

Coastal Mountains Land Trust

General Management Practices

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1. Purpose

The purpose of these Practices is to document the methods and actions taken to implement the general operational practices of the organization.

2. Adoption and Revision of Practices

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

3. Office Practices

3.1 Office Maintenance

The Membership and Administrative Coordinator oversees office maintenance, including ordering office and maintenance supplies and coordinating monthly cleanings, winter plowing, floor maintenance, window cleaning, furnace cleaning, trash removal, and other services relevant to the upkeep of the building, as well as repairs as necessary. The Coordinator also oversees upkeep and maintenance of the exterior of the building.

The Coordinator also maintains the office phone system to the extent of adjusting the telephone program features as necessary and keeping the answering machine message up-to-date, and oversees technical support by a service provider.

3.2 Security

The Land Trust is always locked and the alarm system set when no one is in the building. The alarm system covers the doors and windows of the main floor as well as the basement.

Board members, staff, the bookkeeper and the cleaning service possess a copy of the front door key. They are also provided with the alarm code and the false alarm number and "password" in case of the alarm is tripped accidentally. A list of five individuals, selected from the Board and staff members who live closest to the office, will be called by the security service when the alarm goes off.

3.3 Office Technology

The office has five computers, all of which are networked. The network is protected by a firewall. In addition, each of the computers has its own anti-virus software which staff is responsible for keeping up-to-date. Each computer is backed up at least once monthly on an external server, which is then stored off-site. All the computers are connected to the two functioning office printers via the network.

A hard copy of the list of all computer passwords, email account information, interoffice network settings and website protocols is kept in two secure places in the office. Consult with the Membership and Administrative Coordinator or the Executive Director if this information is necessary. This is maintained by staff as new equipment is acquired or new employees join the staff.

3.4 Service Providers

As of FY06-07, the following provide ongoing maintenance or technical services to the Land Trust:

Cleaning Services	Sharleen Bottari	589-3371
Computer Repairs	Reliable Computers	230-0600
Copier Service	Apgar Office Systems	623-2674
Electricity Delivery	Central Maine Power Acct. #231-032-9030-001	800-565-3181
Electricity Supply	Maine Renewable Energy	866-408-4591
Floors	Master Clean	596-5555
Heating	Harjula Heating & Oil Acct. #56-00	354-8026
Internet (cable)	Adelphia Acct. #8450-30-517-0070941	888-683-1000
Plumbing	Mark West Plumbing	354-6800
Security	Seacoast Security Acct. #8759	236-4876
Snow Plowing	Phil Brown	596-0574
Telephone Service	BCN Telecom Acct. #NAS03027	888-866-7266
Telephone System	Hi-Tech Computer	594-2500
Water	Aqua Maine Acct. #31106141-01	
Web Service	Three Islands Press	594-0287
Window Cleaning	Vince Bryant	338-2334

3.5 Office Hours

The office is open Monday through Friday, from 8:30am to 5:00pm. During those hours, the staff coordinates their schedules so that if at all possible someone is in the office to attend to visitors and answer the telephone. If it is not possible for at least one staff person to be in the office, or if for some reason staff are not able to answer the telephone, the answering machine is set to take calls.

3.6 Coordination of Employee Paperwork

The Membership and Administrative Coordinator coordinates updates of the required employee paperwork, including the federal and state W4 forms, enrollment or revision of the SIMPLE IRA, Flex plan enrollment, and W9 forms and WCB261 applications for independent contractors. Throughout the year, s/he also coordinates monthly Flex plan documentation and medical insurance reimbursement requests, obtaining approval of such requests by the Executive Director to ensure that the forms are completed accurately and appropriately before submission to Penobscot Pension Services.

4. Office Landscape Maintenance

4.1 Office Landscape Maintenance

The Membership and Administrative Coordinator oversees maintenance of the landscape around the Land Trust office building, including planting, mowing, pruning, plant removal, shoveling snow from entrance paths, and other services necessary to manage the property. These tasks are conducted with the assistance of other staff, volunteers, and contracted service providers.

4.2 Mowing

Because the mission of the Land Trust is generally directed to the protection of natural landscapes, the field surrounding the office building is largely allowed to grow its grasses and forbs to maturity, providing a changing landscape of wild flowers and grass seed stems throughout the summer. However, a 2-foot-wide swath (fondly known as the "Doncaster," named after a former Board President who suggested the practice) is regularly mowed beside the entrance paths, parking lot, and street frontage to keep plants from taking over these areas and to emphasize by contrast the naturalness of the rest of the landscape. In addition, for prevention of potential fire damage to the office building, a 15-foot-wide swath is regularly mowed surrounding the building. In September all of the field is mowed except for those areas containing shrubs and trees and a small area on the north end of the property that contains special grasses.

5. Volunteers

5.1 Overall Volunteer Program Management

The Membership Coordinator oversees the volunteer program and facilitates the work of the Volunteer Coordinator (see 5.2). The Conservation Lands Manager assists the Membership Coordinator with development, maintenance, and output of the Volunteer Database utilized by the Volunteer Coordinator.

5.2 Volunteer Coordinator

The Volunteer Coordinator provides coordination of the corps of volunteers who have offered to donate time on tasks and projects necessary for the Land Trust's conservation program. The principal work of the Volunteer Coordinator is to communicate with volunteers to arrange for their involvement in tasks. The Volunteer Coordinator is a volunteer.

The Volunteer Coordinator conducts the following activities:

- Using lists produced from the Volunteer Database, communicates by telephone with volunteers who are candidates to provide work on specific

tasks on specific dates, as directed by the staff person responsible for the task. Once the Volunteer Coordinator has obtained the names of those volunteers who are able to work on the task, s/he will provide those names to the staff person.

- Contacts newly recruited volunteers to welcome them to the Land Trust volunteer corps and to introduce him/herself to the volunteer.
- Attends the annual Volunteers Party as an opportunity to meet the volunteers.
- Encourages appropriate people to become involved with the Land Trust as a volunteer.

5.3 Recruitment of Volunteers

The Land Trust currently recruits volunteers in several ways:

- Our remittance envelope features a box to check if the donor would like “additional information on volunteering with the Trust,” to which the Membership Coordinator responds by mailing the donor our volunteer information form to learn the volunteer’s skills, availability, and job preferences.
- The Land Trust website offers a Volunteer Information page (a downloadable PDF of our volunteer information form), detailed volunteer job descriptions, and some scheduled volunteer work days.
- The Volunteer Coordinator or Land Trust staff follow up with each new volunteer, introducing him/herself, providing information about the Land Trust, and gaining as much specific information about the volunteer as necessary for assigning them to appropriate task categories.
- The need for volunteers for specific tasks is mentioned at appropriate public venues. When appropriate, a volunteer sign-up sheet is made available with our display.
- Most of our newsletters feature some sort of call for stewardship/trail work volunteers, often accompanying a photo of recent volunteer work that was done.
- The Volunteer Coordinator, Board members and staff actively encourage those who might be interested in volunteering for the Land Trust to become involved.

5.4 Training of Volunteers

For most volunteers, on-site training for the specific task or project is provided by the appropriate staff person.

5.5 Mobilizing Volunteers

When the need arises for volunteers, that need is communicated to the Volunteer Coordinator, along with specifics of how many people are needed, what skills or special tools they may need, and where they should convene for

the task. The Volunteer Coordinator will consult the volunteer database maintained by the Membership Coordinator and then telephone appropriate potential volunteers.

In the absence of a Volunteer Coordinator, the Conservation Lands Manager is responsible for contacting outdoor project volunteers as needed; the Membership Coordinator will contact office volunteers as needed.

The Conservation Lands Manager also maintains e-mail lists to communicate with special, coordinated groups of volunteer stewards, such as those whose work focus is primarily Beech Hill, Bald Mountain, or Ragged Mountain.

5.6 Honoring Volunteers

The Land Trust currently recognizes the volunteers who play such a vital role in the ongoing responsibilities and activities of the organization in several ways:

- All volunteers are given a Coastal Mountains Land Trust “Volunteer” hat.
- The Membership Coordinator maintains an on-going list of who has volunteered on what task, and volunteers are then recognized and thanked by name in each newsletter for specific tasks accomplished.
- A Volunteer Party, usually a casual, outdoor cook-out in early summer, is held annually.
- Exceptional volunteers are personally thanked by the appropriate staff person with special thank you cards sent out before Thanksgiving.
- At the discretion of the Executive Director and Membership Coordinator, exceptional volunteers may be given free membership in exchange for their efforts for the Land Trust.
- At the Annual Meeting, an outstanding volunteer may be awarded the William Zwartz Award for his/her services to the Land Trust in the past year(s).

5.7 Special Volunteers

Board members, committee members who are not Board members, and Campaign Committee members are also volunteers, although they are not coordinated and managed as described above for the primarily stewardship or office volunteers.

- Board members: Board members have a specific job description, and are recruited, trained, and managed as per Land Trust Policies and the goals and strategies of the Board Advancement Committee.
- Committee Members who are not Board members: To promote diversity of experience and perspective on the Board committees, individuals who are not Board members may be invited to join a particular committee by the Board President. For confidentiality purposes, however, the Land Preservation and Finance Committees are usually only composed of Board or former Board members. Committee members are managed by the appropriate committee chair.
- Campaign Committee Members: Capital Campaigns often necessitate the formation of a special fundraising committee devoted to soliciting campaign gifts. Such committees are trained, coordinated, and managed by the Executive Director, with the assistance of the committee chair(s).