

# CHAMBER OPERATIONS SURVEY REPORT



FY2024

**EXECUTIVE SUMMARY**

## PURPOSE

This executive summary contains a snapshot of data from ACCE's [FY2024 Chamber Operations Survey Report](#). ACCE strives to identify standards for statistics most chambers of commerce track in their organizations.

## SURVEY METHODOLOGY

The Operations Survey is conducted annually with questions carefully worded to ensure appropriate comparisons. Survey invitations were emailed to more than 1,200 chambers that are members of ACCE. The survey was administered online, and ACCE staff compiled data as of April 9, 2025.

306 chambers participated in the survey. The number of responses for each metric varies based on chambers' completion of each survey question. Most values represent the 50th percentile, or median, of all responses.

## DYNAMIC CHAMBER BENCHMARKING

ACCE's [Dynamic Chamber Benchmarking](#) collects key operational, financial, membership and compensation data from hundreds of chambers of commerce across the industry. ACCE members that completed the annual Operations and Salary Surveys may log in to access dynamic metric comparisons and reports. Data can be filtered by:

- Organizational Function
- Total Annual Revenue
- Membership Size
- Chamber Staff Size
- State
- Service Area Type
- Population of Service Area
- Chamber Accreditation
- Peer Cluster

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## FY2024 CHAMBER OPERATIONS SURVEY REPORT

ACCE's complete [FY2024 Chamber Operations Survey Report](#) contains additional metrics filtered into five categories to facilitate comparisons between similar-sized chambers. The full report is free to ACCE members that completed the annual Operations Survey in Dynamic Chamber Benchmarking, Horizon Investors and All-Access pass members. Participants of the U.S. Chamber of Commerce Institute for Organization Management may purchase the report for 25% off using discount code IOMDiscount.

### Report Contents:

#### CHAMBER STRUCTURE

- Organizational Function
- Staffing
- Staff Turnover
- Governance
- Organizational Changes This Year
- Chambers with a 501(c)(3) Foundation
- Outsourced Functions

#### FINANCE

- Chamber Revenue and Expenses
- Revenue and Personnel Expenses per Employee
- Revenue from Member Dues and Non-Dues
- Non-Dues Revenue Breakdown
- Foundation Funding
- Foundation Funding Sources
- Total Annual Expense Breakdown
- Net Assets
- Reserves as a Percentage of Annual Expenses

#### MEMBERSHIP

- Total Chamber Members
- New Members
- Cancelled Members
- Retention Rates
- Market Penetration
- Revenue and Expense per Member
- Members per Employee
- Chamber Dues Model
- Chamber Dues Investment
- Planned Dues Increases in the Upcoming Year
- Frequency of Dues Increases

**6.50**

Staff Members

**22** Board Members

**10** Board Meetings

**734**

Member Accounts

**\$163,933**

Revenue per Employee

**\$86,727**

Personnel Expense per Employee

**37%**

% of Revenue  
from Member Dues

**62%**

% of Revenue  
from Non-Dues

**75%**

Chambers with  
501(c)(3) Foundations

**\$381,250**

Member Dues Revenue

**\$96,000**

Foundation Funding

**89%** Dollars Retention

**\$355** Minimum Dues

**86%** Member Retention

**\$10,000** Maximum Dues

Board Meetings	Median count of annual Board meetings.
Board Members	Median count of chamber Board members.
Chambers with 501(c)(3) Foundations	Percentage of chambers that have a 501(c)(3) foundation.
Dollars Retention	$\text{Dollars Retention} = (\text{Dollar Value of Member Accounts Prior Year} - \text{Dollar Value of Cancelled Accounts Current Year}) * 100 / \text{Dollar Value of Member Accounts Prior Year}$
Foundation Funding	Median value of revenue received by chamber 501(c)(3) foundations for the fiscal year.
Maximum Dues	Median value of the highest investment offered for chamber membership.
Member Accounts	Median count of total chamber members for the fiscal year.
Member Dues Revenue	Median dollar value of total member accounts for the fiscal year.
Member Retention	$\text{Member Retention} = (\text{Member Accounts Prior Year} - \text{Cancelled Member Accounts Current Year}) * 100 / \text{Member Accounts Prior Year}$
Minimum Dues	Median value of the minimum base-level investment offered for chamber membership.
% of Revenue from Member Dues	$\text{Member Dues Revenue \%} = \text{Member Dues Revenue} * 100 / \text{Total Annual Revenue}$
% of Revenue from Non-Dues	$\text{Non-Dues Revenue \%} = \text{Total Non-Dues Revenue} * 100 / \text{Total Annual Revenue}$
Personnel Expense per Employee	$\text{Personnel Expenses per Employee} = \text{Personnel Expenses} / \text{Total Chamber Staff}$
Revenue per Employee	$\text{Revenue per Employee} = \text{Total Annual Revenue} / \text{Total Chamber Staff}$
Staff Members	Median count of full-time and part-time staff employed at the chamber across all its entities, affiliates and subsidiaries. Count includes vacant positions to be filled and excludes contractors and consultants.



Association of Chamber of Commerce Executives (ACCE) is the professional society supporting and promoting chambers of commerce and similar private sector funded business and economic development organizations across the U.S. and around the world. ACCE's mission is to support and develop chamber professionals to lead businesses and their communities. We serve our industry via information resources, trend spotting, professional development, original thought leadership, retirement programs and access to a network of community leaders.



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