EXECUTIVE SEARCH

Executive Director

GREEN VISTAS

THE BEGINNING OF A BIGGER STORY.

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JN-102026-39691

Client:	**Green Vistas**
Role:	**Executive Director**
Reports To:	**Board of Directors**
Location:	**San Diego, California**
Website:	**greenvistasllc.org**

GREEN VISTAS

SITUATION OVERVIEW:

ZRG has been engaged to recruit an **Executive Director** for Green Vistas LLC ("Green Vistas"), a non-profit formed to support seniors in San Diego with safe, affordable housing.

ABOUT COMPANY:

Green Vistas believes that affordable housing is not a luxury, it is a foundational necessity for seniors. Safe, stable, and affordable living environments is critical in promoting the health, security, happiness, and vitality of older adults and allow seniors to age with dignity, purpose, and joy.

MISSION STATEMENT

Green Vistas exists to support seniors in San Diego with access to safe, affordable housing. Green Vistas provides rental housing and related facilities and services that are especially designed to meet the physical, social, and psychological needs of the aged, and contribute to their health, security, happiness, and usefulness in longer living.

GREEN MANOR'S LEGACY

In 1970, Mission Hills United Church of Christ built an apartment tower for low-income seniors dubbed Green Manor at 4041 Ibis Street in Mission Hills.

Later, MHUCC merged with First Congregational Church, and in 1980 built another low-income apartment tower for seniors, First Congregational Memorial Tower at 3541 Park Boulevard in North Park.

Today, both buildings operate with Section 8 rental assistance to ensure long-term affordability for over 250 residents.

Green Vistas was created to carry Green Manor's mission of supporting seniors into the future. The organization provides gap financing for affordable housing projects supporting seniors and serves as a vehicle for developing new seniors-focused affordable housing.

This December 2026, Green Vistas in partnership with Hampstead Companies and Trestle Build will break ground on Hillcrest: 75 new affordable apartments for seniors, supported by a $5m predevelopment loan and $13m subordinate loan commitment from Green Vistas. Green Vistas continues to evaluate new investment and development opportunities to provide safe affordable housing for seniors in San Diego.

Green Vistas also continues to support local nonprofits that provide services to seniors promoting their health, security, happiness, and vitality. In two short years, they've committed over $3,000,000 in gifts and grants to organizations delivering these critical resources for seniors.

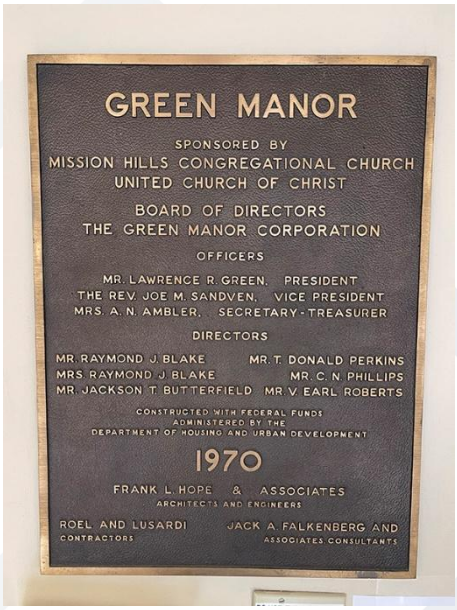
Green Vistas was created by Mission Hills UCC as a nonprofit corporation to oversee ownership and the operations of Green Manor and future properties. A governing Board of Directors ensures that Green Manor fulfills its mission The pastor serves as a permanent board member, and the majority of directors must come from the congregation, along with valued community members. This structure ensures that the property remains a living expression of the Church's mission.



In recent years, the Green Vistas Board took a bold step forward. Working with an experienced affordable housing developer, the Board was able to recapitalize Green Manor and finance renovations of the building and apartments utilizing the Low Income Housing Tax Credit (LIHTC) program. The Board's actions generated significant funds to support its mission of supporting seniors through affordable housing. This rehabilitation of Green Manor ensures another fifty years of service.



The Board still maintains an ownership interest in Green Manor and still owns the land. Following the completion of the tax credit compliance period, approximately 15 years, Green Manor will again become majority owner alongside its development partner, RAHD.



POSITION:

Green Vistas is seeking an inaugural **Executive Director (ED)** to oversee the organization and steward its mission to serve seniors in San Diego through access to safe, affordable housing. The Executive Director will report to the Board of Directors and will provide leadership in formulating and implementing Green Vistas's philosophy, mission, strategies, and goals. This individual will be the first permanent employee of the organization and as such will be responsible for setting up systems and processes.

The Executive Director will have a rare opportunity to shape both the future of the organization and make a meaningful impact in the lives of low-income seniors in their community.

POSITION DESCRIPTION:

STRATEGIC LEADERSHIP

- Direct the vision and activities of the organization in collaboration with the Board of Directors, taking into account long-term sustainability, community impact, mission alignment, and growth.
- Provide direction and guidance on strategic business-related decisions, including investment strategy, potential partnerships, acquisitions, and development opportunities.
- Demonstrate Green Vistas's commitment to diversity, equity inclusion, and belonging, both internally and in the implementation of its mission and work.

OPERATIONS

- Lead and strengthen the internal operations, infrastructure, and administrative functions of Green Vistas, ensuring organizational sustainability and effectiveness; commit to the administration of best industry practices that balance mission alignment with efficient delivery within Green Vistas.
- Design, standardize, and implement systems, processes, and controls that support a high-impact, deeply mission-oriented organization.
- Establish and oversee a coherent, portfolio-wide strategy that optimizes long-term asset performance, cash flow stability, and risk management within a nonprofit ownership context, for all loans and properties.
- Lead corporate functions (financing, accounting, IT, legal, communications, and human resources) – Green Vistas will primarily be using third-party contractors for these functions; the ED will be responsible for procuring and actively managing all contracts/engagements to ensure the organization is getting appropriate value out of all contracts.
- Oversee the annual certified audits of and tax filings for Green Vistas.

LENDING & INVESTMENT STRATEGY

- Oversee Green Vistas' loan portfolio and grantmaking program, ensuring disciplined underwriting, portfolio monitoring, and impact measurement.

- Lead the Investment Committee alongside the board for new loans and acquisitions; build upon the current investment and credit committee process.
- Provide underwriting and due diligence on all loans, grants, and new investments; Ensure that there is a clear investment thesis and business plan for anything under consideration by the Board.
- Negotiate the closing process and provide asset and portfolio management post-close.
- Serve as primary point of contact and relationship manager for borrowers, grantees, and co-investors, ensuring rigorous stewardship of the organization's $60M+ asset base.
- Evaluate opportunities to leverage or grow the organization's capital through co-investments, revolving loan structures, credit facilities, or other participation agreements.

DEVELOPMENT

- Create a strategy for growing the Green Vista's development footprint, in San Diego and potentially more broadly in Southern California; Identify and acquire potential sites, and vet development, capital and operations partners.
- Serve as primary contact for outside development partners; ensure that the interests and mission of Green Vistas are being preserved throughout the development process.
- Serve on the Board's Development Committee, providing updates on progress for ongoing developments.
- Onboard operating partners to ensure new projects are marketed and leased in compliance and to full occupancy.

COMMUNITY ADVOCACY AND INDUSTRY LEADERSHIP

- Maintain a significant presence in the affordable housing industry in San Diego and at the state level (when necessary); with those relationships, bring credibility, contacts, and business opportunities to Green Vistas.
- Understand the community that Green Vistas serves – the history, demographics, and the complex social needs of the area and its residents.
- Develop relationships with local, state, and federal government leaders to influence and stay ahead of policy changes that impact the affordable housing industry and the residents it serves, forging strategic pathways for Green Vistas to continue its support of seniors within the context of significant paradigm and industry shifts; maintain a firm commitment in the approach to influence outcomes, driving change on behalf of residents, representing the community's rights and needs.

QUALIFICATIONS:

- Minimum of 15 years of progressive management and leadership experience, with at least five years of leadership experience within the affordable housing ecosystem; while

candidates must not have worked exclusively in organizations that are focused on affordable housing, real estate, or finance, some level of experience in any of these is necessary.

- An undergraduate degree is preferred; an MBA or other advanced degree in business, public administration, finance, urban planning, and/or related real estate is a plus, but not required.
- Management expertise and fiduciary perspective to manage and lead the overall business enterprise with a long-term perspective on the business. Some experience in a start-up environment, whether at the organization, program, or initiative level, while not required, would be beneficial in this role.
- Demonstrated leadership around policy issues that impact the affordable housing, seniors housing, and community development space.
- Demonstrated experience with mission-driven organizations or non-profits (either in a professional role or in a volunteer Board capacity), with an emphasis on organizations that benefit low-income populations and may be complex or multi-layered.
- Broad knowledge of affordable housing investment, development, finance, real estate and capital formation; experience or an understanding of structured transactions utilizing various capital sources and relationships for affordable housing or low-income communities is a plus.
- Experience with local, state, and federal affordable housing programs, including those with Department of Housing and Urban Development (HUD), the California Housing Finance Authority and other similar entities.
- Ability to harness the energy and commitment of a motivated volunteer Board of Directors with deep mission alignment and a bias towards action.
- An appreciation for the community dynamics within the low-income senior population in San Diego.

PERSONAL ATTRIBUTES:

- Deep embrace and support of Green Vistas mission, culture, and values; commitment to best-in-class approaches and identification with the social mission and outcomes Green Vistas's work promotes.
- Ability to thrive in a dynamic environment, that will require working both thinking on a strategic level and rolling-up the sleeves to get things done.
- A community-oriented philosophy and business acumen, understanding the connection between residents and community members and the resources available from Green Vistas.
- Exceptional interpersonal skills that foster effective working relationships with a diverse group of individuals, embracing racial and gender diversity; is as comfortable in the boardroom, with the press, and at the city-level as in the community and with residents Green Vistas serves.

- Creative thinker who is not afraid to present new ideas.
- Highly developed listening, written, and oral communication skills with an ability to articulate a clear and compelling vision and make effective presentations on complex topics
- Ability to bring a business rigor and sense of urgency and willingness to advance new ideas that will "push" the organization forward in expanding and advancing its mission, while maintaining a strong financial position.

INTERVIEW PROCESS:

ZRG provides our global Clients with a rigorous and patented assessment platform grounded in data and analytics. Our interview process includes the following:

1. Initial interviews with ZRG
2. ZRG presentation of candidates to Client for calibration and discussion; Client selects candidates for consideration and initial interviews
3. Candidates complete ZRG's on-line assessment
4. Finalist candidates advance to second and third round interviews with broader leadership team
5. Formal referencing
6. Offer extended

ABOUT ZRG PARTNERS:

ZRG is a global talent advisory firm that is changing the way companies hire and manage talent. ZRG's data-driven approach to executive and professional search has been changing the way clients think about how to find top talent. The company's digital Zi platform combines talent intelligence, candidate insights, and process improvement to dramatically deliver executive searches quicker and with proven better results.



Sarah Dunn
Managing Director
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Based in the Bay Area, Sarah is a Managing Director within the Real Estate practice at ZRG Partners where she leads the firm's work in affordable housing. Prior to joining ZRG, Sarah was a Managing Director at Terra Search Partners, where she led research and outreach for many of the firm's executive searches. She has a deep understanding of how organizational culture shapes business strategy which allows her to leverage search in support of each client's individual goals. In all of her assignments, Sarah brings to bear best practices in diversity, equity, and inclusion.

Sarah received her MBA from Fordham University and completed a competitive dual degree program at Oberlin College and Conservatory, where she earned a Bachelor of Arts in Latin Language and Literature and a Bachelor of Music with a concentration in Voice Performance. Sarah is deeply involved in her local community and is a past President of the Board of Directors for the Oakland Parks and Recreation Foundation.

Link to complete bio for Sarah Dunn.



Brooke Green
Managing Associate
bgreen@zrgpartners.com

Brooke Green is a Managing Associate at ZRG and recruits globally at the executive level. She is known for her professional recruiting expertise, her passion for the candidate experience and the discretion she shows when dealing with confidential searches. After spending three years recruiting on both the east and west coasts, Brooke began her career in the classroom, receiving a master's degree in education. She taught elementary school in the San Marcos Unified School District for 13 years across a variety of grades and in several different schools.

In 2016, Brooke returned to recruiting, joining WinterWyman Executive Search in its beginning days. She helped build that practice before joining ZRG Partners in 2019. Since joining the firm, Brooke has conducted executive searches across a variety of industries and functions globally, and she continues to assist organizations in successfully identifying key executives to help their businesses grow. Brooke graduated summa cum laude from Providence College and holds a master's degree in Education from National University.