

COMPENSATION AND BENEFITS STUDY



Benchmarking Report

Visit Mendocino County
2/10/22
All Data

This report contains a worksheet for each section of the **Compensation and Benefits Study**. These worksheets present data as follows:

Numeric Data:

- "My Answer (My %ile)" displays the data you entered followed by your percentile in parenthesis.
- "Benchmarking Results by Total Operating Budget Segment" displays the 50% percentile or median, which is the number where 50% of the answers are lower and 50% are higher.

Multiple-Choice Responses:

- The percentage displayed represents the percent of total survey respondents selecting that answer option.
- The answers you selected in the survey are indicated by check marks.

Additional Notes:

- If a cell is blank, there isn't any data.
- If a cell contains a dash (-), there isn't enough data to report results.
- Number of Destinations: This is the number of destinations that are included in each data set.

Destinations International Compensation and Benefits Study - All Data

Visit Mendocino County Private and Confidential: Intended for the participating organization only.	Benchmarking Results			
			Median or	
	My Answer (My %ile)	25th Percentile	Selection Rate	75th Percentile
Select Departments				
Executive Level Department	✓		80%	
Communications Department			65%	
Finance-Ops-Tech-Admin Department			60%	
Membership Department			32%	
Sales & Marketing Department			94%	
Executive Level				
Types of Salary Increases				
Merit increases	✓		80%	
General (across the board)			24%	
Cost-of-living increases	✓		39%	
Market adjustment increases			25%	
Length of service increases			6%	
Promotional increases			29%	
Retention increases			6%	
Incentive-plan based increases			19%	
No increases			1%	
Types of Variable Cash Compensation Incentive Plans				
We don't offer cash compensation plans			29%	
Transaction-based incentives			5%	
Performance-based incentives	✓		68%	
Other			3%	
Variable Compensation Incentive Criteria				
Board-set objectives	✓		80%	
Organization performance	✓		76%	
Personal performance objectives	✓		65%	
Team performance objectives			42%	
Ad sales			8%	
Bookings			16%	
Member retention			10%	
New member counts			4%	
New member dues			4%	
Room nights			28%	
Sales leads			22%	
Website traffic			19%	
None			2%	
Other			3%	
Payout for Variable Cash Compensation Incentive				
Percentage of Salary	✓		80%	
Fixed Dollar Amount			32%	
Expense Reimbursements Offered				
Association membership dues			72%	
Automobile provided			26%	
Cell phone	✓		81%	
City club membership			8%	
College continuing education			10%	
Country club membership			5%	
Education & seminars	✓		79%	
Meeting/conference fees	✓		81%	
Health club membership			15%	
Industry certification courses			61%	
Home internet access			5%	
Mileage reimbursement	✓		79%	
Mobile data package			34%	
Parking			52%	
Relocation expenses			24%	
Severance package			26%	
Spouse/partner travel			2%	
Transportation allowance			23%	
Tuition reimbursement	✓		15%	

Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles	✓		72%
Organization receives points/miles			26%
Other			2%
Communications			
Types of Salary Increases			
Merit increases			79%
General (across the board)			28%
Cost-of-living increases			34%
Market adjustment increases			23%
Length of service increases			5%
Promotional increases			32%
Retention increases			5%
Incentive-plan based increases			8%
No increases			2%
Types of Variable Cash Compensation Incentive Plans			
We don't offer cash compensation plans			42%
Transaction-based incentives			7%
Performance-based incentives			52%
Other			3%
Variable Compensation Incentive Criteria			
Board-set objectives			34%
Organization performance			65%
Personal performance objectives			71%
Team performance objectives			47%
Ad sales			8%
Bookings			5%
Member retention			2%
New member counts			-
New member dues			3%
Room nights			8%
Sales leads			8%
Website traffic			15%
None			8%
Other			8%
Payout for Variable Cash Compensation Incentive			
Percentage of Salary			64%
Fixed Dollar Amount			40%
Expense Reimbursements Offered			
Association membership dues			78%
Automobile provided			1%
Cell phone			72%
City club membership			2%
College continuing education			14%
Country club membership			1%
Education & seminars			85%
Meeting/conference fees			87%
Health club membership			15%
Industry certification courses			62%
Home internet access			1%
Mileage reimbursement			89%
Mobile data package			35%
Parking			47%
Relocation expenses			9%
Severance package			12%
Spouse/partner travel			-
Transportation allowance			7%
Tuition reimbursement			22%
Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles			70%
Organization receives points/miles			24%
Other			6%

Finance-Ops-Tech-Admin				
Types of Salary Increases				
Merit increases				86%
General (across the board)				29%
Cost-of-living increases				37%
Market adjustment increases				26%
Length of service increases				3%
Promotional increases				38%
Retention increases				4%
Incentive-plan based increases				9%
No increases				1%
Types of Variable Cash Compensation Incentive Plans				
We don't offer cash compensation plans				31%
Transaction-based incentives				2%
Performance-based incentives				66%
Other				2%
Variable Compensation Incentive Criteria				
Board-set objectives				24%
Organization performance				72%
Personal performance objectives				72%
Team performance objectives				30%
Ad sales				2%
Bookings				4%
Member retention				2%
New member counts				2%
New member dues				4%
Room nights				7%
Sales leads				6%
Website traffic				4%
None				6%
Other				2%
Payout for Variable Cash Compensation Incentive				
Percentage of Salary				65%
Fixed Dollar Amount				39%
Expense Reimbursements Offered				
Association membership dues				71%
Automobile provided				1%
Cell phone				69%
City club membership				3%
College continuing education				14%
Country club membership				-
Education & seminars				82%
Meeting/conference fees				83%
Health club membership				16%
Industry certification courses				62%
Home internet access				1%
Mileage reimbursement				87%
Mobile data package				34%
Parking				64%
Relocation expenses				10%
Severance package				16%
Spouse/partner travel				-
Transportation allowance				10%
Tuition reimbursement				23%
Travel/Loyalty Programs (Points/Miles)				
Employee receives points/miles				70%
Organization receives points/miles				27%
Other				3%
Membership				
Types of Salary Increases				
Merit increases				81%
General (across the board)				14%
Cost-of-living increases				29%

Market adjustment increases			24%
Length of service increases			2%
Promotional increases			33%
Retention increases			5%
Incentive-plan based increases			14%
No increases			-
Types of Variable Cash Compensation Incentive Plans			
We don't offer cash compensation plans			23%
Transaction-based incentives			23%
Performance-based incentives			65%
Other			3%
Variable Compensation Incentive Criteria			
Board-set objectives			14%
Organization performance			62%
Personal performance objectives			65%
Team performance objectives			38%
Ad sales			19%
Bookings			3%
Member retention			46%
New member counts			35%
New member dues			49%
Room nights			5%
Sales leads			5%
Website traffic			5%
None			3%
Other			3%
Payout for Variable Cash Compensation Incentive			
Percentage of Salary			61%
Fixed Dollar Amount			45%
Expense Reimbursements Offered			
Association membership dues			74%
Automobile provided			-
Cell phone			64%
City club membership			5%
College continuing education			14%
Country club membership			-
Education & seminars			81%
Meeting/conference fees			86%
Health club membership			24%
Industry certification courses			48%
Home internet access			7%
Mileage reimbursement			90%
Mobile data package			38%
Parking			55%
Relocation expenses			7%
Severance package			19%
Spouse/partner travel			-
Transportation allowance			10%
Tuition reimbursement			29%
Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles			70%
Organization receives points/miles			30%
Other			-
Sales & Marketing			
Types of Salary Increases			
Merit increases			80%
General (across the board)			28%
Cost-of-living increases			37%
Market adjustment increases			26%
Length of service increases			3%
Promotional increases			33%
Retention increases			4%
Incentive-plan based increases			17%
No increases			1%

Types of Variable Cash Compensation Incentive Plans			
We don't offer cash compensation plans			27%
Transaction-based incentives			13%
Performance-based incentives			65%
Other			3%
Variable Compensation Incentive Criteria			
Board-set objectives			26%
Organization performance			54%
Personal performance objectives			76%
Team performance objectives			55%
Ad sales			5%
Bookings			37%
Member retention			1%
New member counts			2%
New member dues			2%
Room nights			55%
Sales leads			45%
Website traffic			11%
None			4%
Other			6%
Payout for Variable Cash Compensation Incentive			
Percentage of Salary			64%
Fixed Dollar Amount			45%
Expense Reimbursements Offered			
Association membership dues			80%
Automobile provided			5%
Cell phone			74%
City club membership			3%
College continuing education			14%
Country club membership			1%
Education & seminars			78%
Meeting/conference fees			83%
Health club membership			14%
Industry certification courses			61%
Home internet access			7%
Mileage reimbursement			89%
Mobile data package			35%
Parking			52%
Relocation expenses			7%
Severance package			11%
Spouse/partner travel			-
Transportation allowance			8%
Tuition reimbursement			20%
Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles			73%
Organization receives points/miles			23%
Other			4%

Destinations International Compensation and Benefits Study - All Data

Visit Mendocino County Private and Confidential: Intended for the participating organization only.	Benchmarking Results			
	My Answer (My %ile)	25th Percentile	Median or Selection Rate	75th Percentile
	Summary			
Maximum Fixed Salaries Budgeted For Total Headcount	\$103,000 (18th)	\$116,963	\$185,500	\$377,250
Total Number of Positions	1 (50th)	1	1	3
Average Fixed Salary Per Position	\$103,000 (28th)	\$100,000	\$125,100	\$170,000
Actual Compensation Paid For Total Headcount	\$113,300 (24th)	\$116,963	\$186,212	\$439,306
Average Actual Compensation Paid Per Position	\$113,300 (39th)	\$100,525	\$127,977	\$179,480
Positions Selected				
President/CEO/Executive Director	✓		99%	
Chief Operating Officer/Deputy Director			16%	
Chief Financial Officer/VP Finance			26%	
Chief Sales Officer			21%	
Chief Marketing Officer			27%	
Executive VP, Sales & Marketing			11%	
President/CEO/Executive Director				
Total Years of Hospitality Industry Experience	15 (19th)	16	25	32
Years of Service in Current Executive Role	3 (25th)	3	8	14
Fixed Salary for this position	\$103,000 (21st)	\$106,895	\$145,808	\$196,210
Maximum Variable Cash Compensation Incentive Budgeted for this position	\$10,300 (43rd)	\$0	\$14,300	\$38,570
Total Maximum Compensation Budgeted for this position	\$113,300 (27th)	\$110,000	\$159,035	\$229,367
Total Actual Compensation paid for this position	\$113,300 (29th)	\$108,117	\$156,996	\$223,244
Duration of Executive Contract (in years)	1 (1st)	3	3	5
Executive Vacation Days	15 (6th)	20	20	26
Expense Reimbursements: Automobile	\$4,396 (34th)	\$3,125	\$6,000	\$8,400
Expense Reimbursements: City Club Membership	n/a	\$0	\$40	\$833
Expense Reimbursements: Country Club Membership	n/a	\$0	\$0	\$3,750
Expense Reimbursements: Health Club Membership	n/a	\$0	\$300	\$600
Expense Reimbursements: Smart Phone	n/a	\$579	\$900	\$1,200
Expense Reimbursements: Spouse/Partner Travel	n/a	\$0	\$0	\$0
Expense Reimbursements: Transportation	n/a	\$0	\$1,125	\$3,500
Multiple Roles				
President/CEO/Executive Director	n/a		95%	
Chief Operating Officer/Deputy Director			15%	
Chief Financial Officer/VP Finance			13%	
Chief Sales Officer			9%	
Chief Marketing Officer			14%	
Executive VP, Sales & Marketing			6%	
Is this position retained by a contract?				
Yes			51%	
No	✓		49%	
Is this position a CDME?				
Yes			40%	
No	✓		58%	
Unsure			2%	
Criteria for Variable Compensation Incentives for this Position				
Do not offer variable compensation incentives for this position			34%	
Board-set objectives	✓		61%	
Organization performance	✓		57%	
Personal performance objectives	✓		42%	
Team performance objectives			30%	
Ad sales			4%	
Bookings			13%	
Member retention			5%	
New member counts			4%	
New member dues			4%	
Room nights			21%	
Sales leads			12%	
Website traffic			11%	
Other			10%	
Payout for Variable Cash Compensation Incentive				
Percentage of Salary	✓		74%	
Fixed Dollar Amount			28%	
Expense Reimbursements Offered				
Association membership dues			72%	
Automobile provided			21%	
Cell phone	✓		82%	
City club membership			8%	
College continuing education	✓		11%	
Country club membership			4%	

Education & seminars	✓		82%
Meeting/conference fees			86%
Health club membership			10%
Industry certification courses			58%
Home internet access			6%
Mileage reimbursement	✓		66%
Mobile data package			43%
Parking			51%
Relocation expenses			22%
Severance package			26%
Spouse/partner travel			2%
Transportation allowance			34%
Tuition reimbursement			18%
Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles	✓		75%
Organization receives points/miles			19%
Other			5%
Age Demographic for this position			
Millennial (18 to 34 years old)			1%
Generation X (35 to 50 years old)	✓		34%
Baby Boomer (51 to 69 years old)			63%
Silent (70 to 87 years old)			1%
Gender for this position			
Male	✓		56%
Female			43%
Gender-Diverse			1%
Racial Diversity for this position			
Asian			-
African-American			1%
Black, not African-American			1%
Caucasian/White	✓		93%
LatinX			2%
Native American			1%
Native Hawaiian and/or Pacific Islander			-
Biracial			-
Racial identity not listed			2%
Unsure			1%
This Position Identifies as Differently Able/Disabled			
Yes			1%
No	✓		99%
Unsure			1%
Veteran Status for this position			
Yes			4%
No	✓		94%
Unsure			2%
How is your executive retained?			
Formal Contract			47%
Letter of agreement	✓		18%
Retained by Resolution of the Board			13%
Verbal arrangement only			5%
No Contract			15%
Other			2%
Executive Contract Clauses			
Organization can terminate before contract term ends	✓		85%
Includes provision for severance pay			75%
Benefits continue after retirement			9%
Annual vacation details	✓		69%
Executive Severance Pay Basis	n/a		
Salary paid for a set period			63%
Proportion of salary based on length of employment			10%
Lump sum			7%
No basis for severance pay			18%
Other			2%
Post-retirement Benefits Paid to Executive	n/a		
Medical Insurance			94%
Life Insurance			56%
Dental Insurance			75%
Vision Insurance			69%
Other			13%
Executive Performance Objectives Defined By			
Executive Committee			58%

Chamber of Commerce President				3%
Performance review committee				8%
Board of Directors	✓			45%
Government official				6%
Objectives are not used for executive evaluation				3%
Other				2%
Executive Performance Evaluations Conducted By				
Executive Committee				60%
Chamber of Commerce President				3%
Performance review committee				5%
Board of Directors	✓			38%
Government official				6%
Other				3%
Basis for Executive Performance Evaluations				
Job Description				57%
Pre-determined objectives	✓			77%
Other				4%
Chief Operating Officer/Deputy Director				
Total Years of Hospitality Industry Experience	-	16	25	29
Years of Service in Current Executive Role	-	3	6	14
Fixed Salary for this position	-	\$86,537	\$118,000	\$179,729
Maximum Variable Cash Compensation Incentive Budgeted for this position	-	\$250	\$16,122	\$35,716
Total Maximum Compensation Budgeted for this position	-	\$86,537	\$128,046	\$210,160
Total Actual Compensation paid for this position	-	\$83,436	\$119,894	\$177,314
Duration of Executive Contract (in years)	-	-	-	-
Executive Vacation Days	-	15	20	20
Expense Reimbursements: Automobile	-	\$2,302	\$6,000	\$7,200
Expense Reimbursements: City Club Membership	-	-	-	-
Expense Reimbursements: Country Club Membership	-	-	-	-
Expense Reimbursements: Health Club Membership	-	-	-	-
Expense Reimbursements: Smart Phone	-	\$600	\$930	\$1,082
Expense Reimbursements: Spouse/Partner Travel	-	-	-	-
Expense Reimbursements: Transportation	-	\$800	\$1,000	\$3,000
Multiple Roles				
President/CEO/Executive Director				-
Chief Operating Officer/Deputy Director				74%
Chief Financial Officer/VP Finance				42%
Chief Sales Officer				16%
Chief Marketing Officer				-
Executive VP, Sales & Marketing				11%
Is this position retained by a contract?				
Yes				5%
No				95%
Is this position a CDME?				
Yes				31%
No				69%
Unsure				-
Criteria for Variable Compensation Incentives for this Position				
Do not offer variable compensation incentives for this position				42%
Board-set objectives				21%
Organization performance				50%
Personal performance objectives				50%
Team performance objectives				29%
Ad sales				3%
Bookings				5%
Member retention				5%
New member counts				3%
New member dues				5%
Room nights				11%
Sales leads				5%
Website traffic				11%
Other				8%
Payout for Variable Cash Compensation Incentive				
Percentage of Salary				82%
Fixed Dollar Amount				32%
Expense Reimbursements Offered				
Association membership dues				78%
Automobile provided				11%
Cell phone				67%
City club membership				4%
College continuing education				22%
Country club membership				-
Education & seminars				89%

Meeting/conference fees			85%
Health club membership			-
Industry certification courses			56%
Home internet access			-
Mileage reimbursement			81%
Mobile data package			41%
Parking			48%
Relocation expenses			7%
Severance package			11%
Spouse/partner travel			4%
Transportation allowance			30%
Tuition reimbursement			30%
Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles			57%
Organization receives points/miles			43%
Other			-
Age Demographic for this position			
Millennial (18 to 34 years old)			-
Generation X (35 to 50 years old)			44%
Baby Boomer (51 to 69 years old)			56%
Silent (70 to 87 years old)			-
Gender for this position			
Male			35%
Female			65%
Gender-Diverse			-
Racial Diversity for this position			
Asian			-
African-American			-
Black, not African-American			4%
Caucasian/White			88%
LatinX			4%
Native American			-
Native Hawaiian and/or Pacific Islander			-
Biracial			-
Racial identity not listed			-
Unsure			4%
This Position Identifies as Differently Abled/Disabled			
Yes			-
No			100%
Unsure			-
Veteran Status for this position			
Yes			8%
No			88%
Unsure			4%
How is your executive retained?			
Formal Contract			4%
Letter of agreement			19%
Retained by Resolution of the Board			4%
Verbal arrangement only			15%
No Contract			54%
Other			4%
Executive Contract Clauses			
Organization can terminate before contract term ends			-
Includes provision for severance pay			-
Benefits continue after retirement			-
Annual vacation details			-
Executive Severance Pay Basis			
Salary paid for a set period			20%
Proportion of salary based on length of employment			-
Lump sum			20%
No basis for severance pay			60%
Other			-
Post-retirement Benefits Paid to Executive			
Medical Insurance			-
Life Insurance			-
Dental Insurance			-
Vision Insurance			-
Other			-
Executive Performance Objectives Defined By			
Executive Committee			18%
Chamber of Commerce President			5%

Performance review committee				-
Board of Directors				14%
Government official				9%
Objectives are not used for executive evaluation				-
Other				59%
Executive Performance Evaluations Conducted By				
Executive Committee				17%
Chamber of Commerce President				4%
Performance review committee				-
Board of Directors				4%
Government official				9%
Other				74%
Basis for Executive Performance Evaluations				
Job Description				46%
Pre-determined objectives				83%
Other				8%
Chief Financial Officer/VP Finance				
Total Years of Hospitality Industry Experience	-	4	10	15
Years of Service in Current Executive Role	-	3	4	10
Fixed Salary for this position	-	\$99,734	\$119,900	\$163,689
Maximum Variable Cash Compensation Incentive Budgeted for this position	-	\$0	\$8,132	\$25,440
Total Maximum Compensation Budgeted for this position	-	\$100,259	\$125,976	\$173,283
Total Actual Compensation paid for this position	-	\$92,530	\$119,971	\$171,228
Duration of Executive Contract (in years)	-	-	-	-
Executive Vacation Days	-	15	15	20
Expense Reimbursements: Automobile	-	\$150	\$212	\$3,600
Expense Reimbursements: City Club Membership	-	-	-	-
Expense Reimbursements: Country Club Membership	-	-	-	-
Expense Reimbursements: Health Club Membership	-	\$180	\$270	\$600
Expense Reimbursements: Smart Phone	-	\$720	\$1,000	\$1,225
Expense Reimbursements: Spouse/Partner Travel	-	-	-	-
Expense Reimbursements: Transportation	-	\$0	\$500	\$1,500
Multiple Roles				
President/CEO/Executive Director				-
Chief Operating Officer/Deputy Director				25%
Chief Financial Officer/VP Finance				88%
Chief Sales Officer				4%
Chief Marketing Officer				-
Executive VP, Sales & Marketing				-
Is this position retained by a contract?				
Yes				7%
No				93%
Is this position a CDME?				
Yes				8%
No				92%
Unsure				-
Criteria for Variable Compensation Incentives for this Position				
Do not offer variable compensation incentives for this position				38%
Board-set objectives				15%
Organization performance				55%
Personal performance objectives				56%
Team performance objectives				29%
Ad sales				-
Bookings				3%
Member retention				3%
New member counts				3%
New member dues				3%
Room nights				6%
Sales leads				6%
Website traffic				5%
Other				6%
Payout for Variable Cash Compensation Incentive				
Percentage of Salary				79%
Fixed Dollar Amount				26%
Expense Reimbursements Offered				
Association membership dues				80%
Automobile provided				-
Cell phone				70%
City club membership				3%
College continuing education				25%
Country club membership				-
Education & seminars				88%
Meeting/conference fees				88%

Health club membership			18%
Industry certification courses			60%
Home internet access			3%
Mileage reimbursement			83%
Mobile data package			43%
Parking			70%
Relocation expenses			18%
Severance package			15%
Spouse/partner travel			-
Transportation allowance			25%
Tuition reimbursement			28%
Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles			67%
Organization receives points/miles			26%
Other			7%
Age Demographic for this position			
Millennial (18 to 34 years old)			13%
Generation X (35 to 50 years old)			32%
Baby Boomer (51 to 69 years old)			55%
Silent (70 to 87 years old)			-
Gender for this position			
Male			53%
Female			48%
Gender-Diverse			-
Racial Diversity for this position			
Asian			3%
African-American			-
Black, not African-American			6%
Caucasian/White			86%
LatinX			6%
Native American			-
Native Hawaiian and/or Pacific Islander			-
Biracial			-
Racial identity not listed			-
Unsure			-
This Position Identifies as Differently Abled/Disabled			
Yes			-
No			100%
Unsure			-
Veteran Status for this position			
Yes			3%
No			94%
Unsure			3%
How is your executive retained?			
Formal Contract			6%
Letter of agreement			17%
Retained by Resolution of the Board			-
Verbal arrangement only			-
No Contract			72%
Other			6%
Executive Contract Clauses			
Organization can terminate before contract term ends			29%
Includes provision for severance pay			29%
Benefits continue after retirement			14%
Annual vacation details			86%
Executive Severance Pay Basis			
Salary paid for a set period			-
Proportion of salary based on length of employment			-
Lump sum			-
No basis for severance pay			-
Other			-
Post-retirement Benefits Paid to Executive			
Medical Insurance			-
Life Insurance			-
Dental Insurance			-
Vision Insurance			-
Other			-
Executive Performance Objectives Defined By			
Executive Committee			6%
Chamber of Commerce President			3%
Performance review committee			-

Board of Directors				6%
Government official				3%
Objectives are not used for executive evaluation				3%
Other				78%
Executive Performance Evaluations Conducted By				
Executive Committee				6%
Chamber of Commerce President				3%
Performance review committee				-
Board of Directors				-
Government official				6%
Other				85%
Basis for Executive Performance Evaluations				
Job Description				56%
Pre-determined objectives				74%
Other				6%
Chief Sales Officer				
Total Years of Hospitality Industry Experience	-	16	23	27
Years of Service in Current Executive Role	-	2	5	6
Fixed Salary for this position	-	\$95,000	\$117,210	\$177,609
Maximum Variable Cash Compensation Incentive Budgeted for this position	-	\$12,000	\$22,632	\$33,246
Total Maximum Compensation Budgeted for this position	-	\$102,450	\$136,768	\$210,549
Total Actual Compensation paid for this position	-	\$101,144	\$140,042	\$199,129
Duration of Executive Contract (in years)	-	-	-	-
Executive Vacation Days	-	15	20	22
Expense Reimbursements: Automobile	-	\$1,220	\$2,950	\$6,000
Expense Reimbursements: City Club Membership	-	-	-	-
Expense Reimbursements: Country Club Membership	-	-	-	-
Expense Reimbursements: Health Club Membership	-	\$60	\$270	\$426
Expense Reimbursements: Smart Phone	-	\$600	\$960	\$1,440
Expense Reimbursements: Spouse/Partner Travel	-	-	-	-
Expense Reimbursements: Transportation	-	\$0	\$250	\$2,375
Multiple Roles				
President/CEO/Executive Director				-
Chief Operating Officer/Deputy Director				-
Chief Financial Officer/VP Finance				-
Chief Sales Officer				93%
Chief Marketing Officer				7%
Executive VP, Sales & Marketing				21%
Is this position retained by a contract?				
Yes				15%
No				85%
Is this position a CDME?				
Yes				22%
No				74%
Unsure				4%
Criteria for Variable Compensation Incentives for this Position				
Do not offer variable compensation incentives for this position				19%
Board-set objectives				13%
Organization performance				45%
Personal performance objectives				64%
Team performance objectives				60%
Ad sales				4%
Bookings				34%
Member retention				2%
New member counts				2%
New member dues				2%
Room nights				49%
Sales leads				38%
Website traffic				2%
Other				-
Payout for Variable Cash Compensation Incentive				
Percentage of Salary				81%
Fixed Dollar Amount				26%
Expense Reimbursements Offered				
Association membership dues				89%
Automobile provided				4%
Cell phone				82%
City club membership				4%
College continuing education				21%
Country club membership				-
Education & seminars				82%
Meeting/conference fees				89%
Health club membership				18%

Industry certification courses			71%
Home internet access			11%
Mileage reimbursement			82%
Mobile data package			39%
Parking			71%
Relocation expenses			18%
Severance package			14%
Spouse/partner travel			-
Transportation allowance			21%
Tuition reimbursement			32%
Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles			67%
Organization receives points/miles			29%
Other			4%
Age Demographic for this position			
Millennial (18 to 34 years old)			4%
Generation X (35 to 50 years old)			43%
Baby Boomer (51 to 69 years old)			54%
Silent (70 to 87 years old)			-
Gender for this position			
Male			46%
Female			54%
Gender-Diverse			-
Racial Diversity for this position			
Asian			4%
African-American			-
Black, not African-American			4%
Caucasian/White			89%
LatinX			-
Native American			4%
Native Hawaiian and/or Pacific Islander			-
Biracial			-
Racial identity not listed			-
Unsure			-
This Position Identifies as Differently Abled/Disabled			
Yes			-
No			100%
Unsure			-
Veteran Status for this position			
Yes			4%
No			92%
Unsure			4%
How is your executive retained?			
Formal Contract			13%
Letter of agreement			25%
Retained by Resolution of the Board			-
Verbal arrangement only			4%
No Contract			50%
Other			8%
Executive Contract Clauses			
Organization can terminate before contract term ends			33%
Includes provision for severance pay			33%
Benefits continue after retirement			17%
Annual vacation details			83%
Executive Severance Pay Basis			
Salary paid for a set period			-
Proportion of salary based on length of employment			-
Lump sum			-
No basis for severance pay			-
Other			-
Post-retirement Benefits Paid to Executive			
Medical Insurance			-
Life Insurance			-
Dental Insurance			-
Vision Insurance			-
Other			-
Executive Performance Objectives Defined By			
Executive Committee			8%
Chamber of Commerce President			4%
Performance review committee			-
Board of Directors			13%

Government official				4%
Objectives are not used for executive evaluation				-
Other				75%
Executive Performance Evaluations Conducted By				
Executive Committee				4%
Chamber of Commerce President				4%
Performance review committee				-
Board of Directors				-
Government official				4%
Other				88%
Basis for Executive Performance Evaluations				
Job Description				48%
Pre-determined objectives				88%
Other				12%
Chief Marketing Officer				
Total Years of Hospitality Industry Experience	-	12	15	25
Years of Service in Current Executive Role	-	2	5	8
Fixed Salary for this position	-	\$90,469	\$125,676	\$170,537
Maximum Variable Cash Compensation Incentive Budgeted for this position	-	\$4,875	\$12,938	\$32,176
Total Maximum Compensation Budgeted for this position	-	\$100,000	\$138,583	\$186,043
Total Actual Compensation paid for this position	-	\$88,835	\$135,456	\$182,164
Duration of Executive Contract (in years)	-	2	3	3
Executive Vacation Days	-	16	20	24
Expense Reimbursements: Automobile	-	\$1,500	\$6,000	\$6,000
Expense Reimbursements: City Club Membership	-	-	-	-
Expense Reimbursements: Country Club Membership	-	-	-	-
Expense Reimbursements: Health Club Membership	-	\$120	\$240	\$400
Expense Reimbursements: Smart Phone	-	\$600	\$840	\$1,200
Expense Reimbursements: Spouse/Partner Travel	-	-	-	-
Expense Reimbursements: Transportation	-	\$125	\$1,250	\$6,125
Multiple Roles				
President/CEO/Executive Director				-
Chief Operating Officer/Deputy Director				-
Chief Financial Officer/VP Finance				-
Chief Sales Officer				-
Chief Marketing Officer				75%
Executive VP, Sales & Marketing				29%
Is this position retained by a contract?				
Yes				13%
No				87%
Is this position a CDME?				
Yes				21%
No				74%
Unsure				5%
Criteria for Variable Compensation Incentives for this Position				
Do not offer variable compensation incentives for this position				24%
Board-set objectives				15%
Organization performance				52%
Personal performance objectives				61%
Team performance objectives				44%
Ad sales				11%
Bookings				5%
Member retention				8%
New member counts				6%
New member dues				8%
Room nights				9%
Sales leads				9%
Website traffic				33%
Other				11%
Payout for Variable Cash Compensation Incentive				
Percentage of Salary				69%
Fixed Dollar Amount				35%
Expense Reimbursements Offered				
Association membership dues				88%
Automobile provided				7%
Cell phone				79%
City club membership				5%
College continuing education				21%
Country club membership				-
Education & seminars				76%
Meeting/conference fees				86%
Health club membership				14%
Industry certification courses				62%

Home internet access			2%
Mileage reimbursement			81%
Mobile data package			36%
Parking			67%
Relocation expenses			12%
Severance package			7%
Spouse/partner travel			-
Transportation allowance			24%
Tuition reimbursement			26%
Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles			68%
Organization receives points/miles			26%
Other			6%
Age Demographic for this position			
Millennial (18 to 34 years old)			5%
Generation X (35 to 50 years old)			66%
Baby Boomer (51 to 69 years old)			29%
Silent (70 to 87 years old)			-
Gender for this position			
Male			29%
Female			71%
Gender-Diverse			-
Racial Diversity for this position			
Asian			-
African-American			5%
Black, not African-American			3%
Caucasian/White			90%
LatinX			-
Native American			-
Native Hawaiian and/or Pacific Islander			-
Biracial			-
Racial identity not listed			-
Unsure			3%
This Position Identifies as Differently Able/Disabled			
Yes			-
No			100%
Unsure			-
Veteran Status for this position			
Yes			-
No			97%
Unsure			3%
How is your executive retained?			
Formal Contract			10%
Letter of agreement			23%
Retained by Resolution of the Board			-
Verbal arrangement only			5%
No Contract			56%
Other			5%
Executive Contract Clauses			
Organization can terminate before contract term ends			75%
Includes provision for severance pay			25%
Benefits continue after retirement			13%
Annual vacation details			50%
Executive Severance Pay Basis			
Salary paid for a set period			-
Proportion of salary based on length of employment			-
Lump sum			-
No basis for severance pay			-
Other			-
Post-retirement Benefits Paid to Executive			
Medical Insurance			-
Life Insurance			-
Dental Insurance			-
Vision Insurance			-
Other			-
Executive Performance Objectives Defined By			
Executive Committee			3%
Chamber of Commerce President			12%
Performance review committee			3%
Board of Directors			6%
Government official			6%

Objectives are not used for executive evaluation				3%
Other				67%
Executive Performance Evaluations Conducted By				
Executive Committee				3%
Chamber of Commerce President				14%
Performance review committee				3%
Board of Directors				-
Government official				6%
Other				74%
Basis for Executive Performance Evaluations				
Job Description				58%
Pre-determined objectives				81%
Other				8%
Executive VP, Sales & Marketing				
Total Years of Hospitality Industry Experience	-	15	19	26
Years of Service in Current Executive Role	-	3	5	9
Fixed Salary for this position	-	\$89,000	\$121,211	\$172,936
Maximum Variable Cash Compensation Incentive Budgeted for this position	-	\$6,356	\$12,000	\$30,436
Total Maximum Compensation Budgeted for this position	-	\$100,500	\$129,995	\$178,495
Total Actual Compensation paid for this position	-	\$98,799	\$125,000	\$171,872
Duration of Executive Contract (in years)	-	-	-	-
Executive Vacation Days	-	15	20	28
Expense Reimbursements: Automobile	-	-	-	-
Expense Reimbursements: City Club Membership	-	-	-	-
Expense Reimbursements: Country Club Membership	-	-	-	-
Expense Reimbursements: Health Club Membership	-	-	-	-
Expense Reimbursements: Smart Phone	-	\$550	\$700	\$990
Expense Reimbursements: Spouse/Partner Travel	-	-	-	-
Expense Reimbursements: Transportation	-	-	-	-
Multiple Roles				
President/CEO/Executive Director				-
Chief Operating Officer/Deputy Director				7%
Chief Financial Officer/VP Finance				-
Chief Sales Officer				21%
Chief Marketing Officer				-
Executive VP, Sales & Marketing				86%
Is this position retained by a contract?				
Yes				8%
No				92%
Is this position a CDME?				
Yes				21%
No				64%
Unsure				14%
Criteria for Variable Compensation Incentives for this Position				
Do not offer variable compensation incentives for this position				14%
Board-set objectives				28%
Organization performance				52%
Personal performance objectives				55%
Team performance objectives				55%
Ad sales				14%
Bookings				28%
Member retention				14%
New member counts				10%
New member dues				3%
Room nights				45%
Sales leads				41%
Website traffic				17%
Other				14%
Payout for Variable Cash Compensation Incentive				
Percentage of Salary				76%
Fixed Dollar Amount				24%
Expense Reimbursements Offered				
Association membership dues				47%
Automobile provided				6%
Cell phone				71%
City club membership				6%
College continuing education				18%
Country club membership				-
Education & seminars				76%
Meeting/conference fees				76%
Health club membership				18%
Industry certification courses				53%
Home internet access				6%

Mileage reimbursement			65%
Mobile data package			53%
Parking			47%
Relocation expenses			18%
Severance package			6%
Spouse/partner travel			-
Transportation allowance			18%
Tuition reimbursement			12%
Travel/Loyalty Programs (Points/Miles)			
Employee receives points/miles			70%
Organization receives points/miles			20%
Other			10%
Age Demographic for this position			
Millennial (18 to 34 years old)			-
Generation X (35 to 50 years old)			63%
Baby Boomer (51 to 69 years old)			38%
Silent (70 to 87 years old)			-
Gender for this position			
Male			53%
Female			47%
Gender-Diverse			-
Racial Diversity for this position			
Asian			-
African-American			-
Black, not African-American			-
Caucasian/White			88%
LatinX			6%
Native American			-
Native Hawaiian and/or Pacific Islander			-
Biracial			6%
Racial identity not listed			-
Unsure			-
This Position Identifies as Differently Abled/Disabled			
Yes			-
No			100%
Unsure			-
Veteran Status for this position			
Yes			-
No			100%
Unsure			-
How is your executive retained?			
Formal Contract			7%
Letter of agreement			20%
Retained by Resolution of the Board			7%
Verbal arrangement only			-
No Contract			60%
Other			7%
Executive Contract Clauses			
Organization can terminate before contract term ends			-
Includes provision for severance pay			-
Benefits continue after retirement			-
Annual vacation details			-
Executive Severance Pay Basis			
Salary paid for a set period			-
Proportion of salary based on length of employment			-
Lump sum			-
No basis for severance pay			-
Other			-
Post-retirement Benefits Paid to Executive			
Medical Insurance			-
Life Insurance			-
Dental Insurance			-
Vision Insurance			-
Other			-
Executive Performance Objectives Defined By			
Executive Committee			25%
Chamber of Commerce President			17%
Performance review committee			-
Board of Directors			8%
Government official			8%
Objectives are not used for executive evaluation			-

Other			42%	
Executive Performance Evaluations Conducted By				
Executive Committee			17%	
Chamber of Commerce President			17%	
Performance review committee			-	
Board of Directors			8%	
Government official			8%	
Other			50%	
Basis for Executive Performance Evaluations				
Job Description			71%	
Pre-determined objectives			79%	
Other			21%	

Destinations International Compensation and Benefits Study - All Data

Visit Mendocino County Private and Confidential: Intended for the participating organization only.	Benchmarking Results			
	My Answer (My %ile)	25th Percentile	Median or Selection Rate	75th Percentile
	Summary			
Maximum Fixed Salaries Budgeted For Total Headcount	-	\$51,500	\$113,100	\$258,618
Total Number of Positions	-	1	2	4
Total Headcount	-	1	2	4
Average Fixed Salary Per Position	-	\$42,500	\$56,319	\$72,100
Average Fixed Salary Per Employee	-	\$42,964	\$54,667	\$66,000
Actual Compensation Paid for Total Headcount	-	\$51,750	\$105,816	\$230,662
Average Actual Compensation Paid Per Position	-	\$41,700	\$52,536	\$66,825
Positions Selected				
VP/Director of Finance/Administration			31%	
Director/Manager of Accounting/Finance			37%	
Accounting Clerk/Bookkeeper			33%	
Director/Manager of Human Resources			21%	
Office Manager			34%	
Supervisor, Printing/Mailing/Copying			6%	
Director/Manager Information Services			18%	
Technical Support/Network Administration			16%	
Executive Administrative Assistant			41%	
Sales Administrative Assistant			19%	
Marketing Administrative Assistant			18%	
General Administrative Assistant			17%	
Receptionist			28%	
VP/Director of Finance/Administration				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$72,410	\$90,000	\$125,148
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$6,270	\$15,000
Total Maximum Compensation Budgeted	n/a	\$72,650	\$101,989	\$132,048
Total Actual Compensation Paid	n/a	\$71,529	\$94,345	\$127,032
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations	n/a			-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner			7%	
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				13%
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				60%
Finance-Ops-Tech-Admin: Office Manager				7%
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				7%
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				7%
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-

Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Director/Manager of Accounting/Finance				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$59,500	\$72,103	\$85,886
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$1,925	\$5,375
Total Maximum Compensation Budgeted	n/a	\$60,115	\$72,321	\$92,899
Total Actual Compensation Paid	n/a	\$56,036	\$72,105	\$84,152
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations	n/a			-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				10%
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				50%
Finance-Ops-Tech-Admin: Office Manager				30%
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/ Director, Tourism/ Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				10%
Sales & Marketing: Vice President Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Accounting Clerk/Bookkeeper				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	0.67	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$37,579	\$47,736	\$54,081
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$1,000	\$2,700
Total Maximum Compensation Budgeted	n/a	\$37,783	\$48,933	\$54,432
Total Actual Compensation Paid	n/a	\$36,631	\$46,753	\$52,607

Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				11%
Sales & Marketing: Visitor Services Specialist/Counselor				5%
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Supervisor, Printing/Mailing/Copying				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$41,375	\$47,505	\$50,475
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$315	\$1,985	\$2,213
Total Maximum Compensation Budgeted	n/a	\$42,764	\$49,332	\$50,475
Total Actual Compensation Paid	n/a	\$42,790	\$46,225	\$54,070
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations	n/a			-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-

Director/Manager Information Services				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$69,800	\$89,863	\$109,386
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$1,500	\$5,000	\$10,800
Total Maximum Compensation Budgeted	n/a	\$71,988	\$93,214	\$118,200
Total Actual Compensation Paid	n/a	\$71,425	\$93,214	\$111,540
Overlapping Position Responsibilities				
	n/a			
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Technical Support/Network Administration				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$46,038	\$56,180	\$61,871
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$1,931	\$3,301
Total Maximum Compensation Budgeted	n/a	\$48,288	\$57,500	\$64,095
Total Actual Compensation Paid	n/a	\$47,515	\$56,663	\$61,445
Overlapping Position Responsibilities				
	n/a			
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-

Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Sales Administrative Assistant				
Number of Employees	n/a	1	2	3
Number of FTEs	n/a	1.00	2.00	3.00
Maximum Fixed Salary Budgeted	n/a	\$36,837	\$42,000	\$52,027
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$250	\$1,300	\$3,400
Total Maximum Compensation Budgeted	n/a	\$37,806	\$42,432	\$53,311
Total Actual Compensation Paid	n/a	\$37,361	\$41,000	\$50,293
Overlapping Position Responsibilities				
	n/a			
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-

Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Marketing Administrative Assistant				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$34,755	\$37,806	\$44,801
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$500	\$1,856
Total Maximum Compensation Budgeted	n/a	\$35,000	\$39,056	\$45,932
Total Actual Compensation Paid	n/a	\$33,000	\$37,419	\$44,107
Overlapping Position Responsibilities				
	n/a			
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
General Administrative Assistant				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	0.63	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$30,912	\$37,349	\$40,853
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$521	\$1,665
Total Maximum Compensation Budgeted	n/a	\$31,227	\$39,216	\$42,101
Total Actual Compensation Paid	n/a	\$30,614	\$38,295	\$42,151
Overlapping Position Responsibilities				
	n/a			
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-

Communications: Manager of Communications/Public Relations					-
Communications: Director/Manager, Publications					-
Communications: Publications/Graphic Designer					-
Communications: VP/Director/Manager, Community Relations					-
Communications: Film Commissioner					-
Communications: Communications/Public Relations Assistant					-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration					-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance					-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper					-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources					-
Finance-Ops-Tech-Admin: Office Manager					-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying					-
Finance-Ops-Tech-Admin: Director/Manager Information Services					-
Finance-Ops-Tech-Admin: Technical Support/Network Administration					-
Finance-Ops-Tech-Admin: Executive Administrative Assistant					-
Finance-Ops-Tech-Admin: Sales Administrative Assistant					-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant					-
Finance-Ops-Tech-Admin: General Administrative Assistant					-
Finance-Ops-Tech-Admin: Receptionist					-
Membership: Vice President, Membership					-
Membership: Director, Membership					-
Membership: Membership Sales Manager					-
Membership: Membership Services Manager					-
Membership: Membership Coordinator					-
Membership: Director of Partnerships/Sponsorship					-
Sales & Marketing: Vice President, Convention Sales					-
Sales & Marketing: Director, Convention Sales					-
Sales & Marketing: National/Senior Convention Sales Manager					-
Sales & Marketing: Convention Sales Manager					-
Sales & Marketing: Convention Sales/Account Executive					-
Sales & Marketing: Satellite Office Manager					-
Sales & Marketing: Sales/Promotion Coordinator					-
Sales & Marketing: Director, Convention Services					-
Sales & Marketing: Manager, Convention Services					-
Sales & Marketing: Director/Manager, Housing Services					-
Sales & Marketing: Housing Clerk					-
Sales & Marketing: Director/Manager, Sports Marketing/Sales					-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales					-
Sales & Marketing: Tourism Sales Manager					-
Sales & Marketing: Tourism Sales Manager (International)					-
Sales & Marketing: Manager, Visitor Services/Information					-
Sales & Marketing: Visitor Services Specialist/Counselor					-
Sales & Marketing: Vice President, Marketing					-
Sales & Marketing: Director of Marketing					-
Sales & Marketing: Manager of Online Marketing/eMarketing					-
Sales & Marketing: Manager Content Marketing/Social Media					-
Sales & Marketing: Director/Manager of Multicultural Tourism					-
Sales & Marketing: Director/Manager, Research					-
Sales & Marketing: Manager, Product/Special Event Development					-
Receptionist					
Number of Employees	n/a	1	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$31,200	\$35,000	\$41,600	\$41,600
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$565	\$1,876	\$1,876
Total Maximum Compensation Budgeted	n/a	\$31,200	\$36,254	\$41,600	\$41,600
Total Actual Compensation Paid	n/a	\$30,000	\$34,512	\$40,500	\$40,500
Overlapping Position Responsibilities					
	n/a				
Communications: VP, Communications/Public Relations					-
Communications: Director of Communications/Public Relations					-
Communications: Manager of Communications/Public Relations					-
Communications: Director/Manager, Publications					-
Communications: Publications/Graphic Designer					-
Communications: VP/Director/Manager, Community Relations					-
Communications: Film Commissioner					-
Communications: Communications/Public Relations Assistant					-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration					-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance					-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper					-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources					-
Finance-Ops-Tech-Admin: Office Manager					-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying					-
Finance-Ops-Tech-Admin: Director/Manager Information Services					-
Finance-Ops-Tech-Admin: Technical Support/Network Administration					-
Finance-Ops-Tech-Admin: Executive Administrative Assistant					-
Finance-Ops-Tech-Admin: Sales Administrative Assistant					-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant					-
Finance-Ops-Tech-Admin: General Administrative Assistant					-

Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-

Destinations International Compensation and Benefits Study - All Data

Visit Mendocino County Private and Confidential: Intended for the participating organization only.	Benchmarking Results			
	My Answer (My %ile)	25th Percentile	Median or Selection Rate	75th Percentile
	Summary			
Maximum Fixed Salaries Budgeted For Total Headcount	-	\$55,000	\$103,840	\$188,011
Total Number of Positions	-	1	2	3
Total Headcount	-	1	2	3
Average Fixed Salary Per Position	-	\$47,060	\$60,326	\$79,708
Average Fixed Salary Per Employee	-	\$47,227	\$56,193	\$69,606
Actual Compensation Paid For Total Headcount	-	\$55,000	\$101,028	\$188,947
Average Actual Compensation Paid Per Position	-	\$48,526	\$58,000	\$76,500
Positions Selected				
VP, Communications/Public Relations			14%	
Director of Communications/Public Relations			49%	
Manager of Communications/Public Relations			54%	
Director/Manager, Publications			13%	
Publications/Graphic Designer			33%	
VP/Director/Manager, Community Relations			10%	
Film Commissioner			6%	
Communications/Public Relations Assistant			29%	
VP, Communications/Public Relations				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$90,000	\$105,000	\$135,135
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$4,390	\$15,000
Total Maximum Compensation Budgeted	n/a	\$92,000	\$106,000	\$152,982
Total Actual Compensation Paid	n/a	\$90,500	\$105,228	\$137,253
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations			13%	
Communications: Director of Communications/Public Relations			13%	
Communications: Manager of Communications/Public Relations			-	
Communications: Director/Manager, Publications			-	
Communications: Publications/Graphic Designer			-	
Communications: VP/Director/Manager, Community Relations			13%	
Communications: Film Commissioner			-	
Communications: Communications/Public Relations Assistant			-	
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration			-	
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance			-	
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper			-	
Finance-Ops-Tech-Admin: Director/Manager of Human Resources			-	
Finance-Ops-Tech-Admin: Office Manager			-	
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying			-	
Finance-Ops-Tech-Admin: Director/Manager Information Services			-	
Finance-Ops-Tech-Admin: Technical Support/Network Administration			-	
Finance-Ops-Tech-Admin: Executive Administrative Assistant			-	
Finance-Ops-Tech-Admin: Sales Administrative Assistant			-	
Finance-Ops-Tech-Admin: Marketing Administrative Assistant			-	
Finance-Ops-Tech-Admin: General Administrative Assistant			-	
Finance-Ops-Tech-Admin: Receptionist			-	
Membership: Vice President, Membership			-	
Membership: Director, Membership			-	
Membership: Membership Sales Manager			-	
Membership: Membership Services Manager			-	
Membership: Membership Coordinator			-	
Membership: Director of Partnerships/Sponsorship			-	
Sales & Marketing: Vice President, Convention Sales			-	
Sales & Marketing: Director, Convention Sales			-	
Sales & Marketing: National/Senior Convention Sales Manager			-	
Sales & Marketing: Convention Sales Manager			-	
Sales & Marketing: Convention Sales/Account Executive			-	
Sales & Marketing: Satellite Office Manager			-	
Sales & Marketing: Sales/Promotion Coordinator			-	
Sales & Marketing: Director, Convention Services			-	
Sales & Marketing: Manager, Convention Services			-	
Sales & Marketing: Director/Manager, Housing Services			-	
Sales & Marketing: Housing Clerk			-	
Sales & Marketing: Director/Manager, Sports Marketing/Sales			-	
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales			13%	
Sales & Marketing: Tourism Sales Manager			-	
Sales & Marketing: Tourism Sales Manager (International)			-	
Sales & Marketing: Manager, Visitor Services/Information			-	
Sales & Marketing: Visitor Services Specialist/Counselor			-	
Sales & Marketing: Vice President, Marketing			50%	
Sales & Marketing: Director of Marketing			-	

Sales & Marketing: Manager of Online Marketing/eMarketing				-	
Sales & Marketing: Manager Content Marketing/Social Media				-	
Sales & Marketing: Director/Manager of Multicultural Tourism				-	
Sales & Marketing: Director/Manager, Research				-	
Sales & Marketing: Manager, Product/Special Event Development				-	
Director of Communications/Public Relations					
Number of Employees	n/a	1	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$60,000	\$70,662	\$86,009	
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$3,200	\$8,055	
Total Maximum Compensation Budgeted	n/a	\$61,430	\$73,500	\$92,458	
Total Actual Compensation Paid	n/a	\$59,359	\$70,331	\$87,625	
Overlapping Position Responsibilities					
Communications: VP, Communications/Public Relations	n/a			22%	
Communications: Director of Communications/Public Relations				-	
Communications: Manager of Communications/Public Relations				-	
Communications: Director/Manager, Publications				-	
Communications: Publications/Graphic Designer				11%	
Communications: VP/Director/Manager, Community Relations				11%	
Communications: Film Commissioner				-	
Communications: Communications/Public Relations Assistant				-	
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-	
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-	
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-	
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-	
Finance-Ops-Tech-Admin: Office Manager				-	
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-	
Finance-Ops-Tech-Admin: Director/Manager Information Services				-	
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-	
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-	
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-	
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-	
Finance-Ops-Tech-Admin: General Administrative Assistant				-	
Finance-Ops-Tech-Admin: Receptionist				-	
Membership: Vice President, Membership				-	
Membership: Director, Membership				-	
Membership: Membership Sales Manager				-	
Membership: Membership Services Manager				-	
Membership: Membership Coordinator				-	
Membership: Director of Partnerships/Sponsorship				-	
Sales & Marketing: Vice President, Convention Sales				-	
Sales & Marketing: Director, Convention Sales				-	
Sales & Marketing: National/Senior Convention Sales Manager				-	
Sales & Marketing: Convention Sales Manager				-	
Sales & Marketing: Convention Sales/Account Executive				-	
Sales & Marketing: Satellite Office Manager				-	
Sales & Marketing: Sales/Promotion Coordinator				-	
Sales & Marketing: Director, Convention Services				-	
Sales & Marketing: Manager, Convention Services				-	
Sales & Marketing: Director/Manager, Housing Services				-	
Sales & Marketing: Housing Clerk				-	
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-	
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-	
Sales & Marketing: Tourism Sales Manager				-	
Sales & Marketing: Tourism Sales Manager (International)				-	
Sales & Marketing: Manager, Visitor Services/Information				-	
Sales & Marketing: Visitor Services Specialist/Counselor				-	
Sales & Marketing: Vice President, Marketing				-	
Sales & Marketing: Director of Marketing				33%	
Sales & Marketing: Manager of Online Marketing/eMarketing				11%	
Sales & Marketing: Manager Content Marketing/Social Media				11%	
Sales & Marketing: Director/Manager of Multicultural Tourism				-	
Sales & Marketing: Director/Manager, Research				-	
Sales & Marketing: Manager, Product/Special Event Development				-	
Manager of Communications/Public Relations					
Number of Employees	n/a	1	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$46,250	\$55,000	\$66,023	
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$2,000	\$4,098	
Total Maximum Compensation Budgeted	n/a	\$47,949	\$57,860	\$69,465	
Total Actual Compensation Paid	n/a	\$47,243	\$55,000	\$67,200	
Overlapping Position Responsibilities					
Communications: VP, Communications/Public Relations	n/a			-	
Communications: Director of Communications/Public Relations				-	
Communications: Manager of Communications/Public Relations				-	

Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				17%
Communications: Film Commissioner				33%
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				17%
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				33%
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Director/Manager, Publications				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$51,636	\$64,072	\$72,315
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$605	\$2,000	\$4,579
Total Maximum Compensation Budgeted	n/a	\$54,246	\$67,340	\$76,694
Total Actual Compensation Paid	n/a	\$53,341	\$67,223	\$77,400
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations	n/a			-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-

Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Publications/Graphic Designer				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$44,565	\$51,294	\$60,378
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$0	\$2,425
Total Maximum Compensation Budgeted	n/a	\$44,565	\$53,440	\$60,378
Total Actual Compensation Paid	n/a	\$42,000	\$52,500	\$62,482
Overlapping Position Responsibilities				
	n/a			
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-

Sales & Marketing: Vice President/Director, Tourism/Leisure Sales					-
Sales & Marketing: Tourism Sales Manager					-
Sales & Marketing: Tourism Sales Manager (International)					-
Sales & Marketing: Manager, Visitor Services/Information					-
Sales & Marketing: Visitor Services Specialist/Counselor					-
Sales & Marketing: Vice President, Marketing					-
Sales & Marketing: Director of Marketing					-
Sales & Marketing: Manager of Online Marketing/eMarketing					-
Sales & Marketing: Manager Content Marketing/Social Media					-
Sales & Marketing: Director/Manager of Multicultural Tourism					-
Sales & Marketing: Director/Manager, Research					-
Sales & Marketing: Manager, Product/Special Event Development					-
VP/Director/Manager, Community Relations					
Number of Employees	n/a	1	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$62,000	\$73,700	\$103,000	
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$3,837	\$9,300	\$18,219	
Total Maximum Compensation Budgeted	n/a	\$62,000	\$78,123	\$113,300	
Total Actual Compensation Paid	n/a	\$62,000	\$77,252	\$126,450	
Overlapping Position Responsibilities					
	n/a				
Communications: VP, Communications/Public Relations					-
Communications: Director of Communications/Public Relations					-
Communications: Manager of Communications/Public Relations					-
Communications: Director/Manager, Publications					-
Communications: Publications/Graphic Designer					-
Communications: VP/Director/Manager, Community Relations					-
Communications: Film Commissioner					-
Communications: Communications/Public Relations Assistant					-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration					-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance					-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper					-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources					-
Finance-Ops-Tech-Admin: Office Manager					-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying					-
Finance-Ops-Tech-Admin: Director/Manager Information Services					-
Finance-Ops-Tech-Admin: Technical Support/Network Administration					-
Finance-Ops-Tech-Admin: Executive Administrative Assistant					-
Finance-Ops-Tech-Admin: Sales Administrative Assistant					-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant					-
Finance-Ops-Tech-Admin: General Administrative Assistant					-
Finance-Ops-Tech-Admin: Receptionist					-
Membership: Vice President, Membership					-
Membership: Director, Membership					-
Membership: Membership Sales Manager					-
Membership: Membership Services Manager					-
Membership: Membership Coordinator					-
Membership: Director of Partnerships/Sponsorship					-
Sales & Marketing: Vice President, Convention Sales					-
Sales & Marketing: Director, Convention Sales					-
Sales & Marketing: National/Senior Convention Sales Manager					-
Sales & Marketing: Convention Sales Manager					-
Sales & Marketing: Convention Sales/Account Executive					-
Sales & Marketing: Satellite Office Manager					-
Sales & Marketing: Sales/Promotion Coordinator					-
Sales & Marketing: Director, Convention Services					-
Sales & Marketing: Manager, Convention Services					-
Sales & Marketing: Director/Manager, Housing Services					-
Sales & Marketing: Housing Clerk					-
Sales & Marketing: Director/Manager, Sports Marketing/Sales					-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales					-
Sales & Marketing: Tourism Sales Manager					-
Sales & Marketing: Tourism Sales Manager (International)					-
Sales & Marketing: Manager, Visitor Services/Information					-
Sales & Marketing: Visitor Services Specialist/Counselor					-
Sales & Marketing: Vice President, Marketing					-
Sales & Marketing: Director of Marketing					-
Sales & Marketing: Manager of Online Marketing/eMarketing					-
Sales & Marketing: Manager Content Marketing/Social Media					-
Sales & Marketing: Director/Manager of Multicultural Tourism					-
Sales & Marketing: Director/Manager, Research					-
Sales & Marketing: Manager, Product/Special Event Development					-
Film Commissioner					
Number of Employees	n/a	1	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$50,283	\$59,877	\$70,955	
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$500	\$2,221	\$3,870	

Total Maximum Compensation Budgeted	n/a	\$50,783	\$59,895	\$71,250
Total Actual Compensation Paid	n/a	\$50,000	\$57,535	\$69,607
Overlapping Position Responsibilities	n/a			
Communications: VP, Communications/Public Relations			-	
Communications: Director of Communications/Public Relations			-	
Communications: Manager of Communications/Public Relations			-	
Communications: Director/Manager, Publications			-	
Communications: Publications/Graphic Designer			-	
Communications: VP/Director/Manager, Community Relations			-	
Communications: Film Commissioner			-	
Communications: Communications/Public Relations Assistant			-	
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration			-	
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance			-	
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper			-	
Finance-Ops-Tech-Admin: Director/Manager of Human Resources			-	
Finance-Ops-Tech-Admin: Office Manager			-	
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying			-	
Finance-Ops-Tech-Admin: Director/Manager Information Services			-	
Finance-Ops-Tech-Admin: Technical Support/Network Administration			-	
Finance-Ops-Tech-Admin: Executive Administrative Assistant			-	
Finance-Ops-Tech-Admin: Sales Administrative Assistant			-	
Finance-Ops-Tech-Admin: Marketing Administrative Assistant			-	
Finance-Ops-Tech-Admin: General Administrative Assistant			-	
Finance-Ops-Tech-Admin: Receptionist			-	
Membership: Vice President, Membership			-	
Membership: Director, Membership			-	
Membership: Membership Sales Manager			-	
Membership: Membership Services Manager			-	
Membership: Membership Coordinator			-	
Membership: Director of Partnerships/Sponsorship			-	
Sales & Marketing: Vice President, Convention Sales			-	
Sales & Marketing: Director, Convention Sales			-	
Sales & Marketing: National/Senior Convention Sales Manager			-	
Sales & Marketing: Convention Sales Manager			-	
Sales & Marketing: Convention Sales/Account Executive			-	
Sales & Marketing: Satellite Office Manager			-	
Sales & Marketing: Sales/Promotion Coordinator			-	
Sales & Marketing: Director, Convention Services			-	
Sales & Marketing: Manager, Convention Services			-	
Sales & Marketing: Director/Manager, Housing Services			-	
Sales & Marketing: Housing Clerk			-	
Sales & Marketing: Director/Manager, Sports Marketing/Sales			-	
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales			-	
Sales & Marketing: Tourism Sales Manager			-	
Sales & Marketing: Tourism Sales Manager (International)			-	
Sales & Marketing: Manager, Visitor Services/Information			-	
Sales & Marketing: Visitor Services Specialist/Counselor			-	
Sales & Marketing: Vice President, Marketing			-	
Sales & Marketing: Director of Marketing			-	
Sales & Marketing: Manager of Online Marketing/eMarketing			-	
Sales & Marketing: Manager Content Marketing/Social Media			-	
Sales & Marketing: Director/Manager of Multicultural Tourism			-	
Sales & Marketing: Director/Manager, Research			-	
Sales & Marketing: Manager, Product/Special Event Development			-	
Communications/Public Relations Asst				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$35,250	\$41,800	\$46,364
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$1,415	\$2,560
Total Maximum Compensation Budgeted	n/a	\$36,280	\$42,933	\$48,317
Total Actual Compensation Paid	n/a	\$35,000	\$41,157	\$46,637
Overlapping Position Responsibilities	n/a			
Communications: VP, Communications/Public Relations			-	
Communications: Director of Communications/Public Relations			-	
Communications: Manager of Communications/Public Relations			-	
Communications: Director/Manager, Publications			-	
Communications: Publications/Graphic Designer			-	
Communications: VP/Director/Manager, Community Relations			-	
Communications: Film Commissioner			-	
Communications: Communications/Public Relations Assistant			-	
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration			-	
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance			-	
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper			-	
Finance-Ops-Tech-Admin: Director/Manager of Human Resources			-	
Finance-Ops-Tech-Admin: Office Manager			-	
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying			-	

Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-

Destinations International Compensation and Benefits Study - All Data

Visit Mendocino County Private and Confidential: Intended for the participating organization only.	Benchmarking Results			
	My Answer (My %ile)	25th Percentile	Median or Selection Rate	75th Percentile
	Summary			
Maximum Fixed Salaries Budgeted For Total Headcount	\$70,000 (7th)	\$165,250	\$357,395	\$945,306
Total Number of Positions	1 (0th)	3	6	8
Total Headcount	1 (0th)	3	7	15
Average Fixed Salary Per Position	\$70,000 (48th)	\$53,588	\$72,907	\$106,731
Average Fixed Salary Per Employee	\$70,000 (75th)	\$48,154	\$57,548	\$70,554
Actual Compensation Paid For Total Headcount	\$60,000 (5th)	\$169,250	\$378,000	\$971,166
Average Actual Compensation Paid Per Position	\$60,000 (38th)	\$54,000	\$70,237	\$109,550
Positions Selected				
Vice President, Convention Sales			25%	
Director, Convention Sales			38%	
National/Senior Convention Sales Manager			32%	
Convention Sales Manager			48%	
Convention Sales/Account Executive			13%	
Satellite Office Manager			3%	
Sales/Promotion Coordinator			27%	
Director, Convention Services			22%	
Manager, Convention Services			34%	
Director/Manager, Housing Services			6%	
Housing Clerk			3%	
Director/Manager, Sports Marketing/Sales			40%	
Vice President/Director, Tourism/Leisure Sales			21%	
Tourism Sales Manager			35%	
Tourism Sales Manager (International)			10%	
Manager, Visitor Services/Information			41%	
Visitor Services Specialist/Counselor			36%	
Vice President, Marketing			19%	
Director of Marketing	✓		52%	
Manager of Online Marketing/eMarketing			32%	
Manager Content Marketing/Social Media			52%	
Director/Manager of Multicultural Tourism			4%	
Director/Manager, Research			17%	
Manager, Product/Special Event Development			17%	
Vice President, Convention Sales				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$99,288	\$122,275	\$173,837
Maximum Variable Cash Compensation Incentive Budgeted	-	\$12,495	\$23,000	\$35,000
Total Maximum Compensation Budgeted	-	\$109,767	\$142,666	\$209,684
Total Actual Compensation Paid	-	\$107,420	\$135,136	\$204,534
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations			-	
Communications: Director of Communications/Public Relations			-	
Communications: Manager of Communications/Public Relations			-	
Communications: Director/Manager, Publications			-	
Communications: Publications/Graphic Designer			-	
Communications: VP/Director/Manager, Community Relations			-	
Communications: Film Commissioner			-	
Communications: Communications/Public Relations Assistant			-	
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration			-	
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance			-	
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper			-	
Finance-Ops-Tech-Admin: Director/Manager of Human Resources			-	
Finance-Ops-Tech-Admin: Office Manager			-	
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying			-	
Finance-Ops-Tech-Admin: Director/Manager Information Services			-	
Finance-Ops-Tech-Admin: Technical Support/Network Administration			-	
Finance-Ops-Tech-Admin: Executive Administrative Assistant			-	
Finance-Ops-Tech-Admin: Sales Administrative Assistant			-	
Finance-Ops-Tech-Admin: Marketing Administrative Assistant			-	
Finance-Ops-Tech-Admin: General Administrative Assistant			-	
Finance-Ops-Tech-Admin: Receptionist			-	
Membership: Vice President, Membership			-	
Membership: Director, Membership			-	
Membership: Membership Sales Manager			-	
Membership: Membership Services Manager			-	
Membership: Membership Coordinator			-	
Membership: Director of Partnerships/Sponsorship			-	
Sales & Marketing: Vice President, Convention Sales			-	
Sales & Marketing: Director, Convention Sales			-	
Sales & Marketing: National/Senior Convention Sales Manager			-	

Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Director, Convention Sales				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$70,114	\$86,130	\$106,112
Maximum Variable Cash Compensation Incentive Budgeted	-	\$3,925	\$12,000	\$20,079
Total Maximum Compensation Budgeted	-	\$75,000	\$95,458	\$125,440
Total Actual Compensation Paid	-	\$73,475	\$93,470	\$119,714
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-

Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
National/Senior Convention Sales Manager				
Number of Employees	-	1	2	4
Number of FTEs	-	1.00	2.00	4.00
Maximum Fixed Salary Budgeted	-	\$61,769	\$75,083	\$92,007
Maximum Variable Cash Compensation Incentive Budgeted	-	\$6,527	\$11,834	\$19,635
Total Maximum Compensation Budgeted	-	\$68,375	\$83,017	\$108,612
Total Actual Compensation Paid	-	\$66,699	\$81,383	\$99,722
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Convention Sales Manager				
Number of Employees	-	1	1	3
Number of FTEs	-	1.00	1.00	3.00
Maximum Fixed Salary Budgeted	-	\$48,713	\$55,000	\$67,753
Maximum Variable Cash Compensation Incentive Budgeted	-	\$1,650	\$6,500	\$10,764
Total Maximum Compensation Budgeted	-	\$51,239	\$61,671	\$73,747
Total Actual Compensation Paid	-	\$48,706	\$60,000	\$69,611
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-

Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Convention Sales/Account Executive				
Number of Employees	-	1	1	2
Number of FTEs	-	1.00	1.00	2.00
Maximum Fixed Salary Budgeted	-	\$40,000	\$50,000	\$62,588
Maximum Variable Cash Compensation Incentive Budgeted	-	\$3,252	\$6,203	\$11,289
Total Maximum Compensation Budgeted	-	\$48,500	\$57,500	\$72,650
Total Actual Compensation Paid	-	\$44,967	\$52,858	\$66,518
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-

Membership: Membership Sales Manager				-	
Membership: Membership Services Manager				-	
Membership: Membership Coordinator				-	
Membership: Director of Partnerships/Sponsorship				-	
Sales & Marketing: Vice President, Convention Sales				-	
Sales & Marketing: National/Senior Convention Sales Manager				-	
Sales & Marketing: National/Senior Convention Sales Manager				-	
Sales & Marketing: Convention Sales Manager				-	
Sales & Marketing: Convention Sales/Account Executive				-	
Sales & Marketing: Satellite Office Manager				-	
Sales & Marketing: Sales/Promotion Coordinator				-	
Sales & Marketing: Director, Convention Services				-	
Sales & Marketing: Manager, Convention Services				-	
Sales & Marketing: Director/Manager, Housing Services				-	
Sales & Marketing: Housing Clerk				-	
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-	
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-	
Sales & Marketing: Tourism Sales Manager				-	
Sales & Marketing: Tourism Sales Manager (International)				-	
Sales & Marketing: Manager, Visitor Services/Information				-	
Sales & Marketing: Visitor Services Specialist/Counselor				-	
Sales & Marketing: Vice President, Marketing				-	
Sales & Marketing: Director of Marketing				-	
Sales & Marketing: Manager of Online Marketing/eMarketing				-	
Sales & Marketing: Manager Content Marketing/Social Media				-	
Sales & Marketing: Director/Manager of Multicultural Tourism				-	
Sales & Marketing: Director/Manager, Research				-	
Sales & Marketing: Manager, Product/Special Event Development				-	
Satellite Office Manager					
Number of Employees		-	1	2	3
Number of FTEs		-	0.00	1.00	2.25
Maximum Fixed Salary Budgeted		-	\$80,000	\$110,896	\$116,574
Maximum Variable Cash Compensation Incentive Budgeted		-	\$29,338	\$36,552	\$51,088
Total Maximum Compensation Budgeted		-	\$105,000	\$143,381	\$172,638
Total Actual Compensation Paid		-	\$122,197	\$141,744	\$155,412
Overlapping Position Responsibilities					
Communications: VP, Communications/Public Relations					-
Communications: Director of Communications/Public Relations					-
Communications: Manager of Communications/Public Relations					-
Communications: Director/Manager, Publications					-
Communications: Publications/Graphic Designer					-
Communications: VP/Director/Manager, Community Relations					-
Communications: Film Commissioner					-
Communications: Communications/Public Relations Assistant					-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration					-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance					-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper					-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources					-
Finance-Ops-Tech-Admin: Office Manager					-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying					-
Finance-Ops-Tech-Admin: Director/Manager Information Services					-
Finance-Ops-Tech-Admin: Technical Support/Network Administration					-
Finance-Ops-Tech-Admin: Executive Administrative Assistant					-
Finance-Ops-Tech-Admin: Sales Administrative Assistant					-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant					-
Finance-Ops-Tech-Admin: General Administrative Assistant					-
Finance-Ops-Tech-Admin: Receptionist					-
Membership: Vice President, Membership					-
Membership: Director, Membership					-
Membership: Membership Sales Manager					-
Membership: Membership Services Manager					-
Membership: Membership Coordinator					-
Membership: Director of Partnerships/Sponsorship					-
Sales & Marketing: Vice President, Convention Sales					-
Sales & Marketing: National/Senior Convention Sales Manager					-
Sales & Marketing: National/Senior Convention Sales Manager					-
Sales & Marketing: Convention Sales Manager					-
Sales & Marketing: Convention Sales/Account Executive					-
Sales & Marketing: Satellite Office Manager					-
Sales & Marketing: Sales/Promotion Coordinator					-
Sales & Marketing: Director, Convention Services					-
Sales & Marketing: Manager, Convention Services					-
Sales & Marketing: Director/Manager, Housing Services					-
Sales & Marketing: Housing Clerk					-
Sales & Marketing: Director/Manager, Sports Marketing/Sales					-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales					-
Sales & Marketing: Tourism Sales Manager					-

Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Sales/Promotion Coordinator				
Number of Employees	-	1	1	2
Number of FTEs	-	1.00	1.00	1.25
Maximum Fixed Salary Budgeted	-	\$34,989	\$40,450	\$46,118
Maximum Variable Cash Compensation Incentive Budgeted	-	\$0	\$1,450	\$3,588
Total Maximum Compensation Budgeted	-	\$35,363	\$42,008	\$47,736
Total Actual Compensation Paid	-	\$33,673	\$40,031	\$46,250
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer			20%	
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant			20%	
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant			40%	
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services			20%	
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Director, Convention Services				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$62,079	\$78,101	\$94,591
Maximum Variable Cash Compensation Incentive Budgeted	-	\$2,199	\$5,800	\$10,000
Total Maximum Compensation Budgeted	-	\$65,673	\$83,450	\$105,713
Total Actual Compensation Paid	-	\$65,512	\$79,502	\$94,793

Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Manager, Convention Services				
Number of Employees	-	1	1	2
Number of FTEs	-	1.00	1.00	2.00
Maximum Fixed Salary Budgeted	-	\$43,930	\$53,418	\$64,884
Maximum Variable Cash Compensation Incentive Budgeted	-	\$0	\$2,545	\$6,066
Total Maximum Compensation Budgeted	-	\$44,327	\$57,783	\$66,778
Total Actual Compensation Paid	-	\$44,097	\$56,000	\$65,000
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-

Director/Manager, Sports Marketing/Sales				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$56,000	\$70,000	\$84,000
Maximum Variable Cash Compensation Incentive Budgeted	-	\$1,000	\$6,540	\$13,700
Total Maximum Compensation Budgeted	-	\$60,000	\$75,600	\$95,418
Total Actual Compensation Paid	-	\$57,348	\$68,860	\$93,931
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Vice President/Director, Tourism/Leisure Sales				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$71,300	\$87,550	\$129,000
Maximum Variable Cash Compensation Incentive Budgeted	-	\$2,250	\$10,108	\$21,000
Total Maximum Compensation Budgeted	-	\$76,000	\$97,323	\$148,570
Total Actual Compensation Paid	-	\$75,000	\$91,354	\$139,049
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-

Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				10%
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				10%
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				20%
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				20%
Sales & Marketing: Manager, Visitor Services/Information				10%
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				10%
Sales & Marketing: Manager, Product/Special Event Development				10%
Tourism Sales Manager International				
Number of Employees	-	1	1	2
Number of FTEs	-	1.00	1.00	2.00
Maximum Fixed Salary Budgeted	-	\$55,300	\$65,219	\$87,863
Maximum Variable Cash Compensation Incentive Budgeted	-	\$3,090	\$6,522	\$13,000
Total Maximum Compensation Budgeted	-	\$60,147	\$72,097	\$95,687
Total Actual Compensation Paid	-	\$61,063	\$71,800	\$85,715
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-

Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Manager, Visitor Services/Information				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$40,265	\$49,000	\$59,894
Maximum Variable Cash Compensation Incentive Budgeted	-	\$0	\$1,319	\$3,592
Total Maximum Compensation Budgeted	-	\$41,200	\$51,000	\$61,853
Total Actual Compensation Paid	-	\$40,538	\$50,725	\$61,878
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Visitor Services Specialist/Counselor				
Number of Employees	-	1	2	5
Number of FTEs	-	1.00	2.00	4.00
Maximum Fixed Salary Budgeted	-	\$26,275	\$33,946	\$40,000
Maximum Variable Cash Compensation Incentive Budgeted	-	\$0	\$792	\$1,800
Total Maximum Compensation Budgeted	-	\$26,867	\$34,790	\$40,000
Total Actual Compensation Paid	-	\$21,570	\$32,000	\$39,523
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-

Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Director of Marketing				
Number of Employees	1 (50th)	1	1	1
Number of FTEs	1.00 (50th)	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	\$70,000 (41st)	\$60,000	\$75,000	\$89,152
Maximum Variable Cash Compensation Incentive Budgeted	\$7,000 (67th)	\$0	\$3,913	\$8,438
Total Maximum Compensation Budgeted	\$77,000 (50th)	\$62,690	\$77,000	\$98,186
Total Actual Compensation Paid	\$60,000 (25th)	\$59,788	\$75,000	\$90,011
Overlapping Position Responsibilities				
	n/a			
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				50%
Communications: Manager of Communications/Public Relations				21%
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				7%
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				7%
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-

Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				7%
Sales & Marketing: Manager Content Marketing/Social Media				7%
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Manager of Online Marketing/eMarketing				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$44,193	\$55,000	\$66,265
Maximum Variable Cash Compensation Incentive Budgeted	-	\$0	\$2,230	\$4,893
Total Maximum Compensation Budgeted	-	\$45,130	\$56,000	\$69,500
Total Actual Compensation Paid	-	\$44,577	\$55,225	\$70,630
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				17%
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				17%
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				17%
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				50%
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Manager Content Marketing/Social Media				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$41,048	\$48,000	\$58,000

Maximum Variable Cash Compensation Incentive Budgeted	-	\$0	\$2,000	\$3,900
Total Maximum Compensation Budgeted	-	\$42,034	\$49,520	\$61,025
Total Actual Compensation Paid	-	\$41,914	\$48,780	\$59,488
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				13%
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				7%
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				27%
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				7%
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				7%
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				7%
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				7%
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				27%
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Director/Manager of Multicultural Tourism				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$67,000	\$89,798	\$139,381
Maximum Variable Cash Compensation Incentive Budgeted	-	\$1,750	\$10,250	\$13,494
Total Maximum Compensation Budgeted	-	\$71,000	\$110,000	\$152,709
Total Actual Compensation Paid	-	\$71,081	\$108,853	\$135,680
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-

Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Director/Manager, Research				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$55,395	\$68,538	\$85,399
Maximum Variable Cash Compensation Incentive Budgeted	-	\$280	\$3,973	\$8,415
Total Maximum Compensation Budgeted	-	\$56,178	\$73,000	\$92,332
Total Actual Compensation Paid	-	\$55,918	\$69,516	\$95,484
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-

Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Manager, Product/Special Event Development				
Number of Employees	-	1	1	1
Number of FTEs	-	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	-	\$49,006	\$58,121	\$73,989
Maximum Variable Cash Compensation Incentive Budgeted	-	\$0	\$2,000	\$3,979
Total Maximum Compensation Budgeted	-	\$50,000	\$58,121	\$74,700
Total Actual Compensation Paid	-	\$49,375	\$56,500	\$68,674
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations				-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-

Sales & Marketing: Director/Manager, Research			-	
Sales & Marketing: Manager, Product/Special Event Development			-	

Destinations International Compensation and Benefits Study - All Data

Visit Mendocino County Private and Confidential: Intended for the participating organization only.	Benchmarking Results			
	My Answer (My %ile)	25th Percentile	Median or Selection Rate	75th Percentile
	Summary			
Maximum Fixed Salaries Budgeted For Total Headcount	-	\$48,000	\$72,000	\$181,125
Total Number of Positions	-	1	2	3
Total Headcount	-	1	1	3
Average Fixed Salary Per Position	-	\$45,000	\$55,000	\$68,559
Average Fixed Salary Per Employee	-	\$45,000	\$55,000	\$68,559
Actual Compensation Paid For Total Headcount	-	\$54,000	\$81,671	\$198,270
Average Actual Compensation Paid Per Position	-	\$44,072	\$59,914	\$74,000
Positions Selected				
Vice President, Membership			22%	
Director, Membership			34%	
Membership Sales Manager			48%	
Membership Services Manager			27%	
Membership Coordinator			37%	
Director of Partnerships/Sponsorship			25%	
Vice President, Membership				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$84,724	\$110,000	\$118,450
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$6,840	\$18,725
Total Maximum Compensation Budgeted	n/a	\$94,764	\$118,071	\$156,500
Total Actual Compensation Paid	n/a	\$90,155	\$116,228	\$135,651
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations	n/a			-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-

Sales & Marketing: Director/Manager of Multicultural Tourism					-
Sales & Marketing: Director/Manager, Research					-
Sales & Marketing: Manager, Product/Special Event Development					-
Director, Membership					
Number of Employees	n/a	1	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$54,000	\$67,766	\$80,000	
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$0	\$5,000	\$10,000	
Total Maximum Compensation Budgeted	n/a	\$55,000	\$71,500	\$97,365	
Total Actual Compensation Paid	n/a	\$55,500	\$73,948	\$85,692	
Overlapping Position Responsibilities					
Communications: VP, Communications/Public Relations	n/a				-
Communications: Director of Communications/Public Relations					-
Communications: Manager of Communications/Public Relations					-
Communications: Director/Manager, Publications					-
Communications: Publications/Graphic Designer					-
Communications: VP/Director/Manager, Community Relations					-
Communications: Film Commissioner					-
Communications: Communications/Public Relations Assistant					-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration					-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance					-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper					-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources					-
Finance-Ops-Tech-Admin: Office Manager					-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying					-
Finance-Ops-Tech-Admin: Director/Manager Information Services					-
Finance-Ops-Tech-Admin: Technical Support/Network Administration					-
Finance-Ops-Tech-Admin: Executive Administrative Assistant					-
Finance-Ops-Tech-Admin: Sales Administrative Assistant					-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant					-
Finance-Ops-Tech-Admin: General Administrative Assistant					-
Finance-Ops-Tech-Admin: Receptionist					-
Membership: Vice President, Membership					-
Membership: Director, Membership					-
Membership: Membership Sales Manager					-
Membership: Membership Services Manager					-
Membership: Membership Coordinator					-
Membership: Director of Partnerships/Sponsorship					-
Sales & Marketing: Vice President, Convention Sales					-
Sales & Marketing: Director, Convention Sales					-
Sales & Marketing: National/Senior Convention Sales Manager					-
Sales & Marketing: Convention Sales Manager					-
Sales & Marketing: Convention Sales/Account Executive					-
Sales & Marketing: Satellite Office Manager					-
Sales & Marketing: Sales/Promotion Coordinator					-
Sales & Marketing: Director, Convention Services					-
Sales & Marketing: Manager, Convention Services					-
Sales & Marketing: Director/Manager, Housing Services					-
Sales & Marketing: Housing Clerk					-
Sales & Marketing: Director/Manager, Sports Marketing/Sales					-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales					-
Sales & Marketing: Tourism Sales Manager					-
Sales & Marketing: Tourism Sales Manager (International)					-
Sales & Marketing: Manager, Visitor Services/Information					-
Sales & Marketing: Visitor Services Specialist/Counselor					-
Sales & Marketing: Vice President, Marketing					-
Sales & Marketing: Director of Marketing					-
Sales & Marketing: Manager of Online Marketing/eMarketing					-
Sales & Marketing: Manager Content Marketing/Social Media					-
Sales & Marketing: Director/Manager of Multicultural Tourism					-
Sales & Marketing: Director/Manager, Research					-
Sales & Marketing: Manager, Product/Special Event Development					-
Membership Sales Manager					
Number of Employees	n/a	1	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$45,000	\$51,996	\$65,000	
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$2,000	\$5,000	\$10,000	
Total Maximum Compensation Budgeted	n/a	\$48,000	\$60,000	\$70,035	
Total Actual Compensation Paid	n/a	\$48,000	\$56,195	\$67,653	
Overlapping Position Responsibilities					
Communications: VP, Communications/Public Relations	n/a				-
Communications: Director of Communications/Public Relations					-
Communications: Manager of Communications/Public Relations					-
Communications: Director/Manager, Publications					-
Communications: Publications/Graphic Designer					-

Communications: VP/Director/Manager, Community Relations					-
Communications: Film Commissioner					-
Communications: Communications/Public Relations Assistant					-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration					-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance					-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper					-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources					-
Finance-Ops-Tech-Admin: Office Manager					-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying					-
Finance-Ops-Tech-Admin: Director/Manager Information Services					-
Finance-Ops-Tech-Admin: Technical Support/Network Administration					-
Finance-Ops-Tech-Admin: Executive Administrative Assistant					-
Finance-Ops-Tech-Admin: Sales Administrative Assistant					-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant					-
Finance-Ops-Tech-Admin: General Administrative Assistant					-
Finance-Ops-Tech-Admin: Receptionist					-
Membership: Vice President, Membership					-
Membership: Director, Membership					-
Membership: Membership Sales Manager					-
Membership: Membership Services Manager					-
Membership: Membership Coordinator					-
Membership: Director of Partnerships/Sponsorship					-
Sales & Marketing: Vice President, Convention Sales					-
Sales & Marketing: Director, Convention Sales					-
Sales & Marketing: National/Senior Convention Sales Manager					-
Sales & Marketing: Convention Sales Manager					-
Sales & Marketing: Convention Sales/Account Executive					-
Sales & Marketing: Satellite Office Manager					-
Sales & Marketing: Sales/Promotion Coordinator					-
Sales & Marketing: Director, Convention Services					-
Sales & Marketing: Manager, Convention Services					-
Sales & Marketing: Director/Manager, Housing Services					-
Sales & Marketing: Housing Clerk					-
Sales & Marketing: Director/Manager, Sports Marketing/Sales					-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales					-
Sales & Marketing: Tourism Sales Manager					-
Sales & Marketing: Tourism Sales Manager (International)					-
Sales & Marketing: Manager, Visitor Services/Information					-
Sales & Marketing: Visitor Services Specialist/Counselor					-
Sales & Marketing: Vice President, Marketing					-
Sales & Marketing: Director of Marketing					-
Sales & Marketing: Manager of Online Marketing/eMarketing					-
Sales & Marketing: Manager Content Marketing/Social Media					-
Sales & Marketing: Director/Manager of Multicultural Tourism					-
Sales & Marketing: Director/Manager, Research					-
Sales & Marketing: Manager, Product/Special Event Development					-
Membership Services Manager					
Number of Employees	n/a	1	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$42,321	\$48,315	\$52,464	\$52,464
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$370	\$2,328	\$3,940	\$3,940
Total Maximum Compensation Budgeted	n/a	\$42,484	\$51,018	\$53,923	\$53,923
Total Actual Compensation Paid	n/a	\$42,887	\$51,466	\$57,000	\$57,000
Overlapping Position Responsibilities					
Communications: VP, Communications/Public Relations	n/a				-
Communications: Director of Communications/Public Relations					-
Communications: Manager of Communications/Public Relations					-
Communications: Director/Manager, Publications					-
Communications: Publications/Graphic Designer					-
Communications: VP/Director/Manager, Community Relations					-
Communications: Film Commissioner					-
Communications: Communications/Public Relations Assistant					-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration					-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance					-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper					-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources					-
Finance-Ops-Tech-Admin: Office Manager					-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying					-
Finance-Ops-Tech-Admin: Director/Manager Information Services					-
Finance-Ops-Tech-Admin: Technical Support/Network Administration					-
Finance-Ops-Tech-Admin: Executive Administrative Assistant					-
Finance-Ops-Tech-Admin: Sales Administrative Assistant					-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant					-
Finance-Ops-Tech-Admin: General Administrative Assistant					-
Finance-Ops-Tech-Admin: Receptionist					-
Membership: Vice President, Membership					-
Membership: Director, Membership					-

Membership: Membership Sales Manager				-	
Membership: Membership Services Manager				-	
Membership: Membership Coordinator				-	
Membership: Director of Partnerships/Sponsorship				-	
Sales & Marketing: Vice President, Convention Sales				-	
Sales & Marketing: Director, Convention Sales				-	
Sales & Marketing: National/Senior Convention Sales Manager				-	
Sales & Marketing: Convention Sales Manager				-	
Sales & Marketing: Convention Sales/Account Executive				-	
Sales & Marketing: Satellite Office Manager				-	
Sales & Marketing: Sales/Promotion Coordinator				-	
Sales & Marketing: Director, Convention Services				-	
Sales & Marketing: Manager, Convention Services				-	
Sales & Marketing: Director/Manager, Housing Services				-	
Sales & Marketing: Housing Clerk				-	
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-	
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-	
Sales & Marketing: Tourism Sales Manager				-	
Sales & Marketing: Tourism Sales Manager (International)				-	
Sales & Marketing: Manager, Visitor Services/Information				-	
Sales & Marketing: Visitor Services Specialist/Counselor				-	
Sales & Marketing: Vice President, Marketing				-	
Sales & Marketing: Director of Marketing				-	
Sales & Marketing: Manager of Online Marketing/eMarketing				-	
Sales & Marketing: Manager Content Marketing/Social Media				-	
Sales & Marketing: Director/Manager of Multicultural Tourism				-	
Sales & Marketing: Director/Manager, Research				-	
Sales & Marketing: Manager, Product/Special Event Development				-	
Membership Coordinator					
Number of Employees		n/a	1	1	1
Number of FTEs		n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted		n/a	\$35,275	\$41,750	\$49,005
Maximum Variable Cash Compensation Incentive Budgeted		n/a	\$0	\$900	\$2,000
Total Maximum Compensation Budgeted		n/a	\$36,734	\$42,073	\$50,153
Total Actual Compensation Paid		n/a	\$35,479	\$40,705	\$44,872
Overlapping Position Responsibilities					
		n/a			
Communications: VP, Communications/Public Relations					-
Communications: Director of Communications/Public Relations					-
Communications: Manager of Communications/Public Relations					-
Communications: Director/Manager, Publications					-
Communications: Publications/Graphic Designer					-
Communications: VP/Director/Manager, Community Relations					-
Communications: Film Commissioner					-
Communications: Communications/Public Relations Assistant					-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration					-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance					-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper					-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources					-
Finance-Ops-Tech-Admin: Office Manager					-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying					-
Finance-Ops-Tech-Admin: Director/Manager Information Services					-
Finance-Ops-Tech-Admin: Technical Support/Network Administration					-
Finance-Ops-Tech-Admin: Executive Administrative Assistant					-
Finance-Ops-Tech-Admin: Sales Administrative Assistant					-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant					-
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Sales & Marketing: Vice President, Convention Sales					-
Sales & Marketing: Director, Convention Sales					-
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Sales & Marketing: Convention Sales Manager					-
Sales & Marketing: Convention Sales/Account Executive					-
Sales & Marketing: Satellite Office Manager					-
Sales & Marketing: Sales/Promotion Coordinator					-
Sales & Marketing: Director, Convention Services					-
Sales & Marketing: Manager, Convention Services					-
Sales & Marketing: Director/Manager, Housing Services					-
Sales & Marketing: Housing Clerk					-
Sales & Marketing: Director/Manager, Sports Marketing/Sales					-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales					-
Sales & Marketing: Tourism Sales Manager					-

Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-
Director of Partnerships/Sponsorship				
Number of Employees	n/a	1	1	1
Number of FTEs	n/a	1.00	1.00	1.00
Maximum Fixed Salary Budgeted	n/a	\$59,193	\$69,371	\$80,000
Maximum Variable Cash Compensation Incentive Budgeted	n/a	\$2,911	\$8,080	\$10,731
Total Maximum Compensation Budgeted	n/a	\$62,343	\$71,411	\$97,003
Total Actual Compensation Paid	n/a	\$63,393	\$72,000	\$97,003
Overlapping Position Responsibilities				
Communications: VP, Communications/Public Relations	n/a			-
Communications: Director of Communications/Public Relations				-
Communications: Manager of Communications/Public Relations				-
Communications: Director/Manager, Publications				-
Communications: Publications/Graphic Designer				-
Communications: VP/Director/Manager, Community Relations				-
Communications: Film Commissioner				-
Communications: Communications/Public Relations Assistant				-
Finance-Ops-Tech-Admin: VP/Director of Finance/Administration				-
Finance-Ops-Tech-Admin: Director/Manager of Accounting/Finance				-
Finance-Ops-Tech-Admin: Accounting Clerk/Bookkeeper				-
Finance-Ops-Tech-Admin: Director/Manager of Human Resources				-
Finance-Ops-Tech-Admin: Office Manager				-
Finance-Ops-Tech-Admin: Supervisor, Printing/Mailing/Copying				-
Finance-Ops-Tech-Admin: Director/Manager Information Services				-
Finance-Ops-Tech-Admin: Technical Support/Network Administration				-
Finance-Ops-Tech-Admin: Executive Administrative Assistant				-
Finance-Ops-Tech-Admin: Sales Administrative Assistant				-
Finance-Ops-Tech-Admin: Marketing Administrative Assistant				-
Finance-Ops-Tech-Admin: General Administrative Assistant				-
Finance-Ops-Tech-Admin: Receptionist				-
Membership: Vice President, Membership				-
Membership: Director, Membership				-
Membership: Membership Sales Manager				-
Membership: Membership Services Manager				-
Membership: Membership Coordinator				-
Membership: Director of Partnerships/Sponsorship				-
Sales & Marketing: Vice President, Convention Sales				-
Sales & Marketing: Director, Convention Sales				-
Sales & Marketing: National/Senior Convention Sales Manager				-
Sales & Marketing: Convention Sales Manager				-
Sales & Marketing: Convention Sales/Account Executive				-
Sales & Marketing: Satellite Office Manager				-
Sales & Marketing: Sales/Promotion Coordinator				-
Sales & Marketing: Director, Convention Services				-
Sales & Marketing: Manager, Convention Services				-
Sales & Marketing: Director/Manager, Housing Services				-
Sales & Marketing: Housing Clerk				-
Sales & Marketing: Director/Manager, Sports Marketing/Sales				-
Sales & Marketing: Vice President/Director, Tourism/Leisure Sales				-
Sales & Marketing: Tourism Sales Manager				-
Sales & Marketing: Tourism Sales Manager (International)				-
Sales & Marketing: Manager, Visitor Services/Information				-
Sales & Marketing: Visitor Services Specialist/Counselor				-
Sales & Marketing: Vice President, Marketing				-
Sales & Marketing: Director of Marketing				-
Sales & Marketing: Manager of Online Marketing/eMarketing				-
Sales & Marketing: Manager Content Marketing/Social Media				-
Sales & Marketing: Director/Manager of Multicultural Tourism				-
Sales & Marketing: Director/Manager, Research				-
Sales & Marketing: Manager, Product/Special Event Development				-

Destinations International Compensation and Benefits Study - All Data

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	My Answer (My %ile)	25th Percentile	Median or Selection Rate	75th Percentile
	Insurance Offerings/Policies			
Health & Dental Plans Offered	n/a			
Extended Health Plan (Canada)			3%	
Health Maintenance Organization (HMO)			22%	
High Deductible Health Plan/Health Savings Account			28%	
Preferred Provider Organization (PPO)			74%	
Indemnity Insurance			3%	
Dental Plan			88%	
Vision Plan			75%	
Health/Dental Plan Options and Covered Benefits	n/a			
Chiropractic			73%	
Fitness Program			20%	
Health Flexible Spending Account (FSA)			44%	
Health Reimbursement Account (HRA)			13%	
Health Savings Account (HSA)			32%	
Outpatient Mental Illness			71%	
Outpatient Physical Therapy			76%	
Routine Physical			88%	
Smoking Cessation			42%	
Stress Management			40%	
Weight Control			35%	
Well Baby Care			58%	
Wellness Program			57%	
Pre-tax Paycheck Deductions Offered				
Dependent care			49%	
Health care			56%	
Health insurance premium contributions			74%	
Other	✓		19%	
Percentage Change in Health Insurance Premiums	n/a	3%	7%	10%
Percentage Change in Dental Insurance Premiums	n/a	0%	0%	5%
Actions Taken to Reduce Healthcare Costs	n/a			
Changed insurance carrier(s)			22%	
Increased deductibles			32%	
Increased employees share of copays			17%	
Changed co-insurance (e.g. 100/80 to 90/70)			8%	
Increased out-of-pocket maximums			20%	
Changed offered plans (e.g. traditional indemnity to PPO, POS, HMO)			8%	
Raised premium for spouse/partner/dependents			8%	
Changed funding arrangement (e.g. fully insured to self-funding)			2%	
Limited coverage for future retirees			-	
Eliminated coverage for future retirees			-	
Added High Deductible/HSA plan			7%	
Added HRA plan			2%	
Lowered co-pay for generic medications			3%	
None			38%	
Other			8%	
Changes Made in Response to the Affordable Care Act (ACA)	n/a			
Increased coverage to comply with ACA			6%	
Eliminated health insurance (switched to employee purchasing through exchanges)			0%	
Eliminated/altered spouse/partner/dependent coverage			1%	
None			89%	
Other			4%	
Extended Health Plan (Canada)				
Percentage of Total Monthly Premium paid by your organization for Employee (self)	n/a	94%	100%	100%
Percentage of Total Monthly Premium paid by your organization for Spouse/Partner	n/a	88%	100%	100%
Percentage of Total Monthly Premium paid by your organization for Family	n/a	88%	100%	100%
Maximum Out-of-Pocket Expense Paid by Employees for Employee (self)	n/a	-	-	-
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Spouse/Partner	n/a	-	-	-
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Family	n/a	-	-	-
Maximum Benefits Payable by Insurer: Per Year	n/a	-	-	-
Health Maintenance Organization (HMO)				
Percentage of Total Monthly Premium paid by your organization for Employee (self)	n/a	80%	90%	100%
Percentage of Total Monthly Premium paid by your organization for Spouse/Partner	n/a	0%	45%	80%
Percentage of Total Monthly Premium paid by your organization for Family	n/a	0%	41%	74%
Maximum Out-of-Pocket Expense Paid by Employees for Employee (self)	n/a	\$1,375	\$2,900	\$5,000
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Spouse/Partner	n/a	\$1,875	\$5,800	\$10,925
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Family	n/a	\$2,000	\$5,800	\$11,125
Maximum Benefits Payable by Insurer: Per Year	n/a	\$450	\$60,250	\$1,000,000
High Deductible Health Plan/Health Savings Account				
Percentage of Total Monthly Premium paid by your organization for Employee (self)	n/a	89%	97%	100%
Percentage of Total Monthly Premium paid by your organization for Spouse/Partner	n/a	0%	48%	84%
Percentage of Total Monthly Premium paid by your organization for Family	n/a	0%	50%	80%
Maximum Out-of-Pocket Expense Paid by Employees for Employee (self)	n/a	\$2,500	\$3,500	\$5,250

Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Spouse/Partner	n/a	\$5,200	\$7,637	\$12,000
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Family	n/a	\$6,000	\$8,000	\$12,000
Maximum Benefits Payable by Insurer: Per Year	n/a	\$15,250	\$1,000,000	\$1,000,000
Preferred Provider Organization (PPO)				
Percentage of Total Monthly Premium paid by your organization for Employee (self)	n/a	80%	90%	100%
Percentage of Total Monthly Premium paid by your organization for Spouse/Partner	n/a	0%	31%	75%
Percentage of Total Monthly Premium paid by your organization for Family	n/a	0%	25%	75%
Maximum Out-of-Pocket Expense Paid by Employees for Employee (self)	n/a	\$2,000	\$3,275	\$5,000
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Spouse/Partner	n/a	\$3,000	\$6,425	\$10,150
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Family	n/a	\$4,000	\$7,000	\$10,625
Maximum Benefits Payable by Insurer: Per Year	n/a	\$2,625	\$125,000	\$1,000,000
Indemnity Insurance				
Percentage of Total Monthly Premium paid by your organization for Employee (self)	n/a	96%	100%	100%
Percentage of Total Monthly Premium paid by your organization for Spouse/Partner	n/a	0%	0%	71%
Percentage of Total Monthly Premium paid by your organization for Family	n/a	0%	0%	71%
Maximum Out-of-Pocket Expense Paid by Employees for Employee (self)	n/a	-	-	-
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Spouse/Partner	n/a	-	-	-
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Family	n/a	-	-	-
Maximum Benefits Payable by Insurer: Per Year	n/a	-	-	-
Dental Plan				
Percentage of Total Monthly Premium paid by your organization for Employee (self)	n/a	80%	100%	100%
Percentage of Total Monthly Premium paid by your organization for Spouse/Partner	n/a	0%	0%	75%
Percentage of Total Monthly Premium paid by your organization for Family	n/a	0%	0%	70%
Maximum Out-of-Pocket Expense Paid by Employees for Employee (self)	n/a	\$50	\$1,000	\$1,500
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Spouse/Partner	n/a	\$50	\$500	\$1,500
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Family	n/a	\$50	\$600	\$1,500
Maximum Benefits Payable by Insurer: Per Year	n/a	\$1,000	\$1,500	\$2,000
Vision Plan				
Percentage of Total Monthly Premium paid by your organization for Employee (self)	n/a	61%	100%	100%
Percentage of Total Monthly Premium paid by your organization for Spouse/Partner	n/a	0%	0%	60%
Percentage of Total Monthly Premium paid by your organization for Family	n/a	0%	0%	60%
Maximum Out-of-Pocket Expense Paid by Employees for Employee (self)	n/a	\$0	\$118	\$1,000
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Spouse/Partner	n/a	\$0	\$100	\$875
Maximum Out-of-Pocket Expense Paid by Employees for Employee plus Family	n/a	\$0	\$100	\$875
Maximum Benefits Payable by Insurer: Per Year	n/a	\$99	\$275	\$1,000
Disability Insurance				
Disability Plans Offered				
Short-term disability	n/a		76%	
Long-term disability			90%	
Accident Insurance			51%	
Waiting Period for Short-term Disability	n/a	7	14	30
Percentage of Salary Offered for Short-term Disability	n/a	60%	60%	66%
Maximum Benefit for Short-term Disability	n/a	\$1,000	\$5,750	\$19,305
Percentage of Short-term Disability Premium Paid by your Organization	n/a	100%	100%	100%
Waiting Period for Long-term Disability				
30 Days			16%	
60 Days			8%	
90 Days			58%	
180 Days			18%	
Long-term Disability Benefit Formula				
Less than 50% of annual earnings			4%	
50% of annual earnings			9%	
60% of annual earnings			66%	
66% of annual earnings			13%	
Other			8%	
Maximum Monthly Benefit for Long-term Disability				
Less than \$2,500			5%	
\$2,500 - \$4,999			20%	
\$5,000 - \$7,499			49%	
\$7,500 or more			26%	
Percentage of Long-term Disability Premium Paid by your Organization	n/a	100%	100%	100%
Life Insurance				
Life Insurance Plans Offered				
Accidental Death & Dismemberment			80%	
Dependent Life Insurance			33%	
Term Life			67%	
Whole Universal Life			5%	
Other Life Insurance			10%	
Life Insurance Benefit as Multiplier of Employee's Annual Earnings				
Equal to annual earnings			26%	
1.5 Times annual earnings			14%	
2 Times annual earnings			20%	
2.5 Times annual earnings			2%	

3 Times annual earnings			2%	
Flat rate			36%	
Percentage of Life Insurance Premium Paid by your Organization	n/a	100%	100%	100%

Destinations International Compensation and Benefits Study - All Data

Visit Mendocino County Private and Confidential: Intended for the participating organization only.	Benchmarking Results			
	My Answer (My %ile)	25th Percentile	Median or Selection Rate	75th Percentile
	Benefits Provided To Department			
Communications			83%	
Finance-Ops-Tech-Admin			91%	
Membership			45%	
Sales & Marketing			99%	
Communications Department				
Expense Reimbursements Offered	n/a			
Association membership dues			74%	
Automobile provided			2%	
Cell phone			74%	
City club membership			3%	
College continuing education			15%	
Country club membership			-	
Education & seminars			81%	
Meeting/conference fees			84%	
Health club membership			12%	
Industry certification courses			62%	
Home internet access			2%	
Mileage reimbursement			93%	
Mobile data package			38%	
Parking			49%	
Relocation expenses			6%	
Severance package			8%	
Spouse/partner travel			-	
Transportation allowance			6%	
Tuition reimbursement			20%	
Travel/Loyalty Programs (Points/Miles)	n/a			
Employee receives points/miles			75%	
Organization receives points/miles			20%	
Other			5%	
Finance-Ops-Tech-Admin Department				
Expense Reimbursements Offered	n/a			
Association membership dues			70%	
Automobile provided			1%	
Cell phone			64%	
City club membership			3%	
College continuing education			14%	
Country club membership			1%	
Education & seminars			77%	
Meeting/conference fees			80%	
Health club membership			14%	
Industry certification courses			57%	
Home internet access			1%	
Mileage reimbursement			91%	
Mobile data package			32%	
Parking			51%	
Relocation expenses			4%	
Severance package			8%	
Spouse/partner travel			-	
Transportation allowance			7%	
Tuition reimbursement			21%	
Travel/Loyalty Programs (Points/Miles)	n/a			
Employee receives points/miles			77%	
Organization receives points/miles			19%	
Other			4%	
Membership Department				
Expense Reimbursements Offered	n/a			
Association membership dues			74%	
Automobile provided			-	
Cell phone			75%	
City club membership			3%	
College continuing education			13%	
Country club membership			2%	
Education & seminars			77%	
Meeting/conference fees			79%	
Health club membership			18%	
Industry certification courses			52%	
Home internet access			5%	
Mileage reimbursement			87%	
Mobile data package			39%	
Parking			49%	
Relocation expenses			3%	
Severance package			11%	
Spouse/partner travel			-	
Transportation allowance			10%	
Tuition reimbursement			25%	

Travel/Loyalty Programs (Points/Miles)	n/a			
Employee receives points/miles			69%	
Organization receives points/miles			31%	
Other			-	
Sales & Marketing Department				
Expense Reimbursements Offered	n/a			
Association membership dues			75%	
Automobile provided			3%	
Cell phone			69%	
City club membership			3%	
College continuing education			13%	
Country club membership			1%	
Education & seminars			81%	
Meeting/conference fees			84%	
Health club membership			12%	
Industry certification courses			61%	
Home internet access			4%	
Mileage reimbursement			92%	
Mobile data package			34%	
Parking			51%	
Relocation expenses			6%	
Severance package			7%	
Spouse/partner travel			-	
Transportation allowance			7%	
Tuition reimbursement			20%	
Travel/Loyalty Programs (Points/Miles)	n/a			
Employee receives points/miles			75%	
Organization receives points/miles			20%	
Other			4%	
Benefits Policies				
Changes to Benefits Enacted This Year	n/a			
Added any employee benefits			17%	
Filled vacant/previously frozen positions			28%	
Created and filled new positions			48%	
Eliminated or postponed bonuses			18%	
Froze salaries			23%	
Eliminated or adjusted 401(k)/403(b) match contributions			8%	
Reduced, froze or terminated a defined benefit pension plan			3%	
Conducted staff layoffs			18%	
Offered buyout offer/voluntary early retirement			3%	
Terminated contract employees/third party/outside employee arrangements			7%	
Reduced travel, training or other employee-related expenses			37%	
Mandated temporary hiring freeze			16%	
Reduced contributions to health insurance premiums			5%	
Eliminated other employee benefits			3%	
Anticipated Benefits Changes for the Next Year	n/a			
Add any employee benefits			20%	
Fill vacant/previously frozen positions			40%	
Create and fill new positions			54%	
Eliminate or postpone bonuses			8%	
Freeze salaries			8%	
Eliminate or adjust 401(k)/403(b) match contributions			6%	
Reduce, freeze or terminate a defined benefit pension plan			1%	
Conduct staff layoffs			5%	
Offer buyout offer/voluntary early retirement			1%	
Terminate contract employees/third party/outside employee arrangements			3%	
Reduce travel, training or other employee-related expenses			17%	
Mandate temporary hiring freeze			7%	
Reduce contributions to health insurance premiums			10%	
Eliminate other employee benefits			4%	
Retirement Plans				
Retirement Plans Offered	n/a			
Defined benefit pension plan			13%	
Defined contribution plan(s)			26%	
Profit sharing plan			6%	
401(k) salary deferral			54%	
403(b) salary deferral			4%	
RRSP (Canada only)			2%	
SEP-IRA			3%	
SIMPLE 401(k)			5%	
SIMPLE IRA			15%	
Non-qualified plan(s)			0%	
457(b) plan			21%	
457(f) plan			3%	
Rabbi trust			-	
Retirement Plan Fees/Expenses as Percentage of Plan Assets	n/a	0.80%	1.75%	3.00%
Basis for Defined Benefit Plan	n/a			
Final average compensation			33%	

Career average compensation				-	
Cash balance				6%	
Average of highest 3 years				45%	
Average of last 3 years				18%	
Life cycle plans				-	
Defined Benefit Plans: Percentage of Salary Used for Benefit Amount	n/a	0%	3%	10%	
Defined Benefit Plan Integrates with Social Security	n/a				
Yes				16%	
No				84%	
Defined Benefit Plan: Total Expense	n/a	\$0	\$10,000	\$117,828	
Defined Benefit Plan: Waiting Period (months)	n/a	0	1	6	
Defined Benefit Plan: Number of Years for 100% Vesting	n/a	0	5	5	
Defined Contribution Plan: Maximum Employer Contribution (percentage of salary)	n/a	3%	5%	8%	
Defined Contribution Plan: Is employer maximum based on employee's years of service?	n/a				
Yes				17%	
No				83%	
Defined Contribution Plan: Maximum Employee Contribution (percentage of salary)	n/a	3%	10%	50%	
Defined Contribution Plan: Is employee maximum based on years of service?	n/a				
Yes				9%	
No				91%	
Defined Contribution Plan: Waiting Period (months)	n/a	2	3	12	
Defined Contribution Plan: Number of Years for 100% Vesting	n/a	0	3	5	
401(k) and/or 403(b) Plans: Contribution Matching by Employer					
401(k) contribution matching				59%	
403(b) contribution matching				3%	
None	✓			40%	
401(k) and/or 403(b) Plans: Maximum Percentage of Salary Matched by Employer	n/a	3%	4%	5%	
401(k) and/or 403(b) Plans: Flat Contribution by Employer					
401(k) flat contribution				21%	
403(b) flat contribution				0%	
None	✓			79%	
401(k) and/or 403(b) Plans: Plan Features					
Permits catch up contributions				54%	
Supports the Safe Harbor rules for contributions				41%	
None	✓			43%	
Paid Time Off					
Type of Paid Time Off (PTO) Policy					
Combined vacation, sick and personal days				36%	
Separate vacation, sick and personal days	✓			64%	
Minimum Number of Days Provided for PTO	10 (11th)	13	18	22	
Maximum Number of Days Provided for PTO	12 (2nd)	26	31	37	
PTO Carry Over Days	0 (0th)	5	15	35	
Number of Sick Days	2 (0th)	6	10	12	
Number of Personal Days	n/a	2	3	10	
Number of Bereavement Days	3 (50th)	3	3	5	
Number of Family Leave Days	n/a	5	24	60	
Number of Maternity Leave Days	n/a	30	50	60	
Number of Paternity Leave Days	n/a	14	36	60	
Number of Other Unpaid Leave Days	n/a	14	30	60	
Years of Service Required for 2 Weeks of Vacation	1 (50th)	1	1	1	
Years of Service Required for 3 Weeks of Vacation	n/a	3	5	5	
Years of Service Required for 4 Weeks of Vacation	n/a	5	10	10	
Years of Service Required for 5 Weeks of Vacation	n/a	10	12	15	
Years of Service Required for 6 or More Weeks of Vacation	n/a	10	15	20	

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			Median or	
	My Answer (My %ile)	25th Percentile	Selection Rate	75th Percentile
KPIs				
Budget per FTE	\$468,671 (90th)	\$184,540	\$250,000	\$341,895
Revenue per FTE (Employee Productivity Rate)	\$377,140 (77th)	\$180,583	\$253,767	\$363,209
Expenses per FTE	\$362,710 (77th)	\$183,264	\$242,363	\$350,334
Benefits Expense per FTE	\$4,800.00 (9th)	\$7,940.90	\$11,696.10	\$16,305.30
Payroll Taxes per FTE	\$5,306 (50th)	\$4,152	\$5,306	\$6,643
Employee Turnover Rate	-	-	-	-
Average Term of Employment	-	-	-	-
Percentage of Workforce Cost	18.56% (8th)	27.95%	35.81%	44.22%
Average Salary at your Destination	\$82,171 (80th)	\$58,632	\$69,788	\$78,474