



# Impact of the Association Sector on State Economies

Analysis: Whorton Marketing & Research  
March 18, 2014

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## Summary

A survey was conducted in December 2013 among the members of 19 state societies of association executives representing 21 states to help measure the economic impact of their activities.

Many associations and CVBs responded with a total of 1,300 attempting the survey, and approximately 750 provided sufficiently detailed data that could be used in the analysis (many attempted responses were very brief and could not be included in the overall analysis). Where surveys were partially complete, we often supplemented what associations could provide with searches of their 990s forms if a field was vacant, or there were internal contradictions in the responses provided.

Of course, response data only goes so far in documenting the impact of the association sector in your states. It is very typical to report survey responses as if they are representative of the whole, but for this study we need to put survey responses into context—in essence, inflating the answers of those who respond to represent every association that did not respond within a given state, including members and non-members of the state society.

To use a reliable basis for reporting overall impact, we used data sources from the U.S. Census Bureau, primarily the County Business Patterns data series. Unfortunately the Economic Census is dated, so we have to make some assumptions based on how economic activity is trending to project the current size of the second in each state today.

The following report attempts to take into account the following sources of economic impact:

- Total memberships and dues revenue in each state.
- Total employees: government estimates for total staff and the profile of survey respondents.
- Total meeting-related activity: revenue recorded by associations, incremental impact from number of individuals attending meetings held in-state, and their probable impact on hotel revenues.

*In some cases we feel that we don't "connect the dots" sufficiently to provide the best possible estimates for each state's economic impact. We anticipate providing one more pass at this report within the next week that helps to tie together government figures, survey responses, and other discrete data into a reliable projection of the association community's impact in each state.*

### Statistical Terms

In the report we periodically use several statistical terms: the mean is the arithmetic average (taking all responses and dividing by the number of respondents who answered); the median is the midpoint above which half of all responses occur and below which half occur. In the detailed tables we also report Q1 (first quartile or 25<sup>th</sup> percentile) and Q3 (third quartile or 75<sup>th</sup> percentile) to show the range of responses—one fourth of all responses fall below the Q1 level and one-fourth of all responses are above the Q3 level. N refers to the number of respondents answering a specific question. Particularly for this survey, not everyone answered everything.

## Size and Financial Impact of the Association Sector by State

The table on the following page shows the three key measures of economic activity related to any sector of the economy tracked at a state level by the U.S. Census Bureau/Department of Commerce in their County Business Patterns (CBP) series. Particularly in an era where the federal budget sequester has delayed the reporting of other common series such as the 2012 Economic Census, CBP figures represent the most recent/best estimates of the impact of associations.

- **Total Establishments**—Single locations for a branched company/entity, but typically 1=1 association.
- **Total Employees**—Paid employees, generally measured as of March each year to control for seasonal factors.
- **Annual Payroll**—Total earnings reported for paid employees.

This data is reported for two categories within a broader collection of non-profit organizations—Business Associations (NAICS code 813910) and Professional Organizations (NAICS code 813920) which roughly translate to the common distinction between standalone trade and individual member organizations the comprise the bulk of our membership and our missions. The categories exclude other (often larger) groups such as Civic and Social Advocacy organizations that may be funded by dues or donations.

The figures below omit one critical value—revenue, or "receipts" in government statistics— that is tracked in the Economic Census and therefore has not been reported since the 2007 study for the association community. To estimate total revenue generated in-state by area associations, we used the following formula to generate an impact figure:

In the survey of state society association members, direct payroll expense is an average median of 31.9% and a mean of 27.9% of total reported revenue.

- Because payroll is measured in the government statistics, we can use a reciprocal of one of these figures to multiple payroll to estimate revenue, either 3.59 or 3.13. Because these figures are so different, using two different estimates of the mean, we chose to use a **multiplier of 3.36**, the average of these two estimates.
- Associations also have impact beyond their direct revenue: in the survey, half of associations report revenue-generating affiliates who report additional revenue that is a mean of 24.5% and a median of 5.7% of direct association revenue. Once again we use the average of these two measures, and divide by two (because half of associations don't have affiliate revenue) to use a figure of **7.5% affiliate revenue**.
- Associations also generate incremental activity through their members' and attendee's **impact on local tourism** and hospitality industries that are not captured by their meeting revenue figures. The average estimated hotel room revenue (omitting tax and other impacts) as a ratio to association revenue is a mean of 7.9% and a median of 5.0%.
- Our estimate of total impact in 2014 is 4.06 multiplied by 2011 payroll. This assumes a continued recent trends of 2.0% annual growth in payroll (from 2011 to present), a multiplier of 3.36 that is increased by 14% to reflect affiliate revenue and tourism impact.
- We know this figure excludes the additional impact of non-housing attendee activity, AMC operations, and the association-driven activity of associate members, but this represents an appropriate conservative estimate.

Establishments & Employees	Total Establishments			Total Employees			Annual Payroll (\$ millions)			Impact
	1998	2008	2011	1998	2008	2011	1998	2008	2011	2014
Alabama	325	303	302	1,565	1,658	1,409	\$50.8	\$75.9	\$74.5	<b>\$302.5</b>
California	2,165	2,089	2,042	16,170	15,307	13,921	\$566.2	\$863.5	\$862.7	<b>\$3,502.7</b>
Colorado	512	496	464	3,642	3,986	3,514	\$126.2	\$230.0	\$235.4	<b>\$955.7</b>
Florida	1,071	1,094	1,035	6,378	6,238	5,785	\$224.9	\$303.2	\$312.4	<b>\$1,268.4</b>
Georgia	694	695	675	4,470	4,393	4,095	\$150.6	\$236.6	\$243.6	<b>\$989.1</b>
Illinois	1,251	1,256	1,205	16,779	17,622	17,463	\$760.4	\$1,213.9	\$1,337.2	<b>\$5,429.0</b>
Indiana	502	505	481	2,323	2,849	2,226	\$69.0	\$127.2	\$115.9	<b>\$470.7</b>
Louisiana	363	358	356	1,925	1,970	1,948	\$47.9	\$84.9	\$98.1	<b>\$398.1</b>
Michigan	715	684	665	4,527	4,686	4,903	\$159.0	\$228.5	\$266.4	<b>\$1,081.5</b>
Minnesota	546	530	523	2,946	3,440	3,383	\$96.9	\$158.7	\$166.3	<b>\$675.1</b>
Mississippi	282	281	267	1,151	1,226	1,192	\$29.7	\$45.0	\$50.3	<b>\$204.1</b>
New York	1,294	1,181	1,159	10,926	10,653	10,850	\$510.7	\$711.5	\$843.7	<b>\$3,425.2</b>
North Carolina	674	550	536	4,393	4,098	4,052	\$130.3	\$225.5	\$235.6	<b>\$956.3</b>
North Dakota	148	127	123	581	535	507	\$13.7	\$20.7	\$23.3	<b>\$94.6</b>
Ohio	874	803	788	5,274	6,138	5,653	\$175.2	\$344.1	\$322.9	<b>\$1,311.0</b>
Oklahoma	405	333	317	1,999	1,779	1,689	\$52.0	\$80.5	\$84.9	<b>\$344.7</b>
South Carolina	307	356	326	1,531	1,920	1,940	\$46.2	\$86.1	\$88.8	<b>\$360.5</b>
South Dakota	121	135	138	469	764	791	\$14.9	\$25.6	\$36.8	<b>\$149.5</b>
Tennessee	486	464	406	4,121	3,170	2,700	\$123.6	\$165.0	\$142.7	<b>\$579.2</b>
Washington	553	547	538	2,913	3,591	3,413	\$94.8	\$170.4	\$178.0	<b>\$722.5</b>
Wyoming	91	92	89	N/A	327	309	N/A	\$11.5	\$11.9	<b>\$48.5</b>

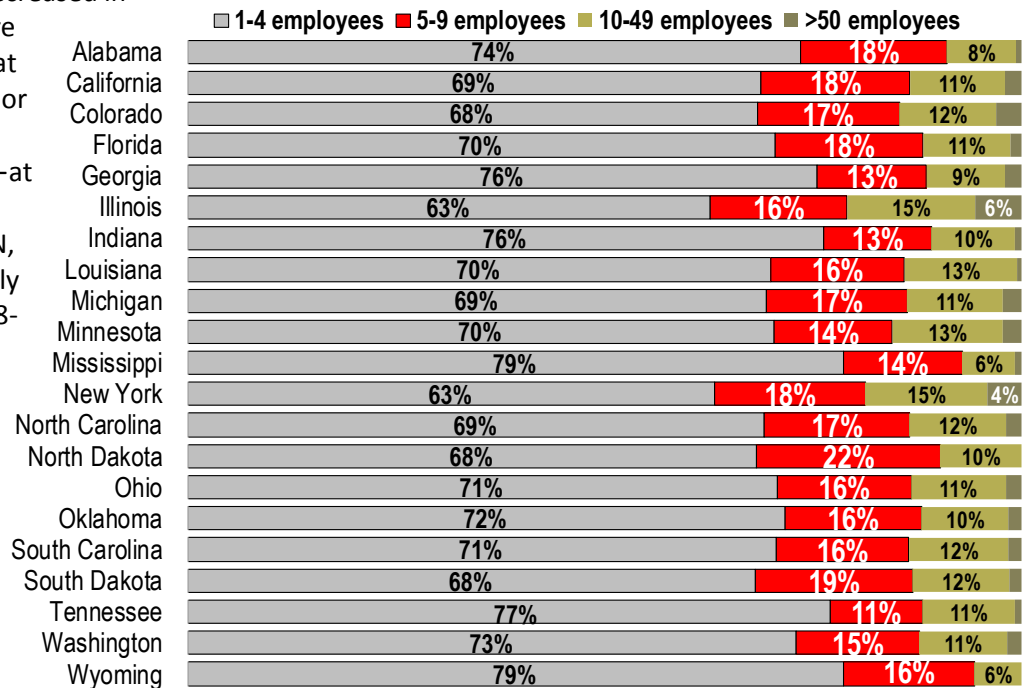
A few key points may be lost in these numbers and warrant mentioning here.

- Associations are providers of high-paying jobs: aggregate statistics show a mean average pay (aggregate payroll divided by total positions) of \$62,552 in 2011.

## Profile of Association Sector by State

- Since 1998, this figure has increased 71%, from \$36,594 thirteen years ago.
- This table shows how this varies for the 21 states tracked in the study, ranging from \$77,756 in New York to \$38,650 in Wyoming.
- The sector experienced sharp growth in financial impact measured by annual payroll in the decade leading up to 2008, but has stalled somewhat since then. Annual payrolls for all participating states combined rose 57% in the 10-year 1998-2008 period! but rose only 6% in 2008-2011.
- At the same time, total associations reported have actually *declined* by -4% from 1998-2008 and another -3% in 2008-2011. This almost certainly represents some consolidation and conversion of some associations from self-managed, standalone organizations to more working with AMCs (association management companies).
- Total employees/headcount grew slightly (+2%) in the 1998-2008 period but declined -5% from 2008 to 2011.
- **Payroll**—While all 20 states tracked\* showed at least a 30% increase in payroll in the 1998-2008 period, four states (TN, IN, OH, and AL) showed at least a -2% decrease in payroll in 2008-2011, which we believe should be the more reliable basis for projecting the current and future size of a state's association sector.
- Seven states including SD, NY, MI, LA, ND, MS, and IL showed at least +10% increase in 2008-2011 payroll.
- The remaining the states (CA, CO, GA, FL, SC, WY, NC, WA, MN, and OK) ranged between essentially no change to 6% increase in 2008-2011 annual payroll. \*Excluding Wyoming (low N).
- **Establishments**—The number reported showed surprising volatility in both of the time periods we reported: the number of associations tracked by the government declined more than 10% for NC, OK, and ND in 1998-2008, and declined more than -5% for NY, OH, and AL while it increased by more than 10% for SD and SC.
- In the more recent 2008-2011 period, total establishments declined more than 5% for TN, SC, CO, FL, and MS. Only SD showed an increase.
- **Employees**—Total employees shifted considerably declined at least -5% in both 1998-2008 and 2008-2011 in three states (TN, OK, ND) and also decreased in both time periods for four more (NC, CA, FL, and GA) although at a lower rate of decline for one or both of those time periods.
- Total employees rose sharply—at least 15%—in the 1998-2008 period in six states (OH, MN, IN, WA, SC, SD). OH and particularly IN have shown declines in 2008-2011 employee count.
- Employees rose in the 1998-2008 period but declined since then in CO, MS, and AL.
- Although associations serve a critical role as catalysts for the entire industry they serve, as organizational entities their staffing structure is typically that of a small business: of the 21 states, 70% have 1-4 employees and 16% 5-9, while only 7.3% have 10-49 and 4.4% have more than 50 employees.

New York	\$77,756	Michigan	\$54,328	Oklahoma	\$50,265
Illinois	\$76,573	Florida	\$54,005	Minnesota	\$49,155
Colorado	\$66,988	Alabama	\$52,873	South Dakota	\$46,542
California	\$61,974	Tennessee	\$52,837	North Dakota	\$45,972
Georgia	\$59,493	Washington	\$52,143	South Carolina	\$45,772
North Carolina	\$58,132	Indiana	\$52,087	Mississippi	\$42,166
Ohio	\$57,120	Louisiana	\$50,336	Wyoming	\$38,650

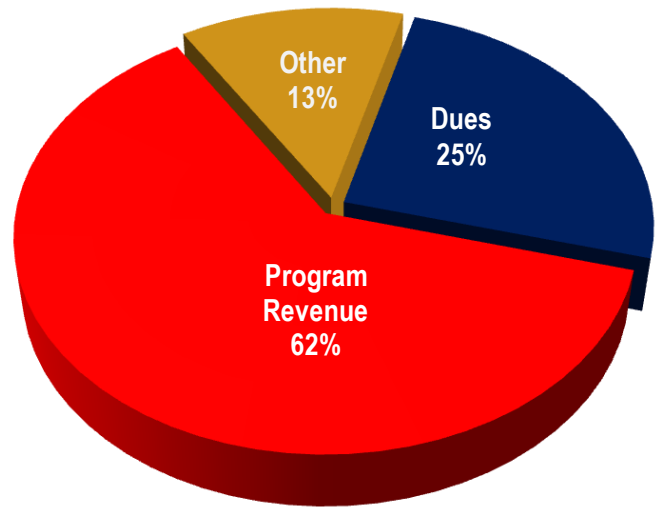


## Association Survey Findings: Financial Impact

The association community consists of many small businesses that are key to the much larger industries and professions that they represent within each state. The mean (arithmetic average) annual gross revenue reported by the 480 associations who responded to this survey was almost \$3 million payroll; however, the median (midpoint) response was much lower, below \$900,000.

Using expenses as an alternative criteria for size shows that associations are slightly smaller, a mean of \$2.4 million and a median of about \$800,000.

Although we often think of associations as being primarily dues-supported organizations, this is not the case for the typical state society member; on average dues comprise only 25% of total revenue, while program revenue was reported as an average of 62%, and other sources\* were 13%.



Average Finances	Mean	Median
Annual Gross Revenue	\$2,946,922	\$877,755
Dues Revenue	\$733,367	\$271,358
Programs and Services Revenue	\$1,821,890	\$452,388
Total Annual Expenses	\$2,401,371	\$804,006

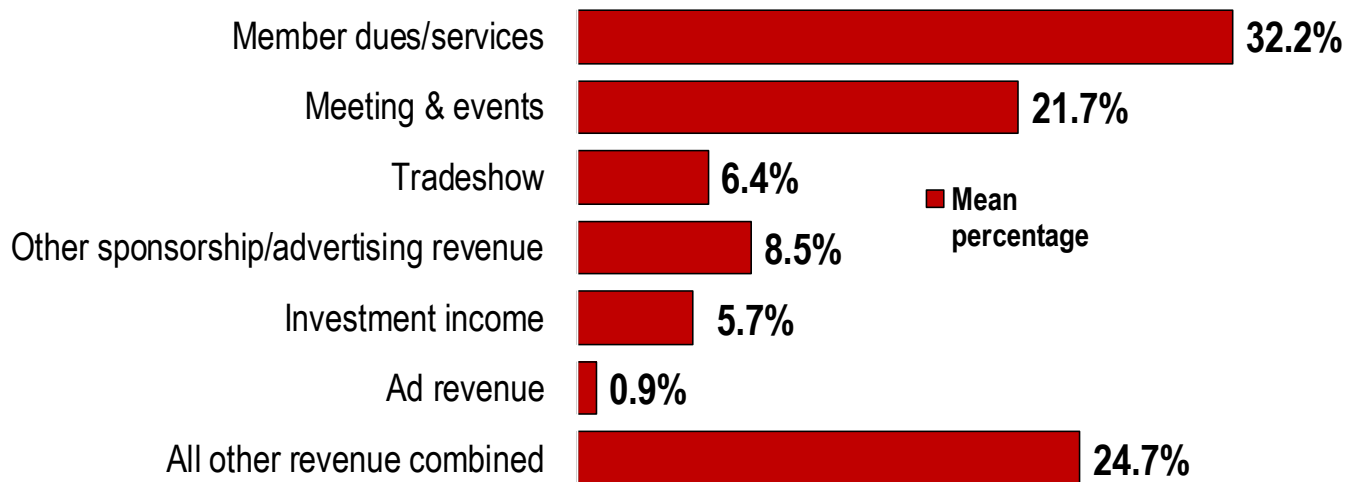
**Note: "Other sources" of revenue represent the residual between the specific data collected in the survey (dues and programs/services) and the total revenue reported in a separate question.**

Itemizing total expenses using data from the most recent Form 990s of participating associations, we find that the average association has a mean payroll of more than \$800,000, generates \$68,000 in payroll taxes, pays \$82,000 in rental and \$103,000 in office expenses. Lobbying expense are actually a small proportion of the overall economic impact of associations, even if it is among the most critical services they provide to members.

Detailed Expenses	Mean	Median
HR Payroll	\$821,604	\$280,293
Pension/Benefits	\$160,225	\$35,000
Office	\$103,309	\$21,017
Rent	\$81,946	\$25,000
Travel	\$80,090	\$15,517
Payroll taxes	\$68,343	\$22,191
Advertising/promo	\$55,141	\$2,500
Lobby	\$46,605	\$500
Information Technology	\$46,417	\$5,227
Non-Employee Services Management	\$37,056	\$0
Legal	\$28,609	\$3,100
Accounting	\$14,304	\$9,200

To gain a fuller picture of total revenue generated directly by state society member associations, we asked participants to measure the share of revenue from each of seven categories.

- Their responses indicate a slightly greater importance of membership when including dues and services, which account for 32%, or almost one-third of total annual gross revenue.
- Meetings, the other major category of activity account for an average of 28% of total revenues including events, trade shows, conferences and conventions.
- Support from suppliers and business partners who pay sponsorships and advertising fees (which were itemized separately for some associations) accounts for less than 10%.
- Associations are generally very healthy, well run organizations that generate healthy operating margins (judging from the difference between average gross revenue and total expenses) and the fact that investment income generated from association reserves accounts for more than 5% of total annual gross revenue.
- Associations are also highly diversified: other sources of revenue not included in the above categories account for almost 25% of total revenue. These sources include grants, rental, royalty, non-face to face education, certification, and for-profit affiliate activities.



In addition to the revenue sources reported above, state association members identified other sources of revenue, if applicable. Approximately half of them reported at least one source below, with PAC and other fundraising being most common. The typical amount reported by any is modest—a median of \$50,000—but many associations who have certification programs, fundraising revenue, public awareness or a local/statewide PAC report median program sizes in the \$20,000 to \$60,000 range, reflecting their diverse roles as educators and advocates of their membership.

Other (Subsidiary/Related) Association Revenue	Mean	Median	% Reporting
Certification program annual revenues	\$477,714	\$59,469	14%
Fundraising revenue	\$123,032	\$40,000	27%
Annual PAC fundraising contributed to local/statewide candidates	\$67,042	\$21,643	30%
Public awareness campaign spending*	\$56,938	\$23,000	10%
Other association spending/impact	\$3,142,745	\$15,000	7%
Total other sources	\$721,854	\$50,000	49%

\*If not included in association totals.

## Associations: Impact of Membership

Beyond their own expenditures, associations that belong to their state societies have a stronger impact through their members, serving as a catalyst for external economic activity.

On average, an association that has individual members reports a mean of 8,135 and a median (midpoint) of 546 people who have chosen to pay dues and support the organization.

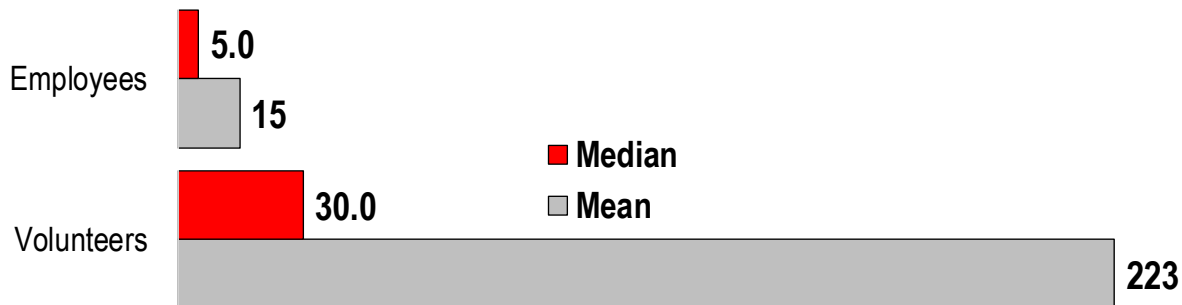
	Individual Members	Company Members
Mean	8,135	524
Median	546	120

The figures for total company members—a mean of 524 companies and a median of 120 companies in associations who are trade associations or hybrid trade/professional societies—may feel less impressive until we consider the probable average size of these companies.

We do not measure this figure in the survey, but considering that virtually every type of company (and profession) is served by an association that has a presence in their state, as well as a national/global and often a local association, the state association has considerable authority to speak for all sectors of the economy.

## Staff and Volunteers

One unique characteristic of associations lies in the highly interactive way in which they make management decisions and implement their programs. Responding associations indicate a mean of 15 and a median of 5 paid employees on staff, while they are guided by a larger body of volunteers, estimated to be a mean of 223 and a median of 30 individuals.



## Proportion of Activity Performed In-State

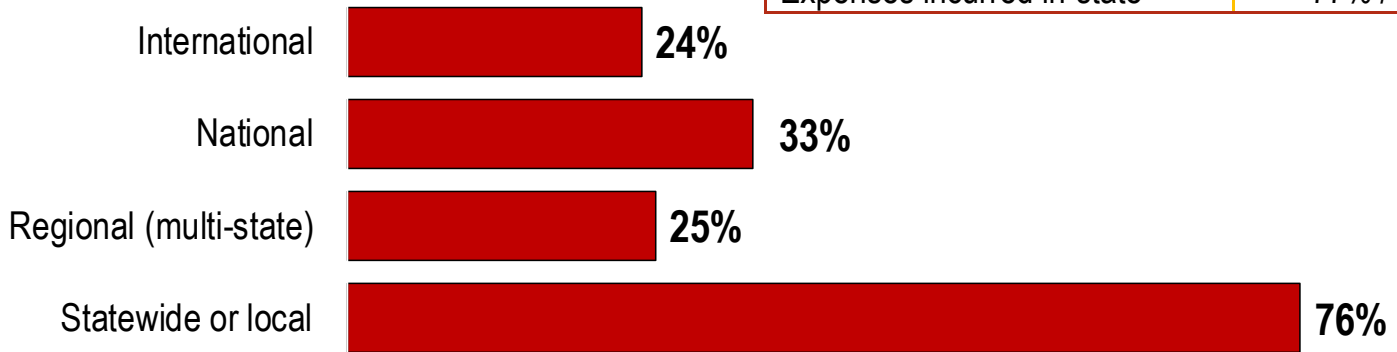
It is important for us to recognize that survey responses may slightly overstate the impact of the association sector in that national/global organizations headquartered in state may also have an impact on other states. In the survey however, respondents indicated that a mean of 91% of their total expenses occurred within the state where they are headquartered.

## AMCs: Association Management Companies

Capturing the typical range of practices and the impact of the association community on the state economy requires including standalone associations with their own staff, and associations run by companies that provide management services.

A high average percentage of total revenues are accounted for by dues—a mean of 64% and a median of 62%.

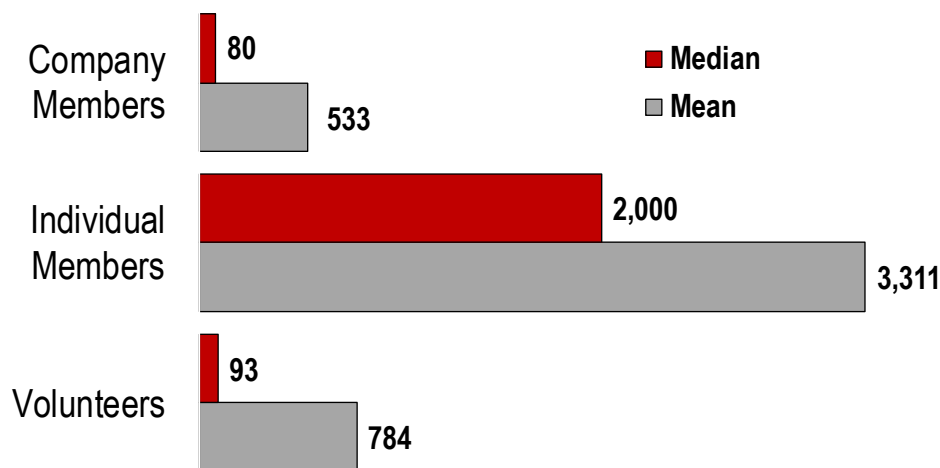
Mean / Median	Total Associations
Client Associations with Members in-State	5.5 / 3.0
Client Associations that Hold Meetings in State	4.9 / 3.0
Revenue generated in-state	81% / 95%
Expenses incurred in-state	77% / 90%



## Total Members: Companies & Individuals

AMCs that are active members in their state society are generally very focused on state-level operations. More than three-fourths of them have at least one client that is a statewide or local association, while 25% have at least one regional/multi-state association client. Of course, state based AMCs also have clients who are larger in scope, including 24% who have at least one international client and 33% have at least one national client.

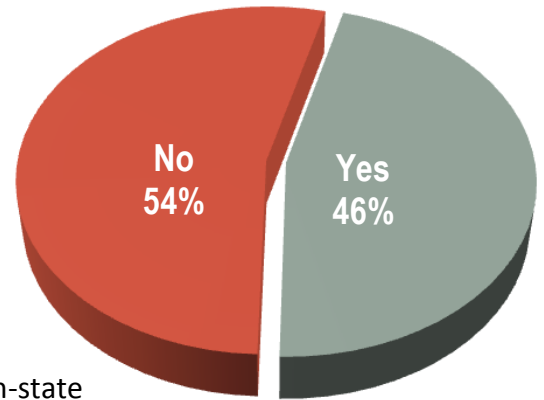
The relatively high proportion who run statewide or local associations means that a high proportion of their economic activity is generated for the state and remains in-state.





## CVB/DMO Tracks the Amount of Business That Associations Book in Your Jurisdiction

It is difficult to tell the full story of the impact associations, given that just under half of CVBs responded that they track the amount of business that associations book, including hotels, catering, transportation, special events from associations in any state, any state.



## Amount of Revenue Booked from Associations

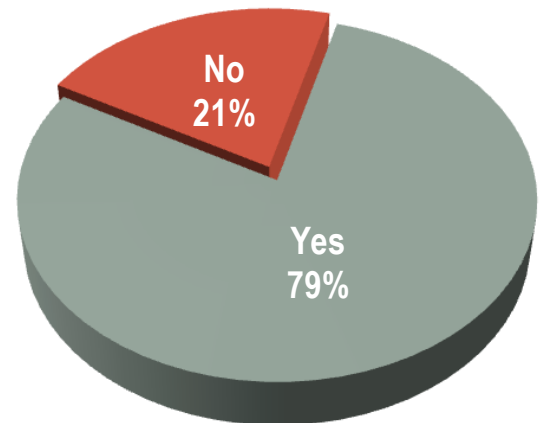
In the most recently-completed fiscal year, Convention and Visitors Bureaus booked a mean of \$20.2 million—\$6.2 million in revenue from in-state associations, and \$14.0 million in revenue from associations from other states. The median (midpoint) is much more modest with a total of \$1.5 million in business—\$750,000 in revenue from in-state associations and \$500,000 from out-of-state associations. This result reflected the participation of many CVBs in smaller communities and just a few larger ones that are common destination locations for large national and international conventions.

The impact of the association sector falls into two sources—one, the impact of in-state meetings, which comprises the majority of impact in smaller CVB/DMOs, and two, the impact of meetings held by out-of-state associations in your state, which accounts for the majority of revenue booked by larger CVB/DMOs,

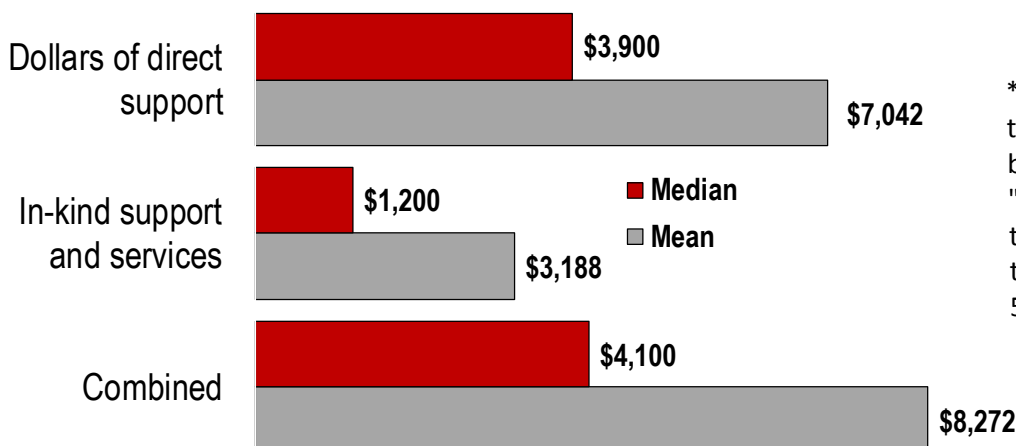
	In-State Associations	Other States Revenue	All Associations Effect on CVBs
Mean	\$6.2 million	\$14.0 million	\$20.2 million
Median	\$750,000	\$500,000	\$1.5 million

## Does Your CVB/DMO Actively Engage with the State Society of Association Executives

Every state has a vibrant community that includes associations and the companies that serve them. Most CVBs—almost 80%—indicated that they actively engage in their SAE. The mean combined contribution was \$8,272 and the median was \$4,100, which included a median of \$3,900 of direct support and \$1,200 in in-kind support.\*



## Average Level of Support



\*For this question we did not follow the normal practice of converting blank responses for one question to "\$0" if the respondent answered the other category. We suspect that in-kind (blank for more than 50% who answered) is understated.

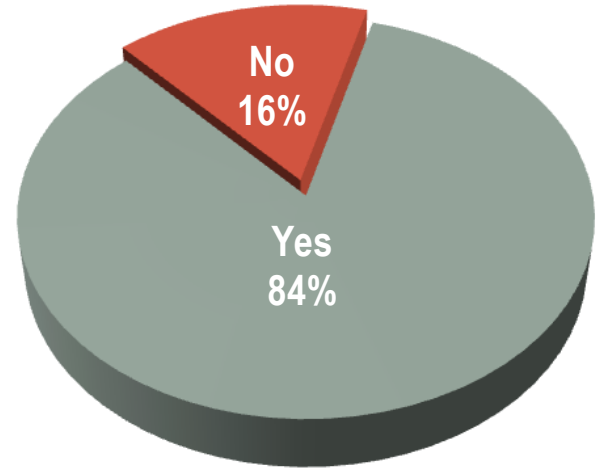
## Suppliers: Amount of Revenue Booked from Associations

In the most recently-completed fiscal year, suppliers—a diverse community of firms that includes hotels, service providers, and other associate members—did a mean of \$449,000 and a median (midpoint) of \$100,000 in business with associations in their community.

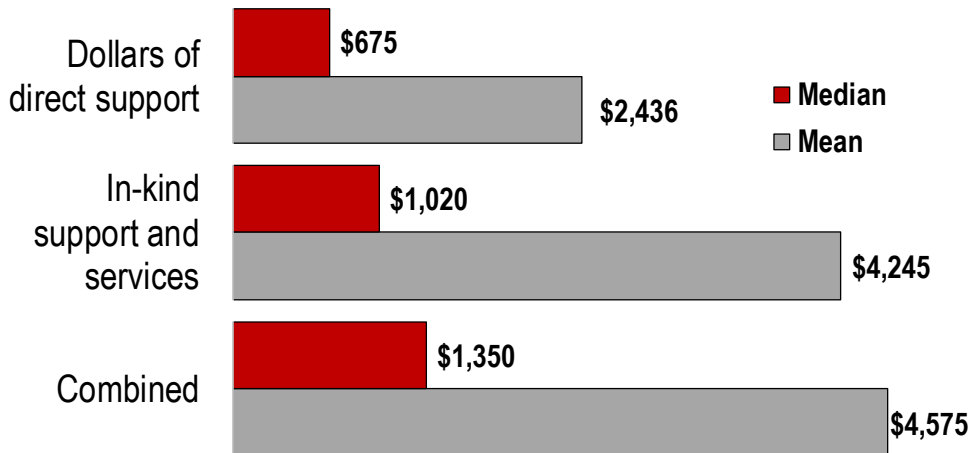
	In-State Associations
Mean	\$449,000
Median	\$100,000

## Do You Actively Engage with the SAE

Among respondents in the supplier/vendor community, 84% actively engage with their state society of association executives. The mean combined contribution was \$4,575 and the median was \$1,350. Dollars of direct support were slightly smaller, a mean of 2,436 and a median of \$675. In-kind support was a mean of \$4,425 and a median of \$1,020 among those who reported making contributions in this manner.\*

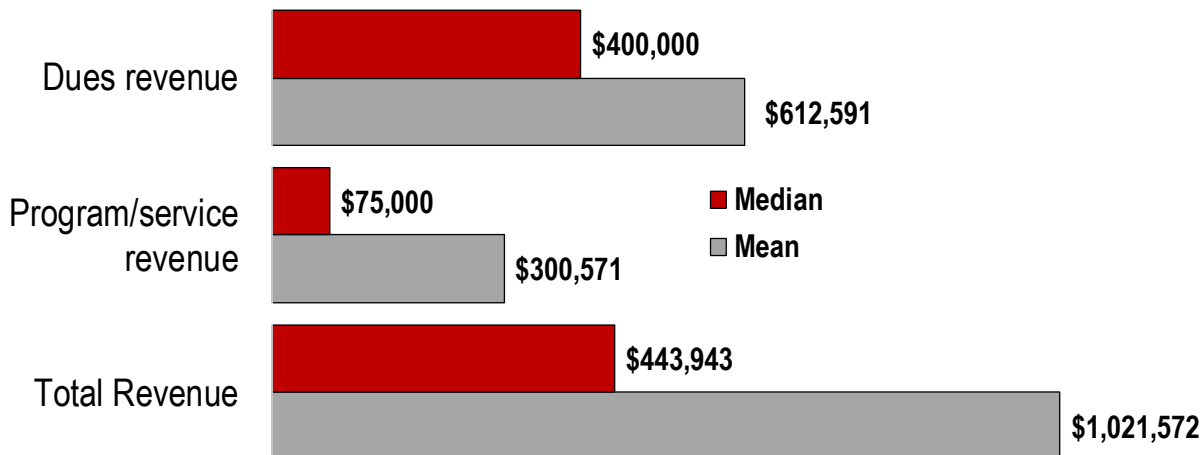


## Average Level of Support



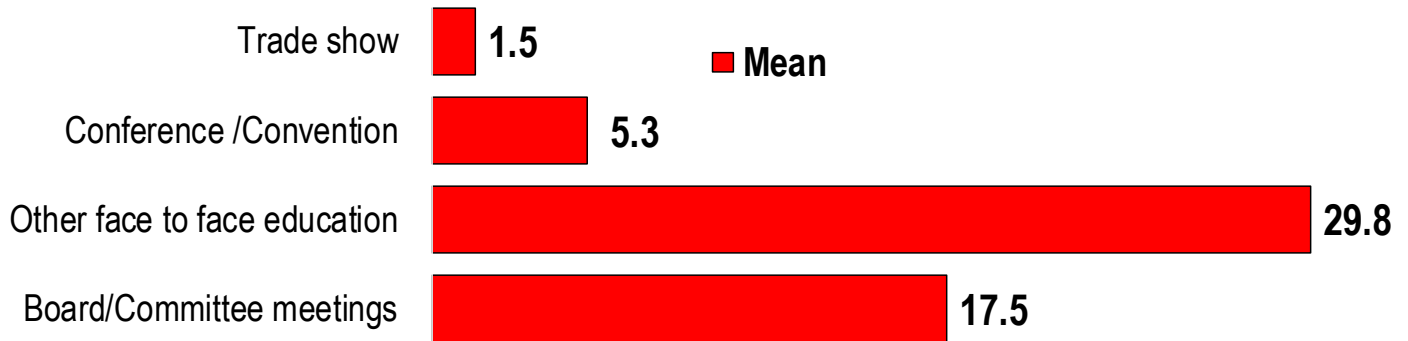
\*This question was analyzed using zero as an answer only if provided; blank values were not recoded.

The revenue profile of total associations managed by the AMCs is shown below:



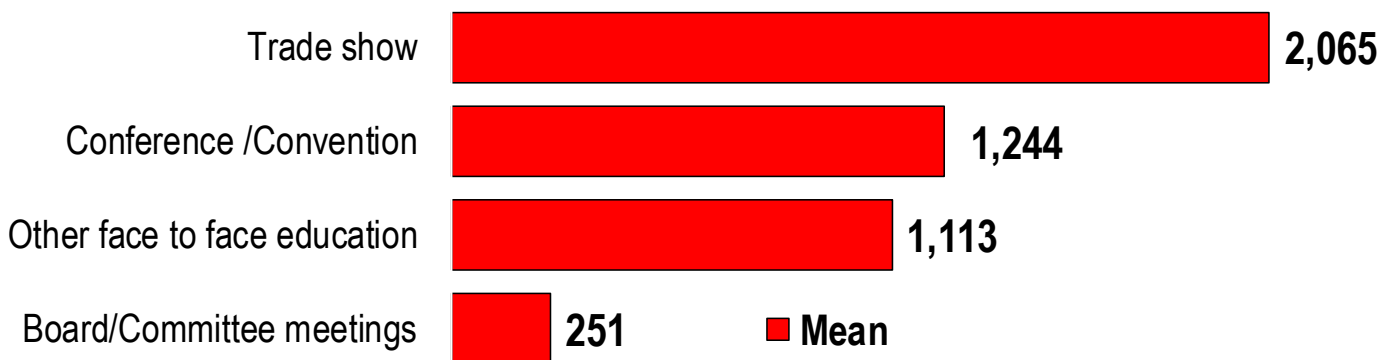
## Association Meetings

The average association conducts a mean of more than one trade show, five conferences or conventions, almost 30 other face to face education programs, and more than 17 Board or committee meetings per year.



## Total Attendance

The average association has a total of 2,065 attendees at the trade shows they hold; 1,244 attendees at the conferences/conventions; 1,113 attendees at other face to face education meetings; and 251 attendees at Board/Committee meetings.



## Impact on Hotel Revenues

These meetings, roughly 1,400 attendees per trade show, 240 attendees per conference/convention, 37 attendees per other face to face education program, and 14 attendees per Board of Committee members, generate a significant cumulative impact on total hotel rentals.

	Mean	Median
Estimated Room Nights/Year	1,254	250
Average Rate	\$152	\$145
Est. Hotel Revenue	\$233,600	\$44,100

A total of 326 survey respondents indicated their average hotel room rates and the estimated room nights for their in-state conventions, meetings, and trade shows held over the past fiscal year. Room nights per association were a mean of 1,261 and a median of 250; the average room rate was a mean of \$152 and a median of \$145.

The average total revenue from room nights due to association activity was a mean of \$233,600 and a median of \$44,100. These state society members report that the cumulative effect of their room nights are a mean additional 27% over their average revenues or a median of 6% more. We will incorporate this figure later into the overall estimate of financial impact.

# **Economic Impact of Associations**

Detailed State-Level Findings

# Alabama

## Top Regional Impacts

The top metropolitan areas in terms of total organizations, employees, and payroll are the state capital and the largest city in Alabama. Figures below show total business and professional association activity as of 2011, the most recent published economic impact data collected on a state- wide and regional basis.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Montgomery	87	552	\$34,398,000
Birmingham-Hoover	72	330	\$18,744,000
Huntsville	17	N/A	\$3,845,000
Mobile	17	N/A	\$3,338,000

**Source: U.S. Census Bureau, 2011 County Business Patterns**

**N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.**

## Association Activity

ACAE association executive members indicate the following general trend in terms of their expenses overall and by category, revenue overall and by specific source, total employees/staff, event attendance and impact on local hotel volumes, and the percentage revenue by source.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$2,252,779	\$727,760	\$1,003,222	\$2,883,774	16
Human Resources	\$467,692	\$240,062	\$342,086	\$453,817	14
Pension/benefits	\$76,524	\$0	\$34,607	\$60,664	14
Payroll tax	\$29,627	\$12,844	\$22,261	\$28,826	14
Non-employee service management	\$409,371	\$0	\$0	\$0	11
Legal	\$18,588	\$0	\$3,389	\$25,403	12
Accounting	\$16,229	\$9,700	\$13,250	\$20,568	15
Lobbying	\$38,293	\$0	\$10,123	\$50,000	11
Advertising/promotion	\$14,426	\$0	\$1,239	\$20,142	11
Office expenses	\$78,506	\$17,105	\$21,810	\$40,559	15
Information technology	\$10,627	\$0	\$5,227	\$16,002	11
Rental expenses	\$25,927	\$5,546	\$12,880	\$33,555	14
Travel	\$51,351	\$6,370	\$23,853	\$40,817	15
In-state share of expenses	99%	100%	100%	100%	15
<b>Association Revenue</b>					
Total revenue	\$2,357,409	\$831,322	\$1,209,096	\$2,407,031	14
Dues revenue	\$547,524	\$46,770	\$180,640	\$669,858	14
Program services revenue	\$1,360,511	\$369,287	\$792,524	\$1,046,341	14
Revenue in-state	98%	99%	100%	100%	12

Employees, Volunteers, Members	Mean	Q1	Median	Q3	N
Employees	10.6	4.0	5.0	10.0	14
Volunteers	184.9	0.0	0.0	40.0	13
Individual members	27,441	0	66	3,000	14
Company members	563	5	236	325	13
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	1.8	1.0	1.5	2.0	10
Trade Shows	1.0	1.0	1.0	1.0	3
Board/committee meetings	14.9	3.0	4.0	10.0	11
Other face to face education events	19.1	5.0	8.0	40.0	9
Conferences/Convention attendance	635	245	388	650	10
Trade Show attendance	463	450	463	475	2
Board/Committee attendance	257	22	50	148	11
Other face to face attendance	751	200	530	1,200	9
Total events held	27	4	12	44	13
Total event attendance	1,406	343	896	2,344	12
<b>Rooms and Rates</b>					
Total room nights	472	19	205	763	12
Average hotel rate	\$176	\$130	\$149	\$200	11
Estimated total hotel room revenue	\$80,849	\$4,725	\$39,000	\$149,000	11
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$175,000	\$175,000	\$175,000	\$175,000	1
Foundation fundraising revenue	\$71,600	\$12,000	\$40,000	\$100,000	5
PAC revenue	\$206,250	\$20,000	\$40,000	\$162,500	8
Total other non-assn revenue	\$242,556	\$52,000	\$140,000	\$200,000	9
<b>Average Revenue by Source</b>					
Meeting & events revenue %	16.8%	9.5%	12.5%	25.5%	12
Tradeshaw revenue %	1.8%	0.0%	0.0%	2.5%	12
Other sponsorship/ad revenue %	7.4%	0.0%	4.0%	10.0%	12
Ad revenue %	0.0%	0.0%	0.0%	0.0%	12
Member dues/services %	21.4%	1.5%	18.0%	34.0%	12
Investment income %	3.2%	1.0%	2.0%	3.5%	12
All other revenue combined %	49.3%	23.5%	57.0%	71.0%	12

100% of professional service provider/associate members indicate that their company is actively engaged with ACAE.

Vendor/Associate Members	Mean	Median	N
Business done with associations based in state	\$875,000	\$875,000	2
Dollars of direct support	\$8,750	\$7,500	4
In-kind support and services	\$7,000	\$4,000	4
Total direct and in-kind support	\$15,750	\$14,000	4

# California

## Top Regional Impacts

The size of the association sector is substantial throughout California and because of its geographic breadth it makes sense to also consider the impact of associations on local economies defined by Metropolitan Statistical Area (MSA).

In descending order of annual payroll, the association sector is largest in the two largest MSAs in the state and the capital city. In all, six markets/MSAs each have at least 100 business or professional associations, with a collective annual payroll of \$784 million and 12,235 total employees.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Los Angeles-Long Beach-Santa Anaheim	539	4,103	\$268,490,000
Sacramento--Arden-Arcade--Roseville	266	2,473	\$179,500,000
San Francisco-Oakland-Fremont	332	2,419	\$168,709,000
San Diego-Carlsbad-San Marcos	174	1,925	\$84,317,000
Riverside-San Bernardino-Ontario	132	760	\$45,071,000
San Jose-Sunnyvale-Santa Clara	100	555	\$38,580,000

*Source: U.S. Census Bureau, 2011 County Business Patterns*

In all, twelve metropolitan areas are tracked in the federal government statistics with a sufficient confidence level to appear in published reports. These markets have a relatively small number of organizations, but each account for approximately \$5 million or more in annual payroll.

Other Metro Areas: 2011	Organizations	Employees	Annual Payroll
Santa Rosa-Petaluma	38	181	\$8,681,000
Fresno	39	155	\$8,604,000
Santa Barbara-Santa Maria-Goleta	31	134	\$6,542,000
Oxnard-Thousand Oaks-Ventura	32	88	\$5,831,000
Santa Cruz-Watsonville	23	144	\$5,255,000
Bakersfield	33	134	\$4,915,000

*Source: U.S. Census Bureau, 2011 County Business Patterns*

<b>Association Expenses</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total Expenses	\$1,805,888	\$561,079	\$1,102,190	\$1,835,506	40
Human Resources	\$701,132	\$182,785	\$355,710	\$677,757	40
Pension/benefits	\$92,801	\$3,932	\$30,000	\$139,478	39
Payroll tax	\$57,276	\$15,172	\$28,134	\$55,277	38
Non-employee service management	\$43,307	\$0	\$0	\$0	31
Legal	\$40,860	\$200	\$2,129	\$29,186	35
Accounting	\$14,190	\$5,400	\$9,750	\$17,955	38
Lobbying	\$37,629	\$0	\$0	\$60,000	37
Advertising/promotion	\$10,644	\$0	\$3,304	\$6,838	33
Office expenses	\$67,592	\$10,000	\$20,782	\$50,000	39
Information technology	\$17,871	\$0	\$7,245	\$21,805	35
Rental expenses	\$80,802	\$16,720	\$32,753	\$76,691	41
Travel	\$45,276	\$7,105	\$17,470	\$41,000	38
In-state share of expenses	91%	98%	100%	100%	40
<b>Association Revenue</b>					
Total revenue	\$1,947,808	\$600,000	\$1,163,824	\$1,669,222	38
Dues revenue	\$530,620	\$175,745	\$331,441	\$726,627	38
Program services revenue	\$1,427,400	\$377,011	\$779,795	\$1,297,870	38
<b>Employees, Volunteers, Members</b>					
Employees	12.6	3.0	5.0	11.0	37
Volunteers	63.4	5.0	30.0	101.0	36
Individual members	1,546	0	1,119	2,506	31
Company members	435	-	126	357	38
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	2.2	1.0	1.5	2.0	26
Trade Shows	1.3	1.0	1.0	2.0	15
Board/committee meetings	18.1	3.0	7.5	25.0	36
Other face to face education events	23.2	8.0	18.0	33.0	25
Conferences/Convention attendance	868	320	700	1,000	26
Trade Show attendance	1,737	550	1,100	2,101	13
Board/Committee attendance	187	39	100	250	33
Other face to face attendance	1,294	100	275	1,113	24
Total events held	35	8	18	52	37
Total event attendance	2,354	610	1,263	3,725	35



<b>Rooms and Rates</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total room nights	1,755	0	357	1,304	33
Average hotel rate	\$198	\$150	\$179	\$230	23
Estimated total hotel room impact	\$403,488	\$50,000	\$152,150	\$290,000	23
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$265,736	\$5,000	\$101,957	\$395,000	6
Foundation fundraising revenue	\$147,250	\$6,250	\$31,750	\$50,000	8
PAC revenue	\$46,614	\$6,750	\$10,000	\$50,000	12
Public awareness revenue	\$7,875	\$4,250	\$5,000	\$11,500	4
Other revenue	\$489,969	\$10,000	\$489,969	\$969,937	2
Total other non-assn revenue	\$241,290	\$10,000	\$18,750	\$131,888	18
<b>Average Revenue by Source</b>					
Meeting & events revenue %	26.7%	9.0%	20.0%	32.0%	35
Tradeshaw revenue %	9.5%	0.0%	0.0%	11.0%	34
Other sponsorship/ad revenue %	7.3%	0.0%	3.5%	10.0%	34
Ad revenue %	0.0%	0.0%	0.0%	0.0%	33
Member dues/services %	35.2%	15.0%	27.0%	51.0%	35
Investment income %	2.9%	0.0%	1.0%	3.0%	35
All other revenue combined %	18.8%	0.0%	3.0%	25.0%	35
Revenue in-state	92.1%	98.0%	100.0%	100.0%	35

75% of professional service provider/associate members indicate that their company is actively engaged with CalSAE.

<b>Vendor/Associate Members</b>	<b>Mean</b>	<b>Median</b>	<b>N</b>
Business done with associations based in state	\$720,894	\$85,000	47
Dollars of direct support	\$2,174	\$1,000	34
In-kind support and services	\$2,574	\$30	34
Total direct and in-kind support	\$4,747	\$1,500	34

# Colorado

## Top Regional Impacts

The majority of Colorado's impact is accounted for by its capital and largest city, while four other states have a least \$2.5 million in annual payroll accounted for by their business and professional associations.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Denver-Aurora	256	2,333	\$159,211,000
Colorado Springs	35	172	\$13,228,000
Boulder	34	147	\$10,959,000
Greeley	19	56	\$3,658,000
Fort Collins-Loveland	19	25	\$2,581,000
Pueblo	9	N/A	\$1,489,000
Silverthorne	5	N/A	\$1,045,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$2,736,060	\$490,740	\$1,069,473	\$1,934,232	24
Human Resources	\$997,574	\$158,318	\$249,866	\$656,013	22
Pension/benefits	\$178,006	\$5,449	\$55,683	\$98,052	22
Payroll tax	\$78,080	\$12,647	\$22,885	\$53,810	21
Non-employee service management	\$21,101	\$0	\$0	\$7,850	16
Legal	\$43,533	\$2,179	\$7,393	\$29,148	22
Accounting	\$18,893	\$6,650	\$12,128	\$21,374	22
Lobbying	\$13,456	\$0	\$1,000	\$24,508	19
Advertising/promotion	\$108,437	\$597	\$3,725	\$77,041	20
Office expenses	\$133,100	\$6,021	\$24,214	\$62,149	22
Information technology	\$29,661	\$0	\$4,292	\$21,268	20
Rental expenses	\$119,052	\$15,753	\$35,040	\$79,900	20
Travel	\$116,647	\$2,163	\$15,103	\$49,876	20
In-state share of expenses	74%	60%	93%	100%	23
<b>Association Revenue</b>					
Total revenue	\$3,136,492	\$472,608	\$1,369,038	\$2,486,787	20
Dues revenue	\$563,844	\$36,697	\$419,700	\$788,755	20
Program services revenue	\$1,891,879	\$162,891	\$428,201	\$1,133,727	19
Revenue in-state	72.1%	20.0%	100.0%	100.0%	19

Employees, Volunteers, Members	Mean	Q1	Median	Q3	N
Employees	15.2	2.0	6.0	11.0	21
Volunteers	347.8	7.5	70.0	162.5	20
Individual members	6,099	0	440	2,300	18
Company members	545	30	177	318	20
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	4.3	1.0	1.0	2.0	17
Trade Shows	1.5	1.0	1.0	2.0	6
Board/committee meetings	19.5	3.0	6.0	36.0	21
Other face to face education events	25.4	6.0	17.0	36.0	17
Conferences/Convention attendance	2,276	250	550	1,200	17
Trade Show attendance	13,045	674	800	3,500	5
Board/Committee attendance	600	40	100	570	19
Other face to face attendance	969	225	650	1,200	16
Total events held	44	12	25	67	21
Total event attendance	6,541	725	1,215	2,105	20
<b>Rooms and Rates</b>					
Total room nights	1,730	15	340	1,500	20
Average hotel rate	\$160	\$125	\$172	\$199	18
Estimated total hotel room impact	\$356,760	\$7,500	\$85,255	\$260,000	18
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$12,767	\$750	\$17,550	\$20,000	3
Foundation fundraising revenue	\$111,800	\$59,000	\$95,000	\$100,000	5
PAC revenue	\$61,833	\$10,000	\$27,500	\$120,000	6
Public awareness revenue	\$116,667	\$20,000	\$30,000	\$300,000	3
Other revenue	\$613,240	\$26,480	\$613,240	\$1,200,000	2
Total other non-assn revenue	\$282,753	\$15,000	\$44,030	\$215,000	9
<b>Average Revenue by Source</b>					
Meeting & events revenue %	27.7%	12.5%	23.5%	40.0%	20
Tradeshaw revenue %	3.7%	0.0%	0.0%	8.5%	20
Other sponsorship/ad revenue %	13.1%	3.0%	9.5%	15.0%	20
Ad revenue %	0.0%	0.0%	0.0%	0.0%	20
Member dues/services %	36.7%	18.5%	31.5%	53.0%	20
Investment income %	1.7%	0.0%	1.0%	2.5%	20
All other revenue combined %	17.3%	4.0%	9.5%	25.0%	20

80% of professional service provider/associate members indicate that their company is actively engaged with CalSAE.

<b>Vendor/Associate Members</b>	<b>Mean</b>	<b>Median</b>	<b>N</b>
Business done with associations based in state	\$308,808	\$105,500	26
Dollars of direct support	\$728	\$450	25
In-kind support and services	\$1,806	\$100	25
Total direct and in-kind support	\$2,534	\$1,000	25

# Florida

## Top Regional Impacts

Florida's impact is split between the three largest MSAs and its capital. Nine other MSAs have at least \$2 million in annual payroll accounted for by business and professional associations in their area.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Miami-Fort Lauderdale-Pompano Beach	300	1,471	\$86,202,000
Tallahassee	123	1,163	\$75,969,000
Tampa-St. Petersburg-Clearwater	137	865	\$48,378,000
Orlando-Kissimmee	114	717	\$37,983,000
Jacksonville	57	227	\$12,132,000
Cape Coral-Fort Myers	27	231	\$8,075,000
Gainesville	16	N/A	\$6,936,000
Deltona-Daytona Beach-Ormond Beach	24	123	\$4,776,000
Naples-Marco Island	16	N/A	\$4,314,000
Lakeland	27	92	\$4,175,000
Pensacola-Ferry Pass-Brent	21	88	\$3,854,000
Port St. Lucie	21	N/A	\$2,338,000
Palm Bay-Melbourne-Titusville	14	64	\$2,041,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Survey Responses	Mean	Q1	Median	Q3	N
<b>Association Expenses</b>					
Total Expenses	\$3,823,955	\$552,123	\$1,160,000	\$2,700,773	39
Human Resources	\$1,204,283	\$201,000	\$324,254	\$876,442	38
Pension/benefits	\$180,745	\$10,102	\$40,997	\$129,000	37
Payroll tax	\$92,542	\$11,692	\$27,000	\$71,830	38
Non-employee service management	\$36,509	\$0	\$0	\$1,525	30
Legal	\$19,654	\$312	\$5,077	\$11,929	33
Accounting	\$20,705	\$4,000	\$12,021	\$25,000	37
Lobbying	\$181,620	\$0	\$0	\$40,000	31
Advertising/promotion	\$146,494	\$90	\$11,909	\$100,000	35
Office expenses	\$215,708	\$15,804	\$30,160	\$95,326	37
Information technology	\$82,719	\$1,438	\$10,222	\$58,037	36
Rental expenses	\$87,910	\$7,970	\$34,546	\$88,505	36
Travel	\$212,617	\$6,683	\$40,000	\$120,000	38
In-state share of expenses	90%	90%	100%	100%	42
<b>Association Revenue</b>					
Total revenue	\$4,087,070	\$636,149	\$1,270,319	\$2,827,843	40
Dues revenue	\$1,215,585	\$102,581	\$350,633	\$691,104	40
Program services revenue	\$2,459,386	\$405,185	\$781,935	\$1,640,575	39
Revenue in-state	88.5%	96.5%	100.0%	100.0%	36
<b>Humans: Employees, Volunteers, Members</b>					
Employees	20.6	3.0	8.0	16.0	38
Volunteers	184.2	20.0	90.0	235.0	34
Individual members	12,077	10	908	4,500	34
Company members	403	-	186	600	35
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	4.2	1.0	2.0	2.5	32
Trade Shows	2.0	1.0	1.0	2.0	23
Board/committee meetings	19.3	3.0	7.0	20.0	33
Other face to face education events	24.6	4.0	12.0	40.0	25
Conferences/Convention attendance	2,180	325	700	2,169	33
Trade Show attendance	3,083	325	1,292	4,100	23
Board/Committee attendance	253	40	110	300	33
Other face to face attendance	1,280	200	750	1,250	25
Total events held	39	7	18	59	37
Total event attendance	4,951	1,000	2,780	5,800	37

	Mean	Q1	Median	Q3	N
<b>Rooms and Rates</b>					
Total room nights	4,265	225	1,579	4,415	35
Average hotel rate	\$162	\$135	\$168	\$180	32
Estimated total hotel room revenue	\$809,722	\$73,600	\$260,000	\$765,420	32
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$1,460,022	\$85,000	\$151,204	\$1,100,000	8
Foundation fundraising revenue	\$118,916	\$15,910	\$50,000	\$185,077	17
PAC revenue	\$225,077	\$20,000	\$22,250	\$60,000	11
Public awareness revenue	\$27,000	\$19,000	\$25,000	\$40,000	5
Other review	\$628,000	\$6,000	\$505,000	\$1,250,000	4
Total other non-assn revenue	\$752,984	\$20,000	\$92,000	\$252,462	25
<b>Average Revenue</b>					
Meeting & events revenue %	18.2%	7.5%	17.5%	29.5%	36
Tradeshaw revenue %	14.2%	0.0%	5.0%	23.0%	36
Other sponsorship/ad revenue %	14.0%	4.0%	9.0%	19.5%	36
Ad revenue %	0.0%	0.0%	0.0%	0.0%	34
Member dues/services %	27.8%	16.0%	26.5%	34.0%	36
Investment income %	1.7%	0.0%	1.0%	1.5%	36
All other revenue combined %	24.0%	5.0%	11.5%	40.5%	36

77% of professional service provider/associate members indicate that their company is actively engaged with FSAE.

<b>Vendor/Associate Members</b>	Mean	Median	N
Business done with associations based in state	\$305,398	\$150,000	40
Dollars of direct support	\$4,512	\$500	34
In-kind support and services	\$5,621	\$725	34
Total direct and in-kind support	\$10,133	\$2,475	34

# Georgia

## Top Regional Impacts

Georgia's impact is overwhelmingly accounted for by the MSA containing its capital and largest city, while four other cities/MSAs have at least \$2 million in annual payroll accounted for by their professional and business associations.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Atlanta-Sandy Springs-Marietta	351	2,924	\$199,795,000
Macon	20	148	\$7,686,000
Savannah	20	N/A	\$5,031,000
Gainesville	11	N/A	\$3,721,000
Athens-Clarke County	16	N/A	\$2,865,000
Dalton	7	34	\$2,192,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$1,915,265	\$452,408	\$715,984	\$1,980,000	35
Human Resources	\$508,847	\$139,554	\$249,801	\$379,556	33
Pension/benefits	\$101,850	\$0	\$22,632	\$60,000	30
Payroll tax	\$37,824	\$11,396	\$25,148	\$42,600	30
Non-employee service management	\$26,228	\$0	\$0	\$11,119	24
Legal	\$17,650	\$0	\$1,000	\$5,344	25
Accounting	\$9,710	\$2,125	\$5,175	\$8,967	32
Lobbying	\$6,422	\$0	\$0	\$6,421	25
Advertising/promotion	\$55,149	\$0	\$1,409	\$7,800	27
Office expenses	\$27,681	\$7,872	\$17,394	\$39,118	29
Information technology	\$58,256	\$2,400	\$8,210	\$16,420	28
Rental expenses	\$69,686	\$4,800	\$19,015	\$61,139	31
Travel	\$53,214	\$5,000	\$14,409	\$25,294	30
In-state share of expenses	88%	80%	95%	100%	34
<b>Association Revenue</b>					
Total revenue	\$1,843,625	\$552,199	\$806,539	\$1,920,757	33
Dues revenue	\$538,215	\$91,600	\$183,612	\$378,480	32
Program services revenue	\$1,069,674	\$213,800	\$443,639	\$1,158,532	31
Revenue in-state	76%	48%	100%	100%	31



<b>Employees, Volunteers, Members</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Employees	8.8	2.0	4.0	7.0	31
Volunteers	68.0	14.0	35.0	75.0	29
Individual members	4,983	0	121	2,300	31
Company members	202	-	145	300	30
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	3.2	1.0	1.5	2.5	24
Trade Shows	1.2	1.0	1.0	1.0	13
Board/committee meetings	15.0	3.0	5.0	25.0	27
Other face to face education events	37.5	3.0	9.0	40.0	21
Conferences/Convention attendance	1,581	270	713	2,300	25
Trade Show attendance	1,830	375	725	2,250	12
Board/Committee attendance	238	45	90	305	28
Other face to face attendance	1,018	125	500	1,340	19
Total events held	43	6	11	44	30
Total event attendance	2,917	538	1,893	3,370	30
<b>Rooms and Rates</b>					
Total room nights	1,253	56	875	1,995	30
Average hotel rate	\$170	\$145	\$165	\$200	27
Estimated total hotel room impact	\$217,662	\$15,900	\$173,500	\$309,600	26
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$2,047,713	\$33,000	\$100,000	\$425,286	7
Foundation fundraising revenue	\$107,200	\$15,000	\$80,000	\$200,000	10
PAC revenue	\$54,989	\$12,500	\$51,000	\$91,457	8
Public awareness revenue	\$45,000	\$25,000	\$45,000	\$65,000	2
Other revenue	\$50,005,000	\$10,000	\$50,005,000	\$100,000,000	2
Total other non-assn revenue	\$6,102,416	\$5,000	\$75,000	\$327,000	19
<b>Average Revenue by Source</b>					
Meeting & events revenue %	31.4%	12.0%	28.0%	45.0%	31
Tradeshaw revenue %	4.7%	0.0%	0.0%	7.0%	31
Other sponsorship/ad revenue %	9.8%	0.0%	5.0%	13.0%	31
Ad revenue %	0.0%	0.0%	0.0%	0.0%	30
Member dues/services %	28.1%	2.0%	27.0%	41.0%	31
Investment income %	3.5%	0.0%	1.0%	2.0%	31
All other revenue combined %	22.5%	0.0%	11.0%	37.0%	31

# Illinois

## Top Regional Impacts

Illinois is one of two states participating in this survey that have a major metropolitan area represented by another society of association executives.

Although the sector in the Chicagoland area is extremely large, and the second largest metro area that overlaps in Illinois lies predominantly in Missouri, the Springfield/capital area has almost 100 organizations reporting almost 800 employees and \$50 million in annual payroll. Two other MSAs have annual payroll of at least \$10 million, and three more have annual payroll in the \$5 million or higher range.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Chicago-Naperville-Joliet	813	14,969	\$1,216,417,000
St. Louis (including MO)	166	1,341	\$77,510,000
Springfield	96	793	\$49,836,000
Bloomington-Normal	19	N/A	\$25,220,000
Champaign-Urbana	21	245	\$11,239,000
Davenport-Moline-Rock Island	31	151	\$6,333,000
Rockford	25	N/A	\$5,293,000
Peoria	32	N/A	\$4,938,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$1,311,188	\$393,760	\$643,104	\$1,605,797	20
Human Resources	\$449,812	\$231,911	\$313,654	\$442,316	21
Pension/benefits	\$81,024	\$18,271	\$62,603	\$124,001	20
Payroll tax	\$26,796	\$11,685	\$22,511	\$36,603	20
Non-employee service management	\$7,083	\$0	\$0	\$0	12
Legal	\$7,716	\$294	\$1,755	\$6,346	17
Accounting	\$11,564	\$5,000	\$10,391	\$18,150	20
Lobbying	\$78,485	\$0	\$1,244	\$36,000	13
Advertising/promotion	\$20,013	\$1,206	\$3,422	\$10,696	16
Office expenses	\$55,758	\$8,977	\$15,000	\$29,021	19
Information technology	\$9,290	\$0	\$2,200	\$15,000	15
Rental expenses	\$33,366	\$7,528	\$16,408	\$40,500	19
Travel	\$49,539	\$5,000	\$15,054	\$45,000	18
In-state share of expenses	97%	99%	100%	100%	22

<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$1,207,563	\$434,698	\$668,889	\$1,028,829	21
Dues revenue	\$430,010	\$75,000	\$325,492	\$521,710	21
Program services revenue	\$661,753	\$61,167	\$373,580	\$598,854	20
Revenue in-state	93%	100%	100%	100%	17
<b>Employees, Volunteers, Members</b>					
Employees	9.0	3.0	5.0	9.0	20
Volunteers	72.7	0.0	22.5	40.0	18
Individual members	2,434	29	730	2,800	16
Company members	213	4	160	300	18
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	1.8	1.0	1.0	1.5	12
Trade Shows	1.0	1.0	1.0	1.0	9
Board/committee meetings	16.0	6.0	12.0	20.0	17
Other face to face education events	8.8	1.0	5.0	15.0	15
Conferences/Convention attendance	558	216	300	850	12
Trade Show attendance	478	200	260	600	9
Board/Committee attendance	197	90	150	240	15
Other face to face attendance	1,112	75	200	500	15
Total events held	26	10	23	25	17
Total event attendance	1,915	563	843	1,988	16
<b>Rooms and Rates</b>					
Total room nights	461	48	166	538	16
Average hotel rate	\$108	\$99	\$100	\$120	15
Estimated total hotel room impact	\$51,785	\$4,950	\$22,500	\$75,000	15
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$500	\$500	\$500	\$500	1
Foundation fundraising revenue	\$12,525	\$7,000	\$12,500	\$18,050	4
PAC revenue	\$19,371	\$6,500	\$10,000	\$20,000	7
Public awareness revenue	\$150,000	\$150,000	\$150,000	\$150,000	1
Other revenue	\$11,000	\$3,000	\$5,000	\$25,000	3
Total other non-assn revenue	\$41,022	\$13,000	\$15,000	\$24,000	9
<b>Average Revenue by Source</b>					
Meeting & events revenue %	13.1%	6.0%	10.5%	18.0%	18
Tradeshows revenue %	8.7%	0.0%	1.0%	13.0%	18
Other sponsorship/ad revenue %	8.8%	2.0%	5.0%	10.0%	18
Ad revenue %	0.0%	0.0%	0.0%	0.0%	17
Member dues/services %	32.1%	5.0%	23.5%	55.0%	18
Investment income %	4.2%	1.0%	1.5%	5.0%	18
All other revenue combined %	33.1%	4.0%	20.0%	60.0%	18

96% of professional service provider/associate members indicate that their company is actively engaged with ISAE.

<b>Vendor/Associate Members</b>	<b>Mean</b>	<b>Median</b>	<b>N</b>
Business done with associations based in state	\$281,461	\$75,000	19
Dollars of direct support	\$3,290	\$590	19
In-kind support and services	\$559	\$0	19
Total direct and in-kind support	\$3,849	\$1,000	19

## Indiana

### Top Regional Impacts

Indiana has an understandable concentration of presence and activity of professional and business associations concentrated in its largest metro area and capital city, and other overlapping areas (including Chicagoland, not listed here, and Louisville). Another metro area has almost \$10 million in annual payroll and seven other cities/metro areas have roughly \$1 million or more in annual association payroll.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Indianapolis-Carmel	180	1,261	\$79,230,000
Louisville/Jefferson (incl. KY)	92	551	\$30,997,000
Fort Wayne	21	195	\$9,940,000
South Bend-Mishawaka	15	60	\$2,961,000
Lafayette	17	N/A	\$2,823,000
Evansville	24	N/A	\$2,182,000
Bloomington	13	N/A	\$1,854,000
Elkhart-Goshen	9	31	\$1,298,000
Warsaw	9	24	\$1,012,000
Paducah	8	N/A	\$997,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$4,250,907	\$430,000	\$1,256,000	\$2,300,000	29
Human Resources	\$1,209,271	\$130,120	\$287,513	\$737,933	28
Pension/benefits	\$248,256	\$15,894	\$49,983	\$206,180	26
Payroll tax	\$96,362	\$10,063	\$24,096	\$67,646	26
Non-employee service management	\$38,297	\$0	\$0	\$0	17
Legal	\$18,787	\$1,430	\$4,676	\$16,382	25
Accounting	\$23,121	\$7,500	\$12,425	\$22,300	27
Lobbying	\$13,135	\$0	\$0	\$30,000	18
Advertising/promotion	\$55,338	\$79	\$9,569	\$29,541	22
Office expenses	\$335,136	\$6,638	\$33,778	\$72,086	26
Information technology	\$50,251	\$1,000	\$5,999	\$46,072	23
Rental expenses	\$102,620	\$7,958	\$34,438	\$66,000	26
Travel	\$158,515	\$2,172	\$17,401	\$71,897	25
In-state share of expenses	85%	95%	100%	100%	22

<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$4,768,111	\$662,101	\$1,391,302	\$3,120,077	26
Dues revenue	\$2,634,220	\$77,985	\$359,156	\$1,051,394	25
Program services revenue	\$995,350	\$63,026	\$659,000	\$1,387,027	23
Revenue in-state	81%	85%	100%	100%	22
<b>Employees, Volunteers, Members</b>					
Employees	25.7	4.0	10.0	21.0	26
Volunteers	771.5	30.0	65.5	400.0	26
Individual members	41,866	3	2,896	41,138	20
Company members	310	-	62	178	23
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	3.3	1.0	2.0	5.0	22
Trade Shows	1.5	1.0	1.0	1.0	6
Board/committee meetings	12.5	3.0	4.0	12.0	21
Other face to face education events	41.4	2.5	7.5	45.5	16
Conferences/Convention attendance	1,529	150	425	1,500	22
Trade Show attendance	3,908	1,090	3,175	6,725	4
Board/Committee attendance	273	30	60	178	21
Other face to face attendance	1,529	145	545	1,500	16
Total events held	42	9	12	37	24
Total event attendance	3,311	415	1,310	5,220	24
<b>Rooms and Rates</b>					
Total room nights	1,631	10	200	325	23
Average hotel rate	\$133	\$119	\$129	\$150	22
Estimated total hotel room impact	\$237,399	\$2,980	\$27,375	\$41,925	22
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$33,591	\$15,000	\$20,000	\$65,772	3
Foundation fundraising revenue	\$565,091	\$10,500	\$245,286	\$404,329	8
PAC revenue	\$111,509	\$4,000	\$24,000	\$250,000	7
Public awareness revenue	\$1,000	\$1,000	\$1,000	\$1,000	1
Total other non-assn revenue	\$450,256	\$22,750	\$163,386	\$404,329	12
<b>Average Revenue by Source</b>					
Meeting & events revenue %	20.0%	0.0%	19.0%	38.0%	23
Tradeshaw revenue %	3.3%	0.0%	0.0%	5.0%	23
Other sponsorship/ad revenue %	7.5%	3.0%	5.0%	7.0%	23
Ad revenue %	0.0%	0.0%	0.0%	0.0%	23
Member dues/services %	41.3%	23.0%	45.0%	56.0%	23
Investment income %	4.4%	1.0%	2.0%	5.0%	23
All other revenue combined %	23.6%	2.0%	15.0%	34.0%	23
Revenue in-state	81%	85%	100%	100%	22

93% of professional service provider/associate members indicate that their company is actively engaged with ISAE.

<b>Vendor/Associate Members</b>	<b>Mean</b>	<b>Median</b>	<b>N</b>
Business done with associations based in state	\$234,897	\$33,500	20
Dollars of direct support	\$1,269	\$925	23
In-kind support and services	\$3,392	\$0	23
Total direct and in-kind support	\$4,661	\$1,500	23

## Louisiana

### Top Regional Impacts

The association sector is primarily focused on the Baton Rouge and New Orleans metro areas. The capital and largest urban areas in Louisiana together account for almost 200 organizations; 1,400 employees; and \$80 million in annual payroll as of 2011.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Baton Rouge	114	865	\$50,758,000
New Orleans-Metairie-Kenner	82	541	\$30,138,000
Shreveport-Bossier City	23	N/A	\$4,253,000
Monroe	19	59	\$2,040,000
Lake Charles	17	N/A	\$1,984,000
Lafayette	11	46	\$1,614,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$2,567,964	\$575,338	\$838,043	\$4,447,985	14
Human Resources	\$810,263	\$232,000	\$437,000	\$972,881	13
Pension/benefits	\$113,109	\$20,500	\$70,000	\$185,291	13
Payroll tax	\$62,176	\$18,500	\$30,750	\$72,464	13
Non-employee service management	\$14,444	\$0	\$0	\$0	9
Legal	\$24,384	\$172	\$8,151	\$30,000	11
Accounting	\$19,270	\$5,400	\$14,000	\$22,800	13
Lobbying	\$28,271	\$0	\$26,355	\$42,000	11
Advertising/promotion	\$56,865	\$0	\$4,432	\$74,523	11
Office expenses	\$160,702	\$26,881	\$43,000	\$116,485	13
Information technology	\$20,343	\$0	\$6,750	\$32,400	10
Rental expenses	\$71,332	\$5,121	\$25,393	\$67,871	12
Travel	\$72,279	\$12,393	\$29,800	\$61,918	13
In-state share of expenses	93%	88%	98%	100%	13
<b>Association Revenue</b>					
Total revenue	\$3,193,753	\$875,444	\$1,036,346	\$4,822,121	13
Dues revenue	\$789,930	\$130,000	\$198,328	\$585,413	13
Program services revenue	\$1,515,731	\$184,668	\$585,413	\$1,200,000	13
Revenue in-state	89%	86%	100%	100%	13



<b>Employees, Volunteers, Members</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Employees	16.9	4.0	8.0	24.0	14
Volunteers	181.6	0.0	42.5	130.0	14
Individual members	12,425	24	572	7,165	14
Company members	276	15	248	338	13
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	1.6	1.0	1.0	2.0	8
Trade Shows	1.0	1.0	1.0	1.0	1
Board/committee meetings	14.8	6.0	12.0	15.0	11
Other face to face education events	44.4	2.0	12.0	30.0	11
Conferences/Convention attendance	479	225	440	525	8
Trade Show attendance	366	366	366	366	1
Board/Committee attendance	258	118	143	195	10
Other face to face attendance	2,163	120	600	3,056	11
Total events held	60	13	25	57	11
Total event attendance	2,780	682	1,466	3,739	11
<b>Rooms and Rates</b>					
Total room nights	412	44	275	651	12
Average hotel rate	\$134	\$109	\$125	\$150	11
Estimated total hotel room impact	\$59,943	\$20,000	\$46,275	\$100,125	10
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$134,426	\$111,852	\$134,426	\$157,000	2
Foundation fundraising revenue	\$66,333	\$3,000	\$9,000	\$187,000	3
PAC revenue	\$24,569	\$6,000	\$14,500	\$47,415	6
Public awareness revenue	\$31,263	\$8,000	\$29,789	\$56,000	3
Total other non-assn revenue	\$78,784	\$15,500	\$60,000	\$156,641	9
<b>Average Revenue by Source</b>					
Meeting & events revenue %	18.2%	2.0%	10.0%	30.0%	13
Tradeshows revenue %	0.4%	0.0%	0.0%	0.0%	13
Other sponsorship/ad revenue %	16.1%	1.0%	5.0%	19.0%	13
Ad revenue %	0.0%	0.0%	0.0%	0.0%	13
Member dues/services %	42.7%	9.0%	30.0%	80.0%	13
Investment income %	4.5%	0.0%	0.0%	5.0%	13
All other revenue combined %	18.2%	0.0%	7.0%	30.0%	13

# Michigan

## Top Regional Impacts

The Detroit and Lansing metro areas have by far the largest association sectors with a combined 2,800 employees and more than \$160 million in annual payroll, followed distantly by eight other metro areas that have annual association payrolls of close to \$2 million to more than \$8 million.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Detroit-Warren-Livonia	188	1,529	\$87,550,000
Lansing-East Lansing	141	1,303	\$78,402,000
Grand Rapids-Wyoming	42	183	\$8,428,000
Flint	16	N/A	\$4,824,000
Ann Arbor	37	N/A	\$4,739,000
Traverse City	14	N/A	\$2,907,000
Jackson	9	N/A	\$2,815,000
Saginaw-Saginaw Township	17	N/A	\$2,507,000
Kalamazoo-Portage	21	N/A	\$2,087,000
Holland-Grand Haven	10	N/A	\$1,763,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$2,567,964	\$575,338	\$838,043	\$4,447,985	14
Human Resources	\$810,263	\$232,000	\$437,000	\$972,881	13
Pension/benefits	\$113,109	\$20,500	\$70,000	\$185,291	13
Payroll tax	\$62,176	\$18,500	\$30,750	\$72,464	13
Non-employee service management	\$14,444	\$0	\$0	\$0	9
Legal	\$24,384	\$172	\$8,151	\$30,000	11
Accounting	\$19,270	\$5,400	\$14,000	\$22,800	13
Lobbying	\$28,271	\$0	\$26,355	\$42,000	11
Advertising/promotion	\$56,865	\$0	\$4,432	\$74,523	11
Office expenses	\$160,702	\$26,881	\$43,000	\$116,485	13
Information technology	\$20,343	\$0	\$6,750	\$32,400	10
Rental expenses	\$71,332	\$5,121	\$25,393	\$67,871	12
Travel	\$72,279	\$12,393	\$29,800	\$61,918	13
In-state share of expenses	93%	88%	98%	100%	13

79% of professional service provider/associate members indicate that their company is actively engaged with MSAE.

Vendor/Associate Members	Mean	Median	N
Business done with associations based in state	\$258,060	\$150,000	21
Dollars of direct support	\$2,699	\$1,000	17
In-kind support and services	\$4,317	\$2,500	17
Total direct and in-kind support	\$7,016	\$6,000	17

<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$10,030,411	\$556,650	\$1,136,070	\$2,652,149	29
Dues revenue	\$853,545	\$50,116	\$371,820	\$845,000	29
Program services revenue	\$8,002,137	\$149,406	\$461,565	\$2,005,469	30
Revenue in-state	95.6%	100.0%	100.0%	100.0%	26
<b>Employees, Volunteers, Members</b>					
Employees	33.0	4.0	6.0	21.0	31
Volunteers	337.5	6.0	26.0	100.0	29
Individual members	4,451	56	950	5,500	27
Company members	1,278	-	52	350	25
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	7.4	2.0	3.0	6.0	22
Trade Shows	2.0	1.0	1.0	1.0	10
Board/committee meetings	21.0	6.0	12.0	35.0	27
Other face to face education events	31.5	4.0	6.0	25.0	19
Conferences/Convention attendance	1,117	400	690	1,233	20
Trade Show attendance	1,046	300	500	1,011	9
Board/Committee attendance	275	50	169	398	26
Other face to face attendance	1,103	112	360	846	19
Total events held	48	14	23	54	28
Total event attendance	2,217	360	1,321	2,324	27
Virtual Education events	127	3	6	12	10
Virtual Education attendance	540	90	196	712	10
<b>Rooms and Rates</b>					
Total room nights	444	5	175	700	25
Average hotel rate	\$129	\$100	\$115	\$135	22
Estimated total hotel room impact	\$72,369	\$875	\$33,725	\$124,125	22
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$78,964	\$1,000	\$18,000	\$217,891	3
Foundation fundraising revenue	\$51,662	\$10,000	\$17,500	\$107,949	6
PAC revenue	\$27,062	\$7,000	\$25,000	\$34,125	13
Public awareness revenue	\$66,242	\$15,000	\$60,000	\$113,000	6
Other revenue	\$5,000	\$5,000	\$5,000	\$5,000	1
Total other non-assn revenue	\$72,285	\$10,000	\$29,000	\$113,000	18
<b>Average Revenue by Source</b>					
Meeting & events revenue %	19.3%	3.0%	16.0%	31.0%	27
Tradeshow revenue %	4.8%	0.0%	0.0%	1.0%	27
Other sponsorship/ad revenue %	2.2%	0.0%	1.0%	3.0%	27
Ad revenue %	1.7%	0.0%	0.0%	3.0%	27
Member dues/services %	34.7%	1.5%	34.0%	59.5%	28
Investment income %	7.2%	0.5%	1.0%	5.0%	28
All other revenue combined %	31.0%	3.5%	12.5%	68.0%	28

## Minnesota/Dakotas

### Top Regional Impacts

The vast majority of Minnesota's association sector is located in the Twin Cities metropolitan area, logically enough. Five other metro areas have at least ten associations and at least \$1 million in payroll in their metropolitan areas.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Minneapolis-St. Paul-Bloomington	321	2,460	\$135,932,000
St. Cloud	21	N/A	\$4,985,000
Mankato-North Mankato	10	N/A	\$3,310,000
Rochester	16	N/A	\$2,976,000
Duluth	25	N/A	\$2,770,000
Brainerd	12	N/A	\$999,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$1,831,809	\$328,962	\$821,944	\$2,968,958	34
Human Resources	\$696,813	\$149,873	\$370,066	\$1,300,000	30
Pension/benefits	\$135,564	\$13,955	\$59,826	\$156,669	28
Payroll tax	\$148,876	\$11,979	\$32,968	\$96,000	29
Non-employee service management	\$34,074	\$0	\$0	\$33,000	19
Legal	\$34,535	\$0	\$1,464	\$16,212	27
Accounting	\$12,946	\$1,680	\$8,313	\$17,979	28
Lobbying	\$35,056	\$0	\$12,000	\$38,000	25
Advertising/promotion	\$62,517	\$1,172	\$12,118	\$42,000	25
Office expenses	\$72,916	\$10,403	\$18,665	\$59,197	28
Information technology	\$84,422	\$1,008	\$8,426	\$50,000	27
Rental expenses	\$80,762	\$14,027	\$40,650	\$113,117	28
Travel	\$41,258	\$2,790	\$5,829	\$75,000	27
In-state share of expenses	96%	99%	100%	100%	28
<b>Association Revenue</b>					
Total revenue	\$2,095,498	\$425,908	\$1,116,000	\$3,063,879	29
Dues revenue	\$497,324	\$56,520	\$308,872	\$650,000	29
Program services revenue	\$1,434,517	\$131,921	\$653,175	\$1,299,923	30
Revenue in-state	85%	93%	100%	100%	28

<b>Employees, Volunteers, Members</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Employees	12.6	3.0	6.0	18.0	30
Volunteers	104.4	10.0	42.0	200.0	29
Individual members	1,551	10	500	1,708	27
Company members	341	-	136	380	29
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	2.6	1.0	2.0	2.0	22
Trade Shows	1.1	1.0	1.0	1.0	10
Board/committee meetings	22.0	6.0	12.0	30.0	29
Other face to face education events	29.8	8.0	10.0	24.0	21
Conferences/Convention attendance	1,151	200	600	1,500	23
Trade Show attendance	1,560	350	688	1,500	10
Board/Committee attendance	305	94	153	385	28
Other face to face attendance	856	288	500	855	20
Total events held	46	16	24	57	29
Total event attendance	2,419	491	1,513	2,754	28
<b>Rooms and Rates</b>					
Total room nights	656	4	75	300	29
Average hotel rate	\$135	\$100	\$127	\$150	24
Estimated total hotel room impact	\$120,464	\$2,200	\$14,925	\$90,302	24
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$235,047	\$40,095	\$165,000	\$430,000	4
Foundation fundraising revenue	\$53,282	\$6,000	\$36,000	\$75,000	13
PAC revenue	\$54,900	\$20,000	\$34,500	\$45,000	10
Public awareness revenue	\$26,873	\$2,500	\$12,458	\$50,000	6
Other revenue	\$40,000	\$40,000	\$40,000	\$40,000	1
Total other non-assn revenue	\$125,426	\$10,000	\$41,500	\$180,000	19
<b>Average Revenue by Source</b>					
Meeting & events revenue %	23.0%	5.0%	21.0%	44.0%	30
Tradeshaw revenue %	6.1%	0.0%	0.0%	10.0%	30
Other sponsorship/ad revenue %	4.5%	0.0%	2.0%	7.0%	30
Ad revenue %	3.1%	0.0%	0.0%	3.0%	30
Member dues/services %	29.4%	0.0%	24.5%	57.0%	30
Investment income %	16.2%	0.0%	1.5%	9.0%	30
All other revenue combined %	17.7%	1.0%	5.0%	28.0%	30

## North Dakota

### Top Regional Impacts

North Dakota's association sector is primarily focused on Bismarck, while two other communities each have at least \$1 million in annual association-related payroll.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Bismarck	54	287	\$15,259,000
Fargo	18	N/A	\$3,623,000
Jamestown	6	N/A	\$1,666,000
Grand Forks	8	N/A	\$836,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

## South Dakota

### Top Regional Impacts

South Dakota has three metro areas including its capital that have association sectors in roughly the same size range. Pierre and Sioux Falls have more associations but Rapid City also has a total association-related annual payroll near \$5 million. Three other communities have a few associations but at least \$1 million in total association-related annual payroll.

Top Metro Areas	Organizations	Employees	Annual Payroll
Pierre	30	N/A	\$6,088,000
Sioux Falls	32	N/A	\$5,390,000
Rapid City	18	142	\$4,872,000
Watertown	6	N/A	\$1,246,000
Huron	7	N/A	\$1,089,000
Spearfish	5	47	\$1,088,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

# Mississippi

## Top Regional Impacts

Jackson has a large association sector, accounting for almost \$40 million in association-related annual payroll. Only one other metro area has a sector with at least ten organizations and an annual payroll over \$1 million.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Jackson	106	745	\$39,463,000
Gulfport-Biloxi	13	N/A	\$1,263,000
Meridian	8	N/A	\$660,000
Tupelo	9	N/A	\$652,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$805,157	\$380,000	\$449,413	\$702,976	13
Human Resources	\$343,222	\$161,720	\$210,000	\$320,000	11
Pension/benefits	\$37,413	\$8,000	\$16,700	\$32,932	11
Payroll tax	\$30,422	\$3,000	\$18,362	\$25,072	11
Non-employee service management	\$16,587	\$0	\$0	\$5,000	10
Legal	\$5,716	\$0	\$1,500	\$6,000	10
Accounting	\$6,981	\$3,125	\$7,553	\$9,800	12
Lobbying	\$32,734	\$0	\$7,246	\$30,000	10
Advertising/promotion	\$5,279	\$0	\$2,000	\$10,000	10
Office expenses	\$26,104	\$4,800	\$8,500	\$19,105	12
Information technology	\$11,410	\$0	\$3,000	\$30,000	11
Rental expenses	\$31,171	\$0	\$12,000	\$41,305	11
Travel	\$29,675	\$5,099	\$15,000	\$36,974	12
In-state share of expenses	96%	95%	100%	100%	10
<b>Association Revenue</b>					
Total revenue	\$848,371	\$400,000	\$568,658	\$903,071	11
Dues revenue	\$415,832	\$104,000	\$200,000	\$380,000	11
Program services revenue	\$256,760	\$48,000	\$111,500	\$330,000	10
Revenue in-state	89%	90%	100%	100%	9

All professional service provider/associate members indicate that their company is actively engaged with MSAE.

Vendor/Associate Members	Mean	Median	N
Business done with associations based in state	\$225,000	\$225,000	2
Dollars of direct support	\$5,100	\$5,100	2
In-kind support and services	\$0	\$0	2
Total direct and in-kind support	\$5,100	\$5,100	2

<b>Employees, Volunteers, Members</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Employees	14.3	3.0	4.0	5.0	11
Volunteers	6.6	0.0	0.0	13.0	7
Individual members	1,526	12	200	2,100	11
Company members	342	29	106	300	11
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	2.2	1.0	1.0	3.5	12
Trade Shows	1.0	1.0	1.0	1.0	1
Board/committee meetings	10.2	4.0	5.5	11.5	12
Other face to face education events	8.0	4.0	5.5	11.5	8
Conferences/Convention attendance	374	133	395	525	12
Trade Show attendance	2,000	2,000	2,000	2,000	1
Board/Committee attendance	149	35	113	225	12
Other face to face attendance	235	100	151	375	8
Total events held	18	9	14	22	12
Total event attendance	846	380	775	1,210	12
Virtual Education events	12	12	12	12	1
Virtual Education attendance	50	50	50	50	1
<b>Rooms and Rates</b>					
Total room nights	357	60	258	400	10
Average hotel rate	\$144	\$110	\$115	\$149	9
Estimated total hotel room impact	\$39,092	\$11,000	\$33,350	\$46,000	9
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$40,325	\$30	\$944	\$120,000	3
Foundation fundraising revenue	\$110,166	\$133	\$20,000	\$50,000	5
PAC revenue	\$23,867	\$15,000	\$22,500	\$30,000	6
Public awareness revenue	\$80,000	\$10,000	\$80,000	\$150,000	2
Other revenue	\$16,300	\$1,000	\$10,000	\$20,000	5
Total other non-assn revenue	\$117,255	\$20,000	\$50,000	\$160,000	9
<b>Average Revenue by Source</b>					
Meeting & events revenue %	8.7%	2.0%	7.0%	13.0%	11
Tradeshaw revenue %	0.6%	0.0%	0.0%	0.0%	11
Other sponsorship/ad revenue %	3.0%	0.0%	0.0%	1.0%	11
Ad revenue %	8.1%	0.0%	0.0%	5.0%	11
Member dues/services %	23.3%	2.0%	15.0%	40.0%	11
Investment income %	18.0%	0.0%	5.0%	10.0%	11
All other revenue combined %	38.3%	9.0%	39.0%	55.0%	11



## North Carolina

### Top Regional Impacts

The Raleigh-Durham area accounts for the majority of North Carolina's association sector—more than 160 organizations; almost 2,500 employees; and \$160 million in association-related annual payroll. Two other large metro areas have sectors that account for at least \$10 million in annual association-related payroll.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Raleigh-Cary	128	1,498	\$93,791,000
Durham	38	947	\$66,694,000
Charlotte-Gastonia-Concord	83	N/A	\$29,467,000
Greensboro-High Point	55	N/A	\$13,034,000
Asheville	27	N/A	\$6,775,000
Winston-Salem	15	66	\$3,342,000
Wilmington	17	N/A	\$2,894,000
Thomasville-Lexington	3	25	\$1,019,000
Southern Pines-Pinehurst	7	N/A	\$1,011,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$1,728,299	\$381,161	\$872,811	\$1,608,823	34
Human Resources	\$656,616	\$160,783	\$280,000	\$831,182	33
Pension/benefits	\$118,596	\$10,189	\$25,000	\$86,050	33
Payroll tax	\$49,640	\$12,568	\$22,624	\$64,317	32
Non-employee service management	\$14,326	\$0	\$0	\$27,275	22
Legal	\$15,606	\$392	\$7,334	\$19,000	24
Accounting	\$13,454	\$6,133	\$9,795	\$18,427	32
Lobbying	\$19,099	\$0	\$6,000	\$38,459	23
Advertising/promotion	\$34,033	\$0	\$1,643	\$16,515	25
Office expenses	\$74,580	\$9,923	\$18,002	\$47,207	33
Information technology	\$18,724	\$0	\$1,200	\$20,969	31
Rental expenses	\$53,163	\$12,063	\$26,549	\$78,000	30
Travel	\$45,854	\$5,463	\$16,340	\$43,193	32
In-state share of expenses	84%	87%	99%	100%	33

88% of professional service provider/associate members indicate that their company is actively engaged with AENC.

Vendor/Associate Members	Mean	Median	N
Business done with associations based in state	\$562,110	\$65,000	41
Dollars of direct support	\$966	\$638	40
In-kind support and services	\$995	\$0	40
Total direct and in-kind support	\$1,961	\$1,238	40

<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$1,725,710	\$399,662	\$773,944	\$1,560,230	33
Dues revenue	\$486,468	\$75,244	\$212,318	\$539,395	32
Program services revenue	\$985,973	\$168,389	\$264,595	\$800,000	33
Revenue in-state	77%	70%	100%	100%	30
<b>Employees, Volunteers, Members</b>					
Employees	9.2	2.0	4.5	12.5	32
Volunteers	209.9	0.0	32.0	129.0	31
Individual members	2,805	12	350	990	29
Company members	1,901	-	162	550	30
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	3.8	1.0	2.0	3.0	25
Trade Shows	1.0	1.0	1.0	1.0	12
Board/committee meetings	14.3	3.0	6.0	20.0	27
Other face to face education events	66.2	3.5	9.5	68.5	20
Conferences/Convention attendance	886	300	500	1,100	26
Trade Show attendance	912	300	500	1,350	10
Board/Committee attendance	181	60	130	200	26
Other face to face attendance	2,351	100	500	2,000	19
Total events held	65	9	22	41	28
Total event attendance	2,911	533	1,139	3,650	28
<b>Rooms and Rates</b>					
Total room nights	771	100	250	600	26
Average hotel rate	\$178	\$139	\$175	\$220	27
Estimated total hotel room impact	\$149,417	\$17,500	\$45,150	\$125,950	25
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$251,667	\$5,000	\$250,000	\$500,000	3
Foundation fundraising revenue	\$93,015	\$17,500	\$67,500	\$140,000	8
PAC revenue	\$44,701	\$5,000	\$47,755	\$75,000	10
Public awareness revenue	\$90,000	\$5,000	\$90,000	\$175,000	2
Other revenue	\$260,955	\$2,000	\$260,955	\$519,909	2
Total other non-assn revenue	\$189,146	\$15,000	\$62,500	\$120,000	14
<b>Average Revenue by Source</b>					
Meeting & events revenue %	30.2%	10.0%	25.0%	42.0%	29
Tradeshows revenue %	9.1%	0.0%	0.0%	14.0%	29
Other sponsorship/ad revenue %	9.7%	0.0%	8.0%	11.0%	29
Ad revenue %	1.4%	0.0%	0.0%	0.0%	29
Member dues/services %	32.5%	12.0%	25.0%	50.0%	29
Investment income %	3.3%	0.0%	0.0%	3.0%	29
All other revenue combined %	13.9%	0.0%	4.0%	20.0%	29

## New York

### Top Regional Impacts

The New York/Long Island CMSA (including parts of New Jersey and Connecticut) has 11,300 employees and almost \$1 billion in annual association-related payroll, but the impact of the association community on the Capitol area is still substantial—\$85 million in annual payroll. Two other larger upstate metro areas also generate at least \$10 million in annual association-related payroll.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
New York-Northern New Jersey-Long Island	1,142	11,311	\$943,364,000
Albany-Schenectady-Troy	149	1,387	\$85,426,000
Rochester	55	317	\$14,057,000
Syracuse	40	201	\$11,113,000
Buffalo-Niagara Falls	66	240	\$8,645,000
Poughkeepsie-Newburgh-Middletown	25	91	\$3,100,000
Utica-Rome	16	55	\$2,723,000
Binghamton	12	N/A	\$2,420,000
Glens Falls	12	N/A	\$1,301,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$1,071,789	\$375,000	\$549,526	\$1,022,347	23
Human Resources	\$416,563	\$85,682	\$191,000	\$527,000	24
Pension/benefits	\$77,189	\$6,569	\$14,747	\$62,980	24
Payroll tax	\$29,514	\$4,615	\$17,004	\$42,500	23
Non-employee service management	\$187	\$0	\$0	\$0	17
Legal	\$18,031	\$0	\$1,250	\$25,000	22
Accounting	\$8,127	\$3,110	\$7,000	\$13,900	22
Lobbying	\$28,720	\$0	\$7,882	\$41,050	21
Advertising/promotion	\$8,220	\$0	\$17	\$5,418	20
Office expenses	\$32,817	\$2,500	\$15,000	\$34,059	23
Information technology	\$12,875	\$0	\$1,780	\$14,087	20
Rental expenses	\$42,735	\$7,150	\$14,781	\$37,000	23
Travel	\$34,031	\$3,097	\$7,000	\$28,368	21
In-state share of expenses	99%	100%	100%	100%	21

88% of professional service provider/associate members indicate that their company is actively engaged with ESSAE.

Vendor/Associate Members	Mean	Median	N
Business done with associations based in state	\$378,144	\$125,236	35
Dollars of direct support	\$865	\$423	26
In-kind support and services	\$836	\$100	26
Total direct and in-kind support	\$1,700	\$880	26

<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$1,176,412	\$443,362	\$694,107	\$1,073,715	22
Dues revenue	\$555,211	\$57,138	\$204,600	\$641,000	22
Program services revenue	\$539,795	\$187,443	\$397,385	\$554,664	21
Revenue in-state	100%	100%	100%	100%	21
<b>Employees, Volunteers, Members</b>					
Employees	8.7	2.0	4.5	8.0	22
Volunteers	32.9	0.0	7.0	40.0	21
Individual members	8,875	0	283	3,250	22
Company members	212	-	41	300	22
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	1.4	1.0	1.0	1.0	18
Trade Shows	1.0	1.0	1.0	1.0	8
Board/committee meetings	10.0	4.0	5.0	18.0	19
Other face to face education events	19.2	2.0	6.0	22.0	17
Conferences/Convention attendance	520	150	286	669	18
Trade Show attendance	563	167	438	597	8
Board/Committee attendance	126	50	95	200	18
Other face to face attendance	846	100	200	729	17
Total events held	26	7	13	26	21
Total event attendance	1,453	325	975	1,754	21
<b>Rooms and Rates</b>					
Total room nights	381	80	296	700	19
Average hotel rate	\$150	\$119	\$135	\$150	18
Estimated total hotel room impact	\$60,424	\$20,000	\$44,104	\$90,000	17
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$20,936	\$1,000	\$2,000	\$36,908	5
Foundation fundraising revenue	\$12,296	\$3,000	\$7,972	\$25,000	6
PAC revenue	\$24,777	\$1,500	\$15,000	\$45,000	7
Public awareness revenue	\$44,550	\$2,100	\$44,550	\$87,000	2
Other revenue	\$12,000	\$9,000	\$13,750	\$15,000	4
Total other non-assn revenue	\$44,454	\$9,700	\$55,000	\$69,427	11
<b>Average Revenue by Source</b>					
Meeting & events revenue %	22.4%	1.0%	21.0%	34.5%	20
Tradeshaw revenue %	6.3%	0.0%	0.0%	9.0%	20
Other sponsorship/ad revenue %	8.7%	0.0%	1.0%	13.0%	20
Ad revenue %	3.0%	0.0%	0.0%	0.0%	20
Member dues/services %	31.6%	6.0%	24.0%	53.5%	20
Investment income %	1.7%	0.0%	0.0%	1.5%	20
All other revenue combined %	26.3%	1.0%	10.0%	49.5%	20

# Ohio

## Top Regional Impacts

Ohio's association sector is dominated by a large cluster of associations with significant staffing and payroll in the Columbus area. Cleveland and Cincinnati each have more than 100 associations that are much smaller in terms of average employees and payroll.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Columbus	223	2,770	\$185,137,000
Cleveland-Elyria-Mentor	123	890	\$49,290,000
Cincinnati-Middletown	108	652	\$34,546,000
Dayton	52	N/A	\$19,326,000
Toledo	44	N/A	\$8,384,000
Akron	45	187	\$8,146,000
Canton-Massillon	27	118	\$4,112,000
Youngstown-Warren-Boardman	27	N/A	\$2,965,000
Huntington-Ashland	13	N/A	\$1,993,000
Lima	8	N/A	\$1,120,000
Weirton-Steubenville	10	N/A	\$1,069,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$1,646,206	\$294,234	\$505,298	\$1,449,011	26
Human Resources	\$635,674	\$102,753	\$233,750	\$560,441	24
Pension/benefits	\$135,793	\$3,050	\$26,451	\$64,401	24
Payroll tax	\$48,667	\$9,287	\$16,856	\$41,658	23
Non-employee service management	\$7,024	\$0	\$0	\$0	20
Legal	\$13,839	\$0	\$745	\$7,114	21
Accounting	\$10,011	\$1,492	\$6,000	\$15,163	24
Lobbying	\$30,688	\$0	\$0	\$18,000	19
Advertising/promotion	\$22,441	\$0	\$144	\$1,500	19
Office expenses	\$102,090	\$9,636	\$25,276	\$55,353	24
Information technology	\$26,204	\$0	\$5,000	\$14,170	20
Rental expenses	\$63,035	\$10,017	\$21,086	\$42,646	25
Travel	\$53,195	\$2,100	\$10,825	\$24,324	22
In-state share of expenses	94%	95%	100%	100%	25

<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$2,092,268	\$362,000	\$860,259	\$1,694,664	23
Dues revenue	\$668,352	\$137,054	\$342,116	\$702,816	23
Program services revenue	\$1,516,897	\$161,986	\$277,139	\$1,424,633	22
Revenue in-state	83%	100%	100%	100%	23
<b>Employees, Volunteers, Members</b>					
Employees	12.3	2.5	3.0	8.0	24
Volunteers	628.9	14.0	100.0	200.0	21
Individual members	13,431	17	626	2,961	21
Company members	297	2	33	248	22
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	4.6	1.0	2.0	4.0	19
Trade Shows	1.7	1.0	1.0	2.0	12
Board/committee meetings	22.7	3.5	9.0	24.5	20
Other face to face education events	53.1	4.0	18.5	39.0	16
Conferences/Convention attendance	1,262	275	450	1,436	20
Trade Show attendance	1,625	110	450	2,836	11
Board/Committee attendance	302	100	140	300	21
Other face to face attendance	1,734	100	307	1,278	16
Total events held	64	9	19	66	22
Total event attendance	3,357	490	1,360	4,300	23
<b>Rooms and Rates</b>					
Total room nights	941	30	330	775	22
Average hotel rate	\$146	\$120	\$143	\$153	20
Estimated total hotel room impact	\$179,804	\$18,750	\$53,140	\$89,588	20
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$58,390	\$2,000	\$19,980	\$120,833	7
Foundation fundraising revenue	\$86,900	\$25,000	\$60,000	\$154,500	11
PAC revenue	\$40,623	\$8,000	\$35,410	\$60,000	9
Public awareness revenue	\$20,652	\$8,000	\$20,652	\$33,303	2
Other revenue	\$6,000	\$6,000	\$6,000	\$6,000	1
Total other non-assn revenue	\$126,967	\$27,000	\$60,000	\$191,980	14
<b>Average Revenue by Source</b>					
Meeting & events revenue %	25.9%	10.0%	20.0%	40.0%	23
Tradeshows revenue %	4.8%	0.0%	1.0%	11.0%	23
Other sponsorship/ad revenue %	6.0%	2.0%	4.0%	8.0%	23
Ad revenue %	0.0%	0.0%	0.0%	0.0%	23
Member dues/services %	46.7%	34.0%	53.0%	60.0%	23
Investment income %	1.8%	0.0%	1.0%	2.0%	23
All other revenue combined %	14.8%	0.0%	5.0%	24.0%	23

89% of professional service provider/associate members indicate that their company is actively engaged with OSAE.

<b>Vendor/Associate Members</b>	<b>Mean</b>	<b>Median</b>	<b>N</b>
Business done with associations based in state	\$721,130	\$80,000	27
Dollars of direct support	\$1,039	\$433	30
In-kind support and services	\$2,047	\$500	30
Total direct and in-kind support	\$3,086	\$1,275	30

# Oklahoma

## Top Regional Impacts

The association sector in Oklahoma City is roughly twice the size of Tulsa's in terms of organizations, employees, and annual payroll while Lawton and Stillwater also have a few associations that generate at least \$1 million in annual payroll.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Oklahoma City	138	894	\$47,483,000
Tulsa	69	464	\$24,191,000
Lawton	8	N/A	\$1,600,000
Stillwater	4	22	\$1,194,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$3,714,865	\$245,000	\$423,665	\$1,591,056	13
Human Resources	\$536,795	\$85,000	\$168,256	\$646,745	14
Pension/benefits	\$159,085	\$3,695	\$15,688	\$136,065	12
Payroll tax	\$35,731	\$6,977	\$11,581	\$32,964	12
Non-employee service management	\$19,993	\$0	\$0	\$0	9
Legal	\$12,240	\$0	\$955	\$10,066	13
Accounting	\$9,932	\$2,150	\$4,500	\$15,000	13
Lobbying	\$50,318	\$0	\$2,000	\$30,250	11
Advertising/promotion	\$6,864	\$0	\$405	\$4,234	12
Office expenses	\$24,825	\$781	\$5,600	\$26,879	12
Information technology	\$6,138	\$0	\$550	\$5,999	12
Rental expenses	\$106,607	\$10,694	\$18,474	\$78,352	12
Travel	\$92,231	\$4,419	\$10,000	\$44,000	13
In-state share of expenses	91%	85%	100%	100%	13



<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$4,817,036	\$275,271	\$483,282	\$2,258,909	12
Dues revenue	\$214,619	\$50,499	\$188,632	\$334,114	12
Program services revenue	\$2,109,483	\$174,000	\$253,000	\$1,822,537	12
Revenue in-state	91%	100%	100%	100%	12
<b>Employees, Volunteers, Members</b>					
Employees	9.8	1.0	2.0	17.0	12
Volunteers	17.3	0.0	0.0	25.0	11
Individual members	845	0	60	500	10
Company members	188	31	79	220	11
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	2.2	1.0	1.0	2.0	10
Trade Shows	1.0	1.0	1.0	1.0	4
Board/committee meetings	11.1	4.0	7.0	20.0	11
Other face to face education events	37.3	1.0	5.0	30.0	7
Conferences/Convention attendance	623	150	375	825	10
Trade Show attendance	1,625	75	250	3,175	4
Board/Committee attendance	176	30	150	241	11
Other face to face attendance	971	75	400	2,500	7
Total events held	37	8	22	33	11
Total event attendance	1,951	380	825	2,780	11
<b>Rooms and Rates</b>					
Total room nights	1,011	45	201	300	10
Average hotel rate	\$129	\$120	\$125	\$130	9
Estimated total hotel room impact	\$211,794	\$9,375	\$24,849	\$38,700	9
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$271,478	\$42,955	\$271,478	\$500,000	2
Foundation fundraising revenue	\$83,333	\$30,000	\$100,000	\$120,000	3
PAC revenue	\$25,000	\$25,000	\$25,000	\$25,000	1
Public awareness revenue	\$55,000	\$10,000	\$55,000	\$100,000	2
Other revenue	\$1,403,418	\$10,000	\$300,000	\$3,900,255	3
Total other non-assn revenue	\$734,030	\$10,000	\$42,955	\$645,000	7
<b>Average Revenue by Source</b>					
Meeting & events revenue %	17.6%	3.0%	8.0%	25.0%	11
Tradeshows revenue %	4.4%	0.0%	0.0%	5.0%	11
Other sponsorship/ad revenue %	3.9%	0.0%	2.0%	10.0%	11
Ad revenue %	0.0%	0.0%	0.0%	0.0%	11
Member dues/services %	32.0%	0.0%	25.0%	64.0%	11
Investment income %	2.7%	1.0%	2.0%	5.0%	11
All other revenue combined %	39.4%	5.0%	41.0%	65.0%	11

## South Carolina

### Top Regional Impacts

The association sector in South Carolina is dominated by Columbia metro area associations which account for more than \$50 million in annual payroll. The Greenville and Myrtle Beach areas also generate at least \$5 million in annual payroll.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Columbia	120	N/A	\$50,241,000
Greenville-Mauldin-Easley	33	200	\$9,562,000
Myrtle Beach-Conway-North Myrtle Beach	18	N/A	\$5,650,000
Charleston-North Charleston	27	N/A	\$4,133,000
Hilton Head Island-Beaufort	12	N/A	\$2,596,000
Anderson	7	32	\$1,996,000
Spartanburg	12	N/A	\$1,927,000
Florence	9	N/A	\$1,132,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$1,552,450	\$400,000	\$1,161,182	\$1,691,448	6
Human Resources	\$546,917	\$283,573	\$435,000	\$1,000,000	7
Pension/benefits	\$145,406	\$16,752	\$69,808	\$129,684	7
Payroll tax	\$42,977	\$17,104	\$28,064	\$85,000	6
Non-employee service management	\$0	\$0	\$0	\$0	4
Legal	\$39,997	\$1,951	\$22,032	\$87,967	6
Accounting	\$10,855	\$8,750	\$10,625	\$14,977	6
Lobbying	\$4,771	\$0	\$0	\$14,312	3
Advertising/promotion	\$14,472	\$0	\$1,000	\$25,227	6
Office expenses	\$27,458	\$5,226	\$7,738	\$50,513	7
Information technology	\$12,909	\$0	\$10,047	\$16,686	5
Rental expenses	\$27,441	\$15,951	\$31,178	\$34,018	6
Travel	\$20,742	\$2,033	\$13,724	\$31,041	6
In-state share of expenses	98%	97%	100%	100%	6

<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$1,609,736	\$425,529	\$1,252,191	\$1,694,913	7
Dues revenue	\$599,423	\$304,627	\$548,582	\$933,000	7
Program services revenue	\$1,018,970	\$37,111	\$685,212	\$1,211,480	7
Revenue in-state	84%	100%	100%	100%	6
<b>Employees, Volunteers, Members</b>					
Employees	10.2	3.0	8.0	10.0	6
Volunteers	129.8	0.0	82.5	200.0	6
Individual members	1,796	0	1,360	3,620	5
Company members	390	0	205	415	6
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	4.7	1.0	3.0	9.0	6
Trade Shows	4.0	1.0	2.0	9.0	3
Board/committee meetings	15.0	5.0	13.0	25.0	4
Other face to face education events	36.4	8.0	10.0	60.0	5
Conferences/Convention attendance	2,124	250	1,000	2,000	6
Trade Show attendance	713	200	600	1,338	3
Board/Committee attendance	64	29	73	100	4
Other face to face attendance	1,493	175	500	3,000	5
Total events held	47	15	28	69	6
Total event attendance	3,768	470	3,425	5,100	6
<b>Rooms and Rates</b>					
Total room nights	755	70	200	500	5
Average hotel rate	\$187	\$180	\$189	\$220	5
Estimated total hotel room impact	\$159,010	\$16,030	\$23,800	\$94,500	5
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$31,944	\$28,888	\$31,944	\$35,000	2
Foundation fundraising revenue	\$20,448	\$10,000	\$20,448	\$30,895	2
PAC revenue	\$37,333	\$20,000	\$30,000	\$62,000	3
Public awareness revenue	\$50,000	\$50,000	\$50,000	\$50,000	1
Other revenue	\$2,500	\$2,500	\$2,500	\$2,500	1
Total other non-assn revenue	\$53,857	\$30,000	\$30,895	\$31,388	5
<b>Average Revenue by Source</b>					
Meeting & events revenue %	26.7%	14.0%	27.5%	41.0%	6
Tradeshaw revenue %	5.0%	0.0%	0.0%	8.0%	6
Other sponsorship/ad revenue %	5.2%	3.0%	5.0%	8.0%	6
Ad revenue %	0.0%	0.0%	0.0%	0.0%	6
Member dues/services %	46.8%	31.0%	45.0%	50.0%	6
Investment income %	1.2%	0.0%	1.5%	2.0%	6
All other revenue combined %	15.2%	4.0%	14.5%	22.0%	6

# Tennessee

## Top Regional Impacts

The Nashville area association sector is much larger than any other metro areas, although Memphis, Knoxville, and Chattanooga each generate at least \$8 million in annual association-related payroll.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Nashville-Davidson--Murfreesboro--Franklin	165	1,598	\$91,953,000
Memphis	60	333	\$17,880,000
Knoxville	34	200	\$9,985,000
Chattanooga	30	N/A	\$8,463,000
Kingsport-Bristol-Bristol	16	N/A	\$2,346,000
Sevierville	7	N/A	\$1,036,000
Johnson City	14	N/A	\$950,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$1,334,830	\$227,886	\$393,036	\$928,317	21
Human Resources	\$456,721	\$83,616	\$168,500	\$440,774	18
Pension/benefits	\$47,158	\$4,754	\$13,167	\$40,524	16
Payroll tax	\$31,085	\$6,673	\$14,446	\$27,622	17
Non-employee service management	\$18,476	\$0	\$0	\$29,864	13
Legal	\$13,512	\$0	\$7,468	\$20,000	14
Accounting	\$10,284	\$3,600	\$10,975	\$15,100	18
Lobbying	\$16,505	\$0	\$1,622	\$37,200	14
Advertising/promotion	\$10,187	\$0	\$3,918	\$21,034	14
Office expenses	\$31,640	\$3,947	\$10,052	\$21,000	19
Information technology	\$39,695	\$1,659	\$3,475	\$16,000	17
Rental expenses	\$41,722	\$5,434	\$16,000	\$22,000	17
Travel	\$28,734	\$4,000	\$8,647	\$15,737	18
In-state share of expenses	92%	98%	100%	100%	19

<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$1,095,925	\$238,150	\$457,000	\$920,273	19
Dues revenue	\$267,210	\$50,796	\$132,793	\$335,000	19
Program services revenue	\$710,995	\$79,870	\$286,371	\$430,000	19
Revenue in-state	86%	99%	100%	100%	19
<b>Employees, Volunteers, Members</b>					
Employees	11.2	2.0	3.0	9.0	17
Volunteers	175.5	3.0	21.0	36.0	17
Individual members	1,483	0	225	950	17
Company members	349	50	153	455	16
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	1.4	1.0	1.0	1.0	14
Trade Shows	1.5	1.0	1.0	1.5	8
Board/committee meetings	17.6	3.0	6.5	20.0	18
Other face to face education events	17.0	1.0	7.0	12.0	13
Conferences/Convention attendance	612	150	400	500	15
Trade Show attendance	887	125	525	872	8
Board/Committee attendance	265	26	75	256	18
Other face to face attendance	810	100	185	850	14
Total events held	32	7	12	29	18
Total event attendance	1,799	426	760	2,256	18
<b>Rooms and Rates</b>					
Total room nights	839	100	176	299	17
Average hotel rate	\$153	\$128	\$145	\$189	14
Estimated total hotel room impact	\$191,840	\$19,350	\$33,507	\$57,000	14
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$159,849	\$28,940	\$100,000	\$220,000	7
Foundation fundraising revenue	\$59,836	\$12,500	\$15,000	\$85,000	9
PAC revenue	\$47,683	\$9,500	\$10,000	\$21,643	9
Public awareness revenue	\$52,667	\$10,000	\$23,000	\$125,000	3
Other revenue	\$138,500	\$92,000	\$138,500	\$185,000	2
Total other non-assn revenue	\$165,509	\$9,500	\$60,000	\$195,000	13
<b>Average Revenue by Source</b>					
Meeting & events revenue %	25.7%	10.0%	24.5%	40.0%	18
Tradeshaw revenue %	7.4%	0.0%	0.0%	10.0%	18
Other sponsorship/ad revenue %	12.0%	0.0%	7.0%	22.0%	18
Ad revenue %	0.0%	0.0%	0.0%	0.0%	18
Member dues/services %	36.4%	12.0%	34.5%	62.0%	18
Investment income %	3.8%	0.0%	2.0%	5.0%	18
All other revenue combined %	14.6%	0.0%	11.0%	26.0%	18

# Washington

## Top Regional Impacts

The Seattle-Tacoma area has an association sector that generates more than \$100 million in association-related annual payroll, much larger than the capital's. Spokane also generates a significant annual payroll but six other metro areas also have annual association-related payrolls of more than \$1 million.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Seattle-Tacoma-Bellevue	268	1,856	\$104,788,000
Olympia	54	691	\$37,491,000
Spokane	28	N/A	\$6,981,000
Yakima	15	N/A	\$2,147,000
Bellingham	16	N/A	\$1,664,000
Kennewick-Richland-Pasco	17	N/A	\$1,475,000
Wenatchee	13	37	\$1,325,000
Mount Vernon-Anacortes	12	N/A	\$1,161,000
Bremerton-Silverdale	14	39	\$1,049,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$2,113,811	\$513,570	\$1,493,616	\$3,267,925	12
Human Resources	\$909,505	\$219,500	\$686,400	\$1,232,118	12
Pension/benefits	\$201,130	\$17,014	\$81,432	\$200,026	12
Payroll tax	\$79,175	\$18,400	\$69,603	\$87,780	12
Non-employee service management	\$800	\$0	\$0	\$0	5
Legal	\$36,288	\$3,451	\$10,165	\$32,357	8
Accounting	\$17,184	\$7,860	\$17,882	\$25,855	10
Lobbying	\$43,572	\$12,500	\$49,712	\$69,173	8
Advertising/promotion	\$8,512	\$0	\$2,000	\$7,994	11
Office expenses	\$90,982	\$34,423	\$60,303	\$130,973	12
Information technology	\$27,114	\$0	\$4,689	\$32,977	10
Rental expenses	\$135,754	\$11,941	\$45,646	\$305,607	11
Travel	\$46,765	\$3,066	\$19,303	\$40,348	11
In-state share of expenses	99%	100%	100%	100%	12

100% of professional service provider/associate members indicate that their company is actively engaged with WSAE.

Vendor/Associate Members	Mean	Median	N
Business done with associations based in state	\$200,000	\$200,000	1
Dollars of direct support	\$400	\$400	1
In-kind support and services	\$0	\$0	1
Total direct and in-kind support	\$400	\$400	1

<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$2,580,803	\$580,000	\$2,046,365	\$3,682,380	10
Dues revenue	\$816,972	\$249,839	\$305,125	\$1,050,783	9
Program services revenue	\$1,637,254	\$450,000	\$989,844	\$1,323,252	10
Revenue in-state	100%	100%	100%	100%	10
<b>Employees, Volunteers, Members</b>					
Employees	19.5	5.0	12.5	27.0	10
Volunteers	263.7	15.0	27.5	200.0	10
Individual members	3,666	465	1,673	4,750	8
Company members	374	30	333	629	10
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	3.1	1.5	3.0	4.0	8
Trade Shows	1.0	1.0	1.0	1.0	3
Board/committee meetings	45.4	7.0	14.0	22.0	10
Other face to face education events	38.3	20.0	33.5	50.0	6
Conferences/Convention attendance	782	188	711	1,225	8
Trade Show attendance	3,172	250	265	9,000	3
Board/Committee attendance	315	144	180	290	9
Other face to face attendance	1,297	200	1,200	2,300	6
Total events held	71	11	33	106	10
Total event attendance	2,933	1,166	2,073	4,134	9
<b>Rooms and Rates</b>					
Total room nights	831	20	300	1,700	9
Average hotel rate	\$140	\$123	\$132	\$157	8
Estimated total hotel room impact	\$129,164	\$12,120	\$67,400	\$235,750	8
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$496,667	\$190,000	\$300,000	\$1,000,000	3
Foundation fundraising revenue	\$76,800	\$21,000	\$23,000	\$100,000	5
PAC revenue	\$252,500	\$5,000	\$252,500	\$500,000	2
Public awareness revenue	\$21,250	\$7,500	\$21,250	\$35,000	2
Other revenue	\$345,929	\$28,500	\$315,000	\$600,000	7
Total other non-assn revenue	\$496,667	\$190,000	\$300,000	\$1,000,000	3
<b>Average Revenue by Source</b>					
Meeting & events revenue %	13.5%	0.0%	8.0%	26.0%	10
Tradeshows revenue %	3.8%	0.0%	0.0%	0.0%	10
Other sponsorship/ad revenue %	9.4%	0.0%	2.0%	5.0%	10
Ad revenue %	34.1%	5.0%	32.0%	45.0%	10
Member dues/services %	8.1%	0.0%	1.0%	4.0%	10
Investment income %	24.2%	1.0%	9.5%	57.0%	10
All other revenue combined %	6.9%	0.0%	0.0%	0.0%	10

# Wyoming

## Top Regional Impacts

Cheyenne is the primary location for the association sector, although Casper has almost as many organizations and one-third the payroll reported in Cheyenne.

Top Metro Areas: 2011	Organizations	Employees	Annual Payroll
Cheyenne	20	110	\$5,278,000
Casper	17	N/A	\$1,734,000
Jackson	4	N/A	\$863,000
Laramie	4	16	\$545,000

Source: U.S. Census Bureau, 2011 County Business Patterns. N/A: One of the two series (business or professional associations) did not meet government standards for statistical significance to report.

Association Expenses	Mean	Q1	Median	Q3	N
Total Expenses	\$376,780	\$182,000	\$408,542	\$528,942	14
Human Resources	\$146,498	\$52,000	\$151,122	\$224,005	14
Pension/benefits	\$25,654	\$0	\$11,676	\$38,734	14
Payroll tax	\$11,115	\$0	\$10,035	\$17,561	13
Non-employee service management	\$22,821	\$0	\$0	\$39,550	9
Legal	\$2,399	\$0	\$850	\$2,860	10
Accounting	\$3,780	\$873	\$4,025	\$5,493	12
Lobbying	\$11,808	\$0	\$0	\$10,815	11
Advertising/promotion	\$14,178	\$0	\$170	\$16,541	8
Office expenses	\$10,851	\$1,301	\$6,700	\$13,492	13
Information technology	\$3,033	\$0	\$13	\$1,374	10
Rental expenses	\$13,267	\$1,200	\$16,215	\$24,450	11
Travel	\$12,631	\$4,397	\$10,409	\$20,823	12
In-state share of expenses	93%	95%	100%	100%	10

33% of professional service provider/associate members indicate that their company is actively engaged with WSAE.

Vendor/Associate Members	Mean	Median	N
Business done with associations based in state	\$65,552	\$75,000	3
Dollars of direct support	\$400	\$400	1
In-kind support and services	\$0	\$0	1
Total direct and in-kind support	\$400	\$400	1



<b>Association Revenue</b>	<b>Mean</b>	<b>Q1</b>	<b>Median</b>	<b>Q3</b>	<b>N</b>
Total revenue	\$478,885	\$346,310	\$496,492	\$588,409	11
Dues revenue	\$223,123	\$41,540	\$150,572	\$272,955	11
Program services revenue	\$139,292	\$40,000	\$92,504	\$283,767	11
Revenue in-state	95%	100%	100%	100%	11
<b>Employees, Volunteers, Members</b>					
Employees	3.0	2.0	3.5	4.0	12
Volunteers	8.1	0.0	6.0	13.0	10
Individual members	260	9	79	462	10
Company members	313	43	148	300	10
<b>Average Events &amp; Attendance</b>					
Conferences/Conventions	1.6	1.0	1.0	2.0	10
Trade Shows	1.3	1.0	1.0	2.0	3
Board/committee meetings	9.6	3.0	4.5	15.0	10
Other face to face education events	10.0	2.0	5.5	13.0	6
Conferences/Convention attendance	250	125	190	250	10
Trade Show attendance	440	175	250	895	3
Board/Committee attendance	141	26	53	375	10
Other face to face attendance	391	150	283	380	6
Total events held	16	4	9	29	11
Total event attendance	688	220	700	775	11
<b>Rooms and Rates</b>					
Total room nights	471	34	340	700	12
Average hotel rate	\$106	\$90	\$98	\$125	11
Estimated total hotel room impact	\$55,390	\$4,500	\$46,060	\$96,000	11
<b>Affiliates/Other Impact</b>					
Certification program revenue	\$300	\$300	\$300	\$300	1
Foundation fundraising revenue	\$88,667	\$5,000	\$31,000	\$230,000	3
PAC revenue	\$9,420	\$8,500	\$8,500	\$12,000	5
Public awareness revenue	\$43,300	\$6,600	\$43,300	\$80,000	2
Total other non-assn revenue	\$44,444	\$5,600	\$12,000	\$31,000	9
<b>Average Revenue by Source</b>					
Meeting & events revenue %	15.2%	1.0%	5.0%	24.0%	11
Tradeshaw revenue %	2.9%	0.0%	0.0%	3.0%	11
Other sponsorship/ad revenue %	3.3%	0.0%	0.0%	6.0%	11
Ad revenue %	0.0%	0.0%	0.0%	0.0%	11
Member dues/services %	28.9%	4.0%	10.0%	54.0%	11
Investment income %	1.6%	0.0%	1.0%	2.0%	11
All other revenue combined %	48.1%	22.0%	52.0%	87.0%	11

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# **Economic Impact Survey: Customized Survey & Messages**

# MSAE 2013 Economic Impact Study:

## Measuring the Influence of Our Organizations and Members on Mississippi

Thank you for participating in this survey. Our goal is to measure the impact of our sector within the borders of Mississippi, so please note where we request data regarding your activities within the state in the following questions. Please note that your responses will be kept confidential by WM&R, the consulting firm that has helped us before in conducting research regarding sensitive subjects, such as staff compensation and benefits. If you have questions regarding the research, please contact them directly at info@kwhorton.com.

Please indicate which you are so we can ask you the right questions on the following page:

- Association/membership organization (questions below)
- Association management companies (go to page 3)
- Convention & Visitors Bureau/Destination Management Organization (go to page 4)
- Professional service provider (go to page 4)

### Association Questions

**Association Expenses** Please estimate or refer to your most recent Form990.

1. What was your association's total annual expenses for the most recent fiscal year completed? \$ \_\_\_\_\_  
(Form 990 Part 1, Summary line 18)
2. Approximately how much did your association spend in each of the following categories in the most recent fiscal year completed? (Note that not all functional expenses are covered in detail below. Please use Form 990 Part IX)

#### Human Resources

- Staff compensation & wages (lines 5, 6 & 7) ..\$ \_\_\_\_\_
- Pension plan & other benefits (lines 8&9).....\$ \_\_\_\_\_
- Payroll taxes (line 10).....\$ \_\_\_\_\_

#### Non-Employee Services

- Management (line 11a).....\$ \_\_\_\_\_
- Legal (11b).....\$ \_\_\_\_\_
- Accounting (11c) .....\$ \_\_\_\_\_
- Lobbying (11d) .....\$ \_\_\_\_\_

#### Other Expenses

- Advertising/promotion (line 12) .....\$ \_\_\_\_\_
- Office expenses (line 13).....\$ \_\_\_\_\_
- Information technology (line 14) .....\$ \_\_\_\_\_
- Occupancy/rent (line 16) .....\$ \_\_\_\_\_
- Travel (line 17) .....\$ \_\_\_\_\_

3. What proportion of your expenses occur within this state?  
(We ask this primarily for associations that are multi-state, national or international in scope.  
Please specify "100%" if all activities are in-state) ..... %

### Association Revenue

4. What is your association's revenue from the most recently completed fiscal year?  
Total (Part I Summary line 12) ..... \_\_\_\_\_  
Membership dues (Part VIII Line 1b) ..... \_\_\_\_\_  
Total program/service revenue (Part VIII Line 2g)..... \_\_\_\_\_

**5. What proportion of your association's revenue comes from the following general sources?  
(please answer so that the total adds to 100%)**

Meeting & events ..... \_\_\_\_\_ %  
 Tradeshow..... \_\_\_\_\_ %  
 Other sponsorship/advertising revenue ..... \_\_\_\_\_ %  
 Member services..... \_\_\_\_\_ %  
 Investment income ..... \_\_\_\_\_ %  
 All other revenue combined ..... \_\_\_\_\_ %  
 Total association revenue ..... [autosum]

**6. What proportion of your revenue is attributable to activity within the state where you are headquartered?  
(We ask this primarily for associations that are multi-state, national or international in scope.  
Please specify "100%" if all activities are in-state) ..... \_\_\_\_\_ %**

**Employment, Volunteers & Members**

7. Total individuals employed by your association (Part I, line 5)..... \_\_\_\_\_  
 Total number of volunteers (Part I, line 6) ..... \_\_\_\_\_  
 How many total individual members do you have today? ..... \_\_\_\_\_  
 How many company/organizational members do you have today? ..... \_\_\_\_\_

**Meeting-Related Impact**

**8. How many of each of the following types of meetings did you hold in your most recently completed fiscal year, and what was your total attendance by category of meeting/event?**

	Total Events	Total Attendees
Conferences/conventions .....	_____	_____
Trade shows .....	_____	_____
Standalone Board and committee meetings .....	_____	_____
Other face to face educational programs .....	_____	_____

**9. The economic impact of your meetings is greater than your revenue, of course. We are also surveying regional CVBs, but if you can estimate, please tell us the following about the meeting you held over the past fiscal year:**

How many total room nights did your meetings require from attendees, exhibitors & other guests? .... \_\_\_\_\_  
 What is the approximate average rate per night for the hotel(s) generally used for your meetings? ..... \$ \_\_\_\_\_

**Activity of Affiliates/Other Forms of Economic Impact**

**10. Your association has impact beyond your direct expenses/revenue and spending related to your events. Please estimate the revenue/spending of affiliates of your association in the most recently completed fiscal year. (answer for any that apply)**

Certification program annual revenues ..... \$ \_\_\_\_\_  
 Association Foundation fundraising ..... \$ \_\_\_\_\_  
 Annual PAC fundraising contributed to local/statewide candidates:..... \$ \_\_\_\_\_  
 Public awareness campaign spending (if not included in association totals)..... \$ \_\_\_\_\_  
 Other association spending/impact not reported previously (describe below)..... \$ \_\_\_\_\_  
 Total other sources ..... [autosum]

Other sources of revenue: \_\_\_\_\_

## Association Management Companies

A. **What is/are the scope of the associations you manage?** (check all that apply)

- Statewide or local  Regional (multi-state)  National  International

B. **How many associations do you manage:**

With members in Mississippi ..... \_\_\_\_\_

Who hold meetings in Mississippi..... \_\_\_\_\_

C. **Please tell us about your AMC's impact in Mississippi using one of three options:** (check one)

- The association client with the largest budget/largest number of members in Mississippi  
 Aggregate data for all of your AMC's association clients combined. (Please check to be sure other staff members from your AMC are not already reporting their data, too.)  
 Aggregate data for only the AMC association clients under your direct management

D. **Depending on whether you selected 4b or 4c, please estimate the following for the most recent fiscal year completed, for all associations under your individual or your AMC's management:**

**Aggregate Revenue** (all associations under your own/your AMC's management)

Total dues revenue: ..... \$ \_\_\_\_\_

Total program/service revenue: ..... \$ \_\_\_\_\_

Total revenue: ..... \$ \_\_\_\_\_

What proportion of the aggregate revenue reported above reflects activity within this state? \_\_%

**Aggregate Expenses** (all associations under your own/your AMC's management)

Total paid by associations in AMC fees (commissions and total revenue):. \$ \_\_\_\_\_

All other association annual expenses:..... \$ \_\_\_\_\_

Total expenses: ..... \$ \_\_\_\_\_

What proportion of the aggregate expenses reported above reflects activity within this state? \_\_%

**Members and Volunteers**

Total individual members in the associations you manage: ..... \_\_\_\_\_

Total company/organizational members in the associations you manage ... \_\_\_\_\_

Total number of volunteers in the associations you manage..... \_\_\_\_\_

**Meetings**

Total meetings held in the state (including conferences/conventions, trade shows, and face to face educational programs) in the last calendar year: ..... \_\_\_\_\_

Total attendees at these meetings in the last calendar year: ..... \_\_\_\_\_

### Convention & Visitors Bureau/Destination Management Organization Questions

1. Does your CVB/DMO track the amount of business (hotels, catering, transportation, special events) that associations (from any state) book in your jurisdiction?

Yes  No

If yes, how much did you book from in-state associations

in the most recently completed fiscal year? .....\$ \_\_\_\_\_

How much do you book from other states? .....\$ \_\_\_\_\_

2. Does your CVB/DMO actively engage with Mississippi Society of Association Executives?

Yes  No

If yes, please estimate the total annual contribution from your CVB and its members to MSAE:

Dollars of direct support ..... \$ \_\_\_\_\_

or in-kind support and services ..... \$ \_\_\_\_\_

### Professional Service Provider/Associate Member Questions

1. Please estimate the amount of business your company has done with associations based in Mississippi for your most recently completed fiscal year? \$ \_\_\_\_\_

2. Is your company actively engaged with Mississippi Society of Association Executives?

Yes  No

If yes, please estimate your firm's annual contribution to MSAE:

Dollars of direct support ..... \$ \_\_\_\_\_

or in-kind support and services ..... \$ \_\_\_\_\_

**Thank you for participating in the MSAE Economic Impact Survey**

## Invitation and Reminders:

Variable copy fields are generally denoted by an [F\_] Invitation shows the detailed contents of each field:

### Personalization Fields:

[F2] informal salutation

[F3] full name with appropriate suffix/credentials

[F4] job title

[F5] association/company

### Customization Fields (to help us use the same invitation for all your names regardless of their member type)

[F6] values are association, AMC, CVB, or service provider depending on status

[F7] conveys length of survey to respondent: 10, 10, 2, or 2 depending on status

[F8] blank for most records but for AMCs inserts paragraph: "If you are an AMC you can answer this survey once for all clients combined or your largest client. If the latter, you can use a version of the survey at [www.keysurvey/\\_\\_\\_\\_\\_](http://www.keysurvey/_____) to complete the survey for other specific association clients."

This allows us to capture data for multiple associations managed by the AMCs if they want to provide data for more than one. \_\_\_\_\_ will be filled in once I have created your society's custom version of the survey.

## Project Invitation

November 20, 2013

[logo]

Subject Line: Invitation: Help GSAE Assess the Economic Impact of Associations in Georgia

From: Wendy Kavanagh <wendy@GSAE.org>

Mailto Address: Kevin Whorton WM&R <industrysurveys@kwhorton.com>

[F3-name]

[F4-title]

[F5-association/company]

Dear [F2-salutation],

GSAE is conducting a brief, confidential survey designed to help us measure the impact of the association sector on the Georgia economy. It's critical to measure this periodically, to help us with our outreach and advocacy and to help convey to governments, companies, and other potential members the size and scope of the association community in our state.

This survey is designed for a mix of members including associations, AMCs, CVBs and other service providers/associate members. We have attached a pdf version of the survey to provide you with a quick guide before you actually complete your online survey.

As an [F6-association/AMC/CVB/service provider] you have [F7-10/10/2/2] questions to answer. Where appropriate, we have tried to make answering as easy as possible, by writing the questions to match you or your client's Form 990, or how you typically track business in your region.

To begin the survey, please click [S].

To ensure that we have timely data for estimating our economic impact by the beginning of 2014, please respond no later than **Friday, December 6**. Thank you in advance for your time. [F8-blank or "If you are an AMC you can answer this survey once for all clients combined or your largest client. If the latter, you can use a version of the survey at [www.keysurvey/additional](http://www.keysurvey/additional) codes software-generated to complete the survey for other specific association clients.]

Sincerely,

Wendy W. Kavanagh, CAE  
President

P.S. Please note that if you need more information to complete your survey, you can leave it and return later to complete it—the software allows you to pick up where you left off. If you have any questions regarding this survey, please contact Kevin Whorton at [info@kwhorton.com](mailto:info@kwhorton.com).

If you cannot participate, please let us know by clicking [REMOVE].

If you have difficulties using the hidden survey link above, please cut and paste the following link into your web browser:  
[URL]

Georgia Society of Association Executives \* 233 Peachtree St. NE, Suite 751 \* Atlanta, GA 30303 Phone: (404) 577-7850 \*[wendy@gsae.org](mailto:wendy@gsae.org)



**Reminder #1**

December 2, 2013

Subject Line: Reminder: GSAE Survey of Association Sector Impact on Georgia's Economy

From: Wendy Kavanagh <wendy@GSAE.org>

Mailto Address: GSAE <wendy@GSAE.org>

Dear [F2],

Just before Thanksgiving, we invited you to participate in brief survey measuring the impact of the association sector on the Georgia economy.

This confidential, [F7]-question survey will help us communicate the size and value of the association community state-wide, which should benefit us all in our public relations and outreach. If you can respond by our extended deadline of **Wednesday, December 11**, we will be able to share our aggregate findings with you in January.

[F8]

The survey is designed for our entire community including [F6]s. To begin your survey now, please click [S]

Thank you in advance for your assistance with this research!

Sincerely,

Wendy W. Kavanagh, CAE  
President

P.S. Contact Kevin Whorton at [info@kwhorton.com](mailto:info@kwhorton.com) if you have any questions regarding the survey. If you cannot participate, please let us know by clicking [REMOVE].

Full survey address: [URL]

Georgia Society of Association Executives \* 233 Peachtree St. NE, Suite 751 \* Atlanta, GA 30303 Phone: (404) 577-7850 \*[wendy@gsae.org](mailto:wendy@gsae.org)

## Reminder #2

December 7, 2013

Subject Line: **Final Reminder: GSAE Economic Impact Survey**

From: Wendy Kavanagh <[wendy@GSAE.org](mailto:wendy@GSAE.org)>

Mailto Address: Kevin Whorton WM&R <[kevin@kwhorton.com](mailto:kevin@kwhorton.com)>

Dear [F2],

We will be completing the data collection mid-next week for the GSAE Economic Impact Survey. We are writing because we have not heard from you yet, and we need your participation to ensure that our results are as accurate as possible. Thus far we have heard from many of your peers, and we hope you can answer by **Wednesday December 11**.

To begin your survey, please click the following link: [S]

Thank you in advance for helping us document the scope and impact of the association sector on Georgia's economy.

Sincerely,

Wendy W. Kavanagh, CAE  
President

P.S. If you have any questions regarding this survey, please contact Kevin Whorton at [info@kwhorton.com](mailto:info@kwhorton.com)

If you encounter any difficulty accessing the survey link, please cut and paste the following link into your web browser:  
[URL]

Georgia Society of Association Executives \* 233 Peachtree St. NE, Suite 751 \* Atlanta, GA 30303 Phone: (404) 577-7850 \*[wendy@gsae.org](mailto:wendy@gsae.org)