XIII. Compensation and Benefits Monitoring Report

I certify that the information contained in this report is true.

Christine M Keller | July 30, 2026

Christine Keller, Executive Director & CEO | *Submitted (date)*

Global Policy Language

With respect to employment, compensation, and benefits to employees, consultants, and contract workers, the Executive Director will not cause or allow jeopardy to fiscal integrity or to public image.

Interpretation 1

The interpretations and data for Policies A–E reasonably demonstrate that AIR's practices in compensation and benefits protect fiscal integrity and public image.

Evidence 1

In aggregate, Policies A–E show fair, transparent, and fiscally responsible administration of staff compensation and benefits, aligned with market conditions and with specific oversight for the Executive Director's compensation.

Compliance 1

I report compliance. The interpretations and supporting evidence for Policies A–E demonstrate adherence to policy and avoidance of fiscal or reputational risk.

Interpretation 2

The terms of any compensation for consultants or contractors are clearly delineated in writing and signed by the Executive Director or Deputy Director and the other party. Consultants and contractors are not eligible for employee benefits.

Evidence 2

All consultants and contractors engaged during the monitoring period signed agreements that defined scope, compensation, and deliverables. Agreements clearly identified the individuals as non-employees and, where applicable, specified ownership of work products.

Compliance 2

I report compliance.

Interpretation 3

Adequate levels of insurance are maintained to protect AIR, staff, contractors, and consultants, and the Board from liability claims, thereby protecting fiscal integrity and public image.

Evidence 3

During the reporting period, AIR maintained the following coverage: 1) Workers' compensation, 2) Business owners' general liability, 3) Professional liability insurance for staff and contractors/consultants, and 4) Directors' and Officers' liability insurance (including employment practices liability).

Compliance 3

I report compliance.

A. Policy Language

The Executive Director will not: Change the Executive Director's own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.

Interpretation

Any adjustments to the Executive Director's compensation or benefits beyond those applicable to all employees are documented in writing by the Board of Directors.

Evidence

The Board initiated a change to the Executive Director's compensation for 2026 in a letter dated December 16, 2025, in accordance with BRE IV.C-*Executive Director Compensation and Benefits*. Benefits remain consistent with those of all other full-time employees, with one Board-approved addendum to the Executive Director's contract (August 2018) stipulating that additional support for professional development is available.

Compliance

I report compliance.

B. Policy Language

The Executive Director will not: Promise or imply permanent or guaranteed employment.

Interpretation 1

All employees receive offer letters clearly stating that employment is at-will unless otherwise specified. Employees annually acknowledge the AIR Employee Handbook, which also affirms at-will employment.

Evidence 1

In January 2026, all employees acknowledged receipt and understanding of the Employee Handbook. No offers of employment were made during the reporting period.

Compliance 1
I report compliance.

C. Policy Language

The Executive Director will not: Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

Interpretation 1
AIR's compensation is reviewed annually against reputable nonprofit and education-association salary-planning surveys, AIR's recruitment and retention experience, and reliable position-specific benchmarks when available. Compensation decisions keep AIR within the range of similarly situated nonprofit and education associations, avoiding unreasonable risk to AIR's ability to recruit and retain employees or to its fiscal integrity.

Rationale 1
AIR's ability to sustain compensation commitments without jeopardizing its fiscal integrity is weighed alongside market data. Market information informs compensation decisions but does not require AIR to match a particular benchmark when doing so would be financially imprudent. This approach balances market competitiveness with the organization's obligation to preserve its fiscal integrity, while preserving AIR's ability to recruit and retain employees with the skills required to carry out its work.

Compliance 1
I report compliance.

Interpretation 2
AIR's health, dental, life, and disability insurance benefits are not substantially inconsistent in coverage, employee value, and cost with those offered by similarly situated organizations, taking into account AIR's size and financial capacity. AIR engages an experienced benefits broker at least every two years to evaluate the competitiveness and financial sustainability of its insurance benefits, solicit proposals when appropriate, and identify material gaps in coverage or value.

Rationale 2
Benefit decisions balance the ability to provide employees with a competitive package against the obligation to avoid commitments that would jeopardize AIR's fiscal integrity.

Evidence 2
In 2025, AIR engaged Brown & Brown Insurance to review its health, dental, life, and disability benefits. Brown & Brown advised that AIR's overall benefits package was strong for an organization of its size. Through a competitive bidding process, AIR changed health insurance carriers, producing substantial savings for the association while maintaining substantially comparable coverage and value for employees. The review did not identify material gaps in AIR's insurance benefits relative to the market.

The resulting package remained competitive and financially sustainable, balancing employee value with AIR's obligation to preserve the association's fiscal integrity.

Compliance 2

I report compliance.

D. Policy Language

The Executive Director will not: Create obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.

Interpretation

AIR's audited financial statements show no long-term liabilities for compensation or benefits.

Rationale

If AIR were to have a financial obligation greater than one year it would appear on the financial statements as a long-term liability.

Evidence

The audited financial statements for 2025 show no long-term liabilities for compensation or benefits.

Compliance

I report compliance.

E. Policy Language

The Executive Director will not … Establish or change retirement benefits so as to cause unpredictable or inequitable situations, including those that

1. *Incur unfunded liabilities.*
2. *Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.*
3. *Treat the Executive Director differently from other key employees.*

Interpretation

AIR maintains a defined contribution retirement plan (403b) that automatically enrolls all eligible employees (those regularly scheduled to work 20 hours or more per week). The Executive Director receives the same retirement benefits as other eligible employees.

Rationale

By providing equal access to a defined contribution plan, AIR ensures retirement benefits are equitable, predictable, and free from unfunded liabilities. (There is no guarantee of a specific amount of retirement income with a defined contribution plans as there is with a defined benefit pension.)

Evidence

1. The audited financial statements for 2025 show no long-term liabilities related to retirement benefits.
2. AIR's retirement plan through Voya provides an automatic employer contribution of 4% of gross monthly salary for employees working 20+ hours/week, with no required employee match. Employees may also make pre-tax contributions, subject to IRS limits. All eligible employees participated during the reporting period.
3. The Executive Director receives the same 4% employer contribution and the same pre-tax contribution option as other eligible employees.

Compliance

I report compliance.