

California Economic Development Compensation Survey December 2005

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Table of Contents

Introduction	3
Survey Overview	3
Survey Respondents	4
Section 1- Organization	6
Section 2- Compensation	8
Section 3-California Barometer	20
Valuable Newsletters & Resources	27
Outsourcing Economic Development Services	28



Introduction

Many ED professionals in California ask us for current data to negotiate employment and funding contracts for the upcoming year. In response to this need for current information, Chabin Concepts sponsored an online survey of economic development professionals throughout California. Following are highlights from the survey.

Survey Overview

Survey Respondents

- The survey was sent out to 300 economic development organizations and departments. Forty-three management-level economic development professionals completed the survey, resulting in a completed survey response rate of 5 ½%.
- Respondents were predominantly City Government ED offices.
- California's diverse regions were all represented, with a majority of responses received from the Central Valley.

Section 1 –Organization

- Organizational budgets of respondents were primarily in the \$251,000 - \$500,000 range, with > \$5,000,000 a close runner-up.
- Generally, the respondents were working in organizations with less than 10 employees. The average number of part-time employees per organization was less than two.

Section 2 – Compensation

- Most respondents received a base salary in the \$75,000 - \$100,000 range.

- Base Salaries for the position of Vice President/Business Development Managers was also recorded in the \$75,000 - \$100,000 range, with the range from \$50,000 - \$75,000 as second place.
- The majority of Annual Base Pay Increases were reported at 2.1% - 3% above the previous year's salary.
- Over 55% of respondents are provided with medical, dental, vision, disability AND life insurance. Only 9.6% of respondents do not receive any of the insurance benefits listed.

Section 3 – California Barometer

This section focused on the status of the economy and economic development issues.

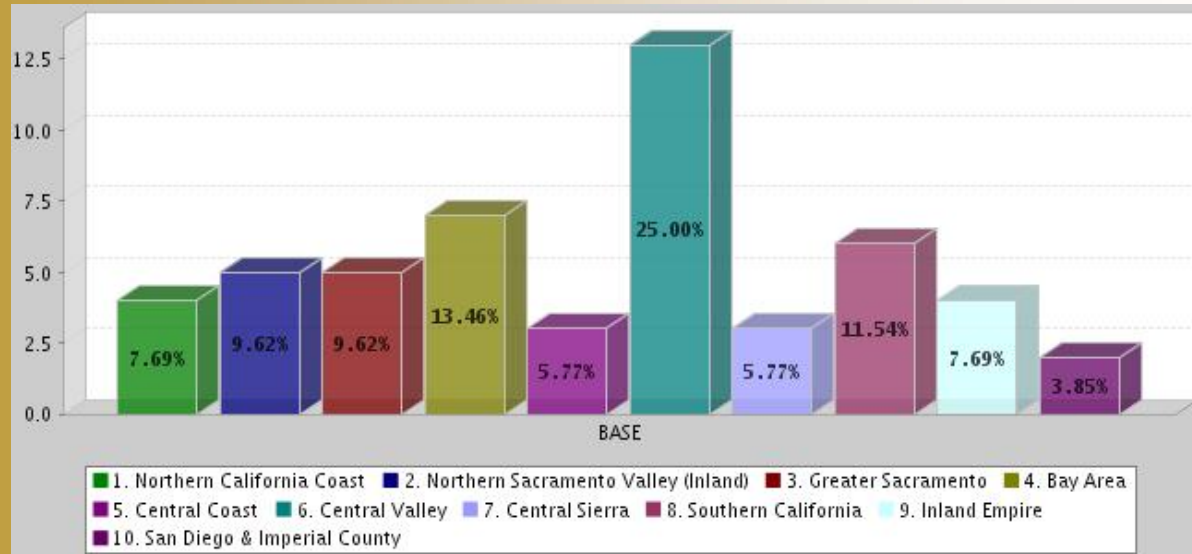
- The majority of respondents reported slow growth in primary, livable wage sectors.
- 5-year projections for the condition of this economic base were, overwhelmingly, that slow growth (<10%) is anticipated.
- In the last two years, more than 57% of the respondents' communities have lost jobs and/or businesses in primary sectors.
- The two top reasons for jobs losses are "Closed and out of business" and "Relocation out of California." "Relocation within California" also ranks high.
- The top three economic development challenges reported are:
 1. Issues related to California's negative business climate and the high cost of doing business in California,
 2. Lack of affordable housing,
 3. Inadequate transportation systems.

The complete report of the 2005 California Economic Development Compensation survey follows. We hope that you find it of use while establishing your organization's budget for the upcoming year.

Survey Respondents

Type of Organization

Most of the respondents to the survey represent City government ED offices. The breakdown of survey respondents is as follows: 42.31% City Government ED offices; 23.08% Non-profit, County EDCs; 15.38% County Government ED offices; 9.6% Regional EDC nonprofit (multi-county); 5.8% Other; 3.85% City EDC nonprofit.

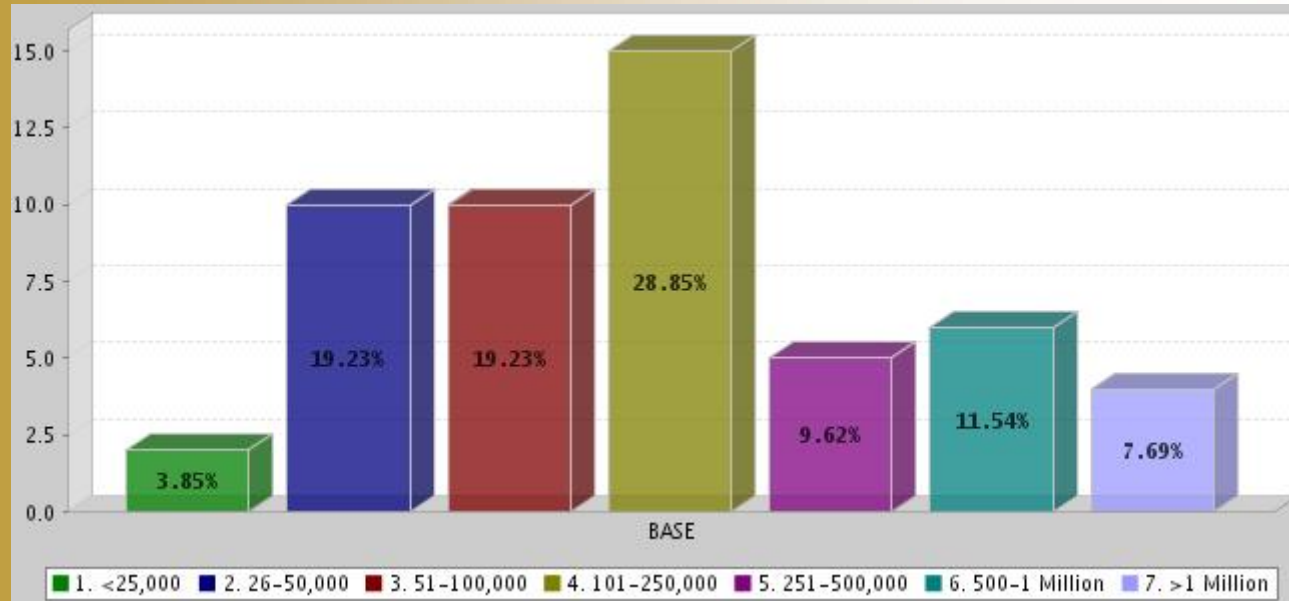


Region of California

Respondents were from all over California, with the Central Valley particularly well represented. The breakdown by region was:

- 25.00% Central Valley
- 13.46% Bay Area
- 11.54% Southern California
- 9.62% Northern Sacramento Valley
- 9.62% Greater Sacramento
- 7.69% Northern California Coast
- 7.69% Inland Empire
- 5.77% Central Coast
- 5.77% Central Sierra
- 3.85% San Diego & Imperial County

Survey Respondents



Population of Organization's Service Area

Over 28% of survey respondents work in practice in areas with a population base that ranges from 101,000-250,000. Smaller communities were also well represented, with 19.23% of respondents serving areas with populations of both 26,000-50,000 and 51,000-100,000.

Section 1- Organization



Total Budget of Organization

3.85%	<\$100,000
9.62%	\$101,000-\$250,000
23.08%	\$251,000- \$500,000
13.46%	\$501,000-\$750,000
15.38%	\$750,000-\$1m
7.69%	\$1m-\$2.5m
5.77%	\$2.5m- \$5m
21.15%	> \$5 million

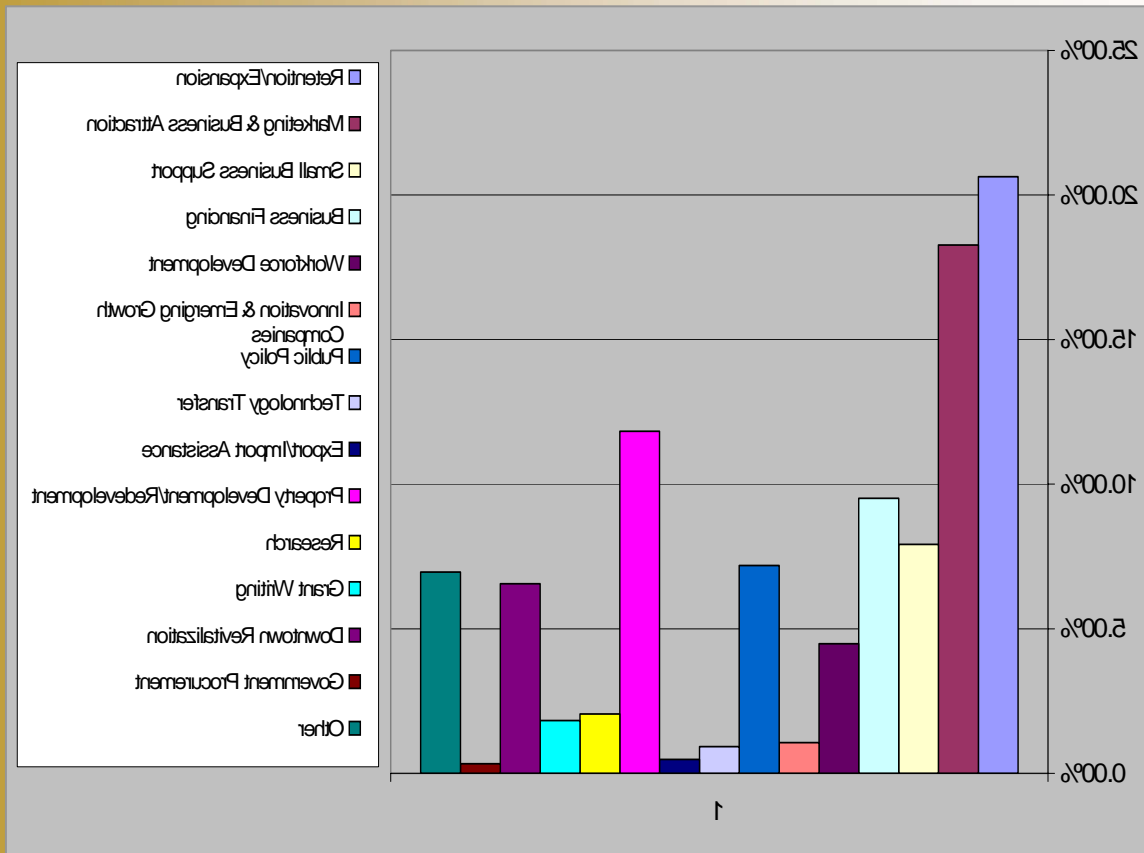
As the table above reveals, the most common organizational budget range was \$251,000-\$500,000. In addition, there was as nearly as high a percentage of respondents who selected “Over \$5 million” as their organizational operating budget. Eight out of the 10 respondents who selected that response were City government ED professionals; this was the only apparent common thread among respondents who selected that response. Further research shows that the answers appear to be in line with the City economic development budgets, and not a misinterpretation of the question.

Average number of employees: 19 employees*

*The average number of employees was 19; however, two responses were 200 and 5,000. Without these two extreme responses, the average employment per organization scales back to **5.7**.

Average number of part-time employees: 1.73

Section 1- Organization



How staff expend time in programs

This graph portrays the programs or tasks in which Economic Development agencies in California expend most of their time.

- 20.63% Retention & Expansion
- 18.27% Marketing & Business Attraction
- 11.83% Property Development/ Redevelopment
- 9.51% Business Financing
- 7.92% Small Business Support
- 7.19% Public Policy
- 6.55% Downtown Revitalization
- 6.95% Other
- 4.48% Workforce Development
- 2.06% Research
- 1.83% Grant Writing
- 1.06% Innovation & Emerging Growth companies
- 0.92% Technology Transfer
- 0.48% Export/Import Assistance
- 0.33% Government Procurement

Retention and expansion activities consume the largest part of survey respondents' time, with marketing and business attraction a close runner-up.

Section 2- Compensation

Below are graphs and tables that provide a close look at the information provided by respondents regarding salaries of Executive Directors and Vice Presidents, respectively, breaking them down by type of organization and by region. In cases where there were only a few respondents in a given region, two similar regions were combined in order to ensure confidentiality.



Base Salary for Executive Director/President/CEO

Nearly half of the Executive Directors/Presidents/CEOs earn between \$75,000-\$125,000. Just one respondent earns below \$50,000 annually, while two earn over \$250,000.

Section 2- Compensation

CEO/Executive Director Salaries by Type of Organization

	<\$50,000	\$50- \$75,000	\$75- \$100,000	\$100- \$125,000	\$125- \$150,000	\$150- \$200,000	>\$250,000
Nonprofit, Regional EDC (multi-county)	0	2	1	0	1	0	1
		40%	20%		20%		20%
Nonprofit, County EDC	0	3	5	0	1	3	0
		25%	41.67%		8.33%	25%	
Nonprofit, City EDC	0	1	0	1	0	0	0
		50%		50%			
County Government ED Office	0	1	2	3	1	0	1
		12.5%	25%	37.5%	12.5%		12.5%
City Government ED Office	0	2	3	8	7	2	0
		9.09%	13.64%	36.36%	31.82%	9.09%	0%
Other	1	1	1	0	0	0	0
	33.33%	33.33%	33.33%				
Column total	1	10	12	12	10	2	2
Column percent	2%	20.4%	24.49%	24.49%	20.4%	4%	4%

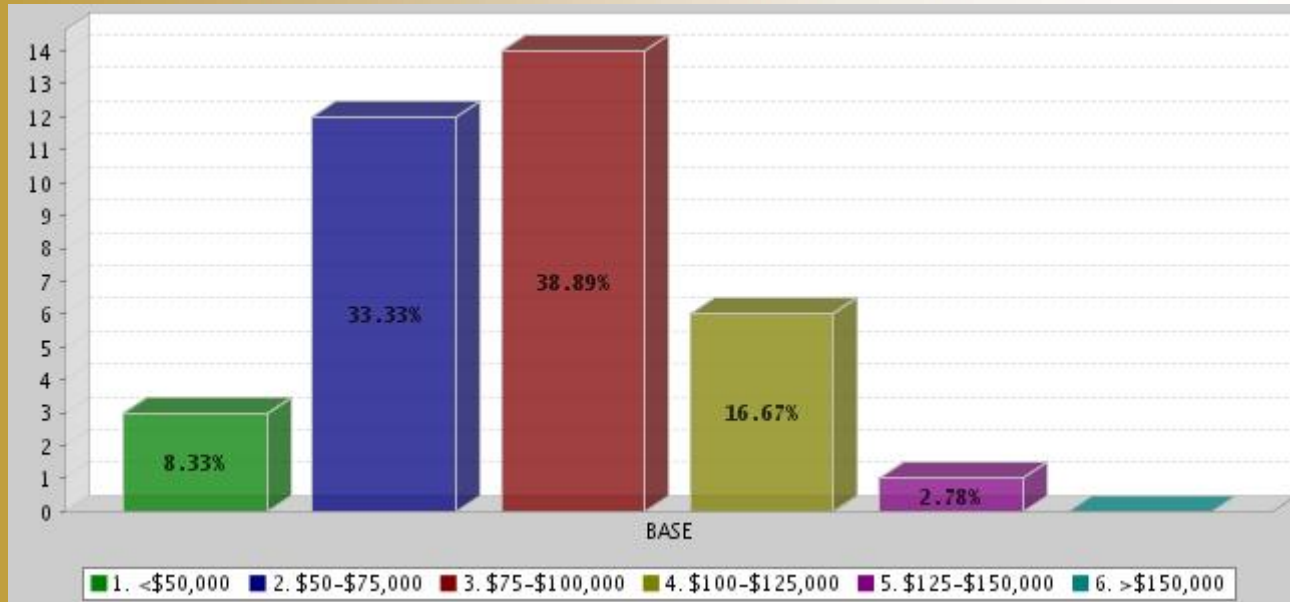
Section 2- Compensation

Executive Director/President/CEO - Salary Range by Region

	<\$50,000	\$50- \$75,000	\$75- \$100,000	\$100- \$125,000	\$125- \$150,000	\$150- \$200,000	>\$250,000	Region Totals
No.CA Coast, No. Sacramento Valley (Inland)	0	4	3	2	0	0	0	9
		75%		25%				17.31%
Greater Sacramento	0	1	1	1	1	0	1	5
		20%	20%	20%	20%		20%	9.62%
Bay Area	0	0	1	3	1	2	0	7
			14.29%	42.86%	14.29%	28.57%		13.46%
Central Coast	0	0	0	3	0	0	0	3
				100%				5.77%
Central Valley	0	2	4	1	3	3	0	13
		15.38%	30.77%	7.69%	23.08%	23.08%		25%
Central Sierra	0	2	1	0	0	0	0	3
		66.67%	33.33%					5.77%
Southern California	1	1	1	2	2	0	1	8
	16.67%	16.67%	16.67%	16.67%	33.33%			15.38%
Inland Empire	0	0	1	0	3	0	0	4
			25%		75%			7.69%
Column Total	1	10	12	12	10	5	2	52
Column Percent	1.92%	19.23%	23.08%	23.08%	19.23%	9.62%	3.85%	100%

Section 2- Compensation

Base Salary for V.P./Business Development Managers



Of the 36 responses to this question, twenty-six (72.22%) of them indicate compensation in the \$50,000-\$100,000 range, with a slightly higher portion in the \$75,000-\$100,000 portion of the range. Another 16.67% of respondents are compensated in the range of \$100,000-\$125,000. Just 8.33% of Vice Presidents/ Business Development Managers receive salaries of less than \$50,000.

Section 2- Compensation

Vice-President/ Business Development Manager Salary by Type of Organization

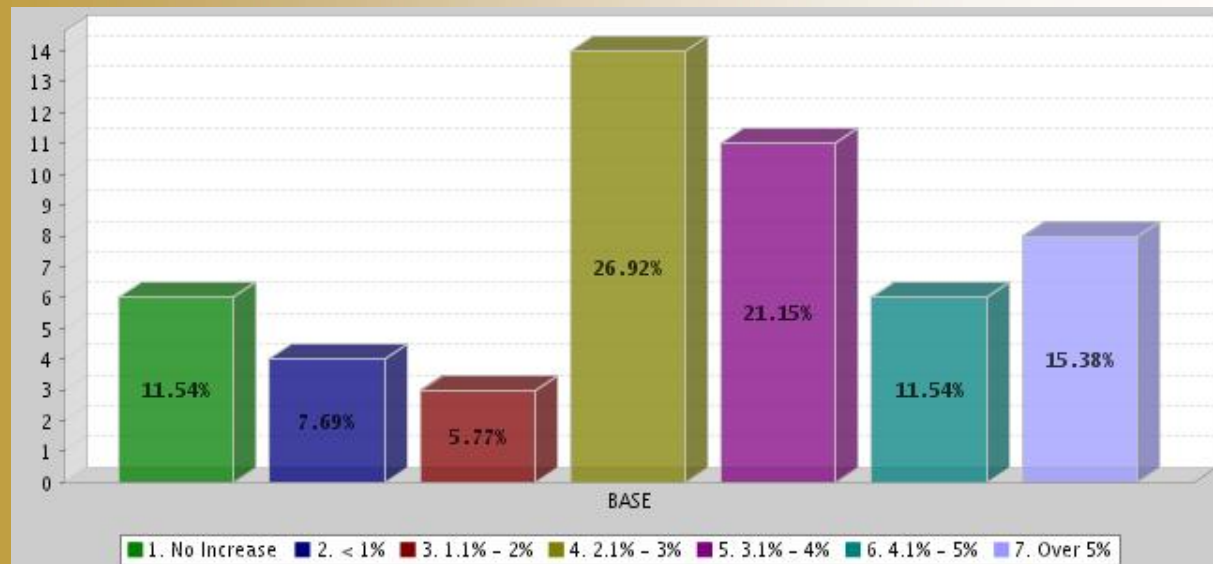
	<\$50,000	\$50- \$75,000	\$75- \$100,000	\$100- \$125,000	\$125- \$150,000	>\$150,000
Nonprofit, Regional EDC (multi-county)	1	1	1	0	1	0
	25%	25%	25%		25%	
Nonprofit, County EDC	0	7	2	0	0	0
		77.78%	22.22%			
Nonprofit, City EDC	0	0	1	0	0	0
			100%			
County Government ED Office	1	0	4	0	0	0
	20%		80%			
City Government ED Office	0	3	6	5	0	0
		21.43%	42.86%	35.71%		
Other	1	1	0	1	0	0
	33.33%	33.33%		33.33%		
Column Total	3	12	12	6	1	0
Column Percent	8.82%	35.29%	35.29%	17.67%	2.94%	0%

Section 2- Compensation

Position	Low	High	Average Wage	Median Wage
Research Manager	\$32,000	\$70,000	\$52,835	\$55,000
Membership Services	\$32,000	\$60,000	\$44,850	\$45,000
Development & Retention Services	\$30,000	\$125,000	\$57,000	\$55,000
Marketing & Communications	\$30,000	\$105,000	\$59,288	\$55,000
Program Managers	\$35,000	\$100,000	\$61,892	\$65,000

Current salary information for other full-time positions

Survey participants reported on various other positions at their economic development organization or department. The data has been summarized into the table, which details the range, as well as the average and median wages.



Annual base pay increase from the previous year

Of the 52 responses to this question, 11.54% of respondents indicated no increase in base pay, while 8 respondents (15.38%) indicated raises of over 5 percent. The trend was for pay increases ranging from 2.1% to over 5%, with most increases in the 2.1% to 3% range. Just 25% of respondents received no raise or an increase of 2% or less. Phrased another way, 75% of respondents received raises greater than 2%.

Section 2- Compensation

Base Pay Increase by Type of Organization

	No Increase	< 1%	1.1%-2%	2.1%-3%	3.1%-4%	4.1%-5%	Over 5%
Public	2	3	3	8	6	4	4
	6.66%	10%	10%	26.66%	20%	13.33%	13.33%
Private	4	1	0	5	4	2	3
	21%	5.2%	0%	26.31%	21.05%	10.5%	15.79%

The table to the left illustrates Base Pay Increases by Type of Organization. The percentages closely follow the overall trend when increases were given. The one anomaly is that 21% of private organization respondents did not receive increases last year; in contrast, all but 2 respondents from public Economic Development organizations were awarded raises.

Section 2- Compensation

Other Benefits & Perks by Type of Organization

	Vacation	Relocation Package	Mileage Allowance	Use of organization credit card	Educational reimbursements – university or college tuition	Educational reimbursements – professional development	Professional association dues	Club memberships (health, golf)	None	Other
Nonprofit, Regional EDC (multi-county)	5 20.83%	0	5 20.83%	5 20.83%	1 4.17%	4 16.67%	4 16.67%	0	0	0
Nonprofit, County EDC	12 22.22%	2 3.7%	10 18.52%	9 16.67%	4 7.41%	8 14.81%	8 14.81%	0	0	1 1.85%
Nonprofit, City EDC	2 40%	0	1 20%	1 20%	0	0	0	0	0	1 20%
County Government ED Office	8 21.05%	0	7 18.42%	4 10.53%	5 13.16%	5 13.16%	7 18.42%	2 5.26%	0	0
City Government ED Office	21 22.11%	0	10 10.53%	14 14.74%	15 15.79%	15 15.79%	18 18.95%	1 1.05%	0	1 1.05%
Other	3 27.27%	0	1 9.09%	1 9.09%	1 9.09%	1 9.09%	3 27.27%	0	0	1 9.09%
Column Total	51	2	34	34	26	33	40	3	0	4
Column Percent	22.47%	0.88%	14.98%	14.98%	11.45%	14.54%	17.62%	1.32%		1.76%

Section 2- Compensation

Do you have a bonus program for Executive Director/President/CEO?

Of the 51 responses to this question, seventeen (33.33%) indicated that their organization does have a bonus program for the CEO/Executive Director/President. The “No” responses totaled 34 (66.67%).

There was a significant difference in responses to this question when viewed by type of organization; public organization respondents overwhelmingly (86.2%) are not offered a bonus program, while 63.15% of the private organization respondents are provided some type of bonus program.

Basis for Executive Director/President/CEO Bonus Program

Results of the basis for this bonus are primarily focused on performance measures for jobs, investment, and increase in net assets. Investor relations and private sector revenues were also measurements submitted.

Other feedback included staff performance and overall organization performance relative to annual work plan. A few responses noted that it is up to the Executive Committee each year.

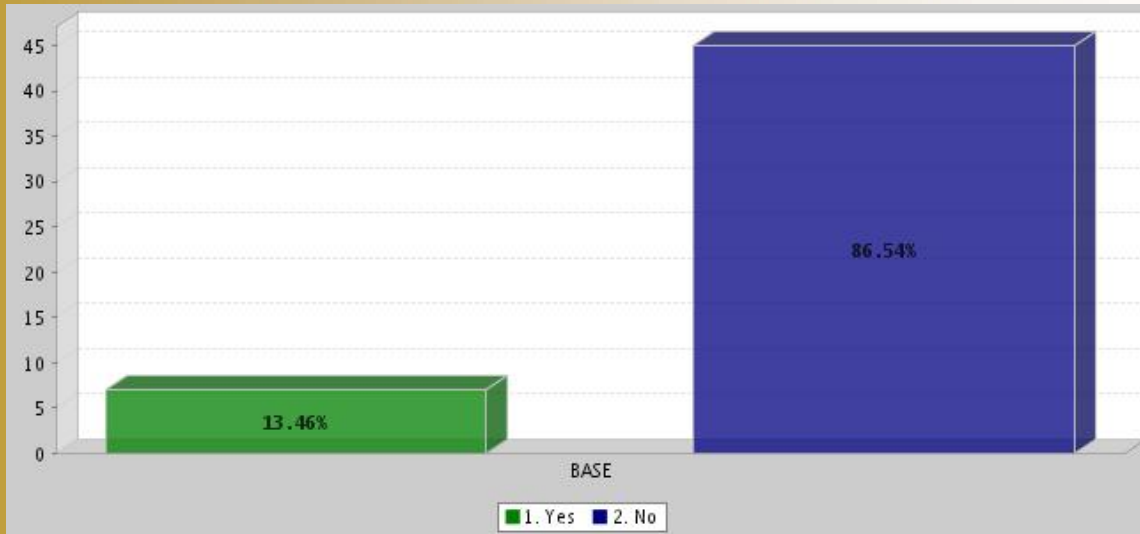
Do you have a bonus program for other staff?

Of the 50 responses to this question, just 11(22%) indicated that their organization offers a bonus program to staff other than the Executive Director.

Basis for Staff Bonus Program

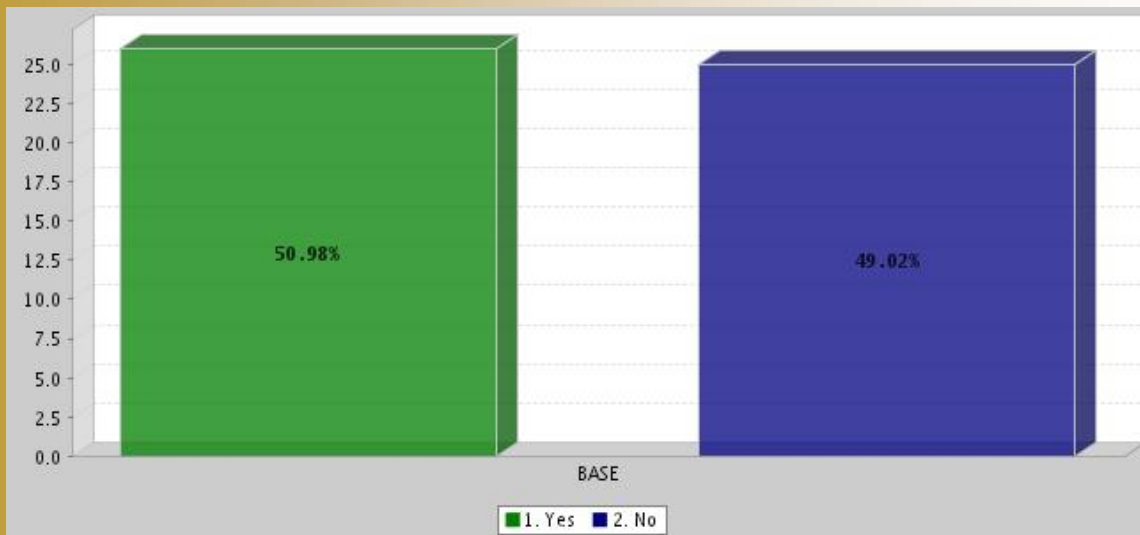
Bonus programs for other staff focus on performance measures as well. Some organizations limit the bonus program to Vice Presidents only. Similar to bonus programs for President/CEO/Executive Director, the basis is heavily weighted on jobs, investment, new business locations and industry performance. Some staff members are also measured on membership revenue goals.

Section 2- Compensation



Are you (Executive Director/ President/CEO) provided with a company car?

Nearly all of the respondents indicated that the Executive Director of their organization is NOT provided with a company car. Only 7 (13.46%) of the 52 responses were "Yes." There were 45 "No" responses, totaling 86.54%.



Are you (Executive Director/ President/CEO) provided with an auto allowance?

The responses to this question were split nearly in half. Of those with an auto allowance, the amount per month ranged from \$175 to \$1,100. The average amount calculated to \$476.

Section 2- Compensation

Insurance Benefits Offered

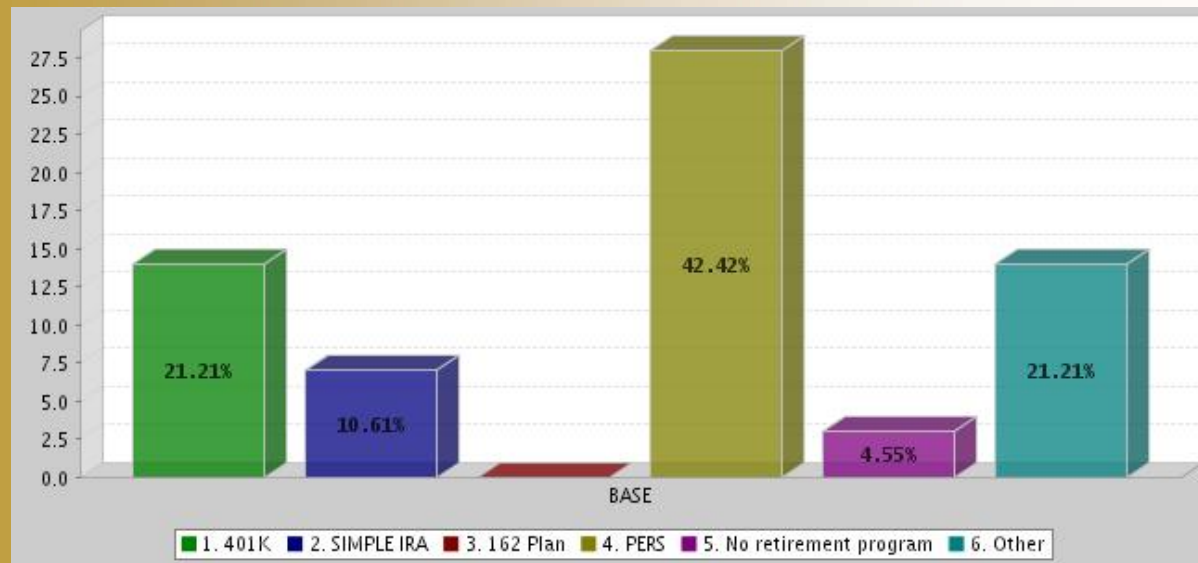
Medical	90.38%
Dental	86.54%
Vision	80.77%
Disability	65.38%
Life Insurance	69.23%
None of the above	9.62%

The most frequently provided insurance benefits were medical, dental and vision coverage. Life insurance and disability also made a respectable showing. The actual responses reveal that of the 52 respondents, 29 (55.77%) are provided with **each** of the insurance benefits listed and another 10 (19.23%) receive **four of the five** insurance benefits listed. Of these ten respondents, all received medical and dental coverage, nine received vision coverage and seven received life insurance.

According to the survey respondents, most organizations that provide health and dental benefits fully cover the costs. The same is true of those who provide disability, vision and/or life insurance; if it provided, it is usually fully covered. Only five out of 52 respondents (9.62%) indicated that their organization does not offer insurance benefits, or at least none that were mentioned in the survey. Each of these five were from private EDCs.

Retirement Program Offered

Responses to this question indicate that the overall range for base income that employers contribute to respondents' retirement programs is from 2% to 50%. The overall average contribution is 8.31%. However, when viewed by type of organization, the explanation for the broad range becomes apparent. The most common response, by far, among private sector professionals was 3% of base salary contributed, with a range of 2%-10%; the most common response among public sector professionals was 7%; with a range of 2.7%- 50%.



Section 2- Compensation

Other benefits & perks offered (Select all that apply)

Benefit	# Receiving	% Receiving
Vacation	51	98.08%
Professional association dues	40	76.92%
Mileage Allowance	34	65.38%
Use of organization credit card	34	65.38%
Educational reimbursements – professional development	33	63.46%
Educational reimbursements – university or college tuition	26	50.00%
Other	4	7.69%
Club memberships (health, golf)	3	5.77%
Relocation Package	2	3.85%
None	0	0.00%

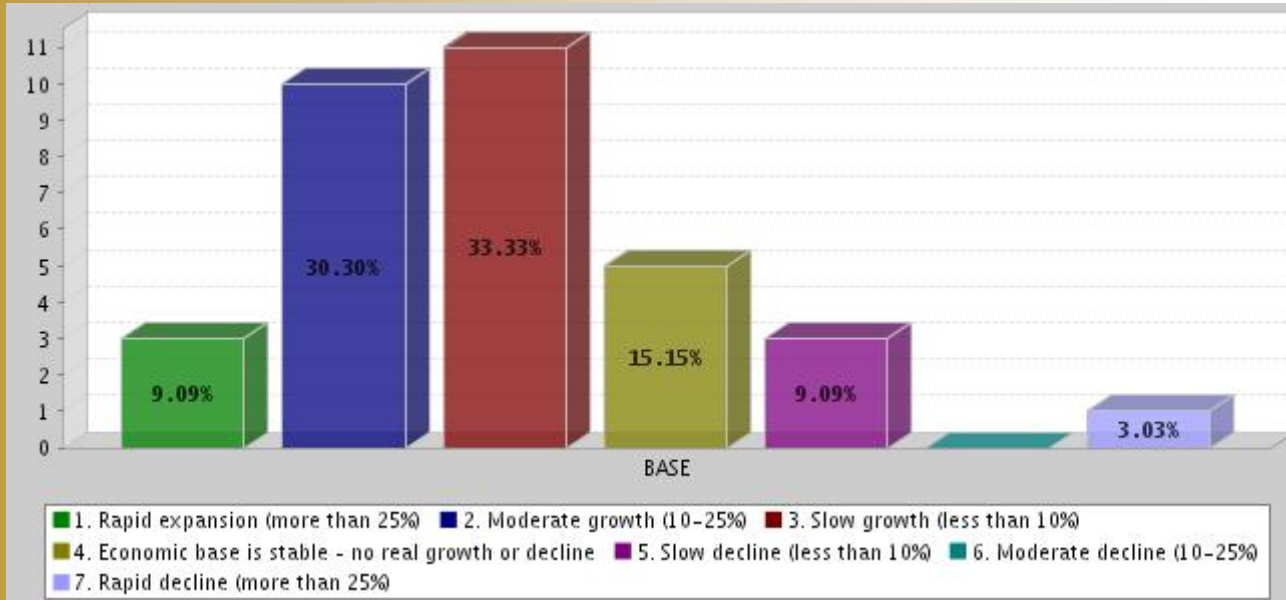
The majority of survey respondents receive vacation, professional association dues, mileage allowance, use of a company credit card and educational reimbursements - both professional and university/college. Fifty-one of the 52 respondents who completed the survey receive vacation time.

Responses in the “Other” category included:

- Cell phone allowance
- Administrative leave
- Advanced degree bonus

Section 3-California Barometer

The questions in the California Barometer section were designed to gauge the statewide economic base as well as any trends in business locations, relocations, closures, etc. that are occurring in California. Thirty-six respondents participated in the final section.

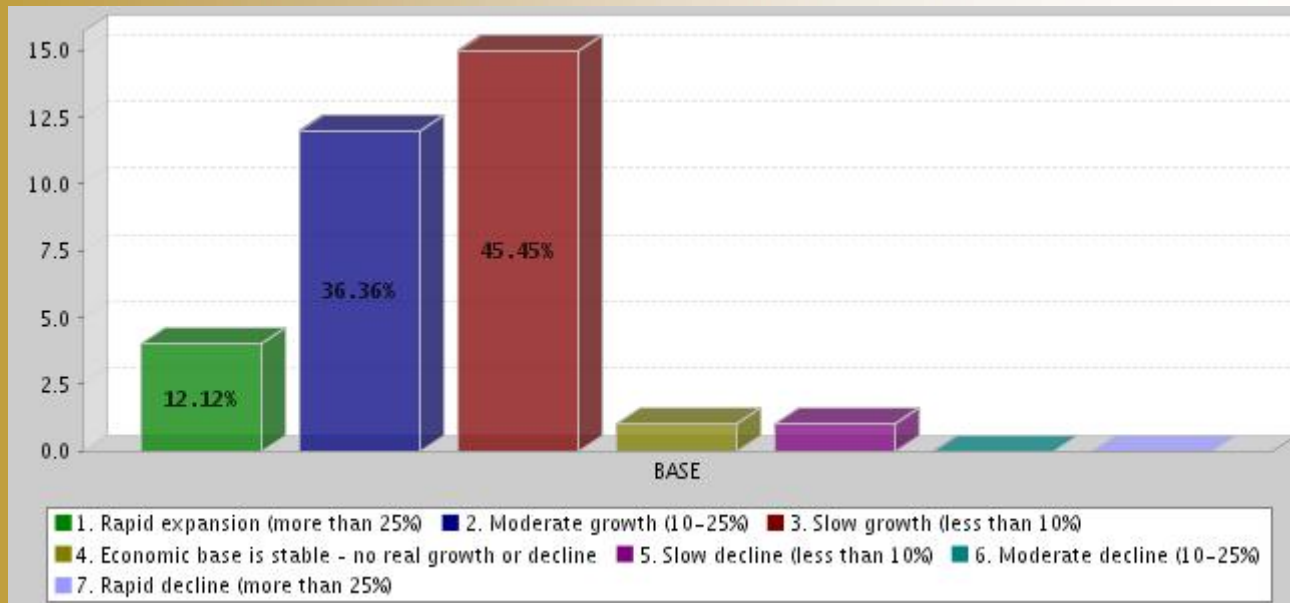


Which of the following describes the condition of your economic base as it relates to job creation in primary, livable wage sectors (not retail or professional) for the last five years?

Most (63.63%) survey respondents' communities have been in slow to moderate growth mode for the past five years. However, the economic bases of 12.12% of respondents' communities have been in either slow or rapid decline, with another 15.15% remaining flat.

Section 3-California Barometer

Which of the following describes the condition of your economic base as it relates to job creation in primary, livable wage sectors (not retail or professional) for the next five years?



Almost everyone who participated in this section has confidence that the next five years will be growth years. Nearly half of the survey respondents (45.45%) believe that their community will experience a slow growth rate (less than 10%) and another 36.36% believe that their community will experience a moderate growth rate of 10-25%. Only two respondents are anticipating zero growth or a slow decline in their community's economy, with no one anticipating moderate or rapid declines, including those whose communities have been in decline that last 5 years.

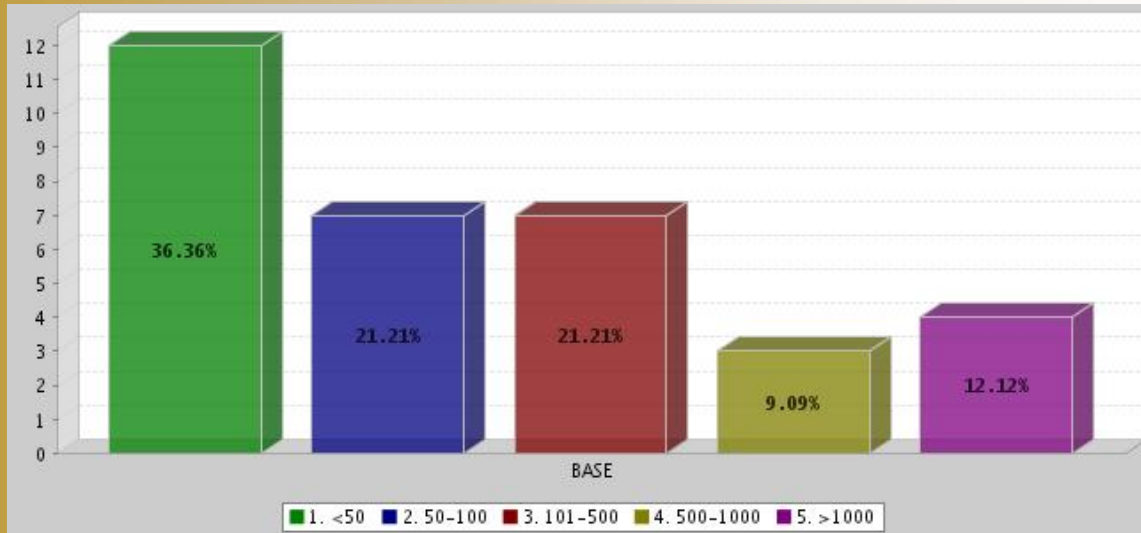
Section 3-California Barometer

Growth Rate by Region

The table below depicts the growth rate of respondents' communities over the past 5 years. Nearly 71% of communities experienced growth, while 12.98% of the respondents' communities suffered declines. The remaining 16.13% remained flat.

	Rapid expansion (more than 25%)	Moderate growth (10-25%)	Slow growth (less than 10%)	Economic base is stable – no real growth or decline	Slow decline (less than 10%)	Moderate decline (10- 25%)	Rapid decline (more than 25%)	Row Totals
Northern California Coast	0	0	0	1	1	0	0	2
				50%	50%			6.06%
Northern Sacramento Valley (Inland)	1	1	2	0	0	0	0	4
	25%	25%	50%					12.12%
Greater Sacramento	0	1	1	0	0	0	0	2
		50%	50%					6.06%
Bay Area	1	0	1	1	2	0	1	6
	16.67%	0%	16.67%	16.67%	33.33%	0%	16.67%	18.18%
Central Coast	0	0	1	0	0	0	0	1
			100%					3.03%
Central Valley	0	5	4	0	0	0	0	9
		55.56%	44.44%					27.27%
Central Sierra	1	0	0	1	0	0	0	2
	50%			50%				6.06%
Southern California	0	3	0	2	0	0	0	5
		60%		40%				15.15%
Column Total	3	10	9	5	3	0	1	31
Column Percentage	9.7%	32.25%	29.03%	16.13%	9.67%	0%	3.22	100%

Section 3-California Barometer

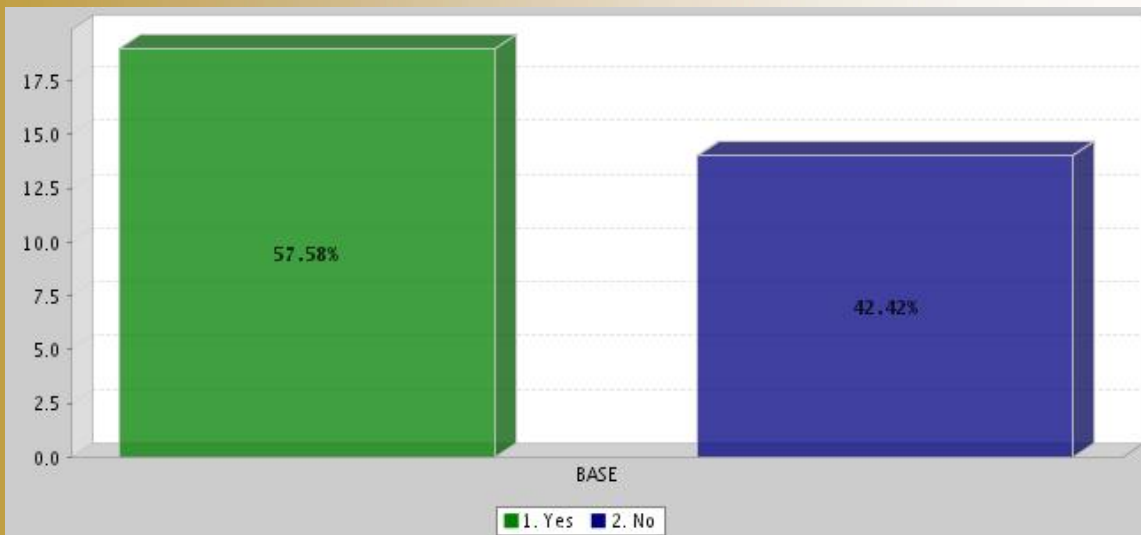


In the last two years, have you lost jobs and/or businesses in your primary sector?

Most respondents' communities have suffered job losses in their primary sectors in the past two years.

How many jobs have been lost in the last two years?

A majority of respondents (36.36%) indicated that their community had suffered fewer than 50 jobs lost in the last two years. However, when combined, 42.42% of respondents indicated between 50-500 jobs lost in their service area. A table on the following page breaks out job losses by region.



Section 3-California Barometer

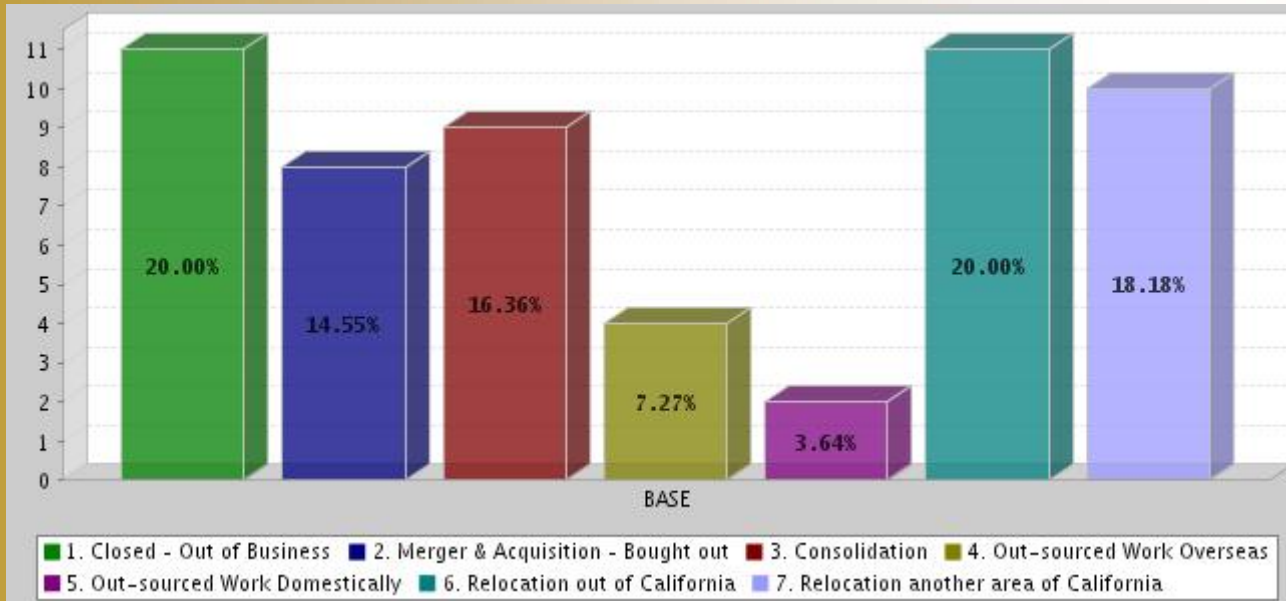
Number of jobs lost by region

	<50	50-100	101-500	500-1000	>1000	Region Totals
Northern California Coast	0	1	1	0	0	2
		50%	50%			6.06%
Northern Sacramento Valley (Inland)	0	2	1	0	1	4
		50%	25%		25%	12.12%
Greater Sacramento	2	0	0	0	0	2
	100%					6.06%
Bay Area	1	2	0	1	2	6
	16.67%	33.33%		16.67%	33.33%	18.18%
Central Coast	0	0	1	0	0	1
			100%			3.03%
Central Valley	3	1	3	2	0	9
	33.33%	11.11%	33.33%	22.22%		27.27%
Central Sierra	1	1	0	0	0	2
	50%	50%				6.06%
Southern California	4	0	0	0	1	5
	80%				20%	15.15%
Inland Empire	1	0	0	0	0	1
	100%					3.03%
San Diego & Imperial County	0	0	1	0	0	1
			100%			3.03%
Column Total	12	7	7	3	4	33
Column Percent	36.36%	21.21%	21.21%	9.09%	12.12%	100%

This table shows the responses to the question “**How many jobs have been lost in the last two years?**” broken down by region. The Northern Sacramento Valley (Inland), Bay Area, Central Valley, Southern California & San Diego/Imperial Valley regions, have all suffered a heavy toll of job losses. The Inland Empire, however, appears to have survived the past two years comparatively unscathed, with less than 50 total jobs lost in the respondent’s region.

Section 3-California Barometer

What was the primary reason(s) for these lost jobs? (Select all that apply)



As the graph indicates, the primary reasons given for job losses were Business Closures and Relocation Out of California, with these two reasons cited for 40% of the jobs lost.

- 20% Closed- Out of Business
- 20% Relocation out of California
- 18.18% Relocation-another area of California
- 16.36% Consolidation
- 14.55% Merger & Acquisition-bought out
- 7.27% Out-sourced work overseas
- 3.64% Out-sourced work domestically

Section 3-California Barometer

What are your *top three* economic development challenges in today's environment?

Based on frequency of responses, the leading challenges are presented in ranking order:

1. Related issues to California's negative image, California's business climate, and the high cost of doing business in California
2. Lack of affordable housing
3. Inadequate transportation systems (roads & rail)
4. Lack of available sites and facilities (with infrastructure and/or rail)
5. Lack of available skilled labor force
6. Lack of funding
7. *Tie for 7th ranking:*
 - Regulatory and permitting processes, zoning regulations
 - The state's lack of basic infrastructure: telecommunications; water storage; wastewater collection, treatment & disposal; infrastructure availability
8. Limited industry diversification
9. *Tie for 9th ranking:*
 - Attracting quality jobs
 - Retention of companies
10. *Tie of 10th ranking:*
 - Energy costs and environment
 - Land use planning

"We are finally at the point where affordable housing is an issue. Our housing prices have doubled in the last five years, harming our attractiveness as a community. Job wages have not gone up as much."

"Doing more with less - creative ways to partner and leverage the dollars allocated to economic development"

Other responses included:

- NIMBY (Not In My Back Yard) & CAVE (Citizens Against Virtually Everything)
- The State's lack of investment in workforce training and education at all age and income levels.
- Green development
- Sustainable development
- Transportation related to air quality issues
- Pollution
- Facilitating the region to work as a region
- Livable wage
- K-12 educational achievement
- High wage area
- Area becoming a retirement community
- Integrating Workforce Development with Economic Development
- Competition with other cities and states
- Population base may be too small for some retailers
- Overseas growth
- Prevailing wage triggers for local incentives offer (975)
- Ability to offer incentives to business
- Knowledgeable staff

Valuable Newsletters & Resources

What newsletters or resources do you use to keep your organization on the leading edge of economic development?

Newspapers

Wall Street Journal
Business Journals (throughout California)
L.A. Times (business sections)
San Diego Daily Transcript
San Jose Mercury News
SF Business Times
South Bay Daily Breeze (business sections)

Business Magazines

Newsweek
Business Week
Wired
Fortune
The Economist

Newsletters

Kiplinger Letter
Quarterly Economic Report
Economy Watch (email newsletter)
Blane Canada Newsletter
Center for Economic Development newsletter
SBA updates
EDA newsletter
Regional ED newsletters
City newsletter

Economic Development/Real Estate Publications

Western Cities
Shopping Centers Today
Economic Development Futures Journal
Western Real Estate Business
Nation's Cities
Site Selection
Expansion Management

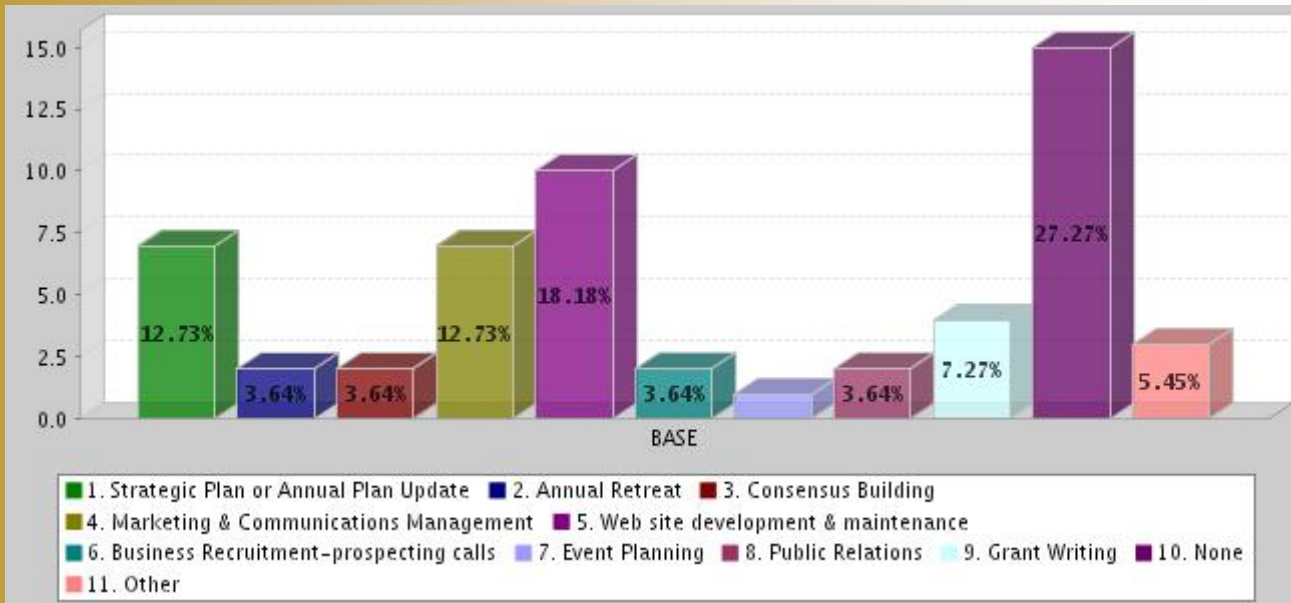
Organizations and their related publications

California Association for Local Economic Development (CALED)
International Economic Development Council (IEDC)
Community Reinvestment News
International Conference of Shopping Centers (ICSC)
Urban Land Institute (ULI)
Corporate Real Estate Associations and related publications
National Association of Development Organizations (NADO)
League of California Cities
San Diego EDC
Small Business Development Centers

Other

Labor Market Information data
Contact with State University System professors
Online research services/ Internet Based Data
Chabin Reports
Continuing Education of the Bar (CEB)

Outsourcing Economic Development Services



What services do you outsource? (Select all that apply)

- 27.27% None
- 18.18% Web site development & maintenance
- 12.73% Strategic plan or Annual Plan Update
- 12.73% Marketing & Communications Management
- 7.27% Grant Writing
- 5.45% Other- see below
- 3.64% Annual retreat
- 3.64% Consensus building
- 3.64% Business recruitment-prospecting calls
- 1.82% Event Planning

Specific examples provided:

- Loan underwriting
- Technical research
- Real estate acquisition
- Appraisals
- Legal services
- Environmental consulting
- Project management

Chabin Concepts would like to thank each of the participants in this year's Economic Development Compensation Survey. If you have any questions about the findings in this survey or would

like to submit potential questions for future surveys, please contact **Brenda Diefenderfer at (530) 345-0364 ext. 8** or by email brenda@chabinconcepts.com.