

Report H.001
PRESBYTERIAN MISSION AGENCY BOARD
EXECUTIVE COMMITTEE
April 23-25, 2014
Report One

The Presbyterian Mission Agency Board Executive Committee reports for information its activities since the Board Executive Committee meeting of February, 2014. *(Please note – Appendices to minutes are not attached. They are kept with the office record and are available upon request.)*

This report covers activities of the Executive Committee Meeting on April 2, 2014.

April 2, 2014

1. The Executive Committee **VOTED** to approve the agenda for the April 2014 meeting of the Executive Committee ([Appendix 1](#)).
2. The Executive Committee **VOTED** to approve the agenda for the April Board meeting and empowered the chair to work with staff to fill the remaining time slots ([Appendix 2](#)).
3. The Executive Committee **VOTED** to approve the assignment of business to committees as submitted ([Appendix 3](#)).
4. The Executive Committee **VOTED** to forward to the General Assembly Nominating Committee, for election by the 221st General Assembly (2014), Noelle Royer to the Advisory Committee on Social Witness Policy, Class of 2018.
5. The Chair reported the appointment of James A. Wilson as Committee of Counsel in a remedial action filed with the General Assembly Permanent Judicial Commission against the Presbyterian Mission Agency by the Rev. Kristopher D. Schondelmeyer.
6. The Executive Committee met in closed session. The chair announced the following actions taken by the Executive Committee in closed session.
 - a. The Executive Committee **VOTED** to approve the “Reduction in Force Process and Selection Criteria,” ([Appendix 4](#)).
 - b. The Executive Committee **VOTED** to approve and that the Presbyterian Mission Agency Board ratify a 3% salary increase pool for the staff of the Presbyterian Mission Agency, effective April 1, 2014, with a standard percentage of two percent (2%) and a merit increase taken from a 1% pool.
 - c. The Executive Committee **VOTED** to approve and recommend that the Presbyterian Mission Agency Board ratify the following:
 - 1) **RESOLVED**, that the Executive Director of the Presbyterian Mission Agency be awarded a pay increase of two percent (2%) which brings the 2014 annual salary for this position to \$183,684.66, effective April 1, 2014; and

- 2) FURTHER RESOLVED, that this salary plus other compensation, as more fully described in the attached analysis, is deemed to be reasonable ([Appendix 5](#)).
- d. The Executive Committee **VOTED** to recommend:
- 1) That the Presbyterian Mission Agency Board, with gratitude and deep appreciation, elect Ruling Elder Linda Bryant Valentine to a third four-year term as the Executive Director of the Presbyterian Mission Agency
 - 2) That the 221st General Assembly (2014) confirm the election of Ruling Elder Linda Bryant Valentine to a third four-year term as Executive Director of the Presbyterian Mission Agency.
- e. The Executive Committee **VOTED** to recommend that the Presbyterian Mission Agency Board approve a 1% merit increase for the Executive Director.

Draft – January 16, 2014

ITEM H.100
PRESBYTERIAN MISSION AGENCY BOARD
Executive Committee
February 5, 2014
The Brown Hotel, 335 W. Broadway
Louisville, KY 40202
502-583-1234

Room –
AGENDA

8:30 a.m. Welcome/Call to Order/Prayer **Matthew Schramm**

Recitation of the Executive Committee Covenant

We, the Presbyterian Mission Agency Board Executive Committee, called to this ministry as disciples of Jesus Christ, covenant together to:

- **Seek God’s will, remaining open to fresh movement of the Holy Spirit, acting boldly and creatively for the sake of the Gospel of Jesus Christ in ministry and mission**
- **Relate to one another with honesty, trust, respect, openness and kindness, proclaiming God’s graciousness by risking and daring transformation in our lives and work**
- **Be faithful stewards, seeking to make wise decisions in partnership with the greater church, doing our homework, listening to all points of view, working for consensus, and faithfully supporting decisions we have made**
- **Worship and pray with joy and appreciation for God’s guidance in doing this work.**

8:40 a.m. Review and Adopt Agenda – H.100 **Matthew Schramm**

Approval of Minutes – H.101

- **September 25, 2013**
- **November 5, 2013**
- **November 13, 2013**
- **January 16, 2014**

Appointments by the Chair – H.102

8:50 a.m.	Executive Director’s Office Report to the 221st GA (2014) – H.103	<i>Linda Valentine</i>
9:00 a.m.	New GA Initiatives <ul style="list-style-type: none">• “Educate a Child, Transform the World” – H.104• “Living Missionally” – H.105	<i>Linda Valentine Hunter Farrell & Sara Lisherness Roger Dermody</i>
9:15 a.m.	Special Offerings Advisory Task Force Report – H.106	<i>Marci Glass</i>
9:25 a.m.	Corresponding Members to the 221st GA (2014) – H.107	<i>Linda Valentine</i>
9:30 a.m.	Board Nominating and Governance Subcommittee Report	<i>TBA</i>
9:45 a.m.	Personnel Subcommittee Report – H.108	<i>Art Canada</i>
10:05 a.m.	Break	
10:20 a.m.	REPORTS: <ul style="list-style-type: none">➤ Report of the Executive Director	<i>Linda Valentine</i>
10:30 a.m.	➤ Financial Overview	<i>Earline Williams</i>
10:40 a.m.	➤ Funds Development Ministry	<i>Terri Bate</i>
10:50 a.m.	➤ Communications Ministry	<i>Kathy Francis</i>
11:00 a.m.	➤ Audit Committee	<i>Mary C. Baskin</i>
11:10 p.m.	Review of Committee Business: <ul style="list-style-type: none">➤ Finance➤ Leadership➤ Justice➤ Worshiping Communities	<i>Bill Capel Joyce Smith Noelle Royer Mihee Kim-Kort</i>

- 11:50 p.m. Board Development:
“The Art of Possibility”
 - **Being the Board – *Joyce Smith***
 - **Creating Frameworks for Possibility – *Roger Dermody***
- 12:20 p.m. Adjourn with Prayer
- 12:30 p.m. – 2:30 LUNCH AND JOINT MEETING WITH COGA –
p.m.

Draft – January 16, 2014

ITEM P.100
PRESBYTERIAN MISSION AGENCY BOARD
February 5-7, 2014
The Brown Hotel
335 W. Broadway
Louisville, KY 40202
502-583-1234

AGENDA

PRESBYTERIAN MISSION AGENCY OFFICE –

VISION

Presbyterians joyfully engaging in God's mission for the transformation of the world.

MISSION

Inspire, equip and connect the PC(USA) in its many expressions to serve Christ in the world through new and existing communities of faith, hope, love and witness.

MEETING THEME

Transformational Leaders

Inspire, equip, and connect the church to: Cultivate, nurture, and sustain diverse, transformational leaders for Christ's mission.

Wednesday, February 5, 2014

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|-----------------------|--|------------------------|
| 8:30 a.m. | Board Executive Committee – | |
| 12:30 p.m. –2:30 p.m. | Board Executive Committee and COGA Lunch and Joint Meeting – | |
| 9:00 a.m. – 2:00 p.m. | Audit Committee | |
| 3:00 p.m. | Board Opening Plenary – | |
| | • Welcome and Call to Order | <i>Matthew Schramm</i> |
| 3:05 p.m. | • Opening Worship | |
| 3:20 p.m. | • Recitation of Board Covenant | <i>Matthew Schramm</i> |
| | • Adoption of Agenda | |
| | • Roll Call | |
| | • Approval of September 2013 Board Minutes | |

3:30 p.m.	Greetings from the Moderator	<i>Neal Presa</i>
3:35 pm.	Report of the Chair	<i>Matthew Schramm</i>
3:50 p.m.	Report of the Executive Director	<i>Linda Valentine</i>
4:10 p.m.	Introduction of Senior Director of Communications	<i>Kathy Francis</i>
4:15 p.m.	Board Nominating and Governance Subcommittee Report One – J.001	TBA
	<ul style="list-style-type: none"> • Election of Chair and Vice-Chair • Other Nominations 	
4:30 p.m.	Board Development One	TBA
5:00 p.m.	Executive Committee Report Two – H.002	<i>Matthew Schramm</i>
5:30 p.m.	Recess Dinner in Committees	

Thursday, February 6, 2014

7:00 a.m.	Breakfast On Your Own	
8:30 a.m. – Noon	Board Committee Meetings	
	<ul style="list-style-type: none"> ➤ Finance – ➤ Leadership – ➤ Justice – ➤ Worshiping Communities – 	
Noon – 1:15 p.m.	Group Lunch –	
1:15 p.m.	Annual Report – Group Photo	
COMMITTEE REPORTS AVAILABLE OUTSIDE OF PLENARY ROOM		
1:30 p.m.	Board Reconvenes in Plenary - Opening Devotion	
1:45 p.m.	Executive Committee Report Three – H.003	<i>Matthew Schramm</i>
2:30 p.m.	Finance Committee Report – A.001	<i>Bill Capel</i>
4:00 p.m.	Break	
4:15 p.m.	Justice Committee Report – B.001	<i>Noelle Royer</i>
5:00 p.m.	Recess	
6:00 p.m.	Group Dinner	
7:30 p.m. – 8:30 p.m.	Belhar Confession - Room	<i>Cliff Kirkpatrick</i>

COMMITTEE REPORTS AVAILABLE OUTSIDE OF PLENARY ROOM

Friday, February 7, 2014

7:00 a.m.	Breakfast On Your Own	
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9:00 a.m.	Board Reconvenes in Plenary - <i>Commonwealth C/D</i>	
9:05 a.m.	Opening Devotion	
9:20 a.m.	Committee Reports	
	➤ Leadership – C.001	<i>Joyce Smith</i>
	➤ Worshiping Communities – D.001	<i>Mihee Kim-Kort</i>
	➤ Corporate – E.001	<i>Matthew</i>
	➤ Audit – G.001	<i>Schramm</i>
	➤ Nominating and Governance Subcommittee Report Two – J.002	<i>Mary C. Baskin</i>
	➤ Unfinished Business	<i>TBA</i>
10:20 a.m.	Board Development Two	<i>Matthew</i>
	• Transformational Leadership as the Board	<i>Schramm</i>
11:00 a.m.	Break	
11:15 a.m.	Closing Worship and Adjournment	
Noon	LUNCH ON YOUR OWN	

Presbyterian Mission Agency Board Executive Committee
 Business and Information Items
 April 23 – 25, 2014

Revised April 7, 2014

ITEM #	BUSINESS ITEM	FROM MINISTRY
FINANCE COMMITTEE (A)		
A.100	Finance Committee Agenda	
A.101	Finance Committee Minutes – February 2014 – March 25, 2014 Conference Call	Shared Services
A.102	Discussion and Approval of 2014 Revised Mission Program Budget	Shared Services
A.103	Discussion and Approval of 2015 – 2016 Mission Budgets	Shared Services
A.104	Financial Reports to the 221 st General Assembly (2014)	Shared Services
A.105	Capital Budget Request	Shared Services
A.106	Stony Point Report and Recommendation	EDO/DEDM
A.107	Presbyterian Church (U.S.A.) Mortgage Corporation – Election to the Board of Directors	PILP
A.108	Presbyterian Church (U.S.A.) Mortgage Corporation – Concurrence of the Election of Officers	PILP
JUSTICE COMMITTEE (B)		
B.100	Justice Committee Agenda	
B.101	Justice Committee Minutes – February 2014	
B.102	Comment to Overture 37 – On Support for the IMCK Endowment and the Endowment Concept	WM
B.103	Comment to Overture 40 – On Turning Attention to the Plight of the Church that is Suffering Due to Sectarian Violence and Persecution in Egypt and Other Parts of the World	WM
B.104	2014 Proxy Voting Recommendation	CPJ
B.105	Comment to Overture 55 – On Authorizing a Consultative Process to Provide Guidance for the Church’s response to the Dramatic Changes Taking Place in Cuba	WM
B.106	Comment to Overture 66 – Providing a Trauma Crisis Counseling Consultation to Train in Best Practice in Caring for Survivors of Homicide Victims	CPJ
B.107	Comment on Overture 065 – On Endorsing the Women of Faith for the 1,000 Days Movement	CPJ
B.108	Comment to Overture 15 – On Entering a Two-Year Season	REWM/PW

ITEM #	BUSINESS ITEM	FROM MINISTRY
	of Reflection on the Plight of Unwanted Children, and Appointing a Special Committee on Abortion Review (in partnership with ACSWP)	
LEADERSHIP COMMITTEE (C)		
C.100	Leadership Committee Agenda	
C.101	Leadership Committee Minutes - February 2014	
C.102	Comment on Overture 51 - On Distinguishing Between Biblical Terms for Israel and Those Applied to the Modern Political State of Israel in Christian Liturgy	TWE
WORSHIPPING COMMUNITIES COMMITTEE (D)		
D.100	Worshipping Communities Agenda	
D.101	Worshipping Communities Committee Minutes – February 2014	
D.102	2014 Sam & Helen R Walton Award Allocation	ECG
CORPORATE PROPERTY, LEGAL FINANCE (E)		
E.101	Corporate Committee Minutes - February 2014	Shared Services
E.102	Manse Allowance	Legal
E.103	Authorization of Contract Signors	Legal
PC(USA) A CORPORATION (F)		
F.101	Corporation Minutes - February 2014	
AUDIT COMMITTEE (G)		
G.100	Audit Committee Agenda	
EXECUTIVE COMMITTEE (H)		
H.100	Executive Committee Agenda	
H.101	Approval of Executive Committee Minutes	
H.102	Appointment by the Chair	
H.103	GA Attendance Rationale	
H.104	A Resolution to Develop a Church-wide Anti-Racism Policy	ACREC
H.105	A Review of Efforts Regarding Cultural Proficiency and Creating a Climate for Change in the Presbyterian Church (U.S.A.)	ACREC
H.106	A Resolution to Educate Against and Help Prevent Voter	ACREC

ITEM #	BUSINESS ITEM	FROM MINISTRY
	Suppression	
H.107	A Resolution to Define and Interpret Standards for PC (USA) Racial Ethnic Schools and Colleges*	ACREC
H.108	A Resolution to Support Hotel and Hospitality Workers through the Adoption and Just Policies and Principles in the Presbyterian Church (U.S.A.)	ACWC
H.109	A Self-Study Report*	ACWC
H.110	The Gospel from Detroit: Renewing the Church’s Urban Vision	ACSWP
H.111	Human Rights Resolution on Sexual Violence Against Military Personnel within the U.S. Military Services	ACSWP
H.112	Ministerial Compensation and the Theology of Compensation: Incentives and Solidarity	ACSWP
PLENARY		
H.001	Presbyterian Mission Agency Board Executive Committee Report One – April 2014	
P.100	Board Meeting Agenda	
P.101	Board Meeting Minutes	

ITEM #	INFORMATION ITEM	FROM MINISTRY
Finance Committee (A)		
A.201	Management Report - Preliminary December 31, 2013	Shared Services
A.202	PMPF Report - Preliminary December 31, 2013	Shared Services
A.203	Per Capita Report - Preliminary December 31, 2013	Shared Services
A.204	Curriculum Report - Preliminary December 31, 2013	Shared Services
A.205	Stony Point Financials - Preliminary December 31, 2013	Shared Services
A.206	Ghost Ranch Financials - Preliminary December 31, 2013	Shared Services
A.207	Technology Policy Update	Shared Services
A.208	Coordinated Loan Program Report	Shared Services
A.209	Self-Insurance Fund Annual Report	PILP
A.210	Presbyterian Foundation 2013 year End Performance Report	Risk Management
A.211	Data Security Policy Update	Shared Services
Justice Committee (B)		
B.200	Jinishian Memorial Program Strategic Plan 2014-2019	WM
B.201	Jinishian Memorial Program United States Advisory Committee & Governance Commission Minutes, February 5, 2014	WM
B.202	Presbyterian Hunger Program Committee Meeting – October 9-11, 2013	CPJ
B.203	MRTI Update	CPJ
B.204	MRTI Meeting Records	CPJ
B.205	PHEWA Update	CPJ
B.206	Jarvie Commonwealth Service Committee Minutes – April 24-25, 2013	CPJ
B.207	2013 WM Fundraising Report	FD
B.208	2013 Special Offerings Annual Report	FD
Leadership Committee (C)		
C.200	United Nations Commission on the Status of Women	RE&WM/PW
C.201	Call to the Presbyterian Women Church-wide Gathering	RE&WM/PW
C.202	RE&WM/PW Fast Facts	RE&WM/PW

ITEM #	INFORMATION ITEM	FROM MINISTRY
C.203	RE&WM/PW G.A. Events	RE&WM/PW
C.204	Cook Native American Ministries Report	RE&WM/PW
C.205	Appointment Actions for Mission Personnel	WM
C.206	Small Church Residency Program Update	TWE
C.207	Grace & Gratitude	TWE
C.208	Office of Interfaith Relations Update	TWE
C.209	COTE Minutes - September 2013	TWE
C.210	COTE Minutes - February 2014	TWE
C.211	Report on C.212 presented at the September 2013 Leadership Committee Meeting	TWE
Worshiping Communities Committee (D)		
D.200	1001 New Worshiping Communities Update	ECG
D.201	New Beginnings Update	ECG
D.202	Overview of Ghost Ranch Strategic Plan	ECG
Executive		
H.200	COTE Report	

PRESBYTERIAN MISSION AGENCY BOARD

April 2, 2014

Executive Committee

Item H.001 – Appendix 4

**PRESBYTERIAN MISSION AGENCY BOARD
REDUCTION IN FORCE PROCESS AND SELECTION CRITERIA
April, 2014**

Section 218 of the Employee Handbook states that a reduction in force (RIF), reorganization and/or position eliminations may occur due to "...change in objectives, reorganization, or a change in financial outlook or conditions..." of the organization.

Program or common service areas or activities may be eliminated, outsourced, reduced, shifted or reorganized. Before regular full-time and part-time positions are affected, temporary and vacant positions should be selected for position elimination where possible. As set forth in the Employee Handbook at Section 103, separations "...will be administered without discrimination based upon race, color, national origin, gender, age, marital status, sexual orientation, creed, protected disability status, citizenship status, genetic information, uniformed service (e.g., U.S. Armed Forces or National Guard) or status as a Vietnam Era or special disabled veteran in accordance with applicable federal, state and local laws, or veteran status, or religious affiliation (except where a category is a bona fide occupational qualification), or any other characteristic protected by law."

Objective selection criteria have been developed with the approval of the Executive Committee of the Presbyterian Mission Agency Board to be used to determine which positions will be impacted by the reduction-in-force. Recommendations for position elimination, outsourcing, reducing positions, shifting positions, and reorganizations will be made by segments of the Office of the Executive Director, Deputy Executive Directors and by the respective ministry (including common service) areas using this policy and selection criteria. Decisions on staffing will be made in consultation with the Director of Human Resources and the Legal Services Office. A written rationale for the elimination, reduction or shifting of each position must be prepared to support the recommendation. If work is shifted to an existing position, the job description will be updated to reflect any material changes in job duties and responsibilities and the grade level of the position reevaluated.

The following outlines the position elimination selection process and criteria.

A. Mission, Programs, and Activities Not in Alignment with Mission Work Plan.

1. Identify missions, programs, and activities that are not in alignment or that have weak alignment with the 2013-2016 Mission Work Plan, that have weak funding or that have little impact despite alignment and funding.
2. Eliminate these identified missions, programs, and activities.
3. Identify the positions that staff these identified missions, programs, and activities.
 - a. Eliminate these positions.
 - b. Generally, if 50% or more of a position's functions are eliminated, shifted or reduced, the position should be eliminated.

B. Programs, Services, and Activities Eliminated, Outsourced, Reduced, Shifted and/or Reorganized Due to a Change in Financial Outlook or Conditions.

1. Identify programs, services or activities to be eliminated, outsourced, reduced, shifted or reorganized.
2. Identify the positions that staff these identified programs, services, and activities.
 - a. Eliminate these positions.
 - b. Generally, if 50% or more of a position's functions are eliminated, outsourced, shifted or reduced, the position will be eliminated.

C. Unnecessarily Duplicative or Redundant Work.

1. Identify programs, services, and activities not being eliminated, outsourced, reduced, shifted or reorganized, and review for work that is unnecessarily duplicative or redundant.
2. Identify positions performing unnecessarily duplicative or redundant work.
 - a. In general, if identified positions performing unnecessarily duplicative or redundant work are in different job grades, the position in the lower job grade should be eliminated. Exceptions may be made if there is a documented performance issue with the employee in the higher job grade or qualification or skill concerns.
 - b. If identified positions performing unnecessarily duplicative or redundant work are in the same job grade, the selection decision must be made based on the following:
 - 1) job performance as documented by the most recent performance evaluation; then
 - 2) individual experience, qualifications for the job and need for specific skills; then
 - 3) the above two items being equal, then selection is made based on length of service in the job grade.
 - c. Generally, if 50% or more of a position's functions are unnecessarily duplicative or redundant, the position will be eliminated.

PRESBYTERIAN MISSION AGENCY BOARD

April 2, 2014

Executive Committee

Item H.001 – Appendix 5

Executive Pay Comparability Study

Executive Director

Salary data from comparable positions were taken from five (5) surveys to create a position range for the Executive Director position.

Survey	Survey Position Title	25th	50th (Median)	75th
<u>2013 Christian Leadership Alliance Compensation Survey Report for Christian Organizations</u> Summary Scope Plus 10% for size of organization and budget	CEO / Executive Director / Managing Director	\$103,963	\$135,527	\$173,154
<u>2013 PRM Management Compensation Report Not for Profit Organizations</u> Summary cut	Top Executive Officer	\$225,000	\$303,449	\$430,000
<u>2013 ERI Religious Support Services Salary Survey</u> 990 Tax-Exempt Database	Top Position (tax-exempt entities)	\$155,848	\$238,444	\$328,784
<u>2012 GuideStar Compensation Report</u> Religion -- Greater than \$5 million Plus 10% for significantly larger operational budget	CEO/Executive Director	\$116,316	\$167,629	\$225,423
Comparative Pricing Average		\$150,281.80	\$211,262.25	\$289,340.30
PMA Executive Director Position Range		\$150,300	\$211,300	\$289,400

PRESBYTERIAN MISSION AGENCY BOARD

April 2, 2014

Executive Committee

Item H.001 – Appendix 5

For an additional point of comparison, data from Evangelical Council for Financial Accountability (ECFA) shows the following:

ECFA Salary Search All Ministry Types; Annual Revenue \$50+ million	CEO, President, Exec. Dir., Sr. Pastor, or similar	Average Salary \$252,323	75% \$324,173	85% \$378,148
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This data was not included in the position range analysis because it lists the salary information in a different format. However, the ECFA average salary is still a valid point of comparison when determining if the salary of the PMA Executive Director is reasonable compensation.

PMA Executive Director: Total Compensation

Total Compensation includes an individual's base compensation plus the value of any organization-paid benefits. The 2013 total compensation for the PMA Executive Director was:

2013 Annual Salary:	\$180,083
2013 Employer Annual Contribution: (detail listed below)	\$68,816
2013 Total Compensation:	\$248,899

Type of Compensation	Employer Annual Contribution
Lay Equalization	\$17,218.58
Death & Disability	\$1,973.28
Group Term Life	\$1,877.96
Medical PPO	\$26,040.00
Pension	\$21,706.56

PRESBYTERIAN MISSION AGENCY BOARD

April 2, 2014

Executive Committee

Item H.001 – Appendix 5

PMA Executive Director: 2013 Compensation Comparability

Base Compensation

	Median or Average	PMA Executive Director Base Salary	Compa Ratio
Comparative Pricing Average	\$211,262.25	\$180,083	85.23%
ECFA Average	\$252,323	\$180,083	71.34%

Total Compensation*

	Median or Average	PMA Executive Director Total Compensation	Compa Ratio
Comparative Pricing Average	\$211,262.25	\$248,899	117.82%
ECFA Average	\$252,323	\$248,899	98.65%

*The “total compensation” for the Executive Director is provided mostly for informational purposes only. Salary surveys, in general, do not include the value of benefits in their compensation figures. The comparison of total compensation to the comparative pricing average is offered to show that even the total compensation of the Executive Director is reasonable when compared to the cash compensation reported from comparable organizations.

Conclusion

The 2013 compensation for the Executive Director of the Presbyterian Mission Agency was considered to be reasonable compensation because it fell well below the median of base compensation. It is close to the median when the value of benefits is added to base compensation, keeping in mind the value of benefits was not available for the comparative pricing average, and is typically not included.

Proposed 2014 Compensation Increase for Executive Director

PRESBYTERIAN MISSION AGENCY BOARD

April 2, 2014

Executive Committee

Item H.001 – Appendix 5

The PMA Compensation Program calls for all PMA employees to receive a standard, across-the-board increase. Effective April 1, 2014, employees will receive a 2% increase, plus a merit increase based on their individual performance for 2013.

The Executive Director's current salary is less than the 50 percentile, or "Target" of the position range and is eligible for a standard and merit increase to be added to the base salary. Historically, the current Executive Director's base has been changed as follows:

- Received an increase in 2008
- Waived an increase in 2009
- No increases were given to employees in 2010
- Received an increase in 2011, 2012, and 2013

If a 2% standard increase is added to the Executive Director's base, it will bring the base salary to:

Current Base Salary:	\$180,083.00
2% Standard Increase:	\$3,601.66
Salary Effective 4/1/14:	\$183,684.66

Reasonable compensation for 2014 would be maintained with the 2% increase and up to a total base of \$211,262, the median comparative pricing average.