



SCEDA 2017 Compensation Survey Summary

Methodology

SCEDA conducted a compensation survey among its economic developer members in Fall 2017, beginning with an emailed invitation linking to a survey sent on November 6, followed by reminders to non-respondents on November 13 and 20. A total of 76 individuals responded by the final deadline of November 27, for a response rate of 62%. This represents an increase in total participants from 52 in the 2015 survey, but is roughly the same response rate.

Survey Findings

Organization

Members generally work for County government (54%) or a regional/other private non-profit economic development organization (32%). Some work for city government (7%), development authority/other type of authority (4%), and other (3%). This represents a shift away back toward County (from 38% in 2015 but 70% in 2008) and city government (12% in 2015) and toward nonprofit ED organizations (25% in 2015 but only 7% in 2008).

Compensation

In 2017, members reported mean total compensation of approximately \$83,798 and a median of \$72,500. (This unusually large differential between mean and median means that there is a wide variance in response with some higher responses making the arithmetic average much larger than the midpoint.)

- Non-salary cash compensation (such as bonuses, commissions, incentive pay, overtime, profit sharing, deferred compensation, or cash retirement benefits) was a mean of \$14,473 and a median of \$10,000. These values were calculated on a base (N) of 24 individuals who reported a positive value, 34% of the N=71 who reported their salary.
- Average total compensation, including non-salary cash compensation is a mean of \$88,691 and a median of \$75,000. We assumed that all individuals who didn't answer the non-salary cash compensation=\$0 when calculating a total compensation figure.
- Average bonuses were a mean of \$10,774 and a median of \$6,720 (N=20). Both bonuses and total non-salary cash compensation rose sharply since 2015, increasing by about 70% among the group who reported them (although they were not necessarily the same people indicating a bonus in both surveys).

Average Compensation	2017		2015	
	Mean	Median	Mean	Median
Current annual base salary	\$83,798	\$72,500	\$87,780	\$82,576
Total cash value of non-salary cash compensation	\$14,473	\$10,000	\$8,187	\$3,500
Total compensation	\$88,691	\$75,000	\$92,188	\$85,426
Bonuses	\$10,774	\$6,720	\$6,378	\$2,250

By range, 24% earn an annual salary and 28% earn total compensation that is six figures or more.

- Another 42% each earn a salary and total compensation more than \$65,000. At the lower extreme, 15% earn less than \$50,000 in total salary.

Range of Salary and Total Compensation	Annual Salary	Total Compensation
>\$100,000	24%	28%
\$86,000-\$100,000	15%	11%
\$65,000-\$85,000	27%	31%
\$50,000-\$64,000	18%	15%
<\$50,000	15%	14%

Compensation by Position

By title, 42% of respondents were Director/CEO, 35% Project Management/Business Development, and 16% were Assistant or Deputy Director or VP. Research (4%) and Operations (3%) rounded out the job title/positions. Naturally, CEO/Directors report higher mean compensation (\$107,860 salary and \$114,826 total compensation) compared to Assistant/Deputies (\$85,577 salary and \$94,059 total compensation), and Project Management/Business Development (\$61,956 salary and \$63,818 total compensation).

	Salary	Non-Salary	Total Compensation
CEO/Director			
Mean	\$107,860	\$20,200	\$114,826
Median	\$99,640	\$20,000	\$110,000
Assistant/Deputy Director/VP			
Mean	\$85,577	\$23,325	\$94,059
Median	\$65,500	\$16,500	\$75,500
Project Management/Business Development			
Mean	\$61,956	\$5,172	\$63,818
Median	\$60,000	\$2,000	\$65,000

Trends

Over almost 10 years, our surveys imply that median compensation rose in 2015 following the recession but declined in 2017 for annual base salary and total compensation.

- However, this appears to reflect increasing survey participation, particularly among lower-paid individuals, rather than a downward adjustment in salary and total compensation.
- The biggest changes since 2015 come from a sharp increase in the number who earn less than \$50,000 (only 66% reported this in 2015), and a decrease among those earning between \$65,000 and \$100,000 (down 9 percentage points from 52% in 2015).
- Although average cash value of non-salary cash compensation rose sharply, because only one-third report receiving any, it had a relatively small effect on total compensation—in the past two surveys accounting for only about 3.5% of total salary for the median employee.

Compensation Trend (<i>medians</i>)	2017	2015	2008
Current annual base salary	\$72,500	\$82,576	\$80,000
Total compensation	\$75,000	\$85,426	\$85,000

Bonuses

Only 29% of respondents indicate that they were eligible for a bonus within the past year (down from 37% in 2015 and 40% in 2008). The bonus was a mean 10.1% percent of salary, if it was received.

Contract Status

Only 7% indicate their employment is on contract, down from 8% in 2015 and 20% in 2008. Contract terms are either 3 or 2 years (3% each) and only 1% have 4 years or more.

Reporting

Respondents report either to the City/County Manager (46%) or Board of Directors (23%), while 14% report to the President/CEO, 4% to an Executive Committee, and 13% report to someone else. Since 2015, the share reporting to the City/County Manager has increased (from 35% in 2015).

Considerations for Annual Compensation

Members are most likely to indicate that their salary and bonus depends on personal performance (65%), while 41% indicate the government determines the amount, 37% cite cost of living, and only 34% are affected by organization performance.

- Discretionary (25%) and departmental performance (22%) are drivers for some, while seniority/longevity or department revenue are rarely factors.

	2017	2015
Personal Performance	65%	64%
City/County Government determines amount	41%	45%
Cost of Living	37%	23%
Organization Performance	34%	49%
Discretionary	25%	28%
Departmental Performance	22%	15%
Seniority/Longevity	7%	6%
Department Revenue	4%	4%
Other considerations	6%	2%

Since 2015, far fewer indicate organization performance, and more cost of living and departmental performance.

- Cost of living bounced back up but nowhere near its level in 2008 (61%), and the decline in organizational performance doesn't come close to the low level in 2008 (26%).
- The recent decline in government determination also shows a trend toward the 2008 level which remains lower than today (35%).
- Personal performance remains higher than in 2008 (58%).

Health Benefits

Most members (59%) have medical coverage offered by their employer from the state plan, while 30% are offered a PPO. Only 5% indicate an HMO, and 1% each a traditional fee for service or another plan. Only 3% indicate none. This represents a slight decrease for state plan (60% in 2015) and from PPO (36% in 2015).

Retirement

The retirement plan that is available (whether or not the respondent uses it) showed a slight increase in the total reporting the state/government retirement system to 75%, up from 71% in 2015 but down from 90% in 2008. Another 16% indicate a defined benefit plan, 5% a matching IRA/Keogh, and 3% a defined benefit plan.

Leave

Average paid time off including vacation and sick time or PTO has declined slightly to a mean of 20.8 and a median of 20.4 days. In 2015 the mean was 21.5 days and the median in 2008 was 22 days.

Other Benefits

Benefits most frequently offered by their employer (regardless whether they use them) include cell/smart phone (88%), funding/time off for professional development (85%), professional association dues (84%), and credit card (72%). Other benefits include a company car (43%), education financing (20%), wellness/fitness program (19%), flex time (18%), paid maternity leave, country/recreational club membership, and parking cost reductions (15% each), a thrift savings plan or paid physical exam (9% each).

	2017	2015	2008
PDA/cell/smart phone	88%	96%	91%
Funding/time off for professional development	85%	86%	81%
Flex time	18%	16%	28%
Country/recreational club membership	15%	14%	34%
Financial			
Professional association dues	84%	90%	91%
Use of organization credit card	72%	72%	72%
Further education financing	20%	24%	31%
Thrift/savings plan	9%	16%	19%
Travel/Transportation			
Company car	43%	52%	59%
Parking cost reductions	15%	10%	9%
Transit discounts	1%	0%	0%
Health/Family			
Wellness/fitness program (rehabilitation)	19%	16%	16%
Paid maternity leave	15%	10%	16%
Paid physical examination	9%	8%	25%
Childcare allowance	1%	2%	0%
Other benefits	7%	8%	0%

Over time, the cell/smart phone, professional association dues, further education financing, thrift/saving plan, and company car declined since 2015. Flex time, country clubs, and paid physical exams bounced up slightly after large declines between 2008 and 2015. Parking cost reductions, wellness, and paid maternity leave showed larger increases since 2015.

If they have a vehicle for use, 53% have part-time use for official business during work hours, 23% full-time use to claim on taxes, and 25% have a car allowance.

Profile

Population—The mean total population in an area’s jurisdiction is 237,000 with 11% reporting more than a half-million, 12% 250,000-499,000, 27% 100,000-249,000, 17% 50,000-99,000, 21% 25,000-49,000, and 12% fewer than 25,000. This is almost identical to 2015 (240,000) and much higher than in 2008 (median 85,000).

Staffing—Respondents report a median of 12 FTE employees including themselves working for their organization at all locations, a mean of 4.5 and median of 4 employees in the economic development-related department/organization, and a mean of 1.4 and median of 1 person supervised directly or indirectly.

Budget—The mean organizational economic development-related department or operation’s annual operating budget (including operating funds and excluding capital or revolving loan funds, CBDG, and pass-through funding) is a mean of \$889,000 and a median of \$550,000.

- By range, 260% have budgets under \$250,000, 17% \$250,000-\$499,000, 25% \$500,000-\$999,000, and 30% more than a million.
- A mean of 77% comes from government, 16% from membership fees, and 6% from other sources.

Experience—Members are a mean 46.7 years of age; 29% are in their 20s or 30s, 29% each are in their 40s and 50s, and 14% are 60 or older. They report a mean of 13.4 years in the field and 5.3 years in their current position.

- While turnover is high, with 40% in their position 0-2 years, only 19% have fewer than 5 and 20% 5-9 years in the field. At the other extreme, only 20% have 20 or more years in the field and 19% have 10+ years in their position.

Mean/medians	2017	2015
Total population within your agency’s jurisdiction	237,000	240,000
Staffing (<i>FTE employees, including yourself</i>)		
How many employees* work for your organization, including all locations	271/12	236/8
How many employees* work for your organization’s economic development-related department or organization?	4.5/4.0	4.5/4.0
How many people do you supervise directly or indirectly (indicate “0” if none)? *	1.4/1.0	2.2/1.0
Budget		
What is your organization’s economic development-related department or operation’s annual operating budget*?	\$889,000 \$550,000	\$725,600 \$499,000
What percentage comes from membership fees?	16%/8%	12%/0%
What percentage comes from government?	77%/83%	83%/90%
What percentage comes from other funding sources?	6%/0%	5%/0%
What percentage of the organization’s time is spent on economic development efforts?	97% 100%	91.7% 100%
History		
Years in current position	5.3/3	5.2/4
Years of experience in field of economic development	13.4/13	13.0/11
Age	46.7/46	47.8/48
Age upon entering field (inferred from above)	33.3/33.0	34.7/33.0

Funding by Source

Respondents are roughly split between 32% who rely 100% on public funding, 35% rely mostly but not wholly on public funding, 14% are split between public and private/internally generated funds, and 11% are mostly private/internally funded. This represents a sharp decline in public funding since 2008 and an increase in those who are at least half-funded by private or internally generated funds.

Funding from sources	2017	2015	2008
100% Public Funding	32%	29%	57%
Mostly (51%-99%) Public Funding	35%	49%	23%
50% Public and 50% Private Funding or internally generated funds	14%	12%	13%
Mostly (51%-99%) Private/internally generated funds	11%	6%	3%
Other percentage	8%	4%	3%

Activities

Common activities reported by a majority include marketing/business recruitment, retention/expansion, property development/redevelopment, research/analysis, and workforce development.

- Small business/entrepreneur startup and support, grant writing, and neighborhood/community development are reported by 20% or more.
- Fewer report being engaged in downtown development, private loans/grants, planning/zoning, and government procurement.

Activities Managed or Performed	2017	2015	2008
Marketing/Business Recruitment	91%	96%	90%
Retention and Expansion	76%	84%	87%
Property Development/Redevelopment	59%	67%	68%
Research/Analysis	64%	63%	58%
Workforce Development	56%	57%	35%
Small Business Startups & Support/Entrepreneurial Activities	26%	49%	29%
Grant Writing	23%	27%	26%
Neighborhood/Community Development	20%	25%	26%
Downtown Development	17%	22%	26%
Provide Loans and Grants	16%	10%	19%
Planning & Zoning	10%	4%	0%
Government Procurement	7%	4%	10%
Other	6%	2%	0%

Marketing/business recruitment is the single most important activity for 51% of members, and another 32% report it as their second or third-most important activity.

- Retention and expansion (27%) is the only other frequently reported most important activity, with another 49% reporting it as second or third most important.
- Property development/redevelopment and workforce development are also reported by up to half of members as among their top three activities, and research/analysis is reported by 20%. All other activities are rarely in the top three activities.

Economic Development Activity	#1	#2	#3
Marketing/Business Recruitment	51%	18%	14%
Retention and Expansion	27%	40%	9%
Property Development/Redevelopment	9%	15%	26%
Workforce Development	5%	11%	30%
Research/Analysis	5%	11%	4%
Grant Writing	0%	2%	4%
Neighborhood/Community Development	0%	3%	2%
Small Business Startups and Support/Entrepreneurial Activities	0%	0%	4%
Downtown Development	3%	0%	0%
Planning & Zoning	0%	0%	2%
Other Activity	2%	0%	2%

Education/Credentials

Most members hold an SCCED (67%), and some hold a CEcD/CED (22%), while 8% hold an EDFP and 6% an AICP certification. Half hold a Master's degree while 46% hold a Bachelor's and 3% a doctorate or law degree.

- The proportion holding SCCED or CEcD or CED are lower than in 2015 but much higher than in 2008.
- The proportion holding a Master's degree is much higher than in 2015 but lower than in 2008, while fewer hold a Bachelor's since 2015 but more than in 2008.

Professional certifications	2017	2015	2008
SCCED	67%	72%	42%
CEcD or CED-Certified Economic Developer	22%	25%	10%
EDFP-Economic Development Finance Professional	8%	9%	3%
AICP-American Institute of Certified Planners	6%	6%	10%
Other certifications	8%	3%	10%
Education (highest attained)			
Doctorate or Law degree	3%	6%	3%
Master's degree	50%	35%	58%
Bachelor's degree	46%	59%	35%
Organizational member			
SEDC	69%	60%	55%
IEDC	54%	50%	35%
Other organizations	24%	6%	
Gender			
Male	71%	76%	81%
Female	29%	24%	19%
Race/ethnicity			
White	96%	88%	100%
Black/African American	4%	12%	0%

Membership/Demographics

Most hold SEDC (69%) and IEDC memberships (54%), and 24% report other organizations. This share has been increasing over time.

- The majority of members are male (71%) but this proportion has declined since 2008.
- The proportion of white respondents (96%) bounced up from 88% in 2015.

Formal Training

Respondents report having training from the Basic Economic Development Course (79%) and SC Economic Development Institute (66%).

- Other training reported includes OU EDI (37%), IEDC Accredited Courses (35%), Advanced Symposium (32%), OJT/Practical Experience (32%), and College or University Courses (31%). Fewer than 10% report National Development Council, Community Development Institute (4%) or other training.

Survey Instrument



SCEDA Compensation Survey



A. Compensation

1. For what type of organization do you work? (check one)

- County Government
- City Government
- Regional/other private non-profit economic development organization (EDO)
- Chamber of Commerce
- Development authority/other type of authority
- Other (*describe*)

2. Please tell us the following regarding your compensation:

What was your annual base salary?

What was your total cash value of non-salary cash compensation?*

*Such as bonuses, commissions, incentive pay, overtime, profit sharing, deferred compensation, or cash retirement benefits. Leave blank if 0.

3. Were you eligible for a bonus within the past year?

No

Yes: if yes, how much was your bonus as a set amount or percent of salary?

4. What considerations are made in your annual salary/compensation/bonus? (check all that apply)

- Personal Performance
- Organization Performance
- Departmental Performance
- Discretionary
- Cost of Living
- Department Revenue
- Seniority/Longevity
- City/County Government determines amount
- Other considerations (*describe*)

5. If your employment is on a contract basis, what is its total amount of years of duration?

- No contract
- 4 years or more
- 3 year
- 2 year
- 1 year

6. Which best describes your position?

- Director/CEO
- Assistant/Deputy Director/VP
- Project Management/Business Development (including Sr. Project Manager, Project Manager, Business Development & Marketing)
- Research
- Operations (including Investor Relations, Finance, and Administrative/Office Support)

7. Is your position?

- Full-time
- Part-time

B. Benefits

1. Which describes the medical coverage your employer offers?

- PPO
- HMO
- State plan
- Medical cash allowance
- Traditional Fee for Service
- Other (*describe*)

2. Which best describes your retirement plan (whether you make use of it or not)?

- Defined Contribution Plan
- Defined Benefit plan
- Matching IRA/Keogh
- State/Government Retirement System
- None
- Other (*describe*)

3. On an annual basis, how many total days of paid time off (vacation and sick time or PTO) do you qualify for? (please use a decimal if appropriate)

4. Which benefits does your employer offer you (whether you use them or not)? (check all that apply)

- PDA/cell/smart phone
- Funding/time off for professional development
- Country/recreational club membership
- Flex time

Financial

- Professional association dues
- Use of organization credit card
- Further education financing
- Thrift/savings plan

Travel/Transportation

- Company car
- Parking cost reductions
- Transit discounts

Health/Family

- Wellness/fitness program (rehabilitation)
- Spouse travel expense
- Paid maternity leave
- Paid physical examination
- Childcare allowance
- Other benefits (*describe*)

5. If you get a vehicle for use, which category does it apply to:

- Full-time use (claim on taxes)
- Part-time use (for official business during work hours)
- Car allowance

C. Professional Profile

1. Please tell us the following about you and your work:

Approximately how large is the total population within your agency's jurisdiction?

Staffing

How many employees work for your organization, including all locations*

How many employees work for your organization's economic development-related department or organization?

How many people do you supervise directly or indirectly (indicate "0" if none)?

*Report full-time employees, including yourself

Budget

What is your organization's economic development-related department or operation's annual operating budget?*

*Report operating funds, excluding capital or revolving loan funds, CBDG, and pass-through funding.

What percentage of your organization's annual budget comes from membership fees?

What percentage of your organization's annual budget comes from government?

What percentage of your organization's annual budget comes from other funding sources?

What percentage of the organization's time is spent on economic development efforts?

History

How many years have you been in your current position?

How many years of experience in the field of economic development do you have?

What is your age?

2. What percentage of your organizations' operating funding comes from the following sources? (check one)

100% Public Funding

Mostly (51%-99%) Public Funding

50% Public and 50% Private Funding or internally generated funds

Mostly (51%-99%) Private/internally generated funds

100% Private/Internally generated funds

Other percentage (describe)

3. Do you have a nonprofit arm for your economic development services?

Yes, 501(c)6 Yes, 501(c)3 No

4. Which economic development activities do you manage or perform? (check all that apply)

Marketing/Business Recruitment

Retention and Expansion

Research/Analysis

Property Development/Redevelopment

Small Business Startups and Support/Entrepreneurial Activities

Workforce Development

Neighborhood/Community Development

Downtown Development

Provide Loans and Grants

Grant Writing

Planning and Zoning

Government Procurement

Other (describe)

5. To whom do you report?

- Board of Directors
- City/County Manager
- Chairman of Board
- Executive Committee
- Other (*describe*) _____

6. What is the highest educational degree you have earned? (check one)

- Doctorate or Law Degree
- Master's Degree
- Bachelor's Degree
- High School Diploma or equivalent

7. What formal training in economic development do you have? (check all that apply)

- SCCED
- SCEDS/Advanced Symposium
- OU EDI
- Basic Economic Development Course
- College or University Courses
- IEDC Accredited Courses
- Community Development Institute
- National Development Council
- OJT/Practical Experience
- Other training (*describe*)

8. What professional certifications do you have? (check all that apply)

- SCCED
- CEcD or CED-Certified Economic Developer
- EDFP-Economic Development Finance Professional
- AICP-American Institute of Certified Planners
- CCE-Certified Chamber Executive
- CAE-Certified Association Executive
- Other certifications (*describe*)

9. In which organizations are you a member? (check all that apply)

- SEDC
- IEDC
- Other organizations (*describe*)

10. What is your gender?

11. Which best describes your race/ethnicity? (check one)

- White
- Black/African American
- Asian, Native Hawaiian, or Pacific Islander
- Hispanic or Latino
- American Indian or Alaska Native
- Mixed Race
- Other (*specify*)

Thank you for Participating in the SCEDA Compensation & Benefits Survey.