BREWERS ASSOCIATION

2016 State of the Guilds Report

In order to better understand the trends in state craft brewers guild operations, each year we conduct a survey of state & regional guilds nationwide. From multi-million dollar associations, to nascent and newly organized, we hope these insights and best practices might be of benefit for future strategic planning for the community of brewers guilds.

Who Answered the Survey?

All fifty state brewers guilds, plus Washington D.C. and one regional guild submitted responses.
Not every guild responded to every question, so you'll note the number of guild replies varies.
The median age of the 52 guilds is 7 yrs, with the majority founded around 2009. The eldest guild, the California Craft Brewers Association, celebrates 27 years this year.

A couple data notes:

The triangle symbol Δ refers to as "change" in one number from another.
The difference (increase or decrease) between 2015 and 2016's total average percent is referred to as "Δ in % from 2015." Ie: if 2015's data = 15% and 2016's = 20%, the difference is an increase from 2015 to 2016 of 5%.
The change in the total data's numerical value represented as a percent increase/decrease from this year to last is stated "% Δ in # from 2015." ie: if 2015's average was 20, and 2016's average was 25, this represents a 25% increase ((25-20)/20*100)).
Due to rounding, some of the percent changes may appear off – they are precise and based on the unrounded numbers. That said, if you see a number that looks off, please don't hesitate to write! Your feedback always welcome!

Membership

Estimated percent of guild member breweries out of total brewery count in the state/city:

Responses: 52	% of 52	Δ in % from 2015
Max: 100%	Min: 33%	Max: no Δ Min: - 7 %
Average	78.5%	- 1.3%
Median	84.0%	- 1%

→ 2015 brewery counts by state:
www.brewersassociation.org/statistics/by-state
→ Our current known brewery contacts for each state can be found in the BA directory:
www.brewersassociation.org/directories/breweries/

Voting and non-voting membership tiers offered:

All guilds offer, of course, a Voting Brewery membership tier for federally licensed & active breweries & brewpubs.
Of the 52 guilds, 42 offer other tiers as well.

# of Guilds	% of 52	Membership Tiers (and % Δ from 2015):
38	73%	Associate/Allied Trade Industry Partners (-9%)
28	54%	Breweries in planning (-3%)
18	35%	Enthusiasts (-16%)
13	25%	Wholesalers (-14%)
17	33%	Retail: Bottle shops, bars, restaurants, etc (-10%)
3	6%	Home brewers (-2 %)
4	8%	Festival promoters (-9%)

Many guilds noted they fold the Wholesalers, Retailers, Breweries in Planning, and other tiers into the Associate/Allied Trade category.

Member count in guilds that offer an Associate Membership:

Responses:	38 responses	% Δ from 2015
Max: 191 members	Min: 1	Max Δ +27%
Average # of members:	52	+34.5%
Median # of members:	30	+20%

Member count in guilds that offer an Enthusiast Membership:

Responses:	18 responses	% Δ from 2015
Max: 3950 members	Min: 13	Max Δ -1%
Average # of members:	557	-32%
Median # of members:	257	-21%

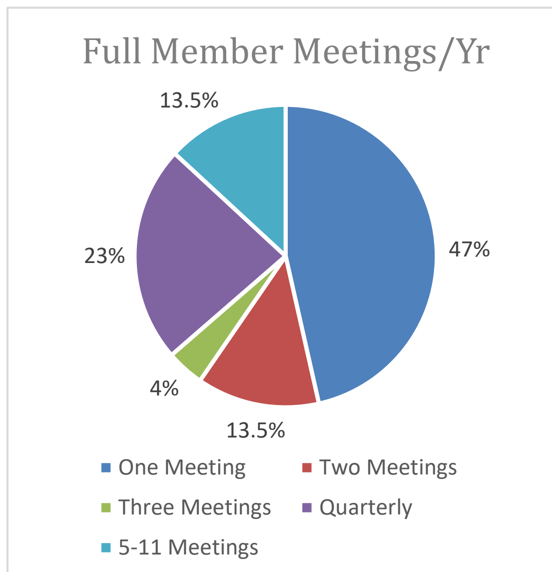
The enthusiast membership tier has decreased significantly from 2015, and guilds offering this tier has also decreased. Likely in recognition that this program takes considerable time and resources to execute, and must be implemented flawlessly, or consumers can be unforgiving.

Meetings

Number of **full member** meetings guilds host per year:

Responses:	52	% of 52	Δ in % from 2015	%Δ in # from 2015
One annual meeting	24	46%	+5 %	+20%
Two meetings/yr	7	13.5%	-5 %	-22%
Three meetings/yr	2	4%	No Δ	0%
Quarterly	12	23%	-4 %	-8%
5-11 meetings/yr	7	13.5%	+3.5 %	+40%
Monthly	0	0%	No Δ	
Never	0	0%	No Δ	

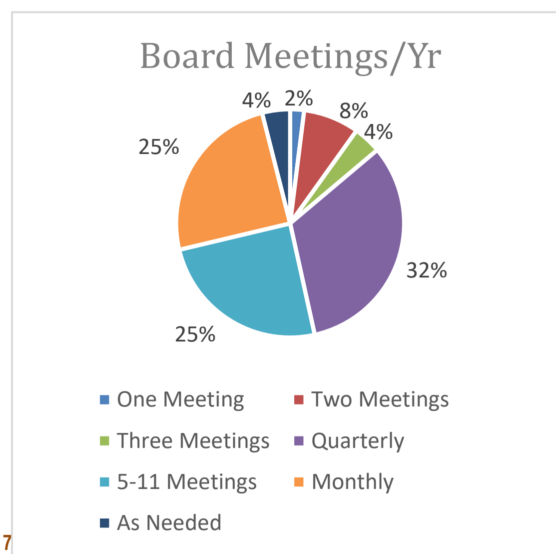
- ➔ 53.8% of guilds meet more than once a year.
- ➔ Average equals 2.6 meetings/year.



Number of **board** meetings guilds host per year:

Responses:	52	% of 52	Δ in % from 2015	%Δ in # from 2015
One annual meeting	1	2%	No Δ	No Δ
Two meetings	4	8%	+4 %	100 %
Three meetings	2	4%	No Δ	No Δ
Quarterly	17	32%	+4 %	21 %
5-11 meetings/yr	13	25%	-10 %	-24 %
Monthly	13	25%	-2 %	No Δ
"As Needed"	2	4%	+4 %	200%

- ➔ 94% of guild boards meet twice or more per year.
- ➔ 83% of guild boards meet <u>at least</u> quarterly.
- ➔ Guilds meet on average 7.4 times/year.



Communication

25 guilds (48%) send regular newsletters to membership, 25 guilds said they still do not.
36 guilds (69%) host an intra-guild member email distribution list for just voting members.
Guilds are using the following communication services: Wild Apricot, Emma (x3), MailChimp (x4), Constant Contact (x5), Google/Gmail (x10), BlueHost, MacMail, Yahoo (x2), Outlook, NationBuilder, & the guild website forum.

Structure

Board Seats:

Responses:	52	% Δ from 2015
Max: 16	Min: 3	
Average:	7	No Δ
Median:	7	No Δ

Average length of term is 2 years, maximum 3 years, and minimum 1 year. On average, 3 consecutive terms are permitted for the board seats.

Permanent Committees:

42/52 guilds (81%) report holding permanent committees (+2 guilds from 2015).
Committees most commonly include: Executive (20 guilds), Legislative (33 guilds), Events (23 guilds), Finance (13 guilds), Marketing (21 guilds), Technical/Education, Safety, and Membership (13 guilds). Other guild committees include Farm Breweries, Communications, Social Media, & Elections.

Association Staff:

38/52 guilds (73%) have at least one person on staff (+7% or +5 guilds from 2015).
16/52 guilds (31%) have more than one paid staff (+9% or +5 guilds from 2015).
25/38 executive directors (66%) report working **full time** and 13/38 work **part time** (34%).
2 guilds have **volunteer** staffers.
18 staffers are considered an "**Employee**" of the organization.
17 staffers are **independent contractors**.
3 guilds contract **association management firms**.

Staff Backgrounds:

Of the 38 staffers, many report a diverse background selecting more than three "primary background" options.

- 9 staffers report a **lawyer/lobbyist** background.
- 10 staffers report a **nonprofit/association management** background.
- 14 staffers report a **brewing or other alcohol industries** background.
- 14 staffers report a **marketing** background.
- 15 staffers report a **promotion/events management** background.

Other backgrounds include business development (5), consulting (3), and journalism (6).

Staff Benefits:

Of the 38 staffers:

- 9 staffers have **health insurance**.
- 8 staffers have **workers comp**.
- 2 staffers have **retirement benefits**.
- 15 have **paid time off**.
- 3 have an **auto stipend**.
- 25 are reimbursed for **guild-related travel**.
- 11 report **no benefits**.

Staff Salary Survey:

	Part Time Directors:	Δ from 2015	Full Time Directors:	Δ from 2015	2nd Staff Members:	Δ from 2015
Response count:	9	+2	22	+1	13	+2
Average Hours/Week:	20.5	+0.5 hrs	46.2	-0.8 hrs	32	-3 hrs
Median Hours/Week:	20	No Δ	45	-5 hrs	40	No Δ
Average Salary:	$27,133	+$8,304	$61,500	+$5,175	$38,100	($4,200)
Median Salary:	$24,000	+$1,200	$65,000	**+$10k !**	$40,000	($3,000)

- 31/38 (82%) of guild staff report their pay structure as an annual salary.
- 3 staffers receive a percent of the guilds event proceeds as part of their income.
- 2 staffers are paid hourly, 2 are paid mostly in beer.

Association Income

Fundraising Sources:

Source:	Average % of income	Median	Max	Min
Voting Member Dues	38.9%	25%	100%	0%
Associate Member Dues	9.6%	5%	70%	0%
Grants (11 guilds)	2.7%	0%	54%	0%
Events	45.2%	49%	100%	0%
Other	4.2%	0%	42%	0%

- 20 guilds (38%) make 50% or more of total income from **voting member dues**.
- 11 guilds (21%) make 75% or more of total income from **voting member dues**.
- 26 guilds (50%) make 50% or more of total income from **events**.
- 13 guilds (25%) make 75% or more of total income from **events**.

Annual Income:

Gross Income: Response Count:	52	% Δ 2015-16	% Δ 2014-15	**NET Income**
Max: $1,776,900	Min: $0	Max: +14%	Max: +41%	Max: $167,000 Min: ($11,205)
Average:	$201,937	+24.5%	+44.6%	$23,846
Median:	$105,000	+66.7%	+57.5%	$6,700
Total Income:	**$9,692,987**	**+22%**	**+28%**	**$1,073,060**

Association Expenditures

Expenditure:	Responders out of 52	Average % of income	Δ in % from 2015	Median	Max	Min
Legal/Lobbying	35	16.7%	- 5.6%	15%	95%	0%
Events	40	29.7%	+ 2%	25%	90%	0%
Staff	36	23.8%	+ 8.4%	10%	49%	0%
Marketing	33	10.2%	- 3.6%	10%	100%	0%
Philanthropy	7	1%	No Δ	4%	5%	0%
Insurance	35	3%	- 2.3%	2%	10%	0%
Other	28	6.8%	No Δ	1%	43%	0%

Philanthropic Donations:

Responses:	7	% Δ 2015-16
Max: $43,000	Min: $1,.000	Max: + 95%
Average:	$5,821	+ 98%
Median:	$3,000	+ 100%
Total Philanthropic Donation:	**$80,500**	**+ 6 %**

Government Affairs

Legislative Activity:

Out of 52 replies:

40 guilds (77%) organize **educational events for policy makers** (+6 guilds from 2015).

29 guilds (56%) organize an annual **State Capitol Hill Climb** for guild members (+2 guilds).

37 guilds (71%) have an active and continuing relationship with the **state's wholesalers association**.

40 guilds (77%) have initiated **beneficial legislation** to the state's small brewers in 2015 (+2 guilds).

41 guilds (79%) actively defended small brewers from **detrimental legislation** in 2015 (+5 guilds).

44 guilds (85%) anticipate launching a **legislative initiative** in 2017 (+4 guilds).

19 guilds (37%) report spending an average of 11% of their time on federal advocacy.

12 guilds (23%) have established a **PAC fund** (+2 guilds): 3 non-connected, 9 connected, and 11 guilds considering starting a PAC fund. Average PAC fund contribution/yr = $8,928, median = $5,000.

12 guilds (23%) consider having a PAC necessary to getting legislation passed in their state. Interestingly, these 12 guilds are not all the same 12 guilds that actually *have* PAC funds.

Lobbyists on Retainer

Responses:	52	% of 52	% Δ in # of guilds from 2015
Full time:	14	27%	+ 16.7%
Part time:	17	33%	-5.6%
No, but thinking about hiring:	4	8%	- 20%
No:	16	31%	+14.3%

Average annual lobbying expense = $30k; Median lobbying expense = $18k.

Miscellaneous

Out of 52 replies:

41 guilds (79%) hosted/sponsored one or more **fundraising festivals/events** in 2015.

43 guilds (83%) have hosted/will host one or more fundraising events in 2016.

24 guilds (46%) hosted a state or city **beer week** in 2015 (+3 guilds).

18 guilds (35%) **partner with other non-profits**, state agencies, or other outside associations for fundraising event management. Examples include Dept of Tourism, Dept of Agriculture, museums, & restaurant associations.

19 guilds (37%) have a **strategic plan** (+3 guilds). 15 guilds are "working on it."

34 guilds (65%) offered brief **educational seminars** at member meetings in 2015.

13 guilds (25%) hosted a full-scale **technical conference** for members in 2015.

17 guilds (33%) hosted/will host a full-scale **technical conference** for members in 2016.

35 guilds (67%) are considering or plan to host a full-scale technical conference for members in 2017.

Miscellaneous (cont'd)

16 guilds (31%) regularly **survey brewery members** for employment and production numbers.

7 guilds (13%) conducted a full **economic impact study** on the state's craft brewing industry in 2015. Seven guilds have completed one in years' past.

Average cost to produce = $10,330, median = $7,500.

8 guilds (15%) have a **mobile phone app** (+2 guilds) and 10 guilds are developing one now. Average cost to produce = $8,750.

11 guilds (21%) employ an **outside marketing** firm. Two guilds are shopping for one.

34 guilds (65%) have **liability insurance** for the board (+4 guilds).

13 guild boards (25%) take an **annual retreat**, or multi-day meeting away from the daily grind.

Conclusion

This data is intended to provide the current landscape of the US brewers guilds community. As you can see, the level of organizational activity and functioning spans the spectrum. Through the results of this report, we hope to provide a snapshot of where individual state associations align with guilds throughout the country. This data also serves to assist the Brewers Association in realizing opportunities to be of support, and further elevating the organizational strength of these state associations.

Together, in a partnership between the national and state associations, we can use this benchmark of reported best practices to make steady improvements to our collective protection and promotion of small and independent brewers.

Each and every guild's responses are extremely valuable. Thank you to those 52 associations that took the time to complete this survey.

Please email feedback or inquiries to Acacia Coast, State Brewers Associations Coordinator: acacia@brewersassociation.org.