



HARTWELL GROUP

## POSITION DESCRIPTION



## EXECUTIVE DIRECTOR COMMUNITY LAND TRUST ASSOCIATION OF WEST MARIN (CLAM)

**April 4, 2024**

*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 415-640-5200 or [jenifer@hartwellgroup.com](mailto:jenifer@hartwellgroup.com).*



## **Our Organization**

Founded in 2001, CLAM's mission is to strengthen communities in West Marin through the creation and stewardship of permanently affordable homes. As a Community Land Trust (CLT), CLAM takes land and housing out of the public real estate market and holds it "in trust" to serve as a long-term community asset for housing community members. CLAM believes that affordable homes are an essential part of maintaining a diverse and thriving community. CLAM creates permanently affordable homes using the CLT model: the organization purchases property, builds or renovates homes, and then either sells or rents the homes at prices that are affordable to the residents of West Marin. In this way, CLAM acts as the long term steward of land and housing for the communities surrounding Tomales Bay. CLAM serves families and individuals with incomes that reflect wages typical of West Marin's service and nonprofit sectors, which are on average, lower than the rest of Marin County.

## **Our Mission, Vision, and Values**

CLAM strengthens communities in West Marin through the creation and stewardship of permanently affordable homes. We envision a diverse West Marin community where people have a secure place to call home.

CLAM's core values are the ideals and principles that are the heartbeat of our organization and guide our decision making and action.

- **Belonging:** We believe that housing is a human right, and that a mix of ages, races, ethnicities, and incomes contributes to our economic and social vibrancy.
- **Stability:** A mix of rental and home ownership options provide an essential foundation for families and communities to thrive.
- **Community Stewardship:** We create and steward permanently affordable housing and are governed by our members, who include the residents of our homes and the broader community.
- **Integrity:** We create an environment of trust, compassion, and fiscal responsibility.
- **Collaboration:** We cultivate and embrace partnerships with all who work for the benefit of West Marin.



**The Position:**

**Title:** Executive Director

**Reports to:** Board of Directors

**Location:** Point Reyes Station, Marin County, California

The Executive Director (ED) provides leadership toward the development and achievement of CLAM's mission, strategy, annual goals, and objectives. Reporting to the board, the ED will lead and manage all functional areas of the organization including finance and budget management, project management, fundraising, communications, and staff management.

In this challenging economic environment, the Executive Director is expected to maintain CLAM's key priorities and find creative and innovative ways to help the organization thrive into the future. The ED ensures CLAM's mission is at the core of all staff functions.

**Priorities and Responsibilities:**

- Develop collaborative relationships with donors, partners, and the local community by spending significant time in West Marin
- Continually increase availability of additional affordable housing units – through new projects and stewardship of existing portfolio
- Organizational capacity building – staffing, partnership development, and collaboration with other local affordable housing organizations
- Explore ways to leverage new policy and funding changes at the local, state, and federal level

Leadership: As the external face and public speaker for the organization, proactively support the continuing efforts of the Board and staff to implement CLAM's mission, providing a vision for future strategic efforts and partnerships. Inspire and motivate staff and a network of partners and supporters to promote and fulfill the mission. Demonstrate a growth mindset and high ethical standards in all aspects of work.

Relationships/Community Engagement: Relationship skills and a high emotional intelligence are required to work with the local community, governmental agencies, partner organizations, donors, funders and lenders, and a variety of contractors. A respect for and investment in the unique community of West Marin is important to build trust and a collaborative evolving vision for the future.



**Position: Priorities and Responsibilities:** *(continued)*

Board Collaboration: Collaborate with the Board to set goals and objectives for the organization and implement the strategic priorities. Provide accurate information in a timely manner to support Board decisions. Serve as the primary interface between the Board and staff.

Internal Management: Review and refine roles and responsibilities, providing a clear vision for staff. Review operations and systems and provide upgrades as needed. Foster a collaborative and supportive teamwork environment and lead staff with respect and compassion for their diverse perspectives. Perform annual employee reviews and support individual career development.

Financial Management: Work closely with the Treasurer and CFO to develop and recommend an annual budget for Board approval. Prepare and present accurate, clear financial reports, including comparison of actual to budget and forward looking forecasts, on a schedule established by the Board. Continue to build CLAM's financial sustainability. Manage the organization's resources within budget guidelines according to current laws, regulations, and best practices.

Fundraising/External Face: Serve as the overall leader for fundraising for the organization. Work closely with the Development & Communications Director to determine fundraising goals. 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 relevant to CLAM and increase efforts to continue and expand that support.

Communications: Ensure an efficient communications plan to continue CLAM's position as a valued community asset. Assure CLAM's mission and services are consistently presented with an aligned image to relevant constituents. Provide Spanish translation and specific outreach to the Latino community present in West Marin.

Housing Expertise: Have a general understanding of the complex process required to create affordable housing. Bring expertise on affordable housing, if possible, or hire support from external sources for development, financing, acquisitions, permitting, construction management, leasing, and property management. Create, maintain, and communicate a comprehensive workflow chart to track and organize all CLAM projects. Share this information with the Board and staff to create consistent goals and priorities.



**Position: Priorities and Responsibilities: (continued)**

Equity, Diversity, and Inclusion: Promote equity, diversity, and inclusion both internally and in external relationships. Embrace and incorporate the range of constituents in the county.

**Candidate Qualifications:**

The Executive Director is someone who has successfully led and managed an organization, ideally in the nonprofit or governmental sectors, with a strong preference for affordable housing experience. Collaborative leader with the ability to motivate staff and diverse constituencies. Ability to develop productive relationships with the local community, staff, partners, foundations, and governmental agencies to further CLAM's mission.

**Additional attributes include:**

Strategic Leadership – A big picture thinker, who can bridge CLAM's history toward current and future opportunities. Ability to be flexible and adaptable in a complex, dynamic economic environment, with multiple partners. Ability to evaluate potential opportunities and challenges for the organization, providing information and informed opinion for the board.

Project Manager – Highly organized, results oriented manager with creative problem solving skills. Willingness to be hands-on to get results. Ability to create an organized project management master schedule to be shared with the board and partners.

Internal Manager - Strong financial acumen is required. Administrative skills including the ability to develop organized systems and operations. Build a team environment and provide staff development to create an efficient organization.

Housing experience - Affordable housing experience is highly desired. General understanding, or willingness to learn, the fundamentals of affordable housing development; acquisitions, financing, permitting, construction management, leasing, and property management.



**Candidate Qualifications: Additional attributes include:** *(continued)*

Fundraiser / External Face - Demonstrated achievement as the external face of an organization in fundraising efforts. Knowledge of funding sources and fundraising strategies. Solid communications skills, both written and verbal, including public speaking, and an understanding of social media channels.

Personal Traits - Strong work ethic with professionalism and high integrity. Warm, kind, approachable personality with a spirit of inclusivity. Active listener, who seeks to gain respect and trust from CLAM's board, staff, local community members, as well as partners, and governmental agencies.

Candidates who represent the diversity and lived experiences of the community with which we work are strongly encouraged to apply. We are an Equal Opportunity Employer and are committed to creating a diverse and inclusive company culture.

If you would like to apply, or have questions regarding this opportunity, please contact:

Jenifer Hartwell, Managing Partner  
Hartwell Group  
[jenifer@hartwellgroup.com](mailto:jenifer@hartwellgroup.com)  
415-640-5200