#### Indiana Commerce Executives Association 1999 Compensation, Membership & Communications Survey Summary of Survey Responses by Size of Chamber

Several variables were considered as candidates for defining the size of organizations responding to the survey. These were the population of a chamber's service area, a chamber's total income from all sources, the number of chamber employees, the number of full-time employees, the number of part-time employees, and the number of membership billing accounts. These variables, with the exception of the number of part-time employees, are fairly highly correlated, so that the choice of a defining variable is somewhat arbitrary. Total income from all sources was chosen as the defining variable in this report. A table of correlations between the candidate variables follows. All correlations except those involving the number of part-time

#### **Correlations of Chamber Size Indicators**

				Number of	Number of	Number of
	Population	Total income	Number of employees	part-time employees	full-time employees	billing accounts
Population of service area	1.00					
Total income	.584	1.00				
Number of employees	.544	.843	1.00			
Number of part-time employees	035	162	.118	1.00		
Number of full- time employees	.451	.810	.739	.537	1.00	
Number of membership billing accounts	.732	.865	.758	097	.696	1.00

employees are statistically different from zero. The number of membership billing accounts would have been a good choice for defining the size of a chamber as well as the total income.

A definition of chamber size was derived by splitting total income from all sources into three equal parts. The boundaries of these three equal parts were then rounded. A convenient rounding to the nearest \$100,000 was reasonable and so was chosen. Chambers were thus classified into small, medium, and large based on their total income from all sources. This classification is reported in the following table.

#### Size of Responding Organization Based on Total Income

Classification	Income Range	Count	Percent
Small	\$0 to \$99,999	15	38.5
Medium	\$100,000 to \$199,999	13	33.3
Large	\$200,000 and over	11	28.2

Tables giving summary survey results by size of responding chamber follow. Each table gives the results for one main section of the survey with responses for all chambers (total), small chambers, medium size chambers, and large chambers reported separately. Most tables allow for two possible types of reporting: frequency distributions or means and medians. Results for each survey item are reported in the manner most appropriate for the type of data represented by the item. Because of the complexity of the salary / benefits table, only means and medians are reported.

A few pointers may be useful for reading the tables. When counts and percentages are given, the total number of respondents to the item is given in the count column beside the description of total, small, medium, or large. When numbers appear in the count column in the same row as means and medians, they represent the number of responses on which the calculations are based.

For most continuous variables, the median, mean, and standard error of the mean are given. The mean has a probability distribution associated with it, and the standard error of the mean is the standard deviation of that distribution. An approximately 95% confidence interval around the mean can thus be calculated from information in the table by going two standard errors above and two standard errors below the mean.

Chamber Data (1998) by Size of Chamber

Description	Count	Pct	Median	Mean	Std. Error of Mean
Population of service area					
Total	39		30,000	42,556	5,422
One city Entire county	21 18	53.8 46.2			
Small	15		27,500	24,592	3,189
One city Entire county	7 8	46.7 53.3			
Medium	13		30,000	34,185	4,894
One city Entire county	10 3	76.9 23.1			
Large	11		70,000	76,948	13,121
One city Entire county	4 7	36.4 63.6			
Total income from all sources					
Total	39		\$124,927	\$174,151	\$23,675
Small	15		\$61,000	\$63,571	\$6,704
Medium	13		\$146,500	\$146,004	\$8,080
Large	11		\$297,000	\$358,207	\$47,160
Membership income					
Total	39		\$67,500	\$95,883	\$12,673
Small	15		\$39,882	\$37,453	\$4,793
Medium	13		\$71,000	\$77,176	\$5,699
Large	11		\$181,000	\$197,667	\$23,046
Total non-dues income					
Total	39		\$45,527	\$68,394	\$10,776
Small	15		\$20,000	\$23,785	\$4,548
Medium	13		\$58,192	\$60,820	\$8,520
Large	11		\$136,000	\$138,177	\$25,629

## Chamber Data (1998) by Size of Chamber

Description	Count	Pct	Median	Mean	Std. Error of Mean
Tax or government funds					
Total	39		\$0	\$11,656	\$4,021
Small	15		\$0	\$3,500	\$2,009
Medium	13		\$0	\$9,700	\$4,597
Large	11		\$0	\$25,091	\$12,352
Number of board members					
Total	39		19	20	1
Length of term					
2 years	3	7.9			
3 years	35	89.7			
Missing	1				
Serve segments?					
Yes	12	30.8			
No	27	69.2			
Small	15		18	17	1.54
Length of term					
2 years	1	6.7			
3 years	14	93.3			
Serve segments?					
Yes	4	26.7			
No	11	73.3			
Medium	13		21	21	2.50
Length of term					
2 years	1	7.7			
3 years	12	92.3			
Serve segments?					
Yes	3	23.1			
No	10	76.9			
Large	11		20	21	1.77
Length of term					
2 years	1	9.1			
3 years	9	81.8			

## Chamber Data (1998) by Size of Chamber

Description	Count	Pct	Median	Mean	Std. Error of Mean
Serve segments?					
Yes	5	45.5			
No	6	54.5			
Number of chamber employees					
Total	39		3	3.15	0.34
Small	15		2	1.87	0.13
Medium	13		3	2.77	0.17
Large	11		5	5.36	0.85
Number of part-time chamber of	employees				
Total	39		2	0.82	0.17
Small	15		1	0.93	0.21
Medium	13		0	0.54	0.24
Large	11		0	1.00	0.47
Number of full-time chamber e	mployees				
Total	39		0	2.33	0.34
Small	15		1	0.93	0.23
Medium	13		2	2.23	0.20
Large	11		3	4.36	0.87

Description	Count	Pct	Median	Mean	Std. Error of Mean
Number of membership billin	ng accounts (1/99	))			
Total	39		327	383	37
Small	15		224	230	20
Medium	11		330	348	28
Large	10		520	651	75
lave a dues schedule?					
Total	39				
Yes No	37 2	94.9 5.1			
Small	15				
Yes No	14 1	93.3 6.7			
Medium	13				
Yes No	12 1	92.3 7.7			
Large	11				
Yes No	11 0	100.0			
dhere to dues schedule?					
Total	39				
Yes No	35 4	89.7 10.3			
Small	15				
Yes No	14 1	93.3 6.7			
Medium	13				
Yes No	11 2	84.6 15.4			

Description	Count	Pct	Median	Mean	Std. Error of Mean
Large	11				
Yes	10	90.9			
No	1	9.1			
Minimum investment (in dollars)	for:				
Total					
Business	39		155.00	154.04	6.71
Non-profits	38		90.50	96.51	7.57
Associate	29		75.00	76.74	5.86
Other	15		90.00	114.27	29.41
Small					
Business	15		120.00	120.10	8.19
Non-profits	15		65.00	74,22	10.09
Associate	10		65.00	68.86	10.72
Other	8		75.00	116.88	46.73
Medium					
Business	13		165.00	157.62	8.01
Non-profits	12		85.00	90.50	11.32
Associate	12		75.00	78.00	9.43
Other	3		55.00	145.00	92.51
Large					
Business	11		195.00	196.09	7.16
Non-profits	11		135.00	133.45	13.27
Associate	7		75.00	85.86	10.45
Other	4		92.00	86.00	12.75
Have a one-time new member pro	cessing fee?				
Total	39				
Yes	10	25.6			
No	29	74.4			
If yes, what amount?	10		\$30.00	\$38.00	\$5.59
No. years since last update	37		1.00	2.09	0.48
Small	15				
Yes	1	6.7			
No	14	93.3			

Description	Count	Pct	Median	Mean	Std. Error of Mean
If yes, what amount?	1		\$50.00	\$50.00	\$0.00
No. years since last update	15		1.00	2.93	1.09
Medium	13				
Yes No	4 9	30.8 69.2			
If yes, what amount?			\$37.50	\$42.50	\$12.67
No. years since last update	12		1.25	1.79	0.54
Large	11				
Yes No	5 6	45.5 54.5			
If yes, what amount?	5		\$25.00	\$32.00	\$4.90
No. years since last update	10		1.00	1.20	0.13
you have commissioned sales p	eople?				
Total	39				
Yes No	8 31	20.5 79.5			
If yes, what is the commission	n rate for:				
New sales (percent) Renewals (percent)	7 6		30.0 10.0	26.5 9.3	6.0 2.3
Small	15				
Yes No	1 14	6.7 93.3			
If yes, what is the commissio	n rate for:				
New sales (percent) Renewals (percent)	1 1		25.0 6.0	30.0 6.00	NA NA
Medium	13				
Yes No	2 11	15.4 84.6			

Description	Count	Pct	Median	Mean	Std. Error of Mean
If yes, what is the commis	sion rate for:				
New sales (percent) Renewals (percent)	2 0		30.0 NA	30.0 NA	20.0 NA
Large	11				
Yes No	5 6	45.5 54.5			
If yes, what is the commis	sion rate for:				
New sales (percent) Renewals (percent)	4 5		36.0 10.0	27.6 10.0	9.3 2.7
Use volunteers to sell members	hips?				
Total	39				
Yes No	22 17	56.4 43.6			
If yes, are they compensat	ed?				
Yes No	1 20	4.8 95.2			
If yes, at what percentage	?		No responses in	this category.	
Small	15				
Yes No	8 7	53.3 46.7			
If yes, are they compensat	ed?				
Yes No	0 7	0.0 0.001			
If yes, at what percentage	?		No responses in	this category	
Medium	13				
Yes No	8 5	61.5 38.5			
If yes, are they compensat	ed?				
Yes No	0 8	0.0			

11		No responses in t	his antagomi	
11		1.5 responded in t	ins category	
6	54.5			
5	45.5			
1	16.7			
5	83.3			
		No responses in t	this category	
ign?				
39				
20	51.3			
19	48.7			
7	36.8			
12	63.2			
,				
1	2.6			
14	93.3			
paid?		33.3	33.3	33.3
15				
5	33.3			
10	66.7			
0	0.0			
5	100.0			
?				
0	0.0			
4	100.0			
paid?				
	19 7 12 7 14 paid? 15 5 10 0 5	19 48.7  7 36.8 12 63.2  1 2.6 14 93.3  paid?  15 5 33.3 10 66.7  0 0.0 5 100.0	19 48.7  7 36.8 12 63.2  1 2.6 14 93.3  paid? 33.3  15 5 33.3 10 66.7  0 0.0 5 100.0	19 48.7  7 36.8 12 63.2  1 2.6 14 93.3  paid? 33.3  15 5 33.3 10 66.7  0 0.0 5 100.0

Description	Count	Pet	Median	Mean	Std. Error of Mean
Medium	13				
Yes	8	61.5			
No	5	38.5			
If yes, is it telemarketing?	•				
Yes	3	42.9			
No	4	57.1			
If yes, do you use outside	firms?				
Yes	0	0.0			
No	5	100.0			
If yes, what percentage ar	e they paid?		NA	NA	NA
Large	11				
Yes	7	63.6			
No	4	36.4			
If yes, is it telemarketing	?				
Yes	4	57.1			
No	3	42.9			
If yes, do you use outside	firms?				
Yes	1	16.7			
No	5	83.3			
If yes, what percentage a	re they paid?		33.3	33.3	NA
Use a person-to-person campa	ign?				
Total	39				
Yes	18	46.2			
No	21	53.8			
How many days?	15		20	109	41
Use outside firms?	15				
Yes	1	6.7			
No	14	93.3			
If yes, what percentage a	re they paid?		33.3	33.3	33.3
Small	15				

Description	Count	Pct	Median	Mean	Std. Error of Mean
Yes No	8 7	53.3 46.7			
How many days?	5		365.0	220.2	88.7
Use outside firms?	6				
Yes No	0 6	0.0 100.0			
If yes, what percentage ar	e they paid?		NA	NA	NA
Medium	13				
Yes No	6 7	46.2 53.8			
How many days?	6		30.0	81.5	57.4
Use outside firms?	5				
Yes No	1 4	20.0 80.0			
If yes, what percentage ar	e they paid?		33.3	33.3	NA
Large	11				
Yes No	4 7	36.4 63.6			
How many days?	4		14.0	12.5	3.8
Use outside firms?					
Yes No	0 4	0.0 100.0			
If yes, what percentage a	e they paid?		NA	NA	NA

#### **Computers**

Computers								
Description	Count	Pct	Median	Mean	Std. Error of Mean			
Do you use computers?								
Total	39							
Yes	39	100.0						
No	0	0.0						
Own	38	97.4						
Contract from outside	1	2.6						
Stand alone PC	8	20.5						
Networked PC	29	74.4						
Mainframe	1	2.6						
No response	1							
Small	15							
Yes	15	100.0						
No	0	0.0						
Own	14	93.3						
Contract from outside	1	6.7						
Stand alone PC	6	42.9						
Networked PC	7	50.0						
Mainframe	1	7.1						
No response	1							
Medium	13							
Yes	13	100.0						
No	0	0.0						
Own	13	100.0						
Contract from outside	0	0.0						
Stand alone PC	2	15.4						
Networked PC	11	84.6						
Mainframe		0.,,						
No response								
Large	11							
Yes	11	100.0						
No	0	0.0						
Own	11	100.0						
Contract from outside	0	0.0						
	Ū	0.0						

#### **Computers**

Computers							
Description	Count	Pct	Median	Mean	Std. Error of Mean		
Stand alone PC	0	0.0					
Networked PC	11	100.0					
Mainframe							
No response							
Use computer for:							
Total	39						
Accounting	34	87.2					
Membership	39	100.0					
Billing	35	89.7					
Mailing lists	38	97.4					
Prospect lists	24	61.5					
Correspondence	36	92.3					
Desk top publishing	27	69.2					
Economic development	16	41.0					
Word processing	37	94.9					
Internet	4	10.3					
Broadcast fax	1	2.6					
Small	15						
Accounting	13	86.7					
Membership	15	100.0					
Billing	11	73.3					
Mailing lists	14	93.3					
Prospect lists	9	60.0					
Correspondence	13	86.7					
Desk top publishing	8	53.3					
Economic development	3	20.0					
Word processing	13	86.7					
Internet	1	6.7					
Broadcast fax	0	0.0					

## Computers

Description	Count	Pct	Median	Mean	Std. Error of Mean
Medium	13				
Accounting	10	76.9			
Membership	13	100.0			
Billing	13	100.0			
Mailing lists	13	100.0			
Prospect lists	8	61.5			
Correspondence	13	100.0			
Desk top publishing	12	92.3			
Economic development	7	53.8			
Word processing	13	100.0			
Internet	2	15.4			
Broadcast fax	1	7.7			
Large	11				
Accounting	11	100.0			
Membership	11	100.0			
Billing	11	100.0			
Mailing lists	11	100.0			
Prospect lists	7	63.6			
Correspondence	10	90.9			
Desk top publishing	7	63.6			
Economic development	6	54.5			
Word processing	11	100.0			
Internet	1	9.1			
Broadcast fax	0	0.0			

Description	Count	Pct	Median	Mean	Std. Error of Mean
Issue a newsletter / magazine?					
Total	39				
Yes	36	92.3			
No	3	7.7			
How is it printed?					
Offset	20	55.6			
Photocopied	12	33.3			
Other	4	11.1			
How is it mailed?					
First Class	6	17.1			
Second Class	9	25.7			
Bulk	20	57.1			
How often is it published?					
Bi-weekly	1	2.9			
Monthly	29	82.9			
Bi-monthly	3	8.6			
Quarterly	2	5.7			
Have paid underwriters or pa	id sponsors?				
Yes	12	30.8			
No	27	69.2			
Sell advertising?					
Yes	19	48.7			
No	20	51.3			
Annual subscription value	14		\$13.50	\$367.71	\$287.42
Small	15				
Yes	12	80.0			
No	3	20.0			
How is it printed?	12				
Offset	6	50.0			
Photocopied	5	41.7			
Other	1	8.3			
How is it mailed?	11				

<b>Description</b>	Count	Pct	Median	Mean	Std. Error of Mean
First Class	4	36.4			
Second Class	1	9.1			
Bulk	6	54.5			
How often is it published?	11				
Monthly	8	72.7			
Bi-monthly	1	9.1			
Quarterly	2	18.2			
Have paid underwriters or paid	d sponsors?				
Yes	4	26.7			
No	11	73.3			
Sell advertising?	15				
Yes	4	26.7			
No	11	73.3			
Annual subscription value	6		\$35.00	\$840.83	\$650.19
Medium	13				
Yes	1	100.0			
No	0	0.0			
How is it printed?	13				
Offset	7	53.8			
Photocopied	5	38.5			
Other	1	7.7			
How is it mailed?	13				
First Class	2	15.4			
Second Class	5	38.5			
Bulk	6	46.2			
How often is it published?	13				
Monthly	13	100.0			
Bi-monthly	0	0.0			
Quarterly	0	0.0			
Have paid underwriters or pai	d sponsors?				
Yes	3	23.1			
No	10	76.9			

	Communications							
Description	Count	Pct	Median	Mean	Std. Error of Mean			
Sell advertising?	13	-						
Yes	9	69.2						
No	4	30.8						
Annual subscription value	3		\$12.00	\$14.00	\$8.72			
Large	11							
Yes	11	100.0						
No	0	0.0						
How is it printed?	11							
Offset	7	63.6						
Photocopied	2	18.2						
Other	2	18.2						
How is it mailed?	11							
First Class	3	27.3						
Second Class	8	72.7						
Bulk								
How often is it published?	11							
Bi-weekly	1	9.1						
Monthly	8	72.7						
Bi-monthly	2	18.2						
Have paid underwriters or paid	d sponsors?							
Yes	5	45.5						
No	6	54.5						
Sell advertising?	11							
Yes	6	54.5						
No	5	45.5						
Annual subscription value	5		\$1.00	\$12.20	\$9.64			
Have a regular newspaper colum	n?							
Total	39							
Yes	11	28.2						
No	28	71.8						

Description	Count	Pct	Median	Mean	Std. Error of Mean		
How often does it appear?							
Weekly	1	9.1					
Bi-weekly	1	9.1					
Monthly	7	63.6					
Bi-monthly	1	9.1					
Quarterly	1	9.1					
Small	15						
Yes	6	40.0					
No	9	60.0					
How often does it appear?	6						
Weekly	1	6.7					
Monthly	3	20.0					
Bi-monthly	1	6.7					
Quarterly	1	6.7					
Medium	13						
Yes	2	15.4					
No	11	84.6					
How often does it appear?	2						
Monthly	2	100.0					
Large	11						
Yes	3	27.3					
No	8	72.7					
How often does it appear?	3						
Bi-weekly	1	33.3					
Monthly	2	66.7					
Have a radio program?							
Total	39						
Yes	4	10.3					
No	35	89.7					

Communications							
Description	Count	Pct	Median	Mean	Std. Error of Mean		
How frequent is it?							
Weekly	1	25.0					
Monthly	1	25.0					
Bi-monthly	1	25.0					
Quarterly	1	25.0					
Small	15						
Yes	0	0.0					
No	15	100.0					
How frequent is it?	0						
Weekly	NA	NA					
Monthly							
Bi-monthly							
Quarterly							
Medium	13						
Yes	1	7.7					
No	12	92.3					
How frequent is it?	1						
Weekly	1	100.0					
Large	11						
Yes	3	27.3					
No	8	72.7					
How frequent is it?	3						
Monthly	1	33.3					
Bi-monthly	1	33.3					
Quarterly	1	33.3					
Have a televised program?							
Total							
Yes	5	12.8					
No	34	87.2					

Description	Count	Pct	Median	Mean	Std. Error of Mean
How frequent is it?					
Daily Weekly Monthly Quarterly No response	1 1 1 1	25.0 25.0 25.0 25.0			
Small	15				
Yes No	0 15	0.0 100.0			
How frequent is it?	NA	•			
Daily Weekly Monthly Quarterly No response	NA	NA			
Medium	13				
Yes No	3 10	23.1 76.9			
How frequent is it?	3				
Daily Weekly Quarterly	1 1 1	33.3 33.3 33.3			
Large	11				
Yes No	2 9	18.2 81.8			
How frequent is it?	2				
Monthly No response	1 1	100.0			
Have broadcast fax?					
Total	39				
Yes No	23 16	59.0 41.0			

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Description	Count	Pct	Median	Mean	Std. Error of Mean
Small	15		<del>-</del>		
Yes	5	33.3			
No	10	66.7			
Medium	13				
Yes	8	61.5			
No	5	38.5			
Large	11				
Yes	10	90.9			
No	1	9.1			
Have fax-back on demand?					
Total	39				
Yes	6	15.4			
No	33	84.6			
Small	15				
Yes	2	13.3			
No	13	86.7			
Medium	13				
Yes	3	23.1			
No	10	76.9			
Large	11				
Yes	1	9.1			
No	10	90.9			
Use e-mail?					
Total	39				
Yes	31	79.5			
No	8	20.5			
Small	15				
Yes	10	66.7			
No	5	33.3			

	201	Communications			
Description	Count	Pct	Median	Mean	Std. Error of Mean
Medium	13				
Yes No	11 2	84.6 15.4			
		13.4			
Large	11				
Yes No	10 1	90.9 9.1			
Have a web site?					
Total	39				
Yes	30	76.9			
No	9	23.1			
Small	15				
Yes	9	60.0			
No	6	40.0			
Medium	13				
Yes	11	84.6			
No	2	15.4			
Large	11				
Yes	10	90.9			
No	1	9.1			
Use the internet?					
Total	39				
Yes	31	79.5			
No	8	20.5			
Small	15				
Yes	11	73.3			
No	4	26.7			
Medium	13				
Yes	10	76.9			
No	3	23.1			
Large	11				

Description	Count	Pct	Median	Mean	Std. Error of Mean
Yes	10	90.9			
No	1	9.1			

**Program of Work** 

	110	grain o	I WOLK		
Description	Count	Pct	Median	Mean	Std. Error of Mean
Have a printed program of work?					
Total	39				
Yes	23	59.0			
No	16	41.0			
How was the program developed	?				
Program of Work Committee	3	13.0			
Committee recommendations	6	26.1			
Board of Directors	19	82.6			
Membership survey	9	39.1			
Membership meetings	4	17.4			
Retreat	14	60.9			
Other	2	8.7			
Small	15				
Yes	7	46.7			
No	8	53.3			
How was the program developed	?				
Program of Work Committee	3	42.9			
Committee recommendations	0	0.0			
Board of Directors	4	57.1			
Membership survey	2	28.6			
Membership meetings	0	0.0			
Retreat	5	71.4			
Other	0	0.0			

	110	Si uni O	. ,, оти		
Description	Count	Pct	Median	Mean	Std. Error of Mean
Medium	13				
Yes	9	69.2			
No	4	30.8			
How was the program developed	?				
Program of Work Committee	0	0.0			
Committee recommendations	2	22.2			
Board of Directors	9	100.0			
Membership survey	4	44.4			
Membership meetings	2	22.2			
Retreat	6	66.7			
Other	0	0.0			
Large	11				
Yes	7	63.6			
No	4	36.4			
How was the program developed	?				
Program of Work Committee	0	0.0			
Committee recommendations	4	57.1			
Board of Directors	6	85.7			
Membership survey	3	42.9			
Membership meetings	2	28.6			
Retreat	3	42.9			
Other	2	28.6			
Percentage of membership involved	in develo	pment			
Total	20		10.00	19.15	5.60
Small	7		10.00	16.43	8.03
Medium	7		10.00	15.29	5.90
Large	6		12.50	26.83	15.53
Program of Work distributed to all	members	?			
Total	23				
Yes	16	69.6			
No	7	30.4			

Description	Count	Pct	Median	Mean	Std. Error of Mean
Small	7				
Yes	3	42.9			
No	4	57.1			
Medium	9				
Yes	7	77.8			
No	2	22.2			
Large	7				
Yes	6	85.7			
No	1	14.3			
Program of Work given to pro	spective membe	ers?			
Total	23				
Yes	12	52.2			
No	11	47.8			
Small	7				
Yes	2	28.6			
No	5	71.4			
Medium	9				
Yes	5	55.6			
No	4	44.4			
Large	7				
Yes	5	71.4			
No	2	28.6			
Have Congressional Action, St	ate Legislative,	or Local	Government Af	fairs commit	tee?
Total	39				
Yes	29	74.4			
No	10	25.6			
Committee addresses:					
Local issues	25	86.2			
State issues	26	89.7			
Federal issues	16	55.2			

Description	Count	Pct	Median	Mean	Std. Error of Mea
Small	15				
Yes	8	53.3			
No	7	46.7			
Committee addresses:					
Local issues	7	87.5			
State issues	8	100.0			
Federal issues	5	62.5			
Medium	13				
Yes	11	84.6			
No	2	15.4			
Committee addresses:					
Local issues	10	90.9			
State issues	10	90.9			
Federal issues	5	45.5			
Large	11				
Yes	10	90.9			
No	1	9.1			
Committee addresses:					
Local issues	8	80.0			
State issues	8	80.0			
Federal issues	6	60.0			
Have legislative policy notebook?					
Total	39				
Yes	8	20.5			
No	31	79.5			
Reviewed/updated annually?					
Yes	6	75.0			
No	2	25.0			
Small	15				
Yes	3	20.0			
No	12	80.0			

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Description	Count	Pct	Median	Mean	Std. Error of Mean
Reviewed/updated annually?	3				
Yes	3	100.0			
No	0	0.0			
Medium	13				
Yes	2	15.4			
No	11	84.6			
Reviewed/updated annually?	2				
Yes	2	100.0			
No	0	0.0			
Large	11				
Yes	3	27.3			
No	8	72.7			
Reviewed/updated annually?	3				
Yes	3	100.0			
No	0	0.0			
Have personnel/operations policy i	manual?				
Total	39				
Yes	28	71.8			
No	11	28.2			
Reviewed/updated annually?	27				
Yes	19	70.4			
No	8	29.6			
Small	15				
Yes	7	46.7			
No	8	53.3			
Reviewed/updated annually?	7				
Yes	4	57.1			
No	3	42.9			

Description	Count	Pct	Median	Mean	Std. Error of Mean
Medium	13				
Yes	11	84.6			
No	2	15.4			
Reviewed/updated annually?	11				
Yes	8	72.7			
No	3	27.3			
Large	11				
Yes	10	90.9			
No	1	9.1			
Reviewed/updated annually?	10				
Yes	7	70.0			
No	2	20.0			
No response	1	10.0			

There were many missing values for the question concerning the year of the following salary data. Therefore, no attempt has been made to split the salary information by the year to which the information pertains.

**Annual Salary/Benefits Data** 

Job Title	Base Salary	Bonus	Deferred Income	Tota
Total				
Chief Executive Officer	N=37			
Mean Salary	\$38,753	\$838	\$419	\$40,009
Median Salary	\$35,816	\$0	\$0	\$37,000
Asst. Chief Paid Executive	N=3			
Mean Salary	\$33,167	\$117	\$0	\$33,283
Median Salary	\$38,500	\$0	\$0	\$38,50
Executive Asst. To Chief Executive	N=13			
Mean Salary	\$17,319	\$323	\$0	\$17,62
Median Salary	\$17,000	\$0	\$0	\$17,00
Director Finance/Operations	N=2			
Mean Salary	\$24,100	\$0	\$0	\$24,10
Median Salary	\$24,100	\$0	\$0	\$24,10
Director Economic Development	N=0			
Mean Salary	NA	NA	NA	N
Median Salary	NA	NA	NA	N.
Director Governmental Affairs	N=1			
Mean Salary	\$35,200	\$2,000	\$0	\$37,20
Median Salary	\$35,200	\$2,000	\$0	\$37,20
Director Communications	N=2			
Mean Salary	\$21,715	\$25	\$0	\$21,74
Median Salary	\$21,715	\$25	\$0	\$21,74

Job Title	Base Salary	Bonus	Deferred Income	Total
Director Membership	N=6			
Mean Salary	\$28,475	\$300	\$0	\$28,775
Median Salary	\$31,400	\$0	\$0	\$31,400
Office Manager	N=15			
Mean Salary	\$20,416	\$37	\$30	\$20,843
Median Salary	\$20,000	\$0	\$0	\$20,000
Director Visitors/Convention	N=3			
Mean Salary	\$19,485	\$0	\$0	\$19,485
Median Salary	\$21,000	\$0	\$0	\$21,000
Director Small Business Dev.	N=2			
Mean Salary	\$39,275	\$0	\$0	\$39,275
Median Salary	\$39,275	\$0	\$0	\$39,275
Information Systems Manager	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
General Secretary	N=12			
Mean Salary	\$15,978	\$213	\$0	\$16,192
Median Salary	\$16,770	\$0	\$0	\$17,005
Receptionist	N=10			
Mean Salary	\$13,117	\$25	\$0	\$13,142
Median Salary	\$15,600	\$0	\$0	\$15,725
				•••••
Small				
Chief Executive Officer	N=13			
Mean Salary	\$24,261	\$850	\$0	\$25,111
Median Salary	\$23,100	\$0	\$0	\$24,850

Job Title	Base Salary	Bonus	Deferred Income	Total
Asst. Chief Paid Executive	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
<b>Executive Asst. To Chief Executive</b>	N=6			
Mean Salary	\$12,596	\$333	\$0	\$12,929
Median Salary	\$13,280	\$0	\$0	\$13,280
Director Finance/Operations	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
Director Economic Development	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
Director Governmental Affairs	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
<b>Director Communications</b>	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
Director Membership	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
Office Manager	N=3			
Mean Salary	\$17,416	\$167	\$150	\$17,733
Median Salary	\$17,160	\$0	\$0	\$17,160

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Job Title	Base Salary	Bonus	Deferred Income	Total
Director Visitors/Convention	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
Director Small Business Dev.	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
Information Systems Manager	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
General Secretary	N=2			
Mean Salary	\$8,424	\$25	\$0	\$8,449
Median Salary	\$8,424	\$25	\$0	\$8,449
Receptionist	N=2			
Mean Salary	\$7,710	\$0	\$0	\$7,710
Median Salary	\$7,710	\$0	\$0	\$7,710
Medium				
Chief Executive Officer	N=8			
Mean Salary	\$34,938	\$382	\$1,038	\$21,350
Median Salary	\$35,000	\$0	\$0	\$21,350
Asst. Chief Paid Executive	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
Executive Asst. To Chief Executive	N=5			
Mean Salary	\$21,064	\$40	\$0	\$21,064
Median Salary	\$21,000	\$0	\$0	\$21,000

Job Title	Base Salary	Bonus	Deferred Income	Total
Director Finance/Operations	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
Director Economic Development	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
Director Governmental Affairs	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
<b>Director Communications</b>	N=1			
Mean Salary	\$23,430	\$50	\$0	\$23,480
Median Salary	\$23,430	\$50	\$0	\$23,480
Director Membership	N=2			
Mean Salary	\$14,000	\$900	\$0	\$14,900
Median Salary	\$14,000	\$900	\$0	\$14,900
Office Manager	N=5			
Mean Salary	\$18,778	\$10	\$0	\$18,788
Median Salary	\$18,550	\$0	\$0	\$18,600
Director Visitors/Convention	N=2			
Mean Salary	\$21,228	\$0	\$0	\$21,228
Median Salary	\$21,228	\$0	\$0	\$21,228
Director Small Business Dev.	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA

Job Title	Base Salary	Bonus	Deferred Income	Total
Information Systems Manager	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
General Secretary	N=4			
Mean Salary	\$14,913	\$378	\$0	\$15,290
Median Salary	\$16,325	\$125	\$0	\$17,005
Receptionist	N=3			
Mean Salary	\$10,533	\$83	\$0	\$10,617
Median Salary	\$8,000	\$0	\$0	\$8,000
Large				
Chief Executive Officer	N=11			
Mean Salary	\$60,387	\$1,362	\$182	\$61,931
Median Salary	\$56,000	\$0	\$0	\$57,500
Asst. Chief Paid Executive	N=2			
Mean Salary	\$39,250	\$0	\$0	\$39,250
Median Salary	\$39,250	\$0	\$0	\$39,250
<b>Executive Asst. To Chief Executive</b>	N=2			
Mean Salary	\$22,125	\$1,000	\$0	\$23,125
Median Salary	\$22,125	\$1,000	\$0	\$23,125
Director Finance/Operations	N=2			
Mean Salary	\$24,100	\$0	\$0	\$24,100
Median Salary	\$24,100	\$0	\$0	\$24,100
Director Economic Development	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA

Job Title	Base Salary	Bonus	Deferred Income	Total
Director Governmental Affairs	N=1	_	<del></del>	
Mean Salary	\$35,200	\$2,000	\$0	\$37,200
Median Salary	\$35,200	\$2,000	\$0	\$37,200
<b>Director Communications</b>	N=1			
Mean Salary	\$20,000	\$0	\$0	\$20,000
Median Salary	\$20,000	\$0	\$0	\$20,000
Director Membership	N=4			
Mean Salary	\$35,713	\$0	\$0	\$35,713
Median Salary	\$34,425	\$0	\$0	\$34,425
Office Manager	N=7			
Mean Salary	\$22,871	\$0	\$0	\$22,871
Median Salary	\$23,000	\$0	\$0	\$23,000
Director Visitors/Convention	N=1			
Mean Salary	\$16,000	\$0	\$0	\$16,000
Median Salary	\$16,000	\$0	\$0	\$16,000
Director Small Business Dev.	N=2			
Mean Salary	\$39,275	\$0	\$0	\$39,275
Median Salary	\$39,275	\$0	\$0	\$39,275
Information Systems Manager	N=0			
Mean Salary	NA	NA	NA	NA
Median Salary	NA	NA	NA	NA
General Secretary	N=6			
Mean Salary	\$19,207	\$167	\$0	\$19,373
Median Salary	\$19,500	\$0	\$0	\$20,000

### **Annual Salary/Benefits Data**

Job Title	Base Salary	Bonus	Deferred Income	Total
Receptionist	N=5			
Mean Salary	\$16,830	\$0	\$0	\$16,830
Median Salary	\$16,973	\$0	\$0	\$16,973

### **Benefits for Chief Paid Executive**

Description	Count	Pct	Median	Mean	Std. Error of Mean
Pension					
Total	39				
Yes	16	41.0			
No	23	59.0			
Type of Pension					
IRA	4	28.6			
SEP	5	35.7			
401 <b>K</b>	3	21.4			
403B	1	7.1			
ACCE	1	7.1			
No response	2				
Small	15				
Yes	2	13.3			
No	13	86.7			
Type of Pension	2				
403B No response	1 1	100.0			
140 response	1				

### **Benefits for Chief Paid Executive**

Description	Count	Pct	Median	Mean	Std. Error of Mean
Medium	13				
Yes	5	38.5			
No	8	61.5			
Type of Pension	5				
IRA	2	40.0			
SEP	2	40.0			
401 <b>K</b>	1	20.0			
Large	11				
Yes	9	81.8			
No	2	18.2			
Type of Pension	9				
IRA	2	25.0			
SEP	3	37.5			
401K	2	25.0			
ACCE	1	12.5			
No response	1				
Life Insurance					
Total	39				
Yes	19	48.7			
No	20	51.3			
Amount of coverage	11		\$25,000	\$41,818	\$11,526
Small	15				
Yes	3	20.0			
No	12	80.0			
Amount of coverage	1		\$15,000	\$15,000	NA
Medium	13				
Yes	6	46.2			
No	7	53.8			
Amount of coverage	4		\$22,500	\$22,500	\$5,204

#### **Benefits for Chief Paid Executive**

Description	Count	Pct	Median	Mean	Std. Error of Mean
Large	11				
Yes No	10 1	90.9 9.1			
Amount of coverage	6		\$59,167	\$62,500	\$18,503
Health Insurance					
Total	39				
Yes No	18 21	46.2 53.8			
Small	15				
Yes No	4 11	26.7 73.3			
Medium	13				
Yes No	4 9	30.8 69.2			
Large	11				
Yes No	10 1	90.9 9.1			
Auto Furnished					
Total	39				
Yes No	3 36	7.7 92.3			
Small	15				
Yes No	1 14	6.7 93.3			
Medium	13				
Yes No	0 13	0.0 100.0			
Large	11				
Yes No	2 9	18.2 81.8			

**Benefits for Chief Paid Executive** 

	Deneritori	on Cinici I	ald Executive		
Description	Count	Pct	Median	Mean	Std. Error of Mean
Auto Allowance					
Total	39				
Yes	24	61.5			
No	15	38.5			
Cents per mile	N=14		32.250	31.429	0.544
Annual dollar amount	N=4		\$2,550	\$2,775	\$1,077
Small	15				
Yes	10	66.7			
No	5	33.3			
Cents per mile	N=6		32.500	31.917	0.473
Annual dollar amount	N=0		NA	NA	NA
Medium	13				
Yes	8	61.5			
No	5	38.5			
Cents per mile			31.500	30.667	1.167
ī	N=6				
Annual dollar amount	N=2		\$1,050	\$1,050	\$450
Large	11				
Yes	6	54.5			
No	5	45.5			
Cents per mile	N=2		32.250	32.250	0.250
Annual dollar amount	N=2		\$4,500	\$4,500	\$900
Long-Term Disability Insuran	ce				
Total	39				
Yes	10	25.6			
No	29	74.4			
Small	15				
Yes	2	13.3			
No	11	86.7			

**Benefits for Chief Paid Executive** 

Description	Count_	Pct	Median	Mean	Std. Error of Mean
Medium	13				
Yes	3	23.1			
No	10	76.9			
Large	11				
Yes	5	45.5			
No	6	54.5			
Short-Term Disability Insu	rance				
Total	39				
Yes	9	23.1			
No	30	76.9			
Small	15				
Yes	5	33.3			
No	10	66.7			
Medium	13				
Yes	2	15.4			
No	11	84.6			
Large	11				
Yes	2	18.2			
No	9	81.8			
<b>Deferred Compensation</b>					
Total	39				
Yes	3	7.7			
No	36	92.3			
Amount	N=1		\$2,000	\$2,000	\$0
Small	15				
Yes	1	6.7			
No	11	93.3			
Amount	N=0		NA	NA	NA

#### **Benefits for Chief Paid Executive**

Description	Count	Pct	Median	Mean	Std. Error of Mean
Medium	13				
Yes	0	0.0			
No	13	100.0			
Amount	N=0		NA	NA	NA
Large	11				
Yes	2	18.2			
No	9	81.8			
Amount	N=1		\$2,000	\$2,000	\$0
Civic Club Membership					
Total	38				
Yes	19	50.0			
No	19	50.0			
Small	15				
Yes	6	40.0			
No	9	60.0			
Medium	13				
Yes	4	30.8			
No	9	69.2			
Large	10				
Yes	9	90.0			
No	1	10.0			
Country Club Membership					
Total	39				
Yes	12	30.8			
No	27	69.2			
Small	15				
Yes	2	13.3			
No	13	86.7			

Bureau of Business Research

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**Benefits for Chief Paid Executive** 

Description	Count	Pct	Median	Mean	Std. Error of Mean
Medium	13				
Yes	2	15.4			
No	11	84.6			
Large	11				
Yes	8	72.7			
No	3	27.3			
Business Meals Paid					
Total	39				
Yes	1	2.6			
No	38	97.4			
Small	15				
Yes	0	0.0			
No	15	100.0			
Medium	13				
Yes	1	7.7			
No	12	92.3			
Large	11				
Yes	0	0.0			
No	11	100.0			
Formal Contract					
Total	39				
Yes	6	15.4			
No	33	84.6			
Duration of contract					
1 year	3	50.0			
3 years	2	33.3			
6 years or more	1	16.7			
Small	15				
Yes	3	20.0			
No	12	80.0			

#### 1999 Compensation, Membership & Communications Survey

#### **Benefits for Chief Paid Executive**

Description	Count	Pct	Median	Mean	Std. Error of Mean
Duration of contract	3				
1 year 6 years or more	2	66.7 33.3			
Medium	13				
Yes No	2 11	15.4 84.6			
Duration of contract	2				
1 year 3 years	1 1	50.0 50.0			
Large	11				
Yes No	1 10	9.1 90.9			
Duration of contract	1				
3 years	I	100.0			

## Suggestions / Utility of Survey

Description	Count	Pct	Median	Mean	Std. Error of Mean
Survey Sections of Greatest Value	je				
Total	27				
Chamber Data	12	44.4			
Membership Information	16	59.3			
Communications	4	14.8			
Program of Work	11	40.7			
Salary and Benefits Data	21	77.8			
Small	14				
Chamber Data	5	35.7			
Membership Information	6	42.9			
Communications	4	28.6			
Program of Work	9	64.3			
Salary and Benefits Data	9	64.3			
Medium	10				
Chamber Data	6	60.0			
Membership Information	8	80.0			
Program of Work	2	20.0			
Salary and Benefits Data	9	90.0			
Large	3				
Chamber Data	1	33.3			
Membership Information	2	66.7			
Salary and Benefits Data	3	100.0			
How often should a survey be co	nducted?				
Total	35				
Annually	17	48.6			
Every two years	18	51.4			
Small	15				
Annually	8	53.3			
Every two years	7	46.7			
Medium	12				
Annually	6	50.0			
Every two years	6	50.0			

### 1999 Compensation, Membership & Communications Survey

# Suggestions / Utility of Survey

Description	Count	Pct	Median	Mean	Std. Error of Mean
Large	8				
Annually	3	37.5			
Every two years	5	62.5			

## List of Respondents and Answers to Open-Ended Questions 1999 Compensation, Membership & Communications Survey Indiana Commerce Executives Association

#### **Respondents**

	itespondents
Questionnaire Number	Responding Chamber
1	Seymour Chamber of Commerce
2	Garrett Chamber of Commerce
3	Valparaiso Chamber of Commerce
4	Greensburg / Decatur County Chamber of Commerce
5	Fishers Chamber of Commerce
6	Wabash Area Chamber of Commerce
7	Greater Greenwood Chamber of Commerce
8	Greater Speedway Area Chamber of Commerce
9	Kokomo / Howard County Chamber of Commerce
10	Chamber of Commerce for Anderson / Madison County
11	Elwood Chamber of Commerce
12	Hammond Chamber of Commerce
13	Schererville Chamber of Commerce
14	Bedford Area Chamber of Commerce
15	New Castle - Henry County Chamber of Commerce
16	Mt. Vernon Area Chamber of Commerce
17	Goshen Chamber of Commerce
18	North Manchester Chamber of Commerce
19	Westfield - Washington Chamber of Commerce
20	Michigan City Area Chamber of Commerce
21	Warsaw / Kosciusko County Chamber of Commerce
22	Carmel Clay Chamber of Commerce

# Respondents

Questionnaire Number	Responding Chamber
23	Columbia City Area Chamber of Commerce
24	Noblesville Chamber of Commerce
25	Knox County Chamber of Commerce
26	Greater Crown Point Chamber of Commerce
27	Greater Lawrence Chamber of Commerce
28	Greater Portage Chamber of Commerce
29	Greater Lafayette Chamber of Commerce
30	Muncie - Delaware County Chamber of Commerce
31	Greater Greencastle Chamber of Commerce
32	Wells County Chamber of Commerce
33	Huntington County Chamber of Commerce
34	Decatur Chamber of Commerce
35	Connersville / Fayette County Chamber of Commerce
36	Perry County Chamber of Commerce
37	Jennings County Chamber of Commerce
38	Daviess County Chamber of Commerce
39	Greater Bloomington Chamber of Commerce
Not included	Greater Elkhart Chamber of Commerce

# Other Information of Equal or Greater Value

Questionnaire Number	What other data would be of equal or greater value?
2	Areas of non-dues income
4	<ul><li>a) salary / benefit</li><li>b) membership drives</li></ul>
5	a) age of chamber
6	<ul><li>a) composition of non-dues income</li><li>b) membership penetration of business population</li><li>c) membership churn rate</li></ul>
9	a) How many Chambers own -vs- lease their buildings and avg. annual payments.
12	<ul><li>a) Benefits package — Vacation, sick days,</li><li>b) Own or rent their office space.</li></ul>
13	a) Information of various programs to entice new membership and retention.
14	<ul><li>a) Would like more about other chamber dues structure.</li><li>b) New programs / seminars.</li></ul>
15	<ul><li>a) Programs offered</li><li>b) Mission Statements</li></ul>
23	<ul><li>a) non dues income</li><li>b) legislative policy</li></ul>
24	<ul><li>a) Content of programs of work</li><li>b) Committee schedule</li></ul>
28	a) Sources of Non-Dues Income
33	a) Other information concerning common projects within Chambers
34	a) communications     b) salary data
36	<ul><li>a) membership drives</li><li>b) fund raising activities</li></ul>
37	a) Membership Information     b) Chamber Data

## **Other Suggestions / Comments**

Questionnaire Number	Other Suggestions
2	Thank you!
5	If a chamber is on the border of two categories, please include data for both.
6	I would like to see a comparison of main emphasis or purposes of the chamber i.e.: tourism, economic development networking, public service, festivals, etc. Also, membership breakdown by categories — retail, industrial, etc.
9	Have a deadline on this form of when it should be returned.
18	It would be interesting to know what types of promotion are conducted and how much is spent on this.
20	Please send me a copy of survey results.
21	Would be helpful to know benefits provided to staff and portion employee must pay.
24	Programs developed by other chambers addressing workforce issues — or lack thereof! Function, goals & success of other School To Work programs.
38	Memberships should be sold by the Director if the chamber can prove value for the membership.