



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Trends in Chamber Operations 2016

ACCE's 13th Annual Edition

Produced in part through generous support from



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

Chamber Operations Survey Report FY 2016

Thirteenth Annual Chamber Operations Survey

Compiled by



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

Introduction

Overview of the Survey

This thirteenth annual ACCE Chamber Operations Survey continues to build on data collection from and about chambers of commerce. Statistics have been calculated from 256 chambers' 2016 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 1,233 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 April 15, 2017.

Respondent Profile

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

- 63 respondents have annual total revenue of \$450,000 and under
- 62 respondents have annual total revenue between \$450,001 and \$900,000
- 53 respondents have annual total revenue between \$900,001 and \$2,000,000
- 50 respondents have annual total revenue between \$2,000,001 and \$5,000,000
- 28 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 2011-2013 and median average for 2014-2016.

Contact ACCE

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

Table of Contents

Organizational Structure and Function

1. Number of Chamber Mergers
2. Number of Major Functions Assumed by Another Organization
3. Chambers with or without CVB/ED
4. Comparison of Select Chamber Metrics by Structure and Function

Governance

1. Voting Board Members on Board of Directors
2. Life, Emeritus, and Ex-Officio Board Members
3. Number of Executive Committee Members
4. Number of Times the Board Meets Annually
5. Number of Times the Executive Committee Meets Annually

Staffing

1. Number of Members per FTE (Full-Time Equivalent)
2. Revenue per FTE
3. Personnel Expense per FTE
4. Staff Turnover Rate
5. Employee Tenure in Years

Membership

1. Member Retention - Accounts
2. First Year Member Retention - Accounts
3. Member Retention - Dollars
4. Current Membership
5. Minimum Dues (Base Investment)
6. Market Penetration Rate
7. Chamber Members by Employee Size: Distribution by Chamber Members' Number of Employees
8. Revenue per Member
9. Member Dues Investment
10. Percentage of Canceled Members Due to Going Out of Business
11. Years Using a Tiered Dues Formula; and 11b. Change in Member Accounts by Number of Years Using a Tiered Dues Structure

Finance

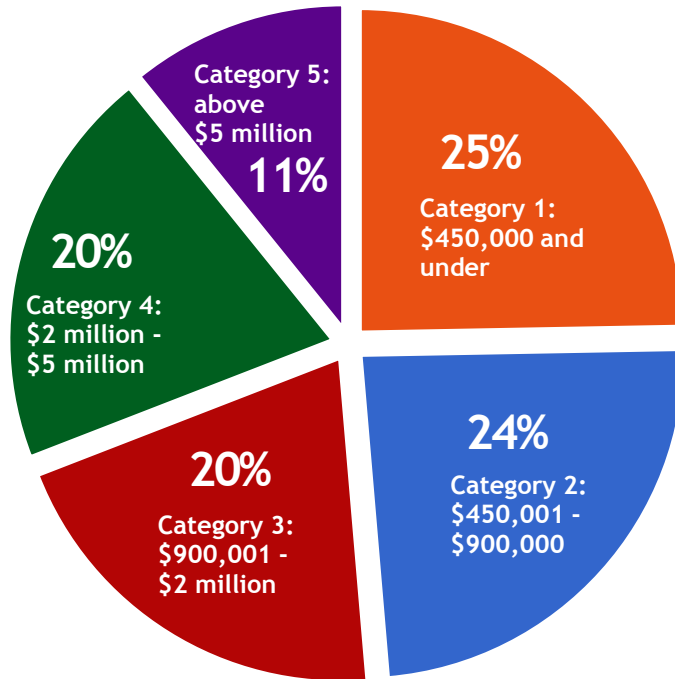
1. Breakdown of Total Revenue
2. Fundraising Revenue as a Percentage of Total Revenue
3. Expense per Member
4. Personnel as a Percentage of Total Expense
5. Breakdown as a Percentage of Total Expense
6. Number of Survey Participants in Percentage Range of Annual Expense Covered by Reserves
7. Net Assets
8. Net Assets as a Percentage of Annual Expenses
9. Chambers with a 501c(3) Foundation

ACCE's 2016 Operations Survey Report

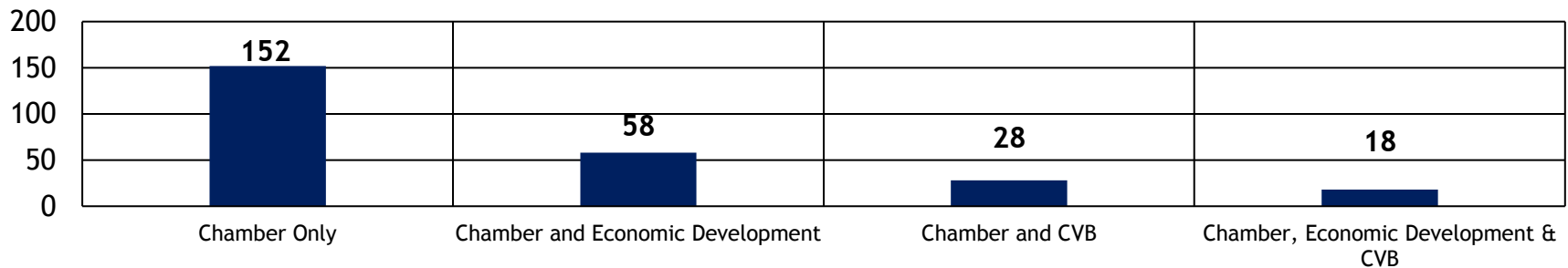
Breakdown by percentage of total respondents. Where 256 respondents equals 100%, each category size below is shown as a percentage of the total.

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



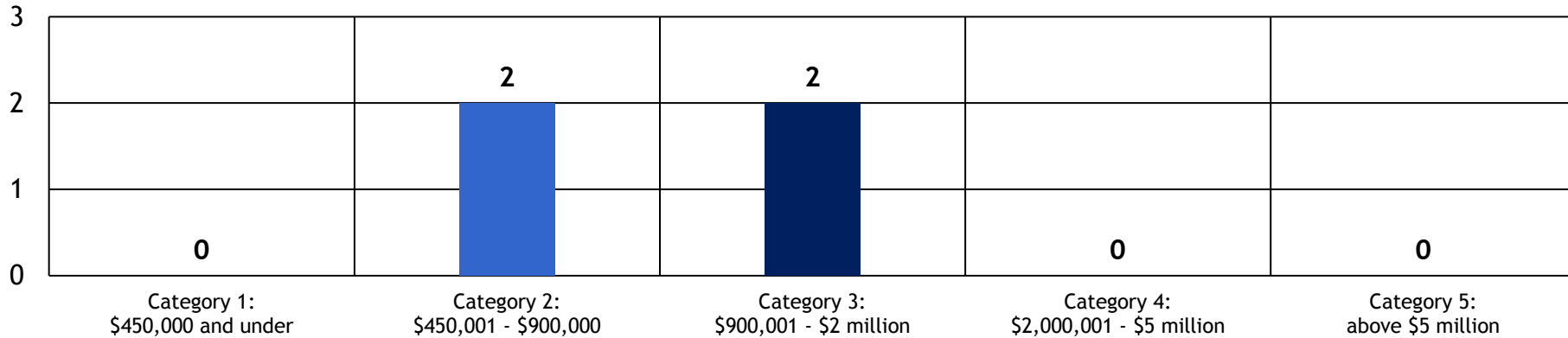
Total Annual Revenue Categories

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

Organizational Structure and Function

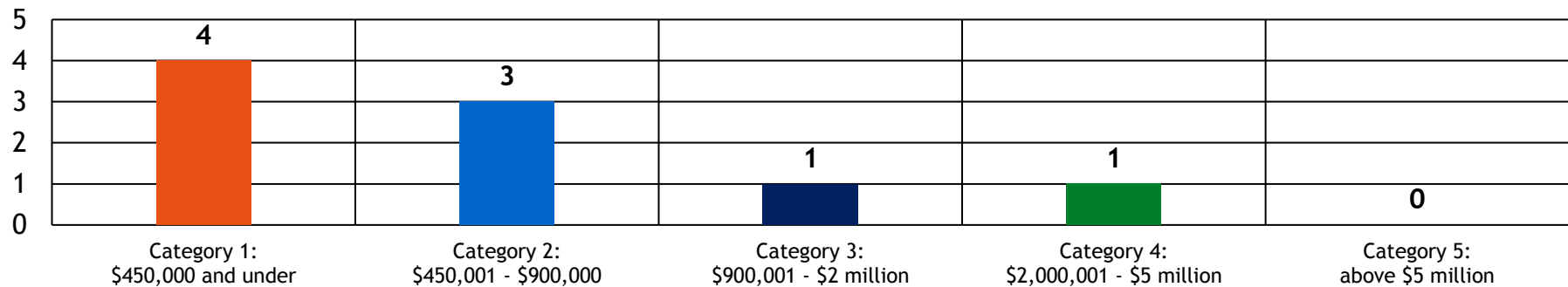
1. Total Number of Chamber Mergers

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 2016?



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 2016?



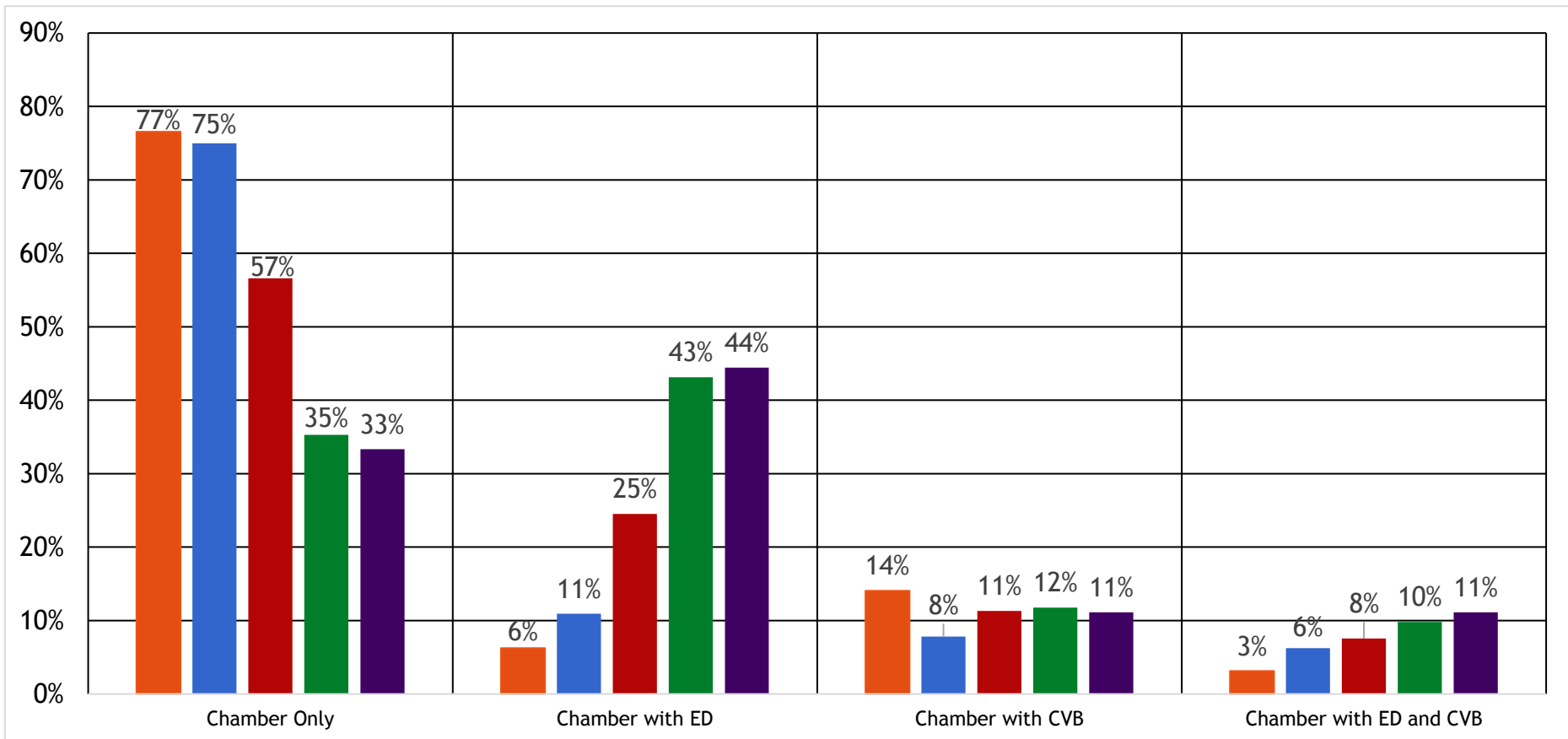
Total Annual Revenue Categories

- 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

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.



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.

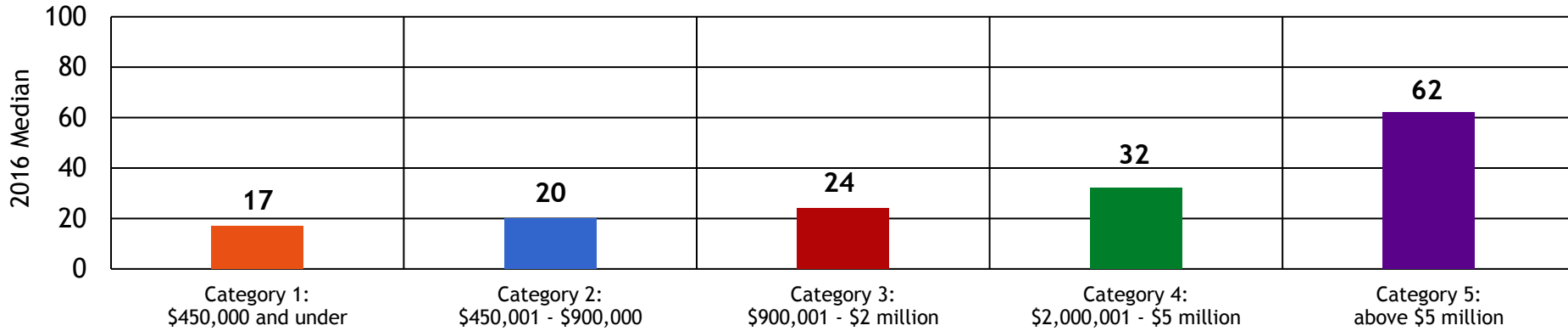
	Count	Average Net Income	Average Net Assets	Average Net Assets as a Percentage of Total Annual Expenses	Average Member Retention Rate - Dollars	Average Member Retention Rate - Accounts	Average Revenue per Member	Average Unrestricted Revenue per Member	Average Unrestricted Revenue per FTE	Average Revenue per FTE
Chamber Only	111	\$14,185	\$298,245	40%	89%	87%	\$825	\$875	\$114,829	\$123,095
Chamber with CVB	47	\$38,790	\$843,782	48%	89%	84%	\$1,125	\$1,565	\$122,781	\$143,388
Chamber with Econ Dev (ED)	22	\$10,858	\$441,474	39%	90%	89%	\$767	\$821	\$84,811	\$153,162
Chamber with both CVB and ED	12	\$26,349	\$706,450	37%	87%	85%	\$1,042	\$1,147	\$91,402	\$165,371

Total Annual Revenue Categories

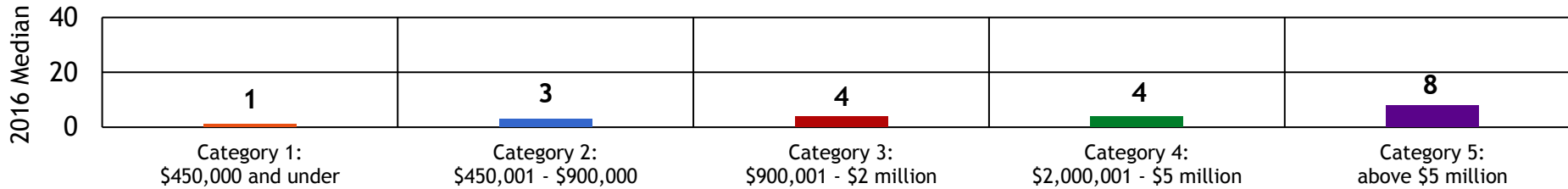
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Governance

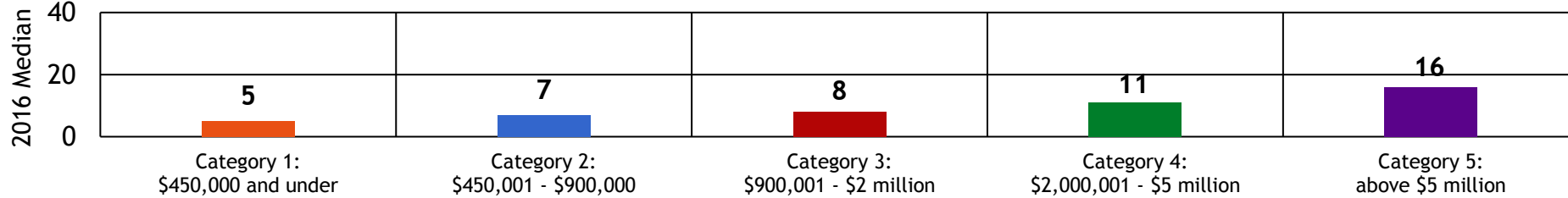
1. Number of Voting Members on Board of Directors



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



3. Number of Executive Committee Members

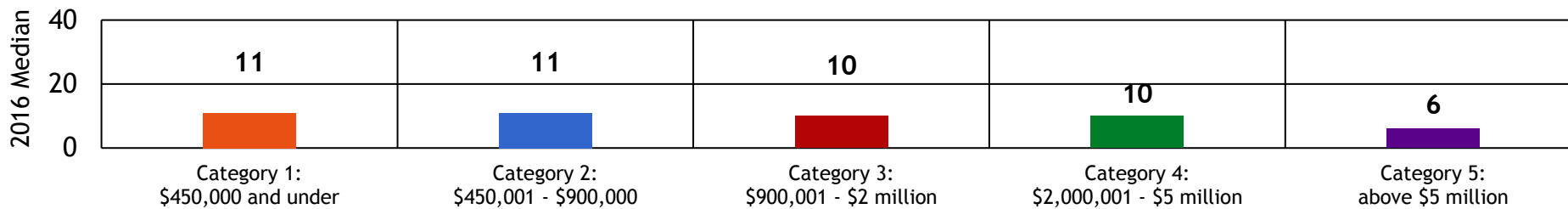


Total Annual Revenue Categories

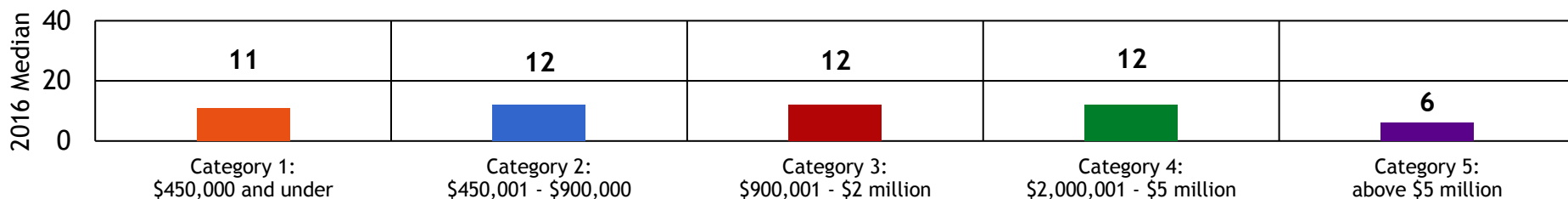
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Governance

4. Number of Times the Board Meets Annually



5. Number of Times the Executive Committee Meets Annually



Total Annual Revenue Categories

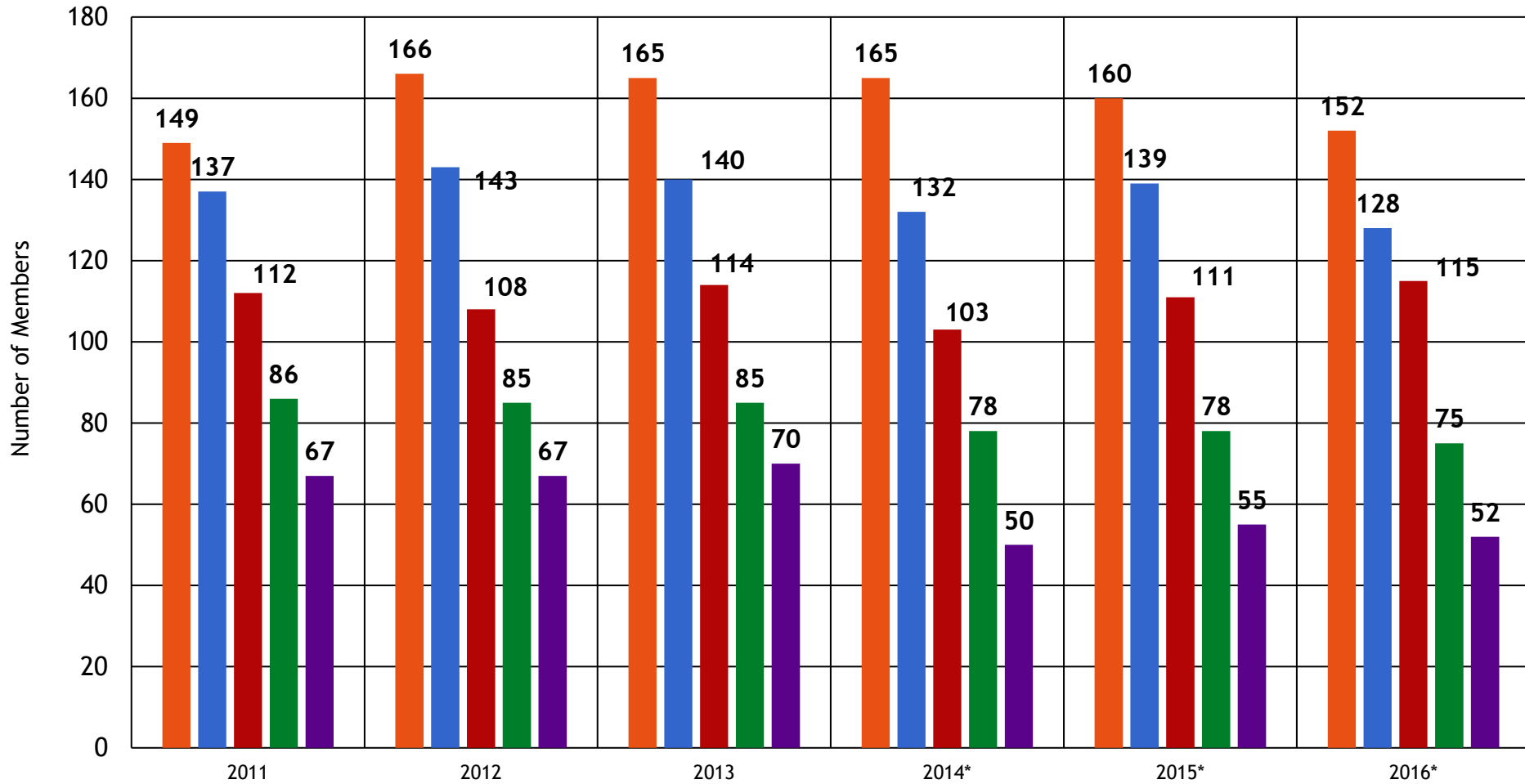
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Staffing

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

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

* 2014-16 is a median average, 2011-13 represent the mean average



Total Annual Revenue Categories

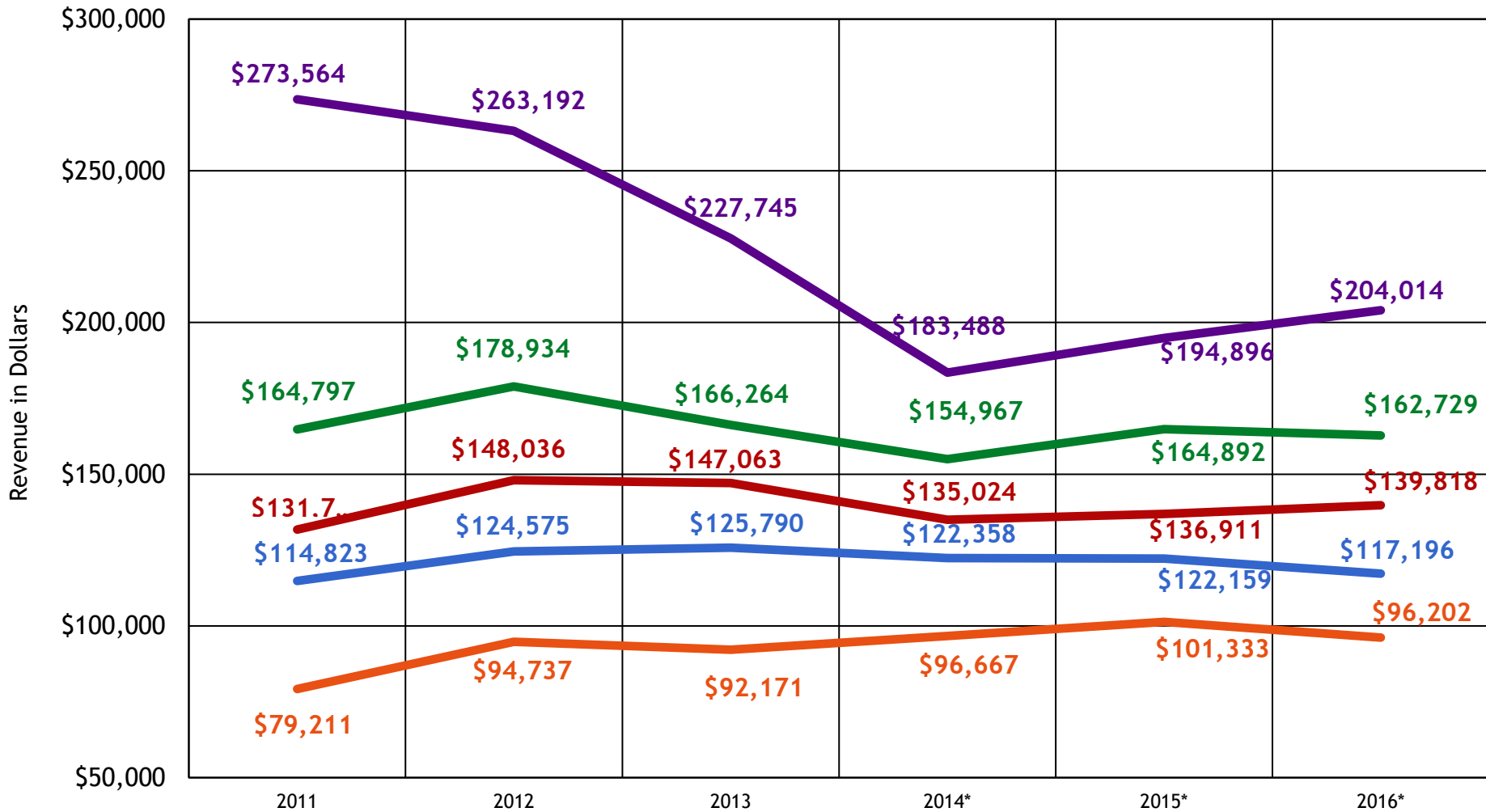
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Staffing

2. Average Revenue per FTE

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

* 2014-16 is a median average, 2011-13 represent the mean average



Total Annual Revenue Categories

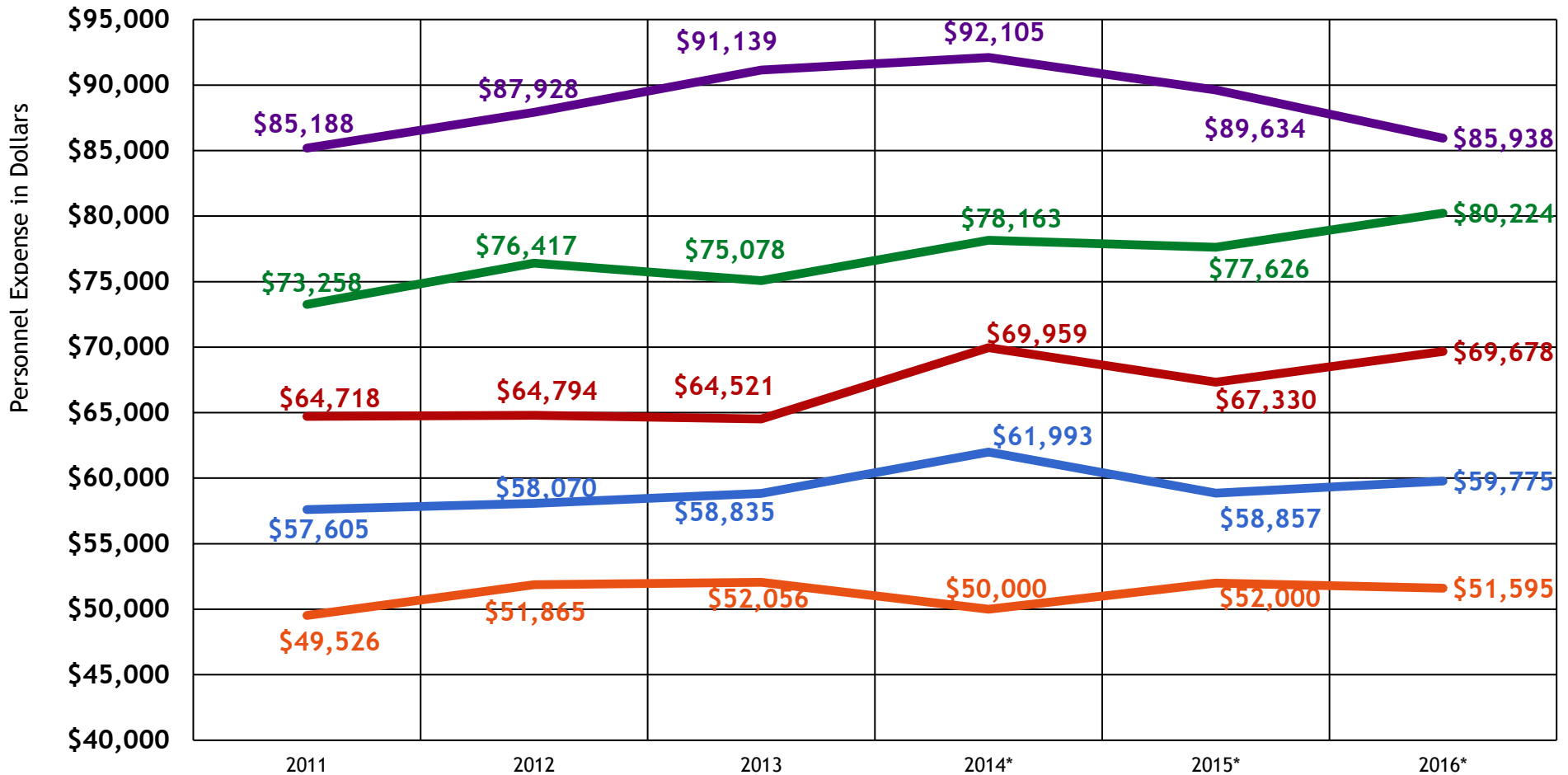
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Staffing

3. Average Personnel Expense per FTE

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

* 2014-16 is a median average, 2011-13 represent the mean average



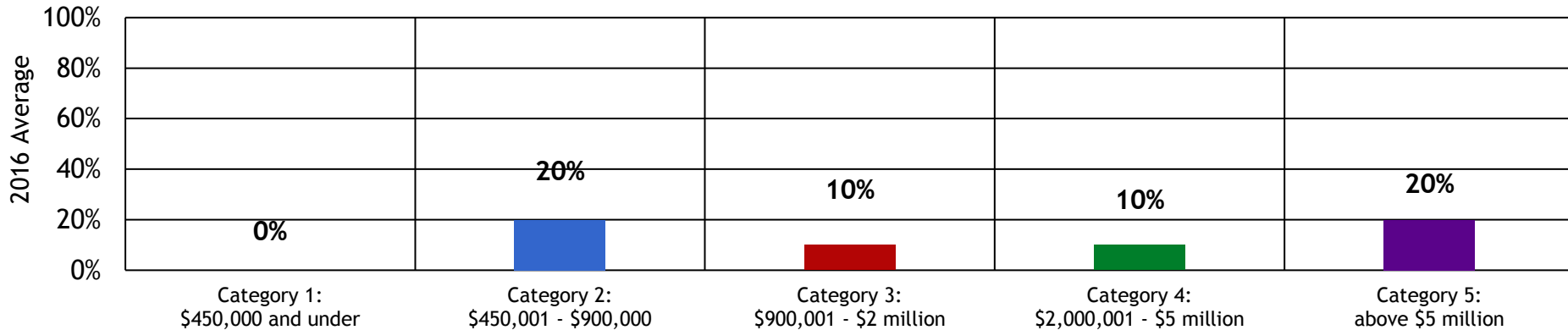
Total Annual Revenue Categories

- 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

Staffing

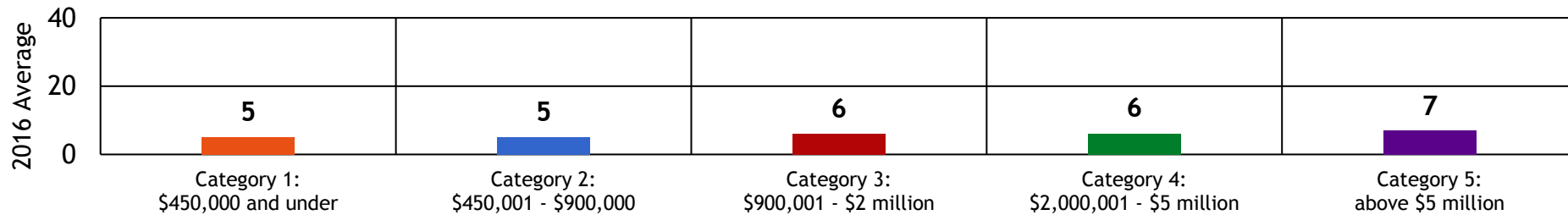
4. Average Staff Turnover Rate

Calculation: (number of employees at the end of fiscal year 2015 minus number of those still employed at the end of fiscal year 2016) divided by the number of employees at the end of fiscal year 2015



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



Total Annual Revenue Categories

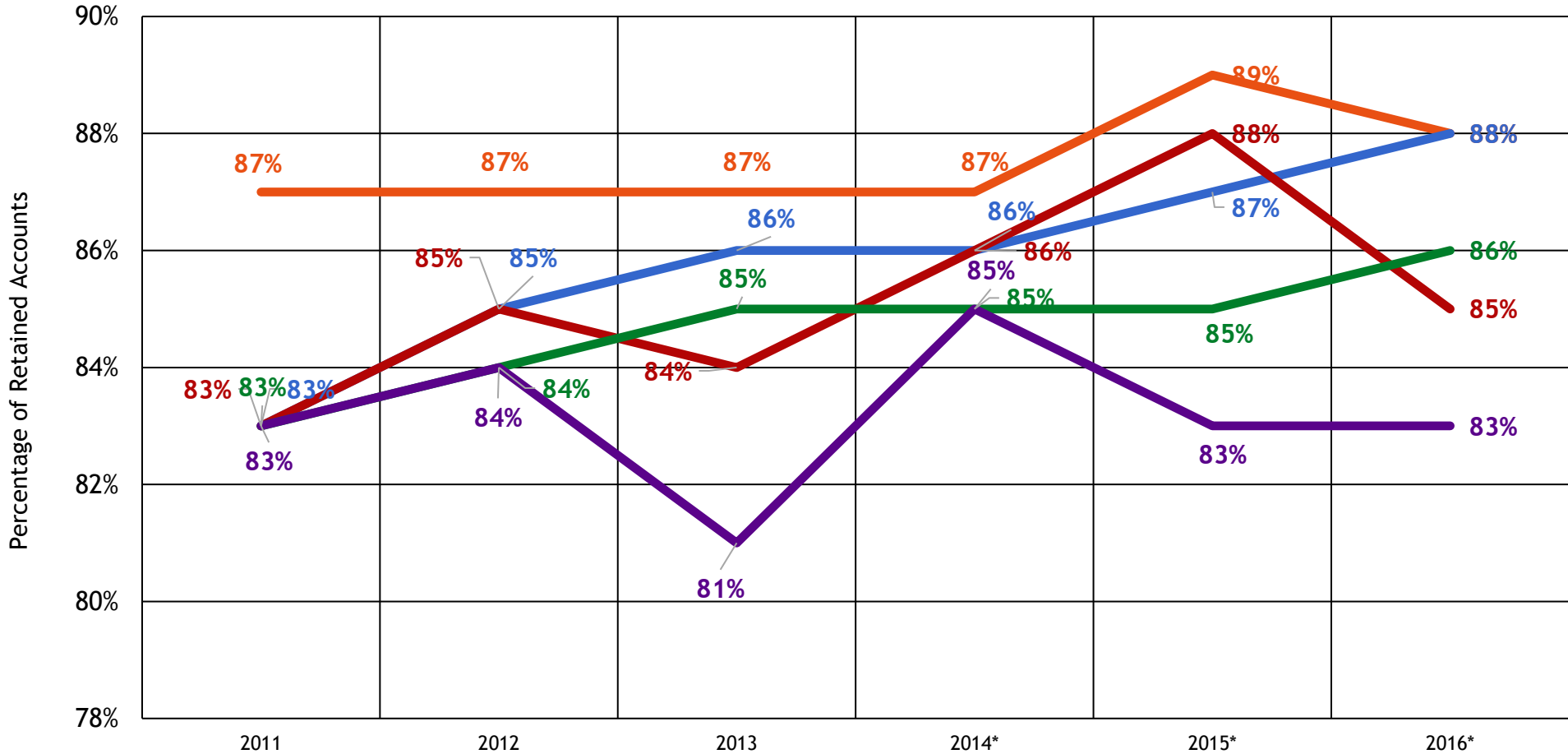
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Membership

1a. Average Member Retention - Accounts

This chart shows annual member retention percentages, calculated as follows, with 2016 as an example: (number of 2015 membership accounts minus number of cancellations in 2016), divided by the number of 2015 membership accounts.

* 2014-16 is a median average, 2011-13 represent the mean average



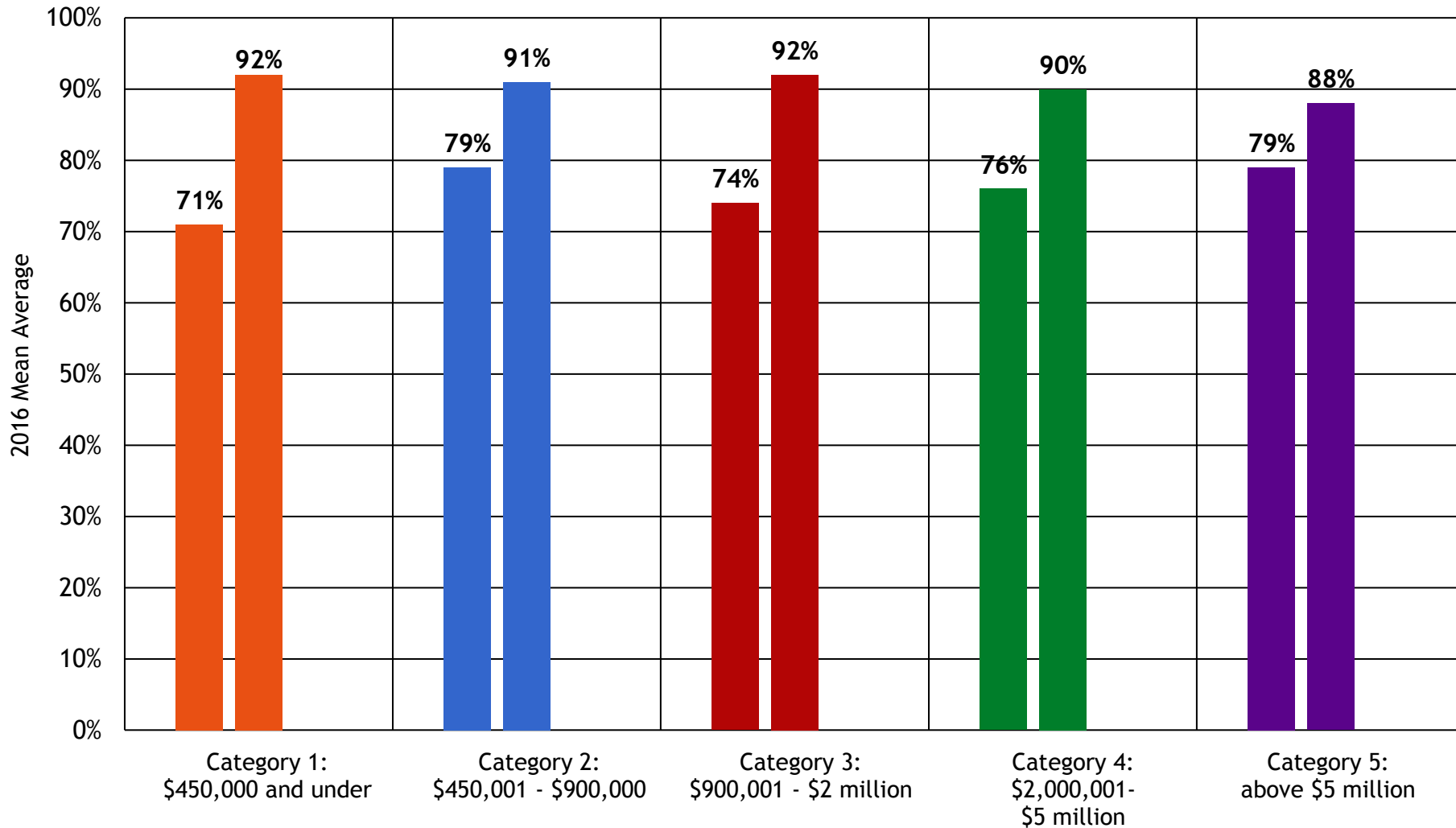
Total Annual Revenue Categories

- 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

Membership

1b. Member Retention - Accounts

Mean Average of 10 Lowest and 10 Highest



Total Annual Revenue Categories

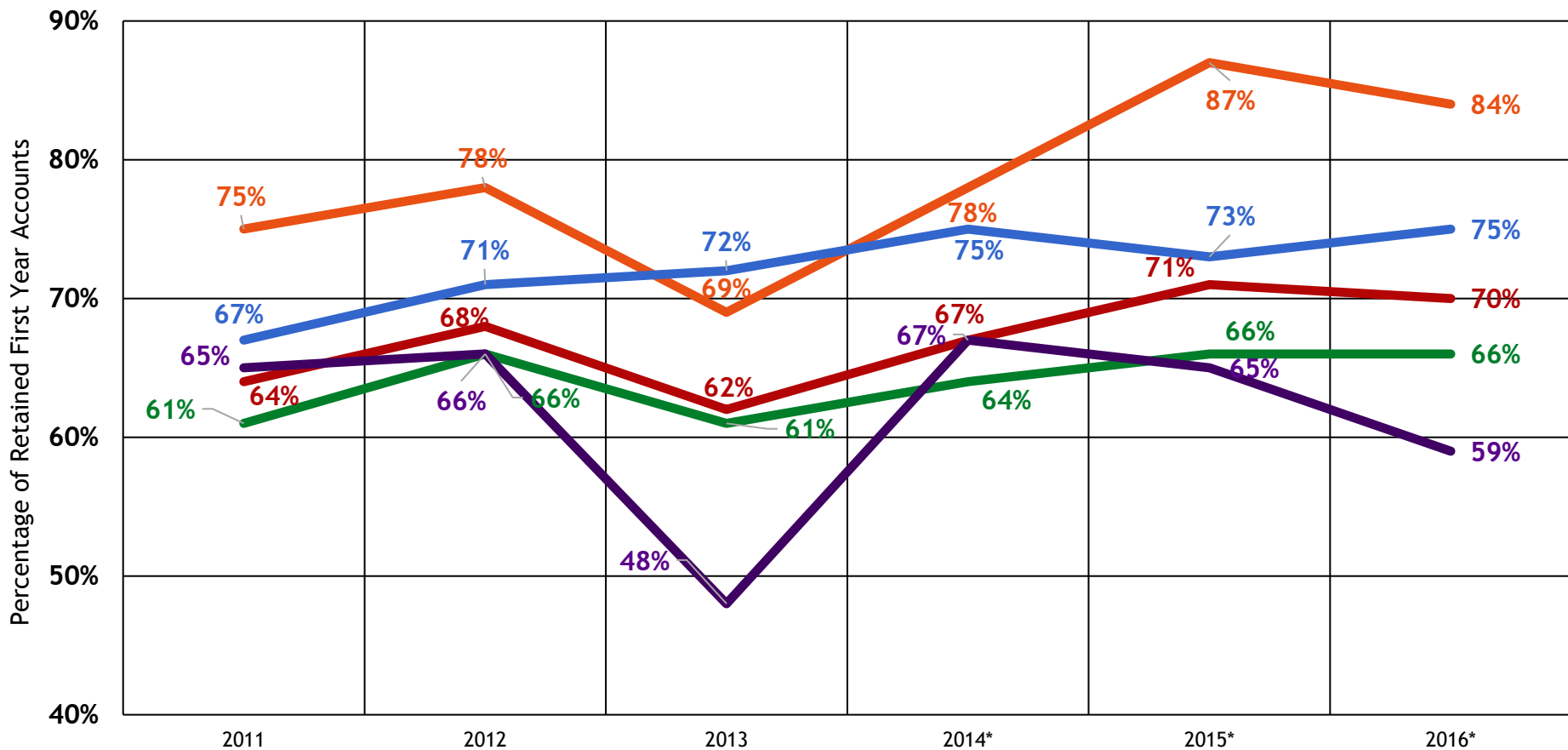
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Membership

2a. Average First Year Member Retention - Accounts

This chart shows first year member retention percentages, calculated as follows, with 2016 as an example:
 (number of 2015 new member accounts minus number of new member cancellations in 2016) divided by
 the number of 2015 new member accounts.

* 2014-16 is a median average, 2011-13 represent the mean average



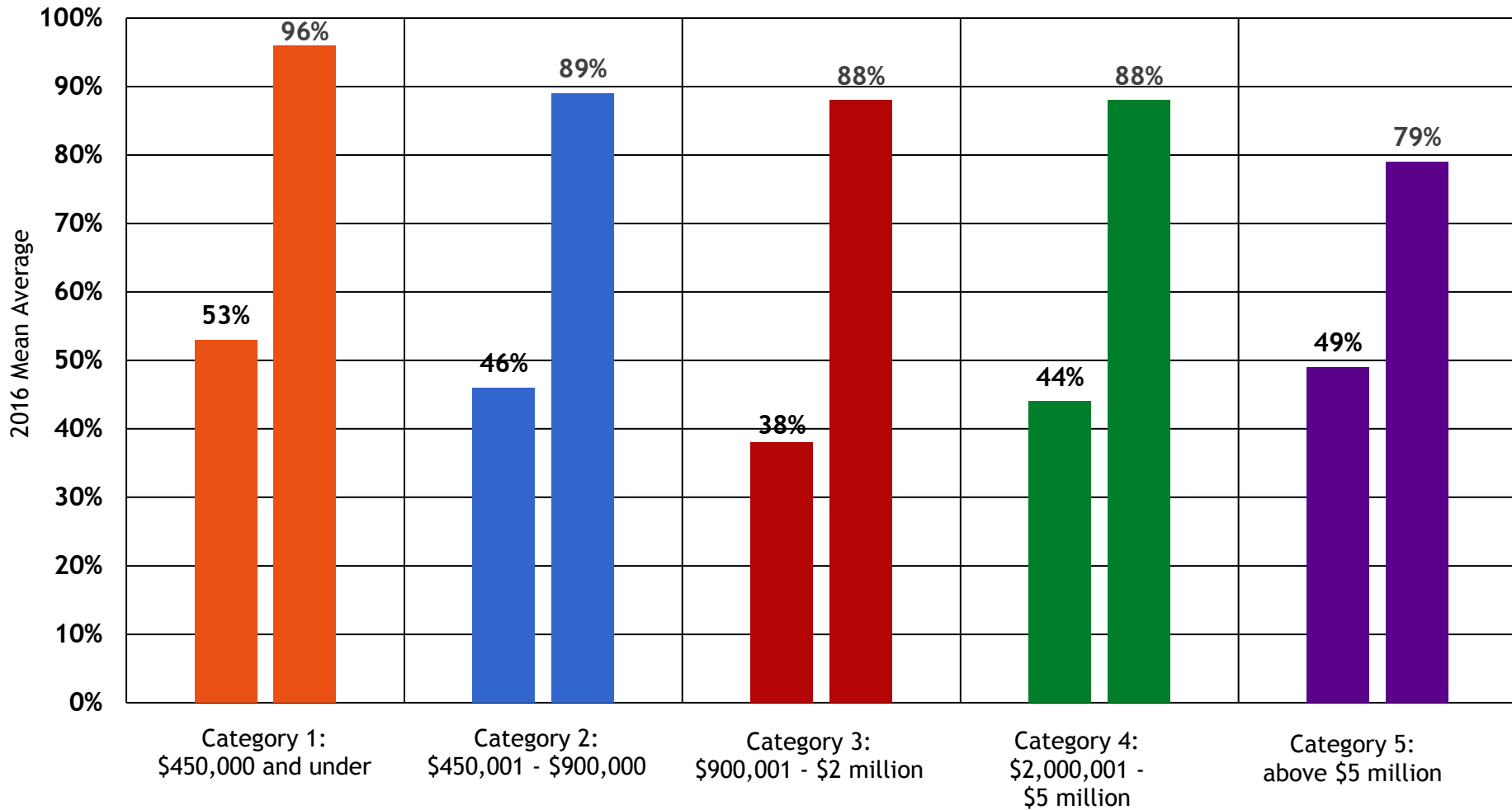
Total Annual Revenue Categories

- 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

Membership

2b. Average First Year Member Retention - Accounts

Mean Average of 10 Lowest and 10 Highest



Total Annual Revenue Categories

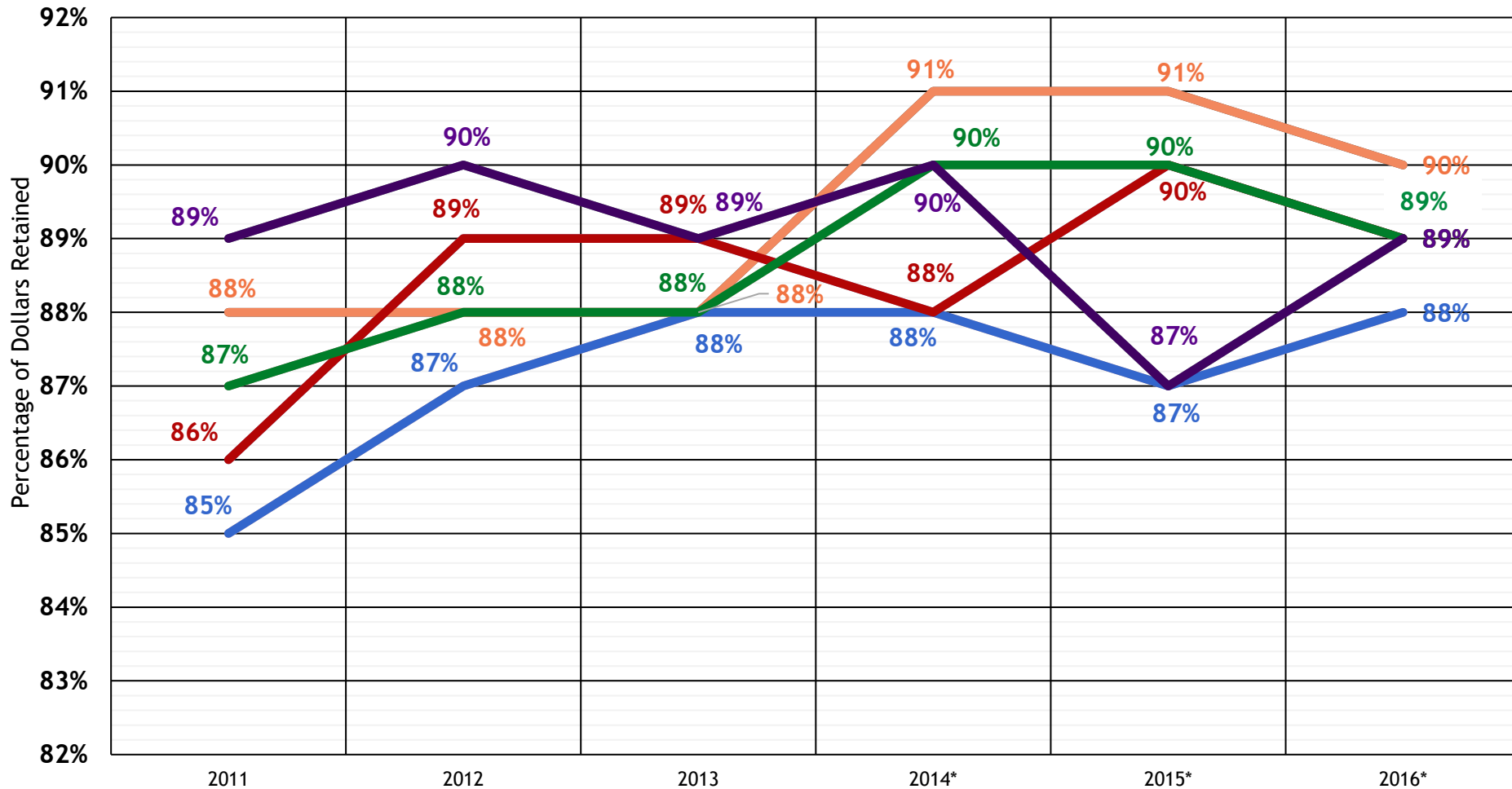
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Membership

3a. Average Member Retention - Dollars

This chart shows the percentage of retained dues year to year, calculated as follows, with 2016 as an example: (dues of 2015 memberships minus dues of canceled members in 2016) divided by dues of 2015 memberships.

* 2014-16 is a median average, 2011-13 represent the mean average



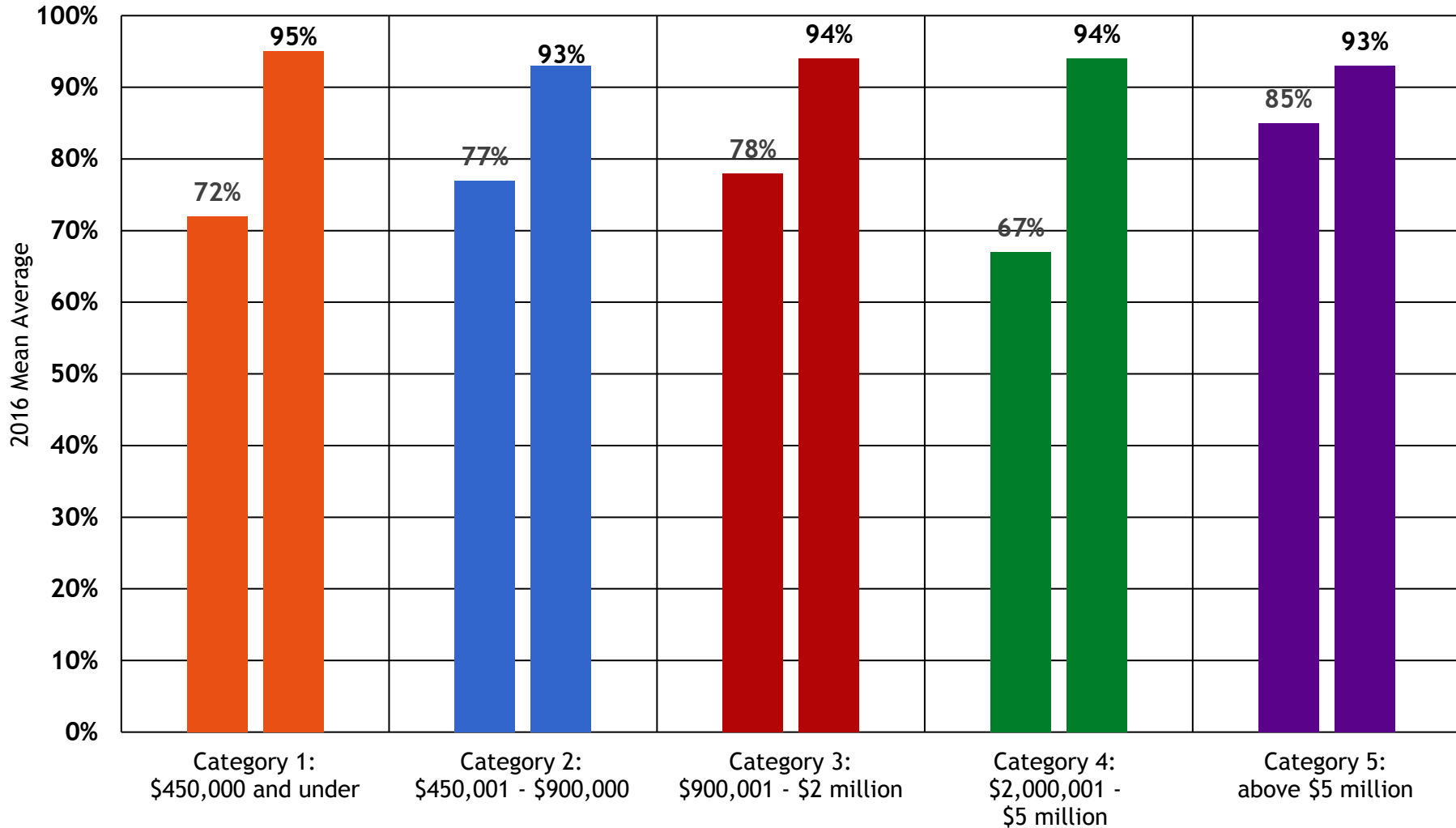
Total Annual Revenue Categories

- 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

Membership

3b. Average Member Retention - Dollars

Mean Average of 10 Lowest and 10 Highest



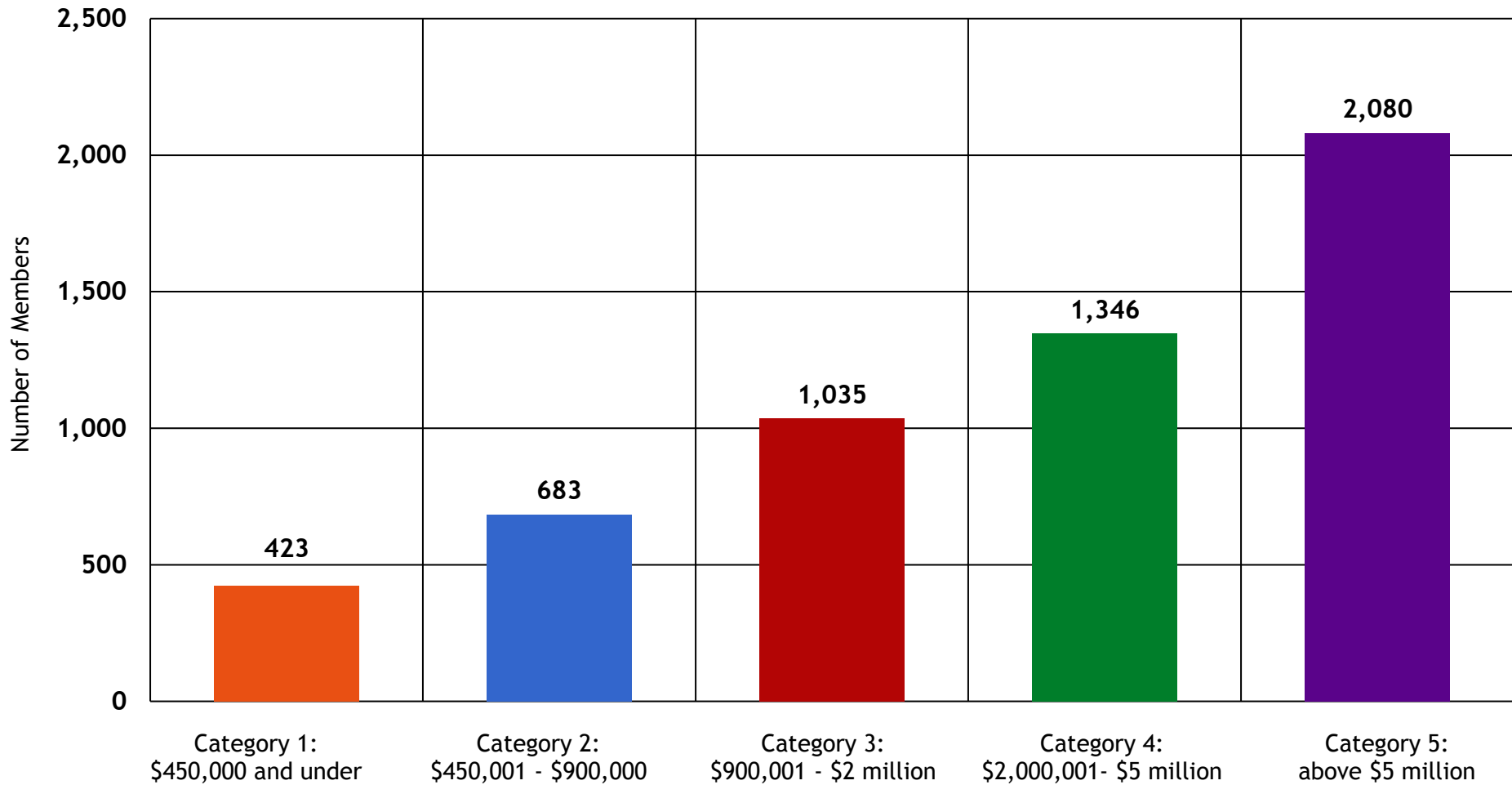
Total Annual Revenue Categories

- 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

Membership

4. Median Current Membership

Median number of members in each revenue category.



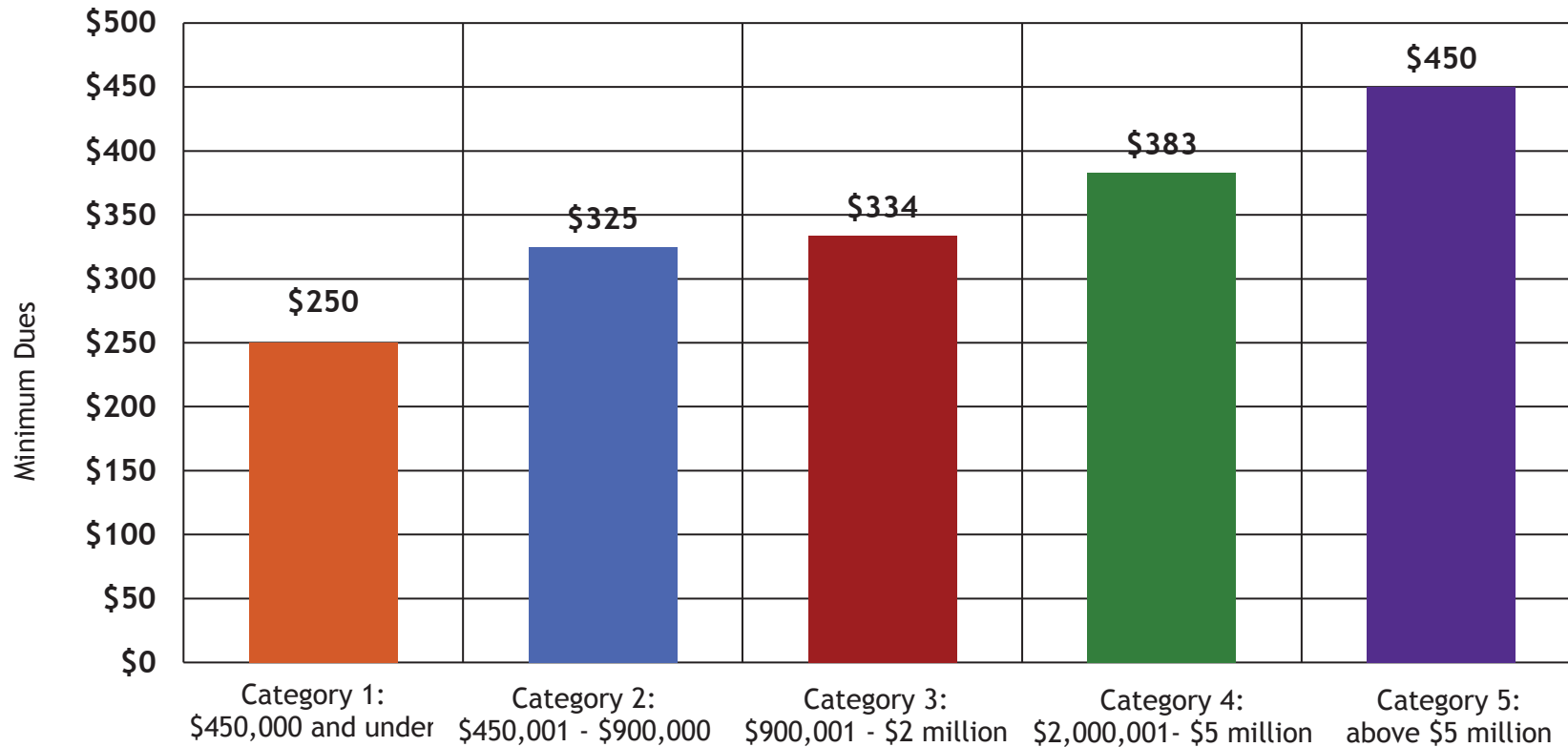
Membership

5. Median Minimum Dues

Median chamber minimum dues (base investment) 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



Total Annual Revenue Categories

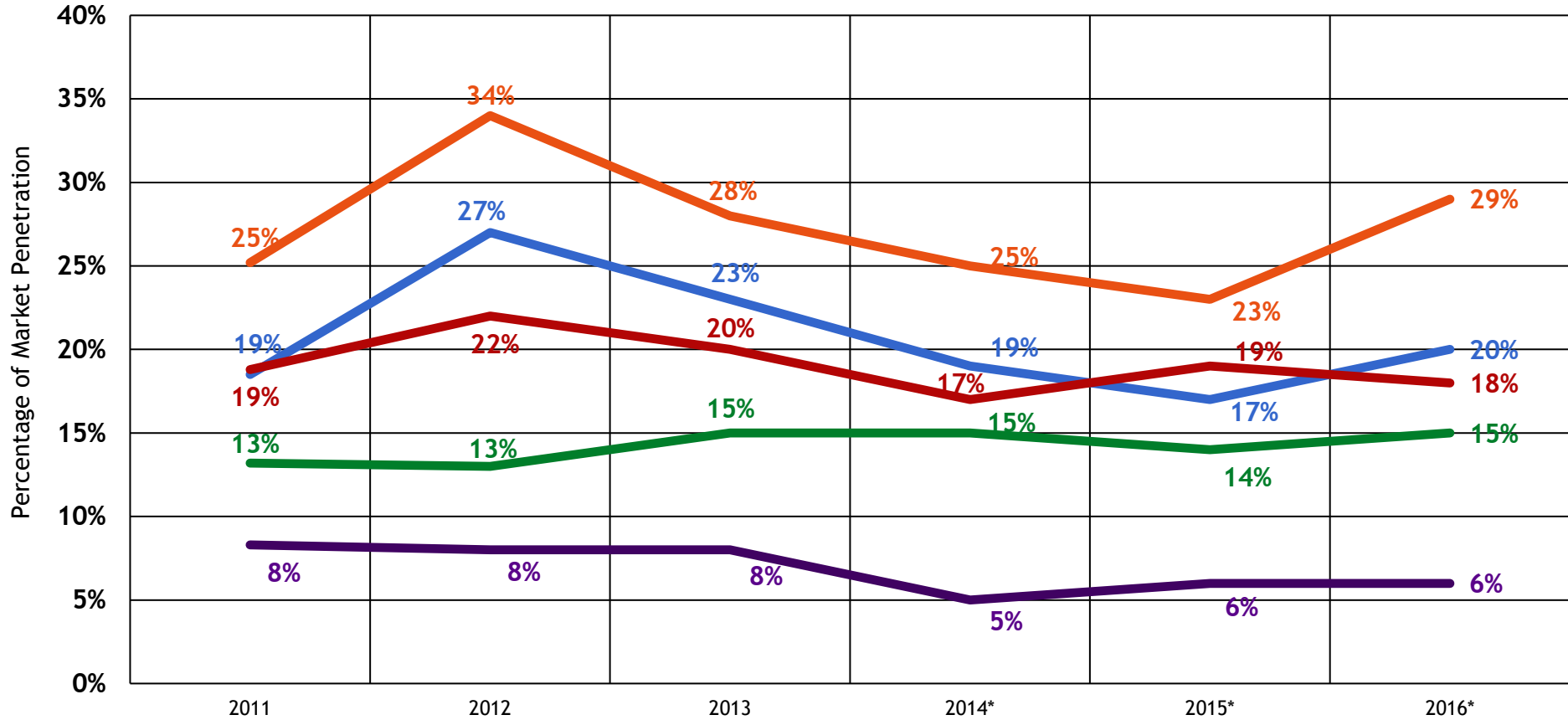
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Membership

6. Market Penetration Rate

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

* 2014-16 is a median average, 2011-13 represent the mean average



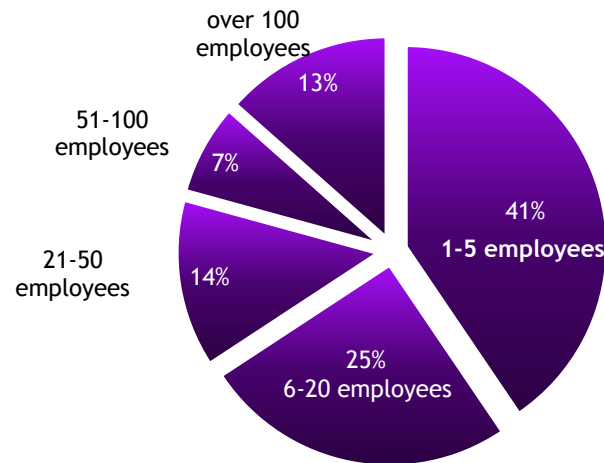
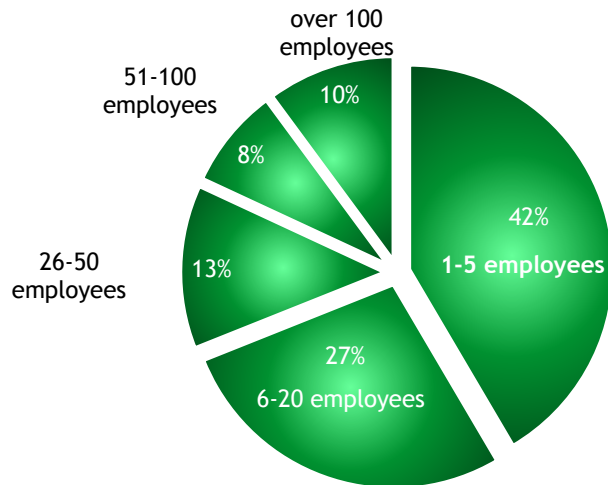
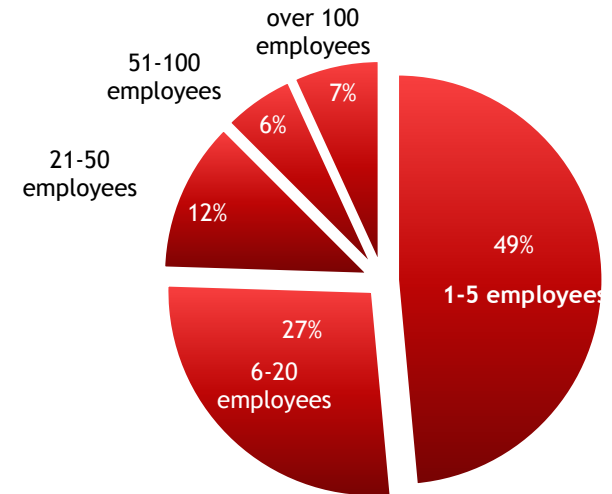
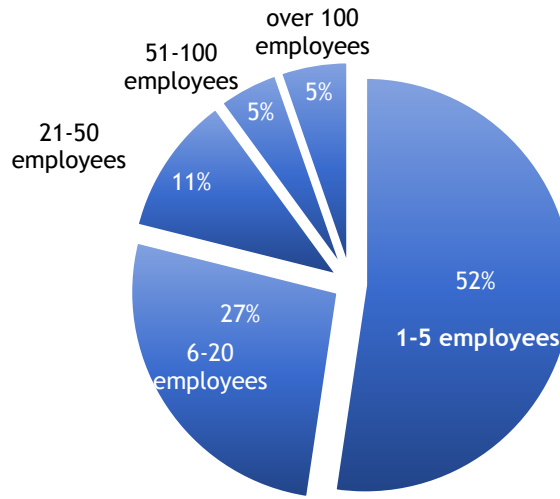
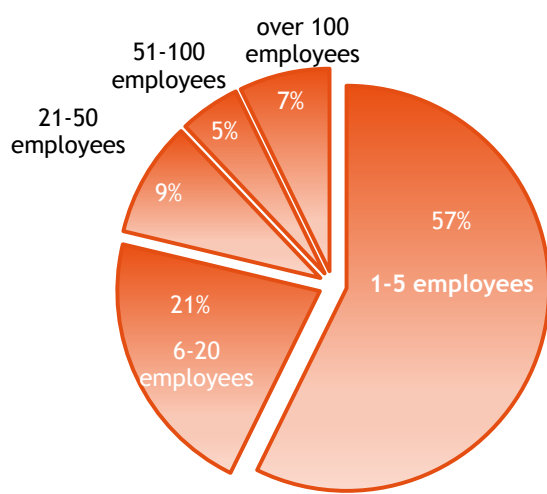
Membership

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



Total Annual Revenue Categories

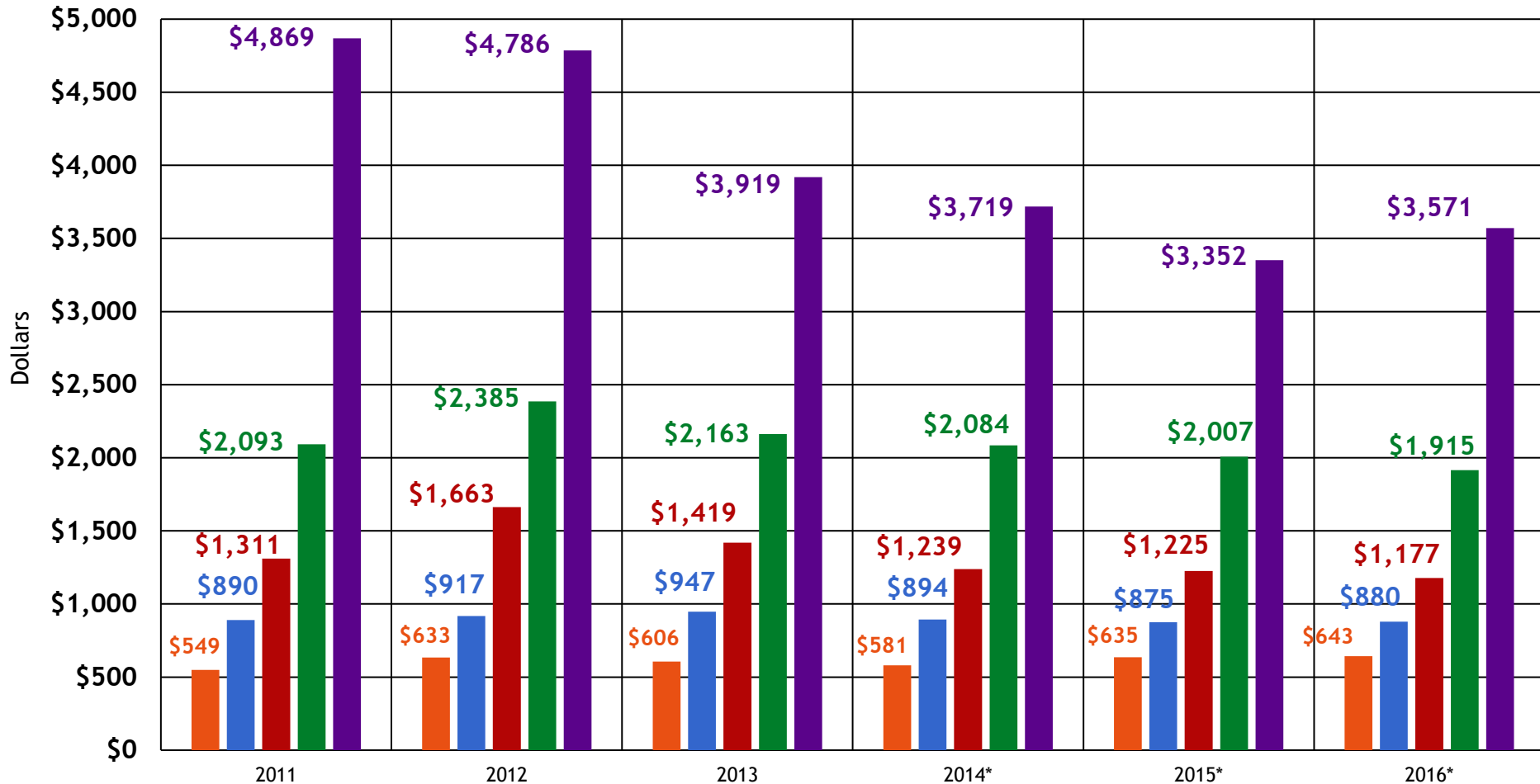
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Membership

8a. Average Revenue per Member

Calculation: average of (total revenue divided by total number of members)

* 2014-16 is a median average, 2011-13 represent the mean average



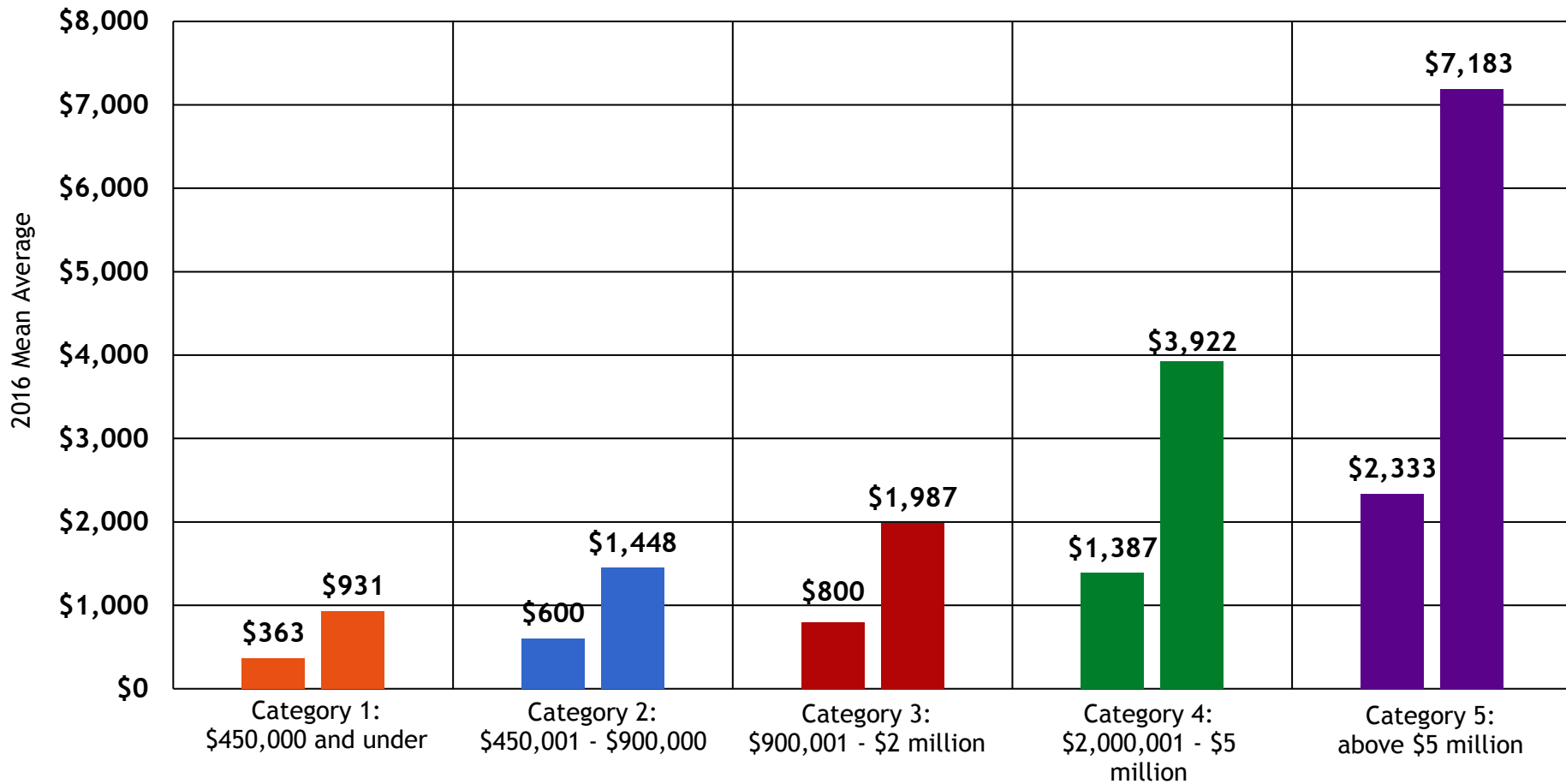
Total Annual Revenue Categories

- 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

Membership

8b. Average Revenue per Member

Mean Average of 10 Lowest and 10 Highest



Total Annual Revenue Categories

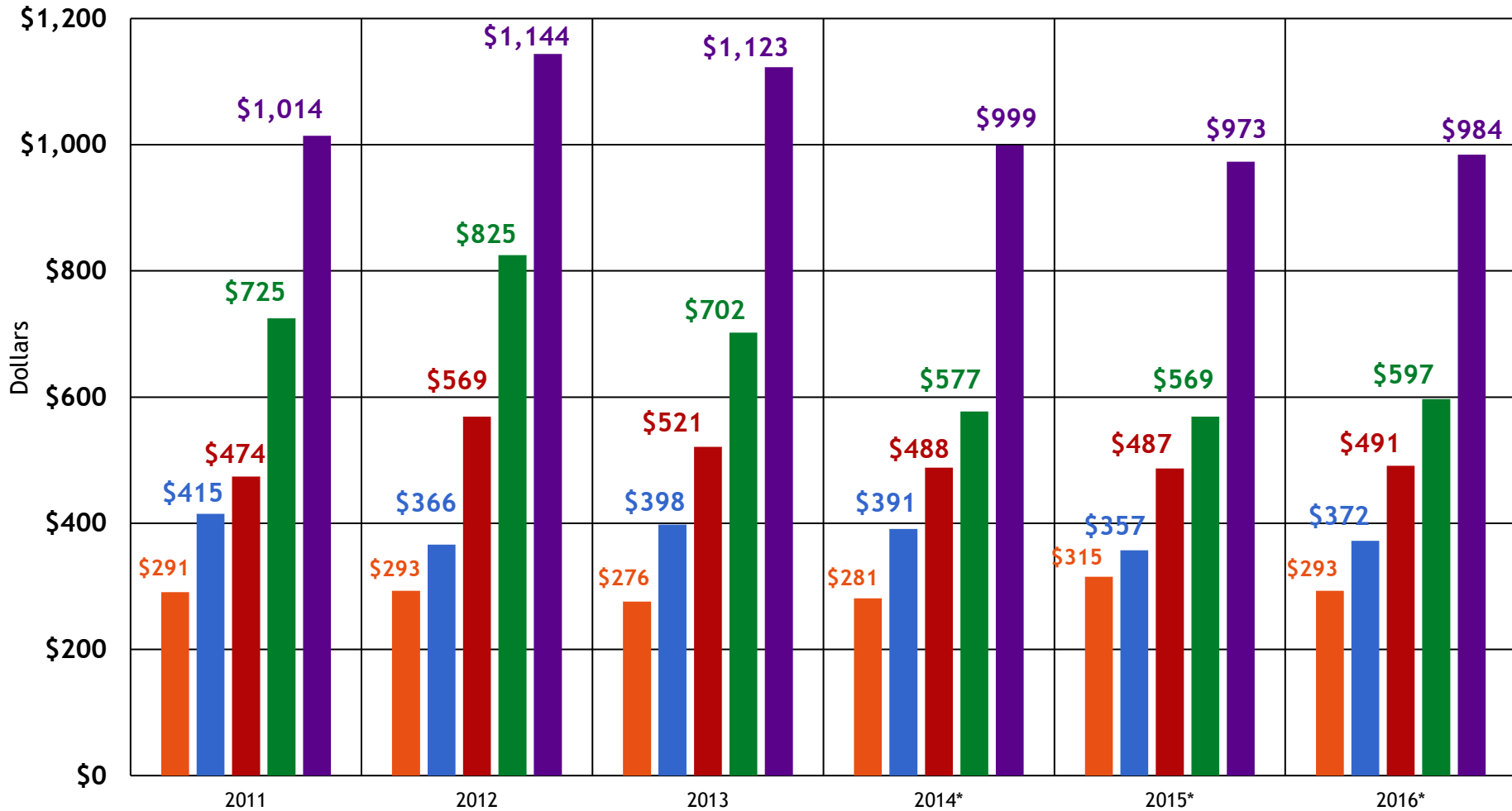
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Membership

9a. Average Member Dues Investment

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

* 2014-16 is a median average, 2011-13 represent the mean average



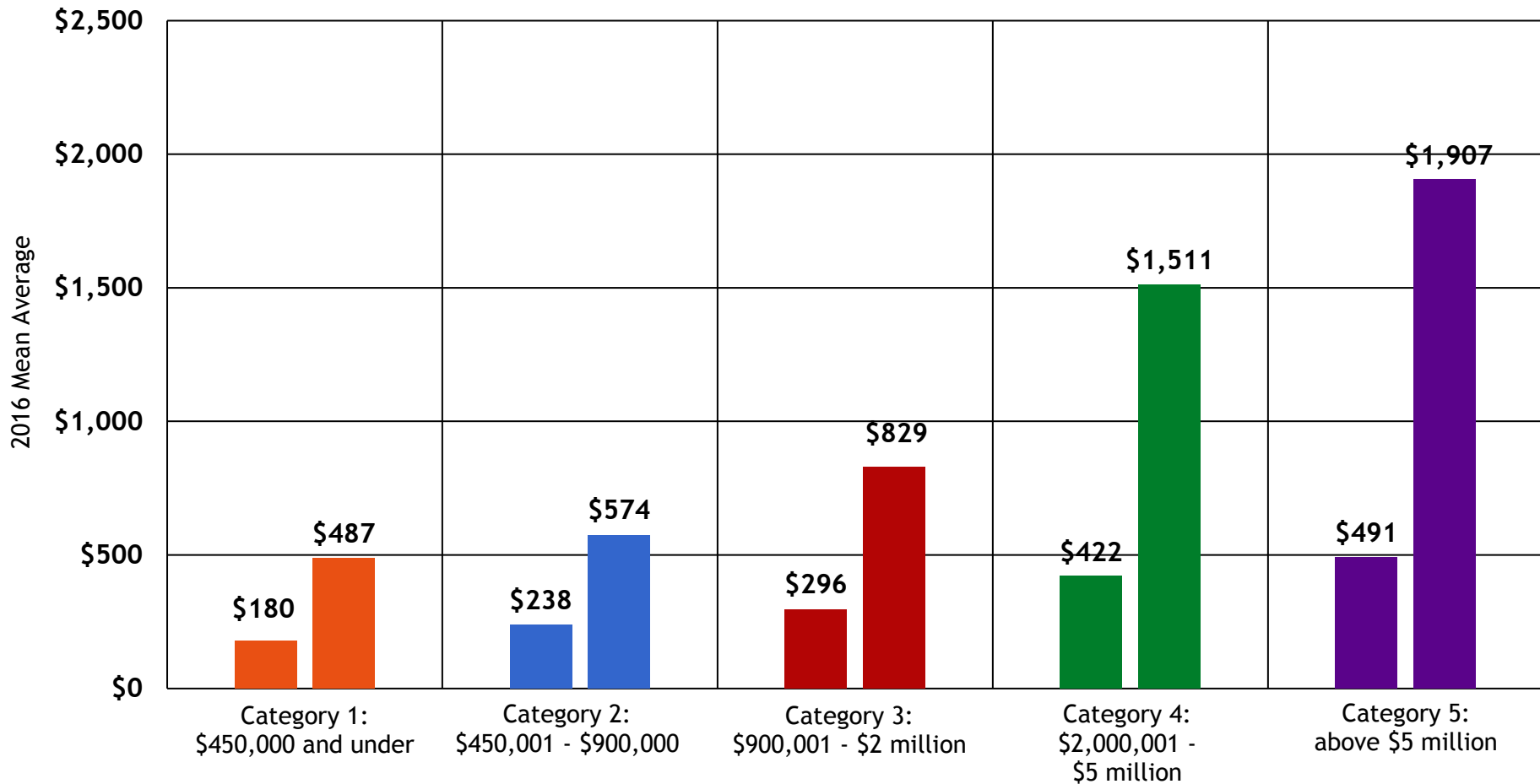
Total Annual Revenue Categories

- 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

Membership

9b. Average Member Dues Investment

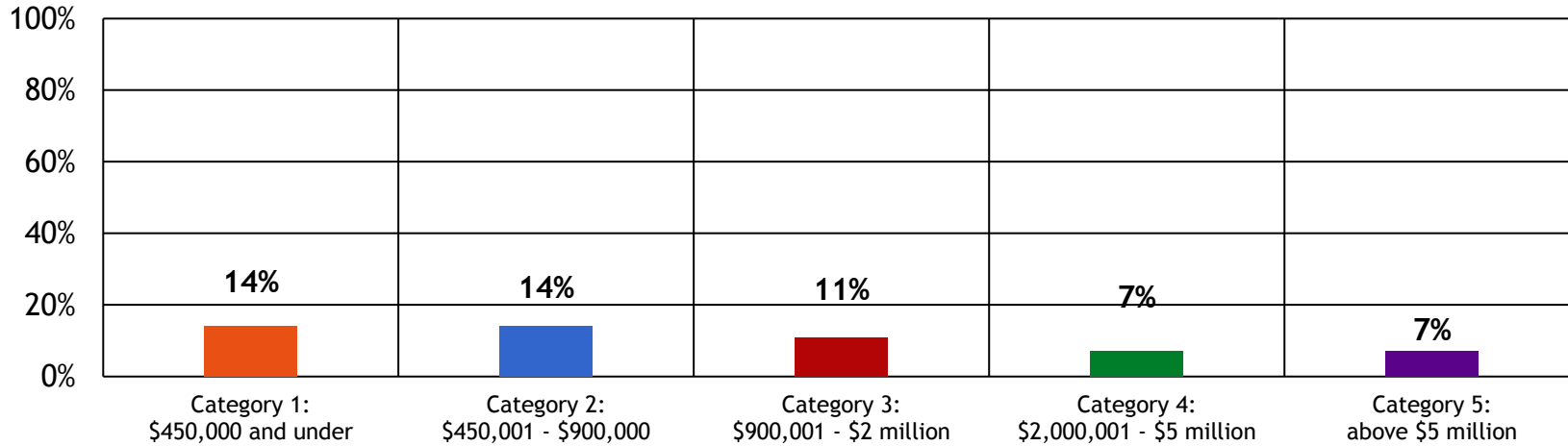
Mean Average of 10 Lowest and 10 Highest



Membership

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

- 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

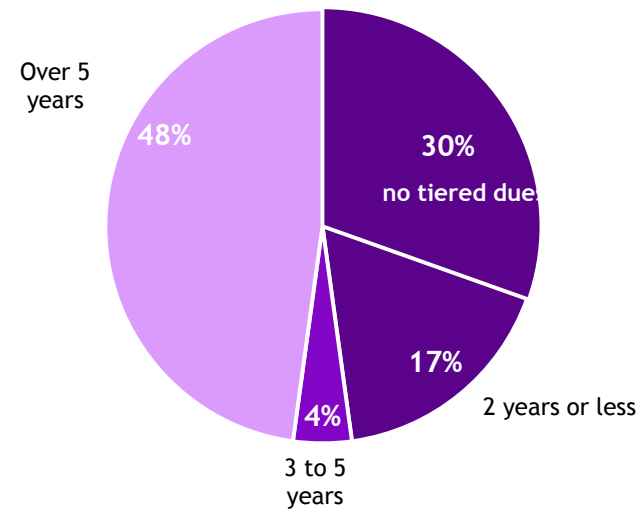
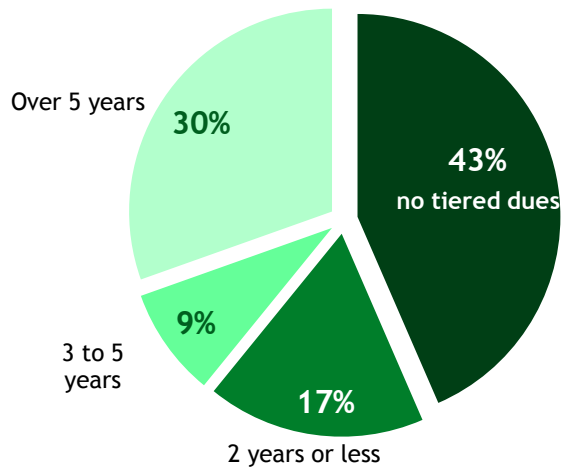
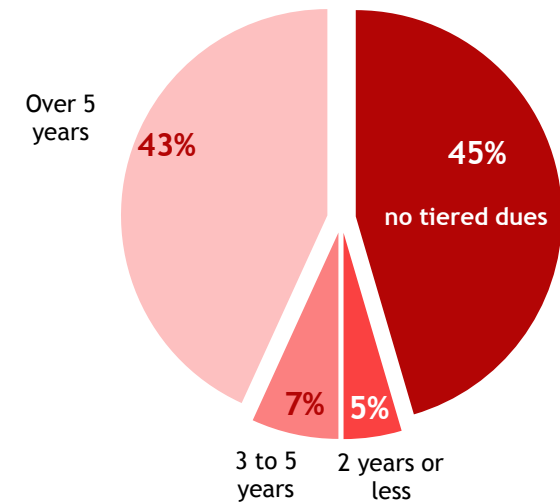
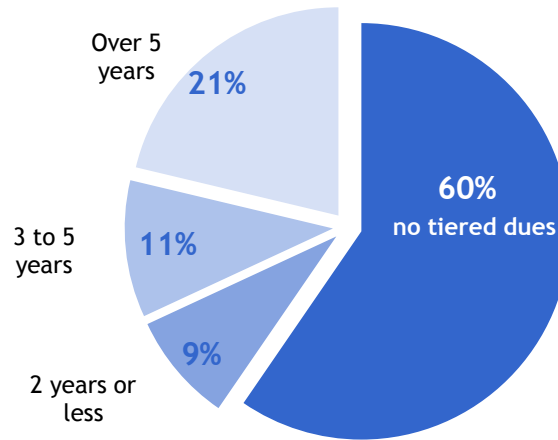
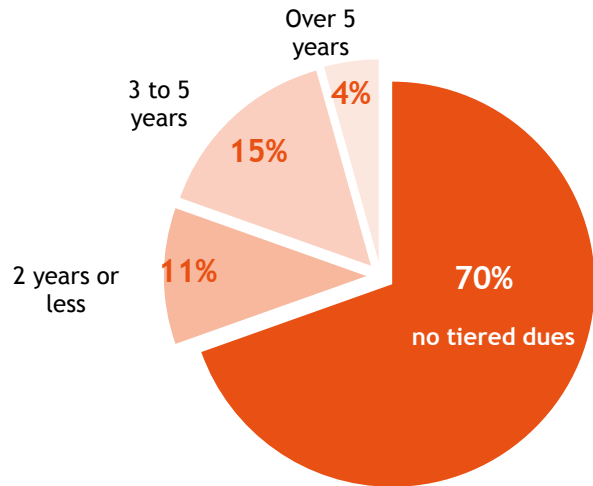


Membership

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



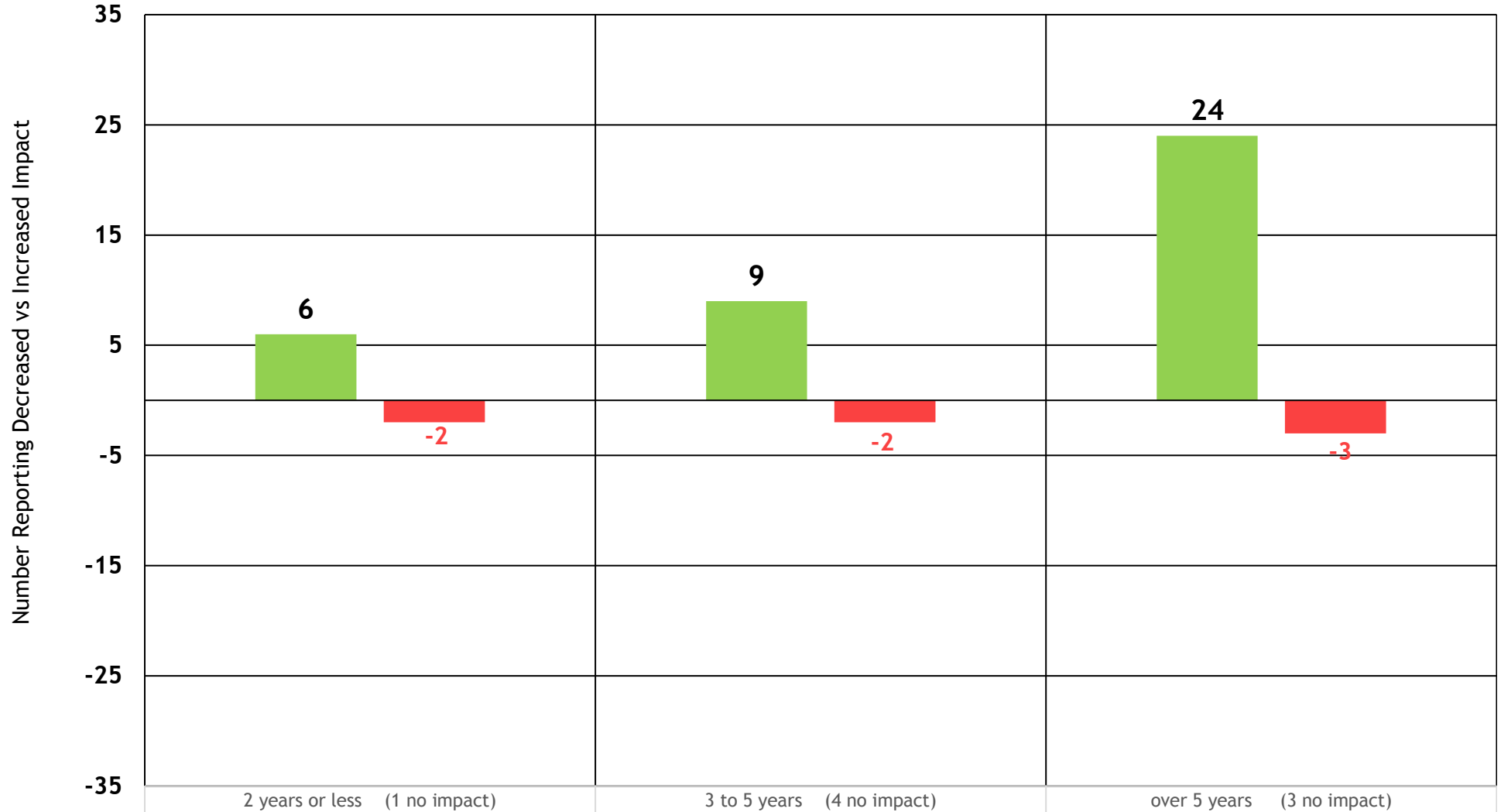
Total Annual Revenue Categories

- 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 member numbers after implementing tiered dues.



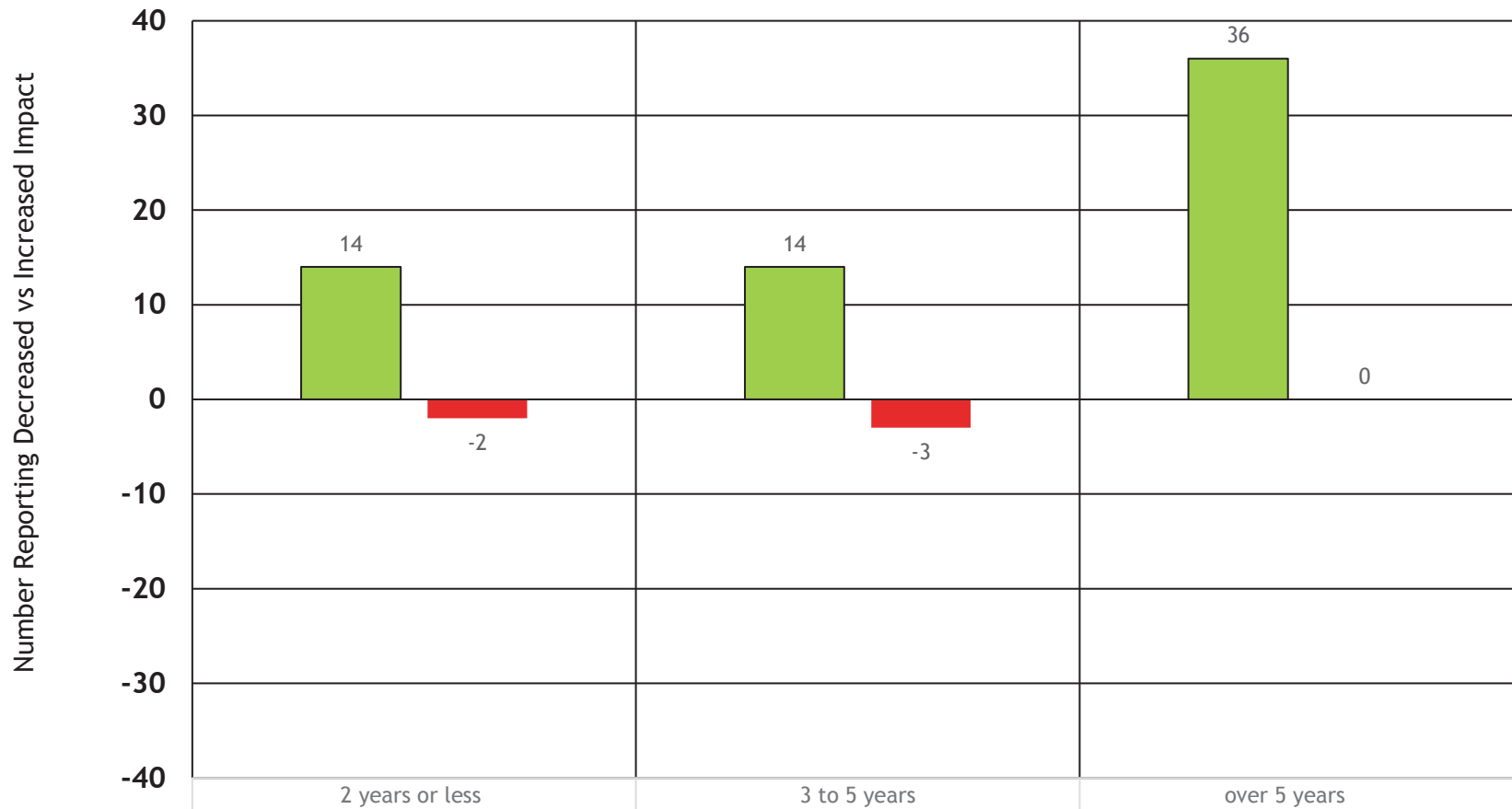
Total Annual Revenue Categories

- 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

Dues Impact

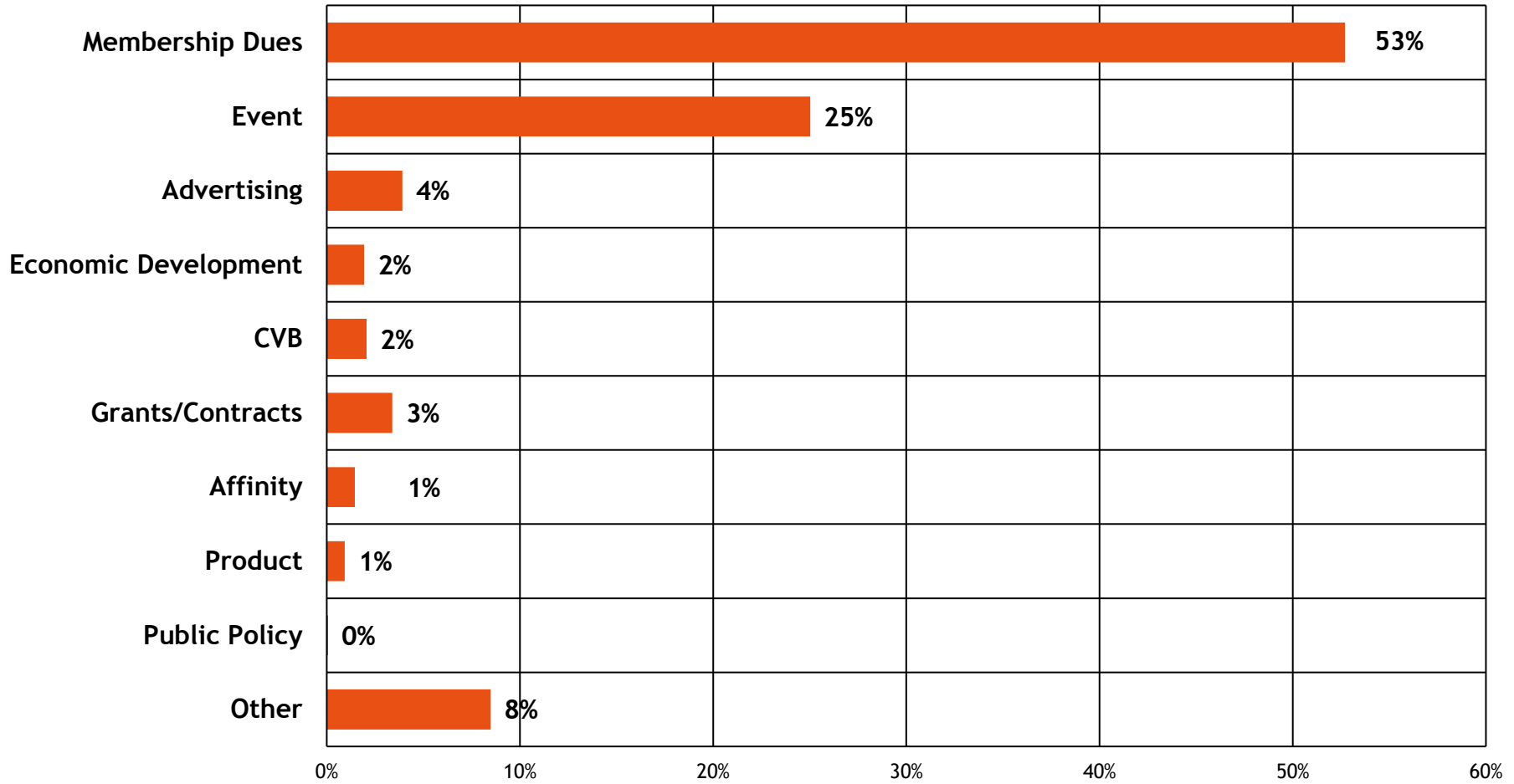
11c. Change in member dues over time by number of years using a tiered dues structure

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



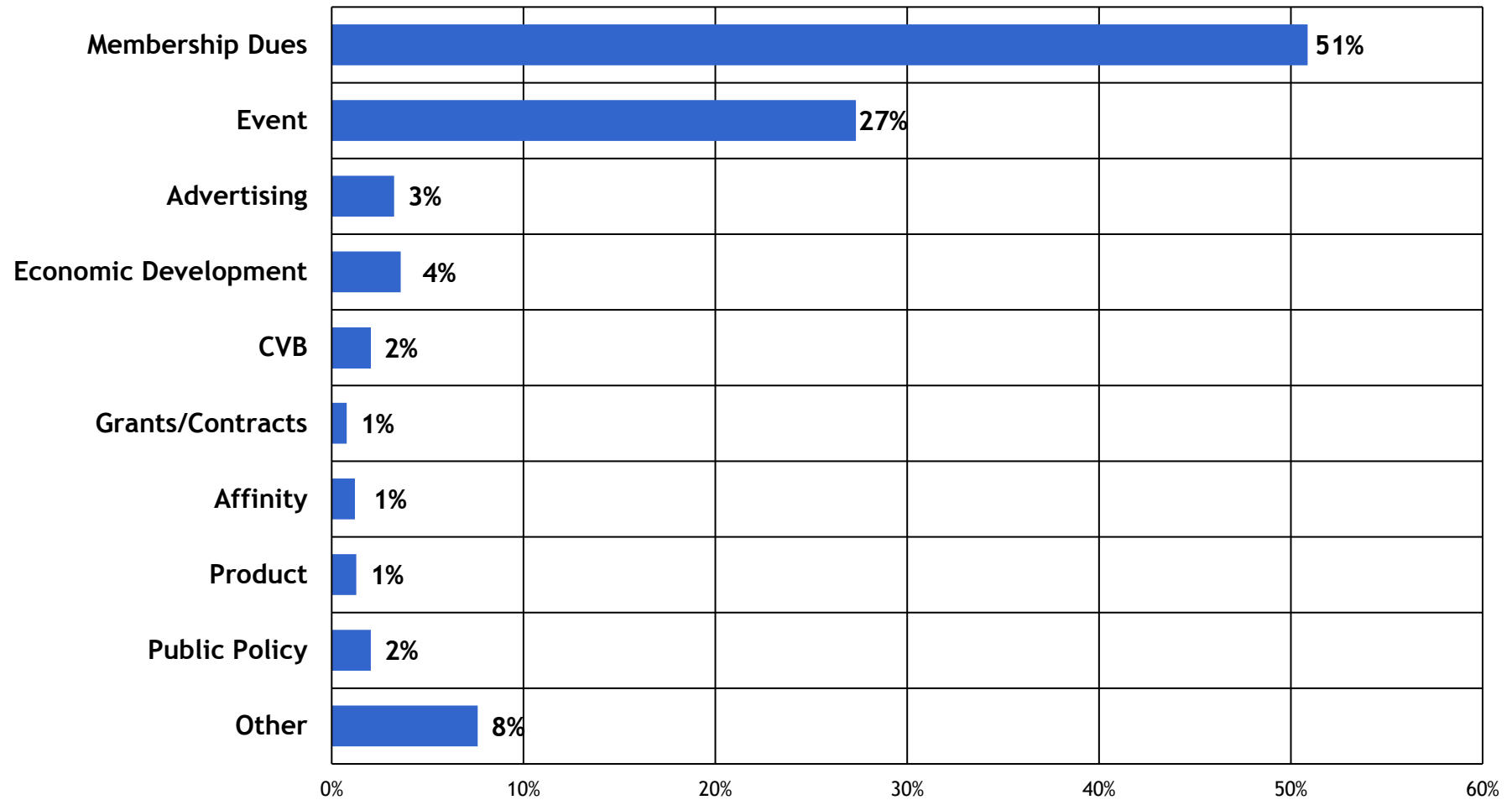
Finance

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



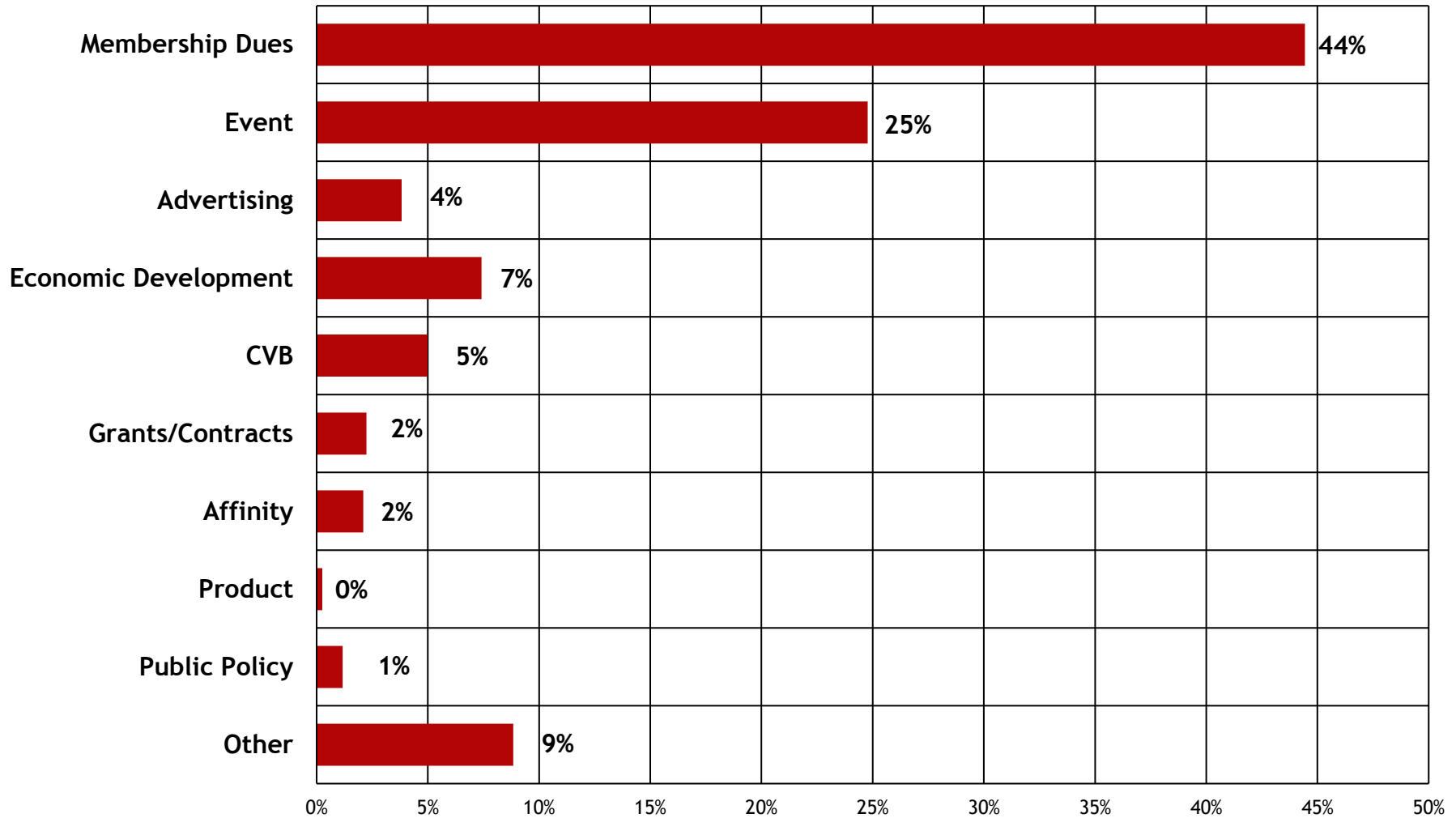
Finance

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



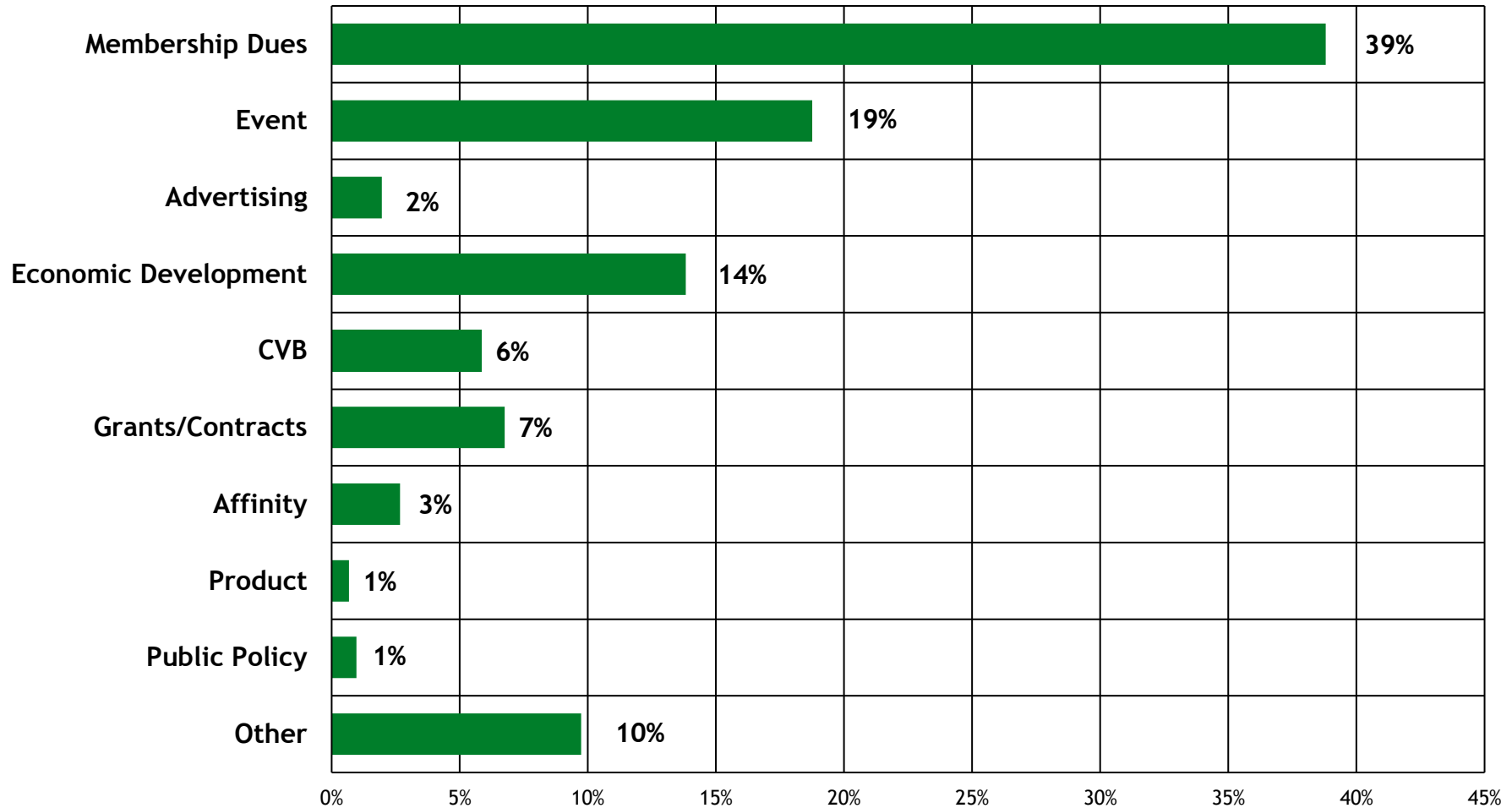
Finance

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



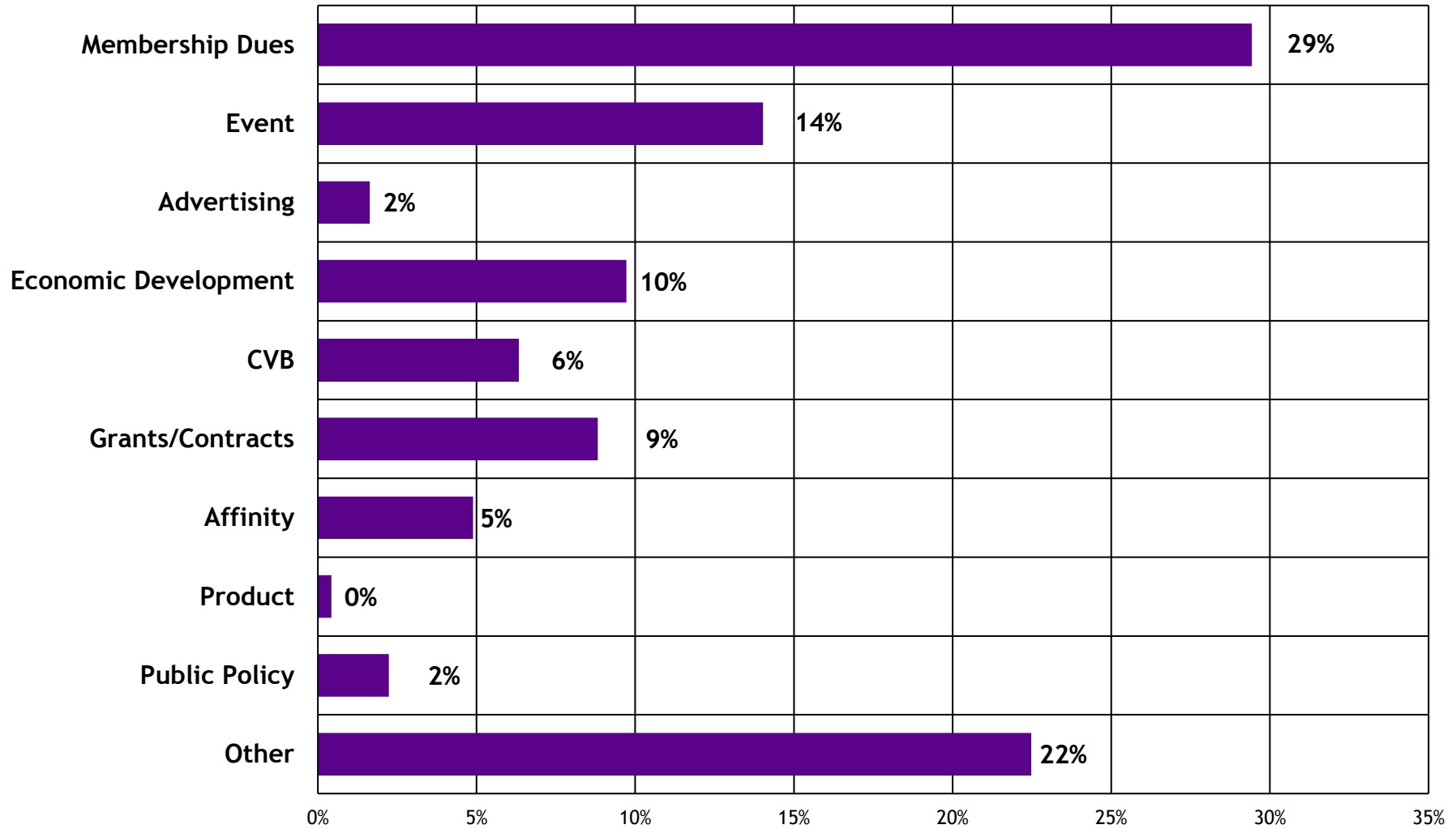
Finance

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



Finance

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



Total Annual Revenue Categories

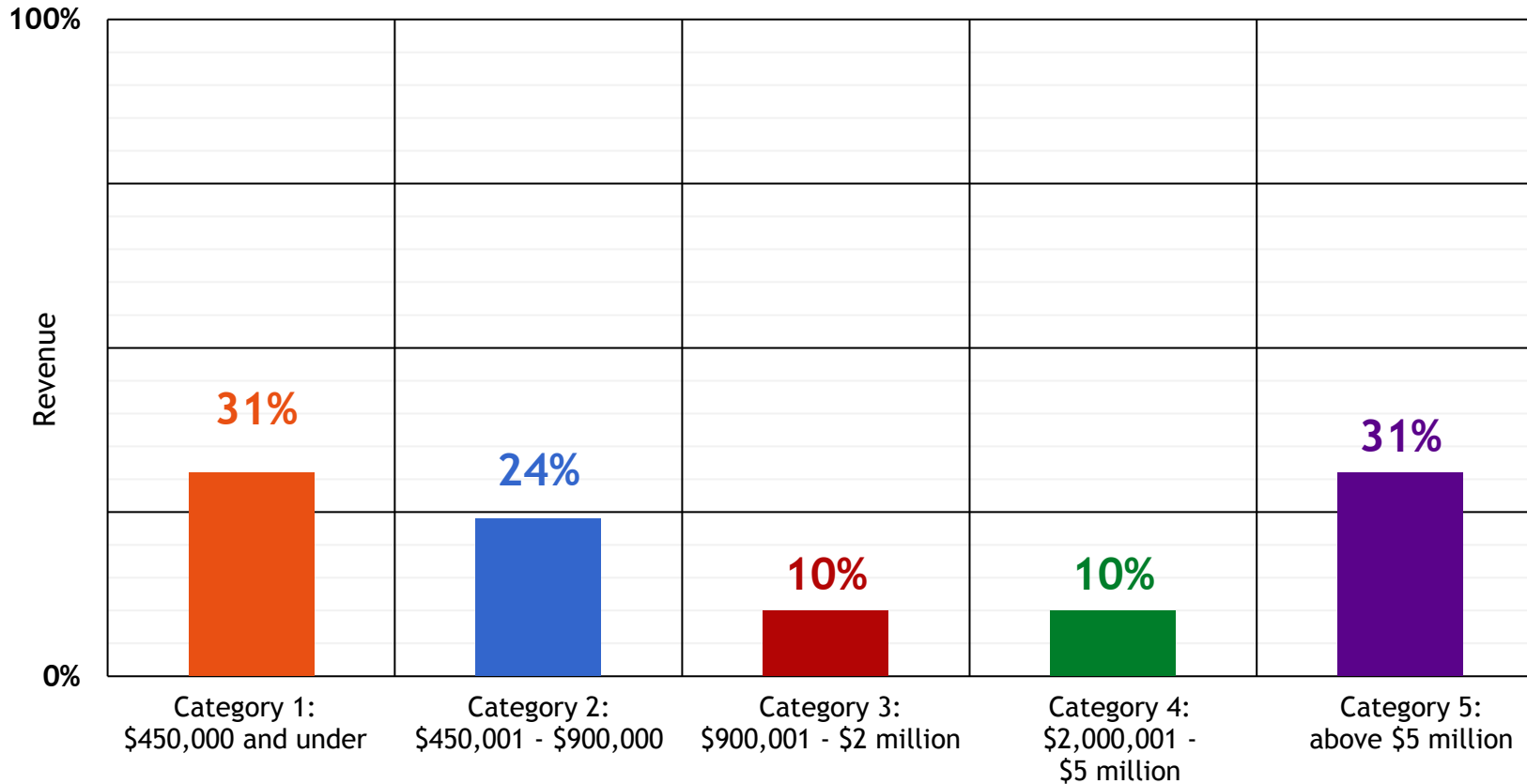
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

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 2016. This can include revenue from sponsorships, events, in-kind exchanges, and revenue entered in the "other" categories.



Total Annual Revenue Categories

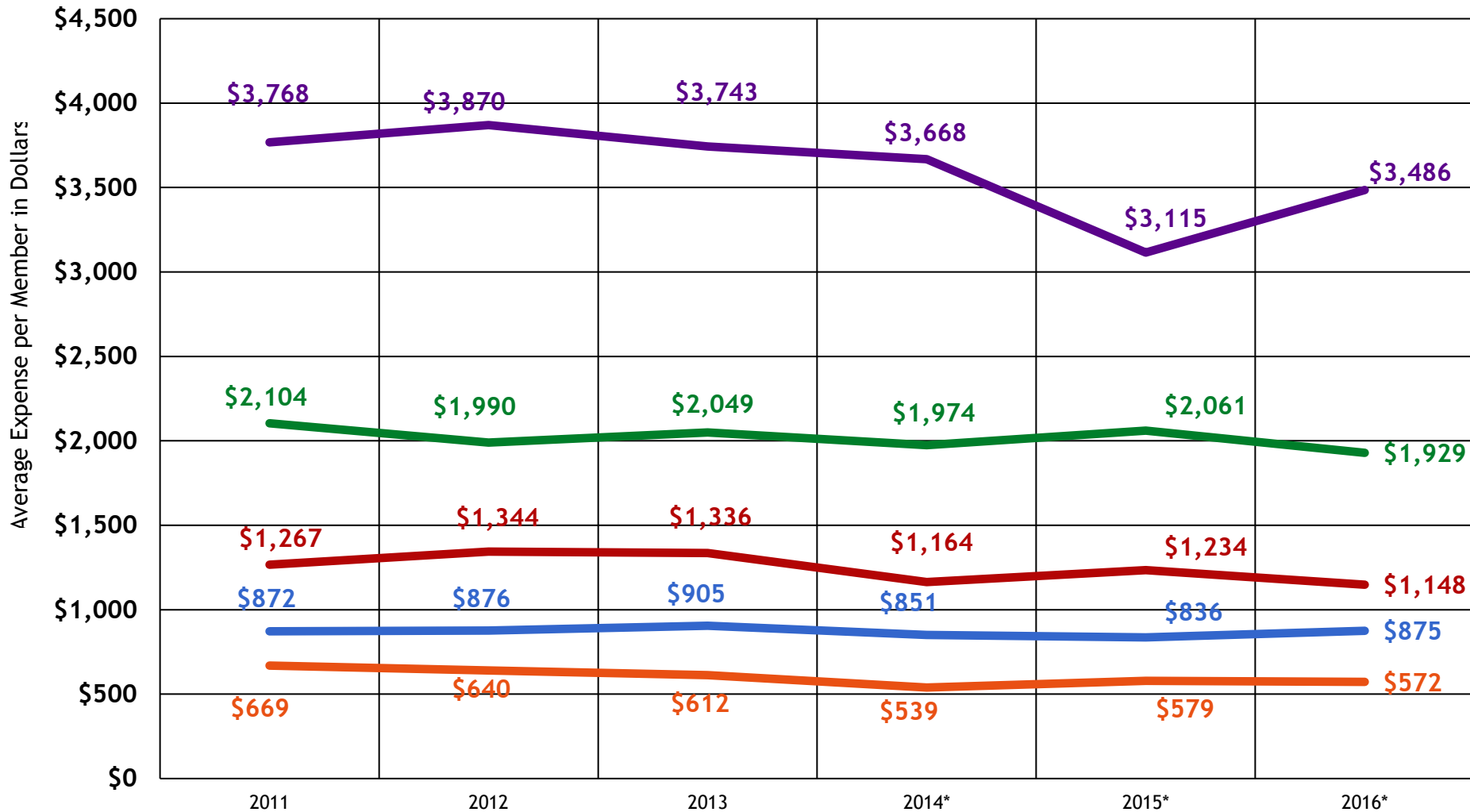
- Category 1: \$450,000 and under
- Category 2: \$450,001 - \$900,000
- Category 3: \$900,001 - \$2 million
- Category 4: \$2,000,001 - \$5 million
- Category 5: above \$5 million

Finance

3. Average Expense per Member

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

* 2014-16 is a median average, 2011-13 represent the mean average



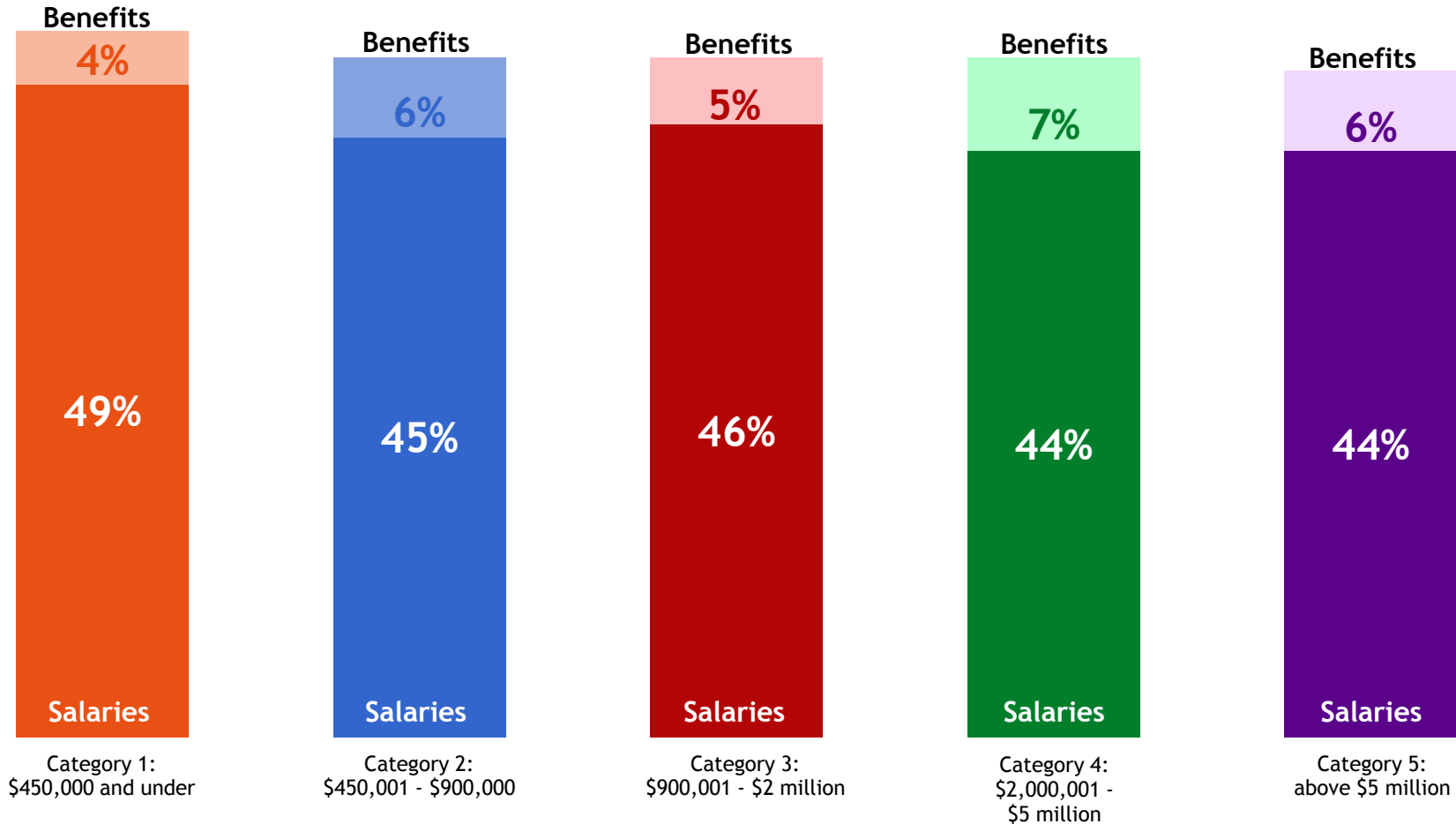
Finance

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



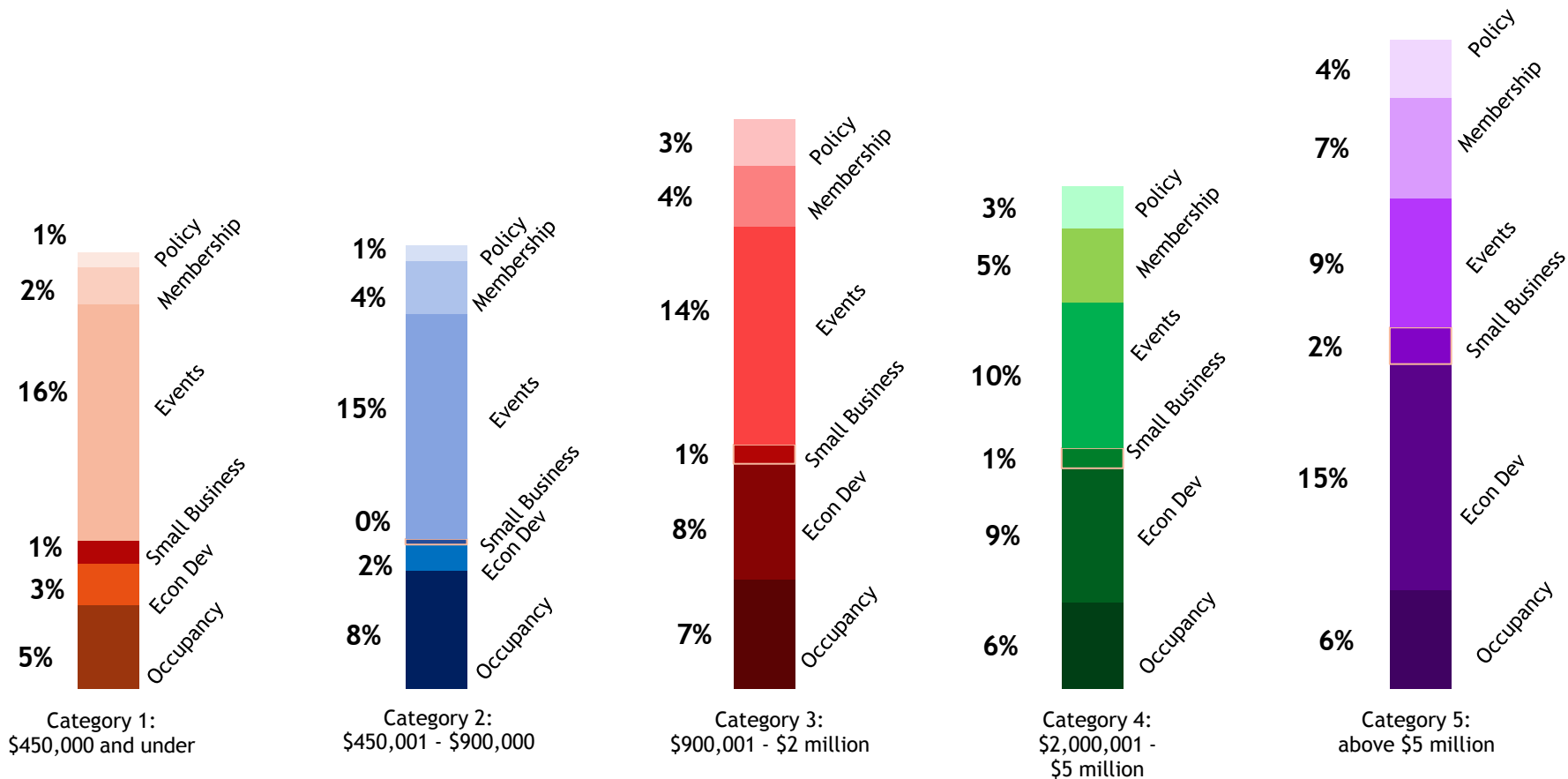
Finance

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



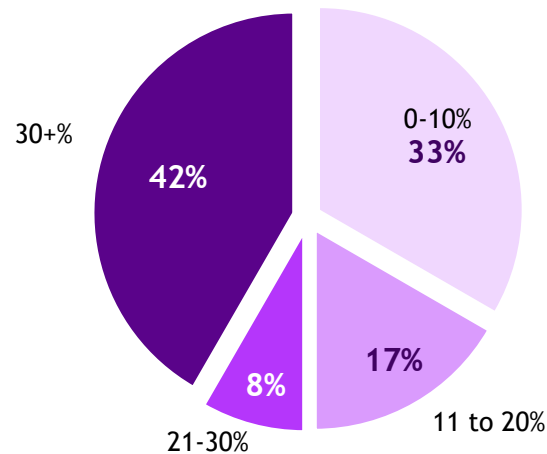
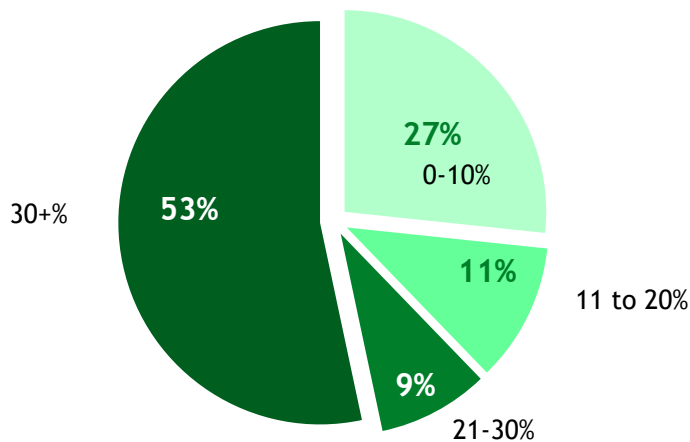
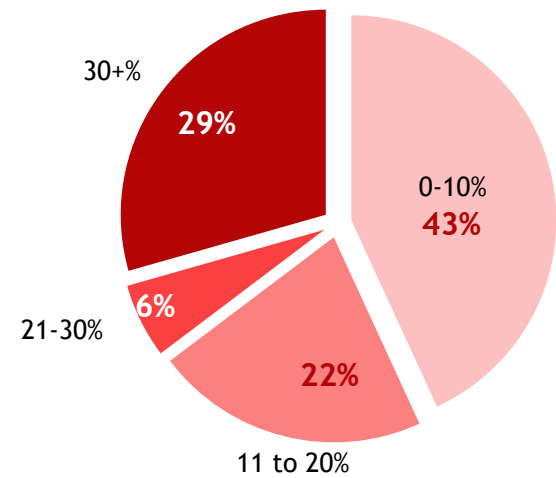
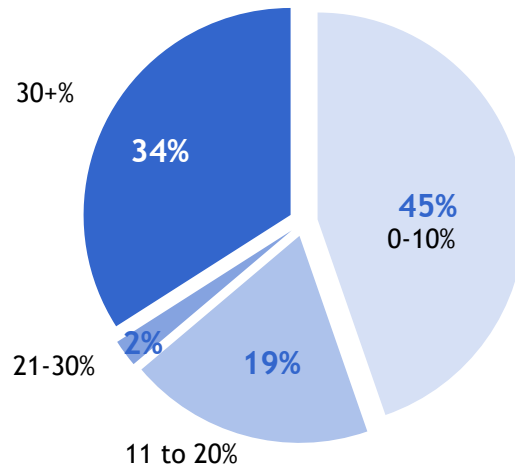
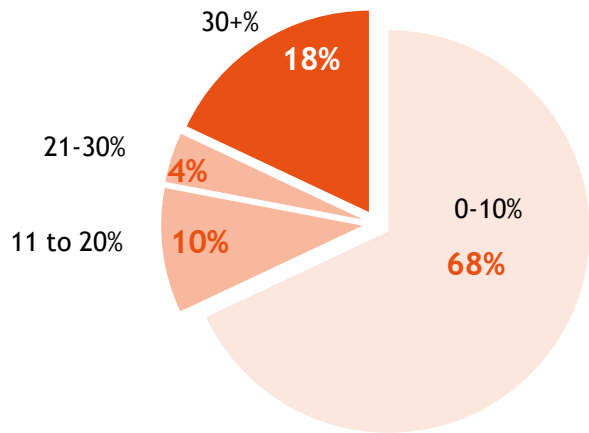
Finance

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

(i.e., 68% 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



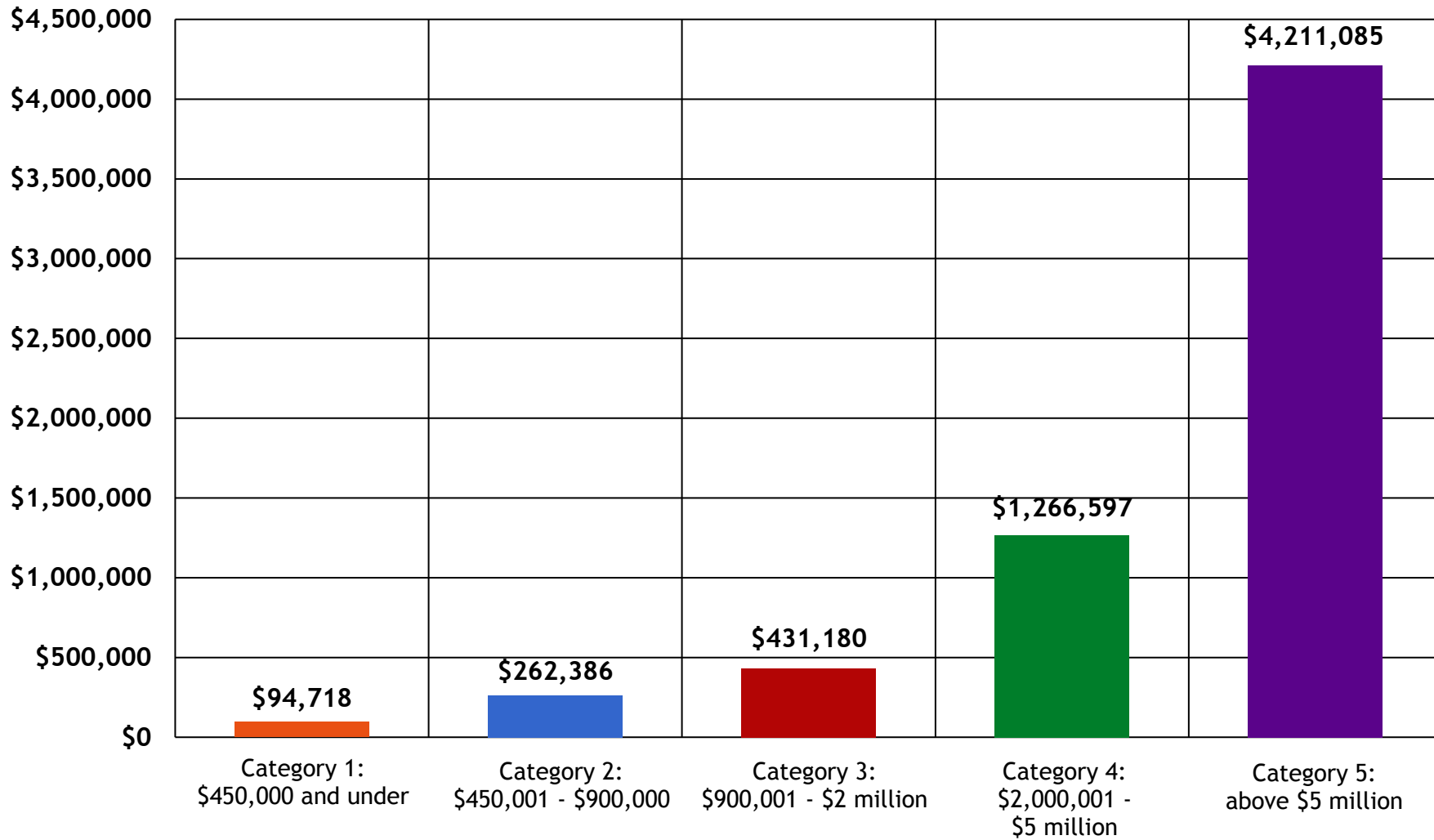
Total Annual Revenue Categories

- 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



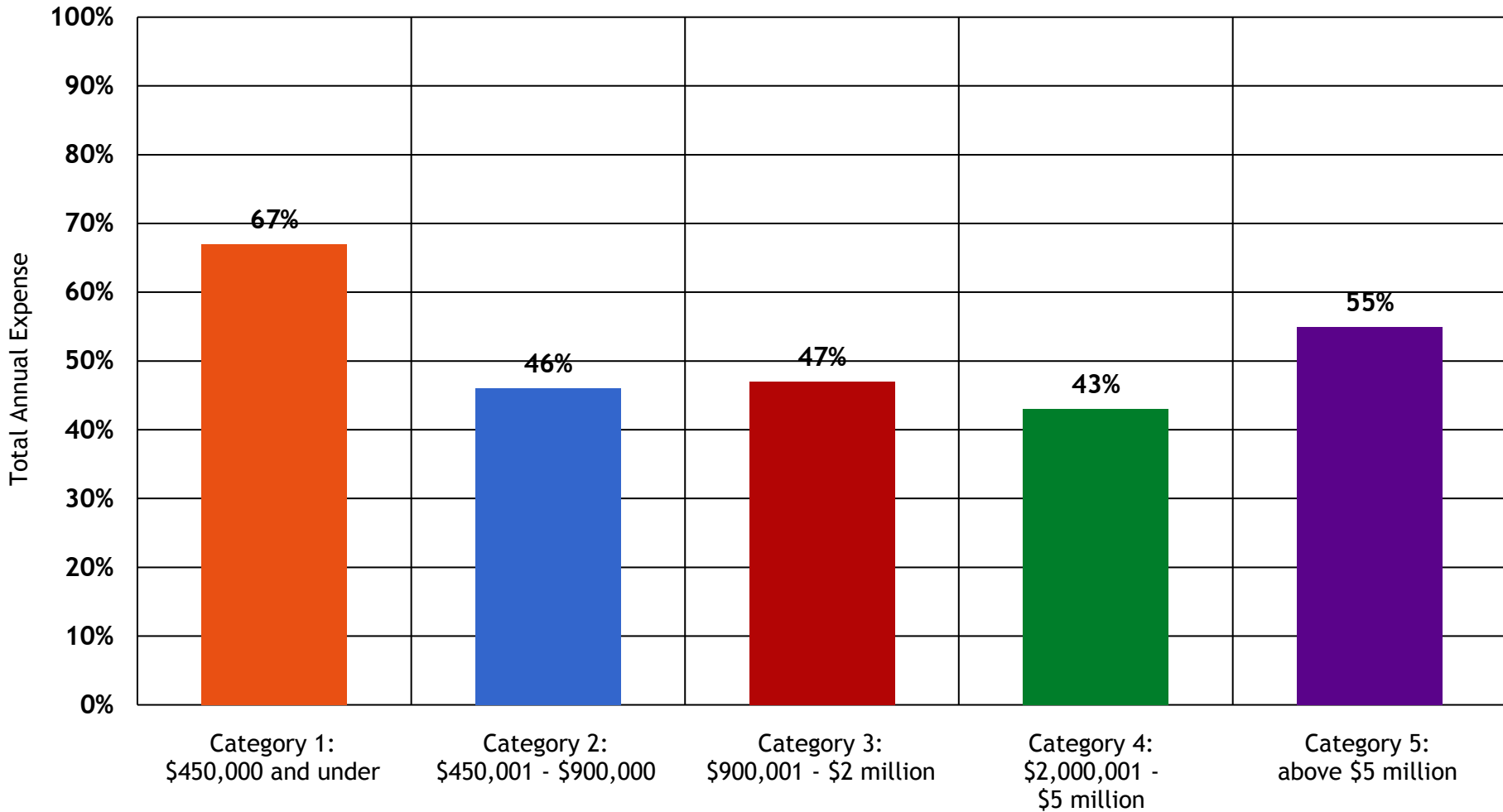
Total Annual Revenue Categories

- 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

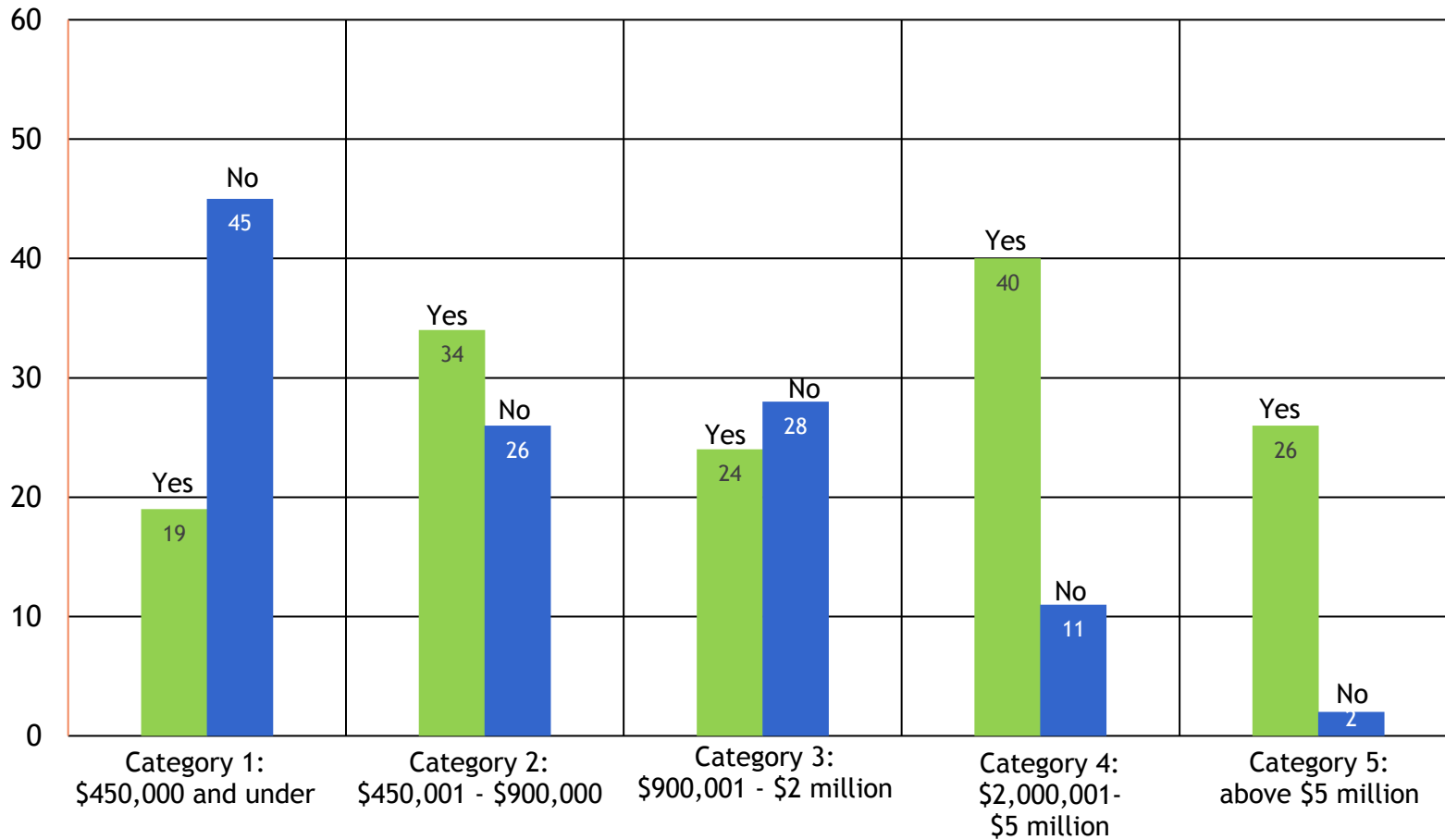
Calculation: median of (total assets minus total liabilities) divided by total expenses



- 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

9. Chambers with a 501c(3) Foundation



Appendix

ACCE's Dynamic Chamber Benchmarking platform was the survey instrument used to collect FY 2016 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 format from Dynamic Chamber Benchmarking (access from ACCE's Information section), or from the "Data Collection Worksheet" pages showing "Section 1 - Chamber Profile" and "Section 2 - Operations Survey" questions as a separate attachment file to this Appendix.

For help with the the survey questions in Dynamic Chamber Benchmarking, please email HERO@acce.org.



Participating Chambers

The list of ACCE chamber members who participated in the FY 2016 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 2016 Chamber Operations Survey in 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.



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Filter Options:

Total Revenue

Organizational Function

Member Dues Revenue

Membership

Chamber Staff Size (FTE)

Chamber Service Area Type

Population/Service Area

Geographic Region

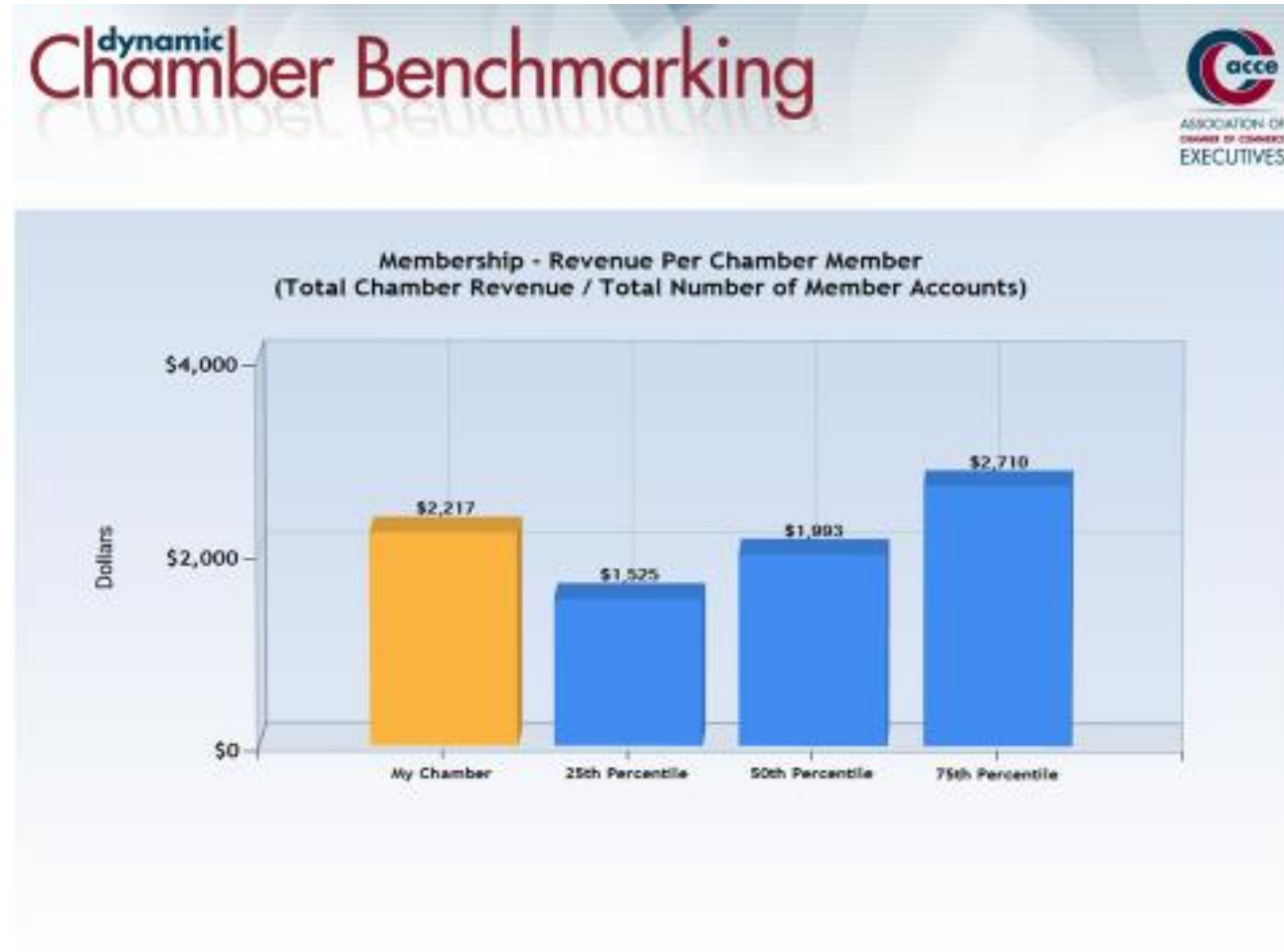
State

Chamber Accreditation

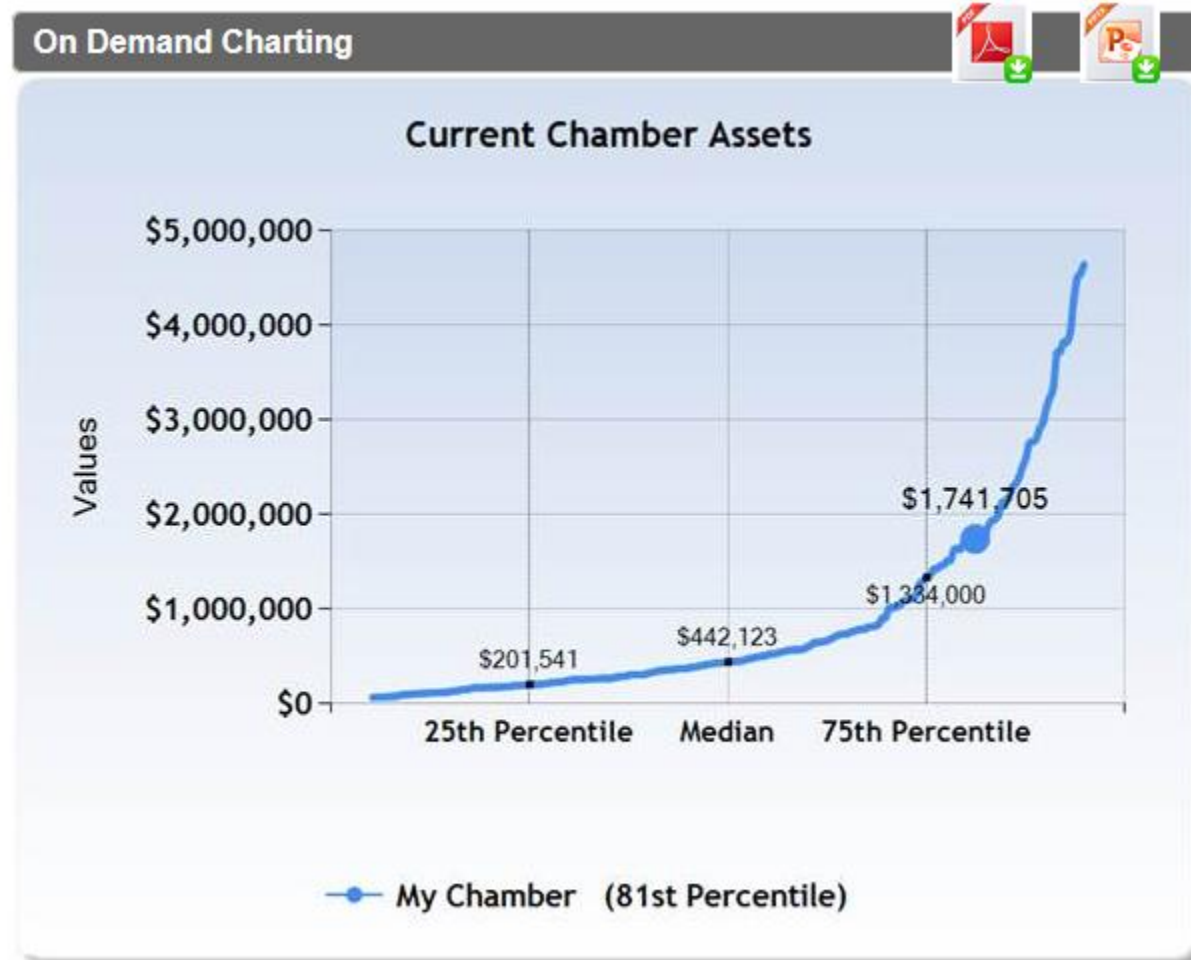
Peer Cluster



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 2016 Chamber Operations Survey

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

HERO@acce.org



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