


Form 990  Department of the Treasury Internal Revenue Service	Return of Organization Exempt From Income Tax Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)	OMB No 1545-0047 2009
	The organization may have to use a copy of this return to satisfy state reporting requirements	Open to Public Inspection

A For the 2009 calendar year, or tax year beginning 01-01-2009 and ending 12-31-2009		B Check if applicable <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending		Please use IRS label or print or type. See Specific Instructions.	C Name of organization Chamber of Commerce of the USA		D Employer identification number 53-0045720	
		Doing Business As			E Telephone number (202) 463-5590			
		Number and street (or P O box if mail is not delivered to street address) 1615 H Street NW			Room/suite			
		City or town, state or country, and ZIP + 4 Washington, DC 200622000			G Gross receipts \$ 214,784,371			
		F Name and address of principal officer Stan M Harrell 1615 H Street NW Washington, DC 200622000				H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
						H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions)		
I Tax-exempt status <input checked="" type="checkbox"/> 501(c) (6) (insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527						H(c) Group exemption number ▶		
J Website: ▶ www.uschamber.com								

K Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other <input type="checkbox"/>	L Year of formation 1915	M State of legal domicile DC
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Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities To advance human progress through an economic, (Please see Schedule O for the continuation)political, and social system based on individual freedom, incentive, opportunity and responsibility		
	2	Check this box <input checked="" type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	14
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	14
	5	Total number of employees (Part V, line 2a)	5	48
	6	Total number of volunteers (estimate if necessary)	6	0
	7a	Total gross unrelated business revenue from Part VIII, column (C), line 12	7a	514,180
	b	Net unrelated business taxable income from Form 990-T, line 34	7b	0

		Prior Year	Current Year
Revenue	8 Contributions and grants (Part VIII, line 1h)	139,924,246	205,434,412
	9 Program service revenue (Part VIII, line 2g)	1,482,324	2,602,476
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	674,682	91,594
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	5,031,773	6,489,327
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	147,113,025	214,617,809
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) . . .		0
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	65,024,658	67,076,941
	16a Professional fundraising fees (Part IX, column (A), line 11e)	483,328	483,328
	b Total fundraising expenses (Part IX, column (D), line 25) ⁰		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)	84,131,054	143,172,070
	18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	149,639,040	210,732,339
	19 Revenue less expenses Subtract line 18 from line 12	-2,526,015	3,885,470
Net Assets or Fund Balances		Beginning of Current Year	End of Year
	20 Total assets (Part X, line 16)	76,297,007	85,648,431
	21 Total liabilities (Part X, line 26)	105,313,412	110,289,291
	22 Net assets or fund balances Subtract line 21 from line 20	-29,016,405	-24,640,860

Part II Signature Block

Sign Here	Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.	
	_____ Signature of officer	2010-11-12 Date
	_____ Stan M Harrell SVP, CFO & CIO Type or print name and title	

Paid Preparer's Use Only	Preparer's signature  Howard Levenson	Date	Check if self-employed  	Preparer's identifying number (see instructions)
	Firm's name (or yours if self-employed), address, and ZIP + 4  Ernst and Young US LLP 1101 New York Avenue NW Washington, DC 20005	EIN 		
	Phone no  (202) 327-6000			

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

Part III

Statement of Program Service Accomplishments

1

Briefly describe the organization’s mission

The Chamber of Commerce serves its members and the nation's business community by analyzing national economic and social issues and by helping legislators and national leaders to shape policies and proposals to foster the development of American business

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

Yes

☒

No

If “Yes,” describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services?

Yes

☒

No

If “Yes,” describe these changes on Schedule O

4





















Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses

Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a	(Code) (Expenses \$ including grants of \$) (Revenue \$) Research and track issues affecting the business community and support pro-business legislation, regulations, and political activities
4b	(Code) (Expenses \$ including grants of \$) (Revenue \$) Enhance the competitiveness of business in the global marketplace Lobby for business' trade agendas and manage programs that educate American companies about trade opportunites
4c	(Code) (Expenses \$ including grants of \$) (Revenue \$) Work closely with associations and state and local chambers of commerce to build awareness of and involvement in top policy issues and generate grassroots momentum
4d	Other program services (Describe in Schedule O) See also Additional Data for Description (Expenses \$ including grants of \$) (Revenue \$)
4e	Total program service expenses ▶ \$

Part IV

Checklist of Required Schedules

		Yes	No				
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A		No				
2	Is the organization required to complete Schedule B, Schedule of Contributors? 	Yes					
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I 	Yes					
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II						
5	Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations. Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III 	Yes					
6	Did the organization maintain any donor advised funds or any similar funds or accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I 		No				
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II 		No				
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III 		No				
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV 		No				
10	Did the organization, directly or through a related organization, hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V 		No				
11	Is the organization's answer to any of the following questions "Yes"? If so, complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable. 	Yes					
	◆ Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.						
	◆ Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII.						
	◆ Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII.						
	◆ Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX.						
	◆ Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X.						
	◆ Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48? If "Yes," complete Schedule D, Part X.						
12	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII 		No				
12A	Was the organization included in consolidated, independent audited financial statements for the tax year? <table><tr><td>Yes</td><td>No</td></tr><tr><td> 12A</td><td>Yes</td></tr></table>	Yes	No	 12A	Yes		
Yes	No						
 12A	Yes						
	If "Yes," completing Schedule D, Parts XI, XII, and XIII is optional 						
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		No				
14a	Did the organization maintain an office, employees, or agents outside of the United States?	Yes					
14b	b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the United States? If "Yes," complete Schedule F, Part I 	Yes					
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U S ? If "Yes," complete Schedule F, Part II 		No				
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U S ? If "Yes," complete Schedule F, Part III 		No				
17	Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I 	Yes					
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II 		No				
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III 		No				
20	Did the organization operate one or more hospitals? If "Yes," complete Schedule H		No				

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21		No
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22		No
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to line 25</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a	Yes	
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee of the organization (or a family member) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	Yes	
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i>	34	Yes	
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35	Yes	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

Part V

Statements Regarding Other IRS Filings and Tax Compliance

			Yes	No
1a	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable	1a	435	
	b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	Yes
2a	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return	2a	485	
	b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return (see instructions)			
3a Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?			3a	Yes
b If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O			3b	Yes
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			4a	No
b If "Yes," enter the name of the foreign country: <input type="text"/> See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts				
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .			5a	No
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b	No
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction?			5c	
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?			6a	Yes
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b	Yes
7 Organizations that may receive deductible contributions under section 170(c).				
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?			7a	
b If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b	
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c	
d If "Yes," indicate the number of Forms 8282 filed during the year			7d	
e Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e	
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . .			7f	
g For all contributions of qualified intellectual property, did the organization file Form 8899 as required? . . .			7g	
h For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?			7h	
8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?			8	
9 Sponsoring organizations maintaining donor advised funds.				
a Did the organization make any taxable distributions under section 4966?			9a	
b Did the organization make a distribution to a donor, donor advisor, or related person?			9b	
10 Section 501(c)(7) organizations. Enter				
a Initiation fees and capital contributions included on Part VIII, line 12			10a	
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities			10b	
11 Section 501(c)(12) organizations. Enter				
a Gross income from members or shareholders			11a	
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)			11b	
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?			12a	
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year			12b	

Part VI

Governance, Management, and Disclosure

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Section A. Governing Body and Management

			Yes	No
1a	Enter the number of voting members of the governing body	1a	149	
b	Enter the number of voting members that are independent	1b	145	
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3		No
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?	4	Yes	
5	Did the organization become aware during the year of a material diversion of the organization's assets?	5		No
6	Does the organization have members or stockholders?	6		No
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?	7a		No
b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?	7b		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following			
a	The governing body?	8a	Yes	
b	Each committee with authority to act on behalf of the governing body?	8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		No

Section B. Policies

(This Section B requests information about policies not required by the Internal Revenue Code.)

			Yes	No
10a	Does the organization have local chapters, branches, or affiliates?	10a	Yes	
b	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?	10b		No
11	Has the organization provided a copy of this Form 990 to all members of its governing body before filing the form?	11		No
11A	Describe in Schedule O the process, if any, used by the organization to review the Form 990			
12a	Does the organization have a written conflict of interest policy? If "No," go to line 13	12a	Yes	
b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done	12c	Yes	
13	Does the organization have a written whistleblower policy?	13	Yes	
14	Does the organization have a written document retention and destruction policy?	14	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	Yes	
b	Other officers or key employees of the organization	15b	Yes	
	If "Yes" to line a or b, describe the process in Schedule O (See instructions)			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		No
b	If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed▶DC
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you make these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request
19	Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶ Stan M Harrell 1615 H Street NW Washington, DC 200622000 (202) 463-5590

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

☐ Check this box if the organization did not compensate any current or former officer, director, trustee or key employee

Form **990** (2009)

1b	Total	13,314,082	202,177	797,791
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2

Total number of individuals (including but not limited to those listed above) who received more than \$100,000 in reportable compensation from the organization▶137

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3	Yes
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4	Yes
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	No

Section B. Independent Contractors

1

Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization

(A) Name and business address	(B) Description of services	(C) Compensation
National Media Public Affairs 815 Slaters Lane Alexandria, VA 22314	Advertising services	60,772,056
Apco Worldwide INC PO 9197 Uniondale, NY 115559197	Advertising and PR Consulting Services	17,370,239
ACS IT Solutions PO Box 201322 Dallas, TX 75320	IT services	2,995,568
Integrated Web Strategy LLC 5330 N12TH Street Phoenix, AZ 85014	Communications consulting	1,858,864
Hunton & Williams LLP PO Box 405759 Atlanta, GA 303845759	Legal Services	1,147,644

2

Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶69

Part VIII

Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . .	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d	999,996			
	e	Government grants (contributions)	1e	126,260			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	204,308,156			
	g	Noncash contributions included in lines 1a-1f \$ _____					
	h	Total. Add lines 1a-1f		205,434,412			
Program Service Revenue			Business Code				
	2a	Sponsorships and royal _____	711,190	937,521	937,521		
	b	Meetings _____	900,099	558,271	558,271		
	c	Publication sales _____	511,190	542,176	542,176		
	d	Advertising _____	541,800	434,180	434,180		
	e	Sales promotion effort _____	900,099	80,000	80,000		
	f	All other program service revenue _____		50,328	50,328		
	g	Total. Add lines 2a-2f		2,602,476			
Other Revenue	3	Investment income (including dividends, interest and other similar amounts)		92,395			92,395
	4	Income from investment of tax-exempt bond proceeds . . .					
	5	Royalties					
	6a	Gross Rents	(i) Real 712,454 (ii) Personal 155,563				
	b	Less rental expenses	155,563				
	c	Rental income or (loss)	712,454 0				
	d	Net rental income or (loss)		712,454			712,454
	7a	Gross amount from sales of assets other than inventory	(i) Securities 10,198 (ii) Other				
	b	Less cost or other basis and sales expenses	10,999				
	c	Gain or (loss)	-801				
	d	Net gain or (loss)		-801			-801
	8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	a				
	b	Less direct expenses	b				
	c	Net income or (loss) from fundraising events . . .					
	9a	Gross income from gaming activities See Part IV, line 19	a				
	b	Less direct expenses	b				
	c	Net income or (loss) from gaming activities . . .					
	10a	Gross sales of inventory, less returns and allowances . .	a				
	b	Less cost of goods sold	b				
	c	Net income or (loss) from sales of inventory . . .					
Miscellaneous Revenue		Business Code					
11a	Affiliate admin charge _____	561,000	5,760,631	5,760,631			
b	Miscellaneous revenue _____	900,099	16,242	16,242			
c	_____						
d	All other revenue						
e	Total. Add lines 11a-11d		5,776,873				
12	Total revenue. See Instructions		214,617,809	7,865,169	514,180	804,048	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns.
All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the U S See Part IV, line 21				
2	Grants and other assistance to individuals in the U S See Part IV, line 22				
3	Grants and other assistance to governments, organizations, and individuals outside the U S See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	9,112,711			
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	44,181,501			
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	6,934,989			
9	Other employee benefits	3,584,669			
10	Payroll taxes	3,263,071			
11	Fees for services (non-employees)				
a	Management	9,788,884			
b	Legal	1,812,420			
c	Accounting	448,410			
d	Lobbying	16,327,244			
e	Professional fundraising See Part IV, line 17	483,328			
f	Investment management fees	19,946			
g	Other				
12	Advertising and promotion	71,874,307			
13	Office expenses	5,443,287			
14	Information technology	7,001,022			
15	Royalties				
16	Occupancy	4,893,544			
17	Travel	7,392,879			
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	4,438,110			
20	Interest	767,115			
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	1,946,132			
23	Insurance				
24	Other expenses Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below)				
a	Contribution to other o	8,864,508			
b	Bad debt expense	1,882,665			
c	Contributions to affili	234,426			
d	Taxes	37,171			
e					
f	All other expenses				
25	Total functional expenses. Add lines 1 through 24f	210,732,339			
26	Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X

Balance Sheet

					(A)		(B)
					Beginning of year		End of year
Assets	1	Cash—non-interest-bearing			19,803,520	1	24,937,238
	2	Savings and temporary cash investments			11,400,662	2	15,142,852
	3	Pledges and grants receivable, net			28,373,512	3	30,172,303
	4	Accounts receivable, net			1,508,245	4	119,490
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L				5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L				6	
	7	Notes and loans receivable, net				7	
	8	Inventories for sale or use				8	
	9	Prepaid expenses and deferred charges			1,008,154	9	1,562,610
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a	46,904,506			
	b	Less accumulated depreciation	10b	33,335,610	14,093,841	10c	13,568,896
	11	Investments—publicly traded securities			109,073	11	145,042
	12	Investments—other securities See Part IV, line 11				12	
	13	Investments—program-related See Part IV, line 11				13	
	14	Intangible assets				14	
	15	Other assets See Part IV, line 11				15	
	16	Total assets. Add lines 1 through 15 (must equal line 34)			76,297,007	16	85,648,431
Liabilities	17	Accounts payable and accrued expenses			13,515,775	17	16,868,749
	18	Grants payable				18	
	19	Deferred revenue			121,669	19	415,017
	20	Tax-exempt bond liabilities				20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D				21	
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L				22	
	23	Secured mortgages and notes payable to unrelated third parties			5,000,000	23	5,000,000
	24	Unsecured notes and loans payable to unrelated third parties				24	
	25	Other liabilities Complete Part X of Schedule D			86,675,968	25	88,005,525
	26	Total liabilities. Add lines 17 through 25			105,313,412	26	110,289,291
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.						
	27	Unrestricted net assets			-80,669,151	27	-86,096,083
	28	Temporarily restricted net assets			51,652,746	28	61,455,223
	29	Permanently restricted net assets				29	
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.						
	30	Capital stock or trust principal, or current funds				30	
	31	Paid-in or capital surplus, or land, building or equipment fund				31	
	32	Retained earnings, endowment, accumulated income, or other funds				32	
	33	Total net assets or fund balances			-29,016,405	33	-24,640,860
	34	Total liabilities and net assets/fund balances			76,297,007	34	85,648,431

Part XI **Financial Statements and Reporting**

	Yes	No
1 Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? . .		No
b Were the organization's financial statements audited by an independent accountant? 	Yes	
c If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O . . .	Yes	
d If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a consolidated basis, separate basis, or both <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? 		No
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits . .		

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ **Complete if the organization is described below.**
▶ **Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.**

OMB No 1545-0047

2009

Open to Public
Inspection

If the organization answered “Yes,” to Form 990, Part IV, Line 3, or Form 990-EZ, Part VI, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered “Yes,” to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered “Yes,” to Form 990, Part IV, Line 5 (Proxy Tax) or Form 990-EZ, line 35a (regarding proxy tax), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization Chamber of Commerce of the USA	Employer identification number 53-0045720
--	--

Part I-A

Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1	Provide a description of the organization's direct and indirect political campaign activities in Part IV	
2	Political expenditures	▶ \$ 847,115
3	Volunteer hours	

Part I-B

Complete if the organization is exempt under section 501(c)(3).

1	Enter the amount of any excise tax incurred by the organization under section 4955	▶ \$	
2	Enter the amount of any excise tax incurred by organization managers under section 4955	▶ \$	
3	If the organization incurred a section 4955 tax, did it file Form 4720 for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No
4a	Was a correction made?		<input type="checkbox"/> Yes <input type="checkbox"/> No
b	If "Yes," describe in Part IV		

Part I-C

Complete if the organization is exempt under section 501(c) except section 501(c)(3).

1	Enter the amount directly expended by the filing organization for section 527 exempt function activities	▶ \$	847,115
2	Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt funtion activities	▶ \$	0
3	Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b	▶ \$	847,115
4	Did the filing organization file Form 1120-POL for this year?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5	State the names, addresses and employer identification number (EIN) of all section 527 political organizations to which payments were made For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV		

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-

Part II-A

Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A

Check

☐

if the filing organization belongs to an affiliated group

B

Check

☐

if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing Organization's Totals	(b) Affiliated Group Totals												
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)															
b Total lobbying expenditures to influence a legislative body (direct lobbying)															
c Total lobbying expenditures (add lines 1a and 1b)															
d Other exempt purpose expenditures															
e Total exempt purpose expenditures (add lines 1c and 1d)															
f Lobbying nontaxable amount Enter the amount from the following table in both columns															
<table><tr><td>If the amount on line 1e, column (a) or (b) is:</td><td>The lobbying nontaxable amount is:</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
g Grassroots nontaxable amount (enter 25% of line 1f)															
h Subtract line 1g from line 1a If zero or less, enter -0-															
i Subtract line 1f from line 1c If zero or less, enter -0-															
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes	<input type="checkbox"/> No												

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2006	(b) 2007	(c) 2008	(d) 2009	(e) Total
2a Lobbying non-taxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots non-taxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Part II-B

Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
	a Volunteers?			
	b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
	c Media advertisements?			
	d Mailings to members, legislators, or the public?			
	e Publications, or published or broadcast statements?			
	f Grants to other organizations for lobbying purposes?			
	g Direct contact with legislators, their staffs, government officials, or a legislative body?			
	h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
	i Other activities? If "Yes," describe in Part IV			
	j Total lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

		Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1	No
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	No
3	Did the organization agree to carryover lobbying and political expenditures from the prior year?	3	No

Part III-B

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, lines 1 and 2 are answered "No" OR if Part III-A, line 3 is answered "Yes".

1	Dues, assessments and similar amounts from members	1	193,352,517
2	Section 162(e) non-deductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	123,521,232
b	Carryover from last year	2b	
c	Total	2c	123,521,232
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	132,050,166
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	-8,528,934

Part IV

Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

Identifier	Return Reference	Explanation
Part IV, Supplemental Information		The Chamber engaged in public education activities in support of its mission, which includes advancing the interests and concerns of business, economic growth, and the free enterprise system. In pursuit of these goals, the Chamber spends funds directly, or works with other organizations with similar missions.

SCHEDULE D
(Form 990)

Supplemental Financial Statements

▶ **Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.**
▶ **Attach to Form 990. ▶ See separate instructions.**

OMB No 1545-0047

2009

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate contributions to (during year)	
3	Aggregate grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>	

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)

☐ Preservation of an historically importantly land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
2a	Total number of conservation easements
2b	Total acreage restricted by conservation easements
2c	Number of conservation easements on a certified historic structure included in (a)
2d	Number of conservation easements included in (c) acquired after 8/17/06

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ▶ _____

4

Number of states where property subject to conservation easement is located ▶ _____

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6

Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ▶ _____

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ _____

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization’s financial statements that describes the organization’s accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

(ii) Assets included in Form 990, Part X

▶ \$ _____

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

b

Assets included in Form 990, Part X

▶ \$ _____

For Privacy Act and Paperwork Reduction Act Notice, see the Intructions for Form 990

Cat No 52283D

Schedule D (Form 990) 2009

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐

Public exhibition

b

☐

Scholarly research

c

☐

Preservation for future generations

d

☐

Loan or exchange programs

e

☐

Other

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV and complete the following table

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a	Beginning of year balance				
b	Contributions				
c	Investment earnings or losses				
d	Grants or scholarships				
e	Other expenditures for facilities and programs				
f	Administrative expenses				
g	End of year balance				

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶ %

b

Permanent endowment ▶ %

c

Term endowment ▶ %

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i) unrelated organizations

3a(i)

Yes

No

(ii) related organizations

3a(ii)

Yes

No

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

Yes

No

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Investments—Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		1,386,342		1,386,342
b Buildings		34,638,469	23,897,963	10,740,506
c Leasehold improvements				
d Equipment		3,492,168	2,758,562	733,606
e Other		7,387,527	6,679,085	708,442
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) ▶				13,568,896

Schedule D (Form 990) 2009

Part XIReconciliation of Change in Net Assets from Form 990 to Financial Statements			
1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	214,617,809
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	210,732,339
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	3,885,470
4	Net unrealized gains (losses) on investments	4	-1,487
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	491,562
9	Total adjustments (net) Add lines 4 - 8	9	490,075
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	4,375,545

Part XIIReconciliation of Revenue per Audited Financial Statements With Revenue per Return			
1	Total revenue, gains, and other support per audited financial statements	1	262,890,778
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	-1,487
b	Donated services and use of facilities	2b	951,529
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	55,082,405
e	Add lines 2a through 2d	2e	56,032,447
3	Subtract line 2e from line 1	3	206,858,331
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	7,759,478
c	Add lines 4a and 4b	4c	7,759,478
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12)	5	214,617,809

Part XIIIReconciliation of Expenses per Audited Financial Statements With Expenses per Return			
1	Total expenses and losses per audited financial statements	1	250,868,558
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	951,529
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIV)	2d	46,944,168
e	Add lines 2a through 2d	2e	47,895,697
3	Subtract line 2e from line 1	3	202,972,861
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	7,759,478
c	Add lines 4a and 4b	4c	7,759,478
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18)	5	210,732,339

Part XIVSupplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation
		FIN 48 footnote from 2009 audit. In June 2006, the Financial Accounting Standards Board (FASB) issued FASB Interpretation No 48, Accounting for Uncertainty in Income Taxes, an interpretation of FASB Statement No. 109 (FIN 48). FIN 48 is now codified in FASB Accounting Standards Codification (ASC) Topic 740, Income Taxes. ASC 740 addresses the determination of how tax benefits claimed or expected to be claimed on a tax return should be recorded in the financial statements. Additionally, the tax benefit from an uncertain tax position must be recognized only if it is more-likely-than-not that the tax position will be sustained upon examination by the tax authorities. ASC 740 is effective for the Chamber and all of its affiliates beginning January 1, 2009. Management's reassessment of its tax positions in accordance with the adoption of ASC 740 did not have a material impact on the results of Chamber's operations or financial position. Further, management's analysis of uncertain tax positions as required under ASC 740 determined that the company had no uncertain tax positions and as such, no liability has been recorded as of December 31, 2009. Management does not anticipate any material changes in this position in the next 12 months.
		Schedule D Part XI Number 8. The \$491,562 is made up of Adjustment of Minimum Pension Reserve 491,561. Rounding 1 _____ \$491,562.
		Schedule D Part XII Number 2d. The \$55,082,405 is made up of: Affiliated organizations revenue 54,926,843; Rental expenses to line 6b on 990 155,563. Rounding (1) _____ 55,082,405. Schedule D Part XII Number 4b. The \$7,759,478 is made up of intercompany eliminations.
		Schedule D Part XIII Number 2d. The \$46,944,168 is made up of: Affiliated organizations expense 46,788,605; Rental expenses to line 6b on 990 155,563. _____ 46,944,168. Schedule D Part XIII Number 4b. The \$7,759,478 is made up of intercompany eliminations.

SCHEDULE F
(Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

► Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Part I

General Information on Activities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

- 1

For grantmakers. Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

Yes

No
- 2

For grantmakers. Describe in Part IV the organization's procedures for monitoring the use of grant funds outside the United States
- 3

Activites per Region (Use Schedule F-1 (Form 990) if additional space is needed)

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (ie , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
South Asia	1	2	Fundraising and programs services associated with the US-India Business Council	Membership benefits of the US-India Business Council	383,433
Europe	1	2	Member services in Brussels	Business advocacy in Europe	466,333
Europe	0	0	Seminars and speaking engagements	Business advocacy in Europe	745,183
South Asia	0	0	Seminars and speaking engagements	Business advocacy in South Asia	100,276
East Asia and the Pacific	0	0	Seminars and speaking engagements	Business advocacy in East Asia	906,213
Middle East and North Africa	0	0	Seminars and speaking engagements	Business advocacy in the Middle East	104,921
Russia and the Newly Independent States	0	0	Seminars and speaking engagements	Business advocacy in Russia and the former USSR	23,630
South America	0	0	Seminars and speaking engagements	Business advocacy in South America	215,606
Sub Saharan Africa	0	0	Seminars and speaking engagements	Business advocacy in Sub Saharan Africa	16,120
Central America and the Carribean	0	0	Seminars and speaking engagements	Business advocacy in Central America and the Carribean	991
North America	0	0	Seminars and speaking engagements	Business advocacy in North America	96,995
Totals ►	2	4			3,059,701

[illegible]**Schedule F (Form 990) 2009**

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 16. Use Schedule F-1 (Form 990) if additional space is needed.

[illegible]

Complete this part to provide the information required in Part I, line 2, and any additional information.

[illegible]

SCHEDULE G
(Form 990 or 990-EZ)

Supplemental Information Regarding
Fundraising or Gaming Activities

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19,
or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No. 1545-0047

2009

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Part I

Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.
Form 990-EZ filers are not required to complete this part.

1

Indicate whether the organization raised funds through any of the following activities. Check all that apply.

a

☒

Mail solicitations

e

☐

Solicitation of non-government grants

b

☒

Internet and e-mail solicitations

f

☐

Solicitation of government grants

c

☒

Phone solicitations

g

☐

Special fundraising events

d

☒

In-person solicitations

2a

Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising activities?

☒ Yes

☐ No

b

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization. Form 990-EZ filers are not required to complete this table.

(i) Name of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
Carol Hallett	General fundraising		No	4,863,608	233,332	4,630,276
R James Nicholson	General fundraising		No	3,000,000	102,256	2,897,744
Stacey Lukens	General fundraising		No	2,200,000	120,470	2,079,530
Brandon Sweitzer	General fundraising		No	870,000	249,996	620,004
Total ▶				10,933,608	706,054	10,227,554

3

List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing.

Part II Fundraising Events.

Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other Events	(d) Total Events
		(event type)	(event type)	(total number)	(Add col (a) through col (c))
Revenue	1	Gross receipts			
	2	Less Charitable contributions			
	3	Gross income (line 1 minus line 2)			
Direct Expenses	4	Cash prizes			
	5	Non-cash prizes			
	6	Rent/facility costs			
	7	Food and beverages			
	8	Entertainment			
	9	Other direct expenses			
	10	Direct expense summary Add lines 4 through 9 in column (d) ▶			
	11	Net income summary Combine lines 3, column d, and line 10. ▶			

Part III Gaming.

Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming
					(Add col (a) through col (c))
Revenue	1	Gross revenue			
Direct Expenses	2	Cash prizes			
	3	Non-cash prizes			
	4	Rent/facility costs			
	5	Other direct expenses			
	6	Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7	Direct expense summary Add lines 2 through 5 in column (d) ▶			
	8	Net gaming income summary Combine lines 1, column d, and line 7 ▶			

		Yes	No
9	Enter the state(s) in which the organization operates gaming activities _____		
a	Is the organization licensed to operate gaming activities in each of these states?	9a	
b	If "No," Explain _____		
10a	Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year?	10a	
b	If "Yes," Explain _____		
11	Does the organization operate gaming activities with nonmembers?	11	
12	Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?	12	

		Yes	No
13	Indicate the percentage of gaming activity operated in		
a	The organization's facility 13a		
b	An outside facility 13b		
14	Enter the name and address of the person who prepares the organization's gaming/special events books and records		
Name ► _____			
Address ► _____			
15a	Does the organization have a contract with a third party from whom the organization receives gaming revenue?	15a	
b	If "Yes," enter the amount of gaming revenue received by the organization ► \$ _____ and the amount of gaming revenue retained by the third party ► \$ _____		
c	If "Yes," enter name and address		
Name ► _____			
Address ► _____			
16	Gaming manager information		
Name ► _____			
Gaming manager compensation ► \$ _____			
Description of services provided ► _____			
<input type="checkbox"/> Director/officer <input type="checkbox"/> Employee <input type="checkbox"/> Independent contractor			
17	Mandatory distributions		
a	Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?	17a	
b	Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ► \$		

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

2009

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization
Chamber of Commerce of the USA

Employer identification number

53-0045720

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items		
	<div><div><input checked="" type="checkbox"/> First-class or charter travel</div><div><input type="checkbox"/> Housing allowance or residence for personal use</div></div>		
	<div><div><input checked="" type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Payments for business use of personal residence</div></div>		
	<div><div><input checked="" type="checkbox"/> Tax idemnification and gross-up payments</div><div><input checked="" type="checkbox"/> Health or social club dues or initiation fees</div></div>		
	<div><div><input type="checkbox"/> Discretionary spending account</div><div><input checked="" type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div>		
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	1b	Yes
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply		
	<div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Written employment contract</div></div>		
	<div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Compensation survey or study</div></div>		
	<div><div><input checked="" type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization		
a	Receive a severance payment or change-of-control payment?	4a	No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	Yes
c	Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		
	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.		
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of		
a	The organization?	5a	
b	Any related organization?	5b	
	If "Yes," to line 5a or 5b, describe in Part III		
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of		
a	The organization?	6a	
b	Any related organization?	6b	
	If "Yes," to line 6a or 6b, describe in Part III		
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III	8	
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	9	

Part II

Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

Note. The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
Thomas J Donohue	(i)	1,050,010	2,550,000	85,005	51,500	10,746	3,747,261	0
	(ii)	0	0	0	0	0	0	0
Greg Lebedev	(i)	0	0	0	0	0	0	0
	(ii)	202,177	0	0	0	0	202,177	0
Steven J Law	(i)	450,000	350,000	14,892	15,925	14,309	845,126	0
	(ii)	0	0	0	0	0	0	0
Stan M Harrell	(i)	275,000	80,000	21,178	55,500	13,921	445,599	0
	(ii)	0	0	0	0	0	0	0
Agnes Warfield-Blanc	(i)	720,000	830,000	42,458	15,925	14,309	1,622,692	0
	(ii)	0	0	0	0	0	0	0
Robert B Josten	(i)	600,000	400,000	198,009	131,700	10,746	1,340,455	0
	(ii)	0	0	0	0	0	0	0
David Chavern	(i)	500,000	350,000	93,316	29,900	14,309	987,525	0
	(ii)	0	0	0	0	0	0	0
Shannon DiBari	(i)	240,000	75,000	27,800	135,300	852	478,952	0
	(ii)	0	0	0	0	0	0	0
Thomas J Collamore	(i)	500,000	325,000	17,813	15,925	14,309	873,047	0
	(ii)	0	0	0	0	0	0	0
William C Miller(Fmr Key Emp)	(i)	300,000	375,000	89,577	43,300	6,072	813,949	0
	(ii)	0	0	0	0	0	0	0
David T Hirschmann	(i)	315,000	325,000	86,785	53,100	1,085	780,970	0
	(ii)	0	0	0	0	0	0	0
Myron A Brilliant	(i)	283,846	250,000	65,897	55,600	13,689	669,032	0
	(ii)	0	0	0	0	0	0	0
Carl N Grant	(i)	375,000	175,000	34,831	48,800	10,669	644,300	0
	(ii)	0	0	0	0	0	0	0
Brandon Sweitzer	(i)	249,996	0	0	0	0	249,996	0
	(ii)	0	0	0	0	0	0	0
Stephen Bokat	(i)	116,081	0	0	0	0	116,081	0
	(ii)	0	0	0	0	0	0	0
Daniel Christman	(i)	260,993	155,000	60,595	20,300	0	496,888	0
	(ii)	0	0	0	0	0	0	0

Part III

Supplemental Information

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
	Part I, Line 1a	Part I, Line 1a Charter air travel is provided to four of the individuals listed, a portion of which is treated as taxable compensation. First class business travel is available to the President/CEO, designated employees, and for international travel to Asia. Eight of the individuals listed in Part VII of the core form utilized first class travel at least once. Travel for companions is available for business purposes only, when companions are invited and expected to attend. Eight of the individuals listed in Part VII of the core form utilized travel for companions at least once. None of these are treated as taxable benefits. Gross up payments are added to supplemental pension benefits. These benefits are reported as taxable benefits and are available to all employees with compensation exceeding the ERISA limit. Social club dues are available to six of the individuals listed in Part VII of the core form for business use only. They are not treated as taxable benefits. Chauffeur services are available to two of the individuals listed in Part VII of the core form for business use only. They are not treated as taxable benefits.
	Part I, Line 4a	Supplemental Pension list: Robert Bruce Josten 197,600; David Chavern 95,209; William Miller 84,039; David Hirschmann 82,914; Agnes Warfield 43,508; Carl Grant 27,312; Shannon DiBari 26,434; Stan Harrell 22,259; Steven Law 18,653. The Supplemental Pension Plan provides cash payments to participants based on a formula that coordinates with the benefits that cannot be paid by the Retirement Plan due to the qualified plan pay cap under the law.

Software ID:

Software Version:

EIN: 53-0045720

Name: Chamber of Commerce of the USA

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Thomas J Donohue	(i) 1,050,010 (ii) 0	2,550,000 0	85,005 0	51,500 0	10,746 0	3,747,261 0	0 0
Greg Lebedev	(i) 0 (ii) 202,177	0 0	0 0	0 0	0 0	0 202,177	0 0
Steven J Law	(i) 450,000 (ii) 0	350,000 0	14,892 0	15,925 0	14,309 0	845,126 0	0 0
Stan M Harrell	(i) 275,000 (ii) 0	80,000 0	21,178 0	55,500 0	13,921 0	445,599 0	0 0
Agnes Warfield-Blanc	(i) 720,000 (ii) 0	830,000 0	42,458 0	15,925 0	14,309 0	1,622,692 0	0 0
Robert B Josten	(i) 600,000 (ii) 0	400,000 0	198,009 0	131,700 0	10,746 0	1,340,455 0	0 0
David Chavern	(i) 500,000 (ii) 0	350,000 0	93,316 0	29,900 0	14,309 0	987,525 0	0 0
Shannon DiBari	(i) 240,000 (ii) 0	75,000 0	27,800 0	135,300 0	852 0	478,952 0	0 0
Thomas J Collamore	(i) 500,000 (ii) 0	325,000 0	17,813 0	15,925 0	14,309 0	873,047 0	0 0
William C Miller(Fmr Key Emp)	(i) 300,000 (ii) 0	375,000 0	89,577 0	43,300 0	6,072 0	813,949 0	0 0
David T Hirschmann	(i) 315,000 (ii) 0	325,000 0	86,785 0	53,100 0	1,085 0	780,970 0	0 0
Myron A Brilliant	(i) 283,846 (ii) 0	250,000 0	65,897 0	55,600 0	13,689 0	669,032 0	0 0
Carl N Grant	(i) 375,000 (ii) 0	175,000 0	34,831 0	48,800 0	10,669 0	644,300 0	0 0
Brandon Sweitzer	(i) 249,996 (ii) 0	0 0	0 0	0 0	0 0	249,996 0	0 0
Stephen Bokat	(i) 116,081 (ii) 0	0 0	0 0	0 0	0 0	116,081 0	0 0
Daniel Christman	(i) 260,993 (ii) 0	155,000 0	60,595 0	20,300 0	0 0	496,888 0	0 0

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990

Complete to provide information for responses to specific questions on
Form 990 or to provide any additional information.
▶ Attach to Form 990.

OMB No 1545-0047

2009

Open to Public
Inspection

Name of the organization
Chamber of Commerce of the USA

Employer identification number
53-0045720

Identifier	Return Reference	Explanation
Form 990, Part VI, Section A, line 4		Part VI Section Line 4 In February 2009, the Chamber of Commerce of the United States substantially revised its Bylaw s in order to provide a governance framew ork for the 21st century The Bylaw s had not been substantially amended for more than 10 years Significant changes included the follow ing Provides that Bylaw s amendments can be approved by a 2/3 vote of the Board of Directors rather than by ballot to be sent to more than 3000 organization members Expands the Board of Directors to 150 persons and provided that 25 of those "seats" were reserved for representatives of state and local chambers of commerce Eliminates the distinction between organization members (chambers of commerce and associations) and regular business members Explicitly permits both domestic and global members Modifies the description of duties of the Board of Directors to ensure compliance w ith new membership disclosure requirements in the Honest Leadership and Open Government Act of 2007
Form 990, Part VI, Section B, line 10b		Part VI Question 10b Chamberbiz is a disregarded entity that is not active, thus there are no policies governing their activities
Form 990, Part VI, Section B, line 11		In accordance w ith the Audit Committee charter, the draft Form 990 w as provided in advance to the Audit Committee members, and review ed individually w ith each member prior to completion The Audit Committee performs this function pursuant to a delegation from the Board of Directors
Form 990, Part VI, Section B, line 12c		We annually notify staff of the conflicts of interest policy, w hich includes a requirement that any potential conflicts be brought to the attention of a supervising officer, w ho shall in turn confer w ith the human resources department and the office of general counsel In addition, w e issue an annual w ritten questionnaire to all members of the board asking for information on potential conflicts of interest, w hich w ill be gathered by the chief financial officer and shared w ith the office of the general counsel All reports of potential conflicts w ill be evaluated by the office of general counsel, in consultation w ith other senior management and staff, as appropriate Any conflicts of interest involving board members or staff that cannot be resolved in accordance w ith the Chamber's conflicts policies shall be elevated to the chair of the Chamber's Audit Committee for further consideration and action
Form 990, Part VI, Section B, line 15		Part VI Question 15a The process for determining the total compensation of the President/CEO is as follow s The President/CEO has a w ritten employment agreement w ith the Chamber Total compensation is review ed annually by an independent compensation consultant The consultant prepares a compensation study primarily utilizing, as available, Form 990s and surveys of comparable organizations w ith similar responsibilities Based on this information, total compensation is determined by the U S Chamber's Employee Compensation and Benefit Arrangements Committee on an annual basis Part VI Question 15b The process for determining total compensation for the officers, key employees and highly compensated employees is as follow For six individuals, w ho are also direct reports of the President/CEO, total compensation is review ed annually by an independent compensation consultant The consultant prepares a compensation study primarily utilizing, as available, Form 990s and surveys of comparable organizations w ith similar responsibilities For the remaining five individuals, this consultant provides compensation information based on surveys of comparable organizations w ith similar positions Based on this information, total compensation is determined by the President/CEO and the U S Chamber of Commerce's Employee Compensation and Benefit Arrangements Committee on an annual basis
Form 990, Part VI, Section C, line 19		Form 990, Part VI, Section C, Line 19 The form 990 is made available to any member of the public w ho requests a copy Any requestor is forw arded to the Administrative Director of Finance, w ho w ill forw ard a copy of the document to the requestor The organization's governing documents, conflict of interest policy, and financial statements are not made available to the public Form 990, Part IV Question 12 Auditing of financial statements The U S Chamber of Commerce is the parent organization in the audited consolidated financial statements of the U S Chamber of Commerce Schedule R lists the additional related organizations included in these consolidated financial statements
		Form 990, Part XI Question 2c Audit committee explanation The U S Chamber of Commerce is the parent organization in the audited consolidated financial statements of the U S Chamber of Commerce Schedule R lists the additional related organizations included in these consolidated financial statements The auditors are hired by the U S Chamber of Commerce audit committee and the results of the audit are review ed by the auditors w ith this committee

Part III

Identification of Related Organizations Taxable as a Partnership (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?	
							Yes	No		Yes	No

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership
Madison County Record 1615 H St NW Washington, DC20062 20-1452063	Newspaper publishing	IL	US Chamber Institute for Legal Reform	C			

Part V

Transactions With Related Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, or 36.)

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1

During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a

Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b

Gift, grant, or capital contribution to other organization(s)

c

Gift, grant, or capital contribution from other organization(s)

d

Loans or loan guarantees to or for other organization(s)

e

Loans or loan guarantees by other organization(s)

f

Sale of assets to other organization(s)

g

Purchase of assets from other organization(s)

h

Exchange of assets

i

Lease of facilities, equipment, or other assets to other organization(s)

j

Lease of facilities, equipment, or other assets from other organization(s)

k

Performance of services or membership or fundraising solicitations for other organization(s)

l

Performance of services or membership or fundraising solicitations by other organization(s)

m

Sharing of facilities, equipment, mailing lists, or other assets

n

Sharing of paid employees

o

Reimbursement paid to other organization for expenses

p

Reimbursement paid by other organization for expenses

q

Other transfer of cash or property to other organization(s)

r

Other transfer of cash or property from other organization(s)

1a

No

1b

Yes

1c

No

1d

No

1e

Yes

1f

No

1g

No

1h

No

1i

No

1j

No

1k

No

1l

No

1m

Yes

1n

Yes

1o

No

1p

Yes

1q

No

1r

No

2

If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

	(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount involved
(1)	See Additional Data Table		
(2)			
(3)			
(4)			
(5)			
(6)			

Schedule R (Form 990) 2009

Part VI **Unrelated Organizations Taxable as a Partnership** (Complete if the organization answered "Yes" on Form 990, Part IV, line 37.)

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Are all partners section 501(c)(3) organizations?		(e) Share of end-of-year assets	(f) Disproportionate allocations?		(g) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(h) General or managing partner?	
			Yes	No		Yes	No		Yes	No

Software ID:

Software Version:

EIN: 53-0045720

Name: Chamber of Commerce of the USA

Form 990, Schedule R, Part II - Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN of related organization	(b) Primary Activity	(c) Legal Domicile (State or Foreign Country)	(d) Exempt Code section	(e) Public charity status (if 501(c)(3))	(f) Direct Controlling Entity
US Chamber Institute for Legal Reform 1615 H St NW Washington, DC20062 52-2109035	Promotes civil justice reform at the national and local levels	VA	501(c)(6)	N/A	N/A
National Chamber Litigation Center 1615 H St NW Washington, DC20062 52-1085809	Shapes public policy on legal questions important to the business community	DC	501(c)(6)	N/A	N/A
National Chamber Foundation 1615 H St NW Washington, DC20062 52-6073268	Promotes understanding of public affairs issues affecting business	DC	501(c)(3)	7	N/A
Business Civic Leadership Center 1615 H St NW Washington, DC20062 52-2246743	The voice of business for social and philanthropic interests	DC	501(c)(3)	7	N/A
Institute for a Competitive Workforce 1615 H St NW Washington, DC20062 52-1677141	Promotes education and workforce training	DC	501(c)(3)	7	N/A
National Mass Action Defense Reform Coalition 1615 H St NW Washington, DC20062 83-0356240	Serves the interests of companies with asbestos litigation liability	DC	501(c)(6)	N/A	US Chamber Institute for Legal Reform

Form 990, Schedule R, Part V - Transactions With Related Organizations

(a) Name of other organization		(b) Transaction type(a-r)	(c) Amount Involved (\$)
(1)	National Chamber Foundation	B	194,426
(2)	Institute for A Competitive Workforce	M	120,000
(3)	National Chamber Foundation	P	801,579
(4)	National Chamber Litigation Center	M	150,000
(5)	US Chamber Institute for Legal Reform	P	4,457,798
(6)	National Chamber Foundation	E	2,923,000
(7)	US Chamber Institute for Legal Reform	M	560,004
(8)	Business Civic Leadership Center	M	120,000
(9)	National Chamber Foundation	M	260,000
(10)	US Chamber Institute for Legal Reform	N	5,063,956
(11)	National Chamber Foundation	N	1,219,000
(12)	Institute for A Competitive Workforce	N	713,731
(13)	Business Civic Leadership Center	N	866,219
(14)	National Chamber Litigation Center	N	1,302,081
(15)	National Chamber Foundation	E	534,788
(16)	US Chamber Institute for Legal Reform	E	106,121

Form

4562

Depreciation and Amortization
(Including Information on Listed Property)

OMB No 1545-0172

2009

Attachment
Sequence No 67

Name(s) shown on return
Chamber of Commerce of the USA

Business or activity to which this form relates
Form 990 Page 10

Identifying number
53-0045720

Part I

Election To Expense Certain Property Under Section 179

Note: If you have any listed property, complete Part V before you complete Part I.

1	Maximum amount See the instructions for a higher limit for certain businesses	1	250,000
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation (see instructions)	3	800,000
4	Reduction in limitation Subtract line 3 from line 2 If zero or less, enter -0-	4	
5	Dollar limitation for tax year Subtract line 4 from line 1 If zero or less, enter -0- If married filing separately, see instructions	5	

6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost	
6				
7	Listed property Enter the amount from line 29	7		
8	Total elected cost of section 179 property Add amounts in column (c), lines 6 and 7	8		
9	Tentative deduction Enter the smaller of line 5 or line 8	9		
10	Carryover of disallowed deduction from line 13 of your 2008 Form 4562	10		
11	Business income limitation Enter the smaller of business income (not less than zero) or line 5 (see instructions)	11		
12	Section 179 expense deduction Add lines 9 and 10, but do not enter more than line 11	12		
13	Carryover of disallowed deduction to 2010 Add lines 9 and 10, less line 12 .	13		

Note: Do not use Part II or Part III below for listed property. Instead, use Part V.

Part II

Special Depreciation Allowance and Other Depreciation (Do not include listed property) (See instructions)

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year (see instructions)	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	

Part III

MACRS Depreciation (Do not include listed property.) (See instructions.)

Section A

17	MACRS deductions for assets placed in service in tax years beginning before 2009	17	
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here		

Section B—Assets Placed in Service During 2008 Tax Year Using the General Depreciation System

(a) Classification of property	(b) Month and year placed in service	(c) Basis for depreciation (business/investment use only—see instructions)	(d) Recovery period	(e) Convention	(f) Method	(g) Depreciation deduction
19a 3-year property						
b 5-year property						
c 7-year property						
d 10-year property						
e 15-year property						
f 20-year property						
g 25-year property			25 yrs		S/L	
h Residential rental property			27 5 yrs	MM	S/L	
			27 5 yrs	MM	S/L	
i Nonresidential real property			39 yrs	MM	S/L	
				MM	S/L	

Section C—Assets Placed in Service During 2009 Tax Year Using the Alternative Depreciation System

20a Class life					S/L	
b 12-year			12 yrs		S/L	
c 40-year			40 yrs	MM	S/L	

Part IV

Summary (see instructions)

21	Listed property Enter amount from line 28	21	
22	Total. Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21 Enter here and on the appropriate lines of your return Partnerships and S corporations—see instructions	22	0
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

Part V

Listed Property (Include automobiles, certain other vehicles, cellular telephones, certain computers, and property used for entertainment, recreation, or amusement.)
Note: For any vehicle for which you are using the standard mileage rate or deducting lease expense, complete **only** 24a, 24b, columns (a) through (c) of Section A, all of Section B, and Section C if applicable.

Section A—Depreciation and Other Information (Caution: See the instructions for limits for passenger automobiles.)

24a Do you have evidence to support the business/investment use claimed? <input type="checkbox"/> Yes <input type="checkbox"/> No						24b If "Yes," is the evidence written? <input type="checkbox"/> Yes <input type="checkbox"/> No		
(a) Type of property (list vehicles first)	(b) Date placed in service	(c) Business/ investment use percentage	(d) Cost or other basis	(e) Basis for depreciation (business/investment use only)	(f) Recovery period	(g) Method/ Convention	(h) Depreciation/ deduction	(i) Elected section 179 cost
25Special depreciation allowance for qualified listed property placed in service during the tax year and used more than 50% in a qualified business use (see instructions)						25		
26 Property used more than 50% in a qualified business use								
		%						
		%						
		%						
27 Property used 50% or less in a qualified business use								
		%			S/L -			
		%			S/L -			
		%			S/L -			
28 Add amounts in column (h), lines 25 through 27 Enter here and on line 21, page 1						28		
29 Add amounts in column (i), line 26 Enter here and on line 7, page 1							29	

Section B—Information on Use of Vehicles

Complete this section for vehicles used by a sole proprietor, partner, or other "more than 5% owner," or related person
If you provided vehicles to your employees, first answer the questions in Section C to see if you meet an exception to completing this section for those vehicles

30 Total business/investment miles driven during the year (do not include commuting miles)	(a) Vehicle 1		(b) Vehicle 2		(c) Vehicle 3		(d) Vehicle 4		(e) Vehicle 5		(f) Vehicle 6	
31 Total commuting miles driven during the year												
32 Total other personal(noncommuting) miles driven												
33 Total miles driven during the year Add lines 30 through 32												
34 Was the vehicle available for personal use during off-duty hours?	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
35 Was the vehicle used primarily by a more than 5% owner or related person?												
36 Is another vehicle available for personal use?												

Section C—Questions for Employers Who Provide Vehicles for Use by Their Employees

Answer these questions to determine if you meet an exception to completing Section B for vehicles used by employees who **are not** more than 5% owners or related persons (see instructions)

37 Do you maintain a written policy statement that prohibits all personal use of vehicles, including commuting, by your employees?	Yes	No
38 Do you maintain a written policy statement that prohibits personal use of vehicles, except commuting, by your employees? See the instructions for vehicles used by corporate officers, directors, or 1% or more owners		
39 Do you treat all use of vehicles by employees as personal use?		
40 Do you provide more than five vehicles to your employees, obtain information from your employees about the use of the vehicles, and retain the information received?		
41 Do you meet the requirements concerning qualified automobile demonstration use? (See instructions)		
Note: If your answer to 37, 38, 39, 40, or 41 is "Yes," do not complete Section B for the covered vehicles		

Part VI Amortization

(a) Description of costs	(b) Date amortization begins	(c) Amortizable amount	(d) Code section	(e) A mortization period or percentage	(f) A mortization for this year
42 A mortization of costs that begins during your 2009 tax year (see instructions)					
43 A mortization of costs that began before your 2009 tax year				43	
44 Total. Add amounts in column (f) See the instructions for where to report				44	

CHAMBER OF COMMERCE
OF THE
UNITED STATES OF AMERICA

JUDITH K. RICHMOND
VICE PRESIDENT AND
ASSOCIATE GENERAL COUNSEL

1615 H STREET NW
WASHINGTON DC 20062-2000
202/463-5576 • 202/463-5491 FAX
jc@uscnc.com

TO WHOM IT MAY CONCERN:

The attached Bylaws for The U.S. Chamber of Commerce are a true and correct copy of the current bylaws of The U.S. Chamber of Commerce and reflect all amendments to the bylaws to date.

A handwritten signature in cursive script, reading "Judith K. Richmond", written in dark ink.

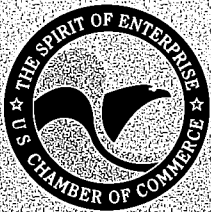
Judith K. Richmond

Secretary, U.S. Chamber of Commerce

BYLAWS



OF THE
CHAMBER OF COMMERCE
OF THE UNITED STATES OF AMERICA
WASHINGTON, D.C.





The U.S. Chamber of Commerce is the world's largest business federation, representing more than 3 million businesses and organizations of every size, sector, and region.



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of the Chamber of Commerce of the United States of America

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CERTIFICATE OF INCORPORATION

of the Chamber of Commerce of the United States of America

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BYLAWS

of the Chamber of Commerce of the United States of America

ARTICLE I NAME AND PURPOSES

This organization shall be known and designated as the CHAMBER OF COMMERCE OF THE UNITED STATES OF AMERICA (hereinafter referred to as the “Chamber”).

The principal purposes of this organization are: to advance the interests and concerns of business, economic growth and the free enterprise system before Congress, the Executive Branch, the courts, public forums and governments around the world, to promote cooperation among businesses, chambers of commerce, trade and professional associations, and other state, national and international organizations that share mutual interest in strengthening the free enterprise system and advancing economic cooperation and prosperity, and to develop and propagate policies that contribute to innovation, entrepreneurship and risk-taking, limited and accountable government, prudent and ethical business practices, responsible corporate stewardship and citizenship, and broad enjoyment of the benefits of increased prosperity, job creation and trade.

In pursuing these purposes this Chamber seeks to support our system of representative government with its three equal and coordinate branches of government and its Constitution, to preserve and further perfect the operation of our economic system based upon private initiative and free enterprise, and to promote cooperation and engagement between labor and management. The pursuit and accomplishment of the foregoing purposes will provide greater liberty, opportunity, and prosperity for all people. To



these ends the Chamber of Commerce of the United States of America stands ready to cooperate with government, both in the U.S. and abroad, with other commercial, civic and non-profit organizations, with organized labor, with the legal community, with agriculture, with the press and with all people of good will.



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of the Chamber of Commerce of the United States of America

ARTICLE II MEMBERSHIP

SECTION 1. The following persons, entities and organizations shall be eligible for membership in the Chamber:

- (a) local, intrastate, state, or regional business and industrial organizations whose chief purpose is the development of the business and industrial interests of a single country, region, state, city or locality,
- (b) local, intrastate, state, regional, national or international organizations whose membership is confined to a specific industry, trade or group of trades,
- (c) professional organizations,
- (d) individual corporations and partnerships, including both domestic and global businesses, and
- (e) such other entities, categories of entities or individuals of similar purpose as may be deemed eligible for membership by a three-fourths vote of the members of the Board of Directors present at any duly called meeting of the Board.

SECTION 2. All members shall be entitled to receive the regular general membership publications of the Chamber and shall be eligible for membership on all standing or special committees. In the case of a firm or partnership, any duly designated member of the firm or partnership shall have the power and authority to represent it as a member. In the case of a corporation, any duly designated employee of the corporation shall have the power to represent the corporation as a member.



SECTION 3. In any proceeding in which voting by the members is required, each member in good standing shall be entitled to one vote.

SECTION 4. The Board of Directors may specify procedures governing applications for membership and action thereon, insofar as they are consistent with these Bylaws. The Board shall have exclusive authority to determine the qualifications and eligibility of all applicants for membership and to approve or disapprove any applicant.

SECTION 5. The Board of Directors may periodically set the annual dues for each member or category of membership. Annual dues shall be payable upon submission of a membership application and annually thereafter on that date. Dues shall be refunded if a membership application or renewal is rejected. If any member fails or refuses to pay annual dues within a period of sixty days after the same are due and payable, the membership of such member may be suspended and may be terminated.

SECTION 6. Any member may withdraw from the Chamber by submitting to the President and Chief Executive Officer a written resignation.

SECTION 7. The membership of any member of the Chamber may be terminated by the President and Chief Executive Officer upon a determination that such membership is prejudicial to the best interests of the Chamber. Notice of such termination shall be provided to such member in writing.



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of the Chamber of Commerce of the United States of America

ARTICLE III OFFICERS

SECTION 1. The officers of the Chamber shall be a Chairman of the Board of Directors, a President and Chief Executive Officer, a Vice Chairman of the Board of Directors, a Chairman of the Executive Committee, one Regional Vice Chairman to represent each Division of the Chamber, a Treasurer, a Secretary, and such other officers as may be appointed in accordance with provisions of this Article.

SECTION 2. The Chairman of the Board of Directors, Vice Chairman of the Board of Directors, Chairman of the Executive Committee, Regional Vice Chairmen, and Treasurer shall be elective officers. These officers shall be elected annually by the Board of Directors.

SECTION 3. Each elective officer shall take office at a session of the Board held during the annual meeting following election and shall serve for a term of one year, and until such officer's successor is duly elected and qualified. If the annual meeting should be postponed or cancelled, the Board shall specify the date, not later than 60 days following the date of election, upon which newly elected officers shall take office.

SECTION 4. No Chairman of the Board of Directors, Vice Chairman of the Board of Directors, or Chairman of the Executive Committee shall serve for more than one term of office, and no Regional Vice Chairman shall serve for more than three consecutive terms of office. Notwithstanding the foregoing, an elective officer shall continue to hold office while awaiting the election of



a successor, until that successor has been appointed and taken office. For the purposes of this section, a portion of a term shall be considered a full term.

SECTION 5. Any officer appointed or elected by the Board may be removed from office by a majority vote of the Board at any regular or special meeting of the Board at which a quorum is present. A vacancy in any elective office may be filled for the balance of the term thereof through election by the Board at any regular or special meeting at which a quorum is present, or by ballot submitted by mail, facsimile or e-mail.

SECTION 6. The President and Chief Executive Officer shall be appointed by the Chairman of the Board of Directors, with the approval of the Board. When there is a vacancy in this position, the Committee on Compensation and Employee Benefit Arrangements shall form a search committee of its members and such other Directors as are approved by the Executive Committee. The search committee shall review and recommend candidates for consideration and approval by the Executive Committee and the Board of Directors. The term of the President and Chief Executive Officer shall be fixed by the Board of Directors. A vacancy in this office may be filled for the balance of the term thereof by appointment at any time and in accordance with the procedures specified in this section. Any Board action hereunder may be taken at any regular or special meeting at which a quorum is present, or by mail, facsimile or e-mail ballot.



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of the Chamber of Commerce of the United States of America

SECTION 7. The Secretary shall be appointed annually by the President and Chief Executive Officer, with the approval of the Board of Directors, subject to reappointment without restriction. A vacancy in this office may be filled for the balance of the term thereof by like appointment at any time. Any Board action hereunder may be taken at any regular or special meeting at which a quorum is present, or by mail, facsimile or e-mail ballot.

SECTION 8. The Chairman of the Board of Directors shall be the principal elective officer. He shall preside at meetings of the Board of Directors and at meetings of the Chamber's membership. Except as otherwise provided in these Bylaws, he shall be a member *ex officio* of all committees. He may be called upon to preside at meetings of the Executive Committee or of other administrative committees, in the absence of the chairman of such committees, unless otherwise provided in these Bylaws or by rules adopted by the Board, and shall perform such other duties specified in these Bylaws or assigned by the Board of Directors.

SECTION 9. The Vice Chairman of the Board of Directors shall preside at meetings of the Board of Directors in the absence of the Chairman, assist or act on behalf of the Chairman to carry out responsibilities of the Chairman in his absence or at his request, and perform such other duties as may be assigned by the Board of Directors.

SECTION 10. The President and Chief Executive Officer shall be the full-time, salaried chief executive officer in charge of administration and management of the Chamber, and he shall report to the Board. He may employ and remove members of the staff, as needed to carry on the work of the Chamber in all its operations. He shall manage and direct all



departments, divisions and activities of the Chamber, and shall perform such other duties as may be assigned by the Board. Except as otherwise provided in these Bylaws, he shall be a member ex officio of all committees.

SECTION 11. The Chairman of the Executive Committee shall preside at all meetings of the Executive Committee, and perform such other duties as the Chairman of the Board may request.

SECTION 12. The Treasurer shall have custody and keep account of moneys, funds and property of the Chamber, unless otherwise determined by the Board of Directors, and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Chamber, and shall render such accounts and present such statements to the Board of Directors, Chairman of the Board, and President and Chief Executive Officer, as may be required of him. He shall make disbursements from the funds of the Chamber upon order of, or pursuant to such procedures for approving disbursements as may be authorized by, the President and Chief Executive Officer, and shall perform such other duties as may be assigned to him by the Board of Directors. The Treasurer may appoint one or more assistant treasurers to perform such duties as the Treasurer may delegate to him or them.

SECTION 13. The Secretary shall maintain such records of the Chamber and give such notices of meetings as may be prescribed by the President and Chief Executive Officer, the Board of Directors, or these Bylaws, and shall attest to all official papers. The President and Chief Executive Officer may appoint one or more assistant secretaries to perform such duties of that office as the President and Chief Executive Officer may delegate to him or them.



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of the Chamber of Commerce of the United States of America

SECTION 14. Such other officers, not specifically provided for in these Bylaws, as may be deemed necessary, may be appointed by the President and Chief Executive Officer, with the approval or upon the authorization of the Board of Directors, to hold office for such period as may be specified with respect to any such appointment.

SECTION 15. Any two or more appointive offices may be held by the same person, except the offices of President and Chief Executive Officer and Secretary.

SECTION 16. Notwithstanding expiration of his term, any appointed officer shall continue to hold office until his successor has been appointed and taken office, unless his appointment is earlier specifically revoked.



ARTICLE IV SENIOR COUNCIL

SECTION 1. There shall be a Senior Council composed of not more than five past principal elective officers who have most recently served at least a full term as Chairman of the Committee on Compensation and Employee Benefit Arrangements. In the event of resignation or death of a member of the Senior Council, the vacancy may be filled only by another principal elective officer who has served at least a full term as Chairman of the Board of Directors. Service on the Senior Council shall not count against the limitation on consecutive terms for elected Directors under Article VI of these Bylaws.

SECTION 2. The function of the Senior Council shall be to form a cabinet of advisors to the Chairman of the Board of Directors, particularly in matters involving policies and precedents. It shall convene, whether in meeting or otherwise, upon the call of the Chairman of the Board of Directors or of the Board.



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ARTICLE V BOARD OF DIRECTORS

SECTION 1. The Board of Directors shall consist of the Chairman of the Board of Directors, the President and CEO, the Vice Chairman of the Board of Directors, the Chairman of the Executive Committee, the Regional Vice Chairmen, the Treasurer, and such number of elected Directors as is otherwise provided in these Bylaws.

SECTION 2. The Board of Directors shall supervise and exercise governance over the affairs of the Chamber, determine its policies or changes thereto subject to the procedures specified in these Bylaws, receive, approve and take other appropriate action regarding reports from the Chamber's standing and special committees, and exercise oversight and discretion with respect to the management and disbursement of its funds. The Board may adopt such rules and regulations governing the conduct of its business as shall be deemed necessary, and may, in the execution of these specified powers, appoint such agents as it may require. The Board may conduct its business in meeting or by other means, except as otherwise specified by these Bylaws.

SECTION 3. The Board of Directors shall meet upon the call of the Chairman of the Board of Directors at such times and places as he may designate, and shall meet upon the demand of a majority of its members. Notice of all meetings of the Board shall be made by mail, e-mail, facsimile, telephone, or comparable means to each member at least five days in advance of such meeting. If less than ten days' notice is given, members



shall be notified by telephone, e-mail, facsimile or comparable means. The Board may conduct official business by teleconference if a quorum is established and advance notice of the teleconference is provided at least 24 hours before the call to all members of the Board, by mail, facsimile, e-mail, telephone, or other comparable means. One third of the total number of duly elected Directors shall constitute a quorum for the purpose of conducting official business, except as otherwise provided in these Bylaws. Any lesser number may adjourn from time to time until a quorum is present.

SECTION 4. The Board of Directors shall cause to be kept a full and complete record of all its proceedings, which shall be open to the inspection of the members at any time. The Board may periodically issue informational reports on decisions and other actions of the Board, and distribute such reports to the members by such means and in such instances as it shall deem necessary. It may also transmit such reports to the news media, Members of the Congress of the United States, state and local government officials, international business and government leaders, and to such other external entities as the Board may consider proper.

SECTION 5. Members of the Board who are unable to attend duly called meetings of the Board shall notify the President and Chief Executive Officer by mail, e-mail, facsimile, telephone or other comparable means of the reason for their absence, at least one day prior to the meeting. If a Director consistently fails to attend duly called meetings of the Board without



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providing a sufficient reason for such absences, the Board may remove such Director, in accordance with the provisions of these Bylaws.

SECTION 6. The Board of Directors shall maintain General Offices in Washington, D.C., which shall be deemed the National Headquarters of the Chamber.



ARTICLE VI ELECTION OF DIRECTORS

SECTION 1. Each year at least twenty-five Directors shall be elected by the Board of Directors, for terms of two years. The total number of Directors shall not exceed 150, which number the Board may change by a two-thirds vote, no less than 25 of whom shall represent state or local chambers of commerce. Of the Directors elected each year, at least one shall be nominated by the Nominating Committee from each election district.

SECTION 2. Directors shall be elected at regular meetings of the Board.

SECTION 3. To be eligible for service as a Director, a person must be a member of the Chamber in good standing, including an individual deemed eligible for membership under Article II, or an officer, partner or employee of a member in good standing.

SECTION 4. No person shall serve as an elected Director for more than three consecutive terms of office, except as provided in Article V concerning Directors serving on the Senior Council. For purposes of this section, a portion of a term shall be considered a full term.

SECTION 5. The election districts, the number and boundaries of which shall be changed only by a two-thirds vote of the Board of Directors, shall be as follows:



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of the Chamber of Commerce of the United States of America

BOARD ELECTION DISTRICTS

- I** Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, Puerto Rico, Virgin Islands.
- II** New York, New Jersey, Pennsylvania, Delaware.
- III** Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina.
- IV** Georgia, Florida, Alabama, Mississippi, Tennessee.
- V** Kentucky, Ohio, Indiana, Michigan.
- VI** Illinois, Wisconsin.
- VII** Missouri, Kansas, Arkansas, Oklahoma, Texas, Louisiana.
- VIII** Iowa, Minnesota, North Dakota, South Dakota, Nebraska.
- IX** Montana, Wyoming, Colorado, New Mexico, Arizona, Utah, Idaho, Nevada.
- X** Washington, Oregon, California, Alaska, Hawaii, Guam.

SECTION 6. Each newly elected Director shall take office immediately following his election.

SECTION 7. The Board shall provide such further procedures as may be necessary to effect provisions of these Bylaws governing nomination and election of Directors.

SECTION 8. A vacancy in any elected directorship may be filled for the balance of the term through election by the remaining members of the Board, at any regular or special meeting at which a quorum is present, or by mail, e-mail or facsimile ballot.



SECTION 9. If a person elected to membership on the Board of Directors declines to serve or becomes incapacitated and unable to serve, the membership shall be declared vacant by the Chairman of the Board and shall be filled by the Board for the unexpired term.

SECTION 10. Any member of the Board of Directors may resign at any time by giving written notice to the President and Chief Executive Officer or to the Board. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the President and Chief Executive Officer or the Board. Any Director may be removed by a majority vote of the Directors at any regular or special meeting at which a quorum is present.



BYLAWS

of the Chamber of Commerce of the United States of America

ARTICLE VII PROCEDURE FOR ADOPTING POLICIES

SECTION 1. All proposals to be considered and acted upon by the Chamber shall be timely in importance, general in application and of broad significance to business and industry. The Board of Directors shall determine the eligibility and appropriateness of all proposals to be considered and acted upon by the Chamber.

SECTION 2. A policy declaration, or change in or reaffirmation of an existing policy declaration, shall be approved only by:

- (a) a majority vote of the whole number of the Directors, in meeting or otherwise, or
- (b) a two-thirds vote of the whole number of members of the Executive Committee, in meeting or otherwise, upon a determination in writing by the Chairman of the Board of Directors or the Chairman of the Executive Committee that the Chamber does not have an appropriate policy in place to take effective action on an urgent and important matter, and there is not sufficient time to establish such a policy under the foregoing procedure. In such instance, the Executive Committee shall, as quickly thereafter as possible, inform the Board of the adopted policy change or declaration and the reasons for the Committee's action.

SECTION 3. The Board of Directors or management of the Chamber may, at its discretion, informally poll the members of the Chamber to determine



trends of business opinion on questions of policy and priorities, the results not to be binding upon the Board or the Chamber as a whole, but to be advisory to the Board and management of the Chamber.



BYLAWS

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ARTICLE VIII COMMITTEES

SECTION 1. The Chairman of the Board of Directors, subject to the approval of the Board of Directors, shall annually appoint an Executive Committee and such other standing or special committees as may be required by the Bylaws and with such duties and authority as provided by the Bylaws. The Chairman may also appoint such other committees, task forces, study groups, advisory councils and other entities as he may deem necessary to assist the Board in fulfilling its responsibilities under the Bylaws, provided that such groups consist solely of members in good standing of the Chamber, and that they may not take any action to bind the Board or the Chamber, except as otherwise provided in these Bylaws. So far as practicable, appointments to all committees of the Chamber shall be diversified in order that studies, recommendations and decisions of committees will be made with due regard to all the views related to a comprehensive, fair and balanced consideration of the subject matter within each committee's jurisdiction. All committees shall report their recommendations, decisions and actions to the Board as they deem appropriate or at the direction of the Board.

SECTION 2. There shall be an Executive Committee composed of the Chairman of the Executive Committee, the President and Chief Executive Officer, the Chairman of the Board of Directors, the Vice Chairman of the Board of Directors, the Regional Vice Chairmen, and such other Directors as may be appointed by the Chairman of the Board of Directors, subject to the approval of the Board. The immediate past Chairman of the Board of Directors shall serve as Chairman of the Executive Committee, for a term



of one year. Except as otherwise provided in these Bylaws, the Executive Committee shall have such duties as may be prescribed by the Board of Directors, and such powers as may be delegated to it from time to time by the Board. It shall report to the Board such recommendations as it may have, and also any actions taken in pursuance of previously granted authority.

The Board may by majority vote at any regular or special meeting at which a quorum is present, nullify any action of the Executive Committee, but such nullification shall be effective only from and after the time of such majority vote by the Board.

Members of the Executive Committee who are unable to attend duly called meetings of said Committee shall, by mail, facsimile, e-mail, telephone, or other comparable means, notify the President and Chief Executive Officer of the cause of their absence. If a member of the Executive Committee consistently fails to attend duly called meetings of the Executive Committee without providing a sufficient reason for such absences, the Executive Committee may remove such member from the Executive Committee by majority vote at any regular or special meeting at which a quorum is present.

Vacancies with respect to appointed members of the Executive Committee shall be filled by the Chairman of the Board of Directors, subject to the approval of the Board of Directors.



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The regular meetings of the Executive Committee shall be held during the year at intervals to be fixed by the Committee, the dates of said meetings to be set at least ten days in advance thereof. Special meetings may be called by the Chairman of the Board of Directors, or by vote of the Committee.

The Executive Committee may conduct its business in meeting or otherwise. If the Executive Committee meets by teleconference, advance notice of the meeting must be provided at least 24 hours before the call to all members of the Executive Committee, by mail, facsimile, e-mail, telephone, or other comparable means. A majority of the Executive Committee shall constitute a quorum for the purpose of conducting business.

SECTION 3. Every year at such time as it shall determine, the Executive Committee shall elect five members of the Board of Directors to serve on a Nominating Committee, comprised of a total of ten members. Members shall serve from July 1 following their election until July 1 two years thereafter. All members of the Board, except the President and Chief Executive Officer, Chairman of the Board of Directors, Vice Chairman of the Board of Directors, Chairman of the Executive Committee, Regional Vice Chairmen and Treasurer, shall be eligible for membership on the Nominating Committee. Once the new members of the Nominating Committee are elected, the Committee shall elect a chairman. In the event of a tie, the election shall be resolved by lot.

Any vacancy on the Nominating Committee shall be filled by the Executive Committee by election in accordance with the foregoing procedures. Any vacancy in the chairmanship shall be filled by the Committee in the manner provided above for electing a chairman.



SECTION 4. The Nominating Committee shall recommend to the Board one person for election to each elective office, for each directorship to be filled for the full term, and for vacancies that may occur in any elective office or directorship during the regular term thereof.

SECTION 5. Within thirty days of each election for Nominating Committee, the Chamber shall provide notice through its general membership publication of the Nominating Committee members elected for each year, and shall notify the Board of Directors of the same.

SECTION 6. There shall be a Budget Committee appointed by the Chairman of the Board of Directors which shall review and report to the Board of Directors its recommendations with respect to an annual operating budget and other appropriations, and shall have such other duties as may be assigned by the Chairman of the Board of Directors.

SECTION 7. There shall be an Audit Committee, appointed annually by the Chairman of the Board of Directors, subject to the approval of the Board. The Audit Committee shall be responsible for (1) selection of the independent accountants to audit the financial affairs of the Chamber, (2) receiving and reviewing reports from the independent accountants (copies of which shall also be furnished to the President and Chief Executive Officer and the Chairman of the Board of Directors), (3) reporting at least annually to the Board of Directors on its activities, (4) reporting on its activities and findings related to fidelity and insurance coverage for the Chamber, and (5) reviewing and approving compensation of the independent auditors, with the concurrence of the Budget Committee.



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SECTION 8. There shall be a Committee on Compensation and Employee Benefit Arrangements composed of the Chairman of the Board of Directors, the Vice Chairman of the Board of Directors, the Chairman of the Executive Committee, and the immediate past Chairman of the Executive Committee, who shall serve as Chairman of the Committee. The Chairman of the Board of Directors may also appoint other members of the Board to serve on the Committee. The Committee shall review recommendations as presented by the President and Chief Executive Officer with respect to (1) the rates and manner of payment of compensation to be paid to employees of the Chamber, and (2) the adoption, modification, or termination of any pension plan or other financial incentive or benefit plan or arrangement applicable to any or all of the employees of the Chamber, and shall submit such recommendations as to any such matters as it deems appropriate to the Budget Committee. For purposes of this section, “employees” shall include any officer of the Chamber who is also an employee.



ARTICLE IX AMENDMENTS

These Bylaws may be amended by a two-thirds majority vote of the whole number of the Board of Directors, in a regular or special meeting at which a quorum is present, or by mail, facsimile or e-mail ballot.

ARTICLE X ORDER OF BUSINESS OF MEETINGS

SECTION 1. The order of business for all annual and special meetings of the Board of Directors shall be determined by the rules established by the Board of Directors in accordance with Section 2 of Article V.

SECTION 2. Robert's Rules of Order shall govern all meetings and deliberations of the Chamber and all committees established under these Bylaws, except as otherwise specifically determined by a majority vote of the Board of Directors.



BYLAWS

of the Chamber of Commerce of the United States of America

ARTICLE XI APPLICATION OF FUNDS; DISSOLUTION AND DISTRIBUTION OF ASSETS

SECTION 1. The Chamber shall use its funds and other assets only to accomplish the objectives and purposes identified by these Bylaws, and no part of said funds or other assets shall inure, or be distributed, to any member of the Chamber, except as payment for goods or services provided pursuant to an arms-length agreement between the Chamber and the member, and at fair market value for those goods or services.

SECTION 2. Upon dissolution of the Chamber, any funds or other assets remaining shall be liquidated and distributed to one or more regularly organized and qualified charitable, educational, scientific, or philanthropic organizations, to be selected by the Board of Directors.



ARTICLE XII NATIONAL EMERGENCY

In furtherance of its responsibility for supervising and exercising governance over the affairs of the Chamber, the Board of Directors may provide such special rules, regulations and procedures as it shall deem necessary to the continued effective operation and conduct of the Chamber during a period of national or local emergency. Such rules may specify provisions of these Bylaws to be suspended during such a period. Suspension of such provisions shall be effective when and for such period of time as compliance therewith is impossible because of a national or local emergency, whereupon the rules, regulations or procedures adopted by the Board shall be accorded the full force and effect of Bylaws provisions, for the duration of the period set by the Board.



Certificate of Incorporation

CERTIFICATE OF INCORPORATION of CHAMBER OF COMMERCE OF THE UNITED STATES OF AMERICA

We, the undersigned, JOHN H. FAHEY, JOHN JOY EDSON, and ELLIOT H. GOODWIN, all citizens of the United States, and a majority of whom are residents of the District of Columbia, do by these presents, pursuant to and in conformity with the provisions of Subchapter three (3) of Chapters eighteen (18) of the Code of Law for the District of Columbia, enacted March 3, 1901, and as subsequently amended, associate ourselves together as a body politic and corporate, and do hereby certify in writing:

First: The name by which the corporation shall be known is CHAMBER OF COMMERCE OF THE UNITED STATES OF AMERICA.

Second: The existence of this corporation shall be perpetual.

Third: The particular business and objects of the corporation are: To encourage trade and commercial intercourse between the States, the Territories, and Insular possessions of the United States of America and with foreign nations, and to promote cooperation between chambers of commerce, boards of trade, and other commercial and manufacturers' organizations of the United States, increasing their efficiency and extending their usefulness, to promote the mutual improvement of



its members, to secure cooperative action in advancing the common purposes of its members, uniformity and equity in business usages and laws, and proper consideration and concentration of opinion upon questions affecting the financial, commercial, civic, and industrial interests of the country at large, to succeed, and to carry on the affairs of, the Chamber of Commerce of the United States of America, an unincorporated association, formed on April 22, 1912, in the city of Washington, District of Columbia, and since conducting its affairs with headquarters at the said city of Washington.

Fourth: The number of directors who shall manage the corporation for the first year is thirty-one (31). At the Annual Meeting of the corporation held in the year 1916 there shall be elected thirteen (13) directors, and at the Annual Meeting held in the year of 1917 there shall be elected twelve (12) directors, and thereafter the directors shall be elected in the manner prescribed by the by-laws of the corporation. A majority of the board of directors shall be a quorum for the transaction of business. The board of directors of the unincorporated association shall constitute the first board of directors of the corporation and shall serve in that capacity for the balance of their unexpired terms, that is to say, the persons at the time occupying the offices of president, vice presidents, and treasurer of the unincorporated association as ex-officio members of the board, and, until the Annual Meeting in 1916, the following:

- Frederic E. Boothby, Portland, Me.
- James R. MacColl, Providence, R.I.
- William Butterworth, Moline, Ill.
- Charles Nagel, St. Louis, Mo.



Certificate of Incorporation

- Franklin Conklin, Newark, N. J.
- F. A. Seiberling, Akron, Ohio.
- Homer L. Ferguson, Newport News, Va.
- Leon C. Simon, New Orleans, La.
- L. S. Gillette, Minneapolis, Minn.
- William H. Stevenson, Pittsburgh, Pa.
- Granger A. Hollister, Rochester, N.Y.
- T. L. L. Temple, Texarkana, Ark.
- Willoughby M. McCormick, Baltimore, Md.

Until the Annual Meeting in 1917, the following:

- L. C. Boyd, Indianapolis, Ind.
- Henry B. Joy, Detroit, Mich.
- Thomas Burke, Seattle, Wash.
- Charles S. Keith, Kansas City, Mo.
- Howell Cheney, South Manchester, Con.
- E. T. Meredith, Des Moines, Ia.
- R. T. Cunningham, Fairmont, W. Va.
- John W. Philip, Dallas, Texas.
- William H. Douglas, New York, N.Y.
- R. G. Rhett, Charleston, S. C.
- A. E. Esberg, San Francisco, Cal.
- Thomas B. Stearns, Denver, Colo.

Fifth: The names and places of residence of the incorporating members are as follows:

- John H. Fahey, Boston, Massachusetts.
- John Joy Edson, Washington, District of Columbia.



- Elliot H. Goodwin, Washington, District of Columbia.

IN WITNESS WHEREOF, we have made, signed, and acknowledged, in duplicate, this certificate this 3rd day of December One thousand nine hundred and fifteen.

John H. Fahey (s)

John Joy Edson (s)

Elliott H. Goodwin (s)

City of Washington)

) ss-

District of Columbia)

I, Katherine V. Boswell, Notary Public in and for the District of Columbia, do hereby certify that JOHN H. FAHEY, JOHN JOY EDSON, and ELLIOT H. GOODWIN, whose names are signed to the writing hereto annexed, bearing date the 3rd day of December, 1915, are personally well known to me, and personally appeared before me in the District of Columbia on the day and year aforesaid, and separately and individually acknowledged the same before me, and that they generally signed the same for the purposes therein set forth. G I V E N under my hand and notarial seal, this 3rd day of December One thousand nine hundred and fifteen.

Katherine V. Boswell (s)

Notary Public, D.C.



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NOTES

Additional Data

Software ID:
Software Version:
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Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

4d. Other program services			
(Code) (Expenses \$	including grants of \$) (Revenue \$
Recruit and retain members and coordinate member relations			

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Thomas J Donohue President and CEO	40 00	X		X				3,685,015	0	62,246
Brian D Dailey Director	1 00	X						0	0	0
Brian L Derksen Director	1 00	X						0	0	0
Brian O'Hara Director	1 00	X						0	0	0
C Virginia Kirkpatrick Director	1 00	X						0	0	0
CA Howlett Director	1 00	X						0	0	0
Carrie E Dwyer Director	1 00	X						0	0	0
Charles E Barnes Sr Director	1 00	X						0	0	0
Charles R Stamp Jr Director	1 00	X						0	0	0
Christopher C Womack Director	1 00	X						0	0	0
Craig L Fuller Director	1 00	X						0	0	0
Dan Kirby Director	1 00	X						0	0	0
Daniel F Evans Jr Director	1 00	X						0	0	0
Daniel J Bryant Director	1 00	X						0	0	0
Darlene M Miller Director	1 00	X						0	0	0
David A Steinberg Director	1 00	X						0	0	0
David Adkisson Director	1 00	X						0	0	0
David E Kepler Reg Vice Chair (G Lakes)	1 00	X						0	0	0
David F Moxam Director	1 00	X						0	0	0
David L Miller Director	1 00	X						0	0	0
David Muhlendorf Director	1 00	X						0	0	0
David Peacock Director	1 00	X						0	0	0
Dennis E Nixon Director	1 00	X						0	0	0
Dennis M Nally Director	1 00	X						0	0	0
Dennis Wraase Director	1 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Don L Blankenship Director	1 00	X						0	0	0
Donald J Shepard Chair Exec Comm/Dir	1 00	X						0	0	0
Donald J Sterhan Director	1 00	X						0	0	0
Donald L Correll Director	1 00	X						0	0	0
Donald M James Director	1 00	X						0	0	0
Douglas A Sgarro Director	1 00	X						0	0	0
Edward B Dinan Director	1 00	X						0	0	0
Edward Wanandi Director	1 00	X						0	0	0
Frank L VanderSloot Reg Vice Chair(NW)/Dir	1 00	X						0	0	0
Frank Sullivan Director	1 00	X						0	0	0
Fred Kaiser Director	1 00	X						0	0	0
Fredrick D Palmer Director	1 00	X						0	0	0
G Edison Holland Jr Director	1 00	X						0	0	0
Gary J Taylor Director	1 00	X						0	0	0
Gary M Mabrey III Director	1 00	X						0	0	0
Gary Rutledge Director	1 00	X						0	0	0
George L Argyros Director	1 00	X						0	0	0
George Nolen Director	1 00	X						0	0	0
Gerald L Shaheen Senior Council/Director	1 00	X						0	0	0
Gerard K Meuchner Director	1 00	X						0	0	0
Greg Lebedev Director	1 00	X						0	202,177	0
Gregory Irace Director	1 00	X						0	0	0
H Thomas Watkins Director	1 00	X						0	0	0
Harland Stonecipher Director	1 00	X						0	0	0
Harold L Jackson Director	1 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Harry C Alford Director	1 00	X						0	0	0
Harry W Clark Director	1 00	X						0	0	0
James A Hixon Director	1 00	X						0	0	0
James B Lee Jr Director	1 00	X						0	0	0
James C Carter Director	1 00	X						0	0	0
James E Rogers Director	1 00	X						0	0	0
James E Rutrough Director	1 00	X						0	0	0
James L Hebe Director	1 00	X						0	0	0
James M Guyette Director	1 00	X						0	0	0
James M Wordsworth Director	1 00	X						0	0	0
James W Cicconi Director	1 00	X						0	0	0
James W Mendenhall Director	1 00	X						0	0	0
Jan L Jones Reg Vice Chair(West)/Dir	1 00	X						0	0	0
Jeffrey C Crowe Senior Council/Director	1 00	X						0	0	0
Jeffrey D Holley Director	1 00	X						0	0	0
Jeffry Sterba Director	1 00	X						0	0	0
Joan McCoy Director	1 00	X						0	0	0
John Cannon Director	1 00	X						0	0	0
John L Hopkins Reg Vice Chair (SW)/Dir	1 00	X						0	0	0
John Ruan III Director	1 00	X						0	0	0
John S Chen Director	1 00	X						0	0	0
John W Bachmann Senior Council/Director	1 00	X						0	0	0
Joseph M Rigby Director	1 00	X						0	0	0
Joshua I Smith Director	1 00	X						0	0	0
Kevin Herglotz Director	1 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Kevin M Connelly Director	1 00	X						0	0	0
Klaus Kleinfeld Director	1 00	X						0	0	0
Larry A Liebenow Reg Vice Chair(East)/Dir	1 00	X						0	0	0
Larry D Thompson Director	1 00	X						0	0	0
Leon Trammell Director	1 00	X						0	0	0
Linda N Awkard Director	1 00	X						0	0	0
Lisa M Mascolo Director	1 00	X						0	0	0
Lynn L Franzoi Director	1 00	X						0	0	0
Manuel J Perez de la Me Reg Vice Chair(S Cent)/D	1 00	X						0	0	0
Marcel Dubois Director	1 00	X						0	0	0
Mark D French Director	1 00	X						0	0	0
Mark E Watson III Director	1 00	X						0	0	0
Mark Loughridge Director	1 00	X						0	0	0
Mark S Towe Director	1 00	X						0	0	0
Martin H Richenhagen Director	1 00	X						0	0	0
Matthew K Rose Director	1 00	X						0	0	0
Maura W Donahue Senior Council/Director	1 00	X						0	0	0
Michael A Leven Director	1 00	X						0	0	0
Michael D Maves MD MB Director	1 00	X						0	0	0
Michael L Ducker Director	1 00	X						0	0	0
Nicholas J DeIulius Director	1 00	X						0	0	0
Orin H Ingram Director	1 00	X						0	0	0
Patricia Elizondo Director	1 00	X						0	0	0
Patricia Owen Director	1 00	X						0	0	0
Paul J Klaassen Director	1 00	X						0	0	0

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(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Paul S Speranza Jr Senior Council/Director	1 00	X						0	0	0
Paul W Jones Director	1 00	X						0	0	0
Peter B Lilly Director	1 00	X						0	0	0
Peter Paoli Director	1 00	X						0	0	0
Rajendra Singh Reg Vice Chair(SE)/Dir	1 00	X						0	0	0
Randal K Quarles Director	1 00	X						0	0	0
Raymond E Pinard Director	1 00	X						0	0	0
Red Cavaney Director	1 00	X						0	0	0
Rhonda J Parish Director	1 00	X						0	0	0
Richard D Frasch Director	1 00	X						0	0	0
Richard H Bagger Director	1 00	X						0	0	0
Richard H McClure Director	1 00	X						0	0	0
Robert C Weber Director	1 00	X						0	0	0
Robert D Fatovic Director	1 00	X						0	0	0
Robert D MacDonald Reg Vice Chair(Mid)/Dir	1 00	X						0	0	0
Robert S Milligan Chairman/Director	1 00	X						0	0	0
Roland H Vaughan Director	1 00	X						0	0	0
Ronald E Weinberg Director	1 00	X						0	0	0
Ronald T Monford Director	1 00	X						0	0	0
S Dale High Director	1 00	X						0	0	0
Sandy Beaty Director	1 00	X						0	0	0
Scott L Holman Sr Director	1 00	X						0	0	0
Shannon L Greene Director	1 00	X						0	0	0
Shigeru Hayakawa Director	1 00	X						0	0	0
Stephen R Van Meter Director	1 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Steve Van Andel Treasurer/Director	1 00	X						0	0	0
Steven C Anderson IOM Director	1 00	X						0	0	0
Steven F Walker Director	1 00	X						0	0	0
Stuart L Levenick Director	1 00	X						0	0	0
Sy Sternberg Director	1 00	X						0	0	0
Tamara L Lungren Director	1 00	X						0	0	0
Ted Mathas Director	1 00	X						0	0	0
Ted R French Director	1 00	X						0	0	0
Terry F Neimeyer Director	1 00	X						0	0	0
Thomas A Gottschalk Director	1 00	X						0	0	0
Thomas D Bell Jr Vice Chariman/Director	1 00	X						0	0	0
Thomas E Donilon Director	1 00	X						0	0	0
Thomas Hutchison III Director	1 00	X						0	0	0
Thomas J Tauke Director	1 00	X						0	0	0
Timothy C Everett Director	1 00	X						0	0	0
Tracy G Schmidt Director	1 00	X						0	0	0
W Melvin Haas III Director	1 00	X						0	0	0
Walter J Galvin Director	1 00	X						0	0	0
Wes W Lucas Director	1 00	X						0	0	0
William G Little Director	1 00	X						0	0	0
William Garlough Director	1 00	X						0	0	0
William L Walton Director	1 00	X						0	0	0
William Weidner Director	1 00	X						0	0	0
Winthrop M Hallett III Director	1 00	X						0	0	0
Steven J Law CLO & Gnrl Counsel	40 00			X				814,892	0	30,234

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(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Stan M Harrell SVP, CFO and CIO	40 00			X				376,178	0	69,421
Agnes Warfield-Blanc SVP, Dev & Fundraising	40 00				X			1,592,458	0	30,234
Robert B Josten Executive Vice President	40 00				X			1,198,009	0	142,446
David Chavern Exec VP and COO	40 00				X			943,316	0	44,209
Shannon DiBari SVP, Administration	40 00				X			342,800	0	136,152
Thomas J Collamore SVP, Comm & Strategy	40 00					X		842,813	0	30,234
William C MillerFmr Key SVP, Pol and Fed Program	40 00					X		764,577	0	49,372
David T Hirschmann SVP, EVP NCF, Pres CCMC	40 00					X		726,785	0	54,185
Myron A Brilliant SVP, Intl Affairs	40 00					X		599,743	0	69,289
Carl N Grant SVP, Exec Cnslr to Pres	40 00					X		584,831	0	59,469
Brandon Sweitzer Former Director							X	249,996	0	0
Stephen Bokat Former Officer							X	116,081	0	0
Daniel Christman Former Key Employee							X	476,588	0	20,300

Form 990, Part VIII - Statement of Revenue - 2a - 2g Program Service Revenue -

	Business Code	(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514
Sponsorships and royal	711,190	937,521	937,521		
Meetings	900,099	558,271	558,271		
Publication sales	511,190	542,176	542,176		
Advertising	541,800	434,180		434,180	
Sales promotion effort	900,099	80,000		80,000	