

Strategic Plan  
2024-2027



*Every one. All ways.*



# STRATEGIC PLAN

2024 - 2027

Dear Supporters and Community Members,

After four years of immense uncertainty and disruption caused by the COVID-19 pandemic, the Board and Staff of West Marin Community Services are proud to share our new Strategic Plan to guide our work in this post-pandemic time.

To better understand WMCS’s role in the community, its strengths, areas for growth, and opportunities for the future, our planning committee gathered perspectives from more than 50 community members representing the diversity of West Marin. This research and planning helped us develop a three-year strategic plan to ensure WMCS programs align with our mission and purpose.

Our plan establishes goals to ensure appropriate and high-impact programs, the organizational capacity necessary to meet existing and emerging needs, and clear strategic priorities. The process produced exciting outcomes that include:

- Updated vision, mission, and values statements
- Identification of three-year strategic priorities across our direct services
- Greater community engagement and organizational changes to make us better and more effective in supporting and serving the community

WMCS is positioning all our programs, projects, and services through an equitable lens that aims to engage the entire community thoughtfully and intentionally and is committed to restructuring staff positions and building staff and board capacity to continue fostering high-quality services, enhancing the well-being of individuals and families in West Marin.

This critical organizational development process provided time for leadership to reflect and develop a shared understanding of successes and challenges, leading to a well-developed plan to prepare for future challenges and continue to meet the needs of our community.

Our deepest gratitude goes to our board of directors and advisors, staff members, csb philanthropic solutions, community members, program participants, and generous donors for supporting us in this process.

WMCS is moving forward – *Adelante* – with your support, and we pledge to be here for “*Everyone, All Ways*”!

Sincerely,



Socorro Romo, Executive Director



Larry Enos, Board President



## Vision

Full bellies, warm hearts, thriving families, *y una comunidad unida.*

## Mission

WMCS responds to community needs, provides safety-net services, and offers programs to foster the well-being of individuals and families in West Marin.

## Values

Human dignity, social justice, equity, inclusion, and *comunidad* are the values that guide our work.





# Programmatic Priorities

## SAFETY-NET SERVICES

### Households

Continue to serve more than 550 households annually (representing over 1,500 adults and children) by providing a range of vital safety-net services. Expand outreach to low-income households living in the northern and southern parts of West Marin.

### Food Pantry

Continue food pantry operations five days per week, providing ample protein, vegetables, fruit, and grains for those in need. Increase stock of culturally responsive food, shelf-stable food, and food not requiring access to kitchen facilities for preparation.

### Financial Assistance

Continue to provide flexible emergency financial assistance in an efficient and empathic manner, and advocate for increased rental assistance funding.

### Resource Center

Ensure physical space and furnishings for the food pantry, resource center, and thrift store meet the needs of participants, staff, and volunteers.





# Programmatic Priorities

## YOUTH PROGRAMMING

### Youth Center at West Marin Elementary School

Continue to provide a robust after-school program for 40–60 middle school students that is fully accessible to lower-income students. Increase recreational opportunities, field trips, and activities that foster academic and social-emotional learning. Develop additional and deepen existing school, community, and volunteer partnerships to achieve this.

### Youth Center in Tomales

Work with interested community members on the feasibility, design, and development of a youth center in Tomales in 2025.

### Expand Youth Programming Partnerships

Support camp offerings such as the Dance Palace and WMCS Summer Camp during school breaks; provide engaging and enriching activities, including WMCS' beloved Waterdogs program, which teaches children and youth to swim in Tomales Bay.







# Programmatic Priorities

## COMMUNITY BUILDING

### Abriendo Caminos (Finding Our Path)

Revitalize, fully staff, and fully fund program to provide ongoing leadership development, support, and community building tailored to the needs of the West Marin Latino community. Activities will include trainings, cultural events, and support for the Committee for Housing Agricultural Workers and Their Families (CHAWTF). Additional resources and support are contingent on Latino community feedback and information gathering in 2024.

### Thrift Store

Continue to upcycle gently used community items, provide free shopping vouchers for those in need, and use 100% of the profits to support WMCS programs and services. Actively publicize hours, guidelines, and donations sought to attract more items that meet household needs and/or generate profits. Clarify items that should be donated elsewhere. Encourage Thrift Store (in-kind) donors to become financial donors.

### Community Resilience & Well-Being

Maintain the curated communication network of public health and disaster resources to continue to advocate for a healthy and thriving West Marin.





# Organizational Priorities

## FUND DEVELOPMENT & COMMUNICATIONS

- Commission professional assessment of the current state of fundraising and communications activities. Development of a revitalized annual fundraising plan
- Implement assessment recommendations including adding necessary staff, consultants, and/or infrastructure; clarifying Board fundraising roles and providing training; and ensuring agency-wide understanding of revenue sources and fundraising
- Review current messaging, communications, and framing and develop unified language, logo, and look for full agency and each component program. Develop communications plan including key constituencies to reach and communications purposes and methods



## BOARD OF DIRECTORS, ADVISORY BOARD, & VOLUNTEERS

- Formalize Board Development Committee, Board recruitment and retention processes, and board composition priorities, including recruiting more Board members from the Latino community and more with fund development connections and experience
- Update board committee structure to meet current and future agency needs
- Review role of Advisory Board and increase engagement of members
- Formalize volunteer program including recruitment, training, and retention methods

## SUCCESSION PLANNING

- Right-size Executive Director position and ensure competitive salary range and benefits
- Develop and approve Interim Executive Director appointment plan in event of temporary vacancy
- Develop and approve Executive Director succession plan

## STAFFING

- Review salary ranges and benefits and increase as needed to remain competitive including adding a retirement plan with employer match
- Add Director of Programs & Services position and other program staffing as needed to ensure high quality programming
- Ensure ongoing professional development and training opportunities for all staff



## SERVICE AREA

Dillon Beach  
Tomales  
Marshall  
Point Reyes Station  
Inverness  
Nicasio  
Olema  
San Geronimo Valley  
(Lagunitas, Forest  
Knolls, Woodacre)  
Bollinas  
Stinson Beach  
Muir Beach

## STAFF

Socorro Romo, *Executive Director*  
Elizabeth Max, *Director of Programs*  
Scott MacDonald, *Director of Finance*  
Yareli Cervantes, *Emergency &  
Financial Assistance Program Manager*  
Alma Sanchez, *Food Pantry Manager*  
Elizabeth Tucker, *Senior Youth  
Program Coordinator*  
Michael Campbell, *Youth Program  
Assistant Coordinator*  
Sean Keareny, *Thrift Store Manager*

## BOARD OF DIRECTORS

Larry Enos, *President*  
Carlos Porrata, *Vice President*  
Evan Wilhelm, *Secretary*  
Ed Chiera, *Treasurer*  
Ashley Dumbra  
Cristina Salcedo  
Nancy Galloway  
Gene Ptak  
Steve Siegel

## ADVISORY BOARD

Angeli Sacheli  
Chris Reding  
Cindy B. Mann  
Cindy Ohama  
Debbie Daly  
Denise Brown

Dolores Gonzales  
Gary Ireland  
Gina Kutchins  
Imelda Macias  
Jeff Felix  
Kate Levinson  
Kris Brown  
Mark Dowie

Mark Switzer  
Martha Howard  
Mattie Ivy-Leeds  
Pamela Campe  
Steve Costa  
Nancy Hemmingway  
Melanie Stone  
Wendy Friefeld

West Marin Community Services is a nonprofit 501 (c) 3 organization

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