



HARTWELL GROUP

POSITION DESCRIPTION

WEST MARIN COMMUNITY SERVICES (WMCS)



Executive Director
West Marin Community Services (WMCS)
April 1, 2025

This search is being conducted exclusively by Hartwell Group, a retained executive search firm. All communication and inquiries are strictly confidential. The contact for this search is Jenifer Hartwell, Managing Partner at 415-388-4431 or jenifer@hartwellgroup.com.



Organization Overview

With over 40 years of service, West Marin Community Services (WMCS) provides essential assistance such as food distribution, emergency financial aid, referrals to social services, and equity-driven community engagement to residents in West Marin. Headquartered in Point Reyes Station, their efforts span south to Muir Beach, east to Nicasio, and north to Dillon Beach. The organization fosters a strong, interconnected community through collaboration, advocacy, and direct aid.

Mission and Values:

WMCS supports programs and services that enhance the well-being of individuals and families in West Marin. The organization is guided by the values of human dignity, social justice, equity, inclusion, and comunidad (community).

Vision:

Full bellies, warm hearts, thriving families, y una comunidad unida. *Every One. All Ways.*

Core Programs and Special Projects:

- Food Pantry: Providing nutritious food to local families in need.
- Emergency Assistance & Case Management: Financial and resource support for crises.
- Thrift Store: Generating funds for community programs.
- Abriendo Caminos: Strengthening engagement and leadership within the Latino community.
- Public Health & Emergency Preparedness: Addressing community health and safety.
- Youth Services: offering expanded, meaningful, hands-on programming for youth and families in West Marin.

Current priorities for WMCS:

- Find a new ED. Create an onboarding plan, including board, staff and community introductions and requirements.
- Organizational growth - externally to strengthen and expand programs, and internally for board expansion and training, staff development, support and retention.
- Long term financial sustainability and improved fundraising efforts.
- Increase community outreach efforts and Latino engagement, including Immigration Rapid Response Team in collaboration with partners (County, grant funders, donors and the community and local partners at large), to deepen the expansion of services in West Marin well beyond Pt. Reyes Station.
- Support for displaced ranch tenants through collaboration with local partners.



Position Summary

Title: Executive Director (ED)

Reports to: Board of Directors

Location: Point Reyes Station

The Executive Director (ED) provides visionary leadership and strategic direction toward the development and achievement of WMCS's mission, strategy, annual goals and objectives. The ED is responsible for leading and managing all functional areas of the organization, including financial management, staff leadership, program oversight, community engagement and fundraising. Reporting to the Board of Directors, the ED represents WMCS to funders, government agencies, external partners, and the wider community while ensuring that services evolve to meet changing needs.

Top priorities for the ED in their first year:

- Community outreach and integration, through active listening and in person meetings, to understand West Marin's unique community.
- Implement the goals of the strategic plan.
- Enhance board expansion, participation and training.
- Assess the staff and provide support, training and professional development, as needed.
- Improve fundraising efforts. Sustain and diversify donor base and secure new fundraising strategies. Gain knowledge of county, state, and federal fundraising avenues.
- Increase visibility and impact for WMCS with specific goals to deepen support for immigrants and other community services. Deepen partner collaborations.

Responsibilities:

Leadership:

- Lead the implementation of the strategic plan to achieve its mission and annual goals, in alignment with the vision and values of WMCS.
- Provide a vision for future strategic efforts and partnerships.
- Work closely to develop a collaborative, symbiotic relationship with the Board of Directors to set goals and objectives for WMCS. Provide accurate information in a timely manner to support board decisions. Serve as the primary interface between the Board and staff.
- Ensure adherence to nonprofit regulations and best practices.

Internal Management:

- Review and refine staff roles and responsibilities, providing a clear vision for staff.



Internal Management: (cont.)

- Inspire and motivate staff, fostering a collaborative, team-oriented, and inclusive workplace with respect and compassion for their diverse perspectives.
- Maintain strong internal policies and procedures to uphold organizational integrity. Assess current systems and operations to determine any immediate and long term needs.
- Perform annual management employee reviews and support individual professional development.

Financial Oversight:

- Oversee financial management, ensuring transparency and fiscal responsibility. Manage the organization's resources within budget guidelines according to current laws, regulations and best practices.
- Work closely with the Director of Finance to recommend an annual budget for Board approval. Prepare and present clear and accurate financial reports, including comparison of actual to budget and forward-looking forecasts, on a schedule established by the Board. Continue to build WMCS's financial sustainability.

Fundraising:

- Serve as the overall leader of fundraising for WMCS.
- Be involved in ongoing cultivation of new donors, stewardship of existing donors and actively participate in all fundraising activities.
- Pursue available public and foundation funding and gain a knowledge of local, state and federal funding available for WMCS to pursue.

Community Engagement:

- Represent WMCS as the external face in local, regional, and national conversations on community services.
- Invest in the unique community of West Marin to build trust and collaborative efforts.
- Advocate for policies that support the well-being of West Marin residents.
- Strengthen relationships with community partners and stakeholders.
- Collaborate with community partners regarding the distribution of assistance and meeting the needs of West Marin residents, as appropriate.

Equity, Diversity, and Inclusion:

- Embody and promote equity, diversity and inclusion practices both for internal, and external relationships. Embrace the range of constituents in West Marin.



Candidate Qualifications:

The ED is someone who has successfully led and managed an organization, ideally in the nonprofit or governmental sectors, with a preference for community focused servitude. They are a collaborative leader with the ability to motivate staff and diverse constituencies. The successful candidate possesses the ability to develop productive relationships with the local community, staff, partners, governmental agencies, donors and funding partners to further WMCS's mission. Someone who will provide a smooth continuity of WMCS services and will help the organization move forward to a new chapter.

Experience & Leadership Skills:

- Proven leadership and administrative experience in nonprofit or governmental management, community development, or a related field.
- Management experience, including staff motivation, delegation, and team building.
- Nonprofit board experience, with the ability to articulate and collaborate with the board on a long-term vision for the organization. Experience building or expanding a board is helpful.
- Proven experience in governance, strategic planning, and program oversight.
- Ability to build and sustain relationships with diverse stakeholders.
- Demonstrated success in fundraising, donor relations and grant writing.

Technical & Administrative Competencies:

- Proficiency in financial oversight, including budgeting, compliance, and financial reporting.
- Strong analytical and problem-solving abilities to navigate challenges and opportunities.
- Advanced computer skills, including Microsoft Office Suite, database management, and social media.
- Knowledge of human resources policies, employee benefits management, and workplace safety.

Fundraising Development:

- Demonstrated achievement in fundraising efforts as the external face of an organization.
- Knowledge of funding sources and current fundraising strategies.
- Excellent communications skills, and grant writing skills if possible.

Cultural & Community Awareness:

- Ability to demonstrate cultural sensitivity and engage meaningfully with diverse populations. Values must align with the organization.



Cultural & Community Awareness: (cont.)

- Bilingual in English and Spanish strongly preferred to effectively communicate with the local community.
- Experience working in rural, community-focused environments and understanding how services must adapt to changing needs.
- A commitment and passion to serve the needs of West Marin community seeking WCMS services.
- Deep understanding of equity-driven service delivery and cultural competency.

Interpersonal & Intangible Skills:

- Ability to be flexible and adaptable in a complex, dynamic environment with multiple partners.
- Willingness to roll up his/her sleeves and work alongside staff when needed.
- Ability to evaluate potential opportunities for WMCS, providing information and opinion for the board.
- Excellent organizational skills, with the ability to multi-task and prioritize workflow personally, for the board, and for the staff.
- Strong work ethic, high integrity and professionalism.
- An empathetic person with a calm demeanor and positive attitude.
- Collaboration skills and the ability to work with a variety of individuals internally and externally who may come from a different cultural background.
- Active listener who seeks to gain respect and trust from the board, staff, local community, partners and governmental agencies.
- Resides within the greater West Marin community is strongly preferred, or within a one-hour commute radius.

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