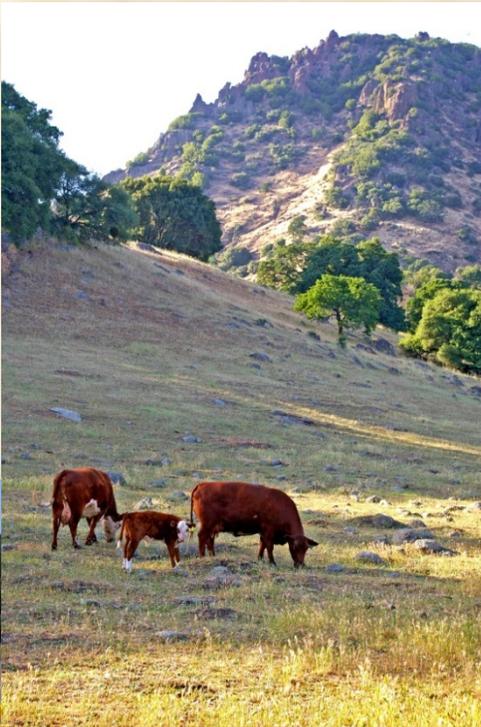




Sutter Buttes  
Regional Land Trust

# SUCCESSION PLAN 2019



*Approved May 2014  
Reviewed and Amended May 2017*

TABLE OF CONTENTS

TABLE OF CONTENTS..... 0

Succession Plan Overview..... 1

Land Trusts Officers Transition and Continuity ..... 2

    Board Oversight .....2

    Communications Plan .....3

    Definitions .....3

    Succession Plan in Event of a Temporary, Unplanned Absence: Short-Term .....3

    Succession Plan in Event of a Temporary, Unplanned Absence: Long-Term .....4

    Succession Plan in Event of a Permanent Change .....4

    1. President Vacancy: Authority of Acting President.....5

    2. Executive Director: Temporary, Unplanned Absence: Short Term .....6

    3. Treasurer .....7

    4. Lands Manager.....8

Checklist for Acceptance of Succession Plan ..... 9

Approval and Signatures..... 10

Information and Contact Inventory for Sutter Buttes Regional Land Trust ..... 11

    i. Appendix: President to the Board Description .....16

    ii. Appendix: Executive Director Job Description.....17

    iii. Appendix: Financial Oversight: Treasurer Job Descriptions .....20

    iv. Appendix: Lands Manager Job Description .....22

## Sutter Buttes Regional Land Trust

### Succession Plan Overview

Leadership plays an essential role in the success of a nonprofit organization. This succession plan ensures continuity in the leadership and management of the organization's core functions in operations, internal and external communications, fund development, financial accounting, and human resources during transition of the key personnel and executive committee members. This plan will allow for the implementation of the best practice of planning and it supports the Board and Staff having a shared understanding and knowledge of the delegation of roles and responsibilities.

The Sutter Buttes Regional Land Trust Board of Directors recognizes that this is a plan for contingencies as well due to the disability and/or departure of key personnel. If the organization is faced with the unlikely event of an untimely vacancy, the organization has in place the following succession plan to facilitate the transition to both interim and longer-term leadership. By creating this document, our hope is that the Board and Staff are prepared to implement the plan effectively. We also hope to ensure confidence among the community (board, staff, donors, volunteers, partner agencies, broader community, etc.) that the organization remains stable and strong during a transition with a leadership and management structure to support its mission. For land trusts that rely on both staff and a volunteer Board of Directors, succession planning is critical.

The Board has reviewed the job descriptions of key Board, Staff, Program Directors and Volunteers. Positions included in this succession plan cover critical program areas and services. They are as follows:

1. President to the Board
2. Executive Director
3. Treasurer
4. Lands Manager

*\* Job descriptions provided at the end of document as Appendixes*

The Board has a clear understanding of each role in organizational leadership, program development, program administration, operations, Board of Directors relationships, financial operations, resource development and community presence.

### **Land Trusts Officers Transition and Continuity**

Each board member has reviewed the bylaws “Officers” section. The vacancy section shows how officers’ departures are handled and outline the duties of each office. Leadership development for board members stepping into officer roles is an important part of succession planning. It is typical that SBRLT board members are intimately involved in both the governance and management of the organization. However, SBRLT uses board training to help members understand the complexity of non-profit operations and to prepare them to assume officer positions. Potential officers know the basic legal and fiduciary aspects of land trust operations, but are oriented to the full set of Land Trust Standards and Practices. Mentoring board members to assume officer roles is critical to organizational sustainability and growth. Officer development takes place early in the board development process itself. As the SBRLT board identifies needed expertise and solicits new board members and volunteers, each is kept informed about potential growth and leadership positions and criteria for recruitment and selection.

### **Board Oversight**

The Executive Committee shall be responsible for monitoring and supporting the work of the succession plan appointed replacements. In 2014, the individuals comprising the Executive Committee are:

- Joe Reusser, President
- Mike Hubbartt, Vice President
- Babs Cotter, Secretary
- Spencer Morrison, Treasurer

### **Communications Plan**

Immediately upon transferring the responsibilities of the aforementioned positions to an interim successor, the Board Chair or designee will notify staff members and members of the Board of Directors of the delegation of authority. As soon as possible after the unplanned absence, Board Members and the Executive Director shall communicate the temporary leadership structure to key external supporters as identified in the Key Stakeholder Contacts section of this document. These contacts may include (but not be limited to) government contract officers, program officers, civic leaders, major donors and major contractors.

### **Definitions**

This document covers the following situations:

- Succession Plan in Event of a Temporary, Unplanned Absence: Short Term
- Succession Plan in Event of a Temporary, Unplanned Absence: Long Term
- Permanent Change in Key Board, Staff and Volunteers Functions as Program Chair/Director

An unplanned absence is one that arises unexpectedly in which it is expected that the President, Executive Director, and key Program Directors or Coordinators will return to his/her position once the events precipitating the absence are resolved. A short-term temporary absence is less than three months. A long-term temporary absence is expected to last more than three months. A permanent change is one in which it is firmly determined that the individual will not be returning to the position. The Board of Directors is authorized to implement the terms of this plan in the event of the any absence.

The latter half of this document contains the actual resources, and information and contact inventory for the board and interims to use as needed.

### **Succession Plan in Event of a Temporary, Unplanned Absence: Short-Term**

A temporary absence is one of less than three months, that arises unexpectedly, in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved. This is in contrast to a planned leave, such as a vacation or a sabbatical.

**Succession Plan in Event of a Temporary, Unplanned Absence: Long-Term**

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

The Executive Committee will give immediate consideration, in consultation with the Executive Director, to **temporarily fill positions** left vacant. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the interim to carry the duties of both positions. The position descriptions focus on covering the priority areas to which staff or the interim are not able to attend to long-term.

**Succession Plan in Event of a Permanent Change**

A permanent change is one in which it is firmly determined that the individual whether Board Member, Executive Director, Program Director, or staff person will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence:

The Board of Directors will appoint a Transition and Search Committee within 7 days to plan and carry out a transition. The Transition and Search Committee will determine the need for an Interim replacement and plan for the recruitment and selection of a permanent replacement.

**Procedures and Conditions**

In the event of an unplanned absence President, Executive Director, and key Program Directors, staff or Board Member who is first aware of the situation, is to immediately inform the Board Chair (or a member of the Executive Committee identified within the bylaws if the board chair is not available) of the absence. As soon as it is feasible, the Chair should convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Committee deems appropriate. This should be followed soon after by a full board meeting (conference call is acceptable) so that each member of the board of directors is fully informed and engaged. A majority vote by the full board is needed to affirm the actions of the Executive Committee. It is understood that the Executive Committee has been delegated the authority to immediately begin its responsibilities.

**1. President Vacancy: Authority of Acting President**

*(Referencing SBRLT Bylaws Section: 3.5 - Vacancies)*

- a) Vacancies on the Board of Directors shall exist; on the death, resignation, removal of director, or expiration of term, and;

A director may be removed without cause by a majority of the directors then in office.

Any director may resign effective upon giving written notice to the Chairperson of the Board, the President, the Vice President, the Secretary, or the Board of Directors, unless the notice specifies a later time for the effectiveness of such resignation. No director may resign if the Land Trust would be left without a duly elected director or directors in charge of its affairs, except upon notice to the California Attorney General.

Vacancies on the board may be filled by approval of the board, or if the number of directors then in office is less than a quorum, by:

- a) The unanimous written consent of the directors then in office;
- b) The affirmative vote of a majority of the directors then in office at a meeting held pursuant to notice or waivers of notice complying with this Article of these Bylaws or;
- c) A sole remaining director.

**2. Executive Director: Temporary, Unplanned Absence: Short Term**

The Executive Committee members are sensitive to the special support needs of the Executive Director in this temporary leadership role. It is expected that the Board Chair will focus on communicating with the full board and convening an emergency board meeting to enact this plan in support of the Executive Committee. The President and Treasurer will be responsible for bi-weekly meetings with person(s) ensuring that the office have what they need from various board members. As appropriate, the Bookkeeper may also be asked to join these meetings.

The Executive Committee will give immediate consideration, in consultation with the Executive Director, to temporarily filling the day-to-day activities given the void in staffing. This is in recognition of the fact that for a leanly staffed organization, it may not be reasonable to expect the interim Executive Director to carry the duties of multiple positions. The ED position description focuses on covering the priority areas. The interim will need assistance from key staff and board members to meet the essential needs of the land trust.

The essential responsibilities under the ED position as detailed in the ED Job description would be split between the Board President, Treasurer and Lands Manager.

Areas of Delegation as detailed in ED job description include: (see job description)

<u>Duties/Responsibilities</u>	<u>Person Temporarily Delegated To</u>
1. Leadership	Board President
2. Staff and Financial Management	Treasurer
3. Fund Development	Lands Manager
4. Programmatic Oversight	Treasurer
5. Communication and Outreach	Board President

**Authority and Compensation of the Interim Executive Director:**

The person appointed as Interim Executive Director shall have the full authority for decision-making as the regular Executive Director on a temporary basis under the authority of the Board President. The Interim Executive Director's compensation will be negotiated between the executive committee and the individual. This arrangement is at the discretion of the full Board.

**Executive Director: Long-term Permanent Planned Change**

In the event of resignation or removal of Executive Director, the Transition and Search Committee will convene and begin the process of identifying a successor. A recommendation for a permanent successor would be submitted to the board for approval within 90 days of such vacancy. During a transition the Board President and Treasurer will provide direct oversight for all responsibilities detailed in the Executive Director's job description. The President would be required to report to the board.

**3. Treasurer**

The **Treasurer** oversees the management of SBRLT funds, including the preparation of financial statements and monitoring of assets. The Treasurer works in conjunction with the ED and Treasurer to develop the annual budget. Other responsibilities related to Treasurer's duties are: insurance renewals, state and federal tax filings, HR functions including working directly with Bookkeeper administering required EDD filings.

The **Treasurer** currently acts in a separate capacity. This position requires the individual to work closely with the Bookkeeper to monitor and verify monthly and annual financial transactions, provide financial statements, and report to the SBRLT Board of Directors.

**Treasurer Vacancy** (*Referencing SBRLT Bylaws Section: 3.5 - Vacancies*)

- a) Vacancies on the Board of Directors shall exist: On the death, resignation, removal of director, or expiration of term, and; ...

A director [Treasurer] may be removed without cause by a majority of the directors then in office.

Any director may resign effective upon giving written notice to the Chairperson of the Board, the President, the Vice President, the Secretary, or the Board of Directors, unless the notice specifies a later time for the effectiveness of such resignation. Vacancies on the board may be filled by approval of the board, or if the number of directors then in office is less than a quorum, by:

- a) The unanimous written consent of the directors then in office;
- b) The affirmative vote of a majority of the directors then in office at a meeting held pursuant to notice or waivers of notice complying with this Article of these Bylaws or;

In the event of a resignation or removal, the Transition and Search Committee will convene and begin the process of identifying a permanent successor. A recommendation for a replacement would be submitted to the board for approval within 60 days of such vacancy. During the transition the Board President and ED working directly with Bookkeeper would provide direct oversight for all financial transactions detailed in the Treasurer job description. The ED would be required to report to the board.

#### **4. Lands Manager**

The Stewardship Program Chair works directly with the ED and directs the development of conservation projects and is integral in facilitating stewardship activities on lands and conservation easements held by the land trust. The Stewardship Committee Chair oversees the management, monitoring, enforcement, and planning of all existing and potential land trust properties.

In the event of a resignation or removal of Stewardship Chair, the Transition and Search Committee will convene and begin the process of identifying a successor. A recommendation for a replacement would be submitted to the board for approval within 60 days of such vacancy. During the transition the ED working directly with the Land Steward would provide direct oversight for all property transactions and stewardship activities detailed in the Stewardship Program Chair job description. The ED would be required to report to the board.

**Checklist for Acceptance of Succession Plan**

- Succession plan approval.** This succession plan will be approved by the Executive Committee and forwarded to the full Board of Directors for its vote and approval annually.
- Signatories.** The Board President, the Treasurer, and as the appointees designated, the Secretary and Treasurer, in this plan shall sign this plan each year upon its approval.
- Organizational Charts.** Two organizational charts need to be prepared and attached to this plan.
  - Current Organizational chart reflecting current staffing positions and lines of reporting throughout the organization.
- Important Organizational Information.**
  - Information and Contact Inventory is attached to this document.
  - Current list of the organization's Board of Directors, and job descriptions for the Executive Director and the positions that would be stepping up to different roles, including any positions that need to be hired upon transition.
- Copies.** Copies of this Succession Plan along with the corresponding documentation shall be maintained by the Board President, Treasurer, and the Executive Director in the personnel files.

**Approval and Signatures**

**Succession Plan prepared by:** Sutter Buttes Regional Land Trust Capacity Building Committee with assistance of the Executive Director. Approval required by Board of Directors.

**Date Submitted for Review:** \_\_\_\_\_

**Plan Approved by:**

Signed: \_\_\_\_\_

Joe Reusser, President

Date: \_\_\_\_\_

Signed: \_\_\_\_\_

Spencer Morrison, Treasurer

Date: \_\_\_\_\_

**Witnessed by: Appointees**

Signed: \_\_\_\_\_

Mike Hubbartt, Vice President

Date: \_\_\_\_\_

Signed: \_\_\_\_\_

Babs Cotter, Secretary

Date: \_\_\_\_\_

**Information and Contact Inventory for Sutter Buttes Regional Land Trust**

Knowing the location of key information is critical so that, if an emergency succession should occur, your organization would be able to quickly continue work in the most efficient and effective way.

	<b>Onsite Location</b>	<b>Offsite Location</b>	<b>Online URL</b>
<b>Nonprofit Status</b>			
IRS Determination Letter	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> <u>AA Storage, Unit C129</u>	<input type="checkbox"/> <u>Carbonite</u>
IRS Form 1023	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> <u>AA Storage, Unit C129</u>	<input type="checkbox"/> <u>Carbonite</u>
Bylaws	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> <u>AA Storage, Unit C129</u>	<input type="checkbox"/> <u>Carbonite</u>
Mission Statement	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> <u>AA Storage, Unit C129</u>	<input type="checkbox"/> <u>Carbonite</u>
Board Minutes	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> <u>AA Storage, Unit C129</u>	<input type="checkbox"/> <u>Carbonite</u>
<b>Financial Information</b>			
Employer Identification Number (EIN) #:	<u>68-0204641</u>		
Form 990s	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> <u>AA Storage, Unit C129</u>	<input type="checkbox"/> <u>Carbonite</u>
Current and prev. audited financial statements	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> <u>AA Storage, Unit C129</u>	<input type="checkbox"/> <u>Carbonite</u>
Financial Statements (if not part of the computer system and regularly backed-up)	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> <u>gbo.intuit.com</u>
State or District Sales-Tax Exemption Certificate	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> _____	<input type="checkbox"/> <u>Carbonite</u>
Blank Checks	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Computer passwords	<input type="checkbox"/> <u>Admin Files/Red Folder</u>	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Donor Records	<input type="checkbox"/> <u>Admin Desktop PC/QB</u>	<input type="checkbox"/> _____	<input type="checkbox"/> <u>Carbonite</u>
Funding Schedule	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Client Records	<input type="checkbox"/> <u>Lands Manager</u>	<input type="checkbox"/> <u>AA Storage</u>	<input type="checkbox"/> <u>Carbonite</u>
Vendor Records	<input type="checkbox"/> <u>Admin Files</u>	<input type="checkbox"/> _____	<input type="checkbox"/> <u>Carbonite</u>
Volunteer Records*	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____

\*Note: Nonprofits that are heavily volunteer-based may need to know the following information about their volunteers who they are, how to contact them, where they live/work, expertise, special skills, or any information related to their usefulness or willingness to help the agency.

Auditor

Name: \_\_\_\_\_

Phone Number/Email: \_\_\_\_\_

Bank

Name(s): Golden Pacific Bank

Account Numbers: 121141398

Line of Credit: \_\_\_\_\_

Investments

Branch Representative: \_\_\_\_\_

Financial Planner/Broker Company Ed

Phone Number: 560-742-3800

Jones Charles Schwabb

Fax: \_\_\_\_\_

Representative Name: Brad Willoughby N/A

Email: \_\_\_\_\_

Phone Number: 530-673-7012

Email: \_\_\_\_\_

Who is authorized to make stock transfers? Who is authorized to make wire transfers?

Investment Committee: Joe Reusser, Rick Geddes, Spencer Morrison, Alyssa Lindman

Who are the authorized check signers?

Joe Reusser, Rick Geddes, Spencer Morrison, Alyssa Lindman, and Mike Hubbartt

**Legal Counsel**

Attorney

Name: Law Offices of Alfred F. Jahns

Phone Number: 916-483-5000 / (fax) 916-483-5002

E-mail: ajahns@jahnsatlaw.com

**Key Stakeholder Contacts**

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

E-mail: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

E-mail: \_\_\_\_\_

**Human Resources Information**

**Onsite Location**

**Offsite Location**

**Online URL**

Employee Records/Personnel Info\*

Admin Files \_\_\_\_\_  \_\_\_\_\_  Carbonite \_\_\_\_\_

\*Names, home addresses, phone numbers, email,

Emergency contacts, etc.  Admin Files \_\_\_\_\_  \_\_\_\_\_  Carbonite \_\_\_\_\_

I-9s  \_\_\_\_\_  \_\_\_\_\_  \_\_\_\_\_

**Payroll**

Company Name: \_\_\_\_\_

Account Number: \_\_\_\_\_

Payroll Rep: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_

**Facilities Information**

	<b>Onsite Location</b>	<b>Offsite Location</b>
Office Lease (if rent)	<input type="checkbox"/> _____	<input type="checkbox"/> _____

**Building Management**

Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone Number/Email: \_\_\_\_\_

**Office Security System**

Company Name: \_\_\_\_\_

Account Number \_\_\_\_\_

Representative Phone Number/Email: \_\_\_\_\_

Broker Phone Number/Email: \_\_\_\_\_

**Insurance Information**

<p>Broker Information for All: Alliant Insurance Services Inc.  <a href="http://www.alliantinsurance.com">www.alliantinsurance.com</a>          Anna M. Hill, CPCU, AU  <a href="mailto:ahill@alliant.com">ahill@alliant.com</a>          800-298-7373 ext 5475779</p>
--

General Liability / Commercial Umbrella

Company/Underwriter: Chubb

Policy Number (17)7174-38-52

Representative Phone/Email: \_\_\_\_\_

Broker Phone /Email: \_\_\_\_\_

Directors & Officers Liability

Company/Underwriter: Chubb

Policy Number (17)7174-38-52

Representative Phone /Email: \_\_\_\_\_

Broker Phone /Email: \_\_\_\_\_

Workers' Compensation

Company/Underwriter: Chubb

Policy Number (17)7174-38-52

Representative Phone /Email: \_\_\_\_\_

Broker Phone /Email: \_\_\_\_\_

Unemployment Insurance

Company/Underwriter: \_\_\_\_\_

Policy Number \_\_\_\_\_

Representative Phone /Email: \_\_\_\_\_

Broker Phone/Email: \_\_\_\_\_

**i. Appendix: President to the Board Description****PRESIDENT TO THE BOARD POSITION SUMMARY**

The President is the chief executive office of the Land Trust. Subject to the control of the Board of Directors, the President supervises and controls the affairs of the Land Trust and the activities of the officers. The President reports to the Board of Directors of the Land Trust. The President holds a two-year term, and may be re-nominated for additional terms, at the discretion of the Board.

**TASKS/RESPONSIBILITIES**

1. Preside at all board meetings.
2. Facilitate an annual work plan
3. Participate in the preparation of the Board Agenda for Board of Directors' meetings.
4. Facilitate activities of major committees: Fund Development, Community Outreach, Member Relations, and Land Conservation, Interpretative Program
5. Preside over the Executive Committee of the Land Trust
6. Direct the Board of Directors to maintain capacity and/or direct vacancies on the board
7. Review, develop, amend, repeal and adopt new policy and procedures.
8. Approve transactions in which board members have a financial interest
9. Oversee and participate in accreditation efforts
10. Execute deeds, mortgages, bonds, contracts, checks or other instruments which may be authorized by the Board of Directors.

The President needs to have a good working relationship with all board members, committee chairs, executive director, volunteers, and paid staff. President needs to be familiar with all aspects of the land trust so that there is effective communication. A President must also be part of the community and have established contacts within that community that will further fundraising efforts by the Land Trust.

President should have had experience on the Board of Directors, holding succession offices prior to assuming the position of Board President. Because of the complicated aspects of this land trust -- interpretative program co-existing with a Land Trust -- the president should have informal knowledge of the hike program and formal experience with the governing aspects of the Land Trust. Some financial experience is necessary to understand transactions/contracts relating to easements.

**ii. Appendix: Executive Director Job Description****EXECUTIVE DIRECTOR POSITION SUMMARY****Position Summary**

The Executive Director is responsible for providing strategic vision and leadership for SBRLT's mission and for the management of programs, activities, and staff of the organization. Programs and activities include, but are not limited to, land protection and stewardship, development and fundraising, communications and public awareness, strategic relationships, and financial management.

S/he will report directly to the SBRLT Board of Directors, work with the board president and officers, and will direct and evaluate office staff and project volunteers.

S/he must have demonstrated success in fundraising and securing grants or other "billable" projects.

S/he will become well-versed and compliant with recognized Land Trust Alliance standards as well as all policies and procedures of SBRLT.

**Duties and Responsibilities****Leadership**

- Works in partnership with the Board to provide strategic direction and policies that encompass long and short-term plans.
- Partners with the Board to build and sustain long-term relationships with key donors and stakeholders.
- Builds and strengthens important relationships with the agricultural community, broader Sutter Buttes region; the counties of Sutter, Yuba, and Colusa; related organizations and groups.

**Staff/Financial Management**

- Administers contracts and provides oversight of the financial performance and stability of the organization and works with the financial advisor on accounting responsibilities.
- Oversees the day-to-day operations of SBRLT; motivates and mentors staff and volunteers. Will perform regular performance evaluations and respond as appropriate.
- Ensures that the organization's resources, programs, and staff are focused on SBRLT's mission; commits to fulfill current grant requirements to build a sustainable organization.

**Programmatic Oversight**

- Provides focus and direction to SBRLT's conservation easement acquisition, mitigation opportunities and stewardship programs.
- Works closely with board, staff, and volunteers to prioritize land preservation opportunities and manage implementation of effective conservation strategies.
- Attends appropriate conferences to build knowledge of land conservation practices, organizational sustainability, and mitigation practices.

**Communications and Outreach**

- Ensures effective communication to all stakeholders, including board, staff, members, volunteers, landowners, and strategic partners.
- Serves as the primary spokesperson and public representative for SBRLT with an ability to articulate and project a compelling vision to diverse audiences and constituencies.

**Land Conservation**

- Oversees land projects coordinating with staff all aspects necessary for the successful acquisition and conveyance of property:
  - assures preparation of all baseline documentation for land projects
  - contracts for and reviews appraisals
  - assists with legal document preparation
  - completes internal approval documents/procedures, maps and photos
- Researches potential project opportunities in coordination with staff, board and partners
- Assists with the preparation of acquisition plans and protection strategies
- Fosters relationships with public and private landowners interested in land protection
- Serves as SBRLT liaison in key partnerships with agency and partner conservation groups
- Maintains current awareness of land conservation techniques and issues by reading periodical and other related documents, attending public forums and identifying training opportunities
- Writes grant applications and budgets for project funding

**Fund Development**

- Oversees all fund development efforts to ensure that financial resources are available to support approved plans, respond to opportunities, and meet long-term financial needs.
- Advocates and actively seeks grant funding from local, state, and federal government sources along with public, private, and family foundations; plays a leadership role in fundraising and major donor solicitation.
- Works closely with board members, staff, and volunteers to effectively enhance the financial resources and capacity of the organization.

**Qualifications****Education**

Bachelor's degree required. An advanced degree or equivalent experience in an applicable field is highly desirable.

The ideal candidate will have experience managing and growing a nonprofit and will possess:

- Ability to provide strong entrepreneurial and innovative leadership growing an organization while sustaining its current success.
- Familiarity with the local Sutter Buttes communities and surrounding counties.
- Successful track record in raising money for an organization or program.
- Demonstrated knowledge and experience in land conservation, and/or a willingness to work with consultants to acquire such knowledge and experience.
- Success in developing effective partnerships with other groups/organizations.

- Demonstrated successful experience in working with boards comprised of community leaders and volunteers.
- Excellent written and oral communication skills.

**Personal Characteristics**

The Executive Director should embody the following personal characteristics:

- Excellent communicator, leader and bridge builder.
- Is both proactive and operational; can initiate new ideas/relationships.
- Ability to work well under pressure and adapt easily to changing situations and priorities.
- Good judgment and consensus building skills.
- Inspiring, creative, visionary, and compassionate.
- Diplomatic and tactful.

## iii. Appendix: Financial Oversight: Treasurer Job Descriptions

**SUMMARY FINANCIAL OVERSIGHT**

Non-profits traditionally rely upon volunteers to provide support. The organization has chosen to rely upon the expertise of a Treasurer to serve on the SBRLT Board of Trustees. Each position is elected by the Board for a term of three years. Each position acts as support for the organization in varying capacities. Working in concert with the finance committee each will recommend and develop policies and procedures governing all aspects of the Land Trust's budgeting, financing, expenditures, financial reporting, and acquisition and disposal of capital assets.

The Treasurer shall have as its principal liaison with the Land Trust the Executive Director. The Treasurer shall be responsible for reporting as may be required to the Secretary of State (California) and to the Internal Revenue Service with the assistance of bookkeeper.

**TREASURER POSITION SUMMARY**

The Treasurer shall have the custody of the corporate funds and securities and shall keep full and accurate accounts of the receipts and disbursements in books belonging to SBRLT, and shall oversee all moneys and other valuables in the name of and to the credit of SBRLT in such depositories as may be designated by the Board of Directors.

Under the direction of the ED, the Bookkeeper shall prepare vouchers for disbursements, and shall render to the Treasurer whenever they may require it, an account of the financial condition of the Corporation.

**TREASURER TO OVERSEE THE FOLLOWING TASKS/RESPONSIBILITIES**

1. Review accounting records quarterly (Prepared by Bookkeeper)
2. Prepare 1099 Miscellaneous forms annually (Prepared by Bookkeeper)
3. Monitor checkbook, record deposits & pay bills (Prepared by Bookkeeper)
4. Prepare the annual nonprofit tax return (Prepared by Auditor/CPA)
5. Keep up-to-date on the tax implications of conservation easements
6. Manage the CDs and Money Market accounts
7. Member of the Endowment Committee
8. Chair the Finance Committee with Treasurer—annual budget
9. Report the quarterly and annual payroll reports (Prepared by Bookkeeper)
10. Monitor workman's compensation reports (Prepared by Bookkeeper)

11. Monitor the sales tax report (Prepared by Bookkeeper)
12. Review annual liability insurance policies and renewals (Prepared by Bookkeeper)
13. Monitor and deposit restricted funds
14. Monitor perpetual inventory (Prepared by Bookkeeper)

**OTHER FINANCIAL OVERSIGHT RESPONSIBILITIES**

1. Making the primary analysis of the proposed budget of the Board of Trustees and recommending the action to be taken thereon by the Board.
2. Considering and recommending policies and procedures governing all aspects of the Trust's budgeting and financing.
3. Ensuring an effective system of expenditure and cash control policy is in effect.
4. Ensuring there are adequate accounting controls and procedures regarding transactions associated with the Trust's related organizations.
5. Ensuring there is adequate financial reporting to the Board, together with proper interpretations of such reports.
6. Reviewing and recommending action on all proposals to acquire or dispose of capital assets of the Trust, and determining the impact of such acquisitions or disposals on the financial stability of the Trust.
7. Reviewing of the Board the overall plans, goals and objectives of the Trust, and judging their feasibility in terms of available and potential financial resources.

## iv. Appendix: Lands Manager Job Description

**LANDS MANAGER SUMMARY**

The Lands Manager helps to develop conservation projects and is integral in facilitating stewardship activities on land and conservation easements held by the land trust. The Stewardship Committee Chair oversees the management, monitoring, enforcement, and planning of all existing and potential land trust properties.

**TASKS/RESPONSIBILITIES**

## I. Essential job functions and tasks:

1. Manages land projects by coordinating all aspects necessary for the successful acquisition and conveyance of property:
  2. assures preparation of all baseline documentation for land projects
  3. contracts for and reviews appraisals
  4. assists with legal document preparation
  5. completes internal approval documents/procedures, maps and photos
  6. maintains an up-to-date land inventory
- Researches and selects potential project opportunities in coordination with board and partners
  - Assists with the preparation of acquisition plans and protection strategies
  - Manages and assists SBRLT Regional Representatives with land projects
  - Fosters relationships with public and private landowners interested in permanent land protection
  - Serves as SBRLT liaison in key partnerships with government land staff and partner conservation groups
  - Maintains current awareness of land conservation techniques and issues by reading periodical and other related documents, attending public forums and identifying training opportunities
  - Develops and manages a staff and volunteer-based Land Conservation and Stewardship Committees in consultation with the board of directors
  - Writes grant applications and budgets for project funding
  - Cultivates potential donors and assists development staff with developing productive relationships with major donors

## Property Management

The Stewardship Program Manager is responsible for carrying out all management projects on Land Trust properties:

- Assist Stewardship Chair with writing and implementing management plans, including GIS management and mapping, working with experts to identify species occurrences and management needs, identifying and implementing restoration projects, assessing infrastructure needs and repairs (roads, fencing, signage, etc), determining level of public access, curtailing illegal use of land, and fostering positive relationships with neighbors and partners.
- Visit fee properties on a regular cycle to inspect conditions of native species and habitats, non-native invasive weeds, infrastructure integrity (roads, fences, buildings, signs), and public access issues (trespass, vandalism, trash).
- Interact as needed with landowners, growers and grazers on lands with agricultural production. Assist with permitting, access, and monitoring their activities.
- Plan and manage work parties, including coordination with partners.
- Maintain stewardship records and databases.
- Maintain equipment.

## Monitoring and Enforcement

The Stewardship Program Manager is responsible for monitoring and enforcement on all Land Trust properties and conservation easements:

- Systematically monitor properties and maintain records on use and access issues.
- Monitor conservation easements and maintain easement records.
- Assess and resolve violation issues.
- Nurture good relationships and communication with neighbors.
- Assist with property inventory, assessment and management plans.
- Assist with stewardship plan development, including project priorities and budgets.
- Assist with annual budgets and strategic stewardship plans.

## Outreach, Planning & New Property Assessment

- Assist with current and future property inventory and assessment
- Assist with stewardship plan development, policies, and conservation efforts
- Coordination with local agencies or counties for regional planning efforts related to agriculture, restoration, mitigation, and land conservation. This may involve attending additional meetings and follow-up coordination.
- Be familiar, respectful and knowledgeable of land trust policies, views on current issues, property background and various programs & events the land trust offers.

**Documentation**

- Data organization and record maintenance
- GIS mapping (reports, regional land planning, and project evaluation and assessment)
- Create documents that address planning and management efforts (Baseline, Management Plans, Monitoring Reports)

**EDUCATION/BACKGROUND**

- Bachelor's degree in natural sciences (forestry, environmental studies, restoration ecology, botany or related field).
- Strong computer background with experience using ArcGIS/Trimble Pathfinder GPS products for field data collection and site analysis/design. Knowledge of Adobe Photoshop, Word, Excel, PowerPoint and the Internet (including Facebook or other forms of public communication).
- Minimum of 1 year's experience in stewardship and/or restoration, including working with volunteers, assessing restoration needs, controlling exotic plant species, planting, and writing reports and plans.
- Competent in GIS and GPS. Know how to collect data using GPS and, transfer it to GIS. Create layers, manage a GIS database and produce legible maps.
- Familiarity with dominant native plants of the area.
- Ability to lift 50 pounds and to work independently under physically demanding conditions, including rough terrain, hot, cold and wet weather.
- Hold or be willing to obtain pesticide license, CPR and First Aid certificates.
- Valid California driver's license. Reliable vehicle, willing to drive to various properties in our regional sphere of influence

**SUPERVISION**

This position reports directly to the Executive Director and Board President. Expect to meet in the land trust office weekly to discuss progress, timelines for future tasks, and potential projects.