

**CHAMBER
OF COMMERCE
EXECUTIVES
OF
OHIO**



2019 CCEO Salary Survey

August 1, 2019

Table of Contents

- I. Executive Summary.....2
- II. Survey Questions2
- III. Survey.....2
- IV. Survey Results.....12

Executive Summary

Chambers were asked to participate in an anonymous survey to help the chamber industry create benchmarks. The survey included questions about the chamber's most recent year. It asked questions about compensation of staff, other areas of benefit, along with organizational benchmarks. A total of 68 responses were received from a total of 140 surveys emailed to chambers.

Note: The complete survey questionnaire is included later in this document for reference. (Pages 2-11)

Survey Questions

The survey forms were developed with input from executives of chambers and the CCEO Board of Directors. A preliminary draft of the survey was then sent to several members of the CCEO board, who were asked to respond to the questions and make suggestions for possible changes, additions, or deletions.

The final survey form asked respondents about their most recent completed year of activity for their chamber of commerce.

Survey topics included:

- Salary and Benefits
- Membership and Dues
- Board of Directors Information
- Various Information
- Communications and Technology

The survey administrator checked returned surveys for missing information and responses that would cause scanning errors. After scanning, the responses were imported into Microsoft® Excel and errors were checked against the individual forms. Data analysis was completed using Excel.

Note: The results reported can only be considered the opinions of the survey participants. They cannot be generalized to represent the entire client population as a whole.

The Survey

CCEO 2019 Chamber Operations Survey

*Required Question(s)

A. Salary and Benefits

* 1. Name of Chamber (this information will be confidential)

50 characters left.

* 2. Salary of CEO/Exec Director/President

- \$10k-15k
- \$15k-20K
- \$20k-35k
- \$25k-30k
- \$30k-35k
- \$35k-40k
- \$40k-45k
- \$45k-50k
- \$50k-55k
- \$55k-60k
- \$60k-65k
- \$65k-70k
- \$70k-75k
- \$75k-80k
- \$80k-85k
- \$85k-90k
- \$90k-95k
- \$95k-100k
- \$100k+

3. Salary or Hourly Rate of Additional Staff Members (please list Position Title...then Salary\Hourly Rate)



350 characters left.

* 4. Current Total Number of Chamber Members

50 characters left.

* 5. Executive's Years in Current Position

50 characters left.

* 6. Executive's Years in Chamber Profession

50 characters left.

* 7. Paid Vacation Days for Executive

50 characters left.

8. Paid Vacation Days for Additional Staff (Please list Position Title...then Vacation Days)

350 characters left.

* 9. Paid Sick Days for Executive

50 characters left.

10. Paid Sick Days for Additional Staff (Please list Position Title...then Sick Days)

350 characters left.

* 11. Paid Personal Days for Executive

50 characters left.

12. Paid Personal Days for Additional Staff (Please list Position Title...then Personal Days)

350 characters left.

13. Does the Executive receive a bonus? If so, how much and what are the criteria?

350 characters left.

14. What benefits are received by the Executive?

- Health Insurance
- Retirement
- Personal Vehicle
- Cell Phone
- Paid Membership in Other Organization (i.e. Rotary, Country Club)

Other

Continue >

B. Membership and Dues

15. Over the past 2 years, has your Membership...

- Increased
- Decreased
- Stayed the Same

16. What is your Dues Base Rate?

- \$100 or less
- \$101 - \$150
- \$151 - \$250
- \$251 or higher

17. When was your last Dues increase?

- 1 -3 years ago
- 4 - 6 years ago
- 7 - or more years ago

* 18. Over the last three years, has the average base due for your total membership increased, decreased, or stayed relatively the same? (Total Membership Dues Collected divided by Total Membership per each year)

- Increased
- Stayed Relatively the Same
- Decreased

19. Do you utilize any of the following?

- Tiered Dues Structure
- Annual Sponsor Package
- Total Resource Campaign

20. What is your market penetration (percentage of Members in your target area vs. total number of businesses)?

50 characters left.

21. What was your retention percentage for your last fiscal year?

50 characters left.

22. What are the two Membership techniques you find most effective for new Members sales?

Personal Contact

Group Meetings

Outsourcing

Direct Mail

Peer Contact

Telemarketing

Online Advertising

Social Media

Other

Continue >

C. Board of Directors

* 23. How many Board Members do you have?

50 characters left.

24. How many ex-officio (appointed due to position or bylaw requirement) Board Members do you have?

50 characters left.

25. Do your ex-officio Board Members have voting rights?

- Yes
- No

26. How often does your Board meet?

- Monthly
- Bi-Monthly
- Other

27. How many years are your Board terms?

- 1
- 2
- 3
- 4
- Other

28. If you have term limits, how many terms may Board Members serve?

- 1
- 2
- 3
- Other

29. Does your Board have Directors and Officers Insurance?

- Yes
- No

30. What type of orientation methods do you use for new Board Members?

- Retreat
- Board Manual
- Job Descriptions
- None
- Other

31. Do you provide Board informational materials in advance of your meetings?

- Yes
- No

D. Various Information

32. Does your Chamber participate in Grassroots Advocacy?

- Yes
- No

33. If yes, at what levels (click all that apply)?

- Education only (provide information/host forums)
- Involvement in local, regional and/or state projects that affect your Members
- Take stand on issues that affect your Members
- Paid Lobbyist on staff
- Contract Lobbyinst
- Political Action Committee
- Other

34. Does your Chamber host breakfast meetings - if yes, how frequently?

- Monthly
- Bi-monthly
- Quarterly
- Annually
- Randomly
- None

35. Does your Chamber host lunch meetings - if yes, how frequently?

- Monthly
- Bi-monthly
- Quarterly
- Annually
- Randomly
- None

36. Does your Chamber host an Awards Dinner?

- Yes
- No

37. Does your Chamber host seminars and/or conferences - if yes, how frequently?

- Monthly
- Bi-monthly
- Quarterly
- Annually
- Randomly
- None
- Other

38. Does your Chamber host a Golf Tournament?

- Yes
- No

E. Communications and Technology

39. Does your Chamber distribute an e-newsletter - if yes, how often?

- Weekly
- Bi-weekly
- Monthly
- Bi-monthly
- None
- Other

40. If your Chamber distributes an e-newsletter, what program/method do you use?

- Constant Contact
- ChamberMaster
- WebLink
- Mail Chimp
- Microsoft Publisher
- Microsoft Word/Template
- Email Template

Other

41. Does your Chamber distribute a printed newsletter?

Yes

No

42. Is your Membership database and Accounting software linked together?

Yes

No

Don't Use Membership Database

* 43. What Membership Database Company do you use? If none of the below are used, please tell us what is stopping your chamber from selecting one?

ChamberMaster

Chamber Nation

MemberClicks/WebLink

Other

Comment:

500 characters left.

44. Which of the following is used by your Chamber to communicate with your Members? (click all that apply)

Broadcast Fax

Conference Calls

Video Conference

Email

Regular Mail

Website

LinkedIn

Facebook

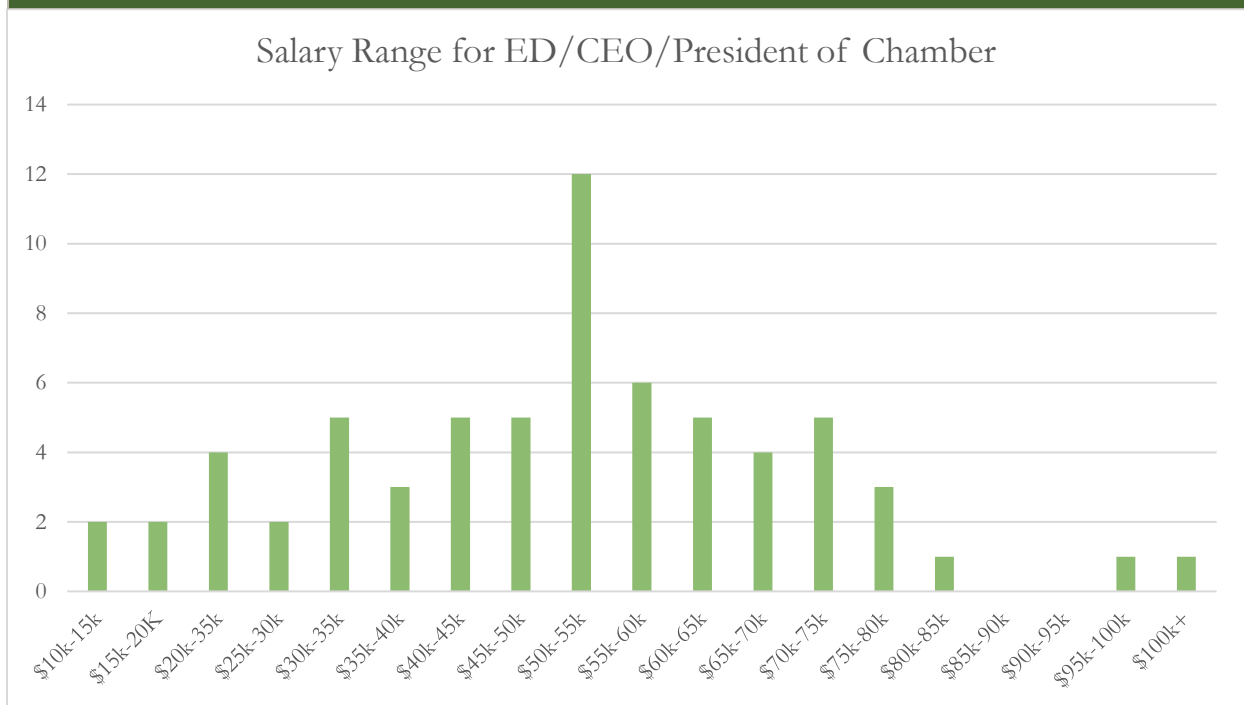
Twitter

Snapchat

- Instagram
- Text Messaging
- Other

Survey Results

2. Salary Range



3. Salary or Hourly Rate of Additional Staff Members (please list Position Title...then Salary \ Hourly Rate)

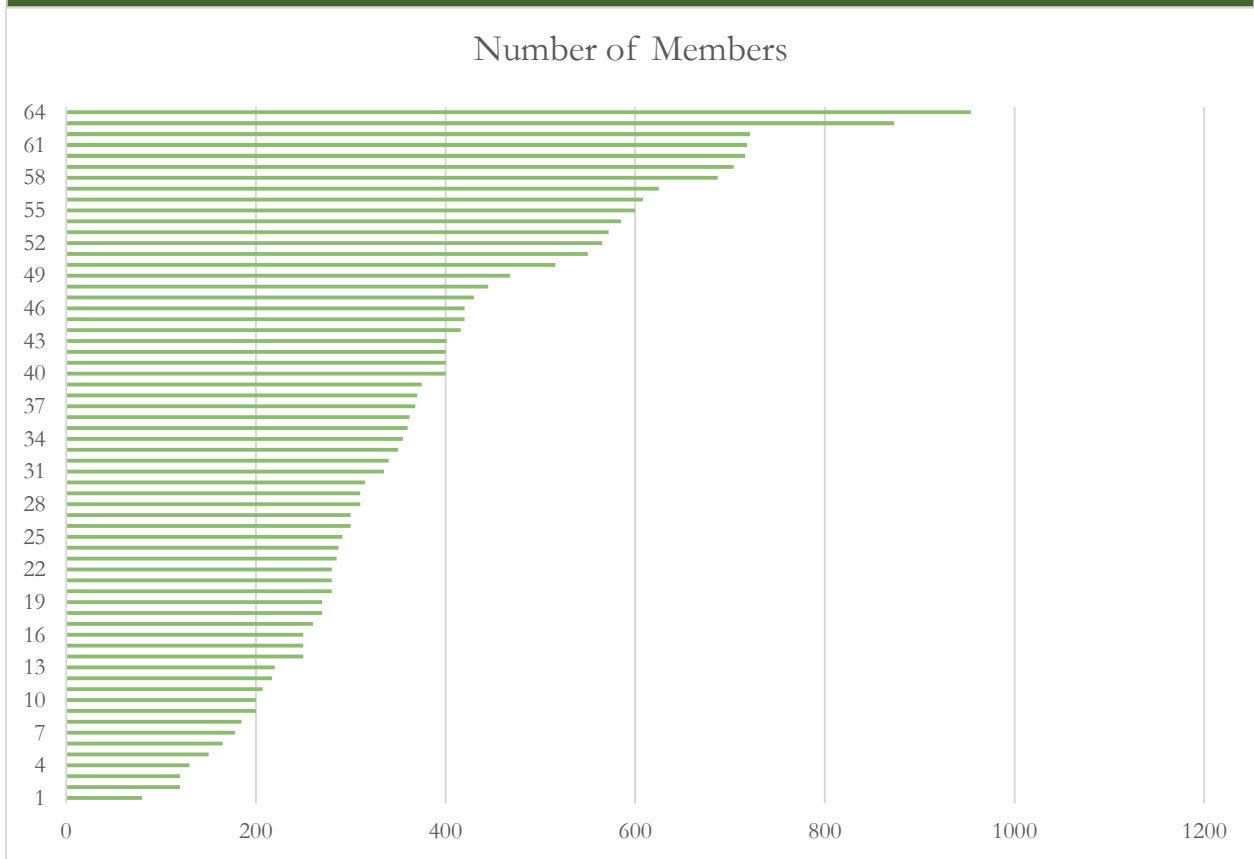
- Administrative Assistant \$16/hour
- Vice President - \$48,000
- Office Manager - \$38,000
- Marketing Director - \$38,000
- \$30K full time salary for Events/Operations Coordinator
- \$15/hour for part-time membership coordinator
- Office Admin/Bookkeeper 11,500
- Tourism Director 8,000
- Executive Director - \$17 an hour; 29 hours a week

- Member services, \$1,752 biweekly
Program manager, \$975 biweekly
- Program Director \$32,000
Summer Intern \$10/hour
- Dir. Marketing and Outreach \$62,000
Dir. of Membership Development \$43,000
Events Mgr. \$42,000
Office Admin. 19.30/hr (70 hours/wk)
Membership Enrichment Coor. \$14/hr (25hr/wk)
- FT Program & Events Coordinator \$13.50
FT Marketing & Membership Coordinator \$13.50
PT Operations Coordinator \$15.25
- Office Manager \$30,000
Finance Mgr. 10.50/Hour
- Office Admin. 19.40/hr
Membership Enrichment Coor. 15.30/hr
Events Mgr. \$42,000
Dir. of Membership Dev. \$44,000
Dir. of Marketing and Community Outreach \$61,000
- One - 4-8 hours a week.
- Executive Assistant -- \$30k
- Marketing & Events \$40,000
- Administrative Assistant \$9.50/hour
- Business and Events Coordinator \$29,500
Vice-President \$41,500
- No other staff members
- Administrative Assistant \$16/hr
- Events Coordinator \$19.65 or \$40,872
- Office Mgr - \$40,797
Manager of Programs - \$39,400 (unfilled)
-
- Event/Marketing Coordinator: Full time \$20/HR
Office Manager: 30 hrs/wk: \$17/HR
Administration: averages 10 hrs/wk: \$15/HR
- Vice President/Director of Comm 54,733- 7 yr
Director of Finance \$63,000 21 years
Director of Member Engagement 31,827 - 27 years
Executive Assistant- 41,189 - 20 yrs
Director of Programs- 49,000 - 2 yr
Membership/ Data Coordinator - 31,899- 10 yrs
Program Coor/YP Liason- 25,100- 2 yr
- Office Administrator (32 hours per week) 35,306.00
Membership Manager (20 hours per week) 17,659
Administrative Assistant (16 hours per week) \$15 hour
- Membership Services Coordinator - \$13 per hour
Administrative Coordinator - \$13 per hour
- Events and Marketing Coordinator: \$16 per hour for 28 hours per week
- Administrative Assistant
\$12.50/hour
15 hours per week
- Membership Services Specialist \$30,000
Part time bookkeeper \$15.85 a hour
- Operations Manager: \$37,595
Administrative Assistant: \$12.36/hour 20-25 hours per week
- Operations Manager - \$46,000
Graphic Designer - \$15/hour

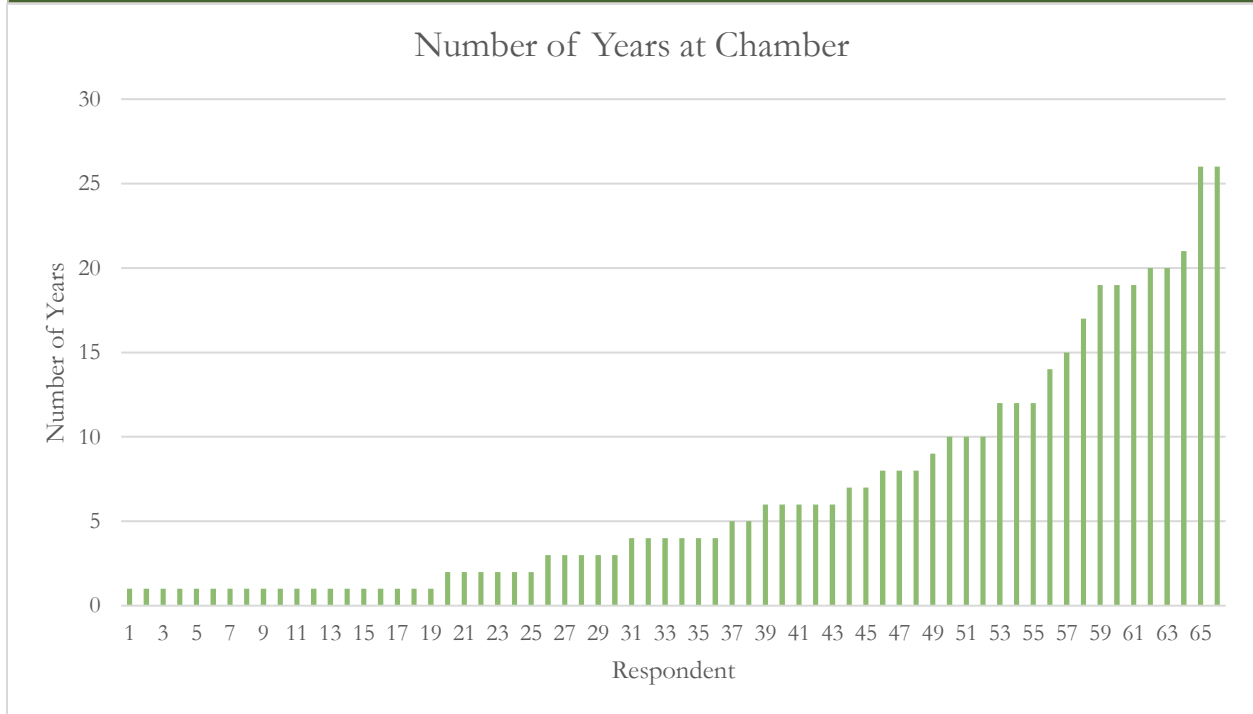
- Member Relations Specialist -no "CEO" in our Chamber. I am a part time "admin" and the only paid staff member.
- Office Asst. \$15 hourly
- Admin asst \$26K
- Administrative Assistant-\$12.36 per hour
- Program Coordinator \$30,000/year and part-time Office Assistant \$10/hour.
- Events & Operations Coordinator, FT \$30K annual salary
Membership Services Coordinator, PT \$15/hour
- Administrative Assistant Hourly rate of \$10
- Program Director
- Administrative Assistant \$13 per hour
- Office Administrator \$14/hr
- Marketing and Communication Coordinator
part time

\$5.00 per hour/25 hours per week
- Membership Coordinator, PT, \$14.50/hr
Events Coordinator, PT, \$12.50/hr
- \$13.00/hr Coordinator of First Impressions;
\$29,844/yr Coordinator of Strategic Partnerships;
\$34,658/yr Manager of Programming & Member Accounts;
\$43,276/yr CVB Executive Director;
- Administrative Assistant...\$25,000
- Executive Director \$55,000
Financial Manager \$53,000
Member Engagement Manager \$35,000
Event Manager \$31,000
Workforce Coordinator \$30,000
- Hourly rate \$13.00
- Events & Marketing, 40 hours per week,\$20 per hour
Office Manager,30 hours per week, \$17 per hour
Office Assistant, 9 hours per week, \$15 per hour
- Administrative Assistant - \$28,000 annually - 35 hrs per week
Business Outreach Coordinator - \$27,500 annually- 3 days per week
- Administrative Assistant
14.50
- Member Engagement Director-\$16.00
- Office Administrator - 20K (part-time)
- Administrative Assistant \$10 an hour
- Membership/LCSC Manager- 45,000
Admin Communications Coordinator - 36,000
-
- Assistant - \$14.00 per hour
- Office Manager \$ 14.00/hour
-
- Member services, \$45,567
Program manager, \$25,350
- Member Services Coordinator - \$13/HR
- Project Manager - \$45,000
Member Relations Manager - \$53,000
Administrative Assistant - \$13.50/hr Part time
- Office Administrator \$40,000
- Community Relations Coordinator- \$14/hr.

4. Number of Members



5. Number of Years



7. Average number of days of PTO for Executive is 15.70 days

8. Paid Vacation Days for Additional Staff

- Administrative Assistant 10 PTO (vaca, personal and sick)
- Vice President - 4 weeks, Office Manager - 3 weeks, Marketing Dir. - 3 weeks
- Paid Time Off equivalent to one week work
- Employees get PTO that include sick, personal and vacation. Program Manager, 15 days Member Services, 20 days
- Program Director-14
- "Dir. Marketing and Outreach 15, Dir. Membership Dev. 10, Events Mrg. 10 days, Office Admin 10 day"
- Program & Events Coordinator, Marketing & Membership Coordinator, & Operations Coordinator - 1 week after 1 year; 2 weeks after 3 years; and 3 weeks after 5 years
- Office Mgr 10
- Marketing & Events 10

- Business and Events Coordinator 15 days, Vice-President 20 days
- 10 PTO
- Events Coordinator 2 weeks
- full time receives 2 weeks, part time unpaid time off
- All Staff receive 10 vacation days and 1 personnel day
- "Office Administrator 4 weeks, Membership Manager 2 weeks, Administrative Assistant 2 weeks' vacation is based on number of years worked"
- "Based on years with organization 2-5 weeks"
- "Operations Manager: 10, Administrative Assistant: 1"
- Operations Manager - 25
- Office Asst. (0-1 year)1 week paid after first 6 mos.
- Admin asst 15 days
- 2 weeks
- Program Coordinator 15 PTO days.
- PTO hours equivalent to one work week per year. Vacation/Sick/Personal - staff decides how to use their PTO
- Administrative Assistant 10
- 2 weeks
- All Part-Time Employees - Administrative Assistant - Based on the average number of hours worked per week. If employee works an average of 20 hours per week in a year then he/she would be entitled to 20 paid vacation hours.
- 10
- NA - part time does not get vacation at this time.
- "4.0 PTO (first partial year) - Coordinator of First Impressions; 13.0 Vac - Coordinator of Strategic Partnerships; 18.0 Vac- Manager of Programming & Member Accounts; 23.0 Vac - CVB Executive Director"
- "Executive Director - 25 days, Financial Manager - 25 days, Member Engagement Manager - 14 days, Event Manager - 14 days, Workforce Manager - 14 days"
- 2 weeks for full time
- 2 weeks
- "Administrative Assistant 10"
- 2 weeks
- "Office Administrator - 4 days*
- (*First year on staff - vacation time increases to 8 days at three years and then 12 days after 10 years)"
- Administrative Assistant 10
- "Membership/LCSC Manager- 25, Admin Communications Coordinator - 15
- Full time upon hire 15, After 36 months 20 , After 72 months 25"
- assistant 5
- "All employees are given the same Paid Time Off schedule beginning each Jan 1 and going up by service years: First Jan. 1 - 15 days, Fourth Jan. 1 - 20 days, Tenth Jan. 1 - 25 days"
- Member Services Coordinator - 5
- "Vacation for full-time employees (40 hours per week)
 - 0 to 5 years - 10 days
 - 6 to 10 years - 15 days
 - Completion of 10 years - 20 days"
- Office Administrator 21
- 1 week

- 10

9. Average Paid Sick Days for Executive – 3.55 Days

10. Paid Sick days for Staff - Include title if different from other staff

- included in PTO
- All positions receive 5 days
- PTO - Vacation/Sick/Personal
- Employees get PTO that include sick, personal and vacation.
- Program & Events Coordinator, Marketing & Membership Coordinator - 7 days per year; Operations Coordinator
Part-time statue
- Marketing & Events 6
- None
- "Business and Events Coordinator 7 days per year
- Vice-President 7 days per year"
- included as PTO
- 5 days
- Full time, decided case by case
- Accumulation up to 60 days - Approximately 1 day per month
- all staff receives one sick day per month - max 30
- 6
- Included in vacation
- Office Asst. Full time employment after first 30 days accumulates at the rate of one-half day per month up to a maximum of 6 days per year. Not available for PT employees.
- admin asst - 13 days
- we used a paid time off includes vacation, sick and personal days-total of 10 days a year
- Included in PTO days.
- PTO hours equivalent to one work week per year. Vacation/Sick/Personal - staff decides how to use their PTO
- Administrative Assistant 5
- All Part-Time Employees - Administrative Assistant - Based on the average number of hours worked per week. If an average of 20 hours per week in a year then he/she would be entitled to 20 paid sick hours.
- "As needed (within reason) for salaried; Hourly use PTO"
- Included in vacation
- "Administrative Assistant 5"
- 7 days
- Administrative Assistant 5
- "Membership/LCSC Manager
- Admin Communications Coordinator"
- Sick days are included in Paid Time Off Schedule
- 10
- Office Administrator 5

11. Most chamber staff are required to exhaust all vacation days and holidays for personal days

12. Same above

13. Does the Executive receive a bonus? If so, how much and what are the criteria?

No – 23, Yes – 36

Of those who said yes, response is below:

- Yes - based on membership retainment/recruitment and positive financials.
-
- bonus based on annual performance, amount is left to board discretion
- Yes - quarterly. For every six new members in a quarter ED receives \$100. If there are more than 6 ED receives an additional \$15 per member.
- Bonuses are not guaranteed and no written criteria currently
- yes, determined by Board of Directors each year
- Not every year. One time provided to offset low salary about 10 years ago.

One time received 50% of income over budget (\$6000)

-
- Yes.

Net Income for the year vs budget - 2% to 6%

Net profit for the year vs. budget - 1% to 3%

Total membership vs previous year - 1% to 3%

Discretionary - up to 3%

Cap at 12% of annual wages earned

- This has happened only three times. It was provided with a Board vote and end of year very successfully exceeding budget. Amounts have been \$2500, \$4,000 and \$10,000.
- Yes - varies
- Yes, based on success of Kent Heritage Festival
- Usually \$100 at Christmas
- Yes. \$500, 3 times per year. Usually after big fundraisers.
-
- yes At the wish of the board as to the amount. No criteria specifically
- Approximately \$5,000 Must meet all goals 100%- average is \$3,000
- Commissions - 5% on sponsorships and new members; 3% on renewing members
- Yes. Based on a minimum of 2% profit above budget

% of growth in Workers Comp participation

% of growth in Safety Council membership

90%+ retention rate

Manage Zanesville Downtown Association

Assist with Convention and Visitor Bureau

-
- Yes, all staff do. Based on metrics set by the Board. From \$500 - \$2500 depending on position and metrics met. Metrics include membership, fundraising, community involvement, and personal goals set prior to each calendar year.
- Yes, pending a good festival, a bonus is given in August following a successful event. Value is between 300-500 typically.
- Receives \$200 a year no criteria
- Yes criteria has changed over the years. Mostly % over budget.
- The Executive Director receives a 20% commission on membership.
-
- Yes. \$500 for end of year review as long as my score is a 3 or more (1-5 ranking)

Additional bonus for annual revenue over \$5,000 - receive 75% of revenue over \$5,000 (ex. total revenue \$8,000 - \$5,000 = 75% of \$3,000)

- Determined annually by the Board based on performance criteria.
- Depends on the yearly budget. Usually \$200
- Yes, varies
- Hopefully, based on progress
- Quarterly. Net profit versus quarter in previous year. Amount of bonus varies according to percent of net gain. 10% gain = \$2000 per quarter bonus.
- Yes, If the Board goals for Membership number is met. \$5 per member at time of close of year.
-
- Yes - on a performance based program; profit, member growth, member engagement/visitations. Bonus range \$0 - two weeks pay.
-
- The President and CEO may be afforded an incentive-based enhanced compensation bonus plan upon consideration and adoption by the Presiding Officers.

2018 received 3000.00

- yes, 5% each new and renewal + \$2000
- yes, \$1000. Holiday Bonus
-
- Usually after our two biggest fundraisers.

\$500 each time

Also Christmas bonus \$500

- Not guaranteed, goes on financial performance, no structured criteria that I can find.
- Yes, based on Chamber Growth (Financial) and Membership Growth and Retention. Up to \$3000 for the CEO and up to \$1000 for additional staff. Tiered for hitting certain % growth in each category.
- Varies. Typically \$4,000 - \$6,000, based on exceeding budget goals
-
- Yes, \$2,000 quarterly when quotas are met.

14. What benefits are received by the Executive?

	Number of Response(s)	Response Ratio
Health Insurance	12	21.0%
Retirement	25	43.8%
Personal Vehicle	1	1.7%
Cell Phone	23	40.3%
Paid Membership in Other Organization (i.e. Rotary, Country Club)	35	61.4%
Other	25	43.8%
Total	57	100%

15. Over the past 2 years, has your Membership...

	Number of Response(s)	Response Ratio
Increased	30	43.4%
Decreased	5	7.2%
Stayed the Same	24	34.7%
No Responses	10	14.4%
Total	69	100%

16. What is your Dues Base Rate?

	Number of Response(s)	Response Ratio
\$100 or less	5	7.2%
\$101 - \$150	14	20.2%
\$151 - \$250	31	44.9%
\$251 or higher	11	15.9%
No Responses	8	11.5%
Total	69	100%

17. When was your last Dues increase?

	Number of Response(s)	Response Ratio
1 -3 years ago	24	34.7%
4 - 6 years ago	23	33.3%
7 - or more years ago	11	15.9%
No Responses	11	15.9%
Total	69	100%

18. Over the last three years, has the average base due for your total membership increased, decreased, or stayed relatively the same? (Total Membership Dues Collected divided by Total Membership per each year)

	Number of Response(s)	Response Ratio
Increased	22	31.8%
Stayed Relatively the Same	36	52.1%
Decreased	4	5.7%
No Responses	7	10.1%
Total	69	100%

19. Do you utilize any of the following?

	Number of Response(s)	Response Ratio
Tiered Dues Structure	25	65.7%
Annual Sponsor Package	23	60.5%
Total Resource Campaign	1	2.6%
Total	38	100%

20. What is your market penetration (percentage of Members in your target area vs. total number of businesses)?

41 Response(s)

Avg. Market Penetration			46.4%
-------------------------	--	--	-------

21. What was your retention percentage for your last fiscal year?

47 Response(s)

Avg. Retention			90%
----------------	--	--	-----

22. What are the two Membership techniques you find most effective for new Members sales?

	Number of Response(s)	Response Ratio
Personal Contact	60	98.3%
Group Meetings	7	11.4%
Outsourcing	1	1.6%
Direct Mail	3	4.9%
Peer Contact	33	54.0%
Telemarketing	0	0.0%
Online Advertising	1	1.6%
Social Media	20	32.7%
Other	4	6.5%
Total	61	100%

23. Average size board for a chamber out of 62 respondents was 15.3 voting members

24. Average number of ex-officio members which include elected officials and directors of 60 respondents was 1.35 members

25. Do your ex-officio Board Members have voting rights?

	Number of Response(s)	Response Ratio
Yes	14	20.2%
No	31	44.9%
No Responses	24	34.7%
Total	69	100%

26. How often does your Board meet?

	Number of Response(s)	Response Ratio
Monthly	51	73.9%
Bi-Monthly	6	8.6%
Other	4	5.7%
No Responses	8	11.5%
Total	69	100%

27. How many years are your Board terms?

	Number of Response(s)	Response Ratio
1	0	0.0%
2	14	20.2%
3	42	60.8%
4	1	1.4%
Other	4	5.7%
No Responses	8	11.5%
Total	69	100%

28. If you have term limits, how many terms may Board Members serve?

	Number of Response(s)	Response Ratio
1	3	4.3%
2	40	57.9%
3	4	5.7%
Other	10	14.4%
No Responses	12	17.3%
Total	69	100%

29. Does your Board have Directors and Officers Insurance?

	Number of Response(s)	Response Ratio
Yes	51	73.9%
No	6	8.6%
No Responses	12	17.3%
Total	69	100%

30. What type of orientation methods do you use for new Board Members?

	Number of Response(s)	Response Ratio
Retreat	13	21.3%
Board Manual	41	67.2%
Job Descriptions	20	32.7%
None	3	4.9%
Other	27	44.2%
Total	61	100%

31. Do you provide Board informational materials in advance of your meetings?

	Number of Response(s)	Response Ratio
Yes	58	84.0%
No	3	4.3%
No Responses	8	11.5%
Total	69	100%

32. Does your Chamber participate in Grassroots Advocacy?

	Number of Response(s)	Response Ratio
Yes	40	57.9%
No	21	30.4%
No Responses	8	11.5%
Total	69	100%

33. If yes, at what levels (click all that apply)?

	Number of Response(s)	Response Ratio
Education only (provide information/host forums)	33	82.5%
Involvement in local, regional and/or state projects that affect your Members	27	67.5%
Take stand on issues that affect your Members	29	72.5%
Paid Lobbyist on staff	0	0.0%
Contract Lobbyist	0	0.0%
Political Action Committee	2	5.0%
Other	1	2.5%
Total	40	100%

34. Does your Chamber host breakfast meetings - if yes, how frequently?

	Number of Response(s)	Response Ratio
Monthly	20	28.9%
Bi-monthly	2	2.8%
Quarterly	4	5.7%
Annually	4	5.7%
Randomly	16	23.1%
None	12	17.3%
No Responses	11	15.9%
Total	69	100%

35. Does your Chamber host lunch meetings - if yes, how frequently?

	Number of Response(s)	Response Ratio
Monthly	24	34.7%
Bi-monthly	2	2.8%
Quarterly	7	10.1%
Annually	0	0.0%
Randomly	18	26.0%
None	9	13.0%
No Responses	9	13.0%
Total	69	100%

36. Does your Chamber host an Awards Dinner?

	Number of Response(s)	Response Ratio
Yes	49	71.0%
No	10	14.4%
No Responses	10	14.4%
Total	69	100%

37. Does your Chamber host seminars and/or conferences - if yes, how frequently?

	Number of Response(s)	Response Ratio
Monthly	2	2.8%
Bi-monthly	2	2.8%
Quarterly	10	14.4%
Annually	3	4.3%
Randomly	39	56.5%
None	4	5.7%
Other	1	1.4%
No Responses	8	11.5%
Total	69	100%

38. Does your Chamber host a Golf Tournament?

	Number of Response(s)	Response Ratio
Yes	54	78.2%
No	7	10.1%
No Responses	8	11.5%
Total	69	100%

39. Does your Chamber distribute an e-newsletter - if yes, how often?

	Number of Response(s)	Response Ratio
Weekly	17	24.6%
Bi-weekly	7	10.1%
Monthly	25	36.2%
Bi-monthly	5	7.2%
None	1	1.4%
Other	5	7.2%
No Responses	9	13.0%
Total	69	100%

40. If your Chamber distributes an e-newsletter, what program/method do you use?

	Number of Response(s)	Response Ratio
Constant Contact	40	57.9%
ChamberMaster	3	4.3%
WebLink	0	0.0%
Mail Chimp	7	10.1%
Microsoft Publisher	2	2.8%
Microsoft Word/Template	0	0.0%
Email Template	3	4.3%
Other	4	5.7%
No Responses	10	14.4%
Total	69	100%

41. Does your Chamber distribute a printed newsletter?

	Number of Response(s)	Response Ratio
Yes	7	10.1%
No	54	78.2%
No Responses	8	11.5%
Total	69	100%

42. Is your Membership database and Accounting software linked together?

	Number of Response(s)	Response Ratio
Yes	29	42.0%
No	27	39.1%
Don't Use Membership Database	5	7.2%
No Responses	8	11.5%
Total	69	100%

43. Which Membership Database do you use?

	Number of Response(s)
ChamberMaster	37
Chamber Nation	0
MemberClicks/WebLink	2
Other	22
No Responses	8
Total	69

44. Which of the following is used by your Chamber to communicate with your Members? (click all that apply)

	Number of Response(s)	Response Ratio
Broadcast Fax	1	1.6%
Conference Calls	2	3.2%
Video Conference	1	1.6%
Email	60	98.3%
Regular Mail	34	55.7%
Website	55	90.1%
LinkedIn	22	36.0%
Facebook	57	93.4%
Twitter	23	37.7%
Snapchat	0	0.0%
Instagram	23	37.7%
Text Messaging	9	14.7%
Other	4	6.5%
Total	61	100%