Trends in Chamber Operations for Fiscal Year 2018

ACCE’s 15th Annual Edition
Trends in Chamber Operations for Fiscal Year 2018

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Chambers Operations Survey Report FY 2018

Fifteenth Annual Chamber Operations Survey
ACCE’s 2018 Operations Survey Report

Introduction

Overview of the Survey
This fifteenth annual ACCE Chamber Operations Survey continues to build on data collected from and about chambers of commerce. Statistics have been calculated from 278 chambers’ 2018 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 1,297 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 responses as of March 31, 2018.

Respondent Profile
278 chambers of commerce responded to the survey, approximately a 21 percent response rate.
- 80 respondents have annual total revenue of $450,000 and under
- 65 respondents have annual total revenue between $450,001 and $900,000
- 63 respondents have annual total revenue between $900,001 and $2,000,000
- 43 respondents have annual total revenue between $2,000,001 and $5,000,000
- 27 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 average for the year 2013 and median average for 2014-2018.

Contact ACCE Questions?
Contact us at askacce@acce.org
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Respondent Break Down

Breakdown by percentage of total respondents. Where 278 respondents equals 100 percent, each category size below is shown as a percentage of the total.

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>$450,000 and under</td>
<td>29%</td>
<td>29</td>
</tr>
<tr>
<td>$450,001 - $900,000</td>
<td>23%</td>
<td>23</td>
</tr>
<tr>
<td>$900,001 - $2 million</td>
<td>23%</td>
<td>23</td>
</tr>
<tr>
<td>$2,000,001 - $5 million</td>
<td>10%</td>
<td>10</td>
</tr>
<tr>
<td>Above $5 million</td>
<td>15%</td>
<td>15</td>
</tr>
</tbody>
</table>

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

- **Chamber Only**: 177 respondents
- **Chamber and Economic Development**: 50 respondents
- **Chamber and CVB**: 32 respondents
- **Chamber, Economic Development & CVB**: 19 respondents
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 CVB and/or ED and chamber, or multiple chamber merger) in fiscal year 2018?

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 CVB) in fiscal year 2018?
Organizational Structure and Function

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.

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

<table>
<thead>
<tr>
<th>Category 1</th>
<th>Category 2</th>
<th>Category 3</th>
<th>Category 4</th>
<th>Category 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chamber Only</td>
<td>81%</td>
<td>63%</td>
<td>22%</td>
<td>16%</td>
</tr>
<tr>
<td>Chamber with ED</td>
<td>4%</td>
<td>11%</td>
<td>47%</td>
<td>37%</td>
</tr>
<tr>
<td>Chamber with CVB</td>
<td>14%</td>
<td>16%</td>
<td>5%</td>
<td>11%</td>
</tr>
<tr>
<td>Chamber with ED and CVB</td>
<td>1%</td>
<td>2%</td>
<td>1%</td>
<td>11%</td>
</tr>
</tbody>
</table>
### ACCE's 2018 Operations Survey Report

**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.

<table>
<thead>
<tr>
<th>Structure</th>
<th>Count</th>
<th>Average Net Income</th>
<th>Average Net Assets</th>
<th>Average Net Assets as a Percentage of Total Annual Expenses</th>
<th>Average Member Retention Rate - Dollars</th>
<th>Average Member Retention Rate - Accounts</th>
<th>Average Revenue per Member</th>
<th>Average Unrestricted Revenue per Member</th>
<th>Average Unrestricted Revenue per FTE</th>
<th>Average Revenue per FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chamber Only</td>
<td>135</td>
<td>$20,00</td>
<td>$268,572</td>
<td>42%</td>
<td>88%</td>
<td>85%</td>
<td>$755</td>
<td>$866</td>
<td>$115,333</td>
<td>$122,236</td>
</tr>
<tr>
<td>Chamber with CVB</td>
<td>24</td>
<td>$18,852</td>
<td>$459,358</td>
<td>33%</td>
<td>90%</td>
<td>89%</td>
<td>$535</td>
<td>$1,064</td>
<td>$109,582</td>
<td>$153,275</td>
</tr>
<tr>
<td>Chamber with Econ Dev</td>
<td>37</td>
<td>$35,714</td>
<td>$1,453,539</td>
<td>63%</td>
<td>91%</td>
<td>85%</td>
<td>$1,188</td>
<td>$1,564</td>
<td>$129,979</td>
<td>$152,291</td>
</tr>
<tr>
<td>Chamber with both CVB and Econ Dev</td>
<td>18</td>
<td>$69,479</td>
<td>$1,330,808</td>
<td>69%</td>
<td>89%</td>
<td>87%</td>
<td>$1,022</td>
<td>$1,217</td>
<td>$84,850</td>
<td>$168,490</td>
</tr>
</tbody>
</table>
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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
### Governance

#### 4. Median Number of Times the Board Meets Annually

<table>
<thead>
<tr>
<th>Category</th>
<th>2018 Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1: $450,000 and under</td>
<td>11</td>
</tr>
<tr>
<td>Category 2: $450,001 - $900,000</td>
<td>11</td>
</tr>
<tr>
<td>Category 3: $900,001 - $2 million</td>
<td>11</td>
</tr>
<tr>
<td>Category 4: $2,000,001 - $5 million</td>
<td>9</td>
</tr>
<tr>
<td>Category 5: above $5 million</td>
<td>6</td>
</tr>
</tbody>
</table>

#### 5. Median Number of Times the Executive Committee Meets Annually

<table>
<thead>
<tr>
<th>Category</th>
<th>2018 Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1: $450,000 and under</td>
<td>12</td>
</tr>
<tr>
<td>Category 2: $450,001 - $900,000</td>
<td>12</td>
</tr>
<tr>
<td>Category 3: $900,001 - $2 million</td>
<td>12</td>
</tr>
<tr>
<td>Category 4: $2,000,001 - $5 million</td>
<td>11</td>
</tr>
<tr>
<td>Category 5: above $5 million</td>
<td>10</td>
</tr>
</tbody>
</table>
1. Average Number of Members per FTE (Full-Time Equivalent)

Calculation: average of number of memberships divided by number of full-time staff equivalents. 2014-18 is a median average, 2013 represents the mean average.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Annual Revenue Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>Category 1: $450,000 and under</td>
</tr>
<tr>
<td>2014</td>
<td>Category 2: $450,001 - $900,000</td>
</tr>
<tr>
<td>2015</td>
<td>Category 3: $900,001 - $2 million</td>
</tr>
<tr>
<td>2016</td>
<td>Category 4: $2,000,001 - $5 million</td>
</tr>
<tr>
<td>2017</td>
<td>Category 5: above $5 million</td>
</tr>
</tbody>
</table>

![Bar chart showing the number of members per FTE from 2013 to 2018.]
2. Average Revenue per FTE
Calculation: average of total revenue divided by number of full-time staff equivalents. 2014-18 is a median average, 2013 represents 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Category 1</th>
<th>Category 2</th>
<th>Category 3</th>
<th>Category 4</th>
<th>Category 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$92,171</td>
<td>$96,667</td>
<td>$101,333</td>
<td>$94,141</td>
<td>$96,144</td>
</tr>
<tr>
<td>2014</td>
<td>$92,745</td>
<td>$183,488</td>
<td>$194,896</td>
<td>$208,521</td>
<td>$196,929</td>
</tr>
<tr>
<td>2015</td>
<td>$166,264</td>
<td>$154,967</td>
<td>$164,892</td>
<td>$162,729</td>
<td>$160,912</td>
</tr>
<tr>
<td>2016</td>
<td>$147,063</td>
<td>$135,024</td>
<td>$136,911</td>
<td>$139,818</td>
<td>$146,114</td>
</tr>
<tr>
<td>2017</td>
<td>$125,790</td>
<td>$122,335</td>
<td>$122,159</td>
<td>$117,196</td>
<td>$113,083</td>
</tr>
<tr>
<td>2018</td>
<td>$122,358</td>
<td>$122,159</td>
<td>$117,196</td>
<td>$113,083</td>
<td>$120,615</td>
</tr>
</tbody>
</table>

Revenue in Dollars

2013: $277,745
2014: $183,488
2015: $194,896
2016: $208,521
2017: $196,929
2018: $174,973
3. Average Personnel Expense per FTE
Calculation: average of personnel expense divided by number of full-time staff. 2014-18 is a median average, 2013 represents the mean average.
4. Average Staff Turnover Rate
Calculation: number of employees at the end of fiscal year 2017 minus number of those still employed at the end of fiscal year 2018 divided by the number of employees at the end of fiscal year 2017

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
1a. Average Member Retention - Accounts

This chart shows annual member retention of accounts percentages, calculated as follows, with 2018 as an example: number of 2017 membership accounts minus number of cancellations in 2018, divided by the number of 2017 membership accounts. 2014-18 is a median average, 2013 represents the mean average.
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
2a. Average First Year Member Retention – Accounts

This chart shows first year member retention of accounts percentages, calculated as follows, with 2018 as an example: number of 2017 new member accounts minus number of new member cancellations in 2018 divided by the number of 2017 new member accounts. 2014-18 is a median average, 2013 represents 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
2b. Average First Year Member Retention – Accounts Mean Average of 10 Lowest and 10 Highest

<table>
<thead>
<tr>
<th>Total Annual Revenue Categories</th>
<th>Category 1: $450,000 and under</th>
<th>Category 2: $450,001 - $900,000</th>
<th>Category 3: $900,001 - $2 million</th>
<th>Category 4: $2,000,001 - $5 million</th>
<th>Category 5: above $5 million</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>50%</td>
<td>38%</td>
<td>39%</td>
<td>49%</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>95%</td>
<td>91%</td>
<td>89%</td>
<td>87%</td>
<td>73%</td>
</tr>
</tbody>
</table>
3a. Average Member Retention – Dollars

This chart shows the percentage of retained dues dollars year to year, calculated as follows with 2018 as an example: dues of 2017 memberships minus dues of canceled members in 2018 divided by dues of 2017 memberships. 2014-18 is a median average, 2013 represents 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
3b. Average Member Retention – Dollars Mean Average of 10 Lowest and 10 Highest

<table>
<thead>
<tr>
<th>Total Annual Revenue Categories</th>
<th>0%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1: $450,001 and under</td>
<td>79%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 2: $450,001 - $900,000</td>
<td></td>
<td>69%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 3: $900,001 - $2 million</td>
<td></td>
<td></td>
<td>74%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 4: $2,000,001 - $5 million</td>
<td></td>
<td></td>
<td></td>
<td>86%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category 5: above $5 million</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>94%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>94%</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>86%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>91%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Average Member Retention:
- Category 1: 79%
- Category 2: 69%
- Category 3: 74%
- Category 4: 86%
- Category 5: 91%
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
5. Median Minimum Dues
Median chamber membership minimum dues 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
6. Market Penetration Rate
Calculation: average of number of chamber members divided by the total number of businesses in the service area. 2014-18 is a median average, 2013 represents 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
7. Distribution by Chamber Members’ 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
8a. Average Revenue per Member
Calculation: average of total revenue divided by total number of members. 2014-18 is a median average, 2013 represents the mean average

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1: $450,000 and under</td>
<td>$606</td>
<td>$581</td>
<td>$635</td>
<td>$635</td>
<td>$643</td>
<td>$627</td>
</tr>
<tr>
<td>Category 2: $450,001 - $900,000</td>
<td>$947</td>
<td>$804</td>
<td>$875</td>
<td>$804</td>
<td>$600</td>
<td>$635</td>
</tr>
<tr>
<td>Category 3: $900,001 - $2 million</td>
<td>$1,239</td>
<td>$1,255</td>
<td>$1,225</td>
<td>$1,177</td>
<td>$1,267</td>
<td>$1,285</td>
</tr>
<tr>
<td>Category 4: $2,000,001 - $5 million</td>
<td>$2,163</td>
<td>$2,084</td>
<td>$2,007</td>
<td>$1,915</td>
<td>$1,210</td>
<td>$2,163</td>
</tr>
<tr>
<td>Category 5: above $5 million</td>
<td>$3,919</td>
<td>$3,719</td>
<td>$3,352</td>
<td>$3,571</td>
<td>$3,307</td>
<td>$4,236</td>
</tr>
</tbody>
</table>
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

Average Revenue per Member:
- Category 1: $358
- Category 2: $570
- Category 3: $828
- Category 4: $2,236
- Category 5: $6,139
9a. Average Member Dues Investment
Calculation: average of total dollar value of member accounts divided by total number of member accounts. 2014-18 is a median average, 2013 represents 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

2013 2014 2015 2016 2017 2018
Category 1: $276 $281 $315 $293 $273 $271
Category 2: $398 $391 $397 $373 $373 $395
Category 3: $521 $488 $487 $491 $512 $521
Category 4: $702 $577 $569 $597 $670 $685
Category 5: $1,123 $999 $973 $984 $999 $1,340
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
10. Percentage of Canceled Members Due to Going Out of Business

<table>
<thead>
<tr>
<th>Total Annual Revenue Categories</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1: $450,000 and under</td>
<td>16%</td>
</tr>
<tr>
<td>Category 2: $450,001 - $900,000</td>
<td>13%</td>
</tr>
<tr>
<td>Category 3: $900,001 - $2 million</td>
<td>12%</td>
</tr>
<tr>
<td>Category 4: $2,000,001 - $5 million</td>
<td>11%</td>
</tr>
<tr>
<td>Category 5: above $5 million</td>
<td>7%</td>
</tr>
</tbody>
</table>
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

- 2 years or less: 31%
- 3 to 5 years: 34%
- Over 5 years: 34%

- 2 years or less: 11%
- 3 to 5 years: 23%
- Over 5 years: 56%

- 2 years or less: 11%
- 3 to 5 years: 23%
- Over 5 years: 46%

- 2 years or less: 16%
- 3 to 5 years: 18%
- Over 5 years: 74%

- 2 years or less: 9%
- 3 to 5 years: 9%
- Over 5 years: 72%

- 2 years or less: 10%
- 3 to 5 years: 5%
- Over 5 years: 43%
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.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Number Reporting Decreased</th>
<th>Number Reporting Increased</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 years or less</td>
<td>-3</td>
<td>9</td>
</tr>
<tr>
<td>3 to 5 years</td>
<td>-10</td>
<td>7</td>
</tr>
<tr>
<td>over 5 years</td>
<td>-2</td>
<td>23</td>
</tr>
</tbody>
</table>

Legend:
- increased
- decreased

(2 no impact)
(8 no impact)
(12 no 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.
1a. Breakdown of Total Revenue – Category 1: $450,000 and under

Total Annual Revenue Categories
- Membership Dues: 54%
- Event: 27%
- Advertising: 5%
- Economic Development: 2%
- CVB: 1%
- Grants/Contracts: 1%
- Affinity: 1%
- Product: 1%
- Public Policy: 0%
- Other: 7%
1b. Breakdown of Total Revenue – Category 2: $450,001 - $900,000

Total Annual Revenue Categories
- Category 2: $450,001 - $900,000

- Membership Dues: 53%
- Event: 14%
- Advertising: 4%
- Economic Development: 17%
- CVB: 2%
- Grants/Contracts: 4%
- Affinity: 1%
- Product: 0%
- Public Policy: 0%
- Other: 4%
1c. Breakdown of Total Revenue – Category 3: $900,001 - $2 million

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

- Membership Dues: 53%
- Event: 11%
- Advertising: 7%
- Economic Development: 4%
- CVB: 11%
- Grants/Contracts: 5%
- Affinity: 2%
- Product: 0%
- Public Policy: 0%
- Other: 7%
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1d. Breakdown of Total Revenue – Category 4: $2,000,001 - $5 million

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

Graph showing the breakdown of total revenue for category 4, with the following percentages for different revenue sources:
- Membership Dues: 45%
- Event: 11%
- Economic Development: 12%
- CVB: 10%
- Grants/Contracts: 4%
- Affinity: 4%
- Product: 1%
- Public Policy: 0%
- Other: 10%
1e. Breakdown of Total Revenue – Category 5: above $5 million

Total Annual Revenue Categories
- Category 5: above $5 million

- Membership Dues: 41%
- Event: 8%
- Advertising: 0%
- Economic Development: 16%
- CVB: 12%
- Grants/Contracts: 4%
- Affinity: 3%
- Product: 1%
- Public Policy: 0%
- Other: 13%
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 2018. This can include revenue from sponsorships, events, in-kind exchanges, and revenue entered in the "other" categories.

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. Average Expense per Member
Calculation: average of total expenses divided by number of member accounts. 2014-18 is a median average, 2013 represents the mean average
4. Personnel as a Percentage of Total Expense

Personnel Expenses include Salaries, Payroll Taxes, and Benefits

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

Benefits:
- Category 1: 5%
- Category 2: 6%
- Category 3: 5%
- Category 4: 6%
- Category 5: 7%
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.
6. Number of Survey Participants in Percentage Range of Annual Expense Covered by Reserves

(i.e., 63 percent of chambers in Category 1 have reserves to cover 0-10 percent of total annual operating expense.)
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

### Median Net Assets

- Category 1: $96,269
- Category 2: $307,170
- Category 3: $440,186
- Category 4: $1,526,598
- Category 5: $3,511,077
8. Net Assets as a Percentage of Annual Expenses
Calculation: median of total assets minus total liabilities divided by total expenses
1b. Numbers with a 501c(3) Foundation

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 showing the distribution of numbers with a 501c(3) Foundation across different revenue categories.]
Appendix

ACCE’s Dynamic Chamber Benchmarking was the survey instrument used to collect FY2018 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.

For help with the Operations Survey questions, please email AskACCE@acce.org.
More on the FY 2018 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.

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 (you choose chambers by name)

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