



Executive Compensation Policy

Program Philosophy and Objectives

Blue Ridge Conservancy's objective is to provide a reasonable and competitive executive total compensation opportunity consistent with market-based compensation practices for individuals possessing the experience and skills needed to improve the overall performance of the organization.

The organization's executive compensation program is designed to

- Encourage the attraction and retention of high-caliber executives.
- Provide a competitive total compensation package, including benefits.
- Strongly support and further transition to a "pay for performance" culture through the use of incentives for key employees.
- Reinforce the goals of the organization by supporting teamwork and collaboration.
- Ensure that pay is perceived to be fair and equitable.
- Be flexible to reward individual accomplishments as well as organizational success.
- Ensure that the program is easy to explain, understand and administer.
- Balance the need to be competitive with the limits of available financial resources.
- Ensure that the program complies with state and federal legislation.

Program Market Position

While BRC focuses on comparable nonprofit organizations in our area to benchmark pay, we also understand that the market for executive talent may be broader than this group. Market information from two additional market segments, private foundations and published not-for-profit compensation surveys may be used as a supplement.

In addition, BRC may also collect other published survey data, when appropriate, for for-profit organizations for specific functional competencies such as finance and human resources. Together with data from comparable local organizations, data from these market segments are used to form a "market composite" to assess the competitiveness of compensation. In general, BRC positions total compensation, including benefits, at the median of the market. Programs are designed to be flexible so that compensation can be above or below the median based on experience, performance and business need to attract and retain specific talent.

Governance and Procedures

BRC's executive compensation program is administered by the Executive Committee of the Board of Trustees. The Executive Committee is responsible for establishing and maintaining a competitive compensation program for the Executive Director. The committee meets as needed to review the compensation program and make recommendations for any changes to the Board, as appropriate.



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The Executive Committee annually evaluates the organization's executive compensation program against the competitive market to ensure that the compensation program falls within a reasonable range of competitive practices for comparable positions among similarly situated organizations. Following this review, the Committee recommends to the Board salary approval and incentive awards for the Executive Director.

Approved by the Board of Trustees on March 27, 2019