

2010

**Six-State Chamber
Operations,
Compensation and
Benefits Survey**

June 1, 2010



About MACE

Founded in 1972, MACE is an organization that serves Chamber of Commerce professionals in the following states:

- Iowa
- Minnesota
- Nebraska
- North Dakota
- South Dakota

The organization's purpose is two-fold: to provide members with continuing education and the opportunity to connect with industry peers on an annual basis. During its initial 30-plus years, the MACE conference was held annually in Sioux Falls, South Dakota. Following several years of rotating conference sites, centrally located Okoboji, Iowa, serves as the current host of the MACE conference. In addition to the annual conference, MACE provides a biennial survey of operations, compensation and benefits for use by Chamber executives in the region.

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Mid-America
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Introduction

All employers require industry comparisons in order to establish and justify appropriate salary and benefits for their employees. Chambers of commerce are no different than other employers and require current comprehensive and specific information about compensation in their field.

Every two years, MACE conducts and presents a study of local chambers of commerce across a six-state region that deals with operations, compensation and benefits.

Acknowledgments

The help of many individuals and organizations was required to effectively produce this survey. The entire MACE Board of Directors provided leadership to ensure effective implementation and dissemination of the survey. The individual state executive associations provided both financial support and critical contact information on the local chambers in their states. Additionally, state champions were recruited to encourage broad-based participation in their respective states. Thank you to our 2010 state champions:

- Bob McCoy, Eau Claire Area Chamber, Wisconsin
- John MacMartin, Minot Area Chamber, North Dakota
- Daron Van Helden, Burnsville Chamber, Minnesota
- Linda Rabe, Rapid City Area Chamber, South Dakota
- Bob Mundt, Council Bluffs Area Chamber, Iowa
- Karen Anderson, Scottsbluff Gering United Chamber, Nebraska

Methodology

Individual state associations provided contact information for over 500 local chambers of commerce. The survey instrument, developed originally in the 1990s, and modified every two years since, was again modified based on input from the MACE Board of Directors. Questions surrounding the economic recession were added in this year's survey as well as modifying other salary and benefit inquiries.

The survey instrument developed by Dowell Stute and Associates utilized the QuestionPro.com survey program and the survey link was sent to all chambers of commerce in the six-state region. A number of local chambers did not have an email address, and therefore a regular US mail invitation to participate was sent to those respective organizations. The survey was a web-based platform and survey respondents were directed by a link to participate. Continuous recruitment of additional survey respondents was conducted throughout the process.

155 completed surveys were received and reflect approximately a 32% response rate. The time to complete the survey averaged 34 minutes. The 2010 sampling represented approximately an 11% increase over participation in 2008. Individual surveys were reviewed, and in many cases, the nonprofit's CEO was contacted to verify or to modify information submitted if errors were made.

Challenges/Issues

Chamber executives or individuals that were delegated the responsibility to respond to the survey, are not immune to self-reporting mistakes. Self-reporting mistakes can impact survey results including averages, etc. Mistakes were minimized whenever possible by eliminating or modifying certain responses.

On occasion it was discovered that certain data was corrupted by self-reported mistakes, and the researchers used their expertise by removing or eliminating certain survey responses. An example of this corrupt data was when a chamber indicated that they did not have a CVB Director, but later indicated that that position received medical insurance.

The researchers also utilized their expertise and judgment in certain categories where the number of chambers reporting was too small to ensure confidentiality. In all sensitive areas where only one chamber in a particular category reported compensation and benefits, the researchers may have chosen not to report these averages in the final document as they could disclose a particular chamber.

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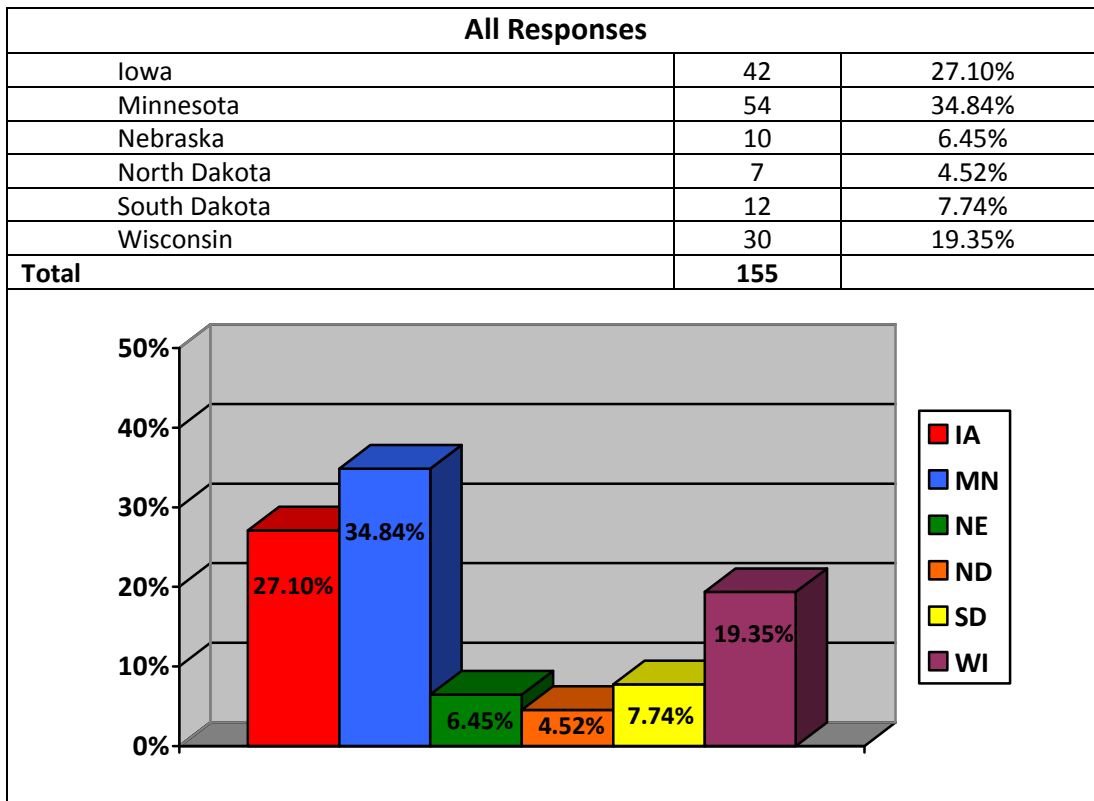
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General Information Section

What state are you located in?

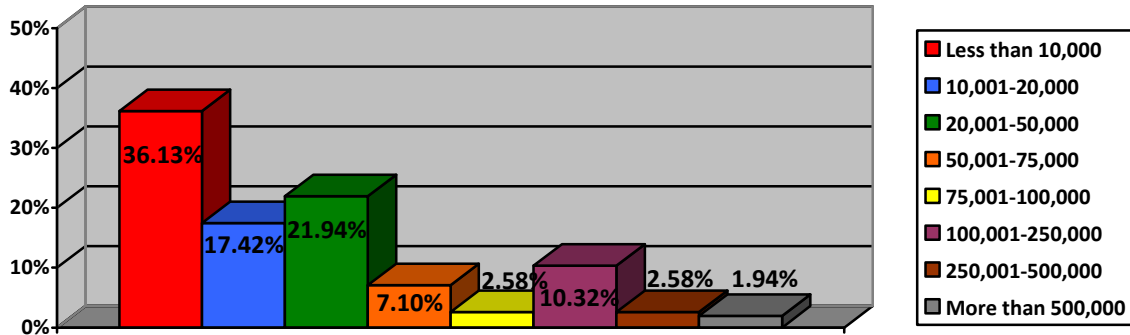


By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Iowa	3	16.67%	5	22.73%	18	41.86%	4	16.67%	4	21.05%	4	40.00%	2	40.00%	2	14.29%
MN	4	22.22%	7	31.82%	10	23.26%	12	50.00%	11	57.89%	2	20.00%	1	20.00%	7	50.00%
Neb	2	11.11%	4	18.18%	1	2.33%	1	4.17%	1	5.26%	1	10.00%	0	0.00%	0	0.00%
ND	1	5.56%	1	4.55%	1	2.33%	1	4.17%	1	5.26%	0	0.00%	1	20.00%	1	7.14%
SD	4	22.22%	0	0.00%	1	2.33%	3	12.50%	1	5.26%	0	0.00%	0	0.00%	3	21.43%
Wisc	4	22.22%	5	22.73%	12	27.91%	3	12.50%	1	5.26%	3	30.00%	1	20.00%	1	7.14%
Total	18		22		43		24		19		10		5		14	

What is the approximate population of the area your organization serves?

All Responses		
Less than 10,000	56	36.13%
10,001 - 20,000	27	17.42%
20,001 - 50,000	34	21.94%
50,001 - 75,000	11	7.10%
75,001 - 100,000	4	2.58%
100,001 - 250,000	16	10.32%
250,001 - 500,000	4	2.58%
More than 500,000	3	1.94%
Total	155	



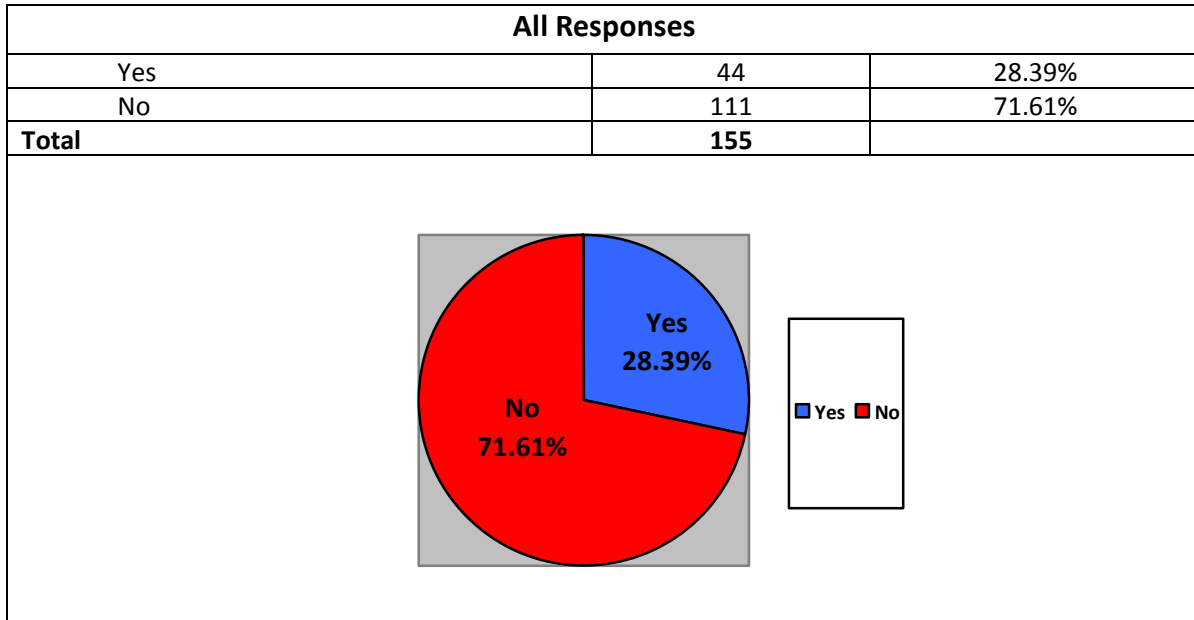
By State

	Iowa		MN		Neb		ND		SD		Wisc	
Less than 10,000	22	52.38%	10	18.52%	5	50.00%	2	28.57%	7	58.33%	10	33.33%
10,001 – 20,000	8	19.05%	10	18.52%	1	10.00%	1	14.29%	1	8.33%	6	20.00%
20,001 – 50,000	7	16.67%	15	27.78%	2	20.00%	1	14.29%	2	16.67%	7	23.33%
50,001 – 75,000	2	4.76%	6	11.11%	1	10.00%	0	0.00%	1	8.33%	1	3.33%
75,001 – 100,000	0	0.00%	2	3.70%	0	0.00%	0	0.00%	0	0.00%	2	6.67%
100,001 – 250,000	2	4.76%	9	16.67%	0	0.00%	2	28.57%	1	8.33%	2	6.67%
250,001 – 500,000	1	2.38%	2	3.70%	0	0.00%	0	0.00%	0	0.00%	1	3.33%
More than 500,000	0	0.00%	0	0.00%	1	10.00%	1	14.29%	0	0.00%	1	3.33%
Total	42		54		10		7		12		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Less than 10,000	15	83.33%	11	50.00%	21	48.84%	5	20.83%	1	5.26%	2	20.00%	0	0.00%	1	7.14%
10,001-20,000	2	11.11%	4	18.18%	11	25.58%	8	33.33%	1	5.26%	0	0.00%	1	20.00%	0	0.00%
20,001-50,000	0	0.00%	5	22.73%	5	11.63%	7	29.17%	13	68.42%	3	30.00%	1	20.00%	0	0.00%
50,001-75,000	0	0.00%	1	4.55%	2	4.65%	1	4.17%	2	10.53%	3	30.00%	0	0.00%	2	14.29%
75,001-100,000	0	0.00%	0	0.00%	1	2.33%	1	4.17%	0	0.00%	0	0.00%	1	20.00%	1	7.14%
100,001-250,000	1	5.56%	0	0.00%	2	4.65%	2	8.33%	1	5.26%	2	20.00%	1	20.00%	7	50.00%
250,001-500,000	0	0.00%	0	0.00%	1	2.33%	0	0.00%	1	5.26%	0	0.00%	0	0.00%	2	14.29%
More than 500,000	0	0.00%	1	4.55%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	20.00%	1	7.14%
Total	18		22		43		24		19		10		5		14	

Is your organization accredited by the U.S. Chamber of Commerce?



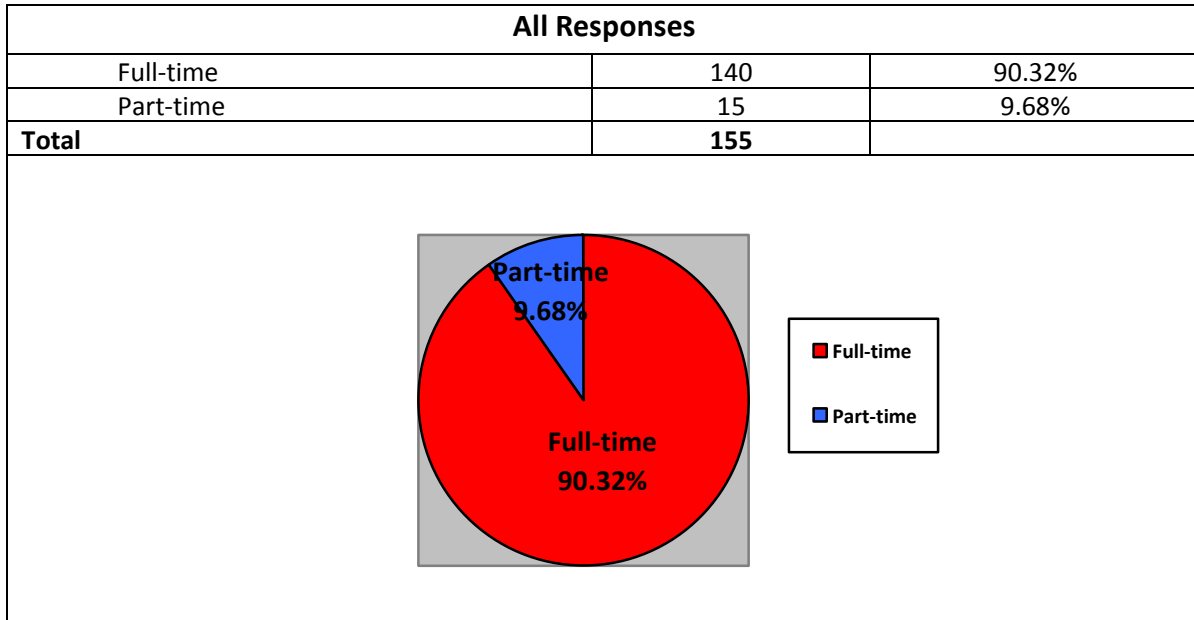
By State

	Iowa		MN		Neb		ND		SD		Wisc	
Yes	9	21.43%	15	27.78%	3	30.00%	1	14.29%	5	41.67%	11	36.67%
No	33	78.57%	39	72.22%	7	70.00%	6	85.71%	7	58.33%	19	63.33%
Total	42		54		10		7		12		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Yes	9	50.00%	6	27.27%	6	13.95%	7	29.17%	4	21.05%	5	50.00%	1	20.00%	6	42.86%
No	9	50.00%	16	72.73%	37	86.05%	17	70.83%	15	78.95%	5	50.00%	4	80.00%	8	57.14%
Total	18		22		43		24		19		10		5		14	

Is your Chief Paid Executive full-time or part-time?



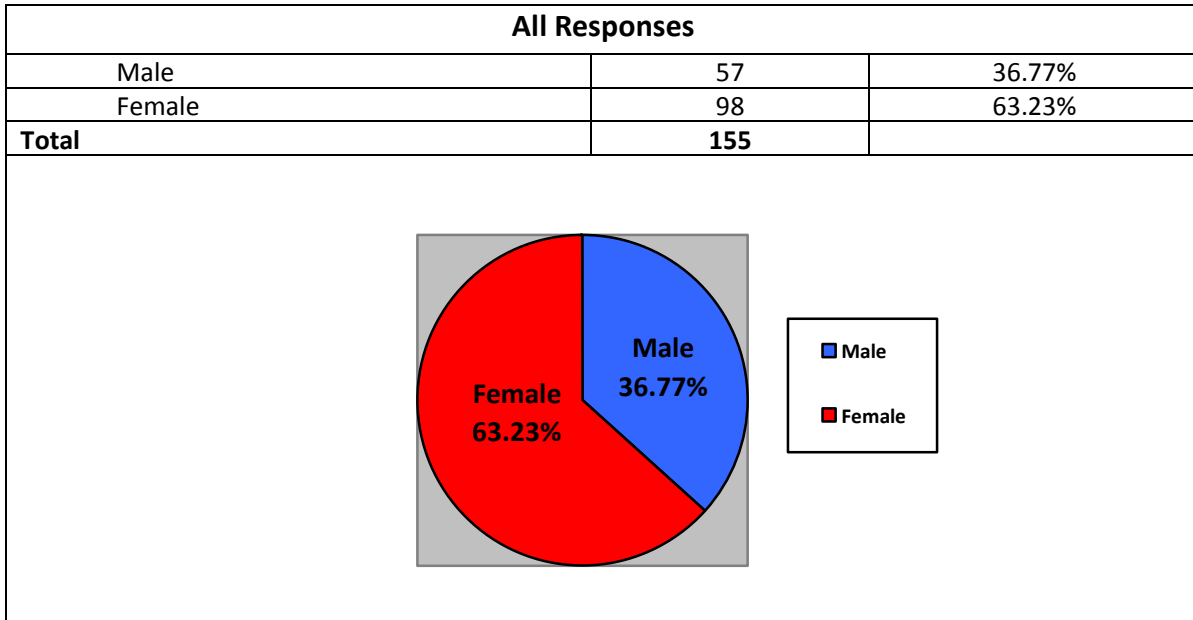
By State

	Iowa		MN		Neb		ND		SD		Wisc	
Full-time	40	95.24%	48	88.89%	9	90.00%	7	100.00%	10	83.33%	26	86.67%
Part-time	2	4.76%	6	11.11%	1	10.00%	0	0.00%	2	16.67%	4	13.33%
Total	42		54		10		7		12		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Full-time	8	44.44%	20	90.91%	41	95.35%	23	95.83%	19	100.0%	10	100.0%	5	100.0%	14	100.00%
Part-time	10	55.56%	2	9.09%	2	4.65%	1	4.17%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	18		22		43		24		19		10		5		14	

Please specify the gender of your Chief Paid Executive.



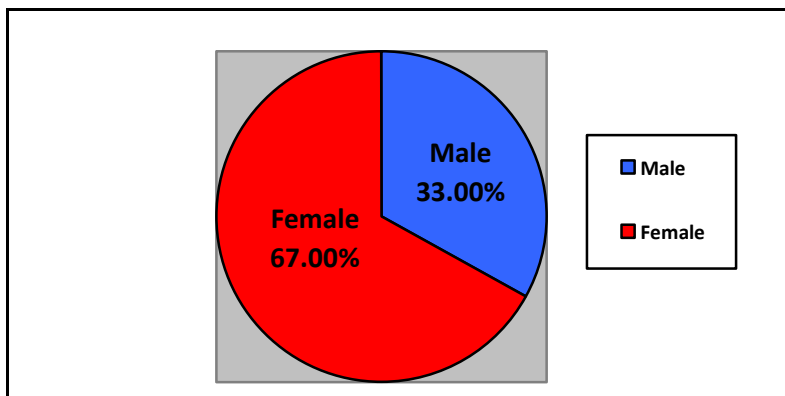
By State

	Iowa		MN		Neb		ND		SD		Wisc	
Male	16	38.10%	20	37.04%	3	30.00%	4	57.14%	6	50.00%	26	86.67%
Female	26	61.90%	34	62.96%	7	70.00%	3	42.86%	6	50.00%	4	13.33%
Total	42		54		10		7		12		30	

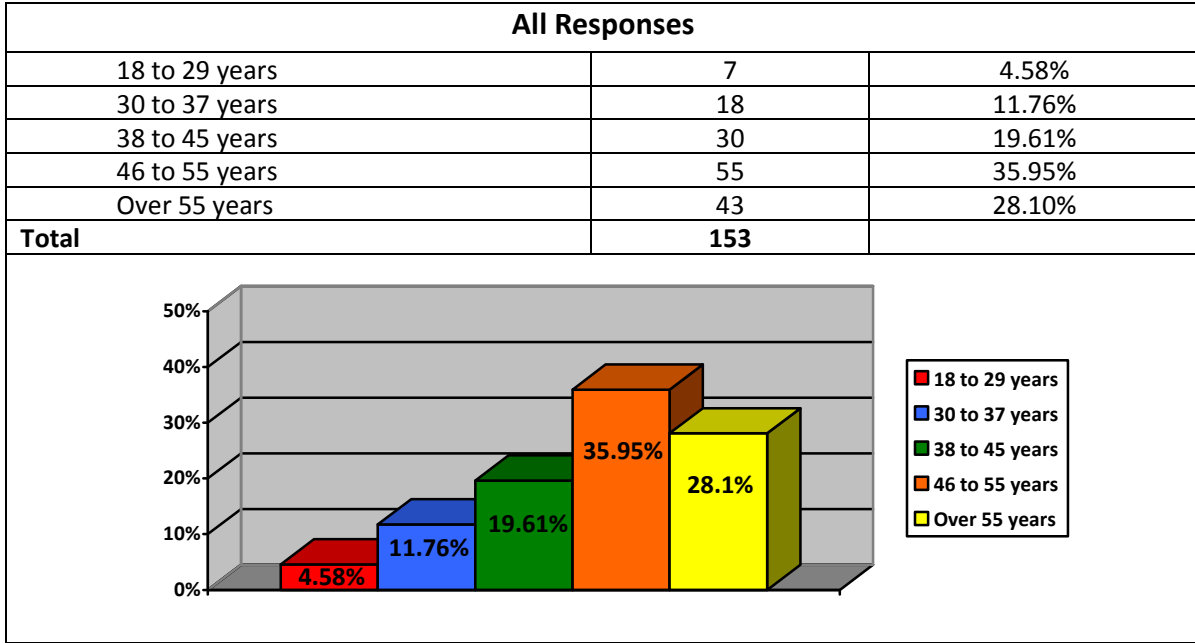
By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Male	3	16.67%	2	9.09%	13	30.23%	9	37.50%	10	52.63%	8	80.00%	4	80.00%	8	57.14%
Female	15	83.33%	20	90.91%	30	69.77%	15	62.50%	9	47.37%	2	20.00%	1	20.00%	6	42.86%
Total	18		22		43		24		19		10		5		14	

2008



Please select an age range for your Chief Paid Executive.



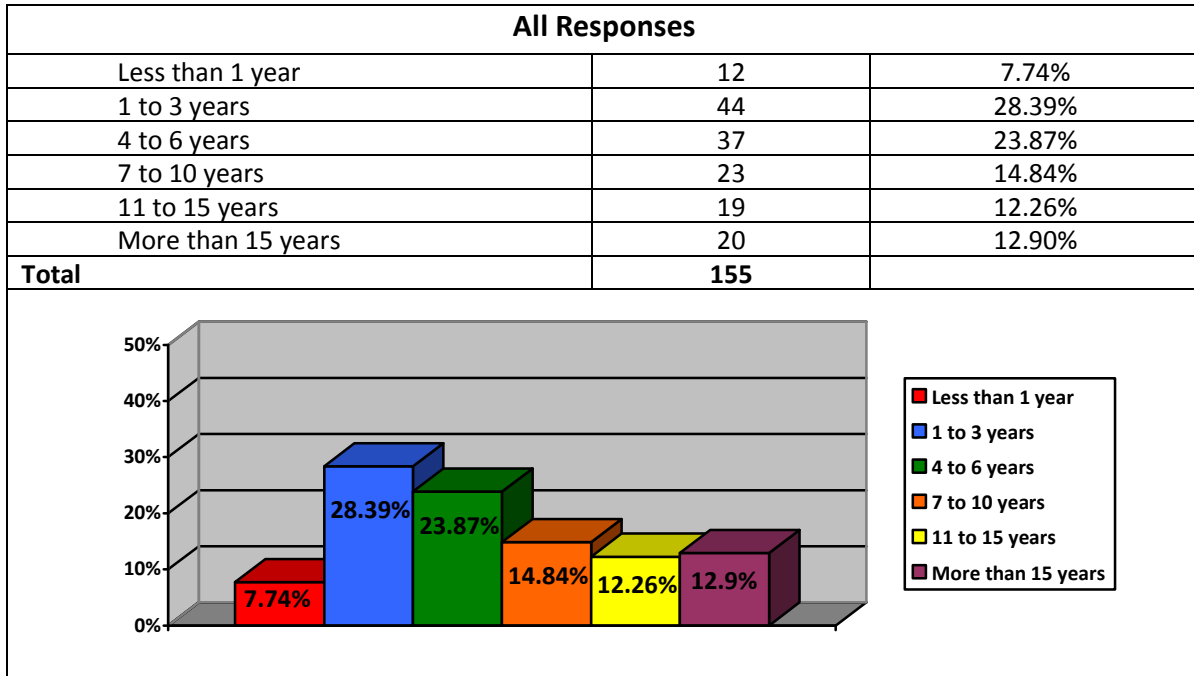
By State

	Iowa		MN		Neb		ND		SD		Wisc	
18 to 29 years	3	7.32%	1	1.85%	1	10.00%	1	16.67%	1	8.33%	0	0.00%
30 to 37 years	9	21.95%	5	9.26%	2	20.00%	1	16.67%	0	0.00%	1	3.33%
38 to 45 years	7	17.07%	9	16.67%	2	20.00%	2	33.33%	4	33.33%	6	20.00%
46 to 55 years	9	21.95%	23	42.59%	2	20.00%	1	16.67%	4	33.33%	16	53.33%
Over 55 years	13	31.71%	16	29.63%	3	30.00%	1	16.67%	3	25.00%	7	23.33%
Total	41		54		10		6		12		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
18 to 29 years	2	11.11%	1	4.55%	3	7.14%	1	4.17%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
30 to 37 years	2	11.11%	3	13.64%	7	16.67%	1	4.17%	3	15.79%	1	10.00%	0	0.00%	1	7.14%
38 to 45 years	7	38.89%	5	22.73%	8	19.05%	3	12.50%	1	5.26%	3	30.00%	1	25.00%	2	14.29%
46 to 55 years	4	22.22%	6	27.27%	14	33.33%	15	62.50%	7	36.84%	2	20.00%	1	25.00%	6	42.86%
Over 55 years	3	16.67%	7	31.82%	10	23.81%	4	16.67%	8	42.11%	4	40.00%	2	50.00%	5	35.71%
Total	18		22		42		24		19		10		4		14	

How many years has your Chief Paid Executive held this position at your Chamber?



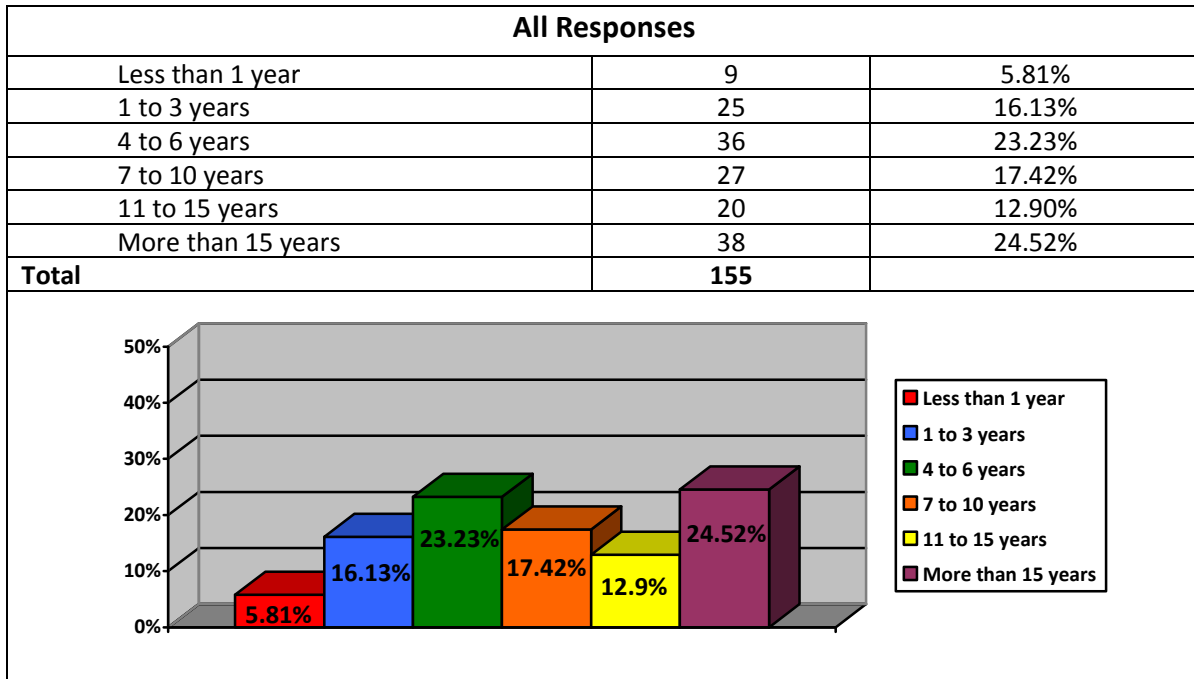
By State

	Iowa		MN		Neb		ND		SD		Wisc	
Less than 1 year	3	7.14%	5	9.26%	2	20.00%	0	0.00%	0	0.00%	2	6.67%
1 to 3 years	13	30.95%	16	29.63%	2	20.00%	2	28.57%	3	25.00%	8	28.67%
4 to 6 years	16	38.10%	6	11.11%	3	30.00%	2	28.57%	4	33.33%	6	20.00%
7 to 10 years	2	4.76%	11	20.37%	2	20.00%	1	14.29%	1	8.33%	6	20.00%
11 to 15 years	3	7.14%	10	18.52%	1	10.00%	0	0.00%	2	16.67%	3	10.00%
More than 15 years	5	11.90%	6	11.11%	0	0.00%	2	28.57%	2	16.67%	5	16.67%
Total	42		54		10		7		12		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Less than 1 year	2	11.11%	4	18.18%	2	4.65%	1	4.17%	1	5.26%	0	0.00%	0	0.00%	2	14.29%
1 to 3 years	6	33.33%	7	31.82%	18	41.86%	8	33.33%	1	5.26%	1	10.00%	1	20.00%	2	14.29%
4 to 6 years	6	33.33%	6	27.27%	10	23.26%	7	29.17%	2	10.53%	3	30.00%	0	0.00%	3	21.43%
7 to 10 years	3	16.67%	1	4.55%	3	6.98%	1	4.17%	8	42.11%	3	30.00%	2	40.00%	2	14.29%
11 to 15 years	1	5.56%	2	9.09%	4	9.30%	4	16.67%	3	15.79%	2	20.00%	0	0.00%	3	21.43%
More than 15 years	0	0.00%	2	9.09%	6	13.95%	3	12.50%	4	31.58%	1	10.00%	2	40.00%	2	14.29%
Total	18		22		43		24		19		10		5		14	

How many years has your Chief Paid Executive been working in the chamber/association industry?



By State

	Iowa		MN		Neb		ND		SD		Wisc	
Less than 1 year	2	4.76%	3	5.56%	2	20.00%	0	0.00%	0	0.00%	2	6.67%
1 to 3 years	11	26.19%	10	18.52%	0	0.00%	0	0.00%	2	16.67%	2	6.67%
4 to 6 years	13	30.95%	9	16.67%	4	40.00%	2	28.57%	2	16.67%	6	20.00%
7 to 10 years	5	11.90%	11	20.37%	1	10.00%	1	14.29%	2	16.67%	7	23.33%
11 to 15 years	3	7.14%	10	18.52%	2	20.00%	0	0.00%	3	25.00%	2	6.67%
More than 15 years	8	19.05%	11	20.37%	1	10.00%	4	57.14%	3	25.00%	11	36.67%
Total	42		54		10		7		12		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Less than 1 year	2	11.11%	4	18.18%	1	2.33%	1	4.17%	1	5.26%	0	0.00%	0	0.00%	0	0.00%
1 to 3 years	5	27.78%	4	18.18%	9	20.93%	4	16.67%	1	5.26%	1	10.00%	0	0.00%	1	7.14%
4 to 6 years	5	27.78%	7	31.82%	14	32.56%	6	25.00%	1	5.26%	0	0.00%	1	20.00%	2	14.29%
7 to 10 years	3	16.67%	2	9.09%	4	9.30%	4	16.67%	7	36.84%	3	30.00%	1	20.00%	3	21.43%
11 to 15 years	1	5.56%	1	4.55%	5	11.63%	5	20.83%	3	15.79%	1	10.00%	0	0.00%	4	28.57%
More than 15 years	2	11.11%	4	18.18%	10	23.26%	4	16.67%	6	31.58%	5	50.00%	3	60.00%	4	28.57%
Total	18		22		43		24		19		10		5		14	

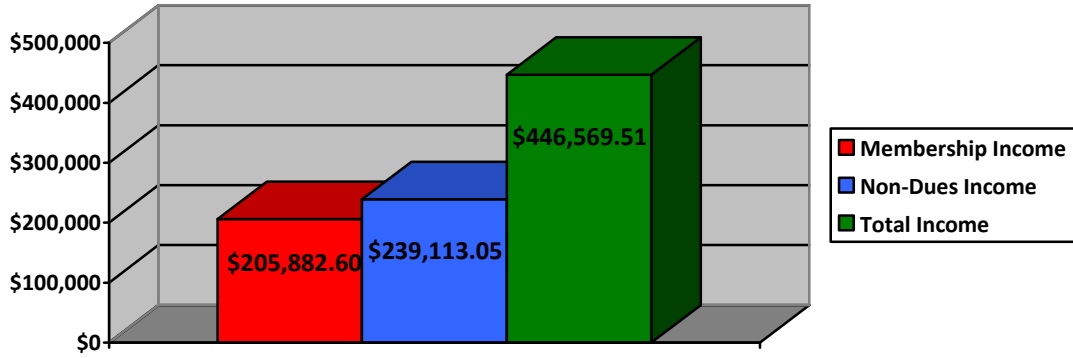


Income Section

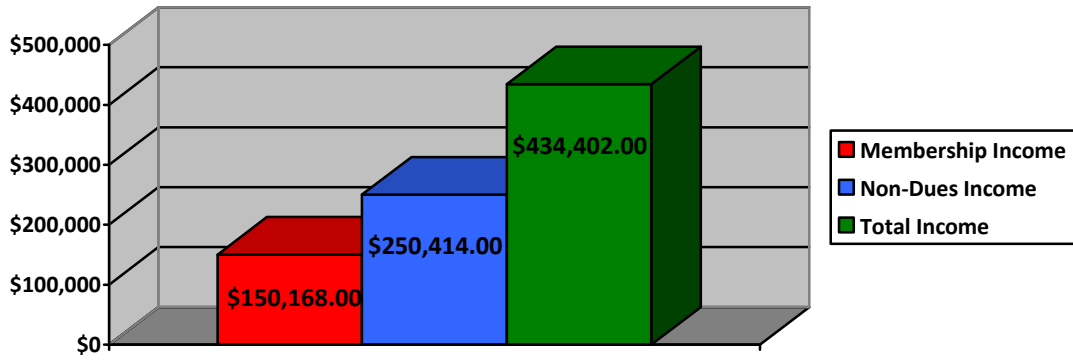
Total income in the most recent fiscal year (mean):

All Responses

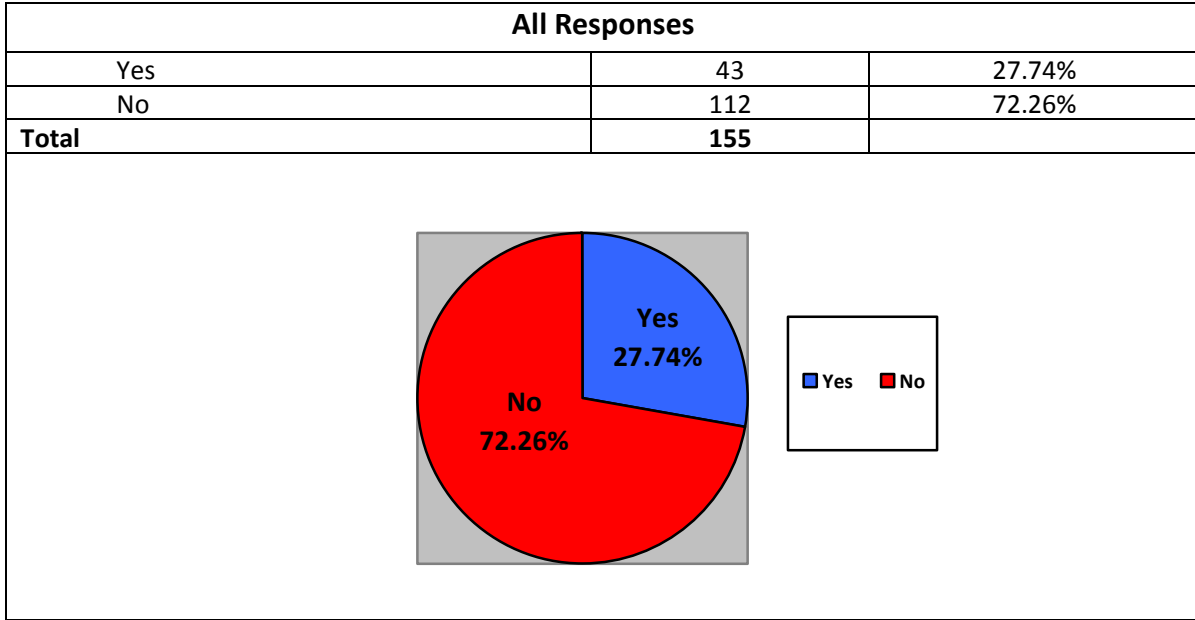
2010



2008



Does your Chamber operate a Convention and Visitor's Bureau?



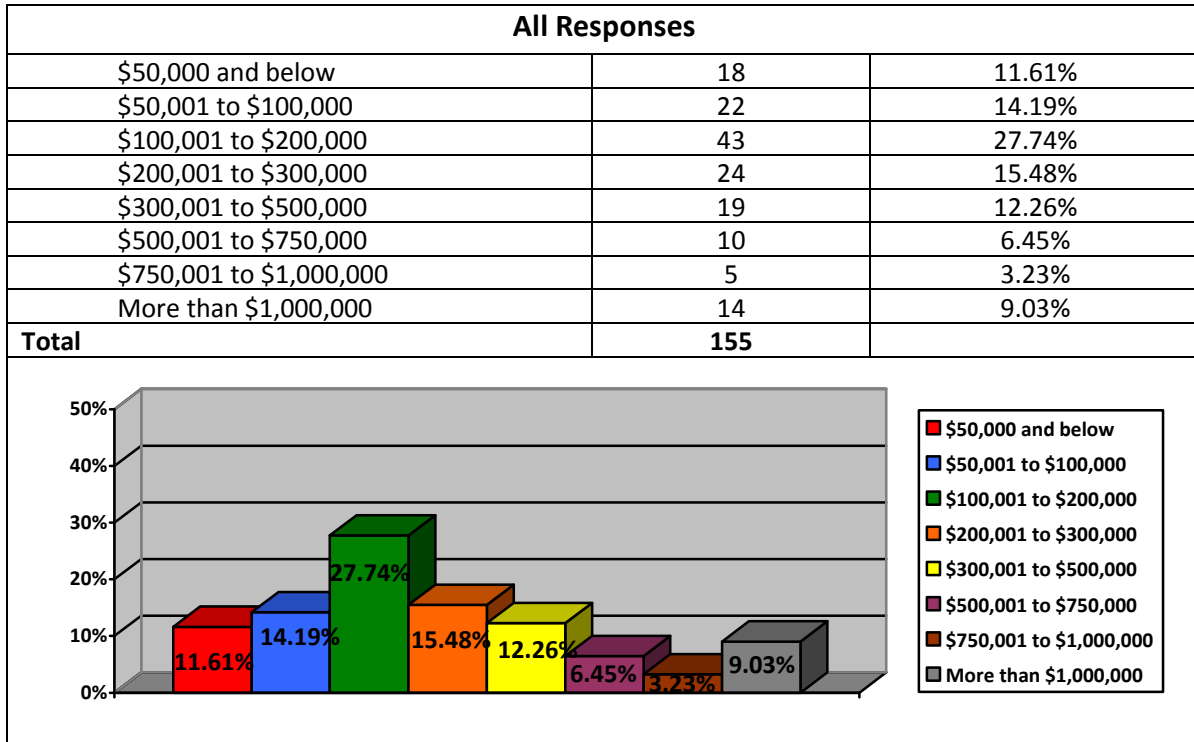
By State

	Iowa		MN		Neb		ND		SD		Wisc	
Yes	11	26.19%	14	25.93%	6	60.00%	1	14.29%	6	50.00%	5	16.67%
No	31	73.81%	40	74.07%	4	40.00%	6	85.71%	6	50.00%	25	83.33%
Total	42		54		10		7		12		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Yes	7	38.89%	5	22.73%	7	16.28%	5	20.83%	6	31.58%	6	60.00%	2	40.00%	5	35.71%
No	11	61.11%	17	77.27%	36	83.72%	19	79.17%	13	68.42%	4	40.00%	3	60.00%	9	64.29%
Total	18		22		43		24		19		10		5		14	

Total income in the most recent fiscal year (total includes CVB revenue, if any):



By State

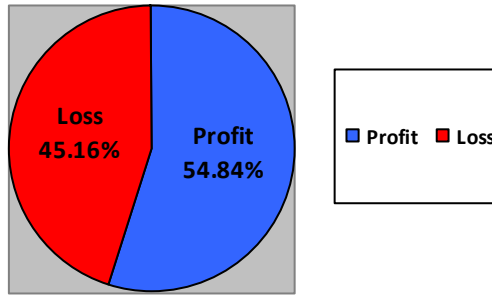
	Iowa		MN		Neb		ND		SD		Wisc	
\$50,000 and below	3	7.14%	4	7.41%	2	20.00%	1	14.29%	4	33.33%	4	13.33%
\$50,001 to \$100,000	5	11.90%	7	12.96%	4	40.00%	1	14.29%	0	0.00%	5	16.67%
\$100,001 to \$200,000	18	42.86%	10	18.52%	1	10.00%	1	14.29%	1	8.33%	12	40.00%
\$200,001 to \$300,000	4	9.52%	12	22.22%	1	10.00%	1	14.29%	3	25.00%	3	10.00%
\$300,001 to \$500,000	4	9.52%	11	20.37%	1	10.00%	1	14.29%	1	8.33%	1	3.33%
\$500,001 to \$750,000	4	9.52%	2	3.70%	1	10.00%	0	0.00%	0	0.00%	3	10.00%
\$750,001 to \$1,000,000	2	4.76%	1	1.85%	0	0.00%	1	14.29%	0	0.00%	1	3.33%
More than \$1,000,000	2	4.76%	7	12.96%	0	0.00%	1	14.29%	3	25.00%	1	3.33%
Total	42		54		10		7		12		30	

Did you have a profit or loss in the most recent fiscal year?

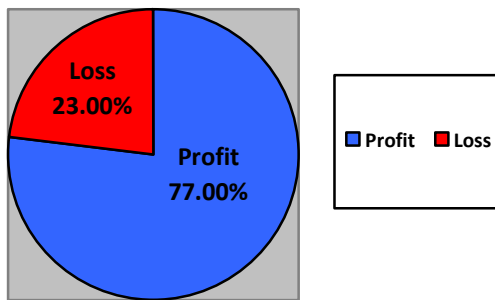
All Responses

Profit	85	54.84%
Loss	70	45.16%
Total	155	

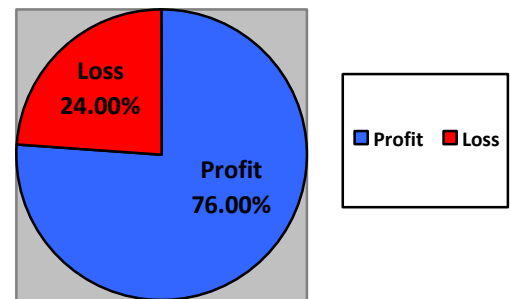
2010



2008



2006



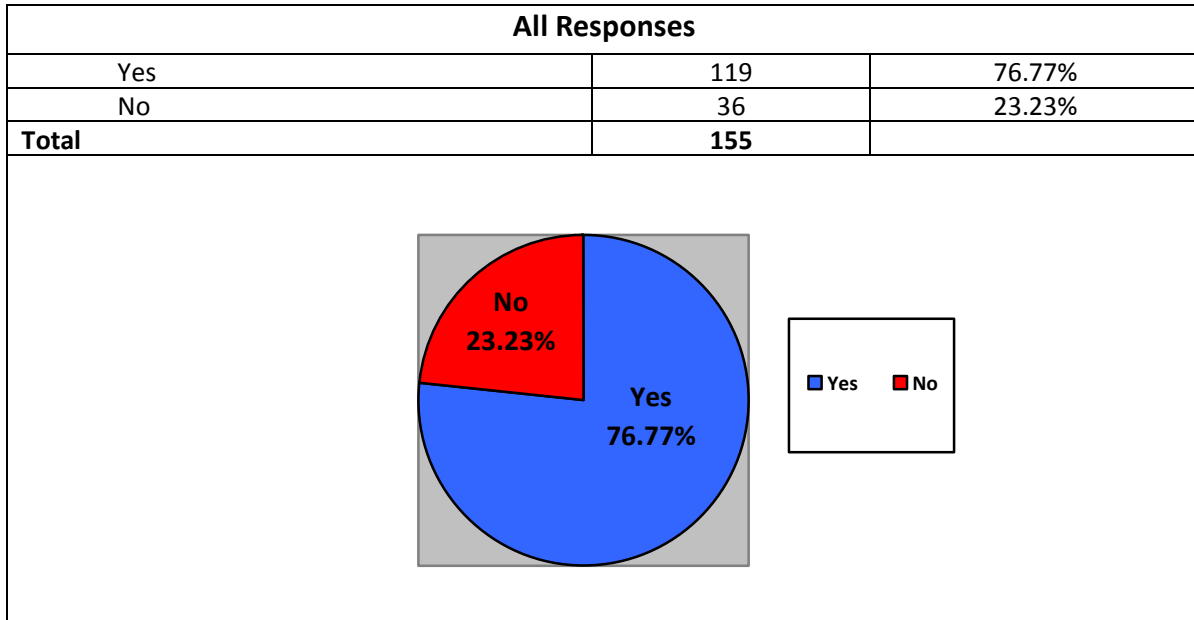
By State

	Iowa		MN		Neb		ND		SD		Wisc	
Profit	17	40.48%	34	62.96%	9	90.00%	3	42.86%	5	41.67%	17	56.67%
Loss	25	59.52%	20	37.04%	1	10.00%	4	57.14%	7	58.33%	13	43.33%
Total	42		54		10		7		12		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Profit	13	72.22%	14	63.64%	20	46.51%	11	45.83%	11	57.89%	5	50.00%	2	40.00%	9	64.29%
Loss	5	27.78%	8	36.36%	23	53.49%	13	54.17%	8	42.11%	5	50.00%	3	60.00%	5	35.71%
Total	18		22		43		24		19		10		5		14	

Does your Chamber have a reserve, emergency, or similar fund?



By State

	Iowa		MN		Neb		ND		SD		Wisc	
Yes	34	80.95%	44	81.48%	9	90.00%	3	42.86%	8	66.67%	21	70.00%
No	8	19.05%	10	18.52%	1	10.00%	4	57.14%	4	33.33%	9	30.00%
Total	42		54		10		7		12		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Yes	10	55.56%	17	77.27%	31	72.09%	20	83.33%	17	89.47%	10	100.00%	4	80.00%	10	71.43%
No	8	44.44%	5	22.73%	12	27.91%	4	16.67%	2	10.53%	0	0.00%	1	20.00%	4	28.57%
Total	18		22		43		24		19		10		5		14	

What is the current total dollar amount of the reserve fund?

\$104,722.31

(Average of 154 responses)

What was the total dollar amount added to the fund last year, if any?

\$7,330.37

(Average of 155 responses)

What is the current base rate (minimum dues) for business members?

\$235.27

(Average of 154 responses)

Total number of members at the beginning of the most recent fiscal year?

459 members

(Average of 155 responses)

Total number of members who dropped their membership during the fiscal year?

48 members

(Average of 154 responses)

Total number of members who joined during the fiscal year?

42 members

(Average of 154 responses)

Total number of members at the end of the fiscal year?

442 members

(Average of 154 responses)



Compensation Section

Overall Compensation Information:

Annual Base Salary – All Positions (All Chambers reporting)	Mean	Median	Min	Max
Chief Paid Executive	\$56,257	\$48,875	\$7,500	\$248,500
Vice President	\$53,407	\$46,350	\$23,520	\$143,807
Business, Financial or Administrative Manager	\$34,582	\$26,000	\$5,850	\$124,400
Public or Government Affairs Manager	\$55,355	\$50,000	\$5,420	\$140,576
Membership Manager	\$33,686	\$34,500	\$18,000	\$65,616
Membership Salesperson	\$23,948	\$23,250	\$5,000	\$40,414
Communications Manager	\$38,789	\$35,000	\$12,000	\$100,623
Small Business Manager	\$45,429	\$41,750	\$23,631	\$74,509
CVB Manager	\$42,125	\$41,000	\$16,800	\$105,000
Special Projects Manager	\$31,262	\$32,000	\$12,000	\$46,000
Information Services Manager	\$34,678	\$41,471	\$9,450	\$53,684
Program Manager	\$36,682	\$36,438	\$9,795	\$67,000
Economic Development Manager	\$73,734	\$57,855	\$21,216	\$189,479
Administrative Assistant or Receptionist	\$22,102	\$23,000	\$4,800	\$62,490

Potential Bonus – All Positions (All Chambers reporting)	Percent of those who have a Bonus Plan	Mean	Median	Min	Max
Chief Paid Executive	45%	\$5,832	\$3,000	\$100	\$37,500
Vice President	32%	\$2,694	\$945	\$350	\$10,000
Business, Financial or Administrative Manager	44%	\$1,746	\$1,000	\$250	\$9,000
Public or Government Affairs Manager	32%	\$3,693	\$3,300	\$500	\$9,000
Membership Manager	49%	\$11,886	\$5,500	\$500	\$44,852
Membership Salesperson	88%	\$17,687	\$13,500	\$500	\$40,000
Communications Manager	48%	\$2,070	\$2,104	\$500	\$4,025
Small Business Manager	50%	\$1,595	\$2,690	\$1,000	\$5,500
CVB Manager	38%	\$4,477	\$3,500	\$500	\$14,500
Special Projects Manager	44%	\$848	\$500	\$100	\$3,000
Information Services Manager	20%	\$1,551	\$1,551	\$1,000	\$2,101
Program Manager	50%	\$979	\$1,000	\$350	\$2,000
Economic Development Manager	67%	\$2,512	\$1,030	\$410	\$7,579
Administrative Assistant or Receptionist	25%	\$860	\$400	\$100	\$5,000

NOTES:

- Only those with this position are calculated in the formula.
- Averages and other bonus data are calculated with only those with a bonus plan included. For example, if an employee receives only a salary and no bonus, the employee is not included in the calculation.

Last Pay Increase – All Positions (All Chambers reporting)	Mean	Median	Min	Max
Chief Paid Executive	2%	2%	-25%	16%
Vice President	3%	2%	-20%	7%
Business, Financial or Administrative Manager	3%	2%	0%	17%
Public or Government Affairs Manager	1%	1%	-1%	3%
Membership Manager	1%	1%	-5%	5%
Membership Salesperson	0%	0%	-5%	3%
Communications Manager	3%	2%	0%	12%
Small Business Manager	2%	1%	0%	7%
CVB Manager	2%	2%	0%	9%
Special Projects Manager	2%	2%	0%	6%
Information Services Manager	2%	1%	0%	7%
Program Manager	2%	0%	0%	6%
Economic Development Manager	2%	1.5%	0%	5%
Administrative Assistant or Receptionist	2%	0%	0%	24%

NOTES:

- Only those with this position are calculated in the formula.

**Compensation by Position
For Income Group: \$50,000 and Below**

Position	Mean Salary	Median Salary	Min	Max
Chief Paid Executive	\$21,235	\$14,000	\$7,500	\$45,000
Vice President	N/A	N/A	N/A	N/A
Business, Financial or Administrative Manager	\$21,214	\$18,600	\$16,000	\$36,000
Public or Government Affairs Manager	N/A	N/A	N/A	N/A
Membership Manager	N/A	N/A	N/A	N/A
Membership Salesperson	N/A	N/A	N/A	N/A
Communications Manager	N/A	N/A	N/A	N/A
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	N/A	N/A	N/A	N/A
Special Projects Manager	N/A	N/A	N/A	N/A
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	N/A	N/A	N/A	N/A
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	\$16,972	\$19,503	\$9,360	\$23,000

*N/A indicates no Chamber reporting the position or only one Chamber reporting but not included for confidentiality

**Compensation by Position
For Income Group: \$50,001 - \$100,000**

Position	Mean Salary	Median Salary	Min	Max
Chief Paid Executive	\$37,899	\$33,365	\$16,900	\$75,000
Vice President	N/A	N/A	N/A	N/A
Business, Financial or Administrative Manager	\$22,803	\$20,786	\$16,640	\$33,000
Public or Government Affairs Manager	N/A	N/A	N/A	N/A
Membership Manager	N/A	N/A	N/A	N/A
Membership Salesperson	N/A	N/A	N/A	N/A
Communications Manager	N/A	N/A	N/A	N/A
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	\$30,255	\$30,255	\$23,910	\$36,600
Special Projects Manager	N/A	N/A	N/A	N/A
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	N/A	N/A	N/A	N/A
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	\$19,268	\$13,750	\$5,000	\$62,490

*N/A indicates no Chamber reporting the position or only one Chamber reporting but not included for confidentiality

**Compensation by Position
For Income Group: \$100,001 - \$200,000**

Position	Mean Salary	Median Salary	Min	Max
Chief Paid Executive	\$41,198	\$40,650	\$21,000	\$60,000
Vice President	\$29,037	\$28,000	\$23,520	\$38,000
Business, Financial or Administrative Manager	\$22,122	\$22,582	\$5,850	\$34,858
Public or Government Affairs Manager	N/A	N/A	N/A	N/A
Membership Manager	\$30,000	\$30,000	\$20,000	\$40,000
Membership Salesperson	N/A	N/A	N/A	N/A
Communications Manager	\$18,500	\$18,500	\$12,000	\$25,000
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	\$30,605	\$34,000	\$16,800	\$37,626
Special Projects Manager	\$25,000	\$25,000	\$12,000	\$38,000
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	\$18,765	\$23,000	\$9,795	\$23,500
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	\$17,022	\$15,330	\$4,800	\$35,383

*N/A indicates no Chamber reporting the position or only one Chamber reporting but not included for confidentiality

**Compensation by Position
For Income Group: \$200,001 - \$300,000**

Position	Mean Salary	Median Salary	Min	Max
Chief Paid Executive	\$51,150	\$55,000	\$20,000	\$69,000
Vice President	\$34,466	\$34,466	\$32,500	\$36,432
Business, Financial or Administrative Manager	\$29,650	\$27,480	\$17,680	\$42,192
Public or Government Affairs Manager	N/A	N/A	N/A	N/A
Membership Manager	\$28,688	\$29,000	\$18,000	\$38,000
Membership Salesperson	N/A	N/A	N/A	N/A
Communications Manager	\$31,605	\$31,605	\$30,710	\$32,500
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	\$34,333	\$34,000	\$27,000	\$42,000
Special Projects Manager	\$22,900	\$24,000	\$13,600	\$30,000
Information Services Manager	\$19,609	\$19,609	\$19,500	\$19,718
Program Manager	\$32,666	\$30,000	\$30,000	\$38,000
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	\$22,457	\$23,388	\$10,400	\$55,000

*N/A indicates no Chamber reporting the position or only one Chamber reporting but not included for confidentiality

Compensation by Position
For Income Group: \$300,001 - \$500,000

Position	Mean Salary	Median Salary	Min	Max
Chief Paid Executive	\$65,775	\$65,250	\$45,500	\$78,000
Vice President	\$35,390	\$35,080	\$29,400	\$42,000
Business, Financial or Administrative Manager	\$34,049	\$35,648	\$24,000	\$40,000
Public or Government Affairs Manager	N/A	N/A	N/A	N/A
Membership Manager	\$33,468	\$34,000	\$24,500	\$44,000
Membership Salesperson	N/A	N/A	N/A	N/A
Communications Manager	\$28,000	\$28,000	\$24,000	\$32,000
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	\$48,147	\$48,793	\$45,000	\$50,000
Special Projects Manager	\$27,500	\$29,000	\$16,500	\$35,000
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	\$39,122	\$38,500	\$34,000	\$45,489
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	\$27,192	\$25,949	\$16,225	\$38,288

*N/A indicates no Chamber reporting the position or only one Chamber reporting but not included for confidentiality

Compensation by Position
For Income Group: \$500,001 - \$750,000

Position	Mean Salary	Median Salary	Min	Max
Chief Paid Executive	\$86,842	\$79,000	\$52,000	\$125,000
Vice President	\$58,755	\$57,000	\$37,150	\$85,000
Business, Financial or Administrative Manager	\$45,285	\$41,998	\$40,000	\$55,000
Public or Government Affairs Manager	\$43,188	\$45,000	\$34,564	\$50,000
Membership Manager	\$28,314	\$23,072	\$19,000	\$50,000
Membership Salesperson	\$16,705	\$16,705	\$14,400	\$19,010
Communications Manager	\$39,520	\$38,011	\$25,000	\$59,900
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	\$38,144	\$42,670	\$20,000	\$50,000
Special Projects Manager	\$38,500	\$38,500	\$32,000	\$45,000
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	\$35,320	\$33,500	\$27,500	\$45,000
Economic Development Manager	\$52,231	\$57,855	\$21,216	\$72,000
Administrative Assistant or Receptionist	\$26,974	\$28,390	\$14,560	\$36,398

*N/A indicates no Chamber reporting the position or only one Chamber reporting but not included for confidentiality

Compensation by Position
For Income Group: \$750,001 - \$1,000,000

Position	Mean Salary	Median Salary	Min	Max
Chief Paid Executive	\$93,993	\$95,000	\$60,000	\$121,863
Vice President	\$54,850	\$54,850	\$50,700	\$59,000
Business, Financial or Administrative Manager	\$37,800	\$37,800	\$37,000	\$38,600
Public or Government Affairs Manager	\$48,693	\$47,380	\$45,700	\$53,000
Membership Manager	\$38,418	\$38,700	\$31,669	\$44,000
Membership Salesperson	N/A	N/A	N/A	N/A
Communications Manager	N/A	N/A	N/A	N/A
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	\$43,278	\$43,278	\$40,000	\$43,556
Special Projects Manager	\$32,488	\$32,000	\$26,265	\$39,200
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	\$45,925	\$50,000	\$35,375	\$52,400
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	\$24,725	\$28,500	\$11,700	\$30,200

*N/A indicates no Chamber reporting the position or only one Chamber reporting but not included for confidentiality

Compensation by Position
For Income Group: More than \$1,000,000

Position	Mean Salary	Median Salary	Min	Max
Chief Paid Executive	\$137,712	\$120,000	\$66,000	\$248,500
Vice President	\$99,624	\$83,425	\$71,000	\$143,807
Business, Financial or Administrative Manager	\$57,787	\$54,224	\$34,000	\$124,400
Public or Government Affairs Manager	\$73,597	\$61,280	\$38,000	\$140,576
Membership Manager	\$39,821	\$36,004	\$18,514	\$65,617
Membership Salesperson	\$26,114	\$23,250	\$15,000	\$40,414
Communications Manager	\$48,867	\$42,000	\$28,000	\$100,623
Small Business Manager	\$48,877	\$42,000	\$37,000	\$74,509
CVB Manager	\$63,800	\$56,100	\$38,000	\$105,000
Special Projects Manager	\$37,588	\$38,950	\$18,720	\$46,000
Information Services Manager	\$49,732	\$52,530	\$43,992	\$53,684
Program Manager	\$43,900	\$38,652	\$32,350	\$67,000
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	\$31,326	\$31,902	\$23,000	\$47,000

*N/A indicates no Chamber reporting the position or only one Chamber reporting but not included for confidentiality

Bonus Opportunity by Position
For Income Group: \$50,000 and Below

Position	Percent of those who have a Bonus Plan	Mean	Median	Min	Max
Chief Paid Executive	25%	\$1,325	\$2,000	\$500	\$2,800
Vice President	N/A	N/A	N/A	N/A	N/A
Business, Financial or Administrative Manager	N/A	N/A	N/A	N/A	N/A
Public or Government Affairs Manager	N/A	N/A	N/A	N/A	N/A
Membership Manager	N/A	N/A	N/A	N/A	N/A
Membership Salesperson	N/A	N/A	N/A	N/A	N/A
Communications Manager	N/A	N/A	N/A	N/A	N/A
Small Business Manager	N/A	N/A	N/A	N/A	N/A
CVB Manager	N/A	N/A	N/A	N/A	N/A
Special Projects Manager	N/A	N/A	N/A	N/A	N/A
Information Services Manager	N/A	N/A	N/A	N/A	N/A
Program Manager	N/A	N/A	N/A	N/A	N/A
Economic Development Manager	N/A	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	N/A	N/A	N/A	N/A	N/A

NOTES:

- Only those with this position are calculated in the formula.
- Averages and other bonus data are calculated with only those with a bonus plan included. For example, if an employee receives only a salary and no bonus, the employee is not included in the calculation.

Bonus Opportunity by Position
For Income Group: \$50,001 - \$100,000

Position	Percent of those who have a Bonus Plan	Mean	Median	Min	Max
Chief Paid Executive	45%	\$3,534	\$3,000	\$500	\$9,000
Vice President	N/A	N/A	N/A	N/A	N/A
Business, Financial or Administrative Manager	N/A	N/A	N/A	N/A	N/A
Public or Government Affairs Manager	N/A	N/A	N/A	N/A	N/A
Membership Manager	N/A	N/A	N/A	N/A	N/A
Membership Salesperson	N/A	N/A	N/A	N/A	N/A
Communications Manager	N/A	N/A	N/A	N/A	N/A
Small Business Manager	N/A	N/A	N/A	N/A	N/A
CVB Manager	N/A	N/A	N/A	N/A	N/A
Special Projects Manager	N/A	N/A	N/A	N/A	N/A
Information Services Manager	N/A	N/A	N/A	N/A	N/A
Program Manager	N/A	N/A	N/A	N/A	N/A
Economic Development Manager	N/A	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	16%	\$600	\$600	\$200	\$1,000

NOTES:

- Only those with this position are calculated in the formula.
- Averages and other bonus data are calculated with only those with a bonus plan included. For example, if an employee receives only a salary and no bonus, the employee is not included in the calculation.

Bonus Opportunity by Position
For Income Group: \$100,001 - \$200,000

Position	Percent of those who have a Bonus Plan	Mean	Median	Min	Max
Chief Paid Executive	44%	\$2,413	\$1,000	\$100	\$18,431
Vice President	28%	\$475	\$475	\$350	\$600
Business, Financial or Administrative Manager	55%	\$864	\$800	\$273	\$2,400
Public or Government Affairs Manager	N/A	N/A	N/A	N/A	N/A
Membership Manager	N/A	N/A	N/A	N/A	N/A
Membership Salesperson	N/A	N/A	N/A	N/A	N/A
Communications Manager	N/A	N/A	N/A	N/A	N/A
Small Business Manager	N/A	N/A	N/A	N/A	N/A
CVB Manager	50%	\$9,250	\$9,250	\$4,000	\$4,500
Special Projects Manager	N/A	N/A	N/A	N/A	N/A
Information Services Manager	N/A	N/A	N/A	N/A	N/A
Program Manager	67%	\$775	\$775	\$350	\$1,200
Economic Development Manager	N/A	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	29%	\$764	\$375	\$112	\$3,000

NOTES:

- Only those with this position are calculated in the formula.
- Averages and other bonus data are calculated with only those with a bonus plan included. For example, if an employee receives only a salary and no bonus, the employee is not included in the calculation.

Bonus Opportunity by Position
For Income Group: \$200,001 - \$300,000

Position	Percent of those who have a Bonus Plan	Mean	Median	Min	Max
Chief Paid Executive	43%	\$4,001	\$2,880	\$100	\$12,750
Vice President	N/A	N/A	N/A	N/A	N/A
Business, Financial or Administrative Manager	40%	\$1,439	\$1,500	\$500	\$2,259
Public or Government Affairs Manager	N/A	N/A	N/A	N/A	N/A
Membership Manager	38%	\$11,000	\$3,000	\$3,000	\$27,000
Membership Salesperson	N/A	N/A	N/A	N/A	N/A
Communications Manager	100%	\$2,768	\$2,768	\$2,000	\$3,535
Small Business Manager	N/A	N/A	N/A	N/A	N/A
CVB Manager	33%	N/A	N/A	N/A	N/A
Special Projects Manager	50%	\$175	\$175	\$100	\$250
Information Services Manager	50%	N/A	N/A	N/A	N/A
Program Manager	33%	N/A	N/A	N/A	N/A
Economic Development Manager	N/A	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	19%	\$450	\$250	\$100	\$1,000

NOTES:

- Only those with this position are calculated in the formula.
- Averages and other bonus data are calculated with only those with a bonus plan included. For example, if an employee receives only a salary and no bonus, the employee is not included in the calculation.

Bonus Opportunity by Position
For Income Group: \$300,001 - \$500,000

Position	Percent of those who have a Bonus Plan	Mean	Median	Min	Max
Chief Paid Executive	50%	\$6,867	\$6,800	\$2,500	\$12,000
Vice President	N/A	N/A	N/A	N/A	N/A
Business, Financial or Administrative Manager	50%	\$1,667	\$2,000	\$1,000	\$2,000
Public or Government Affairs Manager	N/A	N/A	N/A	N/A	N/A
Membership Manager	55%	\$3,600	\$4,000	\$500	\$6,000
Membership Salesperson	N/A	N/A	N/A	N/A	N/A
Communications Manager	N/A	N/A	N/A	N/A	N/A
Small Business Manager	N/A	N/A	N/A	N/A	N/A
CVB Manager	N/A	N/A	N/A	N/A	N/A
Special Projects Manager	N/A	N/A	N/A	N/A	N/A
Information Services Manager	N/A	N/A	N/A	N/A	N/A
Program Manager	50%	\$1,500	\$1,500	\$1,000	\$2,000
Economic Development Manager	N/A	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	N/A	N/A	N/A	N/A	N/A

NOTES:

- Only those with this position are calculated in the formula.
- Averages and other bonus data are calculated with only those with a bonus plan included. For example, if an employee receives only a salary and no bonus, the employee is not included in the calculation.

Bonus Opportunity by Position
For Income Group: \$500,001 - \$750,000

Position	Percent of those who have a Bonus Plan	Mean	Median	Min	Max
Chief Paid Executive	66%	\$7,051	\$6,000	\$680	\$18,125
Vice President	60%	\$1,297	\$1,000	\$890	\$2,000
Business, Financial or Administrative Manager	60%	\$1,200	\$1,000	\$500	\$2,100
Public or Government Affairs Manager	33%	N/A	N/A	N/A	N/A
Membership Manager	80%	\$16,625	\$21,000	\$1,500	\$23,000
Membership Salesperson	100%	\$20,250	\$20,250	\$500	\$40,000
Communications Manager	50%	\$1,736	\$2,209	\$500	\$2,500
Small Business Manager	N/A	N/A	N/A	N/A	N/A
CVB Manager	80%	\$1,699	\$1,648	\$500	\$3,000
Special Projects Manager	N/A	N/A	N/A	N/A	N/A
Information Services Manager	N/A	N/A	N/A	N/A	N/A
Program Manager	80%	\$1,250	\$1,000	\$1,000	\$2,000
Economic Development Manager	75%	\$823	\$1,000	\$410	\$1,060
Administrative Assistant or Receptionist	50%	\$589	\$437	\$330	\$1,000

NOTES:

- Only those with this position are calculated in the formula.
- Averages and other bonus data are calculated with only those with a bonus plan included. For example, if an employee receives only a salary and no bonus, the employee is not included in the calculation.

Bonus Opportunity by Position
For Income Group: \$750,001 - \$1,000,000

Position	Percent of those who have a Bonus Plan	Mean	Median	Min	Max
Chief Paid Executive	60%	\$13,000	\$15,000	\$5,000	\$19,000
Vice President	100%	\$1,825	\$1,825	\$700	\$2,950
Business, Financial or Administrative Manager	N/A	N/A	N/A	N/A	N/A
Public or Government Affairs Manager	N/A	N/A	N/A	N/A	N/A
Membership Manager	N/A	N/A	N/A	N/A	N/A
Membership Salesperson	N/A	N/A	N/A	N/A	N/A
Communications Manager	N/A	N/A	N/A	N/A	N/A
Small Business Manager	N/A	N/A	N/A	N/A	N/A
CVB Manager	N/A	N/A	N/A	N/A	N/A
Special Projects Manager	N/A	N/A	N/A	N/A	N/A
Information Services Manager	N/A	N/A	N/A	N/A	N/A
Program Manager	N/A	N/A	N/A	N/A	N/A
Economic Development Manager	N/A	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	N/A	N/A	N/A	N/A	N/A

NOTES:

- Only those with this position are calculated in the formula.
- Averages and other bonus data are calculated with only those with a bonus plan included. For example, if an employee receives only a salary and no bonus, the employee is not included in the calculation.

**Bonus Opportunity by Position
For Income Group: More than \$1,000,000**

Position	Percent of those who have a Bonus Plan	Mean	Median	Min	Max
Chief Paid Executive	46%	\$20,190	\$21,607	\$3,000	\$37,500
Vice President	33%	\$7,876	\$7,876	\$5,752	\$10,000
Business, Financial or Administrative Manager	50%	\$3,945	\$2,500	\$250	\$9,000
Public or Government Affairs Manager	30%	\$5,812	\$5,437	\$3,000	\$9,000
Membership Manager	55%	\$20,370	\$20,000	\$4,000	\$44,852
Membership Salesperson	62%	\$14,200	\$12,000	\$8,000	\$27,000
Communications Manager	44%	\$2,006	\$1,750	\$500	\$4,025
Small Business Manager	25%	N/A	N/A	N/A	N/A
CVB Manager	25%	N/A	N/A	N/A	N/A
Special Projects Manager	62%	\$1,295	\$1,250	\$500	\$3,000
Information Services Manager	20%	N/A	N/A	N/A	N/A
Program Manager	40%	\$500	\$500	\$500	\$500
Economic Development Manager	100%	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	33%	\$1,925	\$1,250	\$200	\$5,000

NOTES:

- Only those with this position are calculated in the formula.
- Averages and other bonus data are calculated with only those with a bonus plan included. For example, if an employee receives only a salary and no bonus, the employee is not included in the calculation.

**Last Pay Increase in Salary by Percent
For Income Group: \$50,000 and Below**

Position	Mean	Median	Min	Max
Chief Paid Executive	1%	0%	0%	3%
Vice President	N/A	N/A	N/A	N/A
Business, Financial or Administrative Manager	2%	3%	0%	3%
Public or Government Affairs Manager	N/A	N/A	N/A	N/A
Membership Manager	3%	3%	3%	3%
Membership Salesperson	N/A	N/A	N/A	N/A
Communications Manager	N/A	N/A	N/A	N/A
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	N/A	N/A	N/A	N/A
Special Projects Manager	3%	3%	3%	3%
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	N/A	N/A	N/A	N/A
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	1%	0%	0%	3%

**Last Pay Increase in Salary by Percent
For Income Group: \$50,001 - \$100,000**

Position	Mean	Median	Min	Max
Chief Paid Executive	2%	3%	0%	9%
Vice President	2%	2%	2%	2%
Business, Financial or Administrative Manager	1%	0%	0%	3%
Public or Government Affairs Manager	N/A	N/A	N/A	N/A
Membership Manager	3%	3%	3%	3%
Membership Salesperson	N/A	N/A	N/A	N/A
Communications Manager	0%	0%	0%	0%
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	3%	3%	2%	3%
Special Projects Manager	N/A	N/A	N/A	N/A
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	0%	0%	0%	0%
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	2%	0%	0%	8%

Last Pay Increase in Salary by Percent
For Income Group: More than \$100,001 - \$200,000

Position	Mean	Median	Min	Max
Chief Paid Executive	2%	3%	-25%	16%
Vice President	-1%	2%	-20%	5%
Business, Financial or Administrative Manager	4%	2%	0%	5%
Public or Government Affairs Manager	N/A	N/A	N/A	N/A
Membership Manager	-2%	-2%	-5%	0%
Membership Salesperson	0%	0%	-5%	3%
Communications Manager	3%	3%	0%	5%
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	2%	2%	0%	3%
Special Projects Manager	1%	1%	0%	2%
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	2%	2%	0%	5%
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	4%	4%	0%	24%

Last Pay Increase in Salary by Percent
For Income Group: \$200,001 - \$300,000

Position	Mean	Median	Min	Max
Chief Paid Executive	2%	0%	0%	15%
Vice President	2%	2%	2%	2%
Business, Financial or Administrative Manager	2%	0%	0%	9%
Public or Government Affairs Manager	2%	2%	2%	2%
Membership Manager	0%	0%	0%	3%
Membership Salesperson	N/A	N/A	N/A	N/A
Communications Manager	3%	3%	2%	3%
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	6%	5%	3%	9%
Special Projects Manager	2%	2%	0%	3%
Information Services Manager	4%	4%	3%	5%
Program Manager	0%	0%	0%	0%
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	1%	0%	0%	3%

**Last Pay Increase in Salary by Percent
For Income Group: \$300,001 - \$500,000**

Position	Mean	Median	Min	Max
Chief Paid Executive	2%	1%	0%	5%
Vice President	4%	3%	0%	7%
Business, Financial or Administrative Manager	1%	0%	0%	3%
Public or Government Affairs Manager	0%	0%	0%	0%
Membership Manager	2%	2%	0%	5%
Membership Salesperson	3%	3%	3%	3%
Communications Manager	3%	3%	3%	3%
Small Business Manager	7%	7%	7%	7%
CVB Manager	1%	0%	0%	2%
Special Projects Manager	3%	3%	2%	5%
Information Services Manager	0%	0%	0%	0%
Program Manager	2%	3%	0%	3%
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	2%	0%	0%	5%

**Last Pay Increase in Salary by Percent
For Income Group: \$500,001 - \$750,000**

Position	Mean	Median	Min	Max
Chief Paid Executive	0%	2%	-12%	4%
Vice President	2%	3%	0%	5%
Business, Financial or Administrative Manager	2%	0%	0%	8%
Public or Government Affairs Manager	1%	0%	0%	3%
Membership Manager	2%	3%	0%	4%
Membership Salesperson	0%	0%	0%	0%
Communications Manager	4%	3%	0%	12%
Small Business Manager	3%	3%	3%	3%
CVB Manager	2%	2%	0%	4%
Special Projects Manager	2%	2%	0%	3%
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	3%	3%	0%	6%
Economic Development Manager	3%	3%	0%	5%
Administrative Assistant or Receptionist	2%	2%	0%	4%

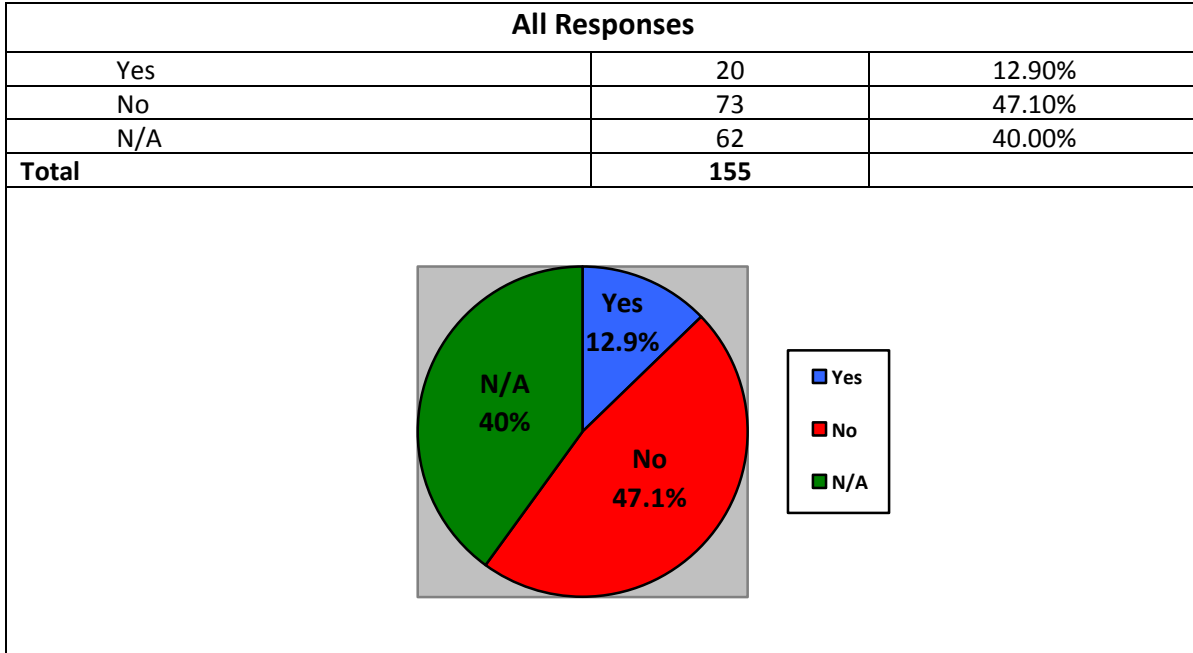
**Last Pay Increase in Salary by Percent
For Income Group: \$750,001 - \$1,000,000**

Position	Mean	Median	Min	Max
Chief Paid Executive	2%	3%	0%	4%
Vice President	3%	3%	3%	3%
Business, Financial or Administrative Manager	5%	5%	3%	6%
Public or Government Affairs Manager	3%	3%	3%	3%
Membership Manager	2%	3%	0%	4%
Membership Salesperson	0%	0%	0%	0%
Communications Manager	3%	3%	3%	3%
Small Business Manager	N/A	N/A	N/A	N/A
CVB Manager	3%	3%	2%	5%
Special Projects Manager	2%	3%	0%	4%
Information Services Manager	N/A	N/A	N/A	N/A
Program Manager	1%	0%	0%	3%
Economic Development Manager	N/A	N/A	N/A	N/A
Administrative Assistant or Receptionist	1%	0%	0%	3%

**Last Pay Increase in Salary by Percent
For Income Group: More than \$1,000,000**

Position	Mean	Median	Min	Max
Chief Paid Executive	1%	0%	-1%	6%
Vice President	-1%	1%	-10%	2%
Business, Financial or Administrative Manager	3%	2%	0%	17%
Public or Government Affairs Manager	2%	2%	-10%	3%
Membership Manager	1%	0%	-5%	4%
Membership Salesperson	0%	0%	-5%	3%
Communications Manager	2%	1%	0%	8%
Small Business Manager	0%	0%	0%	2%
CVB Manager	3%	1%	0%	8%
Special Projects Manager	2%	1%	0%	6%
Information Services Manager	0%	0%	-5%	4%
Program Manager	1%	2%	0%	3%
Economic Development Manager	2%	2%	2%	2%
Administrative Assistant or Receptionist	3%	1%	0%	12%

Does your Membership Manager receive a commission on sales?



By State

	Iowa		MN		Neb		ND		SD		Wisc	
Yes	4	9.52%	8	15.09%	1	10.00%	1	14.29%	2	15.38%	4	13.33%
No	17	40.48%	22	41.51%	7	70.00%	5	71.43%	8	61.54%	14	46.67%
N/A	21	50.00%	23	43.40%	2	20.00%	1	14.29%	3	23.08%	12	40.00%
Total	42		53		10		7		13		30	

By Income

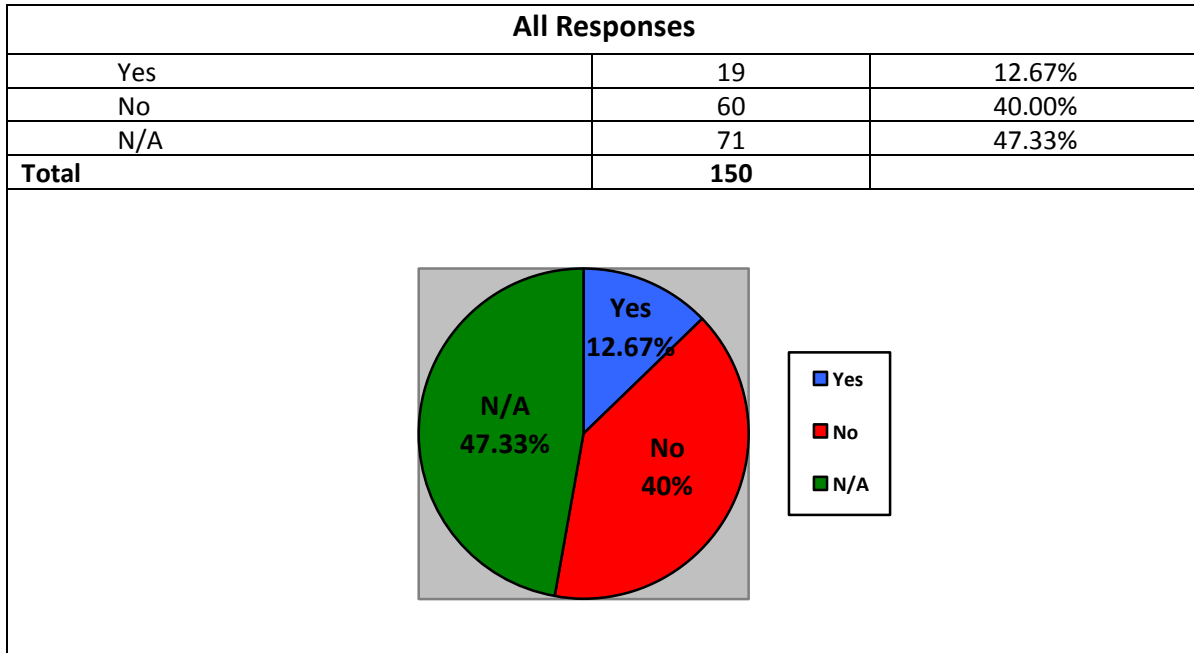
	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Yes	1	5.56%	1	4.55%	3	6.98%	3	13.04%	4	21.05%	3	30.00%	0	0.00%	5	33.33%
No	9	50.00%	8	36.36%	16	37.21%	14	60.87%	8	42.11%	6	60.00%	5	100.00%	7	46.67%
N/A	8	44.44%	13	59.09%	24	55.81%	6	26.09%	7	36.84%	1	10.00%	0	0.00%	3	20.00%
Total	18		22		43		23		19		10		5		15	

If you answered yes to the previous question, what is the average commission rate as a percentage?

20 percent

(Average of 20 responses)

Does your Membership Salesperson receive a commission on sales?



By State

	Iowa		MN		Neb		ND		SD		Wisc	
Yes	3	7.14%	11	22.45%	1	11.11%	1	14.29%	0	0.00%	3	10.00%
No	13	30.95%	18	36.73%	5	55.56%	3	42.86%	8	61.54%	13	43.33%
N/A	26	61.90%	20	40.82%	3	33.33%	3	42.86%	5	38.46%	14	46.67%
Total	42		49		9		7		13		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Yes	1	5.56%	1	4.76%	1	2.44%	1	4.55%	3	16.67%	3	30.00%	1	20.00%	8	53.33%
No	8	44.44%	7	33.33%	14	34.15%	12	54.55%	8	44.44%	4	40.00%	3	60.00%	4	26.67%
N/A	9	50.00%	13	61.90%	26	63.41%	9	40.91%	7	38.89%	3	30.00%	1	20.00%	3	20.00%
Total	18		21		41		22		18		10		5		15	

If you answered yes to the previous question, what is the average commission rate as a percentage?

26 percent

(Average of 18 responses)



Benefits Section

Which benefits do you offer the following positions within your organization?

Chief Paid Executive 127 Chambers reporting overall (Percents reported are for all Chambers with a Chief Paid Executive position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	22%	11%	11%	11%	0%	22%	0%	44%	0%	0%	44%	33%	77%	0%
\$50,001 to \$100,000	53%	13%	13%	7%	0%	0%	20%	7%	0%	7%	60%	13%	33%	13%
\$100,001 to \$200,000	38%	13%	16%	13%	6%	19%	16%	19%	0%	0%	62%	19%	28%	9%
\$200,001 to \$300,000	55%	14%	41%	41%	36%	23%	14%	27%	0%	9%	77%	9%	50%	9%
\$300,001 to \$500,000	72%	55%	50%	50%	22%	11%	11%	33%	0%	0%	83%	11%	55%	11%
\$500,001 to \$750,000	100%	62%	75%	50%	50%	38%	25%	38%	62%	38%	100%	38%	88%	50%
\$750,001 to \$1,000,000	62%	13%	38%	50%	38%	25%	0%	38%	0%	0%	38%	0%	13%	13%
More than \$1,000,000	100%	87%	87%	87%	60%	47%	40%	33%	20%	53%	100%	13%	53%	47%

Vice President (Second in Charge)
84 Chambers reporting overall
(Percents reported are for all Chambers with a Vice President position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	100%	100%	100%	100%	0%	100%	0%	100%	0%	0%	100%	0%	0%	0%
\$50,001 to \$100,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%
\$100,001 to \$200,000	25%	0%	0%	25%	25%	75%	0%	0%	0%	0%	0%	25%	0%	0%
\$200,001 to \$300,000	50%	0%	50%	50%	50%	50%	0%	0%	0%	50%	50%	50%	50%	0%
\$300,001 to \$500,000	75%	75%	25%	75%	25%	0%	0%	0%	0%	0%	75%	0%	50%	0%
\$500,001 to \$750,000	80%	80%	80%	60%	60%	40%	20%	40%	0%	40%	100%	20%	60%	40%
\$750,001 to \$1,000,000	100%	0%	100%	100%	100%	100%	0%	0%	0%	0%	100%	50%	50%	0%
More than \$1,000,000	100%	83%	100%	100%	83%	82%	33%	33%	0%	50%	83%	16%	16%	16%

Business, Financial or Administrative Manager

91 Chambers reporting overall

(Percents reported are for all Chambers with a Business, Financial or Administrative Manager position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	50%	50%	50%	50%	0%	100%	0%	50%	0%	0%	100%	0%	0%	0%
\$50,001 to \$100,000	100%	50%	100%	50%	0%	0%	50%	0%	0%	0%	100%	50%	50%	50%
\$100,001 to \$200,000	100%	33%	33%	67%	33%	33%	0%	67%	0%	0%	100%	100%	67%	33%
\$200,001 to \$300,000	100%	29%	71%	71%	71%	43%	43%	14%	0%	0%	100%	14%	14%	0%
\$300,001 to \$500,000	100%	60%	60%	60%	20%	20%	20%	20%	0%	0%	100%	40%	20%	0%
\$500,001 to \$750,000	100%	83%	100%	66%	66%	17%	33%	0%	0%	33%	100%	33%	17%	0%
\$750,001 to \$1,000,000	100%	50%	50%	100%	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%
More than \$1,000,000	100%	86%	86%	86%	57%	43%	36%	14%	0%	43%	93%	14%	28%	7%

Public or Government Affairs Manager
83 Chambers reporting overall
(Percents reported are for all Chambers with a Public or Government Affairs Manager position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$50,001 to \$100,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$100,001 to \$200,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$200,001 to \$300,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$300,001 to \$500,000	100%	100%	0%	100%	0%	0%	0%	0%	0%	0%	100%	0%	100%	0%
\$500,001 to \$750,000	100%	100%	100%	67%	67%	33%	33%	0%	0%	33%	100%	33%	67%	33%
\$750,001 to \$1,000,000	100%	33%	67%	33%	67%	67%	0%	0%	0%	0%	67%	33%	33%	0%
More than \$1,000,000	100%	100%	100%	100%	58%	42%	33%	25%	0%	42%	92%	8%	25%	33%

Membership Manager
89 Chambers reporting overall
(Percents reported are for all Chambers with a Membership Manager position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	100%	100%	100%	100%	0%	100%	0%	100%	0%	0%	100%	0%	100%	0%
\$50,001 to \$100,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$100,001 to \$200,000	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%
\$200,001 to \$300,000	63%	0%	25%	38%	50%	13%	0%	25%	0%	0%	63%	0%	13%	0%
\$300,001 to \$500,000	100%	57%	43%	43%	29%	0%	57%	0%	0%	0%	100%	14%	29%	0%
\$500,001 to \$750,000	75%	75%	100%	75%	75%	25%	0%	25%	0%	75%	100%	25%	50%	0%
\$750,001 to \$1,000,000	100%	25%	75%	100%	75%	25%	0%	0%	0%	0%	75%	25%	25%	0%
More than \$1,000,000	100%	100%	90%	90%	50%	30%	40%	20%	0%	50%	100%	10%	20%	10%

Membership Salesperson
81 Chambers reporting overall
(Percents reported are for all Chambers with a Membership Salesperson position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$50,001 to \$100,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$100,001 to \$200,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$200,001 to \$300,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$300,001 to \$500,000	100%	50%	0%	50%	0%	0%	0%	0%	0%	0%	100%	0%	50%	0%
\$500,001 to \$750,000	100%	100%	100%	100%	100%	100%	0%	0%	0%	100%	100%	100%	0%	0%
\$750,001 to \$1,000,000	100%	100%	0%	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%
More than \$1,000,000	100%	89%	78%	78%	67%	27%	44%	22%	0%	44%	89%	11%	22%	0%

Communications Manager
86 Chambers reporting overall
(Percents reported are for all Chambers with a Communications Manager position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$50,001 to \$100,000	100%	0%	100%	0%	0%	0%	100%	0%	0%	0%	100%	0%	0%	0%
\$100,001 to \$200,000	100%	0%	100%	0%	0%	0%	100%	100%	0%	0%	100%	0%	0%	0%
\$200,001 to \$300,000	100%	100%	50%	50%	50%	50%	50%	0%	0%	0%	100%	50%	0%	0%
\$300,001 to \$500,000	100%	100%	50%	100%	50%	0%	0%	0%	0%	0%	100%	0%	50%	0%
\$500,001 to \$750,000	67%	50%	50%	50%	50%	33%	33%	0%	0%	33%	100%	17%	0%	0%
\$750,001 to \$1,000,000	100%	0%	100%	100%	100%	0%	0%	0%	0%	0%	100%	100%	100%	0%
More than \$1,000,000	100%	83%	75%	75%	50%	33%	42%	8%	0%	42%	83%	8%	25%	0%

Small Business Manager
80 Chambers reporting overall
(Percents reported are for all Chambers with a Small Business Manager position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$50,001 to \$100,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$100,001 to \$200,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$200,001 to \$300,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$300,001 to \$500,000	100%	50%	50%	50%	0%	0%	0%	0%	0%	0%	50%	0%	50%	0%
\$500,001 to \$750,000	100%	100%	100%	100%	100%	0%	0%	0%	0%	100%	100%	100%	100%	0%
\$750,001 to \$1,000,000	100%	100%	0%	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%
More than \$1,000,000	100%	83%	83%	83%	67%	67%	33%	17%	0%	33%	100%	0%	33%	0%

CVB Manager
76 Chambers reporting overall
(Percents reported are for all Chambers with a CVB Manager position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$50,001 to \$100,000	100%	100%	100%	100%	0%	0%	0%	0%	0%	0%	100%	100%	100%	100%
\$100,001 to \$200,000	33%	33%	67%	33%	0%	33%	0%	100%	0%	0%	100%	33%	33%	0%
\$200,001 to \$300,000	50%	0%	50%	100%	100%	100%	0%	0%	0%	0%	100%	0%	50%	0%
\$300,001 to \$500,000	100%	75%	50%	5%	25%	0%	25%	50%	0%	0%	75%	25%	25%	0%
\$500,001 to \$750,000	100%	67%	100%	67%	67%	67%	67%	67%	0%	67%	100%	33%	67%	0%
\$750,001 to \$1,000,000	100%	0%	50%	50%	50%	0%	0%	0%	0%	0%	50%	0%	0%	0%
More than \$1,000,000	100%	67%	67%	50%	33%	50%	33%	50%	0%	50%	100%	0%	17%	50%

Special Projects Manager
84 Chambers reporting overall
(Percents reported are for all Chambers with a Special Projects Manager position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	100%	100%	100%	100%	0%	100%	0%	100%	0%	0%	100%	0%	100%	0%
\$50,001 to \$100,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$100,001 to \$200,000	33%	33%	33%	0%	0%	0%	0%	67%	0%	0%	33%	33%	0%	0%
\$200,001 to \$300,000	100%	0%	100%	100%	100%	100%	50%	0%	0%	0%	100%	50%	0%	0%
\$300,001 to \$500,000	100%	100%	50%	100%	50%	0%	50%	0%	0%	0%	100%	50%	50%	0%
\$500,001 to \$750,000	100%	100%	100%	50%	50%	0%	0%	0%	0%	50%	50%	50%	50%	0%
\$750,001 to \$1,000,000	100%	0%	100%	100%	100%	50%	0%	0%	0%	0%	100%	0%	0%	0%
More than \$1,000,000	100%	71%	71%	71%	71%	57%	43%	14%	0%	71%	86%	0%	0%	0%

**Information Services Manager
79 Chambers reporting overall
(Percents reported are for all Chambers with a Special Projects Manager position)**

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$50,001 to \$100,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$100,001 to \$200,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$200,001 to \$300,000	100%	0%	50%	100%	100%	50%	0%	0%	0%	0%	50%	0%	0%	0%
\$300,001 to \$500,000	100%	100%	0%	100%	0%	0%	0%	0%	0%	0%	100%	0%	100%	0%
\$500,001 to \$750,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$750,001 to \$1,000,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
More than \$1,000,000	100%	100%	100%	100%	71%	57%	14%	29%	0%	29%	86	0%	29%	0%

Program Manager
84 Chambers reporting overall
(Percents reported are for all Chambers with a Program Manager position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$50,001 to \$100,000	100%	0%	100%	0%	0%	0%	100%	0%	0%	0%	100%	0%	0%	0%
\$100,001 to \$200,000	100%	0%	0%	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$200,001 to \$300,000	100%	0%	67%	33%	33%	0%	33%	67%	0%	0%	33%	0%	0%	0%
\$300,001 to \$500,000	100%	100%	25%	50%	0%	0%	0%	2%	0%	0%	100%	25%	75%	0%
\$500,001 to \$750,000	100%	100%	100%	100%	100%	33%	0%	33%	0%	100%	100%	67%	67%	0%
\$750,001 to \$1,000,000	100%	0%	100%	100%	100%	50%	0%	0%	0%	0%	100%	0%	0%	0%
More than \$1,000,000	100%	86%	86%	86%	57%	43%	57%	14%	0%	43%	86%	14%	29%	0%

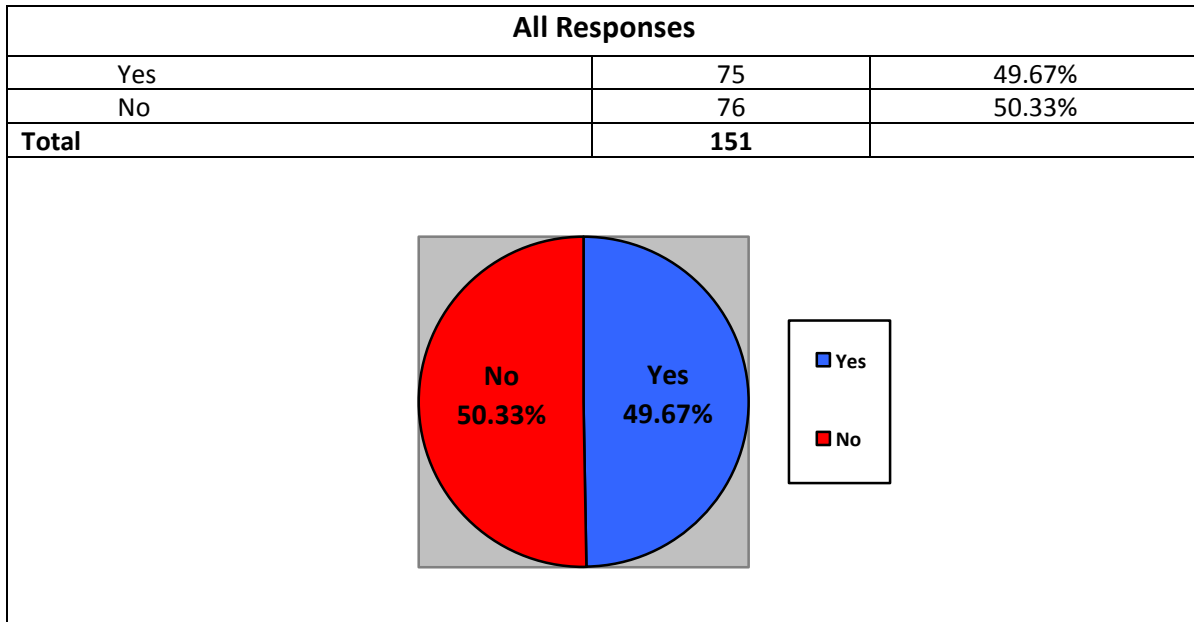
**Economic Development Manager
78 Chambers reporting overall
(Percents reported are for all Chambers with an Economic Development Manager position)**

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$50,001 to \$100,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$100,001 to \$200,000	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	100%	0%	100%	0%
\$200,001 to \$300,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$300,001 to \$500,000	100%	100%	0%	100%	0%	0%	0%	0%	0%	0%	100%	0%	100%	0%
\$500,001 to \$750,000	100%	100%	100%	100%	100%	25%	25%	0%	0%	50%	100%	50%	25%	0%
\$750,001 to \$1,000,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
More than \$1,000,000	100%	50%	50%	50%	100%	100%	50%	0%	0%	50%	100%	0%	0%	0%

Administrative Assistant or Receptionist
65 Chambers reporting overall
(Percents reported are for all Chambers with an Administrative Assistant or Receptionist position)

Income Level	Medical	Dental	Life	Long-term disability	Short-term disability	Cafeteria Plan Reimbursement	HSA	Personal auto allowance	Furnished auto	Paid Parking	Qualified retirement plan	Tuition Reimbursement	Club (civic) membership	Club (social) membership
\$50,000 and below	100%	100%	100%	100%	0%	100%	0%	100%	0%	0%	100%	0%	100%	0%
\$50,001 to \$100,000	100%	33%	33%	33%	0%	0%	0%	0%	0%	0%	100%	33%	33%	33%
\$100,001 to \$200,000	10%	50%	50%	25%	0%	75%	25%	100%	0%	25%	100%	50%	25%	0%
\$200,001 to \$300,000	100%	17%	50%	66%	83%	50%	0%	33%	0%	17%	83%	33%	0%	0%
\$300,001 to \$500,000	100%	80%	60%	60%	40%	0%	20%	20%	0%	0%	80%	0%	20%	0%
\$500,001 to \$750,000	100%	100%	100%	10%	100%	75%	25%	25%	0%	75%	100%	25%	25%	0%
\$750,001 to \$1,000,000	100%	0%	100%	100%	100%	50%	0%	0%	0%	0%	100%	0%	0%	0%
More than \$1,000,000	100%	86%	93%	86%	57%	50%	43%	14%	0%	50%	93%	7%	7%	7%

Does your Chamber directly contribute to the cost of medical insurance for your employees, spouse, and/or families?



By State

	Iowa		MN		Neb		ND		SD		Wisc	
Yes	22	52.38%	29	54.72%	3	42.86%	5	71.43%	7	53.85%	9	31.03%
No	20	47.62%	24	45.28%	4	57.14%	2	28.57%	6	46.15%	20	68.97%
Total	42		53		7		7		13		29	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Yes	2	11.76%	9	42.86%	13	30.95%	12	50.00%	13	72.22%	6	66.67%	5	100.00%	15	100.00%
No	15	88.24%	12	57.14%	29	69.05%	12	50.00%	5	27.78%	3	33.33%	0	0.00%	0	0.00%
Total	17		21		42		24		18		9		5		15	

If you answered yes to the above question, what percent is paid for by the Chamber?

	Employee	Spouse	Family
1-19%	7%	5%	4%
20-50%	10%	9%	10%
51-70%	7%	7%	7%
71-80%	23%	8%	5%
81-99%	17%	3%	1%
100%	36%	3%	3%
Do Not Pay	0%	65%	70%
Total	100%	100%	100%

What percent of your Chief Paid Executive's salary is contributed to a retirement plan by the employer?

3 percent

(Average of 151 responses)

How many vacation days does your Chief Paid Executive receive each year? (If your organization utilizes a PTO policy, please enter the total number of days within this question.)

17 days

(Average of 153 responses)

How many sick days does your Chief Paid Executive receive each year? (Do not enter an amount if you have a PTO policy)

5 days

(Average of 153 responses)

What percent of your Vice President's (second in charge) salary is contributed to a retirement plan?

3 percent

(Average of 41 responses)

How many vacation days does your Vice President (second in charge) receive each year? (If your organization utilizes a PTO policy, please enter the total number of days within this question.)

14 days

(Average of 47 responses)

How many sick days does your Vice President (second in charge) receive each year? (Do not enter an amount if you have a PTO policy.)

6 days

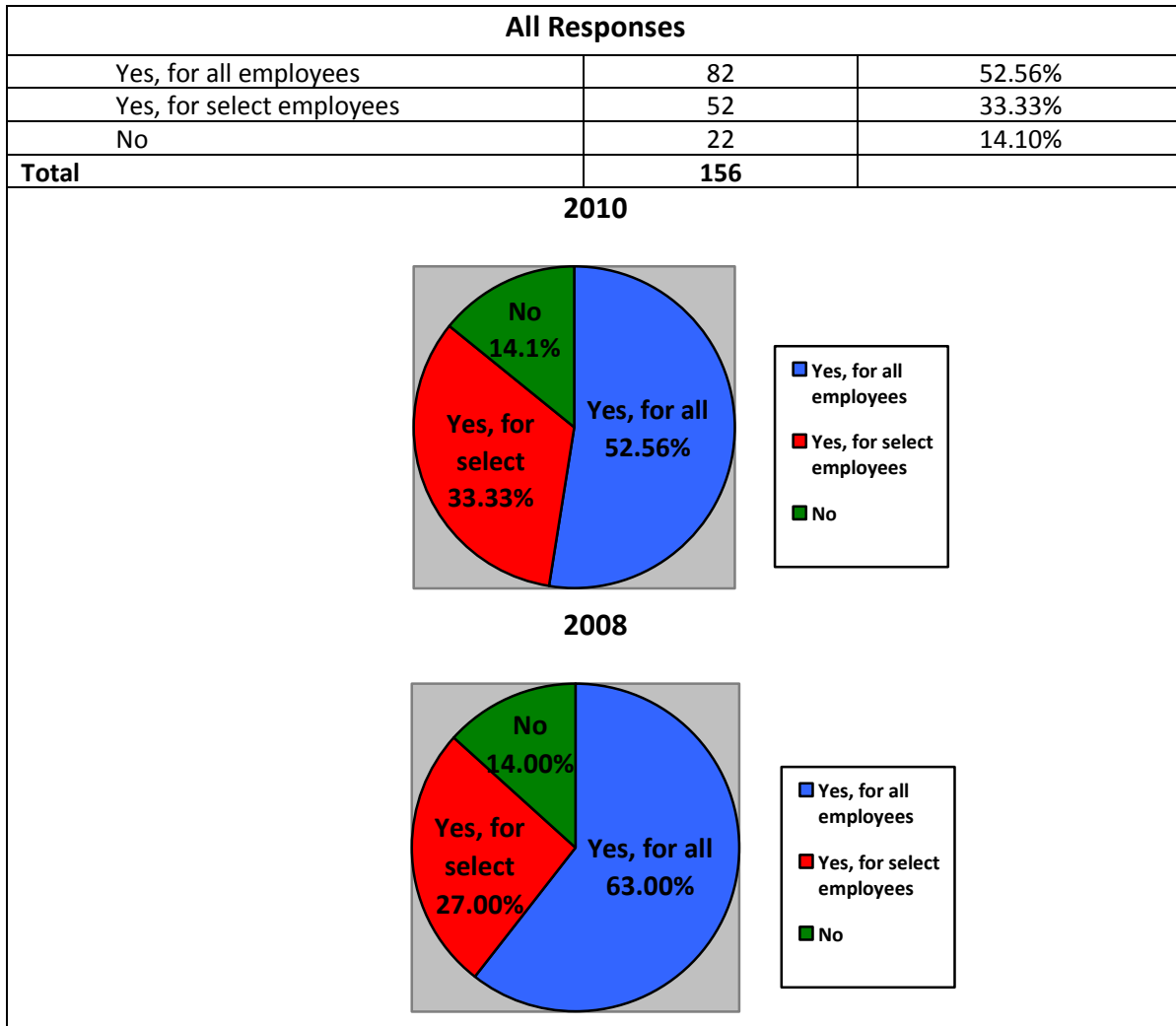
(Average of 32 responses)

What percent of your total payroll (salaries, taxes and benefits) is allocated to benefits?

11 percent

(Average of 152 responses)

Does your Chamber provide staff training and/or continuing education opportunities for your employees?



By State

	Iowa		MN		Neb		ND		SD		Wisc	
Yes, for all employees	17	40.48%	30	55.56%	7	70.00%	4	57.14%	7	53.85%	17	58.67%
Yes, for select employees	20	47.62%	17	31.48%	2	20.00%	2	28.57%	1	7.69%	10	33.33%
No	5	11.90%	7	12.96%	1	10.00%	1	14.29%	5	38.46%	3	10.00%
Total	42		54		10		7		13		30	

By Income

	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Yes, for all employees	5	27.78%	7	31.82%	23	53.49%	11	45.83%	13	68.42%	7	70.00%	3	60.00%	13	86.67%
Yes, for select employees	5	27.78%	10	45.45%	16	37.21%	9	37.50%	6	31.58%	3	30.00%	2	40.00%	1	6.67%
No	8	44.44%	5	22.73%	4	9.30%	4	16.67%	0	0.00%	0	0.00%	0	0.00%	1	6.67%
Total	18		22		43		24		19		10		5		15	

What is your annual staff training and development budget?

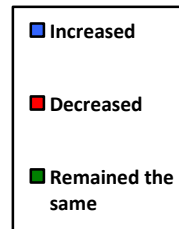
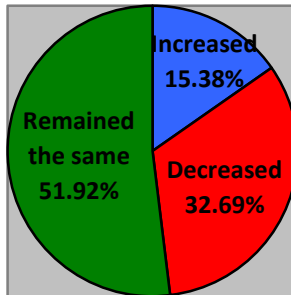
\$3,587.72

(Average of 150 responses)

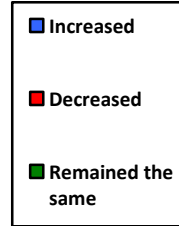
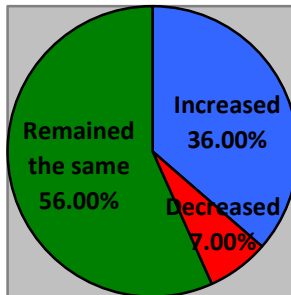
How has your annual staff training and development budget changed in recent years?

All Responses		
Increased	24	15.38%
Decreased	51	32.69%
Remained the same	81	51.92%
Total	156	

2010



2008



By State

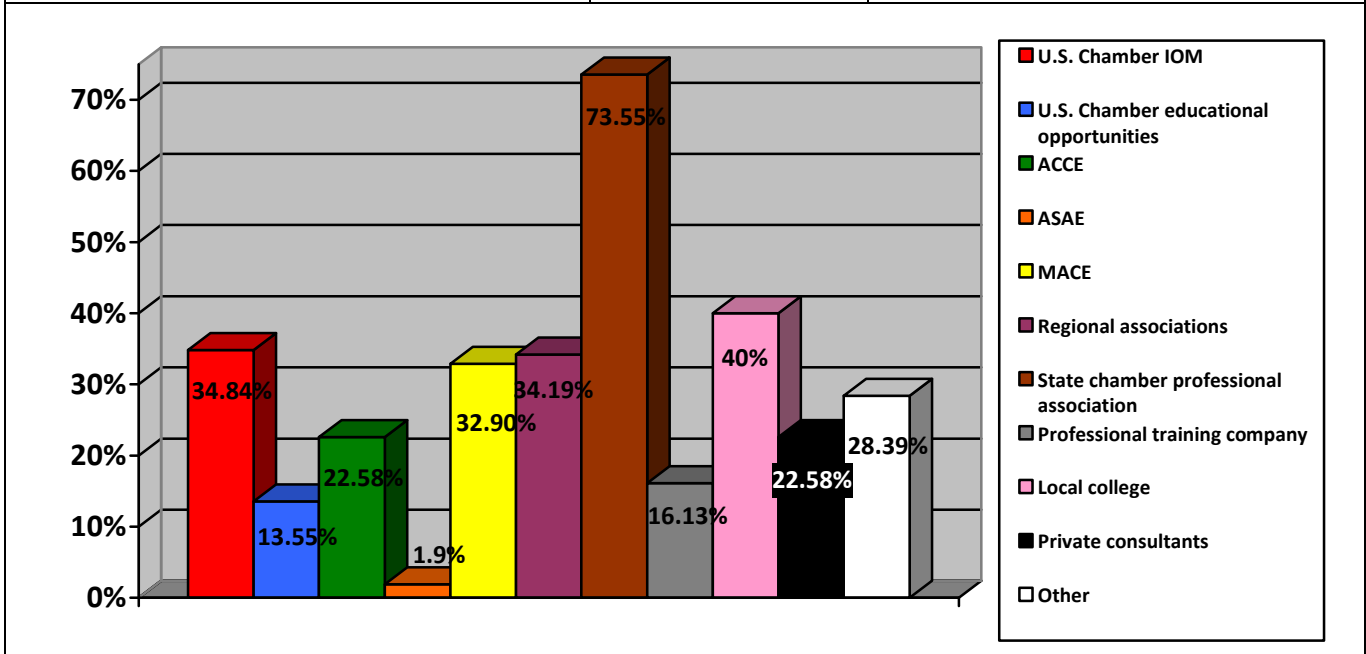
	Iowa		MN		Neb		ND		SD		Wisc	
Increased	7	16.67%	7	12.96%	2	20.00%	2	28.57%	2	15.38%	4	13.33%
Decreased	13	30.95%	23	42.59%	2	20.00%	0	0.00%	4	30.77%	9	30.00%
Remained the same	22	52.38%	24	44.44%	6	60.00%	5	71.43%	7	53.85%	17	56.67%
Total	42		54		10		7		13		30	

By Income

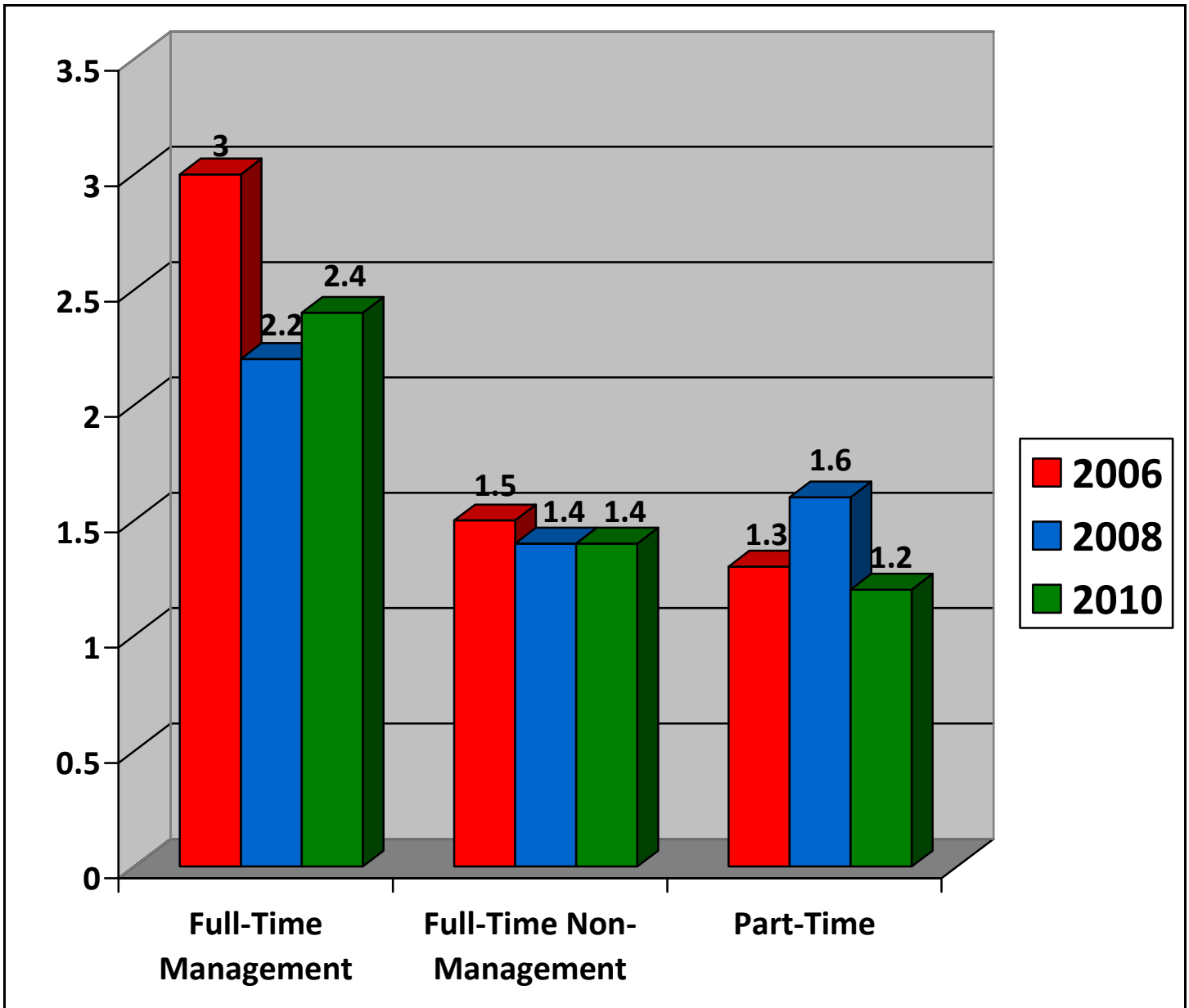
	\$50,000 & Below		\$50,001-\$100,000		\$100,001-\$200,000		\$200,001-\$300,000		\$300,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1,000,000		More than \$1,000,000	
Increased	3	16.67%	2	9.09%	8	18.60%	4	16.67%	3	15.79%	4	40.00%	0	0.00%	0	0.00%
Decreased	3	16.67%	7	31.82%	13	30.23%	9	37.50%	8	42.11%	2	20.00%	2	40.00%	7	46.67%
Remained the same	12	66.67%	13	59.09%	22	51.16%	11	45.83%	8	42.11%	4	40.00%	3	60.00%	8	53.33%
Total	18		22		43		24		19		10		5		15	

What organizations does your Chamber use for staff training and development? (Select all that apply)

All Responses		
U.S. Chamber IOM	54	34.84%
U.S. Chamber educational opportunities	21	13.55%
ACCE	35	22.58%
ASAE	3	1.9%
MACE	51	32.90%
Regional associations	53	34.19%
State chamber professional association	114	73.55%
Professional training company	25	16.13%
Local college	62	40.00%
Private consultants	35	22.58%
Other	44	28.39%

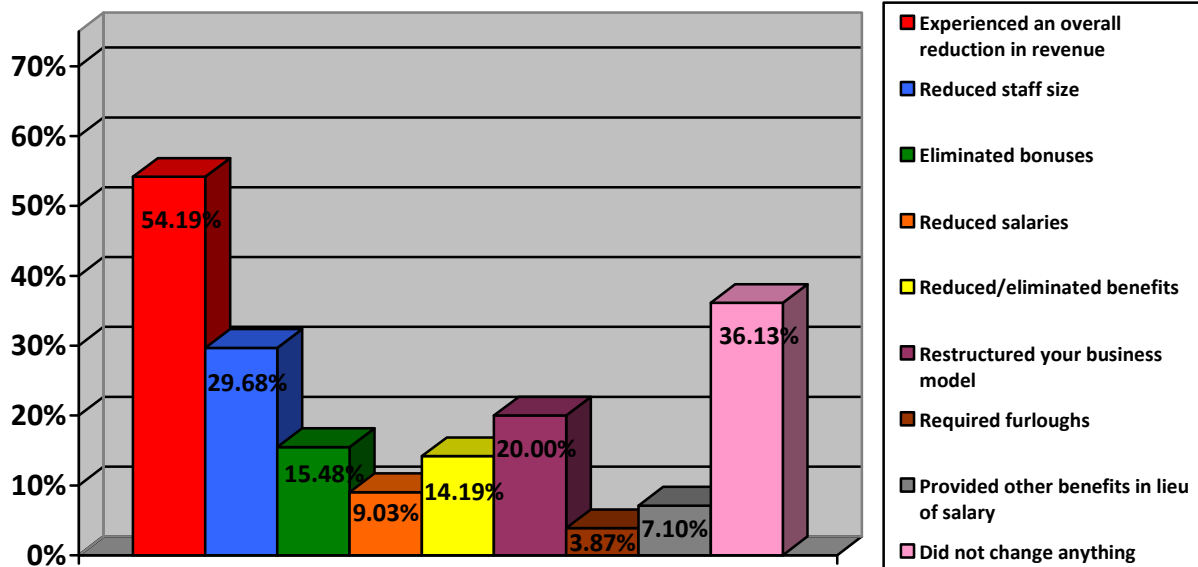


How many employees do you have?
(All Responses)



During the current economic recession, have you: (select all that apply)

All Responses		
Experienced an overall reduction in revenue	84	54.19%
Reduced staff size	46	29.68%
Eliminated bonuses	24	15.48%
Reduced salaries	14	9.03%
Reduced/eliminated benefits	22	14.19%
Restructured your business model	31	20.00%
Required furloughs	6	3.87%
Provided other benefits in lieu of salary	11	7.10%
Did not change anything	56	36.13%



If you have experienced significant revenue reductions, when do you predict a return to previous performance?

All Responses		
In our current fiscal year	16	16.16%
In the next fiscal year	31	31.31%
Within 3 to 5 years	48	48.48%
5 years or more	2	2.02%
We will never return to previous performance	2	2.02%
Total	99	

