



NEWSLETTER
OCTOBER 2019

**Benchmarking national chamber trends from ACCE's Dynamic Chamber Benchmarking survey system
By ACCE's HERO Team (Help, Expertise, Resources, Online)
Fall 2018**

ACCE members have access 24/7 to [Dynamic Chamber Benchmarking](#) (DCB), a powerful survey system that allows you to select your peer comparison group and generate dynamic reports on chamber revenue, expenses, membership stats, retention, market penetration, as well as HR data, including salary and compensation info on a variety of chamber staff positions. Survey participants get instant access to trend reports for the industry with prepared, customized slides and reports that plot exactly where your chamber stands compared to near-peers that you set using the system's flexible filtering options. The data is useful for a variety of reasons, including setting goals for member retention, first year retention, market penetration, measuring revenue goals for both membership and non-dues sources, and comparing governance or HR metrics, like number of board members or types of positions that are most commonly outsourced at chambers. In order to make changes, benchmark measurements are needed for a baseline. From there, assessments and goals can be established and then monitored year by year within DCB. More informed and thoughtful decisions can be made using the survey industry data.

There are two sections available, Operations and Salary, which is only open to chamber CEOs or their staff delegates. The Salary sections provides data for peer benchmarking in overall compensation, retirement packages and other perks and benefits for CEO positions; plus provides compensation data for Senior and Mid-Level staff and Sales Staff (which includes commission comparisons). From the report download options, there are 5 year trend reports for both operations and salary metrics. Visit the [DCB Tips page from this link](#) or download the [Data Collection Worksheet](#) for an overview of all the survey questions. For information on ACCE membership, please email Dana Ketterling at dketterling@acce.org. For survey and report download assistance for ACCE members, please use the live chat inside DCB or email the HERO Team at HERO@acce.org.

Below is an example of the Chamber Report Card from FY 2017 from survey participants in the western states:

Key Performance Indicators (KPI)
Chamber Report Card – FY 2017
Showing Aggregate Results for Chambers in the Western Region (approx. 40 participants)

STAFFING	My Chamber	My Percentile	25th Percentile	50th Percentile	75th Percentile
Total Chamber Staff FTEs			5.00	7.00	13.75
Number of Members per FTE			85	112	150
Revenue per FTE			\$100,733	\$133,451	\$174,846
Personnel Expense per FTE			\$57,200	\$66,871	\$80,000
MEMBERSHIP	My Chamber	My Percentile	25th Percentile	50th Percentile	75th Percentile
Member Retention – Dollars			83%	87%	90%
Member Retention – Accounts			82%	85%	88%
First Year Member Retention – Accounts			66%	72%	89%
Total Current Member Accounts			608	767	1,225
Number of New Member Accounts			86	115	217
Number of Cancelled Member Accounts			85	133	186
Market Penetration Rate			6%	13%	19%
Revenue per Member			\$769	\$1,267	\$1,933
Average Member Dues Investment			\$383	\$497	\$670
FINANCE	My Chamber	My Percentile	25th Percentile	50th Percentile	75th Percentile
Total Annual Revenue			\$476,500	\$888,367	\$2,510,011
Revenue Breakdown (top revenue producers)					
• Membership Dues			32%	45%	60%
• Events			13%	23%	31%
• Grants			0%	4%	6%
• Economic Development			0%	4%	13%
• CVB			0%	4%	36%
Total Annual Expense			\$480,000	\$807,614	\$2,412,297
Expense Breakdown (major expenses)					
• Personnel (wages and benefits)			47%	53%	63%
• Events			8%	15%	19%
• Occupancy (e.g., rent/mortgage/utilities)			3%	5%	7%
• Economic Development			0%	3%	13%
• CVB			0%	0%	25%
Total Annual Wage Expense			\$234,200	\$444,982	\$1,073,535
Personnel Wages as % of Annual Expense			44%	48%	56%
Total Annual Benefits Expense			\$20,840	\$42,887	\$160,036
Personnel Benefits as % of Annual Expense			4%	4%	8%
Expense per Member			\$700	\$1,142	\$2,010
Fundraising Revenue as % of Annual Revenue			0%	7%	23%
Net Assets as % of Annual Expense			15%	27%	89%
Amount in Reserve as % of Annual Expense (your response is in bold)			0-10% of annual expense (47%) 11-20% of annual expense (10%) 21-30% of annual expense (17%) Over 30% of annual expense (27%)		

About This Report...

This snapshot report can be used to analyze key metrics at your organization. Several metrics use calculations based on your organization's responses in the Chamber Profile and Operations Survey sections of Dynamic Chamber Benchmarking.

Following are the calculations used in this report:

Staffing Calculations:

- Number of Members per FTE: *Number of Member Accounts / Number of Full-Time Staff Equivalents*
- Revenue per FTE: *Total Chamber Revenue / Number of Full-Time Staff Equivalents*
- Personnel Expense per FTE: *Wage & Benefit Expenses / Number of Full-Time Staff Equivalents*

Membership Calculations:

- Member Retention – Dollars: *[Dollar Value of Member Accounts Prior Fiscal Year (PFY) - Cancelled Member Account Value FY] / Dollar Value of Member Accounts PFY*
- Member Retention – Accounts: *(PFY Member Accounts - FY Cancellations) / PFY Member Accounts*
- First Year Member Retention – Accounts: *New Member Accounts in PFY that Renewed in Current FY / New Member Accounts from PFY*
- Number of Cancelled Member Accounts: *Cancelled Memberships from Business Closings / Cancelled Member Accounts for FY Indicated*
- Market Penetration Rate: *Total Number of Member Accounts / Number of Businesses in Service Area*
- Revenue per Member: *Total Chamber Revenue / Total Number of Member Accounts*
- Average Member Dues Investment: *Dollar Value of Member Accounts / Number of Member Accounts*

Finance Calculations:

- Expense per Member: *Total Expense / Number of Member Accounts*
- Net Assets as % of Annual Expense: *(Total Assets - Total Liabilities) / Total Expenses*