

AMC MODEL PERFORMANCE STUDY

FINAL REPORT

Prepared August 2020
for



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EXECUTIVE SUMMARY

Purpose of the Study:

To deliver research that determines the effectiveness of the AMC business model as:

- 1) a viable and flexible management solution for large associations (\$1M+ operating budget) and
- 2) a dynamic environment for the development of association professionals.

Research Method:

- An online survey of AMC Institute members was conducted by an independent third-party research company ([Valmont Research](#)) to gather information about AMC characteristics as well as data about the AMCs' three largest clients, including gross operating revenue and net operating income in the year prior, first year, and most recent year of AMC management.
- A total of 103 AMC Institute members (59% of 176 total members) responded to the survey, and 87 members (49% of members) answered a sufficient number of questions to be included in the final analysis. Margin of error is $\pm 7\%$.
- AMC client data was pooled, providing data on 226 client associations, and results were segmented by client association gross operating revenue in the most recent fiscal year, as shown in the table below.

Client Associations	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Number	226	98	37	56	35
Percent of total	100%	43.4%	16.4%	24.8%	15.5%

Key Takeaways:

- The **AMC business model offers stability**—associations have been clients of AMCs, on average, for nearly 13 years, and 21% of associations have been clients for 20 years or longer.
 - Large associations are more likely to stay with an AMC for the long haul. The average tenure of associations with \$3M+ in gross operating revenue was 22.3 years, about twice as long for associations with revenue of less than \$3M.
- The **AMC business model offers growth in revenue and income**—under AMC management, client associations saw average annualized growth of 7.8% for gross operating revenue and 11.6% for net operating income.
 - Growth rates in revenue and income are comparable regardless of client association size (as measured by revenue) or whether the client association was previously managed by an AMC or another business model (e.g. stand-alone, volunteer-managed, etc.).
 - AMCs have an immediate positive impact on new clients. In the first year under an AMC management, on average, associations realized an increase in gross revenue of 9.6% and an increase in net operating income of 13.7%.

Key Takeaways: *(continued)*

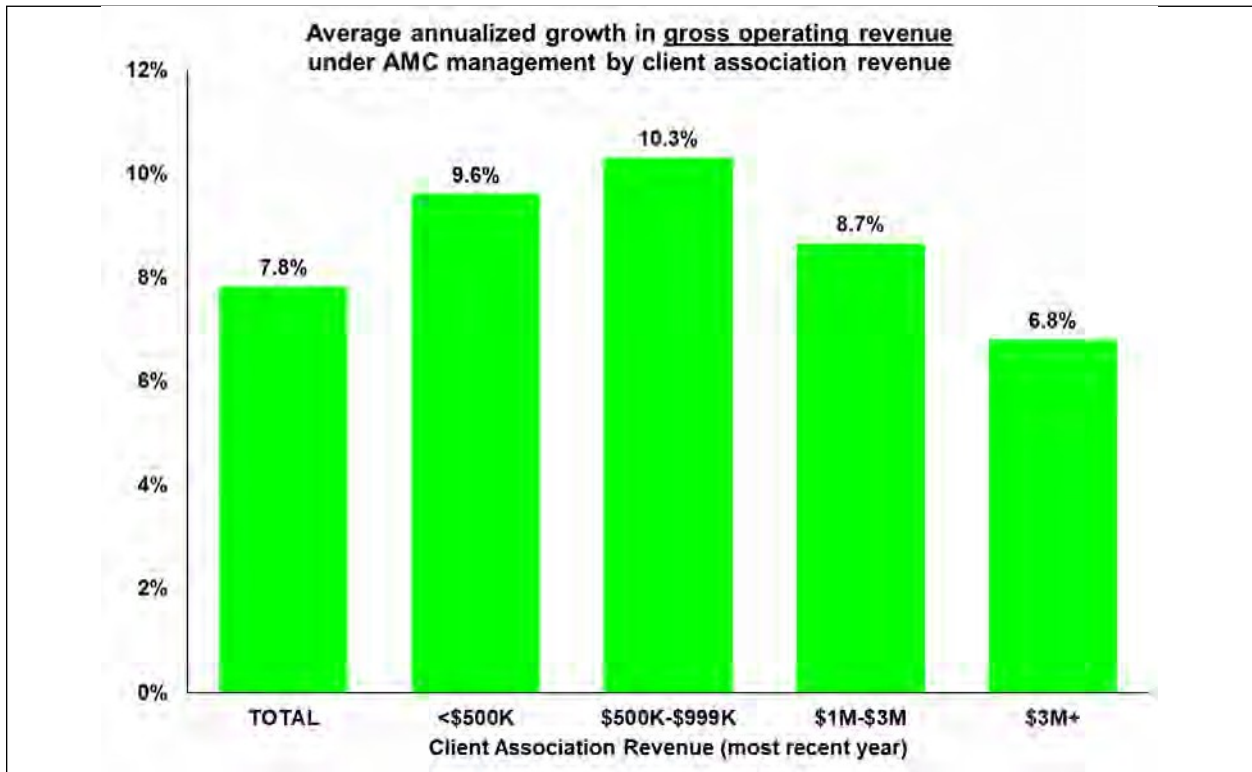
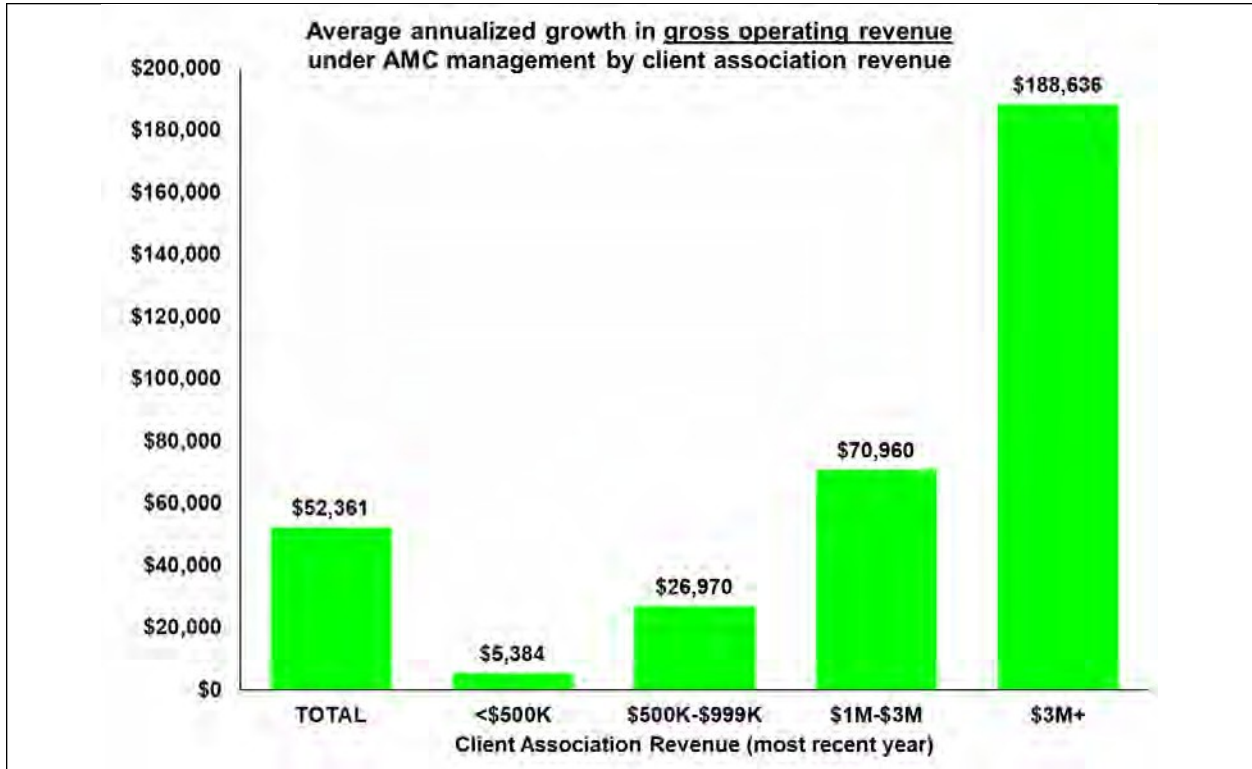
- AMCs drive long-term growth. On average, client associations have grown total gross revenue by 90% during their time under the AMC model.
- The **AMC business model offers professional development for staff and stable leadership for client associations**—Executive Directors/Chief Staff Executives have been employed by AMCs an average of nearly 10 years and they have led their associations an average of nearly 8 years.

Key Findings:

- **Years as client of AMC:** Associations have been clients an average of 12.7 years (median is 10 years).
- **Prior management model:** 48% of client associations were previously managed by another AMC, 28% were stand-alone associations with directly employed staff, and 24% were other (volunteer-managed, start-up, etc.).
- **Tax status:** 61% of client associations are 501(c)(6), 34% are 501(c)(3), 4% are other/not applicable (non-U.S.), and <1% are 501(c)(4).
- **Average annualized growth in gross operating revenue under AMC management:** For all client associations combined, average annualized growth in gross revenue was \$52,361 (7.8%) under AMC management. As expected, average annualized growth in gross revenue increases as client association revenue increases, but the average annualized growth rate (%) varies, from 6.8% for associations with \$3M+ in revenue to 10.3% for associations with \$500K-\$999K in revenue. (See charts on next page.)

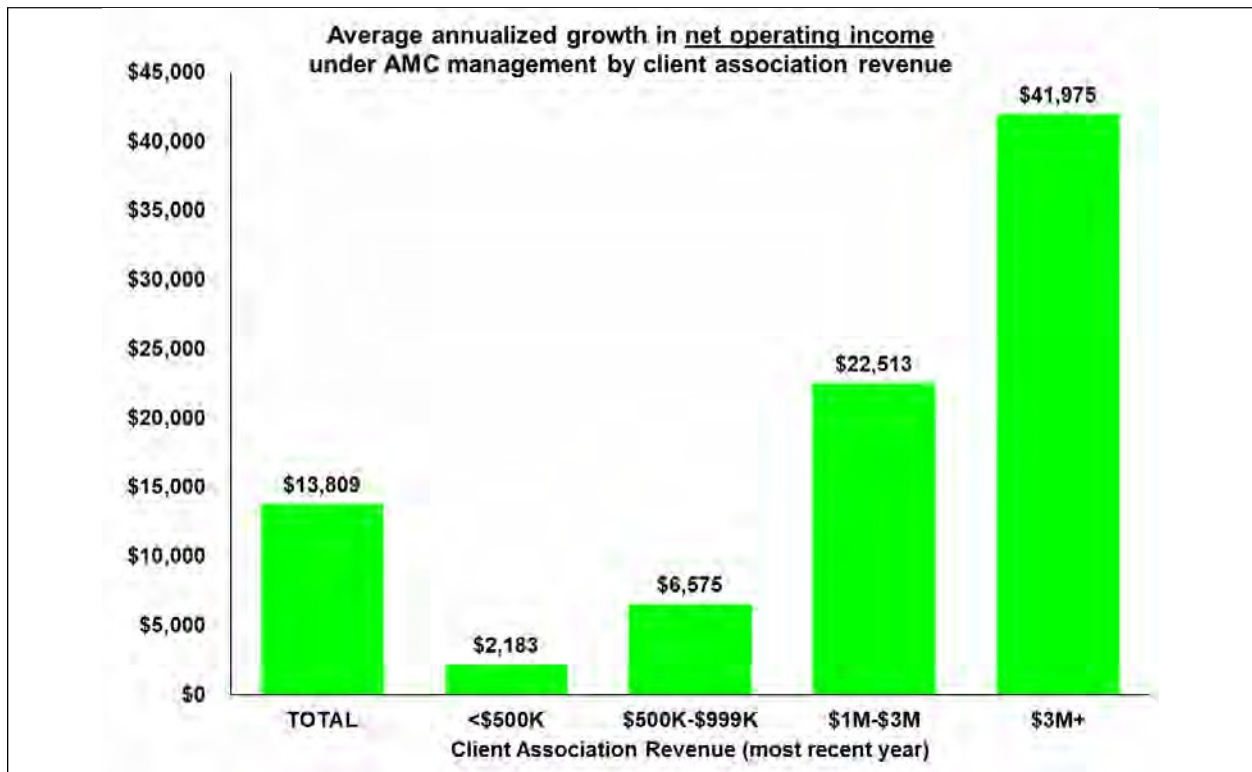
Gross Revenue	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Growth (\$)	\$52,361	\$5,384	\$26,970	\$70,960	\$188,636
Growth (%)	7.8%	9.6%	10.3%	8.7%	6.8%

- Average annualized growth in gross operating revenue under AMC management: *(continued)*

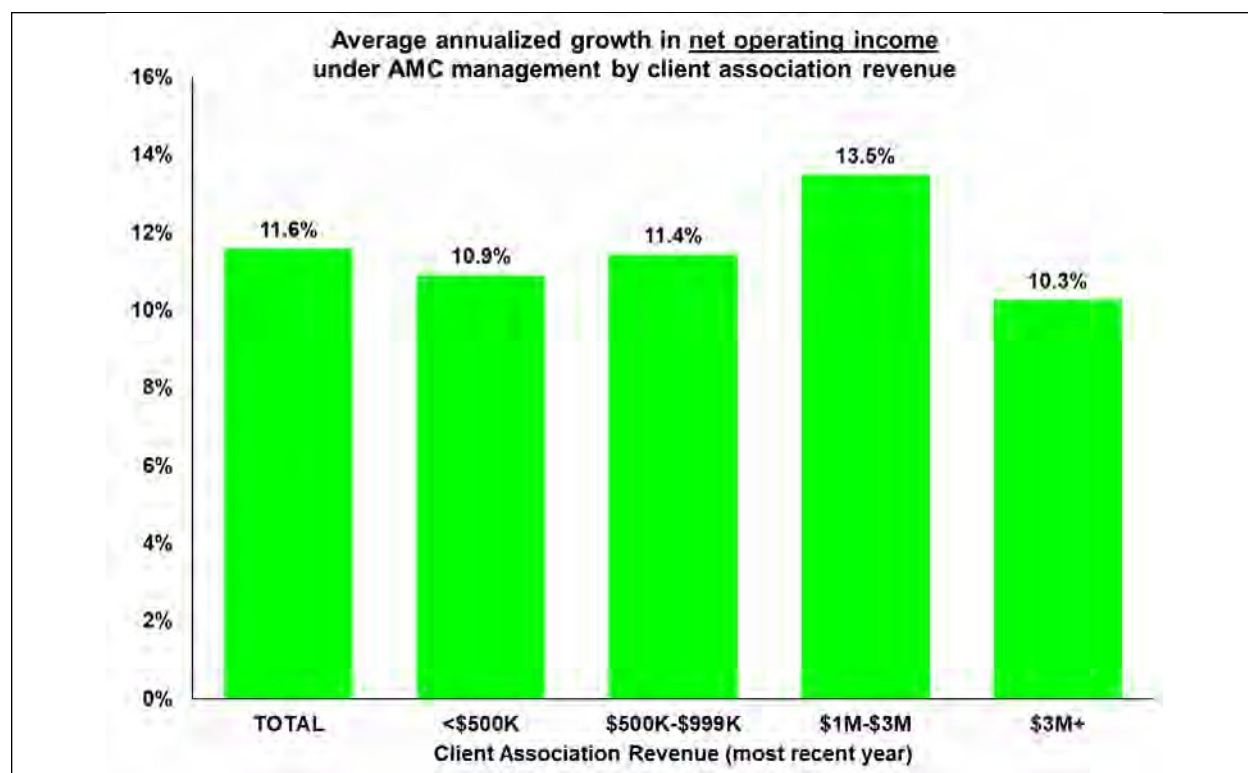


- Average annualized growth in net operating income under AMC management:** For all client associations combined, average annualized growth in net income was \$13,809 (11.6%) under AMC management. As expected, average annualized growth in net income increases as client association revenue increases, but the average annualized growth rate (%) varies, from 10.3% for associations with \$3M+ in revenue to 13.5% for associations with \$1M-\$3M in revenue.

Net Income	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Growth (\$)	\$13,809	\$2,183	\$6,575	\$22,513	\$41,975
Growth (%)	11.6%	10.9%	11.4%	13.5%	10.3%



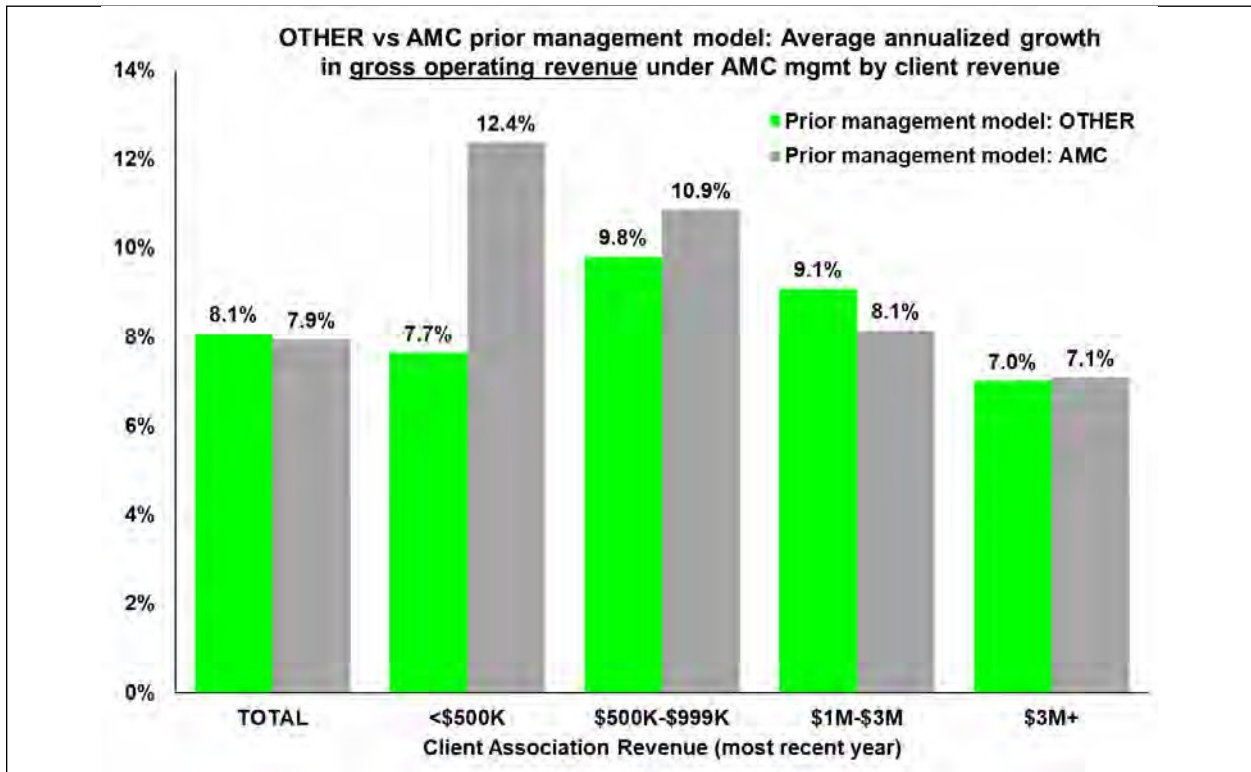
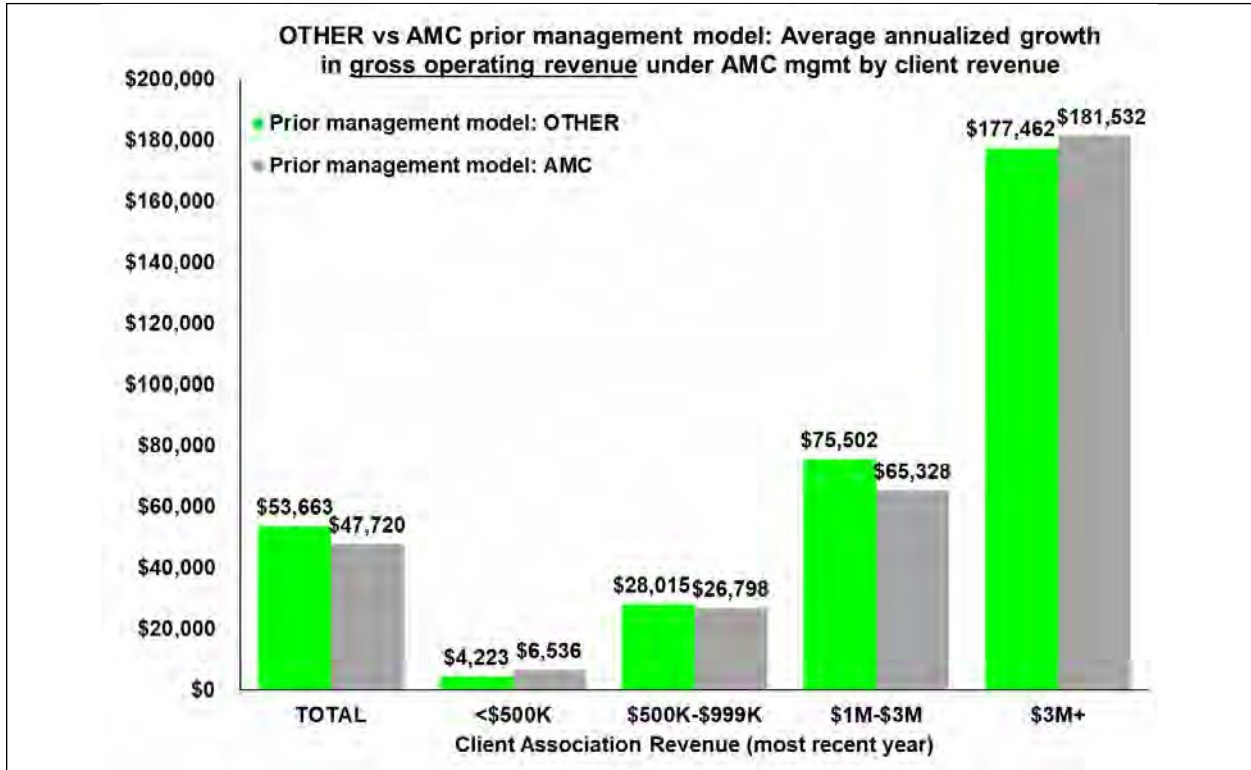
- Average annualized growth in net operating income under AMC management: (continued)



- Average annualized growth in gross operating revenue under AMC management by client revenue + prior management model: As mentioned above, 48% of client associations were previously managed by another AMC while 52% were managed under a different model (stand-alone, volunteer-managed, etc.). To evaluate differences between these two groups, client associations were segmented by revenue + prior management model (OTHER vs. AMC). Overall, as shown in the table and charts below, associations that transitioned from an OTHER management model to an AMC management model showed higher average annualized growth in gross operating revenue (\$53,633 vs. \$47,720), but the average annualized rate (%) of growth was roughly the same (8.1% vs. 7.9%). Average annualized growth in gross revenue increases as client association revenue increases, but the average annualized growth rate (%) varies. (See charts on next page.)

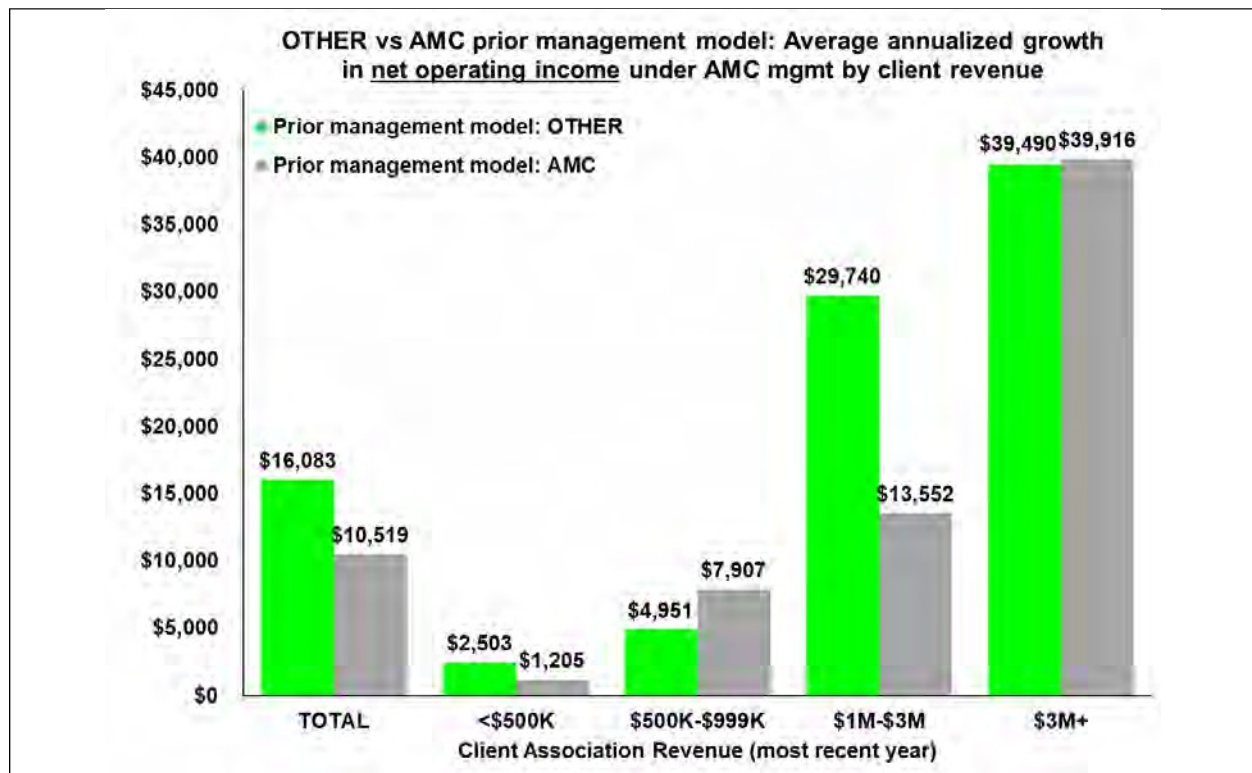
Gross Revenue	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
<u>Prior management model: OTHER</u>					
Growth (\$)	\$53,663	\$4,223	\$28,015	\$75,502	\$177,462
Growth (%)	8.1%	7.7%	9.8%	9.1%	7.0%
<u>Prior management model: AMC</u>					
Growth (\$)	\$47,720	\$6,536	\$26,798	\$65,328	\$181,532
Growth (%)	7.9%	12.4%	10.9%	8.1%	7.1%

- Average annualized growth in gross operating revenue under AMC management by client revenue + prior management model: *(continued)*

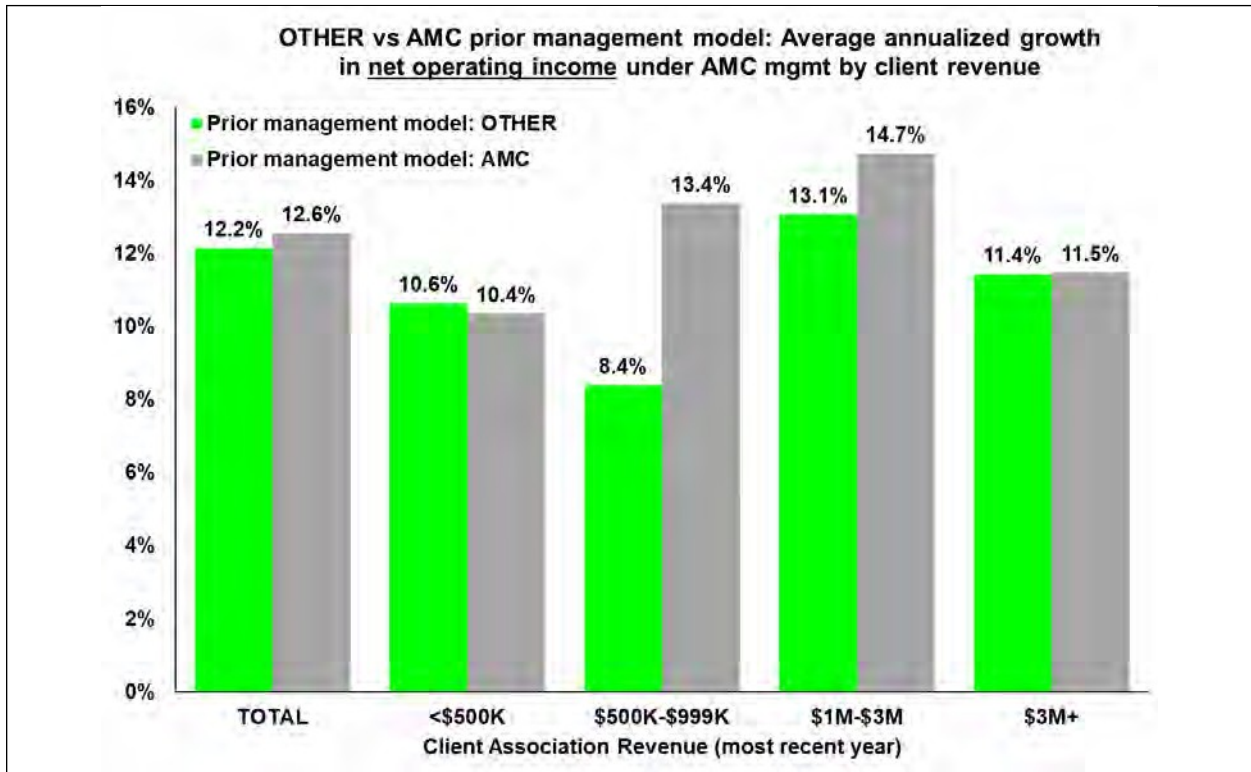


- Average annualized growth in net operating income under AMC management by client revenue + prior management model:** Overall, as shown in the table and charts below, associations that transitioned from an OTHER management model to an AMC management model showed higher average annualized growth in net operating income (\$16,083 vs. \$10,519), but the average annualized rate (%) of growth was roughly the same (12.2% vs. 12.6%). Average annualized growth in net income increases as client association revenue increases, but the average annualized growth rate (%) varies.

Net Income	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Prior management model: OTHER					
Growth (\$)	\$16,083	\$2,503	\$4,951	\$29,740	\$39,490
Growth (%)	12.2%	10.6%	8.4%	13.1%	11.4%
Prior management model: AMC					
Growth (\$)	\$10,519	\$1,205	\$7,907	\$13,552	\$39,916
Growth (%)	12.6%	10.4%	13.4%	14.7%	11.5%



- Average annualized growth in net operating income under AMC management by client revenue + prior management model: *(continued)*



- **Executive Director or Chief Staff Executive—years held position vs. years employed by AMC:** Executive Directors or Chief Staff Executives employed by an AMC have held their leadership positions at client associations an average of 7.9 years, and average tenure is fairly consistent across association revenue categories. These same leaders have been employed by the AMC an average of 9.8 years. Therefore, on average, Executive Directors or Chief Staff Executives are employed by an AMC for 2 years before assuming their positions as association leaders. These results indicate a clear path for professional development of AMC staff as well as stable leadership for client associations.

Exec Dir / Chief Staff Exec	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Held position (mean # years)	7.9	7.9	8.5	7.4	8.1
Employed by AMC (mean # years)	9.8	9.1	11.2	10.0	10.3
Difference	1.9	1.2	2.7	2.6	2.2

DETAILED FINDINGS

Client Association Characteristics: Segmentation by Client Association Revenue

A total of 87 AMCs provided information in the survey about their Largest, 2nd largest, and 3rd largest clients. Using the client association as the unit of analysis should yield data on 261 associations (87 x 3 = 261), but incomplete responses to some questions resulted in data on 234 client associations.

The segmentation by client association revenue is based on gross operating revenue for the most recent year. Some AMCs selected “Prefer not to answer” for this question, eliminating another eight associations, for a final set of 226 client associations that can be segmented by revenue, as shown in the following table.

Client Associations	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Number	226	98	37	56	35
Percent of total	100%	43.4%	16.4%	24.8%	15.5%

Detailed Findings:

- **Years as client of AMC:** Associations have been clients an average of 12.7 years (median is 10 years), and 20.5% of associations have been clients for 20 years or longer. The average tenure as clients increases with association revenue, ranging from 9.5 years for associations with <\$500K in revenue to 22.3 years for associations with \$3M+ in revenue.

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	224	96	37	56	35
Invalid responses	2	2	0	0	0
Less than 1 year	1.3%	3.1%	0.0%	0.0%	0.0%
1-4 years	28.6%	35.4%	29.7%	26.8%	11.4%
5-9 years	18.8%	20.8%	13.5%	19.6%	17.1%
10-19 years	30.8%	29.2%	35.1%	30.4%	31.4%
20-29 years	13.8%	9.4%	16.2%	17.9%	17.1%
30-39 years	3.1%	1.0%	2.7%	3.6%	8.6%
40+ years	3.6%	1.0%	2.7%	1.8%	14.3%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	12.7	9.5	12.1	12.4	22.3
median	10.0	7.5	13.0	11.0	14.0

- Prior management model:** 48.2% of client associations were previously managed by another AMC, 28.4% were stand-alone associations with directly employed staff, 11.7% were volunteer-managed associations, and 10.8% were other (write-in responses include formed with AMC's assistance/start-up and managed by another non-AMC entity, such as a consulting company, independent consultant, trade association, medical school, or law firm).

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	222	96	36	56	34
Invalid responses	4	2	1	0	1
Managed by other AMC	48.2%	46.9%	61.1%	44.6%	44.1%
Stand-alone association with directly employed staff	28.4%	29.2%	16.7%	30.4%	35.3%
Volunteer-managed association	11.7%	13.5%	13.9%	7.1%	11.8%
Don't know	0.9%	0.0%	0.0%	0.0%	5.9%
Other (please specify)	10.8%	10.4%	8.3%	17.9%	2.9%
	100.0%	100.0%	100.0%	100.0%	100.0%

- Final year under prior management model:** More than half (52.7%) of client associations were under the prior management model within the past decade (2010-2020), 30.8% were under the prior management model in 2000-2009, 11.6% were under the prior management model in 1990-1999, and 4.9% were under the prior management model in 1989 or earlier. The likelihood of transitioning to the current AMC management within the past 10 years (2010-2020) is much higher for associations in the lowest revenue category (65.6% for <\$500K in revenue) than those in the highest revenue category (28.6% for \$3M+ in revenue).

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	224	96	37	56	35
Invalid responses	2	2	0	0	0
1900-1959	0.9%	0.0%	0.0%	0.0%	5.7%
1960-1969	0.9%	1.0%	0.0%	0.0%	2.9%
1970-1979	1.8%	0.0%	2.7%	1.8%	5.7%
1980-1989	1.3%	0.0%	2.7%	3.6%	0.0%
1990-1999	11.6%	9.4%	8.1%	10.7%	22.9%
2000-2009	30.8%	24.0%	37.8%	35.7%	34.3%
2010-2020	52.7%	65.6%	48.6%	48.2%	28.6%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Tax status:** Most client associations (60.8%) are 501(c)(6), 34.4% are 501(c)(3), 4.3% are other/not applicable (non-U.S.), and 0.5% are 501(c)(4). Tax status is fairly consistent across client association revenue categories.

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	209	85	35	54	35
Invalid responses	17	13	2	2	0
501(c)(3)	34.4%	30.6%	37.1%	35.2%	40.0%
501(c)(4)	0.5%	1.2%	0.0%	0.0%	0.0%
501(c)(6)	60.8%	64.7%	57.1%	61.1%	54.3%
Other/not applicable (non-U.S.)	4.3%	3.5%	5.7%	3.7%	5.7%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Gross operating revenue in the YEAR PRIOR to AMC management:** In the final year under the prior management model, gross operating revenue averaged \$740,848 but the median was only \$175,000 (half of the associations had lower revenue and half had higher revenue). One-third (33.3%) of associations had less than \$100,000 in gross revenue, 32.4% had \$100,000 to \$499,999 in gross revenue, and 32.9% had \$500,000 or more in gross revenue. As expected, there are large differences between the revenue categories.

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	225	97	37	56	35
Invalid responses	1	1	0	0	0
Less than \$100,000	33.3%	60.8%	13.5%	16.1%	5.7%
\$100,000 to \$249,999	16.9%	26.8%	10.8%	14.3%	0.0%
\$250,000 to \$499,999	15.6%	11.3%	35.1%	16.1%	5.7%
\$500,000 to \$749,999	7.6%	0.0%	21.6%	8.9%	11.4%
\$750,000 to \$999,999	7.1%	0.0%	18.9%	16.1%	0.0%
\$1,000,000 to \$1,999,999	8.0%	1.0%	0.0%	25.0%	8.6%
\$2,000,000 to \$2,999,999	3.6%	0.0%	0.0%	3.6%	17.1%
\$3,000,000 to \$3,999,999	4.4%	0.0%	0.0%	0.0%	28.6%
\$4,000,000 to \$4,999,999	1.3%	0.0%	0.0%	0.0%	8.6%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	5.7%
Prefer not to answer	1.3%	0.0%	0.0%	0.0%	8.6%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$740,878	\$167,010	\$464,865	\$724,554	\$2,828,125
median	\$175,000	\$100,000	\$375,000	\$625,000	\$2,625,000

- Gross operating revenue in the FIRST YEAR of AMC management:** In the first year of management under the current AMC, gross operating revenue averaged \$811,712 but the median was only \$375,000. Just over one-quarter (27.4%) of associations had less than \$100,000 in gross revenue, 34.1% had \$100,000 to \$499,999 in gross revenue, and 36.7% had \$500,000 or more in gross revenue, with large differences between the revenue categories.

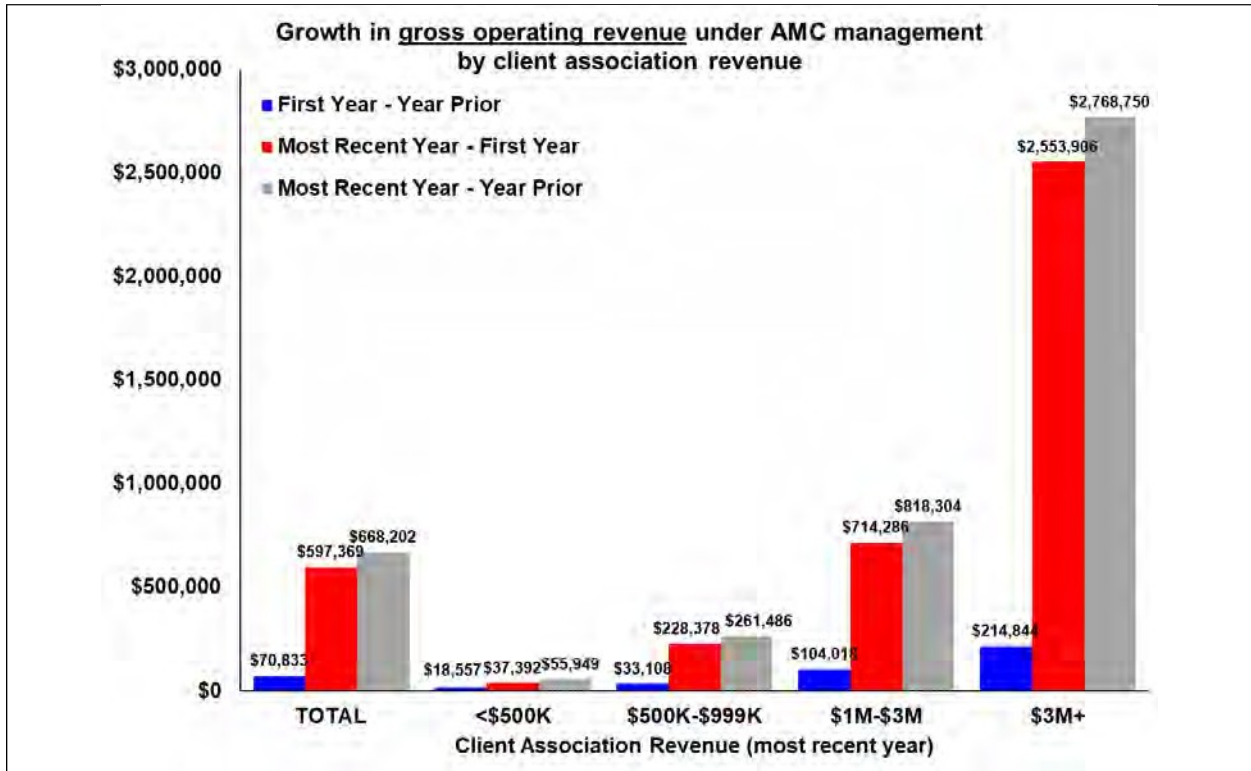
	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	226	98	37	56	35
Invalid responses	0	0	0	0	0
Less than \$100,000	27.4%	52.0%	10.8%	10.7%	2.9%
\$100,000 to \$249,999	18.1%	33.7%	8.1%	8.9%	0.0%
\$250,000 to \$499,999	15.9%	12.2%	32.4%	19.6%	2.9%
\$500,000 to \$749,999	9.7%	0.0%	29.7%	12.5%	11.4%
\$750,000 to \$999,999	6.6%	0.0%	18.9%	10.7%	5.7%
\$1,000,000 to \$1,999,999	8.4%	0.0%	0.0%	32.1%	2.9%
\$2,000,000 to \$2,999,999	4.4%	1.0%	0.0%	5.4%	17.1%
\$3,000,000 to \$3,999,999	4.9%	0.0%	0.0%	0.0%	31.4%
\$4,000,000 to \$4,999,999	1.8%	0.0%	0.0%	0.0%	11.4%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	5.7%
Prefer not to answer	1.8%	1.0%	0.0%	0.0%	8.6%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$811,712	\$185,567	\$497,973	\$828,571	\$3,042,969
median	\$375,000	\$100,000	\$375,000	\$625,000	\$3,175,000

- Gross operating revenue in the MOST RECENT YEAR of AMC management:** In the most recent year of management under the current AMC, gross operating revenue averaged \$1,409,081 but the median was only \$625,000. Just under one-fifth (18.6%) of associations had less than \$100,000 in gross revenue, 24.3% had \$100,000 to \$499,999 in gross revenue, and 55.8% had \$500,000 or more in gross revenue, with large differences between the revenue categories.

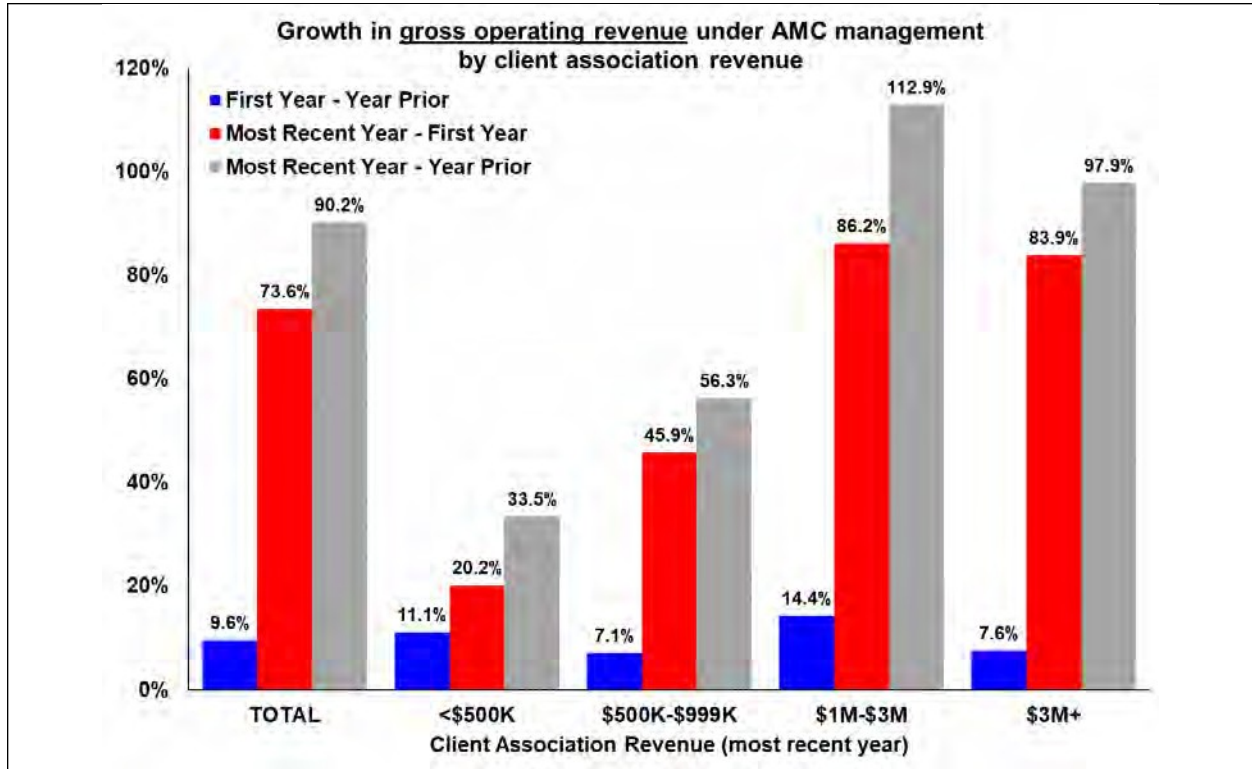
	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	226	98	37	56	35
Invalid responses	0	0	0	0	0
Less than \$100,000	18.6%	42.9%	0.0%	0.0%	0.0%
\$100,000 to \$249,999	12.4%	28.6%	0.0%	0.0%	0.0%
\$250,000 to \$499,999	11.9%	27.6%	0.0%	0.0%	0.0%
\$500,000 to \$749,999	9.7%	0.0%	59.5%	0.0%	0.0%
\$750,000 to \$999,999	6.6%	0.0%	40.5%	0.0%	0.0%
\$1,000,000 to \$1,999,999	19.0%	0.0%	0.0%	76.8%	0.0%
\$2,000,000 to \$2,999,999	6.2%	1.0%	0.0%	23.2%	0.0%
\$3,000,000 to \$3,999,999	4.9%	0.0%	0.0%	0.0%	31.4%
\$4,000,000 to \$4,999,999	3.1%	0.0%	0.0%	0.0%	20.0%
\$5,000,000 or more	6.2%	0.0%	0.0%	0.0%	40.0%
Prefer not to answer	1.3%	0.0%	0.0%	0.0%	8.6%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$1,409,081	\$222,959	\$726,351	\$1,542,857	\$5,596,875
median	\$625,000	\$175,000	\$625,000	\$1,375,000	\$4,875,000

- Growth in gross operating revenue under AMC management:** Transitioning from the prior management model to the current AMC management model yields increases in gross operating revenue regardless of the client association’s revenue size. During the first year under the current AMC management, gross revenue increased an average of \$70,833 (9.6%), with revenue growth increasing by revenue size. Much larger increases occurred between the most recent year of current AMC management and either the first year (an average of \$597,369, or 73.6%) or year prior (an average of \$668,202, or 90.2%).

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
(First year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$70,833	\$18,557	\$33,108	\$104,018	\$214,844
(%)	9.6%	11.1%	7.1%	14.4%	7.6%
(Most recent year under AMC management) - (First year under AMC management)					
Growth (\$)	\$597,369	\$37,392	\$228,378	\$714,286	\$2,553,906
(%)	73.6%	20.2%	45.9%	86.2%	83.9%
(Most recent year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$668,202	\$55,949	\$261,486	\$818,304	\$2,768,750
(%)	90.2%	33.5%	56.3%	112.9%	97.9%



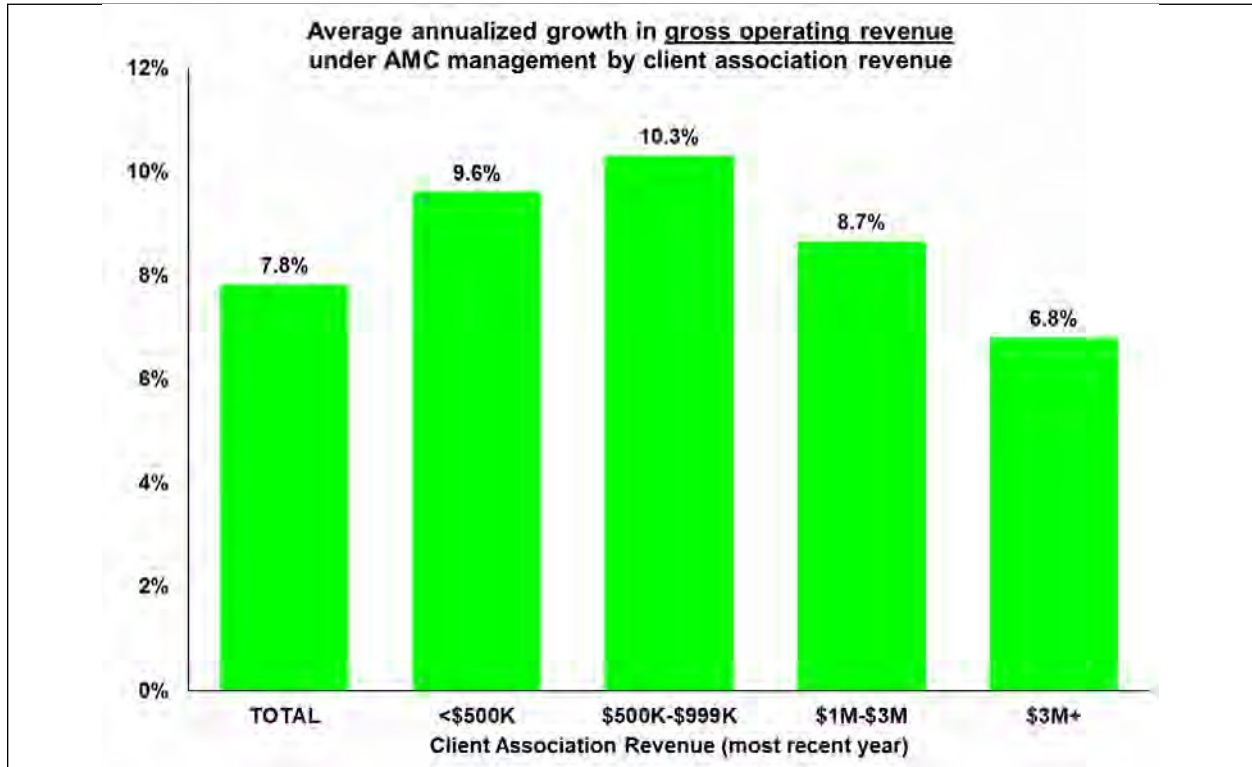
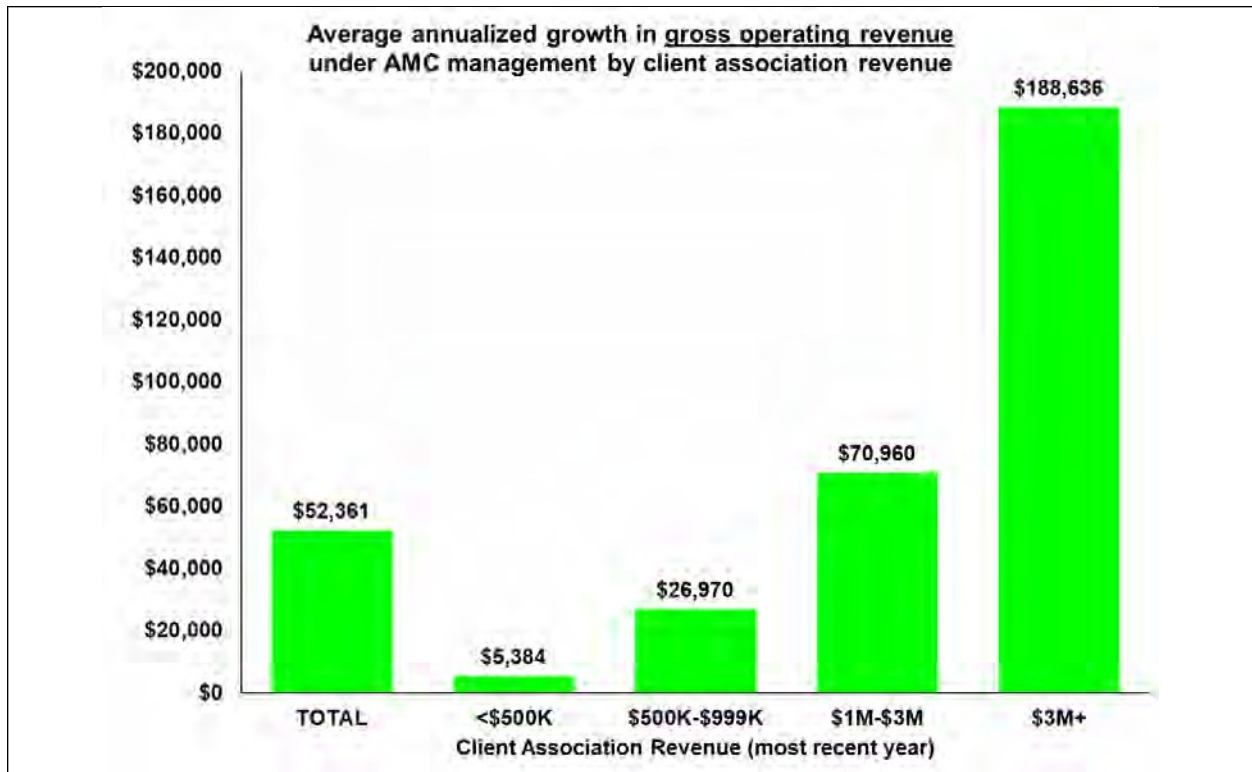
• **Growth in gross operating revenue under AMC management: (continued)**



- **Average annualized growth in gross operating revenue under AMC management:** For all client associations combined, average annualized growth in gross revenue was \$52,361 (7.8%) under AMC management. As expected, average annualized growth in gross revenue increases as client association revenue increases, but the average annualized growth rate (%) varies, from 6.8% for associations with \$3M+ in revenue to 10.3% for associations with \$500K-\$999K in revenue. (See charts on the next page.)

Gross Revenue	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Growth (\$)	\$52,361	\$5,384	\$26,970	\$70,960	\$188,636
Growth (%)	7.8%	9.6%	10.3%	8.7%	6.8%

- Average annualized growth in gross operating revenue under AMC management: (continued)



- Net operating income in the YEAR PRIOR to AMC management:** In the final year under the prior management model, net operating income averaged \$261,765 but the median was only \$100,000. Three-quarters (75.7%) of associations had less than \$100,000 in net income, 15.0% had \$100,000 to \$499,999 in net income, and 7.1% had \$500,000 or more in net income. There are large differences between the revenue categories.

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	226	98	37	56	35
Invalid responses	0	0	0	0	0
Less than \$100,000	75.7%	84.7%	81.1%	76.8%	42.9%
\$100,000 to \$249,999	8.8%	8.2%	5.4%	8.9%	14.3%
\$250,000 to \$499,999	6.2%	6.1%	2.7%	7.1%	8.6%
\$500,000 to \$749,999	2.7%	0.0%	8.1%	3.6%	2.9%
\$750,000 to \$999,999	0.4%	0.0%	0.0%	1.8%	0.0%
\$1,000,000 to \$1,999,999	1.8%	0.0%	2.7%	1.8%	5.7%
\$2,000,000 to \$2,999,999	0.9%	0.0%	0.0%	0.0%	5.7%
\$3,000,000 to \$3,999,999	0.9%	0.0%	0.0%	0.0%	5.7%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.4%	0.0%	0.0%	0.0%	2.9%
Prefer not to answer	2.2%	1.0%	0.0%	0.0%	11.4%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$261,765	\$123,196	\$188,514	\$178,125	\$933,871
median	\$100,000	\$100,000	\$100,000	\$100,000	\$175,000

- Net operating income in the FIRST YEAR of AMC management:** In the first year of management under the current AMC, net operating income averaged \$297,727 but the median was only \$100,000. Just over two-thirds (67.3%) of associations had less than \$100,000 in net income, 19.4% had \$100,000 to \$499,999 in net income, and 10.6% had \$500,000 or more in net income. There are large differences between the revenue categories.

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	226	98	37	56	35
Invalid responses	0	0	0	0	0
Less than \$100,000	67.3%	80.6%	75.7%	60.7%	31.4%
\$100,000 to \$249,999	15.0%	10.2%	8.1%	23.2%	22.9%
\$250,000 to \$499,999	4.4%	7.1%	2.7%	1.8%	2.9%
\$500,000 to \$749,999	3.1%	0.0%	5.4%	7.1%	2.9%
\$750,000 to \$999,999	2.2%	0.0%	5.4%	3.6%	2.9%
\$1,000,000 to \$1,999,999	2.7%	0.0%	2.7%	3.6%	8.6%
\$2,000,000 to \$2,999,999	1.3%	0.0%	0.0%	0.0%	8.6%
\$3,000,000 to \$3,999,999	0.9%	0.0%	0.0%	0.0%	5.7%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.4%	0.0%	0.0%	0.0%	2.9%
Prefer not to answer	2.7%	2.0%	0.0%	0.0%	11.4%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$297,727	\$127,865	\$218,243	\$225,893	\$1,048,387
median	\$100,000	\$100,000	\$100,000	\$100,000	\$175,000

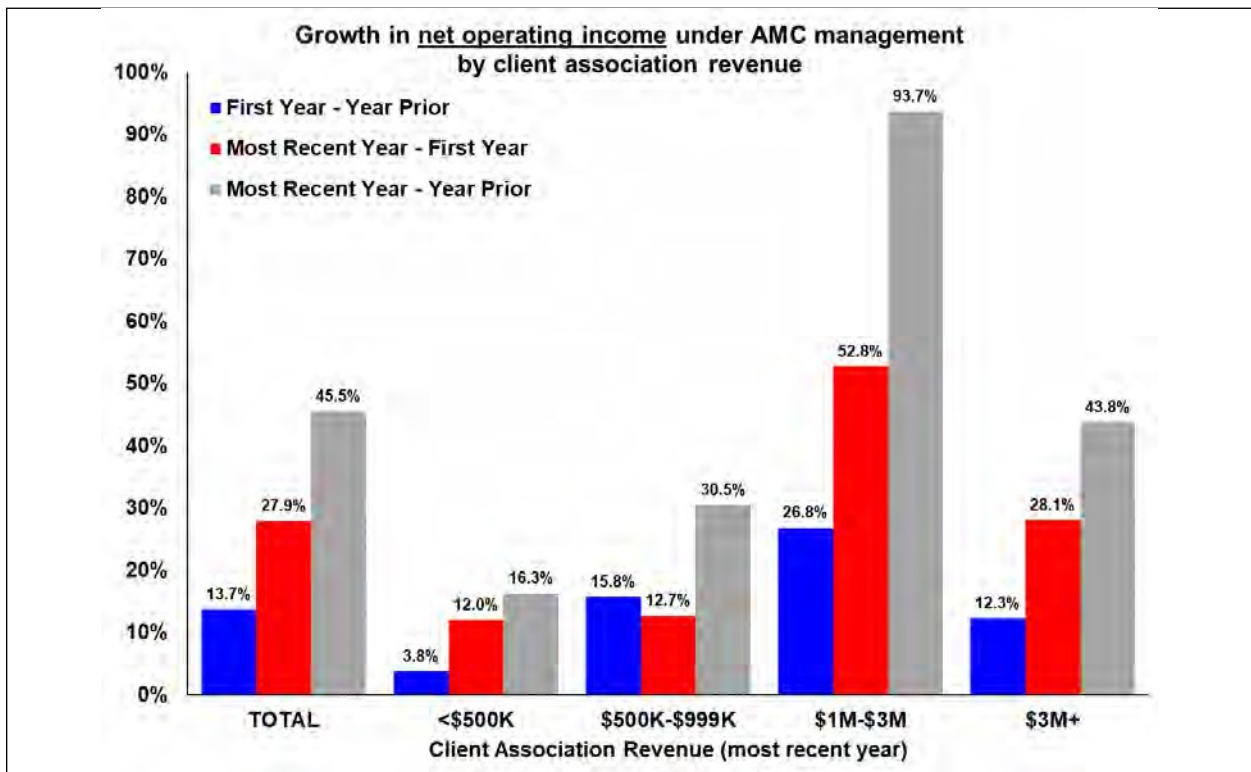
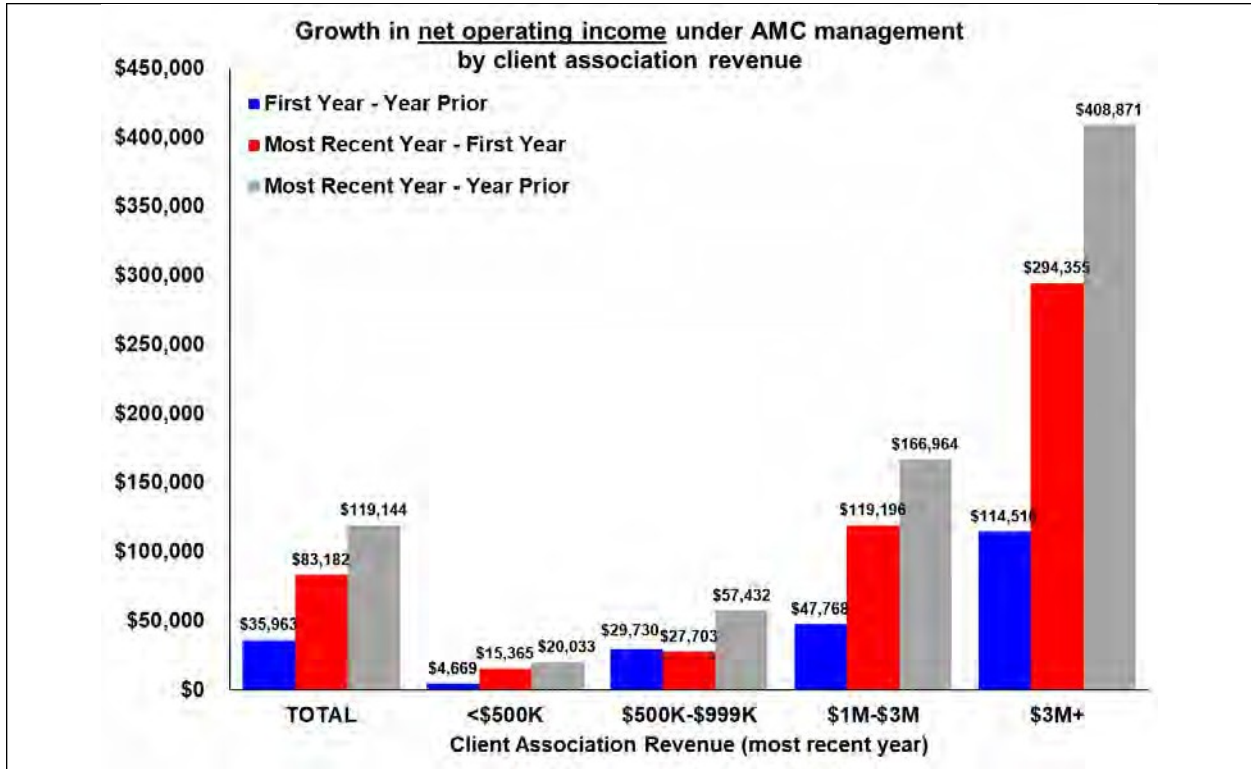
- **Net operating income in the MOST RECENT YEAR of AMC management:** In the most recent year of management under the current AMC, net operating income averaged \$380,909 but the median was only \$100,000. Half (50.4%) of associations had less than \$100,000 in net income, 32.3% had \$100,000 to \$499,999 in net income, and 14.6% had \$500,000 or more in net income. There are large differences between the revenue categories.

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	226	98	37	56	35
Invalid responses	0	0	0	0	0
Less than \$100,000	50.4%	71.4%	45.9%	33.9%	22.9%
\$100,000 to \$249,999	22.6%	15.3%	35.1%	37.5%	5.7%
\$250,000 to \$499,999	9.7%	11.2%	2.7%	10.7%	11.4%
\$500,000 to \$749,999	3.5%	0.0%	10.8%	0.0%	11.4%
\$750,000 to \$999,999	3.1%	0.0%	2.7%	5.4%	8.6%
\$1,000,000 to \$1,999,999	4.4%	0.0%	2.7%	12.5%	5.7%
\$2,000,000 to \$2,999,999	1.8%	0.0%	0.0%	0.0%	11.4%
\$3,000,000 to \$3,999,999	1.3%	0.0%	0.0%	0.0%	8.6%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.4%	0.0%	0.0%	0.0%	2.9%
Prefer not to answer	2.7%	2.0%	0.0%	0.0%	11.4%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$380,909	\$143,229	\$245,946	\$345,089	\$1,342,742
median	\$100,000	\$100,000	\$175,000	\$175,000	\$625,000

- **Growth in net operating income under AMC management:** Transitioning from the prior management model to the current AMC management model yields increases in net operating income regardless of the client association’s revenue size. During the first year under the current AMC management, net income increased an average of \$35,963 (13.7%), with net income growth increasing by revenue category. Much larger increases occurred between the most recent year of current AMC management and either the first year (an average of \$83,182, or 27.9%) or year prior (an average of \$119,114, or 45.5%). (See charts on the next page.)

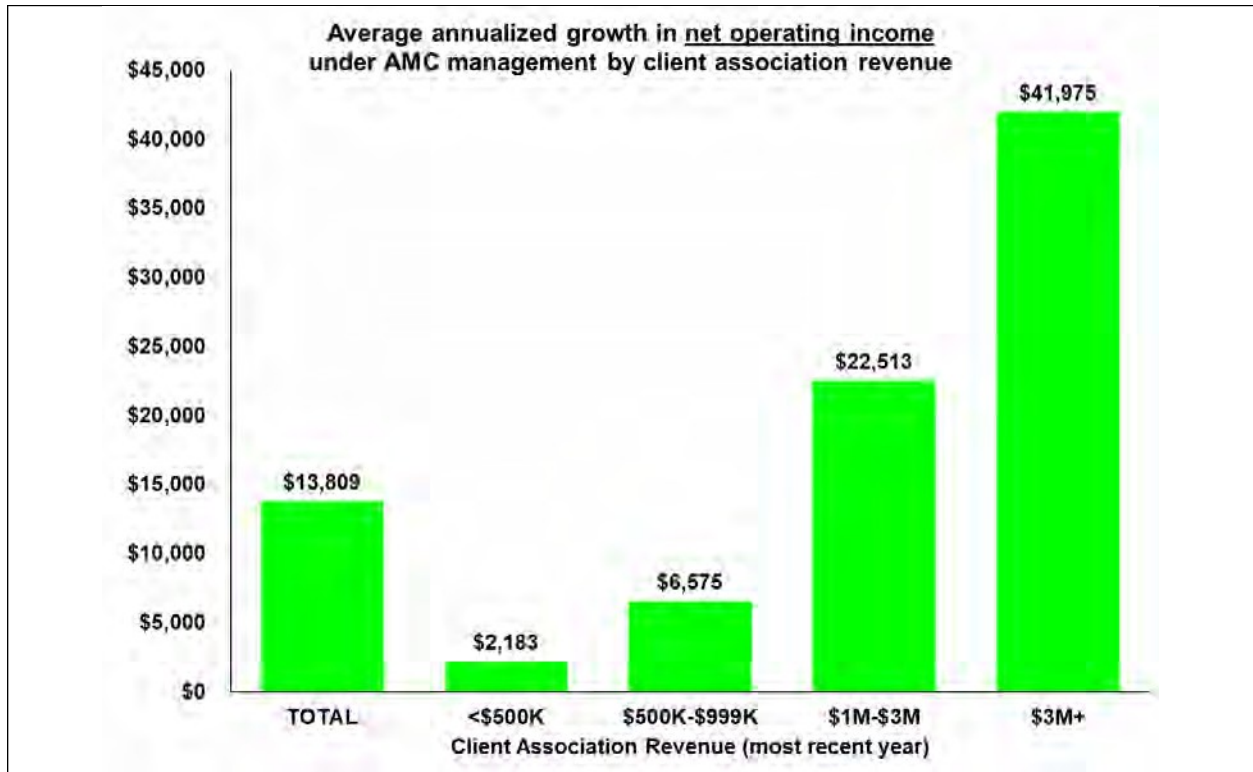
	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
(First year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$35,963	\$4,669	\$29,730	\$47,768	\$114,516
(%)	13.7%	3.8%	15.8%	26.8%	12.3%
(Most recent year under AMC management) - (First year under AMC management)					
Growth (\$)	\$83,182	\$15,365	\$27,703	\$119,196	\$294,355
(%)	27.9%	12.0%	12.7%	52.8%	28.1%
(Most recent year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$119,144	\$20,033	\$57,432	\$166,964	\$408,871
(%)	45.5%	16.3%	30.5%	93.7%	43.8%

• Growth in net operating income under AMC management: (continued)

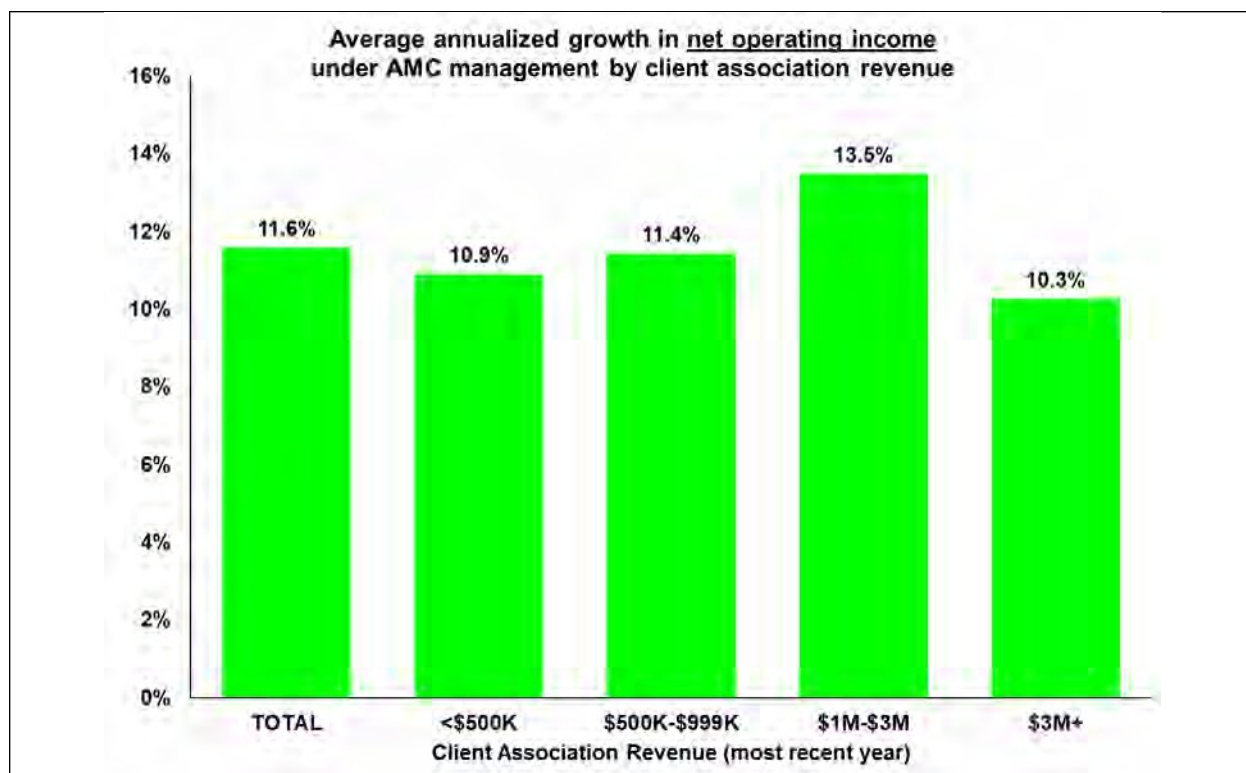


- Average annualized growth in net operating income under AMC management:** For all client associations combined, average annualized growth in net income was \$13,809 (11.6%) under AMC management. As expected, average annualized growth in net income increases as client association revenue increases, but the average annualized growth rate (%) varies, from 10.3% for associations with \$3M+ in revenue to 13.5% for associations with \$1M-\$3M in revenue.

Net Income	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Growth (\$)	\$13,809	\$2,183	\$6,575	\$22,513	\$41,975
Growth (%)	11.6%	10.9%	11.4%	13.5%	10.3%



- Average annualized growth in net operating income under AMC management: (*continued*)



- **Years Executive Director or Chief Staff Executive (employed by AMC) has held their position:**
On average, Executive Directors/Chief Staff Executives have held their position for 7.9 years, with 39.7% holding their position for 4 years or less, 24.1% holding their position for 5-9 years, and 36.2% holding their position for 10 years or longer. There are few differences in Executive Directors/Chief Staff Executive tenure by revenue category, and the median tenure is 7 years regardless of revenue.

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	224	98	37	56	33
Invalid responses	2	0	0	0	2
Less than 1 year	8.5%	11.2%	2.7%	12.5%	0.0%
1-2 years	17.4%	16.3%	21.6%	14.3%	21.2%
3-4 years	13.8%	12.2%	10.8%	16.1%	18.2%
5-9 years	24.1%	23.5%	24.3%	25.0%	24.2%
10+ years	36.2%	36.7%	40.5%	32.1%	36.4%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	7.9	7.9	8.5	7.4	8.1
median	7.0	7.0	7.0	7.0	7.0

- Years Executive Director or Chief Staff Executive has been employed by AMC:** On average, Executive Directors/Chief Staff Executives have been employed by the AMC for 9.8 years, with 28.2% employed for 4 years or less, 19.1% employed for 5-9 years, and 52.7% employed for 10 years or longer. There is not a consistent trend in employment by revenue category, except that those who lead client associations with revenue <\$500K have the shortest tenure (mean in 9.1 years).

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	220	98	36	53	33
Invalid responses	6	0	1	3	2
Less than 1 year	5.5%	7.1%	2.8%	7.5%	0.0%
1-2 years	11.4%	11.2%	5.6%	9.4%	21.2%
3-4 years	11.4%	14.3%	5.6%	9.4%	12.1%
5-9 years	19.1%	21.4%	25.0%	18.9%	6.1%
10+ years	52.7%	45.9%	61.1%	54.7%	60.6%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	9.8	9.1	11.2	10.0	10.3
median	15.0	7.0	15.0	15.0	15.0

- Executive Director or Chief Staff Executive—years held position vs. years employed by AMC:** As shown above, Executive Directors/Chief Staff Executives have held their positions an average of 7.9 years and they have been employed by the AMC an average of 9.8 years. Therefore, on average, Executive Directors or Chief Staff Executives are employed by an AMC for 2 years before assuming their positions as association leaders. These results indicate a clear path for professional development of AMC staff as well as stable leadership for client associations.

Exec Dir / Chief Staff Exec	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Held position (mean # years)	7.9	7.9	8.5	7.4	8.1
Employed by AMC (mean # years)	9.8	9.1	11.2	10.0	10.3
Difference	1.9	1.2	2.7	2.6	2.2

- **Years EXTERNAL Executive Director or Chief Staff Executive (not employed by AMC) has held their position:** Nine out of 10 (89.3%) of client associations do not have an external Executive Director or Chief Staff Executive. Among the 10.7% of client associations that do have an external Executive Director/Chief Staff Executive, the average tenure is only 3.4 years—well below the 7.9-year average tenure of AMC-employed association leaders.

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	224	98	37	54	35
Invalid responses	2	0	0	2	0
Less than 1 year	3.6%	1.0%	10.8%	5.6%	0.0%
1-2 years	2.2%	4.1%	2.7%	0.0%	0.0%
3-4 years	1.8%	0.0%	2.7%	1.9%	5.7%
5-9 years	2.7%	2.0%	2.7%	1.9%	5.7%
10+ years	0.4%	1.0%	0.0%	0.0%	0.0%
Our client does NOT have an EXTERNAL Executive Director or Chief Staff Executive (NOT employed by our company)	89.3%	91.8%	81.1%	90.7%	88.6%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	3.4	4.4	2.0	2.4	5.3
median	1.5	1.5	0.5	0.5	5.3

- **Retirement of EXTERNAL Executive Director or Chief Staff Executive (not employed by AMC) under AMC management:** Only 5.9% of client associations had an external Executive Director or Chief Staff Executive retire.

	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	222	95	37	55	35
Invalid responses	4	3	0	1	0
Yes	5.9%	7.4%	5.4%	5.5%	2.9%
No	94.1%	92.6%	94.6%	94.5%	97.1%
	100.0%	100.0%	100.0%	100.0%	100.0%

Client Association Characteristics: Segmentation by Client Association Revenue + Prior Management Model

The segmentation by client association revenue is described in detail on page 11. In addition to segmentation by revenue, a second segmentation further classified client associations by prior management model: AMC or Other. Some AMCs did not answer this question, eliminating four associations, for a final set of 222 client associations that can be segmented by revenue + prior management model, as shown in the following table.

Client Associations	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
<u>Prior management model: OTHER</u>					
Number	115	51	14	31	19
Percent of total	100%	44.3%	12.2%	27.0%	16.5%
<u>Prior management model: AMC</u>					
Number	107	45	22	25	15
Percent of total	100%	42.1%	20.6%	23.4%	14.0%

NOTE: This two-way segmentation creates revenue-management model groups that are very small—for example, “OTHER, \$500K-\$999K” has only 14 associations (margin of error is $\pm 26\%$) and “AMC, \$3M+” has only 15 associations (margin of error is $\pm 25\%$). Results in the “Total” column are the most reliable (margin of error is $\pm 8\%$); all other results should be interpreted with caution.

Detailed Findings:

- **Years as client of AMC:** Associations whose prior management model was OTHER have been clients of the current AMC an average of 13.7 years (median is 10 years), and associations whose prior management model was another AMC have been clients of the current AMC an average of 11.4 years (median is 10 years).

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	113	49	14	31	19
Invalid responses	2	2	0	0	0
Less than 1 year	0.9%	2.0%	0.0%	0.0%	0.0%
1-4 years	28.3%	38.8%	21.4%	19.4%	21.1%
5-9 years	20.4%	18.4%	7.1%	32.3%	15.8%
10-19 years	27.4%	26.5%	35.7%	29.0%	21.1%
20-29 years	12.4%	10.2%	28.6%	9.7%	10.5%
30-39 years	5.3%	2.0%	0.0%	6.5%	15.8%
40+ years	5.3%	2.0%	7.1%	3.2%	15.8%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	13.7	10.3	15.4	12.8	22.7
median	10.0	7.0	15.5	9.0	13.0

• **Years as client of AMC:** (continued)

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	107	45	22	25	15
Invalid responses	0	0	0	0	0
Less than 1 year	1.9%	4.4%	0.0%	0.0%	0.0%
1-4 years	29.9%	33.3%	36.4%	36.0%	0.0%
5-9 years	16.8%	22.2%	18.2%	4.0%	20.0%
10-19 years	34.6%	33.3%	31.8%	32.0%	46.7%
20-29 years	14.0%	6.7%	9.1%	28.0%	20.0%
30-39 years	0.9%	0.0%	4.5%	0.0%	0.0%
40+ years	1.9%	0.0%	0.0%	0.0%	13.3%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	11.4	8.4	9.8	11.9	21.9
median	10.0	8.0	8.0	12.0	16.0

- **Prior management model:** For associations whose prior management model was OTHER, 54.8% were previously stand-alone associations with directly employed staff, 22.6% were volunteer-managed associations, and 20.9% were other (write-in responses include formed with AMC’s assistance/start-up and managed by another non-AMC entity, such as a consulting company, independent consultant, trade association, medical school, or law firm).

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	115	51	14	31	19
Invalid responses	0	0	0	0	0
Managed by other AMC	0.0%	0.0%	0.0%	0.0%	0.0%
Stand-alone association with directly employed staff	54.8%	54.9%	42.9%	54.8%	63.2%
Volunteer-managed association	22.6%	25.5%	35.7%	12.9%	21.1%
Don't know	1.7%	0.0%	0.0%	0.0%	10.5%
Other (please specify)	20.9%	19.6%	21.4%	32.3%	5.3%
	100.0%	100.0%	100.0%	100.0%	100.0%

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	107	45	22	25	15
Invalid responses	0	0	0	0	0
Managed by other AMC	100.0%	100.0%	100.0%	100.0%	100.0%
Stand-alone association with directly employed staff	0.0%	0.0%	0.0%	0.0%	0.0%
Volunteer-managed association	0.0%	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	0.0%	0.0%	0.0%	0.0%
Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%

- Final year under prior management model:** Regardless of prior management model, more than half of associations (52.2% for OTHER, 54.2% for AMC) were managed by a different entity within the past decade (2010-2020), more than 40% were last managed by a different entity in 1990-2009 (40.7% for OTHER, 43.0% for AMC), and the remainder were last managed by a different entity in 1989 or earlier (7.1% for OTHER, 2.8% for AMC).

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	113	49	14	31	19
Invalid responses	2	2	0	0	0
1900-1959	0.9%	0.0%	0.0%	0.0%	5.3%
1960-1969	1.8%	2.0%	0.0%	0.0%	5.3%
1970-1979	2.7%	0.0%	7.1%	3.2%	5.3%
1980-1989	1.8%	0.0%	0.0%	6.5%	0.0%
1990-1999	15.0%	12.2%	21.4%	9.7%	26.3%
2000-2009	25.7%	24.5%	35.7%	25.8%	21.1%
2010-2020	52.2%	61.2%	35.7%	54.8%	36.8%
	100.0%	100.0%	100.0%	100.0%	100.0%

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	107	45	22	25	15
Invalid responses	0	0	0	0	0
1900-1959	0.9%	0.0%	0.0%	0.0%	6.7%
1960-1969	0.0%	0.0%	0.0%	0.0%	0.0%
1970-1979	0.9%	0.0%	0.0%	0.0%	6.7%
1980-1989	0.9%	0.0%	4.5%	0.0%	0.0%
1990-1999	7.5%	4.4%	0.0%	12.0%	20.0%
2000-2009	35.5%	24.4%	36.4%	48.0%	46.7%
2010-2020	54.2%	71.1%	59.1%	40.0%	20.0%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Tax status:** Regardless of prior management model, most client associations (60%-61%) are 501(c)(6), about one-third (34%-35%) are 501(c)(3), 5% or less are other/not applicable (non-U.S.), and 1% or less are 501(c)(4).

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	105	43	13	30	19
Invalid responses	10	8	1	1	0
501(c)(3)	35.2%	25.6%	30.8%	36.7%	57.9%
501(c)(4)	1.0%	2.3%	0.0%	0.0%	0.0%
501(c)(6)	60.0%	67.4%	69.2%	60.0%	36.8%
Other/not applicable (non-U.S.)	3.8%	4.7%	0.0%	3.3%	5.3%
	100.0%	100.0%	100.0%	100.0%	100.0%

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	100	40	21	24	15
Invalid responses	7	5	1	1	0
501(c)(3)	34.0%	37.5%	42.9%	33.3%	13.3%
501(c)(4)	0.0%	0.0%	0.0%	0.0%	0.0%
501(c)(6)	61.0%	60.0%	47.6%	62.5%	80.0%
Other/not applicable (non-U.S.)	5.0%	2.5%	9.5%	4.2%	6.7%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Gross operating revenue in the YEAR PRIOR to AMC management:** In the final year under the prior management model, gross operating revenue averaged \$718,034 for associations previously under an OTHER model and \$783,019 for associations previously under another AMC.

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	114	50	14	31	19
Invalid responses	1	1	0	0	0
Less than \$100,000	36.8%	62.0%	28.6%	16.1%	10.5%
\$100,000 to \$249,999	15.8%	22.0%	14.3%	16.1%	0.0%
\$250,000 to \$499,999	12.3%	14.0%	14.3%	12.9%	5.3%
\$500,000 to \$749,999	8.8%	0.0%	28.6%	9.7%	15.8%
\$750,000 to \$999,999	7.0%	0.0%	14.3%	19.4%	0.0%
\$1,000,000 to \$1,999,999	7.9%	2.0%	0.0%	22.6%	5.3%
\$2,000,000 to \$2,999,999	3.5%	0.0%	0.0%	3.2%	15.8%
\$3,000,000 to \$3,999,999	3.5%	0.0%	0.0%	0.0%	21.1%
\$4,000,000 to \$4,999,999	1.8%	0.0%	0.0%	0.0%	10.5%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	5.3%
Prefer not to answer	1.8%	0.0%	0.0%	0.0%	10.5%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$718,304	\$185,500	\$410,714	\$709,677	\$2,554,412
median	\$175,000	\$100,000	\$375,000	\$625,000	\$2,375,000

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	107	45	22	25	15
Invalid responses	0	0	0	0	0
Less than \$100,000	29.9%	60.0%	4.5%	16.0%	0.0%
\$100,000 to \$249,999	17.8%	31.1%	9.1%	12.0%	0.0%
\$250,000 to \$499,999	17.8%	8.9%	45.5%	20.0%	0.0%
\$500,000 to \$749,999	6.5%	0.0%	18.2%	8.0%	6.7%
\$750,000 to \$999,999	7.5%	0.0%	22.7%	12.0%	0.0%
\$1,000,000 to \$1,999,999	8.4%	0.0%	0.0%	28.0%	13.3%
\$2,000,000 to \$2,999,999	3.7%	0.0%	0.0%	4.0%	20.0%
\$3,000,000 to \$3,999,999	5.6%	0.0%	0.0%	0.0%	40.0%
\$4,000,000 to \$4,999,999	0.9%	0.0%	0.0%	0.0%	6.7%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	6.7%
Prefer not to answer	0.9%	0.0%	0.0%	0.0%	6.7%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$783,019	\$147,778	\$503,409	\$743,000	\$3,335,714
median	\$375,000	\$100,000	\$375,000	\$625,000	\$3,175,000

- **Gross operating revenue in the FIRST YEAR of AMC management:** In the first year of management under the current AMC, gross operating revenue averaged \$800,000 for associations previously under an OTHER model and \$837,736 for associations previously under another AMC.

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	115	51	14	31	19
Invalid responses	0	0	0	0	0
Less than \$100,000	28.7%	52.9%	21.4%	6.5%	5.3%
\$100,000 to \$249,999	18.3%	31.4%	14.3%	9.7%	0.0%
\$250,000 to \$499,999	13.9%	13.7%	21.4%	19.4%	0.0%
\$500,000 to \$749,999	10.4%	0.0%	21.4%	16.1%	21.1%
\$750,000 to \$999,999	7.0%	0.0%	21.4%	12.9%	5.3%
\$1,000,000 to \$1,999,999	8.7%	0.0%	0.0%	29.0%	5.3%
\$2,000,000 to \$2,999,999	4.3%	2.0%	0.0%	6.5%	10.5%
\$3,000,000 to \$3,999,999	3.5%	0.0%	0.0%	0.0%	21.1%
\$4,000,000 to \$4,999,999	2.6%	0.0%	0.0%	0.0%	15.8%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	5.3%
Prefer not to answer	1.7%	0.0%	0.0%	0.0%	10.5%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$800,000	\$210,784	\$448,214	\$847,581	\$2,770,588
median	\$375,000	\$100,000	\$375,000	\$625,000	\$2,625,000

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	107	45	22	25	15
Invalid responses	0	0	0	0	0
Less than \$100,000	28.0%	55.6%	4.5%	16.0%	0.0%
\$100,000 to \$249,999	16.8%	33.3%	4.5%	8.0%	0.0%
\$250,000 to \$499,999	16.8%	11.1%	36.4%	20.0%	0.0%
\$500,000 to \$749,999	9.3%	0.0%	36.4%	8.0%	0.0%
\$750,000 to \$999,999	6.5%	0.0%	18.2%	8.0%	6.7%
\$1,000,000 to \$1,999,999	8.4%	0.0%	0.0%	36.0%	0.0%
\$2,000,000 to \$2,999,999	4.7%	0.0%	0.0%	4.0%	26.7%
\$3,000,000 to \$3,999,999	6.5%	0.0%	0.0%	0.0%	46.7%
\$4,000,000 to \$4,999,999	0.9%	0.0%	0.0%	0.0%	6.7%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	6.7%
Prefer not to answer	0.9%	0.0%	0.0%	0.0%	6.7%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$837,736	\$155,556	\$535,227	\$805,000	\$3,564,286
median	\$375,000	\$100,000	\$625,000	\$625,000	\$3,275,000

- **Gross operating revenue in the MOST RECENT YEAR of AMC management:** In the most recent year of management under the current AMC, gross operating revenue averaged \$1,382,522 for associations previously under an OTHER model and \$1,383,491 for associations previously under another AMC.

Prior Management Model: OTHER		TOTAL	Client Association Revenue			
			<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	115	51	14	31	19	
Invalid responses	0	0	0	0	0	
Less than \$100,000	17.4%	39.2%	0.0%	0.0%	0.0%	
\$100,000 to \$249,999	15.7%	35.3%	0.0%	0.0%	0.0%	
\$250,000 to \$499,999	10.4%	23.5%	0.0%	0.0%	0.0%	
\$500,000 to \$749,999	8.7%	0.0%	71.4%	0.0%	0.0%	
\$750,000 to \$999,999	3.5%	0.0%	28.6%	0.0%	0.0%	
\$1,000,000 to \$1,999,999	20.9%	0.0%	0.0%	77.4%	0.0%	
\$2,000,000 to \$2,999,999	7.0%	2.0%	0.0%	22.6%	0.0%	
\$3,000,000 to \$3,999,999	7.0%	0.0%	0.0%	0.0%	42.1%	
\$4,000,000 to \$4,999,999	3.5%	0.0%	0.0%	0.0%	21.1%	
\$5,000,000 or more	4.3%	0.0%	0.0%	0.0%	26.3%	
Prefer not to answer	1.7%	0.0%	0.0%	0.0%	10.5%	
	100.0%	100.0%	100.0%	100.0%	100.0%	
mean	\$1,382,522	\$240,686	\$696,429	\$1,541,129	\$5,083,824	
median	\$625,000	\$175,000	\$625,000	\$1,375,000	\$4,175,000	

Prior Management Model: AMC		TOTAL	Client Association Revenue			
			<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	107	45	22	25	15	
Invalid responses	0	0	0	0	0	
Less than \$100,000	20.6%	48.9%	0.0%	0.0%	0.0%	
\$100,000 to \$249,999	8.4%	20.0%	0.0%	0.0%	0.0%	
\$250,000 to \$499,999	13.1%	31.1%	0.0%	0.0%	0.0%	
\$500,000 to \$749,999	10.3%	0.0%	50.0%	0.0%	0.0%	
\$750,000 to \$999,999	10.3%	0.0%	50.0%	0.0%	0.0%	
\$1,000,000 to \$1,999,999	17.8%	0.0%	0.0%	76.0%	0.0%	
\$2,000,000 to \$2,999,999	5.6%	0.0%	0.0%	24.0%	0.0%	
\$3,000,000 to \$3,999,999	2.8%	0.0%	0.0%	0.0%	20.0%	
\$4,000,000 to \$4,999,999	2.8%	0.0%	0.0%	0.0%	20.0%	
\$5,000,000 or more	7.5%	0.0%	0.0%	0.0%	53.3%	
Prefer not to answer	0.9%	0.0%	0.0%	0.0%	6.7%	
	100.0%	100.0%	100.0%	100.0%	100.0%	
mean	\$1,383,491	\$200,556	\$750,000	\$1,545,000	\$5,892,857	
median	\$625,000	\$175,000	\$750,000	\$1,375,000	\$5,875,000	

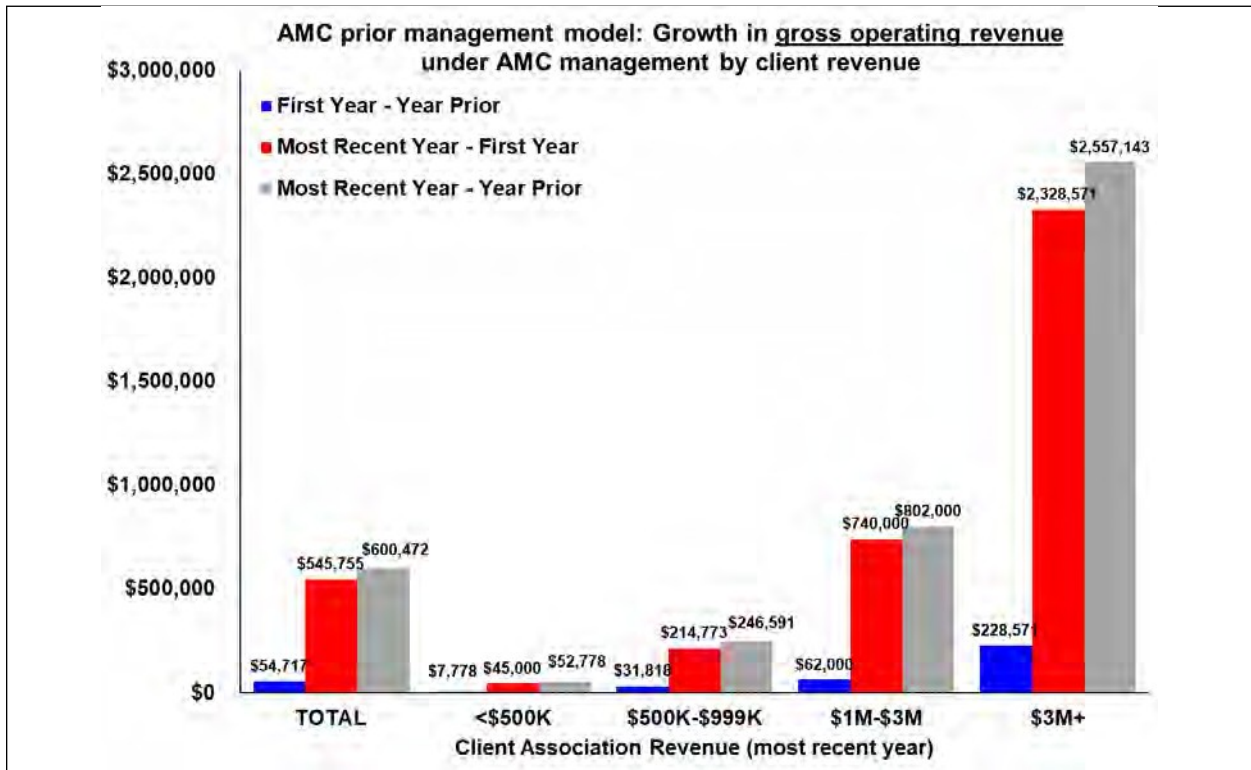
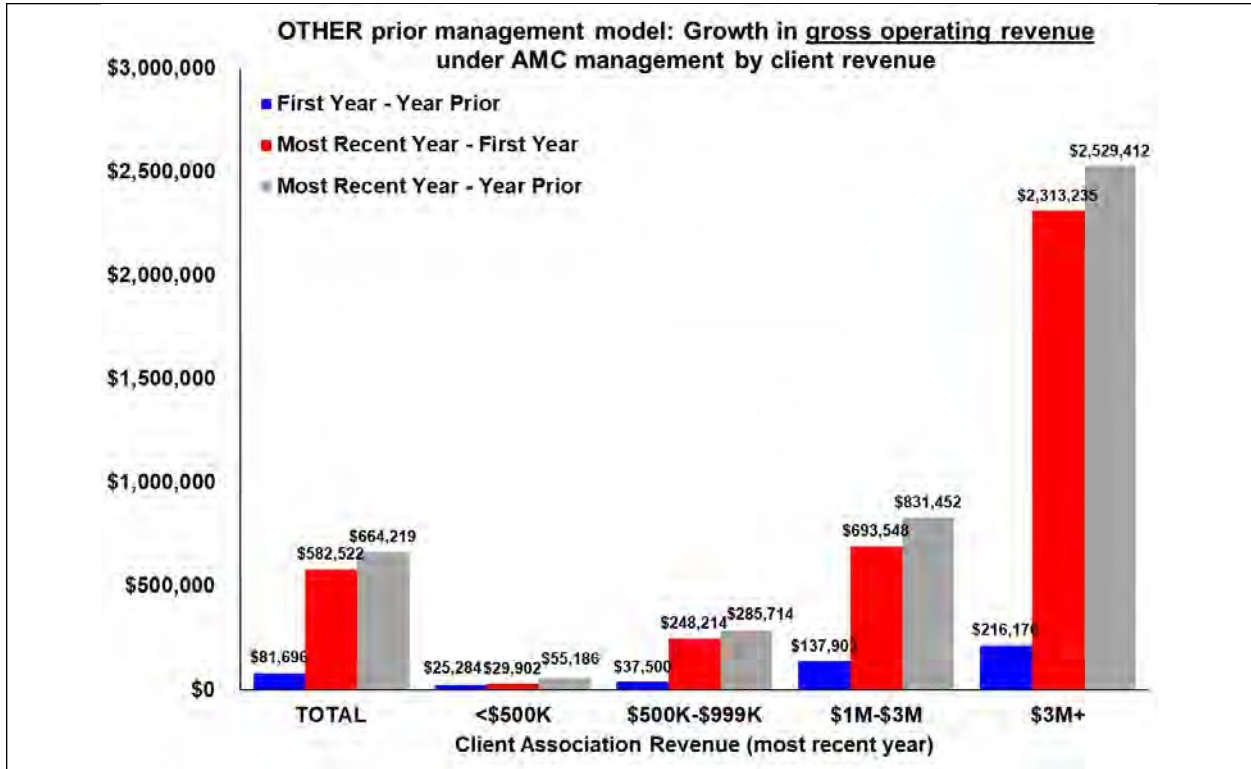
- **Growth in gross operating revenue under AMC management:** Transitioning from the prior management model to the current AMC management model yields increases in gross operating revenue regardless of the client association’s revenue size. For associations previously managed by OTHER, gross revenue increased an average of \$81,696 (11.4%) during the first year of AMC management. Much larger increases occurred between the most recent year of current AMC management and either the first year (an average of \$582,522, or 72.8%) or year prior (an average of \$664,219, or 92.5%). (See charts on next page.)

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
(First year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$81,696	\$25,284	\$37,500	\$137,903	\$216,176
(%)	11.4%	13.6%	9.1%	19.4%	8.5%
(Most recent year under AMC management) - (First year under AMC management)					
Growth (\$)	\$582,522	\$29,902	\$248,214	\$693,548	\$2,313,235
(%)	72.8%	14.2%	55.4%	81.8%	83.5%
(Most recent year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$664,219	\$55,186	\$285,714	\$831,452	\$2,529,412
(%)	92.5%	29.8%	69.6%	117.2%	99.0%

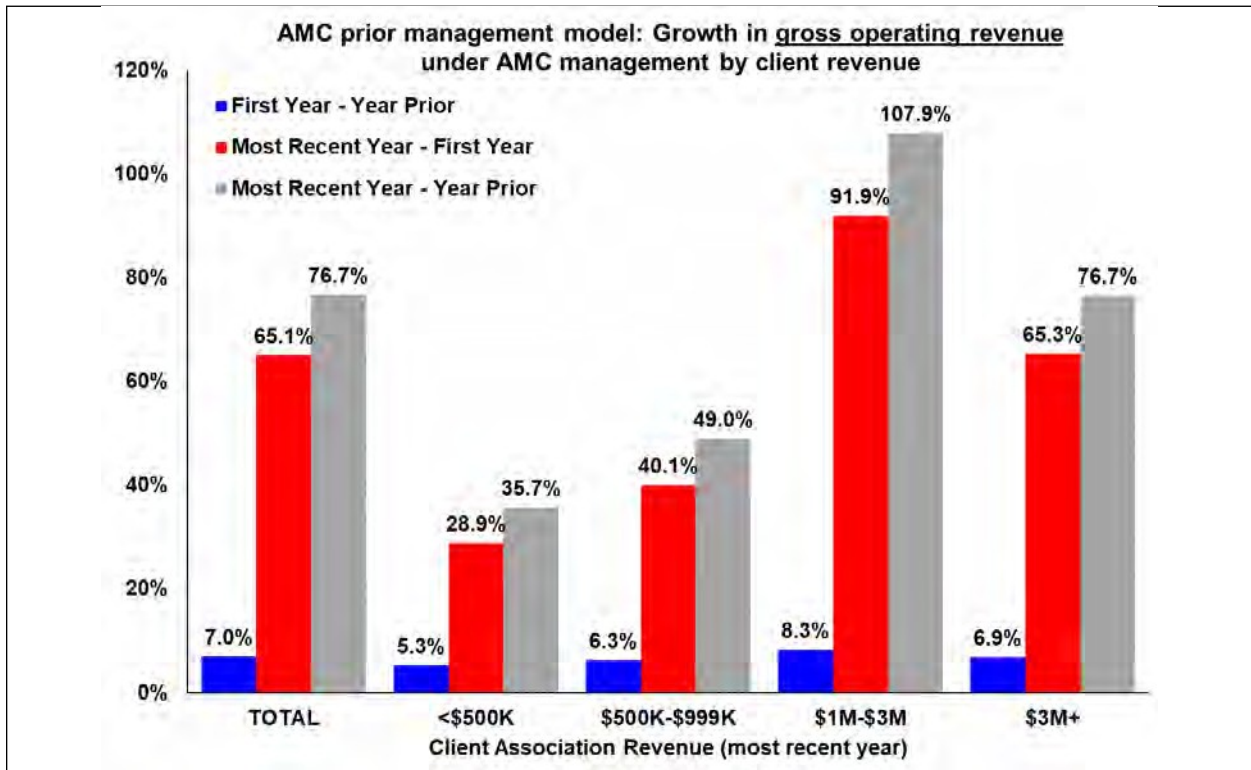
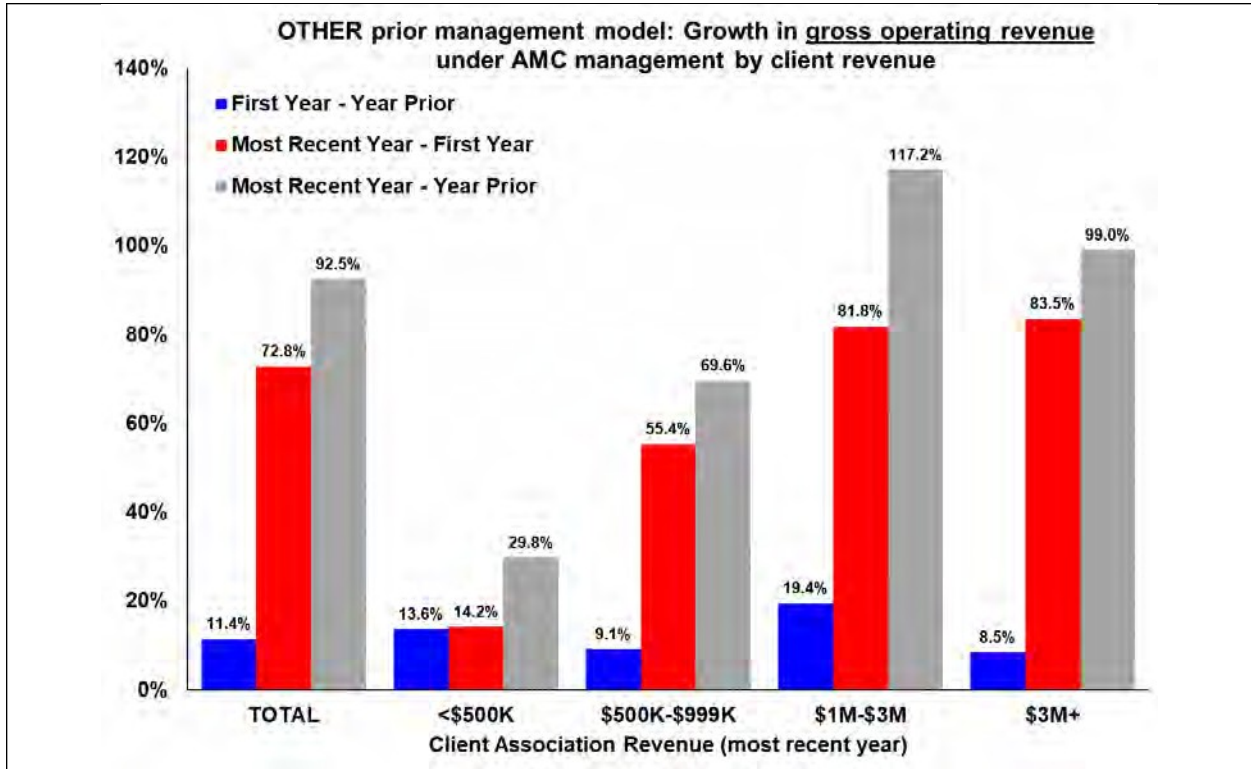
- For associations previously managed by another AMC, gross revenue increased an average of \$54,717 (7.0%) during the first year of current AMC management. Much larger increases occurred between the most recent year of current AMC management and either the first year (an average of \$545,755, or 65.1%) or year prior (an average of \$600,472, or 76.7%). (See charts on page 34.)

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
(First year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$54,717	\$7,778	\$31,818	\$62,000	\$228,571
(%)	7.0%	5.3%	6.3%	8.3%	6.9%
(Most recent year under AMC management) - (First year under AMC management)					
Growth (\$)	\$545,755	\$45,000	\$214,773	\$740,000	\$2,328,571
(%)	65.1%	28.9%	40.1%	91.9%	65.3%
(Most recent year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$600,472	\$52,778	\$246,591	\$802,000	\$2,557,143
(%)	76.7%	35.7%	49.0%	107.9%	76.7%

• Growth in gross operating revenue under AMC management: (continued)

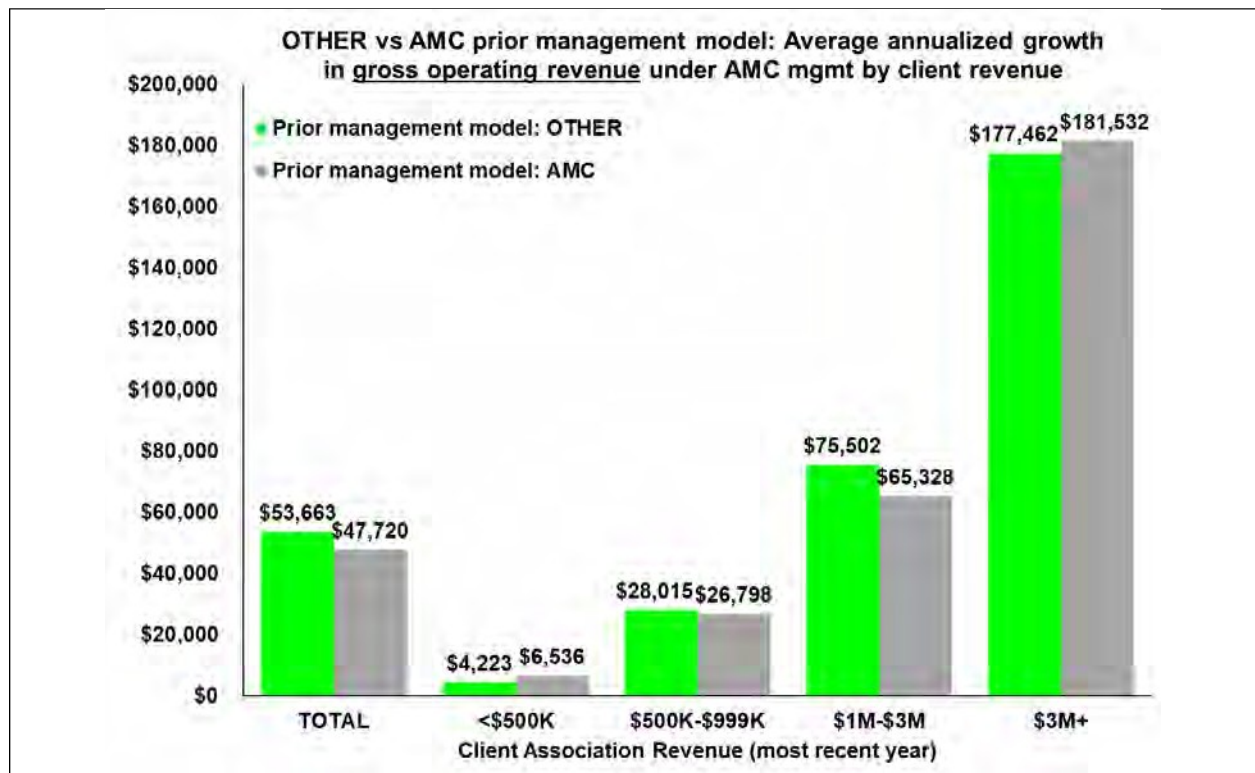


• Growth in gross operating revenue under AMC management: (continued)

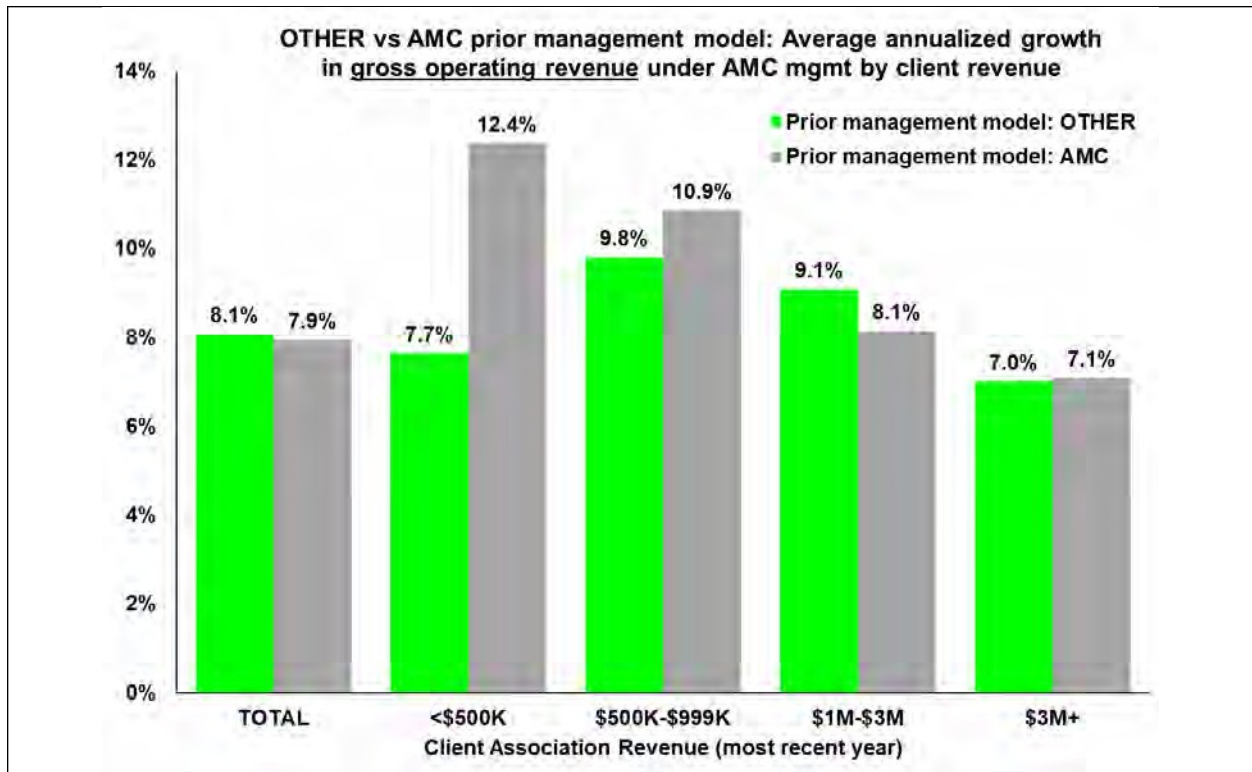


- Average annualized growth in gross operating revenue under AMC management:** Overall, as shown in the table and charts below, associations that transitioned from an OTHER management model to an AMC management model showed higher average annualized growth in gross operating revenue (\$53,633 vs. \$47,720), but the average annualized rate (%) of growth was roughly the same (8.1% vs. 7.9%). The average annualized growth in gross revenue increases as client association revenue increases, but the average annualized growth rate (%) varies.

Gross Revenue	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Prior management model: OTHER					
Growth (\$)	\$53,663	\$4,223	\$28,015	\$75,502	\$177,462
Growth (%)	8.1%	7.7%	9.8%	9.1%	7.0%
Prior management model: AMC					
Growth (\$)	\$47,720	\$6,536	\$26,798	\$65,328	\$181,532
Growth (%)	7.9%	12.4%	10.9%	8.1%	7.1%



- Average annualized growth in gross operating revenue under AMC management: (continued)



- **Net operating income in the YEAR PRIOR to AMC management:** In the final year under the prior management model, net operating income averaged \$307,522 for associations previously under an OTHER model and \$218,689 for associations previously under another AMC.

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	115	51	14	31	19
Invalid responses	0	0	0	0	0
Less than \$100,000	75.7%	82.4%	78.6%	77.4%	52.6%
\$100,000 to \$249,999	7.0%	9.8%	7.1%	6.5%	0.0%
\$250,000 to \$499,999	7.8%	7.8%	0.0%	12.9%	5.3%
\$500,000 to \$749,999	3.5%	0.0%	14.3%	3.2%	5.3%
\$750,000 to \$999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$1,000,000 to \$1,999,999	1.7%	0.0%	0.0%	0.0%	10.5%
\$2,000,000 to \$2,999,999	0.9%	0.0%	0.0%	0.0%	5.3%
\$3,000,000 to \$3,999,999	0.9%	0.0%	0.0%	0.0%	5.3%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	5.3%
Prefer not to answer	1.7%	0.0%	0.0%	0.0%	10.5%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$307,522	\$128,922	\$180,357	\$157,258	\$1,222,059
median	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	107	45	22	25	15
Invalid responses	0	0	0	0	0
Less than \$100,000	74.8%	86.7%	81.8%	76.0%	26.7%
\$100,000 to \$249,999	10.3%	4.4%	4.5%	12.0%	33.3%
\$250,000 to \$499,999	4.7%	4.4%	4.5%	0.0%	13.3%
\$500,000 to \$749,999	1.9%	0.0%	4.5%	4.0%	0.0%
\$750,000 to \$999,999	0.9%	0.0%	0.0%	4.0%	0.0%
\$1,000,000 to \$1,999,999	1.7%	0.0%	0.0%	0.0%	10.5%
\$2,000,000 to \$2,999,999	0.9%	0.0%	0.0%	0.0%	5.3%
\$3,000,000 to \$3,999,999	0.9%	0.0%	0.0%	0.0%	5.3%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	5.3%
Prefer not to answer	1.7%	0.0%	0.0%	0.0%	10.5%
	98.6%	95.6%	95.5%	96.0%	110.2%
mean	\$218,689	\$116,279	\$197,727	\$204,000	\$621,154
median	\$100,000	\$100,000	\$100,000	\$100,000	\$175,000

- **Net operating income in the FIRST YEAR of AMC management:** In the first year of management under the current AMC, net operating income averaged \$345,133 for associations previously under an OTHER model and \$251,942 for associations previously under another AMC.

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	115	51	14	31	19
Invalid responses	0	0	0	0	0
Less than \$100,000	68.7%	80.4%	78.6%	58.1%	47.4%
\$100,000 to \$249,999	11.3%	9.8%	0.0%	22.6%	5.3%
\$250,000 to \$499,999	6.1%	9.8%	7.1%	3.2%	0.0%
\$500,000 to \$749,999	5.2%	0.0%	14.3%	12.9%	0.0%
\$750,000 to \$999,999	1.7%	0.0%	0.0%	3.2%	5.3%
\$1,000,000 to \$1,999,999	1.7%	0.0%	0.0%	0.0%	10.5%
\$2,000,000 to \$2,999,999	1.7%	0.0%	0.0%	0.0%	10.5%
\$3,000,000 to \$3,999,999	0.9%	0.0%	0.0%	0.0%	5.3%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	5.3%
Prefer not to answer	1.7%	0.0%	0.0%	0.0%	10.5%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$345,133	\$134,314	\$194,643	\$218,548	\$1,332,353
median	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	107	45	22	25	15
Invalid responses	0	0	0	0	0
Less than \$100,000	66.4%	82.2%	72.7%	64.0%	13.3%
\$100,000 to \$249,999	17.8%	8.9%	13.6%	24.0%	40.0%
\$250,000 to \$499,999	2.8%	4.4%	0.0%	0.0%	6.7%
\$500,000 to \$749,999	0.9%	0.0%	0.0%	0.0%	6.7%
\$750,000 to \$999,999	2.8%	0.0%	9.1%	4.0%	0.0%
\$1,000,000 to \$1,999,999	3.7%	0.0%	4.5%	8.0%	6.7%
\$2,000,000 to \$2,999,999	0.9%	0.0%	0.0%	0.0%	6.7%
\$3,000,000 to \$3,999,999	0.9%	0.0%	0.0%	0.0%	6.7%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.0%	0.0%	0.0%	0.0%	0.0%
Prefer not to answer	3.7%	4.4%	0.0%	0.0%	13.3%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$251,942	\$119,767	\$238,636	\$235,000	\$744,231
median	\$100,000	\$100,000	\$100,000	\$100,000	\$175,000

- **Net operating income in the MOST RECENT YEAR of AMC management:** In the most recent year of management under the current AMC, net operating income averaged \$439,823 for associations previously under an OTHER model and \$302,427 for associations previously under another AMC.

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	115	51	14	31	19
Invalid responses	0	0	0	0	0
Less than \$100,000	49.6%	66.7%	42.9%	38.7%	26.3%
\$100,000 to \$249,999	20.9%	19.6%	35.7%	25.8%	5.3%
\$250,000 to \$499,999	10.4%	13.7%	0.0%	12.9%	5.3%
\$500,000 to \$749,999	4.3%	0.0%	21.4%	0.0%	10.5%
\$750,000 to \$999,999	3.5%	0.0%	0.0%	6.5%	10.5%
\$1,000,000 to \$1,999,999	6.1%	0.0%	0.0%	16.1%	10.5%
\$2,000,000 to \$2,999,999	0.9%	0.0%	0.0%	0.0%	5.3%
\$3,000,000 to \$3,999,999	1.7%	0.0%	0.0%	0.0%	10.5%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.9%	0.0%	0.0%	0.0%	5.3%
Prefer not to answer	1.7%	0.0%	0.0%	0.0%	10.5%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$439,823	\$152,451	\$239,286	\$384,677	\$1,567,647
median	\$100,000	\$100,000	\$175,000	\$175,000	\$625,000

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	107	45	22	25	15
Invalid responses	0	0	0	0	0
Less than \$100,000	51.4%	77.8%	45.5%	28.0%	20.0%
\$100,000 to \$249,999	25.2%	11.1%	36.4%	52.0%	6.7%
\$250,000 to \$499,999	8.4%	6.7%	4.5%	8.0%	20.0%
\$500,000 to \$749,999	2.8%	0.0%	4.5%	0.0%	13.3%
\$750,000 to \$999,999	2.8%	0.0%	4.5%	4.0%	6.7%
\$1,000,000 to \$1,999,999	2.8%	0.0%	4.5%	8.0%	0.0%
\$2,000,000 to \$2,999,999	1.9%	0.0%	0.0%	0.0%	13.3%
\$3,000,000 to \$3,999,999	0.9%	0.0%	0.0%	0.0%	6.7%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.0%	0.0%	0.0%	0.0%	0.0%
Prefer not to answer	3.7%	4.4%	0.0%	0.0%	13.3%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$302,427	\$127,907	\$256,818	\$296,000	\$969,231
median	\$100,000	\$100,000	\$175,000	\$175,000	\$375,000

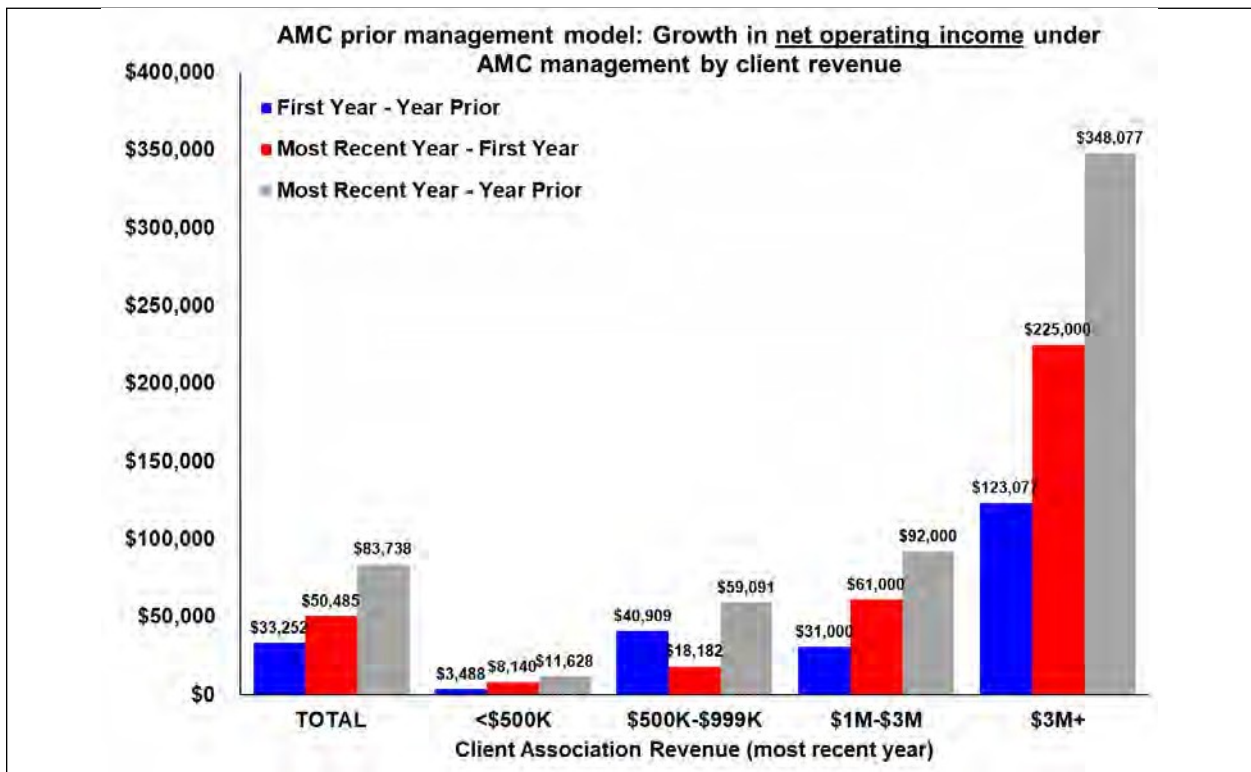
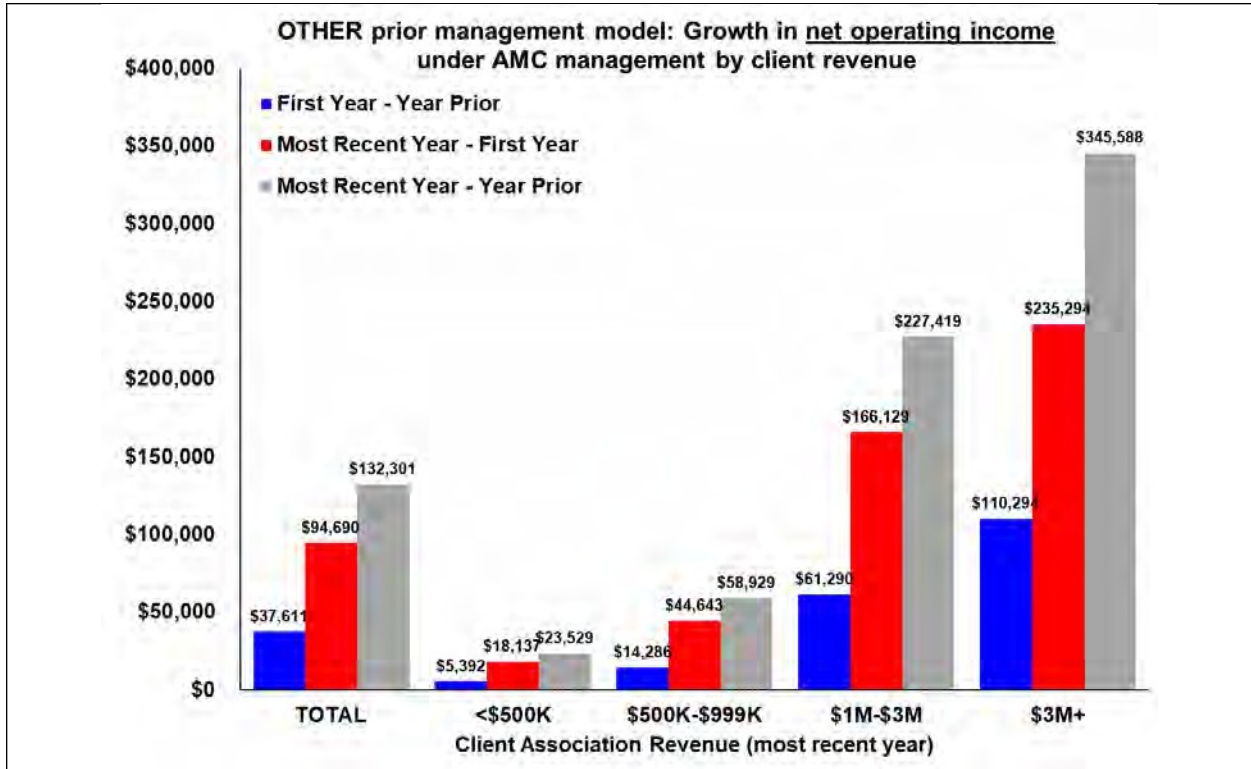
- **Growth in net operating income under AMC management:** Transitioning from the prior management model to the current AMC management model yields increases in net operating income regardless of the client association’s revenue size. For associations previously managed by OTHER, net income increased an average of \$37,611 (12.2%) during the first year of AMC management. Much larger increases occurred between the most recent year of current AMC management and either the first year (an average of \$94,690, or 27.4%) or year prior (an average of \$132,301, or 43.0%). (See charts on next page.)

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
(First year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$37,611	\$5,392	\$14,286	\$61,290	\$110,294
(%)	12.2%	4.2%	7.9%	39.0%	9.0%
(Most recent year under AMC management) - (First year under AMC management)					
Growth (\$)	\$94,690	\$18,137	\$44,643	\$166,129	\$235,294
(%)	27.4%	13.5%	22.9%	76.0%	17.7%
(Most recent year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$132,301	\$23,529	\$58,929	\$227,419	\$345,588
(%)	43.0%	18.3%	32.7%	144.6%	28.3%

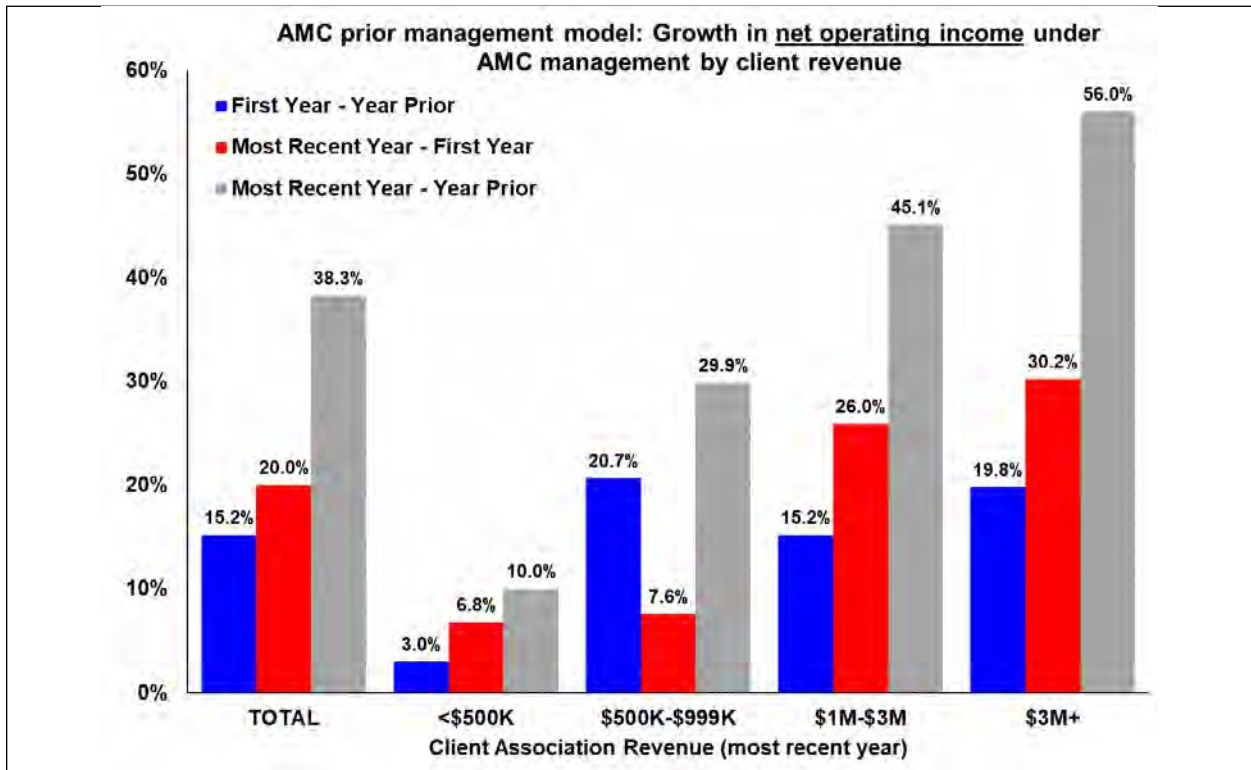
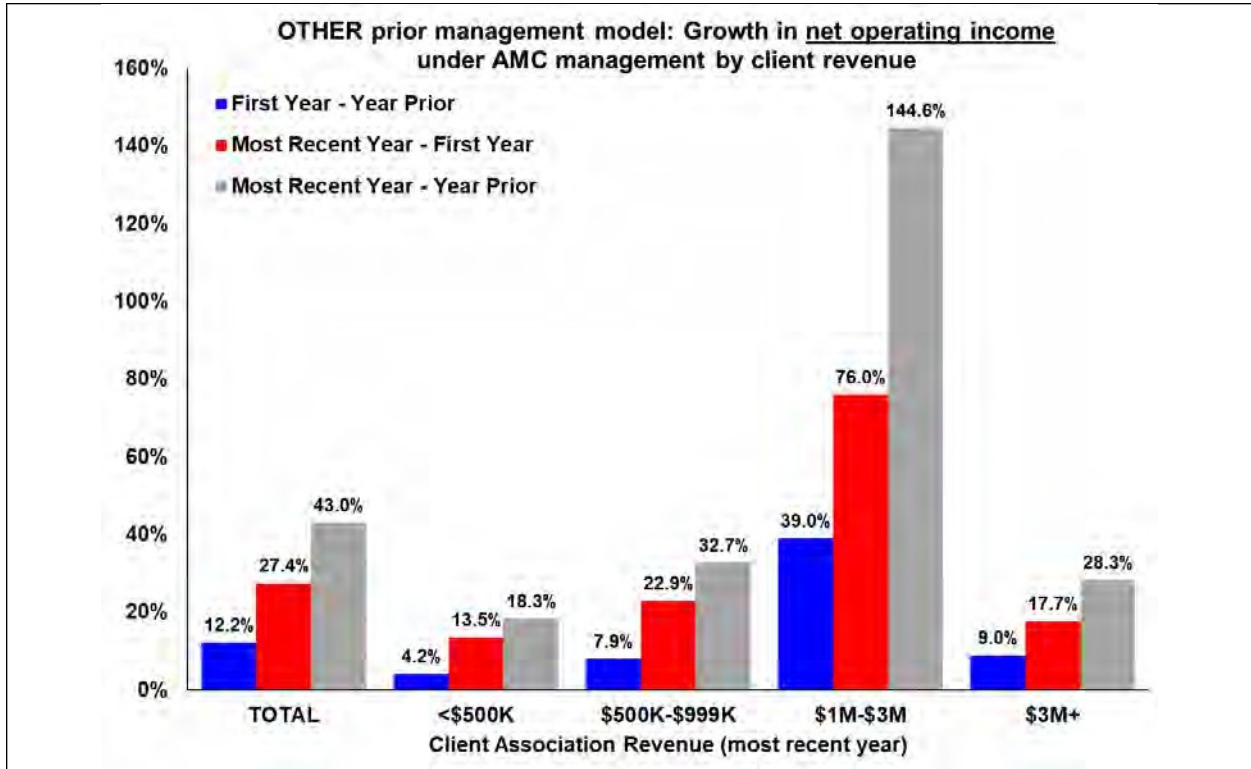
- For associations previously managed by another AMC, net income increased an average of \$33,252 (15.2%) during the first year of current AMC management. Much larger increases occurred between the most recent year of current AMC management and either the first year (an average of \$50,485, or 20.0%) or year prior (an average of \$83,738, or 38.3%). (See charts on page 42.)

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
(First year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$33,252	\$3,488	\$40,909	\$31,000	\$123,077
(%)	15.2%	3.0%	20.7%	15.2%	19.8%
(Most recent year under AMC management) - (First year under AMC management)					
Growth (\$)	\$50,485	\$8,140	\$18,182	\$61,000	\$225,000
(%)	20.0%	6.8%	7.6%	26.0%	30.2%
(Most recent year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$83,738	\$11,628	\$59,091	\$92,000	\$348,077
(%)	38.3%	10.0%	29.9%	45.1%	56.0%

• Growth in net operating income under AMC management: (continued)

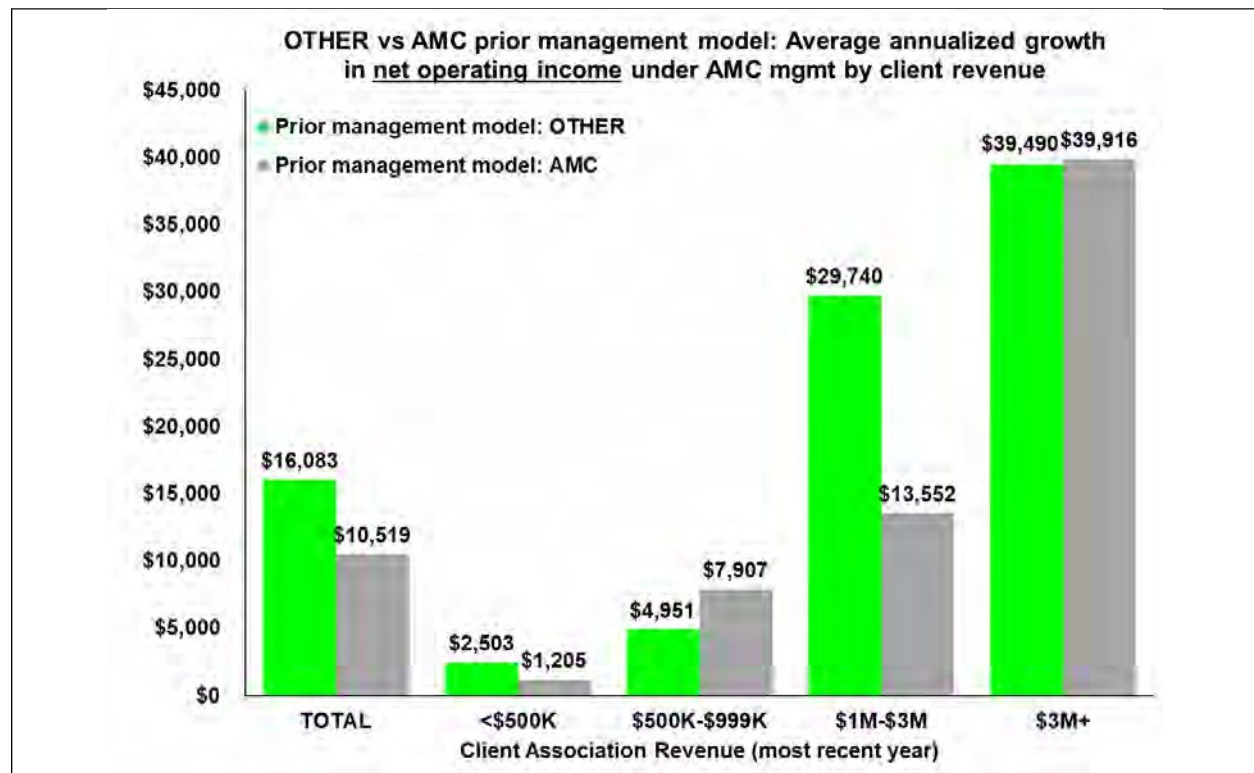


• Growth in net operating income under AMC management: (continued)

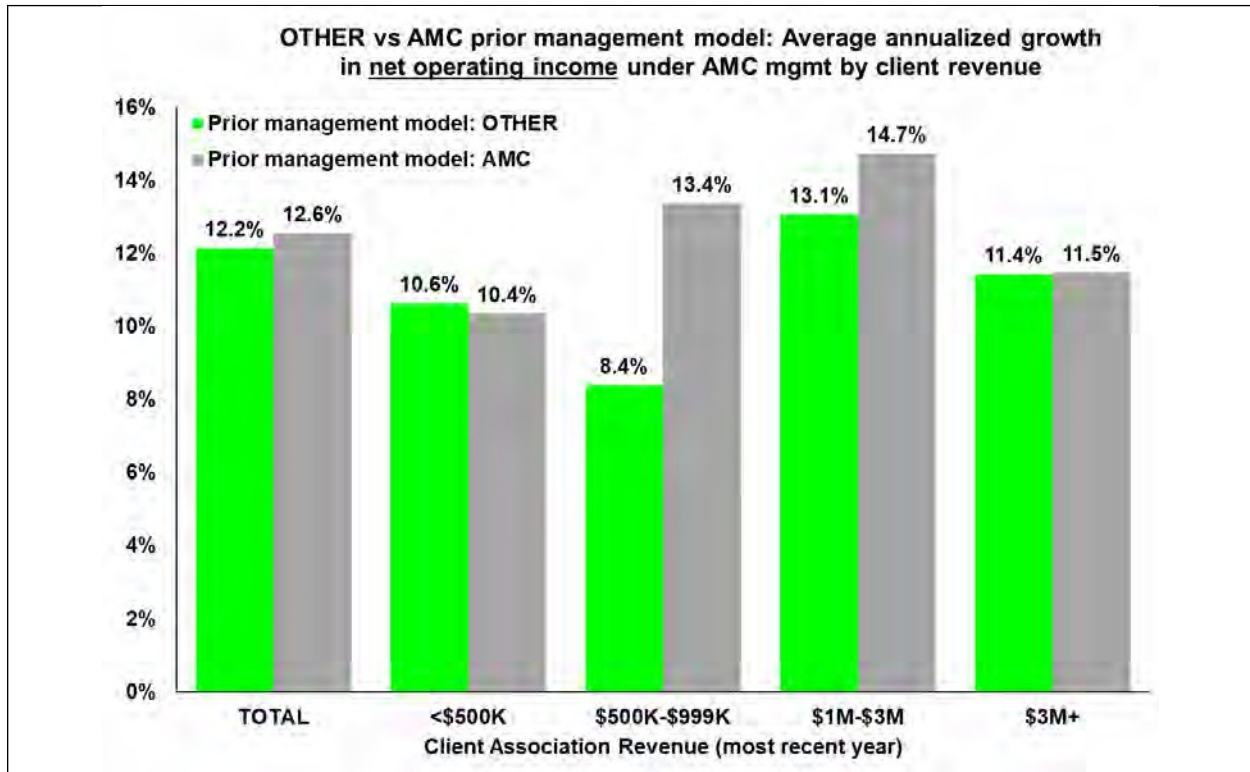


- Average annualized growth in net operating income under AMC management by prior management model:** Overall, as shown in the table and charts below, associations that transitioned from an OTHER management model to an AMC management model showed higher average annualized growth in net operating income (\$16,083 vs. \$10,519), but the average annualized rate (%) of growth was roughly the same (12.2% vs. 12.6%). Average annualized growth in net income increases as client association revenue increases, but the average annualized growth rate (%) varies.

Net Income	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Prior management model: OTHER					
Growth (\$)	\$16,083	\$2,503	\$4,951	\$29,740	\$39,490
Growth (%)	12.2%	10.6%	8.4%	13.1%	11.4%
Prior management model: AMC					
Growth (\$)	\$10,519	\$1,205	\$7,907	\$13,552	\$39,916
Growth (%)	12.6%	10.4%	13.4%	14.7%	11.5%



- Average annualized growth in net operating income under AMC management by prior management model: (continued)



- **Years Executive Director or Chief Staff Executive (employed by AMC) has held their position:** Regardless of prior management model, Executive Directors/Chief Staff Executives have held their position for 7.9 years.

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	114	51	14	31	18
Invalid responses	1	0	0	0	1
Less than 1 year	7.0%	7.8%	0.0%	12.9%	0.0%
1-2 years	18.4%	19.6%	7.1%	12.9%	33.3%
3-4 years	14.9%	13.7%	14.3%	12.9%	22.2%
5-9 years	23.7%	19.6%	35.7%	25.8%	22.2%
10+ years	36.0%	39.2%	42.9%	35.5%	22.2%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	7.9	8.1	9.5	7.8	6.2
median	7.0	7.0	7.0	7.0	3.5

- **Years Executive Director or Chief Staff Executive (employed by AMC) has held their position:** *(continued)*

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	106	45	22	25	14
Invalid responses	1	0	0	0	1
Less than 1 year	10.4%	15.6%	4.5%	12.0%	0.0%
1-2 years	16.0%	13.3%	27.3%	16.0%	7.1%
3-4 years	13.2%	11.1%	9.1%	20.0%	14.3%
5-9 years	23.6%	24.4%	18.2%	24.0%	28.6%
10+ years	36.8%	35.6%	40.9%	28.0%	50.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	7.9	7.7	8.2	6.9	10.1
median	7.0	7.0	7.0	7.0	11.0

- **Years Executive Director or Chief Staff Executive has been employed by AMC:** Overall, Executive Directors/Chief Staff Executives who lead associations that transitioned from an OTHER management model to an AMC management model have been employed by the AMC an average of 9.5 years, and those who lead associations that went from one AMC to another have been employed by the AMC an average of 10.2 years.

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	111	51	13	29	18
Invalid responses	4	0	1	2	1
Less than 1 year	4.5%	3.9%	0.0%	10.3%	0.0%
1-2 years	12.6%	9.8%	0.0%	10.3%	33.3%
3-4 years	12.6%	13.7%	15.4%	3.4%	22.2%
5-9 years	21.6%	25.5%	15.4%	27.6%	5.6%
10+ years	48.6%	47.1%	69.2%	48.3%	38.9%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	9.5	9.5	12.0	9.5	7.5
median	7.0	7.0	15.0	7.0	3.5

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	105	45	22	24	14
Invalid responses	2	0	0	1	1
Less than 1 year	6.7%	11.1%	4.5%	4.2%	0.0%
1-2 years	10.5%	13.3%	9.1%	8.3%	7.1%
3-4 years	10.5%	15.6%	0.0%	16.7%	0.0%
5-9 years	15.2%	15.6%	27.3%	8.3%	7.1%
10+ years	57.1%	44.4%	59.1%	62.5%	85.7%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	10.2	8.6	10.9	10.7	13.5
median	15.0	7.0	15.0	15.0	15.0

- Executive Director or Chief Staff Executive—years held position vs. years employed by AMC:**
 As shown in the table below, on average, Executive Directors or Chief Staff Executives who lead associations formerly under an OTHER management model made the transition to a leadership position in 1.6 years vs. 2.3 years for those who lead associations that transitioned from one AMC to another.

Exec Dir / Chief Staff Exec	Total	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
<u>Prior management model: OTHER</u>					
Held position (mean # years)	7.9	8.1	9.5	7.8	6.2
Employed by AMC (mean # years)	9.5	9.5	12.0	9.5	7.5
Difference	1.6	1.4	2.5	1.7	1.3
<u>Prior management model: AMC</u>					
Held position (mean # years)	7.9	7.7	8.2	6.9	10.1
Employed by AMC (mean # years)	10.2	8.6	10.9	10.7	13.5
Difference	2.3	0.9	2.7	3.8	3.4

- Years EXTERNAL Executive Director or Chief Staff Executive (not employed by AMC) has held their position:** Nine out of 10 of client associations do not have an external Executive Director or Chief Staff Executive. Among those that do have an external Executive Directors/Chief Staff Executives, the average tenure is 4.5 years for associations previously under an OTHER management model and 2.2 years for associations previously managed by another AMC.

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	114	51	14	30	19
Invalid responses	1	0	0	1	0
Less than 1 year	3.5%	2.0%	7.1%	6.7%	0.0%
1-2 years	1.8%	2.0%	7.1%	0.0%	0.0%
3-4 years	0.9%	0.0%	0.0%	0.0%	5.3%
5-9 years	4.4%	3.9%	7.1%	3.3%	5.3%
10+ years	0.9%	2.0%	0.0%	0.0%	0.0%
Our client does NOT have an EXTERNAL Executive Director or Chief Staff Executive (NOT employed by our company)	88.6%	90.2%	78.6%	90.0%	89.5%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	4.5	6.2	3.0	2.7	5.3
median	3.5	7.0	1.5	0.5	5.3

- **Years EXTERNAL Executive Director or Chief Staff Executive (not employed by AMC) has held their position:** *(continued)*

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	106	45	22	24	15
Invalid responses	1	0	0	1	0
Less than 1 year	3.8%	0.0%	13.6%	4.2%	0.0%
1-2 years	2.8%	6.7%	0.0%	0.0%	0.0%
3-4 years	2.8%	0.0%	4.5%	4.2%	6.7%
5-9 years	0.9%	0.0%	0.0%	0.0%	6.7%
10+ years	0.0%	0.0%	0.0%	0.0%	0.0%
Our client does NOT have an EXTERNAL Executive Director or Chief Staff Executive (NOT employed by our company)	89.6%	93.3%	81.8%	91.7%	86.7%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	2.2	1.5	1.3	2.0	5.3
median	1.5	1.5	0.5	2.0	5.3

- **Retirement of EXTERNAL Executive Director or Chief Staff Executive (not employed by AMC) under AMC management:** For associations previously under an OTHER management model, 5.4% had an external Executive Director or Chief Staff Executive retire vs. 6.6% for associations previously managed by another AMC.

Prior Management Model: OTHER	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	112	49	14	30	19
Invalid responses	3	2	0	1	0
Yes	5.4%	8.2%	7.1%	3.3%	0.0%
No	94.6%	91.8%	92.9%	96.7%	100.0%
	100.0%	100.0%	100.0%	100.0%	100.0%

Prior Management Model: AMC	TOTAL	Client Association Revenue			
		<\$500K	\$500K-\$999K	\$1M-\$3M	\$3M+
Valid responses	106	44	22	25	15
Invalid responses	1	1	0	0	0
Yes	6.6%	6.8%	4.5%	8.0%	6.7%
No	93.4%	93.2%	95.5%	92.0%	93.3%
	100.0%	100.0%	100.0%	100.0%	100.0%

Client Association Characteristics: Segmentation by AMC Size

The segmentations presented above—by client revenue and by client revenue + prior management model—categorize the survey results according to client association characteristics. An alternate segmentation—by AMC size (as measured by number of full-time equivalent employees, or FTEs)—categorizes the results according to a characteristic of the AMC. This segmentation still uses the client association as the unit of analysis

AMCs were categorized by size: Small (1-9 FTEs), Medium (10-24 FTEs), Large (25-49 FTEs), and Extra Large (50+ FTEs), as shown in the following table.

Client Associations	Total	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Number	261	117	75	33	36
Percent of total	100%	44.8%	28.7%	12.6%	13.8%

Detailed Findings:

- **Years as client of AMC:** Associations have been clients an average of 12.5 years (median is 10 years), and 20.0% of associations have been clients for 20 years or longer. The average tenure as clients is longest among Medium (10-24 FTEs) AMCs (13.1 years) and Extra Large AMCs (50+ FTEs) AMCs (22.6 years).

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	230	98	68	31	33
Invalid responses	31	19	7	2	3
Less than 1 year	1.3%	3.1%	0.0%	0.0%	0.0%
1-4 years	28.7%	32.7%	26.5%	38.7%	12.1%
5-9 years	19.1%	19.4%	17.6%	25.8%	15.2%
10-19 years	30.9%	30.6%	36.8%	19.4%	30.3%
20-29 years	13.5%	13.3%	11.8%	12.9%	18.2%
30-39 years	3.0%	1.0%	1.5%	3.2%	12.1%
40+ years	3.5%	0.0%	5.9%	0.0%	12.1%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	12.5	9.8	13.1	9.3	22.6
median	10.0	8.0	11.5	7.0	16.0

- Prior management model:** 48.1% of client associations were previously managed by another AMC, 27.7% were stand-alone associations with directly employed staff, 11.7% were volunteer-managed associations, and 11.7% were other (write-in responses include formed with AMC’s assistance/start-up and managed by another non-AMC entity, such as a consulting company, independent consultant, trade association, medical school, or law firm). Small (1-9 FTEs) and Large (25-49 FTEs) AMCs are more likely to manage associations previously managed by another AMC than Medium and Extra Large AMCs.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	231	100	68	31	32
Invalid responses	30	17	7	2	4
Managed by other AMC	48.1%	54.0%	39.7%	58.1%	37.5%
Stand-alone association with directly employed staff	27.7%	22.0%	26.5%	32.3%	43.8%
Volunteer-managed association	11.7%	14.0%	13.2%	3.2%	9.4%
Don't know	0.9%	0.0%	1.5%	0.0%	3.1%
Other (please specify)	11.7%	10.0%	19.1%	6.5%	6.3%
	100.0%	100.0%	100.0%	100.0%	100.0%

- Final year under prior management model:** More than half (53.0%) of associations were under the prior management model within the past decade (2010-2020), 30.9% were under the prior management model in 2000-2009, 11.3% were under the prior management model in 1990-1999, and 4.8% were under the prior management model in 1989 or earlier. The likelihood of transitioning to the current AMC management within the past 10 years (2010-2020) is higher for Small (61.2%) and Large (64.5%) AMCs than it is for Medium (47.1%) and Extra Large (30.3%) AMCs.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	230	98	68	31	33
Invalid responses	31	19	7	2	3
1900-1959	0.9%	0.0%	0.0%	0.0%	6.1%
1960-1969	0.9%	0.0%	1.5%	0.0%	3.0%
1970-1979	1.7%	0.0%	4.4%	0.0%	3.0%
1980-1989	1.3%	0.0%	1.5%	3.2%	3.0%
1990-1999	11.3%	12.2%	5.9%	6.5%	24.2%
2000-2009	30.9%	26.5%	39.7%	25.8%	30.3%
2010-2020	53.0%	61.2%	47.1%	64.5%	30.3%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Tax status:** Most client associations (61.1%) are 501(c)(6), 33.8% are 501(c)(3), 4.6% are other/not applicable (non-U.S.), and <1% are 501(c)(4).

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	216	90	62	31	33
Invalid responses	45	27	13	2	3
501(c)(3)	33.8%	31.1%	30.6%	48.4%	33.3%
501(c)(4)	0.5%	1.1%	0.0%	0.0%	0.0%
501(c)(6)	61.1%	61.1%	67.7%	51.6%	57.6%
Other/not applicable (non-U.S.)	4.6%	6.7%	1.6%	0.0%	9.1%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Gross operating revenue in the YEAR PRIOR to AMC management:** In the final year under the prior management model, gross operating revenue averaged \$738,341 but the median was only \$175,000 (half of the associations had lower revenue and half had higher revenue). Nearly one-third (31.6%) of associations had less than \$100,000 in gross revenue, 31.2% had \$100,000 to \$499,999 in gross revenue, and 31.2% had \$500,000 or more in gross revenue. Average gross operating revenue increases with AMC size.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	237	104	69	31	33
Invalid responses	24	13	6	2	3
Less than \$100,000	31.6%	43.3%	31.9%	22.6%	3.0%
\$100,000 to \$249,999	16.5%	21.2%	17.4%	9.7%	6.1%
\$250,000 to \$499,999	14.8%	16.3%	20.3%	6.5%	6.1%
\$500,000 to \$749,999	7.2%	6.7%	5.8%	0.0%	18.2%
\$750,000 to \$999,999	6.8%	5.8%	5.8%	9.7%	9.1%
\$1,000,000 to \$1,999,999	7.6%	0.0%	8.7%	16.1%	21.2%
\$2,000,000 to \$2,999,999	3.4%	0.0%	1.4%	9.7%	12.1%
\$3,000,000 to \$3,999,999	4.2%	1.0%	0.0%	19.4%	9.1%
\$4,000,000 to \$4,999,999	1.3%	0.0%	1.4%	3.2%	3.0%
\$5,000,000 or more	0.8%	0.0%	0.0%	3.2%	3.0%
Prefer not to answer	5.9%	5.8%	7.2%	0.0%	9.1%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$738,341	\$280,867	\$476,563	\$1,741,935	\$1,754,167
median	\$175,000	\$175,000	\$175,000	\$1,175,000	\$1,175,000

- Gross operating revenue in the FIRST YEAR of AMC management:** In the first year of management under the current AMC, gross operating revenue averaged \$805,692 but the median was only \$375,000. Just over one-quarter (26.5%) of associations had less than \$100,000 in gross revenue, 32.8% had \$100,000 to \$499,999 in gross revenue, and 34.9% had \$500,000 or more in gross revenue. Average gross operating revenue increases with AMC size.

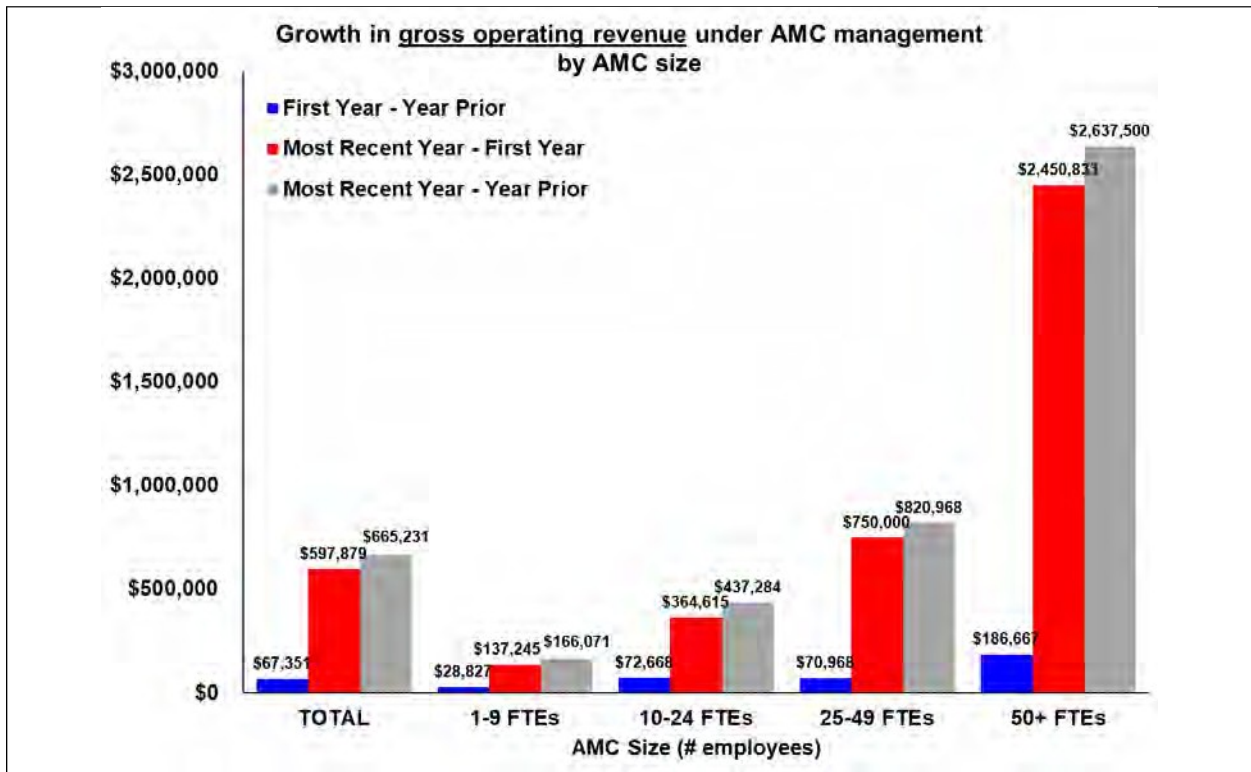
	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	238	104	70	31	33
Invalid responses	23	13	5	2	3
Less than \$100,000	26.5%	38.5%	21.4%	22.6%	3.0%
\$100,000 to \$249,999	17.6%	24.0%	20.0%	6.5%	3.0%
\$250,000 to \$499,999	15.1%	15.4%	21.4%	9.7%	6.1%
\$500,000 to \$749,999	9.2%	9.6%	8.6%	0.0%	18.2%
\$750,000 to \$999,999	6.3%	4.8%	7.1%	6.5%	9.1%
\$1,000,000 to \$1,999,999	8.0%	1.0%	11.4%	16.1%	15.2%
\$2,000,000 to \$2,999,999	4.2%	0.0%	1.4%	12.9%	15.2%
\$3,000,000 to \$3,999,999	4.6%	0.0%	0.0%	19.4%	15.2%
\$4,000,000 to \$4,999,999	1.7%	1.0%	1.4%	3.2%	3.0%
\$5,000,000 or more	0.8%	0.0%	0.0%	3.2%	3.0%
Prefer not to answer	5.9%	5.8%	7.1%	0.0%	9.1%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$805,692	\$309,694	\$549,231	\$1,812,903	\$1,940,833
median	\$375,000	\$175,000	\$375,000	\$1,175,000	\$1,175,000

- Gross operating revenue in the MOST RECENT YEAR of AMC management:** In the most recent year of management under the current AMC, gross operating revenue averaged \$1,403,571 but the median was only \$625,000. Just under one-fifth (17.6%) of associations had less than \$100,000 in gross revenue, 23.5% had \$100,000 to \$499,999 in gross revenue, and 52.9% had \$500,000 or more in gross revenue. Average gross operating revenue increases with AMC size.

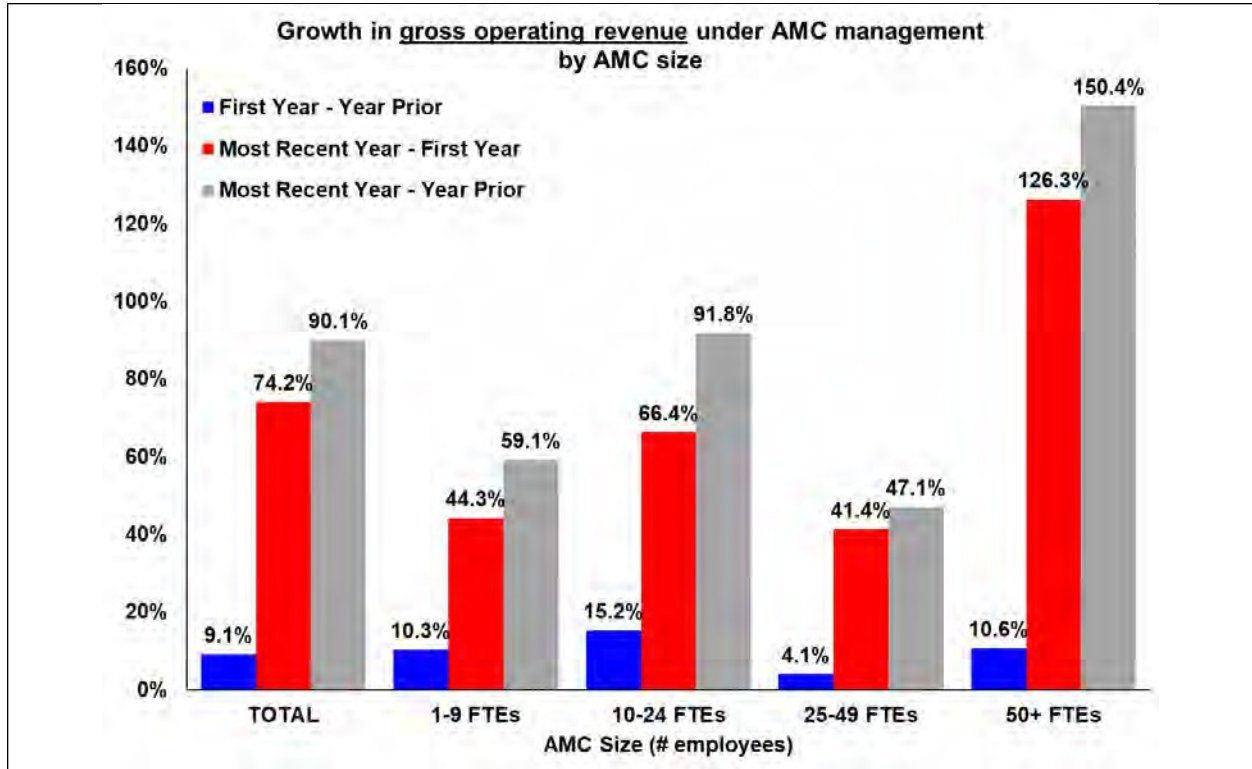
	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	238	104	70	31	33
Invalid responses	23	13	5	2	3
Less than \$100,000	17.6%	30.8%	10.0%	9.7%	0.0%
\$100,000 to \$249,999	12.2%	21.2%	10.0%	0.0%	0.0%
\$250,000 to \$499,999	11.3%	15.4%	15.7%	0.0%	0.0%
\$500,000 to \$749,999	9.2%	9.6%	15.7%	3.2%	0.0%
\$750,000 to \$999,999	6.3%	8.7%	4.3%	6.5%	3.0%
\$1,000,000 to \$1,999,999	18.1%	6.7%	27.1%	35.5%	18.2%
\$2,000,000 to \$2,999,999	5.9%	1.0%	7.1%	12.9%	12.1%
\$3,000,000 to \$3,999,999	4.6%	0.0%	1.4%	12.9%	18.2%
\$4,000,000 to \$4,999,999	2.9%	0.0%	1.4%	3.2%	15.2%
\$5,000,000 or more	5.9%	1.0%	0.0%	16.1%	24.2%
Prefer not to answer	5.9%	5.8%	7.1%	0.0%	9.1%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$1,403,571	\$446,939	\$913,846	\$2,562,903	\$4,391,667
median	\$625,000	\$175,000	\$625,000	\$1,625,000	\$3,750,000

- Growth in gross operating revenue under AMC management:** Transitioning from the prior management model to the current AMC management model yields increases in gross operating revenue regardless of AMC size. During the first year under the current AMC management, gross revenue increased an average of \$67,351 (9.1%). Much larger increases occurred between the most recent year of current AMC management and either the first year (an average of \$597,879, or 74.2%) or year prior (an average of \$665,231, or 90.1%), with revenue growth increasing by AMC size.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
(First year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$67,351	\$28,827	\$72,668	\$70,968	\$186,667
(%)	9.1%	10.3%	15.2%	4.1%	10.6%
(Most recent year under AMC management) - (First year under AMC management)					
Growth (\$)	\$597,879	\$137,245	\$364,615	\$750,000	\$2,450,833
(%)	74.2%	44.3%	66.4%	41.4%	126.3%
(Most recent year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$665,231	\$166,071	\$437,284	\$820,968	\$2,637,500
(%)	90.1%	59.1%	91.8%	47.1%	150.4%

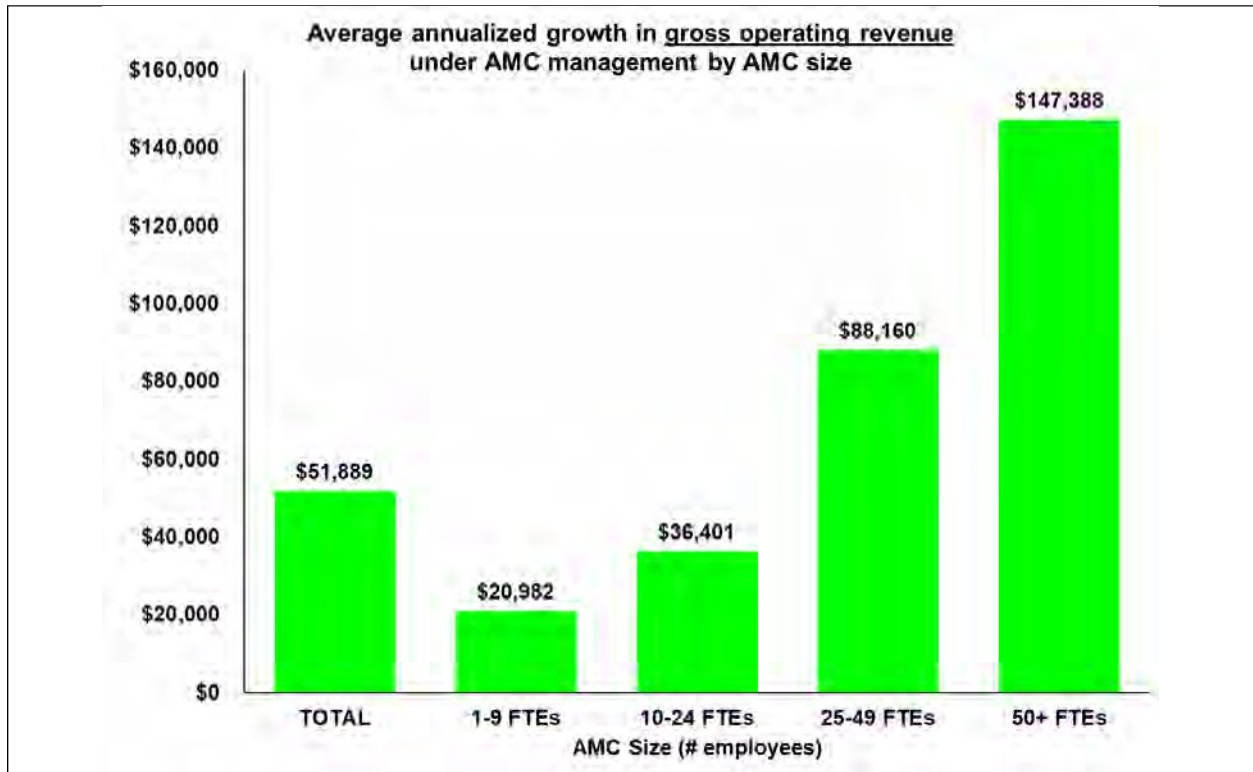


• Growth in gross operating revenue under AMC management: (continued)

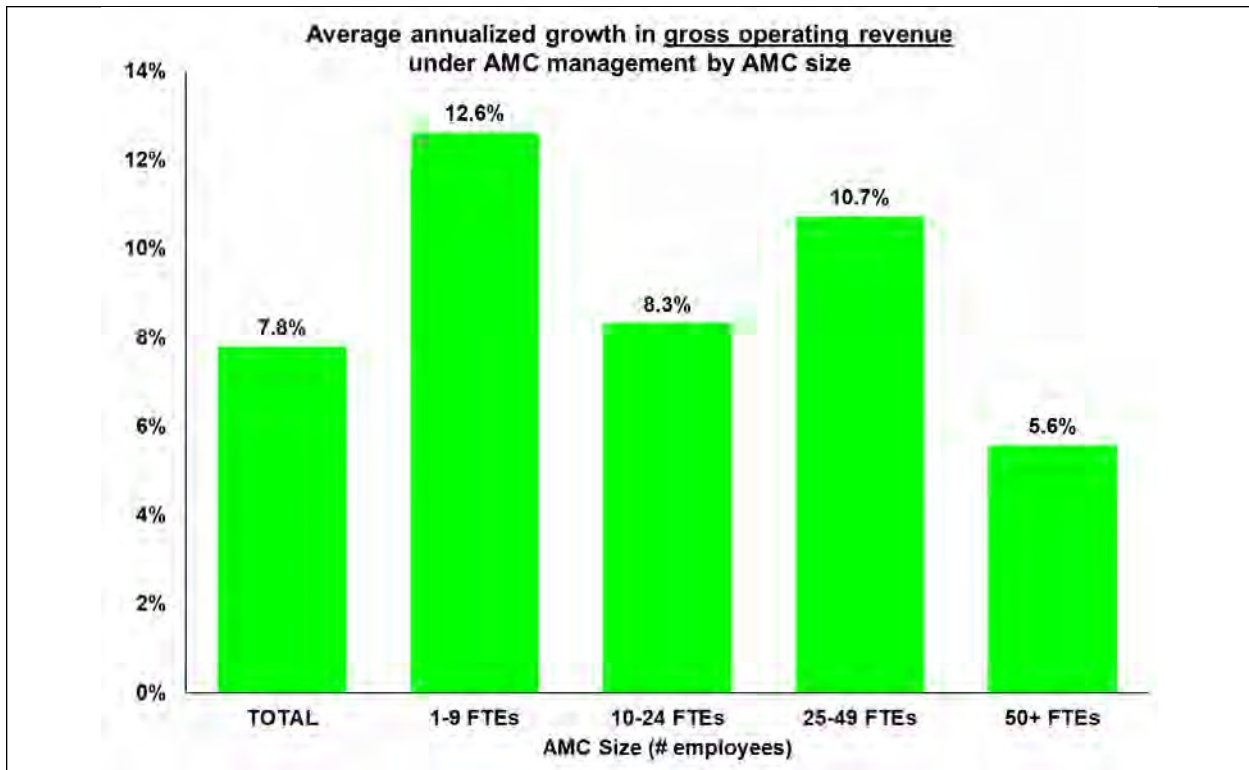


- **Average annualized growth in gross operating revenue under AMC management:** For all client associations combined, average annualized growth in gross revenue was \$51,889 (7.8%) under AMC management. Average annualized growth in gross revenue increases as AMC size increases, but the average annualized growth rate (%) varies, from 5.6% for Extra Large AMCs to 12.6% for Small AMCs.

Gross Revenue	Total	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Growth (\$)	\$51,889	\$20,982	\$36,401	\$88,160	\$147,388
Growth (%)	7.8%	12.6%	8.3%	10.7%	5.6%



• **Average annualized growth in gross operating revenue under AMC management:** (continued)



- **Net operating income in the YEAR PRIOR to AMC management:** In the final year under the prior management model, net operating income averaged \$261,765 but the median was only \$100,000. Nearly three-quarters (71.8%) of associations had less than \$100,000 in net income, 14.3% had \$100,000 to \$499,999 in net income, and 6.7% had \$500,000 or more in net income. Net operating income increases with AMC size from Small to Large.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	238	104	70	31	33
Invalid responses	23	13	5	2	3
Less than \$100,000	71.8%	77.9%	72.9%	58.1%	63.6%
\$100,000 to \$249,999	8.4%	6.7%	5.7%	19.4%	9.1%
\$250,000 to \$499,999	5.9%	4.8%	8.6%	6.5%	3.0%
\$500,000 to \$749,999	2.5%	2.9%	2.9%	3.2%	0.0%
\$750,000 to \$999,999	0.4%	0.0%	1.4%	0.0%	0.0%
\$1,000,000 to \$1,999,999	1.7%	0.0%	1.4%	3.2%	6.1%
\$2,000,000 to \$2,999,999	0.8%	0.0%	0.0%	3.2%	3.0%
\$3,000,000 to \$3,999,999	0.8%	0.0%	0.0%	3.2%	3.0%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.4%	0.0%	0.0%	3.2%	0.0%
Prefer not to answer	7.1%	7.7%	7.1%	0.0%	12.1%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$261,765	\$136,198	\$177,692	\$675,000	\$424,138
median	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

- Net operating income in the FIRST YEAR of AMC management:** In the first year of management under the current AMC, net operating income averaged \$296,833 but the median was only \$100,000. Nearly two-thirds (64.3%) of associations had less than \$100,000 in net income, 18.5% had \$100,000 to \$499,999 in net income, and 10.1% had \$500,000 or more in net income. Net operating income increases with AMC size from Small to Large.

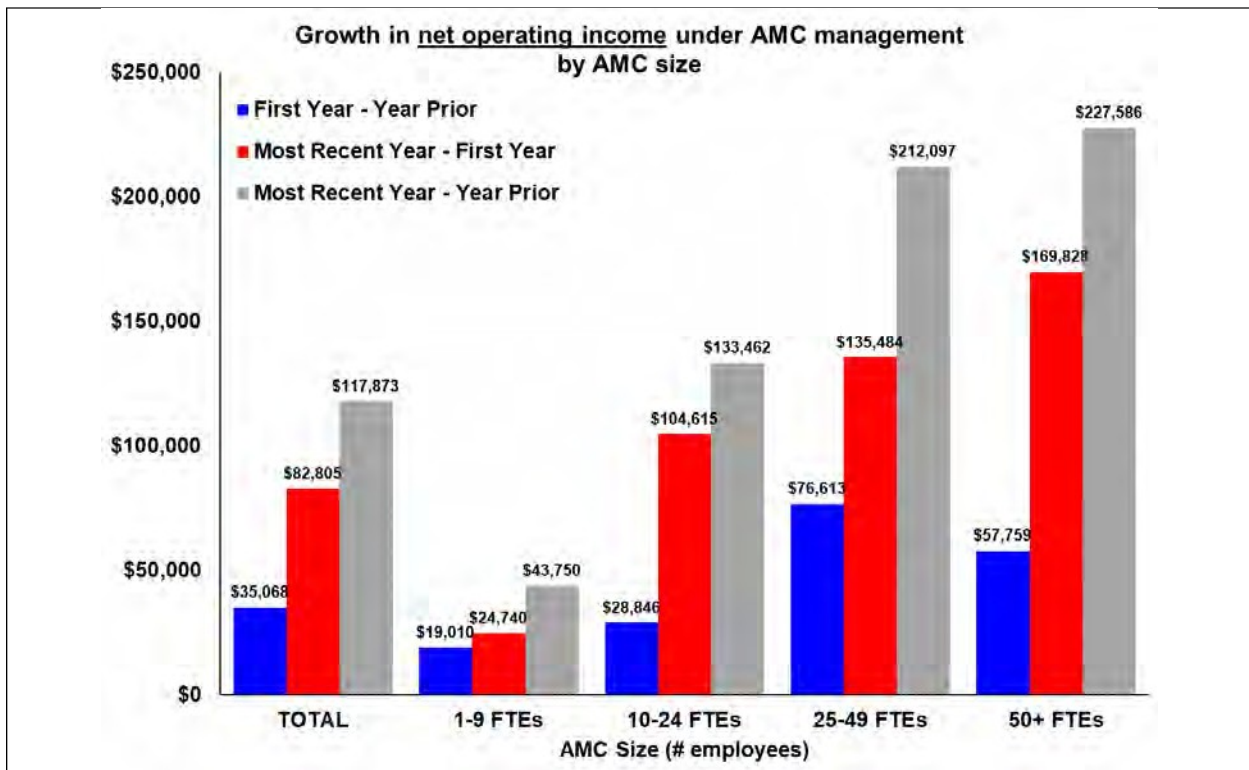
	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	238	104	70	31	33
Invalid responses	23	13	5	2	3
Less than \$100,000	64.3%	73.1%	65.7%	54.8%	42.4%
\$100,000 to \$249,999	14.3%	10.6%	11.4%	22.6%	24.2%
\$250,000 to \$499,999	4.2%	3.8%	5.7%	0.0%	6.1%
\$500,000 to \$749,999	2.9%	1.9%	5.7%	0.0%	3.0%
\$750,000 to \$999,999	2.1%	2.9%	1.4%	3.2%	0.0%
\$1,000,000 to \$1,999,999	2.5%	0.0%	2.9%	9.7%	3.0%
\$2,000,000 to \$2,999,999	1.3%	0.0%	0.0%	3.2%	6.1%
\$3,000,000 to \$3,999,999	0.8%	0.0%	0.0%	3.2%	3.0%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.4%	0.0%	0.0%	3.2%	0.0%
Prefer not to answer	7.1%	7.7%	7.1%	0.0%	12.1%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$296,833	\$155,208	\$206,538	\$751,613	\$481,897
median	\$100,000	\$100,000	\$100,000	\$100,000	\$175,000

- Net operating income in the MOST RECENT YEAR of AMC management:** In the most recent year of management under the current AMC, net operating income averaged \$379,638 but the median was only \$100,000. Nearly half (48.3%) of associations had less than \$100,000 in net income, 30.7% had \$100,000 to \$499,999 in net income, and 13.9% had \$500,000 or more in net income. Net operating income increases with AMC size from Small to Large.

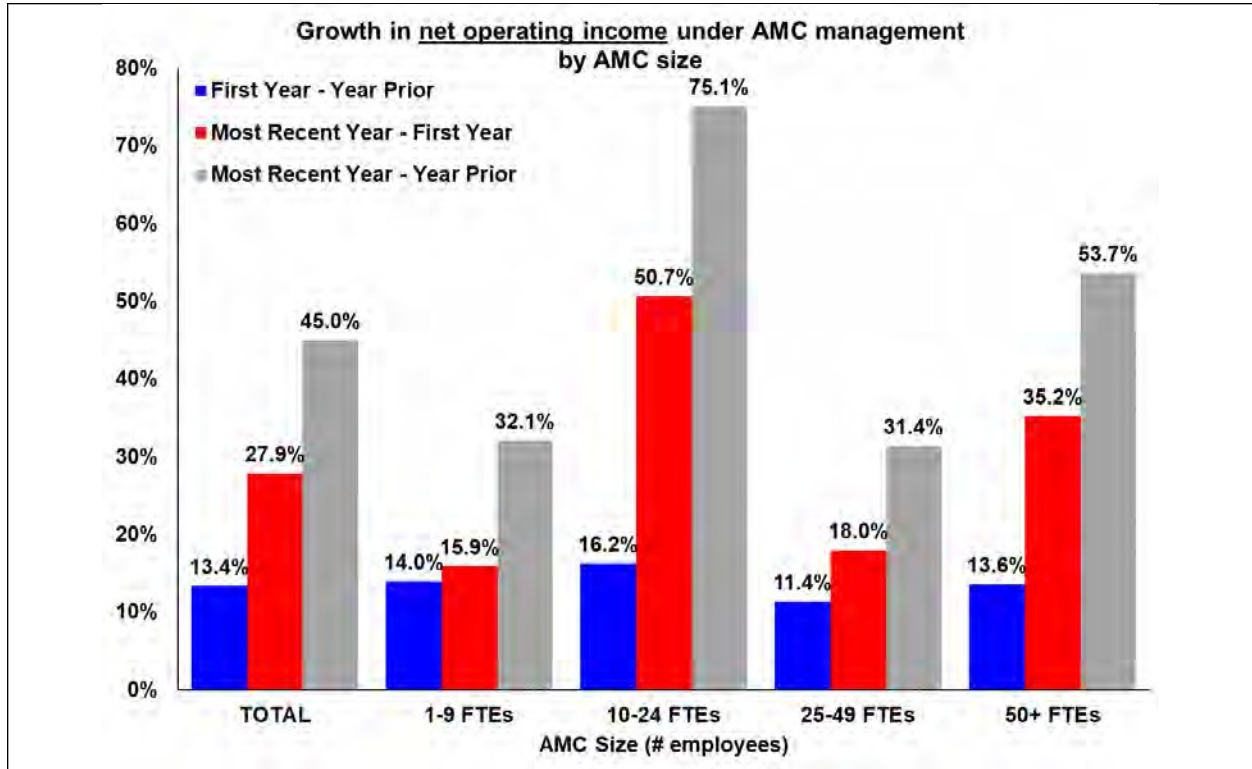
	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	238	104	70	31	33
Invalid responses	23	13	5	2	3
Less than \$100,000	48.3%	62.5%	37.1%	48.4%	27.3%
\$100,000 to \$249,999	21.4%	17.3%	30.0%	22.6%	15.2%
\$250,000 to \$499,999	9.2%	6.7%	11.4%	6.5%	15.2%
\$500,000 to \$749,999	3.4%	2.9%	1.4%	0.0%	12.1%
\$750,000 to \$999,999	2.9%	1.9%	4.3%	3.2%	3.0%
\$1,000,000 to \$1,999,999	4.2%	1.0%	8.6%	3.2%	6.1%
\$2,000,000 to \$2,999,999	1.7%	0.0%	0.0%	6.5%	6.1%
\$3,000,000 to \$3,999,999	1.3%	0.0%	0.0%	6.5%	3.0%
\$4,000,000 to \$4,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$5,000,000 or more	0.4%	0.0%	0.0%	3.2%	0.0%
Prefer not to answer	7.1%	7.7%	7.1%	0.0%	12.1%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	\$379,638	\$179,948	\$311,154	\$887,097	\$651,724
median	\$100,000	\$100,000	\$175,000	\$175,000	\$375,000

- Growth in net operating income under AMC management:** Transitioning from the prior management model to the current AMC management model yields increases in net operating income regardless of AMC size. During the first year under the current AMC management, net income increased an average of \$35,068 (13.4%). Much larger increases occurred between the most recent year of current AMC management and either the first year (an average of \$82,805, or 27.9%) or year prior (an average of \$117,873, or 45.0%), with income growth increasing by AMC size.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
(First year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$35,068	\$19,010	\$28,846	\$76,613	\$57,759
(%)	13.4%	14.0%	16.2%	11.4%	13.6%
(Most recent year under AMC management) - (First year under AMC management)					
Growth (\$)	\$82,805	\$24,740	\$104,615	\$135,484	\$169,828
(%)	27.9%	15.9%	50.7%	18.0%	35.2%
(Most recent year under AMC management) - (Year prior to AMC management)					
Growth (\$)	\$117,873	\$43,750	\$133,462	\$212,097	\$227,586
(%)	45.0%	32.1%	75.1%	31.4%	53.7%



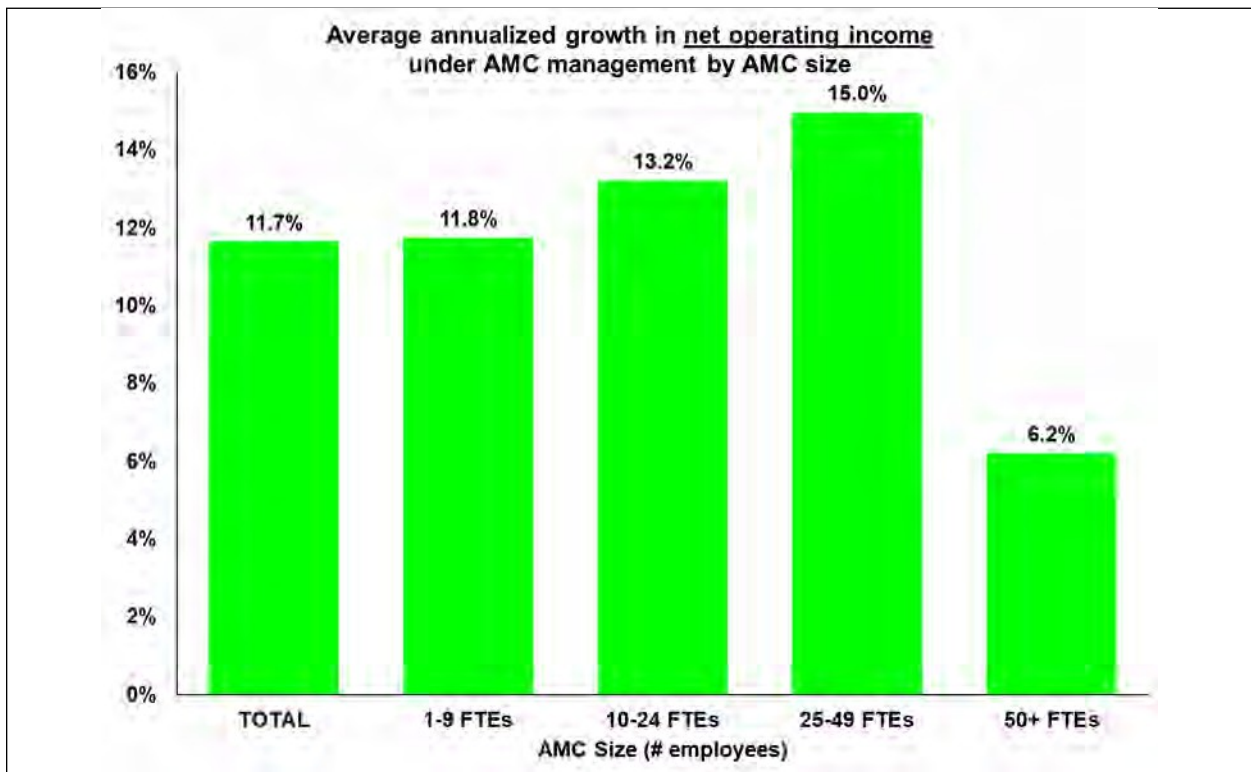
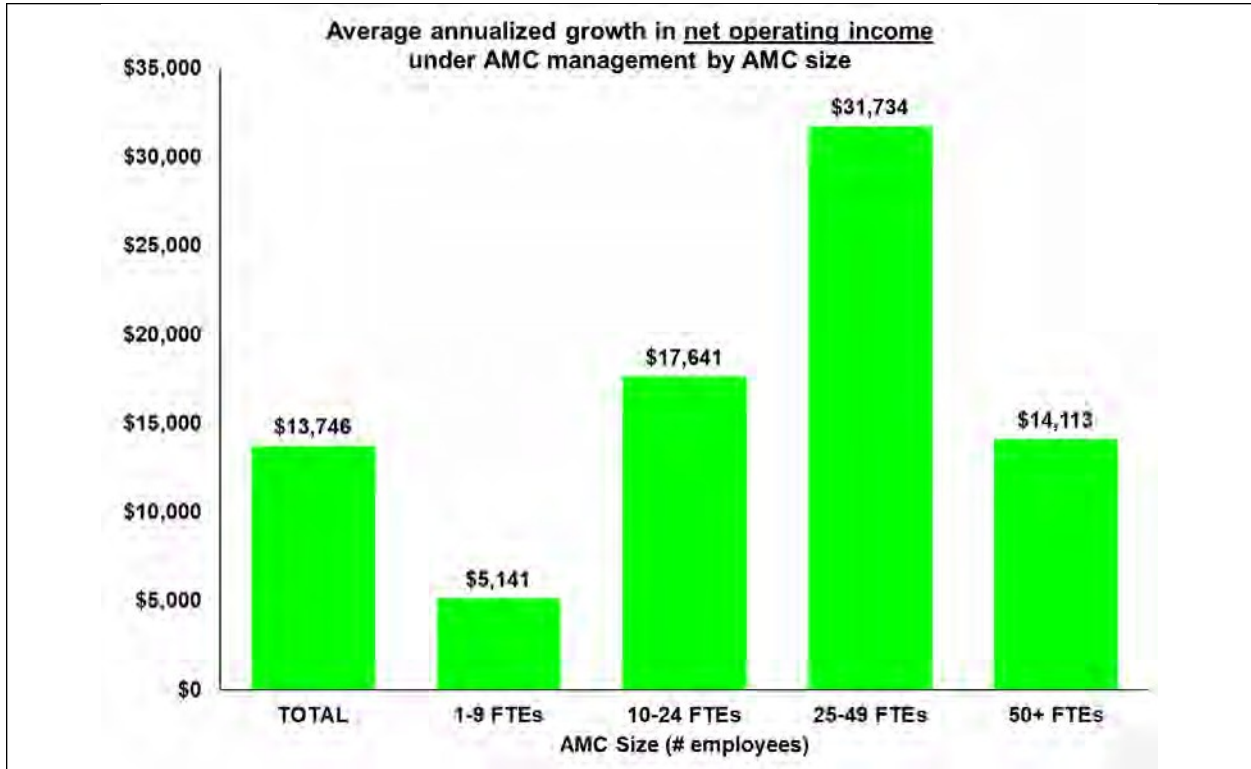
• Growth in net operating income under AMC management: (continued)



- **Average annualized growth in net operating income under AMC management:** For all client associations combined, average annualized growth in net income was \$13,746 (11.7%) under AMC management. Average annualized growth in net income increases with AMC size, but the average annualized growth rate (%) varies, from 6.2% for Extra Large AMCs to 15.0% for Large AMCs. (See charts on next page.)

Net Income	Total	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Growth (\$)	\$13,746	\$5,141	\$17,641	\$31,734	\$14,113
Growth (%)	11.7%	11.8%	13.2%	15.0%	6.2%

- Average annualized growth in net operating income under AMC management: *(continued)*



• **Years Executive Director or Chief Staff Executive (employed by AMC) has held their position:**

On average, Executive Directors/Chief Staff Executives have held their position for 7.8 years, with 39.7% holding their position for 4 years or less, 25.0% holding their position for 5-9 years, and 35.3% holding their position for 10 years or longer. There are few differences in Executive Director/Chief Staff Executive tenure by AMC size, and the median tenure is 7 years across the board.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	232	100	69	31	32
Invalid responses	29	17	6	2	4
Less than 1 year	9.1%	11.0%	8.7%	3.2%	9.4%
1-2 years	16.8%	19.0%	7.2%	25.8%	21.9%
3-4 years	13.8%	12.0%	14.5%	16.1%	15.6%
5-9 years	25.0%	22.0%	36.2%	19.4%	15.6%
10+ years	35.3%	36.0%	33.3%	35.5%	37.5%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	7.8	7.7	8.2	7.6	7.6
median	7.0	7.0	7.0	7.0	7.0

• **Years Executive Director or Chief Staff Executive has been employed by AMC:**

On average, Executive Directors/Chief Staff Executives have been employed by the AMC for 9.8 years, with 28.1% employed for 4 years or less, 19.7% employed for 5-9 years, and 52.2% employed for 10 years or longer. There is not a consistent trend in employment by AMC size.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	228	100	65	31	32
Invalid responses	33	17	10	2	4
Less than 1 year	5.7%	6.0%	4.6%	6.5%	6.3%
1-2 years	11.0%	11.0%	3.1%	22.6%	15.6%
3-4 years	11.4%	9.0%	15.4%	16.1%	6.3%
5-9 years	19.7%	25.0%	20.0%	6.5%	15.6%
10+ years	52.2%	49.0%	56.9%	48.4%	56.3%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	9.8	9.6	10.5	8.6	10.0
median	15.0	7.0	15.0	7.0	15.0

- Executive Director or Chief Staff Executive—years held position vs. years employed by AMC:** As shown above, Executive Directors/Chief Staff Executives have held their positions an average of 7.8 years and they have been employed by the AMC an average of 9.8 years. Therefore, on average, Executive Directors/Chief Staff Executives are employed by an AMC for 2 years before assuming their positions as association leaders. These results indicate a clear path for professional development of AMC staff as well as stable leadership for client associations.

Exec Dir / Chief Staff Exec	Total	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Held position (mean # years)	7.8	7.7	8.2	7.6	7.6
Employed by AMC (mean # years)	9.8	9.6	10.5	8.6	10.0
Difference	2.0	1.9	2.3	1.0	2.4

- Years EXTERNAL Executive Director or Chief Staff Executive (not employed by AMC) has held their position:** Nine out of 10 (89.2%) of client associations do not have an external Executive Director or Chief Staff Executive. Among the 10.8% of client associations that do have an external Executive Director/Chief Staff Executive, the average tenure is only 3.6 years—well below the 7.8-year average tenure of AMC-employed association leaders.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	232	100	69	30	33
Invalid responses	29	17	6	3	3
Less than 1 year	3.4%	3.0%	4.3%	3.3%	3.0%
1-2 years	2.2%	4.0%	0.0%	3.3%	0.0%
3-4 years	1.7%	0.0%	4.3%	0.0%	3.0%
5-9 years	3.0%	1.0%	2.9%	3.3%	9.1%
10+ years	0.4%	1.0%	0.0%	0.0%	0.0%
Our client does NOT have an EXTERNAL Executive Director or Chief Staff Executive (NOT employed by our company)	89.2%	91.0%	88.4%	90.0%	84.8%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	3.6	3.3	3.3	3.0	5.0
median	1.5	1.5	3.5	1.5	7.0

- **Retirement of EXTERNAL Executive Director or Chief Staff Executive (not employed by AMC) under AMC management:** Only 6.1% of client associations had an external Executive Director or Chief Staff Executive retire.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	230	97	69	31	33
Invalid responses	31	20	6	2	3
Yes	6.1%	6.2%	7.2%	9.7%	0.0%
No	93.9%	93.8%	92.8%	90.3%	100.0%
	100.0%	100.0%	100.0%	100.0%	100.0%

AMC Characteristics: Segmentation by AMC Size

The segmentations presented above—by client revenue, by client revenue + prior management model, and by AMC size—use the client association as the unit of analysis since data was provided for up to three client associations per AMC. The survey also gathered information about AMC characteristics, which uses the AMC as the unit of analysis. A total of 87 AMCs completed the survey, which is the baseline number of cases in this segmentation.

AMCs were categorized by size—Small (1-9 employees), Medium (10-24 employees), Large (25-49 employees), and Extra Large (50+ employees), as shown in the following table.

AMCs	Total	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Number	87	39	25	11	12
Percent of total	100%	44.8%	28.7%	12.6%	13.8%

Detailed Findings:

- **Position at AMC:** 81.6% of survey respondents are AMC owners/principals and 10.3% are CFOs, COOs, or Chief Staff Executives/Client CEOs/Executive Directors. Another 8.0% of respondents selected “Other (please specify),” which includes the following write-in responses: *Accounting & Finance Manager; Controller; Director of Engagement & Events; Director of Operations (AMC) and Client ED; Marketing Manager; Operations & Finance Manager; and Senior Vice President.*

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	87	39	25	11	12
Invalid responses	0	0	0	0	0
AMC owner or principal	81.6%	89.7%	80.0%	72.7%	66.7%
CFO	2.3%	0.0%	0.0%	9.1%	8.3%
COO	3.4%	2.6%	0.0%	9.1%	8.3%
Chief Staff Executive/Client CEO or Executive Director	4.6%	2.6%	12.0%	0.0%	0.0%
Other (please specify)	8.0%	5.1%	8.0%	9.1%	16.7%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Year AMC was founded/established:** 83.9% of AMCs were founded/established in 1980 or later and only 16.1% were founded/established before 1980.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	87	39	25	11	12
Invalid responses	0	0	0	0	0
1900-1959	4.6%	0.0%	4.0%	9.1%	16.7%
1960-1969	3.4%	0.0%	4.0%	0.0%	16.7%
1970-1979	8.0%	7.7%	12.0%	0.0%	8.3%
1980-1989	17.2%	12.8%	16.0%	18.2%	33.3%
1990-1999	23.0%	25.6%	24.0%	18.2%	16.7%
2000-2009	25.3%	28.2%	28.0%	36.4%	0.0%
2010-2020	18.4%	25.6%	12.0%	18.2%	8.3%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **State/country where AMC is headquartered:** 88.5% of AMCs are headquartered in the U.S. and the remaining 11.5% are headquartered in Canada. The states with the largest percentage of AMCs include: Illinois (9.2%), Virginia (8.0%), California (6.9%), Minnesota (5.7%), Florida (4.6%), New Jersey (4.6%), and Wisconsin (4.6%). All other states have 3.4% or less.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	87	39	25	11	12
Invalid responses	0	0	0	0	0
Alabama	2.3%	5.1%	0.0%	0.0%	0.0%
Alaska	0.0%	0.0%	0.0%	0.0%	0.0%
Arizona	2.3%	5.1%	0.0%	0.0%	0.0%
Arkansas	0.0%	0.0%	0.0%	0.0%	0.0%
California	6.9%	12.8%	4.0%	0.0%	0.0%
Colorado	3.4%	5.1%	4.0%	0.0%	0.0%
Connecticut	0.0%	0.0%	0.0%	0.0%	0.0%
Delaware	0.0%	0.0%	0.0%	0.0%	0.0%
District of Columbia	1.1%	2.6%	0.0%	0.0%	0.0%
Florida	4.6%	7.7%	0.0%	9.1%	0.0%
Georgia	3.4%	0.0%	0.0%	9.1%	16.7%
Hawaii	0.0%	0.0%	0.0%	0.0%	0.0%
Idaho	0.0%	0.0%	0.0%	0.0%	0.0%
Illinois	9.2%	10.3%	8.0%	0.0%	16.7%
Indiana	3.4%	0.0%	12.0%	0.0%	0.0%

(continued)

• State/country where AMC is headquartered: (continued)

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	87	39	25	11	12
Invalid responses	0	0	0	0	0
Iowa	2.3%	2.6%	4.0%	0.0%	0.0%
Kansas	0.0%	0.0%	0.0%	0.0%	0.0%
Kentucky	3.4%	2.6%	0.0%	0.0%	16.7%
Louisiana	0.0%	0.0%	0.0%	0.0%	0.0%
Maine	0.0%	0.0%	0.0%	0.0%	0.0%
Maryland	3.4%	2.6%	4.0%	9.1%	0.0%
Massachusetts	0.0%	0.0%	0.0%	0.0%	0.0%
Michigan	1.1%	0.0%	4.0%	0.0%	0.0%
Minnesota	5.7%	2.6%	8.0%	9.1%	8.3%
Mississippi	0.0%	0.0%	0.0%	0.0%	0.0%
Missouri	1.1%	2.6%	0.0%	0.0%	0.0%
Montana	0.0%	0.0%	0.0%	0.0%	0.0%
Nebraska	0.0%	0.0%	0.0%	0.0%	0.0%
Nevada	0.0%	0.0%	0.0%	0.0%	0.0%
New Hampshire	0.0%	0.0%	0.0%	0.0%	0.0%
New Jersey	4.6%	2.6%	4.0%	0.0%	16.7%
New Mexico	0.0%	0.0%	0.0%	0.0%	0.0%
New York	1.1%	0.0%	0.0%	0.0%	8.3%
North Carolina	0.0%	0.0%	0.0%	0.0%	0.0%
North Dakota	0.0%	0.0%	0.0%	0.0%	0.0%
Ohio	2.3%	5.1%	0.0%	0.0%	0.0%
Oklahoma	0.0%	0.0%	0.0%	0.0%	0.0%
Oregon	1.1%	2.6%	0.0%	0.0%	0.0%
Pennsylvania	3.4%	2.6%	8.0%	0.0%	0.0%
Rhode Island	0.0%	0.0%	0.0%	0.0%	0.0%
South Carolina	0.0%	0.0%	0.0%	0.0%	0.0%
South Dakota	1.1%	0.0%	4.0%	0.0%	0.0%
Tennessee	2.3%	2.6%	0.0%	9.1%	0.0%
Texas	2.3%	0.0%	8.0%	0.0%	0.0%
Utah	0.0%	0.0%	0.0%	0.0%	0.0%
Vermont	0.0%	0.0%	0.0%	0.0%	0.0%
Virginia	8.0%	5.1%	8.0%	18.2%	8.3%
Washington	1.1%	0.0%	0.0%	9.1%	0.0%
West Virginia	1.1%	2.6%	0.0%	0.0%	0.0%
Wisconsin	4.6%	2.6%	4.0%	9.1%	8.3%
Wyoming	0.0%	0.0%	0.0%	0.0%	0.0%
Puerto Rico	0.0%	0.0%	0.0%	0.0%	0.0%
Other U.S. territory	1.1%	0.0%	0.0%	9.1%	0.0%
Canada	11.5%	12.8%	16.0%	9.1%	0.0%
Other non-U.S. country	0.0%	0.0%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Region where AMC is headquartered:** In terms of U.S. regions, 32.2% of AMCs are headquartered in the South, 31.0% are in the Midwest, 14.9% are in the West, 9.2% are in the Northeast, and 1.1% are in a U.S. territory.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	87	39	25	11	12
Invalid responses	0	0	0	0	0
Northeast	9.2%	5.1%	12.0%	0.0%	25.0%
Midwest	31.0%	25.6%	44.0%	18.2%	33.3%
South	32.2%	30.8%	20.0%	54.5%	41.7%
West	14.9%	25.6%	8.0%	9.1%	0.0%
Other U.S. territory	1.1%	0.0%	0.0%	9.1%	0.0%
Canada	11.5%	12.8%	16.0%	9.1%	0.0%
Other non-U.S. country	0.0%	0.0%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Office locations:** Nearly three-fourths (73.6%) of AMCs have only one office location, and at least 72.0% of Small, Medium, and Large AMCs have only one office location but only 33.3% of Extra Large AMCs have only one office location. The remaining 26.4% of AMCs have two or more office locations.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	87	39	25	11	12
Invalid responses	0	0	0	0	0
1	73.6%	87.2%	72.0%	72.7%	33.3%
2	16.1%	12.8%	16.0%	9.1%	33.3%
3	3.4%	0.0%	4.0%	9.1%	8.3%
4	0.0%	0.0%	0.0%	0.0%	0.0%
5 or more	6.9%	0.0%	8.0%	9.1%	25.0%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Full-time equivalent employees:** As the segmentation table on page 63 shows, nearly half (44.8%) of AMCs have 1-9 FTEs, which puts them in the Small AMC size category. Another 28.7% have 10-24 FTEs (Medium), 12.6% have 25-49 FTEs (Large), and 13.8% have 50 or more FTEs (Extra Large).

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	87	39	25	11	12
Invalid responses	0	0	0	0	0
1-9	44.8%	100.0%	0.0%	0.0%	0.0%
10-24	28.7%	0.0%	100.0%	0.0%	0.0%
25-49	12.6%	0.0%	0.0%	100.0%	0.0%
50-74	3.4%	0.0%	0.0%	0.0%	25.0%
75-99	3.4%	0.0%	0.0%	0.0%	25.0%
100-149	1.1%	0.0%	0.0%	0.0%	8.3%
150-199	1.1%	0.0%	0.0%	0.0%	8.3%
200 or more	4.6%	0.0%	0.0%	0.0%	33.3%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Total gross revenue (most recent fiscal year):** 43.7% of AMCs have total gross revenue that is less than \$1 million, 23.0% have revenue of \$1 million to \$2,999,999, 14.9% have revenue of \$3 million to \$4,999,999, and 17.2% have revenue of \$5 million or more. As expected, company revenue increases with AMC size.

	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	87	39	25	11	12
Invalid responses	0	0	0	0	0
Less than \$1 million	43.7%	82.1%	24.0%	0.0%	0.0%
\$1 million to \$2,999,999	23.0%	12.8%	52.0%	18.2%	0.0%
\$3 million to \$4,999,999	14.9%	2.6%	20.0%	63.6%	0.0%
\$5 million to \$6,999,999	6.9%	0.0%	4.0%	18.2%	25.0%
\$7 million to \$9,999,999	2.3%	0.0%	0.0%	0.0%	16.7%
\$10 million to \$14,999,999	2.3%	0.0%	0.0%	0.0%	16.7%
\$15 million to \$19,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$20 million or more	5.7%	0.0%	0.0%	0.0%	41.7%
Prefer not to answer	1.1%	2.6%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%

- **Full-service clients by clients' total gross operating revenue:** On average, AMCs had 11 clients with revenue of less than \$1 million, 2.1 clients with revenue of \$1 million to \$3,499,999, 0.3 client with revenue of \$3.5 million to \$4,999,999, and 0.2 client with revenue of \$5 million or more (see *mean* for the "TOTAL" column in each panel of table on the next page). As expected, the average number of clients in each revenue category increases with AMC size.

• Full-service clients by clients' total gross operating revenue: (continued)

Full-service Clients by Client Revenue	TOTAL	AMC Size			
		Small (1-9 FTEs)	Medium (10-24 FTEs)	Large (25-49 FTEs)	Extra Large (50+ FTEs)
Valid responses	87	39	25	11	12
Invalid responses	0	0	0	0	0
Less than \$1 million					
0	2.3%	0.0%	0.0%	9.1%	8.3%
1-4	18.4%	35.9%	8.0%	0.0%	0.0%
5-9	34.5%	48.7%	32.0%	18.2%	8.3%
10-19	34.5%	10.3%	56.0%	54.5%	50.0%
20-29	5.7%	5.1%	4.0%	18.2%	0.0%
30-39	2.3%	0.0%	0.0%	0.0%	16.7%
40 or more	2.3%	0.0%	0.0%	0.0%	16.7%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	11.0	6.7	11.0	14.7	21.8
median	9.0	6.0	11.0	17.0	15.5
\$1 million to \$3,499,999					
0	46.0%	76.9%	32.0%	9.1%	8.3%
1	14.9%	12.8%	28.0%	9.1%	0.0%
2	12.6%	7.7%	20.0%	18.2%	8.3%
3	8.0%	0.0%	4.0%	36.4%	16.7%
4	6.9%	2.6%	12.0%	18.2%	0.0%
5	3.4%	0.0%	0.0%	9.1%	16.7%
6 or more	8.0%	0.0%	4.0%	0.0%	50.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	2.1	0.4	1.7	2.7	7.7
median	1.0	0.0	1.0	3.0	5.5
\$3.5 million to \$4,999,999					
0	86.2%	97.4%	92.0%	90.9%	33.3%
1	8.0%	2.6%	8.0%	0.0%	33.3%
2	0.0%	0.0%	0.0%	0.0%	0.0%
3	3.4%	0.0%	0.0%	0.0%	25.0%
4	1.1%	0.0%	0.0%	0.0%	8.3%
5	0.0%	0.0%	0.0%	0.0%	0.0%
6 or more	1.1%	0.0%	0.0%	9.1%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	0.3	0.0	0.1	0.9	1.4
median	0.0	0.0	0.0	0.0	1.0
\$5 million or more					
0	88.5%	97.4%	96.0%	81.8%	50.0%
1	5.7%	2.6%	4.0%	9.1%	16.7%
2	3.4%	0.0%	0.0%	0.0%	25.0%
3	0.0%	0.0%	0.0%	0.0%	0.0%
4	1.1%	0.0%	0.0%	0.0%	8.3%
5	1.1%	0.0%	0.0%	9.1%	0.0%
6 or more	0.0%	0.0%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
mean	0.2	0.0	0.0	0.5	1.0
median	0.0	0.0	0.0	0.0	0.5

APPENDIX

Written Comments

At the end of the survey, respondents were invited to share comments regarding the AMC management model. The following are respondents' verbatim written comments (lightly edited to correct typos).

- *Given that fact that our three largest clients all have annual budgets over \$10,000,000, the argument that associations outgrow the AMC managed model becomes a bit weaker.*
- *I think there is a huge opportunity for AMCs as stand-alone associations realize that they can increase their efficiency and cut their overhead by moving to the AMC model in the post-Covid environment.*
- *Our model has never had more opportunity to be visible and we have never had a better opportunity to deliver the message of value to our association client partners and potential partners. With associations struggling financially we have the opportunity to communicate that shared overhead and resources means value to associations and their members. Additionally, AMCs offer staff expertise that stand-alone associations ca not afford because of the peaks and valleys they experience in demand.*
- *The AMC management model fills a key niche in the not-for-profit sector. It decreases risk for the association and increases association productivity by helping to match the needs of the association with the human resources (staff and volunteer) required to serve members and their communities.*
- *We have a client was with us from 2007-2016: we left at the end of 2016; they had solo contractor ED until mid-2019; rehired us following fiscal collapse, recovering well.*
- *We have a unique business model. Our parent is a 501(c)(6) trade association with a wholly-owned for-profit subsidiary. Our AMC business is run through the for-profit subsidiary. Because we have developed a strong parent association, we feel we understand the needs of associations and developed our AMC business. Just something we have done to diversify our revenue streams.*