



VILLA MARIN

RETIREMENT LIVING REDEFINED

CEO Opportunity Presentation



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Opportunity Summary

Villa Marin, located in San Raphael, CA, is seeking an accomplished, engaging senior living executive with high integrity, strategic vision, strong interpersonal relations skills, and exceptional leadership ability. This opportunity is a great career move for a collaborative, performance-driven leader to join an organization that is committed to enriching the lives of those they serve through excellence in senior living, life-enhancing activities, and person-centered care.

Located in the San Francisco Bay area, Villa Marin is among the most desirable Continuing Care Retirement Communities in the area. It is a highly unique not-for-profit community consisting of 224 condominiums, and it is HOA owned and managed. The 224 units range in size from 660 to 3075 sq. Ft. and are available in 7 different floor plans. Villa Marin was developed in 1985, and the facility and grounds are meticulously maintained and in pristine condition. The community is licensed for 28 Skilled Nursing Beds and has a Health Care Center that is staffed with Registered Nurses and Certified Nursing Assistants 24 hours a day, and physicians who are always on call.

The Role of CEO

Board Collaboration

- With the President of the Board, enables the Board of Directors to fulfill its governance function, and facilitates the optimum interaction between management and the Board of Directors
- With the President of the Board, develops agendas for meetings, so that the Board can fulfill all its responsibilities effectively
- Participates in the formulation of policy and provides leadership to achieve VMHOA's philosophy, mission, and strategy, and its annual goals and objectives
- Keeps the Board fully informed, reporting all-important operational issues
- Works closely with the Board to facilitate the smooth operation of the committee structure and provides timely response to the residents' and committees' inquiries and suggestions
- Works closely with the Board of Directors, staff, committees, and residents to assure that VMHOA has a strategic plan for the years to come
- Support the Board with information and outputs that are important for the effective operation of the organization

Budget Development and Oversight

- Responsible for financial planning, operational budget updates, and the development of business plans for the CCRC
- Responsible for the consistent achievement of Villa Marin's mission and financial objectives
- Responsible for the overall financial performance of VMHOA, including preparation and implementation of operating and capital expenditure budgets; provides timely monthly financial statements and revenue forecasts

Strategic Planning

- Leading the development of the company's short term and long term strategies
- Set strategic goals and make sure they are measurable and achievable

- Communicates final strategic planning documents to VMHOA to ensure clear communication and expectations are established
- Maintain a strong awareness of the competitive market landscape and industry developments

Leadership

- Responsible for development of an effective management team; directly supervises: Health Services Administrator, Administrative Assistant, Director of Facilities and Engineering, Director of Human Resources, Chief Financial Officer, Director of Social Services, Director of Excursions and Entertainment, Director of Transportation, Director of Housekeeping and Environmental Services, and Director of Resident Services, Real Estate Sales, General Manager of Food Operations
- Assures that Villa Marin's philosophy and mission statements are pertinent and practiced throughout the organization
- Provide leadership by example; demonstrating credibility, discipline, follow-through, accountability, and strong team orientation
- Ensures the development and implementation of personnel training and of plans and programs that will provide the human resources necessary for the achievement of Villa Marin's mission
- Maintains a climate that attracts, keeps and motivates top quality people – both professional and managers
- Ensures accountability, communication, and good working relationships among the staff and residents
- Evaluating the work of other leaders and managers within the company
- Support the managers with information and outputs that are important for the effective operation of the organization
- Provide support to managers throughout the organization to help them do their work more efficiently and at a higher level of quality

Organizational Design and Systems

- Create frameworks to ensure that work is appropriately delegated down the organization
- Ensure decisions are made in line with expectations so that results drive strategy
- Ensure systems are in place so work can flow smoothly across the organization
- Ensure a framework is in place for accountability and that authority is established to ensure work that needs to cross departments can do so efficiently
- Develop and maintain an appropriate organizational design so the components of the organization function together efficiently and effectively
- Establish a Talent Management System to ensure that there is a system in place for ensuring that people are appointed to appropriate positions in the organization based on capability, knowledge, skills, and values
- Responsible for the oversight of building operations across departments

Regulatory Compliance and Risk Management

- Ensure compliance of programs and facilities with regulatory agencies (city, state and federal)
- Closely monitor Villa Marin's contract compliance with city, county, state, and federal rules and regulations to assure that all operating standards are met ensures the continued existence of a license to operate a skilled nursing facility, and maintains appropriate insurance coverage
- Assessing risks to the company and ensuring they are monitored and minimized
- Administers all major policies

Communication and Public Relations

- Establishes and maintains an effective system of communications throughout the association.
- Serves as the chief spokesman for the association and thereby ensures that Villa Marin is properly represented to its various publics
- Responsible for communicating on behalf of the company with any stakeholders, Board/committee members, residents, government entities and the public

About the Community

Villa Marin condos range from studio to 3-bedroom layouts with living spaces offering 660 to 2,254 square feet. With onsite medical facilities, it's easy to see what Villa Marin has become a top choice for senior homebuyers in Marin County. Villa Marin is owned by the residents, and the CEO reports to their HOA Board.

- Residents own their condominiums and have all benefits of homeownership
- Enjoy an indoor pool, library, auditorium, gift shop, and paddle tennis courts
- Participate in our activities program with regular trips to local shows, operas, museums, and events
- Dine in our beautiful dining room with healthy, delicious meals prepared by our award-winning chefs
- Residents have access to onsite medical care and assisted living services
- An assigned parking space in the gated, secure underground garage
- Weekly housekeeping and linen services
- Building maintenance, 24-hr security and emergency pull-cord system for medical assistance
- Water, garbage/recycling, building fire, and liability insurance
- Cultural, recreational, educational and social programs
- Transportation services to Marin County shopping destinations and medical appointments available Monday-Friday
- A centrally located computer room similar to the "business center" available in most modern hotels
- 24-hour, on-site personal care and skilled nursing

Qualifications Required

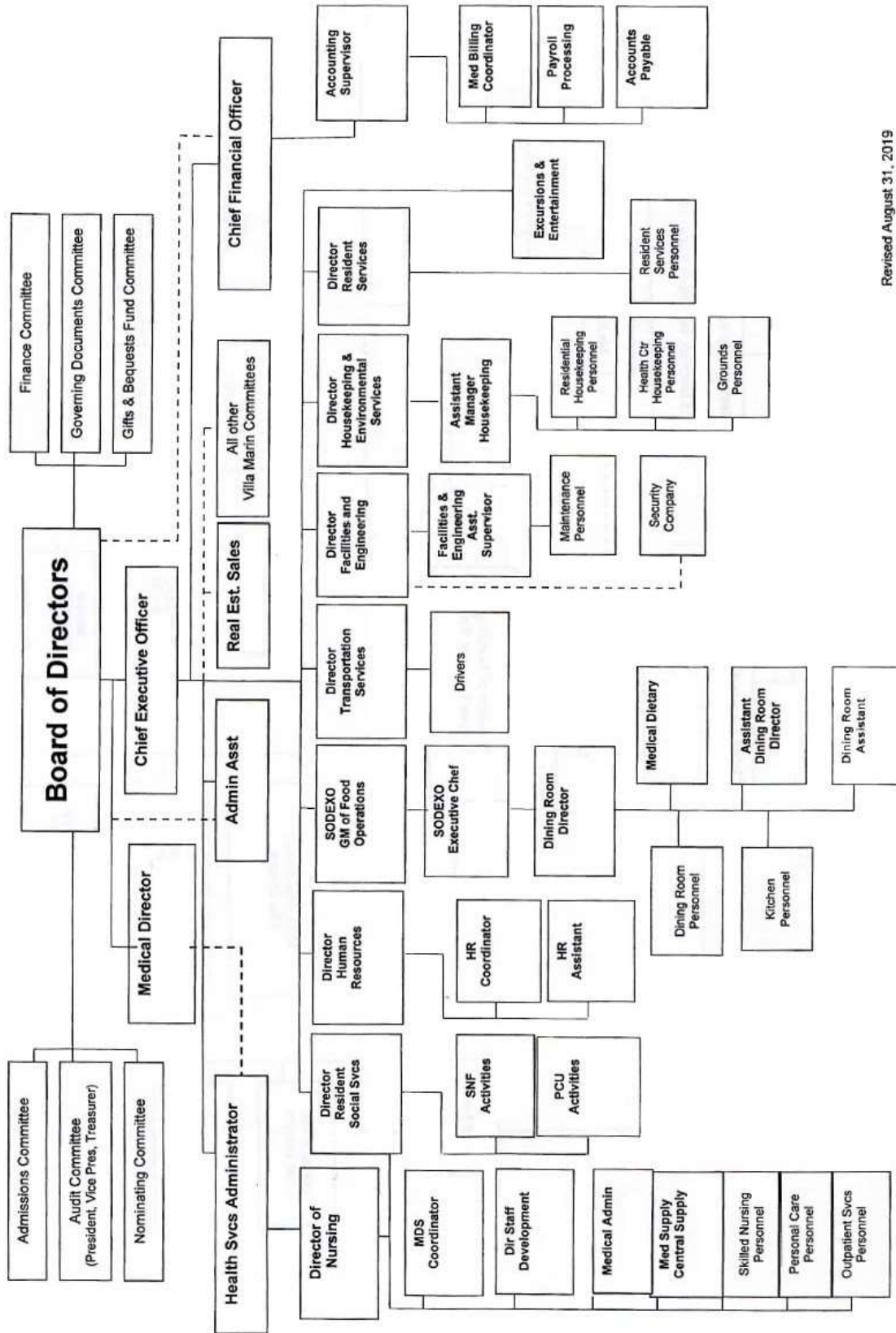
The successful candidate will have a proven track record of strong leadership and operational success in senior living. The new CEO will be an accomplished, engaging, senior living executive with high integrity, strategic vision, strong interpersonal relations skills, and outstanding leadership ability.

Must possess a Master's Degree in a business-related field, ten plus years of progressive management experience with a minimum of 5 years of experience in large CCRC or multi-site senior living operations experience. Licensure in Long Term Care or Assisted Living is a plus.

- A proven Senior Living/Elder Care leader with high integrity, vision, strong interpersonal relations skills, and outstanding leadership ability
- This executive will bring a track record of successful operations oversight, financial management, strategic planning, team leadership, and board relations
- A dynamic Senior Living management professional, capable of successfully leading an organization, ensuring the achievement of excellent customer service and care delivery, strong financial performance, high occupancy, strong operational performance, and outstanding stakeholder/board relations
- A leader who can build on a culture of respect for older adults and the dignity of seniors
- An executive who can build on and expand an environment which offers a high quality of work-life for its employees
- A skilled leader capable of building on and enriching a climate of cooperation and collaboration among members of the management team
- A leader who will establish high-performance standards for the management team, and will hold the team responsible for critical goals and objectives
- An executive who has high expectations for members of the team, and himself/herself
- An executive skilled at establishing positive working relations with staff and with residents
- Minimum of 5 years' experience in operations management, assisted living administration with demonstrated success in meeting financial goals specific to retirement living, assisted living, or CCRCs
- Must be familiar with laws in State/Federal health care and labor law areas
- Must understand Health Care operations and the agencies that govern
- Be an outstanding communicator, coach, and mentor
- Must possess strong financial acumen
- Must have a thorough understanding of business law
- Must have proven operations & financial management skills
- Must be proficient in the use of Microsoft Office and other software tools as needed in a CCRC organization.

Organizational Chart

Villa Marin Homeowners' Association



Revised August 31, 2019

About Marin County

Marin County is Paradise!

1. Proximity to a world-class destination: San Francisco. A beautiful city with superb museums, entertainment, and restaurants. From Central Marin, the drive takes about 20 minutes. You can also take a spectacular ferry boat ride from Larkspur, Tiburon, or Sausalito. You find it easy to visit SF many times a week!

2. Minutes to the Wine Country. From Central Marin, a leisurely drive of 35 minutes takes you to the Sonoma Town Square. Another 30 minutes or so, you will be in Healdsburg and the Alexander Valley or Yountville, Saint Helena, Napa, and Calistoga. If you tire of visiting the hundreds of excellent small wineries, you can relax in the natural hot springs of The Sonoma Mission Inn or the many spa resorts in Calistoga. It is always beautiful in the Sonoma and Napa Valleys, winter through autumn.



The Golden Gate Bridge from the Marin Headlands

3. The Wild Beauty of West Marin and Point Reyes National Seashore. From Fairfax to the ocean and the Sonoma coast, you can discover the rural beauty of Marin as it has always been. Once you cross Mount Tamalpais, the land rolls toward the Tomales Bay and the Pacific Ocean, capturing oak and redwood forests, dramatic grassy hills, pasturelands, and magnificent coastline. We hope you'll find this treasure soon.

We didn't forget the GGNRA (Golden Gate National Recreation Area), the breathtaking views of San Francisco and the Golden Gate Bridge across the Bay, the charm of Sausalito or San Anselmo, or the Alpine lakes and waterfalls. There is more! We invite you to discover these.

4. Clean Air. The Bay Area is highly populated, but the air in Marin is the best because of its coastal location and geographic features. Winds and summertime fog coming from the ocean wash the air clean. Because of the protection by Mount Tamalpais, most of Marin is free from the direct effects of the fog.



Point Reyes Seashore. Marin County, CA

5. Great Weather. Here in Marin we only have three seasons—good, better and the best! It is mild here year-round so that you can enjoy the great outdoors any time in comfort. In general, we have beautiful weather from April through October. In October, November, and December, we may have light rains and lower temperatures. Even on the coldest days, the afternoons can be sunny and warm. The heaviest rains are usually in January and February. But while we have our “winter,” narcissus are blooming, and by mid-February, springtime is in full bloom. During the summer in some parts of Marin, the fog rolls in from the ocean—usually morning and late afternoon. Because of the protection by Mount Tamalpais, most of Marin is free of the fog. However, the fog brings cool nights, perfect for sleeping after warm days.

6. Outstanding Schools. See more about Marin's fine public and private schools at Livinginmarin.com.

7. Excellent Water. Most of our water is from rain captured in protected lakes on Mt. Tamalpais. The rest comes a short distance from the Russian River in Southern Sonoma County. The water is fresh, light, and free of contaminants. It is close in taste to mountain spring water.

8. Art and Music. Since the 1950s and '60s, Marin has been the home and haunt of many fine artists and musicians. An art colony is centered in the Marinship-houseboat area of Sausalito, the villages of West Marin, and, more recently, in the Hamilton center of Novato. Fine music venues are proliferating in Mill Valley (the Sweetwater Music Hall, 142 Throckmorton Theater), Fairfax (The Sleeping Lady Cafe), and San Rafael (Terrapin Crossroads, George's Nightclub). The Marin Center, and the Marin Civic Auditorium, designed by Frank Lloyd Wright, presents music and dance groups from around the world.



[The Marin Center designed by Frank Lloyd Wright](#)

Process for Consideration

Please direct all questions, interest, nominations, and resumes to Frank Duncan by email at Frank.Duncan@LMHurley.com

Villa Marin is an equal opportunity employer who celebrates diversity with a commitment to creating an inclusive environment for all employees.

The information contained in this opportunity presentation should be relied on for informational purposes only. This information has been copied, compiled, or quoted in part from Villa Marin documents and personal interviews and is believed to be reliable. While every effort has been exerted to ensure the accuracy of this information, the original documents and factual situations govern. Information about Marin County provided courtesy of Madeline Schaidler at livinginmarin.com.

LM Hurley & Associates is an award-winning executive search firm that has worked exclusively in senior living for over 20 years. We are strategically positioned to meet the talent needs of senior living organizations ranging from C-Level to facility-level management. We conduct retained searches for senior-level management positions and engagement searches for mid-level management.

Visit www.lmhurley.com to learn how we excel in the senior living space.