



Trends in Chamber Operations 2015

ACCE's 12th Annual Edition

Produced in part through generous support from



U.S. CHAMBER OF COMMERCE FOUNDATION
Institute for Organization Management



Chamber Operations Survey Report FY 2015

Twelfth Annual Chamber Operations Survey



Introduction

Overview of the Survey

This twelfth annual ACCE Chamber Operations Survey continues to build on data collection from and about chambers of commerce. Statistics have been calculated from 286 chambers' 2015 program year data for the following areas:

- Organizational structure and function
- Governance
- Staffing
- Membership
- Finances

Purpose

ACCE strives to identify standards for statistics most chambers track in their organizations. The Chamber Operations Survey is conducted annually with questions carefully worded to ensure appropriate apples-to-apples comparisons.

Survey Methods

Survey invitations were emailed to 1,258 chambers of commerce across the United States and Canada. All invitees are members of the Association of Chamber of Commerce Executives. The survey was administered online, and ACCE staff compiled data from surveys completed as of March 21, 2016.

Respondent Profile

286 chambers of commerce responded to the survey, approximately a 23% response rate.

- 76 respondents have annual total revenue of \$450,000 and under
- 67 respondents have annual total revenue between \$450,001 and \$900,000
- 68 respondents have annual total revenue between \$900,001 and \$2,000,000
- 49 respondents have annual total revenue between \$2,000,001 and \$5,000,000
- 26 respondents have annual total revenue above \$5,000,000

Last year we changed the way we calculate averages to match the Dynamic Chamber Benchmarking platform. Most of the averages in this publication represent the median vs. the mean average used in prior years. The median average neutralizes outliers, whereas the mean average did not. Annual trend data in this publication will have a mix of mean averages for years 2010-2013 and median average for 2014-2015.

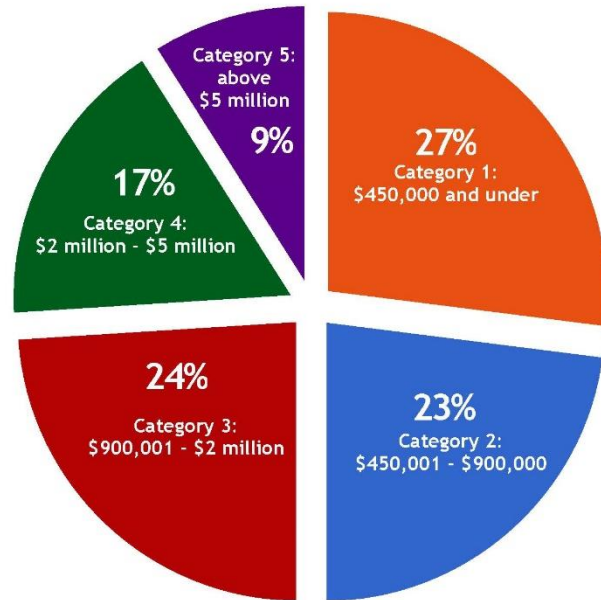
Contact ACCE

Questions? Contact us at HERO@acce.org or call (703) 998-3524.

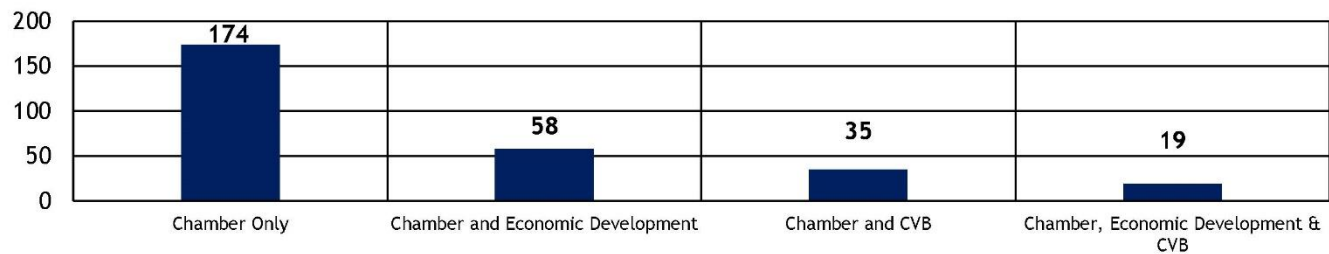
ACCE's 2015 Operations Survey Report

Breakdown by percentage of total respondents. Where 286 respondents equals 100%, each category size below is shown as a percentage of the total.

- Number of Respondents
- Category 1: \$450,000 and under
 - Category 2: \$450,001 - \$900,000
 - Category 3: \$900,001 - \$2 million
 - Category 4: \$2,000,001 - \$5 million
 - Category 5: above \$5 million



Organizational function(s) and the corresponding number of survey respondents with those functions.

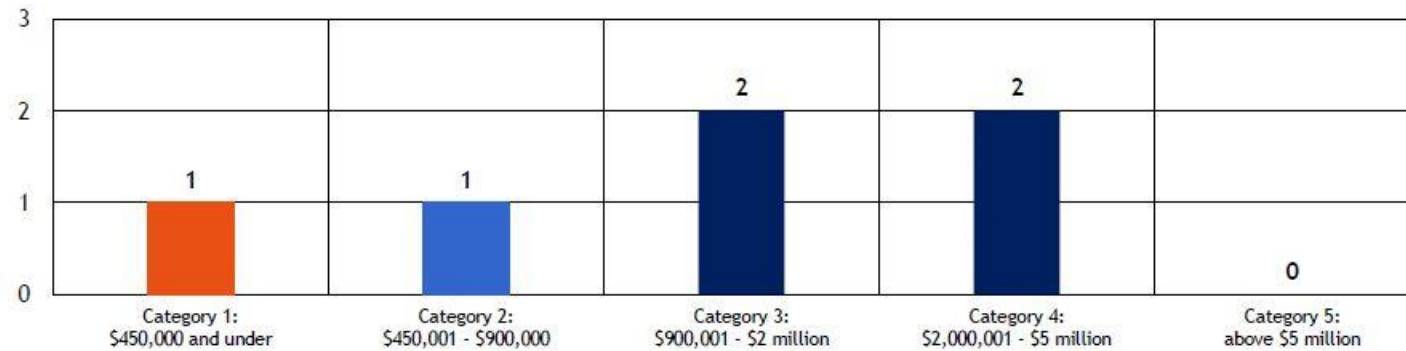


- Total Annual Revenue Categories
- Category 1: \$450,000 and under
 - Category 2: \$450,001 - \$900,000
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 - Category 5: above \$5 million

Organizational Structure and Function

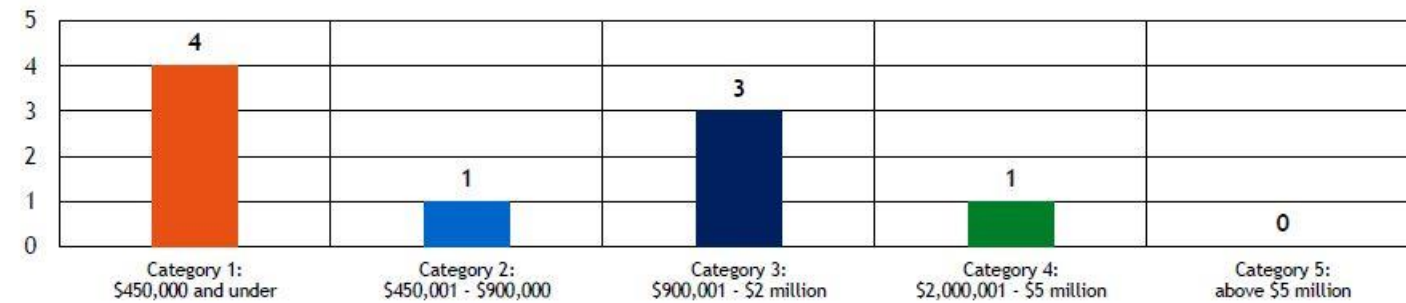
1. Total Number of Chamber Mergers

Survey Question: Has your chamber merged with another organization in your region (e.g., a merger of ED and chamber or multiple chamber merger) in fiscal year 2015?



2. Total Number of Major Functions Assumed by Another Organization

Survey Question: Has your chamber lost any major organizational functions to another organization in your region (e.g., a separation of ED and chamber and tourism) in fiscal year 2015?

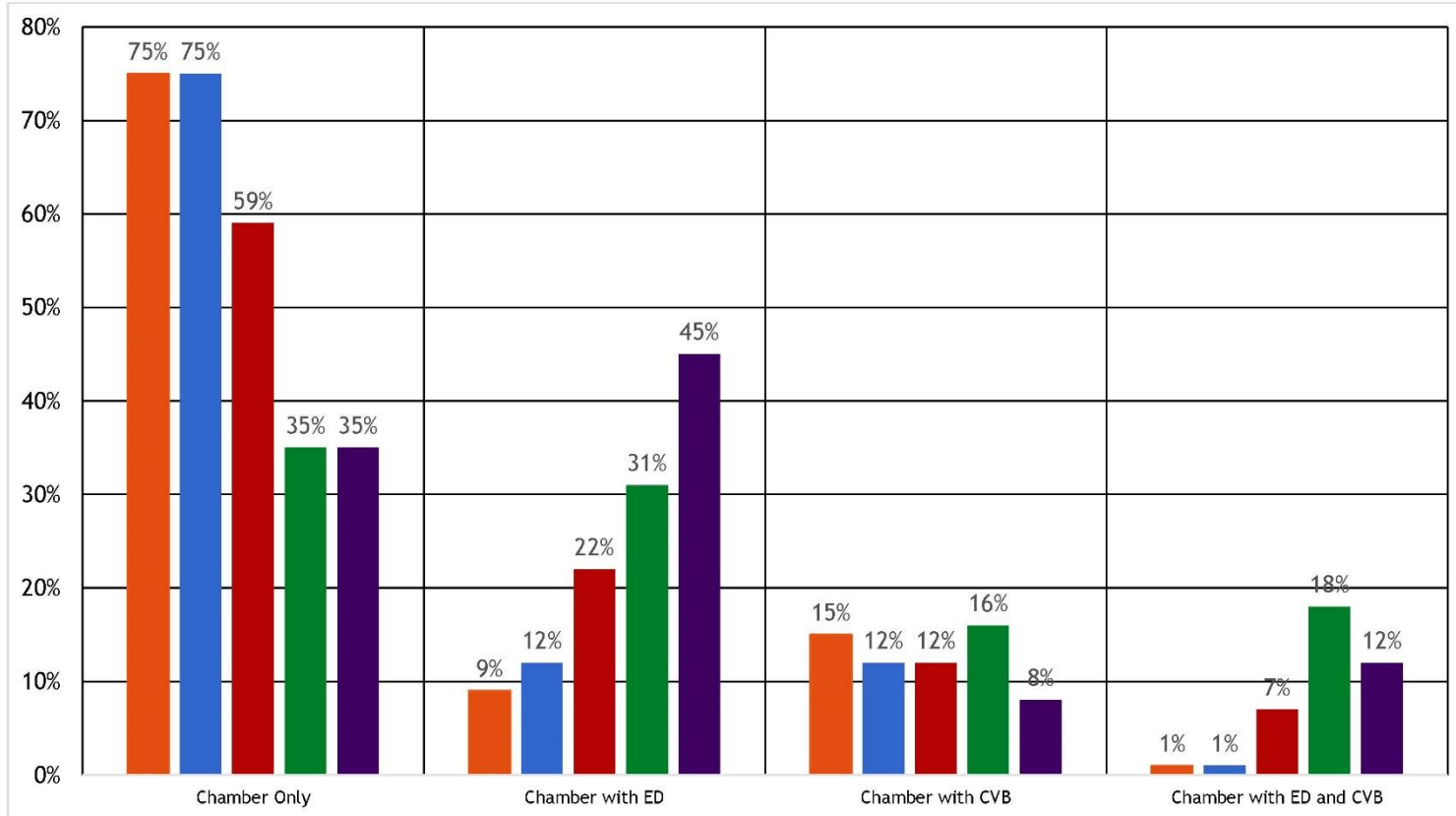


Organizational Structure and Function

3. Chambers with or without CVB/ED

Survey Question: If your chamber is NOT responsible for primary functions of ED and/or CVB, choose "Chamber of Commerce." If your chamber is responsible for ED primary functions, choose "Chamber and Economic Development (ED)." If your chamber is responsible for CVB functions (but not ED), choose "Chamber and Convention and Visitor's Bureau (CVB)." Otherwise, if your chamber is responsible for BOTH CVB and ED primary functions, choose the "Chamber, CVB and ED" option.

- Total Annual Revenue Categories
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 - Category 2: \$450,001 - \$900,000
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Organizational Structure and Function

4. Comparison* of Chamber Metrics by Structure and Function

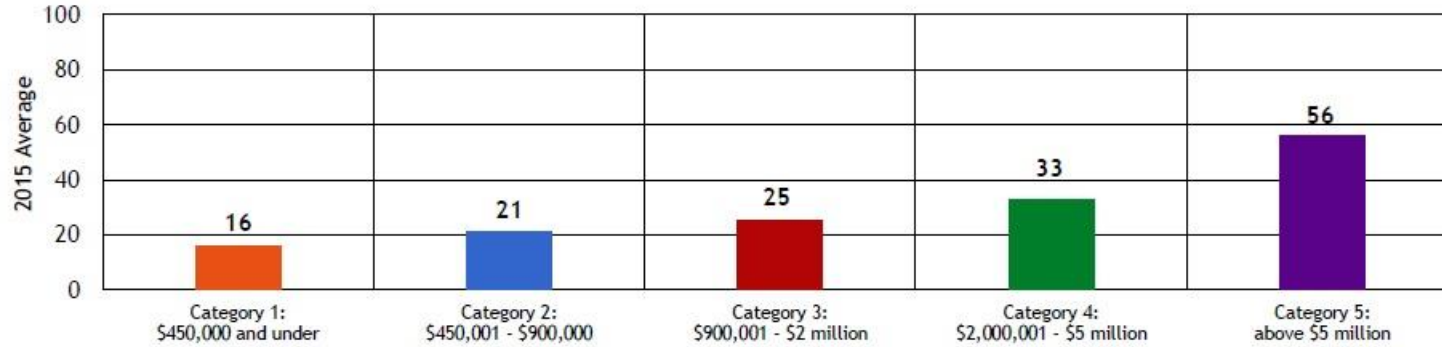
* Note: not all chambers provided answers to this question. Only chambers who indicated organization function are included in this breakdown.

	Count	Average Net Income	Average Net Assets	Average Net Assets as a Percentage of Total Annual Expenses	Average Member Retention Rate - Dollars	Average Member Retention Rate - Accounts	Average Revenue per Member	Average Unrestricted Revenue per Member	Average Unrestricted Revenue per FTE	Average Revenue per FTE
Chamber Only	106	\$15,165	\$321,886	40%	89%	86%	\$860	\$950	\$122,171	\$127,725
Chamber with CVB	24	\$26,303	\$480,917	38%	91%	90%	\$846	\$951	\$93,604	\$163,561
Chamber with Econ Dev	45	\$46,285	\$648,339	45%	89%	85%	\$1,242	\$1,351	\$122,221	\$152,264
Chamber with both CVB and Econ Dev	15	\$96,002	\$918,099	40%	89%	85%	\$1,100	\$1,220	\$106,462	\$146,268

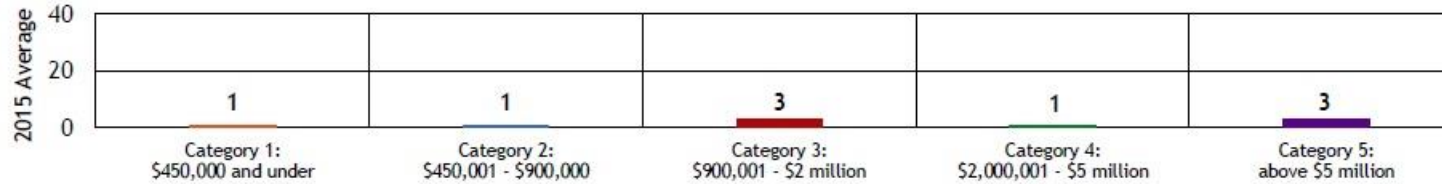
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Governance

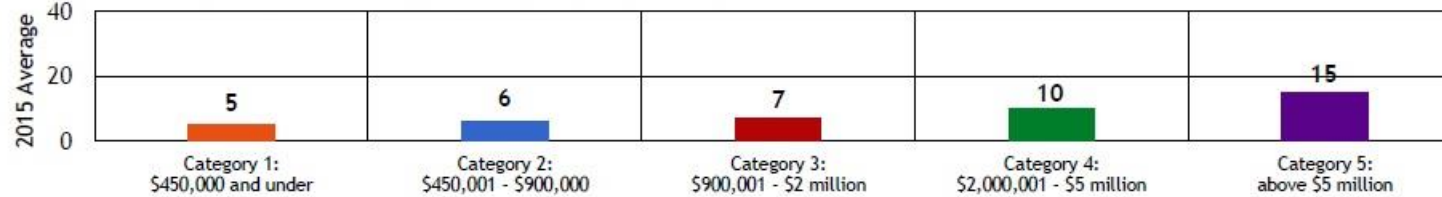
1. Median Number of Voting Members on Board of Directors



2. Median Number of Life, Emeritus, and Ex-Officio Board Members



3. Median Number of Executive Committee Members



- Total Annual Revenue Categories
- Category 1: \$450,000 and under
 - Category 2: \$450,001 - \$900,000
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Governance

4. Median Number of Times the Board Meets Annually



5. Median Number of Times the Executive Committee Meets Annually



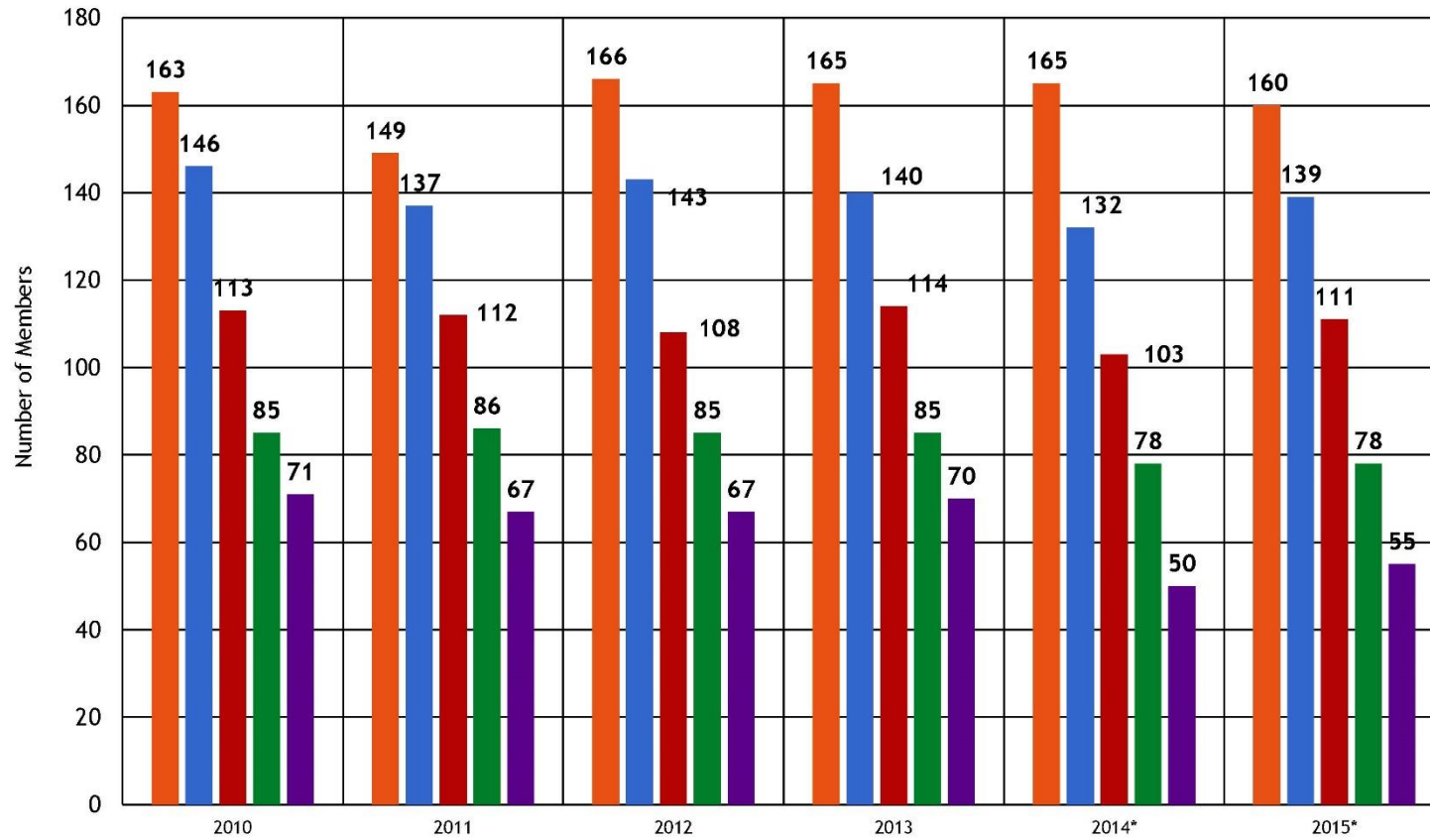
Total Annual Revenue Categories

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Staffing

1. Average Number of Members per FTE (Full-Time Equivalent)

Calculation: average of (number of memberships divided by number of full-time staff equivalents)
 * 2014-15 is a median average, 2010-13 represent the mean average



Total Annual Revenue Categories

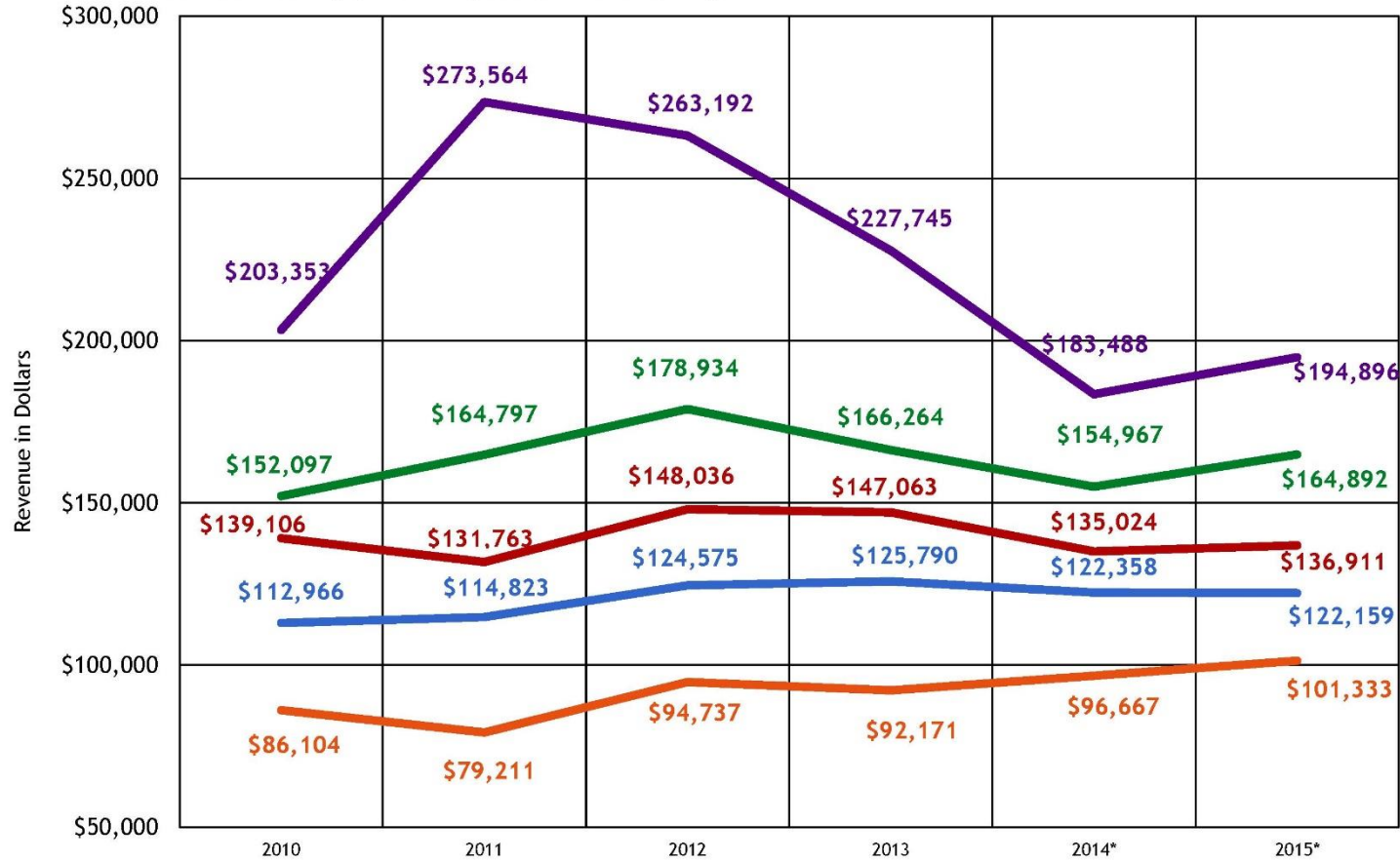
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- Category 5: above \$5 million

Staffing

2. Average Revenue per FTE

Calculation: average of (total revenue divided by number of full-time staff equivalents)

* 2014-15 is a median average, 2010-13 represent the mean average



Total Annual Revenue Categories

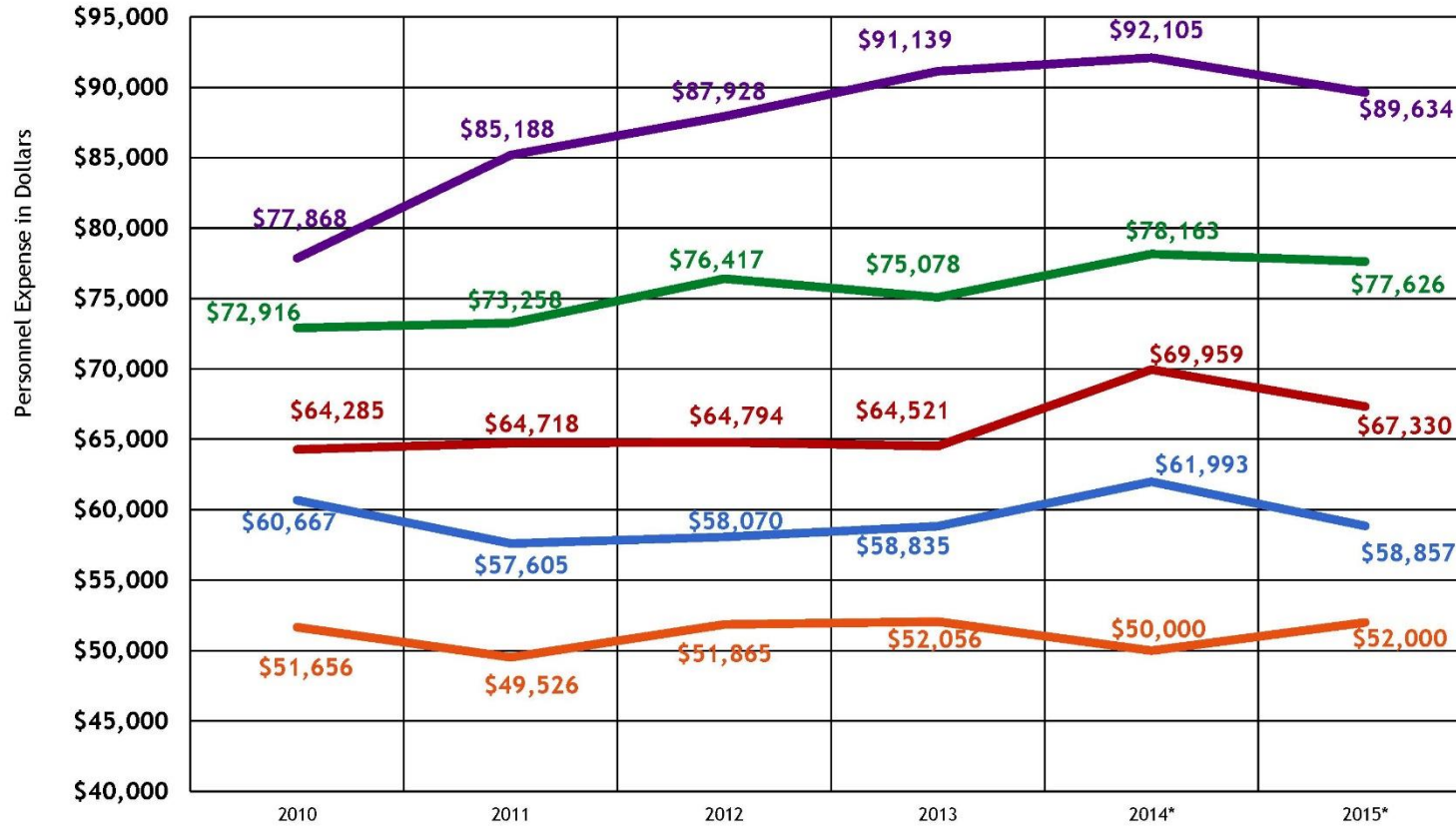
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Staffing

3. Average Personnel Expense per FTE

Calculation: average of (personnel expense divided by number of full-time staff)

* 2014-15 is a median average, 2010-13 represent the mean average



- Total Annual Revenue Categories
- Category 1: \$450,000 and under
 - Category 2: \$450,001 - \$900,000
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 - Category 5: above \$5 million

Staffing

4. Average Staff Turnover Rate

Calculation: (number of employees at the end of fiscal year 2014 minus number of those still employed at the end of fiscal year 2015) divided by the number of employees at the end of fiscal year 2014.



5. Average Employee Tenure in Years

Calculation: (total number of years each current employee has worked for the organization) divided by the number of current employees.



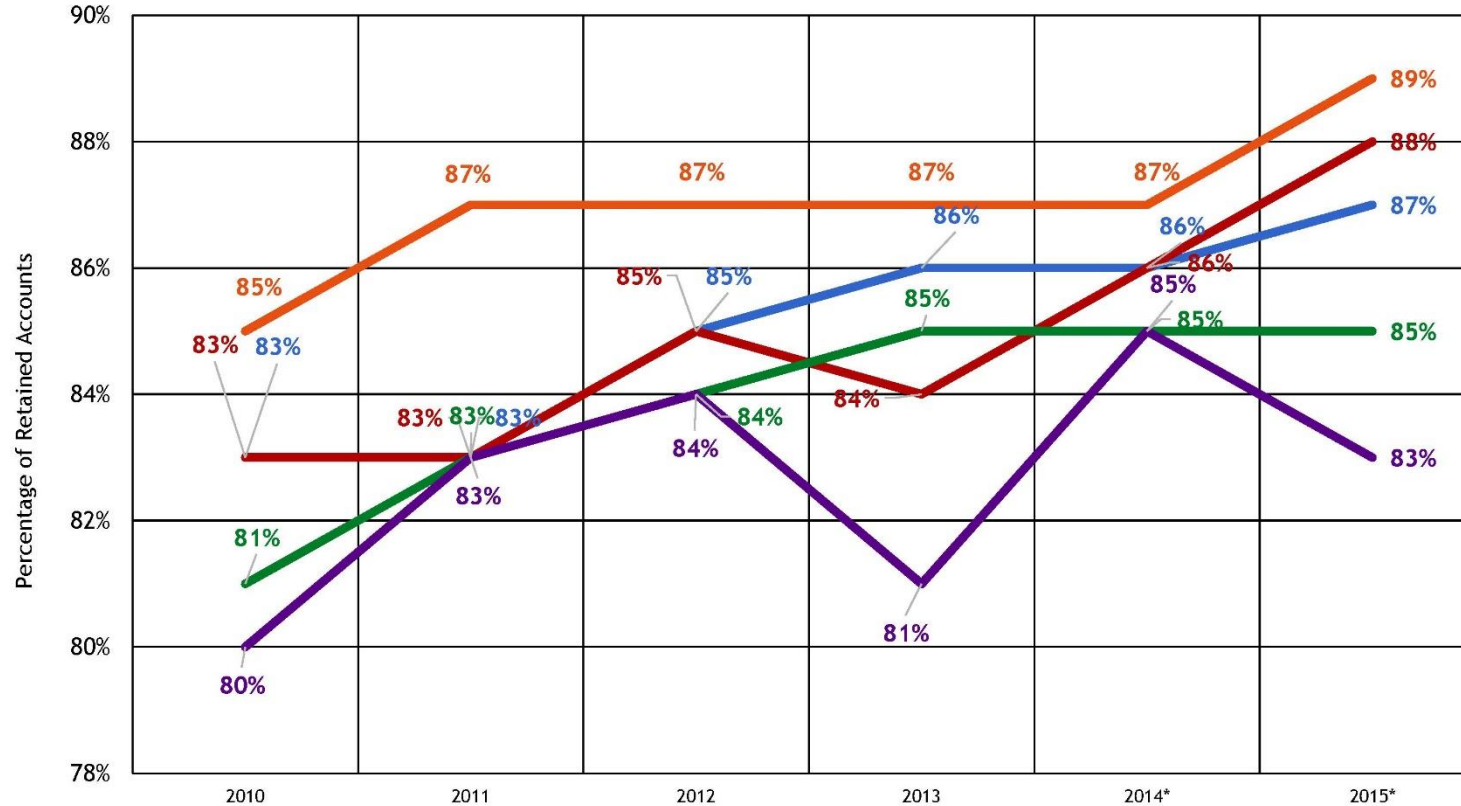
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Membership

1a. Average Member Retention - Accounts

This chart shows annual member retention percentages, calculated as follows, with 2015 as an example: (number of 2014 membership accounts minus number of cancellations in 2015), divided by the number of 2014 membership accounts.

* 2014-15 is a median average, 2010-13 represent the mean average



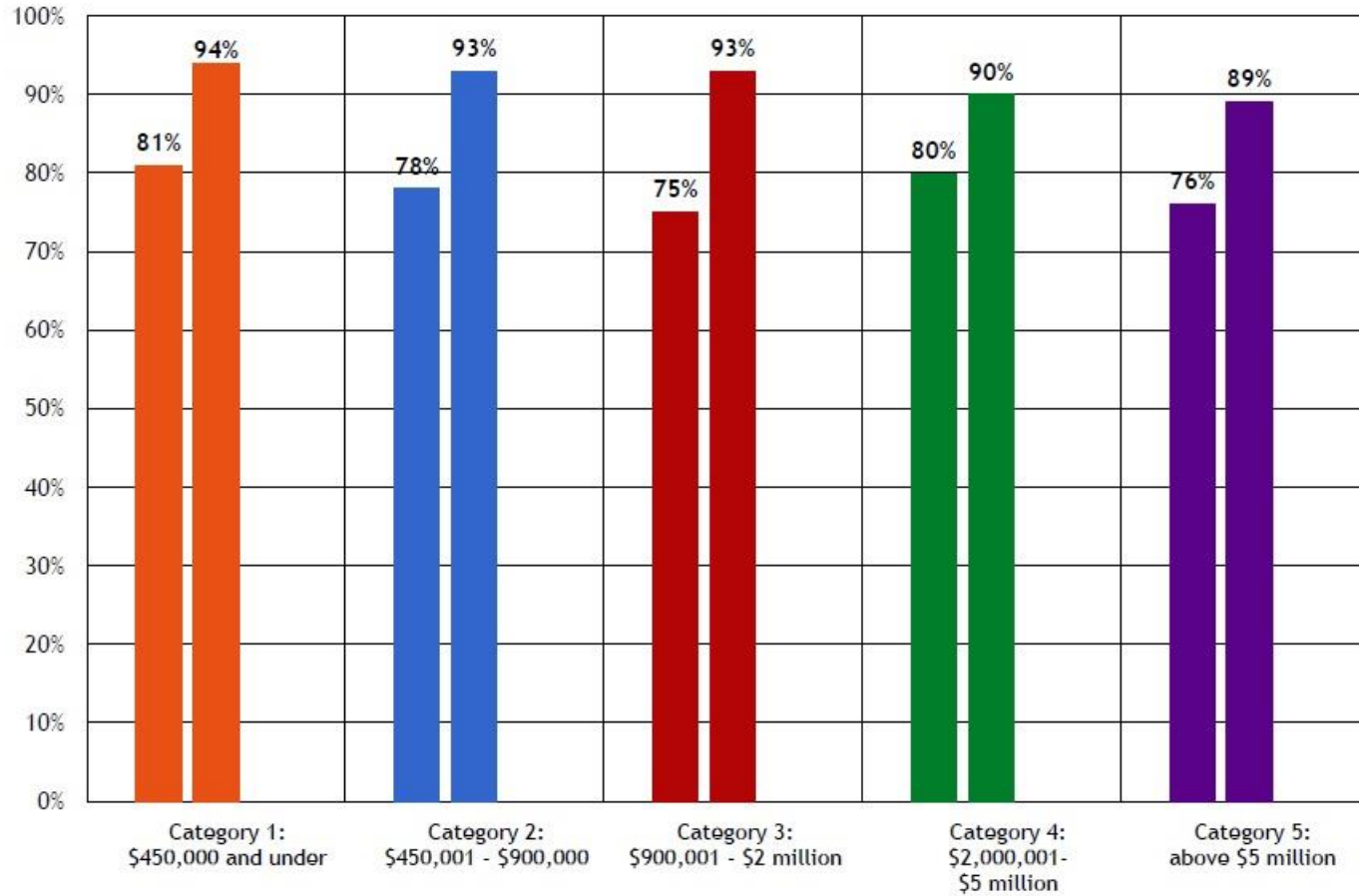
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Membership

1b. Member Retention - Accounts

Mean Average of 10 Lowest and 10 Highest



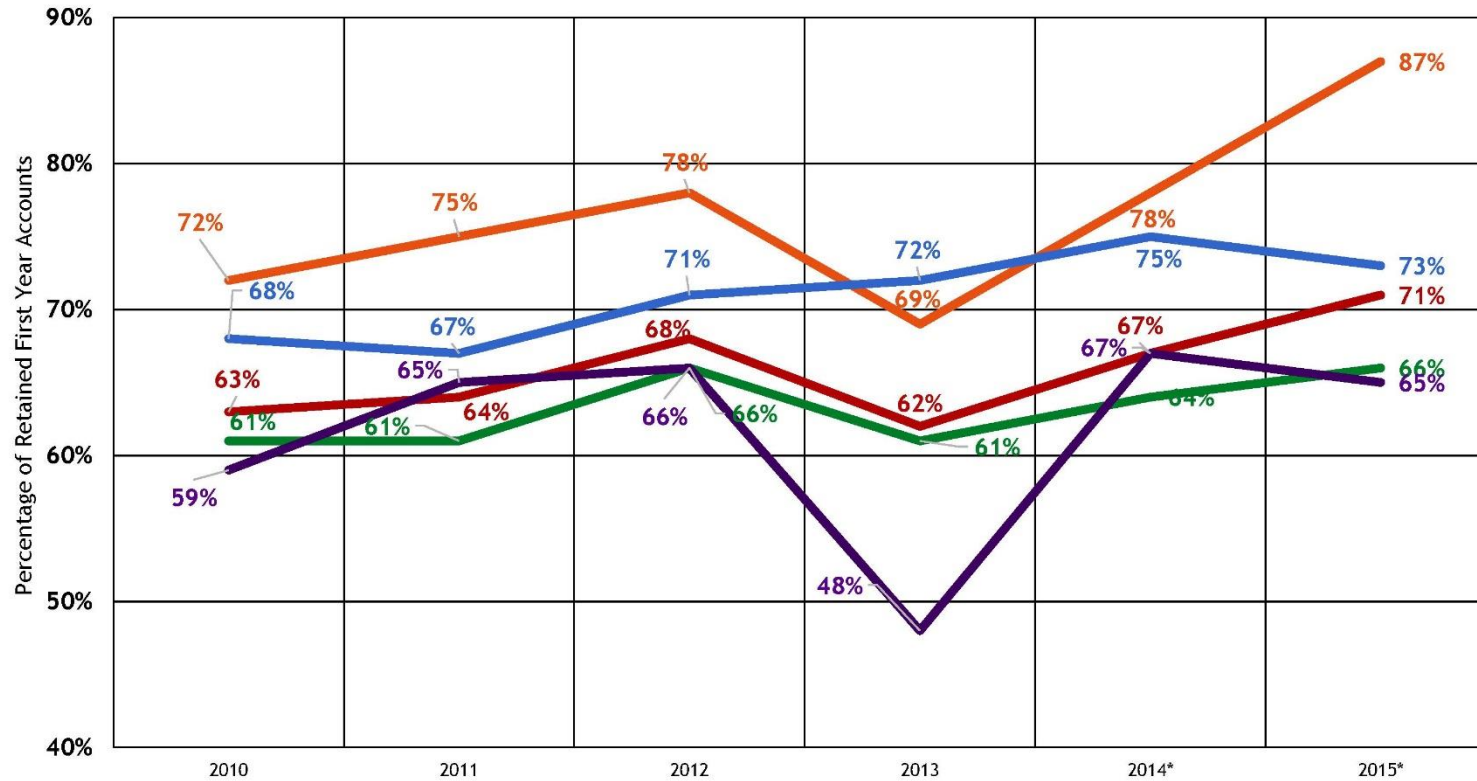
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Membership

2a. Average First Year Member Retention - Accounts

This chart shows first year member retention percentages, calculated as follows, with 2015 as an example: (number of 2014 new member accounts minus number of new member cancellations in 2015) divided by the number of 2014 new member accounts.

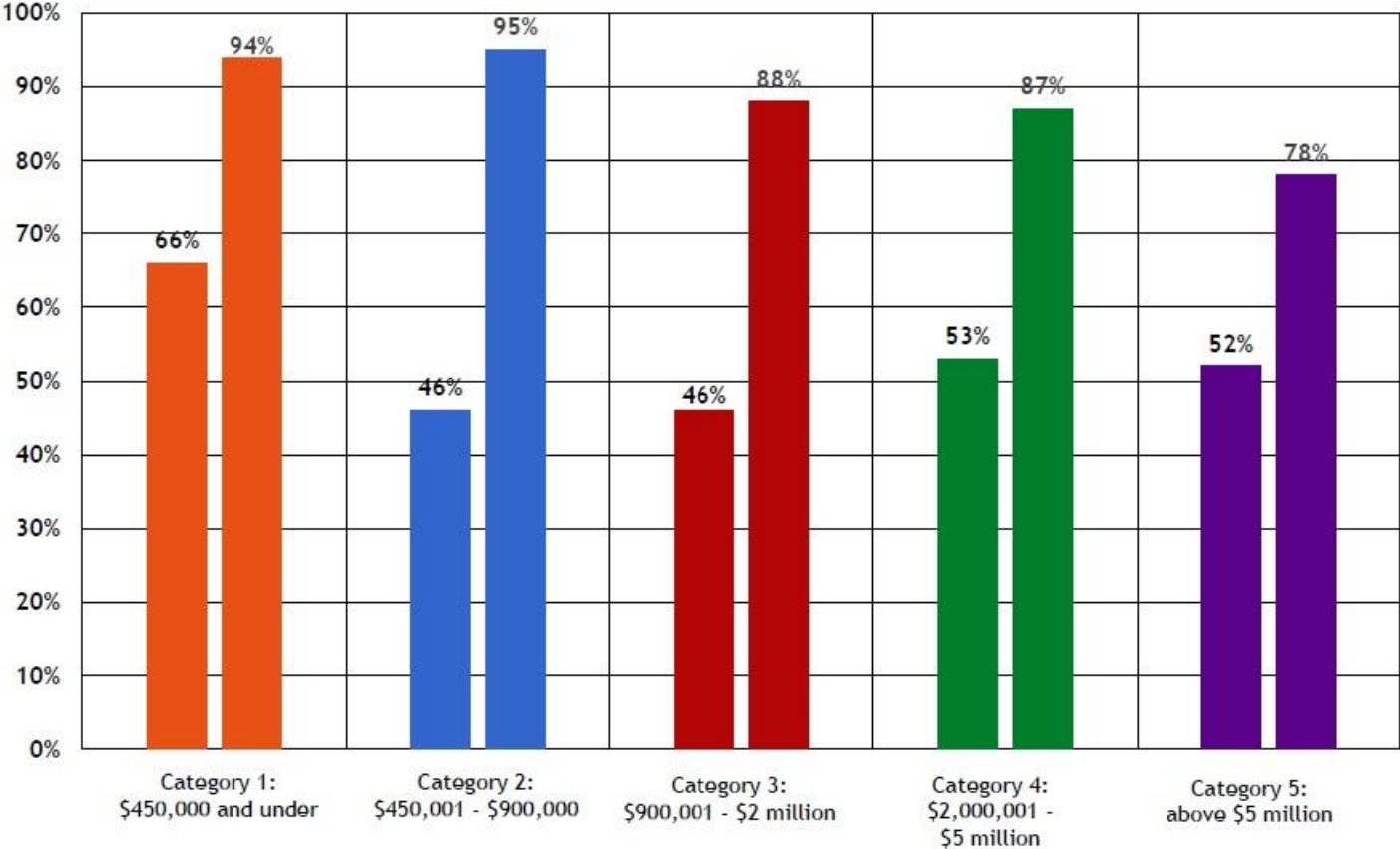
* 2014-15 is a median average, 2010-13 represent the mean average



Membership

2b. Average First Year Member Retention - Accounts
Mean Average of 10 Lowest and 10 Highest

- Total Annual Revenue Categories
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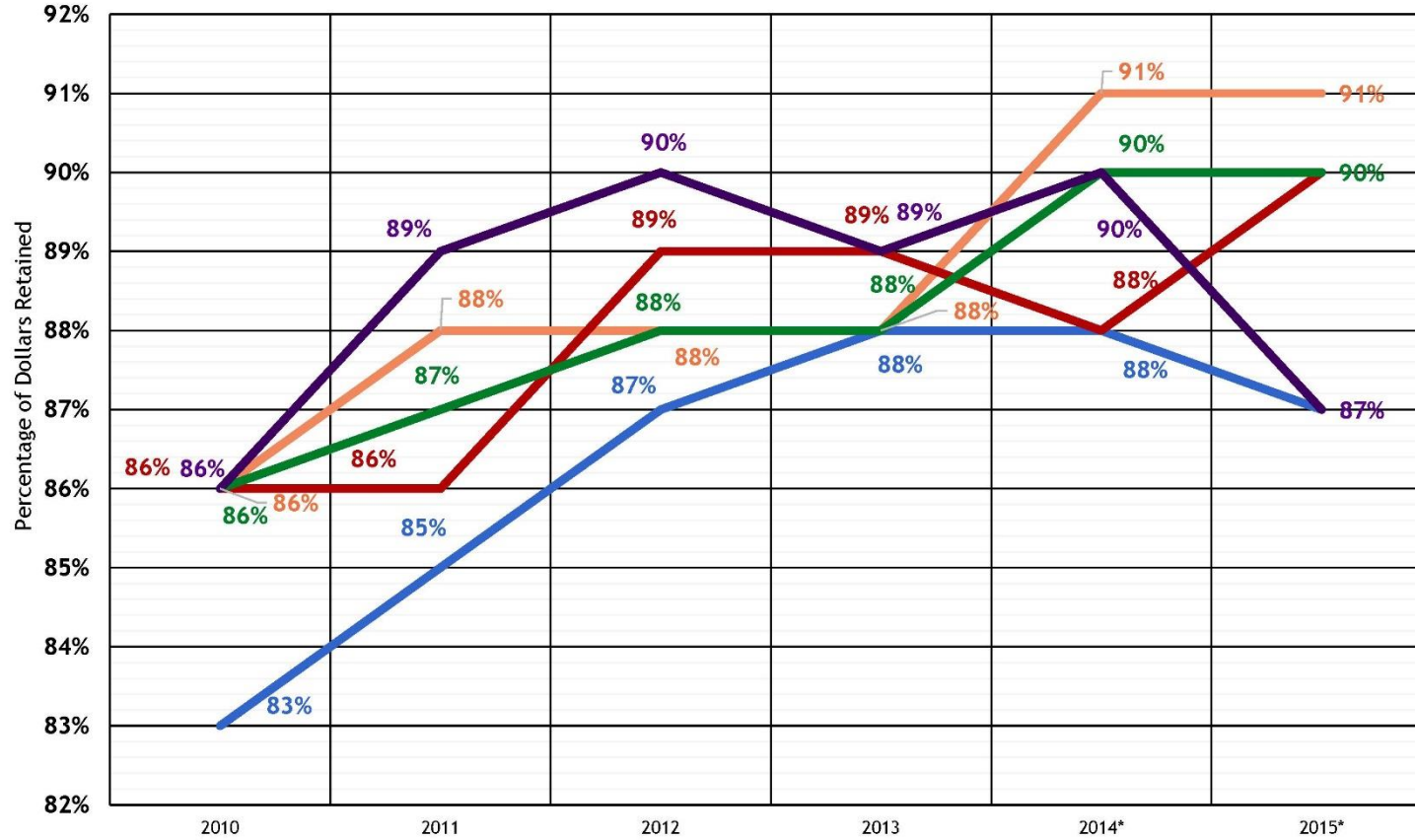


Membership

3a. Average Member Retention - Dollars

This chart shows the percentage of retained dues year to year, calculated as follows, with 2015 as an example: (dues of 2014 memberships minus dues of canceled members in 2015) divided by dues of 2014 memberships.

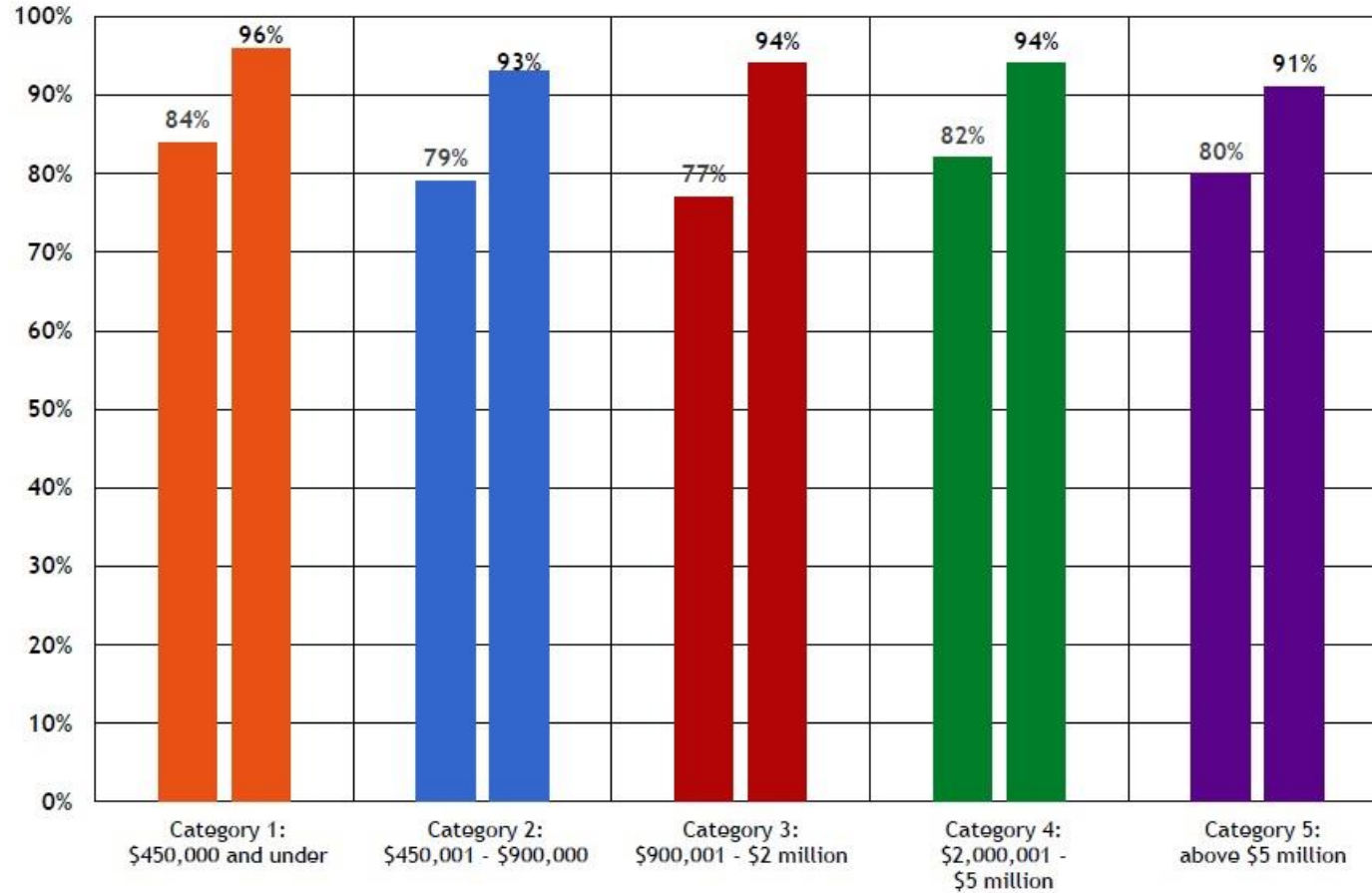
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Membership

3b. Average Member Retention - Dollars
Mean Average of 10 Lowest and 10 Highest

- Total Annual Revenue Categories
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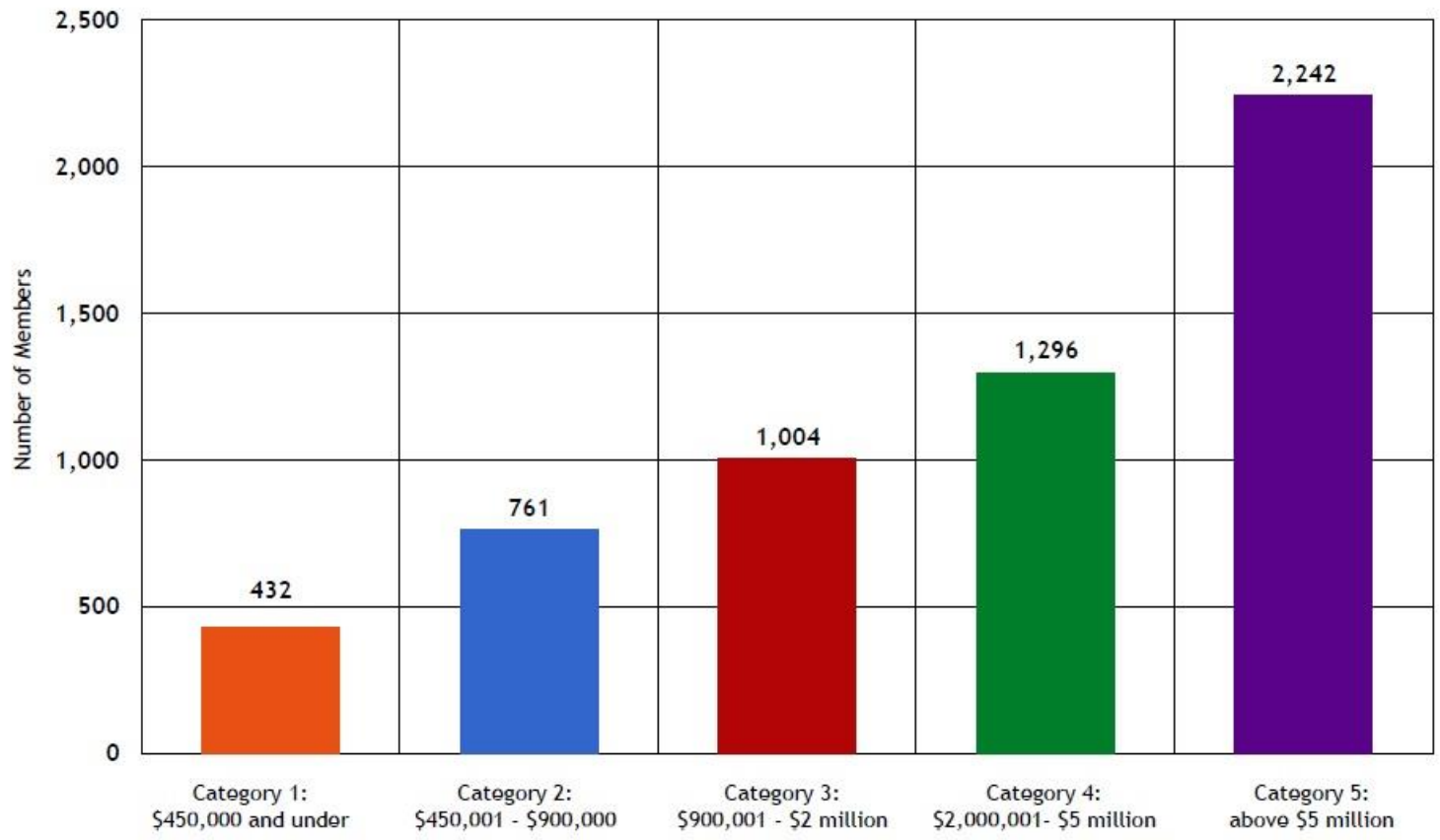


- Total Annual Revenue Categories
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Membership

4. Median Current Membership

Median number of members in each revenue category.



Total Annual Revenue Categories

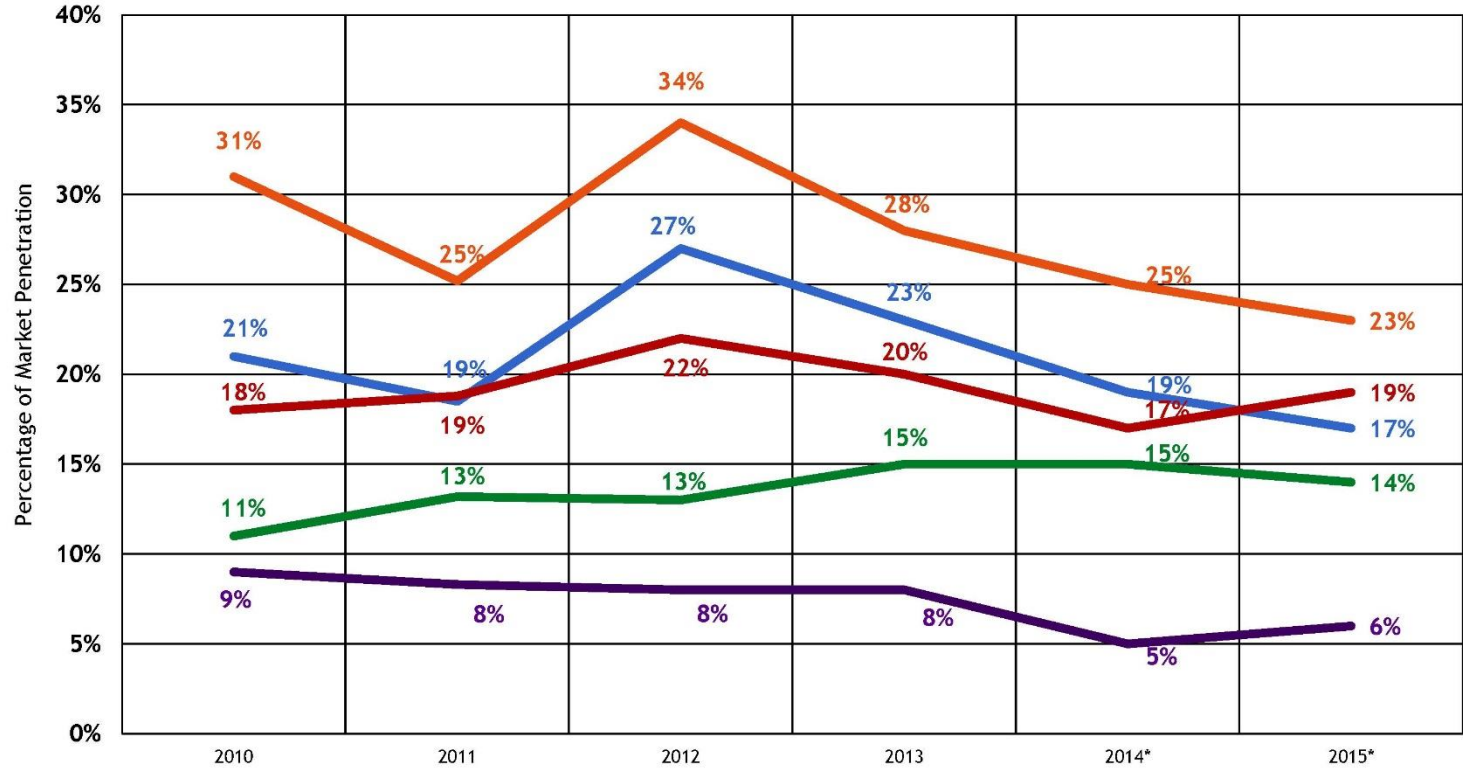
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Membership

5. Market Penetration Rate

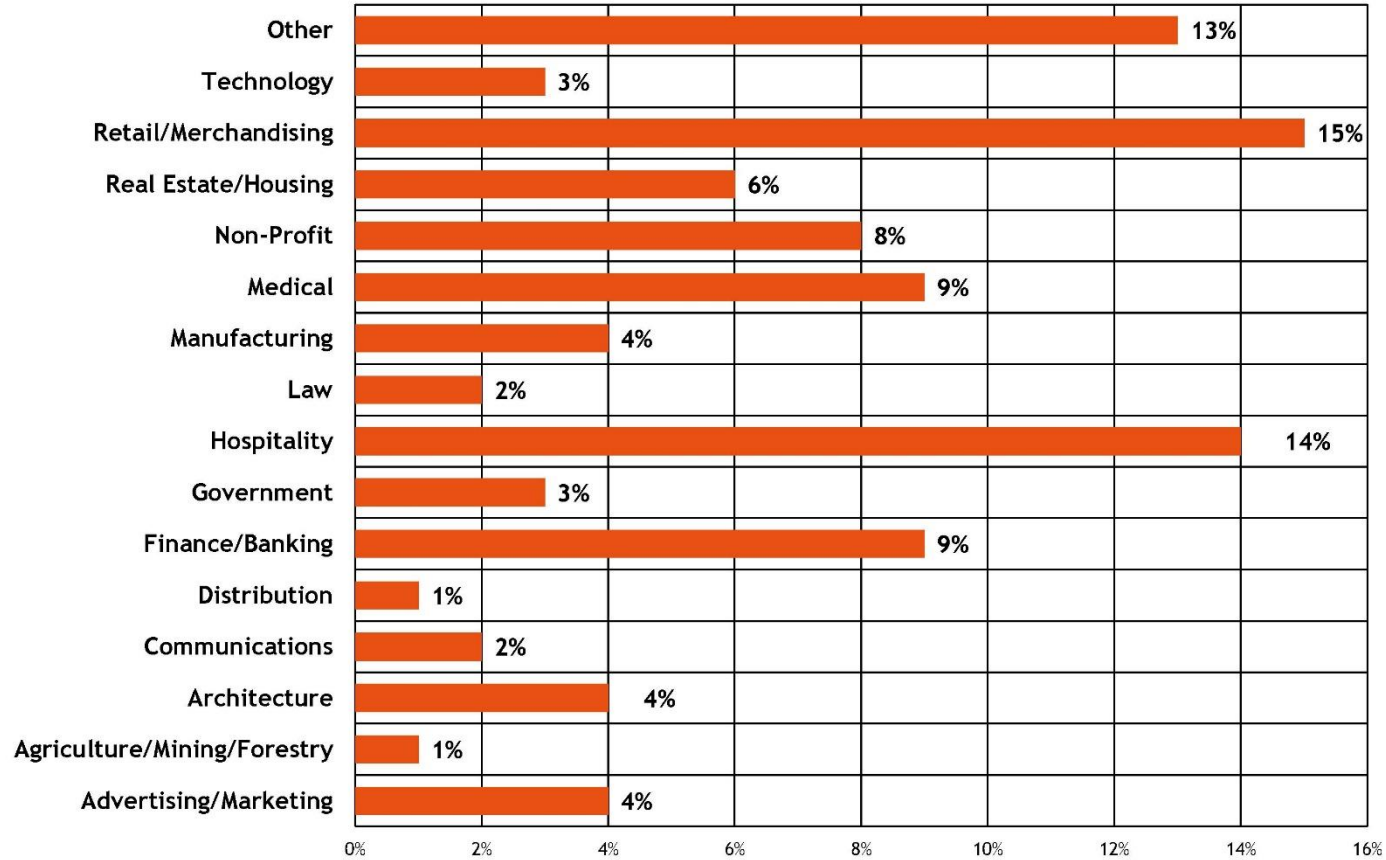
Calculation: average of (number of chamber members divided by the total number of businesses in the service area).

* 2014-15 is a median average, 2010-13 represent the mean average



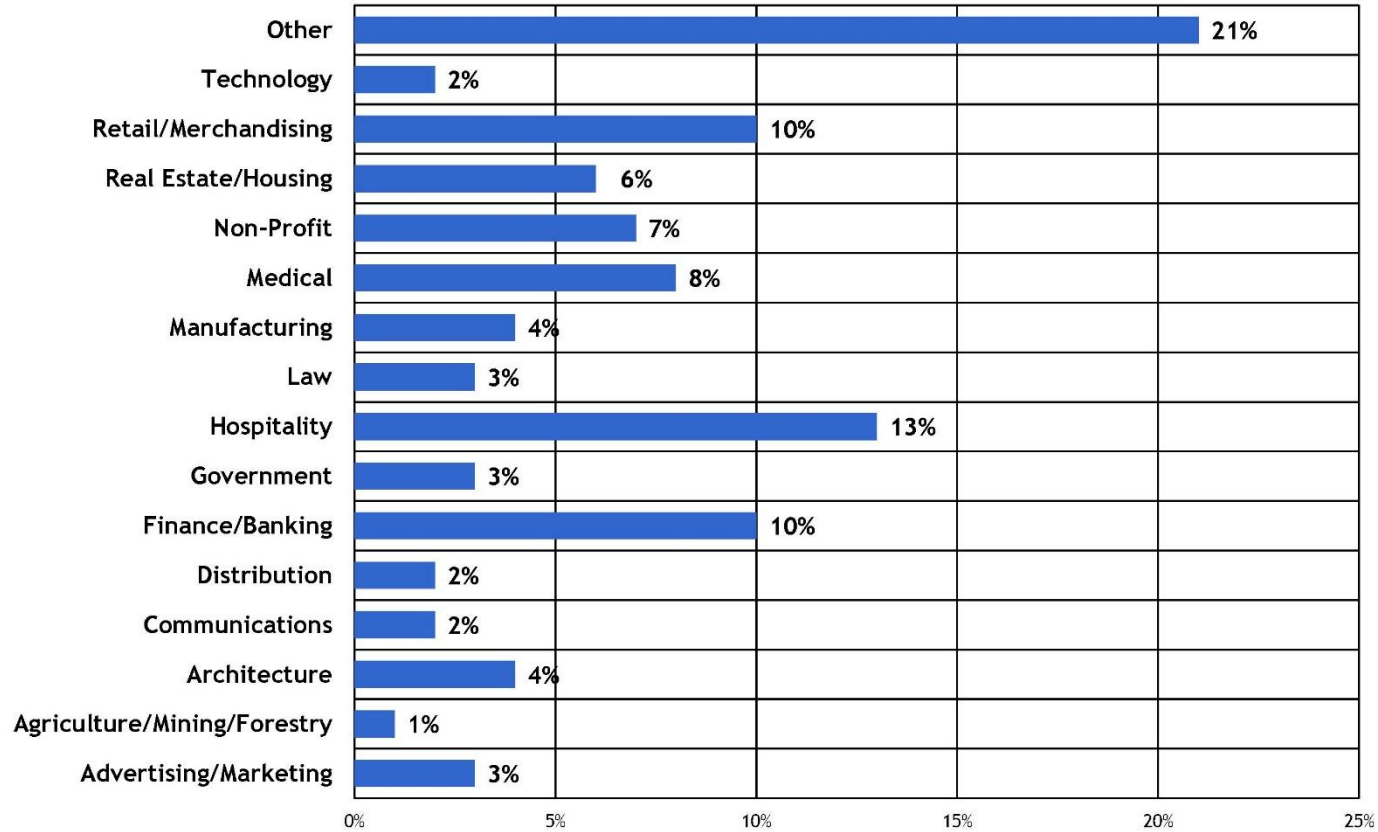
Membership

6a. Member Distribution by Industry - Category 1: \$450,000 and under



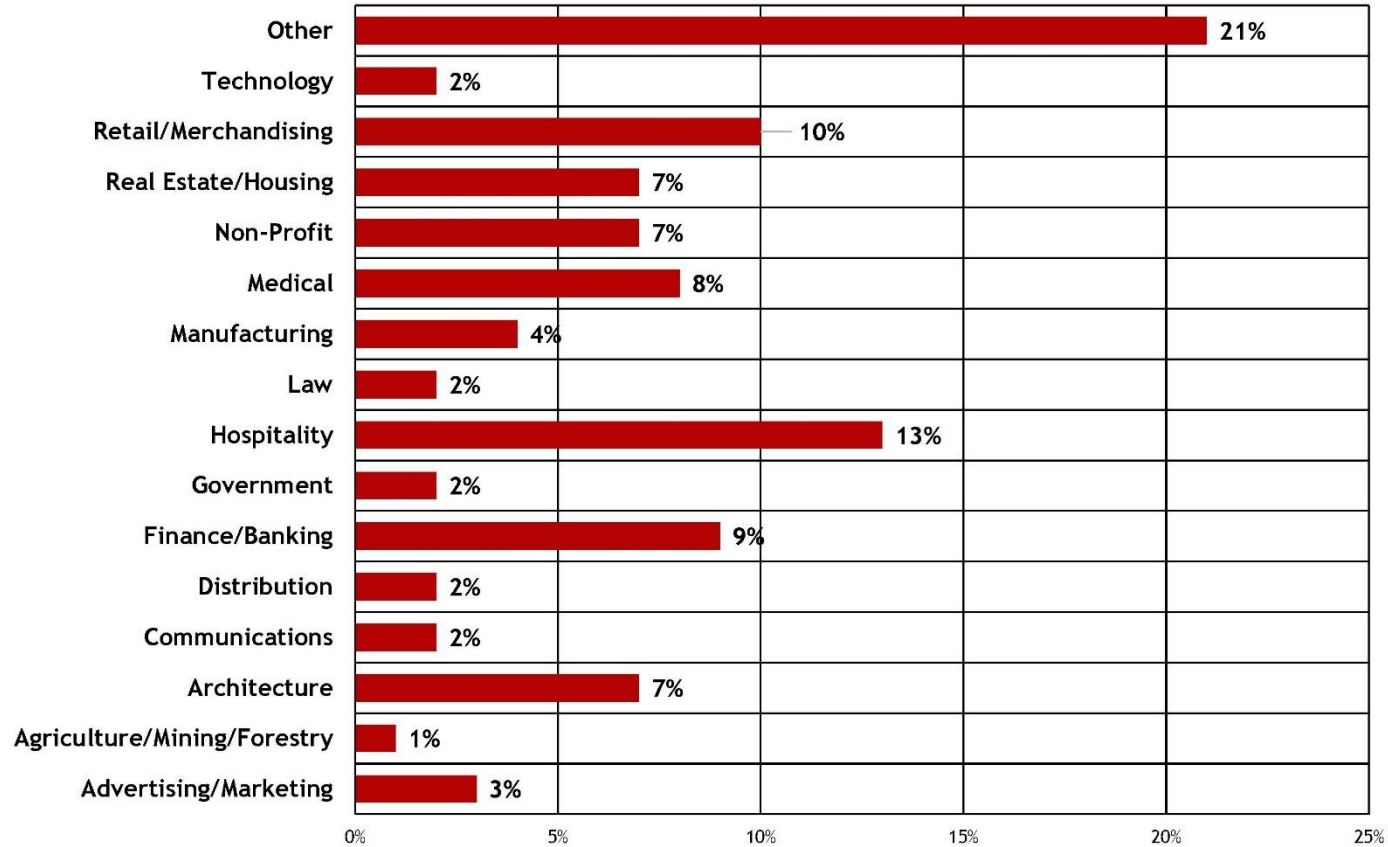
Membership

6b. Member Distribution by Industry - Category 2: \$450,001 - \$900,000



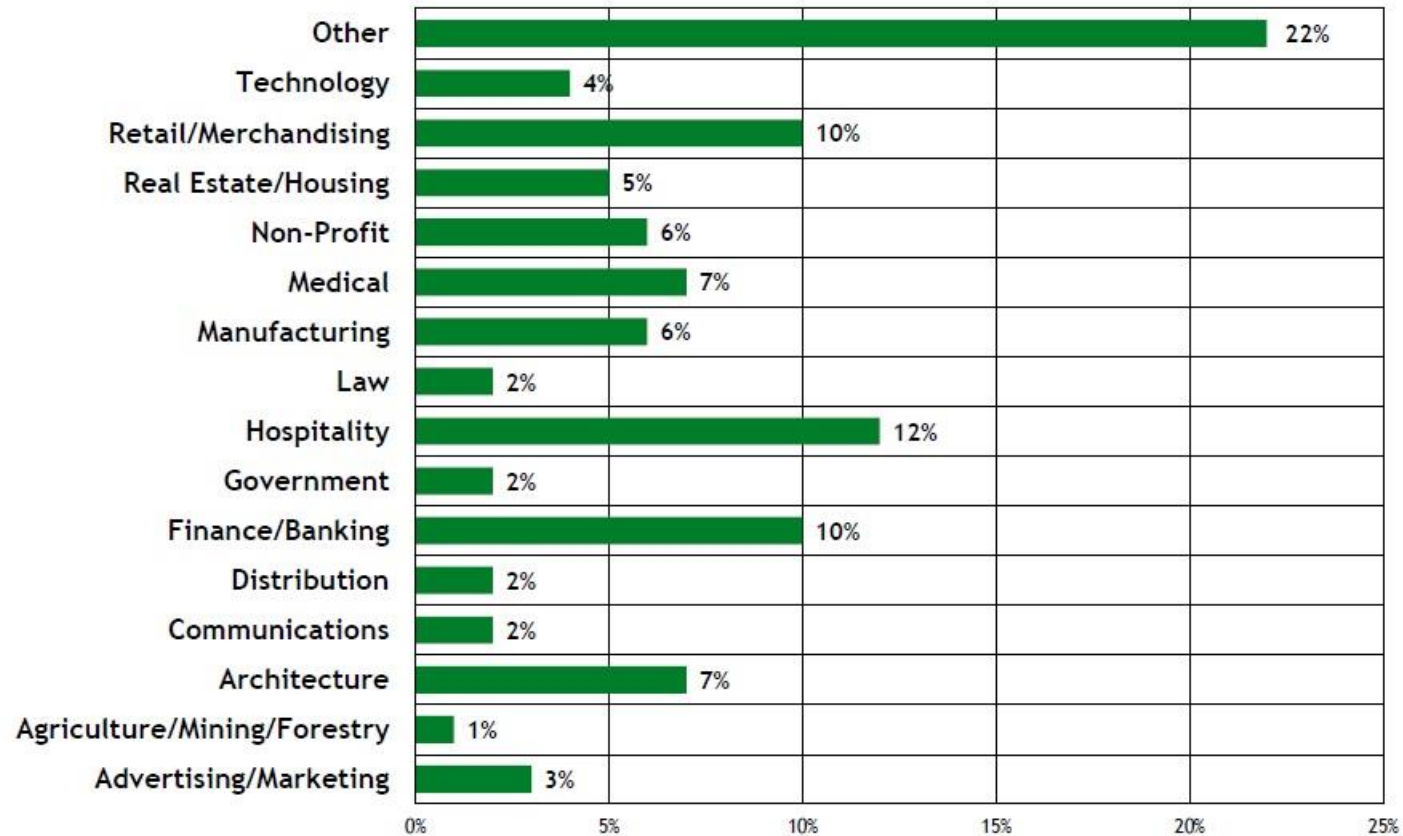
Membership

6c. Member Distribution by Industry - Category 3: \$900,001 - \$2 million



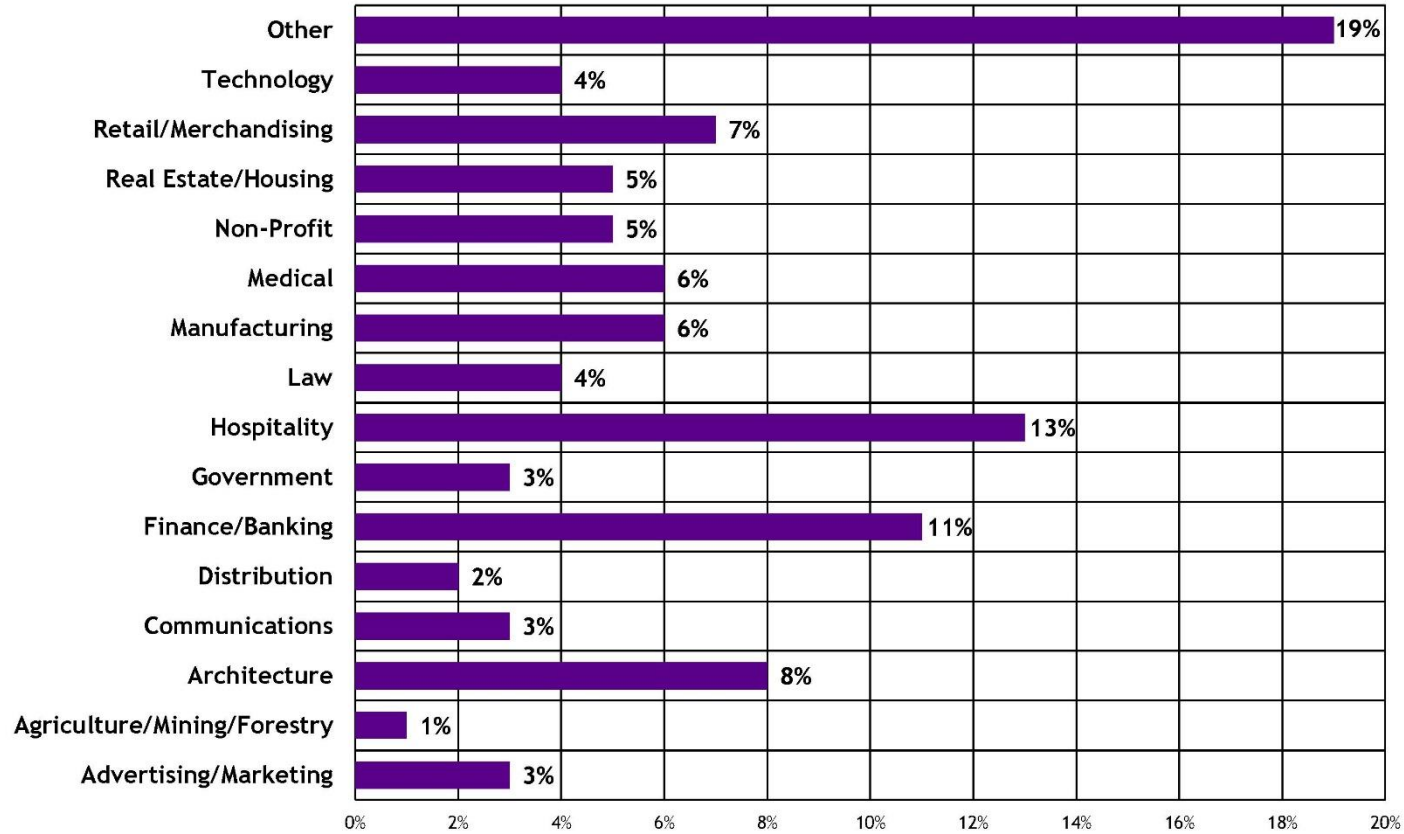
Membership

6d. Member Distribution by Industry - Category 4: \$2,000,001 - \$5 million



Membership

6e. Member Distribution by Industry - Category 5: above \$5 million

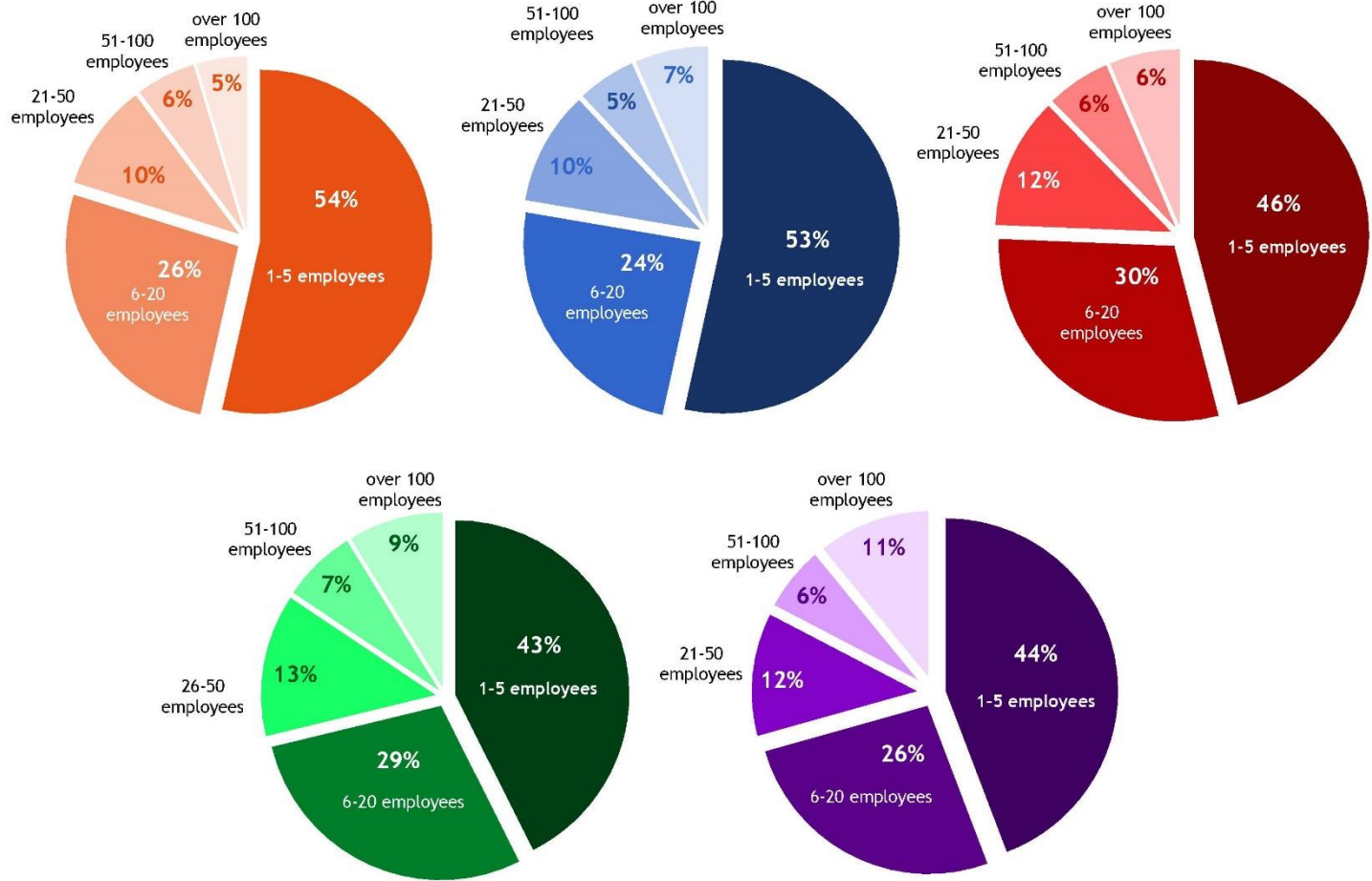


Membership

7. Chamber Members by Employee Size: Distribution by Chamber Members' Number of Employees

Survey question: Enter the percentage of chamber members based on number of employees.

- Total Annual Revenue Categories
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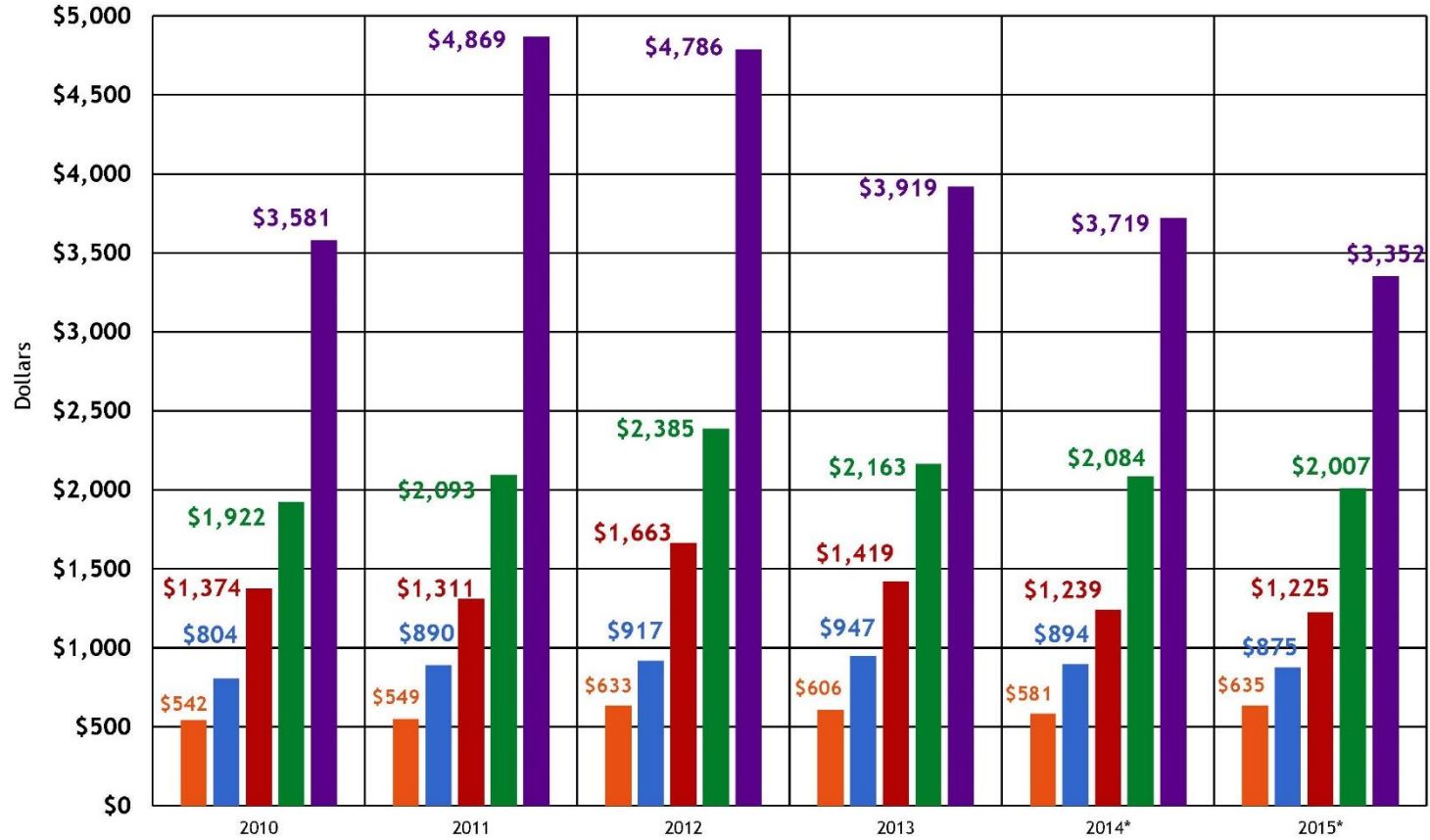
Total Annual Revenue Categories

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Membership

8a. Average Revenue per Member

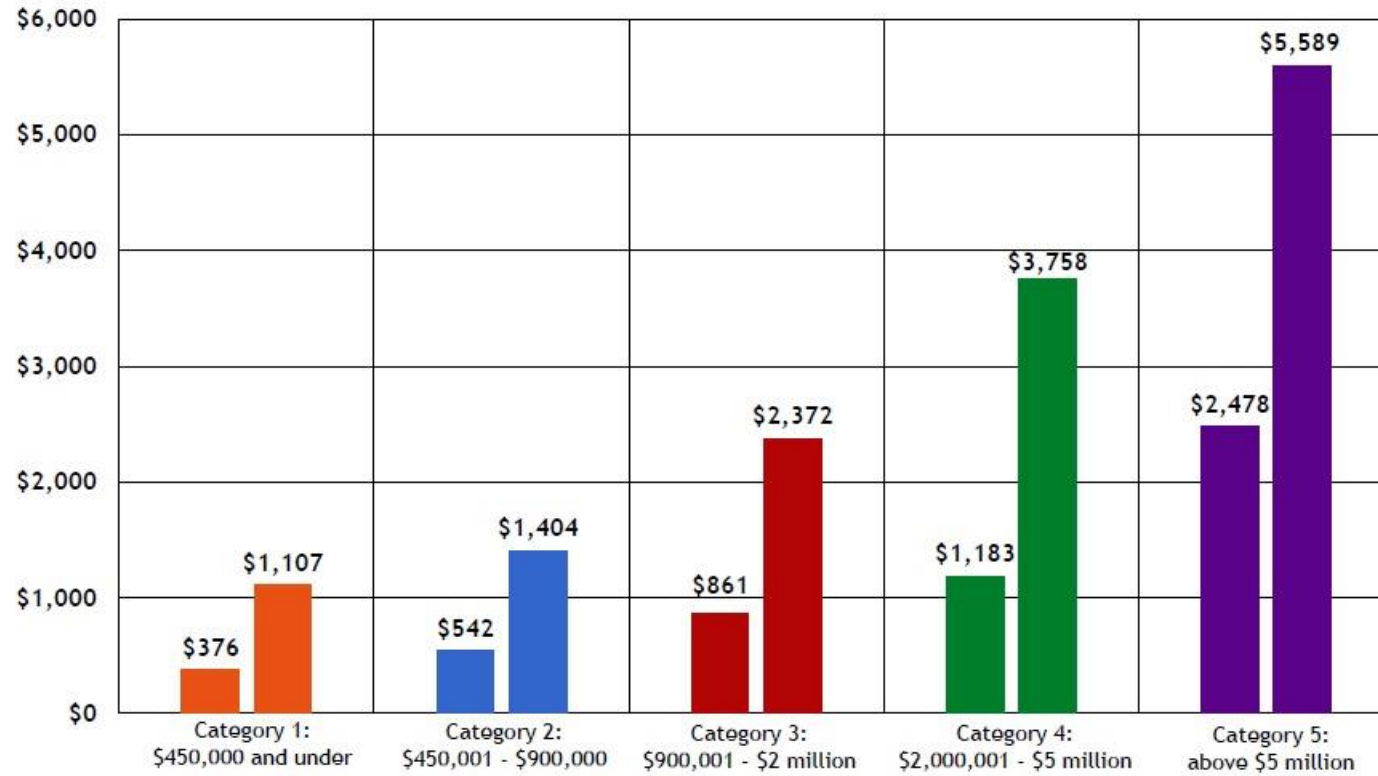
Calculation: average of (total revenue divided by total number of members)
 * 2014-15 is a median average, 2010-13 represent the mean average



- Total Annual Revenue Categories
- Category 1: \$450,000 and under
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Membership

8b. Average Revenue per Member
 Mean Average of 10 Lowest and 10 Highest

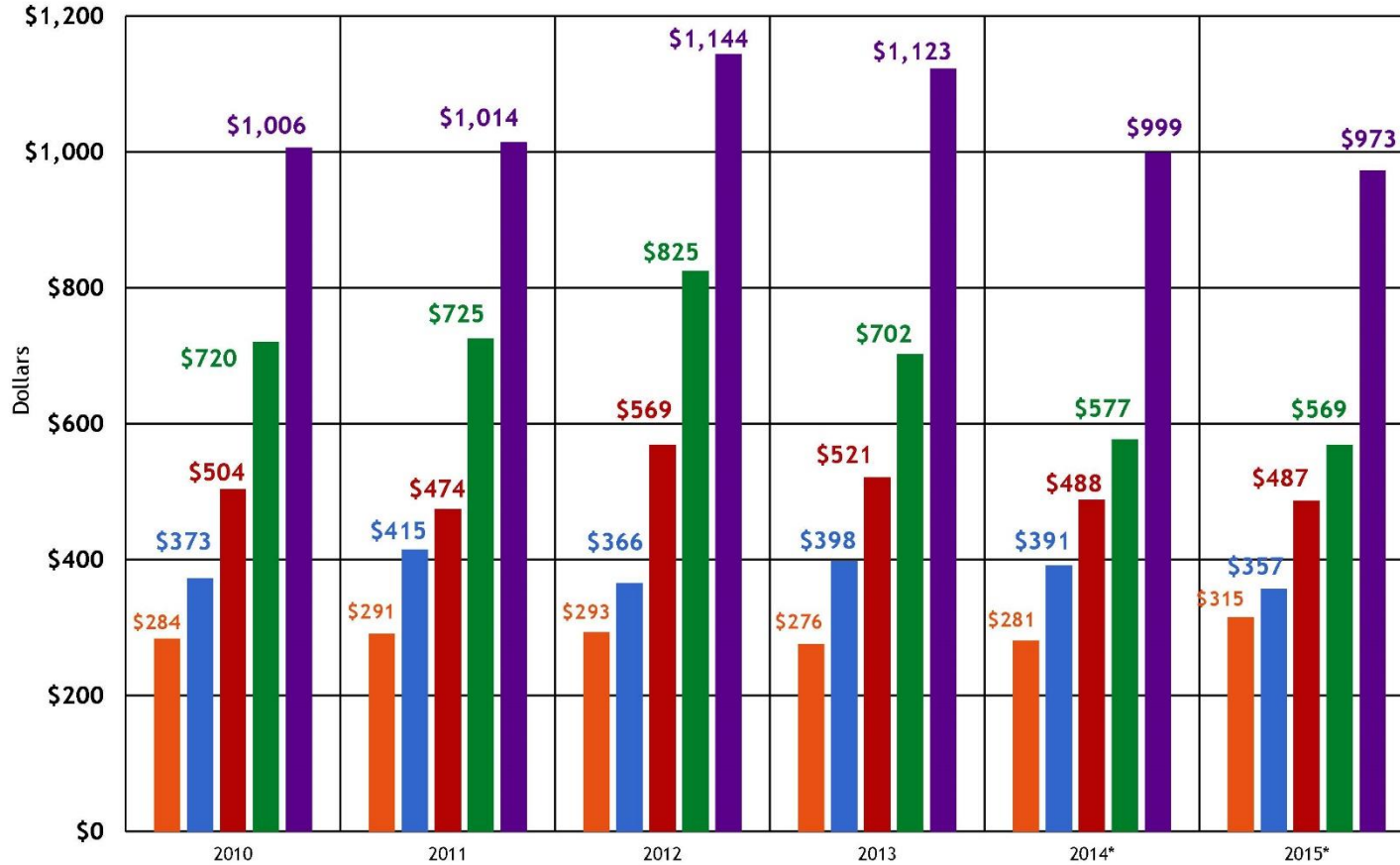


- Total Annual Revenue Categories
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Membership

9a. Average Member Dues Investment

Calculation: average of (total dollar value of member accounts divided by total number of member accounts)
 * 2014-15 is a median average, 2010-13 represent the mean average

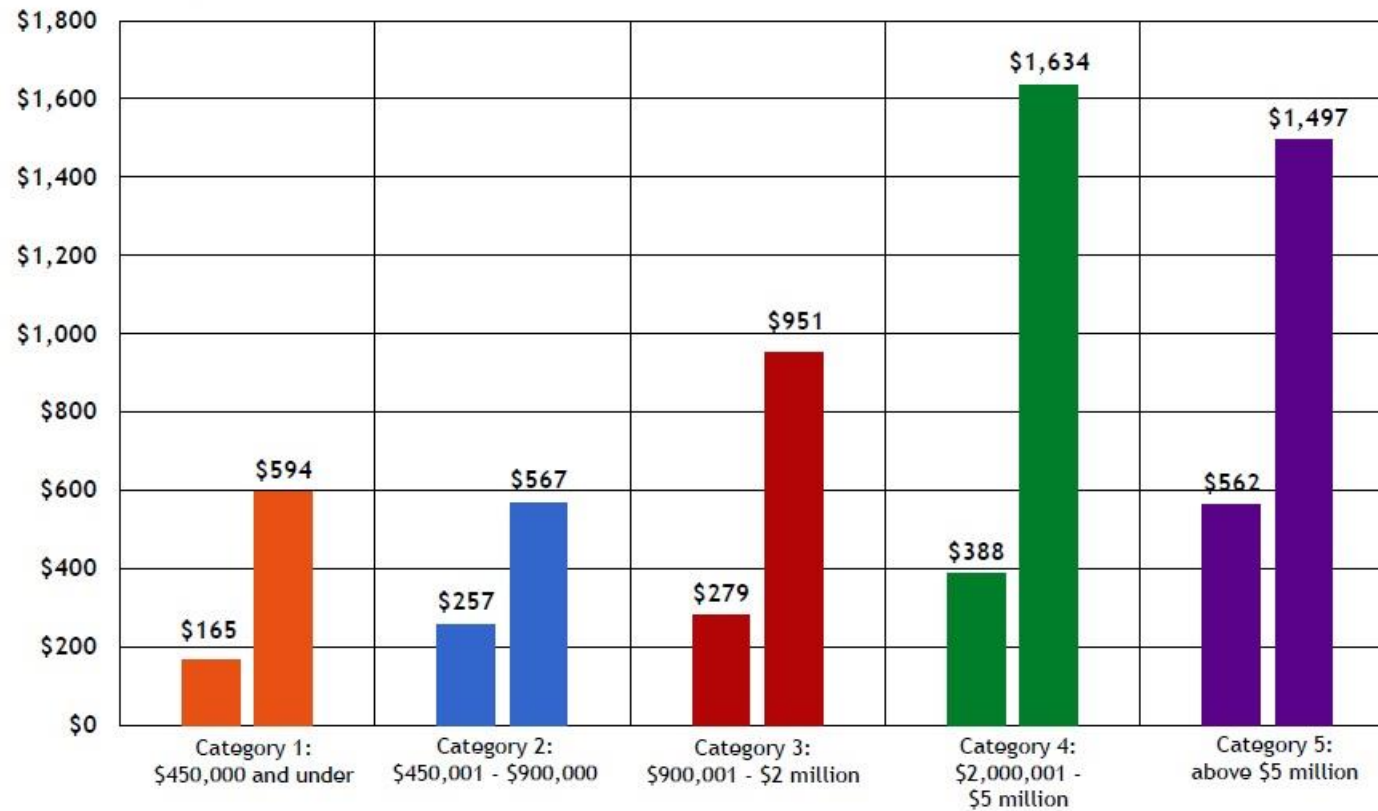


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Membership

9b. Average Member Dues Investment

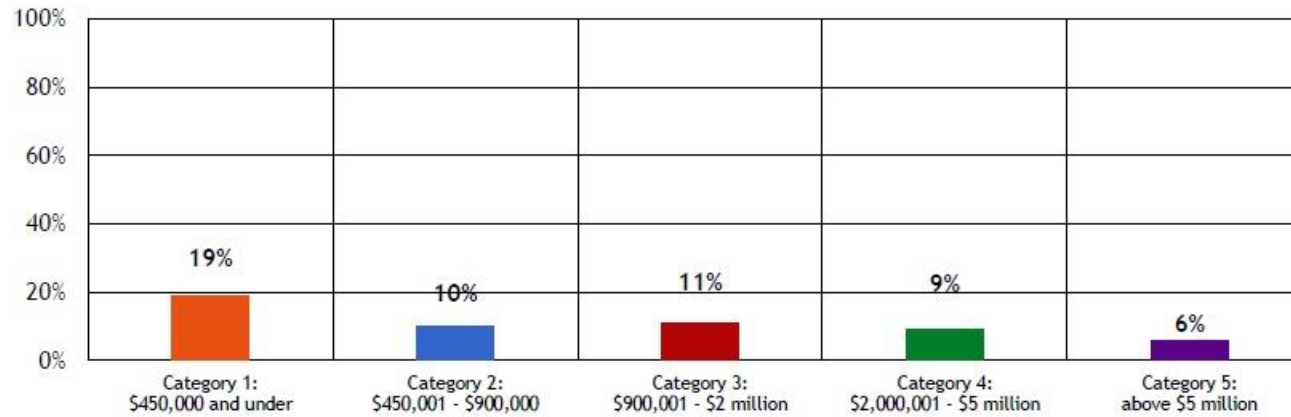
Mean Average of 10 Lowest and 10 Highest



Membership

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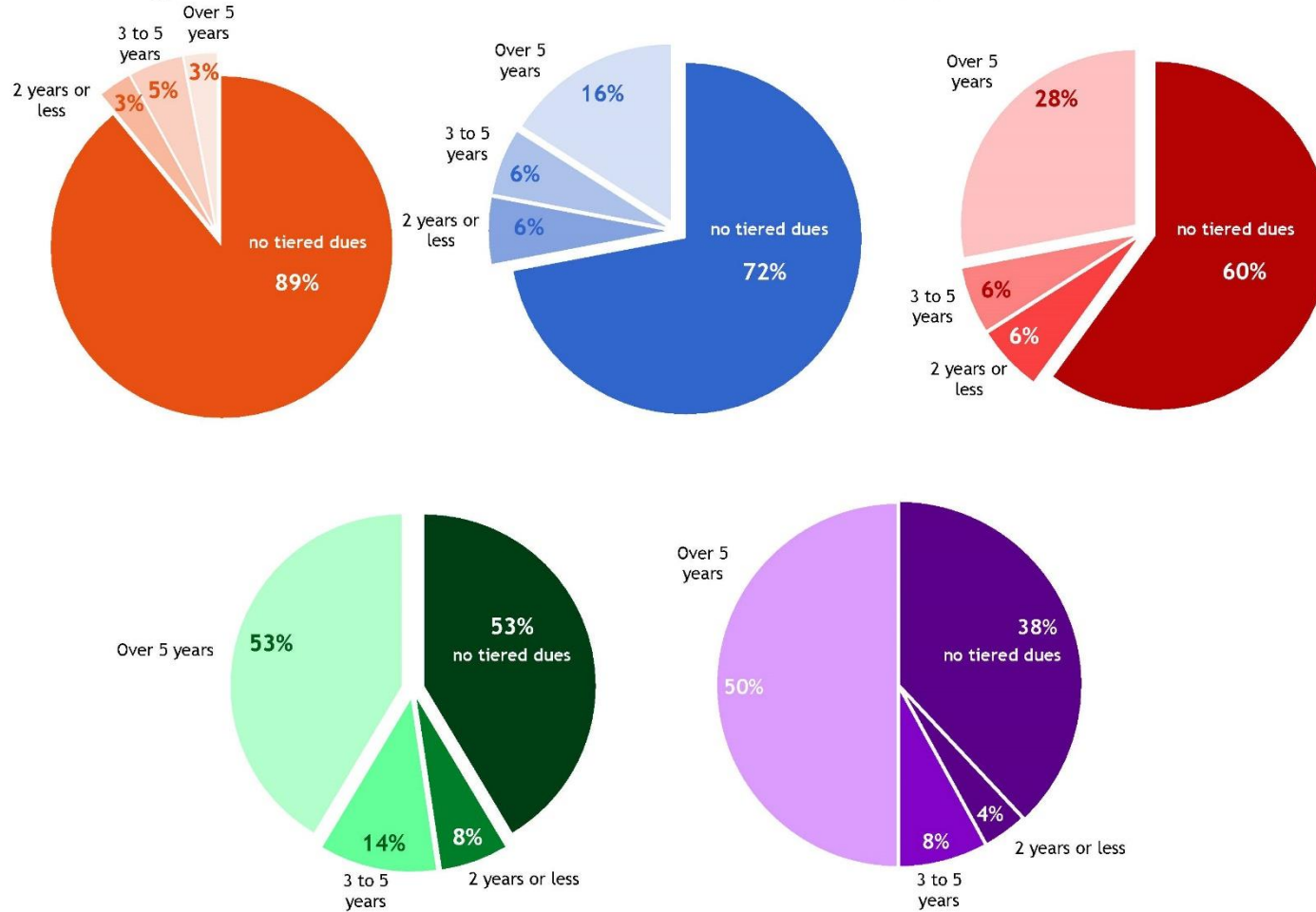
10. Percentage of Canceled Members Due to Going Out of Business



Membership

11a. Years Using a Tiered Dues Formula

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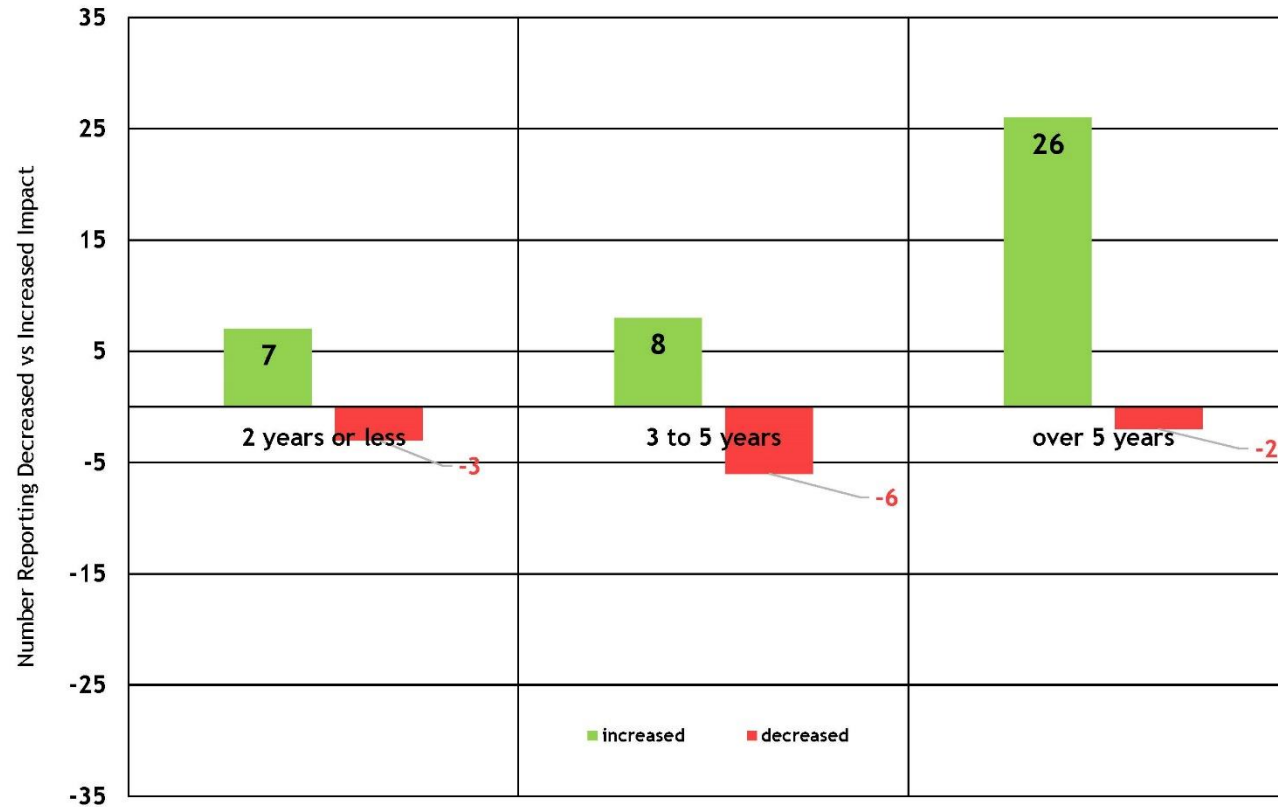


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Membership

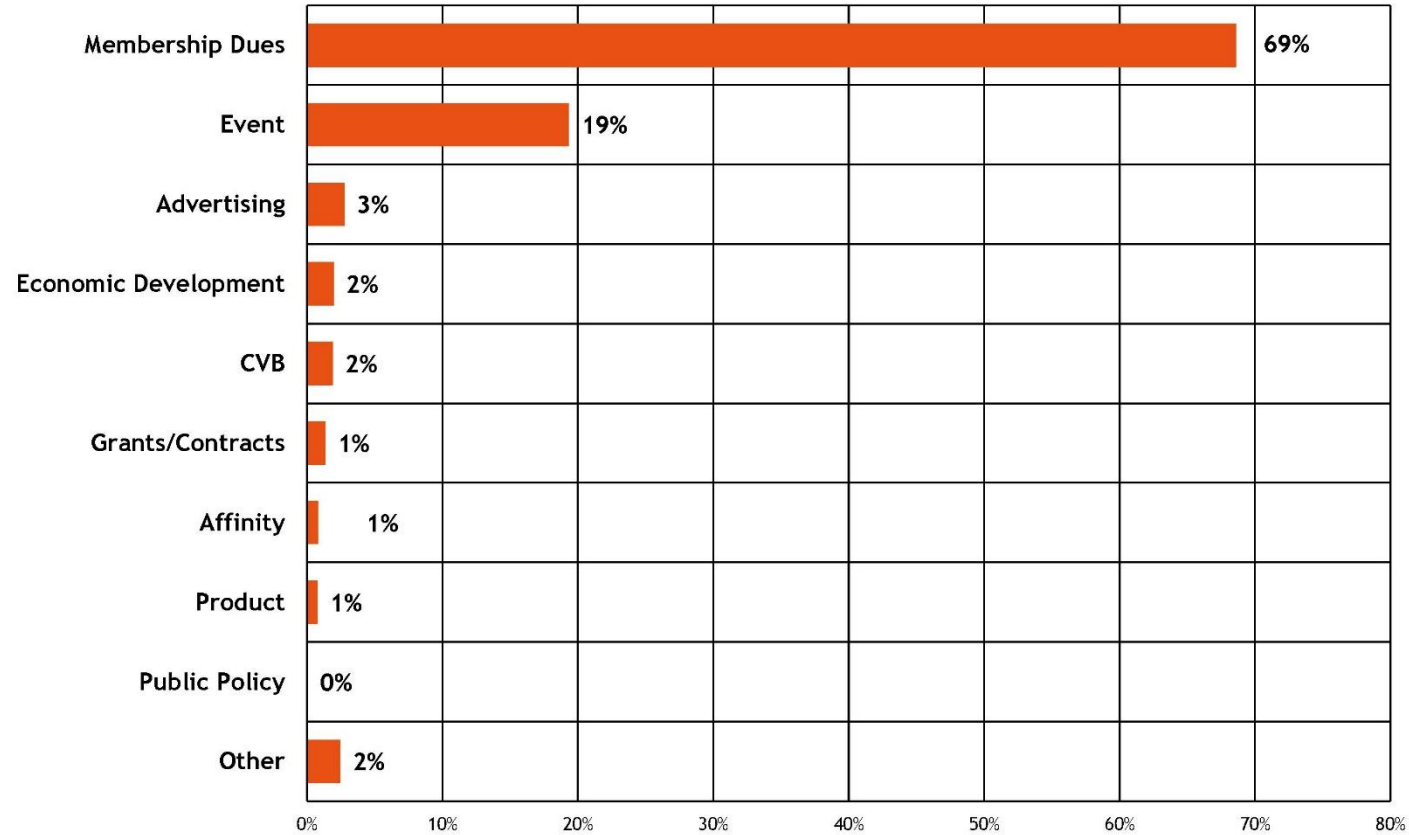
11b. Change in member accounts over time by number of years using a tiered dues structure

Across all revenue categories, the chart shows those chambers that had an increase vs. a decrease in member numbers after implementing tiered dues.



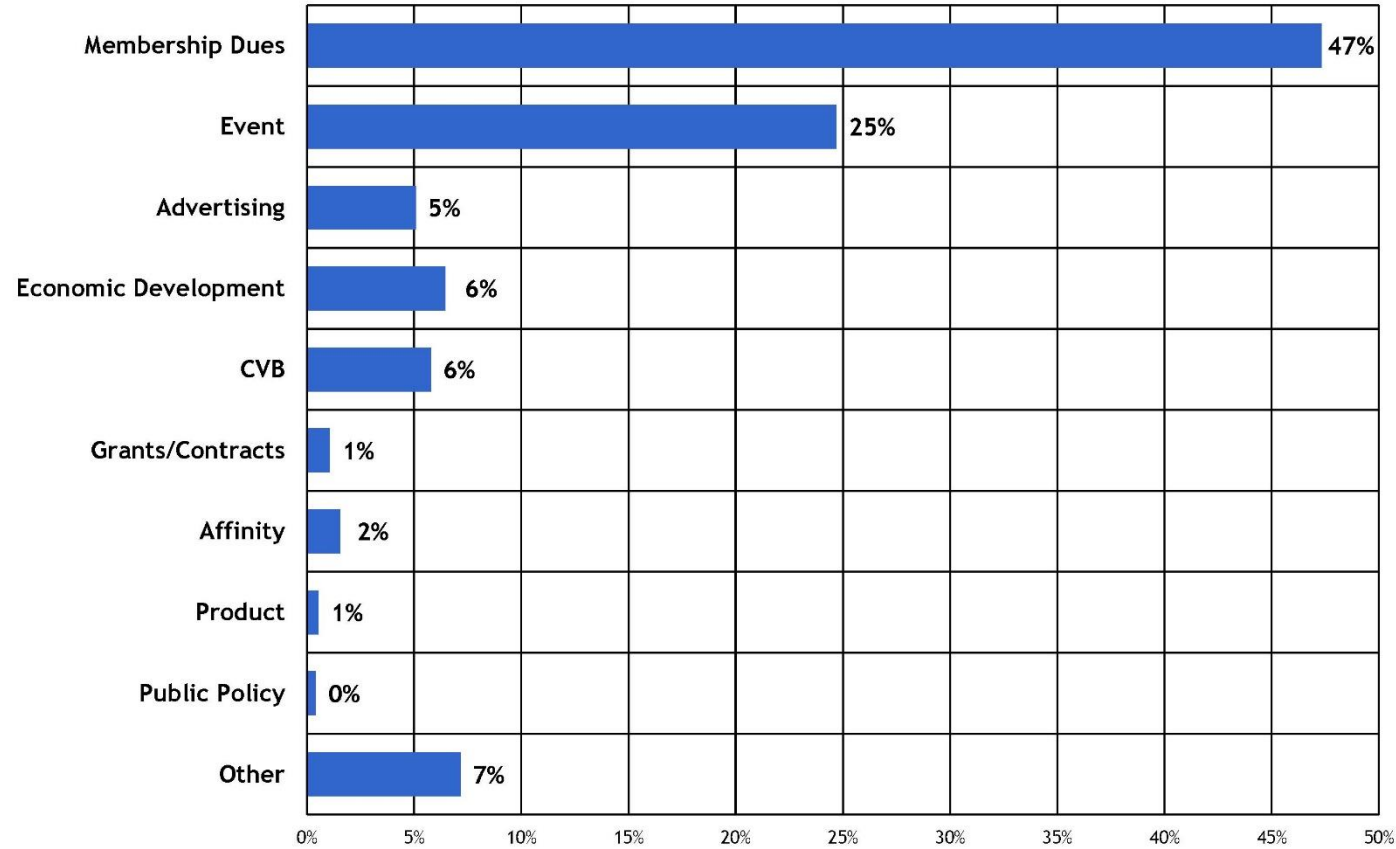
Finance

1a. Breakdown of Total Revenue - Category 1: \$450,000 and under



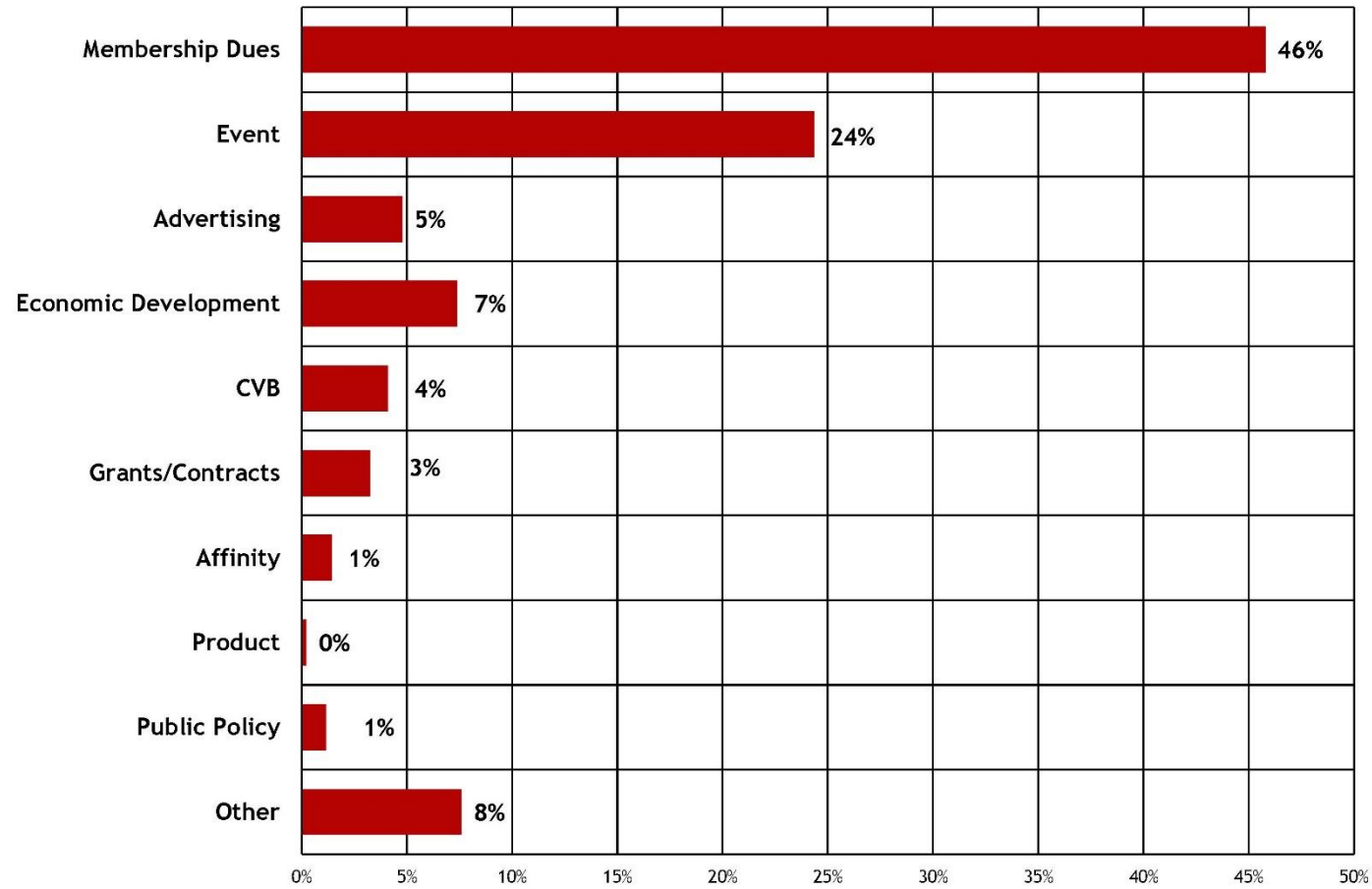
Finance

1b. Breakdown of Total Revenue - Category 2: \$450,001 - \$900,000



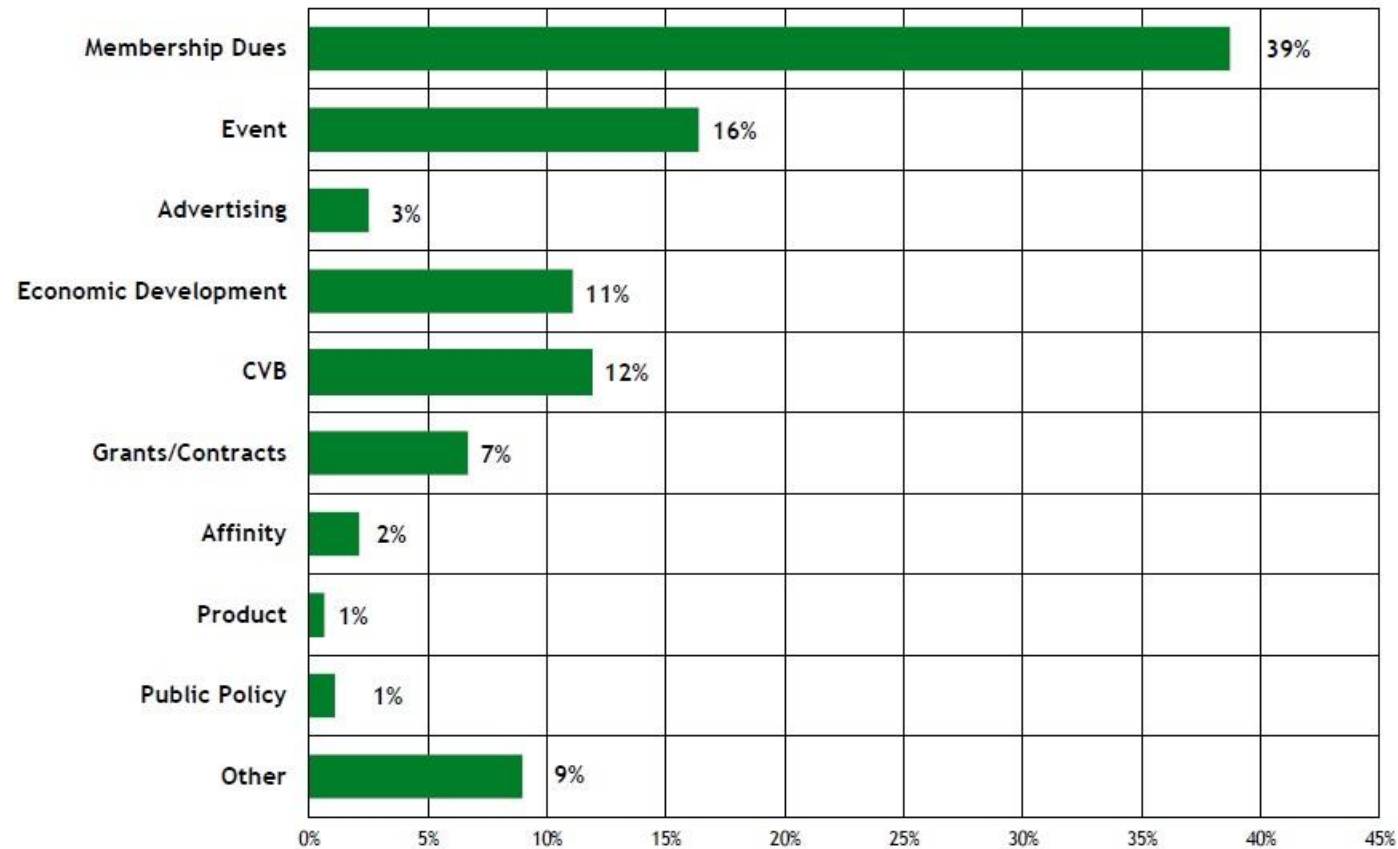
Finance

1c. Breakdown of Total Revenue - Category 3: \$900,001 - \$2 million



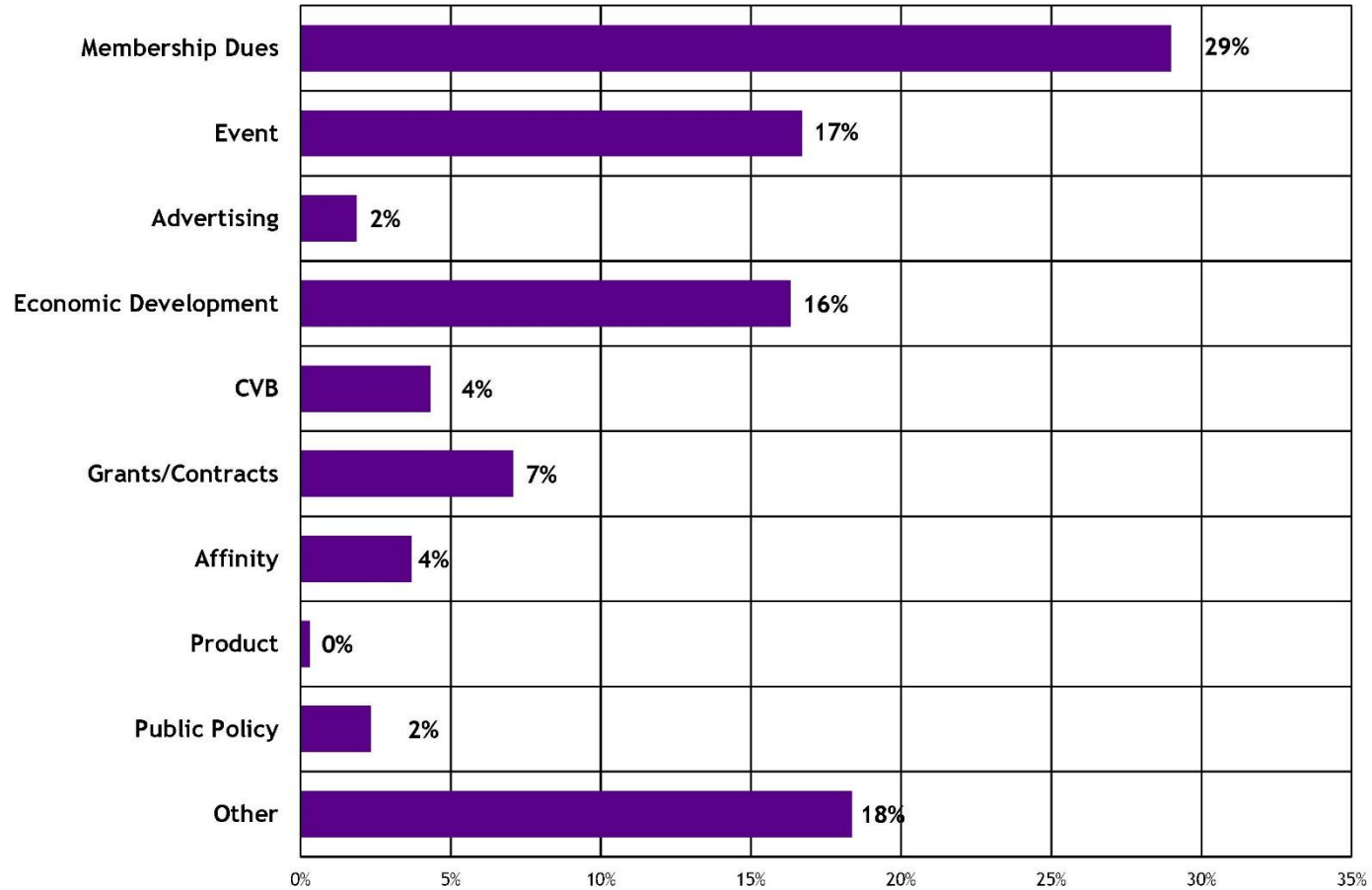
Finance

1d. Breakdown of Total Revenue - Category 4: \$2,000,001 - \$5 million



Finance

1e. Breakdown of Total Revenue - Category 5: above \$5 million

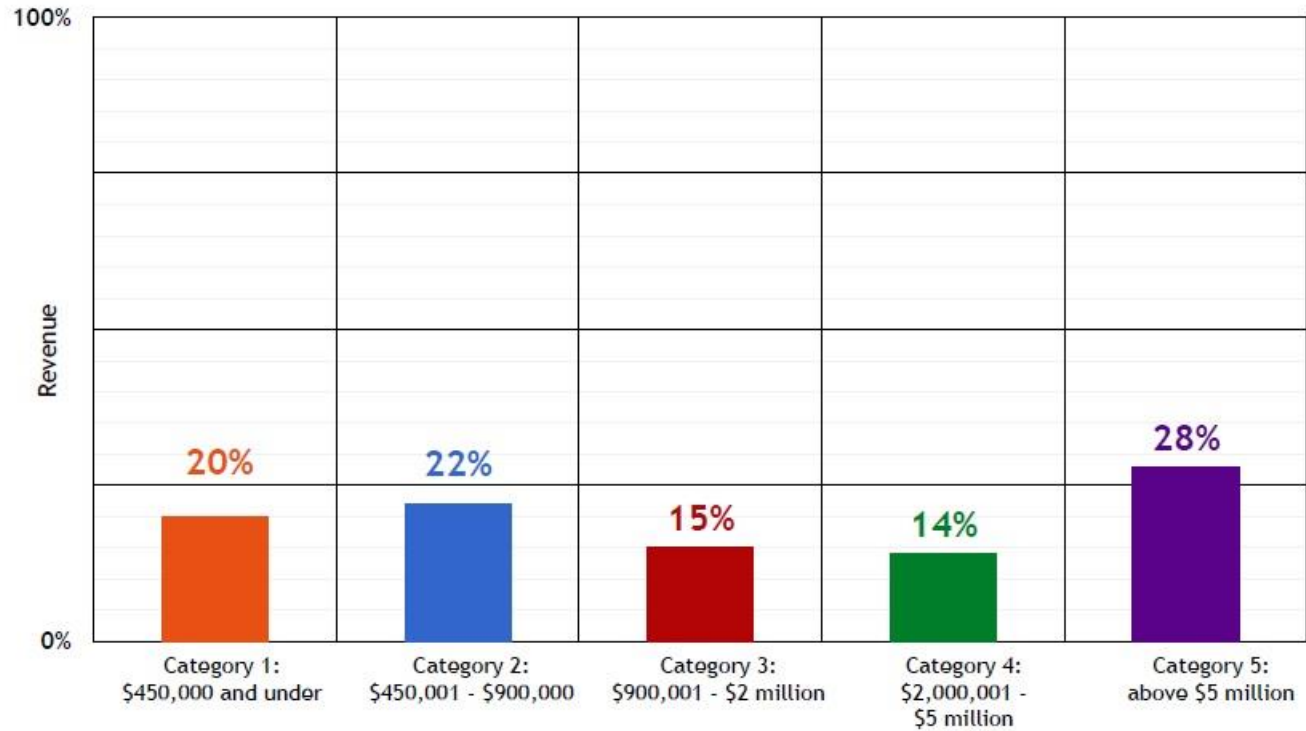


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 - Category 5: above \$5 million

Finance

2. Average Fundraising Revenue as a Percentage of Total Revenue

Numbers represent those chambers reporting revenue from fundraising. Survey question: Enter the total revenue (restricted or unrestricted) raised through fundraising campaign(s) in 2015. This can include revenue from sponsorships, events, in-kind exchanges, and revenue entered in the "other" categories.

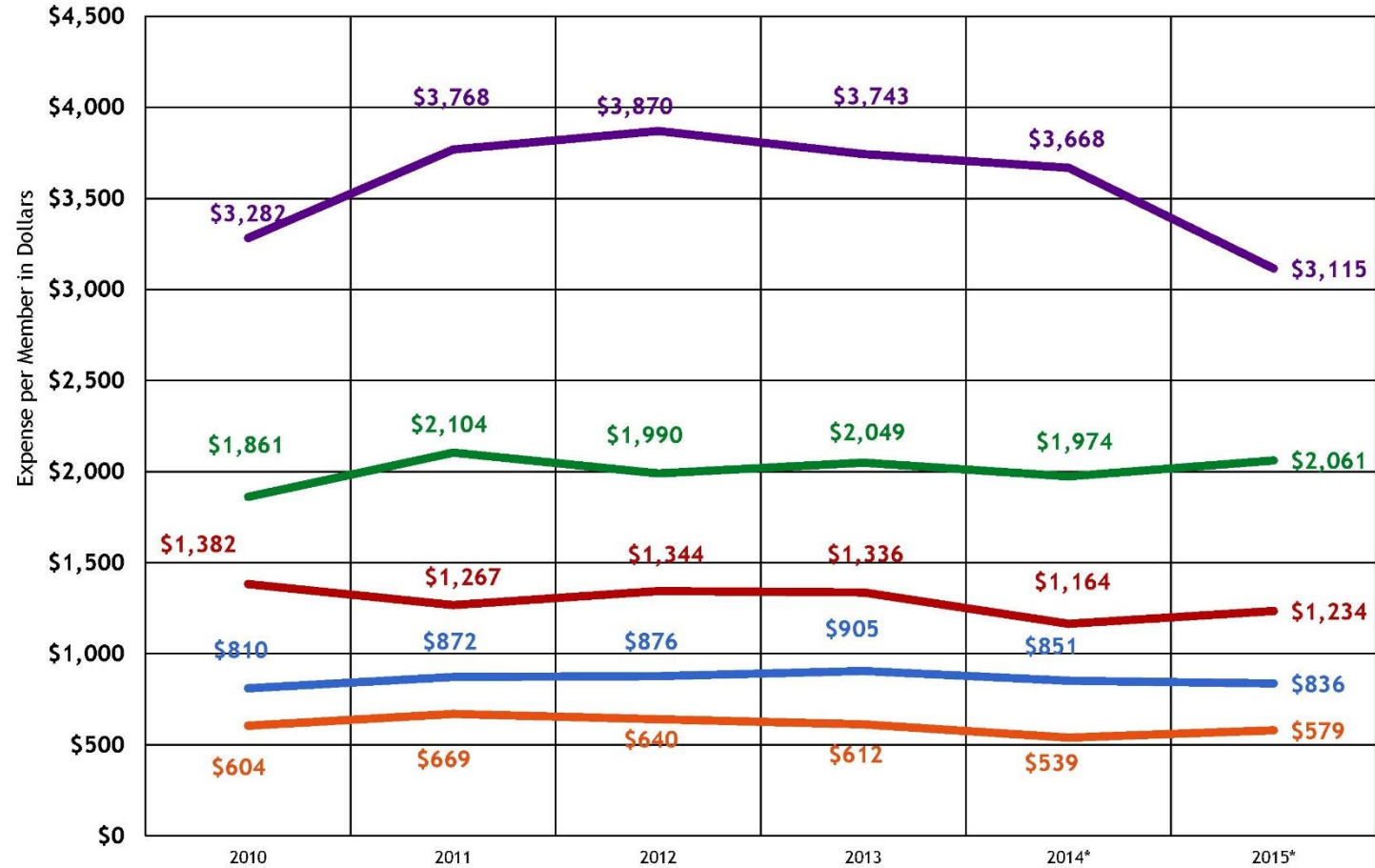


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Finance

3. Average Expense per Member

Calculation: average of (total expenses divided by number of member accounts)
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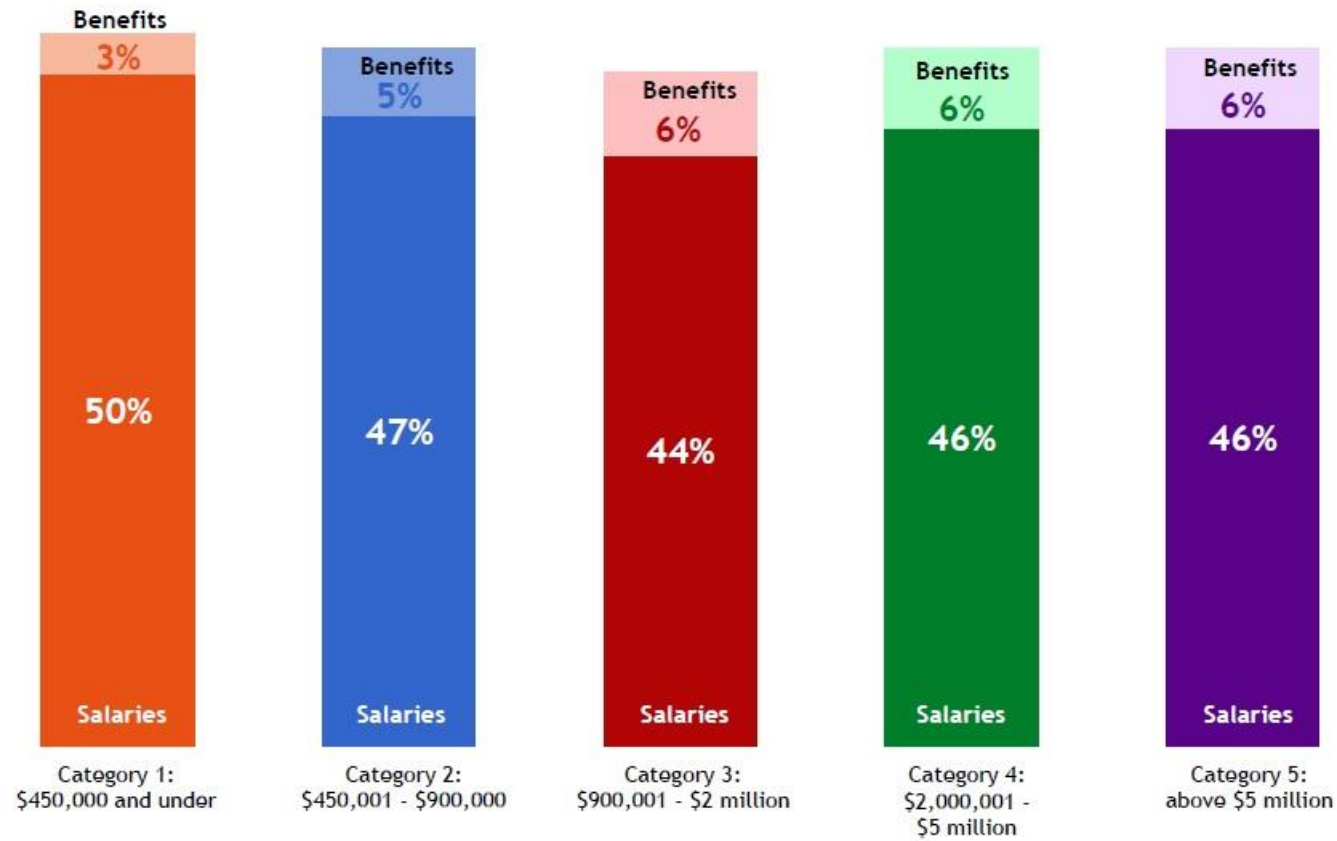


Finance

4. Personnel as a Percentage of Total Expense

Personnel Expenses include Salaries, Payroll Taxes, and Benefits

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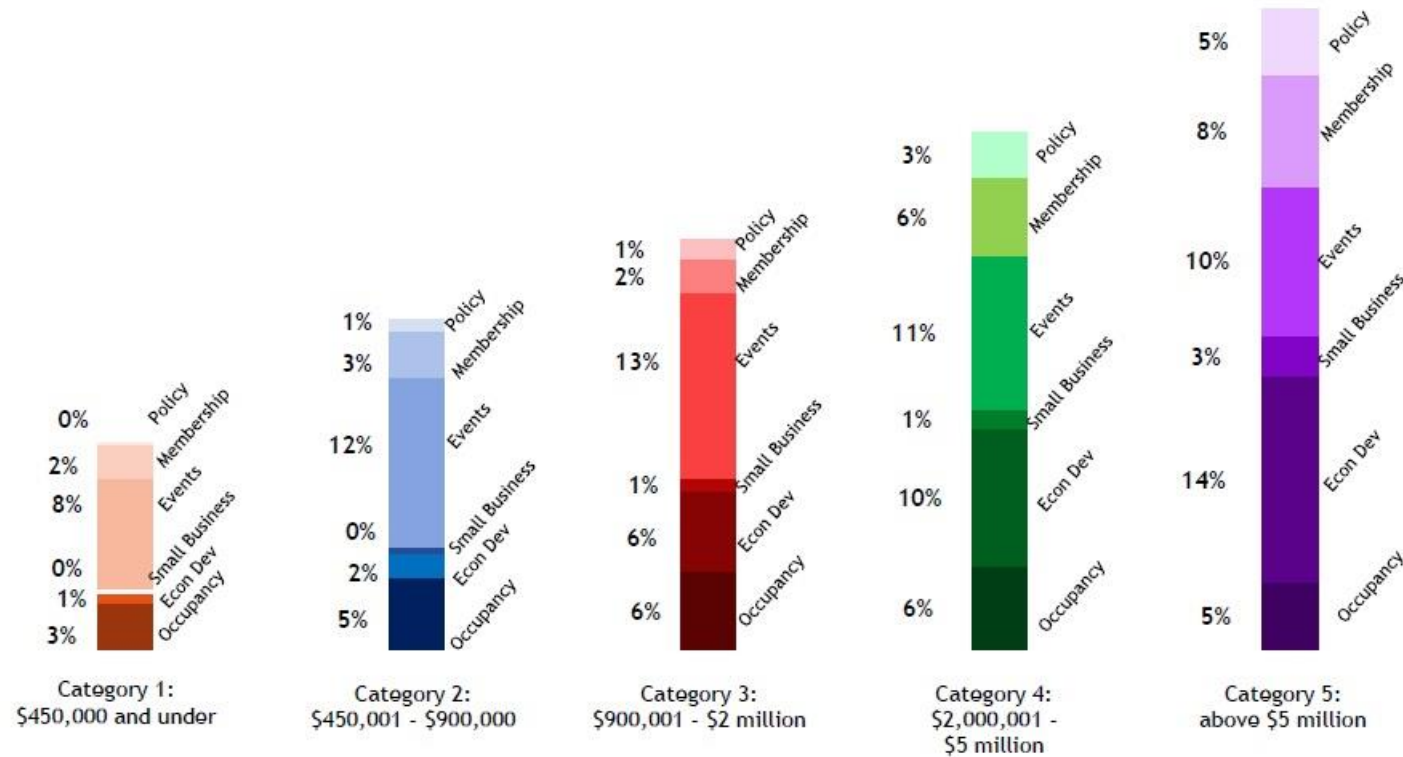


Finance

5. Breakdown as a Percentage of Total Expense

Total Expenses include Occupancy, Economic Development, Small Business Development, Events, Membership Retention and Recruitment, and Public Policy. All areas include personnel expenses.

- Total Annual Revenue Categories
- Category 1: \$450,000 and under
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 - Category 5: above \$5 million



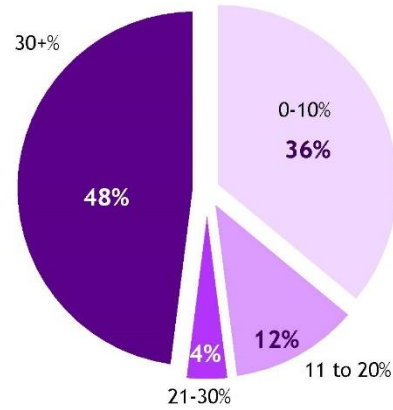
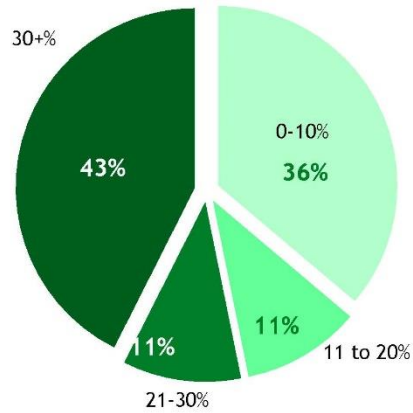
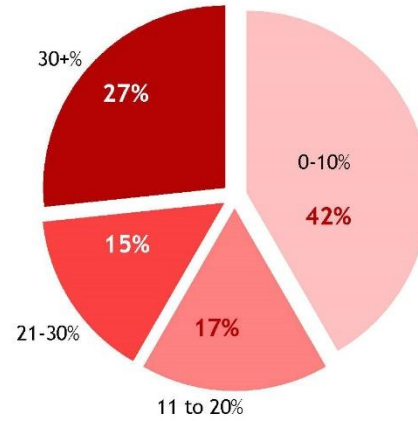
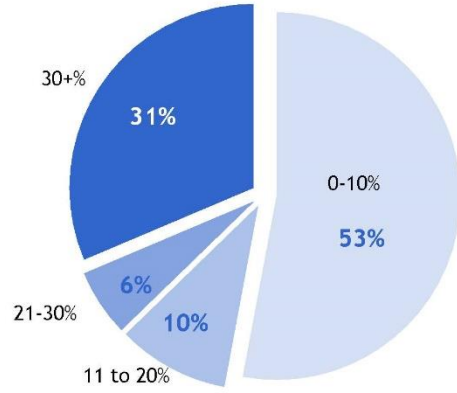
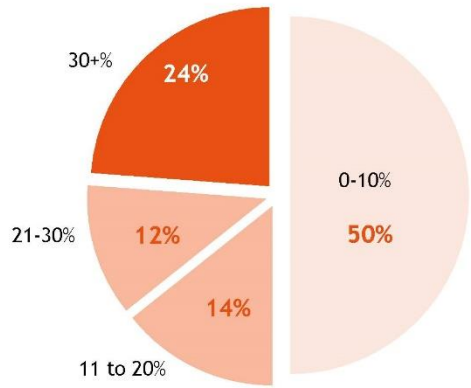
Finance

6. Number of Survey Participants in Percentage Range of Annual Expense Covered by Reserves

(i.e., 50% of chambers in Category 1 have reserves to cover 0-10% of total annual operating expense.)

Total Annual Revenue Categories

- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

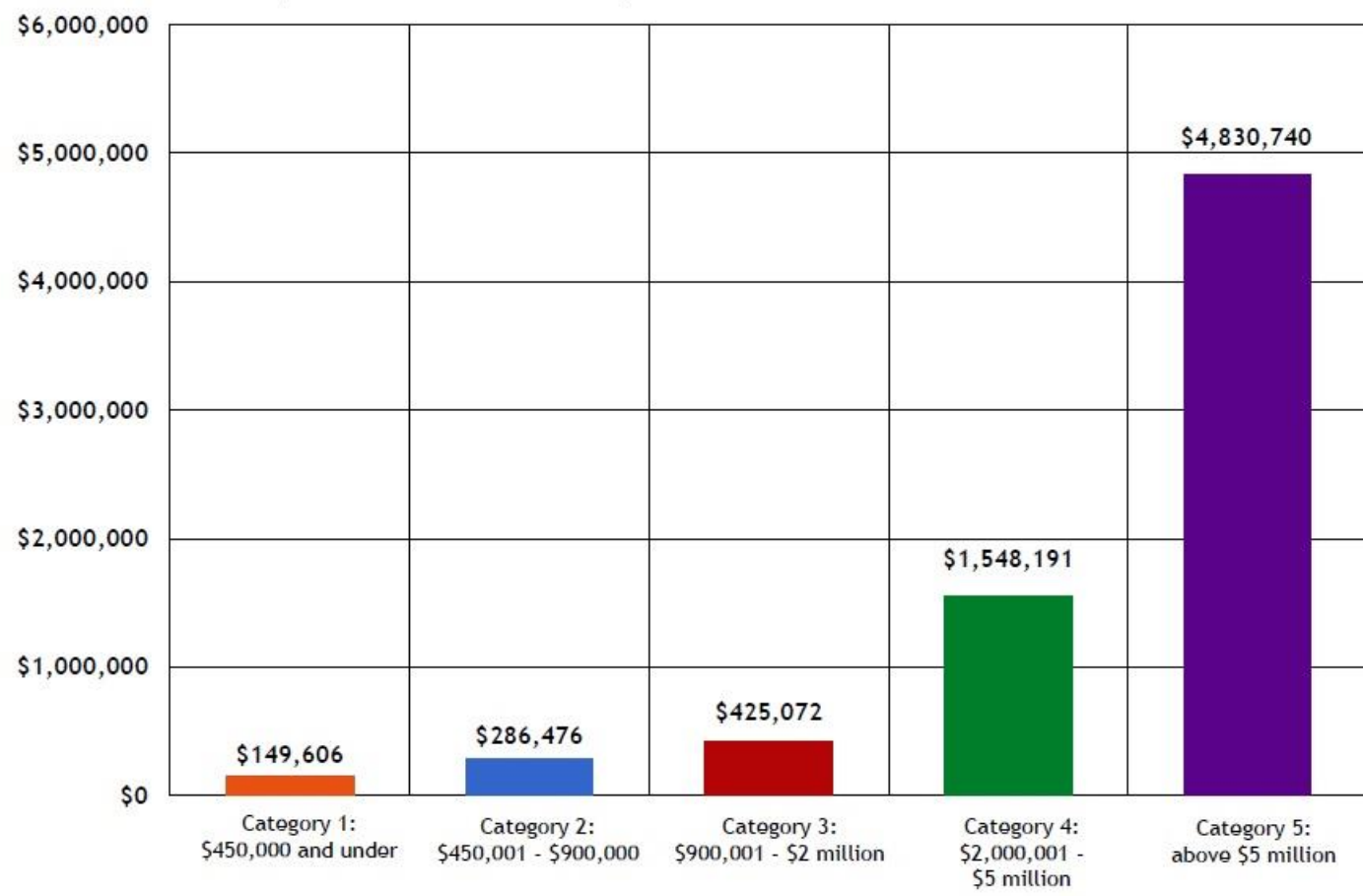


- Total Annual Revenue Categories
- Category 1: \$450,000 and under
 - Category 2: \$450,001 - \$900,000
 - Category 3: \$900,001 - \$2 million
 - Category 4: \$2,000,001 - \$5 million
 - Category 5: above \$5 million

Finance

7. Median Net Assets

Calculation: median of (total assets minus total liabilities) per category

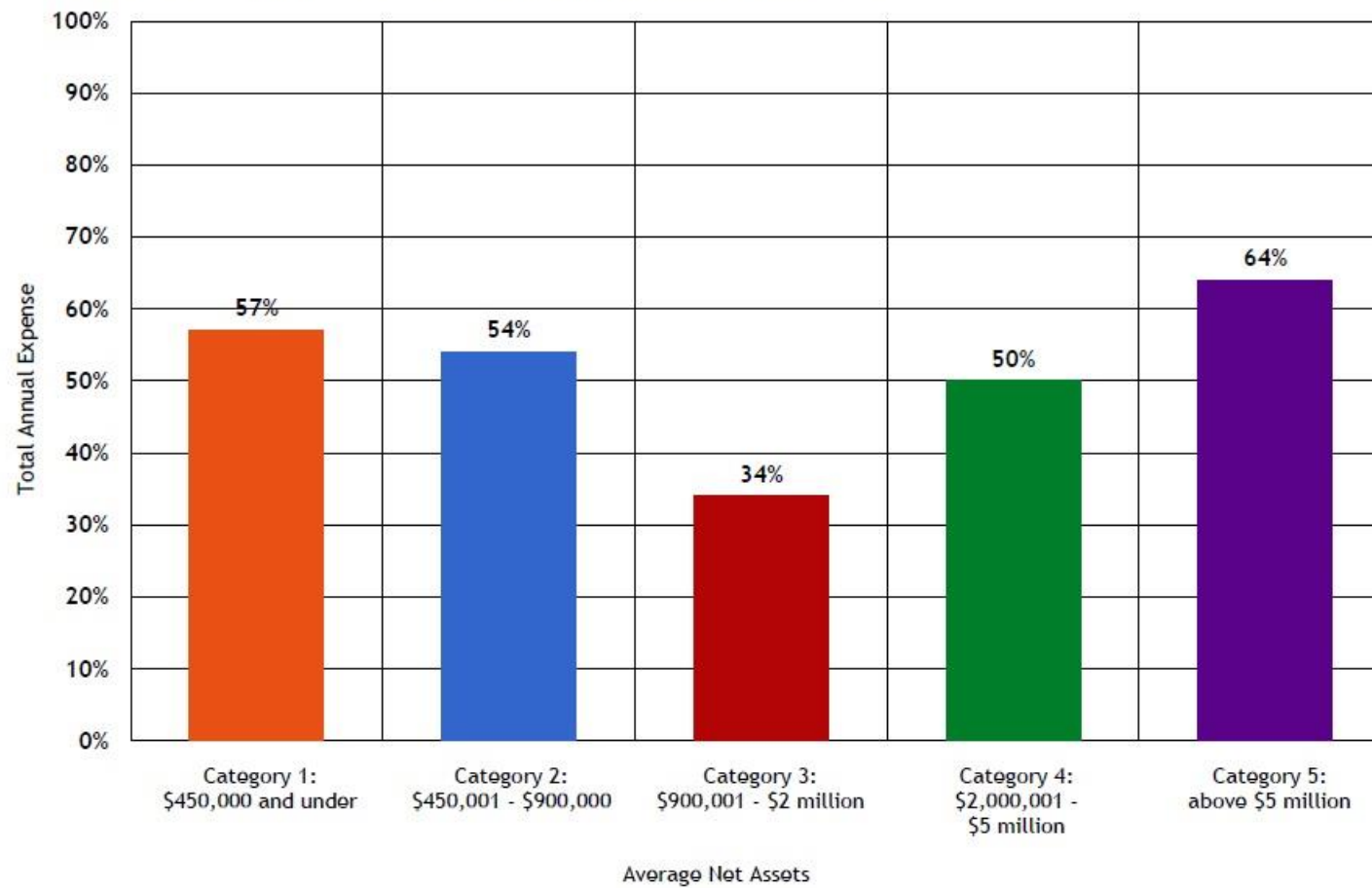


- Total Annual Revenue Categories
- Category 1: \$450,000 and under
 - Category 2: \$450,001 - \$900,000
 - Category 3: \$900,001 - \$2 million
 - Category 4: \$2,000,001 - \$5 million
 - Category 5: above \$5 million

Finance

8. Net Assets as a Percentage of Annual Expenses

Calculation: median of (total assets minus total liabilities) divided by total expenses



Appendix

ACCE's Dynamic Chamber Benchmarking was the survey instrument used to collect FY 2015 data in two sections: Chamber Profile and Operations Survey.

The complete set of questions for each survey section, including help text and answer choice, are available in the Data Collection Worksheet to download in Excel from Dynamic Chamber Benchmarking, or from the PDF attached in this Appendix.

For help with the Operations Survey questions, please email HERO@acce.org.



More on the Chamber Operations Survey FY 2015 from Dynamic Chamber Benchmarking

Participating survey members in Dynamic Chamber Benchmarking (DCB) may download customized reports and PowerPoint slides free of charge.

Customized benchmarking groups can be chosen by one of more of the filters options or handpicked by chamber name.

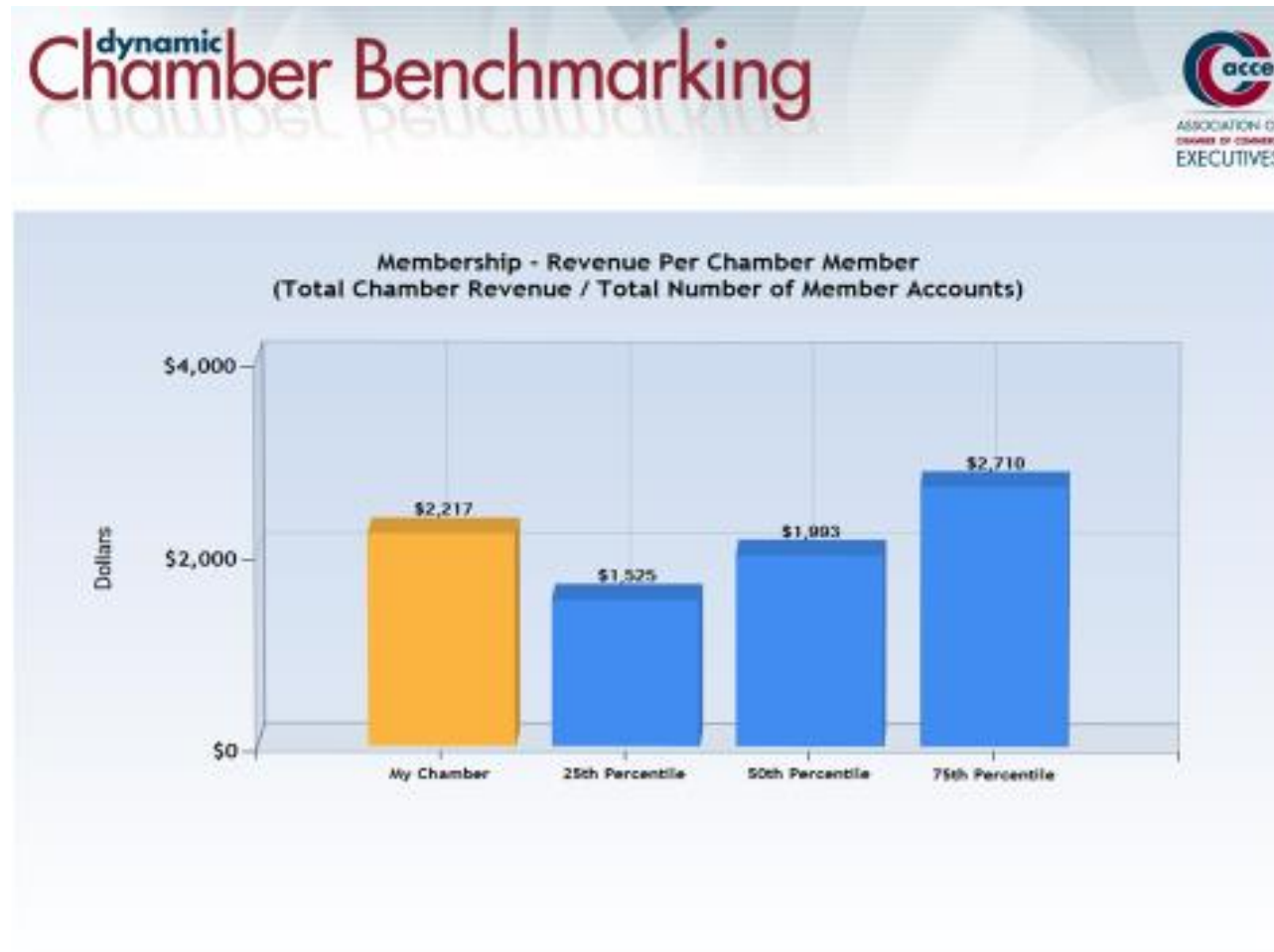
Must be an ACCE member to participate in surveys. Contact Dana Ketterling at dketterling@acce.org to join.



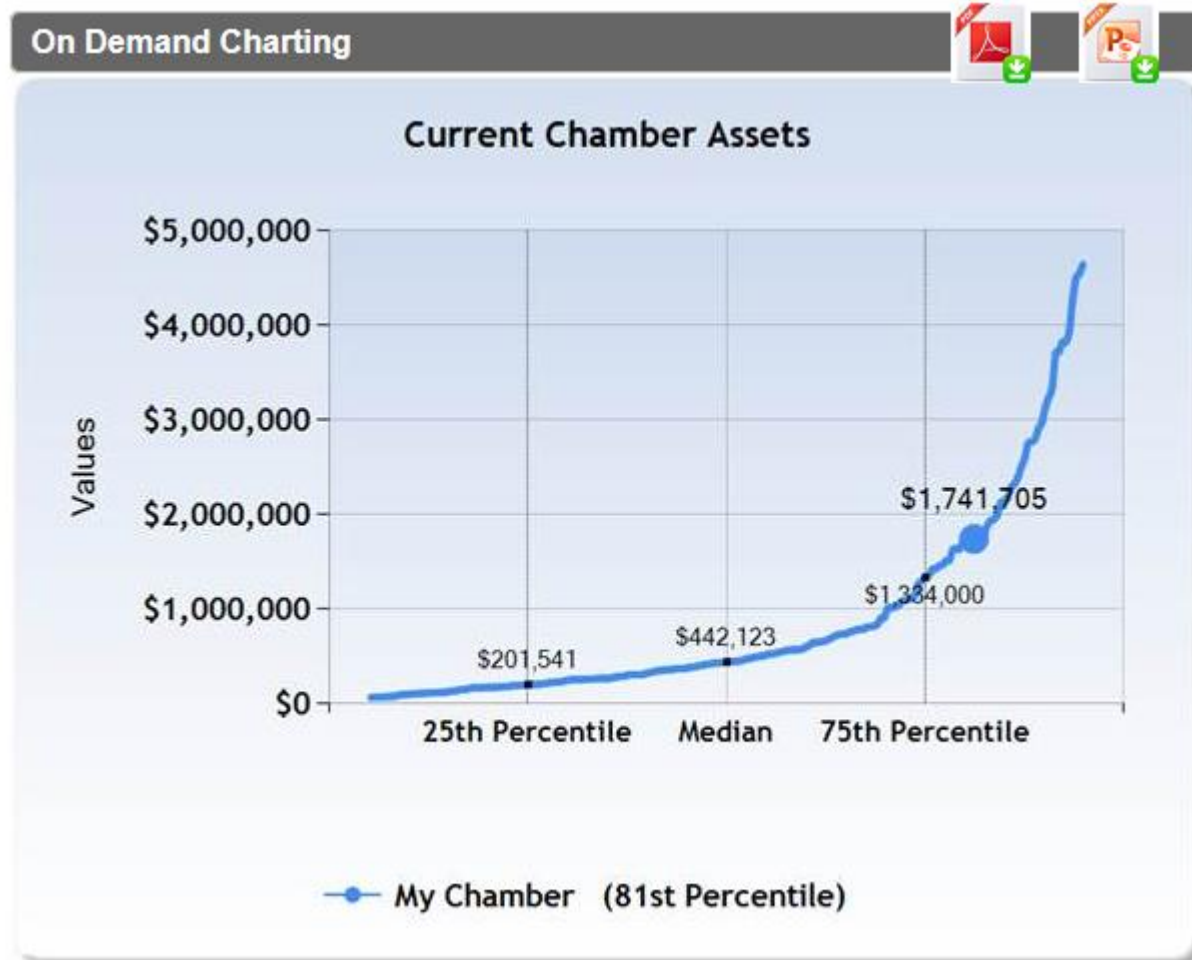
Filter Options:

- Favorite
- Revenue
- Membership
- Geographic Region
- State
- Population/Service Area
- Chamber Service Area
- Chamber Staff Size (FTE)
- Organizational Function
- Chamber Accreditation
- Chamber of the Year Award Applicant
- Cost Of Living Index
- Peer Cluster

Example of a customized slide from
the Operations Survey report in DCB:



Example of the On-Demand Charting comparison view from the Operations Survey module in DCB:





Chamber Operations Survey FY 2015

Contact the HERO Team at ACCE to learn how to create custom reports comparing your chamber to peers.

HERO@acce.org



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