

2023



**Iowa Travel Organizations
Annual Salary & Budget Report**

Final Aggregate Findings

Research conducted by:



Strategic Marketing Services
University of Northern Iowa

Iowa Travel Organizations Annual Salary & Budget Report
December 2023

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Project Design Overview

Project Objective

The purpose of the project is for Strategic Marketing Services (SMS) and the Institute for Decision Making (IDM) to assist the Travel Iowa program at the Iowa Economic Development Authority, Iowa Travel Industry Partners (iTIP), and their tourism industry partners by gathering travel organizational budget/funding, staffing, and salary and benefits information for an annual staffing and budget report.

Project Design

SMS-IDM worked with the IEDA and iTIP team and their partners to develop the content of an online survey instrument and program the survey for online deployment with the goal of keeping the duration of the online survey to a maximum of 20-25 minutes. The IEDA and iTIP had final approval authority for survey content and was invited to thoroughly test the online instrument before the recruitment process began. Topics covered included: Lodging, Funding, Operating Budget, Existing Occupations, Employee Benefits & Incentives, and Respondent Demographics.

The IEDA and iTIP team promoted/distributed the survey among Iowa tourism industry organizations and partners. More specifically, IEDA and iTIP emailed invitations to members and other contacts, as well as social media posts. The survey was launched on Tuesday, October 10, 2023 and was closed on Friday, November 3, 2023. A total of 28 businesses and organizations from different zip codes completed the survey.

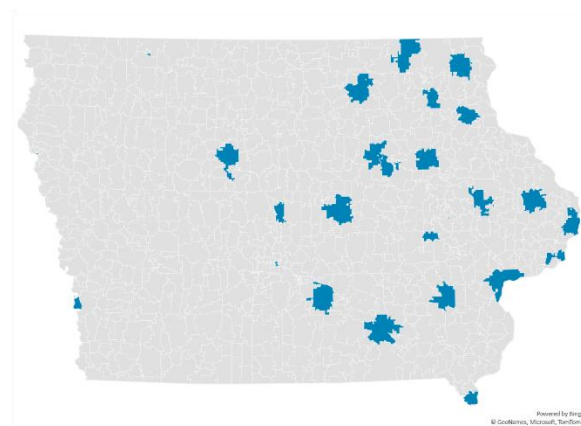
Due to the very small sample size, we were unable to segment the data and uncover any meaningful differences between groups. It can safely be assumed the aggregate data is likely not fully representative of all potential respondents due to the small sample size.

Executive Summary

Respondent Demographics

Total survey respondents reached 28, with four organizational types. Over 50% reported being a Destination Marketing Organization (DMO) or a Convention and Visitors Bureau (CVB), while 17.9% reported being a Chamber of Commerce and 14.3% a Department of a City or County and Economic Development Organization. Respondents reported an average of 1.00 locations with a full-time equivalent employee mean of 4.08 and a full-time equivalent tourism-focused employee mean of 3.21.

Three-fourths of the respondents indicated their non-profit status as 501(c)(6) and 3.6% of the respondents reported their organization was a 501(c)(3). Over 10% each reported their organization as being Not non-profit or Other such as City and Local Government.



Just over half (53.6%) of the respondents serve Rural areas while 25.0% serve Urban areas. Respondents indicated mostly Medium (42.9%) area populations ranging from 10,000 to 29,999, followed by Large (39.3%) and Small (17.9%). The distribution of metro area coverage can be seen in the graphic to the left.

Lodging/Funding

The aggregate mean number of lodging rooms in each destination reported by the respondents was 1,692.1 with a total of 38,919. Respondents indicated over half (53.6%) have 1 to 3 full-service lodging properties in their destination. Most (82.1%) of the destinations have a local hotel/motel tax rate of 7%, however a very small percentage (3.6%) of respondents indicated a tax rate of 5% and 6%. Over 10 percent of the respondents reported Other. The Other tax rates mentioned were a mix of rates in different communities within their destination.

Respondents were asked to estimate the percentage of distributed hotel/motel tax income across the following categories: Arts & Culture Organizations, DMOs or CVBs, City, Community Center, Recreational Facilities, and Other. The top income category was reported coming from the City (40.9%), followed by DMOs or CVBs (28.2%) and Other (22.4%). The lowest income categories include Arts & Cultural Organizations (5.3%), Recreational Facilities (2.8%) and Community Center (0.6%). Additionally, the open-end responses indicated several Other entities/organizations receive a portion of the hotel/motel tax collection.

When asked how often funds are requested, respondents most frequently reported hotel/motel tax funds were requested Annually (7), followed by Quarterly (3)

Operating Budget

Over half (53.6%) of the respondents indicated their organization was membership based with a wide range of membership rates/fees mentioned by the respondents.

Nearly one-third (32.1%) of the respondents indicated having a casino in their tax collection area, but only two of those organizations reported receiving funds from the casino taxes collected. Additionally, one-fourth of the respondents reported their organization has a financial reserve policy, with 75% of the respondents indicating their organization is Relatively stable (+/-5%). Aggregately, the mean annual tourism operating budget for last year was \$670,528.10. When asked to indicate the revenue/funding sources that make up their organization's annual budget, respondents reported Hotel/motel tax (71.4%) as highest and State government funding as lowest (7.1%).

Aggregately, the mean total revenue expected this fiscal year was \$777,687.54. Additionally, respondents reported the mean in-state marketing and promotional activities budget was \$1,971.81, while the out-of-state budget mean was \$5,800.15. In regards to which marketing and promotional activities receive the highest allocation of the organization's budget, respondents ranked Advertising (1.69) as the highest priority, followed by Social Media (2.75).

When asked to report their organization's total expenses for this fiscal year, a mean of \$782,533.96 was reported. The top expense categories indicated by respondents were Salaries and wages (\$286,951.35) and Advertising (\$131,871.78).

Existing Occupations

Respondents were asked to identify tourism-related occupations currently filled at their organizations. The top tourism-related occupation reported by respondents was an Executive Director (19). This position was primarily Full-time (83.3%) with a starting mean salary of \$57,889.31 and a maximum mean salary of \$85,946.25. Additional frequently identified occupations across all the categories with starting and maximum salary can be found in the table below.

Top Tourism-related Occupations		Full-time	Part-time	Starting Salary			Maximum Salary		
	Total	Count	Count	Minimum	Maximum	Mean	Minimum	Maximum	Mean
Executive Director	19	15	3	\$ 19,500.00	\$ 95,000.00	\$ 57,889.31	\$ 19,500.00	\$ 200,000.00	\$ 85,946.25
Administrative Assistant / Receptionist	8	6	1	\$ 10,000.00	\$ 35,000.00	\$ 18,666.67	\$ 11,700.00	\$ 40,300.00	\$ 23,266.67
Director of Marketing	7	6	1	\$ 9,000.00	\$ 88,990.00	\$ 55,598.00	\$ 20,000.00	\$ 88,990.00	\$ 62,798.00
Web and Social Media Specialist	6	4	0	\$ 40,000.00	\$ 52,000.00	\$ 44,250.00	\$ 40,000.00	\$ 60,000.00	\$ 50,000.00
Marketing Specialist / Coordinator	5	2	1	\$ 30,400.00	\$ 42,000.00	\$ 36,133.33	\$ 42,000.00	\$ 49,000.00	\$ 45,666.67
President / CEO	4	3	0	\$ 150,000.00	\$ 164,800.00	\$ 158,390.00	\$ 197,760.00	\$ 300,000.00	\$ 248,880.00
Graphic Designer	4	2	0	\$ 45,000.00	\$ 70,875.00	\$ 57,937.50	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00

Employee Benefits

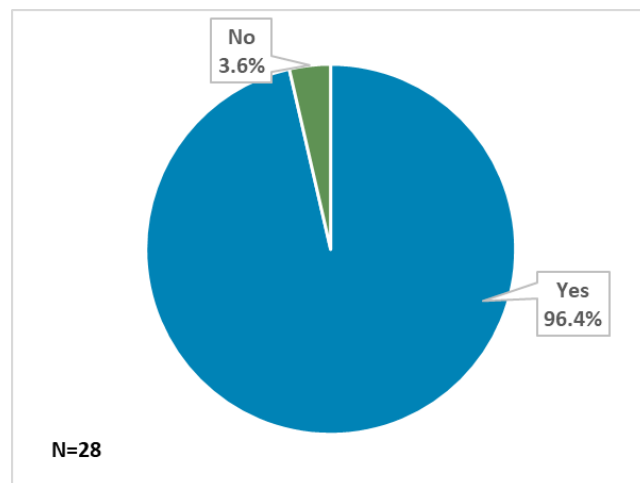
Almost half (47.6%) of the respondents reported their organization provides some form of annual cost-of-living pay increases for its employees, but only 15.8% of the organizations use a variable/performance pay program. In regards to paid time off policy, over half (52.6%) reported offering a Paid time off (PTO) bank, while 31.6% offer Traditional paid leave. Additionally, just over two-thirds (68.4%) of the respondents reported Traditional paid leave or PTO was allowed to be carried over by either responding Yes or offering more details in the Other response option.

When asked to indicate which benefits their organization offered to the employees, Health Insurance (73.7%) was most frequent followed by Option to purchase family health insurance (57.9%). Pet insurance (5.3%) and Other (5.3%) benefits including Direct Payment for Retirement and Simple IRA/Volunteer Time Off were least frequently identified benefits offered. Respondents also reported on workplace opportunities/incentives offered to employees. Cell phone (68.4%) and Casual work environment (47.4%) were the top incentives, while Full-time telecommuting/remote work (5.3%), Tuition assistance/reimbursement (5.3%), Vehicle provided (5.3%) and Monthly vehicle allowance stipend (5.3%) were reported less frequently.

About the Respondents

Current iTIP Members

Aggregately, 96.4% of the respondents indicated being a current iTIP member, while only 3.6% of the respondents reported they were not a member.

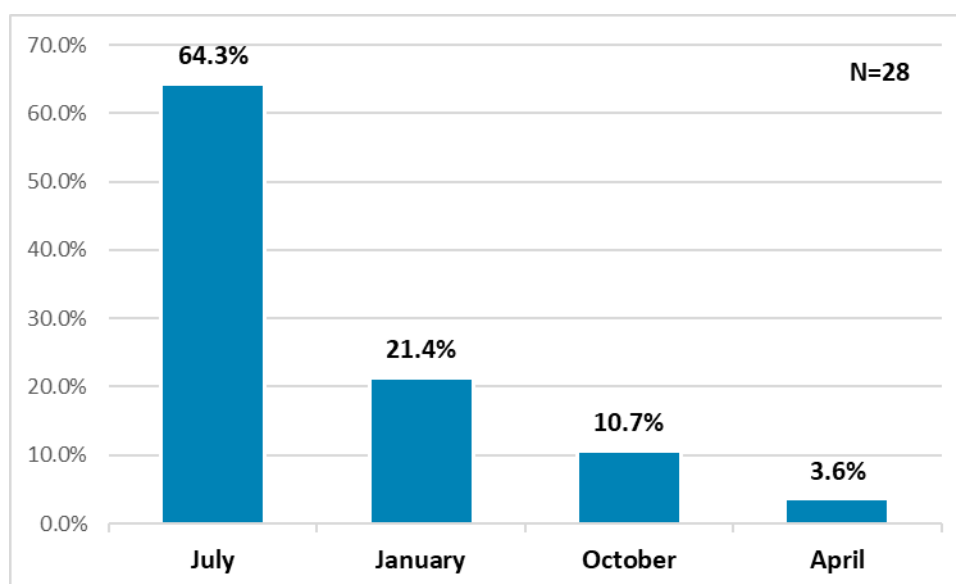


Year founded

When asked what year their organization was founded, respondents reported a range of years. The oldest organization was founded in 1895 and the most recent in 2022. The median year founded was 1991 while the mode was 1985.

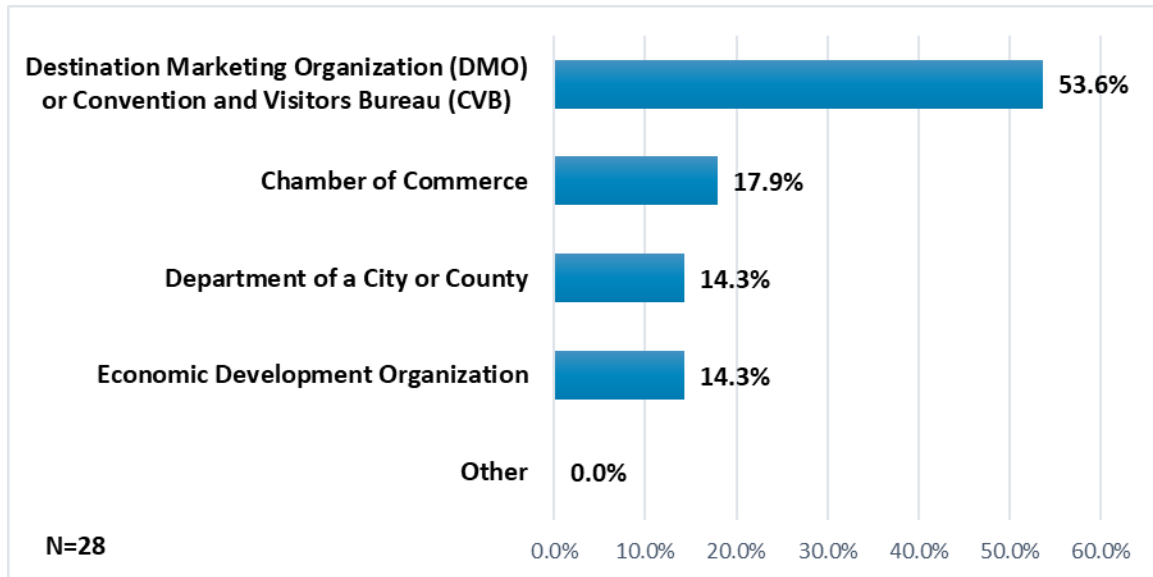
First month of a new fiscal year

Aggregately, almost two-thirds of the respondents indicated July (64.3%) as the first month of a new fiscal year followed by January (21.4%) and October (10.7%). A small percentage of respondents reported April (3.6%) as their organization's first month of a new fiscal year.

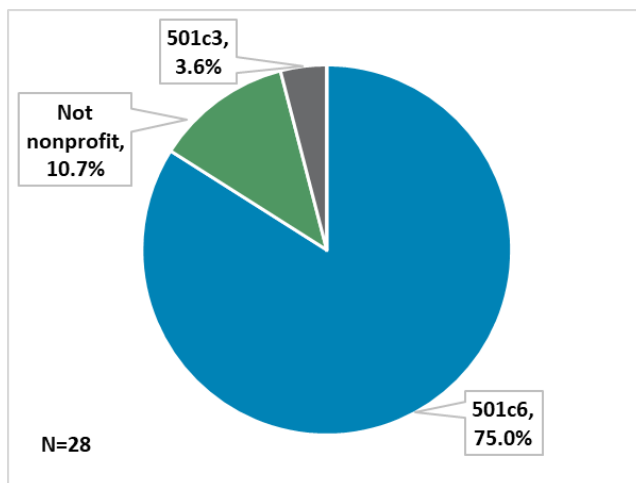


Types of travel organizations

Over half of the respondents describe their organization as a Destination Marketing Organization (DMO) or Convention and Visitors Bureau (CVB) (53.6%), while a lower percentage of organizations were identified as being a Chamber of Commerce (17.9%), Department of a City or County (14.3%) or Economic Development Organization (14.3%).



Nonprofit status



While three-fourth (75.0%) of the respondents reported 501(c)(6) as their organization's nonprofit status, a smaller group identified as Not nonprofit (10.7%) or Other (10.7%). Additionally, a small percentage of respondents indicated being a 501(c)(3) (3.6%) nonprofit status.

Other nonprofit status mentioned by respondents included:

- City.
- City division.
- Local government.

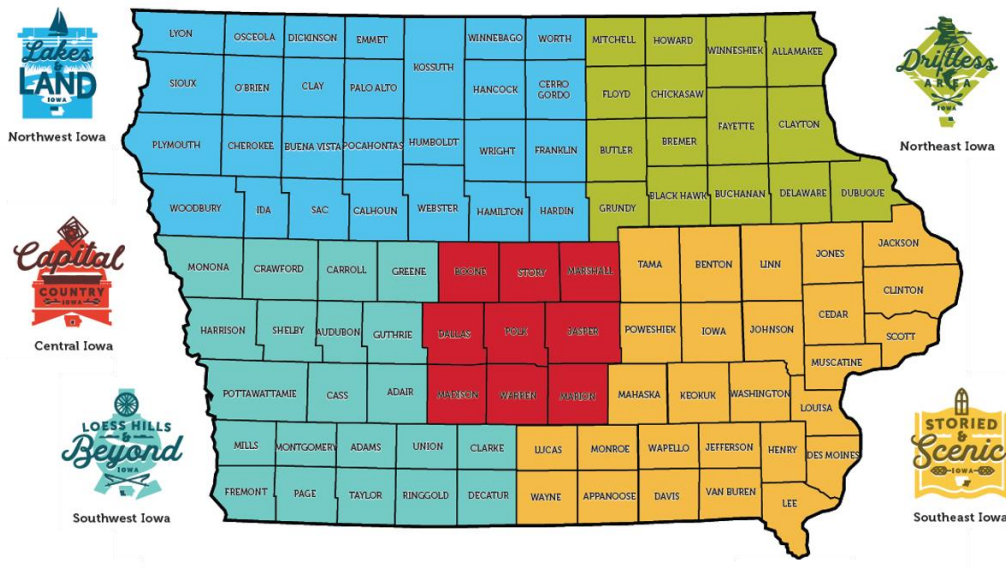
Current full-time equivalent employees & full-time tourism-focused employees

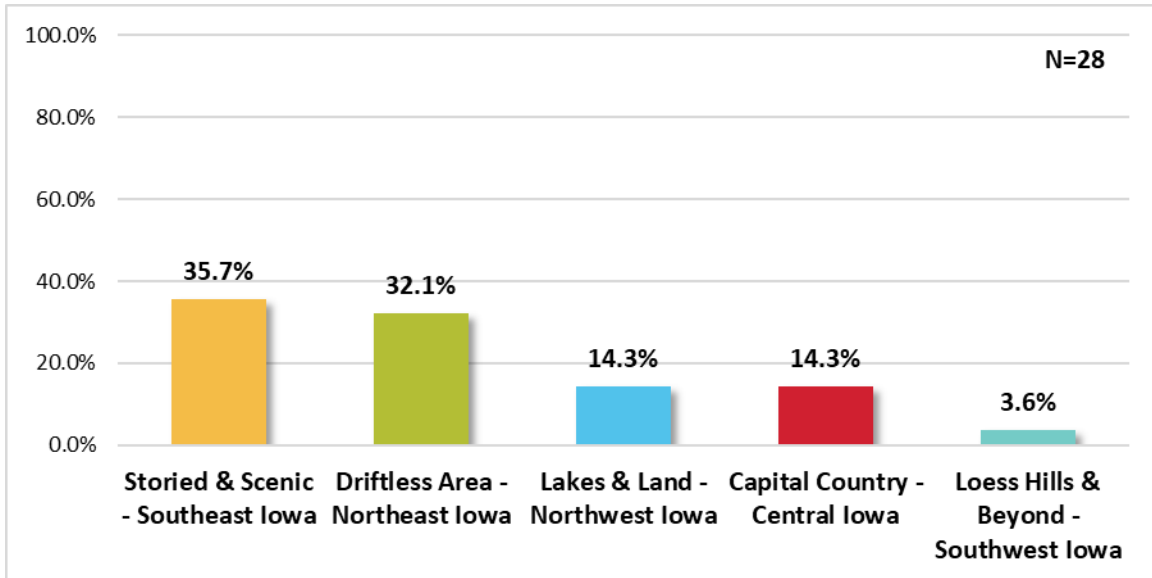
When asked to report their organization's number of employees, respondents indicated a mean of 4.10 full time equivalent employees and a mean number of 3.20 full time tourism-focused employees.

N=28	Full time employees	Full time tourism-focused employees
Mean	4.10	3.20
Minimum	0.00	0.00
Maximum	25.10	25.10
Sum	114.30	90.00

Geographic Coverage

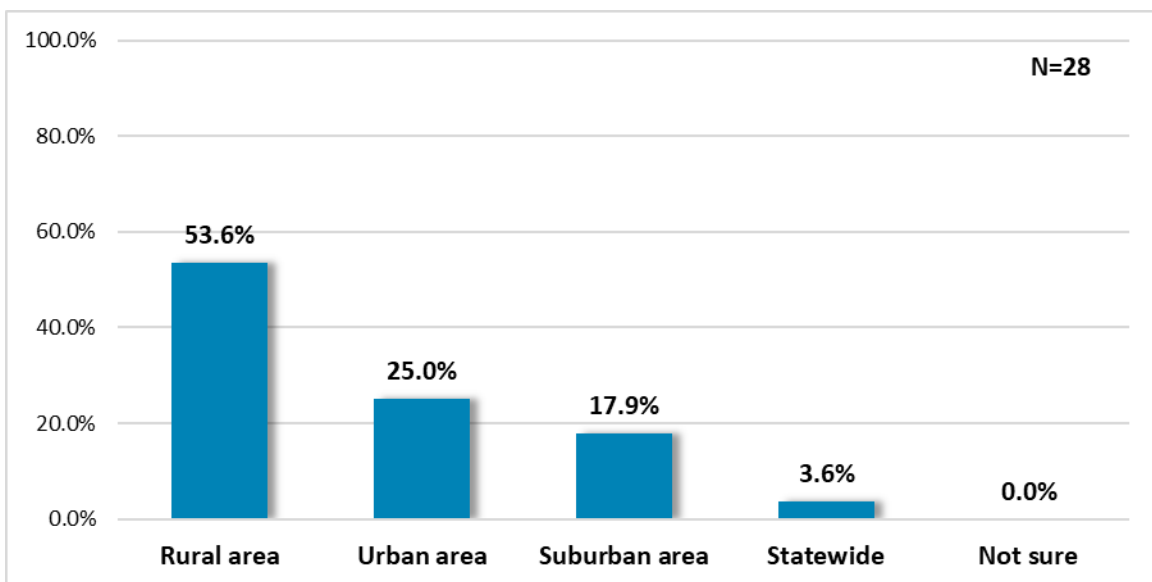
Respondents reported a fairly even distribution of travel area coverage. The highest concentration was in Storied & Scenic Southeast Iowa (35.7%) followed by the Driftless Northeast Iowa (32.1%). Capital Country in Central Iowa (14.3%) and Lakes & Land Northwest Iowa (14.3%) made up the second tier of travel regions, while Loess Hills & Beyond in Southwest Iowa was 3.6%.





Locations Primarily Served

Over half (53.6%) of the respondents serve Rural areas while 25.0% serve Urban and 17.9% Suburban areas. A small percentage serve Statewide areas (3.6%).



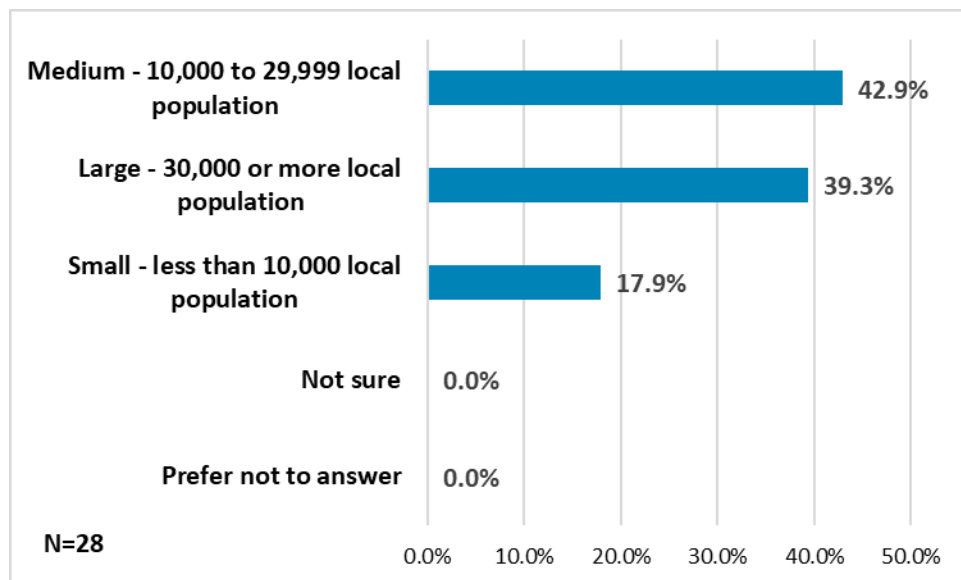
Number of Locations in Iowa

The total aggregate number of organization locations represented in Iowa was 28 with a mean of 1.00.

N=28	Aggregate
Mean	1.00
Minimum	1.00
Maximum	1.00
Sum	28

Population Size

There was good statewide representation of area populations from survey participants. Most organizations serve Medium (42.9%) local populations or Large (39.3%) local populations. Just under 18.0% of the organizations serve Small local populations.



Aggregate Survey Results

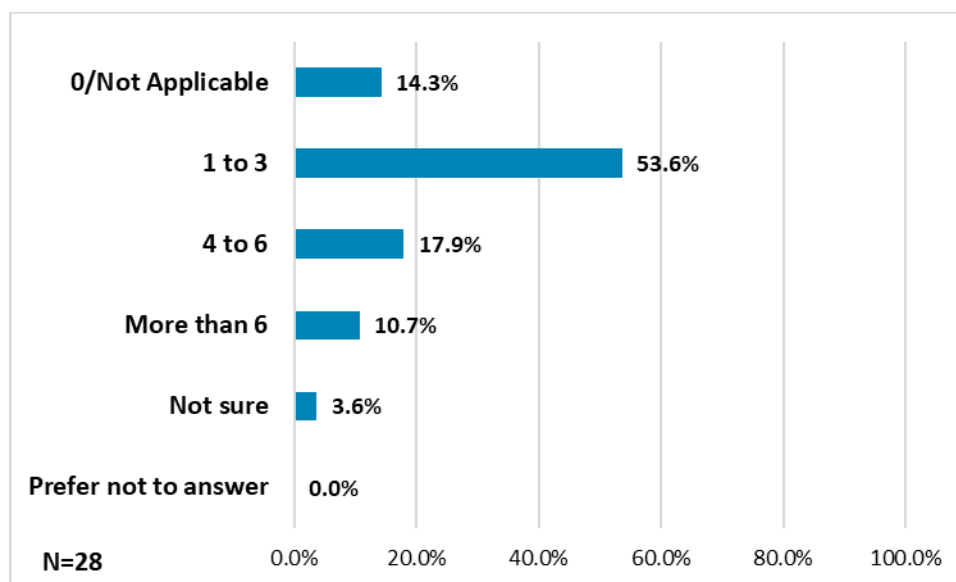
Total number of lodging rooms

Among respondents, the mean number of lodging rooms across the state was 1,692.1. The minimum number of lodging rooms reported was 70, while the maximum was 13,488. The total number of lodging rooms reported was 38,919.

N=23	Aggregate
Mean	1,692.1
Minimum	70
Maximum	13,488
Sum	38,919

Full-service lodging properties

When asked how many full-service lodging properties are located in their destination, over half of the respondents indicated there were 1 to 3 (53.6%) followed by 4 to 6 (17.9%), 0/Not Applicable (14.3%), and More than 6 (10.7%). A small percentage reported being Not sure (3.6%).

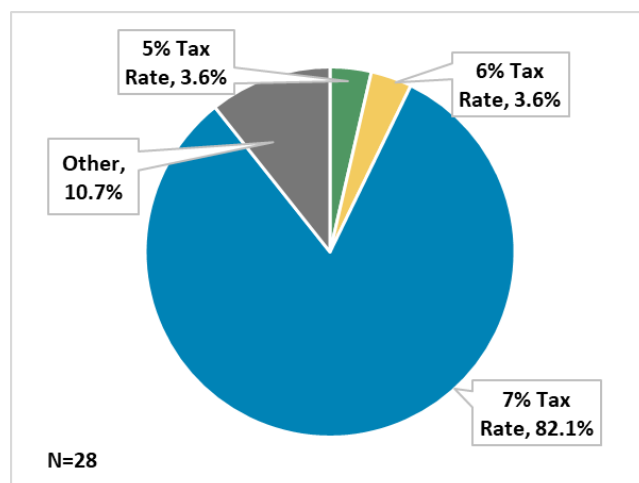


Local hotel/motel tax rate

Aggregately, the vast majority of respondents reported the local hotel/motel tax rate in their destination was 7% (82.1%). Over 10 percent indicated Other (10.7%), while 3.6% indicated a tax rate of 5% or 6%. When asked to elaborate on their responses, respondents' comments indicated some destinations have multiple hotel/motel tax rates in their destination.

Other hotel/motel tax rates mentioned by respondents include:

- 5% in some local communities, 7% in others.
- 6% and 7%.
- County – 0%, Pella – 7%, and Knoxville – 7%.



Estimate how the hotel/motel income is distributed

Respondents were asked how the hotel/motel tax income is distributed across categories provided. The City category led with a mean percentage of 40.9%, followed by DMO or CVB (28.1%) and Other (22.0%). Few respondents indicated Arts & Cultural Organizations (5.5%) and Arts & Culture Organizations (5.5%), while Community Center (0.6%) received the lowest mean.

N=28	Mean	Minimum	Maximum
City	40.86%	0.00%	100.00%
DMO or CVB	28.18%	0.00%	75.00%
Other	21.86%	0.00%	100.00%
Arts & Culture Organizations	5.71%	0.00%	30.00%
Recreation Facilities	2.82%	0.00%	43.00%
Community Center	0.57%	0.00%	13.00%

Other entities/organizations that receive a portion of the hotel/motel tax collection mentioned by respondents included:

- County (2).
- Chamber of Commerce (2).
- None (2).
- Bravo Greater Des Moines.
- Bridge View Center, Beach Ottumwa.
- Convention Center – 20%, Grant Program – 20%.
- Fire & Police Capital Funds.
- Hotel Millwright.
- 50% is returned to lodging facility and 50% is used in marketing to promote visitors to the area.

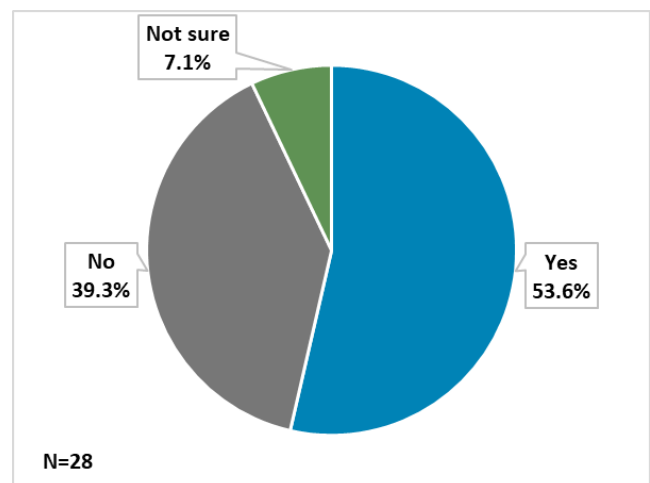
- City uses their 50% for Community Art Center, Public Art, Trails, Parks & Economic Development Grants – recently used income over budget for property tax relief.
- City portion is 40% Park & Rec Capital Improvement and rest is for Admin.
- Iowa Great Lakes Area Chamber, Dickinson County Trails, Dickinson County Museum, Pearson Lakes Art Center, Okoboji Blue Water Festival, city parks.
- Library.
- Maquoketa Area Family YMCA.
- Not sure.
- OVG360 (manage the Tyson Events Center & the Orpheum Theater), Sioux City Art Center, Sioux City Welcome Center.
- Park & Rec, General Fund.
- This question is hard to answer with multiple towns having different distribution.
- Used for website management, info kiosk and maps, film fest, and mural project.

Request hotel/motel tax funds

Aggregately, just over half of the respondents reported Yes (53.6%) when asked if they have to request hotel/motel tax funds, followed by No (39.3%). A small percentage of respondents were Not sure (7.1%).

Respondents who request hotel/motel tax funds mention the following distribution frequency:

- Annually (7).
- Quarterly (3).
- A portion of our DMO money is allocated for local tourism marketing grants that can be applied for twice per year. All other funds are distributed each year without request.
- As needed for projects.
- By letter.
- Meeting with the City Council.
- We negotiate a contract with the city to provide us with tourism funding based on a percentage of hotel/motel tax. Currently the contract is good for 2 years.



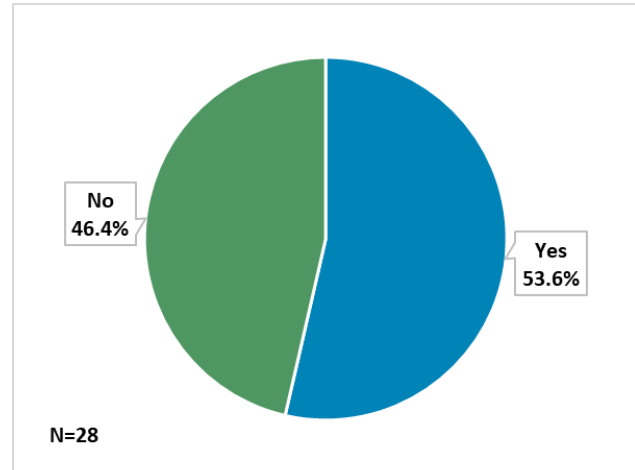
Membership based

Just over half (53.6%) of the respondents reported their organization as being membership based, while 46.4% are not.

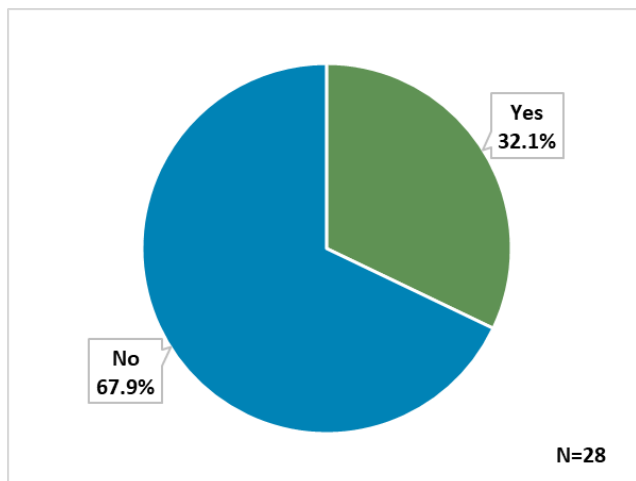
Organizations that are membership based were asked to share their membership rate/fee.

Rates/fees mentioned by respondents included:

- Varies (4).
- 0.75% of gross retail revenue.
- \$150 to \$1,500 per industry based on number of employees.
- \$50 to \$250.
- \$60/year.
- 1.65% Destination Marketing Fee collected by member lodging properties
- \$150+.
- Chamber membership is tier-based.
- Individual or Family membership \$25, Business \$50, Cities with less than 2,000 \$75, Cities with more than 2,000 \$125.
- It is partially membership based. \$900 per year for members. Money also comes from the City. The membership group contributes \$28,000 per year towards the advertising part of the Tourism budget.
- Minimum \$350.



Casino in tax collection area



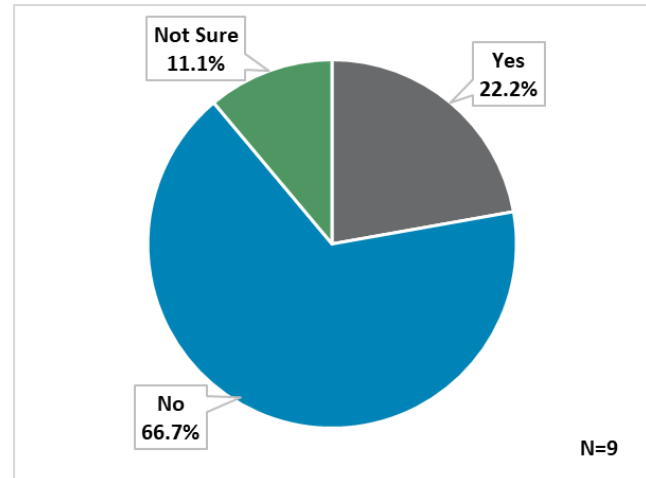
Over two-thirds (67.9%) of the respondents indicated they do not have a casino in their tax collection area, while 32.1% of the responding organizations have a casino.

Receive funds from casino

Aggregately, of the nine respondents who have a casino in their tax collection area, two-thirds reported they do not receive funds from the casino tax revenue while 22.2% do. An additional 11.1% are not sure.

Respondents that receive funds from a casino tax collection area reported the following processes:

- Through the Regional Development Authority (RDA). It is through application submittals.
- We are eligible to apply for grant funds.



Casino revenues

Additionally, the open-end responses indicate the following entities/organizations receive a portion of the casino revenues:

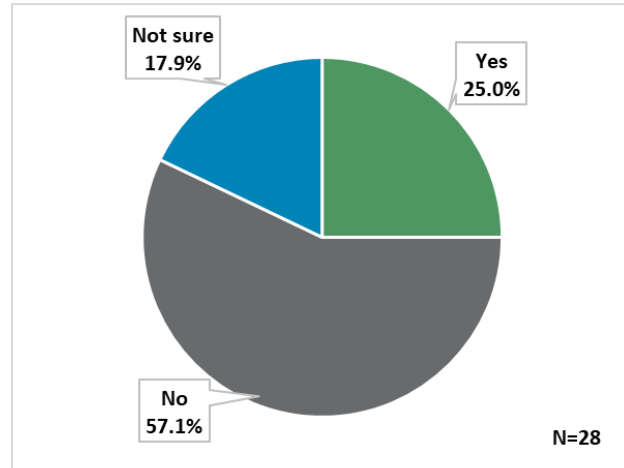
- City and County (2).
- Black Hawk County Gaming Association, Waterloo Development Corp.
- Missouri River Historical Development.
- Upper Mississippi Gaming Corporation receives the revenue and does annual grant applications for the funds to nonprofit organizations.
- Too many to list.
- Not sure.
- None that I know of.

Financial reserve policy

Over half (57.1%) of the respondents reported their organization has a financial reserve policy, while one-fourth (25.0%) do not. Approximately 18.0% report Not sure.

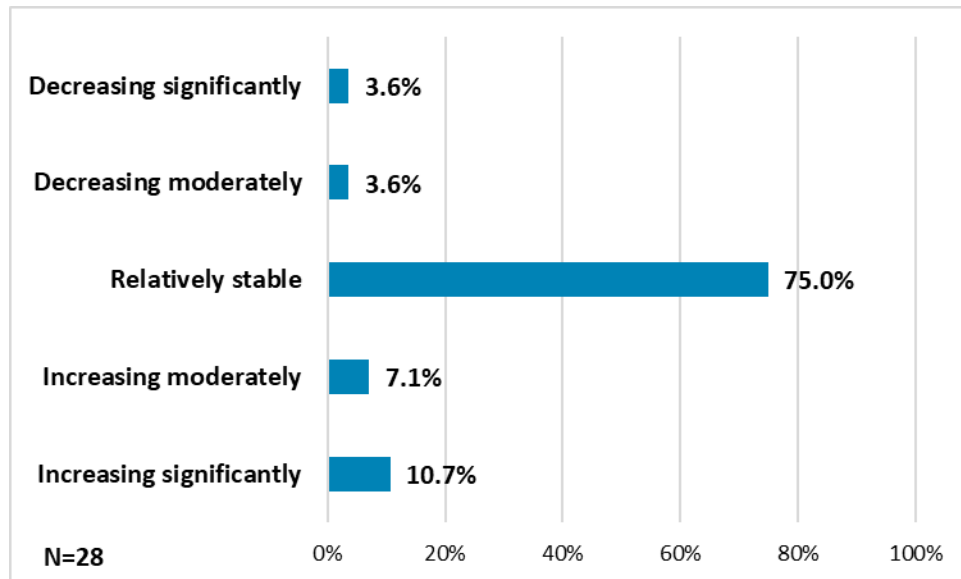
Additionally, the open-end responses provided the following details about financial reserve policy:

- Our policy states that we are able to hold up to 33% of our operating budget in reserve funds which are used based on board approval, 23% for operating reserves and 10% to a future bid incentive fund.
- We are funded in part by the 1% sales tax in our county.
- We are working on a policy right now and expect it to be in place and fully funded in early 2024.
- We have a six-month reserve fund policy.
- We have at least one year of operational funds in investments.
- We maintain a fund balance that would allow us to operate six months without monetary support from the city.
- 15-20%.



Tourism annual budget trend

A majority (75.0%) of the respondents reported their organization's tourism annual budget trend has been Relatively stable over the past three years. Other respondents indicate an Increasing significantly budget (10.7%) or Increasing moderately budget (7.1%). A small percentage of respondents reported their budget as Decreasing significantly (3.6%) or Decreasing moderately (3.6%).



When asked the reasoning/circumstances for the change in the organization's tourism budget, respondents provided the following responses:

Reasons for Increase

- Increased daily rate & increased demand due to exceptional summer travel.
- Significant increase in hotel/motel tax collection due to new hotels, inflation, higher traveler numbers, etc.
- We have moved our funds out of the City's General Fund which has allowed us to receive the interest being received on our reserves to increase our budget. This movement of funds has allowed Visit Fort Dodge to tie its budget to the actual revenue from the previous year and add additional staff.
- Last year it increased due to higher than projected ADR.

Reasons for Decrease

- Covid (2) - Covid is the large factor in our budget changes in the last three years. We lost half of our annual budget due to Covid and are now back to where we were in pre-Covid in FY23/24.
- Loss of event planner, new replacement didn't work out either.
- Reduction in dues paying members.

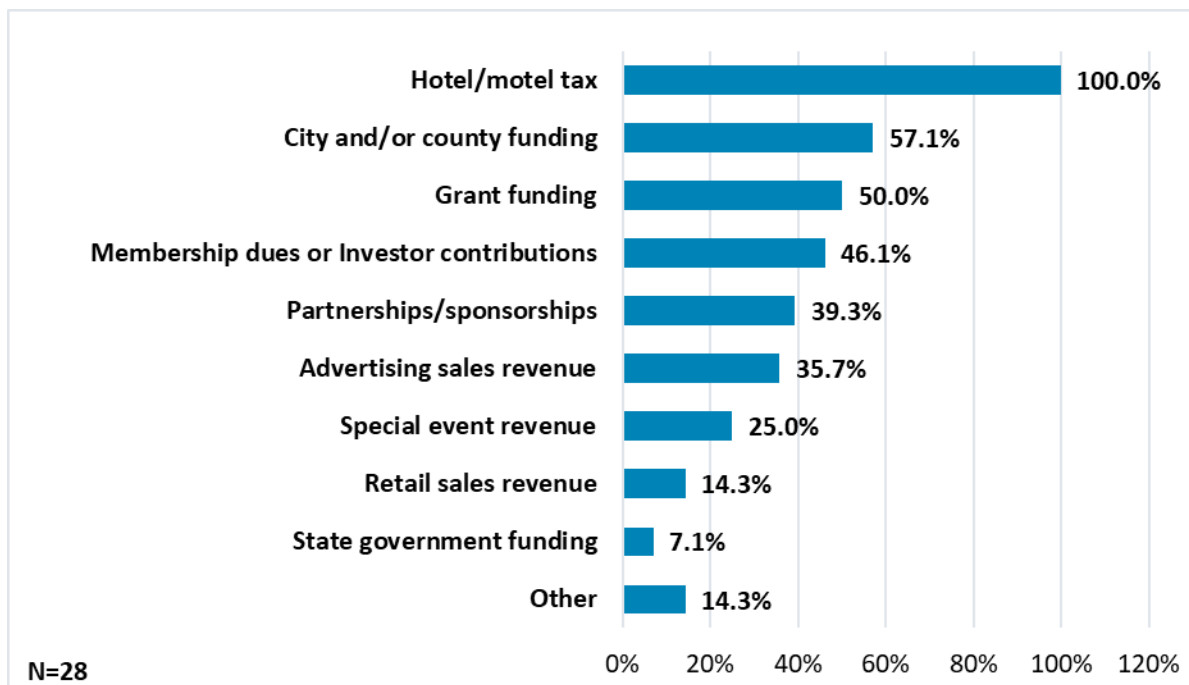
Total annual tourism operating budget

The respondents indicated the total aggregate annual tourism operating budget was \$18,774,787.00 with a mean of \$670,528.10.

N=28	Aggregate
Mean	\$670,528.10
Minimum	\$5,000.00
Maximum	\$7,300,000.00
Sum	\$18,774,787.00

Revenue/funding sources

All of the respondents reported Hotel/motel tax (100.0%) was a revenue/funding source for their organization's annual budget. Other top income sources included City and/or county funding (57.1%) and Grant funding (50.0%). A second slightly lower tier of funding sources included Membership dues or Investor contributions (46.1%), Partnerships/sponsorships (39.3%) and Advertising sales revenue (35.7%). One-fourth of the respondents reported Special event revenue (25.0%). A smaller percentage of respondents indicated Retail sales revenue (14.3%), Other (14.3%) and State government funding (7.1%).



Additionally, the open-end responses indicate the following details about Other revenue/funding sources included the following:

- Donations.
- Housing services.
- Interest on reserves.
- Operate Specialty Bus Service.

N=28	Mean	Minimum	Maximum
Hotel/motel tax	42.35%	0.00%	100.00%
City and/or county funding	30.92%	0.00%	95.00%
Membership dues or Investor contributions	10.73%	0.00%	65.00%
Other	4.42%	0.00%	100.00%
Grant funding	3.27%	0.00%	15.00%
Special event revenue	2.38%	0.00%	25.00%
Advertising sales revenue	2.35%	0.00%	28.00%
Partnerships/sponsorships	2.27%	0.00%	25.00%
State government funding	0.85%	0.00%	17.00%
Retail sales revenue	0.46%	0.00%	10.00%

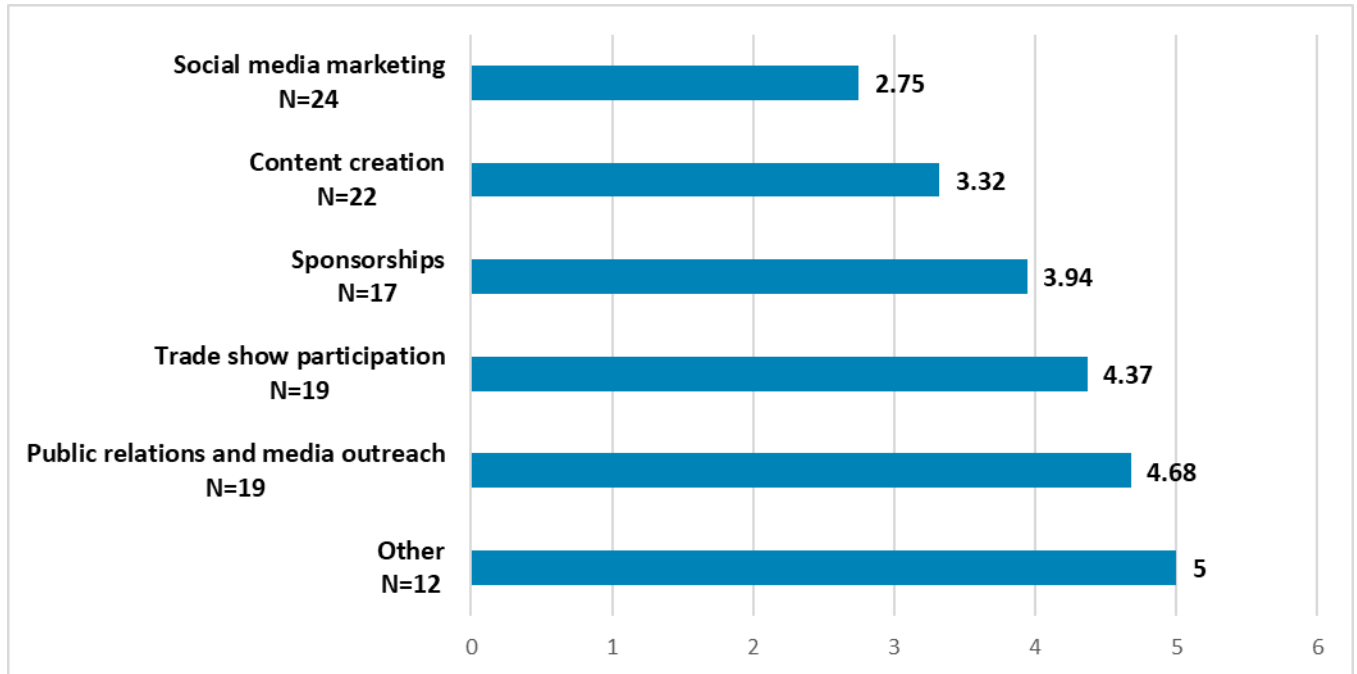
Total revenue expected

The respondents indicated the aggregate total revenue expected this fiscal year was \$20,219,876.00 with a mean of \$777,687.54. Of the total, respondents reported \$51,267.00 was spent on in-state marketing/promotional activities while \$150,804.00 was spent out-of-state.

N=26	Mean	Minimum	Maximum	Sum
Total revenue expected this FY	\$ 777,687.54	\$ 250.00	\$ 7,600,000.00	\$ 20,219,876.00
In-state marketing/promotional activities	\$ 1,971.81	\$ 10.00	\$ 50,000.00	\$ 51,267.00
Out-of-state marketing and promotional activities	\$ 5,800.15	\$ -	\$ 150,000.00	\$ 150,804.00

Marketing and promotional activities budget

Respondents were asked to rank which marketing and promotional activities receive the highest allocation of their organization's budget on a scale of 1 to 5, where 1 receives the most and 5 the least. Of the given categories, the top three primary categories include: Social media (2.75), Content creation (3.32) and Sponsorships (3.94). The least reported were Trade show participation (4.37), Public relations and media outreach (4.68) and Other (5.00).



Total expenses

Twenty-eight respondents reported a total sum of \$20,345,833.00 for expenses expected this fiscal year with a mean of \$782,533.96.

When asked to elaborate on their expenses, respondents indicated the highest mean for Salaries/wages (\$274,996.92) followed by Advertising (\$126,378.17). The average least amount was for Professional development for staff (\$5,016.54), Additional promotional expenses (\$4,195.00) and Group tour sales (\$2,825.00). A further breakdown of expense categories is included in the table below.

	Mean	Minimum	Maximum	Sum
Organization's total expenses N=26	\$ 782,533.96	\$ 33,000.00	\$ 7,600,000.00	\$ 20,345,883.00
Salaries/wages N=23	\$ 286,951.35	\$ 19,500.00	\$ 2,369,024.00	\$ 6,599,881.00
Employment benefits N=22	\$ 42,819.68	\$ -	\$ 312,296.00	\$ 942,033.00
Administration/office costs N=23	\$ 74,653.26	\$ 200.00	\$ 890,618.00	\$ 1,717,025.00
Professional development for staff N=23	\$ 5,234.43	\$ -	\$ 50,530.00	\$ 120,392.00
Travel/entertainment N=21	\$ 12,538.10	\$ -	\$ 164,800.00	\$ 263,300.00
Advertising N=23	\$ 131,871.78	\$ 1,000.00	\$ 1,620,350.00	\$ 3,033,051.00
Promotional opportunities N=21	\$ 18,363.71	\$ -	\$ 215,224.00	\$ 385,638.00
Trade shows N=22	\$ 11,737.77	\$ -	\$ 115,000.00	\$ 258,231.00
Visitor guide production/distribution N=22	\$ 23,141.82	\$ -	\$ 115,000.00	\$ 509,120.00
Website development N=20	\$ 9,975.00	\$ -	\$ 50,000.00	\$ 199,500.00
Additional promotional expenses N=19	\$ 4,415.79	\$ -	\$ 17,000.00	\$ 83,900.00
Convention sales N=21	\$ 51,435.00	\$ -	\$ 935,695.00	\$ 1,080,135.00
Group tour sales N=19	\$ 2,973.68	\$ -	\$ 30,000.00	\$ 56,500.00
Sports sales N=20	\$ 62,885.00	\$ -	\$ 932,200.00	\$ 1,257,700.00

Administrative occupations

Respondents were asked to identify which administrative occupations exist at their organization. Of the 26 respondents that completed this question, 19 reported they have an Executive Director. Fifteen respondents indicated the position within their organization is Full-time, while three said the position is Part-time. Eight respondents indicated Administrative Assistant/Receptionist occupation exists within their organization. Of those positions, six are Full-time and one is Part-time. Four respondents reported having a President/CEO occupation within their organization, with three of those positions being Full-time. Only one respondent reported having an Office Manager position within their organization. It should be noted that three respondents reported having None of these administrative occupations within their organization.

Other administrative positions mentioned by respondents included: Economic Development, Tourism and Chamber (2), Director of Administration (1), and VP of Finance and Administration (1). All of these positions are Full-time.

Additionally, respondents were asked to provide the starting and maximum annual salary for each administrative occupation that exists at their organization. The mean salary comparisons can be found in the table below.

Administrative Occupations	Total	Full-time	Part-time	Starting Salary			Maximum Salary		
		Count	Count	Minimum	Maximum	Mean	Minimum	Maximum	Mean
Executive Director	19	15	3	\$ 19,500.00	\$ 95,000.00	\$ 57,889.31	\$ 19,500.00	\$ 200,000.00	\$ 85,946.25
President / CEO	4	3	0	\$ 150,000.00	\$ 164,800.00	\$ 158,390.00	\$ 197,760.00	\$ 300,000.00	\$ 248,880.00
Office Manager	1	-	-	-	-	-	-	-	-
Administrative Assistant / Receptionist	8	6	1	\$ 10,000.00	\$ 35,000.00	\$ 18,666.67	\$ 11,700.00	\$ 40,300.00	\$ 23,266.67
Director of Administration	1	1	0	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 85,000.00	\$ 85,000.00	\$ 85,000.00
VP of Finance & Administration	1	1	0	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00
Economic Development, Tourism & Chamber	2	2	0	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00

Marketing occupations

Respondents were asked to identify which marketing occupations exist at their organization. Of the 24 respondents that completed this question, seven reported they have a Director of Marketing. Six respondents indicated the position within their organization is Full-time, while one said the position is Part-time. Six respondents indicated Web and Social Media Specialist occupation exists within their organization. Of those positions, four were reported as Full-time. Respondents reported five organizations have Marketing Specialist/Coordinator occupations within their organization, with 2 of those positions being Full-time and 1 Part-time. A few respondents (4) reported Graphic Designer as a marketing occupation within their organization. Respondents indicated two of these positions were Full-time. Director of Communications (3), Marketing Manager (3), and Communications Manager (2) were also reported by respondents. Only one respondent indicated VP of Marketing and Public Relations Manager occupations exist at their organization.

Other marketing positions mentioned by respondents included: Partner Sales Manager (1 Full-time position), Tourism and Communication Specialist (1 Part-time position), and Partner and Data Manager (1 Full-time position). It should be noted that 11 respondents reported having None of these marketing occupations within their organization.

Additionally, respondents were asked to provide the starting and maximum annual salary for each marketing occupation that exists at their organization. The mean salary comparisons can be found in the table below.

Marketing Occupations		Full-time	Part-time	Starting Salary			Maximum Salary		
	Total	Count	Count	Minimum	Maximum	Mean	Minimum	Maximum	Mean
VP of Marketing	1	1	0	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00
Director of Marketing	7	6	1	\$ 9,000.00	\$ 88,990.00	\$ 55,598.00	\$ 20,000.00	\$ 88,990.00	\$ 62,798.00
Director of Communications	3	2	1	\$ 9,000.00	\$ 80,000.00	\$ 51,333.33	\$ 20,000.00	\$ 100,000.00	\$ 53,333.33
Marketing Manager	3	0	1	-	-	-	-	-	-
Communications Manager	2	-	-	-	-	-	-	-	-
Public Relations Manager	1	1	0	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
Marketing Specialist / Coordinator	5	2	1	\$ 30,400.00	\$ 42,000.00	\$ 36,133.33	\$ 42,000.00	\$ 49,000.00	\$ 45,666.67
Web and Social Media Specialist	6	4	0	\$ 40,000.00	\$ 52,000.00	\$ 44,250.00	\$ 40,000.00	\$ 60,000.00	\$ 50,000.00
Graphic Designer	4	2	0	\$ 45,000.00	\$ 70,875.00	\$ 57,937.50	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
Partner Sales Manager	1	1	0	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00
Tourism and Communications Specialist	1	0	1	\$ 26,176.00	\$ 26,176.00	\$ 26,176.00	\$ 36,088.00	\$ 36,088.00	\$ 36,088.00
Partner and Data Manager	1	1	0	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00

Sales occupations

Respondents were asked to identify which sales occupations exist at their organization. Of the 22 respondents that completed this question, three reported they have a Full-time Director of Sales. Three respondents indicated a Sales Manager occupation exists within their organization. Of those positions, all three were Full-time. Respondents also reported three organizations have a Business Development Manager within their organization, with two of those positions being Full-time and one Part-time. Respondents also indicated three Full-time Sales Specialist/Coordinator positions exist within their organizations. Only two respondents reported having a VP of Sales position within their organization. Both of these positions were reported to be Full-time.

Other sales positions mentioned by respondents included: Director of Sports Tourism (1), National Sales Manager (1), and Destination Experience Coordinator (1). All of these positions were reported to be Full-time. It should be noted that 14 respondents reported having None of these sales occupations within their organization.

Additionally, respondents were asked to provide the starting and maximum annual salary for each sales occupation that exists at their organization. The mean salary comparisons can be found in the table below.

Sales Occupations	Total	Full-time	Part-time	Starting Salary			Maximum Salary		
		Count	Count	Minimum	Maximum	Mean	Minimum	Maximum	Mean
VP of Sales	2	2	0	\$ 75,000.00	\$ 100,000.00	\$ 87,500.00	\$ 75,000.00	\$ 130,000.00	\$ 102,500.00
Director of Sales	3	3	0	\$ 55,000.00	\$ 87,500.00	\$ 46,500.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
Sales Manager	3	3	0	\$ 45,000.00	\$ 57,803.00	\$ 51,401.50	\$ 65,000.00	\$ 79,664.00	\$ 72,332.00
Business Development Manager	3	2	1	\$ 54,000.00	\$ 84,000.00	\$ 69,000.00	\$ 54,000.00	\$ 54,000.00	\$ 54,000.00
Account Manager	0	-	-	-	-	-	-	-	-
Sales Specialist/Coordinator	3	3	0	\$ 35,000.00	\$ 55,700.00	\$ 45,350.00	\$ 35,000.00	\$ 906,000.00	\$ 62,800.00
National Sales Manager	1	1	0	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 85,000.00	\$ 85,000.00	\$ 85,000.00
Director of Sports Tourism	1	1	0	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
Destination Experience Coordinator	1	1	0	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00

Finance/operations occupations

Respondents were asked to identify which Finance/operations occupations exist at their organization. Of the 21 respondents that completed this question, two reported they have a Full-time VP of Finance/Operations/Human Resources. Only one respondent indicated a Finance Manager occupation exists within their organization. This position was reported as Full-time. Respondents also reported one Part-time Operations of Finance Specialist/Coordinator occupation exists at their organization. No Other finance/operations occupations were mentioned by respondents. It should be noted that 19 respondents reported having None of these finance/operations occupations within their organization.

Additionally, respondents were asked to provide the starting and maximum annual salary for each finance/operations occupation that exists at their organization. The mean salary comparisons can be found in the table below.

Finance/Operations Occupations		Full-time	Part-time	Starting Salary			Maximum Salary		
	Total	Count	Count	Minimum	Maximum	Mean	Minimum	Maximum	Mean
Chief Operating Officer	0	-	-	-	-	-	-	-	-
VP of Finance/ Operations/HR	2	2	0	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 125,000.00	\$ 102,500.00
Director of Operations	0	-	-	-	-	-	-	-	-
Director of Finance	0	-	-	-	-	-	-	-	-
Finance Manager	1	1	0	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00	-	-	-
Operations Manager	0	-	-	-	-	-	-	-	-
Research Analyst	0	-	-	-	-	-	-	-	-
Operations of Finance Specialist/Coordinator	1	0	1	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00

Event/membership coordination occupations

Respondents were asked to identify which Event/Membership Coordination occupations exist at their organization. Of the 22 respondents that completed this question, two reported they have a Full-time Director of Visitor Services and Event Coordinator/Manager, while two respondents said Visitor Information Specialist exists as a Part-time position within their organization. Only one respondent indicated a Director of Events & Conventions occupation exists within their organization. This position was reported as Full-time. No Other event/membership coordination occupations were mentioned by respondents. It should be noted that 16 respondents reported having None of these event/membership coordination occupations within their organization.

Additionally, respondents were asked to provide the starting and maximum annual salary for each event/membership occupation that exists at their organization. The mean salary comparisons can be found in the table below.

Event/Membership Occupations	Total	Full-time	Part-time	Starting Salary			Maximum Salary		
		Count	Count	Minimum	Maximum	Mean	Minimum	Maximum	Mean
VP of Events	0	-	-	-	-	-	-	-	-
Director of Visitor Services	2	2	0	\$ 55,000.00	\$ 75,000.00	\$ 65,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
Director of Events and Conventions	1	1	0	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Membership Coordinator/Manager	0	-	-	-	-	-	-	-	-
Event Coordinator/Manager	2	2	0	\$ 35,000.00	\$ 47,180.00	\$ 41,090.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
Event Planner	0	-	-	-	-	-	-	-	-
Visitor Information Specialist	2	0	2	\$ 11,440.00	\$ 33,000.00	\$ 22,220.00	\$ 11,440.00	\$ 53,700.00	\$ 32,570.00

Additional tourism-related occupations

When asked if there were any additional tourism-related occupations that exist in their organization, respondents indicated six occupations that were not previously covered. Other tourism-related occupations mentioned by respondents included: Destination Experience Manager (1 Full-time position), Director of Destination Development (1 Full-time position), Director of Partner and Business Development (1 Full-time position), Housing and Group Services Manager (1 Full-time position), Intern (1 Part-time position), and Destination Experience Coordinator (1 Full-time position).

Additionally, respondents were asked to provide the starting and maximum annual salary for each tourism-related occupation that exists at their organization. The mean salary comparisons can be found in the table below.

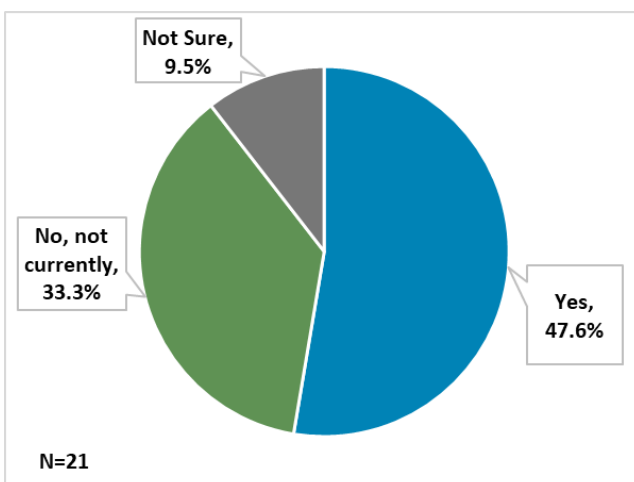
Other Tourism Occupations	Total	Full-time Count	Part-time Count	Starting Salary			Maximum Salary		
				Minimum	Maximum	Mean	Minimum	Maximum	Mean
Destination Experience Manager	1	1	0	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Director of Partner and Business Development	1	1	0	\$ 96,000.00	\$ 96,000.00	\$ 96,000.00	-	-	-
Director of Destination Development	1	1	0	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
Housing and Group Services Manager	1	1	0	-	-	-	-	-	-
Intern	1	0	1	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
Destination Experience Coordinator	1	1	0	\$ 37,000.00	\$ 37,000.00	\$ 37,000.00	\$ 37,000.00	\$ 37,000.00	\$ 37,000.00

Annual cost-of-living pay increases

Aggregately, almost half (47.6%) of the respondents indicated their organization provides annual cost-of-living pay increases for its employees, while 33.3% currently do not. Under 10 percent reported they are Not sure (9.5%).

Additional annual cost-of-living pay increases mentioned by respondents included:

- 3% (4).
- 3.5% (2).
- 0.
- 2%.
- 5%.
- Based on statewide data and varies each year.

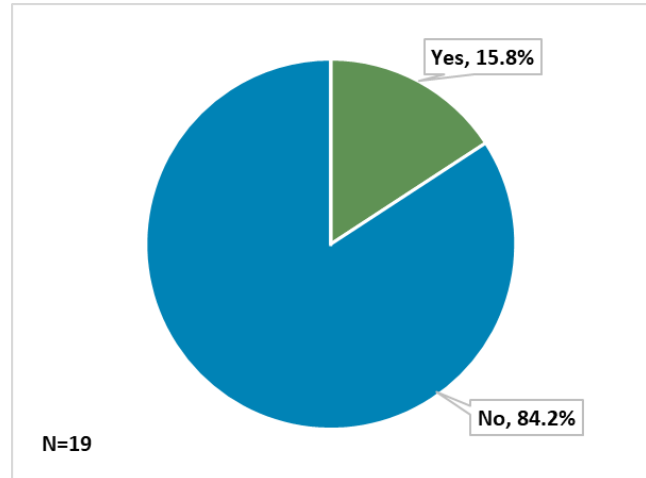


Variable/performance pay program

A majority (84.2%) of the respondents indicated they do not use a variable/performance pay program, however, 15.8% do use a variable/performance pay program.

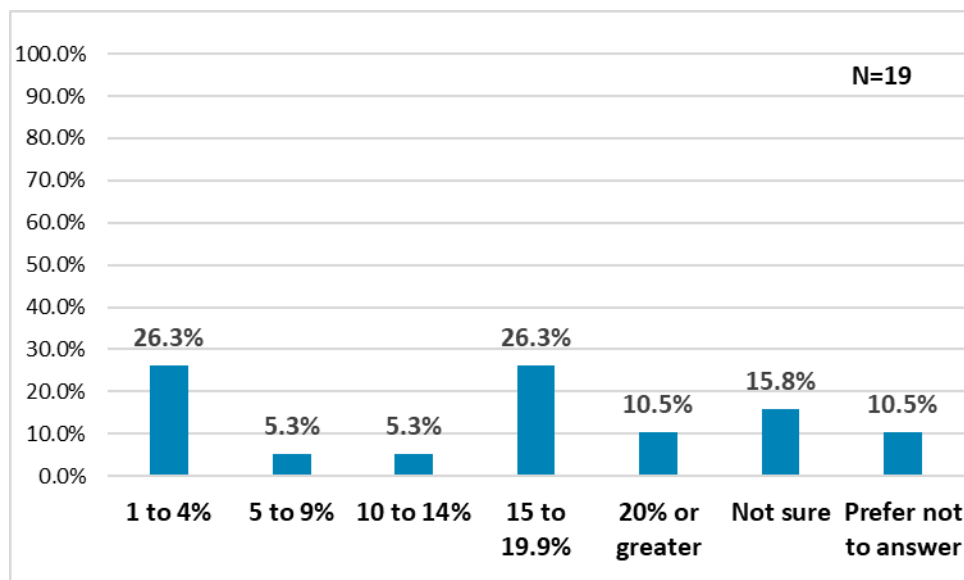
The following open-end responses were given regarding their organization's variable/performance pay program:

- Some positions have incentive plans. Some have commission plans.
- We utilize bonuses upon successful completion of large, collective efforts.



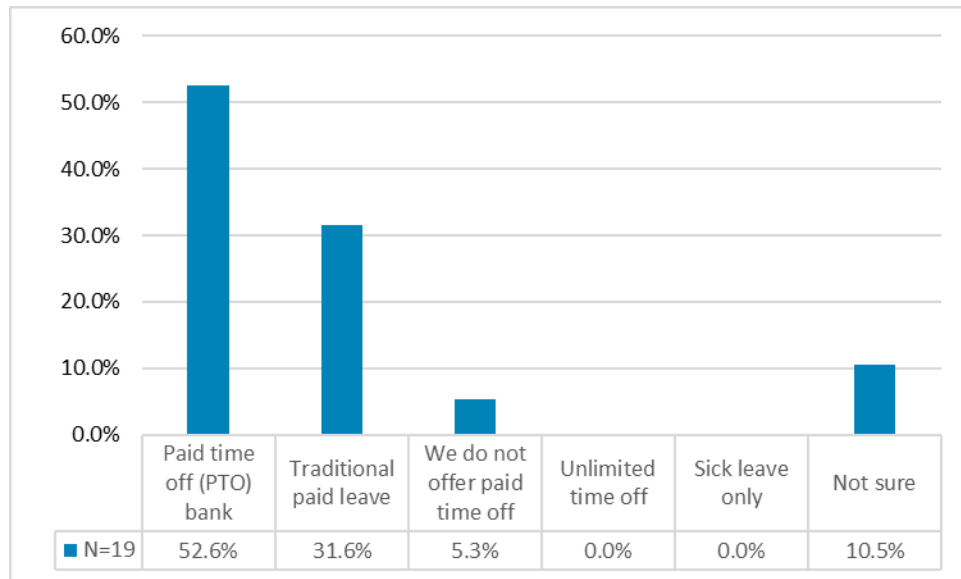
Average employee turnover rate

Respondents were asked to indicate the range of the organization's average employee turnover rate. Over one-fourth (26.3%) of the respondents reported their turnover rate ranged from 1 to 4% and 15-19.9%. Other significant turnover rates included 20% or greater (10.5%), 5 to 9% (5.3%) and 10 to 14% (5.3%). Additionally, over one-fourth of the respondents said they were Not sure (15.8%) or Prefer not to answer (10.5%).



Paid time off policy

Aggregately, over half of the respondents reported their organization provides a Paid time off (PTO) bank (52.6%) to their employees followed by Traditional paid leave (31.6%). A small percentage of organizations Do not offer paid time off (5.3%) and an additional 10.5% indicated they are Not sure which paid time off policy their organization provides.

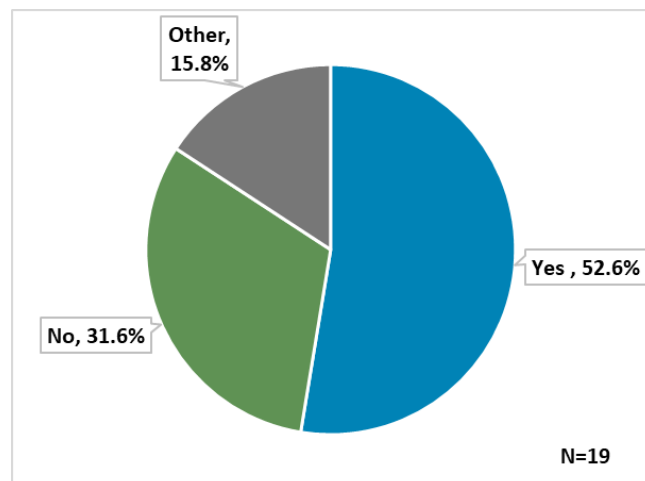


Traditional paid leave or PTO carried over

When asked if traditional paid leave or PTO was allowed to be carried over if not all used in one fiscal year, over half of the respondents indicated Yes (52.6%), while 31.6% said No. However, 15.8% reported Other.

Other carry over paid leave or PTO options mentioned by respondents included:

- 1 week can carry over each year.
- 24 hours of vacation can be carried over, 80 hours of personal leave can be carried over to the following year.
- 5 days.
- Able to carry over one week of PTO.
- Can carry over up to 6 days.
- Limited carry over.
- Rolls over.
- That is allowed.



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- There is one person that is paid to do tourism work. They are considered an independent contractor and not an employee of the City.
- Uncapped rollover. 30 days payout upon departure from organization.
- Vacation and sick leave are carried over up to a maximum amount. Family, medical and personal days are not allowed to be carried over.
- Vacation can be carried over. Sick leave hours are banked for 90 days to carry into the next year and the remainder gets paid off each year at half the salary rate.

Vacation and/or sick leave, or paid time off (PTO)

Respondents were asked how much vacation and/or sick leave, or paid time off (PTO) was provided to employees at given employment anniversary years. The comparisons can be found in the chart below.

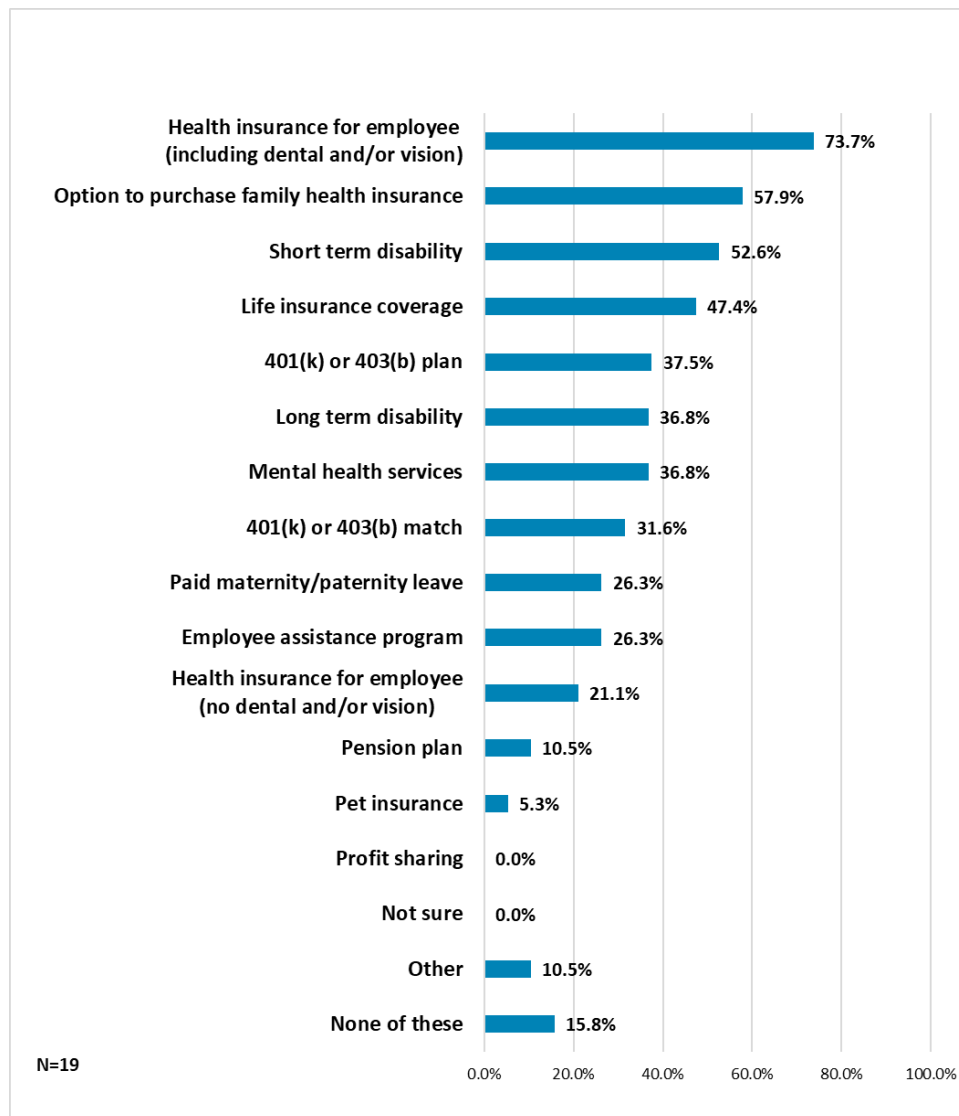
	N Size	Mean	Minimum	Maximum
First year of employment - Vacation Hours	14	70.3	0.0	480.0
Fifth year of employment - Vacation Hours	14	77.9	0.0	480.0
Tenth year of employment - Vacation Hours	14	88.5	0.0	480.0
First year of employment - Sick Hours	13	21.3	0.0	135.0
Fifth year of employment - Sick Hours	13	21.3	0.0	135.0
Tenth year of employment - Sick Hours	13	21.3	0.0	135.0
First year of employment - Paid time off (PTO) Hours	16	80.5	0.0	360.0
Fifth year of employment - Paid time off (PTO) Hours	16	84.8	0.0	360.0
Tenth year of employment - Paid time off (PTO) Hours	16	91.2	0.0	360.0

Benefits offered

According to respondents, the top benefit offered to employees was Health insurance for employee (including dental and/or vision) (73.7%). A second tier of benefits included Option to purchase family health insurance (57.9%), Short term disability (52.6%) and Life insurance coverage (47.4%). Respondents reported the least offered benefits were Pension plan (10.5%), Other (10.5%) and Pet insurance (5.3%).

Other benefits mentioned by respondents included:

- Direct payment for retirement – 4% of annual salary.
- Simple IRA, Volunteer time off.

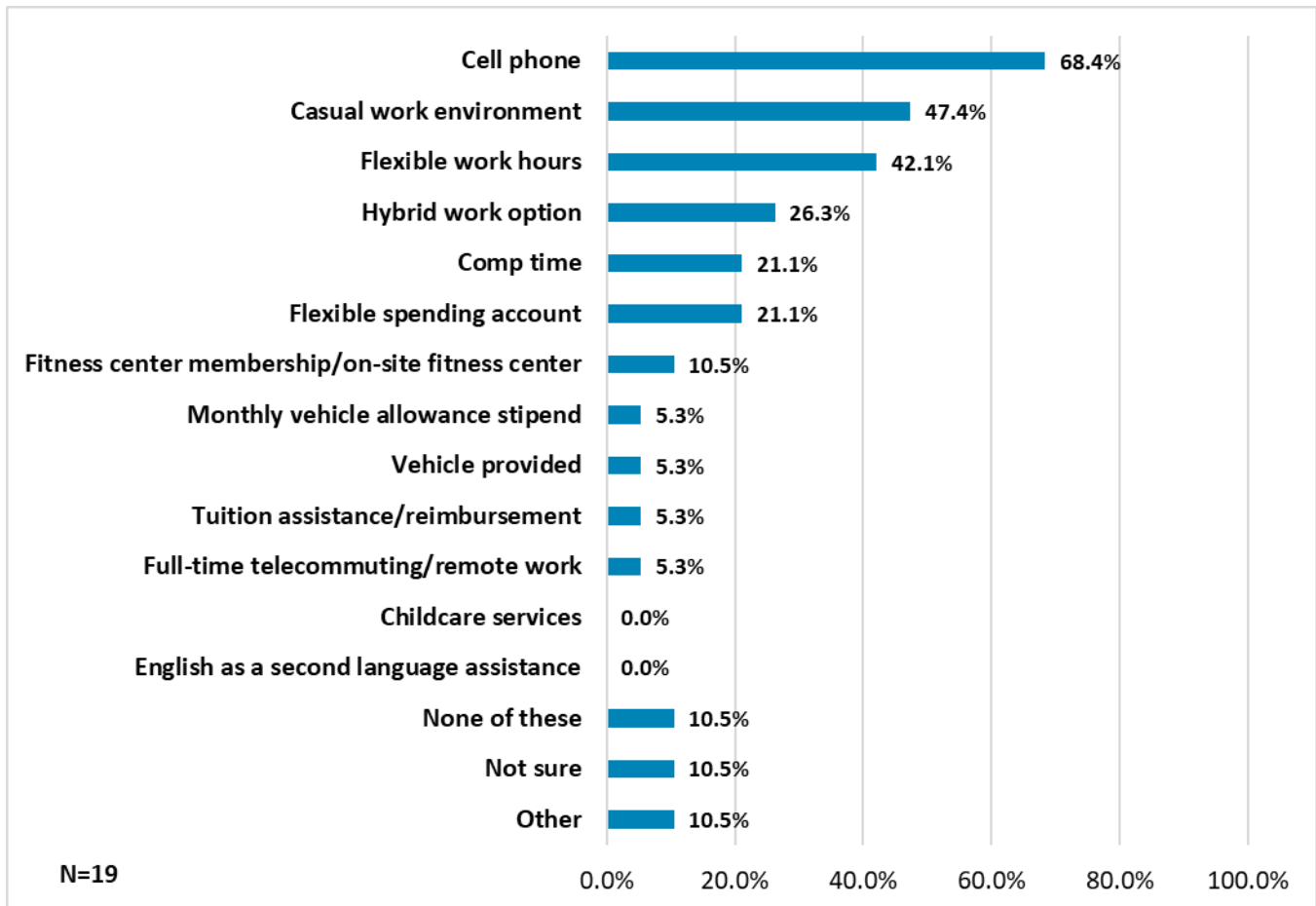


Workplace opportunities or incentives

A majority of the respondents reported the primary workplace opportunity or incentive offered to employees was a Cell phone (68.4%), followed by Casual work environment (47.4%) and Flexible work hours (42.1%). Other opportunities or incentives of note include Hybrid work option (26.3%), Comp time (21.1%) and Flexible spending account (21.1%). The least reported opportunities or incentives were Monthly vehicle allowance stipend (5.3%), Vehicle provided (5.3%), Tuition assistance/reimbursement (5.3%) and Full-time telecommuting/remote work (5.3%). It should also be noted that 10.5% of the respondents indicated Other.

Other workplace opportunities or incentives mentioned by respondents included:

- Cell phone stipend.
- Employees can flex their schedule in order to accommodate appointments or other obligations without taking PTO (i.e., arrive early, work through lunch, work late, etc.).
- Mileage reimbursement.



Appendix A – Survey Questions

Demographics

D1. Name of person submitting survey:

D2. Name of organization:

D3. Phone number:

D4. Please provide your job title/role.

Overall Perception of Tourism

1. Is your organization a current iTIP member?

- ☐ Yes
- ☐ No

2. What year was your organization founded?

3. What is your organization's first month of a new fiscal year?

4. Which one of the following best describes your travel organization?

- ☐ Chamber of Commerce
- ☐ Destination Marketing Organization (DMO) or Convention and Visitors Bureau (CVB)
- ☐ Economic Development Organization
- ☐ Department of a City or County
- ☐ Other

5. What is your organization's nonprofit status?

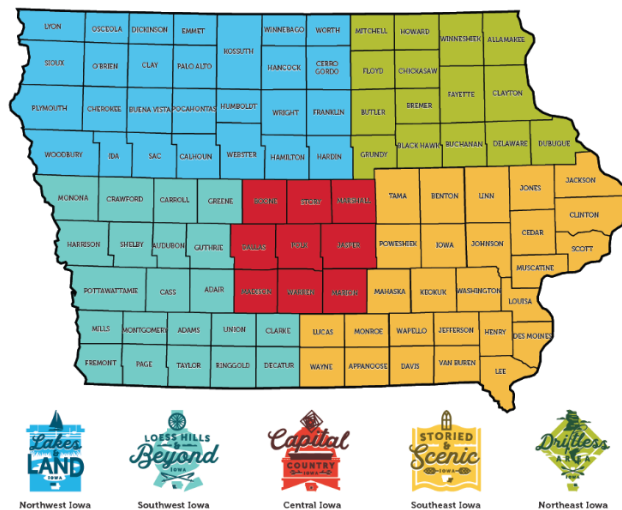
- ☐ 501c3
- ☐ 501c4
- ☐ 501c6
- ☐ Other
- ☐ My organization is not nonprofit

6. What is your organization's current total full-time equivalent employees (excluding volunteers)?

7. What is your organization's current full-time equivalent tourism-focused employees (excluding volunteers)?

8. Using the provided map, please choose the region that most closely aligns with the majority of your participation in travel and tourism.

- ☐ Lakes & Land – Northwest Iowa
- ☐ Loess Hills & Beyond – Southwest Iowa
- ☐ Capital Country – Central Iowa
- ☐ Driftless Area – Northeast Iowa
- ☐ Storied & Scenic – Southeast Iowa
- ☐ Statewide



9. Does your organization serve primarily urban, suburban, rural or statewide locations?

- ☐ Urban
- ☐ Suburban
- ☐ Rural
- ☐ Statewide

10. How many locations does your organization have in the state of Iowa?

11. What is the approximate population of the area your organization serves?

- ☐ Small- less than 10,000 local population
- ☐ Medium- 10,000 to 29,999 local population
- ☐ Large- 30,000 or more location population
- ☐ Prefer not to answer
- ☐ Not sure

12. What are the total number of lodging rooms in your destination?

13. What is the number of full-service lodging properties in your destination?

- ☐ 0/ Not applicable
- ☐ 1 to 3
- ☐ 4 to 6
- ☐ More than 6
- ☐ Prefer not to answer
- ☐ Not sure

14. What is the local hotel/motel tax rate in your destination?

- ☐ 4%
- ☐ 5%
- ☐ 6%
- ☐ 7%
- ☐ Other

15. Please estimate how the hotel/motel income is distributed across the categories/groups below by allocating 100 percentage points.

- ☐ Arts and Culture Organizations _____
- ☐ Destination Management Organizations (DMO) or Convention and Visitors Bureau (CVB)

- ☐ City _____
- ☐ Community Center _____
- ☐ Recreation Facilities _____
- ☐ Other _____

16. Please specify what Other entities/organizations receive a portion of the hotel/motel tax collection.

17. Do you have to request hotel/motel tax funds?

- ☐ Yes
- ☐ No
- ☐ Not Sure

18. Is your organization membership based?

- ☐ Yes
- ☐ No

19. What is the membership rate/fee?

20. Do you have a casino in your tax collection area?

- ☐ Yes
- ☐ No
- ☐ Not sure

21. Does your organization receive funds from casino tax collection?

- ☐ Yes
- ☐ No
- ☐ Not sure

22. Which entities/organizations receive a portion of the casino revenues?

23. Does your organization have a financial reserve policy?

- ☐ Yes
- ☐ No
- ☐ Not sure
- ☐

24. Over the past three years, how has your organization's tourism annual budget trend been?

- ☐ Increasing significantly (more than 15% increase)
- ☐ Increasing moderately (6 to 15% increase)
- ☐ Relatively stable ()
- ☐ Decreasing moderately (6 to 15% decrease)
- ☐ Decreasing significantly (more than 15% decrease)

25. Please explain the reasoning/circumstances for the change in your organization's tourism budget.

26. What was your total annual tourism operating budget for last year (CY 2022 or FY 2022/2023)?

27. Please select the revenue/funding sources that make up your organization's annual budget.

- ☐ State government funding
- ☐ Grant funding
- ☐ City and/or county funding
- ☐ Membership dues or Investor contributions
- ☐ Advertising sales revenue
- ☐ Hotel/Motel tax
- ☐ Retail sales revenue
- ☐ Partnerships/sponsorships
- ☐ Special event revenue
- ☐ Other

28. Please allocate 100 percentage points to estimate your organization's annual funding from each of your revenue sources.

- ☐ State government funding _____
- ☐ Grant funding _____
- ☐ City and/or county funding _____
- ☐ Membership dues or Investor contributions _____
- ☐ Advertising sales revenue _____
- ☐ Hotel/Motel tax _____
- ☐ Retail sales revenue _____
- ☐ Partnerships/sponsorships _____
- ☐ Special event revenue _____
- ☐ Other _____

29. What is your organization's total revenue expected this FY?

30. Please indicate the percentage of your organization's annual tourism-related budget allocated for in-state and out-of-state marketing and promotion activities.

	Percentage (%)
<input type="radio"/> In-state marketing and promotional activities	
<input type="radio"/> Out-of-state marketing and promotional activities	

31. Which of the following marketing and promotional activities receive the highest allocation of your organization's budget?

- ☐ Advertising (print, digital, television, radio) _____
- ☐ Social media marketing _____
- ☐ Content creation (blogs, videos, photos) _____
- ☐ Public relations and media outreach _____
- ☐ Trade show participation _____
- ☐ Sponsorships _____
- ☐ Other _____

32. What are the total expenses for your organization expected this fiscal year?

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33. Please list the total dollar amount expected to be spent by your organization this fiscal year for each of the expense categories listed below.

	Dollars (\$)
<input type="radio"/> Salaries and wages	
<input type="radio"/> Employment benefits	
<input type="radio"/> Administration and office costs	
<input type="radio"/> Professional development for staff	
<input type="radio"/> Travel and entertainment	
<input type="radio"/> Advertising	
<input type="radio"/> Promotional Activities	
<input type="radio"/> Trade shows	
<input type="radio"/> Visitor guide production and distribution	
<input type="radio"/> Website development	
<input type="radio"/> Additional promotional expenses	
<input type="radio"/> Convention sales	
<input type="radio"/> Group tour sales	
<input type="radio"/> Sports sales	

34. Which of the following administrative occupations exist at your organization or are comparable?

- ☐ Executive director
- ☐ President/CEO
- ☐ Office Manager
- ☐ Administrative Assistant/ Receptionist
- ☐ Other Administrative Position 1
- ☐ Other Administrative Position 2
- ☐ None

35. Please select whether each administrative position is Full time or Part time.

	Full Time	Part Time
Executive Director		
President/CEO		
Office Manager		
Administrative Assistant/Receptionist		
Other Administrative Position 1		
Other Administrative Position 2		

36. Please provide an approximate starting and maximum annual salary for each administrative occupation that exists at your organization.

	Starting Annual Salary (\$)	Maximum Annual Salary (\$)
Executive Director		
President/CEO		
Office Manager		
Administrative Assistant/Receptionist		
Other Administrative Position 1		
Other Administrative Position 2		

37. Which of the following marketing occupations exist at your organization or are comparable?

- ☐ VP of Marketing
- ☐ Director of Marketing
- ☐ Director of Communications
- ☐ Marketing Manager
- ☐ Communications Manager
- ☐ Public Relations Manager
- ☐ Marketing Specialist/Coordinator
- ☐ Web and Social Media Specialist
- ☐ Graphic Designer
- ☐ Other Marketing Position 1
- ☐ Other Marketing Position 2
- ☐ None

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38. Please select whether each marketing position is Full time or Part time.

	Full Time	Part Time
VP of Marketing		
Director of Marketing		
Marketing Manager		
Communications Manager		
Public Relations Manager		
Marketing Specialist/Coordinator		
Web and Social Media Specialist		
Graphic Designer		
Other Marketing Position 1		
Other Marketing Position 2		
None		

39. Please provide an approximate starting and maximum annual salary for each marketing occupation that exists at your organization.

	Starting Annual Salary (\$)	Maximum Annual Salary (\$)
VP of Marketing		
Director of Marketing		
Marketing Manager		
Communications Manager		
Public Relations Manager		
Marketing Specialist/Coordinator		
Web and Social Media Specialist		
Graphic Designer		
Other Marketing Position 1		
Other Marketing Position 2		
None		

40. Which of the following sales occupations exist at your organization or are comparable?

- ☐ VP of Sales
- ☐ Director of Sales
- ☐ Sales Manager
- ☐ Business Development Manager
- ☐ Account Manager
- ☐ Sales Specialist/Coordinator
- ☐ Other Sales Position 1
- ☐ Other Sales Position 2
- ☐ None

41. Please select whether each sales position is Full time or Part time.

	Full Time	Part Time
VP of Sales		
Director of Sales		
Sales Manager		
Business Development Manager		
Account Manager		
Sales Specialist/Coordinator		
Other Sales Position 1		
Other Sales Position 2		
None		

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42. Please provide an approximate starting and maximum annual salary for each sales occupation that exists at your organization.

	Starting Annual Salary (\$)	Maximum Annual Salary (\$)
VP of Sales		
Director of Sales		
Sales Manager		
Business Development Manager		
Account Manager		
Sales Specialist/Coordinator		
Other Sales Position 1		
Other Sales Position 2		
None		

43. Which of the following operations/finance occupations exist at your organization or are comparable?

- ☐ Chief Operating Officer (COO)
- ☐ VP of Finance/Operations/Human Resources
- ☐ Director of Operations
- ☐ Director of Finance
- ☐ Finance Manager
- ☐ Operations Manager
- ☐ Research Analyst
- ☐ Operations of Finance Specialist/Coordinator
- ☐ Other #1
- ☐ Other #2
- ☐ None

44. Please select whether each operations/finance position is Full time or Part time

	Full Time	Part Time
Chief Operation Officer (COO)		
VP of Finance/Operations/Human Resources		
Director of Operations		
Director of Finance		
Finance Manager		
Operations Manager		
Research Analyst		
Operations of Finance Specialist/Coordinator		
Other #1		
Other #2		

45. Please provide an approximate starting and maximum annual salary for each operations/finance occupation that exists at your organization.

	Starting Annual Salary (\$)	Maximum Annual Salary (\$)
Chief Operation Officer (COO)		
VP of Finance/Operations/Human Resources		
Director of Operations		
Director of Finance		
Finance Manager		
Operations Manager		
Research Analyst		
Operations of Finance Specialist/Coordinator		
Other #1		
Other #2		

46. Which of the following event/membership coordination occupations exist at your organization or are comparable?

- ☐ VP of Events or Membership
- ☐ Director of Visitor Services
- ☐ Director of Events and Conventions
- ☐ Membership Coordinator/Manager
- ☐ Event Coordinator/Manager
- ☐ Event Planner
- ☐ Visitor Information Specialist
- ☐ Other Events/Membership Coordination Position 1
- ☐ Other Events/Membership Coordination Position 2
- ☐ None

47. Please select whether each event/membership coordination position is Full time or Part time.

	Full Time	Part Time
VP of Events or Membership		
Director of Visitor Services		
Director of Events and Conventions		
Membership Coordinator/Manager		
Event Coordinator/Manager		
Event Planner		
Visitor Information Specialist		
Other #1		
Other #2		

48. Please provide an approximate starting and maximum annual salary for each events/membership coordination occupation that exists at your organization.

	Starting Annual Salary (\$)	Maximum Annual Salary (\$)
VP of Events or Membership		
Director of Visitor Services		
Director of Events and Conventions		
Membership Coordinator/Manager		
Event Coordinator/Manager		
Event Planner		
Visitor Information Specialist		
Other #1		
Other #2		

49. Are there any tourism-related occupations that exist at your organization that were not covered previously?

- ☐ Other Tourism-relation Position 1
- ☐ Other Tourism-relation Position 2
- ☐ Other Tourism-relation Position 3
- ☐ Other Tourism-relation Position 4
- ☐ Other Tourism-relation Position 5
- ☐ None

50. Please select whether each other tourism-related position is Full time or Part time.

	Full Time	Part Time
Other Tourism-relation Position 1		
Other Tourism-relation Position 2		
Other Tourism-relation Position 3		
Other Tourism-relation Position 4		
Other Tourism-relation Position 5		

51. Please provide an approximate starting and maximum annual salary for each tourism-related occupation that exists at your organization.

	Starting Annual Salary (\$)	Maximum Annual Salary (\$)
Other Tourism-relation Position 1		
Other Tourism-relation Position 2		
Other Tourism-relation Position 3		
Other Tourism-relation Position 4		
Other Tourism-relation Position 5		

52. Does your organization provide annual cost-of-living pay increases for its employees?

- ☐ Yes
- ☐ No, not currently
- ☐ Not Sure

53. In general, does your company use a variable/performance pay program?

- ☐ Yes
- ☐ No
- ☐ Not sure

54. Over the last 3 years, on average, which of the following ranges best describes your organization's average employee turnover rate?

- ☐ 1 to 4.9%
- ☐ 5 to 9.9%
- ☐ 10 to 14.9%
- ☐ 15 to 19.9%
- ☐ 20% or greater
- ☐ Not sure
- ☐ Prefer not to answer

55. In general, which paid time off policy do you provide to your employees?

- ☐ Traditional paid leave
- ☐ Paid time off (PTO) bank
- ☐ Unlimited time off
- ☐ Sick leave only
- ☐ We do not offer paid time off
- ☐ Not sure

56. Is Traditional paid leave or PTO allowed to be carried over if not all used in one fiscal year?

- ☐ Yes
- ☐ No
- ☐ Other

57. How much vacation and/or sick leave, or paid time off (PTO) do you provide your employees at the given employment anniversary years?

	Vacation Hours	Sick Hours	Paid time off (PTO) Hours
First year of employment			
Fifth year of employment			
Tenth year of employment			

58. Which of the following benefits does your organization offer to your employees?

- ☐ Health insurance for employee – including dental and/or vision
- ☐ Health insurance for employee – no dental and/or vision
- ☐ Mental health services
- ☐ Option to purchase family health insurance
- ☐ Short term disability
- ☐ Long term disability
- ☐ Life insurance coverage
- ☐ Pet insurance
- ☐ Pension plan
- ☐ 401(k) or 403(b) plan
- ☐ 401(k) or 403(b) match
- ☐ Profit sharing
- ☐ Employee assistance program
- ☐ Paid maternity/paternity leave
- ☐ Other
- ☐ Not sure
- ☐ None of these

59. Which of the following workplace opportunities or incentives does your organization offer to your employees?

- ☐ English as a second language assistance
- ☐ Flexible work hours
- ☐ Flexible spending account
- ☐ Full-time telecommuting/remote work
- ☐ Tuition assistance/reimbursement
- ☐ Hybrid work option
- ☐ Childcare services
- ☐ Fitness center membership/on-site fitness center
- ☐ Casual working environment
- ☐ Comp time
- ☐ Cell phone
- ☐ Vehicle provided
- ☐ Monthly vehicle allowance stipend
- ☐ Other
- ☐ Not sure
- ☐ None of these