Trends in Chamber Operations 2017

ACCE's 14ᵗʰ Annual Edition

Produced in part through generous support from

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

Chamber Operations
Survey Report FY 2017

Fourteenth Annual Chamber Operations Survey

Compiled by

ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

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

Introduction

Overview of the Survey

This fourteenth annual ACCE Chamber Operations Survey continues to build on data collection from and about chambers of commerce. Statistics have been calculated from 252 chambers' 2017 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 1,257 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 survey questions completed as of March 30, 2018.

Respondent Profile

252 chambers of commerce responded to the survey, approximately a 20% response rate.

- 73 respondents have annual total revenue of $450,000 and under
- 48 respondents have annual total revenue between $450,001 and $900,000
- 66 respondents have annual total revenue between $900,001 and $2,000,000
- 41 respondents have annual total revenue between $2,000,001 and $5,000,000
- 24 respondents have annual total revenue above $5,000,000

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 2012-2013 and median average for 2014-2017.

Contact ACCE
Questions? Contact us at HERO@acce.org

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ACCE's 2017 Operations Survey Report

- **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**

Breakdown by percentage of total respondents. Where 252 respondents equals 100%, each category size below is shown as a percentage of the total.
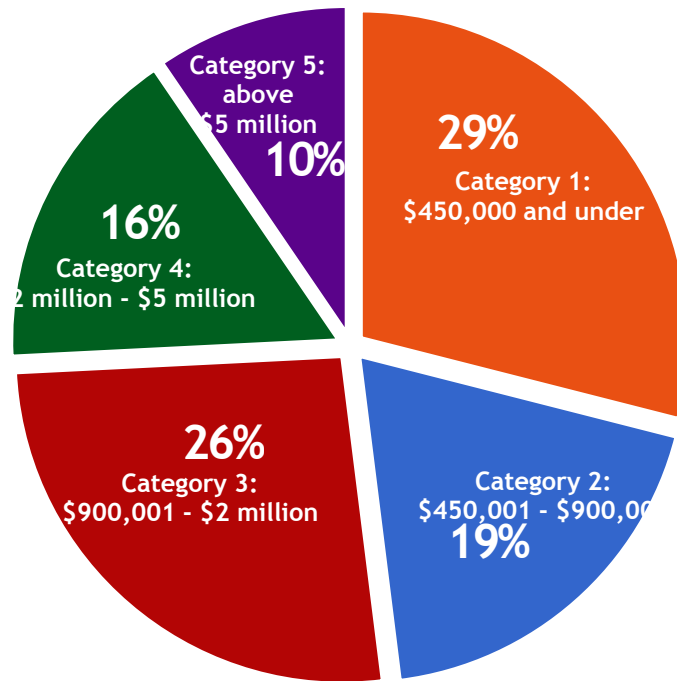
Pie chart:
- **29%** Category 1: $450,000 and under
- **19%** Category 2: $450,001 – $900,000
- **26%** Category 3: $900,001 – $2 million
- **16%** Category 4: $2 million – $5 million
- **10%** Category 5: above $5 million

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

Bar chart:
- Chamber Only: **158**
- Chamber and Economic Development: **47**
- Chamber and CVB: **26**
- Chamber, Economic Development & CVB: **21**

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
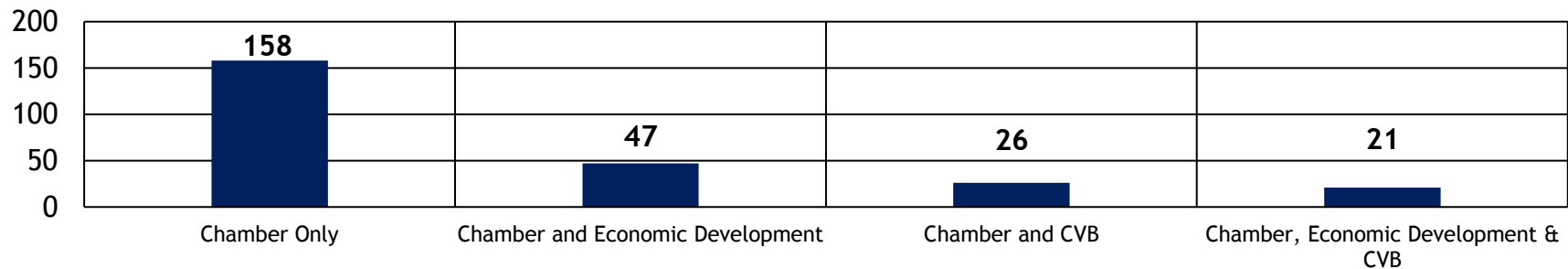
Organizational Structure and Function

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 2017?

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
4	3	2	1	0

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 2017?

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
3	0	2	0	1

Organizational Structure and Function
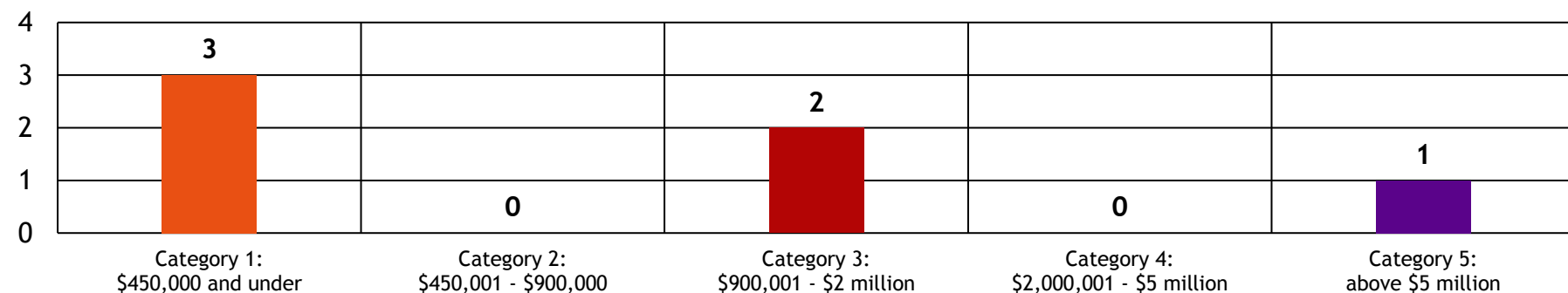
Total Annual Revenue Categories
- ■ Category 1: $450,000 and under
- ■ Category 2: $450,001 – $900,000
- ■ Category 3: $900,001 – $2 million
- ■ Category 4: $2,000,001 – $5 million
- ■ Category 5: above $5 million

3. Chambers with or without CVB/ED

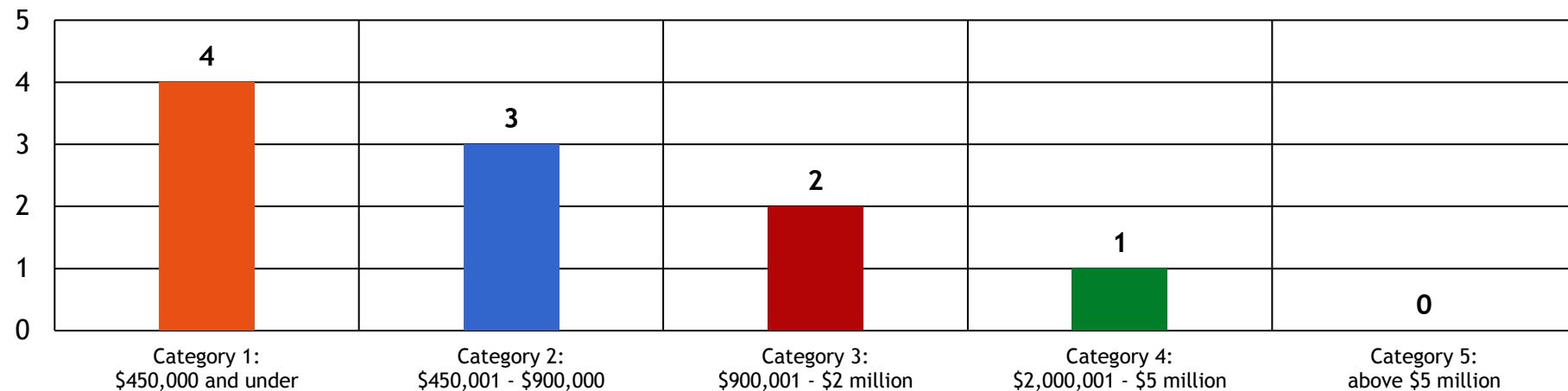Survey Question: If your chamber is NOT responsible for primary functions of Economic Development (ED) and/or Convention and Visitor's Bureau (CVB), choose "Chamber of Commerce." If your chamber is responsible for ED primary functions, choose "Chamber and ED." If your chamber is responsible for CVB functions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

	Chamber Only	Chamber with ED	Chamber with CVB	Chamber with ED and CVB
Category 1	78%	7%	15%	0%
Category 2	75%	10%	6%	8%
Category 3	62%	17%	11%	11%
Category 4	37%	41%	10%	12%
Category 5	38%	38%	4%	21%
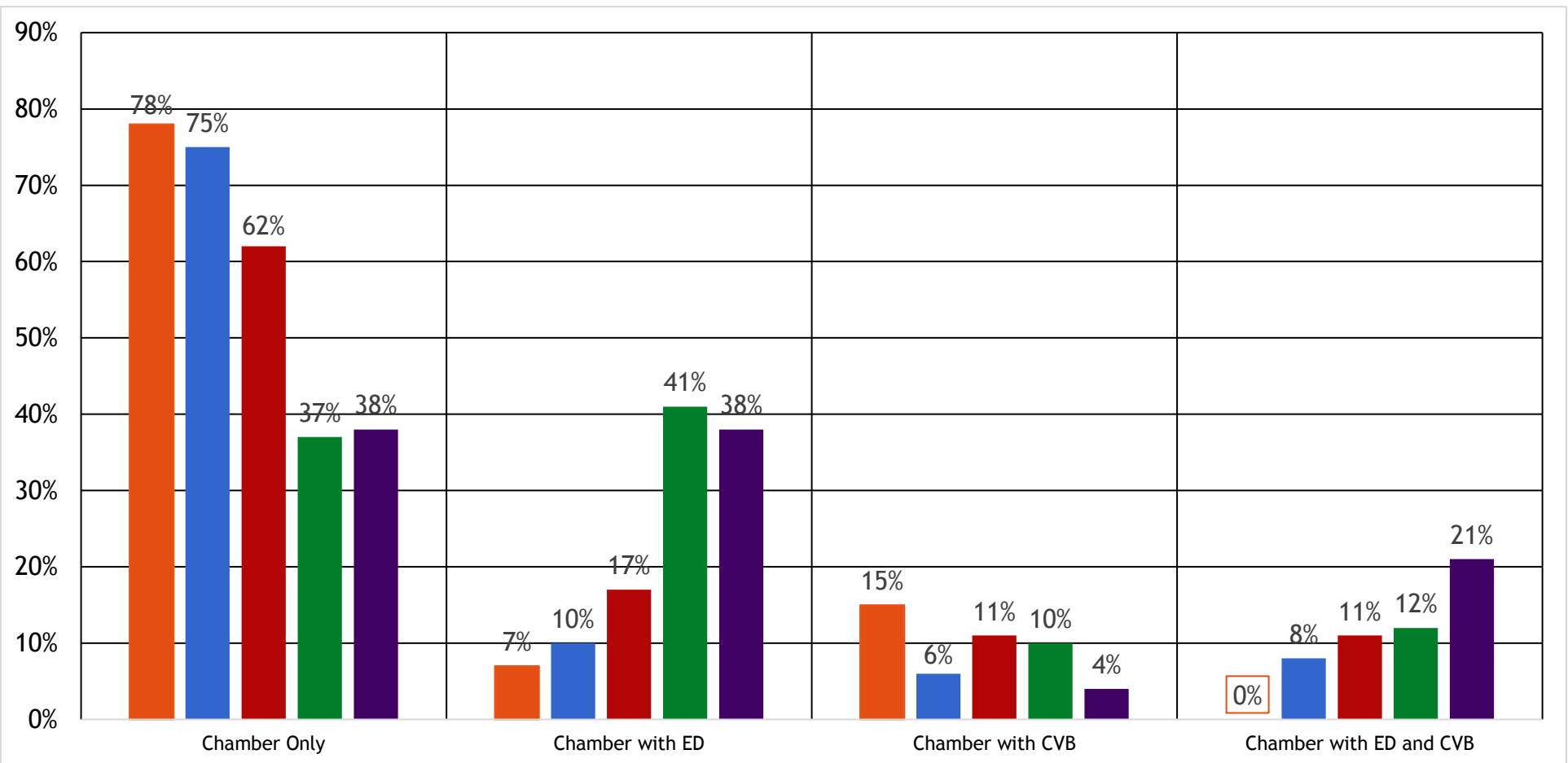
Organizational Structure and Function

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	140	$10,284	$271,645	42%	89%	85%	$771	$832	$114,774	$119,128
Chamber with CVB	21	$20,379	$224,000	30%	91%	90%	$588	$902	$90,951	$141,455
Chamber with Econ Dev (ED)	43	$23,174	$785,615	46%	89%	85%	$1,046	$1,583	$117,725	$140,875
Chamber with both CVB and ED	17	$27,530	$1,418,523	61%	89%	86%	$846	$1,281	$95,690	$146,583

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

Governance

1. Median Number of Voting Members on Board of Directors

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
16	21	24	36	62
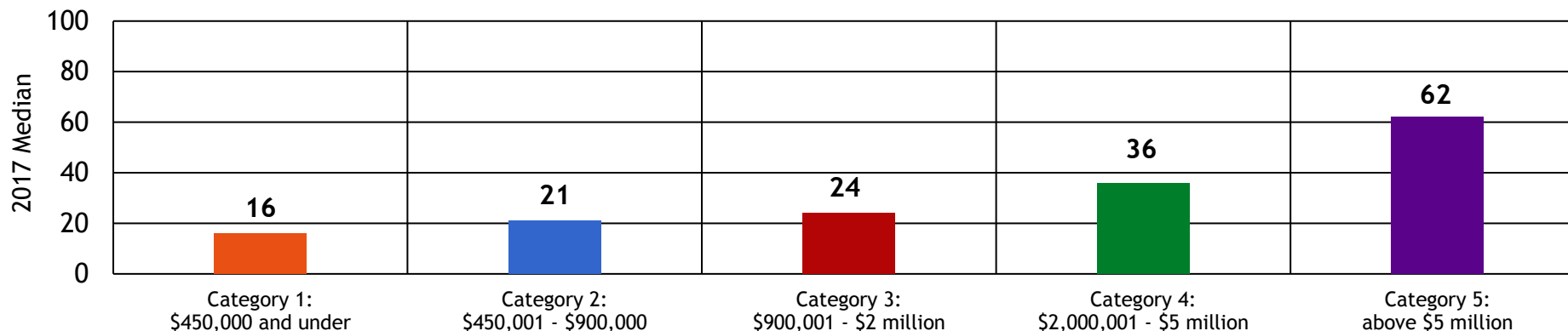
2. Median Number of Life, Emeritus, and Ex-Officio Board Members

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
1	2	3	5	7

3. Median Number of Executive Committee Members

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
5	7	8	10	18

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

Governance

4. Median Number of Times the Board Meets Annually

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
11	12	10	10	6
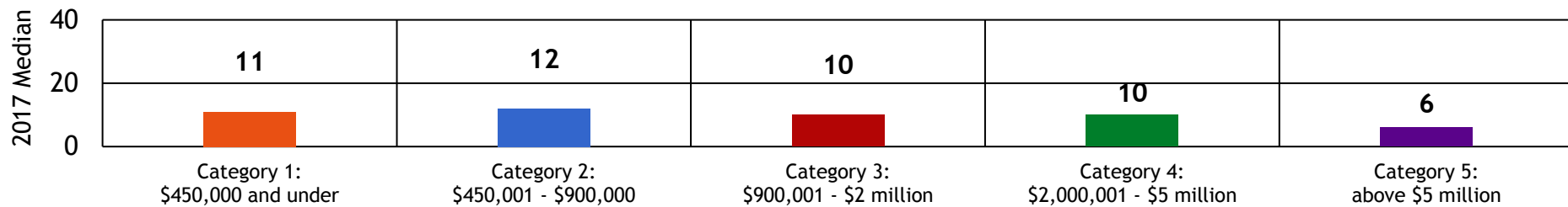
5. Median Number of Times the Executive Committee Meets Annually

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
11	12	12	12	7

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

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)
2014-17 is a median average, 2012-13 represent the mean average

Year	Category 1	Category 2	Category 3	Category 4	Category 5
2012	166	143	108	85	67
2013	165	140	114	85	70
2014	165	132	103	78	50
2015	160	139	111	78	55
2016	152	128	115	75	52
2017	145	123	109	75	48

Number of Members (y-axis)
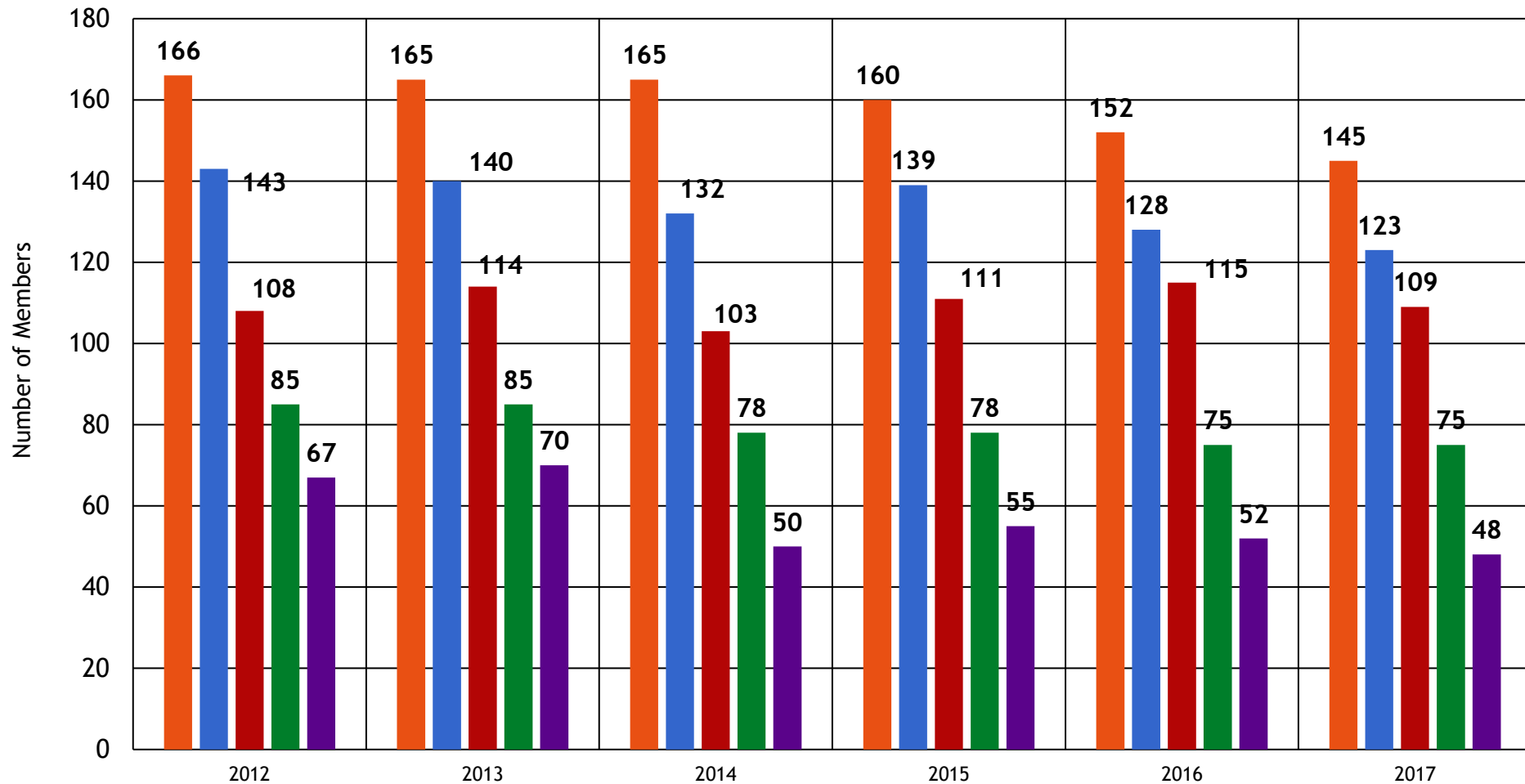
Staffing

2. Average Revenue per FTE

Calculation: average of (total revenue divided by number of full-time staff equivalents)
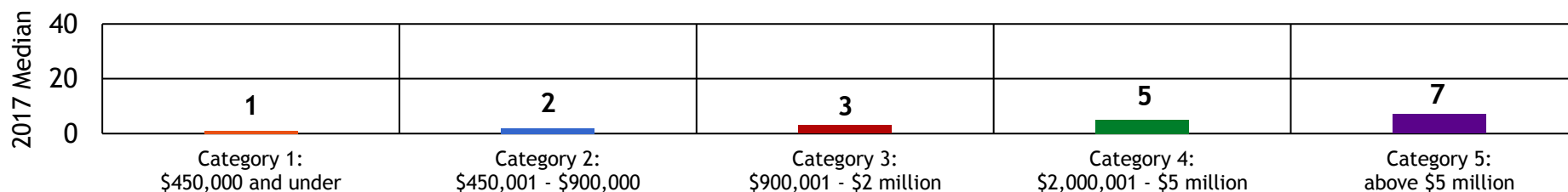2014-17 is a median average, 2012-13 represent the mean average

Total Annual Revenue Categories
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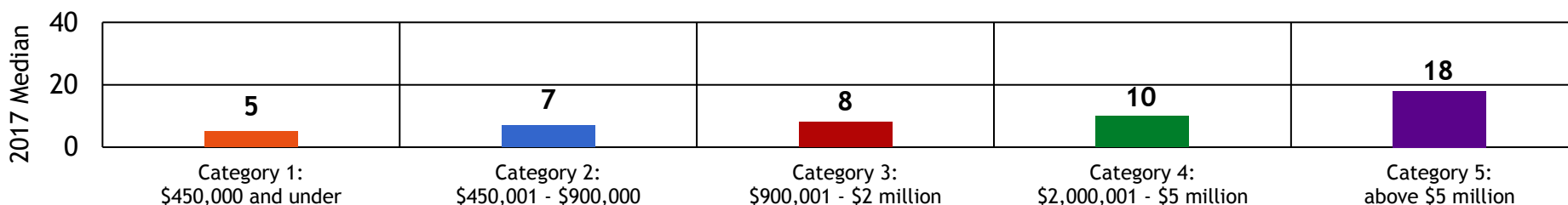- Category 4: $2,000,001 - $5 million
- Category 5: above $5 million

Revenue in Dollars

Category 5 (purple): 2012 $263,192; 2013 $227,745; 2014 $183,488; 2015 $194,896; 2016 $204,014; 2017 $208,521

Category 4 (green): 2012 $178,934; 2013 $166,264; 2014 $154,967; 2015 $164,892; 2016 $162,729; 2017 $160,912

Category 3 (red): 2012 $148,036; 2013 $147,063; 2014 $135,024; 2015 $136,911; 2016 $139,818; 2017 $146,114

Category 2 (blue): 2012 $124,575; 2013 $125,790; 2014 $122,358; 2015 $122,159; 2016 $117,196; 2017 $113,083

Category 1 (orange): 2012 $94,737; 2013 $92,171; 2014 $96,667; 2015 $101,333; 2016 $96,202; 2017 $94,141

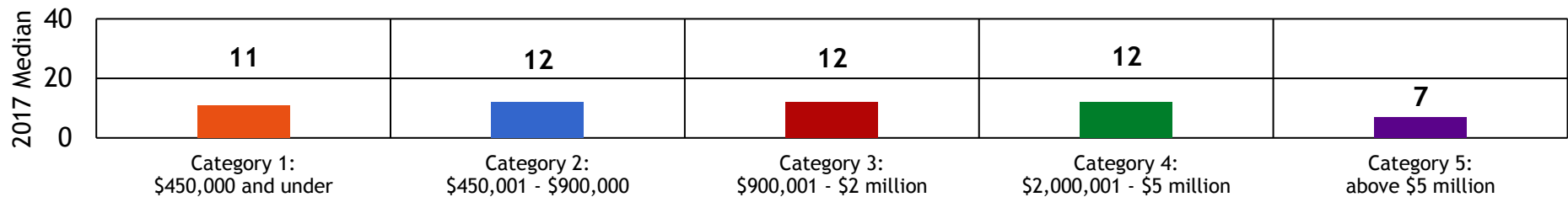**Total Annual Revenue Categories**
- Category 1: $450,000 and under
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- Category 3: $900,001 - $2 million
- Category 4: $2,000,001 - $5 million
- Category 5: above $5 million

Staffing

3. Average Personnel Expense per FTE
Calculation: average of (personnel expense divided by number of full-time staff)
2014-17 is a median average, 2012-13 represent the mean average

Personnel Expense in Dollars

	2012	2013	2014	2015	2016	2017
Category 5	$87,928	$91,139	$92,105	$89,634	$85,938	$99,414
Category 4	$76,417	$75,078	$78,163	$77,626	$80,224	$80,435
Category 3	$64,794	$64,521	$69,959	$67,330	$69,678	$72,542
Category 2	$58,070	$58,835	$61,993	$58,857	$59,775	$58,940
Category 1	$51,865	$52,056	$50,000	$52,000	$51,595	$50,061

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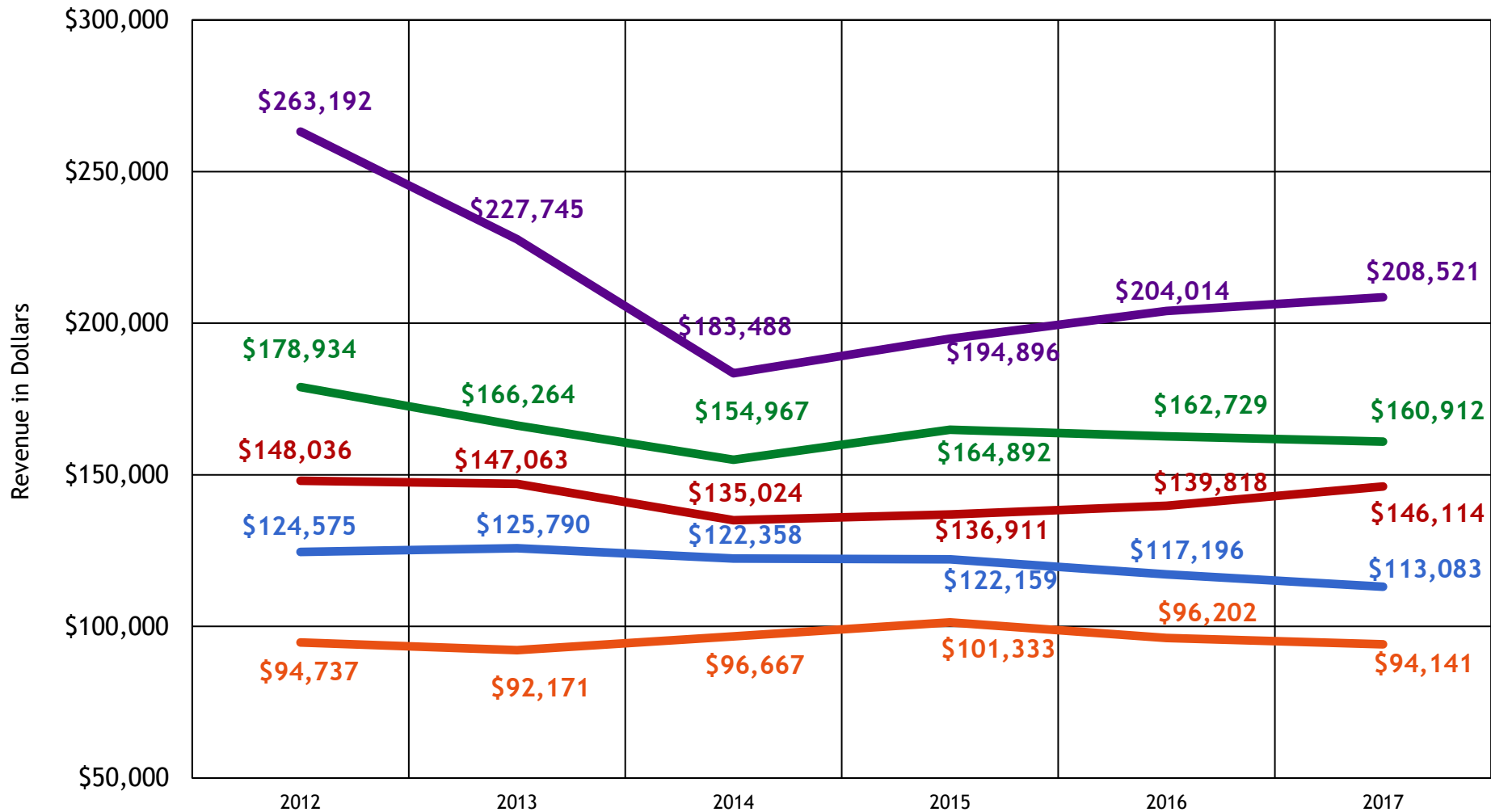- Category 4: $2,000,001 – $5 million
- Category 5: above $5 million

Staffing

4. Average Staff Turnover Rate

Calculation: (number of employees at the end of fiscal year 2016 minus number of those still employed at the end of fiscal year 2017) divided by the number of employees at the end of fiscal year 2016

2017 Median

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
0%	1%	10%	20%	13%
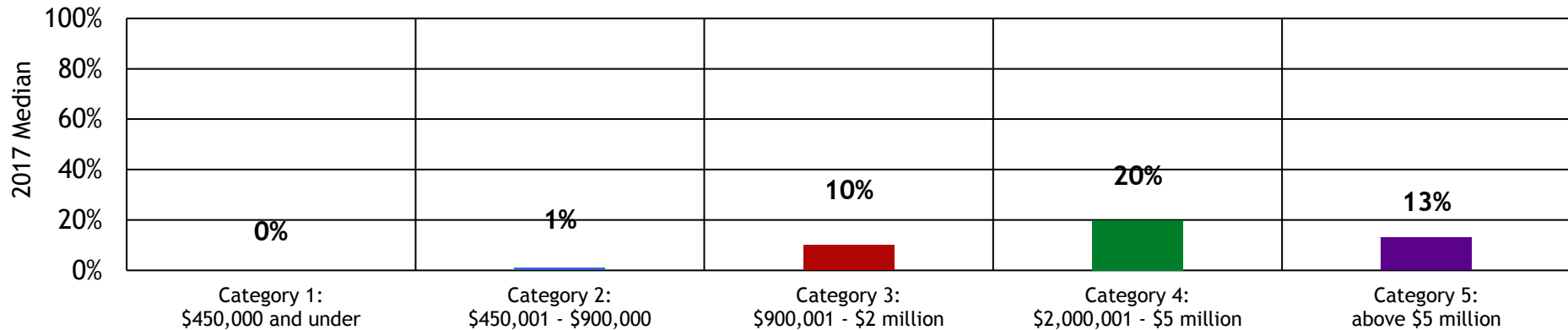
5. Average Employee Tenure in Years

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

2017 Median

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
5	5	6	6	8
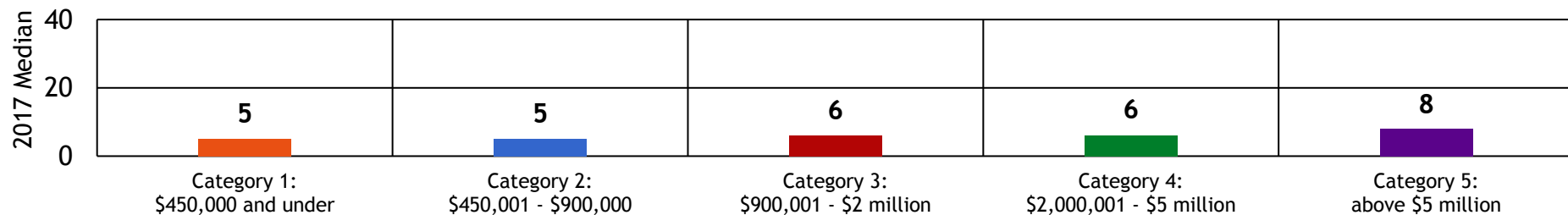
Membership

1a. Average Member Retention - Accounts

This chart shows annual member retention of accounts percentages, calculated as follows, with 2017 as an example: (number of 2016 membership accounts minus number of cancellations in 2017), divided by the number of 2016 membership accounts. 2014-17 is a median average, 2012-13 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
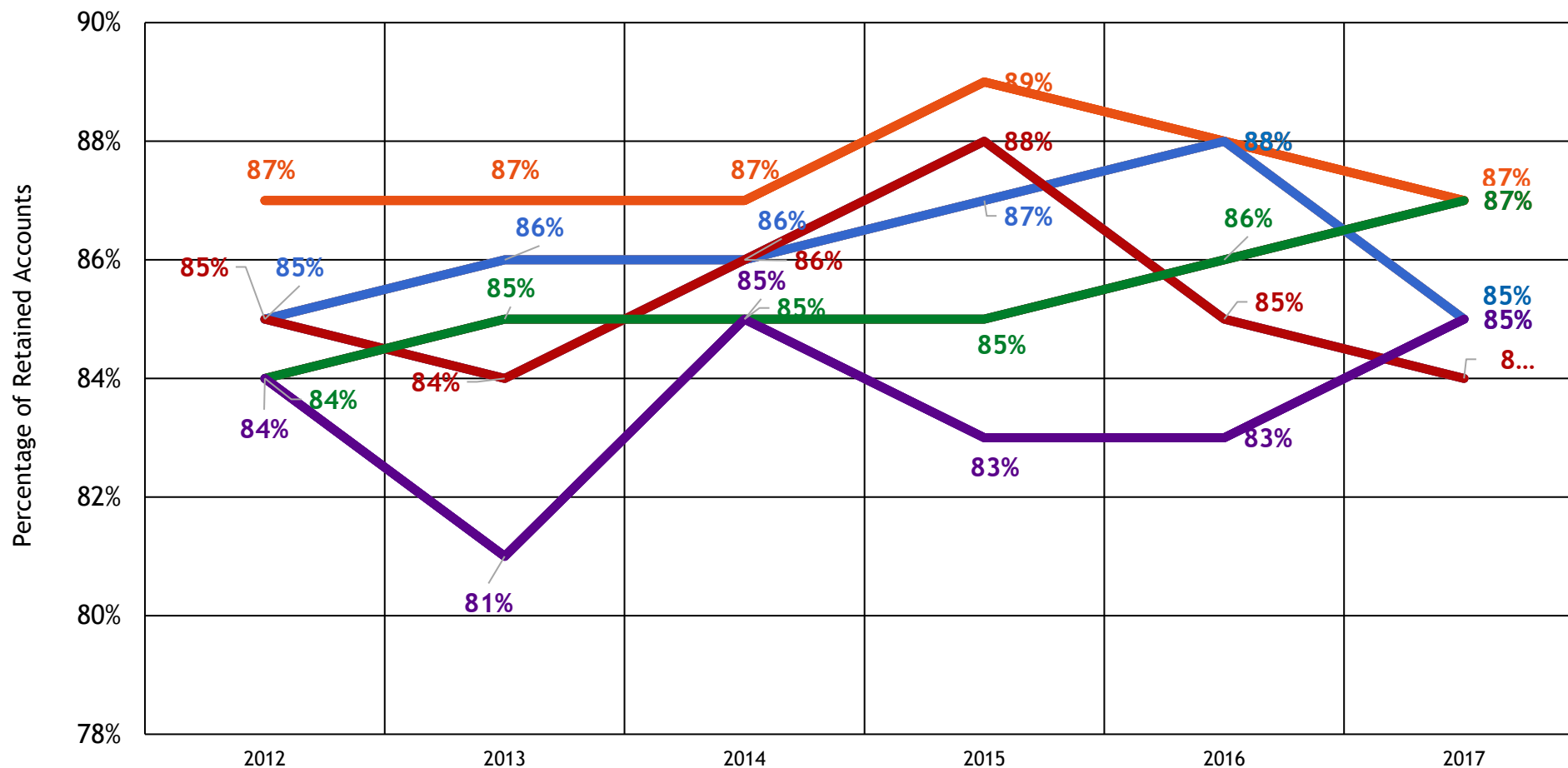
Membership

1b. Member Retention - Accounts

Mean Average of 10 Lowest and 10 Highest

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

Membership

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

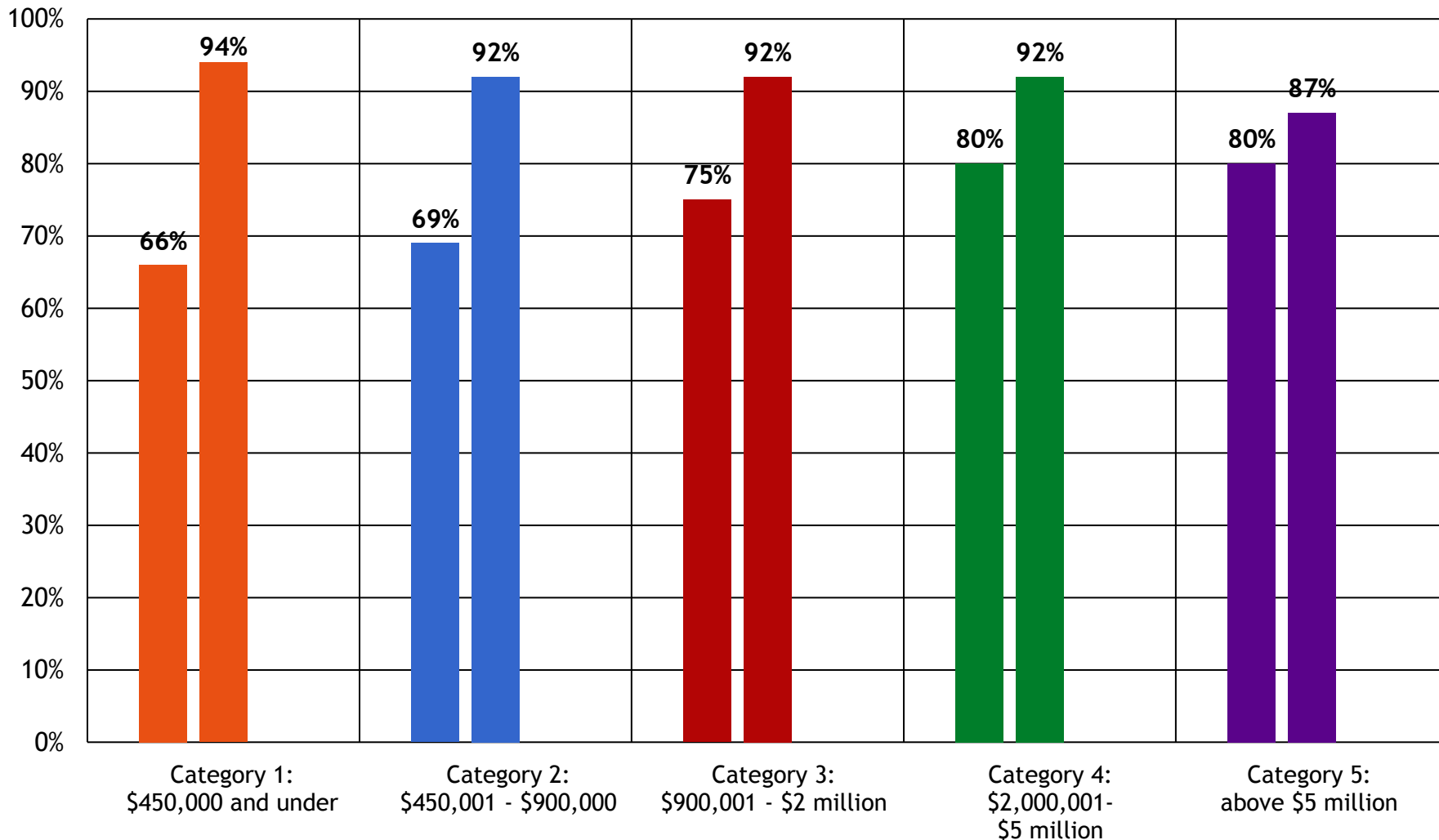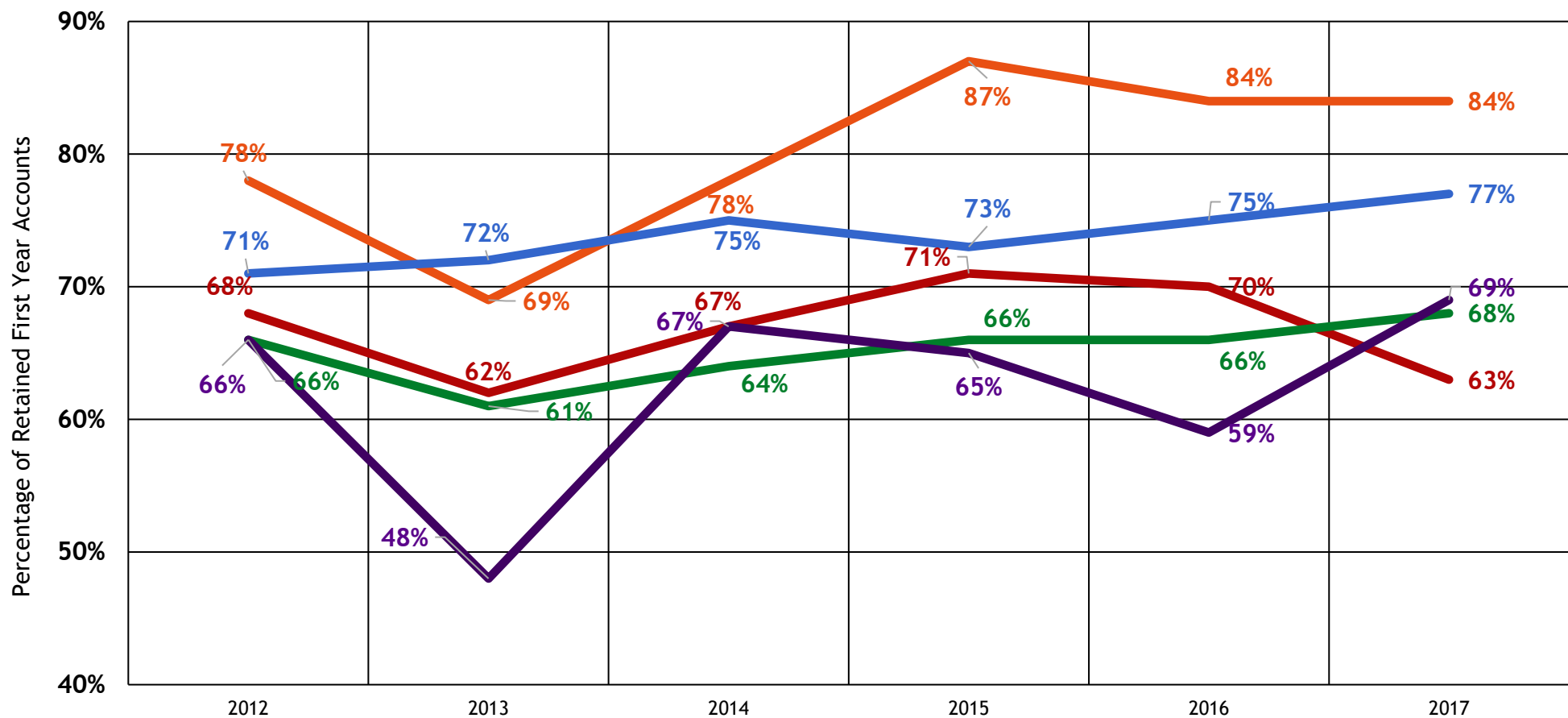## 2a. Average First Year Member Retention - Accounts

This chart shows first year member retention of accounts percentages, calculated as follows, with 2017 as an example: (number of 2016 new member accounts minus number of new member cancellations in 2017) divided by the number of 2016 new member accounts.

2014-17 is a median average, 2012-13 represent the mean average

Membership

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

Total Annual Revenue Categories
- 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

Category	Low	High
Category 1: $450,000 and under	44%	96%
Category 2: $450,001 - $900,000	49%	89%
Category 3: $900,001 - $2 million	41%	88%
Category 4: $2,000,001 - $5 million	55%	88%
Category 5: above $5 million	57%	79%

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

Membership

3a. Average Member Retention - Dollars

This chart shows the percentage of retained dues dollars year to year, calculated as follows with 2017 as an example: (dues of 2016 memberships minus dues of canceled members in 2017) divided by dues of 2016 memberships.
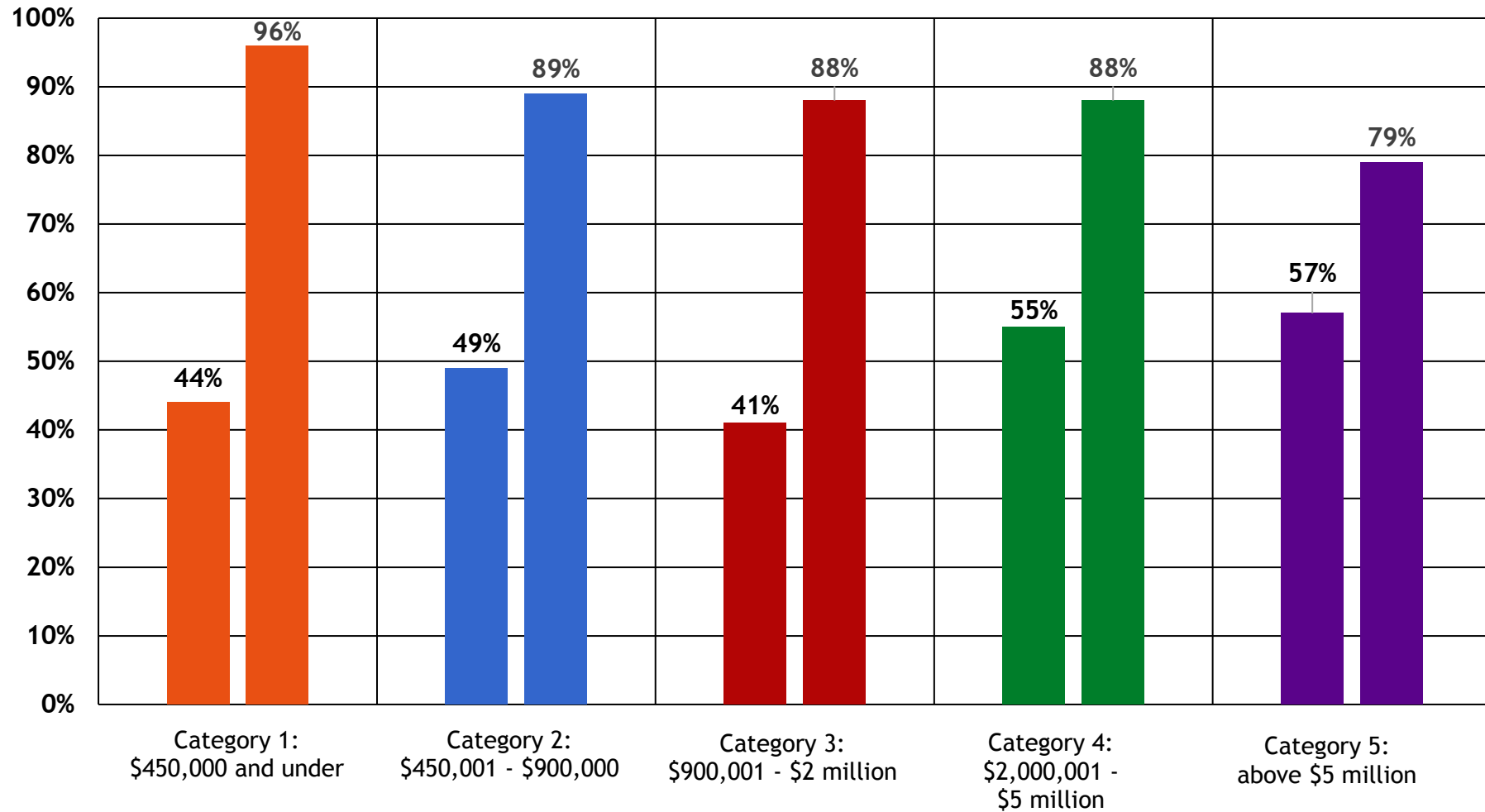2014-17 is a median average, 2012-13 represent the mean average
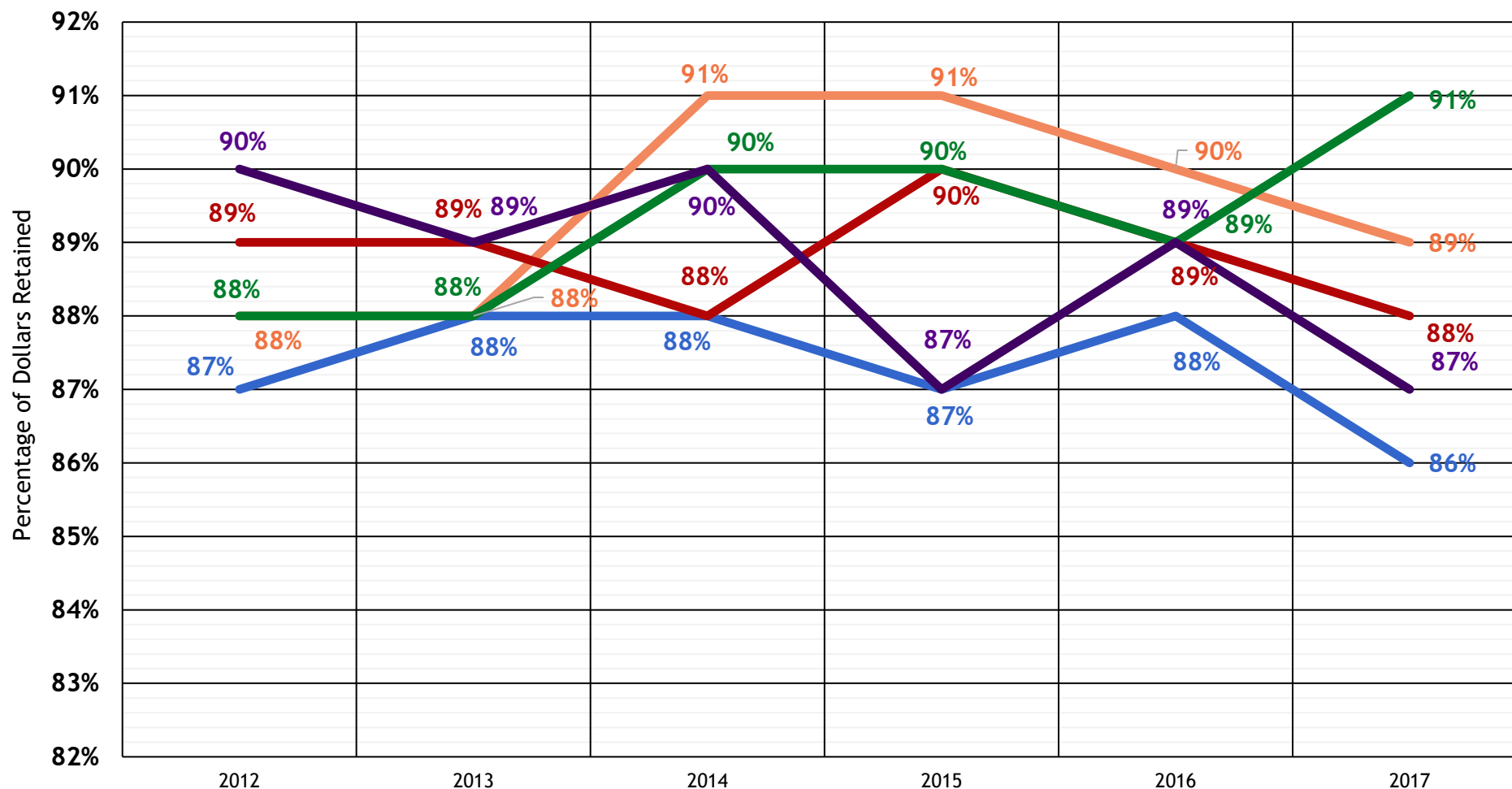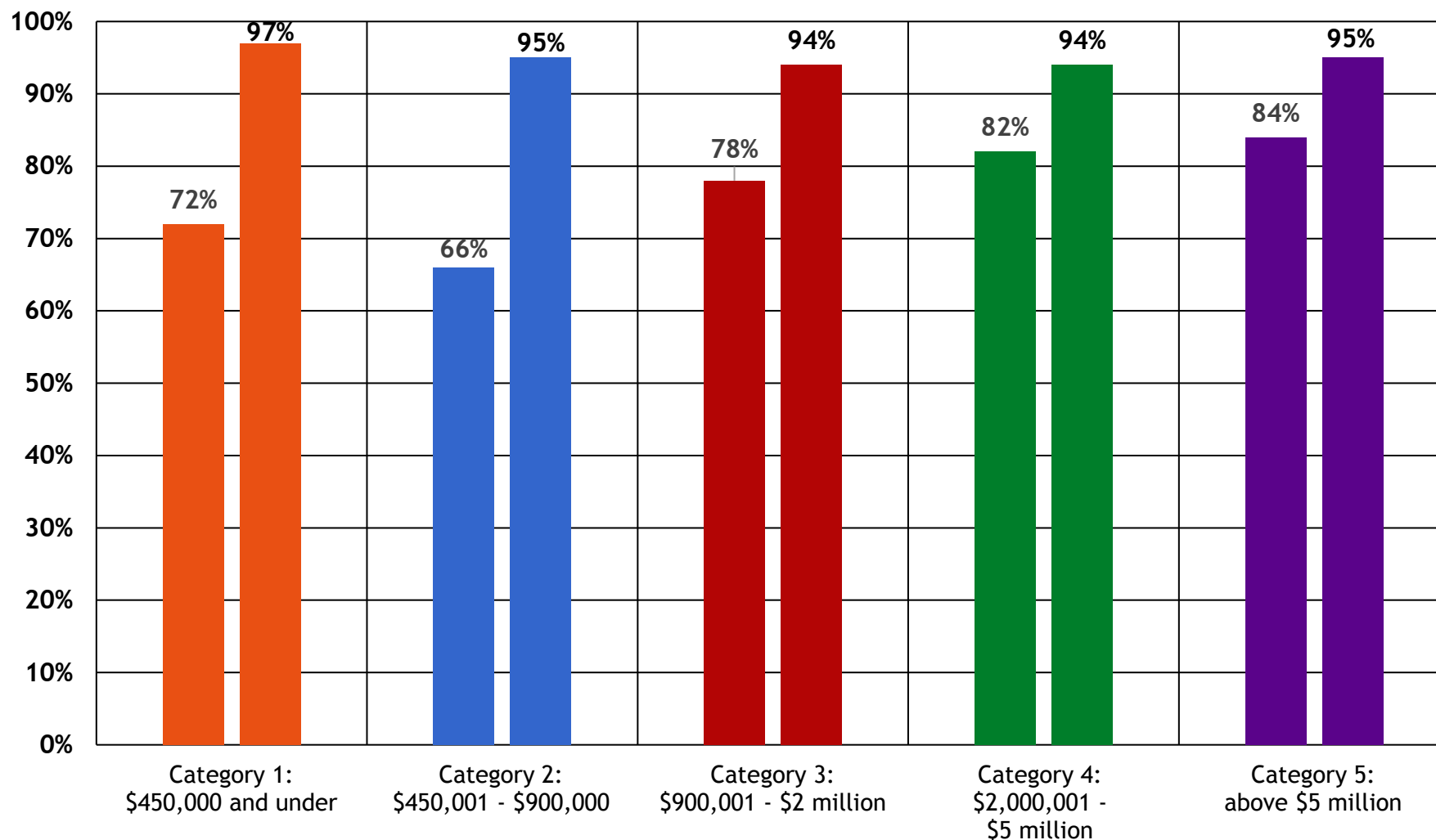
Membership

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

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

Category	Low	High
Category 1: $450,000 and under	72%	97%
Category 2: $450,001 - $900,000	66%	95%
Category 3: $900,001 - $2 million	78%	94%
Category 4: $2,000,001 - $5 million	82%	94%
Category 5: above $5 million	84%	95%

Membership

4. Median Current Membership

Median number of members in each revenue 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

Bar chart — Number of Members

Category	Number of Members
Category 1: $450,000 and under	462
Category 2: $450,001 - $900,000	733
Category 3: $900,001 - $2 million	922
Category 4: $2,000,001- $5 million	1,339
Category 5: above $5 million	1,932

Minimum Dues

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**

4. Median Minimum Dues

Median chamber membership minimum dues in each revenue category.

Category	Minimum Dues
Category 1: $450,000 and under	$250
Category 2: $450,001 - $900,000	$298
Category 3: $900,001 - $2 million	$348
Category 4: $2,000,001- $5 million	$393
Category 5: above $5 million	$465

Membership

5. Market Penetration Rate

Calculation: average of (number of chamber members divided by the total number of businesses in the service area)
2014-17 is a median average, 2012-13 represent the mean average
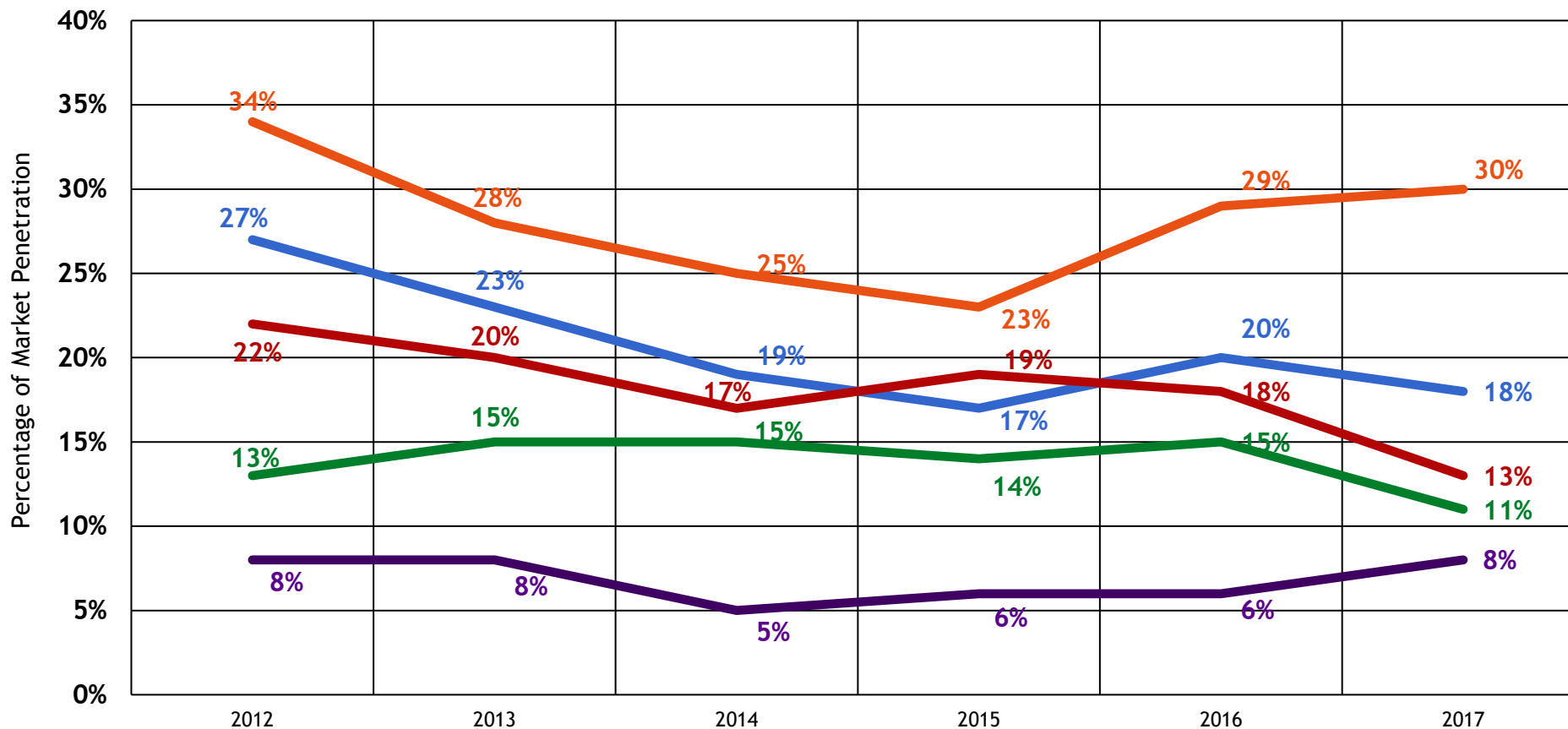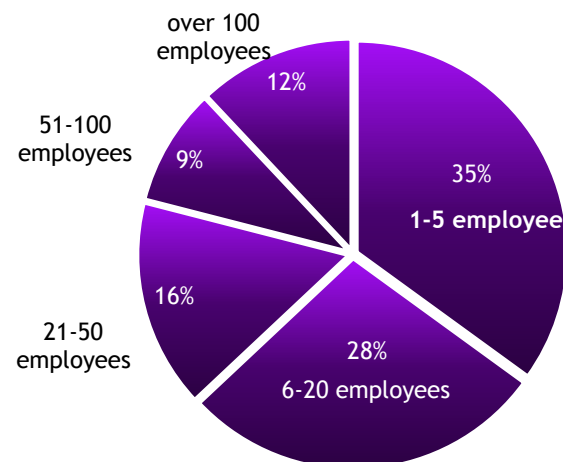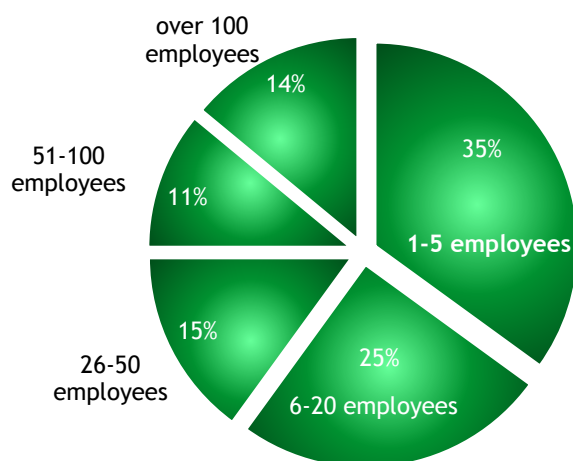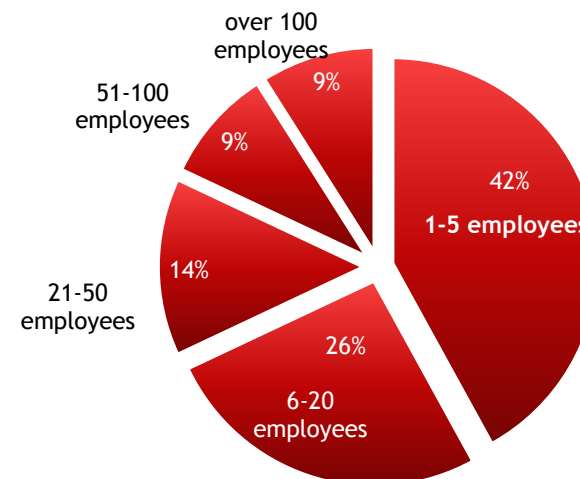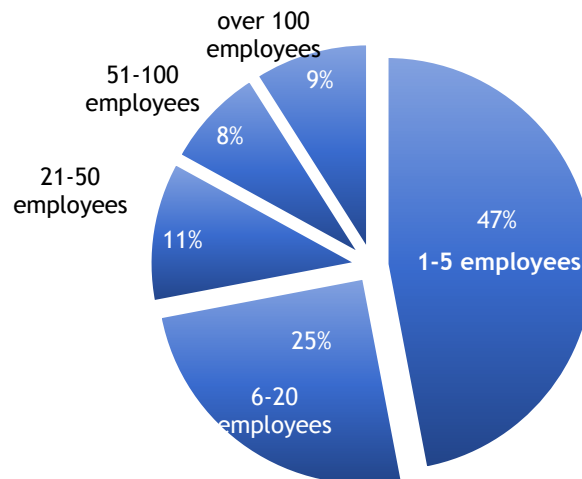
Total Annual Revenue Categories
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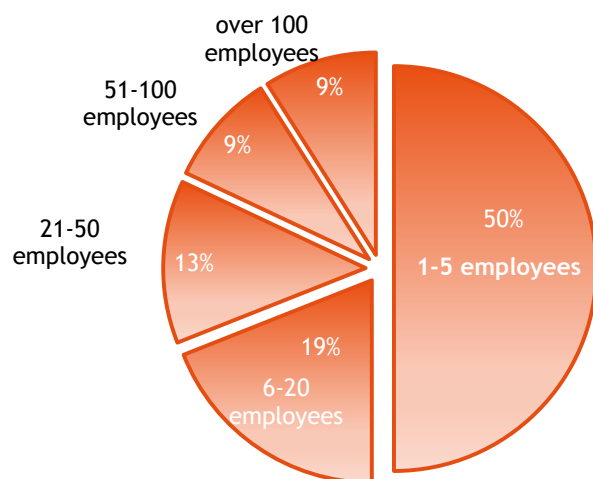- Category 5: above $5 million

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
- 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

Category 1
- 1-5 employees: 50%
- 6-20 employees: 19%
- 21-50 employees: 13%
- 51-100 employees: 9%
- over 100 employees: 9%

Category 2
- 1-5 employees: 47%
- 6-20 employees: 25%
- 21-50 employees: 11%
- 51-100 employees: 8%
- over 100 employees: 9%

Category 3
- 1-5 employees: 42%
- 6-20 employees: 26%
- 21-50 employees: 14%
- 51-100 employees: 9%
- over 100 employees: 9%

Category 4
- 1-5 employees: 35%
- 6-20 employees: 25%
- 26-50 employees: 15%
- 51-100 employees: 11%
- over 100 employees: 14%

Category 5
- 1-5 employees: 35%
- 6-20 employees: 28%
- 21-50 employees: 16%
- 51-100 employees: 9%
- over 100 employees: 12%

Membership

8a. Average Revenue per Member

Calculation: average of (total revenue divided by total number of members)
2014-17 is a median average, 2012-13 represent the mean average

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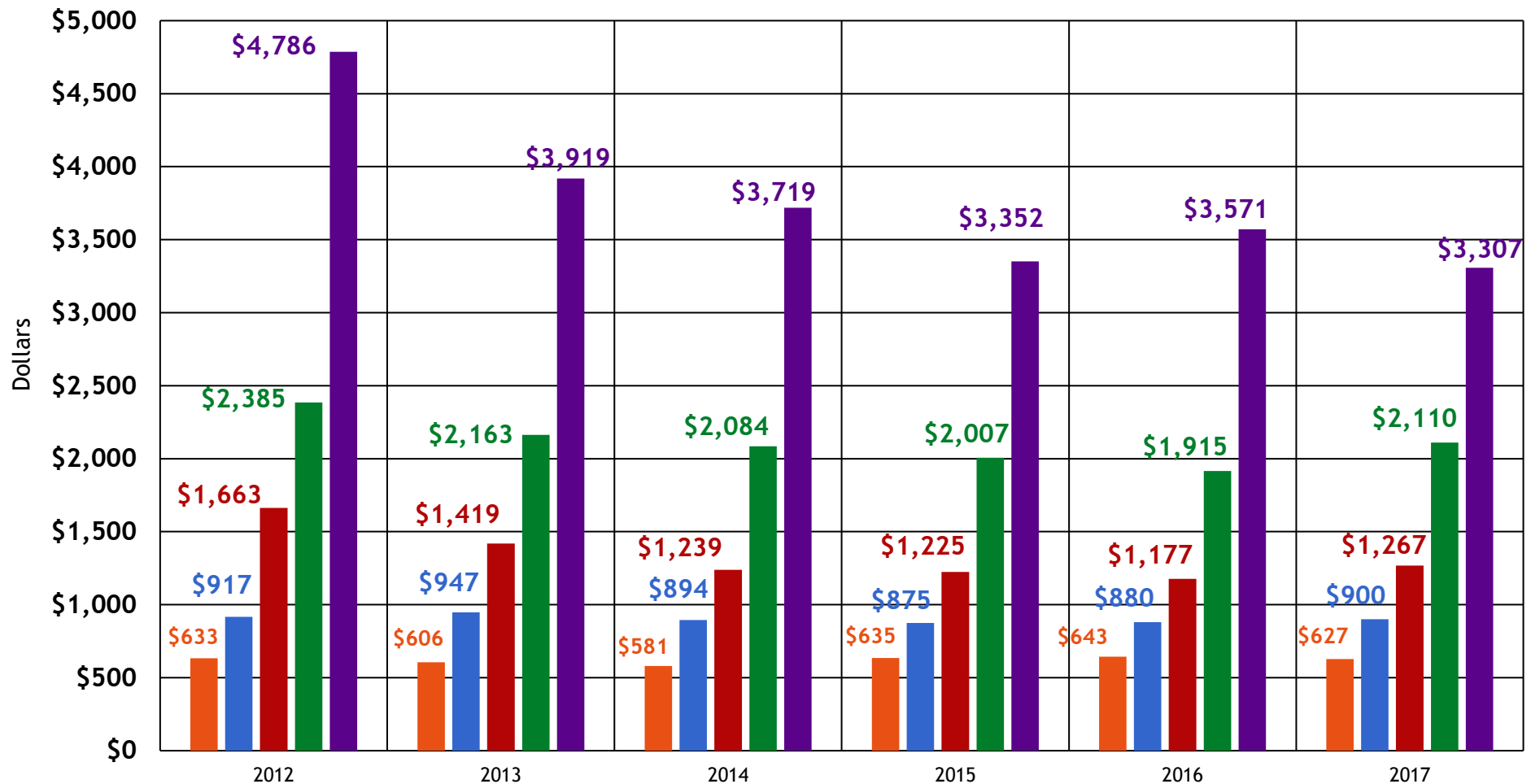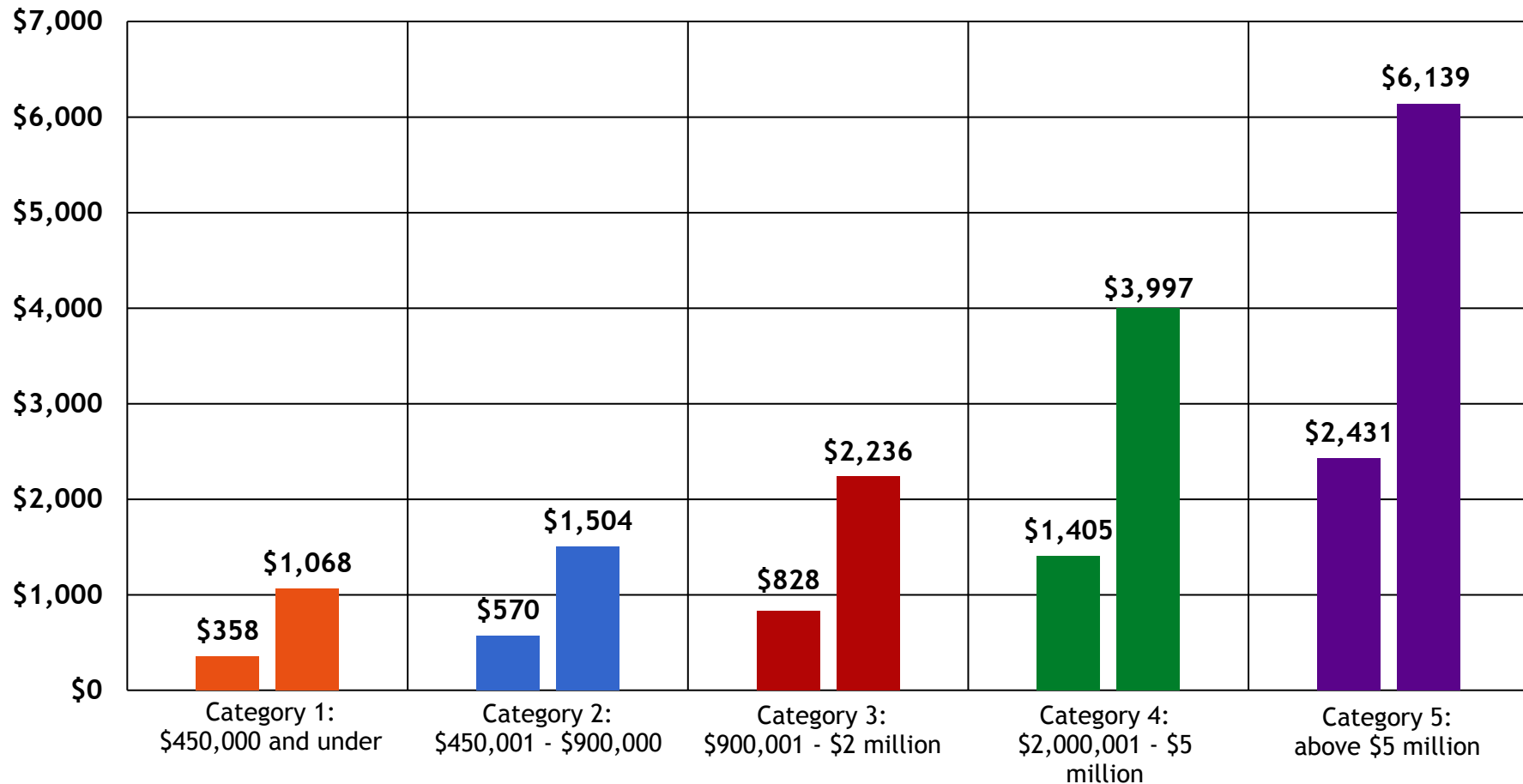- Category 1: $450,000 and under
- Category 2: $450,001 - $900,000
- Category 3: $900,001 - $2 million
- Category 4: $2,000,001 - $5 million
- Category 5: above $5 million

Year	Cat 1	Cat 2	Cat 3	Cat 4	Cat 5
2012	$633	$917	$1,663	$2,385	$4,786
2013	$606	$947	$1,419	$2,163	$3,919
2014	$581	$894	$1,239	$2,084	$3,719
2015	$635	$875	$1,225	$2,007	$3,352
2016	$643	$880	$1,177	$1,915	$3,571
2017	$627	$900	$1,267	$2,110	$3,307

Membership

8b. Average Revenue per Member

Mean Average of 10 Lowest and 10 Highest

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

Chart: Average Revenue per Member by category (low/high bars)

- Category 1: $450,000 and under — $358 / $1,068
- Category 2: $450,001 - $900,000 — $570 / $1,504
- Category 3: $900,001 - $2 million — $828 / $2,236
- Category 4: $2,000,001 - $5 million — $1,405 / $3,997
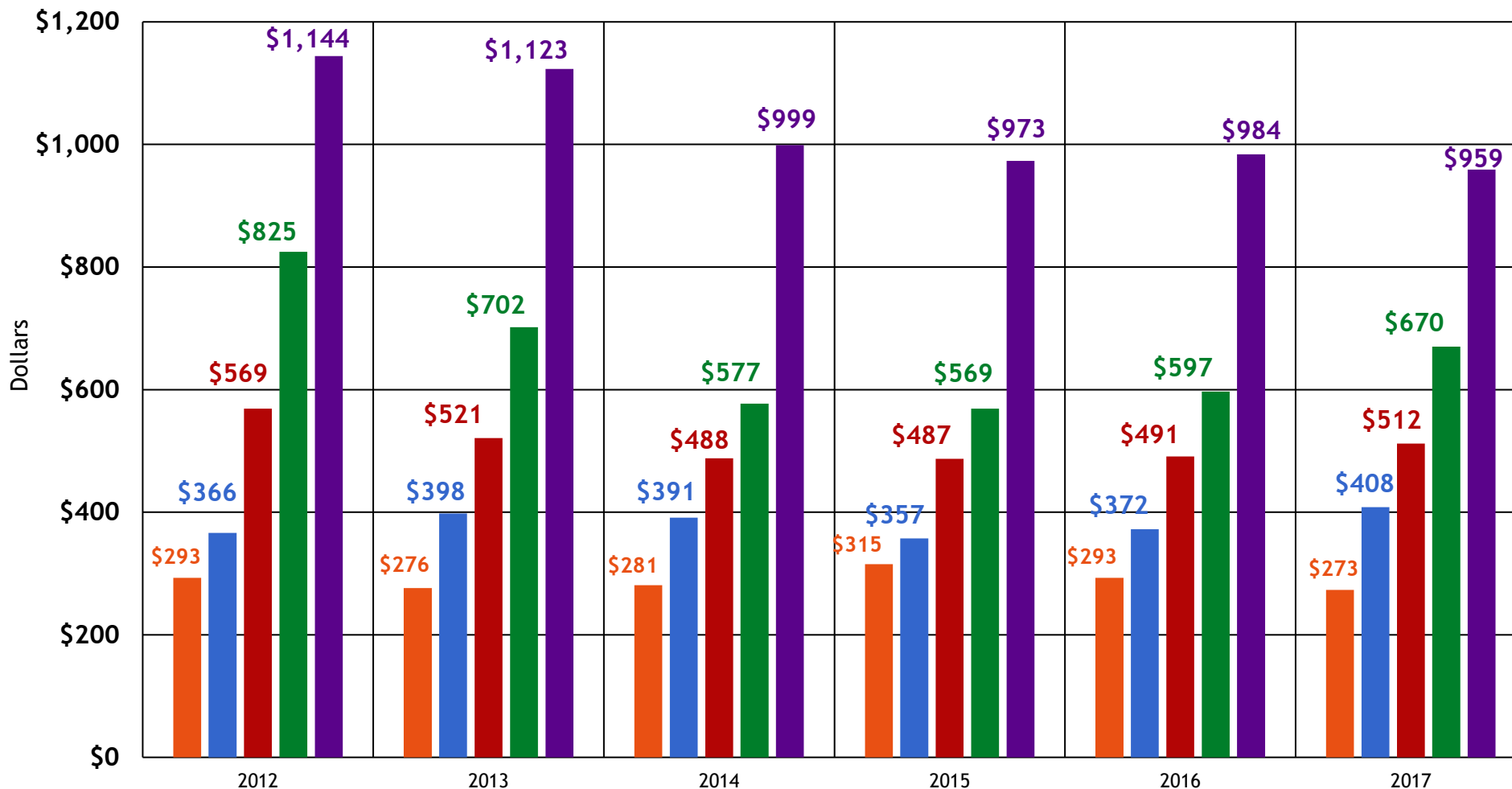- Category 5: above $5 million — $2,431 / $6,139

Membership

9a. Average Member Dues Investment

Calculation: average of (total dollar value of member accounts divided by total number of member accounts)
2014-17 is a median average, 2012-13 represent the mean average

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

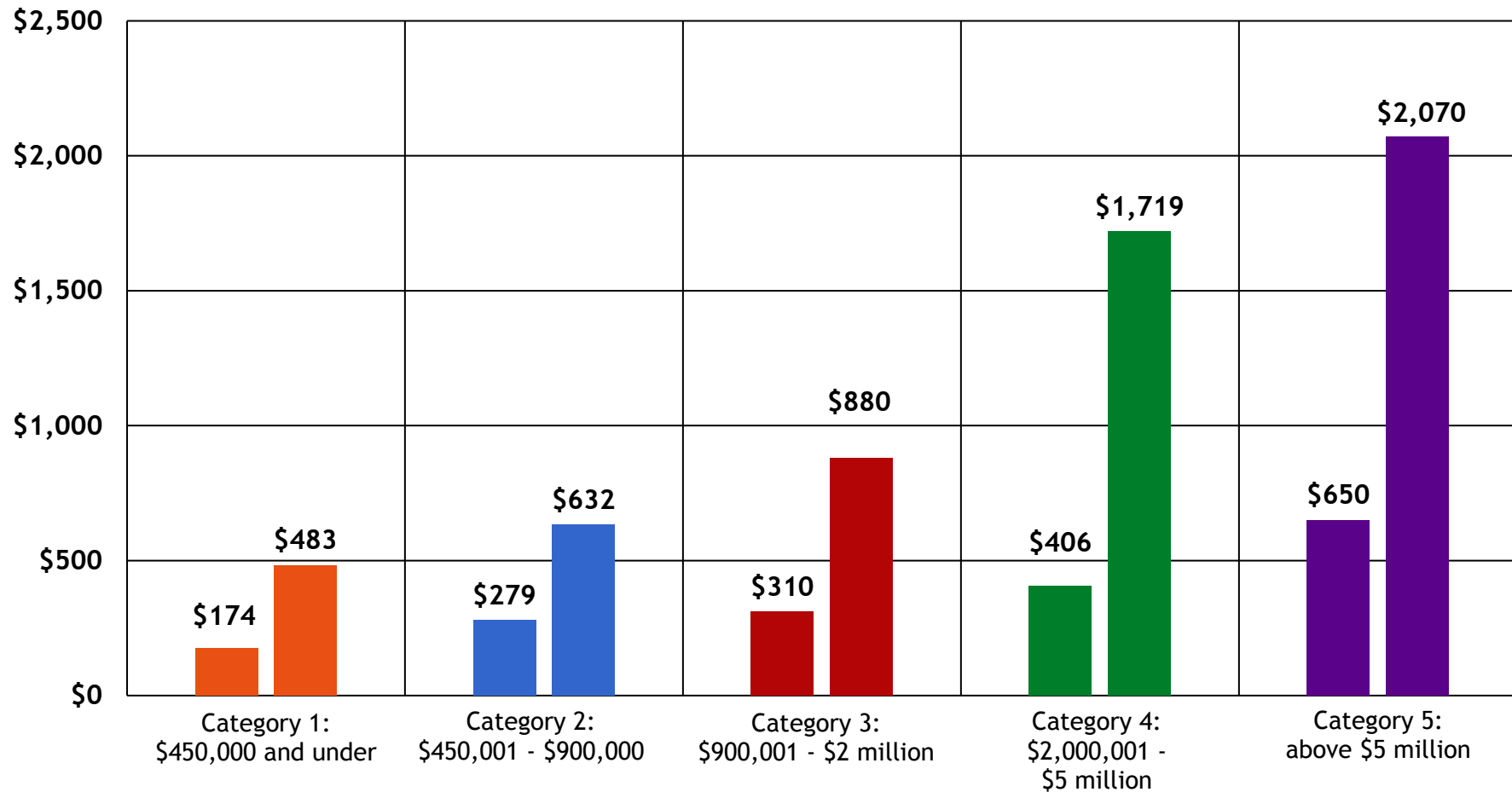| Year	Category 1	Category 2	Category 3	Category 4	Category 5
2012	$293	$366	$569	$825	$1,144
2013	$276	$398	$521	$702	$1,123
2014	$281	$391	$488	$577	$999
2015	$315	$357	$487	$569	$973
2016	$293	$372	$491	$597	$984
2017	$273	$408	$512	$670	$959

Membership

9b. Average Member Dues Investment
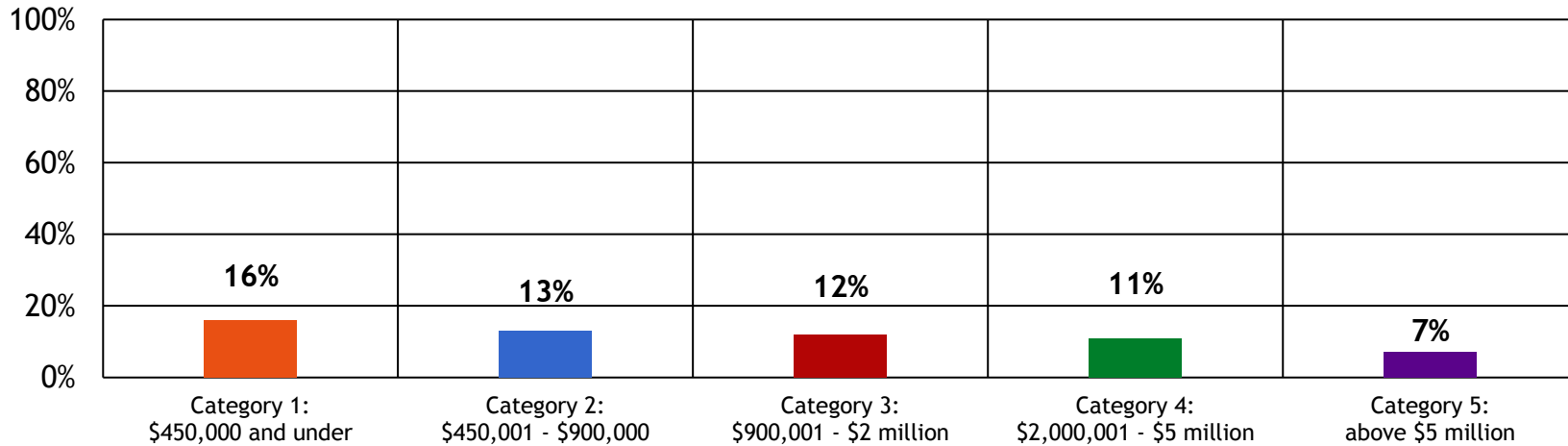
Mean Average of 10 Lowest and 10 Highest

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

Chart: Average Member Dues Investment by Total Annual Revenue Category. Each category shows a pair of bars (10 lowest, 10 highest):

- Category 1: $450,000 and under — $174 / $483
- Category 2: $450,001 – $900,000 — $279 / $632
- Category 3: $900,001 – $2 million — $310 / $880
- Category 4: $2,000,001 – $5 million — $406 / $1,719
- Category 5: above $5 million — $650 / $2,070

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

Membership

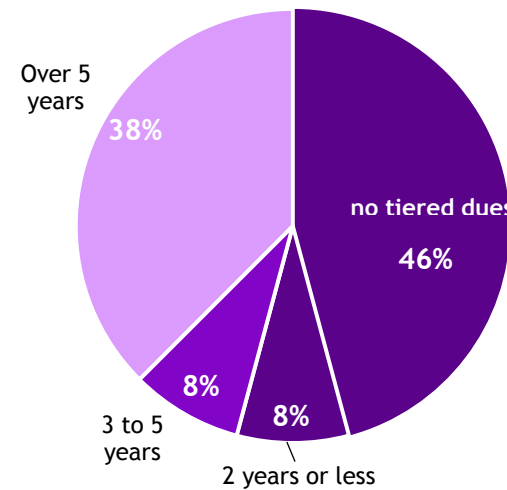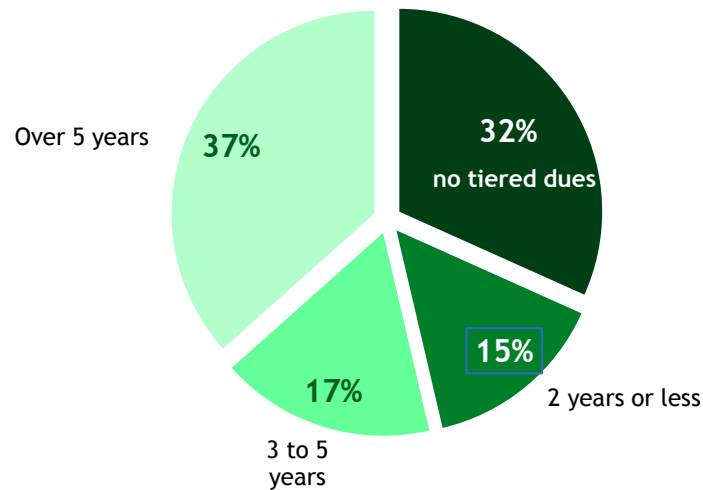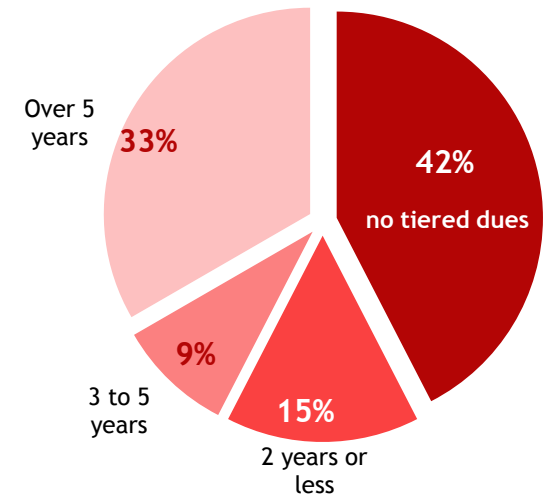## 10. Percentage of Canceled Members Due to Going Out of Business

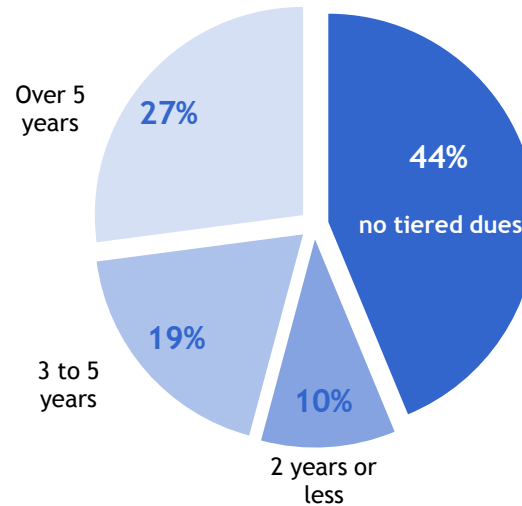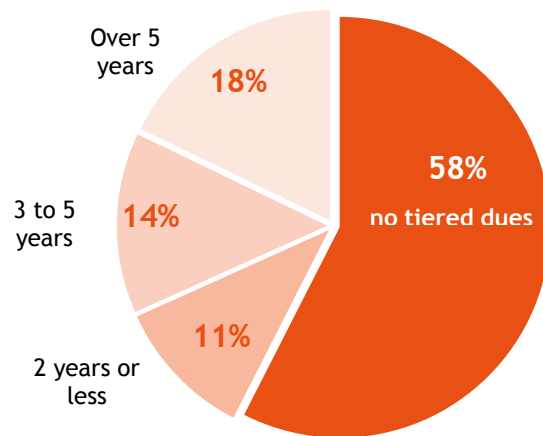|	Category 1: $450,000 and under	Category 2: $450,001 - $900,000	Category 3: $900,001 - $2 million	Category 4: $2,000,001 - $5 million	Category 5: above $5 million
Percentage	16%	13%	12%	11%	7%

Membership

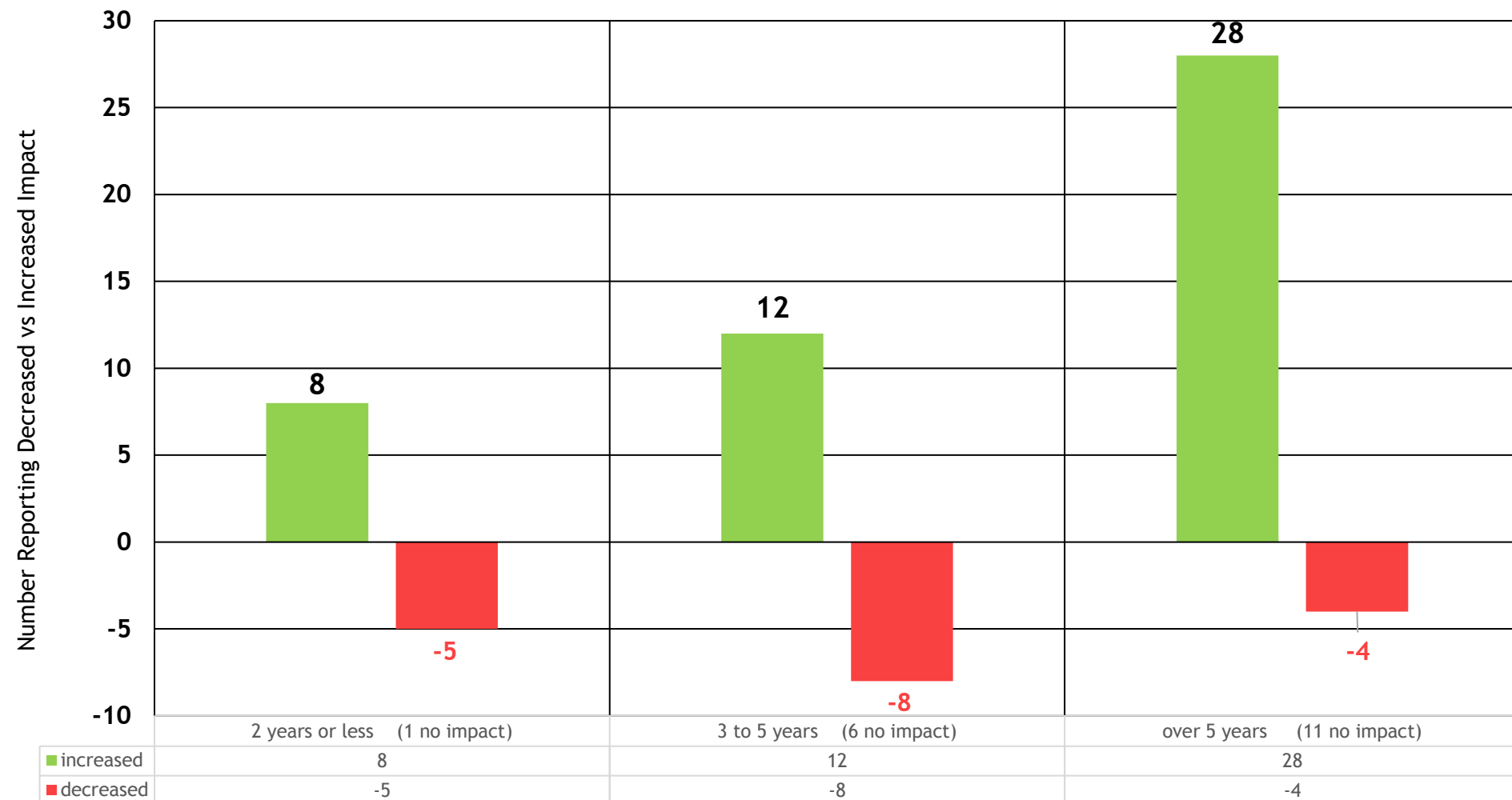## 11a. Years Using a Tiered Dues Formula

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

Category 1 pie chart:
- 58% no tiered dues
- 18% Over 5 years
- 14% 3 to 5 years
- 11% 2 years or less

Category 2 pie chart:
- 44% no tiered dues
- 27% Over 5 years
- 19% 3 to 5 years
- 10% 2 years or less

Category 3 pie chart:
- 42% no tiered dues
- 33% Over 5 years
- 9% 3 to 5 years
- 15% 2 years or less

Category 4 pie chart:
- 32% no tiered dues
- 37% Over 5 years
- 17% 3 to 5 years
- 15% 2 years or less

Category 5 pie chart:
- 46% no tiered dues
- 38% Over 5 years
- 8% 3 to 5 years
- 8% 2 years or less

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

Membership

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

The chart displays the number of chambers showing an increase vs. a decrease in number of members after implementing tiered dues.
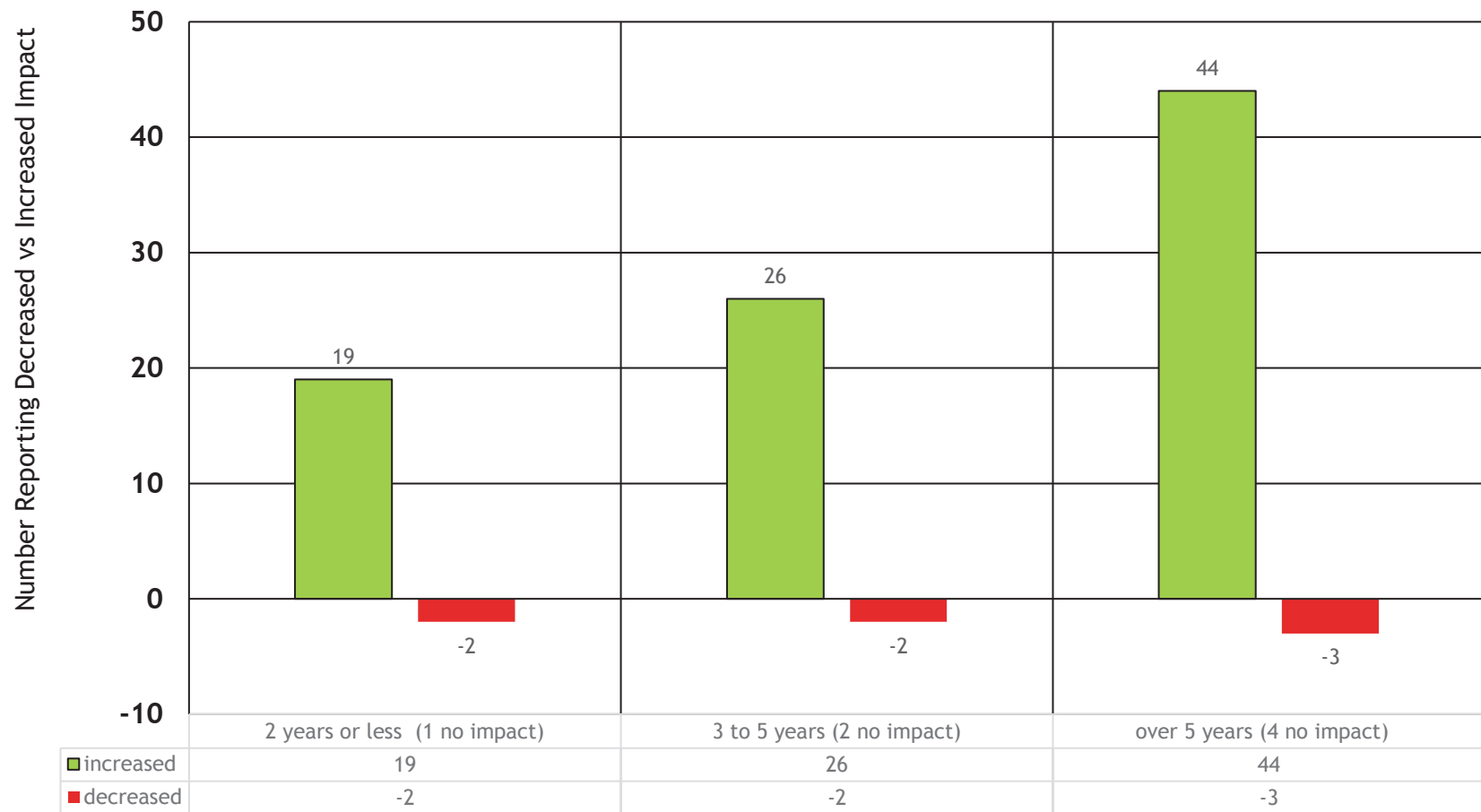

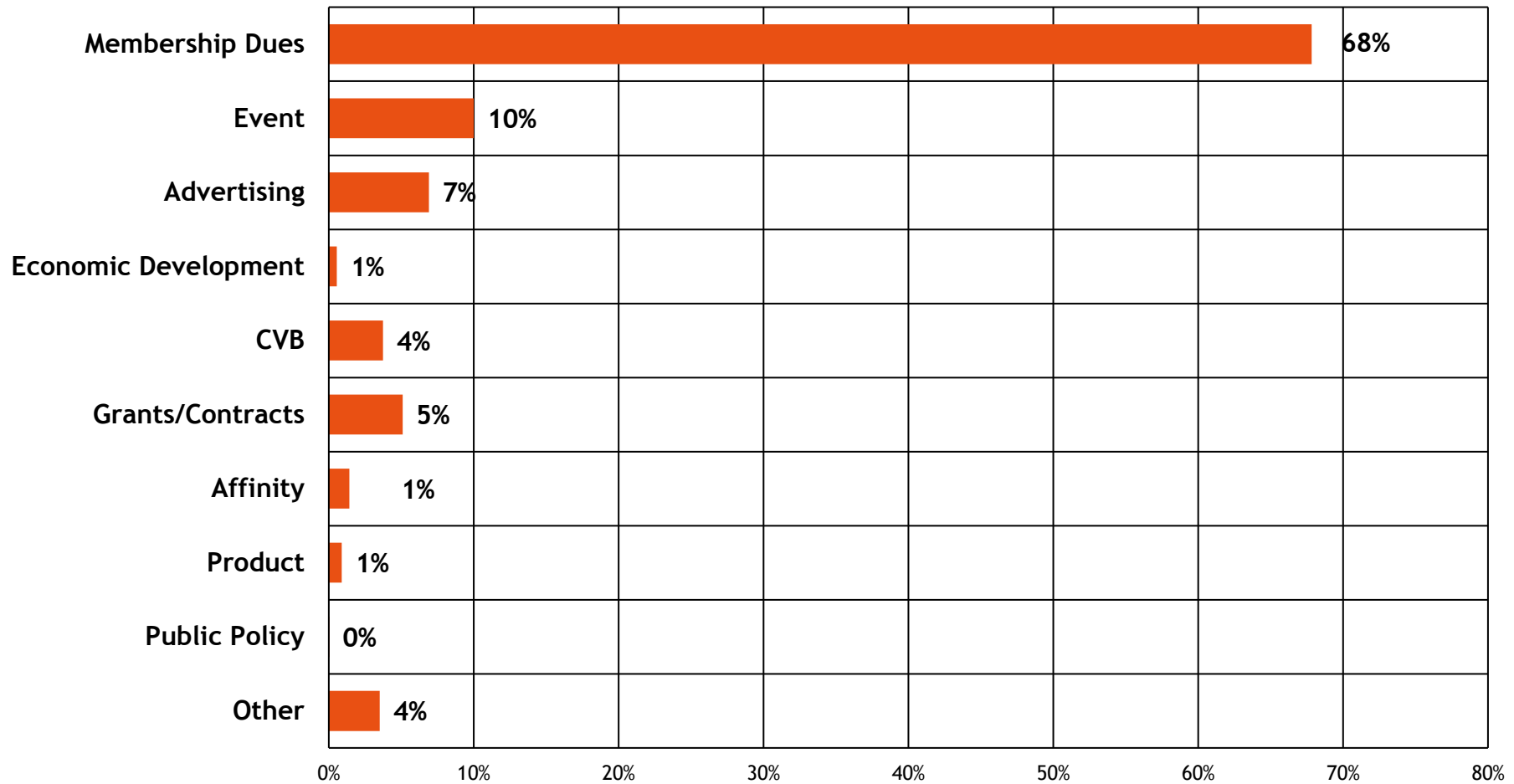|	2 years or less (1 no impact)	3 to 5 years (6 no impact)	over 5 years (11 no impact)
increased	8	12	28
decreased	-5	-8	-4

Dues Impact

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

Displays the number of chambers showing an increase vs. a decrease in member dues after implementing tiered dues.
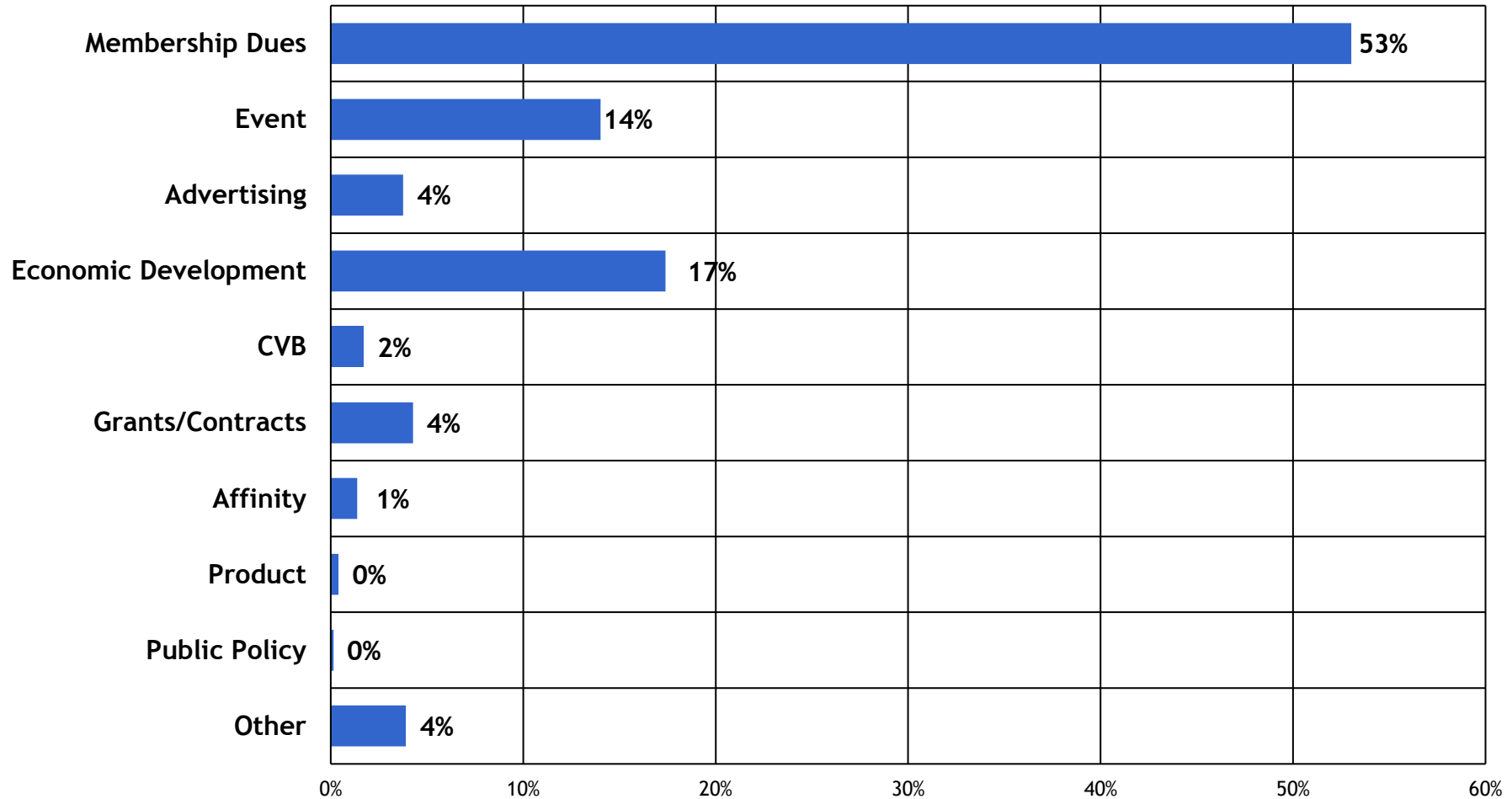
Total Annual Revenue Categories
- Category 1: $450,000 and under
- Category 2: $450,001 – $900,000
- Category 3: $900,001 – $2 million
- Category 4: $2,000,001 – $5 million
- Category 5: above $5 million

	2 years or less (1 no impact)	3 to 5 years (2 no impact)	over 5 years (4 no impact)
increased	19	26	44
decreased	-2	-2	-3

Y-axis: Number Reporting Decreased vs Increased Impact

Finance

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

Category	Percentage
Membership Dues	68%
Event	10%
Advertising	7%
Economic Development	1%
CVB	4%
Grants/Contracts	5%
Affinity	1%
Product	1%
Public Policy	0%
Other	4%

Finance

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

Category	Percentage
Membership Dues	53%
Event	14%
Advertising	4%
Economic Development	17%
CVB	2%
Grants/Contracts	4%
Affinity	1%
Product	0%
Public Policy	0%
Other	4%

Total Annual Revenue Categories
■ Category 3: $900,001 - $2 million

Finance

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

Category	Percentage
Membership Dues	53%
Event	11%
Advertising	7%
Economic Development	4%
CVB	11%
Grants/Contracts	5%
Affinity	2%
Product	0%
Public Policy	0%
Other	7%
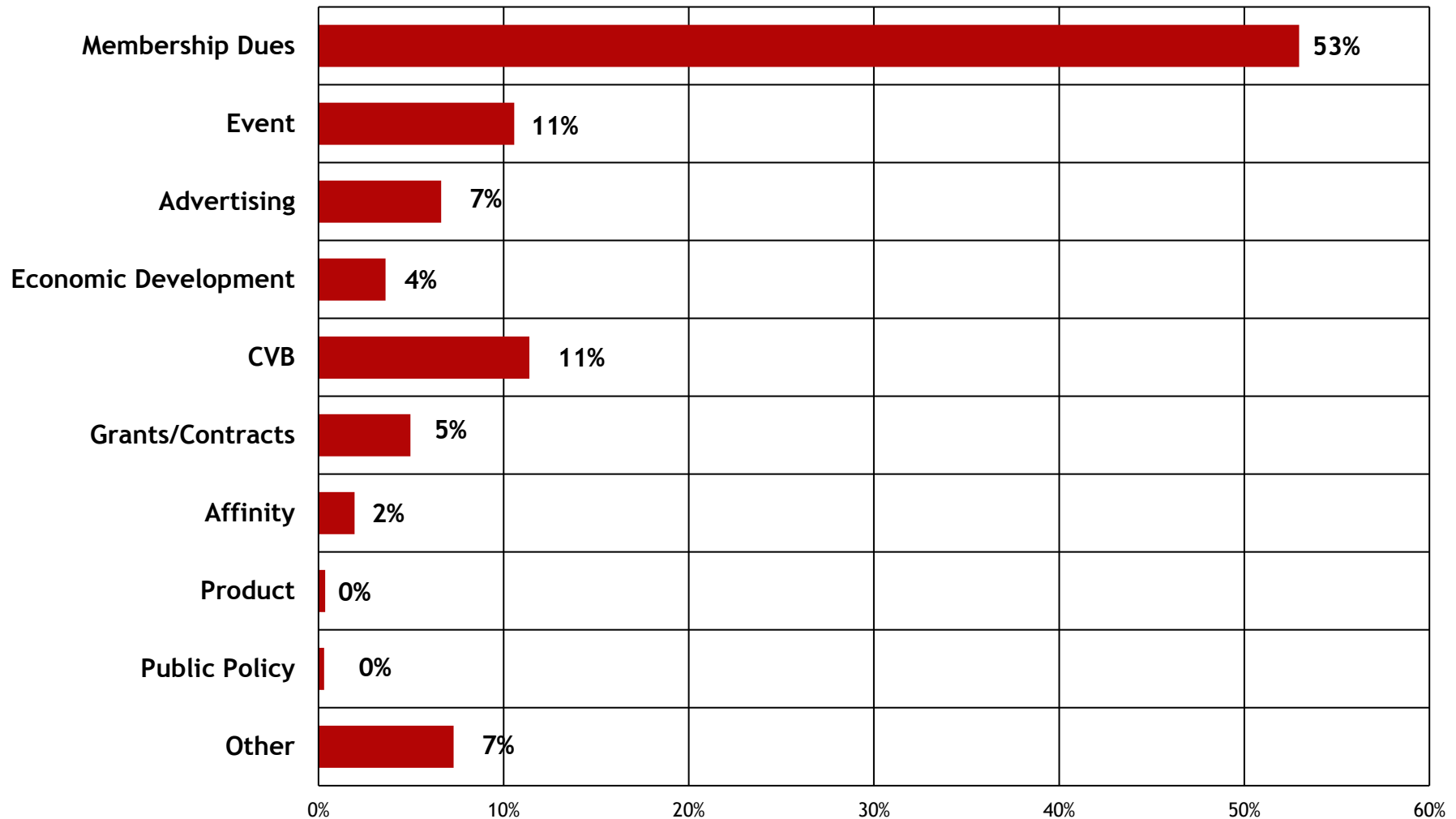
Finance

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

Category	Percentage
Membership Dues	45%
Event	11%
Advertising	2%
Economic Development	12%
CVB	10%
Grants/Contracts	4%
Affinity	4%
Product	1%
Public Policy	0%
Other	10%

Total Annual Revenue Categories
■ Category 5: above $5 million
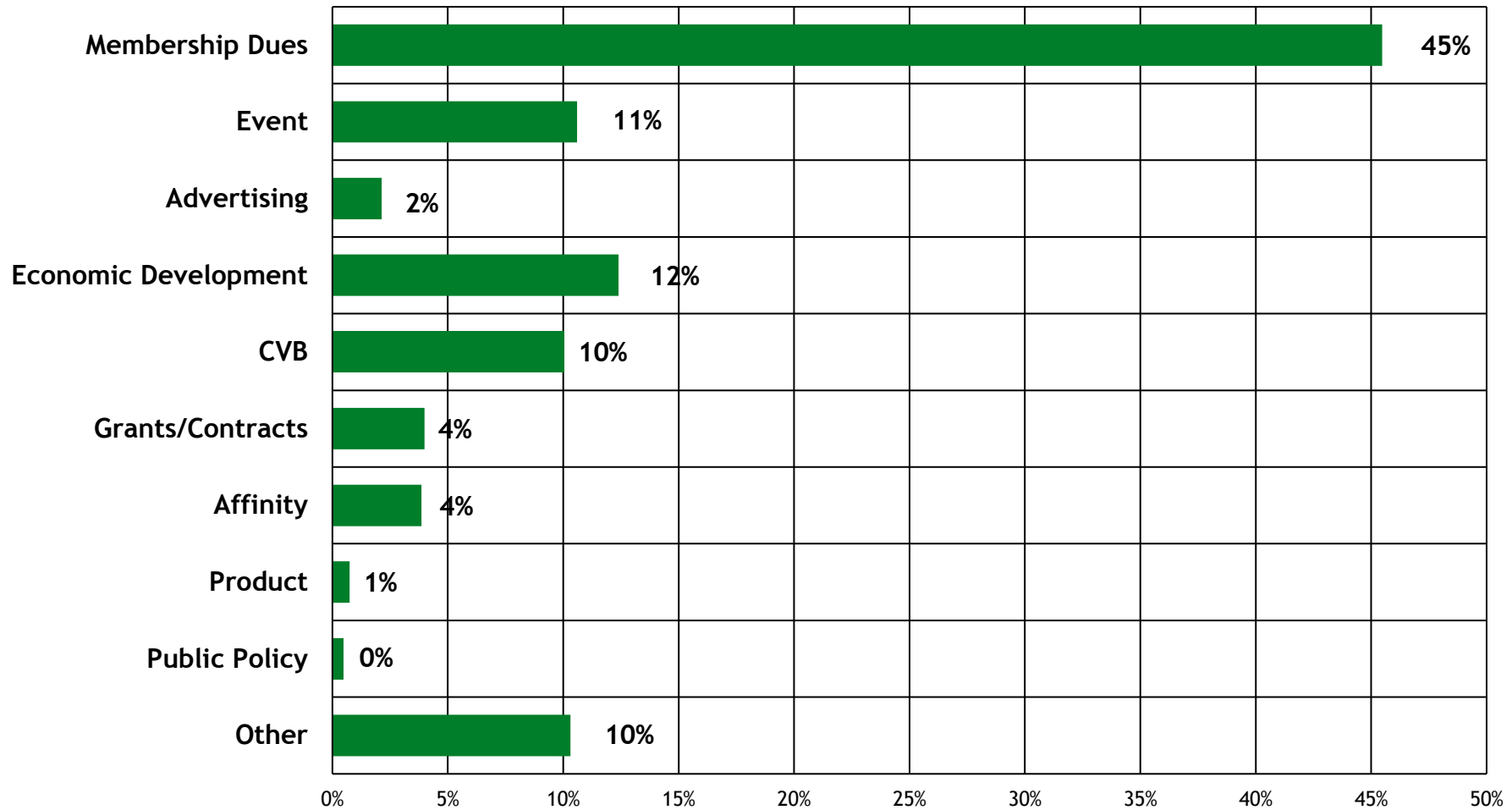
Finance

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

Membership Dues — 41%
Event — 8%
Advertising — 0%
Economic Development — 16%
CVB — 12%
Grants/Contracts — 4%
Affinity — 5%
Product — 1%
Public Policy — 0%
Other — 13%

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
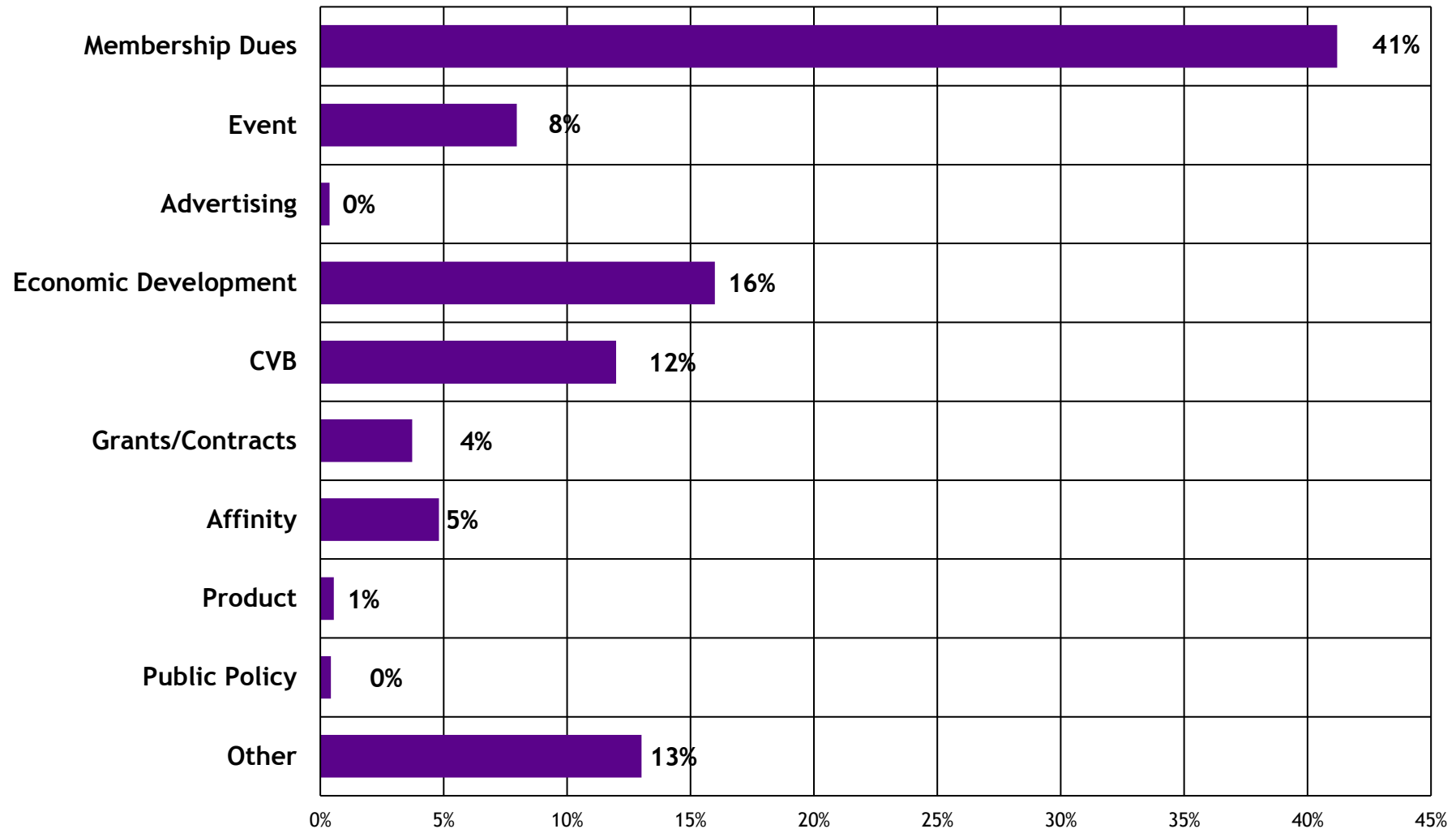
Finance

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 2017. This can include revenue from sponsorships, events, in-kind exchanges, and revenue entered in the "other" categories.
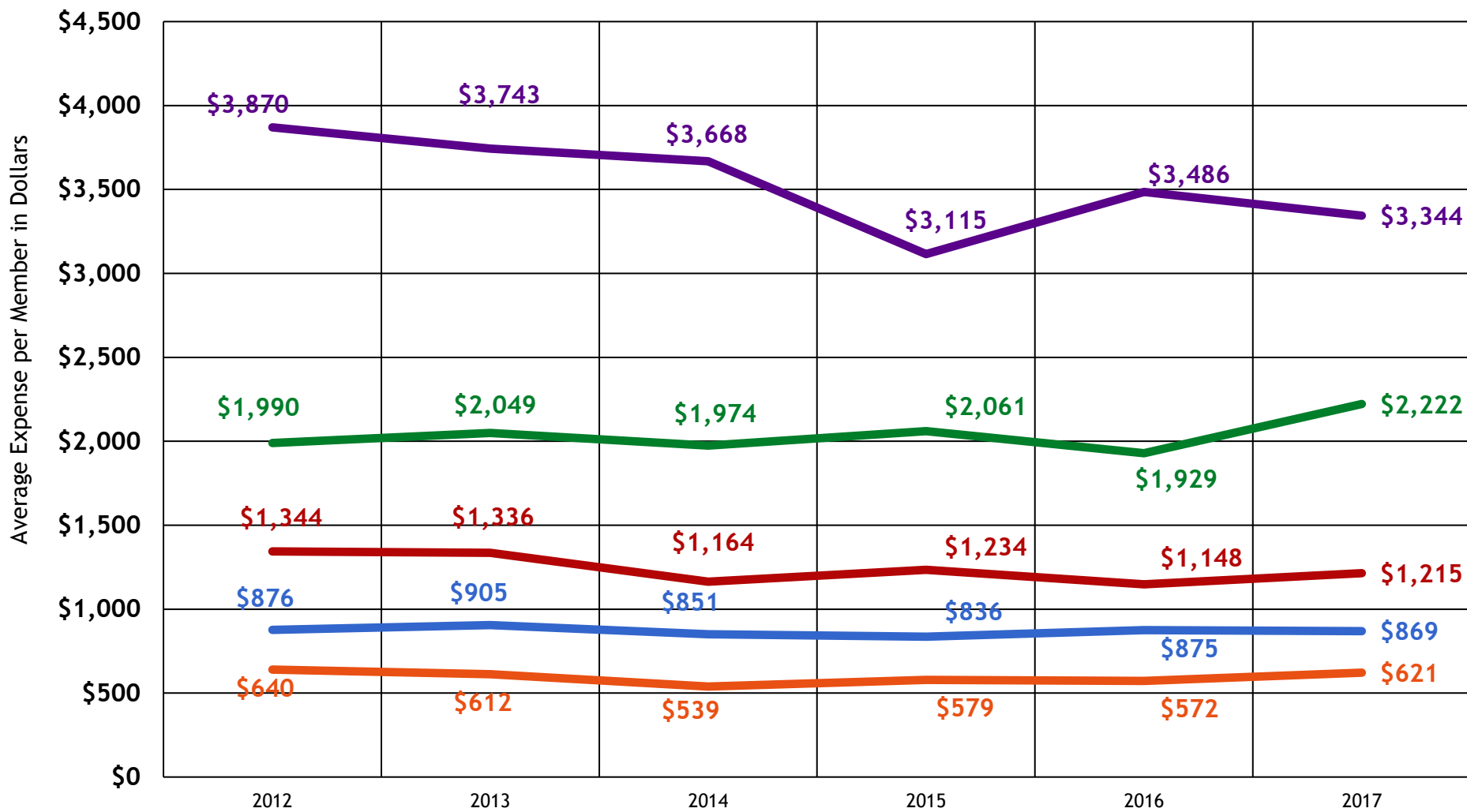

Bar chart — Percent of Total Revenue:
- Category 1: $450,000 and under — 25%
- Category 2: $450,001 - $900,000 — 23%
- Category 3: $900,001 - $2 million — 22%
- Category 4: $2,000,001 - — 12%
- Category 5: above $5 million — 21%
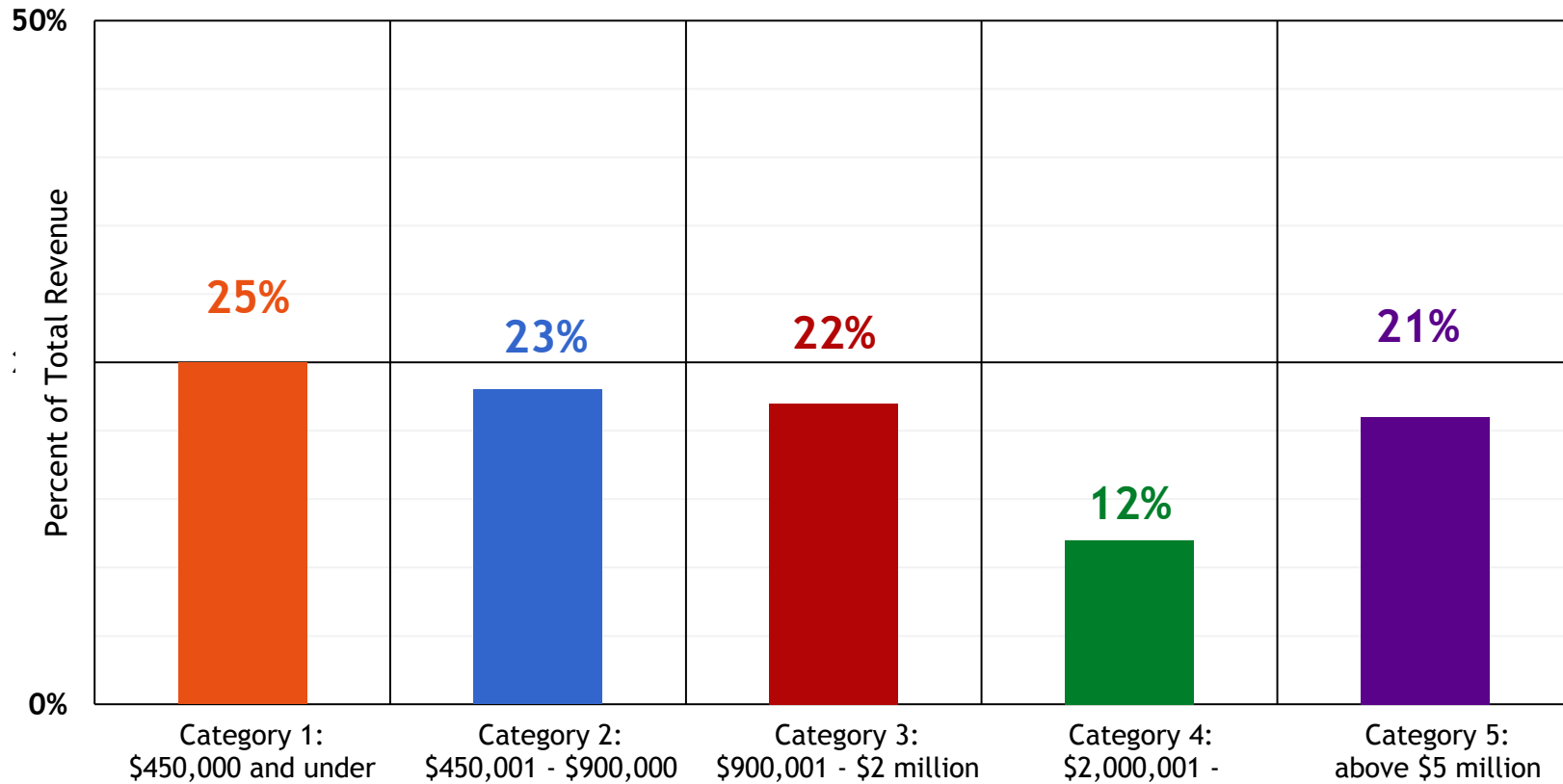
Finance

3. Average Expense per Member

Calculation: average of (total expenses divided by number of member accounts)
2014-17 is a median average, 2012-13 represent the mean average
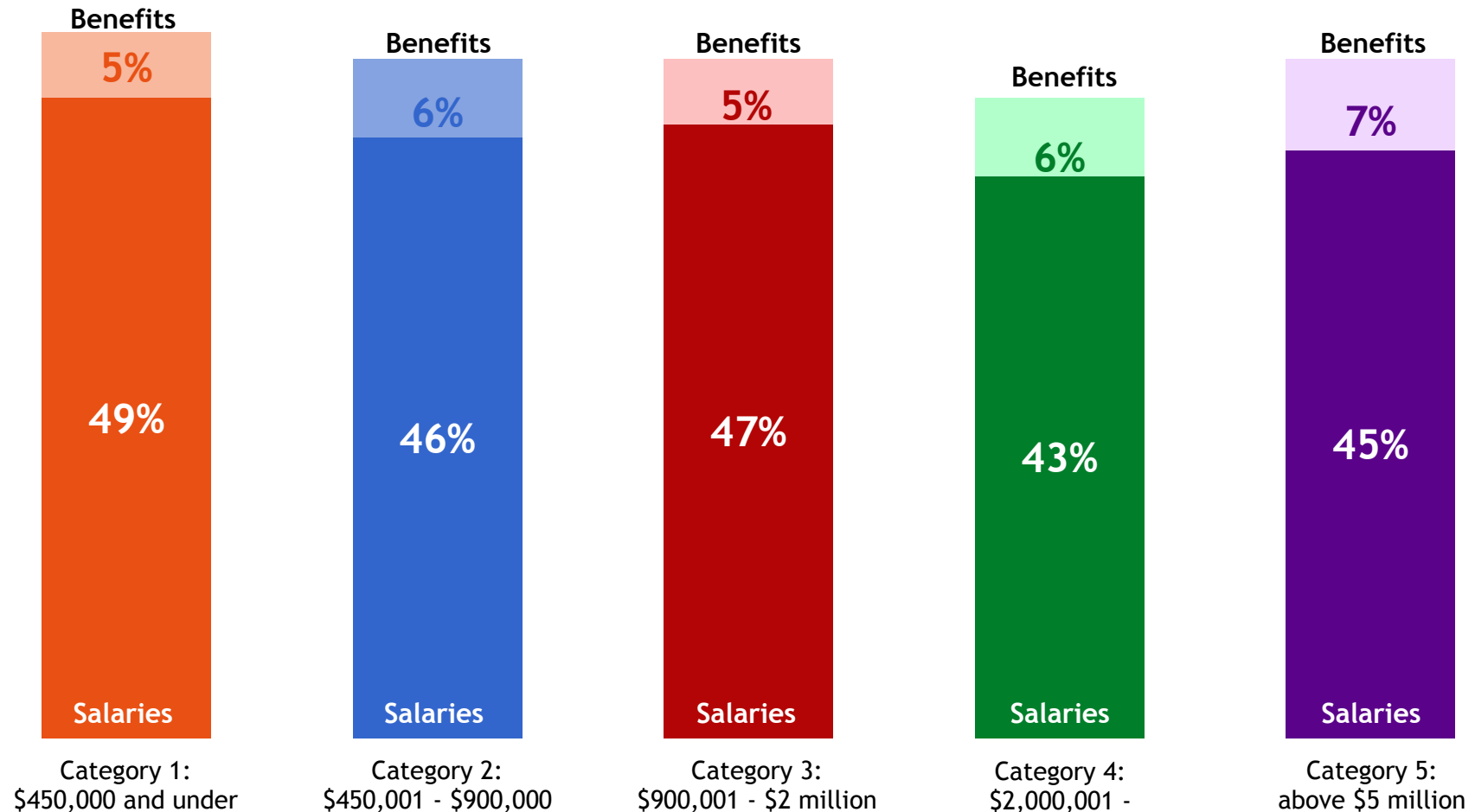
Total Annual Revenue Categories
- ■ Category 1: $450,000 and under
- ■ Category 2: $450,001 - $900,000
- ■ Category 3: $900,001 - $2 million
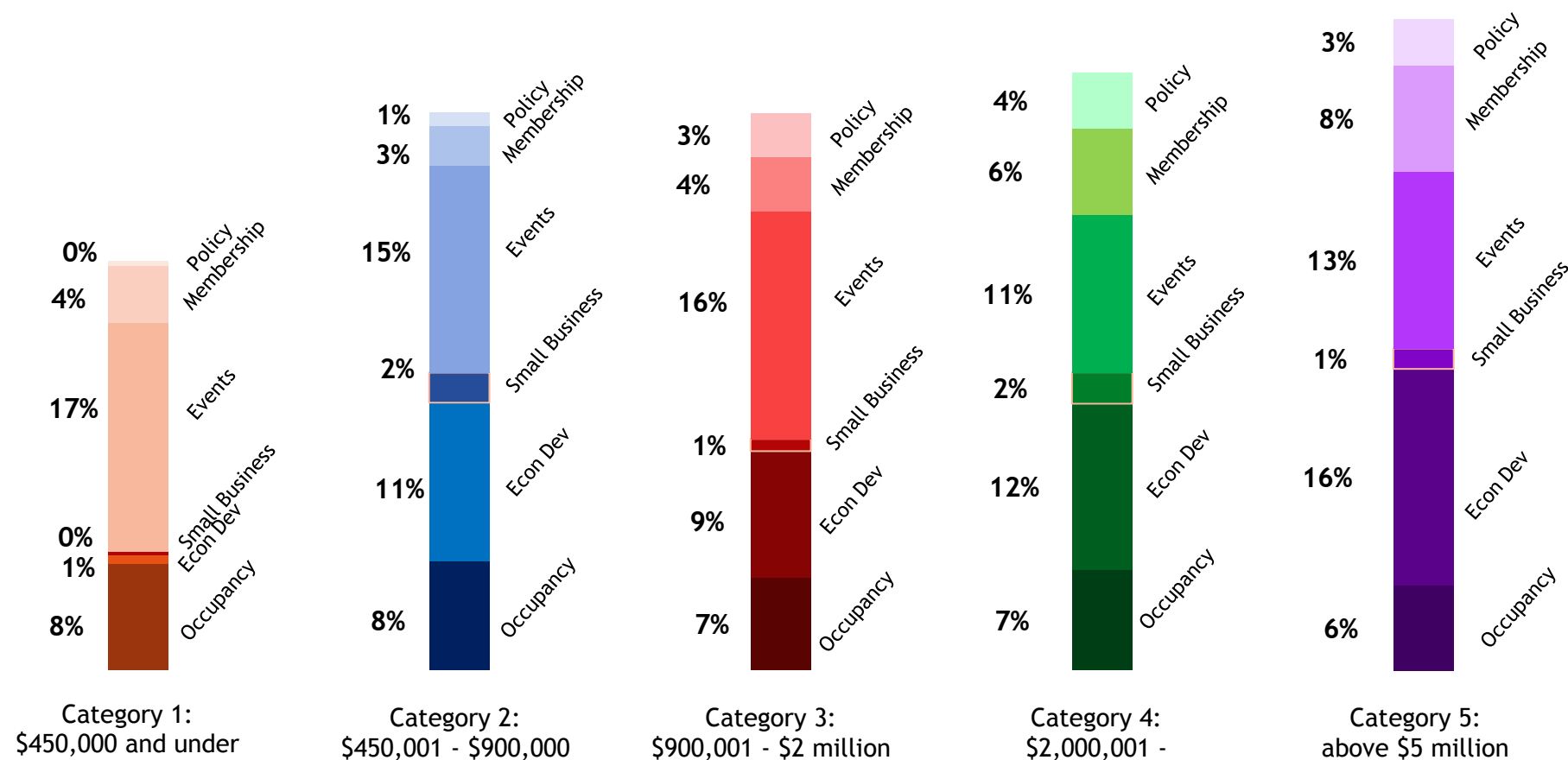- ■ Category 4: $2,000,001 - $5 million
- ■ Category 5: above $5 million

Finance

4. Personnel as a Percentage of Total Expense

Personnel Expenses include Salaries, Payroll Taxes, and Benefits

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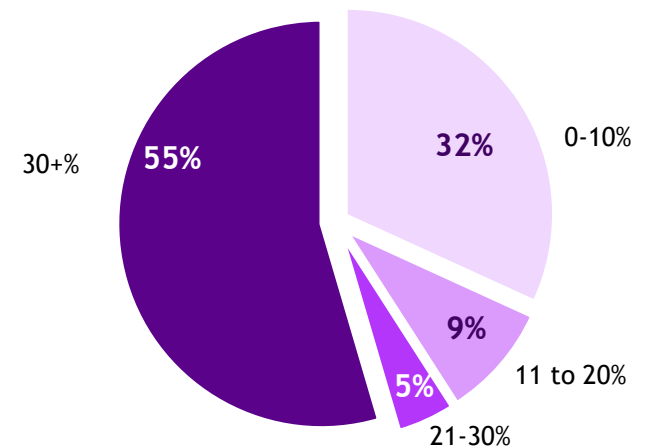- Category 4: $2,000,001 - $5 million
- Category 5: above $5 million

Benefits	**Benefits**	**Benefits**	**Benefits**	**Benefits**
5%	6%	5%	6%	7%
49%	46%	47%	43%	45%
Salaries	Salaries	Salaries	Salaries	Salaries
Category 1: $450,000 and under	Category 2: $450,001 - $900,000	Category 3: $900,001 - $2 million	Category 4: $2,000,001 -	Category 5: above $5 million

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
- Category 2: $450,001 - $900,000
- Category 3: $900,001 - $2 million
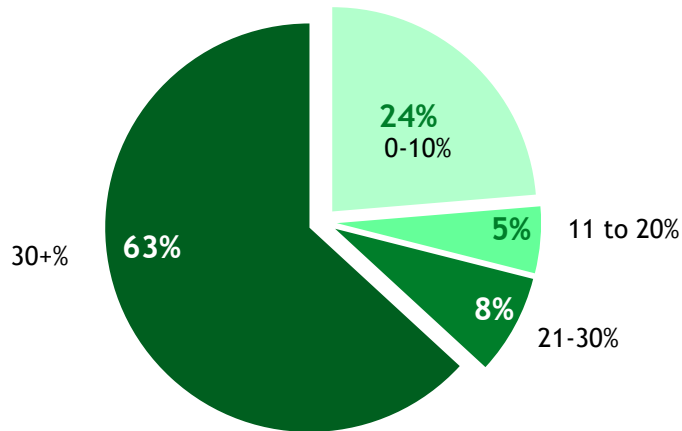- Category 4: $2,000,001 - $5 million
- Category 5: above $5 million

Category 1: $450,000 and under
- Policy: 0%
- Membership: 4%
- Events: 17%
- Small Business: 0%
- Econ Dev: 1%
- Occupancy: 8%

Category 2: $450,001 - $900,000
- Policy: 1%
- Membership: 3%
- Events: 15%
- Small Business: 2%
- Econ Dev: 11%
- Occupancy: 8%

Category 3: $900,001 - $2 million
- Policy: 3%
- Membership: 4%
- Events: 16%
- Small Business: 1%
- Econ Dev: 9%
- Occupancy: 7%

Category 4: $2,000,001 -
- Policy: 4%
- Membership: 6%
- Events: 11%
- Small Business: 2%
- Econ Dev: 12%
- Occupancy: 7%

Category 5: above $5 million
- Policy: 3%
- Membership: 8%
- Events: 13%
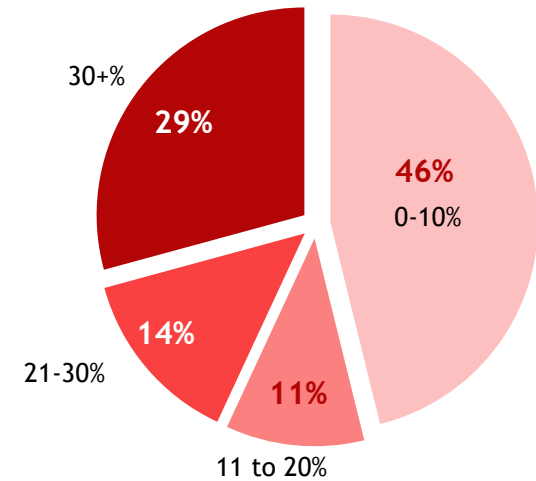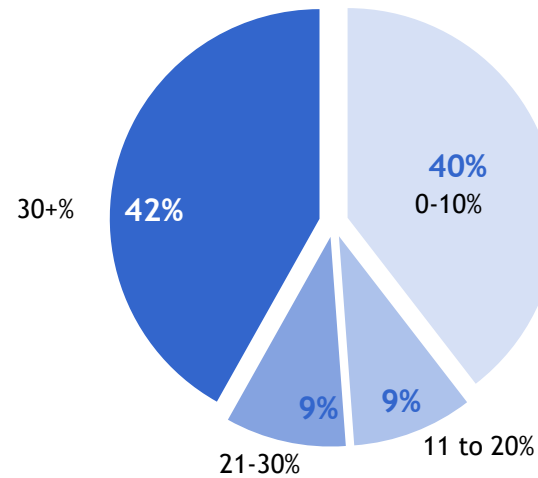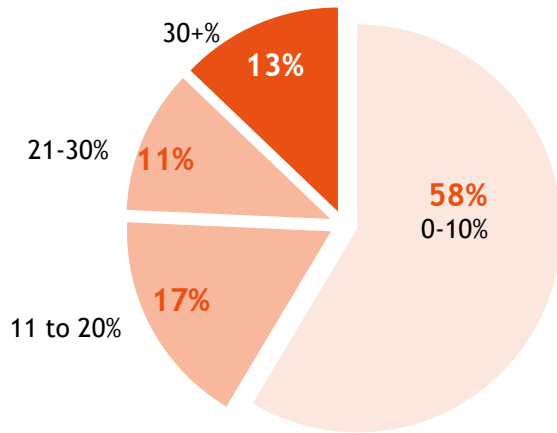- Small Business: 1%
- Econ Dev: 16%
- Occupancy: 6%

Finance

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

(i.e., 58% of chambers in Category 1 have reserves to cover 0-10% of total annual operating expense.)
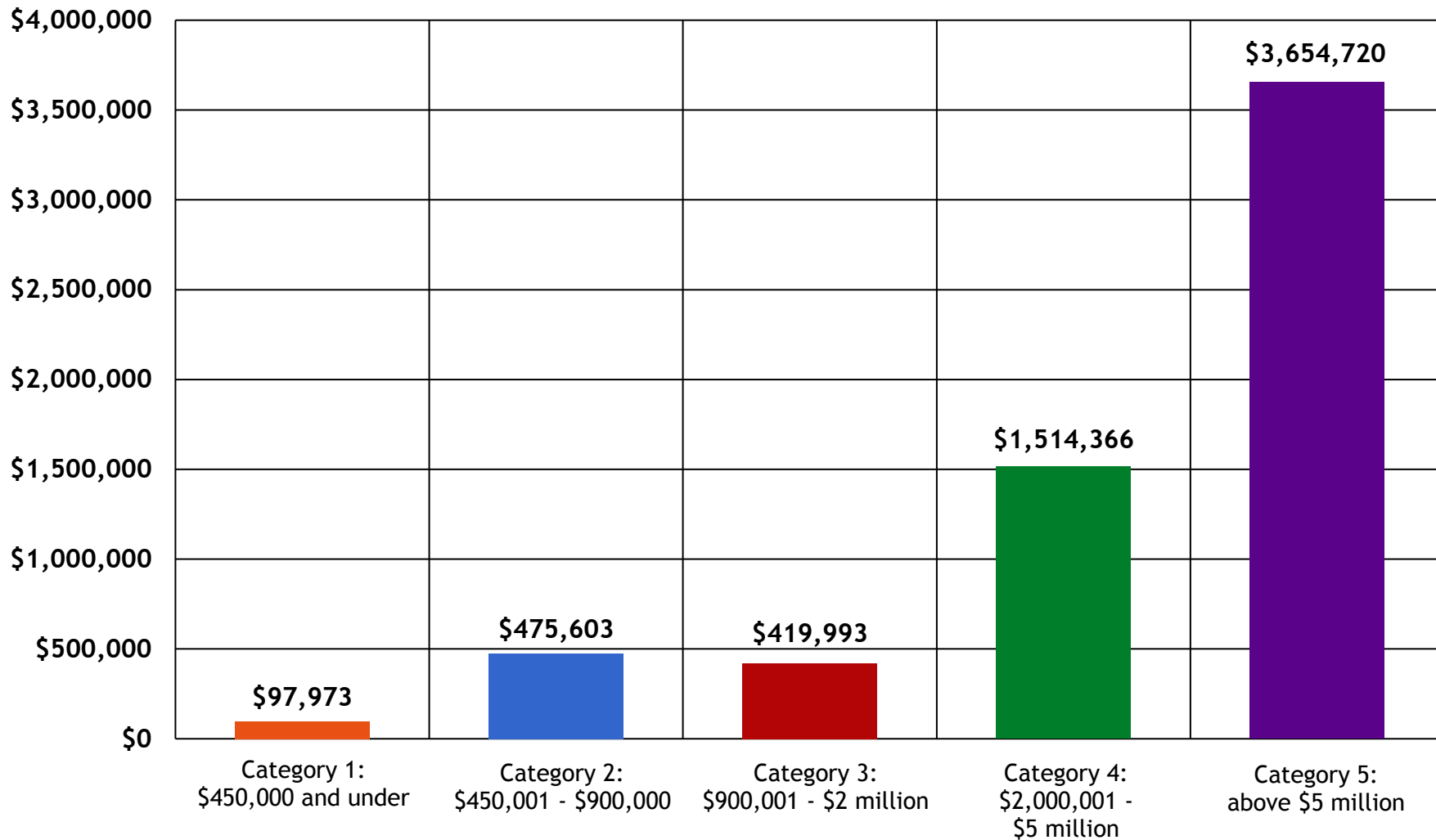
Total Annual Revenue Categories
- Category 1: $450,000 and under
- Category 2: $450,001 – $900,000
- Category 3: $900,001 – $2 million
- Category 4: $2,000,001 – $5 million
- Category 5: above $5 million

Category 1 pie: 58% 0-10%, 17% 11 to 20%, 11% 21-30%, 13% 30+%

Category 2 pie: 40% 0-10%, 9% 11 to 20%, 9% 21-30%, 42% 30+%

Category 3 pie: 46% 0-10%, 11% 11 to 20%, 14% 21-30%, 29% 30+%

Category 4 pie: 24% 0-10%, 5% 11 to 20%, 8% 21-30%, 63% 30+%

Category 5 pie: 32% 0-10%, 9% 11 to 20%, 5% 21-30%, 55% 30+%

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
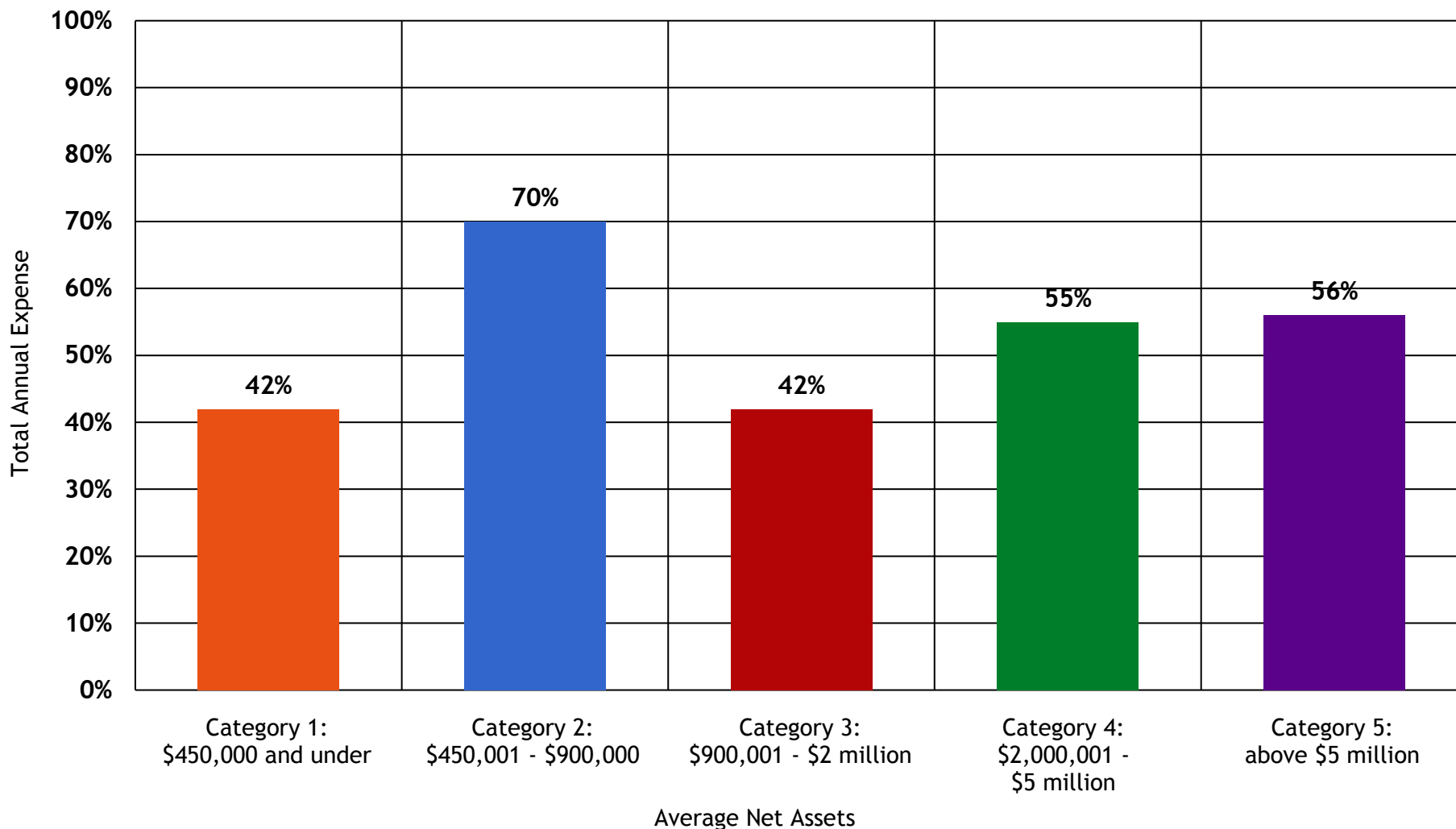- Category 5: above $5 million

Category	Median Net Assets
Category 1: $450,000 and under	$97,973
Category 2: $450,001 - $900,000	$475,603
Category 3: $900,001 - $2 million	$419,993
Category 4: $2,000,001 - $5 million	$1,514,366
Category 5: above $5 million	$3,654,720

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

Chart: Total Annual Expense by Average Net Assets

Category	Value
Category 1: $450,000 and under	42%
Category 2: $450,001 - $900,000	70%
Category 3: $900,001 - $2 million	42%
Category 4: $2,000,001 - $5 million	55%
Category 5: above $5 million	56%

Average Net Assets

Finance

9. Number of Chambers with a 501c(3) Foundation

This slide shows the breakdown of number of chambers who indicated yes or no to having a 501c(3) Foundation in FY 2017.

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
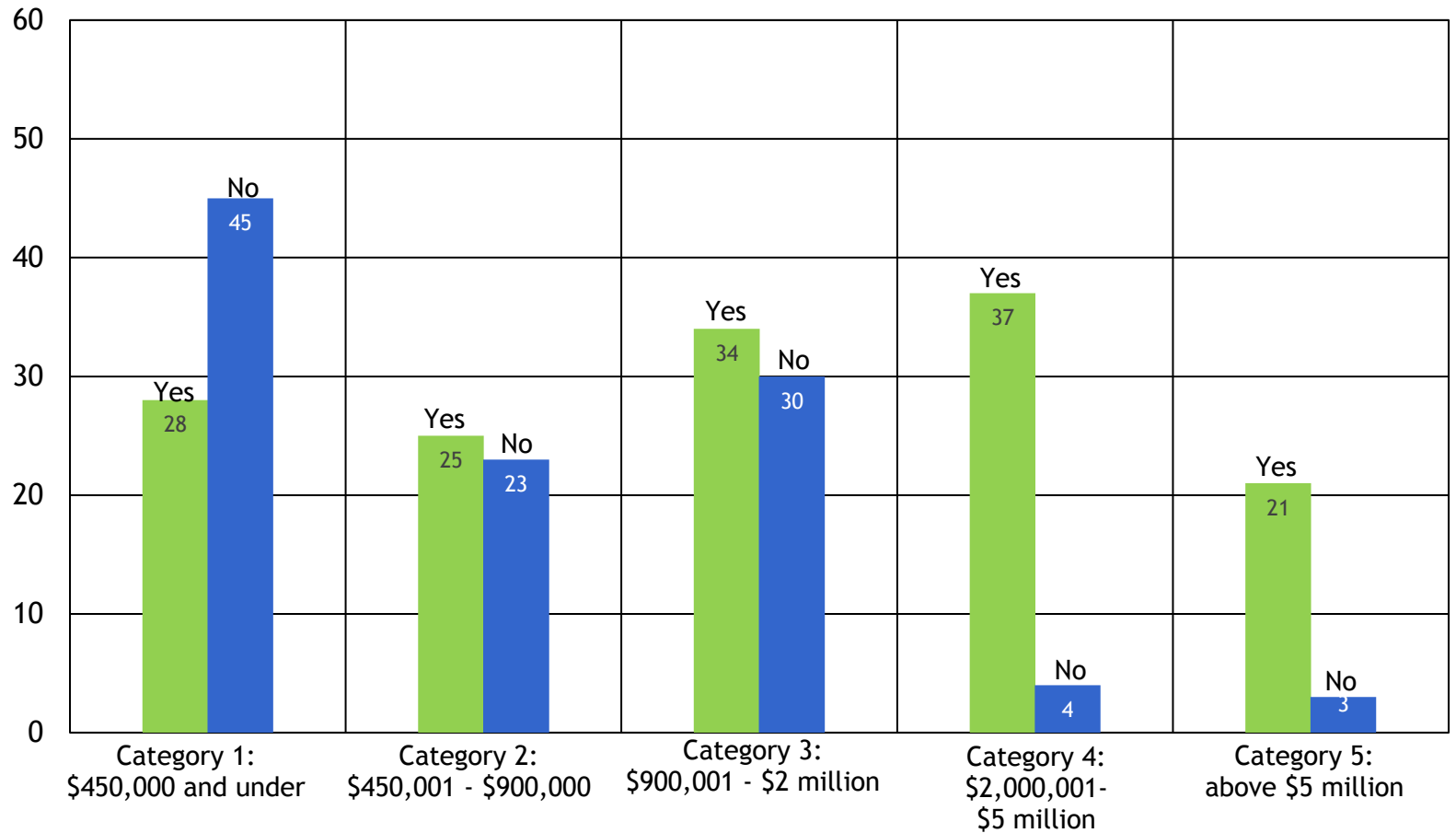
Appendix

ACCE's Dynamic Chamber Benchmarking was the survey instrument used to collect FY 2017 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 which may be downloaded in Excel from Dynamic Chamber Benchmarking, or from the PDF attached in this Appendix.

Participating Chambers

The list of ACCE chamber members who participated in the FY 2017 survey questions in ACCE's Dynamic Chamber Benchmarking platform is available as a separate attachment file to this Appendix. The list shows chamber participants in alpha order by chamber name/state.

More on the FY 2017 Chamber Operations Survey in Dynamic Chamber Benchmarking

Participating survey members in Dynamic Chamber Benchmarking (DCB) may download customized reports and PowerPoint slides as part of the ACCE member benefits.

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:

Total Revenue

Organizational Function

Member Dues Revenue

Membership

Chamber Staff Size (FTE)

Chamber Service Area Type

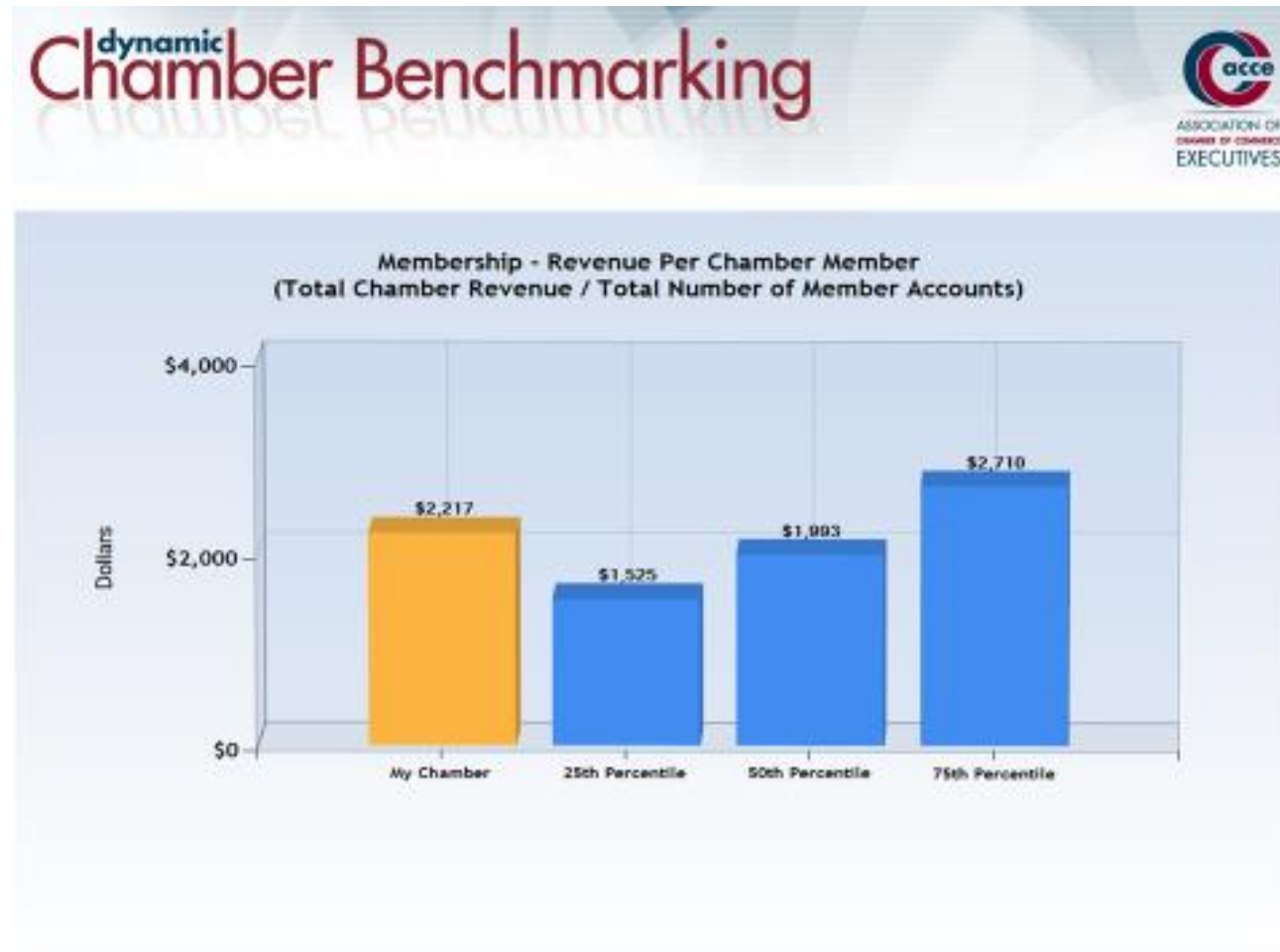Population/Service Area

Geographic Region
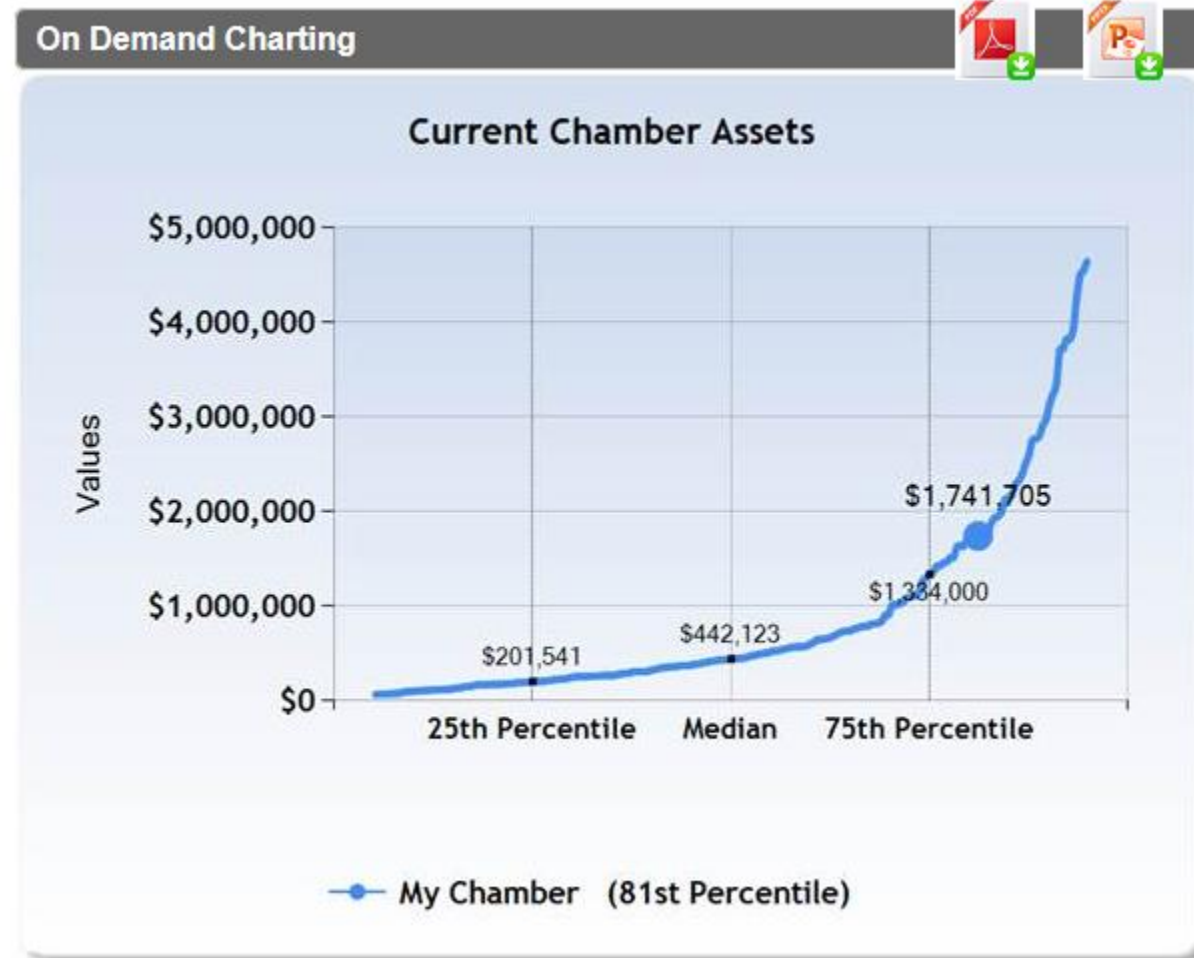
State

Chamber Accreditation

Peer Cluster

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

Example of On-Demand Charting in "Compare by Question" tab from the Operations Survey module in DCB:

FY 2017 Chamber Operations Survey

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