



**CONFIDENTIAL**

**POSITION DESCRIPTION**  
**FOR THE POSITION OF**  
**PRESIDENT & CHIEF EXECUTIVE**  
**OFFICER**



**MARCH 2020**

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## CONFIDENTIAL POSITION DESCRIPTION

<b>POSITION</b>	President & Chief Executive Officer
<b>ORGANIZATION</b>	Veterans Village of San Diego
<b>LOCATION</b>	San Diego, CA
<b>WEBSITE</b>	<a href="http://www.vvsd.net">www.vvsd.net</a>

### COMPANY OVERVIEW

In 1981, five Vietnam Veterans, Jack Lyon, Bill Mahedy, Randy Way, Paul Grasso, and Russ Kelly were sitting around in a group counseling session discussing the traumas of war and looking to enhance services from the VA. They were not happy with the services that were available to them at that time due to the lack of adequate medical and psychological care for Vietnam Veterans. In that same year, Veterans Village of San Diego (VVSD) was started to serve all veterans and is dedicated to “Leave No One Behind.” VVSD is the only program of its kind in the United States and is nationally recognized as the leader in serving homeless military veterans. Each year VVSD provides services to more than 3,000 military veterans throughout San Diego County.

From this modest beginning, VVSD has evolved over the past three decades into a nationally-recognized, non-governmental organization known for delivering innovative services and helping to restore the lives of all veterans. VVSD is the pioneer and creator of the national [Stand Down](#) program, a 3-day intervention program that is now replicated over 200 sites across the country each year.

Today, VVSD offers the following programs for veterans and their families:

- ▼ Housing Options – VVSD operates bridge, transitional, and permanent housing on its main campus and across San Diego county.
- ▼ Steven A. Cohen Military Family Clinic – provides high-quality behavioral healthcare services accessible to all post-9/11 (including National Guard and Reserves), their families, and the families of active duty service members.
- ▼ Employment Training – helps veterans to find new careers or resume previous career paths through a wide variety of employment training services and business partners.
- ▼ Homeless Court Program – provides legal assistance to resolve legal issues for the homeless veteran population.
- ▼ Rehabilitation Center – VVSD operates a 224-bed state-licensed drug and alcohol rehabilitation center.

VVSD employs over 170 staff and receives approximately \$16 million in financial support annually, comprising of about 80% in grants and 20% in private donorship. The 15-member Board includes veterans, community members, and prominent business leaders who are committed to making VVSD a world-class organization providing nationally-leading, expert services to veterans and their families.

### THE OPPORTUNITY



The President/Chief Executive Officer (CEO) will lead a robust and complex veteran-centric nonprofit organization focused on wellness, homelessness, behavioral health, employment and housing. With a deep understanding and working knowledge of issues that veterans experience, this leader will be VVSD's chief visionary, spokesperson, champion, and change agent.

The board is seeking a CEO who is an exceptional people leader, strategic thinker, effective and influential business operator, and an expert in homelessness and behavioral health services. This position reports to the board and is responsible for leading and managing all aspects of the VVSD organization. As VVSD continues to transform into a more robust and world-class organization providing innovative and holistic veteran services, this leader will ensure that best-in-class business operations and financial modeling practices are leveraged to continue transforming and fulfilling VVSD's mission, while providing excellent customer service and experience to clients in that journey.

The successful CEO will elevate awareness of VVSD's work both nationally and within the greater San Diego community, building bridges between VVSD and its many allies in the nonprofit, government and private sectors, inspiring VVSD staff and volunteers to serve with excellence and caring, motivating donors to give generously, and fostering collaborative efforts between board and staff that engender efficiency, trust and respect among all parties. The CEO will have a Board-supported and strategic opportunity to diversifying the organization's revenue makeup by increasing philanthropic support amongst corporate and individual donors.

#### KEY RESPONSIBILITIES

- ▼ Serve as VVSD's chief ambassador on both a national and local level with federal agencies, corporates, business partners, community partners, private donors, and more.
- ▼ Lead VVSD with a strong data-driven and best-in-class business practices to further evolve VVSD into a world-class organization serving veterans across the continuum of services, from preventative and interventional to sustained recovery and wellness.
- ▼ Actively evaluate and manage VVSD's housing vacancy rate and implement programmatic solutions that will thoughtfully maximize the long-term utilization of all available beds and housing units.
- ▼ Comprehensively expand access to VVSD's programs and services amongst the homeless veteran population in San Diego county and lead VVSD to become the top expert provider in homelessness.
- ▼ Develop a strategic plan and operational plans that have measurable goals and objectives with alignment from the board and management team.
- ▼ Provide on-going strategic recommendations to the board based on creativity, financial analysis and projections, risk assessment, and political realities
- ▼ Engage the board on issues and trends in the social services field that may result in changes to the operating model and operational delivery of VVSD.
- ▼ Navigate the complexities of operating a treatment program and developing affordable housing in an uncertain political and funding environment.
- ▼ Developing new strategic partnerships with allied organizations and institutions locally and across the country.
- ▼ Engage the senior management team and staff in transparent conversations that produce new strategies for approaching VVSD's work.

- ▼ Evaluate the organization's current technology state and implement technological changes that will positively impact and enhance the organization's operations. Successfully balance the organization's current technology needs to meet key deliverables with the long-term needs of an expanding organization.
- ▼ Enhance and grow the digital capabilities of VVSD that will set up the organization for sustained success and results.
- ▼ Effectively manage and engage the board with best practices to ensure efficient processes to cascade information and in making key decisions.

## LEADERSHIP

- ▼ Servant leader who is a strong manager of senior managers and provides strong people and change management leadership throughout the organization.
- ▼ Lead, mentor, motivate, and energize the senior management team and staff to deliver high-quality work to fulfill and advance VVSD's mission.
- ▼ An action-oriented leader and forward thinker who can meet the organization where it is at and thoughtfully move it forward through exceptional collaboration and a client-focused leadership style.
- ▼ Develop the KPIs/metrics with robust dashboards that can succinctly and accurately measure VVSD's performance and effectiveness, while ensuring the appropriate allocation of resources.
- ▼ Champion a mission-driven, result-driven, and innovative culture that addresses both the current issues and longer-term needs of the veteran community.
- ▼ Develop and instill a culture of high accountability and exemplary customer service to clients, partners, and donors.
- ▼ Set clear performance expectations with associated celebration and rewards; build a high-performance senior management team with a focus on excellence and achievement orientation; recognize individual achievements throughout the performance period; ensure staff know how they are performing throughout the year.
- ▼ Inspire a bold vision and mentor the senior management team to drive and elevate high performance in all VVSD programs and services.

## QUALIFICATIONS AND EXPERIENCE

- ▼ A mission-driven thought leader who has a deep understanding and extensive working experience leading world-class and innovative homelessness and behavioral health programs.
- ▼ Excellent financial and business acumen with a successful track record of leveraging innovative models to sustainably grow and expand housing, social services, and behavioral health programs.
- ▼ Proven track record of skillfully managing federal, state and local politics, while forging strong partnerships with such constituents.
- ▼ Demonstrated success with fundraising at the federal, state and local level with both government funding and private donors.
- ▼ Master's Degree in a related field, or comparable experience.



- ▼ Minimum 7-10 years of C-level leadership experience with similar nonprofits, including current/prior experience leading complex, longer-term organization-wide change.
- ▼ Keen analytic, organization and problem-solving skills which support and enable sound decision making.
- ▼ Excellent communication and relationship building skills with an ability to prioritize, negotiate and work with a variety of internal and external stakeholders. Outstanding communication skills to communicate effectively from the Board to frontline staff.
- ▼ Successful track record in leading senior management teams to drive measurable outcomes and results.
- ▼ A transformative and change leader who makes meaning of change. Successful experience implementing multi-year strategic and action plans.
- ▼ Depth of digital enablement of the business with demonstrated track record of building a digital culture and experiences across functional areas.
- ▼ Ability to develop and maintain constructive relationships with community constituents, customers, government entities, vendors, and donors.
- ▼ Excellent analytical skills, strong ability to lead multiple complex projects under rigorous timelines and political nuances, and working well in a demanding dynamic environment to meet organizational goals.
- ▼ High emotional intelligence, integrity and interpersonal skills – and an exceptional collaborator.
- ▼ Veteran status is an advantage.

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