



SOCIETY OF ST. ANDREW

Regional Office Operations and Procedures

Manual (Revised June 2010)

SOCIETY OF ST. ANDREW

Regional Office Operations & Procedures Manual

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Regional Office Overview

Regional Office Concepts and Purpose

Regional Offices were first initiated by SoSA as a means to achieve program expansion. The concept called for a full time staff of two persons operating out of donated or low cost office space, typically provided by a local church. The Regional Office full time staff consists of:

- **Regional Office Director:** Primary duties include development and office management as well as speaking engagements and other opportunities to present SoSA to groups and individuals.
- **Regional Office Program Coordinator:** Primary duties include operation of the Gleaning Network and speaking with churches and civic groups. The Program Coordinator may assume some development responsibilities but only as the Gleaning season permits or as a natural component of regular speaking opportunities. A second Program Coordinator may be added when program expansion and funding warrants it.

A primary purpose in creating Regional Offices involved expanding church development and other funding sources to enable greater SoSA program activity in other states where no Regional Office exists. Therefore, Regional Offices should seek, as a minimum, to raise 150% to 200% of the amount of funds needed to cover all costs associated with the office. Funds raised above specific Regional Office costs go toward helping SoSA programs which feed the hungry in other states without a Regional Office.

Although Regional Offices generally operate within the confines of a single state, expansion of program and fundraising into adjacent states is considered part of the original purpose.

Relationships with the National Office

In function, Regional Offices are considered an extension of the National Office. Regional Offices are not audited separately but are included in the single annual independent audit which covers the entire organization. Therefore, all actions and activity of Regional Offices directly impact the organization as a whole. Regional Office is an internal term used within the organization. All staff are part of the Society of St. Andrew regardless of their location.

The Regional Office staff is free to communicate with any member of the National Office staff when needed. However, the Regional Office Director is expected to make all decisions with respect to operations and management of their office. Regional Office Directors will consult with their supervisor on staff hires, policies and other important issues. The direct supervisor for the Regional Office is SoSA's Executive Director. The Executive Director should be kept fully informed on the status of the Regional Office. The Regional Office Director is free to communicate or consult with the Executive Director on any and all issues. In most cases communication from the National Office will be directly with the Regional Office Director. In situations involving specific information related to a scheduled program event, communications from the National Office directly with the Regional Office Program Coordinator may take place. Likewise, communication from the Regional Office directly with various members of the National Office staff on specific issues should take place whenever appropriate.

The Program Coordinator for each Regional Office is directly supervised by the Regional Office Director. In nearly all cases, discussions between the Director and Program Coordinator should resolve program related questions. Program related questions or decisions that can not be resolved at the Regional level should be referred to the Executive Director or other appropriate staff at the National Office.

Satellite Gleaning Coordinators are supervised by the Program Coordinator within each region. Satellite Coordinators are a position considered to be a combination of part-time paid and part volunteer effort. Satellites coordinate gleaning activity in a small geographic area of the Region. All issues related to Satellite Gleaning Coordinators should be resolved at the Regional Office level.

Regional Office Responsibilities

Regional Offices are essentially responsible for all operational, development and management issues related to their respective offices. Regional Office staff are considered to be the primary SoSA representative within their region. Full-time staff

need to be completely knowledgeable in all SoSA related program and development issues. Generally, all outside requests for information will be referred to the appropriate Regional Office.

For Programs directed from the National Office (e.g. Potato Project, Harvest of Hope, etc.) Regional Office staff need to closely coordinate regional efforts for these programs with respective Program Directors in the National Office. For example, once a Harvest of Hope event is scheduled within a Region, the Harvest of Hope Director will rely heavily on the Regional Office for event planning and execution. The Regional Office will need to keep the Harvest of Hope Director fully informed on the status of the event, particularly in the pre-event preparation phase. Similarly, Potato Project shipments (interstate large volume loads) that are funded by the Regional Office need to be coordinated through the Director of the Potato Project.

In short, the Executive Director will look to the Regional Office Director concerning performance of all programs, development, operational and administrative issues within the region.

Expansion and Approval

Regional Offices are responsible for identifying and planning expansion opportunities within their respective regions. However, any expansion plans such as adding Gleaning Satellites or other expansion aspects that require funding outside the existing budget must be approved by the Executive Director.

In general, any activity within a region that cannot be conducted within the constraints of the most recently approved budget will need to be discussed and approved by the Executive Director. Likewise, any specific grant or funding requests which will place additional expense requirements on the budget should be approved by the Executive Director.

Board of Directors

SoSA's Board of Directors consists of 27 individuals from a variety of backgrounds. Board membership typically includes representatives from each Regional Office area as well as clergy, volunteers, food providing agencies and other constituencies involved with SoSA programs. The Board of Directors meet twice a year and the Executive Committee (consisting of chairs of all committees) meets twice a year at times other than meetings of the full Board.

Relations with the Board of Directors are handled through the National Office. Regional Office staff may communicate with members of the Board of Directors when approached by members of the board, but shall inform the Executive Director as soon thereafter as possible. Prior to initiating communication with members of the Board of Directors, Regional Office personnel should first check with the Executive Director. The primary reason for this is to ensure that tasking from and to the Board does not become burdensome to either staff or Board members. This does not prohibit Regional Office staff from having friendly and informative conversations or communications about routine matters (such as program events and local highlights) with Board members from their regions. Board members may also be of help to the Regional Office in development and other activities.

Regional Office staff should always be alert to good potential board members from their Regions as Board vacancies become available.

Local Advisory Boards

At the discretion of the Regional Director, Local Advisory Boards may be developed within the region's area. Such local Boards typically consist of key volunteers, funders and other supporters who wish to be of greater assistance to the Regional Office. Local Advisory Boards can be of great help to Regional Offices in fostering program activity and growth, as well as financial support within the Region.

If not established properly, these local boards can also become a work drain on the Regional Office staff and thereby hinder the SoSA ministry within the Region. The key factor involved in deciding whether or not to establish a Local Advisory Board is whether or not the board's membership and activity will be such that it supports and advances the purposes of the Regional Office.

Local Advisory Boards have no formal or official role or responsibilities with the National Office or the Board of Directors. Nor do these local boards have any decision making authority for the Regional Office. The function of any Local Advisory Board is purely at the discretion of the Regional Director.

Development

Relationships & responsibilities between the Regional Office and the National Office

Regional Offices are responsible for development activity within their region for all types of funding sources. The National Office conducts considerable efforts that support the Regional offices such as sending out solicitations to individuals, major donors and churches that are on the database. This does not prevent the Regional Offices from sending out their own solicitation or other correspondence, but does require that coordination of effort with the National Office take place to prevent duplication of effort and offending funding sources. Identifying new individuals and churches for inclusion in the database for future solicitations is a responsibility of the Regional Office.

Any questions or concerns relating to development issues should be brought to the attention of the head of development or church development at the National Office.

Regional Offices are also responsible for developing a detailed annual Income plan. This plan will be monitored and evaluated throughout the year to assess development activity within each region. The plan is made in consultation with development personnel at the National Office; however, the plan belongs to the Regional Office. In developing the plan, Regional Directors should consider past history, recent trends and anticipated development activity for all funding sources. The plan for grant related funding should consider probability of approval, timeframe for notification and timeframe for receipt of funds. See the section on Develop Plan later in this chapter.

As funds are received, the Regional Director is responsible for maintaining accurate records, sending thank you correspondence, providing reports when required and coordinating with the National Office on database requirements. Often, funds are received at the National Office which are credited to the Regional Office development plan. A monthly income statement will be provided to each Regional Office detailing the total income by funding source which was credited to that office. Office directors will need to reconcile these statements with their own records to ensure accuracy.

Some funds are received directly at the National Office from sources within the various Regions and is credited to the appropriate Regional Office. Therefore, the National Office will provide a monthly report of names, addresses and amounts detailing funds received to each Region. Regional Directors should review this information and take any follow-up action deemed appropriate to cultivate the relationship with various funding sources.

Program Coordinators may assist in development activity when the Gleaning season permits. In the process of recruiting volunteers from church and civic groups, the Program Coordinator should also present opportunities for these groups to support the SoSA ministry financially. However, Program Coordinators are primarily responsible for the various programs and development activity should not detract from those efforts.

Throughout the year the development plan will be re-evaluated in order to establish revised income projections for the year. Projections should consider actual funds received, funds approved but not yet received and anticipated income from all funding sources for the balance of the year. See the section on Revising the Development Plan later in this chapter.

Income Sources

The following sources of income comprise the primary elements of the Development Plan and consequently development activity throughout the year.

Churches: Individual churches of all denominations and synagogues which contribute to any of the church related giving opportunities. Speaking opportunities at various churches to gain financial support for the SoSA ministry is the primary tool to impact this category of funding. Funding from Church Agencies is also tracked in this funding source. Church Agencies represent a number of churches or synagogues within a geographic area and often require a grant application process to receive funding. However since the funding they distribute comes from individual churches we consider Church Agency funds as general Church income.

Meals for Millions (MFM): Primarily a giving program focused on United Methodist Men groups. MFM is a nationwide program with broad recognition in the Methodist church. This program involves support from UMM groups in individual churches. Churches, church groups, and individuals of all denominations can contribute to MFM.

St. Andrew Club: The St. Andrew Club is a popular program that was begun by Fairlington UMC in Arlington, VA. It is essentially a pledge program where individual

donors agree to answer a “call letter” twice a year with a pre-selected donation amount. This program has been duplicated by Mountain View UMC in Forest, VA and also by SoSA itself. The National Office sends out the call letters but the Regional Office is responsible for enrolling new members. Although donations are received from individuals, there is also an option to identify a specific church the donor wants to be recognized. This program is generally presented as part of every church presentation unless some other funding opportunity is considered more appropriate.

Foundations: This category of funding includes, Charitable Foundations and Corporations. Generally these sources require a written proposal or grant application in order to receive funds. Most states have a publication which lists most of the charitable giving organizations doing business within the state. SoSA typically has access to an online Grant Research site to help in identifying prospective Foundations and Corporations for funding. Some Foundations have very specific application requirements while others offer very little guidance. See the section on grant writing for specific details about submitting grants.

Church Agencies: Although this funding source is considered part of general church giving, it deserves specific mention. Church Agencies are larger church entities at the regional, state or national level for any denomination or organized faith community. Many Church Agencies have programs specifically focused on hunger and poverty and have grant opportunities to distribute funds to organizations like SoSA. Generally we have had great success in developing partnerships with Church Agencies since our ministry offers a good match for their funding guidelines. This funding source is also more likely to be repeatable for a number of years than are specific Foundations or Corporations.

Major Donors: Individuals who donate \$500 or more in any given year are classified as a Major Donor. Generally, Major Donor solicitations are developed and sent out from the National Office twice each year. Regional Directors are responsible for helping to identify new Major Donors and for cultivating the relationships with existing ones. Personal visits and other forms of direct contact are generally involved to keep the Major Donor informed about the progress of SoSA programs within the region.

Individual Donors: Individuals giving less than \$500 in a year are classified as Individual Donors. Solicitations to Individual Donors are sent out from the National Office each quarter. Regional Office staff are responsible for adding new Individual Donors to the database. Donors are added as a result of speaking engagements, gleaning events or other occasions where SoSA programs are presented.

Combined Federal Campaign (CFC): The CFC is a program which provides federal employees the opportunity to contribute to the charity of their choice. CFC is managed by the United Way on behalf of the federal government; however, it is not strictly part of United Way. (SoSA does not solicit funds through the United Way.

However through application to local campaigns it is possible for United Way donors to designate SoSA as their charity of choice.) Through the CFC federal employees can designate part of their pay to any approved agency they desire. SoSA is one of the national organizations listed in the CFC material. Regions with large military bases or other federal agencies (such as the FBI, USDA etc.) should seek to promote this opportunity during the CFC. Identifying the Campaign Coordinator for each federal entity and obtaining speaking opportunities is the key to promoting development through the CFC. It is also possible to participate in local CFCs. Local CFCs generally require separate application for inclusion and are focused on individual cities. Regional Directors are responsible for applications to local CFC campaigns. The local United Way office can indicate whether or not there is a local CFC and provide application material. SoSA is part of a CFC Federation which handles our national application process. The federation is Christian Service Charities (CSC) and SoSA is also listed in their materials that are topically part of large CFC campaigns. The national office of SoSA handles all relations with the CSC federation.

Registrations: Program registration funds are received from Harvest of Hope or other programs that may require a registration fee. The funds are credited to the state from which the event participants come.

Sales: Funds received from the sale of SoSA publications, T-shirts or other materials are credited to sales. SoSA generally does not produce or purchase products for sale as this is not a cost effective fundraising technique. However we occasionally have left over products such as Harvest of Hope T-shirts that can be sold. This funding source is not a budgeted source in our development plan as total SoSA sales are just a few hundred dollars.

Grant work, when to do it

Some grant work will be accomplished throughout the year as high probability grant opportunities are identified. However the majority of the grant work should take place between November and March. This will ensure that approved grants are received earlier in the year. It also allows time to react to occasions when more grants than expected are denied. Most grant givers have more than one grant cycle per year; however, more funds are generally approved in the first grant cycle of the year. Keep in mind that it generally takes 3 to 6 months to receive funds from approved grants after they have been submitted. Grant activity in the second half of the year should be limited to grant applications that only have an application deadline late in the year. When creating a work plan for grant proposals it is important to factor in the anticipated rejection rate (often 75-80%) in determining the number of grants that should be submitted.

Grant Research

Identifying the right Foundation/Corporation to submit a grant to is critical to developing successful grants. All Foundations and organizations which provide grants have funding priorities for which they offer and approve grants. For SoSA programs it is important to identify grant opportunities that deal with hunger, poverty or human services. These giving priorities generally make SoSA a good fit, or match, for what the Foundation hopes to promote and achieve.

A variety of resources exist to help locate and identify good grant opportunities. The National Office generally has some online or electronic research media that lists Foundations and Corporations that offer grants across the country. When an online resource is available at the national office it will also be available to all regional offices. Within each region there are generally similar print or electronic publications which focus just on that specific state or region. In some cases there are also similar publications which focus strictly on Church Agencies or religious giving within the region. Additionally, libraries contain a good deal of resources that will help identify grant opportunities. Finally, asking current supporters and Major Donors for suggestions about where to submit a grant will also identify excellent grant opportunities.

When researching grants, pay particular attention to:

- grant guidelines
- geographic area of focus
- due dates
- whether a formal application form is required
- the specific information and material that should be included in the proposal and how it should be included

Ensure grants are submitted for budgeted items

Grants are submitted to raise funds for the annual budget. It is important to keep the Regional Office's annual budget in mind when submitting grants; particularly since nearly all grants will require a budget as part of the proposal.

Grants that are submitted and received for items or activities not in the approved budget will result in unplanned and unbudgeted expenses. Since such grants entail unbudgeted expenses, the amount of the grant will be added to both the income and expense plan for the office. It is best to identify new funding needs during the budget process so it can be included in the approved budget.

In the rare case when a possible grant for an unbudgeted activity or item needs to be considered, Regional Directors must first obtain approval from the Executive Director.

Grant Writing

Grant proposals must be written to meet the specific requirements for each Foundation or entity offering the grant. The grant guidelines and funding priorities of the Foundation should be kept in mind throughout the grant writing process. This will ensure the Foundations sees SoSA as a good fit for their funding purposes.

Many grants require a specific application form. Regional Directors will need to ensure that sufficient time is allowed to request, receive, complete and send the grant application. Most forms can be regenerated on the computer for greater efficiency. Occasionally Foundations will require that the specific application form be used and returned. These can generally be received in digital form from the grantor. Be sure to answer all questions specifically and in a way that best tells the SoSA story.

Every Foundation has different requirements and these must be met and followed precisely. For example, some Foundations may want duplicate copies, others may want multiple copies of only part of the proposal and requirements for enclosures will all vary among Foundations. Some grantors will want the proposal bound while others specifically ask that it not be bound or stapled. Ensure that the specific requirements are met and that all grant submission guidelines are followed – to the letter. Some application guidelines will require that a specific form be completed in addition to use of a general or narrative type proposal format. Submitting a complete proposal that does not require additional work on the part of the grantor will greatly improve chances for success.

Many Foundations will have no specific requirements for the proposal but request a letter or narrative format describing what the grant is for and how the funds will be used. These types of proposals offer great flexibility in developing the grant. However even these types of grants generally require that certain questions be answered in the proposal. Some of the typical issues that should be addressed in any proposal include:

- What is the need
- Who will be served
- Qualifications to carry out proposal
- Income budget/sources of support
- How success will be evaluated
- How much is requested
- What will the grant accomplish
- Description of SoSA and our purpose
- How will the need be met
- Why SoSA is the one to do this
- Detail budget for the proposal
- Time table for the proposal
- Plans for ongoing support of project
- How funds will be spent
- Concise description of the proposal

A sample Grant proposal with cover letter is included in the Appendix 1.

The grant proposal should be written in a concise, clear manner. Anticipate questions and provide the answers in the proposal. The bulk of the proposal should be restricted to two or three pages, not including enclosures. Remember that Foundations and other grant givers will sometimes review dozens of proposals. Keep the reader in mind and craft the proposal in a way that will make it stand out to a tired reader.

Most Foundations and Corporations prefer to fund what they consider to be a “project” rather than general operating costs. This can be a challenge in the grant writing process. Regional offices should craft their proposals so that the office itself (the gleaning network) is portrayed as the “project” within the overall SoSA organization. Another challenge occurs when people tend to look at the personnel part of the budget as non-program. In the case of SoSA programs, our personnel are our program since most staff are either fully or partially dedicated to program activity. Caution should also be used in writing a proposal for only a specific part of the budget. Certain parts of the budget, specifically packing and freight, are obviously the most attractive parts of the budget since they are perceived as most directly related to moving food. However, writing grants for just that purpose will make it very difficult to write other grants for the remaining parts of the budget.

Regional directors are required to use some formal mechanism to aid in the grant planning, writing and tracking process. The national office has a simple access database setup for this purpose and which can also be used for mail merge purposes in printing grant proposals. This will streamline the process considerably. Additionally, the use of a specifically designed Excel spreadsheet is required to keep track of grant

A sample grant tracking Excel sheet is included in appendix 4.

status and to aid in assessing progress toward the income goal. See the grant tracking Excel spreadsheet in the appendix.

Samples of good grant proposals can be obtained from files or from the National Office. Regional Directors should not constrain themselves to these examples but should develop a proposal that works for the region and use it. The development staff at the National Office can provide review and feedback on grant drafts or assist in determining how to respond to unique questions or guidelines.

Grant Budgets

A sample grant budget is included at the end of the grant proposal in appendix 1.

Perhaps the most challenging part of any grant involves developing the budget sheet which includes the income and expense part of the proposal. The cost of any project, regardless of how worthy, is the down or negative side. The challenge for the grant writer is to present this information in a positive way. This is generally accomplished by adding comments to show what the result or benefit will be. See sample grant budgets in the appendix.

The grant budget sheet will normally include the entire budget for the Regional Office. Exceptions to this will involve a very narrowly focused grant for a specific project or part of the overall budget. The total budget will show that expenses are equal to the planned income.

Sample RO and total SoSA grant budgets are included in appendix 15.

Budgets should incorporate costs for all programs being conducted in the region, administrative costs and National Office oversight. A sample budget is provided at the end of this manual. The budgeting officer at the national office will generally provide documents depicting the budgets for the regional office and entire organization that can be used in grant proposals. These documents are intended for internal use should not be simply copied/pasted into grant proposals. Regional offices should take this information and craft their own documents to portray the information in the best way possible.

Grant Enclosures

Each grant proposal may require a specific set of enclosures. Regional Directors should be sure to identify the specific requirements for each grant. Enclosures which SoSA submits with all grants include:

- IRS letter of designation as a 501(c)(3) non-profit organization
- Photo sheets of programs in action

- Annual report and/or most recent independent audit
- Roster of Board of Directors

Grant Visits

Our past practice has shown that the probability of a successful grant grows significantly if the Regional Director obtains a personal visit with the grantor. Some foundations offering larger grants may actually require a personal visit as part of the grant review process. Other foundations may require a site visit where a representative will come to the SoSA office for discussions. However in most cases obtaining a personal visit will be left to the initiative of the Regional Director. Therefore, whenever possible, Regional Directors should seek to obtain a personal visit with a representative of the grantor.

A typical approach usually involves a phone call and a request to meet with the Foundation for 15 or 20 minutes to discuss the planned proposal. If granted the visit, stick to your time commitment and allow the meeting to run over on time only if the foundation has questions or has shown that they wish additional time to discuss the proposal or our organization.

Key things to remember during a personal visit:

- The foundation's purpose is to help identify worthy programs for funding
- SoSA is one of many organizations that will be considered; make the visit count
- We have great programs, a wonderful story and tremendous success in feeding the hungry
- SoSA's efficiency rating is one of the best in the nation
- Relax, smile and show confidence in the worthiness of what we do
- Have, in your mind, what you plan to ask for
- Eye contact
- Listen attentively to guidance or hints from the representative
- Answer questions directly and then add a positive comment such as what will be achieved.

A sample one page information sheet for Grant visits is in appendix 2.

- If you don't know the specific answer, don't fake it, promise that you will find out and get back to them - then follow through
- Express appreciation for the meeting

Materials to take with you during the visit include the Annual Report, photo sheets and perhaps a one page highlight sheet dealing with successes within the Region

Finally, ensure the visit is followed by a personal thank you note. If there is a substantial length of time between the visit and actual grant review it may be helpful to send in a recent news article or other timely material to be added to the proposal package. A steady flow of information is likely to be counterproductive however any legitimate opportunity to raise the SoSA name prior to a grant decision could be helpful.

Grant Reports

Many grants, particularly large ones, will require a formal report at the end of the grant period. Some reports may require a specific format while others will expect no specific format or content. When specific content or format is required, ensure that it is followed and that all questions receive direct and specific answers. In all cases, reports should include how the grant funds were used and what results were achieved. In SoSA programs this can be easily translated to pounds of food, number of servings, number of volunteers and gleaning events. News articles, photos and anecdotal information also provide ways to inform the grantor of the accomplishments and success of the grant.

A sample grant report, with cover letter, is in appendix 3.

Interim reports, although seldom required, can also be helpful in establishing a good relationship with foundations and church agencies. An informal narrative report in the early second half of the grant period which details progress and early highlights will help ensure that the grantor feels that their grant to SoSA was a wise decision.

Even when a grant does not require a report, providing one is still a smart move. Regional Directors should develop a stock interim and final grant report that can be easily sent (i.e. mail merge) to all sources which have approved grants. While this is simply a good and professional practice it will also aid in making many grants repeatable in the coming years.

Church Development

The essential key to long term sustainable funding for the Regional Office is individual churches of all denominations. Church support is vital to solving hunger. For the organization as a whole, income from churches represents the single largest part of our total development plan. Additionally, most of our individual supporters heard about for the first time in a church setting.

Regional Offices are responsible for increasing church development within their regions. The focus of Church development is to develop long-term partnerships with local churches through volunteer support (Gleaning Network) and participation in any of our church giving programs. Partner Church starter kits are available to help churches develop a continuing relationship with SoSA. This is normally accomplished through seeking speaking engagements to tell the SoSA story and invite church support to combat hunger.

This approach is limited by the number of churches that can be visited during the course of any one year. Therefore it is important that Regional Office staff remain flexible and open to developing and meeting the demand for program presentations. Presentations will vary from speaking to small groups, Sunday school, or to a church committee to providing sermons during worship services.

Developing a cadre of volunteer high quality interpreters will significantly increase the number of churches that can be reached. The National Office has an Interpreter Handbook that can be used for this purpose. Additionally, Satellite Gleaning Coordinators are also expected to recruit volunteers by speaking to church groups. While satellite personnel are primarily focused and knowledgeable only about the Gleaning Network, they should also be prepared to inform churches on how they can support SoSA financially.

Regional Offices should also seek to increase church development by developing and cultivating relationships with high level denominational entities such as, Presbyteries, Conferences and Diocese.

Some options for establishing and maintaining relationships with churches include:

- Contact and meet with heads of church Missions Committees
- Participate in Mission Fairs or Mission Saturation Events
- Contact District level Church representatives for brief speaking time at district pastor meetings.

- Seek speaking time at UMC Annual Conference level or District gatherings
- Identify a key individual in the church (usually not the pastor or priest) who is interested in SoSA programs and work with that person to expand the church's relationship with SoSA

Although SoSA is a broadly ecumenical organization, we are most widely known in the United Methodist denomination. United Methodist Churches offer an easy opportunity to expand church development.

There are a variety of giving opportunities that are tailored specifically for churches. Some programs are year round while others focus on religious holidays or Vacation Bible School. Regional Office staff need to be extremely conversant in all these programs.

Some of the many giving opportunities for churches is in appendix 5.

The primary categories for church giving programs include:

- Meals for Millions: A program specifically targeted toward United Methodist Men's groups. This is discussed in the previous section covering income source types.
- St. Andrew Club: A pledge type program intended for individuals in all church denominations. See the previous section on income source types.
- Change the World: This is a program suitable for any church denomination. It has also been presented to United Methodist Conferences for Conference wide participation. This simple program centers around an opportunity for parishioners to donate pocket change as they leave Sunday worship. This is a year round program.
- Seasonal Devotions: SoSA provides special programs during the Lent (Easter) and Advent (Christmas) seasons that combine spiritual reflections, devotion and financial support for our hunger programs. Some denominations are not familiar with the terms Lent and Advent.
- Vacation Bible School: This program is suitable for VBS programs in any denomination. It offers VBS participants an easy way to participate in ministry as part of their overall VBS program. SoSA provides materials and instructions.

The National Office provides an annual Church Development Program update; an internal document which describes the various church development programs and how they inter-relate. The Director of Church Development at the National Office will offer aid and support whenever possible. While the church development

programs are developed at the National Office, the responsibility for implementation largely rests with the Regional Office. The database maintained by the National Office is an excellent resource in analyzing SoSA church giving trends within the Region.

The annual development plan for the Regional Office should reflect anticipated and planned activity to increase church development.

Major Donors

Major Donors generally tend to be a function of 1) high interest in the effectiveness and worthiness of SoSA programs and 2) a relationship with an individual in the organization. Keeping the major donor informed of progress and success is crucial to maintaining and building a good relationship. Personal visits, at least once a year, as well as occasional informative material sent via mail and/or phone calls are usually sufficient to maintain an effective relationship with a major donor.

There are lots of techniques available for identifying potential new Major Donors. Some of these include:

- Asking existing donors for contacts through their network of friends and associates who may be interested in supporting SoSA programs
- Analyze the database for individuals that are close to the Major Donor level or who may have been in the past.
- Be particularly alert for potential major donors in the course of normal church, business and civic club contacts.
- Major Donor event such as a breakfast or lunch. These can be costly if done improperly and must be coordinated with the head of development at the National Office.

Most major donors have a rough idea of how much they plan to contribute to SoSA each year. However, major donors must still be approached with a specific request for support. A personal visit is the best way to request support from a major donor.

Keys for a successful visit with a major donor

A one page sample information sheet and request for a Major Donor visit is in appendix 6.

- Schedule at the donor's convenience; stick to the time constraints
- Be prepared for the specific donor
- Be comfortable and smile, show you are ease and confident in what SoSA is accomplishing in the region.
- Follow the donor's lead: engage in friendly conversation but know when the donor is ready to get down to the purpose of the visit
- Offer a brief, one page, description of SoSA highlights in bullet format, success and efficiency charts and other pertinent information. Keep text to a minimum. Include the "ask" for a specific amount and what it will accomplish in pounds, servings etc.
- Use the one page as talking points as you verbally inform the donor of the great things that SoSA is accomplishing in the region
- Try to keep it conversational and allow the donor to ask questions during the talk. But stay focused and don't get sidetracked during the business part of the visit
- After making the "ask" for a specific amount, stay quiet and allow the donor to make the next comment.
- Do not anticipate that the donation will be provided at this meeting.
- Following the business part of the visit, once again follow the donor's lead with respect to friendly conversation and how long to stay before leaving. Be prepared to stick to whatever time constraints you agreed to prior to the meeting an only allow it to run past that time if the donor wishes to continue the conversation.
- Be thankful and appreciative and inform the donor you will look forward to providing updates during the year and a report at the end of the year.
- Follow-up with a personal thank you note after returning to the office.

Get to know the major donor, what the individual looks for and what aspect of SoSA has captured his interest. Speak to those interests throughout the year when providing updates and reports.

The National Office mails a special solicitation to all Major Donors, so it is important for Regions to coordinate their Major Donor efforts with the National Office.

TEFAP (The Emergency Food Assistance Program)

TEFAP is a program involving federal funds budgeted to provide farm surplus commodities to the various states. These funds are divided into two categories 1) Funds to purchase surplus commodities - expended at the federal level, and 2) Administrative Funds which are portioned out to each state. The administrative portion of TEFAP funds can be used by the states for freight and packing costs in delivering food to Food Banks and other agencies. It is the administrative funds that are of interest to SoSA.

Through individual agreements with various states, SoSA can submit invoices to the state for approval and payment. The state can then reimburse SoSA for approved freight and packing costs of food SoSA provides through the Potato Project and the Gleaning Network. While this does not count as income, the reimbursements do go directly to reducing costs. TEFAP agreements essentially enable SoSA to provide a great deal more food than would otherwise be possible.

Each state disperses its TEFAP funds in different ways. Generally funds at the state level are controlled by either the state department of agriculture or the department of human services. Encouraging each state within a region to enter into agreement with SoSA to provide additional food with reimbursement of freight and packing costs is an important goal. The USDA supports this program and agreements have already been made with some states.

The issue can also involve some difficult political dynamics at the state level. Most states generally distribute their TEFAP administrative funds directly to food banks, based on a pre-established formula. Politics, therefore, do come into play. However, Regional Directors are encouraged to help establish such agreements with various states. These efforts should be coordinated with the National Office to avoid unnecessary complications.

Planned Giving

Individuals with substantial assets may wish to include SoSA in their will or transfer assets to SoSA while receiving related dividends for the balance of their lives. At death, the assets are then turned over to SoSA in full. This "Planned Giving" approach is becoming of increasing importance.

Although SoSA is just now venturing into this field, Regional Directors simply need to be aware of this type of opportunity. When confronted with a Planned Giving opportunity Regional Directors should inform the prospective donor that SoSA can

assist in setting up any of the many Planned Giving vehicles. The national office will assist in the process. Since detailed financial and legal issues are involved, SoSA's role is to put the donor in touch with the proper financial and legal resources to affect the donor's wishes.

SoSA Donor Database

The main donor database is maintained at the National Office and consists of two sections.

- Individuals
- Churches

Both parts of the database are structured the same. It is obviously essential that the database is maintained accurately. The Regional Office is responsible for keeping the National Office informed of correct information relative to the region for inclusion in the databases. The information in the database is used to coordinate everything from mailing of the quarterly newsletter to solicitation letters and receipt of donations. Considerable historical information is available through the databases. Since 1996, very precise information is available regarding each donation received by SoSA. Data prior to 1996 is kept in historical records within the database.

The database offers a powerful tool in helping Regional Directors analyze and evaluate development results within the region. A new dataset is sent to each regional office on a monthly basis to ensure each office has the most current data for their respective region.

To maintain data accuracy and consistency, all data entry is done at the national office. A new dataset is sent to each region on a monthly basis. Therefore regional offices should not enter data in their local version of the database. Accurate data from the regions for data entry is provided on the income tracking sheets discussed in the chapter on Administration.

Generally, each single gift or donation must be entered in the database with full name, address and other information related to the church or individual making the donation. Each donation is also entered with respect to date, precise amount, type of donor, purpose or program the donation is for, and other related information. Foundation and Corporate donations are kept in the church section of the database and identified by a specific income account code.

Keeping the information in the database accurate and functional is the responsibility of all staff.

Income Statements

A typical monthly income statement is in appendix 7.

Income Statements are available through SoSA Business Accounting software. Each month the National Office will provide Income Statements for the current month and the year to date.

Each income statement will detail total income and expenses associated with the Regional Office by income source and cost account. These statements will also show a performance comparison to the approved budget.

Income received at the National Office, on behalf of the Region will be credited and reflected on the income statement. Therefore it is not unusual to see figures that are different from those kept in local records.

Regional Directors should compare their local expense and income records with those provided by the National Office and reconcile any differences on a monthly basis.

Development Plan

The Development Plan must be based on a well founded and reasonable process

The annual Development Plan will generally be formulated during the month of September, for the following calendar year. Creating a realistic and effective annual development plan is one of the most important functions of the Regional Director. The plan will be formulated to outline anticipated income from all income sources for the 12 month planning period (JAN-DEC). The final step involves distributing these income projections over each month of the year. Significant factors to consider when formulating assumptions for each income source include:

- Historical trends
- Major efforts that are planned or anticipated
- Previous success rate with various income sources, particularly grants from Foundations, Corporations and Church Agencies
 - ⇒ by dollar amount of total requests
 - ⇒ by total # of requests
- Anticipated speaking schedule and past success in obtaining support from churches where presentations have been made.

A typical Regional Office annual development plan is in appendix 8.

- New initiatives
- Projected decision dates for grants or other requests
- Projected receipt date of approved grants or other requests

It is important to remember that the Regional Office development plan plays a vital role in the income plan for the entire organization. Identifying tough months for income versus expenses is important to the execution of the overall budget. This can only be accomplished with good and sound development plans.

Responsibility for developing and meeting the annual development plan rests with the Regional Director

Regional Directors should guard against unnecessarily back loading their plan to the end of the year. Meeting a low income goal for the majority of the year only to fall short of larger goals pushed to November and December does not benefit the organization. Plans that rely on a large percent of grant income to be approved and received at the end of the year are inherently weak. Similarly, a plan that significantly hinges on a single sizable success in any income category, without specific knowledge that indicates a very high probability of success leaves the entire plan at risk.

There is no single method for developing a sound development plan. However, any rationale used must be based on a reasonable and well thought out framework. The basic rationale for each income source projection will need to be documented when the plan is presented.

Revising the Development Plan

Once the Development Plan is approved the overall total income goal will generally not be changed. However it is very important to be able to make and revise reliable income projections throughout the year. Assuming normal operations, major assessment of revised income projections will occur at the end of August and October. The process is fairly simple and looks at income from two perspectives:

- Projected Income: Year to date actual income combined with the previous year's actual income for the remaining months.
- Estimated Income: Year to date actual income combined with the regional office estimate of what each income source will provide for the balance of the year.

When formulating the estimated income Regional Directors should review the factors and assumptions upon which the original plan was based. Then, applying what is known or anticipated at the time of review, reasonable estimates can be developed.

Grants, whether pending or not yet submitted, should be evaluated by several criteria.

- Re-evaluate the original factors and assumptions upon which the original plan was based.
- Next, re-evaluate the multi-column Excel grant sheet that you have been maintaining throughout the year to look at your grant situation
 - ⇒ Col 1: List all grants submitted or planned
 - ⇒ Col 2: Indicate the actual/planned submittal date
 - ⇒ Col 3: Indicated the dollar amount requested for each grant
 - ⇒ Col 4: Dollar amount of grants received and/or approved
 - ⇒ Col 5: Dollar amount of grants denied or rejected
 - ⇒ Col 6: Dollar amount of grants that have not yet been approved but which you feel have a good or high probability chance of being approved.
 - ⇒ Col 7: Dollar amount of grants that have not yet been approved but which you feel have a fair or even chance of being approved.
 - ⇒ Col 8: Dollar amount of grants that have not yet been approved but which you feel have some reasonable but low chance of being approved.
 - ⇒ Col 9: Add any comments for each grant you feel are appropriate.
 - ⇒ Note that amounts in columns 4, 6, 7, and 8 may be different than amount listed in column 3, requested amount.

When finished your Excel sheet should look similar to the example found in appendix 4.

After completing the chart, total up the various columns and use this information to help establish a reasonable estimate of income from grants you have submitted or will be submitting.

Other criteria may be used to develop new income projections and estimates; however, these revisions must be based on some reasonable and definable process and should not reflect wishful thinking. Toward the end of the year we are not looking for particularly rosy or pessimistic projections but rather what you actually think is going to happen. The executive director will use these numbers to ensure that spending and income for the entire organization is balanced at the end of the year.

Regional Directors should make this forecasting process part of a continuous routine which keeps projections and estimates up to date.

Programs

Program Concepts:

Regions participate in all SoSA programs. There are no separate programs that are unique to any single region; however, there may be components or methods within programs that are unique to each region. Regional Offices are the SoSA representative for all SoSA programs within their respective regions. The primary programs that Regions will carry out or help carry out are:

- Potato Project
- Gleaning Network
- Harvest of Hope

Stewardship is an extremely important value in the operations of all our programs and is one of the primary reasons that SoSA programs are both successful and popular. All our programs provide food at an overall program cost of just pennies per pound. SoSA also uses certain *Measures of Effectiveness* to help evaluate the progress of these programs throughout the year. These will be discussed in chapter 4.

Regional Directors have significant flexibility in operating these programs within the Region. With respect to the Potato Project and Harvest of Hope it is particularly important to coordinate all activity with the Program Director at the National Office. These two programs are budgeted and run from the National Office. However Regional staff can greatly enhance and assist with these programs in their regions.

The Regional Director supervises the Program Coordinator who has primary responsibility for all programs within the Region. Regional Directors should guard against getting bogged down in Program related activity. The primary responsibilities for the Regional Director are development and office management/administration. Directors, however, should and will naturally participate in program activity whenever time and other office responsibilities permit.

Program Specifics

Potato Project: This nationwide program was the first program developed by SoSA and provides food to all 48 contiguous states. . The Potato Project is budgeted and coordinated from the National Office and currently provides about 15 million pounds of food each year.

This food is saved and distributed by coordination with larger growers and distributors of produce across the country. Large amounts of food are saved in truck loads of about 45,000 pounds per load. Although the primary produce saved and distributed involves potatoes, other produce and commodities are also involved. When SoSA can identify growers, distributors and processors of large volume produce that have product rejected by commercial markets, SoSA arranges for freight and packing of this food for shipment around the country. The produce is generally shipped to food banks and other agencies which can accept large quantities of food for further distribution. Gleaning Networks within the Regions may also receive truck loads of food from the Potato Project for distribution in the Region.

Regional Offices can help advance the Potato Project by assisting in distribution and also identifying new sources of large volume produce for shipment within the Region or to other states. Potato chip companies, produce packing houses, and large commercial farms are a good source of large volumes of rejected produce.

As part of the Potato Project, SoSA also provides seed potatoes to Native American communities and poor rural regions of the country. The seed potatoes are planted by families and communities who then grow their own crop. For every pound of seed potatoes planted, 8 pounds are harvested.

Gleaning Network: This volunteer driven program will be the primary SoSA program conducted in the Region. The Program Coordinator is responsible for operating and expanding the Gleaning Network. This program involves considerable coordination between farmers, volunteers and food providing agencies. SoSA makes all the arrangements and provides field supervisors to carry out each gleaning event.

Regions may also have a number of Satellite Gleaning Coordinators. These positions are considered part-time paid and part volunteer effort. A satellite coordinator is typically paid \$500 a month during the gleaning season to setup and conduct gleaning events in a small geographic area of the Region.

The Program Coordinator and satellite coordinators should identify key volunteers to serve as field supervisors so that multiple gleaning events can occur at the same time.

Field supervisors are volunteers who are trained by the Regional Office and supervise a specific gleaning event.

Gleaning events are scheduled for any time that volunteers desire and that can be arranged with local farmers. Regional staff make all the arrangements and determine where the food is to be delivered. Volunteers arrive at the field at the designated time and glean for the desired duration. Typically, volunteers with pickup trucks transport the produce from the field to the locations arranged by SoSA. Particular care should be taken to ensure that the farmer's instructions are followed and that his/her interests are protected.

Harvest of Hope: The overall Harvest of Hope program is budgeted and coordinated from the National Office. Harvest of Hope is a unique program which utilizes an integrated curriculum of work, study, fellowship and worship to focus on hunger and poverty. About 12 to 15 events are scheduled each year. Some events last a full week while others are conducted over a weekend. Harvest of Hope events involve a registration fee for attendance.

Week-long events are primarily focused on high school and college age youth. Harvest of Hope Phase II is a special week-long event held once each year for people who have previously attended a Harvest of Hope event. Events taking place over a weekend generally are intergenerational in nature where people of all ages may participate.

Although events are generally held in a camp type facility participants should not expect traditional summer camp type activity. These intense events are designed to increase awareness, provide opportunity to action, and identify solutions all related to the complex issues of hunger and poverty. The general format is that of a work/study mission focused event. Harvest of Hope events provide a life changing experience for many participants who then return to their communities and get involved in social justice issues where they live.

Each event is coordinated by a volunteer who makes all arrangements for the specific event. When a Harvest of Hope event is scheduled within a Region, the Regional Office staff should assist in identifying the event coordinator and overseeing arrangements for the event. The responsibilities of the event coordinator are significant and require good organizational skills as well as a deep commitment to the ministry.

Regional Offices should take ownership of events scheduled within the region and coordinate closely with the National Office regarding most of the oversight responsibilities. Consequently, Regional staff must be fully informed on all the many details involved in preparing for and conducting a Harvest of Hope event. However, the Director of Harvest of Hope at the National Office needs to be kept fully informed on the status of preparations and has ultimate responsibility for each Harvest

of Hope event. Therefore, Regional Office staff will need to coordinate closely with the Director of Harvest of Hope who is responsible for overall quality control.

Regional Offices are relied on to help schedule the events according to availability of gleaning, the camp, and a staff person. Contracts are signed and kept at the main office. Tuition and payments of bills all come from there as well. Consumable supplies are purchased through the main office. Publicity is generated from the main office. Regions should investigate denominational opportunities for publicity such as conference, synod, presbytery, and diocesan leadership. The main office takes care of information requests, applications, registration, payments, and pre-event materials. The regional office helps oversee the local arrangements.

In regards to gleaning, the regional office is responsible for finding gleaning as close to the facility as possible (a 30 to 45 minute drive or closer is preferable). They also need to keep in mind that Harvest of Hope participants come from a variety of places and most are not able to bring a truck or transport produce. Harvesters will need containers to put the produce in that they glean and they will need clear directions from the camp to the gleaning site and from the gleaning site to the distribution site and home. The regional office needs to make arrangements for transporting produce to a distribution site. When possible, in arranging the distribution, use Harvesters to help unload what is salvaged. Also, ask if someone can explain what this ministry does, where they get their food, and who they serve. This helps connect the gleaner to those being helped by their work.

During the event, the Regional representative can speak specifically about the work of the regional office as well as to encourage ongoing participation in those opportunities after the event. Likewise, the Harvest of Hope will encourage those from the area covered by the regional office that attend any event to volunteer locally when they return home and will pass these contacts on to the regional office.

Harvest of Hope is a unique and specific program conducted by SoSA. There are many program activities and educational components that can be used by Regional Offices in conjunction with special gleaning events, such as an overnight gleaning. In these cases use of Harvest of Hope components is strongly encouraged. However, such events should not be referred to as a “Harvest of Hope” event but rather given some other name appropriate for the occasion.

Food Distribution

Produce distributed through the various SoSA programs goes to a wide variety of organizations and individuals. In most cases food is distributed to other non-profit organizations such as homeless shelters, soup kitchens, Salvation Army or Food Banks.

However food can also be distributed to informal community organizations or networks, public housing projects, or individual families.

SoSA is not too concerned where the food is distributed. Our primary concern is to get the food to people in need and do so in amounts that can be reasonably used. SoSA does not have a formal evaluation process to determine if an agency or individual should receive food. In the Regions, the judgment of the Regional Office staff is sufficient to make those determinations.

When identifying new agencies or distribution points, Regional staff should obtain whatever information is deemed appropriate to make a determination that a need does exist and what quantity of food can reasonably be used. This information can be obtained by site visits, by telephone contact or any means that the Regional staff feels is appropriate.

Agencies which receive produce from SoSA do so at no cost, unless the agency has agreed to pay for or reimburse part or all of the costs associated with delivery of the food. Agencies receiving food for further distribution may not charge others for this produce. Food Banks which typically charge an admin fee per pound for food they distribute may not charge others for SoSA related produce. This is generally not a problem since produce has a short shelf life and Food Banks are eager to complete the distribution.

In the Gleaning Network, food is distributed directly from the fields to agencies that SoSA has arranged to receive it. Agencies may send a truck or volunteer to the field to pick up the produce or SoSA volunteers may take the produce directly to receiving agencies.

Food Banks

Food Banks are an excellent place to distribute produce in large quantities. Feeding America is a national chain of Food Banks; however, all Food Banks are not part of Feeding America. SoSA works with all types of food Banks.

Food Banks normally have large trucks which can come to a SoSA distribution site for pick up of several thousands of pounds of produce. However, Food Banks generally do not have a large capacity for chilled storage area that will enable them to store the produce for long periods of time. It is important to know how much produce the Food Banks can handle and this will vary with the type of produce and the day of week.

Many Food Banks are very easy to work with while others present a challenge. Each Food Bank is different and to some degree a function of the personality of the Food

Bank Director. SoSA does its best to work with all Food Banks and feeding agencies and has an excellent track record of success.

Most of the agencies which receive food directly from SoSA are members of their local Food Bank. Direct distribution to these agencies is beneficial to them, SoSA and the Food Bank which does not have to store the produce that is distributed directly.

Regions should make every effort possible to maintain friendly and effective relationships with all the Food Banks and feeding agencies in the region.

Other large agencies

Normally within the Region will also be other agencies that are able to distribute large amounts of produce. Networking with these agencies is very helpful to them, SoSA and the people who ultimately receive the food.

Regional Offices should identify other agencies for inclusion in the regional distribution network.

Volunteers

Part of SoSA's mission is to provide opportunities to those who desire action against hunger. Volunteers are a crucial part of successful operations in the Regional Office area. Each year, SoSA has a total of about 35,000 volunteers. Regional Offices can expect to have several thousand volunteers during any given year.

Maintaining a roster or database of volunteers or volunteer groups is the responsibility of the Program Coordinator. The Gleaning Network database will contain contact information for leaders of volunteer groups. To efficiently coordinate with large numbers of volunteers it is vital that the Program Coordinator and Satellite coordinators network with key representatives of volunteer groups rather than trying to coordinate thousands of individual volunteers.

Liability waiver forms are available for volunteers to complete. Normally these forms are sent to volunteer group representatives who then have individual volunteers fill them out. Forms may be kept on file to prevent redoing each time a volunteers participates in a SoSA event. SoSA has no liability for volunteer injuries or accidents that may occur during a SoSA sponsored event, as long as we conduct our events in good faith and follow common sense. Injuries or accidents have never been a problem. Liability waiver release forms are of questionable value in any legal action. Regional Office staff are encouraged to use these forms, never the less.

Tax Credits for Farmers who donate produce

There is currently no specific Federal Tax Credit for farmers or others who donate produce to SoSA. Legislation to accomplish this is pending in the House of Representatives. However, farmers can claim their produce donations just as they would any other donation of goods on their tax returns.

State Tax Credits are available in most states. However every state is different.

SoSA's responsibility is to provide farmers an end of year report detailing the total pounds of produce by type that was donated during the calendar year. Therefore, the Regional Program Coordinator must keep accurate records throughout the year to track this information in the Gleaning Network database. The database is set up to print out the end of year reports for you.

Additionally, if the state has a specific program to provide farmers a tax credit, the Program Coordinator may also be required to determine the value of produce donated. States may have different processes to assess produce value. It is important to keep these records up to date on a spread sheet or database as the year progresses to prevent an unmanageable situation at the end of the year.

Counting Pounds and keeping statistics

This will be discussed further in chapter 4 under the section dealing with *Measures of Effectiveness*.

Regional Offices should keep track of certain statistics which indicate how the programs are doing within the Region. These include total pounds of produce by program, number of events, number of volunteers, number of farmers, number of receiving agencies etc. This information is kept within the Gleaning Network database. Program coordinators will need to ensure they get reports from each gleaning satellite so it can be entered in the database. This information will be of use in informing others about SoSA programs as well as grant writing and other development activity.

Pounds will be totaled for each gleaning event. This will be done a number of ways and might involve good faith estimates by the field supervisor or actual weighing of produce at a distribution point. Produce obtained from Harvest of Hope gleaning events held within the region will be credited to that Regional Gleaning Network.

Pounds of produce distributed through the Potato Project will be totaled for each region. Unless the Regional Office pays for the load, this information will be tracked

by the Potato Project Director at the National Office. Quarterly reports will be provided to the Regions.

The Potato Project and the Gleaning Network may occasionally overlap. This may occur when Gleaning Network volunteers break-down and distribute a Potato Project load of produce. The pounds will generally be credited to the program that funded the load of produce. When any questions arise, the Regional Office and the Potato Project Director should coordinate to prevent double counting of pounds of produce. Regardless of which program is credited the pounds, the Regional Office will still be able to reflect the total pounds distributed in the Region through all SoSA programs.

Gleaning Network Database

SoSA has created a custom gleaning database for each Regional Office. The database is set up to track and provide reports for all relevant data related to the Gleaning Network. Use of the database will take some training and experience but its use is required. Program coordinators will be the primary users; however Regional Directors should be familiar with it as well. As with any database, timely and consistent data entry is essential. Ultimately, the database saves considerable time and makes the overall job much easier. When more than one office is involved in a produce load, those offices involved should coordinate regarding how best to enter the data to avoid double counting of data. Offices need to ensure that data is backed-up often.

Administration

Relationship to the National Office

Regional Offices are responsible for their own office administration. Primary responsibility for office management and administration rests with the Regional Director. Certain minimum administrative requirements, processes and organizational polices are established by the National Office. Regional Office staff should coordinate directly with appropriate National Office staff on specific issues whenever necessary.

Personnel Policies

Personnel policies are established by the National Office for the entire organizations. Therefore, these policies apply to the Regional Office and the Regional Director is responsible for their implementation and following within the region.

A formal Personnel Policy manual has been promulgated and is available in each Regional Office. The Personnel Policy and Administrative Procedure Manual will be considered the controlling document if any conflict is discovered with this manual. Questions concerning personnel policies should be referred to SoSA's Executive Director or Human Resource person, if one is designated.

Expense Account Codes and Categories

In order to track various types of expenses throughout the course of the year and to facilitate the budget process SoSA has established various expense categories. All expenses are assigned an expense account code at the time of expenditure. There are 3 primary expense types: 1) **Controllable Expenses** indicated by the 5000 series of expense codes, 2) **Personnel Expenses** indicated by the 6000 series of expense codes, and 3) **Capital expenses** for higher cost items (normally \$500 or more) with a long life span that must be depreciated over several years. Controllable expense account codes include:

- **5000: Packaging & Handling**

The Personnel Policies and Administrative Procedures Manual is published separately

- **5001: Packaging & Handling Reimbursements.** Reimbursements to SoSA are not counted as income but rather as expense reductions. Therefore reimbursements are treated as a negative expense in the accounting and budget process. (Also see the section on Invoices later in this chapter.)
- **5100: Freight.** This includes freight costs for shipments of food or materials.
- **5050: Seed Potatoes.** Normally a cost only for the Potato Project. Includes cost of purchase of seed potatoes.
- **5111: Freight Reimbursements.** Reimbursements to SoSA are not counted as income but rather as expense reductions. Therefore reimbursements are treated as a negative expense in the accounting and budget process.
- **5700: Advertising.** Costs associated with placing advertisements or other purely promotional efforts in various media. Ads, Public Displays, T-shirts, Plaques or awards
- **5710: Contract Services.** Consultants, auditors, temporary help or other labor hired to perform services that SoSA does not normally do for itself.
- **5720: Dues and Publications.** Subscriptions, P.O. Box fees, state license & solicitation fees, dues for membership in other organizations
- **5730: Rental costs for equipment and facilities.** Rent associated with office space, Harvest of Hope camp sites, postage meters, gleaning equipment and other rented items. (Does not include vehicle rental for travel)
- **5731: Facility Rent.** Costs associated with rental of office or other space such as Harvest of Hope event sites.
- **5740: Office Expenses.** Paper, pens, paper clips, calendars, daytimers, bank service charges
- **5760: Other Program Expenses:** Misc. gleaning supplies, cups, maps and other program related costs not covered elsewhere.
- **5770: Postage.** Stamps, UPS, Federal Express

- **5771: Professional Services.** Legal or other types of services performed for SoSA.
- **5780: Printing.** Brochures, stationery, business cards, outside printing or copier services
- **5790: Telephone.** Long distance, local, cellular, mobile
- **5800: Travel.** Rental cars and trucks, lodging, meals
- **5900: Utilities.** Electric and water costs.
- **5910: Building & Grounds.** Costs for maintenance and repairs on buildings or facilities owned by SoSA.
- **5911: Service agreements.** Service or maintenance agreements on SoSA owned, leased, or rented equipment or facilities.
- **5912: Repair or supply parts:** Costs associated with repair of items, vehicles, facilities etc., not covered by maintenance agreements
- **5920: Training and Seminars.**
- **5931: Liability and Vehicle Insurance.**
- **6000 series: Various Personnel Costs.** These costs are budgeted and tracked at the National Office.

All the above expense account codes will be used throughout the year in tracking expenses and during the preparation of annual budgets.

Expense tracking & monthly Expense Sheets

Regional Directors are responsible for tracking all Controllable expenses related to operation of the Regional Office. Personnel expenses are budgeted and tracked by the National Office but will show up on the monthly Income/Expense statement for the Region. Capital expenses must be budgeted and approved by the National Office.

A computer spreadsheet device has been generated to make tracking and management of expenses fairly simple. This excel document is provided to each Regional Office at the beginning of each year. The Excel workbook which accomplishes this task has 3 sections:

The expense tracking spreadsheet is included in appendix 9.

- A worksheet that automatically combines and summarizes monthly expenses by type. This sheet is completed automatically and will be very helpful in formulating the next year’s budget.
- 12 worksheets labeled one for each month. These are the sheets on which the Regional Director will enter expenses. These sheets will automatically show how the office is doing against the monthly and year to date budget.
- A final worksheet which details the monthly budget for the current year. This is completed and provided by national office.

The individual worksheets for each month are the only ones that the Regional Director will need to maintain.

- **Column A: Transaction.** Enter a brief description of what the expense was for.
- **Column B: CC or Check No.** If a SoSA credit card expense enter CC; if a local SoSA check account, enter the check number, if paid by the National Office enter BI for Big Island
- **Column C: Date.** Enter the month/day (i.e. 3/15)
- **Column D: Program.** Enter the program code 1-9 for the appropriate program with which the expense is associated. At the regional level the vast majority of controllable expenses will be associated with the Gleaning Network (06).

01	General or Admin
02	Potato Project
03	Harvest of Hope
06	Gleaning
07	Strategic Programs
08	Fund Raising
09	Public Relations

- **Columns E thru AA: Expense Code.** Enter the dollar amount in the appropriate expense type column as a positive number. Reimbursements are entered as a negative number. (Note: A single transaction may cut across multiple expense type codes. For example a single reimbursement for a Satellite Coordinator may involve expenses related to postage, telephone and travel. The amounts are entered in the appropriate column and the total column will reflect the total expense for that one transaction.)

All the cells reflecting totals and comparisons to monthly and year to date budgets contain formulas and will be completed automatically. Therefore, the Regional Director only needs to enter the expenses as they occur on the appropriate monthly sheet.

Transfer of funds from local SoSA checking accounts to the National Office are reflected on the expense sheets. Fund transfers are entered as “Funds Transfer to Big Island - \$x,xxx.” in the Transaction Column. The date and check number should be entered however no amount should be entered in any of the expense type columns since this is not an expense.

Voided checks should also be entered in the transaction line with the appropriate date and check number and no dollar amount entered in the account columns.

The Monthly Expense sheets should be emailed to the accounting section of the National Office on a weekly basis.

After closing out each month, the National Office will provide an Income Statement for the Regional Office which also shows the expenses credited to the region. It is not unusual for the Income Sheet to show different amounts than on the Regional Expense sheet. This is due to certain costs, such as fundraising mailings, being apportioned to Regional Offices by the National Office. Regional Directors should closely review these Income Statements and compare them to the local monthly expense sheet maintained by the office. Any significant differences should be reconciled with the National Office.

Income Account Codes

Each income source or type discussed previously is also assigned a numeric code for accounting purposes. Income received by the Regional Office must be assigned one of the following Income Account Codes:

400	Individual Churches and Church Agencies
410	Foundations, Corporations
420	Major Donors
421	Individual Donors
430	St. Andrew Club
431	CFC
432	Meals for Millions
480	Registration
490	Sales

These income types will also be used in formulating the Annual Development Plan.

Checking Accounts held by the Regional Office

When the Regional Office has a local SoSA checking account, all funds received should be promptly deposited. When reconciling bank statements at the end of each month, Regional Offices should generally maintain funds in the local account sufficient to defray 2 to 3 months of controllable operating expenses. Funds in excess of this amount should be transferred to the National Office. Fund transfers will show up on the monthly Expense sheets and be classified as Funds Transfer to Big Island - \$x,xxx. in the Transaction Column. The date and check number should be entered however no amount should be entered in any of the expense type columns since this is not an expense.

Regional Directors are responsible for reconciling their local SoSA checking account as each bank statement is received. Copies of the bank statement, reconciliation and check register must be sent to the accounting section at the National Office each month. The National Office has a separate requirement to reconcile all bank accounts held by the organization.

Tracking Income and Monthly Income sheets

Income received at the National Office but from addresses within the Region will be credited to the appropriate Regional Office. This income will be reflected in the monthly Income Statement provided after the closing of each month. The National Office will also provide a separate listing of all new individual and church donors who sent their first donation directly to the National Office. Additionally, the National Office sends out a new dataset each month containing all donations (received locally or by the National Office) for each regional office. Regional Directors should run monthly reports so that appropriate thank you correspondence may be sent. The National Office will send thank you correspondence for all donations received directly by the National Office but Regional Directors should also send a personal thank you from the local level.

Regional Directors are responsible for tracking all income received by the Regional Office. Similar to the Expense Sheet, an Excel spreadsheet device has been generated to make tracking and management of income fairly simple. The Excel workbook

which accomplishes this task has an income sheet for each month of the year. Each monthly income sheet has two sections.

- One section records the transaction and income amount by income source or type
- The second section on the same work sheet is used for data entry in the appropriate master SoSA database at the National Office. The second section carries forward some of the information from the first section but also requires address and other information be completed for updating the appropriate database at the National Office.

The worksheets for each month need to be maintained by the Regional Director.

A typical Income tracking spreadsheet is in appendix 10.

Column A: Transaction. Enter a brief description of where the income is from: name of individual, name of Foundation or church etc.

Column B: Date. Enter the date (i.e. 5/27)

Column C: Program. Enter the Program number code 1-9. In nearly all cases this will be 01 for General Support which means the Gleaning Network.

01	General Support
02	Potato Project
03	Harvest of Hope
06	Gleaning
07	Strategic Programs
08	Fund Raising
09	Public Relations

Column D thru K: Income Account Code. Enter the dollar amount in the appropriate column.

The second section on the monthly income sheet can be found by scrolling to the right.

Column N: Individual, Grant, Church. Enter one of these three options to indicate the appropriate section of the donor database.

Column O: Date. Completed automatically from the previous section

Column P: Account. Enter the 3 digit income account code number under which you entered the dollar amount in the previous section.

Column Q: Program. Completed automatically from the previous section.

Column R: Amount. Completed automatically from the previous section.

Column S: Name. Completed automatically from the previous section.

Column T: Street. Enter the mailing address for the database.

Column U: City.

Column V: State.

Column W: Zip

Column X: Thank You. Enter “yes” if a thank you has been or will be sent by the Regional Office. This should always be yes.

Column Y: Comments. Enter brief comment if desired or needed. (i.e. Match for Frueauff grant)

The Monthly Income sheets should be emailed to the accounting section of the National Office on the first workday of each month. When received, the section for database entry will be delivered to the appropriate staff person for data entry.

After closing out each month, the National Office will provide an Income Statement for the Regional Office. Regional Directors should closely review these sheets and compare them to the local monthly income and expense sheets maintained by the office. In most cases the Income Statement will reflect greater income than is on the local income tracking sheet. This is because income from churches, individuals and other sources is often received directly at the National Office. The monthly Income Statement from the National Office will reflect the actual income credited to the Region from all sources. Income that the Region believes was received but not reflected on the monthly Income Statement should be brought to the attention of the accounting section at the National Office.

Reconciliation of Income Statements

As discussed previously, after closing out each month, the National Office will provide each Regional Director with an Income Statement from the accounting software. This information will include all the income and expenses credited to the Regional Office

for the month and year to date compared to budget/plan. Any significant differences between the Income Statement and local Income and Expense sheets should be reconciled by contacting the accounting section of the National Office. A sample Income Statement is provided in the appendix.

Regional Directors should closely review this information and observe any unfavorable trends. When warranted, specific action to make appropriate corrections in order to meet the annual Plan should be outlined and discussed with the Executive Director.

Measures of Effectiveness (MOE)

Regional Directors should develop appropriate Measures of Effectiveness that will enable the Director to adequately monitor and evaluate Program and Office performance throughout the year and at year's end. These MOEs should be recorded and compared with results from previous years. MOEs are effective tools to ensure good stewardship of all resources and also provide dynamic information for use in development efforts.

A simple spreadsheet for tracking MOEs is in appendix 11.

Some of the specific MOEs which SoSA utilizes include:

- Gleaning Pounds by Satellite
- Total Gleaning pounds
- Total Potato Project Pounds
- Total Pounds of Food
- Total # of Servings
- Total # of Gleaning Events
- Total Volunteers
- Total Farmers/Growers
- Total # Receiving Agencies
- Total Controllable Expenses
- Total Expenses
- Total Cost per Pound of food
- Total Income
- Income trends by Source type
- Administrative Costs by %
- Fund Raising Costs by %
- Overall RO Cost/Benefit ratio
- Grant success rates

Regional Directors should track these and other MOEs to help assess overall office performance. MOEs will be particularly helpful in assessing historical trends and will improve future planning efforts.

Monthly Reports

Administrative requirements are intentionally kept to a minimum. Other than Expense and Income sheets discussed previously SoSA requires a single, one page, monthly

report. This is sent to the Executive Director and is due by the 5th of each month. It is comprised of 4 sections.

- Statistical Section: Includes information dealing with development, program and personnel administrative information.
- Development Section: brief bullet type information about noteworthy development activity during the month or comments explaining development related statistical data.
- Program Section: brief bullet style comments about noteworthy program related activity during the month or other program related comments.
- Administrative Section: brief bullet type comments related to office administration.

A typical monthly report is included in appendix 12.

The Statistical section is of great importance and must be completed each month. Narrative sections are used at the Regional Director's discretion. When considering comments, anticipate questions from the National Office or do a little "horn blowing". Quality not quantity of comments is the important value when making comments.

Management tracking Spreadsheets

A single Excel Workbook comprised of several individual worksheets can be developed that will assist in:

- Preparation of the monthly report
- Tracking grant requests and determining success rates for projecting future grant income
- Assessing current income status and estimating future income
- Tracking Measures of Effectiveness

These sheets use linked cells and formulas for simply tracking data. Use of such a combined/summary Excel document is optional but recommended. If this combined document is not used, Regional Directors will develop some similar method of achieving the same purpose. These management spreadsheets can be created to meet particular needs for individual Regional Offices.

Credit Cards

Full time staff personnel are eligible to receive a SoSA credit card. Regional Directors and Program Coordinators will have individual credit cards. Credit Cards are to be used only for official SoSA business.

Credit Card bills are received and paid by the National Office with the expenses credited to the Regional Office on the monthly Income Statement. Regional Directors should enter each credit card expense directly on their local monthly expense sheets as soon as possible after the expense is incurred.

Vouchers & Reimbursements to personnel

SoSA will reimburse full and part-time employees for legitimate work related expenses. Volunteers are generally not reimbursed for expenses unless the Regional Director feels it involves a very unique and unusual circumstance. Requests for reimbursements for out of pocket expenses should be made on the SoSA voucher form. All receipts must be provided.

A voucher form used for reimbursements is in appendix 13.

Regional Directors may approve and pay reimbursements for their Program Coordinator and Satellite personnel. The approval signature indicates that the Regional Director has thoroughly reviewed and validated the request for reimbursement. If there is no local checking account, Regional Directors should approve vouchers and forward to the accounting section at the National Office for payment.

Reimbursements requests for Regional Directors must be approved and paid by the accounting section at the National Office, using the SoSA voucher form.

Invoices

Occasionally Regional Offices may need to issue an invoice to receive a payment due SoSA. This will most often occur when a food recipient agency has agreed to share part of the cost associated with freight and packing for a particular delivery of food. If payment is not received at the time of delivery or within a few days an invoice should be sent to remind the recipient that payment is due.

All invoices must be processed through SoSA's accounting system. When an invoice is needed, RO directors should contact the accounting section at the Big Island office with the necessary information so that an invoice can be sent.

Electronic Mail (Email)

SoSA maintains several email accounts including one for each Regional Office and program personnel at the National Office. The expenses for these accounts are budgeted and paid by the National Office. Email accounts include:

Email is intended for quick, easy, informal and effective communication and its use is greatly encouraged. Regional staff should keep in mind that while this is an easy and informal means of communication, it is also considered official like any other form of written communication. See related sections in the Personnel Policies and Administrative Procedure Manual.

Web Site

The National Office maintains a web site at “ www.endhunger.org ”. The web site has a section for each Regional Office. Each Region is encouraged to make effective use of the web site with detailed information related to the Region. Any information can be posted on the web site however posting near term time sensitive information is discouraged. Monthly or less frequent updates will suffice in most cases; however, urgent or time-sensitive changes can be made when needed.

Regional Offices should provide updated information for the web site to the website coordinator at the National Office. The information will then be converted to HTML language and posted on the web site. Text and graphics can be mailed, faxed or emailed to the National Office for posting on the site.

State Solicitation License

In order to conduct fundraising activity within any state, SoSA must obtain a Solicitation License from the appropriate state. The Solicitation License requires the completion of an application form and normally copies of brochures or other basic material that SoSA uses in conjunction with fundraising. A fee is also required based on the size of the annual budget. The form and application process are fairly straight forward but they must be completed by the appropriate deadline. States provide a renewal application each year which will prompt completion of the forms.

Regional Directors are responsible for maintaining a Solicitation License with the appropriate state government. Normally the accounting section at the National Office will complete the application and renewal process.

Liability Insurance

SoSA maintains an umbrella policy which covers the entire organization including each Regional Office. This insurance covers all property and vehicles that the organization owns and provides coverage against damage, theft, vandalism and other typically covered events. A separate rider is included for computers and other electronic equipment.

Liability insurance for SoSA is provided by *The Cincinnati* insurance company. The local company providing representation and claims is Campbell Insurance in Lynchburg, VA.

Coverage is also provided for staff when operating rental vehicles on official SoSA business. Therefore it is not necessary to obtain the added insurance that is offered when renting vehicles.

Claims or damages that may be made against our insurance policy should be brought to the attention of the accounting section at the National Office.

Budget cycle and process

The annual budget for the entire organization must be approved by the Board of Directors at the fall Board meeting. This normally takes place in October or November. Therefore, the entire budget process must be completed by the first week of October. The budget year runs on the calendar year; January through December.

Each year the National Office will provide instructions and details for completing the budget process for the Regional Office. Regional Offices need only be concerned with the controllable expense part of the budget unless previously unbudgeted satellites are planned for the following year. Personnel salaries are established by the National Office with input from Regional Directors concerning their Program Coordinator and Satellite Gleaning Coordinators. The basic steps in the budget process include:

- Review current year expenses by month and expense code. This is done automatically through the YR Sum worksheet in the monthly Excel expense sheets.
- Evaluate desired or anticipated program expansions or reductions that will impact the budget by a cumulative effect of \$500 or more.
- Provide a requested budget to the National Office with year totals for each expense account code.
- Evaluation of requested budgets at the National Office
- Communication between the National and Regional Offices to resolve budget issues
- In September a Development meeting will be held to formulate the income part of the budget for the following year. Information concerning formulation of the income plan will be furnished separately.
- Formulation of a draft organization-wide budget for presentation to Finance Committee of Board of Directors
- Budget review by the Finance Committee and National Office
- Re-formulation of organization-wide budget
- Review of revised budget by Program Directors and Regional Offices including monthly allocation of expenses
- Resolution of any final budget issues with National Office
- Presentation of Budget to Board of Directors for approval
- Final budgets detailed by expense account code spread out over the 12 month budget year provided to each office.

During the entire budget process Regional Directors are encouraged to communicate as often as necessary with the budget director at the National Office to ensure the formulation of a sound and accurate budget.

Evaluations

The Personnel Evaluation Process is described in detail in the Personnel Policy and Administrative Procedure Manual. Instructions in that publication provide the controlling authority for personnel evaluations.

The Regional Office Director is supervised and evaluated by the Executive Director unless otherwise designated. Regional Directors supervise and evaluate the Program Coordinator(s). Formal evaluations will take place at the 3 and 6 month period of employment for new employees and then at the end of each year thereafter.

Evaluations for Satellite Gleaning Coordinators are at the discretion of the Regional Office as to form, criteria and frequency.

A copy of the Evaluation Form is included in appendix 14.

The SoSA Employee Evaluation Form is used for completing personnel evaluations for the Regional Director and the Program Coordinator.

SoSA evaluates its personnel based on specific performance factors, performance criteria within each factor, and performance dimensions within each criterion. The form uses a combination of assessments and narrative comments to document actual performance.

Prior to end of the evaluation period the supervisor and the employee should discuss the appropriate content for the job description section. Particular care should be taken to clearly define what the actual job description was for that specific reporting period.

A comment section associated with each performance factor/criteria is provided

- It is important to ensure comments are specific and should directly address: what was done and why it was important. Comments such as “did an excellent job with development this period” don’t really say anything specific. Comments should not use the evaluation scale term (Excellent etc.) Comments should say what was done, why it was important and the evaluation scale will say how well it was done. Comments can be in bullet format and need not be complete, grammatically correct sentences. Content is of greater important.
- Comments should reflect actual performance during that specific reporting period only. Comments such as “expected to do well next period” are not appropriate on an evaluation form.

Following the sections dealing with Performance Factors, supervisors will comment on general performance and make recommendations for continued development of job related skills and capabilities of the person being evaluated. This section is also designed for comments concerning the employee's ability to assume greater responsibilities, recommendation for promotion when appropriate or worthiness for special projects that may come along.

Evaluators and employees should discuss the evaluation - after it is completed. Simply giving the evaluation to the employee to be read and comment on is not good evaluation counseling. Everyone should have agreement and understanding on what went into the evaluation and how it was developed, even if they don't agree on the level of performance. or specific issues In these sessions it is appropriate to look ahead to the next period and discuss specific objectives, major events, areas for emphasis etc. After the performance counseling has been completed the employee will sign the form to indicate that the discussion/counseling session has taken place. The supervisor will also sign the form and send the original to the Executive Director or designated human resource person.