Coastal Mountains Land Trust

Development Practices

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Contents

1. Purpose

The purpose of these Practices is to document the methods and actions taken to implement the Policies of the Board of Directors concerning Development and Fundraising.

2. Development Committee

The Development Committee (hereafter "DevComm") operates under a job description approved by the Board. In summary, its duties are to oversee the management of development and fund-raising activities and to keep the Board informed of issues pertaining to its responsibilities in these matters. The Executive Director and Membership and Administrative Coordinator serve on the Committee.

The DevComm meets on a regular schedule, usually once each month.

3. Adoption and Revision of Practices

Staff prepare these Practices to document the processes of implementing the Policies of the Board. The DevComm reviews these Practices for consistency with Board Policies and the strategic plans of the Land Trust.

4. Donations

4.1 Gift Acceptance, Legal Review

The Executive Director will engage legal counsel when needed to advise on any proposed gift or to review any proposed transaction for possible conflicts of interest.

4.2 Donation Intake

Each donation is individually entered by the Membership Coordinator into the Giftmaker Pro (or equivalent) database under the appropriate donor record. The donation entry includes all information pertinent to the donation, including donor, date entered, the campaign/purpose for which the donation was given, gift source, check number and date (see below). Donations or foundation grants received for which the donor or foundation does not express a specific use of the donation are entered into Land Trust financial records as an "unrestricted" donation and deposited into the Operating Checking account, to be used—unless the Board decides otherwise—for expenses incurred by the general operations of the Land Trust. Donations or grants received for a specific project are deposited to the appropriate account as temporarily restricted funds and are ultimately used for the purpose the donor intends. All documentation so expressing the donor's intentions for his/her gift is retained in the donor's physical file, as well.

Once a donation has been entered in the database, a copy of the updated donor record is then filed in the fireproof file for future reference. Separate membership files are maintained for those donating $250 - $999, as well as of Conservation Partners, those who have donated $1,000 or more.

Current Campaign Codes (used in database donation entry):

AA	Annual Appeal
BH1	Beech Hill
BMBR	Business Membership
BORD	Board Support
BPTR	Business Partner
BR	Bald & Ragged Mountain
CPTR	Conservation Partner
DK2	Ducktrap, Phase 2
ENDS	Stewardship Endowment
GACQ	General Acquisition
HMTN	Hatchet Mountain
MISC	Miscellaneous
OPGR	Operating Grants
ORG	Organization Membership
PG	Passy Greenway
PMBR	Personal Membership
STGR	Stewardship Grant

Current Gift Source Codes (used in database donation entry):

AA	Annual Appeal letter
ART	Art Events & Fundraisers
BDF	Board Friends program
BNB	Belfast-Northpost-Belmont mailing 1/01
BORD	Board of Directors
BRCA	Bald & Ragged Campaign Advisors
BRCC	Bald & Ragged Campaign Committee
BRM/BRM2	Bald & Ragged Brochure mailings
CRHL	Camden-Rockport-Hope-Lincolnville mailing 11/02
GRANT	Grant
KIOSK	Trailhead Kiosk
LMREN	Lapsed Member Renewal letter
MATCHG	Matching Gift
MREN	Membership Renewal letter
NORBAY	Northport-Bayside Mailing 4/05
PGCC	Passy Greenway Campaign Committee
RENREM	Member Renewal Reminder letter
RWM	Region-Wide Newsletter mailing 10/04
RWMN	Newsletter mailing to Northern Region 10/05
SOL	Solicitation
STAFF	Staff
UN	Unknown
VOL	Solicitation letter to Volunteers

WEB	Land Trust Website
XGRANT	Institutional Grant for Bald & Ragged Capital Campaign

4.3 Donation Acknowledgement

Staff sends a written acknowledgement/ thank you letter for each donation as required by law. For donations of $250 or more, a copy of the thank you letter is kept in the donor's file in the fireproof file. The Membership Coordinator generally writes thank you letters acknowledging all donations under $1,000; donations of $1,000 or more are acknowledged by the Executive Director. Gifts of stock are identified by share total and stock name, but not stock value. Thank you letters are sent out as soon as possible upon receipt of the donation, ideally within one week. Donors may also be thanked by the President of the Board, who is given a weekly report of donations received.

All donations to the Land Trust are tax-deductible to the fullest extent allowed by law. Acknowledgement letters for donations of $250 or more include the legally required text, as follows: "In accordance with current IRS regulations, we confirm that no goods or services are provided in consideration for this contribution. Coastal Mountains Land Trust is a private, non-profit, 501(c)(3) organization. Our Tax I.D. number is 22-2795691."

4.4 Database Backup

The Giftmaker Pro database is backed up once a week and before each system upgrade. This backup is kept off-site. The database is also backed up once a month on an external hard drive that is kept off-site.

4.5 In-Kind Donations

Donations of services or goods that help further the Land Trust's mission are accepted with the Executive Director's approval. Such donations are recorded in the database in the donor's giving record, and acknowledged with a written thank you letter that includes the services or goods provided but does not indicate a financial value of either. Such donors are also thanked in the next newsletter. Membership is accorded to in-kind donors on a case-to-case basis, to be determined by the Executive Director.

4.6 Pledges

Donors may elect to enter into written, signed pledges for donations to be made over a period of years. Such pledges will be entered into the Land Trust financial records as donations temporarily restricted to the purposes of the specific campaign, and will be counted toward the fundraising goal of the campaign.

Pledges are processed as follows:

a. Pledges for any campaign must be received in written form from the donor before being entered into the database, clearly indicating what campaign the pledge is designated for, the pledge total, and a payment schedule.

b. Once a pledge has been received and entered, the Membership Coordinator maintains pledge details and payments on a separate spreadsheet outside of the database. The format of this spreadsheet has been approved by the Land Trust accountant. Each campaign has its own spreadsheet to track payments, payment schedules, and balances due.
c. The Executive Director and bookkeeper are given monthly updates of the pledge spreadsheets. The bookkeeper is also given monthly database-generated reports of pledge payments and pledges entered that month, to reconcile with the off-site records.
d. Unless requested otherwise by the donor, staff sends a pledge reminder to the donor at the beginning of the month a pledge payment is due. If no payment has been received within three months, a second reminder is sent.
e. If no payment has been received by February of that fiscal year, the list of unfulfilled pledges is submitted to the Board for discussion and action. The Board may choose to make further attempts to collect payments, and/or to write-off particular uncollected pledges at the end of that fiscal year.

4.7 Special Types of Donations

The Land Trust may accept gifts of real estate, remainder interests in property, bargain sales of real estate, life insurance, charitable remainder and lead trusts, retirement plan beneficiary designations, and bequests under a process of evaluation and approval as stated in Board policy 8.1.5.

4.8 Donor Confidentiality

The Land Trust donor list is not shared, sold or made public in any way, except as a name-only list by membership category that is included annually in the newsletter, or with a capital campaign (see 5.2 below). All in-house discussions of donors and donations by Board, staff and committee members are expected to be confidential and respectful of the donor(s).

5. Membership

5.1 Membership Categories

The Land Trust is a membership organization. Every person, business, and organization that makes a donation during the fiscal year, including in-kind donations as subject to the Executive Director's approval, to any campaign--new membership, membership renewal, annual appeal, capital campaign, stewardship, endowment, etc.--qualifies as a member.

Member categories are assigned depending on the total amount donated within the given fiscal year, as follows:

Individual	$1-34
Family	$35-99
Supporter	$100-249

Sustainer	$250-499
Sponsor	$500-999
Conservation Partner	$1,000+
Business Member	$1-99
Business Supporter	$100-249
Business Sustainer	$250-499
Business Sponsor	$500-999
Business Partner	$1,000+
Organization Member	$1+
Life	Donation of full or partial interest in conservation land: preserve, easement, or bargain sale
Gift Member	Membership was given to them, by individual(s) or the Land Trust

5.2 Membership Lists

Members are listed in the newsletter by member category once annually, unless they have indicated that they would prefer to be anonymous. Additional categories listed may include Summit Circle members and Memorials. Other membership information is never made public and is not shared with any other group, organization, or individual.

5.3 General Membership Renewal Cycle

All general members, not including those at the Partner and Life level, are solicited through our annual membership renewal cycle, which offers a member at least five chances after their membership is due to donate again and thus renew their membership. Each solicitation that is part of this cycle includes a letter signed by the Executive Director and a remittance envelope.

a. MREN: March 15 is the annual renewal date for general members. Membership for those who join between October and March of the previous year is advanced to the following year. The member renewal mailing goes out on or around this date, about two weeks after the Spring newsletter mailing but before the end of March.
b. RENREM: If a member has not renewed by late June, a Renewal Reminder mailing is sent to them about two weeks after the Summer newsletter mailing.
c. AA: In early November, about two weeks after the Fall newsletter mailing, all members, except Partners and those who have donated between August 1 and November, receive the Annual Appeal mailing (see 5.4 below).
d. LMREN: All general members who have not made a donation during the entire fiscal year or in response to any of these previous three mailings are sent a Lapsed Member Renewal letter is sent in January.
e. Last chance: If the donor still does not respond, the Spring newsletter is mailed to him/her including a remittance envelope and a “last newsletter unless you

renew" reminder. Members who have not responded prior to the Summer newsletter mailing are made Inactive in the database, no longer receive the newsletter, and are no longer included in the membership renewal cycle, except perhaps later as part of a special Lapsed Member appeal. The list of inactive members is reviewed by the Executive Director to determine any strategic circumstances.

5.4 Annual Appeal

In addition to the various Membership-specific mailings, an Annual Appeal mailing is sent to all members except Partners, including Life members and Summit Circle members, in early November and within two weeks after the Fall newsletter mailing. This mailing consists of a letter signed by the Executive Director and a special Annual Appeal remittance envelope. For this solicitation, Board members write short, personal notes on the appeal letters, indicating in advance which members' letters they would like to annotate. Member letters that aren't claimed in advance are divided up randomly among the Board members, also ensuring that each Board member is annotating a similar amount of letters. Board members personally address the mailing envelopes, as well. The overall personal touch is believed to increase the response rate on this very important, year-end solicitation.

5.5 Partners

Conservation Partners are those members who have donated $1,000 or more within the fiscal year for any purpose. This may include in-kind donations valued at $1,000 or more, as is the case with many Business Partners who have donated, for example, advertising, legal work on acquisitions, or a portion of the printing costs on various outreach projects.

Partners who have made an unrestricted, Operating donation are not included as part of the general member renewal cycle, being solicited for membership renewal on an annual basis only via direct communication from the Executive Director or a designated Board member solicitor. Those who are Partners via a capital campaign or other, non-Operating donation are solicited on a case-by-case basis, some asked in succeeding years for an Operating donation, others asked to continue campaign funding, and still others, recognized to be one-time donors at the Partner level, incorporated back into the regular membership renewal cycle after one year.

Partners also receive other special attentions, as follows.

- Newsletter: The newsletter is mailed out to each Partner individually in a hand-addressed envelope with a letter from the Executive Director.
- Partners Party: Current Partners are invited to an annual Partners Party coordinated by Land Trust staff each summer at a private home. This is solely a thanking event to express our appreciation for this crucial support, and does not include any solicitation activity.
- Thank You Card: Partners are also sent a special Thanksgiving card in November.

Because a significant portion of the Land Trust operating budget is made up of Partner donations, cultivation, solicitation, and maintenance of Conservation Partners should be a fund-raising priority of Land Trust Board and staff.

5.6 Life Members

These members who have donated land or conservation easements or sold their land at a reduced price have made such a significant donation to the Land Trust that they are only solicited once a year, as part of the Annual Appeal—or as Partners if they donate at that level. As the name indicates, this is a non-expiring level of membership. Life members who make additional, monetary contributions are listed in the annual membership list under all appropriate categories—i.e., if a Life Member donates $100 in the Annual Appeal, s/he is listed as a Life member as well as a Supporter.

Those who became Life members within the past year (as well as Partners, significant volunteers, and non-Board committee members) are sent a special Thanksgiving card in November.

5.7 Summit Circle

Summit Circle members are those who acknowledge that they have made a planned gift to the Land Trust—a charitable trust, bequest, annuity, etc.—by submitting a completed, signed Summit Circle membership form. On this form they are, for strategic planning purposes, encouraged (but not required) to estimate the dollar amount of their planned gift.

Summit Circle members are invited to the Conservation Partners Party, sent a special Thanksgiving card in November, and otherwise treated as special donors.

Summit Circle donors will only be solicited during the Annual Appeal or for their annual Conservation Partner renewal if they are current Partners. Like Life members, Summit Circle members do not expire as members.

5.8 Gift Memberships

Recipients of a gift membership are welcomed with the most recent newsletter and a Membership Welcome letter that includes a brief introduction to the Land Trust. Gift members are not solicited in any way until they have been members for at least a year, at which point—if the original donor has not renewed their gift membership—they are included in the next membership renewal cycle. The solicitation letter(s) gift members receive use slightly different language, to acknowledge that they have not previously donated to the Land Trust themselves. While the donation itself is credited to the gifter, the membership level of the giftee is determined by the value of the donor's gift.

This category of members includes Conservation Broker Members, who are given a Land Trust membership by their real estate broker as part of their property closing, and New Property Buyer members, who are given a membership by the Land Trust (see 5.10 below). While the Conservation Broker Program is no longer an active campaign, some brokers may continue to gift their clients (and support the Land Trust) in this way.

If a gift membership is given to someone who is already an active member, the member is sent written notification of the gift and their membership is renewed for a year from the current expiration date.

5.9 Complimentary Memberships

These are memberships that are given by the Land Trust with no donation having been received. This category includes those who have been given a membership directly from the Land Trust for whatever reason, including the New Property Buyer Program (see 4.10). All former Land Trust employees are maintained as current, active members whether they continue to donate or not.

5.10 New Property Buyer Program

The Membership and Administrative Coordinator visits town offices within the service region on a quarterly basis to research names and addresses of those who have recently purchased property within the service region and who would not have otherwise been solicited by the Land Trust (i.e. they live outside our service region). These new property buyers are given gift memberships from the Land Trust, and are invited to become members on their own when their gift membership has ended.

5.11 Memorial or Honor Gifts

Occasionally donations are made in memory or in honor of someone. Memorial gifts are credited to the donor in the database, and appropriate relatives are then notified as to who has donated in their loved one's name. The donation amount, however, is not shared. Honor gifts are credited to the donor, and a note is sent to the honoree.

Memorial gifts may be listed separately in the annual membership list published in the newsletter.

6. Capital Campaigns

The Land Trust conducts fundraising campaigns to raise money for specific investment purposes, including the acquisition of interests in conservation land.

6.1 Adoption of a Capital Campaign

Upon reviewing data presented by the Land Preservation Committee and the staff (see Acquisition Practices for more information on factors contributing to creation of a Focal Area and Area of Interest), the Board may decide to adopt a capital campaign to raise funds for protection of a particular focal area or conservation project. Adoption of a capital campaign must be approved by by the Board before launching an active capital fundraising program.

6.2 Campaign Committee

Upon adoption of a capital campaign, a campaign committee will typically be formed consisting of Board members and other volunteers who will work in conjunction with Staff to directly solicit donations and written pledges of campaign funds.

All such solicitations and subsequent receipt of donations should be conducted in a confidential and tactful manner. Names of donors are not revealed in any public way except as part of the annual membership lists and special campaign-specific announcements, such as a listing of all donors who contributed to a campaign at the completion of that campaign. Donation amounts are not revealed in any public way unless the donor specifically agrees that it may be done.

6.3 Campaign Expenses

A portion of the donations and grants to a campaign may be utilized to pay for the expenses of conducting the campaign—related staff compensation, event costs, brochures, special services, etc.—if prospective donors are informed by campaign literature that such payment is allowed. No more than 5% of the funds received for a capital campaign may be used for such expenses. Expenses of the capital campaign will be tracked in the financial records of the Land Trust and all transfers from the funds raised through the capital campaign to pay for expenses will be entered into those records. Capital campaign expenses in excess of the allowed 5% limit (outside of those for actual property acquisition) will be paid from the unrestricted operating funds of the Land Trust.

6.4 Naming Opportunities

The Board decides if a particular campaign will offer naming opportunities for major donors at or above a certain giving level.

7. Fundraising Events

7.1 Initiation of Fundraising Events

Fundraising ideas, whether generated from within the Land Trust or proposed by someone working outside of the Land Trust, must first be brought before the DevComm. See Appendix B, Criteria for Consideration of Development Initiatives. Anyone with a fundraising idea to propose is expected to present the idea in writing, with reference to these criteria, to the DevComm for consideration. The DevComm considers and approves of any proposed fundraising events that are not part of the regular Development calendar, as well as determining how the net proceeds from the event will be disbursed.

7.2 Ad Hoc Committees

The DevComm determines who will be responsible for coordinating a particular fundraising event, potentially creating an ad hoc committee for that purpose. The

Executive Director provides the ad hoc committee with a set of operating guidelines, including background, core objectives, goals and strategies, and roles for event leadership and the ad hoc committee members, a planning calendar, and the budget for the event.

All financial transactions pertaining to the special event are managed by the Executive Director and the Membership & Administrative Coordinator, who maintain clearly marked and classified financial records of all the expenses and gains of the event, and report the total net proceeds to the DevComm.

8. Annual Work Plans

Each February, the Executive Director and Membership & Administrative Coordinator submit to the DevComm a draft Development Program Annual Work Plan for the upcoming fiscal year. The plan, which should be based in part on the pertinent goals of the current Strategic Plan, includes the Campaign Goals and Strategies for the year ahead in terms of both finances and activities. The financial goals will be incorporated into the Operating Budget.

If there are active capital campaigns, Annual Work Plans may be created for them.

Appendix A: Key Implementation Dates

January 15	General Lapsed Membership Mailing
February	Approve Annual Work Plan
March 20	Mail Spring Newsletter
March 20	"Last Newsletter" Mailing to Lapsed Members
April 1	General Membership Renewal Mailing
June 20	Mail Summer Newsletter
July 1	General Renewal Reminder Mailing
August	Conservation Partners Thanking Party
October 20	Mail Fall Newsletter
November 15	Annual Appeal Mailing
November 20	Thanksgiving Card Mailing

Appendix B: Criteria for Consideration of Development Initiatives

Approved by the Development Committee 3.12.07

1. Board Sponsor of Initiative
    - Who is the Board member sponsor of the initiative?

2. Business Plan for Initiative
   The Board member sponsor of the initiative provides a written statement about the initiative to the Development Committee, including:
    - description of fit of initiative with the Land Trust mission statement and character of existing programs
    - identification of how initiative will help fulfill a goal of the Strategic Plan
    - summary of the plan of activities required in the initiative, including a projected timeline
    - description of participants necessary for initiative (staff members, Board members, other volunteers), their respective responsibilities, and a projection of the respective time commitment
    - broad goals of the initiative, near-term and multi-year (if potential)
    - budget of required expenses and projected income for first year
    - description of other resources required by the initiative
    - consideration of potential conflicts with other planned events or activities

3. Core Financial Benchmarks for Initiative
    - Initiative must generate a first-year net of a least $1,000 after all estimated direct and indirect (e.g., staff time) costs are considered.
    - Startup cash must be available in the operating budget, or of insignificant effect on that budget, or a new source for it identified.