



2021

*Manager's Salary
Survey*



PENNSYLVANIA
Downtown Center
• Since 1987 •

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The following salary and benefits report is based upon information collected beginning in February at the statewide Manager's Meeting held virtually and ending in June of 2021. The data provided in the survey results reflects the information as it was provided by the individual manager and does not include a review of primary source information such as pay stubs, contracts, employee handbooks, etc. PDC therefore cannot vouch for the 100% accuracy of this information. PDC provides this information solely for the purpose of assisting revitalization programs with setting up salary structures and human resource policies and procedures appropriate to their particular program.

It is our hope that this information will facilitate an open discussion as to the salary and benefits offered by individual programs. Attention is called to the fact that there is a clear connection between both educational level and years of experience in terms of salary.

There is very little doubt that compared to other professionals in the field of community and economic development, that Main Street and Elm Street Managers are somewhat underpaid. This is not just a Pennsylvania issue, but one that is of concern to the "field" nationally. That being said, PDC also realizes that the decision concerning salary level lies entirely with the board of the local revitalization organization. While we at PDC do and will continue to, advocate for higher manager's salaries, managers must also realize that they must "earn" the privilege of the higher salary level. We strongly believe that a board is willing to invest in the professional development of the manager will see a significant return on investment. Managers must realize that they must put in the time necessary to attain higher salary levels.

We know that there are few events more debilitating to a local revitalization program than the loss of a well-qualified and experienced manager. The loss of time, the need for duplicative training and a host of other administrative issues makes this a critical matter for boards to consider. PDC stands ready to assist any board dealing with this issue and to help find an appropriate level of service, salary, and benefits for your organization.

We trust that both boards and managers will find this information helpful in crafting a stronger and more lasting professional relationship.

All Respondents

	#	%
Total Respondents	51	100%

	F	M
Respondents Gender %	69%	31%

Respondents by Type

MS Manager	34	66.7%
ES Manager	4	7.8%
KC Manager-MS Focus	2	3.9%
KC Manager-ES Focus	0	0.0%
KC Manager - Combined	2	3.9%
Reg. Main Street Coord.	0	0.0%
Combined MS/BID	2	3.9%
BID Manager	3	5.9%
Other	4	7.8%
No Response	0	0.0%

Executive Director ?

YES	33	64.7%
NO	16	31.4%
Uncertain	2	3.9%
No Response	0	0.0%

Educational Level

High School	2	3.9%
Some College	6	11.8%
College Degree	35	68.6%
Post-Grad. Degree	8	15.7%
No Response	0	0.0%

Employment Category

Full Time	44	86.3%
Part Time	7	13.7%
No response	0	0.0%

Salary

Average	\$	49,487.20
Median	\$	47,000.00

Hours Worked Per week

Less Than 35	0	0.0%
35-40	9	17.6%
40-50	23	45.1%
50-60	10	19.6%
60+	3	5.9%
No Response	0	0.0%

Total Budget

Average	\$	202,856
Median	\$	175,000

Time in Current Position

	Years
Average	5.22
Median	3.50

Municipal Support

Average	\$	24,962.96
Median	\$	13,750.00
Average %		12.31%
Median %		7.86%

Total Time in the Field

	Years
Average	8.58
Median	5.00

Municipal Population

Average	21,063
Median	13,750

Administrative Support

Yes	16	29.09%
No	34	61.82%
No Response	5	9.09%
Avg. Hour /Week		32.5

Manager's Capability

	5 = High
Organization	2.83
Design	2.90
Econ./Neigh. Vitality	3.30
Marketing	2.97
Safe-Clean-Green	3.20

Any Main Street Respondents

	#	%		F	M
Total Respondents	40	100%	Respondents Gender %	70%	30%
<i>Respondents by Type</i>			<i>Executive Director ?</i>		
MS Manager	34	85.0%	YES	27	67.5%
ES Manager	0	0.0%	NO	11	27.5%
KC Manager-MS Focus	2	5.0%	Uncertain	2	5.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	2	5.0%			
Reg. Main Street Coord.	0	0.0%	<i>Educational Level</i>		
Combined MS/BID	2	5.0%	High School	1	2.5%
BID Manager	0	0.0%	Some College	5	12.5%
Other	0	0.0%	College Degree	28	70.0%
No Response	0	0.0%	Post-Grad. Degree	6	15.0%
			No Response	0	0.0%
<i>Employment Category</i>			<i>Salary</i>		
Full Time	35	87.5%	Average	\$	49,961.50
Part Time	5	12.5%	Median	\$	47,000.00
No response	0	0.0%			
<i>Hours Worked Per week</i>			<i>Total Budget</i>		
Less Than 35	0	0.0%	Average	\$	181,808
35-40	7	17.5%	Median	\$	169,500
40-50	17	42.5%			
50-60	9	22.5%	<i>Municipal Support</i> 23 Providing \$		
60+	2	5.0%	Average	\$	23,217.39
No Response	0	0.0%	Median	\$	13,750.00
			Average %		12.77%
			Median %		8.11%
<i>Time in Current Position</i> Years			<i>Municipal Population</i>		
Average		5.64	Average		20,538
Median		3.50	Median		13,750
<i>Total Time in the Field</i> Years			<i>Manager's Capability</i> 5 = High		
Average		8.54	Organization		2.77
Median		6.00	Design		2.85
			Econ./Neigh. Vitality		3.35
<i>Administrative Support</i>			Marketing		2.92
Yes	14	25.45%	Safe-Clean-Green		3.08
No	25	45.45%			
No Response	16	29.09%			
Avg. Hour /Week		30			

Any Elm Street Respondents

	#	%		F	M
Total Respondents	6	100%	Respondents Gender %	33.3%	66.7%
Respondents by Type			Executive Director ?		
MS Manager	0	0.0%	YES	2	33.3%
ES Manager	4	66.7%	NO	4	67.7%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	2	33.3%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	1	16.7%
Combined MS/BID	0	0.0%	Some College	0	0.0%
BID Manager	0	0.0%	College Degree	4	66.7%
Other	0	0.0%	Post-Grad. Degree	1	16.7%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	5	83.3%	Average	\$	51,516.67
Part Time	1	16.7%	Median	\$	42,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	128,849
Less Than 35	0	0.0%	Median	\$	129,697
35-40	1	16.7%	Municipal Support		
40-50	3	50.0%	Average	2	Providing \$
50-60	1	16.7%	Average	\$	6,250.00
60+	0	0.0%	Median	\$	0.00
No Response	0	0.0%	Average %		4.85%
Time in Current Position			Median %		0.00%
		Years	Municipal Population		
Average		6.14	Average		29,734
Median		3.50	Median		14,978
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		12.81	Design		3.25
Median		5.88	Econ./Neigh. Vitality		3.00
Administrative Support			Marketing		3.00
Yes	1	16.67%	Safe-Clean-Green		4.00
No	5	83.33%	Avg. Hour /Week		
No Response	0	0.00%	40		

Other Position Respondents

	#	%		F	M
Total Respondents	4	100%	Respondents Gender %	100%	0%
Respondents by Type			Executive Director ?		
MS Manager	0	0.0%	YES	2	50.0%
ES Manager	0	0.0%	NO	2	50.0%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	0	0.0%
Combined MS/BID	0	0.0%	Some College	1	25.0%
BID Manager	0	0.0%	College Degree	3	75.0%
Other	4	100.0%	Post-Grad. Degree	0	0.0%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	3	75.0%	Average	\$	38,200.00
Part Time	1	25.0%	Median	\$	37,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	185,000
Less Than 35	0	0.0%	Median	\$	185,000
35-40	1	25.0%	Municipal Support		
40-50	2	50.0%	1	Providing \$	
50-60	1	25.0%	Average	\$	15,000.00
60+	0	0.0%	Median	\$	15,000.00
No Response	0	0.0%	Average %	8.11%	
Time in Current Position			Median %	8.11%	
		Years	Municipal Population		
Average		3.75	Average	28,704	
Median		4.00	Median	15,938	
Total Time in the Field			Manager's Capability		
		Years	5 = High		
Average		7.00	Organization	2.00	
Median		5.00	Design	3.00	
Administrative Support			Econ./Neigh. Vitality	4.00	
Yes	1	25.00%	Marketing	4.00	
No	3	75.00%	Safe-Clean-Green	4.00	
No Response	0	0.00%			
Avg. Hour /Week		30			

Executive Director Respondents

	#	%		F	M
Total Respondents	33	100%	Respondents Gender %	66.7%	33.3%
Respondents by Type			Executive Director ?		
MS Manager	22	66.7%	YES	33	100.0%
ES Manager	1	3.0%	NO	0	0.0%
KC Manager-MS Focus	2	6.1%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	1	3.0%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	2	6.1%	High School	1	3.0%
BID Manager	3	9.1%	Some College	5	15.2%
Other	2	6.1%	College Degree	22	66.7%
No Response	0	0.0%	Post-Grad. Degree	5	15.2%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	29	87.9%	Average	\$	51,226.88
Part Time	4	12.1%	Median	\$	53,500.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	216,602
35-40	4	12.1%	Median	\$	180,000
40-50	15	45.5%			
50-60	8	24.2%	Municipal Support 22 Providing \$		
60+	3	9.1%	Average	\$	27,750.00
No Response	0	0.0%	Median	\$	15,000.00
			Average %		12.81%
			Median %		8.33%
Time in Current Position Years			Municipal Population		
Average		5.58	Average		15,694
Median		4.00	Median		8,338
Total Time in the Field Years			Manager's Capability 5 = High		
Average		8.51	Organization		2.76
Median		5.00	Design		3.14
			Econ./Neigh. Vitality		3.57
Administrative Support			Marketing		3.14
Yes	11	34.38%	Safe-Clean-Green		3.24
No	21	65.63%			
No Response	0	0.00%			
Avg. Hour /Week		27.5			

Non-Executive Director Respondents

	#	%		F	M
Total Respondents	18	100%	Respondents Gender %	72.2%	27.8%
Respondents by Type			Executive Director ?		
MS Manager	12	66.7%	YES	0	0.0%
ES Manager	3	16.7%	NO	16	88.9%
KC Manager-MS Focus	0	0.0%	Uncertain	2	11.1%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	1	5.6%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	1	5.6%
Combined MS/BID	0	0.0%	Some College	1	5.6%
BID Manager	0	0.0%	College Degree	13	72.2%
Other	2	11.1%	Post-Grad. Degree	3	16.7%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	15	83.3%	Average	\$	46,394.44
Part Time	3	16.7%	Median	\$	42,100.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	161,619
Less Than 35	0	0.0%	Median	\$	129,697
35-40	5	27.8%	Municipal Support		
40-50	8	44.4%	1	Providing \$	
50-60	2	11.1%	Average	\$	12,700.00
60+	0	0.0%	Median	\$	12,700.00
No Response	0	0.0%	Average %	7.86%	
Time in Current Position			Median %	0.00%	
		Years	Municipal Population		
Average		4.58	Average	26,927	
Median		2.50	Median	12,423	
Total Time in the Field			Manager's Capability		
		Years		5 = High	
Average		8.69	Organization	3.00	
Median		5.50	Design	2.33	
Administrative Support			Econ./Neigh. Vitality	2.67	
Yes	5	27.78%	Marketing	2.56	
No	13	72.22%	Safe-Clean-Green	3.11	
No Response	0	0.00%			
Avg. Hour /Week		40			

Improvement District Respondents

	#	%		F	M
Total Respondents	5	100%	Respondents Gender %	40%	60%
Respondents by Type			Executive Director ?		
MS Manager	0	0.0%	YES	5	100.0%
ES Manager	0	0.0%	NO	0	0.0%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	2	40.0%	High School	0	0.0%
BID Manager	3	60.0%	Some College	0	0.0%
Other	0	0.0%	College Degree	3	60.0%
No Response	0	0.0%	Post-Grad. Degree	2	40.0%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	5	100.0%	Average	\$	74,900.00
Part Time	0	0.0%	Median	\$	80,000.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	412,250
35-40	0	0.0%	Median	\$	451,000
40-50	3	60.0%			
50-60	0	0.0%	Municipal Support		
60+	2	40.0%	Average	4	Providing \$
No Response	0	0.0%	Average	\$	31,250.00
			Median	\$	25,000.00
			Average %		7.58%
			Median %		5.54%
Time in Current Position			Municipal Population		
		Years	Average		42,566
Average		4.47	Median		40,000
Median		2.50			
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		9.27	Design		4.00
Median		2.50	Econ./Neigh. Vitality		5.00
			Marketing		2.00
Administrative Support			Safe-Clean-Green		5.00
Yes	0	0.00%			
No	5	100.0%			
No Response	0	0.00%			

Male Respondents

	#	%		F	M
Total Respondents	16	100%	Respondents Gender %	0%	100%
Respondents by Type			Executive Director ?		
MS Manager	9	56.3%	YES	11	68.8%
ES Manager	2	12.5%	NO	5	31.3%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	2	12.5%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	1	6.3%
Combined MS/BID	1	6.3%	Some College	1	6.3%
BID Manager	2	12.5%	College Degree	10	62.5%
Other	0	0.0%	Post-Grad. Degree	4	25.0%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	14	87.5%	Average	\$	56,046.67
Part Time	2	12.5%	Median	\$	56,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	182,845
Less Than 35	0	0.0%	Median	\$	159,697
35-40	1	6.3%	Municipal Support		
40-50	4	25.0%	Average	9	Providing \$
50-60	7	43.8%	Average	\$	24,722.22
60+	2	12.5%	Median	\$	6,250.00
No Response	0	0.0%	Average %		13.52%
Time in Current Position			Median %		3.91%
		Years	Municipal Population		
Average		6.79	Average		22,880
Median		5.50	Median		15,007
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		13.29	Design		3.33
Median		11.00	Econ./Neigh. Vitality		3.56
Administrative Support			Marketing		3.44
Yes	3	20.0%	Safe-Clean-Green		3.11
No	12	80.0%			3.78
No Response	0	0.0%			
Avg. Hour /Week		40			

Full-Time, Male Respondents

	#	%		F	M
Total Respondents	14	100%	Respondents Gender %	0%	100%
Respondents by Type			Executive Director ?		
MS Manager	7	50.0%	YES	10	71.4%
ES Manager	2	14.3%	NO	4	28.6%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	2	14.3%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	1	7.1%
Combined MS/BID	1	7.1%	Some College	1	7.1%
BID Manager	2	14.3%	College Degree	9	64.3%
Other	0	0.0%	Post-Grad. Degree	3	21.4%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	14	100.0%	Average	\$	63,238.46
Part Time	0	0.0%	Median	\$	56,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	213,239
Less Than 35	0	0.0%	Median	\$	180,000
35-40	1	7.1%	Municipal Support		
40-50	4	28.6%	Average	8	Providing \$
50-60	7	50.0%	Average	\$	27,812.50
60+	2	14.3%	Median	\$	16,250.00
No Response	0	0.0%	Average %		13.04%
Time in Current Position			Median %		9.03%
		Years	Municipal Population		
Average		6.57	Average		25,613
Median		4.50	Median		19,594
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		13.41	Design		3.25
Median		11.00	Econ./Neigh. Vitality		3.38
Administrative Support			Marketing		3.50
Yes	3	21.43%	Safe-Clean-Green		3.13
No	10	71.43%			3.88
No Response	1	7.14%			
Avg. Hour /Week		40			

Full-Time, Male, Executive Director Respondents

	#	%		F	M
Total Respondents	10	100%	Respondents Gender %	0%	100%
Respondents by Type			Executive Director ?		
MS Manager	6	60.0%	YES	10	100.0%
ES Manager	0	0.0%	NO	0	0.0%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	1	10.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	0	0.0%
Combined MS/BID	1	10.0%	Some College	1	10.0%
BID Manager	2	20.0%	College Degree	6	60.0%
Other	0	0.0%	Post-Grad. Degree	3	30.0%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	10	100.0%	Average	\$	59,011.11
Part Time	0	0.0%	Median	\$	56,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	246,143
Less Than 35	0	0.0%	Median	\$	225,000
35-40	0	0.0%	Municipal Support		
40-50	3	30.0%	Average	7	Providing \$
50-60	5	50.0%	Average	\$	28,928.57
60+	2	20.0%	Median	\$	30,000.00
No Response	0	0.0%	Average %		11.75%
Time in Current Position			Median %		13.33 %
		Years	Municipal Population		
Average		7.53	Average		28,852
Median		6.00	Median		15,007
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		13.36	Design		2.80
Median		11.00	Econ./Neigh. Vitality		3.60
Administrative Support			Marketing		3.20
Yes	1	10.00%	Safe-Clean-Green		4.20
No	8	80.00%	Avg. Hour /Week		
No Response	1	10.00%	25		

Female Respondents

	#	%		F	M
Total Respondents	35	100%	Respondents Gender %	100%	0%
Respondents by Type			Executive Director ?		
MS Manager	25	71.4%	YES	22	62.9%
ES Manager	2	5.7%	NO	11	31.4%
KC Manager-MS Focus	2	5.7%	Uncertain	2	5.7%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	1	2.9%
Combined MS/BID	1	2.9%	Some College	5	14.3%
BID Manager	1	2.9%	College Degree	25	71.4%
Other	4	11.4%	Post-Grad. Degree	4	11.4%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	30	85.7%	Average	\$	46,676.00
Part Time	5	14.3%	Median	\$	45,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	214,862
Less Than 35	0	0.0%	Median	\$	180,000
35-40	8	22.9%	Municipal Support		
40-50	19	54.3%	18	Providing \$	
50-60	3	8.6%	Average	\$	25,083.33
60+	1	2.9%	Median	\$	15,000.00
No Response	0	0.0%	Average %	11.67%	
Time in Current Position			Median %	8.33%	
		Years	Municipal Population		
Average		4.54	Average	18,185	
Median		3.00	Median	8,000	
Total Time in the Field			Manager's Capability		
		Years	5 = High		
Average		6.55	Organization	2.62	
Median		4.00	Design	2.62	
Administrative Support			Econ./Neigh. Vitality	3.24	
Yes	13	37.14%	Marketing	2.90	
No	22	62.86%	Safe-Clean-Green	2.95	
No Response	0	0.00%	Avg. Hour /Week		
		30			

Full-Time, Female Respondents

	#	%		F	M
Total Respondents	30	100%	Respondents Gender %	100%	0%
Respondents by Type			Executive Director ?		
MS Manager	22	73.3%	YES	19	63.3%
ES Manager	1	3.3%	NO	10	33.3%
KC Manager-MS Focus	2	6.7%	Uncertain	1	3.3%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	1	3.3%	High School	1	3.3%
BID Manager	1	3.3%	Some College	4	13.3%
Other	3	10.0%	College Degree	23	76.7%
No Response	0	0.0%	Post-Grad. Degree	2	6.7%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	30	100.0%	Average	\$	51,572.00
Part Time	0	0.0%	Median	\$	47,000.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	214,862
35-40	7	23.3%	Median	\$	180,000
40-50	19	63.3%			
50-60	3	10.0%	Municipal Support		
60+	1	3.3%	Average	18	Providing \$
No Response	0	0.0%	Median	\$	25,083.33
			Average %		11.67%
			Median %		8.33%
Time in Current Position			Municipal Population		
		Years	Average		20,259
Average		4.79	Median		9,523
Median		3.00			
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		6.47	Design		2.44
Median		3.75	Econ./Neigh. Vitality		2.61
			Marketing		3.22
Administrative Support			Safe-Clean-Green		2.83
Yes	13	43.33%			
No	17	56.67%			
No Response	0	0.00%			
Avg. Hour /Week		32.5			

Full-Time, Female, Executive Director Respondents

	#	%		F	M
Total Respondents	19	100%	Respondents Gender %	100%	0%
Respondents by Type			Executive Director ?		
MS Manager	14	73.7%	YES	19	100.0%
ES Manager	0	0.0%	NO	0	0.0%
KC Manager-MS Focus	2	10.5%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	1	5.3%
Combined MS/BID	1	5.3%	Some College	4	21.1%
BID Manager	1	5.3%	College Degree	13	68.4%
Other	1	5.3%	Post-Grad. Degree	1	5.3%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	19	100.0%	Average	\$	55,140.00
Part Time	0	0.0%	Median	\$	54,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	216,840
Less Than 35	0	0.0%	Median	\$	180,000
35-40	3	15.8%	Municipal Support		
40-50	12	63.2%	15	Providing \$	
50-60	3	15.8%	Average	\$	27,200.00
60+	1	5.3%	Median	\$	15,000.00
No Response	0	0.0%	Average %	12.54%	
Time in Current Position			Median %	8.33%	
		Years	Municipal Population		
Average			4.84	Average	
Median			3.00	13,439	
Total Time in the Field			Median	7,600	
		Years	Manager's Capability		
Average			6.57	5 = High	
Median			3.00	Organization	2.62
Administrative Support			Design	2.85	
Yes	10	52.63%	Econ./Neigh. Vitality	3.62	
No	9	47.37%	Marketing	3.08	
No Response	0	0.00%	Safe-Clean-Green	2.92	
Avg. Hour /Week			30		

Less Than Three Years of Experience Respondents

	#	%		F	M
Total Respondents	19	100%	Respondents Gender %	71%	29%
Respondents by Type			Executive Director ?		
MS Manager	13	68.4%	YES	12	63.2%
ES Manager	1	5.3%	NO	5	26.3%
KC Manager-MS Focus	0	0.0%	Uncertain	2	10.5%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	1	5.3%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	1	5.3%
Combined MS/BID	1	5.3%	Some College	2	10.5%
BID Manager	2	10.5%	College Degree	13	68.4%
Other	1	5.3%	Post-Grad. Degree	3	15.8%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	17	89.5%	Average	\$	47,194.44
Part Time	2	10.5%	Median	\$	45,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	207,739
Less Than 35	0	0.0%	Median	\$	159,697
35-40	5	26.3%	Municipal Support		
40-50	8	42.1%	8	Providing \$	
50-60	3	15.8%	Average	\$	18,562.50
60+	1	5.3%	Median	\$	9,250.00
No Response	0	0.0%	Average %	8.94%	
Time in Current Position			Median %	5.79%	
Years			Municipal Population		
Average	1.36		Average	18,628	
Median	1.25		Median	7,883	
Total Time in the Field			Manager's Capability		
Years			5 = High		
Average	1.36		Organization	3.33	
Median	1.25		Design	3.44	
Administrative Support			Econ./Neigh. Vitality	3.33	
Yes	5	26.32%	Marketing	3.33	
No	13	68.42%	Safe-Clean-Green	2.89	
No Response	1	5.26%	Avg. Hour /Week		
40					

Three to Five Years of Experience Respondents

	#	%		F	M
Total Respondents	8	100%	Respondents Gender %	75%	25%
Respondents by Type			Executive Director ?		
MS Manager	4	50.0%	YES	6	75.0%
ES Manager	1	12.5%	NO	2	25.0%
KC Manager-MS Focus	1	12.5%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	0	0.0%
Combined MS/BID	0	0.0%	Some College	1	12.5%
BID Manager	0	0.0%	College Degree	7	87.5%
Other	2	25.0%	Post-Grad. Degree	0	0.0%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	7	87.5%	Average	\$	44,562.50
Part Time	1	12.5%	Median	\$	44,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	163,000
Less Than 35	0	0.0%	Median	\$	150,000
35-40	1	12.5%	Municipal Support		
40-50	6	75.0%	Average	5	Providing \$
50-60	1	12.5%	Average	\$	33,000.00
60+	0	0.0%	Median	\$	40,000.00
No Response	0	0.0%	Average %		20.25%
Time in Current Position			Median %		26.67%
		Years	Municipal Population		
Average		4.00	Average		16,576
Median		3.75	Median		7,600
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		4.00	Design		3.33
Median		3.75	Econ./Neigh. Vitality		4.67
Administrative Support			Marketing		3.33
Yes	1	12.50%	Safe-Clean-Green		3.33
No	7	87.50%	Avg. Hour /Week		
No Response	0	0.0%	20		

Six to Ten Years of Experience Respondents

	#	%		F	M
Total Respondents	7	100%	Respondents Gender %	85.7%	14.3%
Respondents by Type			Executive Director ?		
MS Manager	6	85.7%	YES	4	57.1%
ES Manager	1	14.3%	NO	3	42.9%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	0	0.0%
Combined MS/BID	0	0.0%	Some College	0	0.0%
BID Manager	0	0.0%	College Degree	5	71.4%
Other	0	0.0%	Post-Grad. Degree	2	28.6%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	6	85.7%	Average	\$	45,771.43
Part Time	1	14.3%	Median	\$	44,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	142,500
Less Than 35	0	0.0%	Median	\$	142,500
35-40	1	14.3%	Municipal Support		
40-50	3	42.9%	Average	\$	24,000.00
50-60	2	28.6%	Median	\$	24,000.00
60+	0	0.0%	Average %		16.84%
No Response	0	0.0%	Median %		16.84%
Time in Current Position			Municipal Population		
		Years	Average		21,736
Average		7.04	Median		8,500
Median		6.00	Manager's Capability		
Total Time in the Field			Organization		1.80
		Years	Design		2.20
Average		7.61	Econ./Neigh. Vitality		2.20
Median		7.75	Marketing		2.40
Administrative Support			Safe-Clean-Green		3.00
Yes	3	42.86%	5 = High		
No	4	57.14%			
No Response	0	0.0%			
Avg. Hour /Week		40			

More Than Ten Years of Experience Respondents

	#	%		F	M
Total Respondents	17	100%	Respondents Gender %	47.1%	52.9%
Respondents by Type			Executive Director ?		
MS Manager	11	64.7%	YES	11	64.7%
ES Manager	1	5.9%	NO	6	35.3%
KC Manager-MS Focus	1	5.9%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	1	5.9%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	1	5.9%	High School	1	5.9%
BID Manager	1	5.9%	Some College	3	17.6%
Other	1	5.9%	College Degree	10	58.8%
No Response	0	0.0%	Post-Grad. Degree	3	17.6%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	14	82.4%	Average	\$	55,762.35
Part Time	3	17.6%	Median	\$	58,000.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	220,933
35-40	2	11.8%	Median	\$	200,000
40-50	6	35.3%			
50-60	4	23.5%	Municipal Support 12 Providing \$		
60+	2	11.8%	Average	\$	26,041.67
No Response	0	0.0%	Median	\$	15,000.00
			Average %		11.79%
			Median %		7.50%
Time in Current Position Years			Municipal Population		
Average		9.12	Average		21,321
Median		10.00	Median		10,000
Total Time in the Field Years			Manager's Capability 5 = High		
Average		18.76	Organization		2.77
Median		17.00	Design		2.85
			Econ./Neigh. Vitality		3.38
Administrative Support			Marketing		2.85
Yes	7	41.18%	Safe-Clean-Green		3.46
No	10	58.82%			
No Response	0	0.0%			
Avg. Hour /Week		32.5			

Less Than Four Year College Degree Respondents

	#	%		F	M
Total Respondents	11	100%	Respondents Gender %	81.8%	18.2%
Respondents by Type			Executive Director ?		
MS Manager	9	81.8%	YES	7	63.6%
ES Manager	1	9.1%	NO	3	27.3%
KC Manager-MS Focus	0	0.0%	Uncertain	1	9.1%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	2	18.2%
Combined MS/BID	0	0.0%	Some College	6	54.5%
BID Manager	0	0.0%	College Degree	3	27.3%
Other	1	9.1%	Post-Grad. Degree	0	0.0%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	10	90.9%	Average	\$	48,363.64
Part Time	1	9.1%	Median	\$	50,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	241,010
Less Than 35	0	0.0%	Median	\$	218,720
35-40	2	18.2%	Municipal Support		
40-50	5	45.5%	Average	7	Providing \$
50-60	3	27.3%	Average	\$	37,857.14
60+	0	0.0%	Median	\$	27,500.00
No Response	0	0.0%	Average %		15.71%
Time in Current Position			Median %		12.57%
		Years	Municipal Population		
Average		5.15	Average		23,284
Median		3.00	Median		10,000
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		9.37	Design		2.29
Median		6.00	Econ./Neigh. Vitality		2.43
Administrative Support			Marketing		3.14
Yes	6	54.55%	Safe-Clean-Green		3.14
No	5	45.45%			
No Response	0	0.0%			
Avg. Hour /Week		32.5			

Four Year College Degree Respondents

	#	%		F	M
Total Respondents	35	100%	Respondents Gender %	71.4%	28.6%
Respondents by Type			Executive Director ?		
MS Manager	23	65.7%	YES	22	62.9%
ES Manager	2	5.7%	NO	12	34.4%
KC Manager-MS Focus	2	5.7%	Uncertain	1	2.9%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	2	5.7%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	1	2.9%	High School	0	0.0%
BID Manager	2	5.7%	Some College	0	0.0%
Other	3	8.6%	College Degree	35	100.0%
No Response	0	0.0%	Post-Grad. Degree	0	0.0%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	32	91.4%	Average	\$	51,158.86
Part Time	3	8.6%	Median	\$	47,000.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	186,992
35-40	7	20.0%	Median	\$	160,000
40-50	18	51.4%			
50-60	7	20.0%	Municipal Support 19 Providing \$		
60+	1	2.9%	Average	\$	23,105.26
No Response	0	0.0%	Median	\$	10,000.00
			Average %		12.36%
			Median %		6.25%
Time in Current Position Years			Municipal Population		
Average		5.23	Average		22,852
Median		3.75	Median		8,500
Total Time in the Field Years			Manager's Capability 5 = High		
Average		8.34	Organization		2.75
Median		5.00	Design		2.90
Administrative Support			Econ./Neigh. Vitality		3.25
Yes	10	29.41%	Marketing		2.80
No	24	70.59%	Safe-Clean-Green		2.95
No Response	0	0.0%			
Avg. Hour /Week		30			

Post Graduate Degree Respondents

	#	%		F	M
Total Respondents	8	100%	Respondents Gender %	50%	50%
Respondents by Type			Executive Director ?		
MS Manager	5	62.5%	YES	5	62.5%
ES Manager	1	12.5%	NO	3	37.5%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	0	0.0%
Combined MS/BID	0	0.0%	Some College	0	0.0%
BID Manager	1	12.5%	College Degree	0	0.0%
Other	1	12.5%	Post-Grad. Degree	8	100.0%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	5	62.5%	Average	\$	43,114.29
Part Time	3	37.5%	Median	\$	40,000.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	250,250
Less Than 35	0	0.0%	Median	\$	295,000
35-40	1	12.5%	Municipal Support		
40-50	1	12.5%	Average	3	Providing \$
50-60	1	12.5%	Average	\$	5,000.00
60+	2	25.0%	Median	\$	5,000.00
No Response	0	0.0%	Average %		2.00%
Time in Current Position			Median %		2.00%
		Years	Municipal Population		
Average		4.58	Average		13,684
Median		3.50	Median		8,019
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		8.19	Design		3.20
Median		6.88	Econ./Neigh. Vitality		3.00
Administrative Support			Marketing		3.20
Yes	2	25.00%	Safe-Clean-Green		2.80
No	6	75.00%			4.00
No Response	0	0.0%			
Avg. Hour /Week		40			

PDC Groups Description

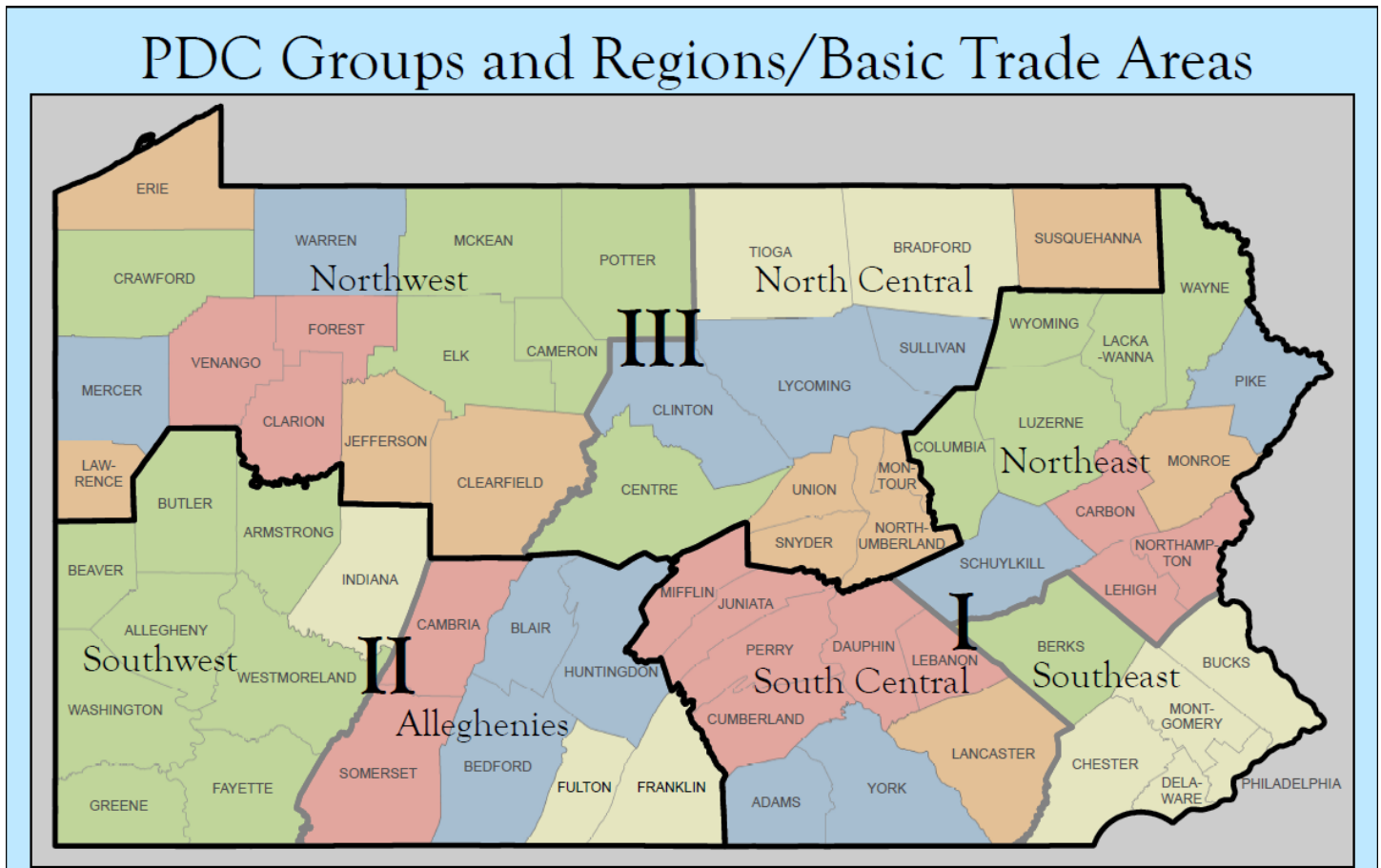
Salary Reports by PDC Groups and Regions

Pennsylvania is a large state. It is a mix of urban and rural landscapes. It contains communities with both big city and small town values. And it is home to substantially different trade areas, with different lifestyle preferences and different costs of living. It is impossible, in addressing the issue of managers' salaries and benefits, to create a one-size-fits-all report that captures the realities of these regional differences.

In order to provide a more specific and nuanced document that is relevant to all Pennsylvania communities, PDC has generated a series of reports that reflect the unique characteristics of each region. The reports on the following pages are keyed to the "named regions," and the counties within them, on the map below. This map, which delineates PDC's membership regions, is a hybrid of both the Rand McNally Commercial Atlas' Primary Trade Areas and the Commonwealths Partnership for Regional

Economic Performance (PREP) areas. The fact that this map represents a rational market area definition further allows for both managers and boards to fine tune their salary and benefit negotiations as appropriate to their region and community.

A word of caution is in order here. The cost of living differences within these regions may be significant. To simply compare the salary and other provided information in Southeast PA (Philadelphia) where housing and some other costs are substantially higher, with a town in the North Central part of the state, without taking these cost of living differences into account, may lead both the manager and the board to make erroneous comparisons and decisions.



PDC North East Region Respondents

	#	%		F	M
Total Respondents	9	100%	Respondents Gender %	77.8%	22.2%
Respondents by Type			Executive Director ?		
MS Manager	5	55.6%	YES	3	33.3%
ES Manager	1	11.1%	NO	6	66.7%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	1	11.1%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	1	11.1%	High School	0	0.0%
BID Manager	0	0.0%	Some College	0	0.0%
Other	1	11.1%	College Degree	8	88.9%
No Response	0	0.0%	Post-Grad. Degree	1	11.1%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	9	100.0%	Average	\$	57,888.89
Part Time	0	0.0%	Median	\$	47,000.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	230,512
35-40	1	11.1%	Median	\$	112,000
40-50	6	66.7%			
50-60	1	11.1%	Municipal Support		
60+	1	11.1%	Average	0	Providing \$
No Response	0	0.0%	Median	\$	0.00
			Average %		0.0%
			Median %		0.0%
Time in Current Position			Municipal Population		
		Years	Average		38,246
Average		4.73	Median		27,000
Median		2.30			
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		5.73	Design		2.80
Median		2.30	Econ./Neigh. Vitality		3.40
			Marketing		3.00
Administrative Support			Safe-Clean-Green		2.60
Yes	1	11.11%			3.00
No	8	88.89%			
No Response	0	0.0%			
Avg. Hour /Week		20			

PDC South Central Region Respondents

	#	%		F	M
Total Respondents	9	100%	Respondents Gender %	55.6%	44.4%
Respondents by Type			Executive Director ?		
MS Manager	5	55.6%	YES	8	88.9%
ES Manager	1	11.1%	NO	1	11.1%
KC Manager-MS Focus	1	11.1%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	1	11.1%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	0	0.0%	High School	0	0.0%
BID Manager	0	0.0%	Some College	2	22.2%
Other	1	11.1%	College Degree	7	77.8%
No Response	0	0.0%	Post-Grad. Degree	0	0.0%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	9	100.0%	Average	\$	53,706.67
Part Time	0	0.0%	Median	\$	55,000.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	144,286
35-40	2	22.2%	Median	\$	164,000
40-50	4	44.4%			
50-60	3	33.3%	Municipal Support 6 Providing \$		
60+	0	0.0%	Average	\$	27,916.67
No Response	0	0.0%	Median	\$	15,000.00
			Average %		19.35%
			Median %		9.15%
Time in Current Position Years			Municipal Population		
Average		7.17	Average		18,886
Median		3.50	Median		15,609
Total Time in the Field Years			Manager's Capability 5 = High		
Average		13.06	Organization		2.83
Median		11.00	Design		3.00
			Econ./Neigh. Vitality		3.17
Administrative Support			Marketing		3.50
Yes	2	22.22%	Safe-Clean-Green		3.67
No	7	77.78%			
No Response	0	0.0%			
Avg. Hour /Week		30			

PDC South East Region Respondents

	#	%		F	M
Total Respondents	10	100%	Respondents Gender %	80%	20%
Respondents by Type			Executive Director ?		
MS Manager	8	80.0%	YES	8	80.0%
ES Manager	0	0.0%	NO	2	20.0%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	0	0.0%	High School	1	10.0%
BID Manager	1	10.0%	Some College	3	30.0%
Other	1	10.0%	College Degree	3	30.0%
No Response	0	0.0%	Post-Grad. Degree	3	30.0%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	10	100.0%	Average	\$	54,333.33
Part Time	0	0.0%	Median	\$	44,000.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	281,740
35-40	2	20.0%	Median	\$	297,500
40-50	5	50.0%			
50-60	2	20.0%	Municipal Support		
60+	1	10.0%	Average	\$	38,333.33
No Response	0	0.0%	Median	\$	35,000.00
			Average %		13.61%
			Median %		11.76%
Time in Current Position			Municipal Population		
		Years	Average		15,322
Average		5.05	Median		10,000
Median		3.00			
Total Time in the Field			Manager's Capability		
		Years	Organization		2.00
Average		7.05	Design		2.33
Median		3.00	Econ./Neigh. Vitality		3.67
Administrative Support			Marketing		2.67
Yes	5	50.00%	Safe-Clean-Green		2.33
No	5	50.00%			
No Response	0	0.0%			
Avg. Hour /Week		35			

PDC South West Region Respondents

	#	%		F	M
Total Respondents	6	100%	Respondents Gender %	33.3%	66.7%
Respondents by Type			Executive Director ?		
MS Manager	5	83.3%	YES	3	50.0%
ES Manager	0	0.0%	NO	3	50.0%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	1	16.7%	High School	0	0.0%
BID Manager	0	0.0%	Some College	0	0.0%
Other	0	0.0%	College Degree	3	50.0%
No Response	0	0.0%	Post-Grad. Degree	3	50.0%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	3	50.0%	Average	\$	41,516.67
Part Time	3	50.0%	Median	\$	39,500.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	60,188
35-40	0	0.0%	Median	\$	52,875
40-50	1	16.7%			
50-60	2	33.3%	Municipal Support 1 Providing \$		
60+	0	0.0%	Average	\$	6,667.67
No Response	3	50.0%	Median	\$	0.00
			Average %		11.08%
			Median %		0.0%
Time in Current Position Years			Municipal Population		
Average		6.27	Average		11,673
Median		5.75	Median		8,019
Total Time in the Field Years			Manager's Capability 5 = High		
Average		12.58	Organization		3.75
Median		12.50	Design		3.00
			Econ./Neigh. Vitality		3.25
Administrative Support			Marketing		3.25
Yes	2	33.33%	Safe-Clean-Green		3.50
No	4	66.67%			
No Response	0	0.0%			
Avg. Hour /Week		30			

PDC Southern Alleghenies Region Respondents

	#	%		F	M
Total Respondents	6	100%	Respondents Gender %	66.7%	33.3%
Respondents by Type			Executive Director ?		
MS Manager	5	83.3%	YES	4	66.7%
ES Manager	0	0.0%	NO	1	16.7%
KC Manager-MS Focus	0	0.0%	Uncertain	1	16.7%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	0	0.0%
Combined MS/BID	0	0.0%	Some College	1	16.7%
BID Manager	0	0.0%	College Degree	5	83.3%
Other	1	16.7%	Post-Grad. Degree	0	0.0%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	4	66.7%	Average	\$	36,733.33
Part Time	2	33.3%	Median	\$	43,800.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	173,561
Less Than 35	0	0.0%	Median	\$	174,123
35-40	2	33.3%	Municipal Support		
40-50	1	16.7%	Average	4	Providing \$
50-60	2	33.3%	Average	\$	18,250.00
60+	0	0.0%	Median	\$	19,000.00
No Response	0	0.0%	Average %		10.52%
Time in Current Position			Median %		10.91%
		Years	Municipal Population		
Average		4.20	Average		7,762
Median		4.50	Median		4,871
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		10.00	Design		2.00
Median		8.00	Econ./Neigh. Vitality		3.00
Administrative Support			Marketing		2.50
Yes	2	33.33%	Safe-Clean-Green		3.50
No	3	50.00%	Avg. Hour /Week		
No Response	1	16.67%	35		

PDC North Central Region Respondents

	#	%		F	M
Total Respondents	5	100%	Respondents Gender %	100%	0%
Respondents by Type			Executive Director ?		
MS Manager	2	40.0%	YES	4	80.0%
ES Manager	1	20.0%	NO	0	0.0%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	1	20.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	0	0.0%
Combined MS/BID	0	0.0%	Some College	0	0.0%
BID Manager	1	20.0%	College Degree	3	60.0%
Other	0	0.0%	Post-Grad. Degree	1	20.0%
No Response	1	20.0%	No Response	1	20.0%
Employment Category			Salary		
Full Time	3	60.0%	Average	\$	51,775.00
Part Time	1	20.0%	Median	\$	51,500.00
No response	1	20.0%	Total Budget		
Hours Worked Per week			Average	\$	326,000
Less Than 35	0	0.0%	Median	\$	185,000
35-40	0	0.0%	Municipal Support		
40-50	3	60.0%	Average	3	Providing \$
50-60	0	0.0%	Average	\$	41,666.67
60+	0	0.0%	Median	\$	40,000.00
No Response	2	40.0%	Average %		12.78%
Time in Current Position			Median %		21.62%
		Years	Municipal Population		
Average		3.34	Average		41,667
Median		2.75	Median		40,000
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		3.34	Design		3.67
Median		2.75	Econ./Neigh. Vitality		3.00
Administrative Support			Marketing		3.33
Yes	2	40.0%	Safe-Clean-Green		3.33
No	2	40.0%			
No Response	1	20.0%			
Avg. Hour /Week		20			

PDC North West Region Respondents

	#	%		F	M
Total Respondents	6	100%	Respondents Gender %	66.7%	33.3%
<i>Respondents by Type</i>			<i>Executive Director ?</i>		
MS Manager	3	50.0%	YES	3	50.0%
ES Manager	1	16.7%	NO	3	50.0%
KC Manager-MS Focus	1	16.7%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	<i>Educational Level</i>		
Reg. Main Street Coord.	0	0.0%	High School	1	16.7%
Combined MS/BID	0	0.0%	Some College	0	0.0%
BID Manager	1	16.7%	College Degree	5	83.3%
Other	0	0.0%	Post-Grad. Degree	0	0.0%
No Response	0	0.0%	No Response	0	0.0%
<i>Employment Category</i>			<i>Salary</i>		
Full Time	5	83.3%	Average	\$	44,916.67
Part Time	1	16.7%	Median	\$	39,100.00
No response	0	0.0%	<i>Total Budget</i>		
<i>Hours Worked Per week</i>			Average	\$	330,697
Less Than 35	0	0.0%	Median	\$	330,697
35-40	1	16.7%	<i>Municipal Support</i>		
40-50	3	50.0%	Average	1	Providing \$
50-60	0	0.0%	Average	\$	50,000.00
60+	1	16.7%	Median	\$	25,000.00
No Response	0	0.0%	Average %		15.12%
<i>Time in Current Position</i>			Median %		7.56%
		Years	<i>Municipal Population</i>		
Average		5.18	Average		25,371
Median		5.50	Median		9,173
<i>Total Time in the Field</i>			<i>Manager's Capability</i>		
		Years	Organization		5 = High
Average		8.35	Design		2.50
Median		7.25	Econ./Neigh. Vitality		3.25
<i>Administrative Support</i>			Marketing		2.50
Yes	2	33.33%	Safe-Clean-Green		2.75
No	4	66.67%			
No Response	0	0.0%			
Avg. Hour /Week		40			

Population Under 10,000 Respondents

	#	%		F	M
Total Respondents	28	100%	Respondents Gender %	75%	25%
Respondents by Type			Executive Director ?		
MS Manager	22	78.6%	YES	19	67.9%
ES Manager	1	3.6%	NO	7	25.0%
KC Manager-MS Focus	2	7.1%	Uncertain	2	7.1%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	2	7.1%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	0	0.0%	High School	1	3.6%
BID Manager	0	0.0%	Some College	2	7.1%
Other	1	3.6%	College Degree	20	71.4%
No Response	0	0.0%	Post-Grad. Degree	5	17.9%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	21	75.0%	Average	\$	42,405.71
Part Time	7	25.0%	Median	\$	41,500.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	149,125
35-40	6	21.4%	Median	\$	135,500
40-50	12	42.9%			
50-60	3	10.7%	Municipal Support 14 Providing \$		
60+	1	3.6%	Average	\$	22,071.43
No Response	0	0.0%	Median	\$	13,750.00
			Average %		14.80%
			Median %		10.15%
Time in Current Position Years			Municipal Population		
Average		5.07	Average		6,058
Median		3.25	Median		5,971
Total Time in the Field Years			Manager's Capability 5 = High		
Average		7.17	Organization		2.68
Median		4.25	Design		2.63
			Econ./Neigh. Vitality		3.21
Administrative Support			Marketing		2.89
Yes	10	35.71%	Safe-Clean-Green		3.11
No	18	64.29%			
No Response	0	0.0%			
Avg. Hour /Week		30			

10,000 – 50,000 Population Respondents

	#	%		F	M
Total Respondents	17	100%	Respondents Gender %	58.8%	41.2%
Respondents by Type			Executive Director ?		
MS Manager	10	58.8%	YES	12	70.6%
ES Manager	1	5.9%	NO	5	29.4%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%			
Reg. Main Street Coord.	0	0.0%	Educational Level		
Combined MS/BID	2	11.8%	High School	1	5.9%
BID Manager	2	11.8%	Some College	4	23.5%
Other	2	11.8%	College Degree	9	52.9%
No Response	0	0.0%	Post-Grad. Degree	3	17.6%
			No Response	0	0.0%
Employment Category			Salary		
Full Time	17	100.0%	Average	\$	60,062.50
Part Time	0	0.0%	Median	\$	57,000.00
No response	0	0.0%			
Hours Worked Per week			Total Budget		
Less Than 35	0	0.0%	Average	\$	250,283
35-40	2	11.8%	Median	\$	192,500
40-50	8	47.1%			
50-60	6	35.3%	Municipal Support 10 Providing \$		
60+	1	5.9%	Average	\$	30,500.00
No Response	0	0.0%	Median	\$	17,500.00
			Average %		12.19%
			Median %		9.09%
Time in Current Position Years			Municipal Population		
Average		5.72	Average		21,275
Median		4.75	Median		20,000
Total Time in the Field Years			Manager's Capability 5 = High		
Average		9.90	Organization		3.22
Median		8.50	Design		3.67
Administrative Support			Econ./Neigh. Vitality		3.78
Yes	5	29.41%	Marketing		3.44
No	11	64.71%	Safe-Clean-Green		3.67
No Response	1	5.88%			
Avg. Hour /Week		40			

Population Over 50,000 Respondents

	#	%		F	M
Total Respondents	6	100%	Respondents Gender %	66.7%	33.3%
Respondents by Type			Executive Director ?		
MS Manager	2	33.3%	YES	2	33.3%
ES Manager	2	33.3%	NO	4	66.7%
KC Manager-MS Focus	0	0.0%	Uncertain	0	0.0%
KC Manager-ES Focus	0	0.0%	No Response	0	0.0%
KC Manager - Combined	0	0.0%	Educational Level		
Reg. Main Street Coord.	0	0.0%	High School	0	0.0%
Combined MS/BID	0	0.0%	Some College	0	0.0%
BID Manager	1	16.7%	College Degree	6	100.0%
Other	1	16.7%	Post-Grad. Degree	0	0.0%
No Response	0	0.0%	No Response	0	0.0%
Employment Category			Salary		
Full Time	6	100.0%	Average	\$	54,333.33
Part Time	0	0.0%	Median	\$	51,500.00
No response	0	0.0%	Total Budget		
Hours Worked Per week			Average	\$	275,500
Less Than 35	0	0.0%	Median	\$	250,000
35-40	1	16.7%	Municipal Support		
40-50	3	50.0%	Average	3	Providing \$
50-60	1	16.7%	Average	\$	20,000.00
60+	1	16.7%	Median	\$	5,000.00
No Response	0	0.0%	Average %		7.26%
Time in Current Position			Median %		2.00%
		Years	Municipal Population		
Average		4.58	Average		78,544
Median		3.50	Median		77,000
Total Time in the Field			Manager's Capability		
		Years	Organization		5 = High
Average		11.58	Design		2.50
Median		5.00	Econ./Neigh. Vitality		2.00
Administrative Support			Marketing		1.50
Yes	1	16.67%	Safe-Clean-Green		2.00
No	5	83.33%			
No Response	0	0.0%			
Avg. Hour /Week		20			



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