

Salem Community Gardens Board of Directors Roles + Responsibilities (1)

- Responsibilities in quotes are from the SCG by-laws.
- All members may delegate a responsibility to another board member, on a one-time or ongoing basis.

President

- “General charge and supervision of the affairs of the corporation”
- “Preside at all meetings of the directors.”
- Support garden captains and other board members, as needed.. .
- Support the long term vision (“maintenance plan”) of each garden to ensure the quality of garden plots is maintained throughout the seasons. Work with Garden Captains and other board members to identify repairs needed vs a plan to replace garden plots.
- Help with larger issues, especially if they affect more than one garden.
- Send out periodic updates to all gardens.
- Coordinate with vendors and the city of Salem for items impacting all gardens. Examples may include, but are not limited to: contacting the tree warden and or city for tree trimming, communicating water on/off dates from the city to gardeners, confirm start/end dates for compost pick up from Black Earth, coordinate soil/compost deliver at the start of the season. Order soil in the spring for all the gardens from Black Earth (could be delegated to treasurer or captains)
- Tell Black Earth when to stop pick up of compost in the fall.
- Coordinate with the City of Salem (Parks and Rec, Conservation Commission, Board of Health, Mass in Motion) as needed.
- Ensure all regular or novel work has a clear and assigned owner, or that the work is deprioritized/put on hold. A clear and assigned owner may consist of a designated member of the board/role on the board, or an assigned and active sub-committee.

Vice President:

- Help oversee and share with President active sub-committees
- Assist President in general oversight of affairs concerning the corporation.
- Take leadership on assignments given by the President, especially special events and tasks that are in addition to the President's normal workload. Taking direction from the President and reporting outcomes of special assignments to the President.
- May require a monthly meeting with President, depending on workload
- Preside over board of directors monthly meetings in the absence of the President.
- The Vice President position may serve as a transition role to President when the President's term is completed, but is not required as a prerequisite to serving as President.
- May include taking on the oversight of one of the major functions of board, ie. oversight of sub-committees, or of garden captain needs or other.

Garden Co-Captains:

- Utilize Mailchimp (or replacement program if changed by board) to communicate with gardeners about key updates and status information for the garden, including but not limited to - updated lock combinations, compost deliveries, water turn on, work days and volunteer efforts needed, and general guidance for any garden-specific expectations, including reminders to abide by code of conduct where needed.
- Organize a new gardener orientation, work days and optionally potlucks/get togethers.
- Ensure [code of conduct](#) is followed at the garden, including
 - Keeping an eye on overgrowth, plot abandonment, shading between plots, make sure aisles are raked or mowed as needed

- Make sure the tools necessary are there, available to gardeners. This may include: cataloging/organizing tools, purchasing them or requesting purchase from other board members (with reimbursement), repairing (or requesting repair via volunteer hours), and general maintenance of shared tools.
- Maintaining organic growing practices
- Delegate work to gardeners, via email or signage, let people know what they can do for their volunteer time.
- Help gardeners resolve differences, bring them together to talk.
- Support gardeners, especially new gardeners such as through guidance, advice, or connecting them with resources such as more experienced gardeners or favorite online information or books.
- Coordinate with the Donation Coordinator on what to donate, and to have donations available and accessible for pickup on designated day/time.
- Plant and maintain (a) donation plot(s) and/or delegate this activity to a responsible gardener. Captain must maintain oversight and ownership of the donation plot should issues arise.
- Confirm gardener service hour reporting.
- Coordinate with the registrar
 - On plots to be assigned.
 - On plots for special groups - ie accessible needs, scholarship plots.
 - Escalate to registrar cases of weeding/planting deadlines not met, as needed.
 - Inform registrar of gardeners not welcome back.
 - Maintain accurate plot maps on the drive, including noting any issues or special cases, such as plots under renovation, plots being decommissioned, or plots being added, plots designated for donation or permanent perennial/pollinator plantings, as well as notations of ADA accessible and/or “more accessible” plots where applicable.
- Inform president when compost delivery needed for coordinated reach-out to Black Earth; inform president of any missed compost pickups by Black Earth.
- Coordinate with City of Salem (Parks and Rec, Conservation Commission, Board of Health, Mass in Motion, Tree Commission) as needed, for example, asking for the water to be turned on, if it doesn't happen automatically or for tree trimming.
- Create and maintain short, medium, and long-range plans over approximately 0-5 year time frame, for the ongoing upkeep and stewardship of the garden, including but not limited to:
 - Maintaining basic notes on the shared drive of potential major (\$1k and up) renovation or maintenance needs, for current or future seasons.
 - Maintaining a basic plan for phases of work and goals for current + future gardening seasons
 - Estimating costs to the extent possible, including sourcing online resources, or meeting with local businesses for cost estimates.
 - Seeking funding and grant opportunities to aid in offsetting the costs of major projects anticipated over the term of plan.
- Attend monthly board meetings and provide updates to other board members and captains.

Secretary (Clerk)

- “Record and maintain records of all proceedings of the directors.” This will be done in a manner such that transition of Secretary records from one administration to the next is organized and logical.
- “Have custody of the seal of the corporation.” (from bylaws)
- Maintain a roster of current/active board members, garden affiliation, terms of service, and open positions.
- Take notes at monthly meetings

- Post notes to google drive - make notes available within two weeks, except where communicated in advance
- Potential to support website, online communications, social media
- Maintains Zoom account for monthly meetings.
- Write acknowledgments on behalf of the board for donations, and/or gifts of any kind to the organization.
- To record all board decisions/vote and include in the monthly board minutes.
- Record action items for future meetings at the end of each month's board meeting minutes.
- Manages mail, holds key to SCG PO Box. Distributing incoming mail to correct board members to be addressed in a timely manner.

Treasurer / Bookkeeper

- "In charge of financial affairs, funds securities and valuable papers, and shall keep full and accurate records thereof" This will be done in a manner such that transition of Bookkeeping records from one administration to the next is organized and logical.
- Access and manage SCG bank account.
- Deposit checks received by the organization.
- Verify all registration and donation amounts match registrar's records (via the "Master" registration spreadsheet).
- Process refunds and reimbursements for authorized expenses as needed, within one month of the refund request.
- Pay for goods and services duly authorized to be provided in keeping with the mission of the organization in a timely manner.
- File required annual and federal reports/taxes, working with the organization's accountant.
- Receive and process insurance renewal information.
- Provide periodic financial updates to the board, and give budget updates at each meeting.
- Post monthly bank statements in "bank statement" folder and update the working budget spreadsheet monthly.
- Save invoices and reimbursement requests, along with receipts and payment/reimbursement details.
- Review operational expenses and contracts, looking for opportunities to decrease cost and add value.

Registrar

- Spearhead registration process, beginning with the creation of the new year's documents and processes, ensuring plots are assigned and documented appropriately, including after plots have been abandoned/re-assigned.
- Record and maintain records from year to year. This will be done in a manner such that transition of Registration records from one administration to the next is organized and logical.
- Primary contact point for managing the master registration documentation, plots assignment charts (until handed off to Captains once registration is complete), waitlist, and MailChimp.
- Collaborate with additional Board members who may be acting in support roles for registration as needs arise.
- Communicate with gardeners (returning, new, and waitlisted potential) regarding all elements of registration, including registration status, plot assignment, volunteer /opt-out fulfillment, and any other needs as they arise.
- Coordinate with the web admin to post information to social media and the website, including time frames for registration and plot assignments.
- Communicate with new and returning gardeners, respond to inquiries.
 - Communicate plot assignments & waitlist status.
 - Communicate weed/planting/plot abandonment warnings when escalated.

- When registering a gardener, confirm and document
 - Contact information for primary gardener and secondary gardener (as needed)
 - Special requests: Accessibility status, Scholarship status, additional plots, Previous year volunteer vs opt-out payment status
 - Payment amounts, including donations and/or opt-out fulfillments
 - Gardener has been added to Master Registration doc AND to garden chart
- Coordinate with Treasurer and/or Secretary for confirmation of off-line registrations.
- Work with Garden Captains to ensure garden charts are updated, as needed.
- Upload all registered gardeners into Mailchimp, including garden, year, and appropriate tags. Contact any gardener who has unsubscribed from Mailchimp with instructions to re-subscribe.

Web Administrator:

- Make regular updates/edits to our webpage(s) as needed to maintain accurate and complete information and resources for gardeners (such as plot maps, captain and contact information, and registration pages during annual registration processes).
- Maintain social media accounts and engagement, such as posting important events or picture to generate buzz and interest.
- Recommend and (upon approval) implement improvements or changes to continue to enhance our technological relevance and to continuously improve our processes.
- Access and provide necessary reporting to other roles (such as registration/waitlist information + spreadsheets to Registrar).
- Support creation of event fliers or other collateral as needed for outreach and events
- Keep a concise record of all login and password information in anticipation of transitions and future Web Administrators.

Community Outreach Coordinator:

- This role is intended to support SCG to identify, build and activate relationships within key communities and organizations in the City of Salem with the purpose of:
 - Raising awareness of SCG and opportunities for gardening + scholarship plots
 - Increasing utilization of scholarship plots to full 10% (or more) at each garden location
 - Diversify the demographics of those who are a part of SCG and more fully reflect the community we are a part of
- Advise on and enact ways to engage and register a more diverse population of gardeners at SCG (across multiple dimensions including but not limited to race/ethnicity, socioeconomic status, and disability status).
- Advise on and recommend changes to the board with regard to any processes, policies, or procedures which create limitations for these groups to access.
- Organize and/or attend key events within Salem to represent SCG and further our mission.
- Strongly preferred but not required - speaks fluent Spanish for ease in communicating with Salem's residents.

Donation Coordinator

- Coordinate with Garden Captains at the beginning of the season to plan donation plot planting.
- Collect and deliver food from the gardens for donation to a community organization to distribute (eg, The Salem Food Pantry, the Council on Aging), in coordination with captains.
- Track donation amounts and destination in this [spreadsheet](#), so we can report to the city, in accordance with our Memorandum of Understanding.

(1) Effective June 2023.