

Report of the General Synod Council Serving As the Executive Committee of the General Synod

The Son of God gathers, preserves, and protects the church by his Spirit and his Word (Heidelberg Catechism, Answer 54). The church exists to announce, teach, and proclaim the gospel of Jesus Christ. The church speaks and it acts. For those of us in the Reformed tradition, the church governs its life and it determines how best to carry out its mission through its assemblies.

God seeks certain characteristics, and the world also watches to see if those characteristics are evident in our life and work together. Our ability to go forth and preach the gospel is the work of our congregations and the denomination. Together we are a body of committed believers in covenant with one another. Christ's mission is enhanced when the Word of God and our love for each other is the foundation for order, discipline, and effectiveness. This Reformed understanding of the church and the manner through which we govern our life together is foundational to Our Call.

Our prayer throughout the year and as we meet as a General Synod body is that our unity and attention to governance will glorify God.

The General Synod Council is established by and responsible to the General Synod. It shall act as the executive committee of the General Synod and it shall administer the affairs of the Reformed Church in America between the sessions of the General Synod. It shall implement decisions, policies, and programs of the General Synod through proper channels and agencies. It shall support, strengthen, and coordinate the work of the several commissions, boards, institutions, and agencies of the Reformed Church in America, thus seeking to increase the effectiveness of the mission and witness of the church (*BCO*, Chapter 1, Part IV, Article 7, Section 1).

The General Synod Council serves “as the Executive Committee of the General Synod of the Reformed Church in America, as the Committee of Reference at meetings of the General Synod, and as the Board of Trustees of the General Synod as may be required by law” (*BCO*, Chapter 3, Part I, Article 3, Section 6a).

For a full listing of the responsibilities of the General Synod Council, refer to the Bylaws of the General Synod (*BCO*, Chapter 3, Part 1, Article 3, Section 6).

The work of the General Synod Council, as directed by previous General Synods, is reported to this General Synod in two areas: 1) matters of governance—the work the General Synod Council (GSC) has done with respect to a) the meeting of the General Synod, b) matters of its own organization, including its oversight and stewardship of the financial resources given to it, c) its support and supervision of denominational staff and the general secretary, d) the work of its committees, teams, and racial and ethnic councils, and e) a general overview of the work of the church in its role as the General Synod Executive Committee; and 2) the work the GSC has done with regard to the oversight of the mission and ministry assigned to it by the General Synod under the rubric of Our Call, the General Synod's ten-year goal, which is reported by the GSC in its role as the General Synod's program agency. Referrals addressed to the GSC from previous General Synods are dealt with throughout this report.

Review of Regional Synod Minutes

The General Synod office received and read the 2008 minutes of the regional synods of

Albany, Canada, the Far West, the Great Lakes, the Heartland, Mid-America, the Mid-Atlantic, and New York. The minutes were found to be in order.

Ad Interim Appointments

The following person served for one or more meetings on the body indicated, based on the ad interim approval of the General Synod Council:

To the Commission on Christian Action:

Mark Rich (observer from the Evangelical Lutheran Church in America, Class of 2011)

If members are serving on an ongoing basis, their names are submitted for General Synod approval in the report of the Commission on Nominations.

R-1

To approve the ad interim appointment. (ADOPTED)

GENERAL SYNOD MEETING

Referral of Business

The business of General Synod was assigned to the appropriate committees as presented in the General Synod Workbook.

R-2

To approve the agenda and schedule of the General Synod as presented in the General Synod Workbook. (ADOPTED)

General Synod Offering

The General Synod received offerings at the opening worship on Thursday evening and at the closing worship on Tuesday afternoon. The offerings were designated by General Synod president Carol Bechtel to initiate and fund a peace initiative among three Reformed bodies in Kenya. The objective of the program will be to help Reformed Church mission partners in Kenya to be prepared to mediate among various factions within their own churches prior to the start of the next national elections.

The Seating of Delegates

The Bylaws of the General Synod require that a classis be current in the payment of its General Synod assessments before its delegates may be seated as members of the General Synod (*BCO*, Chapter 3, Part I, Article 1, Section 1a). The general secretary reported classes' payments of General Synod assessments were current.

Amendments to the *Book of Church Order*

The General Synod of 2008 adopted and referred to the classes for approval four amendments to the *Book of Church Order*. The amendments are recorded in the 2008 *Minutes of the General Synod* as noted.

	Approved	Disapproved
1. Judicial Procedures (MGS 2008, R-57, p. 245) (Chapter 2, Part II, Article 2, Section 5) (Chapter 2, Part III, Article 2, Section 5)	41	5
2. Disbanding/Dissolving Churches (MGS 2008, R-58, pp. 247-248) (Chapter 1, Part II, Article 7)	46	0
3. Supervisors in Churches without a Minister (MGS 2008, R-59, p. 249) (Chapter 1, Part II, Article 7, Section 3)	44	2
4. Occasional Use Liturgies (MGS 2008, R-56, p. 242) (Chapter 1, Part I, Article 2, Section 11c)	43	3

R-3

To declare amendments 1 through 4 to be approved and that they be incorporated into the 2009 edition of the *Book of Church Order*. (ADOPTED)

Appointment of the General Synod Treasurer and Assistant Secretary

In accordance with its corporate bylaws, the General Synod must annually appoint a treasurer of the General Synod corporation (Corporate Bylaws of the General Synod of the Reformed Church in America, Article VI).

R-4

To appoint Barbara Boers as treasurer of the General Synod of the Reformed Church in America. (ADOPTED)

In accordance with its corporate bylaws, the General Synod may elect or appoint such other officers as the needs of the corporation may from time to time require (Corporate Bylaws of the General Synod of the Reformed Church in America, Article VI). In order for Kenneth Bradsell, director of Operations and Support, to have authority to sign legal documents for the corporation of the General Synod, it is necessary to approve the following recommendation:

R-5

To appoint Kenneth Bradsell assistant secretary of the General Synod of the Reformed Church in America. (ADOPTED)

General Synod Planning

A General Synod planning team comprised of the General Synod president, current and former members of the GSC, delegates to former General Synod meetings, members of commissions, and staff works on behalf of the GSC annually to propose an agenda, schedule, worship, and special events and activities for the annual meeting. The team members this year were Mark Anderson, Carol Bechtel, Lynn Kammeraad, Tim TenClay, and staff members Kenneth Bradsell (facilitator), Jessica Bratt, Deborah Morris, and Rodger Price. The team reported to the GSC at its spring meeting. The meeting plan outlined below was reviewed and adopted.

The team understood from the beginning of its work on the 2009 synod that the meeting, including its worship, fellowship, and guest speaker, and the conduct of business, as in recent years, must be designed in ways that convey to all participants the commitment of the RCA to its stated mission and vision, and to accomplishing the General Synod's goals as described in Our Call.

The officers, the general secretary, and the members of many commissions urged the team to keep in mind as it planned the 2009 synod 1) to continue the practice begun in 2007 of making provision for all delegates to discuss and respond to issues that seem to have the widest impact on the life and mission of the church, 2) to make better use of time so that reports of all General Synod commissions and other entities get fuller consideration by the delegates, 3) to utilize the arrangement of delegates at round tables for discussion, discernment, and the formation of community, and 4) to give priority to the referrals to GSC from last year's synod encouraging the church to give priority within Our Call to its stated commitments to become fully racially and ethnically diverse, to encourage a multiracial future denominationally and in our congregations, and to address racism in the church and in the communities where we engage in ministry. The team has attempted to address these concerns in its plan for the meeting.

The team continues to understand that its ongoing task on behalf of the GSC is to offer ways to conduct the meeting of the synod so that the manner in which the church does its work as an assembly reflects the church's values—in essence, that we act with each other in ways that model the body of Christ in the world.

The planning team conducted its work according to the following values:

General Synod is a place where the church has the opportunity to live into its future. Hope is defined as God going before us and making all things new. The synod engages in transformational work when:

- It uses means that enable knowledge, understanding, and full insight...
...of issues.
...of the work of the larger church.
...of relationship/community.
- There is empowerment of everyone as a matter of faithfulness to the gospel (for example, for this year, emphasis on becoming a multiracial church).
- Delegates are affirmed in the knowledge that they are sons and daughters of Jesus Christ and recognize that identity in each other.
- Delegates trust and remember that the Spirit is working in and through local congregations; in and through the agencies, assemblies, and entities of the church; and in and through the General Synod.
- Delegates, guests, officers, and staff are hospitable to one another.
- The agenda for meeting integrates work, worship, fellowship, and prayer.

General Synod Meeting Locations

The proposed locations for annual meetings of the General Synod are listed below. The General Synod is able to respond to invitations from the assemblies of the church to meet in other locations. Planning for the meeting requires invitations to be submitted at least two years in advance of the proposed meeting.

- 2010 – Northwestern College, Orange City, Iowa (June 10-15, 2010)
- 2011 – San Francisco, California

GENERAL SYNOD 2010—IS IT 1933 AGAIN?

In 1933, the worst year of the depression, the General Synod was called to order at Central Reformed Church in Grand Rapids, Michigan. The clerk reported that no quorum was present. The vice president declared the meeting adjourned until 1934.

Delegates had been appointed. Reports and statistical tables had been gathered and are all printed in the *Acts and Proceedings of the One-Hundred and Twenty-Seventh Regular Session of the General Synod*.

In a review of the archival documents it appears that the idea of not transacting business at the annual meeting in 1933 was first seriously discussed in February prior to the meeting. The decision was finally turned over to the classes. Two-thirds of the classes approved the plan to not hold General Synod in June of the same year.

In March 2009 the General Synod Council reviewed the historic record of 1933 along with a paper that states how a similar action could be taken regarding General Synod 2010. This action would be based on the same economic concerns that caused RCA leaders to act in 1933. The GSC determined this decision could be handled via direct recommendation(s) to the 2009 General Synod, where all of the classes are represented. However, out of respect for the precedent established by the RCA's leaders in 1933, the GSC believes it is wise to also ask the classes to vote on the matter not later than the fall of 2009 and provide notification to the Office of the General Synod.

Following its discussion, the General Synod Council, in its capacity as the General Synod Executive Committee, agreed to propose to this General Synod that, as in 1933, the 2010 General Synod be “convened” on the dates proposed. The meeting, as in 1933, would be called to order. Following a brief devotion (to satisfy the *BCO* requirement that each meeting be opened and closed with prayer and that the first meeting of each day begin with a worship service), the general secretary would inform the president that a quorum is not present. The meeting would be adjourned until 2011. Note that “if a quorum fails to appear at a regular or properly called meeting, the inability to transact business does not detract from the fact that the [General Synod’s] rules requiring the meeting to be held were complied with and the meeting was convened—even though it had to adjourn immediately” (*Robert’s Rules of Order*, p. 336, Tenth Edition).

Further, the GSC proposed that the 2009 General Synod allocate assessment funds for a 2010 General Synod sufficient only to bring together officers, to publish the *Acts and Proceedings* of annual reports and the statistical tables, and to hold aside 50 percent of the cost of the 2011 meeting. The GSC noted that delegates serving at this 2009 General Synod could remain delegates throughout 2010 and until their successors are elected by the various classes and regional synods. This fulfills the requirements of the *BCO* in Chapter 1, Part IV, Article 3.

The General Synod Council, acting in its capacity as the General Synod Executive Committee, recommends to the 2009 General Synod the following actions:

R-6

To instruct the officers of the General Synod to convene the 2010 General Synod with the intention of transacting no business and declaring that a quorum is not present; and further,

if no quorum is present, the officers elected and installed at the 2009 General Synod shall continue as the officers of the General Synod until the next stated session;

to be approved by two-thirds of the classes submitting votes to the General Synod office by October 15, 2009. (NOT ADOPTED)

A motion was made to amend the recommendation as follows (deletions are stricken; amendments are underlined):

To instruct the officers of the General Synod to convene the 2010 General Synod with the intention of transacting no business and declaring that a quorum is not present; and further, if no quorum is present, the officers elected and installed at the 2009 General Synod shall continue as the officers of the General Synod until the next stated session; to be approved by two-thirds of the classes, submitting votes to the General Synod office by December 1 ~~October 15~~, 2009.

VOTED: To adopt the amendment to the recommendation.

VOTED: To adopt R-6, as amended.

A motion was made to reconsider the affirmative vote for R-6. The president requested that action on this motion be deferred until a later session due to the full schedule for Saturday evening.

VOTED: To table discussion and action on the reconsideration of R-6 until a later session.

In the Monday afternoon session the motion to reconsider R-6 was removed from the table.

VOTED: To reconsider R-6 as amended.

VOTED: To not adopt R-6 as amended.

Because R-6 was not adopted, the subsequent recommendations, R-7, R-8, and R-9, were no longer relevant and were not adopted.

R-7

To reduce the proposed 2010 General Synod Council assessment by \$225,000 contingent upon approval of R-6 by two-thirds of the classes. (NOT ADOPTED)

This amount represents 50 percent of the average cost of each annual meeting over the past five years less an amount sufficient to allow officers to meet and for essential annual reports and statistical tables to be received, edited, and printed for distribution to the churches.

R-8

To instruct the general secretary to “reserve” the remaining 50 percent of the assessment funds received and budgeted for the 2010 General Synod meeting and apply these funds to the cost of the 2011 General Synod meeting, contingent upon approval of R-6 by two-thirds of the classes. (NOT ADOPTED)

R-9

To instruct the General Synod Council, acting in its capacity as the General Synod Executive Committee, contingent upon approval of R-6 by two-thirds of the classes, to:

- Adopt not later than June 2010 a per-member assessment for calendar year 2011 that does not exceed the U.S. rate of inflation as reported in May 2010 in the Consumer Price Index provided by the United States Department of Labor; Bureau of Labor Statistics; and further, that the 2011 assessment include an amount sufficient to support 50 percent of the average cost of each General Synod meeting over the past five years, to be applied to the cost of the 2011 General Synod.
- On the advice and approval of the Commission on Nominations to appoint ad interim members of the various commissions, agencies, and institutions sufficient to address vacancies as per the *Book of Church Order*.
- Act on behalf of the General Synod in such other matters that cannot reasonably be delayed until the next stated session of the General Synod. (NOT ADOPTED)

GENERAL SYNOD 2011 AND LEADERSHIP EVENT

In June 2008 Bradley Lewis, past president of the 2007 General Synod and moderator of the GSC in 2008, brought to the GSC a concern regarding the current rotation schedule of synod meetings among the three RCA colleges. Brad rightly recalled that the decision to meet on each RCA campus for two years included a decision by the General Synod to meet periodically in other geographic locations of the church in order for synod delegates to experience the ministry and mission of the RCA in other contexts. The GSC requested the general secretary and staff to give further consideration to meeting locations with a focus on the 2010 General Synod and to discuss this further at the summer officers meeting.

The discussion continued at the annual officers meeting in August 2008. The officers reviewed the meeting locations of synod over the past several years noting that the General Synod had not met in the Synod of the Far West since 1986 when General Synod met on the campus of the Crystal Cathedral. The officers took the discussion to the fall 2008 GSC meeting with an accompanying proposal that the GSC consider an invitation to meet in the San Francisco Bay area hosted by the Center City Network Classis, Central California Classis, and the Synod of the Far West.

The GSC affirmed the idea but requested more information with particular focus on the financial viability of a meeting in the San Francisco area and the ability of RCA congregations in the area to assist with hosting.

A site visit in December 2008 considered possible meeting locations and a meeting plan with representatives of the two classes and City Church of San Francisco. Several potential venues that had provided prior positive response to the RCA's "request for proposal" were reviewed.

Site Visit Observations

San Francisco would offer the RCA an excellent venue for a leadership event similar to Mission 2000 or One Thing or some combination of these two former events because:

- San Francisco is a multiracial, multi-ethnic, and internationally focused global city—an obvious location for church leadership to observe, interact with, and reflect on being missionally engaged in the twenty-first century.
- The work of City Church and its connections with other congregations in the city and surrounding area representing several denominations—the RCA, the Christian Reformed Church, the Presbyterian Church (U.S.A.), and the Presbyterian Church in America, the denomination in which City Church has its roots—offer the RCA an “on-the-ground” strong working partner that is deeply committed to ministry in the city and in supporting ministry in cities worldwide. City Church is also deeply committed to Our Call and is already asking what directions the RCA may be considering beyond 2013 as an outgrowth of Our Call.
- The Central California Classis leadership is open and enthusiastic about the potential for the presence of RCA leaders and the possibility of leaders visiting many of the congregations in the area.
- The clear value of a meeting in San Francisco is contingent on holding a “leadership event,” not just a General Synod meeting, with a registration-required leadership conference delegated from RCA congregations. A combined meeting that is well planned could ensure that General Synod delegates and other church leaders spend time experiencing and reflecting on ministry and mission in the city.
- As with Mission 2000, the value added to the life and witness of the RCA by holding an event larger than a governance meeting would offer the RCA the opportunity to engage a broad and diverse range of its leaders in an event that could develop the themes for the church after the conclusion of the current ten-year goal.
- By bringing church leaders and synod delegates together the RCA can take advantage of shared leadership and reduced costs for constituent travel, and negotiate a better arrangement with a facility.

Plans to Hold the Event in 2011

The potential local sponsors of the event and partners in the design and implementation, City Church of San Francisco and Central California Classis, were unanimous in recommending a 2011 event. However, in considering when they could help host the event there were several considerations:

- Classis of Central California has many things on its plate at the moment that it needs to conclude before it can give serious attention to an RCA meeting in the area.
- In 2011 City Church of San Francisco will be further along with its formation of a collegiate organization of congregations in the Bay area and will also be ready to launch the Newbigin Center, a post-master of divinity learning center for leaders committed to ministry in global cities.
- The state of the current world economy and its impact on our congregations and wider ministries will make planning, organizing, and promoting this type of meeting in 2010 at best a difficult task.
- While the various facilities considered on the initial site visit would all love to lock in a 2010 meeting, all are equally open to 2011. While San Francisco has a reputation for being an expensive location, the economic downturn has proven to be in the RCA’s favor for this plan.

Values

Following the site visit the general secretary and staff developed proposed values for a 2011 event for consideration by the GSC.

- Main value: an experience in 2011 that shapes the RCA's conversation about God's future for the RCA beyond Our Call.
- A context that reflects both challenges and opportunities of future ministry and mission.
- A location that supports a theologically informed conversation.
- An urban area reflecting present and future diversity of those with and to whom we minister.
- A location west of the Rockies—in the Synod of the Far West.
- A venue that costs less than or equal to that of General Synods from the past four to five years (\$445,000 on average) for the General Synod meeting aspects of the event.
- Proximity/host capacity of RCA presence where missional engagement is active.
- A context/city with a global perspective and engagement.
- An event that can be done in conjunction with governance—not done apart from General Synod.
- A diverse range of participants and voices represented in addition to General Synod delegates.

General Synod Council Decisions

Following discussion at its March 2009 meeting the GSC affirmed continuing exploration and asked the General Synod office to develop a self-supporting registration event for church leaders to be integrated with the annual meeting of the General Synod (at a cost for the General Synod meeting not to exceed \$445,000). The GSC requested that the design provide leaders from across the RCA and General Synod delegates an experience that shapes the RCA's conversation about God's future for the RCA beyond Our Call.

In early April the General Synod office was able to confirm a contract with the Parc 55 Hotel in downtown San Francisco that includes a "no penalty for cancellation" clause for fifteen months (until July 2010) to allow the GSC and staff sufficient time to fully plan a conference and synod meeting based on the models of both Mission 2000 and the January 2008 One Thing leadership event in San Antonio, Texas. The General Synod Council affirmed this action and is able to announce that plans are now in place for 2011.

OVERVIEW OF THE GSC'S WORK ON MATTERS OF ITS INTERNAL GOVERNANCE AND ADMINISTRATION

During the past year the General Synod Council continue to operate internally according to its modifications of a not-for-profit governance practice known as "policy governance" developed by Dr. John and Miriam Carver. Policy governance has allowed the GSC to enhance its ability to monitor various "ends" and objectives established to fulfill the General Synod's directives regarding Our Call, the General Synod's ten-year goal for mission and ministry. Policy governance has also enhanced the GSC's ability to both support and monitor the work of its general secretary and staff through a series of "limitations" policies. The GSC has also established and holds itself accountable for its own work through polices concerning its own internal "governance" and its relationships with the general secretary and staff.

Other agencies and committees of the General Synod and the General Synod Council including the Ministerial Formation Certification Agency and the Board of Benefits Services have begun implementing this approach to their areas of responsibility. The GSC is able to provide advice to entities and assemblies of the church interested in learning more about policy governance. Contact should be made through the Office of the General Synod.

RCA Salary Structure for FY 2009

For many years prior to 2008 the RCA staff salary structure was based on the average clergy salary of full-time ministers serving in local congregations, which was determined by a survey. In 2006 the General Synod Council adopted policies to govern its own work and to establish clear guidelines for oversight of its staff. The policy pertaining to staff compensation states: “With respect to employment, compensation, and benefits and recognition of employees, consultants, contract workers, and volunteers, the general secretary will not cause or allow jeopardy to fiscal integrity or to public image or decisions that are unrelated to the relevant market” (GSC Policy EL-7).

The general secretary instructed the personnel office to begin a study of the RCA staff compensation methodology, a study begun in the fall of 2006 with the assistance of an external personnel consultant. The completed study led to a new system developed by The Employers’ Association, a Grand Rapids, Michigan, not-for-profit human resources support group incorporated in 1939. Two key factors were considered in the development of the new system. First, an evaluation system was utilized to ascertain that internal equity was reestablished for all positions based on their ultimate contribution to the RCA’s mission and vision. Secondly, all internal positions were benchmarked against externally appropriate positions (by responsibility) through the use of salary compensation surveys in the private, non-profit, and church sectors, as well as relative comparison of jobs in national and regional areas. This new system is sensitive to regional differences in cost of living and takes into account the RCA’s varied benefit package.

This new system incorporates a model that utilizes fourteen levels instead of the six levels in the previous classification system. The new levels span grades 10 to 23; Grade 10 represents the most junior clerical positions and Grade 23 represents the top executive position, general secretary. The following is a rough correlation between the old and new systems:

Classification VI A and B	=	Grade 10 and 11
Classification V	=	Grade 12 and 13
Classification IV	=	Grade 14
Classification IIIA and B	=	Grade 15, 16, 17
Classification II	=	Grade 18, 19, 20, 21, 22
Classification I	=	Grade 23

To further clarify, the new grades fall into the following categories of the GSC staff salary administration format:

- Professional Associates, Executive Assistants, Administrative Assistants, Secretarial and Office Staff: Grades 14-10
- Executive Staff: Grades 22-15
- General Secretary: Grade 23

The following tables represent the 2009 salary ranges by region:

GENERAL SYNOD/JUNE 2009

REFORMED CHURCH IN AMERICA COMPENSATION STRUCTURE - MICHIGAN

2009							
GRADE	HOURLY PAY RATE			ANNUALIZED SALARY RATE			RANGE SPREAD
	LOW	POLICY	HIGH	LOW	POLICY	HIGH	
10	11.19	\$12.79	14.39	21,823	\$24,941	28,058	25%
11	12.59	\$14.39	16.19	24,553	\$28,061	31,568	25%
12	14.27	\$16.79	19.31	27,829	\$32,741	37,652	30%
13	16.99	\$19.99	22.99	33,133	\$38,981	44,828	30%
14	19.79	\$23.99	28.19	38,594	\$46,781	54,967	35%
15	23.08	\$27.97	32.86	44,997	\$54,542	64,086	35%
16	26.55	\$33.19	39.83	51,776	\$64,721	77,665	40%
17	31.37	\$39.21	47.05	61,168	\$76,460	91,751	40%
18	35.77	\$46.16	56.55	69,759	\$90,012	110,265	45%
19	41.52	\$53.58	65.64	80,973	\$104,481	127,989	45%
20	46.72	\$62.29	77.86	91,099	\$121,466	151,832	50%
21	53.45	\$71.27	89.09	104,232	\$138,977	173,721	50%
22	58.94	\$81.29	103.64	114,924	\$158,516	202,107	55%
23	66.59	\$91.85	117.11	129,853	\$179,108	228,362	55%

MICHIGAN USED AS BASE RATE OF PAY

REFORMED CHURCH IN AMERICA COMPENSATION STRUCTURE - NEW YORK

2009							
GRADE	HOURLY PAY RATE			ANNUALIZED SALARY RATE			RANGE SPREAD
	LOW	POLICY	HIGH	LOW	POLICY	HIGH	
10	12.64	\$14.45	16.26	24,655	\$28,178	31,700	25%
11	14.23	\$16.26	18.29	27,744	\$31,707	35,670	25%
12	16.12	\$18.97	21.82	31,443	\$36,992	42,540	30%
13	19.20	\$22.59	25.98	37,443	\$44,051	50,658	30%
14	22.36	\$27.10	31.84	43,597	\$52,845	62,093	35%
15	26.07	\$31.60	37.13	50,837	\$61,620	72,404	35%
16	30.01	\$37.51	45.01	58,516	\$73,145	87,773	40%
17	35.44	\$44.30	53.16	69,108	\$86,385	103,662	40%
18	40.42	\$52.16	63.90	78,827	\$101,712	124,597	45%
19	46.93	\$60.55	74.17	91,506	\$118,073	144,639	45%
20	52.79	\$70.39	87.99	102,945	\$137,261	171,576	50%
21	60.39	\$80.52	100.65	117,761	\$157,014	196,268	50%
22	66.60	\$91.86	117.12	129,867	\$179,127	228,387	55%
23	75.25	\$103.79	132.33	146,733	\$202,391	258,048	55%

EXECUTIVE COMMITTEE OF THE GENERAL SYNOD 55

REFORMED CHURCH IN AMERICA COMPENSATION STRUCTURE - IOWA

2009							
GRADE	HOURLY PAY RATE			ANNUALIZED SALARY RATE			RANGE SPREAD
	LOW	POLICY	HIGH	LOW	POLICY	HIGH	
10	10.97	\$12.54	14.11	21,396	\$24,453	27,510	25%
11	12.34	\$14.10	15.86	24,058	\$27,495	30,932	25%
12	13.99	\$16.46	18.93	27,282	\$32,097	36,912	30%
13	16.65	\$19.59	22.53	32,470	\$38,201	43,931	30%
14	19.39	\$23.50	27.61	37,806	\$45,825	53,844	35%
15	22.61	\$27.41	32.21	44,096	\$53,450	62,803	35%
16	26.02	\$32.53	39.04	50,747	\$63,434	76,120	40%
17	30.74	\$38.42	46.10	59,935	\$74,919	89,903	40%
18	35.06	\$45.24	55.42	68,369	\$88,218	108,067	45%
19	40.70	\$52.51	64.32	79,356	\$102,395	125,433	45%
20	45.78	\$61.04	76.30	89,271	\$119,028	148,785	50%
21	52.37	\$69.83	87.29	102,126	\$136,169	170,211	50%
22	57.75	\$79.66	101.57	112,619	\$155,337	198,055	55%
23	65.26	\$90.02	114.78	127,266	\$175,539	223,812	55%

REFORMED CHURCH IN AMERICA COMPENSATION STRUCTURE - CALIFORNIA

2009							
GRADE	HOURLY PAY RATE			ANNUALIZED SALARY RATE			RANGE SPREAD
	LOW	POLICY	HIGH	LOW	POLICY	HIGH	
10	12.31	\$14.07	15.83	24,007	\$27,437	30,866	25%
11	13.85	\$15.83	17.81	27,010	\$30,869	34,727	25%
12	15.70	\$18.47	21.24	30,614	\$36,017	41,419	30%
13	18.69	\$21.99	25.29	36,448	\$42,881	49,313	30%
14	21.77	\$26.39	31.01	42,455	\$51,461	60,466	35%
15	25.38	\$30.76	36.14	49,485	\$59,982	70,479	35%
16	29.22	\$36.52	43.82	56,971	\$71,214	85,457	40%
17	34.50	\$43.13	51.76	67,283	\$84,104	100,924	40%
18	39.35	\$50.78	62.21	76,741	\$99,021	121,301	45%
19	45.68	\$58.94	72.20	89,073	\$114,933	140,793	45%
20	51.39	\$68.52	85.65	100,211	\$133,614	167,018	50%
21	58.79	\$78.39	97.99	114,645	\$152,861	191,076	50%
22	64.83	\$89.42	114.01	126,418	\$174,369	222,320	55%
23	73.25	\$101.03	128.81	142,831	\$197,009	251,186	55%

REFORMED CHURCH IN AMERICA COMPENSATION STRUCTURE - ILLINOIS

GRADE	HOURLY PAY RATE			2009 ANNUALIZED SALARY RATE			RANGE SPREAD
	LOW	POLICY	HIGH	LOW	POLICY	HIGH	
10	12.08	\$13.81	15.54	23,563	\$26,930	30,296	25%
11	13.60	\$15.54	17.48	26,515	\$30,303	34,091	25%
12	15.42	\$18.14	20.86	30,067	\$35,373	40,679	30%
13	18.35	\$21.59	24.83	35,785	\$42,101	48,416	30%
14	21.37	\$25.90	30.43	41,667	\$50,505	59,343	35%
15	24.92	\$30.20	35.49	48,584	\$58,890	69,196	35%
16	28.68	\$35.85	43.02	55,926	\$69,908	83,889	40%
17	33.87	\$42.34	50.81	66,050	\$82,563	99,076	40%
18	38.63	\$49.85	61.07	75,336	\$97,208	119,079	45%
19	44.84	\$57.86	70.88	87,441	\$112,827	138,213	45%
20	50.45	\$67.27	84.09	98,382	\$131,177	163,971	50%
21	57.73	\$76.97	96.21	112,569	\$150,092	187,614	50%
22	63.65	\$87.79	111.93	124,113	\$171,191	218,268	55%
23	71.92	\$99.20	126.48	140,244	\$193,440	246,636	55%

The new classification system evaluates positions based on duties and tasks as identified by the position incumbent and as verified/validated by his or her manager. As positions change and duties are modified, the system allows for reevaluation and placement of employees into different appropriate ranges. It also provides management with objective criteria when informing employees what must be done to advance within both the organization and within his or her assigned pay range. The system, when reviewed and updated regularly based on competitive benchmark pay data (as opposed to applying across the board adjustments that may not reflect actual pay practices), will serve the church well as it seeks to advance God's kingdom.

General Secretary's Review

The General Synod Council has a Relationship and Review Committee appointed annually by the moderator. The committee is responsible for providing pastoral care, counsel, and support for the general secretary. In addition, the committee conducts an annual performance review based on expected job outputs, and a broader and more extensive performance review receiving input from the wider church every third year.

With the current governance structure, the general secretary is required to provide "monitoring reports" at each meeting of GSC. The monitoring reports detail strategies, outcomes, supporting data, progress, and compliance in the accomplishment of stated ends policies for seven strategic policy areas determined by GSC. In effect, the performance of the general secretary is evaluated every time GSC meets. This new monitoring report process makes public the effectiveness of the general secretary in carrying out requisite responsibilities.

In analyzing and reviewing the monitoring reports each provided action and progress in the realization of the stated ends policies. The general secretary should be commended for the effort and achievement in leading staff in the accomplishment of agreed upon ends.

The committee reports to the GSC at the fall and spring meetings in executive session. As part of this process the general secretary completes a “self-evaluation” instrument, an instrument also used in the annual evaluation process for all GSC personnel. The committee addresses with the general secretary goals in areas of personal and professional improvement.

Identified objectives for 2009 focused in three areas:

1. Change management—effectively navigating the important changes in the next years in nearing the completion of Our Call, and identifying next steps in moving past 2013; providing greater alignment of General Synod/regional synods/classes; strategic relationship building with constituencies within the RCA; funding priorities; and key decision making and problem solving.
2. Communication—mastering new communication media and finding space to write and communicate across the denomination, using this strength as a positive influence within the denomination.
3. Team development—with key hires coming on board, working to develop cohesiveness and a sense of team with new cluster facilitators, and helping nurture new generation leaders both as GSC staff and with emerging pastors.

Developmental steps for 2009 in addition to the previous objectives include:

1. Strategic report to the Relationship and Review Team by August 2009 outlining the general secretary’s positioning regarding time commitments beyond the RCA, especially with regard to ecumenical relationship priorities.
2. Sabbatical proposal to the Relationship and Review Team by August 2009 as recommended in the 2008 performance review for execution in 2010.
3. Review of general secretary position description in light of governance structure for greater future effectiveness.

Report of the General Synod Council on Finance

Financing the Denominational Programs of the Reformed Church in America

Congregational Giving

In 2007 the Reformed Church in America’s 166,043 confessing members each contributed, on average, \$2,243 to their local congregations. Of that total, 88 percent was spent at the local level for minister salaries and benefits, supplies, utilities, construction and building improvements, and local benevolence programs. The funds that support the RCA’s denominational programs and services come primarily from congregations and individuals in the form of voluntary contributions (such as Partnership-in-Mission shares) and assessments. General Synod agencies (including the General Synod Council, Board of Benefits Services, Ministerial Formation Certification Agency, Western Theological Seminary, and New Brunswick Theological Seminary) received 3.8 percent in the form of voluntary contributions and 1.8 percent of total congregational giving in the form of assessments.

Assessments imposed independently and paid to regional synods and classes were 1.6 percent of total congregational giving. The amount of the total assessment varies from one