

2012 DMO Compensation & Benefits Study

Florida DMO Report

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Overview and Methodology

The *2012 DMO Compensation & Benefits Study* is the most comprehensive and up-to-date compensation and benefits data produced for DMOs. It provides valuable information when planning budgets, negotiating salary and compensation, hiring new employees, determining raises, evaluating DMO benefits programs and negotiating contracts. It is a must-have resource when justifying staff investment to stakeholders.

The results are based on a survey of destination marketing organizations (DMAI members and non-members) conducted in the first quarter of 2012. A total of 271 DMOs participated — 263 from the U.S. and eight from Canada. Each completed questionnaire was assigned a confidential number, and any reference to the DMO's name was removed. All data were checked manually and by a specially designed computer editing procedure. Strict confidentiality was maintained throughout the course of the project. The survey was compiled, tabulated and prepared for the Destination & Travel Foundation by Industry Insights, Inc., a research and consulting firm that specializes in industry operating surveys, compensation studies, member needs surveys, educational programs and customized research activities.

To provide the detail needed, most tables report results by DMO budget size, type of DMO and number of full-time equivalent employees. To simplify using the vast amount of information in this report, an executive summary is included, as well as a guide to using the data.

The questionnaire and job descriptions used are included in the Appendix.

Questions about the results or DMAI's and the Destination & Travel Foundation's research program should be directed to research@destinationmarketing.org (tel: 1.202.296.7888).

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Guide to Using This Report

Comparing Your DMO's Compensation Information to Survey Results

As a DMO compares its compensation information to that of the industry as a whole, it is important to remember that the statistics in this report should be regarded as guidelines rather than absolute standards. Because DMOs differ depending on their location, size and other factors, any two DMOs may offer their employees a reasonably attractive compensation package and yet be very different. For example, duration of employment and nature of previous experience will influence the compensation offering for a particular individual. Thus, a deviation between any one DMO's figures and a number appearing on a table in this report is not necessarily good or bad; it is merely an indication that additional scrutiny may be warranted.

Compensation information can be used to:

- “market price” jobs to determine appropriate wages
- develop budgets
- set pay structures
- develop job evaluation systems
- evaluate new programs
- determine whether certain non-base salary programs are competitive

Choosing the Correct Breakdown of the Data

DMOs should first compare their positions under review with the positions and job descriptions provided in this report. The job descriptions should be used as a deciding factor when choosing comparable positions. In some cases, the job description will not be identical to the position under review. In such cases, either of the “earning” percentiles can be used. If the position under review involves *more responsibilities* than those listed in the job description, the “25% earn more than” statistic may be used to take into consideration this increased complexity. If the position under review involves *less responsibility*, then the “75% earn more than” statistic can be used.

In addition, other factors can be taken into consideration when comparing results, including:

- number of employees
- budget size
- type of DMO

Users of this report should also seek other available non-DMO compensation and benefits surveys in their geographical areas since DMOs compete with other industries for some of their employees.

Using the Statistics Provided in This Report

Four statistics are provided for all compensation information: mean, median, “25% earn more than” and “75% earn more than.” The choice of which statistic to use is based on organizational goals as well as on the position being analyzed. For example, if the goal of the organization is to lead the market in terms of pay levels, the “25% earn more than” statistic should be used.

The mean and the median are both accepted statistics for analysis. Whether one or the other is used is largely due to personal preference, with one exception. If the mean and the median differ greatly for a given position, the range of information provided by respondents is wide. The median will show a result that minimizes the impact of “outlying values” (values that are either very high or very low relative to most responses).

Calculating Market Ratios

Market ratios show where current pay levels are above or below the benchmark provided in the survey. A ratio can be obtained by dividing existing salary levels by the level provided in this report and multiplying the result by 100. If the ratio is close to 100, the existing salary level is close to the market average. Ratios that are significantly higher or lower than 100 (usually over 110 or below 90) should be analyzed further to determine if a position is overpaid or underpaid in relation to the market. In these cases it is important to verify the accuracy of the comparison. Factors such as the applicability of the job description to the position being analyzed and the DMO characteristics (size, location) can affect the accuracy of the comparison.

Format of Data Tabulations

The tables in this report are formatted to provide summary information as well as breakdowns of survey data, where applicable. Breakdowns of the data are provided for the following three groupings:

- Current budget: The DMO’s budget for the current fiscal year broken out into various ranges.
- Type of DMO: Separated by public or private sector, and membership or non-membership base.
- Number of Employees (full-time equivalent): Number of employees calculated in terms of full-time equivalency. Full-time equivalency is calculated by dividing the total number of hours worked per year by part-time employees by 2080 hours, which is the traditional number of hours worked by a full-time employee in one year, added to the number of full-time employees.

Minimum Reporting Requirements for Salary Levels

To ensure the confidentiality of individual responses, minimum levels of response were required for release of compensation information. At least four responses were required to release the data.

Definitions

Mean: The average of all responses received to a question.

Median: A measure of central tendency, i.e., half of the responses received were higher than the median reported while the other half were lower.

“75% earn more than. . .”: 75% of the people in this position earn at least the amount shown.

“25% earn more than. . .”: 25% of the people in this position earn at least the amount shown.

Fixed Salary: Fixed salary for the most current fiscal year. Excludes variable compensation.

Variable—Performance-based Cash Compensation: Portion of annual wages earned from meeting established performance objectives, which would be reflected on a W-2/T-4 statement for the most current fiscal year (estimated).

Variable—Transaction-based Cash Compensation (Commissions): Wages earned from the volume and/or dollar amount of transactions generated that would be reflected on a W-2/T-4 for the most current fiscal year (estimated).

Total Compensation: The sum of the fixed salary, performance-based cash compensation and transaction-based cash compensation (commission) awarded to the employee.

Employee Benefits: All benefits that the DMO *voluntarily* provides to employees (i.e., *not* including mandatory taxes and workers' compensation). Includes the annual **employer-provided** portion of all types of insurance plans (*not* including employees' contributions to these plans); and various reimbursed expenses such as car allowances, country/city club memberships, educational expenses, and association membership fees.

Deferred Compensation: Compensation that is performance-based (paid by the employer) and deferred beyond the current year and placed into some type of trust. This is not to be confused with deferred compensation that goes into a benefit plan on behalf of an employee, such as a pension plan, and in the U.S. 401(k), 403(b), Section 457(f) or 457(b), which are not part of a performance-based incentive plan.

Public Sector Entity: DMO operates as a government entity, such as a city, county, regional or quasi-government agency.

Private Sector Entity: DMO operates as an independent, non-profit organization and is not part of a government entity.

Membership/Partner Based: DMO receives funding from local organizations (i.e., hotels, restaurants, etc.) that pay dues.

Non-membership Based: DMO does not have members/partners that pay dues.

***Salary and Compensation Section
Florida Respondents***

Florida Respondents

	Count	Average Number of FTEs Reported	Fixed Salary for FY 2011				Total Compensation				Variable	
			Mean	Median	75% earn more than	25% earn more than	Mean	Median	75% earn more than	25% earn more than	Transaction-based Cash Comp.	Performance-based Cash Comp.
President/CEO/Executive Director	15	1.0	\$147,200	\$120,000	\$108,233	\$165,777	\$162,635	\$140,000	\$108,233	\$165,946	\$0	\$15,435
Deputy Director/COO	7	1.0	\$110,799	\$96,762	\$94,373	\$104,950	\$119,121	\$96,762	\$94,373	\$114,940	\$0	\$8,322
EVP, Sales & Marketing	6	1.3	\$101,844	\$106,877	\$60,188	\$143,661	\$110,145	\$116,008	\$60,188	\$158,091	\$0	\$8,301
VP, Convention Sales	3	1.0										
Director, Convention Sales	9	1.0	\$78,450	\$78,478	\$64,584	\$90,000	\$84,520	\$78,478	\$66,000	\$90,000	\$4,848	\$1,222
National/Senior Convention Sales Manager	3	1.7										
Convention Sales Manager	6	3.2	\$84,736	\$56,765	\$46,369	\$62,836	\$95,747	\$60,795	\$47,880	\$70,841	\$3,010	\$8,000
Convention Sales/Account Executive	4	3.0	\$53,322	\$53,066	\$47,696	\$58,693	\$59,198	\$58,406	\$49,904	\$67,700	\$5,376	\$500
Satellite Office Manager in Washington, DC	4	1.0	\$100,750	\$101,500	\$91,250	\$111,000	\$111,000	\$116,000	\$108,500	\$118,500	\$5,500	\$4,750
Satellite Office Manager in Chicago, IL	2	0.7										
Sales/Promotion Coordinator	9	1.9	\$54,675	\$35,692	\$31,075	\$45,684	\$54,894	\$35,692	\$31,075	\$45,684	\$0	\$219
Director/Manager, Convention Services	5	1.4	\$78,203	\$74,620	\$65,821	\$86,847	\$81,261	\$74,620	\$69,112	\$86,847	\$0	\$3,058
Director/Manager, Housing Services	2	0.7										
Housing Clerk	2	1.2										
VP/Director, Tourism/Travel Trade Sales	6	0.9	\$82,813	\$71,704	\$63,467	\$107,785	\$87,891	\$75,769	\$67,650	\$108,186	\$3,245	\$1,833
National/Senior Tourism Sales Manager	5	1.2	\$67,100	\$70,221	\$52,000	\$77,868	\$69,100	\$70,221	\$52,000	\$85,000	\$2,000	\$0
Tourism Sales Manager	8	1.8	\$53,379	\$54,050	\$45,535	\$55,778	\$55,354	\$54,078	\$46,649	\$61,212	\$1,975	\$0
Manager, Visitor Services/Information	7	1.0	\$48,782	\$48,317	\$40,314	\$54,931	\$48,782	\$48,317	\$40,314	\$54,931	\$0	\$0
Visitor Services Specialist	7	3.5	\$25,384	\$20,800	\$19,500	\$31,562	\$25,555	\$20,800	\$19,500	\$31,562	\$0	\$171
Chief Marketing Officer/VP, Marketing	4	0.8	\$99,388	\$92,281	\$77,419	\$114,250	\$104,713	\$92,281	\$77,419	\$119,575	\$0	\$5,325
Director of Marketing	6	1.0	\$80,984	\$79,781	\$73,133	\$83,750	\$80,984	\$79,781	\$73,133	\$83,750	\$0	\$0
Manager of Online Marketing	5	1.0	\$53,016	\$48,339	\$38,955	\$49,000	\$53,596	\$48,339	\$38,955	\$49,000	\$0	\$580
Content Marketing Manager/Social Media Specialist	5	1.4	\$53,929	\$43,394	\$41,662	\$53,245	\$53,929	\$43,394	\$41,662	\$53,245	\$0	\$0
Director/Manager of Multicultural Tourism	1	1.0										
Director/Manager of Sports Marketing/Sales	6	1.2	\$59,674	\$53,593	\$45,647	\$70,797	\$59,674	\$53,593	\$45,647	\$70,797	\$0	\$0
Manager, Product/Special Event Development	4	1.3	\$49,274	\$43,768	\$34,750	\$58,292	\$50,049	\$43,768	\$35,525	\$58,292	\$0	\$775

Note: A minimum of four responses required to show data.

	Count	Average Number of FTEs Reported	Fixed Salary for FY 2011				Total Compensation				Variable	
			Mean	Median	75% earn more than	25% earn more than	Mean	Median	75% earn more than	25% earn more than	Transaction-based Cash Comp.	Performance-based Cash Comp.
Director/Manager, Research	2	1.0										
VP, Communications	3	1.0										
Director/Manager of Communications/PR	9	1.0	\$72,714	\$72,287	\$64,334	\$78,187	\$72,714	\$72,287	\$64,334	\$78,187	\$0	\$0
Director/Manager, Publications	5	1.4	\$53,087	\$45,000	\$42,500	\$65,267	\$53,087	\$45,000	\$42,500	\$65,267	\$0	\$0
Director/Manager, Community Relations	4	1.0	\$57,790	\$56,029	\$53,565	\$60,253	\$57,790	\$56,029	\$53,565	\$60,253	\$0	\$0
Publications/Graphic Designer	5	1.2	\$45,162	\$43,414	\$40,000	\$44,385	\$45,162	\$43,414	\$40,000	\$44,385	\$0	\$0
Film Commissioner	3	1.0										
Communications/Coordinator	8	1.3	\$40,709	\$38,152	\$35,693	\$47,711	\$40,709	\$38,152	\$35,693	\$47,711	\$0	\$0
VP, Membership	1	1.0										
Director, Membership	3	1.0										
Membership Sales Manager	2	1.0										
Membership Services Manager	1	4.0										
Membership Coordinator	2	2.0										
Director/Manager, Partnerships/Sponsorships	2	1.0										
VP/Director of Finance/Administration	3	1.0										
Director/Manager of Accounting/Finance	9	1.0	\$69,101	\$55,167	\$50,000	\$71,256	\$69,101	\$55,167	\$50,000	\$71,256	\$0	\$0
Accounting Clerk/Bookkeeper	7	1.1	\$43,972	\$37,710	\$33,228	\$50,367	\$43,972	\$37,710	\$33,228	\$50,367	\$0	\$0
Director/Manager of Human Resources	1	1.0										
Office Manager	6	1.0	\$46,209	\$45,218	\$37,498	\$55,681	\$46,209	\$45,218	\$37,498	\$55,681	\$0	\$0
Supervisor, Printing/Mailing/Copying	3	1.0										
Executive Assistant	8	1.4	\$43,129	\$42,816	\$39,334	\$50,800	\$43,292	\$42,816	\$39,334	\$50,800	\$0	\$163
Administrative Assistant/Secretary	4	3.0	\$36,873	\$36,873	\$34,117	\$39,629	\$36,873	\$36,873	\$34,117	\$39,629	\$0	\$0
Receptionist	6	1.0	\$31,473	\$29,000	\$27,670	\$32,645	\$31,640	\$29,500	\$27,920	\$32,645	\$0	\$167
Director/Manager Information Services/Systems	5	1.0	\$70,758	\$64,416	\$50,000	\$87,724	\$72,513	\$64,416	\$50,000	\$96,496	\$0	\$1,754
Technical Support/LAN Administration	15	1.0	\$147,200	\$120,000	\$108,233	\$165,777	\$162,635	\$140,000	\$108,233	\$165,946	\$0	\$15,435

Note: A minimum of four responses required to show data.

***Economic Climate Section
Florida Respondents***

Percent of DMOs that have taken the following actions in 2011:	
Count	15
Eliminated or postponed bonuses	20%
Frozen salaries	40%
Eliminated or adjusted 401(k)/403(b) match contributions	7%
Reduced, frozen or terminated a defined benefit pension plan	13%
Made staff layoffs	0%
Implemented leave without pay/mandatory unpaid vacation	20%
Offered a buyout offer/voluntary early retirement	13%
Terminated contract employees or any third party/outside employee arrangements	0%
Reduced travel, training or other employee-related expenses	13%
Mandated a temporary hiring freeze	7%
Reduced the percentage or amount your DMO contributes toward health insurance premiums	0%
Eliminated any other employee benefits	0%
Added any additional employee benefits	7%
Filled vacant/previously frozen positions	33%
Created new positions and filled them	40%
Likelihood that your DMO will consider the following in 2012:	
Eliminate or postpone bonuses for officers or any other employee group	
Count	15
Very unlikely	40%
Somewhat unlikely	13%
Uncertain	20%
Somewhat likely	0%
Very likely	27%
Freeze salaries for officers or any other employee group	
Count	15
Very unlikely	40%
Somewhat unlikely	0%
Uncertain	20%
Somewhat likely	0%
Very likely	40%

Eliminate or adjust 401(k)/403(b) match contributions	
Count	15
Very unlikely	80%
Somewhat unlikely	13%
Uncertain	7%
Somewhat likely	0%
Very likely	0%
Reduce, freeze or terminate a defined benefit pension plan	
Count	14
Very unlikely	93%
Somewhat unlikely	0%
Uncertain	0%
Somewhat likely	0%
Very likely	7%
Make staff layoffs	
Count	15
Very unlikely	80%
Somewhat unlikely	20%
Uncertain	0%
Somewhat likely	0%
Very likely	0%
Ask employees to take leave without pay or enforced mandatory unpaid vacation	
Count	15
Very unlikely	87%
Somewhat unlikely	13%
Uncertain	0%
Somewhat likely	0%
Very likely	0%
Offer a buyout offer/voluntary early retirement	
Count	15
Very unlikely	93%
Somewhat unlikely	7%
Uncertain	0%
Somewhat likely	0%
Very likely	0%

Note: A minimum of four responses required to show data.

Terminate contract employees or any third party/outside employee arrangements	
Count	15
Very unlikely	93%
Somewhat unlikely	7%
Uncertain	0%
Somewhat likely	0%
Very likely	0%
Reduce travel, training or other employee-related expenses	
Count	15
Very unlikely	67%
Somewhat unlikely	27%
Uncertain	7%
Somewhat likely	0%
Very likely	0%
Mandate a temporary hiring freeze	
Count	15
Very unlikely	67%
Somewhat unlikely	7%
Uncertain	7%
Somewhat likely	7%
Very likely	13%
Reduce the percentage or amount your DMO contributes toward health insurance premiums	
Count	15
Very unlikely	60%
Somewhat unlikely	13%
Uncertain	13%
Somewhat likely	7%
Very likely	7%

Eliminate any other employee benefits	
Count	15
Very unlikely	67%
Somewhat unlikely	20%
Uncertain	13%
Somewhat likely	0%
Very likely	0%
Add any additional employee benefits	
Count	15
Very unlikely	73%
Somewhat unlikely	7%
Uncertain	20%
Somewhat likely	0%
Very likely	0%
Fill vacant/previously frozen positions	
Count	15
Very unlikely	27%
Somewhat unlikely	0%
Uncertain	13%
Somewhat likely	7%
Very likely	47%
Add new positions and fill them	
Count	15
Very unlikely	33%
Somewhat unlikely	7%
Uncertain	20%
Somewhat likely	27%
Very likely	13%

Note: A minimum of four responses required to show data.

***Benefits Section
Florida Respondents***

Florida—Health & Dental Benefits

	Percent offering:		
	CEO	Senior/Middle Management	All Others
Q1. Benefits offered to:			
Count	15	15	15
Indemnity Plan	27%	27%	27%
Preferred Provider Organization (PPO)	87%	80%	80%
Health Maintenance Organization (HMO)	27%	27%	27%
Health Savings Account (HSA)	27%	20%	27%
Health Reimbursement Account (HRA)	0%	20%	20%
Health Flexible Spending Account (FSA)	53%	47%	53%
Extended Health Plan (in Canada)	67%	67%	67%
Prescription drug card	100%	93%	93%
Dental care	67%	60%	60%
Vision care	47%	40%	40%
Long-term care	60%	53%	53%
Chiropractic	73%	73%	73%
Mental illness outpatient	80%	73%	73%
Outpatient physical therapy	60%	53%	53%
Stress management	40%	40%	40%
Weight control	60%	60%	60%
Well baby care	40%	40%	40%
Smoking cessation	47%	40%	40%
Wellness program	80%	73%	73%
Routine physical	20%	20%	20%
Fitness program	7%	7%	7%

Q1. Benefit is paid by:	Count	Percent offering:		
		Paid by DMO	Paid by employee	Cost is shared
Indemnity Plan	5	20%	0%	80%
Preferred Provider Organization (PPO)	13	46%	8%	46%
Health Maintenance Organization (HMO)	5	40%	0%	60%
Health Savings Account (HSA)	4	0%	25%	75%
Health Reimbursement Account (HRA)	3	33%	33%	33%
Health Flexible Spending Account (FSA)	8	0%	88%	13%
Prescription drug card	10	20%	10%	70%
Dental care	14	36%	29%	36%
Vision care	11	27%	36%	36%
Long-term care	9	22%	44%	33%
Chiropractic	9	22%	11%	67%
Mental illness outpatient	10	30%	20%	50%
Outpatient physical therapy	12	42%	8%	50%
Stress management	9	33%	22%	44%
Weight control	6	17%	33%	50%
Well baby care	9	33%	11%	56%
Smoking cessation	6	17%	33%	50%
Wellness program	6	33%	0%	67%
Routine physical	12	50%	8%	42%
Fitness program	2	50%	0%	50%
Other benefits	1	0%	0%	100%

*A minimum of five responses required to show data.

Florida—Health & Dental Benefits

	Health	Dental
Q2. Median percent of total monthly premium that employer contributes to HMO plan for the:		
Count	6	4
Employee only	98%	50%
Count	5	4
Spouse/domestic partner	80%	0%
Count	5	4
Child	80%	0%
Count	5	4
Family	80%	0%
Q2. Median percent of total monthly premium that employer contributes to PPO plan for the:		
Count	12	12
Employee only	99%	94%
Count	10	10
Spouse/domestic partner	28%	0%
Count	10	10
Child	28%	0%
Count	10	10
Family	28%	0%
Q2. Median percent of total monthly premium that employer contributes to Indemnity plan for the:		
Health		
Count	0	0
Employee only	*	*
Count	0	0
Spouse/domestic partner	*	*
Count	0	0
Child	*	*
Count	0	0
Family	*	*
Q3. Median maximum out-of-pocket expense/deductible for HMO plan:		
Count	5	1
Employee only	\$2,800	*
Count	3	0
Employee & spouse/domestic partner	*	*
Count	3	0
Employee & child	*	*
Count	4	1
Employee & family	\$4,300	*

*A minimum of five responses required to show data.

	Health	Dental
Q3. Median maximum out-of-pocket expense/deductible for PPO plan:		
Count	11	4
Employee only	\$2,500	\$1,000
Count	7	2
Employee & spouse/domestic partner	\$5,000	*
Count	7	2
Employee & child	\$5,000	*
Count	9	2
Employee & family	\$6,000	*
Q3. Median maximum out-of-pocket expense/deductible for Indemnity plan:		
Count	0	0
Employee only	*	*
Count	0	0
Employee & spouse/domestic partner	*	*
Count	0	0
Employee & child	*	*
Count	0	0
Employee & family	*	*
Q4. Median maximum benefits payable for HMO plan:		
Count	1	2
Per year	*	*
Count	2	0
Lifetime	*	*
Q4. Median maximum benefits payable for PPO plan:		
Count	0	3
Per year	*	*
Count	0	1
Lifetime	*	*
Q4. Median maximum benefits payable for Indemnity plan:		
Count	0	0
Per year	*	*
Count	0	0
Lifetime	*	*

Florida—Health & Dental Benefits

Q5. DMO offers pre-tax plan for the following items:	
Count	15
Health insurance premium contributions	67%
Health care	67%
Dependent care	60%
Other	13%

	Health	Dental
Q6. Percent increase in health and dental benefit costs over last year:		
Count	15	14
Percent Increase	4%	0%

Q7a. Has your DMO taken any steps within the last year to reduce healthcare costs?	
Count	15
Yes	53%
No	47%
Q7b. If "yes," what steps have been taken?	
Count	8
Changed insurance carriers	38%
Increased deductibles	25%
Increased employees' share of co-pays	38%
Co-insurance	25%
Increased out-of-pocket maximum limit	13%
Change type of plan offered	0%
Funding arrangement (e.g., from fully insured to self-insured)	25%
Limited coverage for future retirees	25%
Eliminated coverage for future retirees	0%
Added HRA plan	13%
Added High Deductible/HSA plan	13%
Lowered copay for generic medications	13%
Raised premium of spouse/domestic partner, child or family	13%
Other changes	13%

*A minimum of five responses required to show data.

Florida—Life Insurance

	Percent Offering:		
	CEO	Senior/Middle Management	All Others
Q1. Types of life insurance offered to:			
Count	15	15	15
Whole/Universal life	27%	7%	7%
Term life	60%	67%	67%
Accidental death & dismemberment	73%	73%	67%
Dependent life insurance	33%	33%	33%
Other life insurance	13%	7%	7%
Q2. Life insurance as a multiple of employees' annual earnings			
Count	14	14	14
Equal to annual earnings	50%	50%	50%
1.5 times annual earnings	14%	14%	14%
2 times annual earnings	14%	14%	14%
3 times annual earnings	0%	0%	0%

Q3. Percent of premium DMO pays for life insurance	
Count	15
Median percent	100%

*A minimum of five responses required to show data.

Florida—Disability Insurance/Paid Leave

	Percent Offering:		
	CEO	Senior/Middle Management	All Others
Q1. Short-term disability offered to:			
Count	15	14	15
Offered	53%	57%	53%
Not offered	47%	43%	47%

Q2. Length of waiting period for short-term disability	
Count	8
Median (in days)	14
Q3. Percent if calculated as a fixed percent of salary	
Count	8
Median percent of salary	63%
Q3. Maximum dollar amount if fixed percent of salary	
Count	4
Median amount	\$1,943

	Percent Offering:		
	CEO	Senior/Middle Management	All Others
Q4. Long-term disability offered to:			
Count	12	13	12
Offered	83%	77%	83%
Not offered	17%	23%	17%
Q5. Length of waiting period before long-term disability benefits commence for:			
Count	11	10	10
30 days	9%	10%	10%
60 days	9%	0%	0%
90 days	36%	40%	40%
180 days	45%	50%	50%
Other	0%	0%	0%

*A minimum of five responses required to show data.

Florida—Disability Insurance/Paid Leave

	Percent Offering:		
	CEO	Senior/Middle Management	All Others
Q6. Long-term disability benefit formula used for:			
Count	11	10	10
Less than 50% of pay	0%	0%	0%
50% of pay	0%	0%	0%
60% of pay	82%	80%	90%
66% of pay	18%	20%	10%
Other	0%	0%	0%
Q7. Maximum monthly benefit for long-term disability for:			
Count	11	10	10
Less than \$2,500	0%	10%	20%
\$2,500 - \$3,999	18%	20%	10%
\$4,000 - \$4,999	64%	50%	50%
\$5,000 - \$7,499	18%	20%	20%
\$7,500 or more	0%	0%	0%

Q8. Percent of short-term disability premiums the DMO pays	
Count	12
Median percent	66%
Q8. Percent of long-term disability premiums the DMO pays	
Count	12
Median percent	100%

*A minimum of five responses required to show data.

Florida—Disability Insurance/Paid Leave

	Percent Offering:		
	CEO	Senior/Middle Management	All Others
Q9. Days of leave per year offered			
Sick			
Count	10	10	9
Median (days)	12	12	12
Personal			
Count	8	8	8
Median (days)	3	3	3
Bereavement			
Count	11	10	9
Median (days)	3	3	3
Family leave			
Count	3	3	3
Median (days)	*	*	*
Other unpaid leave			
Count	1	1	1
Median (days)	*	*	*
Compensatory			
Count	1	1	1
Median (days)	*	*	*
Statutory holiday			
Count	9	9	9
Median (days)	10	10	10
Maternity			
Count	4	4	4
Median (days)	63	63	63
Paternity			
Count	4	4	4
Median (days)	12	12	12
Other			
Count	1	1	1
Median (days)	*	*	*

*A minimum of five responses required to show data.

Florida—Disability Insurance/Paid Leave

	Percent Offering:		
	CEO	Senior/Middle Management	All Others
Q10a. Years of service required for the following:			
2 weeks vacation			
Count	10	10	9
Median (years)	1	1	1
3 weeks vacation			
Count	9	10	9
Median (years)	5	5	5
4 weeks vacation			
Count	7	8	8
Median (years)	10	10	10
5 weeks vacation			
Count	3	3	3
Median (years)	*	*	*
6 or more weeks vacation			
Count	1	1	1
Median (years)	*	*	*

Q10b. Does your DMO allow vacation leave to carry over to the following year?	
Count	13
Yes	85%
No	15%
If yes, how many days?	
Count	9
Median	30
Q10b. Does your DMO allow sick leave to carry over to the following year?	
Count	11
Yes	73%
No	27%
If yes, how many days?	
Count	3
Median	*
Q11a. Does your DMO have a paid time off (PTO) plan that combines vacation, sick and personal leave?	
Count	11
Yes	73%
No	27%
Q11b. If yes, how many days are provided?	
Count	3
Median	*

*A minimum of five responses required to show data.

Florida—Retirement

Q1. Does your organization offer a retirement plan for which all employees can be eligible?	
Count	15
Yes	93%
No	7%
Q2. What types of plans are offered?	
Count	14
Defined benefit pension plan	50%
Defined contribution plan	36%
Non-qualified plan	21%
Q2. If defined contribution plan is offered, what types?	
Count	5
Profit-sharing plan	0%
Thrift/savings plan	0%
401(k) plan	40%
403(b) plan	0%
RRSP (Canada only)	0%
SEP-IRA	0%
Simple 401(k) plan	0%
Simple IRA	40%
Defined Benefit Pension Plans	
Q3. What is the basis for your defined benefit pension plan?	
Count	10
Final average compensation	50%
Career average compensation	0%
Cash balance	0%
Life cycle plans	0%
Other	50%
Q4. Does your organization use a percentage of salary as part of the calculation of the final benefit?	
Count	10
Yes	40%
No	60%
Q4. If yes, what is the percentage?	
Count	2
Median percent	*

Q5. How does your defined benefit plan integrate with Social Security?	
Count	9
Benefits supplement Social Security for salary in excess of Social Security wage base	11%
Benefits are not integrated with Social Security	89%
Q6. Organization's total expense for defined benefit plan as a % of total base wages	
Count	5
Median percent	5%
Q7. Initial waiting period before employees are eligible for the defined benefit plan	
Count	9
Median (in months)	3
Q8. How many years before employee is 100% vested?	
Count	7
Median (in years)	6
Defined Contribution Plans	
Q9. What is the maximum available employer contribution as a % of base salary?	
Count	10
Median percent	5%
Q9. Is the maximum based on the employee's years of service?	
Count	9
Yes	11%
No	89%
Q10. What is the maximum available employee contribution as a % of base salary?	
Count	4
Median percent	40%
Q10. Is the maximum based on the employee's years of service?	
Count	5
Yes	0%
No	100%

*A minimum of five responses required to show data.

Florida—Retirement

Q11. Initial waiting period before employees are eligible for the defined contribution plan	
Count	9
Median (in months)	3
Q12. How many years before employee is 100% vested?	
Count	8
Median (in years)	3
401(k) Plans	
Q13a. Does your DMO match employee contributions?	
Count	10
Yes	50%
No	50%
Q13b. If yes, what are the terms for matching?	
Count	3
100% match	100%
50% match	0%
Other matching terms	0%
Q13b. Maximum percent of salary matched - 100%	
Count	4
Median percent	4%
Q13b. Maximum percent of salary matched - 50%	
Count	2
Median percent	*

403(b) Plans	
Q13a. Does your DMO match employee contributions?	
Count	2
Yes	0%
No	100%
Q13b. If yes, what are the terms for matching?	
Count	2
100% match	100%
50% match	0%
Other matching terms	0%
Q13b. Maximum percent of salary matched - 100%	
Count	0
Median percent	*
Q13b. Maximum percent of salary matched - 50%	
Count	0
Median percent	*
All Defined Contribution Plans	
Q14. Does the plan permit catch-up contributions?	
Count	10
Yes	80%
No	20%
Q15. Does the plan take into account the Safe Harbor provisions?	
Count	9
Yes	67%
No	33%
Non-Qualified Plans	
Q2. If non-qualified plan is offered, what types?	
Count	3
457(b) plan	100%
457(f) plan	0%
Rabbi trust	0%

*A minimum of five responses required to show data.

Florida—Special Benefits

Q1a. Does your DMO have a variable cash-compensation plan?	
Count	14
Yes	50%
No	50%

	CEO	Senior/Middle Management	Other
Q1b. Types of variable cash compensation offered to:			
Count	8	8	8
Transaction-based incentives	13%	38%	50%
Performance-based incentives	75%	50%	13%
Other	0%	0%	0%

*A minimum of five responses required to show data.

Florida—Special Benefits

Q1c. General criteria for variable cash compensation offered by functional area:	
CEO	
Transaction-based:	
Count	8
Sales Leads	0%
Bookings	0%
Room nights	13%
Number of new members	0%
New member dues	0%
Member retention	0%
Other	13%
Performance-based:	
Board set objectives	75%
DMO performance	63%
Personal performance objectives	50%

Sales-Conventions	
Transaction-based:	
Count	8
Sales Leads	38%
Bookings	13%
Room nights	50%
Number of new members	0%
New member dues	0%
Member retention	0%
Other	13%
Performance-based:	
Board set objective(s)	0%
DMO performance	0%
Personal performance objectives	0%

Sales-Travel Trade	
Transaction-based:	
Count	8
Sales Leads	13%
Bookings	0%
Room nights	25%
Number of new members	0%
New member dues	0%
Member retention	0%
Other	0%
Performance-based:	
Board set objective(s)	0%
DMO performance	0%
Personal performance objectives	0%
Sales-Membership	
Transaction-based:	
Count	8
Sales Leads	0%
Bookings	0%
Room nights	0%
Number of new members	13%
New member dues	13%
Member retention	0%
Other	13%
Performance-based:	
Board set objective(s)	0%
DMO performance	0%
Personal performance objectives	0%

*A minimum of five responses required to show data.

Florida—Special Benefits

Marketing	
Transaction-based:	
Count	8
Sales Leads	0%
Bookings	0%
Room nights	0%
Number of new members	0%
New member dues	0%
Member retention	0%
Other	0%
Performance-based:	
Board set objective(s)	0%
DMO performance	13%
Personal performance objectives	13%
Convention Services	
Transaction-based:	
Count	8
Sales Leads	13%
Bookings	13%
Room nights	13%
Number of new members	0%
New member dues	0%
Member retention	0%
Other	0%
Performance-based:	
Board set objective(s)	0%
DMO performance	0%
Personal performance objectives	0%

Communications/PR	
Transaction-based:	
Count	8
Sales Leads	0%
Bookings	0%
Room nights	0%
Number of new members	0%
New member dues	0%
Member retention	0%
Other	0%
Performance-based:	
Board set objective(s)	0%
DMO performance	0%
Personal performance objectives	0%
Finance/Accounting	
Transaction-based:	
Count	8
Sales Leads	0%
Bookings	0%
Room nights	0%
Number of new members	0%
New member dues	0%
Member retention	0%
Other	0%
Performance-based:	
Board set objective(s)	0%
DMO performance	0%
Personal performance objectives	0%

*A minimum of five responses required to show data.

Florida—Special Benefits

Visitor Services	
Transaction-based:	
Count	8
Sales Leads	0%
Bookings	0%
Room nights	0%
Number of new members	0%
New member dues	0%
Member retention	0%
Other	0%
Performance-based:	
Board set objective(s)	0%
DMO performance	0%
Personal performance objectives	0%
Technology	
Transaction-based:	
Count	8
Sales Leads	0%
Bookings	0%
Room nights	0%
Number of new members	0%
New member dues	0%
Member retention	0%
Other	0%
Performance-based:	
Board set objective(s)	0%
DMO performance	0%
Personal performance objectives	0%

Q1c. Basis and calculation of variable cash compensation	
Percent Using Percent of Salary	
Count	8
CEO	50%
Sales-conventions	38%
Sales-travel trade	0%
Sales-membership	0%
Marketing	13%
Convention services	0%
Communications/PR	0%
Finance/accounting	0%
Visitor services	0%
Technology	0%
Other	0%

*A minimum of five responses required to show data.

Florida—Special Benefits

Q1c. If percent of salary, what is the range?	
CEO	
Low (median)	0
High (median)	*
Sales-conventions	
Low (median)	0
High (median)	*
Sales-travel trade	
Low (median)	0
High (median)	*
Sales-membership	
Low (median)	0
High (median)	*
Marketing	
Low (median)	0
High (median)	*
Convention services	
Low (median)	0
High (median)	*
Communications/PR	
Low (median)	0
High (median)	*
Finance/Accounting	
Low (median)	0
High (median)	*
Visitor services	
Low (median)	0
High (median)	*
Technology	
Low (median)	0
High (median)	*
Other	
Low (median)	0
High (median)	*

Percent Using Fixed Dollar Amount	
Count	8
CEO	25%
Sales-conventions	38%
Sales-travel trade	25%
Sales-membership	0%
Marketing	0%
Convention services	0%
Communications/PR	0%
Finance/accounting	0%
Visitor services	0%
Technology	0%
Other	0%

	Count	Individual	Team	Both
Q1c. Bonus based on:				
CEO	4	25%	0%	75%
Sales-conventions	4	25%	0%	75%
Sales-travel trade	2	50%	0%	50%
Sales-membership	2	100%	0%	0%
Marketing	1	0%	0%	100%
Convention services	0	*	*	*
Communications/PR	0	*	*	*
Finance/accounting	0	*	*	*
Visitor services	0	*	*	*
Technology	0	*	*	*
Other	0	*	*	*

*A minimum of five responses required to show data.

Florida—Special Benefits

	CEO	Senior/Middle Management	Other
Q2. Percent of DMOs that reimburse for the following expenses:			
Count	15	15	15
Automobile provided	27%	7%	7%
Transportation allowance	27%	7%	7%
Mileage reimbursement	73%	73%	73%
Paid parking	27%	27%	27%
Country club membership	0%	0%	0%
City club membership	0%	0%	0%
Health club membership	0%	0%	0%
Association membership dues	67%	60%	47%
Spouse/partner travel	7%	0%	0%
Fees for meetings/conferences	80%	80%	67%
Education programs and/or seminars	80%	80%	73%
College continuing education programs	40%	40%	40%
Industry certification courses	60%	60%	40%
Internet access at home	13%	13%	13%
Cell phone/BlackBerry	80%	73%	53%
Relocation expenses	27%	20%	0%
Severance package	27%	0%	0%

Q3. Who gets the points/miles accumulated by employees who take part in travel/loyalty programs?	
Count	14
DMO	7%
Employee	93%

*A minimum of five responses required to show data.

Florida—Contracts and Performance Evaluation

Q1. Type of arrangement for retaining CEO	
Count	13
Formal contract	31%
Letter of agreement	0%
Retained by resolution of the board	8%
Verbal arrangement only	23%
Other	8%
No contract	31%
Q2. Duration of contract	
Count	3
Median (years)	*
Q3a. Clause allowing the DMO to terminate before specified number of years	
Count	5
Yes	100%
No	0%
Q3b. If yes, how much notice must be given before termination?	
Count	4
Median (months)	3
Q4a. Clause allowing the provision of severance pay	
Count	4
Yes	100%
No	0%
Q4b. If yes, what is the basis for severance pay?	
Count	5
Salary paid for a set period	60%
Proportion of salary based on length of employment	0%
Lump sum	0%
Other	40%
Q4b. If salary paid for a set period, how long?	
Count	3
Median (months)	*
Q5a. Clause specifying benefits provided after retirement	
Count	3
Yes	0%
No	100%

Q5b. If yes, benefits provided under the clause	
Count	1
Medical insurance	100%
Life insurance	100%
Dental insurance	100%
Vision insurance	*
Other	*
Q6a. Clause specifying annual vacation granted to the CEO?	
Count	4
Yes	75%
No	25%
Q6b. If yes, how many days?	
Count	3
Median (days)	*
Q7. Who reviews the performance of the CEO?	
Count	13
Chief elected officer	15%
Executive committee	31%
Performance review committee	8%
Board of Directors	15%
Other	31%
Q8. What is used as the basis for evaluating the CEO?	
Count	14
Job description	57%
Predetermined objectives	71%
Other	14%
Q9. If the CEO is evaluated by objectives, who sets the objectives?	
Count	12
Executive committee	25%
Performance review committee	0%
Board of Directors	25%
Combination of above	17%
Other	25%

*A minimum of five responses required to show data.

Florida—Contracts and Performance Evaluation

Q10. What is the average annual amount paid by the DMO, on behalf of the CEO, for the following expenses?	
Automobile provided	
Count	3
Median amount	*
Transportation allowance	
Count	3
Median amount	*
Country club membership	
Count	0
Median amount	*
City club membership	
Count	0
Median amount	*
Health club membership	
Count	0
Median amount	*
Spouse/partner travel	
Count	0
Median amount	*
Q12. Median deferred compensation paid to CEO for most recently completed fiscal year:	
Count	3
Median amount	*

*A minimum of five responses required to show data.

Appendix

JOB DESCRIPTIONS

EXECUTIVE

President/CEO/Executive Director: Directs and leads DMO. Works directly with/for Board or governing body on policy making and strategy for organization. Primary spokesperson for organization. Direct reports typically are department heads of Convention Sales, Travel Trade Sales, Membership, Finance/Administration, Marketing and Communications.

Deputy Director/COO: In larger DMOs, assists CEO in managing DMO operations and implementing policies and procedures. May provide staff support to Board, committees and outside organizations and can represent DMO as spokesperson.

SALES AND MARKETING

VP, Sales & Marketing: Leads sales and marketing departments. Identifies market opportunities and develops short- and long-term marketing. Direct reports can include top positions in Convention and Travel Trade Sales, Marketing and Communications.

VP, Convention Sales: Manages convention sales and occasionally services. Identifies opportunities, formulates sales strategies and develops sales training programs. May handle top/priority accounts. Direct reports include senior sales managers and Director of Convention Services.

Director, Convention Sales: May have similar line responsibilities as VP, Convention Sales. Typically handles full sales account load.

National/Senior Sales Manager: Senior sales position, generally without management responsibilities (with exception of administrative support). Handles major accounts.

Convention Sales Manager: Experienced sales manager handling mid-size/priority accounts. Typically, no management responsibilities.

Convention Sales/Account Executive: Entry level position. Handles smaller meetings and, in some cases, telemarketing responsibilities.

Satellite Office Manager: Similar experience and duties as National/Senior Sales Manager. Usually responsible for management of support staff, activities for and budget of satellite office.

Sales/Promotion Coordinator: Provides assistance to sales managers with leads, bid books, presentations, proposals, FAM tours, site visits, trade show promotions, etc. May produce performance reports and convention calendars

Director/Manager, Convention Services: Organizes, coordinates and directs all operations, programs and personnel required for servicing meetings, conventions and trade shows. Works with meeting planners to determine servicing requirements.

Director/Manager, Housing Services: Coordinates attendee housing blocks and reservation confirmations. Manages housing relationships and needs of hotel and planners/attendees.

Housing Clerk: Assists Director of Housing. Oversees data entry of reservations and dealing with delegate requests.

VP/Director, Tourism/Leisure Sales: Similar line responsibilities and management duties as VP, Convention Sales but for tourism/travel trade sales. In some cases, supervises Visitor Information/Services operations of DMO.

National/Senior Tourism Sales Manager: Similar duties as National/Senior Convention Sales Manager but for tourism/travel trade sales.

Tourism Sales Manager: Similar duties as Convention Sales Manager but for tourism/travel trade sales.

Manager, Visitor Services/Information: Responsible for managing all operations and personnel associated with visitor services/information outlet(s).

Visitor Services Specialist: Act as visitor services greeter to all individuals requesting information on destination.

Chief Marketing Officer/VP, Marketing: Develops and manages the marketing activities for the DMO that relate to developing trade and consumer visitor markets for the destination. Typically works with DMO's advertising agency.

Director of Marketing: Similar line responsibilities as VP, Marketing. Develops and implements strategic and tactical marketing programs. May manage other Marketing staff.

Manager of Online Marketing/eMarketing: Manages DMO website including design and functionality. Develops and manages online marketing and interactive initiatives. Works closely with web and advertising staff/vendors.

Director/Manager of Multicultural Tourism: Markets and sells the destination as a multicultural destination for leisure and meetings/convention visitors.

Director/Manager of Sports Marketing/Sales: Directs and performs sales and marketing required to solicit and book athletic events for the destination.

Manager, Product/Special Event Development: Develops special marketing projects and activities including merchandising, industry and special event promotions, etc.

Director/Manager, Research: Responsible for developing and implementing statistical or content research required by DMO to reach its goals/mission.

Content Marketing Manager/Social Media Specialist: Develops and manages website content and other applications including social media, e-newsletters, etc.

COMMUNICATIONS

VP, Communications: Identifies communication opportunities. Directs all PR and communications functions. Acts as DMO spokesperson. Direct reports may include Director/Manager of Communications/Public Relations, Director/ Manager, Publications.

Director/Manager of Communications/Public Relations: May have similar line responsibilities as VP, Communications. May act as film commissioner and/or publications manager. May manage other Communications/Publications staff.

Director/Manager, Publications: Directs DMO's publications program including advertising, production, editorial, etc. May manage support personnel.

Publications/Graphic Designer: Develops and manages in-house publications, sales/marketing/promotional materials and graphic designs for DMO publications. Strong expertise in desktop publishing software.

Director/Manager, Community Relations: Serves as DMO's liaison to chambers of commerce, environmental groups, business associations, historical groups, educational institutions, governmental officials and other groups as directed.

Film Commissioner: Responsible for promoting destination as a location for shooting feature films, commercials, and other film/video projects.

Communications/PR Coordinator/Assistant: Assists Communications and/or Publications managers with performing support duties such as writing, photo selection, etc.

MEMBERSHIP/BUSINESS DEVELOPMENT/PARTNERSHIP DEVELOPMENT

VP, Membership: Identifies new member benefits and services opportunities. May develop sales training programs. Can handle top member accounts. Direct reports may include Director/Manager, Membership.

Director, Membership: May have similar line responsibilities as VP, Membership. Directs and manages membership programs. May manage other Membership staff.

Membership Sales Manager: Sells DMO to potential members and develops/maintains relationships with current members.

Membership Services Manager: Organizes and coordinates all operations, programs and personnel required for servicing DMO members.

Membership Coordinator: Updates membership records for the DMO's database. Handles subscription and/or membership orders.

Director/Manager Partnerships/Sponsorships: Manage member, partner and sponsor relationships. Fulfill and service all contract obligations and assists in retention and recruitment. Works closely with marketing.

FINANCE/OPERATIONS/ADMINISTRATION

VP/Director of Finance/Administration: Manages DMO operations and administration as well as administrative supervisory personnel. May also manage human resources. May serve as chief financial officer and direct financial affairs of organization.

Director/Manager of Accounting/Finance: Directs financial management procedures, prepares financial statements/reports and manages accounting personnel.

Accounting Clerk/Bookkeeper: Assists with data entry, review of reports and other support duties. Can help with segregation of accounting duties.

Director/Manager of Human Resources: Directs staff recruitment, training, development, compensation and benefit planning and all compliance programs. Maintains personnel records and human resource information systems.

Office Manager: Oversees general operations of the office on a day-to day basis; may oversee secretarial, printing and mailroom staff.

Supervisor, Printing/Mailing/Copying: Supervises and performs general mailing/shipping, in-house printing/copying functions for organization.

Executive Assistant: Provides principal administrative support to chief executive or other top management personnel. Can serve as liaison with voluntary leadership. Performs clerical duties or other administrative tasks. May manage other support personnel.

Administrative Assistant/Secretary: Provides principal secretarial/administrative support to department heads or managers. May provide clerical support to other personnel.

Receptionist: Greets visitors, answers routine questions about DMO. May also include switchboard operation and light clerical duties.

TECHNOLOGY

Director/Manager Information Services/Systems: Directs all aspects of DMO's technology systems and services. Identifies, manages and solves technology problems. In some cases, provides technology training to DMO staff. Manages other IS personnel.

Technical Support/LAN Administration: Responsible for in-house technical support of computer systems, including hardware and software installation and troubleshooting.