



NATIONAL ASSOCIATION OF REALTORS®

*The Voice For Real Estate®*

430 North Michigan Avenue  
Chicago, IL 60611-4087

## THE NATIONAL ASSOCIATION OF REALTORS®

# 2010 Profile of Local Association Executive Compensation and Benefits

Summary of Survey Findings

May 2010



## Introduction

The National Association of REALTORS® (NAR) Association Leadership Development Department together with Groh & Associates, Inc. surveyed local REALTOR® associations. The purpose of the survey is to collect data on local association chief staff executive compensation to create a report that the association boards and executives can use for assessing pay policies and programs for their chief staff executives.

A work group comprised of REALTOR® association executives developed the survey questions and retained Groh & Associates to conduct a paper survey, collect and analyze results and prepare this summary report. Use of an outside consultant to collect and secure data ensures the confidentiality of respondents.

## Acknowledgement

NAR thanks the more than 500 local REALTOR® association executives who participated in the survey.

## About the Data

The survey was conducted between February 15 and March 8, 2010. It asked respondents for 2009 compensation and financial information and 2010 compensation budgets. In total, 527 local associations returned surveys, representing 37.5% of the 1,404 surveys that were mailed. Of the returned surveys, 511 were used in the data analysis.

The previous report was completed in 2008 with 531 participants and a comparable percentage of total local association participation. The “Key Findings” section in this report compares some of the 2010 survey results with the 2008 survey. Although there are likely many local associations that participated in both surveys, we cannot be sure that the same local associations participated in both surveys. This means that the comparison of data between the two surveys is helpful as a guide, but not precise in measuring change during the two years between the surveys.

## Ranges, Medians and Averages

Throughout this report you’ll see references to statistical ranges, medians and averages. These are defined as follows:

- The range is the lowest to highest number returned in open-ended questions in which participants were asked to provide a number.
- The median is the middle of the distribution of the numbers in the range, half of the ranged numbers are above the median number and half are below the median number.
- The average is the total of the ranged numbers divided by the number of respondents that replied to the question.

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***Which is more accurate, the median or the average?***

An average results from totaling up all the statistical responses to a question and dividing the total by the number of respondents to the question. Because the survey database has many local associations with a small number of members and a few mega associations with very many members, averages may be skewed by the responses from these two groups. To provide more meaningful results for members, we have separated many findings by membership size. In addition, because the median is less sensitive to extreme ranges, it may be considered more statistically reliable.

## Profile of the Local Association Chief Staff Executive

This section summarizes key findings from the 2010 report. It also compares some results with the 2008 report to create an at-a-glance profile of the local association chief staff executive and to provide insight into the total compensation of these key executives.

As noted earlier, the comparisons are intended as a guideline, not a measure of precise change during this time period, such as would be done if the exact same local associations were surveyed for each report.

Survey Respondents		
Survey Results	2008	2010
Number of respondents	531	526
Percent of total number of local associations	37%	37%

Profile of Chief Staff Executive		
Survey Results	2008	2010
Title (Association Executive)	32%	34%
Work status (full time)	82%	79%
Years working for local association	11.3	10.7
Years in current position	8.7	8.7
Education (college degree)	38%	45%
Professional designations	48%	44%

Full-time Chief Staff Executives' Median Annual Base Salaries (without Bonus or Incentive)		
	2008	2010
<b>Overall Survey Findings</b>		
Range	\$1,200 - \$440,000	\$600 - \$275,000
Median	\$69,777	\$50,000
Average	\$57,100	\$59,629
<b>By Membership Size</b>		
Small	\$34,000	\$26,000
Medium	\$72,000	\$62,400
Large	\$105,000	\$125,000
Mega	\$130,500	\$160,000
<b>By Years in Current Position</b>		
Less than 2	\$47,000	\$54,021
2-5	\$53,400	\$54,207
5-10	\$52,500	\$56,278
10-15	\$59,000	\$53,992
More than 15	\$70,000	\$79,054
<b>By Association Net Worth</b>		
Less than \$400,000	\$38,000	\$33,302
\$400,000 - \$999,999	\$64,000	\$60,000
\$1million or more	\$95,000	\$100,493
<b>By RCE Designation</b>		
With designation	\$85,414	\$80,000
Without designation	\$48,000	\$40,000
<b>By Education Level</b>		
Associate degree or less	\$58,225	\$38,375
Bachelor's degree	\$68,000	\$62,000
Advanced degree	\$78,000	\$84,562

Full-time Chief Staff Executives' Median Bonus and Incentive Payouts		
Survey Results	2008	2010
Executives with Payouts	63%	53%

Overall Survey Findings		
Range	\$100 - \$132,000	\$100 - \$85,000
Median	\$2,500	\$2,000
Average	\$5,079	\$3,926

By Membership Size		
Small	\$1,000	\$700
Median	\$3,000	\$3,000
Large	\$6,000	\$5,000
Mega	\$10,750	\$5,543

By Chief Executives' Base Salaries		
Annual Base Salary	Median Bonus	
\$50,000 or less	\$1,800	\$900
\$50,001 - \$100,000	\$3,100	\$2,000
More than \$100,000	\$9,000	\$5,400

By Years in Current Position		
Fewer than 2	\$1,100	\$1,900
2-5	\$3,000	\$1,500
10-15	\$2,250	\$2,000
More than 15	\$3,100	\$2,500

By Association Net Worth		
Less than \$400,000	n/a	\$1,000
\$400,000 - \$999,999	n/a	\$1,500
\$1 million or more	n/a	\$5,000

Full-time Chief Staff Executives' Medical and Retirement Benefits		
Benefit	2008	2010
Associations that pay for medical coverage	n/a	78%
Associations that contribute to retirement accounts	45%	42%

## Section 1: Background



## Section 1: Background

### *Responses by Region*

Respondents are located in all 13 regions, as listed in Exhibit 1.1.

For the survey report, the 13 regions are consolidated into six groups, as identified in Exhibit 1.2. By combining survey responses into these six survey regions, the report will provide more statistically meaningful results while continuing to address geographic diversity of NAR members.

Exhibit 1.1 Respondents by Region		
Region	States in NAR Region	2010
I	CT, ME, MA, NH, RI, VT	4%
II	NJ, NY, PA	9%
III	DE, DC, MD, VA, WV	4%
IV	KY, NC, SC, TN	9%
V	AL, FL, GA, MI, US Virgin Islands and Puerto Rico	11%
VI	MI, OH	5%
VII	IL, IN, WI	8%
VIII	IA, MN, NE, ND, SD	7%
IX	AR, KS, MO, OK	10%
X	LA, TX	7%
XI	AZ, CO, NV, NM, UT, WY	8%
XII	AK, ID, MT, OR, WA	9%
XIII	CA, HI, Guam	9%
<b>Total</b>		<b>100%</b>

Exhibit 1.2 Classification of Responses into Survey Regions			
NAR Regions Combined for Survey	States in NAR Combined Regions	2008	2010
I - III	CT, ME, MA, NH, RI, VT, NJ, NY, PA	18%	17%
IV - V	KY, NC, SC, TN, AL, FL, GA, MS, USVI, PR	21%	20%
VI - VIII	MI, OH, IL, IN, WI, IA, MN, NE, ND, SD	22%	20%
IX - X	AR, KS, MS, OK, LA, TX	14%	17%
XI - XII	AZ, CO, NV, NM, UT, WY, AK, ID, MT, OR, WA	17%	17%
XIII	CA, HI, Guam	8%	9%



### **Membership Size**

As in previous surveys, local associations are grouped into four categories by membership size (see Exhibit 1.3):

- Small, fewer than 500
- Medium, 500 to 2,500
- Large, 2,501 to 5,000
- Mega, more than 5,000

<b>Exhibit 1.3 Responses by Membership Size</b>			
<b>Category</b>	<b>Number of members served by the association</b>	<b>2008</b>	<b>2010</b>
Small	Fewer than 500	54%	60%
Medium	500 – 2,500	34%	30%
Large	2,501 – 5,000	7%	6%
Mega	5,001 or More	5%	4%

### **Local Association Net Worth**

Exhibit 1.4 lists the net worth of the responding local associations by membership size.

<b>Exhibit 1.4 Local Association Net Worth by Membership Size</b>					
<b>Net Worth</b>	<b>All</b>	<b>Membership Size</b>			
		<b>Small</b>	<b>Medium</b>	<b>Large</b>	<b>Mega</b>
<b>Range</b>	\$100 – \$11,238,645	\$100 – \$1,500,000	\$37,506 – \$4,535,974	\$348,949 – \$8,550,000	\$600,000 – \$11,238,645
<b>Median</b>	\$403,006	\$160,000	\$913,870	\$2,642,673	\$4,000,000
<b>Average</b>	\$1,009,678	\$259,524	\$1,168,949	\$3,030,406	\$4,384,478

### **Home Values by Region**

Respondents provided average home values for single family homes in their areas as of January 1, 2010. Exhibit 1.5 shows average single-family home values by the six survey regions. The overall average for the survey is \$204,338. The 2008 survey averages reflected the 2007 housing market. The decline in home values may result from the change in economic conditions between the two survey periods. However, although the two surveys had similar numbers of respondents, they are not necessarily the same local associations, meaning that the home value differences are not a precise comparison between the two surveys.

**Exhibit 1.5**  
**Local Associations' Single-Family Home Values as of January 1, 2010**  
**by Region**

Survey Region	Percent of Respondents						Median Home Values	
	\$99,000 or less	\$100,000 - \$200,000	\$201,000- \$300,000	\$301,000 - \$400,000	\$401,000- \$500,000	More than \$500,000	2008	2010
I - III	18%	40%	28%	10%	2%	2%	\$370,753	\$185,122
IV - V	14%	63%	18%	1%	2%	2%	\$353,524	\$185,728
VI - VIII	31%	66%	2%	0%	1%	0%	\$253,496	\$140,545
IX - X	27%	63%	8%	2%	0%	0%	\$271,467	\$148,038
XI - XII	4%	46%	40%	5%	0%	1%	\$367,833	\$229,753
XIII	0%	18%	21%	11%	16%	34%*	\$502,564	\$455,659

\*Includes 23% between \$500,001 and \$750,000; 7% between \$750,001 and \$1 million and 4% over \$1 million.

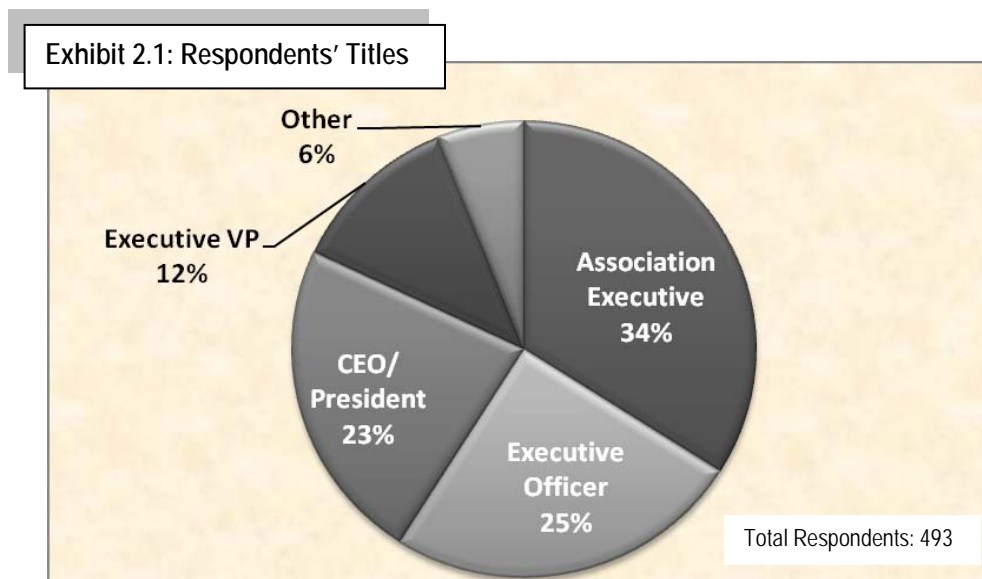
## Section 2: Chief Staff Executives



## Section 2: Chief Staff Executives

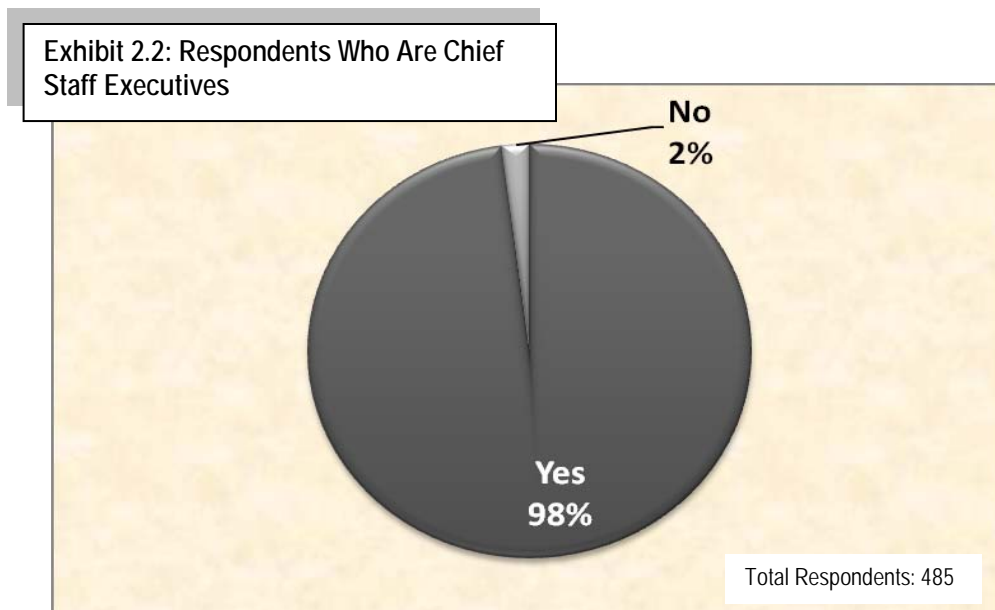
### *Titles of Respondents*

Exhibit 2.1 shows chief staff executive titles. Just over one third of the respondents, 34%, hold the title Association Executive. Among the “other” titles are Executive Director, Secretary Treasurer, Treasurer, Board President, Chief Staff Executive, Chief Staff Officer, Assistant VP, Financial Services Manager, Office Manager, MLS Administrator, Administrative Aide and Executive Secretary.



### *Chief Staff Executive*

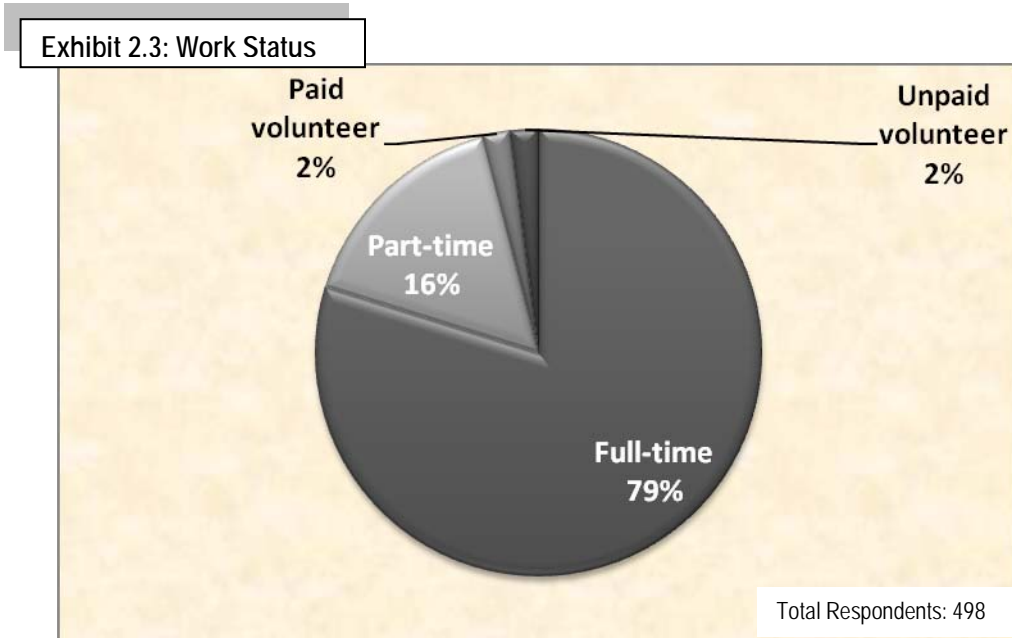
Virtually all respondents, 98%, are the chief staff executive for their association (see Exhibit 2.2).



### *Work Status*

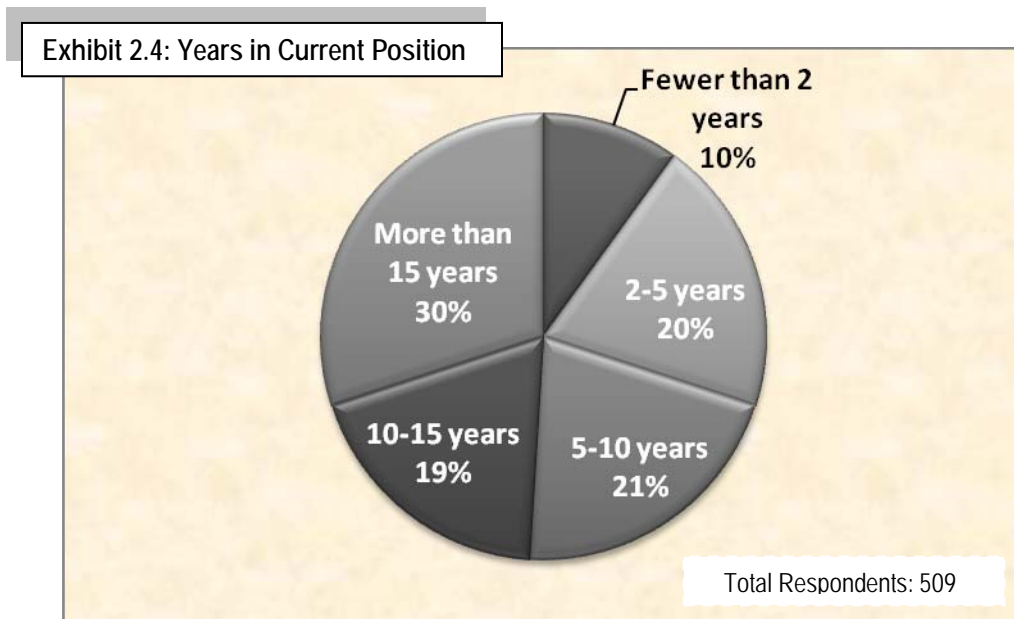
Most association executives, 79%, work full time, while only 16% hold the position as a part-time job. Few, 4%, are volunteers either paid or unpaid. See Exhibit 2.3.

Of the 395 executives who hold the position on a full-time basis only six share the job with another associate and only five of the 81 part-time executives share the position with another associate.



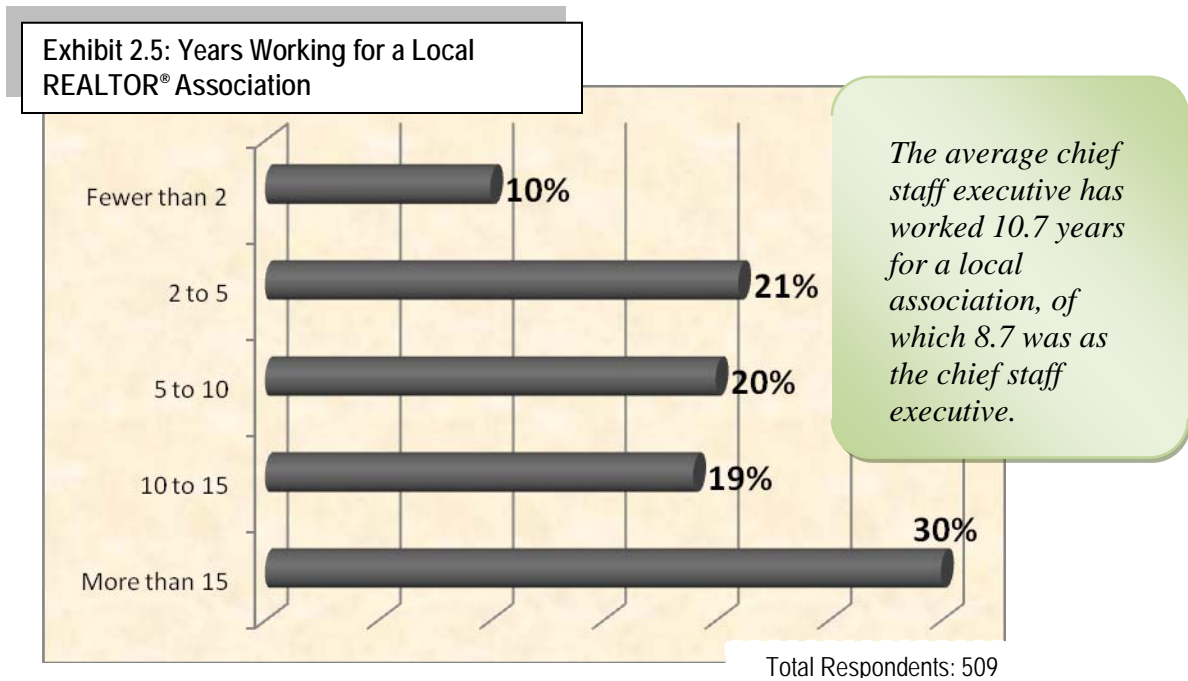
### ***Years in Current Position***

Respondents provided the length of time that they have held their current position (see Exhibit 2.4). The 2010 survey average is 8.7, same as in the 2008 survey and slightly higher than the average of 8.2 years in the 2006 survey.



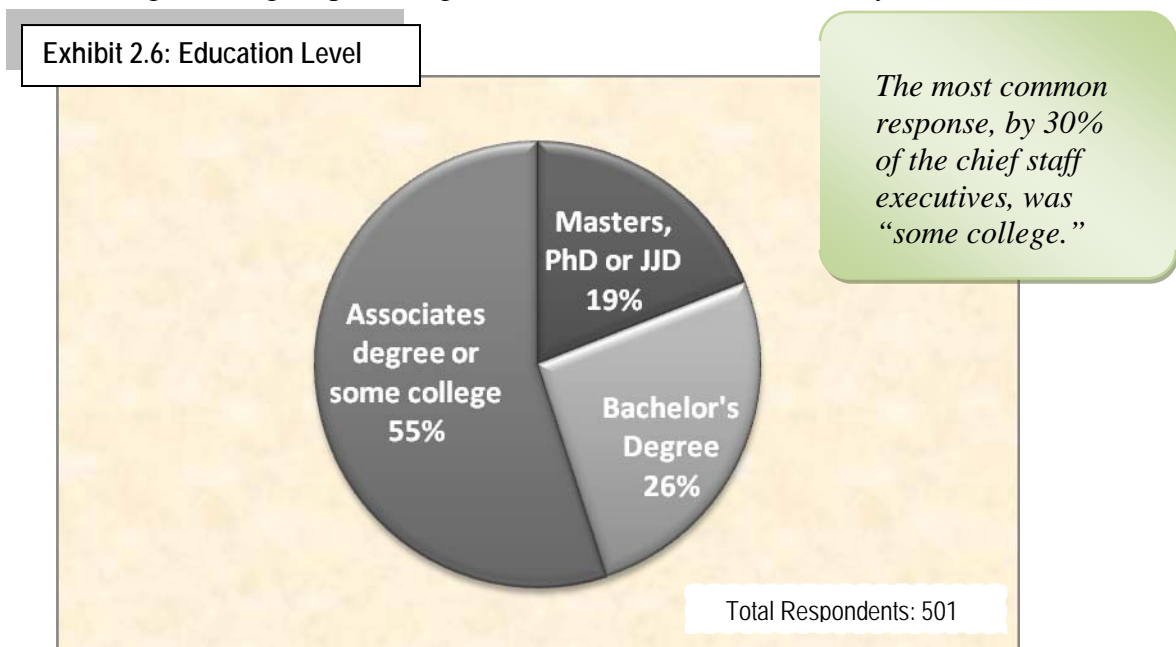
### Years Working for a Local REALTOR® Association

Although the responding chief staff executives have held their current positions 8.7 years, they have worked for a local REALTOR® association 10.7 years, the median number that is slightly less than the 11.3 years in the 2008 survey (see Exhibit 2.5).



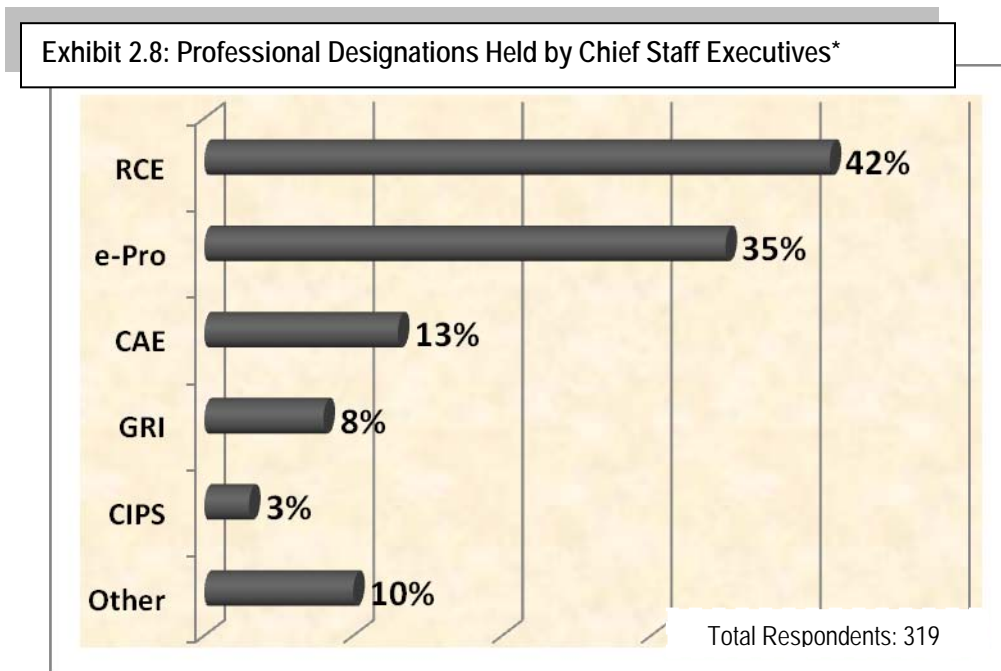
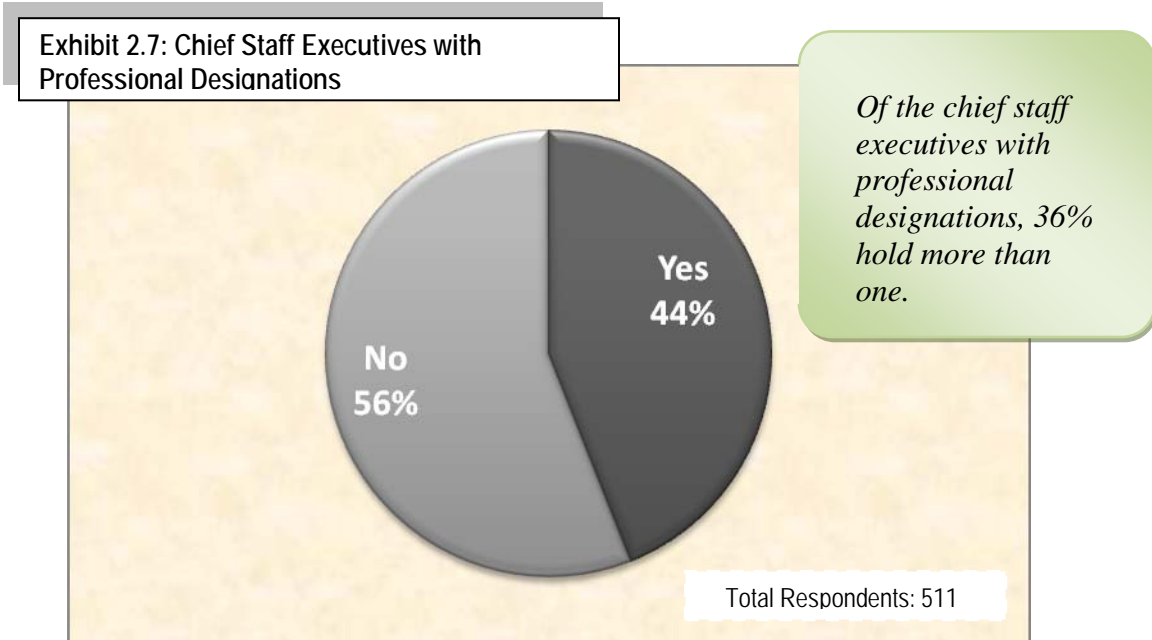
### Education Level

As noted in Exhibit 2.6, about 45% of the chief staff executives have a Bachelor's Degree or a more advanced degree, a higher percentage than the 38% in the 2008 survey.



### Professional Designations

Exhibit 2.7 shows that 44% of the chief staff executives have professional designations. About one in four hold RCE designations and just over one-third, 35%, earned e-PRO designations. The remaining chief staff executives hold various designations as indicated in Exhibit 2.8. The “other” designations include AHWD, ABR, CRS, CRA, CRB and GREEN designations.



\*Total exceeds 100% because of multiple responses.

## Section 3: Executive Compensation





## Section 3: Executive Compensation

### Chief Staff Executive Base Compensation

Respondents were asked to specify the amount budgeted in 2010 for the chief staff executive's base compensation (annual salaries), excluding bonuses and incentives. The survey asked respondents to include the latest salary increase. This section separates budgeted annual salaries by work status, membership size, association net worth and other survey groupings to help local associations compare their compensation structure to others. See the "Profile" section at the beginning of this report for a comparison of 2010 findings with the 2008 survey.

Exhibit 3.1 shows the range of 2010 budgeted annual salary amounts, the median and average amounts from the 491 respondents who answered this question in the 2010 survey.

Exhibit 3.1 Chief Staff Executive 2010 Budgeted Annual Salary (Excludes Bonus and Incentive)	
Range	\$600 - \$275,000
Median	\$50,000
Average	\$59,629

Total Respondents: 491

*In the 2008 survey, the median budgeted salary for all respondents was \$57,100 and the average was \$69,477.*

Exhibit 3.2 separates the 2010 budgeted annual salaries by whether the respondent is working as a full-time or a part-time chief staff executive.

Exhibit 3.2 Chief Staff Executive 2010 Budgeted Annual Salary by Work Status (Excludes Bonus and Incentive)		
Annual Salary	Full-Time	Part-Time
Range	\$10,000-\$275,000	\$1,699-\$72,000
Median	\$58,310	\$14,976
Average	\$69,411	\$16,517

Total Respondents: 491

*In the 2008 survey, the median budgeted salary for full-time chief staff executives was \$57,590 and the average was \$66,757.*

Exhibit 3.3 separates the 2010 budgeted annual salaries by the number of members in the local association. As expected, salaries progressively increase with membership size.

Exhibit 3.3 Chief Staff Executive 2010 Budgeted Annual Salary by Membership Size (Excludes Bonus and Incentive)				
Annual Salary	Membership Size			
	Small	Medium	Large	Mega
Range	\$600 – \$76,000	\$9,000 – \$213,575	\$95,000 – \$185,000	\$113,000 – \$275,000
Median	\$26,000	\$62,400	\$125,000	\$160,000
Average	\$25,904	\$68,652	\$127,675	\$166,944

*Chief staff executives earn \$59,629 per year on average overall, but the average increases significantly by membership size.*

Total Respondents: 451

Exhibit 3.4 shows chief staff executive base compensation by years in the current position. Exhibit 3.5 combines membership size and years in current position for a deeper comparison of median annual salaries using these two key factors combined.

Exhibit 3.4 Chief Staff Executive 2010 Budgeted Annual Salary by Years in Current Position (Excludes Bonus and Incentive)					
Annual Salary	Years in Current Position				
	Less than 2	2-5	5-10	10-15	More than 15
Range	\$10,000 – \$160,000	\$2,400 – \$200,000	\$800 – \$275,000	\$600 – \$220,900	\$1,699 – \$219,531
Median	\$42,800	\$45,000	\$43,000	\$47,725	\$72,500
Average	\$53,801	\$53,869	\$56,914	\$54,996	\$78,669

Total Respondents: 509

**Exhibit 3.5**  
**Chief Staff Executive 2010 Budgeted Media Annual Salary**  
**by Years in Current Position and Membership Size**  
(Excludes Bonus and Incentive)

Membership Size	Median Salary by Years in Current Position				
	Less than 2	2 - 5	5 - 10	10 - 15	More than 15
Small	\$32,520	\$33,600	\$30,500	\$37,000	\$38,035
Medium	\$65,000	\$76,000	\$79,000	\$86,000	\$82,000
Large	\$152,500	\$136,000	\$110,022	\$141,500	\$120,300
Mega	\$138,333	\$130,956	\$203,500	\$173,500	\$165,000

Total Respondents: 498

Exhibit 3.6 shows chief staff executive annual salary by the net worth of local associations separated into three ranges.

**Exhibit 3.6**  
**Chief Staff Executive 2010 Budgeted Annual Salary**  
**by Local Association Net Worth**  
(Excludes Bonus and Incentive)

Annual Salary	Local Association Net Worth		
	Less than \$400,000	\$400,000 - \$999,999	\$1 Million or More
Range	\$600 - \$131,237	\$28,520 - \$200,000	\$10,000 - \$275,000
Median	\$33,302	\$60,000	\$100,238
Average	\$34,719	\$69,448	\$110,493

Total Respondents: 379

Exhibit 3.7 reveals annual salaries for chief staff executives with professional designations. The impact of formal education on chief staff executive annual salaries is shown in Exhibit 3.8.

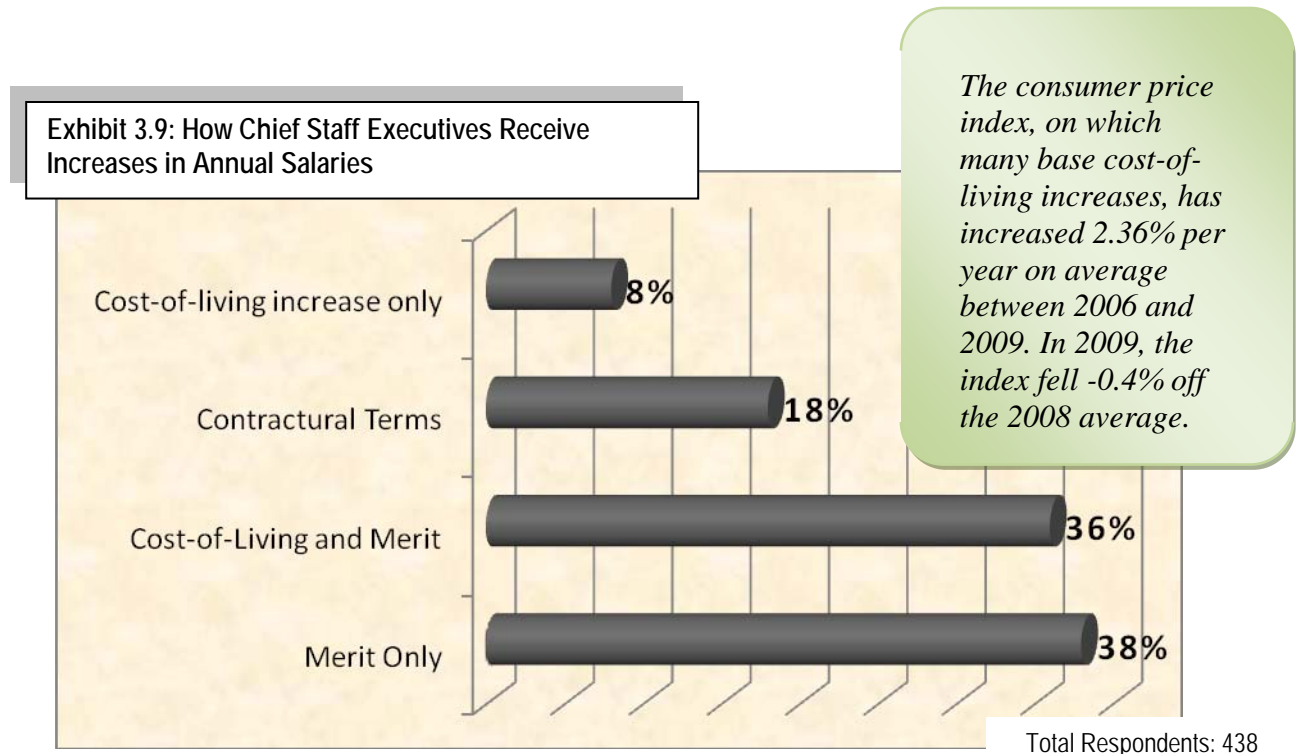
<b>Exhibit 3.7</b>			
<b>Chief Staff Executive 2010 Budgeted Annual Salary</b>			
<b>By Professional Designations</b>			
<b>(Excludes Bonus and Incentive)</b>			
	<b>Professional Designations</b>		
	<b>RCE</b>	<b>e-Pro</b>	<b>CAE</b>
<b>Percent with Designation</b>	42%	35%	13%
<b>Annual Salary</b>	<b>RCE</b>	<b>e-Pro</b>	<b>CAE</b>
<b>Range</b>	\$10,000 - \$275,000	\$13,572 - \$250,000	\$44,000 - \$275,000
<b>Median</b>	\$80,000	\$60,000	\$99,000
<b>Average</b>	\$86,646	\$72,708	\$112,490

Total Respondents: 319

<b>Exhibit 3.8</b>					
<b>Chief Staff Executive 2010 Budgeted Annual Salary</b>					
<b>by Education Level</b>					
<b>(Excludes Bonus and Incentive)</b>					
	<b>Education Level</b>				
<b>Annual Salary</b>	<b>High School</b>	<b>Some College</b>	<b>Associates Degree</b>	<b>Bachelor's Degree</b>	<b>Advanced Degree*</b>
<b>Percent with Education Level</b>	14%	30%	11%	26%	19%
<b>Annual Salary</b>	<b>High School</b>	<b>Some College</b>	<b>Associates Degree</b>	<b>Bachelor's Degree</b>	<b>Advanced Degree*</b>
<b>Range</b>	\$800 - \$275,000	\$600 - \$213,575	\$10,500 - \$180,000	\$3,600 - \$219,531	\$3,600 - \$250,000
<b>Median</b>	\$33,302	\$42,800	\$38,831	\$62,000	\$80,000
<b>Average</b>	\$38,537	\$49,239	\$50,866	\$69,611	\$84,562

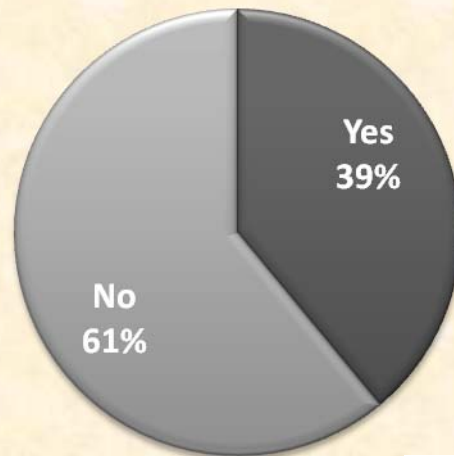
\*Includes some graduate work, Masters Degrees, PhD and Law Degrees. Total Respondents: 490

Exhibit 3.9 compares how chief staff executives receive increases in annual salaries. Note that about three quarters of the executives' salary increases are based on annual merit increases. Of these, about half (36% overall) also factor in cost-of-living data to determine annual increases.



**Employment Contracts:** Exhibits 3.10 and 3.11 examine employment contracts. Of the chief staff executives, 39% have employment contracts (Exhibit 3.10). The most common contract has a two-year timeframe (Exhibit 3.11). About one-third of the contracts have an evergreen clause, which makes the contract automatically renewable each year (Exhibit 3.11).

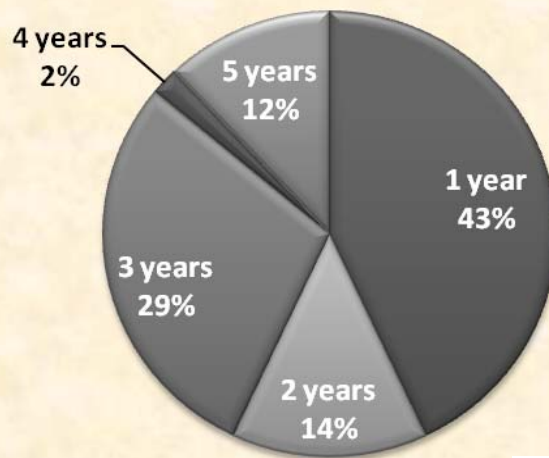
Exhibit 3.10: Employment Contracts



*The average contract is 2.27 years.*

Total Respondents: 492

Exhibit 3.11: Length of Employment Contracts



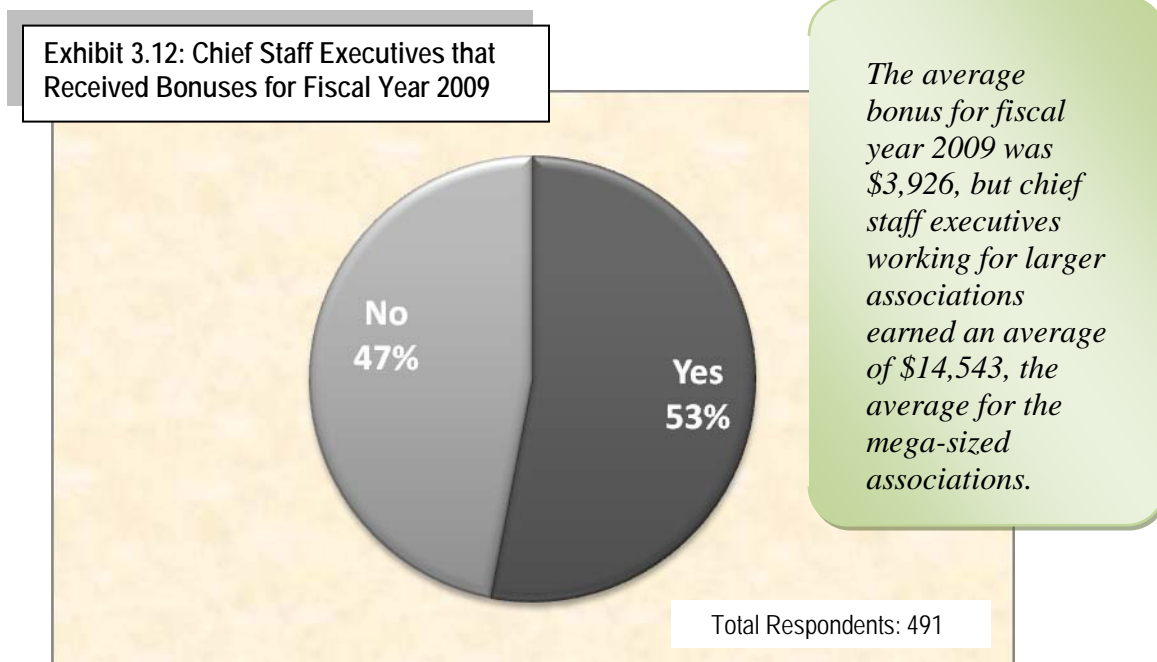
*35% of the chief staff executive contracts have evergreen clauses for automatic renewal.*

Total Respondents: 191

## Bonus or Incentive Compensation

In Exhibit 3.12, just over half, 53%, of the chief staff executives received bonus or incentive compensation for 2009 fiscal year performance. This is down from 63% in the 2008 survey and continues a downward trend from the 70% in the 2006 survey.

The 2010 bonus or incentive payout for fiscal 2009 was smaller than in previous years. Exhibit 3.13 shows the median payout was \$2,000. See the “Profile” section at the beginning of this report for a comparison of 2010 results to the 2008 survey.



**Exhibit 3.13**  
**Chief Staff Executives' Bonus or Incentive Payouts**  
**for 2009 Fiscal Year**

Range	\$100 - \$85,000
Median	\$2,000
Average	\$3,926

Total Respondents: 263

The following exhibits (3.14 through 3.16) separate 2009 fiscal year bonus or incentive payouts by membership size, by years in current position and by 2010 budgeted annual salaries.

<b>Exhibit 3.14</b>				
<b>Chief Staff Executives' Bonus or Incentive Payouts for Fiscal Year 2009</b>				
<b>by Membership Size</b>				
<b>Payout</b>	<b>Membership Size</b>			
	<b>Small</b>	<b>Medium</b>	<b>Large</b>	<b>Mega</b>
<b>Range</b>	\$150 - \$19,500	\$450 - \$45,000	\$1,000 - \$15,000	\$3,200 - \$85,000
<b>Median</b>	\$700	\$3,000	\$5,000	\$5,726
<b>Average</b>	\$1,166	\$4,908	\$7,351	\$14,543

Total Respondents: 263

<b>Exhibit 3.15</b>					
<b>Chief Staff Executives' Bonus or Incentive Payouts for Fiscal Year 2009</b>					
<b>by Years in Current Position</b>					
<b>Payout</b>	<b>Years in Current Position</b>				
	<b>Less than 2</b>	<b>2-5</b>	<b>5-10</b>	<b>10-15</b>	<b>More than 15</b>
<b>Range</b>	\$300 - \$10,000	\$150 - \$85,000	\$100 - \$25,000	\$250 - \$32,000	\$200 - \$12,000
<b>Median</b>	\$1,900	\$1,500	\$1,500	\$2,000	\$2,500
<b>Average</b>	\$3,031	\$4,333	\$3,421	\$3,960	\$3,428

Total Respondents: 263

<b>Exhibit 3.16</b>			
<b>Chief Staff Executives' Bonus or Incentive Payouts for Fiscal Year 2009</b>			
<b>by 2010 Budgeted Annual Salaries</b>			
<b>Payout</b>	<b>2010 Budgeted Annual Salaries</b>		
	<b>\$50,000 or Less</b>	<b>\$50,001 - \$100,000</b>	<b>More than \$100,000</b>
<b>Range</b>	\$100 - \$10,000	\$800 - \$50,000	\$300 - \$45,000
<b>Median</b>	\$750	\$5,400	\$2,308
<b>Average</b>	\$1,208	\$8,128	\$3,614

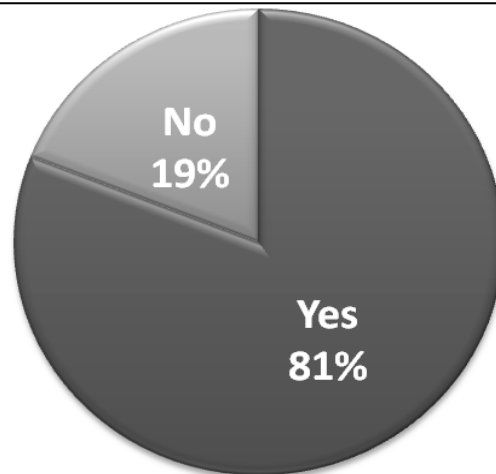
Total Respondents: 263



### Performance Appraisals

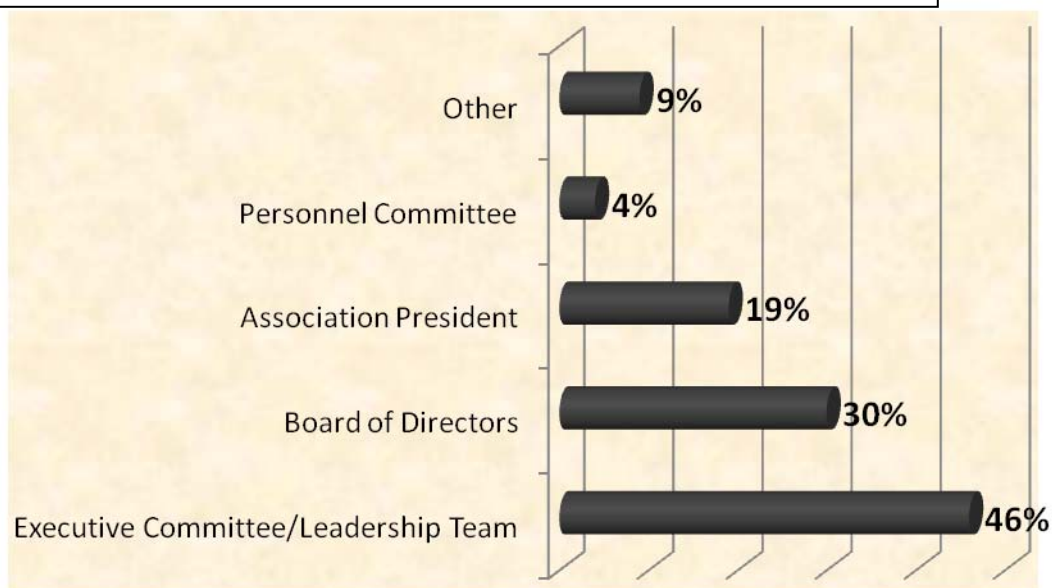
About three-quarters of the responding chief staff executives, 76%, receive performance appraisals (Exhibit 3.17). An executive committee conducts the appraisal for 46% of the chief staff executives and a board of directors for 30% (Exhibit 3.18).

Exhibit 3.17: Chief Staff Executives Who Receive Performance Appraisals Each Year



Total Respondents: 491

Exhibit 3.18: Who Conducts Performance Appraisals of Chief Staff Executives\*



Total Respondents: 459

\*Total exceeds 100% because of multiple responses.

**Benefits**

Exhibit 3.19 lists components included in chief executives’ compensation packages. More than half of the executives receive health insurance, professional development or continuing education support and retirement benefits through a 401(k) plan, IRA or SEP.

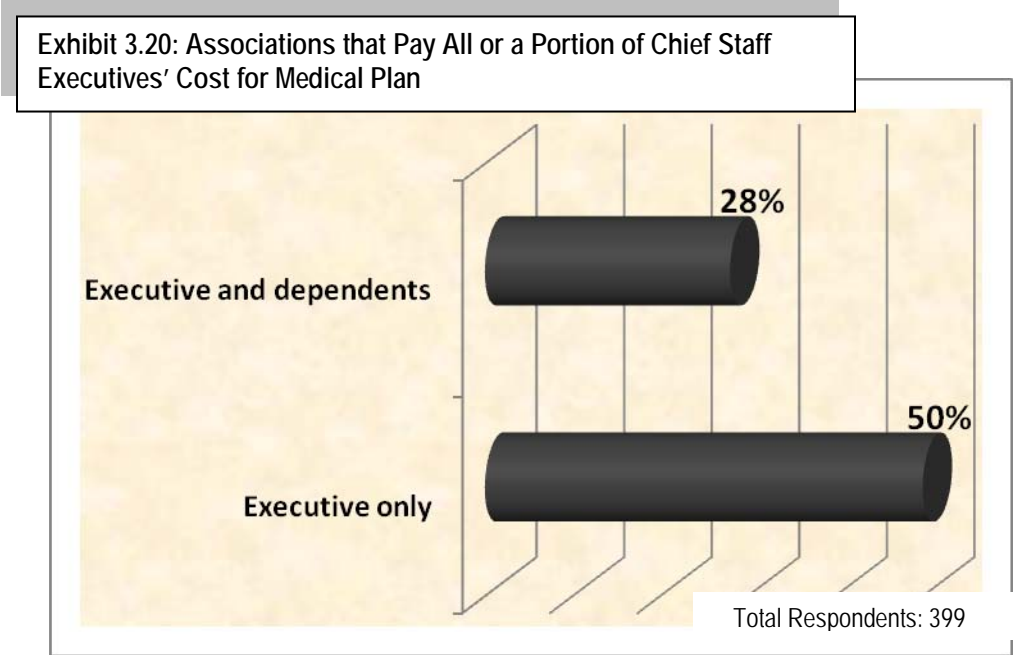
**Exhibit 3.19**  
**Benefits Included in Chief Staff Executives’**  
**Total Compensation Packages\***

Compensation Component	Overall	By Annual Compensation		
		Under \$50,000	\$50,001 - \$100,000	Over \$100,000
Health insurance	72%	21%	74%	97%
Professional development / continuing education	55%	23%	48%	68%
IRAs / 401(k) / SEP	53%	10%	55%	86%
Professional organization membership	41%	8%	42%	67%
Dental insurance	40%	3%	39%	81%
Life insurance	31%	4%	27%	69%
Car allowance	28%	10%	17%	60%
Long-term disability insurance	19%	1%	11%	56%
Short-term disability insurance	16%	2%	13%	38%
Club membership	11%	4%	8%	17%
Spousal travel	10%	1%	7%	28%
Technology allowance	10%	2%	8%	19%
Deferred compensation	4%	1%	2%	10%

\*Total exceeds 100% because of multiple responses. Total Respondents: 348

Over three quarters of the local associations pay at least part of the cost of their chief staff executives' medical plan (Exhibit 3.20). Half, pay for just their executives policy and 28% subsidize executives' and dependents' coverage.

Most local associations pay 100% of the cost for medical coverage. The range, median and average percentage paid by local associations are shown in Exhibit 3.21.



**Exhibit 3.21  
Percent of Chief Staff Executives' Cost for Medical Plan  
Paid by Local Associations**

Percent Paid by Association	Cost of Executive's Medical Plan	Cost of Dependents' Medical Plan
Range	20% - 100%	20% - 100%
Median	100%	100%
Average	94.6%	92.7%

Total Respondents: 254

### Retirement Contributions

Overall, 42% of the local associations contribute to the retirement accounts of their chief staff executives (Exhibit 3.22). Nearly all of the local associations classified as large or mega in terms of membership size contribute to their chief staff executives' retirement accounts.

As highlighted in Exhibit 3.23, the most common contributions are paid either as a fixed amount or structured as a matching contribution based on how much the chief staff executive contributes to his or her retirement account.

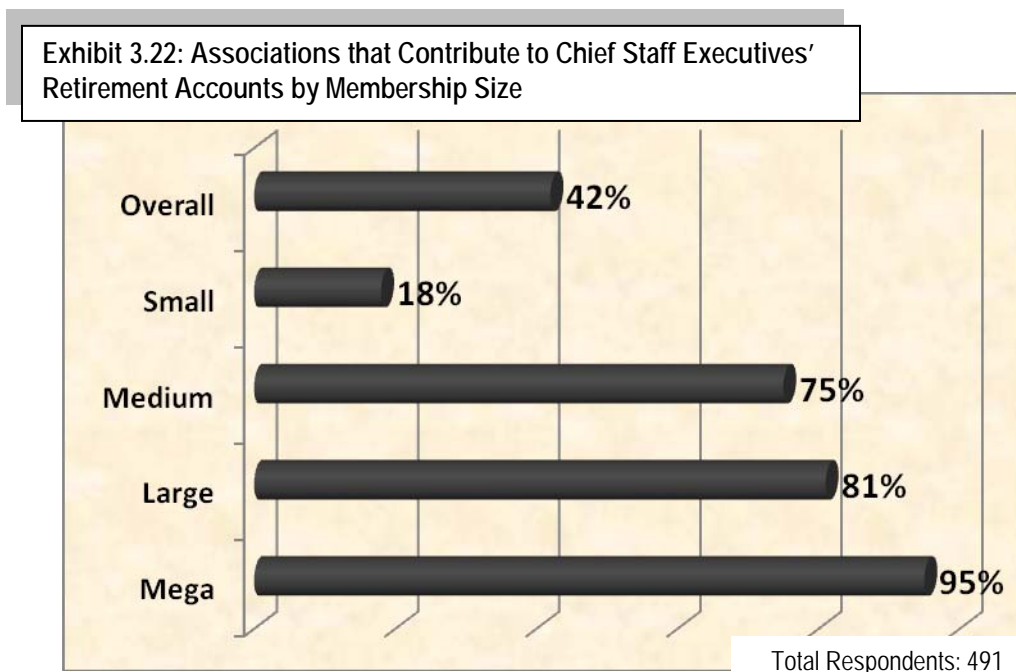


Exhibit 3.23  
How Local Associations Contribute to Chief Staff Executives' Retirement Accounts by Membership Size

Contribution to Retirement Accounts	Membership Size			
	Small	Medium	Large	Mega
Matched Contribution	8%	32%	44%	40%
Fixed Contribution	8%	35%	44%	50%
Variable Contribution	2%	8%	3%	5%

Total Respondents: 205

Overall, the average contribution for the 2009 fiscal year was 5.2% and the median was 3.0% of annual earnings. Exhibit 3.24 separates these findings into ranges, medians and averages for the different types of contribution structure (i.e., matching, fixed and variable).

Exhibit 3.24 Percentage of Gross Pay Contributed to Chief Staff Executives' Retirement Accounts			
	Matching Contribution	Fixed Contribution	Variable Contribution
Range	1%-10%	1%-19%	.03%-40%
Median	3.0%	5.0%	n/a
Average	3.6%	6.0%	n/a

Total respondents: 200

## Section 4: Staffing



## Section 4: Staffing

### ***Full-time and Part-time Staff Positions***

Exhibit 4.1 shows that 73% of the local associations have staff members, of which half, 50%, retain full-time employees (Exhibit 4.2). Exhibit 4.3 displays the distribution of staff members by membership size.

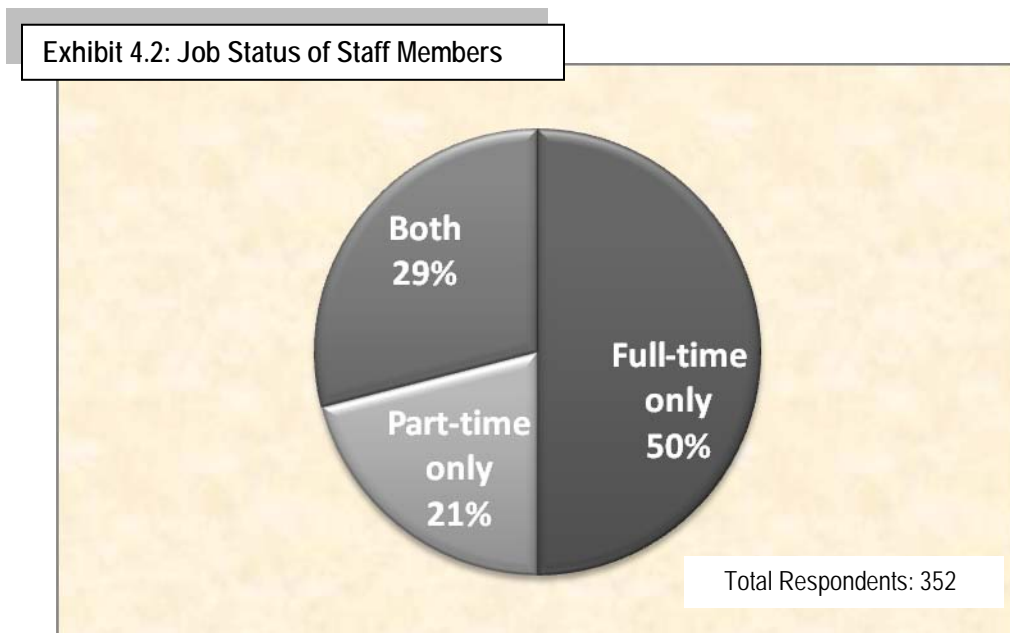
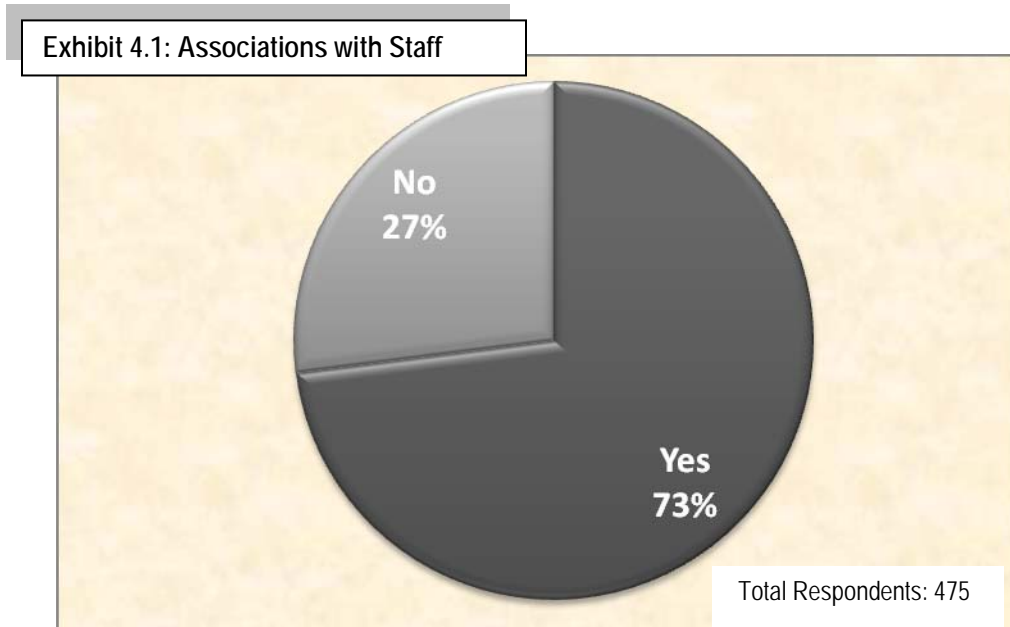


Exhibit 4.3 Associations with Staff by Membership Size					
Job Status	All	Membership Size			
		Small	Medium	Large	Mega
Full-time only	36%	23%	54%	62%	40%
Part-time only	16%	22%	10%	38%	60%
Both	21%	9%	35%	0%	0%
No Staff	27%	46%	1%	0%	0%

Total Respondents: 459

Exhibit 4.4 offers insight into the balance between full- and part-time jobs within the local associations when factoring in membership size.

Exhibit 4.4 Number of Full-time and Part-time Association Staff by Membership Size					
Full-time	All	Small	Medium	Large	Mega
Range	0-57	0-9	0-27	2-24	6-57
Median	2	1	4	10	17
<b>Part-time</b>					
Range	0-6	0-3	0-6	0-25	0-4
Median	1	1	1	1	2

Total Respondents: 280 to full-time and 171 to part-time questions



Exhibit 4.5 identifies the staff positions for full-time employees by membership size.

Exhibit 4.5 Full-time Staff Positions by Membership Size					
Staff Positions	All	Full-time Employees by Membership Size			
		Small	Medium	Large	Mega
MLS operations	54%	61%	49%	60%	55%
Accounting / bookkeeping / finance	50%	16%	56%	87%	90%
Membership / member services	50%	24%	55%	83%	95%
Administration	48%	34%	47%	73%	75%
Education / training	34%	7%	35%	73%	90%
Communications / public relations	24%	3%	34%	50%	80%
Professional standards	22%	1%	10%	37%	75%
Legislative / lobbying	21%	1%	20%	53%	65%
Customer service	20%	10%	23%	23%	45%
Store / lockbox administration	19%	4%	18%	40%	60%
Meetings / events	16%	8%	18%	13%	55%
Information technology	16%	2%	14%	33%	60%
Marketing	9%	2%	6%	20%	45%
Legal affairs	3%	0%	3%	7%	5%
Commercial	3%	0%	2%	3%	20%
International activities	2%	0%	0%	0%	25%
Other	8%	3%	6%	13%	35%

Total Respondents: 280

Exhibit 4.6 looks at the part-time positions.

Exhibit 4.6 Part-time Staff Positions by Membership Size					
Staff Positions	All	Part-time Employees by Membership Size			
		Small	Medium	Large	Mega
Accounting / bookkeeping / finance	30%	29%	31%	36%	36%
Administration	28%	32%	27%	0%	27%
Membership / member services	15%	10%	15%	27%	45%
MLS operations	14%	23%	5%	9%	9%
Legislative / lobbying	6%	2%	8%	18%	18%
Education / training	6%	2%	11%	27%	9%
Information technology	6%	2%	0%	0%	18%
Communications / public relations	5%	1%	8%	18%	0%
Customer service	5%	6%	6%	9%	0%
Meetings / events	4%	2%	5%	9%	0%
Legal affairs	4%	5%	8%	0%	0%
Store / lockbox administration	3%	1%	5%	0%	9%
Marketing	2%	1%	2%	18%	0%
Professional standards	2%	0%	5%	9%	0%
Commercial	1%	0%	0%	18%	0%
International activities	0%	0%	3%	0%	0%
Other	7%	7%	6%	0%	18%

Total Respondents: 171

Exhibit 4.7 identifies the outsourced functions and unveils a correlation between outsourcing and employment for these functions.

<b>Exhibit 4.7 Outsourced Services by Membership Size</b>					
<b>Association Services</b>	<b>All</b>	<b>By Membership Size</b>			
		<b>Small</b>	<b>Medium</b>	<b>Large</b>	<b>Mega</b>
Legal affairs	57%	56%	62%	64%	44%
Accounting / bookkeeping / finance	45%	51%	41%	24%	22%
MLS operations	29%	32%	24%	24%	28%
Education	26%	37%	14%	8%	6%
Information technology	24%	17%	20%	40%	17%
Legislative / lobbying	18%	14%	13%	20%	22%
Leadership training	13%	15%	10%	12%	11%
Communications / public relations	3%	1%	4%	16%	11%
Marketing	3%	3%	3%	0%	6%
Diversity outreach and training	1%	1%	1%	0%	0%
International activities	1%	1%	2%	0%	0%
Administration	1%	2%	0%	0%	0%
Commercial	1%	1%	0%	4%	0%
Member outreach / field representative	1%	1%	0%	0%	0%
Meetings / events	1%	2%	1%	0%	0%
Membership / member services	1%	2%	0%	4%	0%
Other	5%	5%	4%	8%	11%

Total Respondents: 377

## **Section 5: Revenue and Expenses**



## Section 5: Income and Expenses

### Income

Income budgets for fiscal year 2010 are shown in Exhibit 5.1 and are separated by membership size in Exhibit 5.2 and by region in Exhibit 5.3

Exhibit 5.1 2010 Income Budgets			
	Dues	Non-Dues	Total
Range	\$179 – \$9,892,000	\$25 – \$4,800,000	\$412 – \$11,909,000
Median	\$102,000	\$93,300	\$208,000
Average	\$258,330	\$308,560	\$554,682

Total Respondents: 475

Exhibit 5.2 2010 Income Budgets by Membership Size			
Membership Size	Income Sources		
	Dues	Non-Dues	Total
<b>Small</b>			
Range	\$525 – \$440,000	\$25 – \$586,576	\$550 – \$699,076
Median	\$50,000	\$50,789	\$108,500
Average	\$71,763	\$75,811	\$136,577
<b>Medium</b>			
Range	\$179 – \$1,632,000	\$232 – \$1,866,000	\$412 – \$2,584,000
Median	\$254,000	\$156,060	\$588,608
Average	\$344,000	\$310,227	\$669,624
<b>Large</b>			
Range	\$374,476 – \$2,392,806	\$35,100 – \$3,810,286	\$422,875 – \$4,443,286
Median	\$617,417	\$522,075	\$1,841,000
Average	\$771,896	\$1,003,894	\$1,928,066
<b>Mega</b>			
Range	\$505,500 – \$9,892,000	\$173,375 – \$4,800,000	\$1,091,533 – \$11,909,000
Median	\$1,120,000	\$1,519,057	\$2,584,057
Average	\$1,473,877	\$1,885,162	\$3,373,362

Total Respondents: 465

**Exhibit 5.3  
2010 Income Budgets  
by Region**

<b>Region</b>	<b>Income Sources</b>		
<b>I-III</b>	<b>Dues</b>	<b>Non-Dues</b>	<b>Total</b>
Range	\$4,760 – \$1,000,000	\$2,000 – \$3,810,286	\$10,000 – \$4,443,286
Median	\$140,000	\$105,000	\$267,217
Average	\$233,729	\$356,352	\$581,421
<b>IV-V</b>	<b>Dues</b>	<b>Non-Dues</b>	<b>Total</b>
Range	\$3,000 – \$2,392,806	\$375 – \$3,581,584	\$4,600 – \$5,183,026
Median	\$120,033	\$128,645	\$234,525
Average	\$325,174	\$251,100	\$567,270
<b>VI-VIII</b>	<b>Dues</b>	<b>Non-Dues</b>	<b>Total</b>
Range	\$3,500 – \$1,600,000	\$25 – \$4,041,248	\$4,015 – \$5,500,000
Median	\$67,500	\$105,000	\$149,770
Average	\$167,672	\$346,861	\$481,032
<b>IX-X</b>	<b>Dues</b>	<b>Non-Dues</b>	<b>Total</b>
Range	\$1,000 – \$1,685,314	\$300 – \$2,082,406	\$1,025 – \$2,708,131
Median	\$68,000	\$72,000	\$139,400
Average	\$159,571	\$185,719	\$323,314
<b>XI-XII</b>	<b>Dues</b>	<b>Non-Dues</b>	<b>Total</b>
Range	\$525 – \$1,500,000	\$3,000 – \$1,333,466	\$525 – \$2,300,000
Median	\$100,000	\$67,400	\$197,250
Average	\$239,654	\$181,500	\$449,482
<b>XIII</b>	<b>Dues</b>	<b>Non-Dues</b>	<b>Total</b>
Range	\$179 – \$9,892,000	\$232 – \$4,800,000	\$411 – \$11,909,000
Median	\$205,375	\$182,860	\$515,950
Average	\$621,484	\$731,558	\$1,365,232

Total Respondents: 470

### **Top Five Income Sources**

The survey asked respondents to rank their sources of income, excluding dividends from MLS revenue. Exhibit 5.4 aggregates the top five responses and averages the percentages that respondents provided for each income source as a percentage of their total revenue.

Exhibit 5.4 Top Five Gross Income Sources				
Income Sources	Ranking*	Percent of Revenue Budget		
		Median	Average	Range
1 Dues	1.50	50%	52.3%	1% - 100%
2 MLS	1.60	50%	44.5%	1% - 100%
3 Education	2.25	5%	7.6%	0.05% - 35%
4 Sale of products and services	3.72	5%	6.4%	0.13% - 37%
5 Interest and investment	3.95	2.3%	3.5%	0.01% - 28%

\*Respondents ranked expenses on a scale of 1 to 5. Total Respondents: 483

## Expenses

Expense budget for fiscal year 2010 are tabulated in Exhibit 5.5 and are sorted by membership size in Exhibit 5.6 and by region in Exhibit 5.7.

Exhibit 5.5 2010 Expense Budgets			
	Expenses Excluding Staff Salaries and Overhead	Expenses for Staff Salaries and Overhead	Total
Range	\$75 – \$5,273,000	\$25 – \$6,342,000	\$100 – \$11,615,000
Median	\$144,095	\$85,000	\$228,710
Average	\$339,804	\$228,281	\$567,214

Total Respondents: 475

Exhibit 5.6 2010 Expense Budgets by Membership Size			
Small	Expenses Excluding Staff Salaries and Overhead	Expenses for Staff Salaries and Overhead	Total
Range	\$75 – \$581,771	\$25 – \$280,058	\$100 – \$758,978
Median	\$75,600	\$41,382	\$123,000
Average	\$97,996	\$54,511	\$150,046
Medium	Expenses Excluding Staff Salaries and Overhead	Expenses for Staff Salaries and Overhead	Total
Range	\$209 – \$1,831,000	\$222 – \$777,000	\$431 – \$2,608,000
Median	\$350,000	\$225,000	\$615,500
Average	\$426,135	\$266,497	\$679,576
Large	Expenses Excluding Staff Salaries and Overhead	Expenses for Staff Salaries and Overhead	Total
Range	\$254,222 – \$4,112,577	\$185,000 – \$1,927,258	\$439,222 – \$4,505,638
Median	\$1,038,000	\$644,500	\$1,897,000
Average	\$1,226,177	\$729,508	\$1,939,685
Mega	Expenses Excluding Staff Salaries and Overhead	Expenses for Staff Salaries and Overhead	Total
Range	\$216,788 – \$5,273,000	\$499,720 – \$6,342,000	\$1,084,955 – \$11,615,000
Median	\$1,288,070	\$1,100,000	\$2,110,656
Average	\$1,550,363	\$1,527,589	\$3,338,162

Total Respondents: 465



**Exhibit 5.7  
2010 Expense Budgets  
by Region**

<b>Region I-III</b>	<b>Expenses Excluding Staff Salaries and Overhead</b>	<b>Expenses for Staff Salaries and Overhead</b>	<b>Total</b>
Range	\$5,400 – \$4,112,577	\$2,400 – \$1,807,826	\$7,000 – \$4,505,638
Median	\$203,000	\$134,500	\$341,527
Average	\$377,711	\$247,941	\$621,296
<b>Region IV-V</b>	<b>Expenses Excluding Staff Salaries and Overhead</b>	<b>Expenses for Staff Salaries and Overhead</b>	<b>Total</b>
Range	\$5,000 – \$2,978,225	\$1,200 – \$2,155,300	\$3,000 – \$5,133,525
Median	\$173,030	\$89,000	\$245,000
Average	\$373,503	\$222,248	\$592,333
<b>Region VI-VIII</b>	<b>Expenses Excluding Staff Salaries and Overhead</b>	<b>Expenses for Staff Salaries and Overhead</b>	<b>Total</b>
Range	\$2,000 – \$4,000,000	\$1,500 – \$1,842,518	\$4,000 - \$5,500,000
Median	\$98,650	\$63,500	\$161,539
Average	\$283,626	\$182,691	\$463,865
<b>Region IX-X</b>	<b>Expenses Excluding Staff Salaries and Overhead</b>	<b>Expenses for Staff Salaries and Overhead</b>	<b>Total</b>
Range	\$75 – \$2,067,866	\$25 - \$1,402,615	\$100 - \$2,784,043
Median	\$107,800	\$59,678	\$140,447
Average	\$229,474	\$122,936	\$338,215
<b>Region XI-XII</b>	<b>Expenses Excluding Staff Salaries and Overhead</b>	<b>Expenses for Staff Salaries and Overhead</b>	<b>Total</b>
Range	\$525 – \$1,477,218	\$1,200 – \$1,174,076	\$525 – \$2,308,523
Median	\$118,565	\$75,000	\$200,000
Average	\$241,146	\$192,739	\$452,185
<b>Region XIII</b>	<b>Expenses Excluding Staff Salaries and Overhead</b>	<b>Expenses for Staff Salaries and Overhead</b>	<b>Total</b>
Range	\$209 – \$5,273,000	\$222 – \$6,342,000	\$431 – \$11,615,000
Median	\$214,728	\$196,196	\$451,102
Average	\$721,422	\$563,551	\$1,274,593

Total Respondents: 453

Respondents were asked to specify the percentage of their expense budgets that covered administration, staffing and salaries for fiscal year 2010. On average for the overall survey, the local associations set aside just under 40% of their expense budget for these expenses. Exhibit 5.8 sorts this expense category by membership size.

**Exhibit 5.8**  
**Percentage of Associations' Total Expense Budgets**  
**Covering Administration, Staffing and Salaries**  
**by Membership Size**

Percentage of 2010 Budget	All	Membership Size			
		Small	Medium	Large	Mega
Range	3%-100%	3%-100%	5%-78%	10%-86%	25%-66%
Median	39.0%	36.0%	42.0%	38.0%	45.6%
Average	39.4%	37.6%	42.2%	43.2%	42.2%

Total respondents: 427

The survey asked respondents to rank their expense items. Exhibit 5.9 aggregates the top five responses and averages the percentages that respondents provided for each expense as a percentage of their total expenses.

**Exhibit 5.9**  
**Top Five Gross Expense Items**

Expense Items	Ranking*	Percent of Expense Budget		
		Median	Average	Range
1 MLS	1.44	30%	32.2%	2% - 90%
2 Rent/mortgage/related property expenses	2.49	9%	12.6%	0.5% - 70%
3 Membership survey	2.79	10%	14.5%	0.76% - 99%
4 Travel	3.18	5%	7.8%	0.5% - 75%
5 Conventions/meetings	3.21	6%	8.1%	0.5% - 73%

\*Respondents ranked expenses on a scale of 1 to 5. Total Respondents: 424

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