

Board of Directors
Called Meeting May 24, 2016
Conference Call 2:30

Present: Randy Beardsworth, Andrew Benjamin, Ken Bradford, Wallace Bruce, Harriet Bryan, Cooper Davidson, Denny Engle, Tom Green, Hasbrouck Hughes, Steve Jennings, Bill Kuecker, Joyce Moorman, Barbara Perrone, Ida Powell, Hughey Reynolds, Bob Spencer, Cliff Steger, Ann Vest, Mike Waldmann, Brenda Patterson (Sec.)

Absent: Kyle Bullock, Larry Davies, Barbara Gomez, Bill Moore, David Moseley, Dan Ramsey, Julie Taylor

This meeting of the Board was called with proper notice to consider the recommendation of the Personnel Committee regarding the hiring of the next Executive Director.

The meeting was opened with prayer by Hasbrouck Hughes and called to order by the Board Chair at 2:35pm.

PERSONNEL COMMITTEE (Hasbrouck Hughes)

The transition team deserves credit for a job well done. (Ann Vest, Jim Tongue, Ida Powell, Wallace Bruce, Bill Keucker, and Gil Hanke) The Personnel committee received the recommendation from the transition team and put together a salary and benefits recommendation for the board to vote on. The Personnel committee makes the following motions in three parts: 1) recommendation of person for the position, 2) Compensation, and 3) Job description.

On the basis of the transition team's recommendation, the Personnel committee recommends that Lynette Johnson, present staff of SoSA, be hired as the new Executive Director of SoSA effective 1/1/2017 or such other date that may later be determined. The Personnel committee feels good about this. Her resume shows the wealth of experience she has to offer. It's a real plus to have someone already actively involved in SoSA's work with the gifts, talents, and background to fill this position. She was a previous Director of the Tennessee office and supervised the Alabama programs. We are greatly impressed and delighted to recommend her for this position when Mike retires.

The Board entered discussion which included a recap of the Transition Team process used in coming to this recommendation.

The transition team created a list of ten attributes essential for the position. The criteria included various traits including: The candidate should have a minimum of 10 years experience with non-profits. The candidate should have experience with grants and gifts, as well as be competent in planning budgeting, and forecasting. They should have excellent verbal and written skills, and managerial skills. The candidate should have agricultural industry knowledge and be willing to travel 25% of their time, annually. They should have a faith-based connection and motivation for wanting the position. All applicants were screened by these criteria which resulted in identifying the top 11 prospects.

Each criterion then received a team established weight factor based on its relative importance to the other criteria. Each transition team member rated each of the 11 top applicants individually on how they measured up to each criterion. Weighted applicant scores were added up and reviewed in an objective fashion. The

applicants were also ranked subjectively in order to compare subjective impressions with the objective ranking. The transition team used this process and some phone interviews to narrow the applicant pool down to the best four candidates for personal interviews.

Personal interviews were conducted with all top four candidates on April 28, 2016 in the Big Island office. After each interview candidates met alone with Big Island staff just to gain an initial impression of how the applicant would relate to the staff. Staff had the opportunity to provide feedback to the Transition Team. The applicants also spent time alone with Mike to discuss more detailed questions about SoSA.

Interviews were followed by extensive team discussion over a period of days resulting in the final recommendation to the Personnel Committee.

The final four candidates were interviewed in person at the Big Island office. Two internal candidates were interviewed and two external candidates were interviewed. One external candidate was from Texas, a native of New Zealand who has prior work with a well known nonprofit called Mercy Ships. The second external candidate was a director of a faith-based organization in Northern VA. He was very well versed in his history of SoSA.

Ida added that six transition team members evaluated the criteria individually, so a lot of time and effort have gone into this process.

After additional discussion Denny Engle called the question and the motion passed unanimously.

2) Compensation: (See Attachment A) Hasbrouck indicated that a detailed compensation analysis was conducted using a lengthy report (4,300 pages) published by Guidestar that looked at compensation of nonprofit executives nationwide and by state. Both average and median compensation levels were considered for national, state and local nonprofits of similar type to SoSA. Median compensation levels were considered more reliable as averages could be skewed by one or two unusually high or low compensation packages.

The Personnel committee moved that the compensation for Lynette as Executive Director be set at \$72,500/year plus benefits. Denny Engle seconded and after discussion the motion passed unanimously.

3) Job Description: (See Attachment B) The job description was presented verbally with specific duties and responsibilities. An organization chart was also presented showing a division of the current Executive Director responsibilities among the new Executive Director and a new position created as a Chief Program Officer who would report to the Executive Director. (See attached) The new Executive Director would be directly responsible for the Development and Administrative parts of the Big Island office. Hasbrouck asked members to keep in mind that we are painting with a broad brush and not a fine pen. We're giving an overall picture of duties, but it is not all-inclusive. Other duties and responsibilities that the board feel should be added may be added later.

The Personnel committee moved the adoption of these documents as constituting the job description, and organization chart, as presented. Denny Engle seconded and after discussion the motion passed unanimously.

The job offer will include a written offer letter with written acceptance, which is in keeping with SoSA's long time practice.

Ann thanked everyone for their hard work and the meeting was adjourned at 3:10 pm.

Respectfully submitted,

A handwritten signature in black ink that reads "Brenda Patterson". The signature is written in a cursive style with a large, looped initial 'B'.

Brenda Patterson
Secretary to the Board

Attachment A:

Compensation Analysis for Executive Director

Compensation information from GuideStar, the nation’s largest nonprofit watchdog organization. The 2015 *GuideStar Nonprofit Compensation Report* reviews key employee compensation at approximately 105,000 charitable nonprofit organizations. It relies exclusively upon data derived from the GuideStar database of digitized IRS Form 990 information. This report is 4,300 pages long.

| National Average & Median Compensation | | |
|---|-------------|---------------|
| | Avg. | Median |
| CEO w/Budget size \$1M-\$2.5M | 112,198 | 95,942 |
| CEO w/Budget size \$2.5M-\$5M | 151,630 | 125,600 |
| National Nonprofit Average & Median by Nonprofit Type w/ \$1M - \$5M Budget | | |
| Food, Ag. And Nutrition | 96,082 | 78,646 |
| Housing and Shelter | 103,833 | 92,000 |
| Human Services | 96,541 | 87,724 |
| Religion-Related | 109,857 | 92,632 |
| Virginia based Nonprofits | | |
| CEO w/Budget size \$1M-\$2.5M | 141,571 | 115,512 |
| CEO w/Budget size \$2.5M-\$5M | 191,464 | 161,902 |
| Human Service Nonprofits Compensation based on various metropolitan areas | | |
| Richmond-Petersburg, VA | 93,819 | 99,824 |
| Roanoke, VA | 77,805 | 78,307 |
| Greensboro/Winston-Salem, NC | 94,276 | 86,500 |
| Chattanooga, TN | 88,947 | 104,102 |
| Charlotte, NC | 98,875 | 86,957 |
| Knoxville, TN | 72,402 | 75,843 |
| Lynchburg area nonprofits actual from IRS 990 | | |
| TJ Poplar Forest, 1.5M budget | | 126,400 |
| Gleaning for the World | | 100,000 |
| Stop Hunger Now (Raleigh) | | 132,400 |
| Mike’s current salary after 22 years service | | 98,114 |
| Candidate’s current salary in present position* | | 48,242 |
| Proposed 50% salary increase for new Ex. Dir. | | \$72,500 |

* Does not include \$18,500 in benefits (health, dental, and 401k). SoSA pays 80% of health care premium. SoSA pension program: SoSA contributes an amount equal to 5% of employee’s salary + will match up to 4% in employee contributions to the plan. SoSA’s annual budget for 2016 is \$2.6M.

ATTACHMENT B:

Society of St. Andrew
www.endhunger.org
Executive Director – Job Description

Title: Executive Director, Society of St. Andrew (Big Island, VA)
Reports to: Board of Directors, Society of St. Andrew (SoSA)
Basic Function: Senior leadership for nonprofit with national scope in service, 23 full-time & 30 part-time employees, and annual budget of approximately \$2.6 million.
Starting Salary: \$72,500

Specific duties and Responsibilities

Administrative/General:

1. Overall responsibility for entire organization reporting directly to the Board of Directors
2. Supervisor for full-time and part-time employees representing the following functions: Chief of Operations, Church Relations, Foundations & Corporations, Accounting, Communications, Human Resources, General Administration
3. Establish and execute approved annual budget of approximately \$2.6 million
4. Represent and serve as “face” of SoSA nationally in all venues
5. Represent SoSA in a wide variety of public and private forums
6. Provide required reports and other information to SoSA’s Board of Directors
7. Conduct Public Relations efforts for SoSA
8. Attain/maintain proficiency in use of various SoSA databases and accounting software
9. Hire/Fire staff as needed/appropriate for direct subordinate staff while keeping the Board’s Personnel Committee informed of any sensitive or potentially sensitive employee related situations; oversee Chief Program Officer’s hire/fire functions for positions under Chief Program Officer
10. Ensure healthy positive morale throughout entire SoSA staff

Development:

1. Initiate and carryout annual fundraising efforts to meet annual income budget
2. Directly responsible for the national office portion of Major Donor and Regular Individual income sources
3. Work with SoSA national development staff in establishing and meeting goals
4. Conduct appropriate fundraising activities related to all funding sources (Churches, Individuals, Corporations & Foundations)
5. Seek and obtain new financial partners necessary in support of SoSA’s Strategic Plan

Program:

1. Supervise SoSA’s Chief of Operations/Programs
2. Assist/participate in program execution and activities as time and requirements permit
3. Seek/obtain national level contacts helpful in recruiting/engaging growers, volunteers, food receiving agencies, and Harvest of Hope participants

Other Duties: as necessary

ATTACHMENT C:

Society of St. Andrew
Organizational Structure

