopper played their last concert before their plane crashed in Northern Iowa back in February 1959. A wall of living history offers messages and signatures from hundreds of the artists who have played there. Concerts are still going strong at the Surf, including the Winter Dance Party which pays tribute to the three who lost their lives that fateful night referred to as "The Day the Music Died" per singer Don McLean.



IMPRESSIVE RESTAURANTS ARE THE NORM IN THIS UPSCALE COMMUNITY, with many of the most popular locals within the heart of the quaint town square. For lunch and dinner the town has you covered, with everything from Asian classics to pizza, burgers, Mexican fare and robust breweries.

To wear off some of those calories, Clear Lake offers up some of the best golf course in the Midwest. Located near Clear Lake State Park Campground entrance, Oak Hills Golf Course is an enjoyable 9-hole par 30 public golf course with gently rolling hills, tree lined fairways, and challenging bent grass greens. The course has excellent drainage and is playable when other courses are too wet.

Veterans Memorial Golf Club offers beautiful views, wide bluegrass fairways, and well-kept greens. Located along the north shore of Clear Lake, the golf club came into existence in 1922. It was purchased by the Clear Lake Chamber of Commerce in 1945, and the Chamber dedicated it to Clear Lake's war veterans and named it All Veterans Golf Club. Acquired by the City of Clear Lake in the spring of 2011, the course was re-dedicated to war veterans and took on the name of Veterans Memorial Golf Club.

Public Wildlife Management Areas around Clear Lake are available for public recreational use every day of the year. These areas are managed to provide food, winter cover and secure nesting habitat for resident and migratory wildlife species, and to provide public hunting opportunities. Although hunting and trapping are the primary recreational activities available on these areas, bird watching, hiking, and mushrooming are also common pursuits. Clear Lake offers newcomers the full package – outdoor recreation, culture, wildlife, topnotch schools, affordable housing and warm neighbors. Residents are provided four beautiful seasons with a small town welcome in a truly modern city.

WE INVITE YOU TO GET IN TOUCH.



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CIVIC SEARCH. REIMAGINED.

