

Board of Directors Meeting

April 18, 2024
Greenville, South Carolina



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

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Board of Directors Briefing Book

April 18, 2024

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ACCE Board of Directors Meeting

April 18, 2024 | 8:00 a.m. EDT
Greenville, South Carolina

AGENDA

7:45 am **Breakfast**
Special thanks to the Greenville Chamber for sponsoring our board breakfast.



8:00 am **Welcome**
We kick things off with a special welcome message from the mayor of Greenville. Mayor White has served in his role for nearly 30 years, with an impressive list of accomplishments that have transformed not only the city, but the region.

Special guest:
Knox White, Mayor, City of Greenville

8:20 am **President's Report**

8:35 am **Governance**

- Review and Approve Minutes from January 31, 2024 Meeting
- Consent Agenda
- Treasurer's Report
 - Financial Report
 - ACCE 2024-25 Budget
 - Operating Account: Movement of Assets
 - Investment Strategy Update
- CCE Commission: Amending CCE requirements
- Nominations Update 2024-25
 - Officers Slate
 - Board of Directors

8:55 am **Foundation Update**

9:00 am **FBI Update**

9:05 am **Public Opinion Poll Update**

9:15 am **Welcome from the Greenville Chamber Board Chair**

Presenter:

Jessica Donan, *Managing Partner, EY*

9:35 am **Break**

9:45 am **What Does the Future Hold for Chambers and Communities?**

Join this interactive discussion as we shape the trajectory of pivotal future-focused research for our profession. The Three Horizons Framework will guide us through what's happening now, which emerging ideas could disrupt the status quo, and what adjustments or transformations must be included in Horizons 2035. What new pressures and opportunities are possible over the next ten years that will shape the world and the chamber profession?

Facilitated by:

David Brown, *Lead Consultant, NEXT Generation Consulting*

11:45 am **Lunch & Networking**

12:15 pm **Current Economic Outlook**

Hear the latest factors impacting the global economy, and what they mean for the business community. Leave with perspective to help you better navigate our ever-evolving economic landscape.

Presenter:

Tom Barkin, *President & CEO, Federal Reserve Bank of Richmond*

1:00 pm **Immigration for Talent Sourcing**

Given workforce shortages, immigration remains an essential tool to bring the talent our communities need. Hear a national leader in this space on how you can support your businesses with their immigration needs, trends in business immigration efforts and the latest national, state and local immigration policy efforts.

Presenters:

Karin Borchert, *CEO*

Tom Kilby, *Business Development*

Ben McEuen, *Legal Analyst*

Jauntavia Prather, *Policy & Advocacy*

BDV Solutions

1:40 pm **Break**

1:50 pm **Micro-session: Paid Internship Initiative in Greenville**

Hear a creative approach to internships that's helping address local talent challenges.

Presenter:

Dr. Cheryl Garrison, *Executive Director of Greenville Chamber Foundation & Director of Talent and Leadership, Greenville Chamber of Commerce*

- 2:10 pm** **Micro-session: Managing a Catastrophic 501(c)(3) Management Challenge**
Faced with a surprise scenario including the loss of chamber foundation staff, partners and revenue, hear how your peer managed the situation, and is leading her organization through recovery.
- Presenter:
Brittany Quick-Warner, *President & CEO*, Eugene Area Chamber of Commerce
- 2:30 pm** **Critical Reminders for Chamber CEOs**
From the award-winning chamber executive who penned the pre-eminent book on our profession, end the day with key prompts to re-ignite your best strategic leadership skills.
- Presenter
Dave Adkisson, CCE, *President & CEO (retd.)*, Kentucky Chamber of Commerce
- 3:00 pm** **Final Comments & Adjourn**

Special Guests and Speakers

(in order of appearance)

Knox White, *Mayor, City of Greenville*



Mayor White has served on City Council since 1983 and as mayor since December 1995. A native of Greenville, Mayor White is a graduate of Christ Church Episcopal School and Greenville High School and attended Wake Forest University and the University of South Carolina Law School. He was a partner in the law firm of Haynsworth Sinkler Boyd, where he led the firm's immigration and customs practices.

His tenure as mayor has been defined by neighborhood revitalization, economic development and transformational projects for downtown. Over the past two decades, Greenville has earned national acclaim for its livability and pro-business environment and has become an award-winning destination. If you ask Mayor White what makes Greenville so unique, he'll tell you that it's due in large part to good planning and even greater partnerships.

Key projects and initiatives that have occurred under his leadership include the removal of the Camperdown Bridge, the creation of Falls Park and the Liberty Bridge, development along the Reedy River, construction of a baseball stadium downtown, development of the Swamp Rabbit Trail, installation of public art and record annexations.

The City has also invested in its neighborhoods with initiatives such as sidewalk expansion and street resurfacing programs, reinvestment in neighborhood parks, traffic calming, master plans for commercial corridors and an affordable housing strategy.

Jessica Donan, *Managing Partner, EY*



Donan serves as Ernst & Young's office managing partner for Greenville, where she develops and maintains relationships on behalf of EY across the state.

Throughout her public accounting career, Donan has served as the coordinating partner for public, private and private equity-backed companies across multiple sectors.

She has worked on the Clemson University's Advisory Board for the School of Accountancy, the Racial Equity and Economic Mobility Commission of Greenville, and serves as the Greenville Chamber Board.

David Brown, *Lead Consultant*, NEXT Generation Consulting



David Brown is a Lead Consultant at NGC. He has over forty years' experience leading community development and economic development. Before he joined NGC, David was CEO/President of the Greater Omaha Chamber of Commerce which won "Chamber of the Year" in 2015. Brown led the Horizons 2025 initiative for the ACCE, and completed a strategic foresight project for Greater Omaha, in partnership with the Urban League of Nebraska and United Way of the Midlands.

Tom Barkin, *President & CEO*, Federal Reserve Bank of Richmond



Tom Barkin is the president and CEO of the Federal Reserve Bank of Richmond. He has held this position since 2018.

Tom serves as a voting member on the Fed's chief monetary policy body, the Federal Open Market Committee, and is also responsible for bank supervision and the Federal Reserve's technology organization. He is "on the ground" continually in the Fed's Fifth District, which covers South Carolina, North Carolina, Virginia, D.C., West Virginia and Maryland. His engagement in the region has brought real attention to areas facing economic challenges.

Prior to joining the Richmond Fed, Tom was a senior partner and CFO at McKinsey & Company, a worldwide management consulting firm, where he also oversaw McKinsey's offices in the southern United States. Tom earned his bachelor's, MBA and law degrees from Harvard University.

BDV Solutions



Karin Borchert, *CEO*

Borchert brings 25+ years of experience in driving global business growth in B2B organizations powered by technology and data in a variety of industries including human resources, financial services, corporate real estate, and information services. Karin has a wealth of expertise in leading companies through transformative periods including mergers & acquisitions, joint ventures, platform launches, and financial turnarounds.

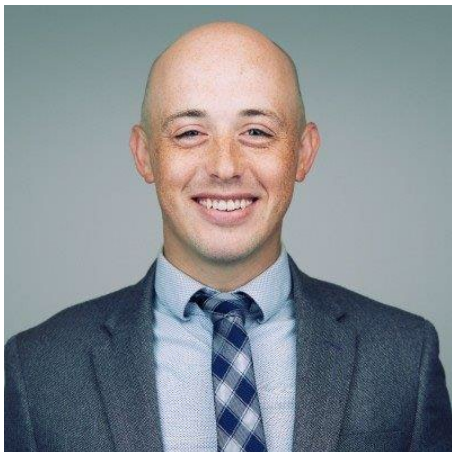
In her current role as the CEO of BDV Solutions she leads a mission-driven organization focused on bridging foreign nationals to employment opportunities in the United States to address chronic labor shortages and opportunities for cultural exchange.



Tom Kilby, *Business Development*

Kilby works closely with business and industry leaders across the United States, showcasing his expertise in navigating the intricate landscape of talent acquisition and retention to meet the dynamic needs of growing organizations.

In 2021, Kilby leveraged his passion for enabling business success by joining BDV Solutions as the Business Development Director. He focuses on helping numerous global businesses navigate complex labor markets effectively by utilizing immigration solutions to address some of their most intricate challenges. Kilby spearheads projects related to business development, market expansion and revenue growth.



Ben McEuen, *Legal Analyst*

McEuen is a Legal Analyst at BDV Solutions, where he manages regulatory compliance by conducting research analyzing U.S. laws and synthesizing those laws with business practices. He specializes in the areas of Global Mobility and Immigration law. McEuen has written several opinion columns for The Hill, The Daily Journal, The Messenger, The Post & Courier, and Industry Week, as well as immigration policy proposals for both Democratic and Republican members of Congress.

McEuen's career in Global Mobility and Immigration began in 2015 when he spent three years in Austria working in refugee resettlement. Since then, his work has included humanitarian, family-based, and employment-based immigration with a focus on leveraging visa categories to meet America's labor needs.



Jauntavia Prather, *Policy & Advocacy*

Prather is a Government Relations professional at BDV Solutions, renowned for her expertise in advocacy and policy curation aimed at enhancing the U.S. business and immigration sectors. Her experience includes collaborating closely with elected officials on Capitol Hill, in The White House, and at various federal agencies to spearhead initiatives aimed at improving immigration policies and regulations.

Prather has held positions as the Government Affairs Manager at the Greenville Chamber and as a Strategic Communications Associate at Artemis Arc. She has published articles The Hill, The Washington Post, The Messenger, and The Post and Courier.

Dr. Cheryl Garrison, *Executive Director of Greenville Chamber Foundation & Director of Talent and Leadership,*
Greenville Chamber of Commerce



A Greenville native, Garrison's background includes clinical based health and wellness, and both K-12 and higher education. She has spent the last ten years focusing on talent and workforce development for Upstate business and industry.

Garrison graduated from Gardner Webb University with a B.S. in Physical Education, Furman University with a M.A. in Exercise Science, and Northeastern University with a Doctorate in Organizational Leadership.

Brittany Quick-Warner, *President & CEO,* **Eugene Area Chamber of Commerce**



Quick-Warner has served the Eugene Area Chamber since 2013 and has led the chamber as president and CEO since 2017. Her driving passion for this work revolves around helping individuals, businesses and the community meet their fullest potential. She represents the business community on various boards and commissions throughout the region and represents the chamber on a national level as a board member for both the Western Association of Chamber Executives and ACCE. Quick-Warner is a graduate of the University of Missouri with a bachelor's in Atmospheric Science and a master's in Public Administration.

**Dave Adkisson, CCE, President & CEO (retd), Kentucky Chamber of Commerce
Chairman, ACCE (2010)**



A veteran chamber executive, former mayor and best-selling author, Adkisson served as the CEO of three chambers: his hometown chamber in Owensboro, KY; the metro Birmingham Alabama Chamber and the Kentucky (state) Chamber. On the national level, he served as the 2010 chairman of the board of ACCE, was a founder of the national State Chamber Policy Center and served six years on the board of the U. S. Chamber. Together, he spent more than 30 years in the chamber field.

Adkisson authored *Horseshoes vs. Chess, A Practical Guide for Chamber of Commerce Leaders*, which launched on Amazon and became a bestseller in several Amazon categories in January 2021.

Adkisson retired as president and CEO of the Kentucky Chamber in 2019. During his tenure the chamber was routinely ranked as the top lobbying organization in Kentucky, tripled its budget, doubled its staff, and was named the 2017 State Chamber of the Year. In addition to achieving several landmark legislative victories, Adkisson created the Kentucky Chamber Workforce Center and the Leadership Institute for School Principals, a program which has invested more than \$3 million in executive leadership training for school principals.

Adkisson graduated from Georgetown College and earned his master's from Harvard University.



ASSOCIATION OF
CHAMBER OF COMMERCE
EXECUTIVES

Board of Directors Governance Meeting Calendar

As of April 2024

*Finance Committee **April 11** (virtual) 1:30-2:30 pm EDT

**April 17-18
Greenville, SC**

*Executive Committee April 17 2-4:00 pm EDT
Board Reception April 17 6:30pm EDT
Board of Directors April 18 8:00 am – 3:00 pm EDT

*Finance Committee **July 9** (virtual) 3-4:00 pm EDT

**July 16 | ACCE24
Dallas, TX**

*Executive Committee July 16 12:30-2:00pm CDT
Board of Directors July 16 2:30-4:00pm CDT

**October 23-24
Alexandria, VA**

*Finance Committee Oct. 23 Time TBD
*Executive Committee Oct. 23 Time TBD
Board Reception Oct. 23 6/6:30 pm EDT
Board of Directors Oct. 24 8:15 am – 2:30pm EDT

2025

January, 2025 (virtual)

*Finance Committee Date/time TBD
*Executive Committee Date/time TBD
Board of Directors Date/time TBD

***Activities for select committee members only.
Additional committee meetings via conference call announced as needed.**

**April 29-30, 2025
Boston, MA**

*Finance Committee	April 29	1-2:00pm EDT
*Executive Committee	April 29	2:30-4:30 EDT
Board Reception	April 29	6/6:30 pm EDT
Board of Directors	April 30	8:00 am – 3:00pm EDT

***Activities for select committee members only.**

Additional committee meetings via conference call announced as needed.

ACCE Board of Directors Meeting

January 31, 2024 | 3:00 p.m. EST

Via Zoom Meeting

MINUTES

Present: Juliet Abdel, Brian Anderson, Sara Armstrong, Becky Bartoszek, Amber Batchelor, Jason Benitez, Alisha Benson, Carl Blackstone, Candace Boothby, Katy Brooks, Terra Carroll, Silas Chamberlin, Chip Cherry, Adrienne Cole, Omar Cuevas, Nikki Devitt, Colin Diaz, Greg Durocher, Natalie English, Ian Fletcher, Angela Franco, Barbara Jean Garza, Christy Gillenwater, Eric Godet, David Griggs, Joshua Gunn, Pammie Jimmar, Sandra Lombana Lindquist, Megan Lucas, Nick Masino, Lori Mattson, Steve Millard, Derek Miller, Matt Morrow, Mark Owens, Amanda Payne, Dale Petroskey, Carlos Phillips, Matt Pivarnik, Brittany Quick-Warner, Jeff Rea, Joe Reardon, Jennifer Reiser, Rory Ring, Jim Rooney, Maria Salinas, Todd Sanders, Mary Beth Sewald, Kevin Sheilley, Amy Shuttle, Ernest Strickland, Ryan Unger, Heather Valudes, Eric Vanden Heuvel, Allison Walden, Ashli Watts, Kami Welch and Andrea Woodard

Excused: Kati Capozzi, Becky Davison, Katie Kirkpatrick, Sara Ray and Sherry Taylor

Staff: Sheree Anne Kelly, Stacey Breslin, Beth Bronder, Will Burns, Jacqui Cook, Karen Rose and Amy Shields

Chair Carlos Phillips called the meeting to order and welcomed the group.

CEO Sheree Anne Kelly provided the president's report which included updates on strategic initiatives, the office move in late 2023, the annual convention and the overall state of ACCE.

The board reviewed the minutes from the October 26, 2023 meeting. A motion to accept the minutes was made by Megan Lucas. A vote to approve the minutes was then posted electronically. *Motion carried.*

Phillips then presented the consent agenda of new ACCE members for approval since our last meeting. A list is provided in the briefing materials. A motion to approve the new members was made by Mary Beth Sewald, then posted electronically for a vote. *Passed.*

The financial report was presented by Treasurer Alisha Benson who noted that ACCE's cash position is strong, with total net assets at \$4.3 million. Membership revenue is 4% below our aggressive budget number but still ahead of last year's number. This year's convention had net profit of \$171,000 coming in just shy of our aggressive registration figure. Most expenses from operations are lower than budget. ACCE's net is better than budget and foundation funding for the next four months is strong. FBI has a negative net income due to additional staffing expenses approved by the FBI Board. Katy Brooks made a motion to accept the financial report and a vote was posted electronically. *Passed.*

Kelly provided an update on our investment strategy from Anna Behnam, who attended the Finance Committee meeting earlier today.

Audit Chair Chip Cherry provided an overview of the annual audit. Representatives from RSM US then joined to present the annual audit report which was approved by the Audit Committee at its meeting on January 12, and presented to the Finance and Executive Committees earlier today. ACCE received a clean audit with no new disclosures this year. Heather Valudes made a motion to approve the audit report and a vote to approve the report was then posted electronically. *Passed.*

Phillips shared that Candace Boothby has succeeded Robert Heidt as chair of FBI starting January 1, 2024. Roy Nascimento will serve as vice chair. Both will serve two year terms in ex officio seats that do not need board approval. Two new FBI board members do need to be approved for a three year term: Jodi Owczarski and Tony Moline. Sara Armstrong made a motion to approve these candidates. A vote was then posted electronically. *Passed.*

Phillips called on nominating committee chair Christy Gillenwater to provide an update on both the officer and board nominating committees. Gillenwater explained the required members of each committee according to ACCE's bylaws as well as the timeline for the nominations process. She noted invitations to serve on the officers nominating committees will be extended soon and that a kick-off call will be scheduled for late February. The board nominating committee will begin its work after that process is complete. An update will be shared at the spring meeting.

Foundation Chair Ian Fletcher gave an update on foundation activities.

Kelly outlined the terms of the membership model revamp proposal. Two votes followed:

- Approval of the membership model revamp: motion by Kevin Sheilley
- Approval of an auto escalation of 3% every other year, barring the executive committee votes against such escalation: motion by Jim Rooney

An electronic vote was then posted for board approval. *Both motions carried.*

Phillips made closing remarks. *Meeting adjourned.*

New members for approval through 3/26/2024

Your Chamber Connection

YouScience

Fredericksburg Chamber of Commerce

Covington Business Council

Yuma County Chamber of Commerce

Chilton County Chamber of Commerce

Mountain Home Area Chamber of Commerce

Eventeny

Spencer Chamber of Commerce

Lake Travis Chamber of Commerce

Park City Chamber of Commerce

Committee of 100 for Economic Development

Greater Lake Placid Chamber of Commerce

Devil's Lake Area Chamber of Commerce

Healdsburg Chamber of Commerce & Visitors Bureau

Johnston Chamber of Commerce

Mercer Island Chamber of Commerce

Rankin County Chamber of Commerce

Todd Letts Consulting

Grundy County Chamber of Commerce

Monroe Chamber of Commerce and Industry

Dyersburg/Dyer County Chamber of Commerce

Leavenworth Lansing Area Chamber of Commerce

Sedro-Woolley Chamber of Commerce

BetterCulture

**Association of Chamber of Commerce Executives
Consolidated Projects
For the Eleven Months Ending February 29, 2024**

JC-09CONSBS
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	ACCE	FBI	Foundation	Eliminations	CONS
Consolidated Balance Sheet					
ASSETS					
Cash and Cash Equivalents	1,996,789.83	\$197,232.07	\$1,340,157.43		\$3,534,179.33
Investments	1,633,081.72	\$60,000.00	\$0.00		\$1,693,081.72
Investments - 457B	263,702.62	\$0.00	\$0.00		\$263,702.62
Investment in Subsidiary	530,990.23	\$0.00	\$0.00		\$530,990.23
Accounts Receivable - General (net)	9,701.71	\$138,077.13	\$0.00		\$147,778.84
Accounts Receivable - Trust	0.00	\$74,751.65	\$0.00		\$74,751.65
Grant Receivable	0.00	\$0.00	\$0.00	0.00	\$0.00
Due from Related Entities	118,102.62	\$0.00	\$0.00	(118,102.62)	\$0.00
Prepaid Expenses	55,800.24	\$9,454.46	\$7,602.54		\$72,857.24
Prepaid Expenses - Convention	105,754.89	\$0.00	\$0.00		\$105,754.89
Deposits	14,262.12	\$3,925.00	\$0.00		\$18,187.12
Fixed Assets, Net	44,740.29	\$32,037.97	\$0.00		\$76,778.26
Right of Use Asset	127,339.00				\$127,339.00
TOTAL ASSETS	\$4,900,265.27	\$515,478.28	\$1,347,759.97	(\$118,102.62)	\$6,645,400.90
LIABILITIES					
Accounts Payable & Accrued Expenses	41,474.73	(\$267.14)	\$0.00		\$41,207.59
Accounts Payable - Trust	0.00	(\$2,651.08)	\$0.00		(\$2,651.08)
457B Liability	263,702.62	\$0.00	\$0.00		\$263,702.62
Due to Related Entities	0.00	\$57,105.98	\$60,996.64	(118,102.62)	\$0.00
Deferred Dues	772,063.38	\$0.00	\$18,000.00		\$790,063.38
Deferred Other	131,818.95	\$184.55	\$994,296.21		\$1,126,299.71
Lease liability	154,967.00	\$0.00	\$0.00		\$154,967.00
Deferred Convention	139,725.00	\$0.00	\$0.00		\$139,725.00
Deferred Revenue - National Sponsors	46,358.28	\$0.00	\$0.00		\$46,358.28
Capital Lease Obligations	2,367.00	\$0.00	\$0.00		\$2,367.00
TOTAL LIABILITIES	\$1,552,476.96	\$54,372.31	\$1,073,292.85	(\$118,102.62)	\$2,562,039.50
NET ASSETS					
Net Assets - Unrestricted	3,238,463.80	\$488,076.05	\$252,597.50		\$3,979,137.35
Net Assets - Temporarily Restricted	0.00	\$0.00	\$0.00		\$0.00
YTD Change in Net Assets	109,324.51	(\$26,970.08)	\$21,869.62		\$104,224.05
TOTAL NET ASSETS	\$3,347,788.31	\$461,105.97	\$274,467.12	\$0.00	\$4,083,361.40
TOTAL LIABILITIES & NET ASSETS	\$4,900,265.27	\$515,478.28	\$1,347,759.97	(\$118,102.62)	\$6,645,400.90

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
For the Year to Date Period Ending February 29, 2024

	February 24 YTD ACTUAL	February 24 YTD Budget	2023-24 Annual Budget	February 24 Actual vs. Budget YTD \$\$ Variance	February 24 Actual vs. Budget YTD % Variance
FBI					
Total FBI Revenue	1,011,780.51	990,916.67	1,081,000	20,863.84	2%
Total FBI Expense	1,038,750.59	990,916.67	1,081,000	47,833.92	5%
FBI Net Income	(26,970.08)	0.00	0	(26,970.08)	100%
Foundation					
Total Revenue	1,887,679.09	2,083,672.20	2,329,686	(195,993.11)	(10%)
Total Expense	1,865,809.47	2,057,380.57	2,284,076	(191,571.10)	(10%)
Foundation Net Income	21,869.62	26,291.63	45,610	(4,422.01)	(20%)
ACCE					
Revenue					
Annual Convention	1,012,394.16	1,101,175.00	1,101,175	(88,780.84)	(9%)
Awards/COY Revenue	16,300.00	17,000.00	32,000	(700.00)	(4%)
Certification	10,750.00	14,200.00	14,200	(3,450.00)	(32%)
Chamber Education	85,893.00	65,145.00	114,390	20,748.00	24%
Chamber Executive Magazine Rev	110,490.00	98,060.00	98,060	12,430.00	11%
Divisions	0.00	0.00	7,720	0.00	0%
Executive Search	5,207.12	10,083.33	11,000	(4,876.21)	(94%)
Membership Revenue	1,443,215.72	1,512,500.00	1,650,000	(69,284.28)	(5%)
Metro Cities Revenue	45,370.00	47,860.00	74,904	(2,490.00)	(5%)
Misc Income	8,497.43	11,000.00	11,000	(2,502.57)	(29%)
National Corporate Sponsors Revenue	192,274.92	190,040.00	222,781	2,234.92	1%
Publications & Research Revenue	14,578.78	23,375.00	25,500	(8,796.22)	(60%)
Total ACCE Revenue from Operations	2,944,971.13	3,090,438.33	3,362,730	(145,467.20)	(5%)
Expense					
Admin (Operations, Occupancy, Governance)	524,556.33	497,219.50	509,694	27,336.83	5%
Admin Personnel Costs	527,033.11	607,282.25	695,217	(80,249.14)	(15%)
Annual Convention	841,702.15	1,041,405.00	1,041,405	(199,702.85)	(24%)
Awards/COY Expense	49,019.16	53,615.00	53,615	(4,595.84)	(9%)
Certifications Expense	41,758.32	26,221.25	28,605	15,537.07	37%
Chamber Education Expense	99,305.45	106,458.95	186,937	(7,153.50)	(7%)
Chamber Executive Magazine Expense	61,273.93	60,342.00	60,342	931.93	2%
Divisions Expense	10,869.53	12,694.92	13,849	(1,825.39)	(17%)
AskACCE	43,255.34	48,581.50	52,998	(5,326.16)	(12%)
Membership Expense	351,037.09	398,221.08	434,423	(47,183.99)	(13%)
Metro Cities Expense	38,439.71	38,740.00	52,195	(300.29)	(1%)
National Corporate Sponsors Expense	152,465.68	158,853.75	173,295	(6,388.07)	(4%)
Publications & Research Expense	59,747.95	87,068.67	94,984	(27,320.72)	(46%)
Web Expense	35,182.87	48,850.08	53,291	(13,667.21)	(39%)
Total ACCE Expense from Operations	2,835,646.62	3,185,553.95	3,450,850.00	(349,907.33)	(12%)
ACCE Net Income	109,324.51	(95,115.62)	(88,120.00)	204,440.13	187%
Total ACCE & Affiliates Revenue	5,844,430.73	6,165,027.20	6,773,416	(320,596.47)	(5%)
Total ACCE & Affiliates Expenses	5,740,206.68	6,233,851.19	6,815,926	(493,644.51)	(9%)
Total ACCE & Affiliates Net Income	104,224.05	(68,823.99)	(42,510)	173,048.04	166%
Immigration Initiative Fund Allocation **	0.00	0.00	600,000		
Projected Immigration Initiative Expense	0.00	0.00	400,000		
Projected Remaining Investment Funds	0.00	0.00	200,000		

** Revenue allocated from cash reserve fund by vote of the board

ACCE Finance Report

February 29, 2024 Financial Statements (11 months into the FY)

Balance Sheet

ACCE's cash position is strong with over \$1.9 million. Investments to date are \$1.6 million and ACCE's accounts payable is \$41k. Total net assets stand at \$4.1 million.

Consolidated Statement of Activity

Year-to-date performance is strong for ACCE.

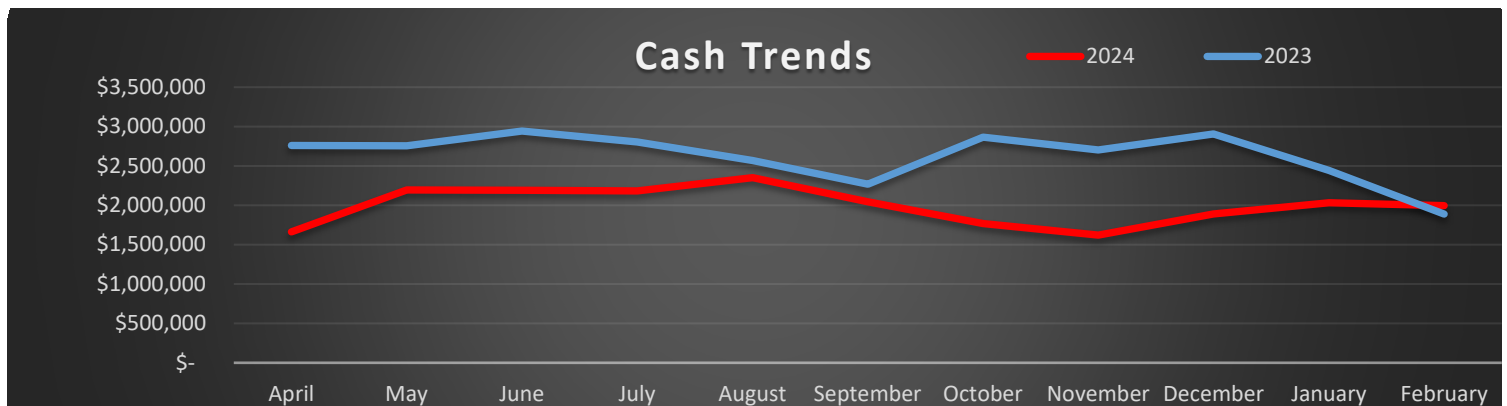
Membership Revenue – ACCE membership is currently below our aggressive budget number. We had a transition with our primary membership staffer, with that position vacant for several months, but have now brought on a new employee who is aggressively working on collections and sales efforts.

Convention – This year's convention was well received and well attended. We recognized a net profit of approximately \$171K. Revenue was slightly lower than budget, primarily due to lower-than-projected exhibitor revenue and coming in just shy of our aggressive registration figure. Staff managed expenses, which resulted in strong net income for the conference, which was nearly triple the budgeted net. As we move forward, we continue to evaluate increasing event costs to ensure that the convention is as accessible as possible. Rising costs, however, will impact future profitability of the program.

ACCE Expenses from Operations – Most expenses for the first eleven months of the fiscal year are lower than the budget. We anticipate that we will end the year strong, which includes expenses related to the office move, and we will continue to invest in our association's future. The larger than anticipated admin expense cost relates to ACCE getting out of its decades-long contract with the storage facility.

Net Income – Eleven months into the year the ACCE net is better than budget. FBI currently has a negative net income. FBI incurred additional expenses for a contractor to support the close out of compliance season, which was supported by the FBI Board. The foundation's income, which is dependent on grants, can vary in its short-term revenue due to grant delivery. Grant payments and deliverables for two of our grants were slightly delayed from the projected timeline, which accounts for the current delay in revenue recognition. Foundation funding for the next month looks strong.

Cash Flow – Cash flow continues to trend positively. The gap in cash flow year-over-year from 2024 to 2023 was due to the board-approved investment of cash into our pre-approved investment vehicles.



TO: Finance & Executive Committees

FROM: Jacqui Cook, CFO

DATE: April 4, 2024

RE: 2024-25 Budget

Overall Budget Highlights

ACCE approached this budget season from a strong financial position. The organization has grown, we've developed and implemented a reserve investment strategy, and we've continued to have a solid cash position. We're proposing a budget for next year that supports overall growth as well as continued investment in the association and our strategic plan efforts.

In reviewing this draft budget, ACCE's consolidated operations are projected to have a positive net income of \$9,272. FBI is budgeting a net loss of \$50,259. ACCEF is budgeted to have a net surplus of \$39,359 while ACCE has a projected surplus of \$20,172. As a reminder, FBI and ACCEF have their own boards which are responsible for financial oversight and budget approval.

Let's look at a few specifics for the coming year:

Annual Convention – Convention is being held in Dallas July 16 – July 19. We are budgeting for growth in revenue for this year's annual convention, but also planning for increased expenses including speaker fees, facility costs and AV requirements. While we do not expect the same net gain from last year, we are still budgeting a \$31k net.

Chamber Education – Revenue will be higher for online learning because we are planning to release new content for the Certificate in Chamber Management, which will drive supplemental revenue for this product. We are also launching a new leadership development program this year, which we will charge for, so we'll have additional revenue from that new initiative. Our in-person regional programs have also increased their scope, and we anticipate strong attendance for those events as well.

Membership Revenue – The 2024-25 budget is lower than the 2023-24 budget, but mirrors 2023-24 membership revenue actuals.

We reached this number because we have a lower amount of deferred membership revenue to start our year March 31, 2024 than we had March 31, 2023. In 2022 and 2023 the ACCE team spent a significant amount of time addressing lapsed members and database invoicing issues, which resulted in a large influx of membership dollars. This was an artificial bump in cash flow, giving us a larger than normal deferred revenue for the last fiscal year. The 2024-25 deferral figure was likewise impacted by not having a membership lead in position for 4+ months due to a staff transition, resulting in us not reaching our new member revenue target for the year.

Calculations to reach this budget number take into account the lower deferral figure, but also factor in strong new member acquisition goals, a 90% retention rate, as well as implementation of our dues realignment strategy to ensure members are paying at the proper membership level. The new membership model will not be implemented until January 2025, so we don't anticipate a noticeable impact to membership revenue until the following fiscal year.

2023-24 Actuals

Deferral and renewal figure – \$1,532,576

New member revenue figure – \$37,000

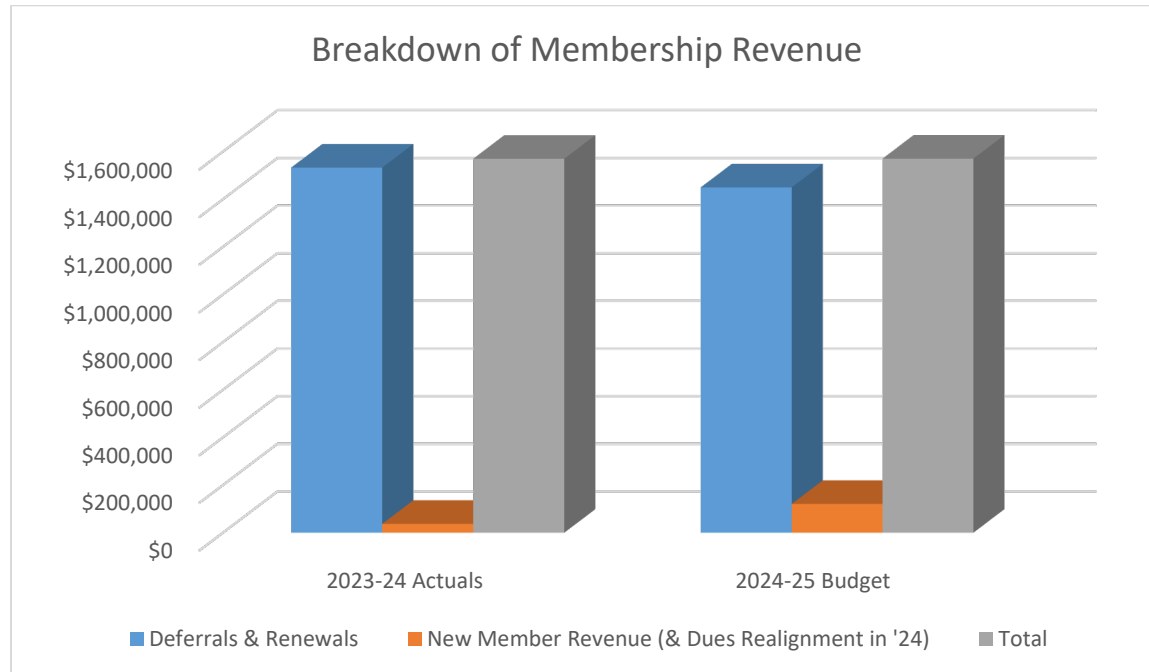
Total member revenue – \$1,569,576 (projected)

2024-25 Budget

Deferral and renewal figure – \$1,449,342

New member revenue and dues realignment figure – \$120,658

Budgeted total member revenue – \$1,570,000



Admin (Operations, Occupancy, Governance) – The 2024-25 budget is lower than the 2023-24 budget. This is primarily due to lower expenses associated with ACCE’s new office space.

Divisions – We will no longer be budgeting for Divisions in a separate line item. This is primarily because we are aiming to consolidate all of the time spent on member professional development into a single code, rather than delineating between Chamber Education and Divisions line items when allocating staff time. All expenses and revenue from the Divisions line items are now consolidated into Chamber Education.

Additional Budget Items – ACCE has built several funds outside of our operating account to allow the association to invest in both infrastructure opportunities as well as strategic initiatives on behalf of the industry. We are submitting a request to fund several items through these strategic investment vehicles. As a reminder, the two funds we’re referencing are:

Opportunity Fund: created for opportunities for ACCE to engage on behalf of its membership in initiatives that advance and/or support the profession via short-term unplanned expenses or investment opportunities. This account was seeded with an initial \$600,000, with the first approved project a grassroots initiative to support talent sourcing efforts via immigration reform. The immigration reform initiative was estimated to have first-year costs of \$400,000. We have post-poned the full launch of this initiative for 2024, but do not anticipate spending the entire \$400,000.

Short-Term Investment Reserve Fund: these funds cover any projects that are coming up in 24 months or less that cannot be funded from cash reserves.

We are requesting two items be funded through the opportunity fund.

- The next iteration of the Horizon Initiative - \$87,525
A pivotal future-focused report impacting chambers and communities, a revamp of this effort provides thought leadership and content to support thoughtful and informed strategic planning for our profession. In addition to the research product, we will also create practical tools to support chambers leveraging the findings for their own efforts.

- Industry public opinion poll - \$45,000
The 2012 Schapiro study highlighted the value of businesses joining a chamber of commerce. This year's poll will include similar questions, as well as highlighting the broader, strategic role chambers play in communities as a trusted source and integral stakeholder that builds and supports thriving local economies.

We are requesting one item be funded through the short-term investment fund.

- New finance and accounting system - \$50,000
ACCE's current accounting system has been discontinued and is no longer being serviced or updated. Because of this, we need a new system. After an exhaustive search, the finance team has selected Sage Intacct. This is an essential infrastructure component and will be an upgrade from our last provider, because this accounting system can talk to, and integrate with our database. There are significant implementation and integration costs, which we are requesting be funded through the short-term investment fund as an infrastructure investment. Depreciation and subscription costs can be easily absorbed into future budgets.

Association of Chamber of Commerce Executives
Consolidated Statement of Activity
2024-2025 Annual Budget

	2024-25 Annual Budget	2023-24 Annual Budget	2024-25 Budget vs. 2023-24 Budget \$\$ Variance	2024-25 Budget vs. 2023-24 Budget % Variance
FBI				
Total FBI Revenue	1,081,000	1,081,000	0	0%
Total FBI Expense	1,131,259	1,081,000	50,259	5%
FBI Net Income	(50,259)	0	(50,259)	0%
Foundation				
Total Revenue	1,336,276	2,329,686	(993,410)	-43%
Total Expense	1,296,917	2,284,076	(987,159)	-43%
Foundation Net Income	39,359	45,610	(6,251)	-14%
ACCE				
Revenue				
Annual Convention	1,178,400	1,101,175	77,225	7%
Awards/COY Revenue	30,000	32,000	(2,000)	-6%
Certification	11,000	14,200	(3,200)	-23%
Chamber Education	184,000	114,390	69,610	61%
Chamber Executive Magazine Rev	116,080	98,060	18,020	18%
Divisions	0	7,720	(7,720)	-100%
Executive Search	11,000	11,000	0	0%
Membership Revenue	1,570,000	1,650,000	(80,000)	-5%
Metro Cities Revenue	81,500	74,904	6,596	9%
Misc Income	25,000	11,000	14,000	127%
National Corporate Sponsors Revenue	226,007	222,781	3,226	1%
Publications & Research Revenue	20,500	25,500	(5,000)	-20%
Total ACCE Revenue from Operations	3,453,487	3,362,730	90,757	3%
Expense				
Admin (Operations, Occupancy, Governance)	429,800	509,694	(79,894)	-16%
Admin Personnel Costs	655,295	695,217	(39,922)	-6%
Annual Convention	1,147,299	1,041,405	105,894	10%
Awards/COY Expense	46,064	53,615	(7,551)	-14%
Certifications Expense	30,111	28,605	1,506	5%
Chamber Education Expense	217,761	186,937	30,824	16%
Chamber Executive Magazine Expense	52,528	60,342	(7,814)	-13%
Divisions Expense	0	13,849	(13,849)	-100%
AskACCE	44,939	52,998	(8,059)	-15%
Membership Expense	467,217	434,423	32,794	8%
Metro Cities Expense	45,266	52,195	(6,929)	-13%
National Corporate Sponsors Expense	172,602	173,295	(693)	0%
Publications & Research Expense	75,298	94,984	(19,686)	-21%
Web Expense	49,134	53,291	(4,157)	-8%
Total ACCE Expense from Operations	3,433,315	3,450,850	(17,535)	-1%
ACCE Net Income	20,172	(88,120)	108,292	-123%
Total ACCE & Affiliates Revenue	5,870,763	6,773,416	(902,653)	-13%
Total ACCE & Affiliates Expenses	5,861,490	6,815,926	(954,436)	-14%
Total ACCE & Affiliates Net Income	9,272	(42,510)	51,782	-122%

Allocations from Investments

Horizon 2.0 Expenses	\$ 87,525.00
Public Opinion Poll Expenses	\$ 45,000.00
Finance/ Accounting System (Sage Intacct)	\$ 50,000.00
Total	\$ 182,525.00



Proposed Changes to CCE Requirements April 2024

The CCE Commission voted to recommend removing the audit as a requirement beginning with the 2025 process.

- In 2023, the commission conducted its first survey of chamber professionals who qualify for CCE but have yet to go through the process, and asked about barriers to applying. The number one barrier identified was the audit requirement.
- The audit requirement is a particular barrier for smaller chambers.
- There is a shortage of financial professionals willing and able to do audits; this has made audits considerably more expensive in recent years, and many chambers are also having to look far beyond their own communities to source for audit firms.
- CCE is credentialing for individuals, and an audit is a function of an overall organization. Likewise, CCE candidates who are not in C-suite positions have little voice in whether their organization conducts an audit.
- The audit will remain a requirement for Chamber of the Year applications, as COY is based on the organization and not the individual.

The consensus of the commission is that the audit is less important than questions that allow the candidate to show understanding of key financial concepts that enhance sustainability, continuity, and financial health, plus key best business practices and knowledge of compliance and regulations. Removing the audit requirement and implementing the other changes allows us to keep the integrity of the certification while also making the process more equitable.

Changes already in place for 2024 process:

- New and updated financial essay questions that focus on the candidate's financial acumen and fiscal management instead of simply regurgitating the organization's policies.
- Revised financial exam questions with input from Mike Gellman, independent Fiscal and Financial Strategist for nonprofit organizations and an Institute of Organizational Management Faculty Member.

Professional Development Programs

Amy Shields, Vice President

April 2024

Division Updates

Communications Division: The division's April call focused on the state of chamber print publications. The group discussed strategies for sustaining print publications as well as best practices for transitioning print publications to a digital format. The group also covered online member engagement strategies and ideas for leveraging LinkedIn advertising as part of your membership marketing strategy.

Diversity, Equity and Inclusion Division (DEI): The division meets on the third Tuesday of each month. Recent discussion topics included partnering with community colleges on DEI programs and events and an open discussion to share successes and challenges. DEI practitioners met in April to discuss how they use tools from their previous roles to support chamber members.

Education and Talent Development Division (ETD): The division met to discuss ways to build and attract talent and had an open discussion to share successes and challenges. The 2024 Annual Meeting is May 22 – 23 in Baton Rouge, La., with an ETD Champions Gathering on May 21.

Economic and Community Development Division (ECD): The division met to discuss how to use community data as an advocacy tool. The 2024 Annual Meeting in Baton Rouge will include ACCE's annual Site Consultant Program.

Events Division: The Division held a roundtable discussion on revenue generation in events, drawing 43 attendees. The Division will hold a call on event technologies on April 30. The 2024 Events and Communications Conference will be held in St Paul, Minn. on October 16 – 18. Registration will open in May.

Finance and Operations Division: The division met in January for an open discussion call. Topics included implementing tiered dues increases, brainstorming creative payment structures, TRCs and sponsorships, and suggested HR benefits to retain talent within the chamber. The March call was a joint call with chamber foundation directors about best practices for running a foundation. The division will meet again in May for a presentation on facilities management practices.

Government Relations Division: The division continues to hold calls on the fourth Thursday of the month. The group's February call focused on DC fly-ins and other legislative events. The March call explored strategies for monetizing advocacy work and state legislative efforts to combat organized retail theft.

Membership Development Division (MDD): In February, the MDD call focused on successful prospecting strategies and attracted 60 attendees. In March, the Division call focused on takeaways and lessons learned from the Membership and Revenue Development Conference. The May Coffee and Connections will focus on membership surveys.

Other Professional Development Programming

Sales Contest: The Sales Contest has been revamped to run on a calendar year, and registration for the 2024 year closed on April 5. The program was expanded to include sponsorship. There are 62 participants registered for this year's contest. Winners will be recognized at the annual Membership & Revenue Development Conference. Lifetime Sales Achievement Awards have not changed, and numbers will be due in the spring.

CCE Program: The CCE class of 2024 has 11 candidates. Candidates recently submitted their essays and will take their exams as the next step in the process. The CCE Commission will bring proposed changes to the CCE application process to the board for approval. These changes aim to make the process more equitable for chamber executives representing all sizes of organizations.

Webinars and E-Learning: Recent webinars include skills-based hiring, workforce legislation and the CCE process. Upcoming webinars will focus on membership marketing techniques and chamber mergers. We are experimenting with content formats and will offer a multi-part, on demand series on non-dues revenue from February through July. We are also offering an on-demand e-learning on the U.S. Chamber Accreditation process.

Chamber of the Year: Staff notified chambers that met the qualifying Dynamic Chamber Benchmarking criteria and encouraged them to apply for Chamber of the Year. The Application Do's and Don'ts webinar was held on April 11, and a recording can be found on ACCE's LMS. [Chamber of the Year applications](#) are due on May 10.

Certificate in Chamber Management: In 2024 to date, chamber professionals have completed 42 courses. There are three people who have completed all seven of the CCM courses this year. The Operations and Finance course regularly has more completions than the other courses. ACCE staff are working on additional new modules for the course and will release new content throughout the year.

Workforce Development Fundamentals Certificate: The program ended in early March [with 53 graduates](#). We will offer a second round for this certificate in November and are exploring additional opportunities for future webinars and certificate courses with IEDC.

ACCE Convention: Staff continue to develop content and offerings for the 2024 Convention (July 16 – 19, 2024 in Dallas) is underway, and [registration is open](#). Early bird registration closes on May 31. The team has completed site visits for the 2025 & 2026 Conventions and will begin the process of securing locations for both coming years.

Regional Conferences and Topical Convenings

Save the date for these upcoming conferences:

- [Talent and Economic Development Annual Meeting](#), May 21 – 23, Baton Rouge, LA
- 2024 ACCE Convention, July 16 – 19, Dallas, TX
- DEI Practitioners Meeting (invite-only), October 1 – 2, Louisville, KY
- Events and Communications Conference, October 16 – 18, St. Paul, MN
- Government Relations Division Roundtable Meeting, November 10 – 12, Phoenix, AZ

Membership and Revenue Development Conference: ACCE held its first-ever Membership and Revenue Development Conference in Nashville on March 20 – 22. The event sold out with 160 attendees. Topics



included member onboarding, developing strategic non-dues revenue plans, selling chamber impact and thinking entrepreneurially about changes to membership and revenue offerings. Thank you to the Nashville Area Chamber for hosting the event.

Communications & Networks Report

Will Burns, Vice President – Communications & Networks

ACCE Communications

Chamber Executive: The Winter 2024 edition of *Chamber Executive* is online. The issue featured stories on best practices for abandoning outdated or ineffective programming to pursue more impactful initiatives. We heard from five Horizon Investor chamber CEOs on their insights and advice to improve organizational performance, workplace efficiencies and futureproof their chambers.




- **Engaging Young Professionals:** We also featured strategies effective chamber young professional programs use to engage emerging leaders through networking opportunities, professional development, mentorship and community engagement.
- **The Spring 2024** issue will be published in May. It will feature a look at innovative chamber spaces, strategies for building a stronger employee culture and best practices for leadership transitions and succession planning.



Social Media Highlights: ACCE achieved growth on our social media channels in 2023.

- LinkedIn: Follower count grew by 10% thanks to engagement from Membership & Revenue Conference attendees.
- Facebook: Follower count grew by 1% | Impressions grew by 29%
- Instagram: Follower count grew by 2% | Impressions grew by 13%

Top Performing Posts

-  Membership and Revenue Conference Photos
-  Annual Convention promo featuring photos from last year
-  Chamber of the Year Promo

Awards for Communications Excellence: More than 110 entries were received for the 2024 competition, a 9% increase over last year's submissions. This annual award program recognizes outstanding chamber of commerce marketing and communications work. Up to 12 Awards for Communications Excellence winners will be announced in late May. Those recipients will be considered finalists for the Best in Show title within their respective entry category (based on total annual revenue range). Best in Show winners will be revealed at the awards show during ACCE's annual convention in Dallas.

Research & Benchmarking

New Chamber Thought Leadership & Research Center: ACCE launched a new online hub to capture the industry's most innovative thinking to help chamber leaders plan for a more effective and impactful future. The new [Chamber Thought Leadership & Research Center](#) is a go-to portal that combines insights from ACCE plus relevant thought leadership from experts beyond our industry, who are pillars in their respective fields, to inform your strategies and tactics.

New Chamber Board Director Resources: We know that gaining board adoption of innovative new approaches can be challenging. To support ACCE members, we launched a new [online hub](#) to help chamber board directors see the big picture, including national and global trends impacting chambers and the communities they serve. Board directors can subscribe to our monthly Chamber Trends newsletter and access other resources like an overview of board member responsibilities and a one-pager on best practice behaviors of effective board members.

Chamber Pulse Surveys

ACCE continues to track industry trends with regular pulse surveys. Topics being considered for the upcoming quarter include chamber marketing and communications metrics, facilities management and updating last year's [workplace flexibility survey](#). You can find survey results and links to open surveys on our [website here](#). Recent surveys include:

- [Membership Staff Compensation](#)
- Horizon Initiative 2.0 – See the Horizon Workbook in the board packet

Dynamic Chamber Benchmarking: FY2023 data collection in [Dynamic Chamber Benchmarking \(DCB\)](#) is still underway. We plan to release updated operations reports in April 2024 and salary report in September 2024. Your participation is critical to ensure ACCE can provide compelling data-driven insights to our members in a timely manner. You can access the surveys by logging into your [ACCE Member Portal](#) and clicking “Benchmarking” in the top navigation menu. [Detailed access instructions can be found here](#).



DCB collects data from hundreds of chambers and provide access to customizable reports that can help your chamber monitor trends, benchmark performance and make better decisions. We will publish our annual operations report this spring and our salary report in the fall. More information about last year's reports can be found [online here](#).

Customized Research & Special Publications: ACCE can conduct customized projects to elicit data and feedback from select chambers on quantitative (and even qualitative) questions to benchmark how your peers manage operations, fundraising, employee engagement and more. For a reasonable fee, our team can conduct:

- CEO executive compensation reports
- More detailed benchmarking to compare your chamber to your most relevant peers
- Programmatic audits to compare your program of work to similar sized chambers
- Membership dues model comparisons

Contact [Will Burns](#) for more information.

AskACCE: The team continues to provide Q&A and in-depth research services. From January through March 2024, we responded to 95 [AskACCE requests](#). Satisfaction ratings averaged 5/5. Inquiries focused on:

- **Dynamic Chamber Benchmarking:** Specific survey questions, platform support and Chamber of the Year qualification information.
- **Software Solutions:** Questions about CRM/AMS platforms and RFPs, advocacy software and career readiness websites.
- **Economic & Community Development:** Examples of how chambers are addressing crime and safety, affordable housing and childcare.

Community Peer Groups

Metro Cities Council : ACCE's Metro Cities Council's February call featured a discussion on the state of chamber DEI programs and internal operations strategies. The group's next roundtable call will be Wednesday, April 24, at 2 pm ET. The group will meet in person during the ACCE convention on Thursday, July 18 at 2 pm and the Dallas Regional Chamber will host a group dinner for the CEOs that evening at 5:30 pm. Our annual joint meeting of the Metro Cities Council and Major Cities Council will be held September 8-10 in Memphis, Tennessee.



Major Cities Council: ACCE's Major Cities Council CEOs met in Ocala, Florida on March 4-6. The agenda featured a mix of presentations and roundtable discussions that covered chamber operations, emerging trends public safety and crime prevention and the economic impact of the World Equestrian Center. The group will meet in person during the ACCE convention on Thursday, July 18 at 2 pm. Our annual joint meeting of the Metro Cities Council and Major Cities Council will be held September 8-10 in Memphis, Tennessee.

Emerging Cities Council: Emerging Cities Council continues to meet quarterly. It's February call featured a discussion on new employee onboarding. The council's Google Group remains a valuable resource for ideas and information-sharing among members. Topics of recent online discussions include directors & officers insurance, small business week ideas and remote worker initiatives. The group will meet in person during the ACCE convention on Thursday, July 18 at 2 pm.

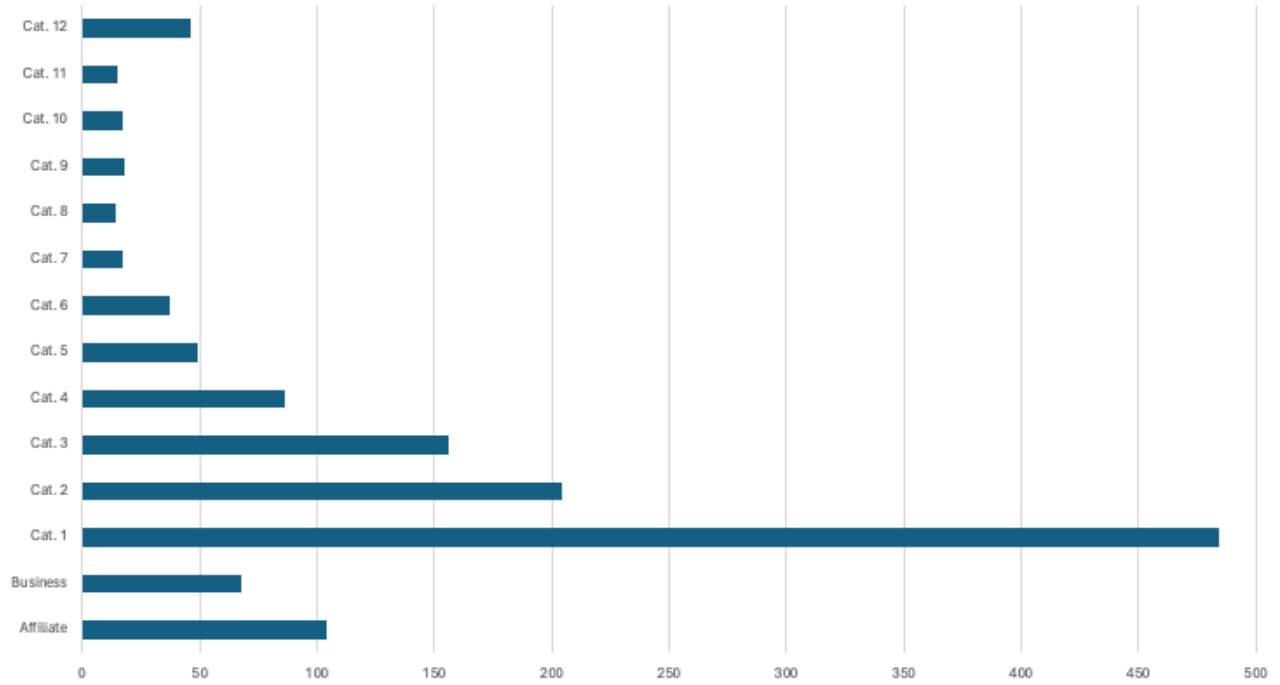
Hometown Chamber Council: The council's February 14 call focuses on the evolving roles chambers are playing to support their communities. The council's Google Group remains a valuable resource for information-sharing among members. Recent threads focused on shop local programs, farmer's markets and chamber bylaws. The group will meet in person during the ACCE convention on Thursday, July 18 at 2 pm.

Membership Retention, Engagement & New Sales:

ACCE is currently conducting interviews for the VP, Partnerships and Member Engagement position that is over both membership and sponsorship. The team brought on a new membership director in December 2023 who has already developed membership recruitment, retention and engagement plans.

- Membership revenue will not hit our budget goal for the year, primarily due to staff transitions within the function. However, membership interest and retention remain high.
- Between January – March we welcomed 26 new chamber members with total value of \$18,131 in revenue.
- The non-member newsletter, [Chamber Trends](#) continues to grow in distribution and popularity. The December edition was sent to over 1,564 prospects with an impressive 42.4% open rate; an increase of 64 new prospects and 0.4% increase in open rates.
- The membership team is working in conjunction with other departments to improve the navigability of the ACCE website.
- Membership retention was high for the last three months where the books have been closed:
 - October 2023 – 96% retention
 - November 2023 – 93% retention
 - December 2023 – 91% retention
- Recent additions:
 - Office hours and ad-hoc meeting requests now available on-demand with the Membership Director. Members can directly schedule time to speak without the back-and-forth of email.
 - Quarterly “get to know us” webinars now available for prospects interested in membership but not fully committed to a 1:1 meeting. Webinars will be recorded and used for sales opportunities in the future.
 - New member applications now live on website. Interface is more user friendly and collects critical data to help ACCE improve the member experience and stay current on member revenues.
 - New welcome/onboarding and renewal email campaigns launched. Each campaign focuses on the member type and important engagement opportunities throughout the membership year.
 - Membership Director attended the [W.A.C.E. conference](#) from February 7-9 in Garden Grove, CA and the ACCE Membership & Revenue Development Conference from March 21-22 in Nashville, TN.
- Upcoming:
 - 2024 Membership Plan being finalized with a focus on creative ways to recruit and retain members, qualitative outreach improvements, and administrative work consolidation to maximize efforts. New membership marketing collateral also in planning and development stages.
 - Membership Director to present at MAKO Conference in Branson, MO from April 29 – May 1. Session is titled “Trends in Membership: Looking Over the Horizon” and will examine upcoming trends in membership and creative ways to solve some of those challenges.
 - The membership model revamp will be launched in January 2025.

Membership Breakdown by Category



	Affiliate	Business	Cat. 1	Cat. 2	Cat. 3	Cat. 4	Cat. 5	Cat. 6	Cat. 7	Cat. 8	Cat. 9	Cat. 10	Cat. 11	Cat. 12
Count	104	68	484	204	156	86	49	37	17	14	18	17	15	46

Corporate, Convention and Regional Sponsorship Sales:

The ACCE team is in the process of interviewing candidates for the VP, Partnerships and Member Experience position. In the interim, the partner development director is supporting corporate sponsor sales in conjunction with Sheree Anne.

Corporate Sponsorships

- Q1 2024 has been an active quarter with three corporate sponsor renewals including the U.S. Chamber, Livability and Personify. We are also excited to welcome [CAEL](#) as a new corporate sponsor, along with their involvement in the upcoming Talent and Economic Development Annual Meeting.
- We have two pending corporate sponsor proposals from Grubhub and Amazon. We are keeping the line of communication open with Meta including ongoing discussions for continued involvement.

Regional Sponsorships

- In March we exceeded sponsor expectations at the Membership and Revenue Conference which included involvement from four sponsors: GrowthZone, RoleCall, Thryve Leadership and Chamber Media Solutions.
- To date, we have received commitments from RoleCall and CAEL for the Talent and Economic Development Annual Meeting with pending asks to Forth Economy, EY, and Lightcast.

Convention

- Convention sponsors are coming in with commitments from DCI, Comcast, AGIA, Principal, and GrowthZone. GrowthZone will be the exclusive Chamber of the Year Sponsor. We have a pending proposal out to EOS and are collaborating with the Dallas Regional Chamber to connect with local corporate sponsors. Promising conversations are underway with the Dallas Business Journal and Forvis. Current sponsor commitments to date total \$128,750.
- We have received 15 commitments from exhibitors, including 6 first time exhibitors. We continue to receive interest for involvement and will be continuing outreach over the next few months.

Grant-Specific Programmatic Work

ACCE Foundation's Economic Mobility Fellowship: The [2024 Fellowship](#) cohort started in January 2024 and convened in Gainesville, FL from April 2 – 3, 2024. Fellows heard from the Greater Gainesville Chamber and dug into components of their regional action plan. The Foundation is planning a communications campaign to celebrate 10 years of the Fellowship program. This work is funded by the Truist Foundation.



Equitable Credential Attainment Cohort Program: The second cohort of nine communities started in January and set milestone for their teams. Foundation and AACC staff will meet with the communities every other month to provide technical assistance.

Supporting Business Engagement in Community Health: The team wrapped up its technical assistance to cohort participants this fall. See this [blog post](#) on Results-Based Accountability to understand the framework that participating communities used to measure success. Two additional blog posts featuring lessons and tools from the cohort will be released this spring.

Urban Higher Education Ecosystems: The Foundation will host virtual workshops in [April](#) and [June](#). There will be an opportunity for those that do not attend the workshop to engage on the topic at the 2024 ACCE Convention. This work is funded by the Kresge Foundation.



Rural Workforce Development: The [Economic Mobility for Rural Workers](#) cohort met from March 4 – 5, 2024 for a convening hosted by the York County Economic Alliance. Cohort members heard from Ascendum Education Philanthropy on trends in rural communities, YCEA on their work with rural populations and practiced their storytelling skills. This work is funded by Ascendum Education Philanthropy.

Smart Justice: Foundation staff are collecting responses to a [survey on community safety and violence reduction](#). There will be a special session at the 2024 ACCE Convention to discuss smart justice and community safety as well. This work is funded by the Just Trust.

Skills-Based Hiring: The Skills-Based Hiring Peer Learning Community met in March to learn how the Indiana Chamber of Commerce creates activators and discussed plans to bring skills-based hiring to their respective members. The Foundation hosted a training on skills-based onboarding and development in March. The next [training series](#) on skills-based hiring will begin on April 24. This work is funded by the Rework America Alliance, an initiative of Jobs for the Future (formerly the Markle Foundation).

Development Pipeline and Partner Cultivation

Higher Education

- Continuing conversations with Strada to discuss opportunities for partnership and collaboration
- Developing a proposal with CAEL to support chambers in providing employers additional opportunities to upskill employees and encourage them to take advantage of existing support for completing credentials or degrees
- Continuing conversations with the Gates Foundation to identify opportunities within their current portfolio of work

Workforce Development

- Submitted a response to the Department of Labor's Apprenticeships Building America Part 2 grant to support a cohort-based approach to apprenticeships in non-traditional industries; this work would be in partnership with BuildWithin and would pilot strategies in five cities
- Working with Safal Partners, a DOL Apprenticeships Center of Excellence contractor, to understand chamber perspectives on registered apprenticeships and tools that would be helpful for businesses considering registered apprenticeships
- Continuing conversations with Education Strategies Group to discuss opportunities for joint work around career pathways and employer engagement
- Meeting with the National Association of Workforce Boards and other partners to develop a joint proposal to streamline workforce systems and ensure that they meet the needs of employers
- Working with Rework America Alliance on follow-on funding to support continued delivery of skills-based hiring training for chambers of commerce

Smart Justice

- The ACCE Foundation was awarded two grants from the Just Trust. We received \$40,000 to support a convening at the ACCE Convention focused on community safety and violence reduction. We also received \$80,000 to continue the work of the Smart Justice Roundtable and produce additional resources for chambers on smart justice issues.
- Building relationships with the Center for Employment Opportunities and the REFORM Alliance to discuss potential for a joint grant on second chance hiring

Other

Revising proposal with Interise to fund the expansion of minority business accelerators to additional chambers and regions

Fringe Benefits, Inc.
Candace Boothby, Chair
April 18, 2024

The 401k annual plan reviews are going well. Most plans have made it through census and compensation review so we are now focused on the contributions review to determine accuracy and help the member organizations with any clean-up that may be necessary. In addition, the 401k audit has begun. The team is collecting data from the sample locations selected by the independent auditors and preparing for field work in early May.

The [ACCE/FringeBenefits](#) webpages have been updated for all retirement and insurance lines of business. New tools and resources are available for both Plan Administrators and the employees participating in the programs. We expect to continue to grow the Plan Administration tools as we create new ways to communicate and educate them on the various procedures and plan provisions.

The Benefits Trust completed its first 401k cybersecurity audit on all providers who service the 401k plan at the end of 2023. These cybersecurity audits are a new responsibility for retirement plans sponsors resulting from Department of Labor guidance issued in 2022. The audited 401k providers who handle 401k plan data included FBI, Principal, and the independent 401k plan auditor, Forvis. All three organizations fared well in the auditor's report while also receiving suggested areas for improvement. We have begun implementing the suggestions which enhances not just the cybersecurity of the 401k plan, but also ACCE overall. Progress updates on cybersecurity will be presented to the Benefits Trust at its 2024 meetings.

ACCE External Affairs Engagement

As the national association serving and representing the chamber community, it's critical that ACCE staff spend time embedded in the field. This takes the form of chamber visits for strategic guidance and idea-sharing, speaking and facilitation opportunities, attending broad-based events highlighting issues that impact chambers and the constituents they serve, and outreach to other stakeholders, including but not limited to: media; national associations; universities, etc. This list does not include events hosted by or at ACCE:

ACCE Staffer	Date	Event	Location	Description
Sheree Anne Kelly	Oct. '23	ASAE / Key Assoc. Industry Committee	Washington, DC	Committee meeting and presenter about AI for associations
Sheree Anne Kelly	Oct. '23	Carolina Chamber of Commerce Execs	Summerville, SC	Keynote speaker, The Future of Chambers & Horizon Update - What's Next
Sheree Anne Kelly	Oct. '23	ASAE special briefing	Virtual	ASAE's U.S. Supreme Court Amicus Brief
Amy Shields	Oct. '23	Grantmakers for Education	Atlanta, GA	Presenter
Amy Shields	Oct. '23	USCC Institute Board Meeting	Washington, DC	Board member/attendee
Sheree Anne Kelly	Nov. '23	National Assoc. of Workforce Boards	Washington, DC	Lunch with new president & CEO
Sheree Anne Kelly	Nov. '23	ASAE Workforce Coalition Meeting	Virtual	Legislative progress, new coalition resources & advocacy engagement opportunities
Sheree Anne Kelly	Nov. '23	Advocacy Strategy	Meeting	Met with co-founder
Sheree Anne Kelly	Nov. '23	Liberty County Chamber board retreat	Virtual	Presented on The Future of Chamber Value & Relevance
Sheree Anne Kelly	Nov. '23	Bristol Chamber board retreat	Virtual	Presented on The Future of Chamber Value & Relevance
Sheree Anne Kelly	Nov. '23	Luncheon with Rep. Gerry Connolly	Tyson's, VA	Interactive discussion about global threats, national security & economic stability
Sheree Anne Kelly	Nov. '23	Overland Park Chamber board retreat	Overland Park, KS	Facilitator for strategic planning
Amy Shields	Nov. '23	FBLA	Providence, RI	Presenter
Sheree Anne Kelly	Jan. '24	National Assoc. of State Chambers winter meeting	Palm Springs, CA	Attender & presenter: Chambers Addressing Community Impact Issues & Workforce Barriers to Entry
Amy Shields	Jan. '24	Education Strategies Group	Washington, DC	Met with president & CEO to discuss partnership opportunities
Amy Shields	Jan. '24	American Association of Community Colleges	New Orleans, LA	Presenter
Sheree Anne Kelly	Feb. '24	USCC Briefing	Virtual	U.S. Senate Bipartisan Border Security Bill

Sheree Anne Kelly	Feb. '24	USiLAW Immigration & Mobility Symposium	Bethesda, MD	Examined the complexities and challenges surrounding immigration and mobility.
Sheree Anne Kelly	Feb. '24	American Free Enterprise Chamber of Commerce	Alexandria, VA	Meeting with president to discuss partnership opportunities
Sheree Anne Kelly	Feb. '24	IEDC & National Assoc. of Workforce Boards	Washington, DC	Meeting with CEOs to discuss partnership opportunities
Amy Shields	Feb. '24	US Chamber of Commerce	Virtual	Meeting to provide insight on DEI
Amy Shields	Feb. '24	Safal Partners	Virtual	Discussed survey and focus group opportunities for understanding chamber apprenticeship needs
Amy Shields	Feb. '24	Business and Higher Education Forum	Virtual	Discussed areas of focus and potential for partnership
Sheree Anne Kelly	March '24	Beech Strategies	Virtual	Discussed partnership opportunities around advancing small business & community initiatives
Sheree Anne Kelly	March '24	USiLAW	Virtual	Discussed partnership opportunities around immigration reform
Sheree Anne Kelly	March '24	Amerca's Blood Centers	Arlington, VA	Panelist: Strategy Session – Bringing Business Back
Sheree Anne Kelly	March '24	IEDC	Alexandria, VA	Meeting with CEO to continue discussions around partnership opportunities
Sheree Anne Kelly	March '24	Ocala Metro Chamber & Economic Partnership board meeting	Ocala, FL	Presented on The Future of Chamber Value & Relevance
Sheree Anne Kelly	March '24	USCC Committee of 100	Washington, DC	Member/attendee
Sheree Anne Kelly	March '24	Bucknell University Entrepreneurship & Innovation Summit	Washington, DC	Panelist
Sheree Anne Kelly	March '24	ASAE CEO Breakfast Roundtable	Washington, DC	Attendee – Difficult Conversations in the Boardroom
Sheree Anne Kelly	March '24	ASAE Webinar	Virtual	Brace for Battle: Demystifying the 2025 Tax Reform Landscape for Associations
Sheree Anne Kelly	March '24	ASAE Key Industry Association Committee Meeting	Washington, DC	Focus topic on the geopolitical world & navigating the complexities of national security and protecting our democracy
Amy Shields	March '24	Strada	Virtual	Attended State Opportunity Index Briefing

Amy Shields	March '24	SHRM Foundation	Virtual	Met to discuss overlap of areas of focus and opportunities to collaborate
Amy Shields	March '24	NHACCE Presentation	Virtual	Presented on chamber foundations
Amy Shields	March '24	Health Action Alliance	Virtual	Met to discuss overlap of areas of focus and opportunities to collaborate
Sheree Anne Kelly	April '24	USCC, New American Economy/American Immigration Council	Virtual	Meeting to discuss collaboration between our organizations
Sheree Anne Kelly	April '24	Loudoun County Chamber board retreat	Leesburg, VA	Facilitated strategic planning retreat
Amy Shields	April '24	PARIN & NAWB	Virtual	Discuss potential proposal for join foundation-funded work
Amy Shields	April '24	Rural Summit	Lexington, KY	Presenting on the ACCE Foundation's rural economic mobility work

Do you know of events at which our team should speak? Conferences/virtual meetings where our industry's voice should be heard? Know a chamber that could benefit from customized consulting, training or facilitated retreats? Let us know. Tell Sheree Anne – skelly@acce.org.